

ANNUAL REPORT 2019

2019.1. GENERAL OVERVIEW

The major concern of the Council in 2019 has continued to be to secure COEHRE as a stable but flexible organization which is able to grow and that contributes significantly to the realization of its international ambitions and profiles of its member institutions. The overall objective remains to reinforce COEHRE as a dynamic platform for member institutions and potential partners. Whilst there is strong representation from northern mainland Europe, the organisation has been working to strengthen membership in Southern and Eastern Europe.

We continue to believe COEHRE is an organization that

1. Stimulates networking of higher education institutions in health and social care across the European Community Countries (EC)
2. Has impact on its membership by influencing the international dimension sharing current and future best practice in teaching, learning and research
3. Empowers collegiality and maintains a learning community to which member institutions contribute academic personnel and ideas
4. Offers expertise for professional development of teachers and builds on the exchange of good practice
5. Widens the perspective on the European and other international dimensions of health and social care education
6. Provokes innovation by facilitating and developing student and staff exchange, providing new teaching and learning strategies and opportunities, establishing an intercultural exchange environment, and facilitating consultation and external advice
7. Fosters inter-professional cooperation by stimulating the development of educational models and methods, and exploring and bridging the borders of health care and social professions
8. Offers a platform for the development and co-production of collaborative European research projects.
9. Provides an environment for mutual sharing, support and development for strategic managers

As COEHRE maintains its financial stability, growth in the range of activity has been possible. The two newer branches, COEHRE Research and COEHRE Strategic Management are becoming firmly established with Task Forces and Core Groups now formed and with seminars taking place and being planned for the future.

COEHRE's outward facing profile is becoming stronger and is gaining greater respect following new partnerships forged through the year with EASPD (European Association of Service Providers for Persons with Disabilities), EIPEN (European Interprofessional Practice and Education Network) and EAIE (European Association for International Education). This has led to invitations for the President and Council Members to present at partner organisation's conferences and participation within seminars at the European Parliament in Brussels.

2019.2. A REVIEW OF 2019 – KEY ACHIEVEMENTS

2019.2.1 Key activities in 2019

- Continuing to support the evaluation of change in the organizational structure of the COEHRE Academy
- Continuing to support the development of COEHRE Research
- Supporting the development of the COEHRE Strategic Management branch
- Supporting and encouraging more activity in Social Care within the Consortium

2019.2.2 Key issues addressed in 2019

COEHRE has as its aims the development and the enhancement of the quality of Higher Education in Health, Rehabilitation and Social Care by means of international cooperation in the field of education, research and development. COEHRE connects with international developments in higher education, with general developments in health and social care economics within society and particularly with the specific developments in health and social care provision. It focuses on multi-disciplinary and interdisciplinary activities. Quality enhancement includes the sharing and development of best practices in education, including the link between education, research and academic leadership. The changes for 2019 and onwards will need to take account of the role the Consortium can play as the shape and size of the European Union (EU) changes and how the EU and neighbouring countries are affected by political, financial and funding changes.

Specific areas of activity in 2019 included:

- Continuing to support and evaluate the revised structure and development of COEHRE Academy
- Facilitating the development of the second and third branches of the Consortium namely COEHRE Research and Strategic Management, mirroring the management structure of the Academy.
- Evaluating the restructuring of the budget to reflect changes in the operational structure of the Consortium
- Increasing the number of member organizations especially in the area of social care and in membership of eastern and southern European Higher Education Institutions.
- