

ABLOY'S AGEMASTER PROGRAMME

North Karelia, Finland

Abloy's Agemaster programme was introduced in 2001. The management envisaged importance of age management, because there was a need to control the age profile of workforce on company level, improve well-being of older workers as well as ensure the exchange of accumulated and tacit knowlegde from mature to younger workers.

Objectives

- Goals of the Abloy Agemaster programme are to boost the work ability and well-being of personnel, and especially, the mature workers, decrease use of sick leave by one percent each year, raise the average retirement age (from 59 to 61 within two years), boost self-confidence of agemasters, highlight the value of older workers' experience and input, and ensure the transfer of accumulated and tacit knowlegde

Problems/Needs

- In 2000 the Abloy's age profile was like contours of a double-humped camel: the propotion of 25-35 years old was big, but even bigger was the propotion of 50-60 years old. The similar age profile is typical in Finland and also in other European countries because of baby boom after the second world war. In Abloy a peak of 50-60 years old workers is explained also by the fact, that the Joensuu factory was founded in 1968, and many employees were hired at that time. In Abloy the wastage rate of personnel has been very low, and that's why the workers who has been recruited in turn of 1960s and 1970s are still a significant group among personnel.

Process

- Managers and superiors has been trained in age management, that is to take into account different phases of life from the point of management. Special attention has been paid to ergonomics, suitable assignmets and shifts for mature workers, and improvement of their skills and knowlegde by continued learning. Age masters can use free services like local health clubs, indoor swimming pool, sports grounds. Based on their annual medical check-up and fitness test Agemasters develop a personal fitness plan in consultation with company's physiotherapy staff. Additional paid time off is available for staff older that 59. The employee-led club for Abloy's Agemasters organises annually 1-4 events (informational activities, outdoor activities and outings etc.)

Country Finland
Region North Karelia
City Joensuu
Population Approximate 73.000



Operational Environment
 Joensuu factory of the Abloy Ltd.

Bodies and Organisations
 Internal programme of the company, in cooperation with company's on-site occupational health care staff anf local well-being service companies

Primary Target Group
 Age group from 55 to 64

Evaluation of the GP implementation by peers, experts, users, scientists, evaluators or others
 American Research centre the "Conference Board" has provided a case study in the Agemaster Programme (2007). The interest in programme has raised through out on national and international level. During the international O.W.L. Project the Abloy AgeMaster Programme with the holistic approach to maintaining work ability was evaluated as very progressive.

Information has been collected
 Case study and reports from the own on-site occupational health care service.

Location Joensuu



RESULTS

Beneficiaries:
 Mature employees, all staff members, company

Results Benefit:
 Seniors

Any Enhancement:
 Average retirement age has raised, older workers feel appreciated and feel better than before the programme activities.

- Success Factors:**
- National consensus and action (managing the mature workforce as national priority)
 - A state pension policy encourages older workers to continue working
 - Cultural value as employers' responsibility to care for employees
 - The established role of occupational health staff

DISSEMINATION AND EXPLOITATION OF RESULTS

Media Types:
 Articles, Newspapers, Publications, Radio and TV, International Media ; in various languages: Finnish, English, German etc.

Plan for dissemination and exploitation of results:
 Interest in the Agemaster programme and it's results has raised through-out internally, nationally and internationally. Results will be used to further develop the running Agemaster Programme.

Sustainability:
 The programme has approved as integral part of the personnel management. The concrete activities are confirmed on yearly basis.

Transferability of the good practice to other regions:
 Transferable under conditions.

Standards:
 Not Applicable.

CAMPUS FOR THE GENERATIONS

Brandenburg, Germany

In the context of the programme “older unemployed/older work force - experience meets challenges” of the ministry for labour, social, family und women affaires (MASF) of the federal state Brandenburg (BB), ageing unemployed skilled people shall show their abilities being involved in creative, scientific work (“working in creative projects”). For it they work on demanding tasks provided by firms, and they are supported by universities of BB. At the project “campus of the generations” taking place at the university of Potsdam, job-seeking older people are working together with students. That is the unique characteristic of that project. The participants of the teamwork present the results of their work at public events. Also the older participants are registered as auditors at the university of Potsdam. The aim is to develop new ways and methods of qualifying and training and to improve the job opportunities of ageing unemployed people.

Objective, goals, targets

- Development of new ways for training of older work force respectively of older and young work force. The creativity and innovation ability of the older people should be build up by this new methods.
- Improvement of job opportunities for ageing employees.

Problem

- Until 2020, the age group of the age between 55 and 65 years will increase sharply - by about a third - from now around 340.000 to then 450.000 people. Then this age group is the strongest with a share of 39% of the population at the employable age in BB.
- At the same time different studies (e.g. the demand analysis of skilled workers in Berlin and Brandenburg) show an increasing demand of qualified employees, which can't be met by available employees.
- It is obvious, that in the near future the production- and innovation-process are to be managed increasingly by ageing and older labour force, especially under the condition of expanding pressure for innovations. For that ways and methods for qualifying and training have to be developed.

Process

- Organisations, selected by a competition, implement the concept of the MASF. At the “campus of the generations”, the organisation acquires the older participants together with the university of Potsdam, on the one hand, and the small companies, which present appropriate tasks, on the other hand, arranges the teams of the ageing participants and the students, engages qualified personell for coaching the teams.

Country	Germany
Region	Brandenburg
City	Potsdam
Population	150 000



Timescale end 2008 till end 2011

Operational Environment

Organisations: UP-Transfer Ltd. and university of Potsdam

Bodies and Organisations

MASF: concept and management of the programme: “older unemployed/older work force - experience meets challenge”; Agency of Brandenburg for structure and labour (limited company): appropriation agency/coordination of the projects, for the “campus of the generations” as well; at the “campus of the generations: UP-Transfer limited company: organisation / detailed concept and implementation; university of Potsdam: cooperation partner; small companies: cooperation partners

Primary Target Group

employees over 50 years; at the project “campus of the generation” students as well

Evaluation of the GP implementation by peers, experts, users, scientists, evaluators or others

Interim report of the iso Institutes für Sozialforschung und Sozialwirtschaft e.V. Saarbrücken

Information has been collected

Non-standardized interviews with persons involved (project managers, participants, representatives of the small companies, people responsible for the programm)



RESULTS

Beneficiaries:

The interim report shows a high acceptance for the approach of the “creative team work”

Results Benefit:

All generations

Any Enhancement:

Compared with the situation before

- part of the older participants find a job; cooperation between older and young participants is practiced; small companies react positively to a problem-oriented qualifying approach;

Compared with the forecast development

- the positive response to the approach was not to be expected in practice by the people involved

Success Factors:

Qualified coaches, commitment of the university - in Potsdam, the engagement of Prof. Dr. Wagner is to be acknowledged.

Lessons learned:

The selection of the small companies involved has to be implemented very carefully.

Difficulties and solutions:

The creative team work and the feasibilities of the universities has to be linked more closely.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media Types:

Website: “Campus der Generationen” (German)

JSP-Junior-Senior-Program

Saxony, Germany

The Junior-Senior Program of MAHLE Behr Industry Reichenbach GmbH. In the context of this program, young and older members of staff actively learn with and from each other. Older staff members pass on their experience while younger employees provide an insight into new technologies and methods.

Objective, goals, targets

- MAHLE Behr Industry Reichenbach GmbH has an average age of 44 years. A lot of employees retire in the next years. Beside vocational education programs they initiated the Junior-Senior-Program with learning in-tandem, where young and older members of staff actively learn with and from each other. Older staff members pass on their experience and knowledge while younger employees provide an insight into new technologies and methods.

Problem

- MAHLE Behr Industry develops innovative cooling and air conditioning systems for the industry that are used in vehicles such as trains, ships, buses or tractors, and in large engines, high-performance electronics, battery modules and the aviation industry. In addition, motorcycle components are a part of the company's business activities.
- MAHLE Behr Industry in Reichenbach employs about 390 people in administration and production (product range: Cooling systems for buses, construction and agricultural machinery, assembly of cooling and air conditioning systems for railway vehicles, heat exchangers for refrigeration and air conditioning and Motorcycle components such as rims and wheels).

Processes

- Duration of tandems depends on work tasks (8 months - 2 years)

Country Germany
State Free State of Saxony
City Reichenbach



Timescale Started in 2005

Bodies and Organisations

MAHLE Behr Industries Reichenbach GmbH,
 Human Resources Department

Primary Target Group

Employees

Evaluation of the GP implementation by peers, experts, users, scientists, evaluators or others

Scientific monitoring by Prognos Berlin

Concrete activities

- Until now 8 tandems has been conducted in administration and production.
- Documentation (internal manual) which is updated regularly.
- Methodical guideline for all participants of the program.



RESULTS

Beneficiaries:

- Keeping knowledge in company.
- Documentation (internal manual).
- Methodical guideline for the all both participants of the tandem.

Results benefit:

Working population.

Success factors:

- Long-term human resources planning
- High standard on operating framework
- Detailed task analysis
- Inclusion of all involved parties
- Possibility of adjustments on changed project developments

Difficulties and solutions:

- High expenditure of time
- Integration difficulties in day-to-day work (day issues)

DISSEMINATION AND EXPLOITATION OF RESULTS

Media Types:

Brochures (German)

Transferability of the good practice to other regions:

Transferable without problems.

Further development, improvements:

Continuation of the program

Social and medical services at home for elderly/dependent people

Centru, Romania

Very old dependent people living in rural areas of Mures county are provided with medical and social services at home.

Objective, goals, targets

- Increasing the quality of life for elderly people.
- Assistance for old dependent people.
- Providing old people with medical and social services.

Background/Problems/Needs

- As a consequence of ageing process, the number of old people with various chronic diseases which don't have regular access to primary medical services increased significantly over the last years. Their families can't take care of them properly and many old people are poorly serviced with medical care.

Processes

- A Memorandum of Collaboration between Mures County Council and Alba Iulia Caritas Organization was concluded in February 2007 for a limited period. Anually, it is extended for another one year term. It continues and extends another project funded previously by the EU.

Country Romania
Region 4 out of the 8 Romania regions
Population 2.524.418



Timescale Since February, 2007

Bodies and Organisations

Mures County Council, General Direction for Social Assistance and Child Protection - Contracting Authority, Alba Iulia Caritas Organization - Social and Medical Services Provider.

Primary Target Group

3240 persons aged over 60 with various chronic diseases which need assistance from other persons.

Concrete activities

Social and medical services at home: hygiene services, feeding, getting dressed or undressed, support for mobility, communication, monitoring the health, kinetotherapy, physiotherapy, kinaesthetics.



RESULTS

Beneficiaries:

3240 old persons living in rural areas of Mures County.

Results benefit:

Seniors.

Any enhancement:

Compared with the situation before: improved social and physical situation of the old dependent people, increased capacity of families with very old members to respond to difficulties encountered.

Success factors:

Significant financial allocations from the main contributors.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media types:

Brochures, website (Romanian) [www. caritas-ab.ro](http://www.caritas-ab.ro)

Plans for dissemination and exploitation of results:

Brochures, websites, oral dissemination.

Transferability of the good practice:

Transferable under conditions.

Standards:

Modified/adapted.

Indicators:

Used.

Further development, improvements:

The project is intended to be continued and extended.

NATIONAL MULTIANNUAL PROGRAMME FOR SUPPORTING ARTISANS AND CRAFT ACTIVITIES

Centru Region, Romania

The programme aims to stimulate the craft sector in the rural areas of Centru Region. It will finance investments in specific equipments and various promotion actions.

Objectives

- Support for the field of hand-made products, actions to promote the regional traditions, active involvement of elderly people in the traditional economy market

Problems/Needs

- In the context of the lack of financing, the sector of traditional economy is likely to disappear. Without proper promotion and marketing actions it is impossible for artisans (mostly elderly people) to penetrate the national and European market.

Process

- Main steps: opening of the programme, submission of the applications, evaluation and selection of the best proposals, funding of the selected applications

Country Romania
Region Centru
Counties Mures and Harghita
Population Approximate 900.000



Timescale 2008–2010

Bodies and Organisations

The Ministry of Economy, Trade and Business Environment,
 The Agency for the Management of Projects and Programmes for SMEs
 Territorial Office for SMEs

Primary Target Group

Artisans from Mures and Harghita counties (most of them aged above 50)

Evaluation of the GP implementation by peers, experts, users, scientists, evaluators or others

Experts from the Agency for the Management of Projects and Programmes for SMEs.

Human Resources:

15 Experts

Legal/Policy Framework:

National, National Multiannual Programme for supporting artisans and craft activities.

Location

Mures and Harghita



RESULTS

Beneficiaries:

60 persons.

Results Benefit:

Seniors.

Any Enhancement:

50 year-old artisans have been supported in order to improve their small business.

Difficulties, problems or obstacles encountered and solutions found:

The beneficiaries encountered difficulties in understanding correctly the procedures for the implementation of the programme.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media Types:

Website, www.aippimm.ro, in Romania.

Plan for dissemination and exploitation of results:

Website, press releases, leaflets, information seminars

Sustainability:

After the end of the programme, the beneficiaries will continue to use the equipments acquired under the programme and will be able to further develop their business.

Transferability of the good practice to other regions:

Transferable under conditions.

Standards & Indicators:

Not Applicable.

Further development, improvements:

Increasing the number of beneficiaries during the next years.

ACTIVE SILVER

Galicia, Spain

In Vilalba and surrounding areas (North East of Galicia, inland) intergenerational solidarity activities related to ITC training have been carried out. These activities are integrated within the active ageing programs jointly promoted by a public and non-profit private bodies partnership. The experience focuses on the improvement and encouragement of aspects within this county's aged population: computing skills and active social participation. In order to achieve this a few IT training courses have been scheduled for the elderly at Vilalba's Sociocommunitarian Centre with the technical and financial support of "La Caixa" Foundation. Some of the elderly students collaborate with the Galician Volunteering Group ASVIGAL. Once the students had undertaken the training courses, they transfer their knowledge to disadvantaged people: young handicapped from the area on a voluntary basis, and at different learning levels. They also do the same with the inmates of Teixeira's Prison.

Objective, goals, targets

- To contribute towards a reduction of the so-called "digital gap" of people with disabilities, inmates and the elderly
- To encourage the social participation of the elderly
- To improve/encourage social interaction through intergenerational solidarity activities that consist of knowledge and life experience transfers
- To take care of the area's needs through the development of volunteering activities that are useful for the people in the community.

Problem

- The 31% of the population of Terra Chá's area - primarily the council of Vilalba- is older than 65 years of age. Vilalba's Sociocommunitarian Centre of Xunta de Galicia has been carrying out for some time activities that promote an active ageing of its population. Since 2007 the Centre has been developing two elderly volunteering programs in collaboration with ASVIGAL and "La Caixa" Foundation; the first one is aimed at disabled people (ASUBÍOS Program) and the other is aimed at a prison's inmates (Nelson Mandela Program). The ASUBÍOS Program involves both training and access to new technologies that did not exist in the area for people with physical disabilities (from the Association Benjamín Paz), or with psychological, blind or deaf disabilities (from the Council's Occupational Centre). On the other hand, the Nelson Mandela Program offers this resource to inmates of a nearby prison. The latter are also trained by participants of the ASUBÍOS Program (disabled people).

Processes

- Vilalba's Sociocommunitarian Centre has a dedicated computer room with the equipment donated by "La Caixa" (Financial institution) Foundation, which is run by an IT instructor supported by this organisation. The donation is part of the Active Ageing Program that this Foundation develops, and it consists on training in NTIC and also the promotion of volunteering within this group. Hence, "La Caixa" Foundation supported the creation three years ago of ASVIGAL, whose volunteers are also users of the Centre. Prior to become volunteer trainers, all the users receive IT training. Once trainers, the volunteers give weekly classes to disabled people from the area at the Centre's computer room (ASUBÍOS Program). They also give weekly classes to inmates of a nearby prison on site using equipment donated by "La Caixa" Foundation. The latter activity is carried out under the Nelson Mandela Program aimed at social integration of inmates.

Country	Spain
Region	Galicia
Municipality	Vilalba
Population	15.437



Timescale	2007-2010
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Operational environment

Vilalba is a town situated in the rural area of Terra Cha, Lugo's province. Both the County and the Council are characterised for having an aged population. In particular, Vilalba has 15.437 inhabitants out of which 4.314 (30%) are older than 65 years of age. It reports a negative demographic balance (births vs deaths), of -118 (per 1.000 inhabitants).

Bodies and Organisations

Consellería de Traballo e Benestar de la Xunta de Galicia: Centro Sociocomunitario de Vilalba y Dirección Xeral de Xuventude e Voluntariado (apoyo financiero al Programa ASUBÍOS), Fundación "La Caixa", Centro Penitenciario de Teixeira (A Coruña)- Secretaría General de Instituciones Penitenciarias del Ministerio del Interior, Asociación de Voluntarios de Informática de Galicia (ASVIGAL), Asociación de personas con discapacidad física "Benxamín Paz"

Primary Target Group

Elderly people.

Evaluation of the GP implementation by peers, experts, users, scientists, evaluators or others

The coordinator of the volunteering programs in which the Centre takes part carries out an annual review to analyse the successful outcome and identify areas of improvement. On the other hand, the pilot experience at the prison has been mentioned in the press and other regional media.

Information has been collected

At an initial phase, the information of the project was delivered and the participation of all departments at the Consellería de Traballo e Benestar was requested. The DART team had a meeting with staff from the Departamento de Centros with the aim to gather general information about the experience. Finally, a meeting was scheduled at Vilalba's Sociocommunitarian Centre to discuss the project with the director of the Centre, the person in charge of the volunteering program and two volunteers.



RESULTS

Beneficiaries:

A total of 75 inmates from Teixeira's prison and 12 people with physical or mental disabilities were trained.

Results benefit:

Seniors.

Any enhancement:

Compared with the situation before

- The level of computing skills of people with no familiarity with new technologies has improved and the participation and social projection of the elderly has increased.

Success factors:

Within the framework of a normal training activity, areas of interpersonal and intergenerational relationship have been created to exchange life experiences. At the same time, a few social prejudices and stigma have been eliminated. In addition, elderly people's self confidence has increased.

Lessons learned:

In order to avoid the consequences of the high rotation of volunteers during the training activity and to standardise the method, a manual was written to guide the trainers classes. Likewise, the volunteers who participated in the Nelson Mandela Program were given a series of recommendations to consider as part of the adaptation to the method in a prison environment.

Difficulties and solutions:

Volunteering of elderly people is sometimes compromised by a lack of commitment due to reasons sometimes unavoidable. This requires an additional effort of continuous recruitment and training of potential volunteers for replacement. In addition, the differences in the level of skills/knowledge by the students led to the formation of various groups for which volunteers were assigned to according to their level of knowledge.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media types:

Website: www.asvigal.org.es (Spanish), Website: www.obrasocial.lacaixa.es (Spanish), Social media: Press releases

Sustainability:

This is a low-cost experience with a high social impact in the environment where it is undertaken.

Further developments, improvements:

The training activity at the Prison takes place in a computer room situated in a male's unit and therefore, women do not have access to this training course. The coordinators of this activity have suggested this prison's authority to run these training courses with mixed groups.



EHLE - EMPOWERING HEALTH LEARNING FOR ELDERLY

Veneto, Italy

It's never too late to learn. With the Grundtvig Program, The Local health Unit n.16 of the Veneto Region has worked to give a second chance for adults out of or excluded from the public education system. The project focused on understand how messages on healthy lifestyle were perceived in different groups within society and how to address the most vulnerable and less educated. In addition it tried to understand how information on medication, food, use of alcohol, tobacco and physical activity is given to older adults.

Objective, goals, targets

- Developing a training system (EHLE) addressed to all professional and people working directly with older persons. The training concept was structured into 4 "knowledge modules": food and nutrition; use of medications; physical activity; daily habits (tobacco, alcohol, other risk factors).

Problem

- Information on medication, food, use of alcohol, tobacco and physical activity is given to older adults.

Processes

- Design- planning - construction-implementation-commissioning of services offered online.

Country Italy
Region Veneto
Province Padua
Population 213,151



Timescale 4 days

Operational environment

Health education for adults over 65 years old.

Bodies and Organisations

Local Health Unit, University Medical center, Elderly citizen's organizations, Old people, Professional and people working directly with older people.

Primary Target Group

Professionals such as primary physicians, pharmacists, care givers, nurses and old people coordinating or working in elderly citizens' organizations.

Evaluation of the GP implementation by peers, experts, users, scientists, evaluators or others

Starting from the needs of old people, the trainers with the toolkit has given to them the information about the education of healthy lifestyles. The training approach has been multisectorial and it has involved a mixed group of doctors, nurses, psychologists each with different experiences.

Concrete activities

Questionnaire, data collection to better understand the needs from old people, agenda for the training courses and training toolkit.

Information has been collected

1200 questionnaires to people over 65.



RESULTS

Beneficiaries:

Older people, the most vulnerable consumers, were prevented from misleading advertising and daily communication on food and healthy lifestyles.

Results benefit:

Seniors.

Any enhancement:

- Compared with the situation before
- Increased use of the toolkit offered.
- Compared with the forecast development
- Using of the toolkit by local Health Unit

Success factors:

Shearing of knowledge of Health education for quality life of older adults.

Lessons learned:

Coordination between internal experts and external experts, working groups methodologies.

Difficulties and solutions:

Using a common tool-kit between the partner involved in the project has been quite difficult because each Partner has worked with different adults problems.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media types:

Website: www.ehle-project.eu (English), Brochures: Empowering Health Learning for Elderly (English), Mailing lists (English)

Transferability of the good practice:

Transferred on European level.

Plans for dissemination and exploitation of results:

Dissemination through the participation of the kick off meeting in each Country partners.

Sustainability:

A tool kit easily downloadable from the website.

Further development, improvements:

Using the data collected to better understand the needs of older people.



THIRD AGE ART ACADEMY

Lower Silesia, Poland

Three years course of Art education for the seniors (adults) - fine arts, painting, the story of art, sculpture, ceramics, photography, graphic arts, fabric art, decoupage, workshop of making the handwoven paper. Additionally - computer lessons and English lessons for the beginners and for advanced people.

Objective, goals, targets

- The programme aims to fight back social exclusion of elderly people within life long learning process by stimulating their activity in the field of Art and learning new skills (computer, English language).

Problem

- Elderly people are usually treated as someone of marginal importance. They have problem with sharing the cultural life. Very often elderly people are thought as difficult, passive, not articulate and not flexible persons. The Art lets people to stimulate their creativity, develop seniors inventiveness, imagination and sensitivity and fight back the process of their social exclusion. TAAA intends to help the seniors to develop their artistic hobbies in unexpensive way.

Processes

- Continuation of the educational programme for the elderly people, plein-air paintings (including open air painting in the hospice of the Brothers Hospitallers of St. John of God), organising meetings in groups, preparing exhibitions. Every week artistic classes: fine arts, painting (3 h a week), the Story of Art lectures (2 h a week), sculpture and ceramics, photography (2 h a week), graphic arts, fabric art, decoupage, workshop of making the woven paper (3 h a week); computer classes (2 h a week), English classes for the high beginners and upper intermediate/advanced beneficiaries. Cooperation with Culture Centre "Agora" (Wroclaw) and schools (exhibitions and new school year inauguration), hospices (plein-air painting), Senior's Club "Bakara" in Wroclaw.

Country Poland
Region Lower Silesia
City Wroclaw
Population 632 146



Timescale From 14.02.2005

Operational environment

Lower Silesian capital city - Wroclaw.

Bodies and Organisations

Open Education Society (Towarzystwo Edukacji Otwartej) in Wroclaw, Artistic High School ALA (lending rooms, lecture halls, studios and backrooms).

Primary Target Group

Elderly people (seniors) willing to realise their artistic needs in the field of fine arts and increase the knowledge in the field of the Story of Art.

Evaluation of the GP implementation by peers, experts, users, scientists, evaluators or others

TAAA was honoured by the Lower Silesian Marshall in 2009 for its contribution into work with the elderly people; prizers into Municipal contests in 2010, supporting Wroclaw Senior Centre in organizing "the Senior's Days" 8-9.10.2010.

Concrete activities

Cooperation (mainly exhibitions) with the Botanical Garden (Wroclaw), The Railwayman's Club, the Museum of Paper in Duszniki town during The Paper Feast, with schools (exhibitions for children) and the hospice.

Information has been collected

Data base from TAAA records and Lower Silesian Marshall Office's website.



RESULTS

Beneficiaries:

The elderly people (seniors), the adults, unemployed adults.

Results benefit:

Seniors.

Any enhancement:

Compared with the situation before

- Increasing participation of the seniors in artistic activities, in the exhibitions, group meetings and other cultural events. Engagement into voluntary service. Better mood, sense of community.

Compared with the forecast development

- Better situation- high engagement into artistic and cultural activities. Some beneficiaries started providing their own art classes into other Senior's Clubs.

Success factors:

Growing interest in artistic activities within Lower Silesian seniors; increasing amount of the new Senior's Clubs using TAAA experiences and output.

Difficulties and solutions:

Process assumes the permanent education of the elderly people - what is difficult in certain circumstances: problems with small office space, lack of money and personnel.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media types:

Oral: Third Age Art Academy (Polish), Website: Third Age Art Academy (Polish), Workspace: Third Age Art Academy (Polish).

Plans for dissemination and exploitation of results:

TAAA intend to continue to disseminate and input its Good Practice within next courses and classes, and wants to cooperate with other Senior's Clubs (especially with these provided by TAAA former beneficiaries).

Sustainability:

Information available on the website.

THIRD AGE UNIVERSITY

Lower Silesia, Poland

The Third Age University exists within University of Wrocław, educates elderly people in the scope of foreign languages, new technics, general knowledge, health, gerontology and history of the region. TAU supports tourism and physical fitness. Intends to prevent ageing of the society by promoting healthy, developing style of living.

Objective, goals, targets

- Preventing of ageing's negative effects in individual and social dimension.

Problem

- Need of education system accessible for each elderly person. Need of supporting elderly people efforts to avoid social exclusion, to keep them intellectually and physically fit. Need of avoiding boredom and feelings of uselessness.

Processes

- Educating elderly people in the scope of foreign languages, new technics, general knowledge, health, gerontology and history of the region. Supporting tourism and physical fitness. Preventing ageing of the society by promoting healthy, developing style of living.

Country Poland
Region Lower Silesia
City Wrocław
Population 632 146



Timescale Since 1976

Operational environment

City Wrocław - its didactic complexes (Pedagogical Institute and Academy of Physical Education).

Bodies and Organisations

University of Wrocław - puts its classrooms, lecturers at TAU students disposal and co-finance TAU activities. Municipality Wrocław - co-financing TAU activity on education. Academy of Physical Education - puts its classrooms, lecturers at TAU students disposal. Holistic education within the academic year since October till May.

Primary Target Group

Seniors (every elderly person, who wants to study - no limitation).

Evaluation of the GP implementation by peers, experts, users, scientists, evaluators or others

Big, increasing interest in taking up courses (each year about 3 candidates for one place). The Lower Silesian Marshall's Prize in 2009. Model for other, newly setting up Third Age Universities in the region and abroad institutions as well.

Information has been collected

By conducting the interview and observing the social background.



RESULTS

Beneficiaries:
Seniors.

Any enhancement:

Compared with the situation before

- Growing amount of students of the TAU and people interested in deepening their knowledge and skills. Growing amount of elderly people who succeed in combating stress connected with becoming retired.

Compared with the forecast development

- The needs of all seniors in the Lower Silesia region are much bigger than TAU possibilities. The situation is dynamic and needs more solutions.

Success factors:

Prizes, permanent cooperation with former and current TAU students. Setting up new TAU's, which take TAU in Wrocław as the model.

Difficulties and solutions:

Lack of sufficient funds for realizing all necessary activities. TAU tries to solve financial problems by cooperating with new, varied entities and by getting international and European Union's funds.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media types:

Brochures: "Kurier UTW. Nieregularnik." (Polish), Brochures: Informator UTW (Polish), Text: Przegląd Uniwersytecki (press) (Polish), Book: UTW we Wrocławiu w latach 1976 - 2007 (Polish), Video: TV-TVP (Polish), Other: RADIO PROGRAMMES - Radio Rodzina, Radio Wrocław Workspace (Polish).

Transferability of the good practice:

Transferred on European level.

Plans for dissemination and exploitation of results:

Attempts at finding new and increasing financial sources. Finding new sponsors and new subjects to cooperate with. Implementation of the TAU at the national and transnational level.

Standards:

Breached

Indicators:

Modified/adapted

“Clúid” Housing Association

West Region, Ireland

The Clúid Housing Association was formed as a direct response to the challenges arising from the changing demographic profile and growing proportion of older people in Ireland. It is estimated that the number of people aged 65 and over will represent 15% of the population by 2021. Clúid has been developing housing for older people since the late 1990's in the form of sheltered purpose built accommodation for older people who want to live independently in their own apartments or bungalows yet benefit from a secure environment and visiting staff. There are 2 such schemes in the West Region. These schemes have allowed their elderly residents to enjoy the company and companionship of neighbours who share their interests. The options which are available to the elderly through Clúid ensure that alternative housing options are available in cases where the older person might have had difficulty in maintaining their previous accommodation or at risk of being inappropriately in residential care.

Objective, goals, targets

- The association sees a significant role for itself in working with housing authorities to fulfil their targets under their housing strategies and action plans and also in assisting in the development of sheltered accommodation for the elderly. Other innovative projects include transfers of housing from local authorities to Clúid where part of an estate has deteriorated to a level where a new start is required. Clúid is also contracted by local authorities to undertake property management and estate management services. Clúid currently manages schemes for older persons throughout Ireland. The Association has developed a strategy in order to develop additional housing for older persons as well as developing expertise and professionalism in this area. As part of the strategy Clúid will seek to partner other organisations who provide additional support to frail and vulnerable elderly households to provide a continuum of care in the elderly schemes.

Background/Problems/Needs

- During the late 1980s and early 1990s in Ireland, there was a strong desire to promote new systems of housing management and to encourage a greater diversity of suppliers of social rented housing most particularly in the provision of sheltered housing for the elderly. It was felt that progress on these issues would serve the interests of households living in the sector. Key to this policy was the establishment of a new funding scheme in the early 1990s aimed at assisting housing associations to provide special needs housing. As a consequence Clúid was set up on foot of government policy promoting the development of housing associations in Ireland. Clúid is an Irish word meaning 'the seat beside the fire'; the corner seat that was vacated for the guest, or reserved for the venerable elderly member of the family. The concept expressed here of neighbourliness and home is central to Clúid's work. There are 2 Clúid schemes located in the West Region, in Tuam and Clifden, Co Galway.

Processes

The processes involved in the Clúid can be summarised as follows:

- To enable older persons to live independently with privacy, dignity and fulfilment, for as long as they wish and are able to;
- To tailor services to the actual needs of tenants and to avoid stereotypes of old age;
- To foster links with the wider community;
- To provide a non-discriminatory service and to respect diversity;
- To actively encourage residents to get involved in activities in their schemes;
- To support the successful return of elderly emigrants

Country	Ireland
Region	Mayo and North Galway
Timescale	Late 1990s and ongoing



Operational environment

The Good Practice is being operated in two large towns (by Irish standards). In Tuam there are 44 units at St Jarlaths Court, The Glebe, Tuam completed in 2003 while there are 43 units at Saint Josephs Court, Clifden completed in 2004. Both are seen as impressive models of housing management for their elderly residents with the appropriate supports in place including the health services.

Bodies and Organisations

Clúid is managed by a team of full-time staff who report to a voluntary board of directors. The directors bring expertise in a number of fields to the association including housing policy, housing association management, research, construction, law, finance & human resources. There are three offices located in Cork, Dublin and Galway (which is in the West Region).

Clúid works in partnership with housing authorities to implement their housing strategies. They undertake developments in consultation with the authorities and their dwellings are occupied by applicants who are nominated by the housing authority. It is through the authority and its elected membership that Clúid legitimises its work.

Primary Target Group

Clúid also offers sheltered housing as an option for older owner occupiers who need to move to more suitable accommodation.

Concrete activities

Depending on the location and design of the scheme, the housing may consist of bungalows or of apartments including communal facilities such as laundries, lounges, activity rooms and IT suites.



RESULTS

Beneficiaries:

87 Elderly Residents initially with new tenancies being implemented as they become available.

Results benefit:

Seniors

Any enhancement:

Compared with the situation before: The housing needs of older people have been met and also provide a service where the social, cultural, ethnic values of the individual are taken into account.

Success factors:

Clúid is professional housing manager and developer. They pioneer new solutions for those in housing need. They deliver regional services supported by a national office.

Lessons learned:

Both schemes are show-case examples of innovative housing solutions for older people, including elderly emigrants returning to Ireland after many years working in the U.K. The contribution made by these emigrants to Ireland's economy in the 1950's and 1960's cannot be over-estimated and Clúid is now assisting them. This good practice demonstrates that Government and Voluntary organisations can work together in close partnership so that the appropriate infrastructure can be put in place for the long-term care services of the elderly. Indeed these particular housing schemes stand as a testament to the commitment and vision of the voluntary sector in the region. Clúid has established a reputation for being a model project providing accommodation and continuum in the care of older people. Their model has been replicated to assist those who are capable of living full and independent lives but who may, over time require additional supports to enable them to maintain a good quality of life.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media Types:

Brochures (English); Website (English) www.cluid.ie

Transferability of the good practice to other regions:

Transferable without problems.

Plans for dissemination and exploitation of results:

Dissemination and exploitation of results is mainly done through links with Government websites and those of the Local Authorities, along with the distribution of brochures in community and local public offices. The launch of any scheme is a media event with a Government Minister in attendance as well as local political representatives.

Sustainability:

The services of Clúid Housing Association will always be in demand but funding comes from national government through the Capital Assistance Scheme (CAS) which was set up in 1984 and is a capital funding stream that approved housing bodies can avail of when developing housing. It is generally used to provide special needs housing such as housing for the elderly. However, because of the challenging economic situation which prevails in Ireland at the moment, there is no doubt that funding for this type of service into the future is uncertain.

Standards:

Modified/adapted.

Indicators:

Used.

Counselling Service for Seniors

North Karelia, Finland

The Ruori project implemented by City of Joensuu Elderly Services developed a counselling service for seniors as a new operating model for the promotion of health and well-being. The objective was that the seniors themselves would be active in developing the model in cooperation with a wide network of actors. The Ruori project focuses on a large spectrum of issues associated with the well-being of senior citizens: the themes are happy and functional daily life, relationships, exercise, sexuality, communication, alcohol, sleep, rest and nutrition. A central form of operation in the project consists of the self-treatment and service points that enable transferring the services to the more sparsely populated rural areas. The project organised diverse events and services to support health and well-being among seniors.

Objective, goals, targets

1. increasing the participation of over 65-year-olds living at home in matters concerning health and well-being;
2. promoting cooperation between different actors in matters concerning the health and well-being of seniors.

Background/Problems/Needs

- The project was partly based on the ERDF-funded EVA project (2006-2007) on strengthening preventive work among the elderly and senior health promotion work carried out in Central Karelia. The objectives of the Ruori Counselling Service for Seniors were in line with the aims of the National Development Programme for Social Welfare and Health Care (Kaste) for instance regarding improving the quality and availability of services and the promotion of health and welfare. The overall atmosphere and expectations were favourable to the project.

Processes

- In the Ruori Counselling Service for Seniors project, a client-driven network-like model for counselling services was developed that promotes health and well-being among seniors and that is implemented in cooperation with seniors and a variety of different actors. The focal point was in the development of services for basic and preventive support and early intervention. The provision of basic support is largely based on supporting seniors to remain active in matters concerning their own lives using means such as communication. Preventive support is needed when the life of the person contains a possible health threat or risk (e.g. a substance abuse problem, memory disease). Central elements consist of in identifying risks associated with lifestyle choices and early intervention where possible.

Country Finland
Region North Karelia
Population 166,500



Timescale 2008–2010

Operational environment

City of Joensuu Elderly Services.

Bodies and Organisations

The different sectors of municipal administration of the City of Joensuu, parishes, organisations, associations, businesses, projects, educational institutes and family members of seniors.

Primary Target Group

- 1) Over 65-year-olds living at home
- 2) producers of services targeting seniors and other actors associated with them.

Concrete activities

- 1) Health appointments;
- 2) self-treatment and service points;
- 3) online Ruori.



RESULTS

Beneficiaries:

Over 65-year-olds living at home; producers of services targeting seniors and other actors associated with them.

Results benefit:

Seniors.

Success factors:

The TERVE-SOS Award is an acknowledgement by the National Institute for Health and Welfare granted to an exceptionally successful, exemplary or nationally significant and innovative research, development or experimental project in the field of social and health care. Compared with the situation before: The Ruori Counselling Service for Seniors was granted the national TERVE-SOS Award in 2010. The choice was made based on the project's versatility, client-driven nature and participatory method of operating. Several of the elements in the project promote the implementation early support and preventive work. The methods used in the project, such as the networking of actors, training, communication, online services, services provided at service points and new health appointments and providing advice for self-treatment, are innovative. An evaluation report by an external evaluator has also been published on the project.

Lessons learned:

There is no going back to the traditional way of being a public health nurse: always in the same office, taking clients based on appointments, working according to a standard health-check protocol one client at a time. Preventive work must be carried out in the daily lives of the seniors – in the cities and in rural areas, with the help of the special service points – in cooperation with the seniors, the advisory service Ankkuri and other actors. Every employee should provide something of their own competence and work contribution for the common effort. The task of the public health nurse is to coordinate this cooperation network using the operating methods and tools developed in the project.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media Types:

Website (Finnish) www.jns.fi/ruori; Brochures (Finnish); Final report (Finnish).

Sustainability:

Aims set for the project were attained, meaning that a network-like model for a counselling service for seniors was created in Joensuu that will remain a permanent function of the elderly services. A total of ten self-treatment and service points for seniors were established, which will later be incorporated as part of the senior campuses.

Transferability of the good practice:

Transferable under conditions.

Home visits and group activities that promote health and wellbeing in older people (75 year old)

Kainuu, Finland

Older people may have certain risks in their health, eg. tumbling. 75 year old have been chosen as primary age group. The people in Kainuu are relatively more sick, disabled and consume more drugs than people in other areas of Finland. The main idea of GP is to increase the time that older people can live safely at home as long as possible. Other goals are to find risk groups that don't use regularly health or social services. Central idea is to promote social security and the awareness of different services. The needs of older people were explored and new and earlier interventions were developed and implemented in different areas of Kainuu region. The Joint Authority of Kainuu enabled the development of similar services. Group interventions and home visits were implemented. These activities contain social, physical, mental and health tests and surveys about living safety. The need of home improvements is also surveyed. Weak balance and physical ability were quite common (ca. 30 %).

Objective, goals, targets

- To increase the time that older people can live safely at home as long as possible. To find risk groups that don't use regularly health or social services. To promote social security and promote awareness of different services.

Background/Problems/Needs

- Older people may have certain risks in their health, eg. tumbling. 75 year old have been chosen as primary age group. The people in Kainuu are relatively more sick, disabled and consume more drugs than people in other areas of Finland.
- For example studies show that one in four of 75+ year old people in Kainuu can't walk 500 meters. GP shows that weak balance and physical ability were quite common (ca. 30 %) among the older people. Also half of them live alone and one in five needed testing for their memory.

Processes

- The needs of older people were explored and new and earlier interventions were developed and implemented in different areas of Kainuu region. The Joint Authority of Kainuu enabled the development of similar services.

Country Finland
Region Kainuu
Population 82 401



Timescale GP started at 2000s

Bodies and Organisations

The Joint Authority of Kainuu Region, the social and health care division. The Joint Authority is responsible for providing practically all social and health care services.

Primary Target Group

75 year old people in Kainuu, who do not receive regular services and if the person belongs to a risk group (repetitious tumblings).

Concrete activities

Group interventions and home visits (390 participants). These contain social, physical, mental and health tests and surveys about living safety. The need of home improvements is also surveyed.



RESULTS

Beneficiaries:

75 year old people, service providers, tax-payers.

Result benefit:

Seniors.

Any enhancement:

Compared with the situation before: The needs of older people were discovered, what needs to be done to improve one's functional capacity.

Success factors:

Targeted resources, education and training, professional workers, case management services.

Lessons learned:

In the planning and development phase different kind of experiences were mixed, which led to development of shared practises. The content of home visits have been developed during implementation phase. Needs for different kind of services have arisen.

Difficulties and solutions:

Coverage of people that participate in process.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media types:

Brochures and articles in newspapers (Finnish).

Transferability of the good practice:

Transferable under conditions.

Sustainability:

More resources have been allocated to services for older people, because GP revealed new needs in the target population.

Plans for dissemination and exploitation of results

Ongoing development of practise is continued and plans for earlier interventions have been made (70 years).

Standards:

Modified/adapted.

Indicators:

Used.

Further development, improvements:

More cooperation among different services.

Remobilisation/After Care (RNS)

Lower Austria, Austria

Imminent care dependency of older patients should be minimised through comprising therapeutical measurements. Furthermore mobility should be rebuilt. Patients should retrieve their physical and psychical autonomy and return to their homely environment. A special trained interdisciplinary team of physicians, nursing staff, physiotherapists, occupational therapists and psychologists care for a good treatment for older patients. Because of the complex diseases a interdisciplinary mix of therapies is necessary which patients receive in the remobilisation department. It is the aim to recover patients so that they are able to return to their familiar surroundings.

Objective, goals, targets

- Departments of remobilisation are linking together primary acute care, rehabilitation and post operative management to discharge primary acute care.
- Aim is, in colloberation with an interdisciplinary team to recover mobility for patients and to avoid care dependency.
- Case- and care management support patients during the discharging process and at home.

Background/Problems/Needs

- Problem of demographic change, obsolescence of population.
- Adaption of health supply and medical supply for patients in due consideration of demographic change.
- Need of a solution because older people need more care and in acute departments there is often less time beside the regulary therapy for remobilisation. With the special remobilisation departments in the hospitals acute departments are disburdened and patients get the right treatment they need.
- Cost saving aspects.

Processes

- Interdisciplinary teams are working together in the remobilisation departments: nursing staff, physical therapy, occupational therapists, psychologists, dietetics, case and care manager, social services.

Country Austria
Region Lower Austria
Population 1.588.545



Timescale Current implementation

Bodies and Organisations

All Hospitals in Lower Austria and Austria concerning the Regional Structure Plan 2010 (RSG).

Primary Target Group

Mainly older- aged patients with a high holding time in acute hospitals after surgeries or multimorbidity.

Concrete activities

Lower Austria: built up remobilisation departments in the hospitals Gmünd, Amstetten-Mauer, Klosterneuburg. Region wide implementation of remobilisation departments forseen.



RESULTS

Beneficiaries:

Discharge of acute care beds, reduction of long-term care costs, people can go back to their homely environment, interdisciplinary treatment.

Results benefit

Seniors.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media types:

Brochures, website (German) www.lknoe.at.

Standards:

Not yet experimented.

Services of Retirement Home Kranj

Gorenjska, Slovenia

Planning public care service for elderly people starts with the preparation of present middle aged generation for their own ageing and old age. At least that should be a priority, otherwise the social problem of elderly people will be uncontrollable in the future. Monitoring and sustaining economical and social safety of elderly people is assential. When we consider individual differences we have to consider widening options of different forms of service. Upcoming elderly generation is more demanding as the previous one in ways of services in residential environment or organised forms of services which will surplus previous uniform patterns of a rigid institutional sheltering. Therefor opening into the environment is necessary. People do not only have material needs but also unmaterial ones regardless to adge, but it seams the elderly people crave interpersonal relations even more.

Objective, goals, targets

- The objective is to provide more home services for elderly, like household help (purvejance, catering, supplying medicine, cleaning, ...), nursing (mentaining personal hygiene, dressing, feeding, ...), help at mantaining social contacts (company, prevention of loneliness, isolatio, reestablishment of social net with the environment and relatives, ...). One of the homes for retired people providing all above mentioned services is also Retirement Home Kranj (RHK). Additional service that they provide beside the traditional one - accomodation and care and renting the resources for home care, is day care. It is ment for all aged above 65 that are bored at home and need company. The service include animated activities, reading, companionship walks, attending cultural and social events organized in the premises of the Home, chats over a coup of coffee and similar. During the day-care the participants are offered breakfast, lunch and snacks. The goal of the RHK is to become the Gerontology centre.

Background/Problems/Needs

- The population count in Gorenjska region in 2010 is 202.903 people, the number of people age 65 to 90 and more is 33.729 or 16,62 % of the whole population in the region. Prediction for 2015 is that in Gorenjska region there will be 59.863 people of 60 years of adge and over, that is 29,50 % of all the regional population in just 5 years. The capacities of Gorenjska in homes for elderly are 1.230 beds, so it is needless to say some people wait several years to get in and a lot of them never do. Still, moving into a home for elderly for most people means a final loss of social inclusion. They mostly miss warm interpersonal relations and it is for many the last option of where to survive last of the living years. Therefore the need to enable retired people to stay in the environment they know and fell good in and not lose the quality of life is even more esential than ever before.

Processes

- Retirement Home Kranj is a general social institution, funded in 1973. The basic activity is accomodation and care of elderly people who because of the adge or health condition can not or would not longer want to live in domestic environment. In the last years the needs for care for retired people has been encreasing, therefor the national plan was to establish the system of new services that can be provided by the qualified institutions on the legal basis. The activity of the Retirement Home Kranj is brought into line with The Regulation on implementation and use of the Standard Clasification of Economic Activities and Act of Constitution: Statute of the Retirement Home Kranj.

Country Slovenia
Region Gorenjska
Population 202.903



Timescale Since 1990s

Bodies and Organisations

Founder The Government of the Republic of Slovenia, Office of the Municipality Kranj.

Primary Target Group

People aged 65 and over.

Concrete activities

Basic and other social activities, general medical care, ..., economic activity (catering, beauty salon, laundry, dry cleaning, specialised retail trade, ...) and renting supplied apartments.



RESULTS

Beneficiaries:

The direct beneficiaries are elderly people or people that need help at everyday activities. Indirect beneficiary is the society.

Result benefit:

Seniors.

Any enhancement:

Compared with the situation before: The service provided by the Retirement home outside the Retirement home didn't exist in the past.

Success factors:

Legal basis, funds, expert management and staff who enyojs their work.

Lessons learned:

Planning public care service for elderly people starts with the preparation of present middle aged generation for their own ageing and old age. Individual differences condition different services for elderly people or physically challenged.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media types:

Website (Slovenia)
http://www.du-kranj.si/index.php?mod=pages&page_id.

Transfererability of the good practice:

Transferable without problems.

Sustainability:

The services exist since 1990-s and are going to advance and upgrade in the future.

Further development, improvements:

The services will advance and upgrade in the future.

SENIOR SATISFACTION measurement

Lower Silesia, Poland

Research and estimation of service quality according to Servqual Method is based on measurement of differences between the level of satisfaction and perception of services by customers (elderly people). Identification of five gaps allows better understanding of the causes of problems with service's quality and providing necessary changes.

Objective, goals, targets

- The pilot research included selected group of inhabitants of the City Center of Social Services. Resulting data helped to calculate the index of the seniors service quality.

Background/Problems/Needs

- This applied method was used for building the quality model of service and senior support sector. To achieve this purpose there was worked out a questionnaire with 28 questions grouped in five categories (gaps). There was used a multipunctual scale, which allows to present in numerical form 'how it is' and 'how it supposed to be'.

Processes

- Demographic changes are an essential factor in the implementation of such projects like 4-LC. Each year, fewer children are born, however the average life expectancy grows. According to demographers, the process of the aging of the society, which began in 2005, will reach its maximum between the years 2010-2020. In the next decade, around 2 million people will attain retirement age (women - 60, men - 65).

Country Poland
Region Lower Silesia
City Wrocław
Population 632 146



Timescale 2010–2020

Bodies and Organisations

Health Policy Department, Lower Silesian Voivodeship Marshal Office - a partner of 4Leaf Clover - Quality Model of Senior Service Sector PROJECT.

Primary Target Group

Elderly people.

Concrete activities

Proposal of using the econometrics methods towards the survey of the senior's satisfaction in order to prepare fine model of quality of services.



RESULTS

Beneficiaries:

Elderly people.

Results benefit:

Seniors.

Success factors:

Input into improving the survey of the services made for the elderly people.

Lessons learned:

Usable Method for NEW PROJECTS.

Difficulties and solutions:

Lack of proper tools necessary for construct fine survey's template.

DISSEMINATION AND EXPLOITATION OF RESULTS

Media types:

Website senior-services-sector.eu; Senior satisfaction (English); Social media; Posters (Polish).

Plans for dissemination and exploitation of results:

Implementation in NEW PROJECTS. Interest in dissemination its results through out internally and nationally.

Transferability of the good practice:

Not yet experimented.

Standards:

Modified/adapted.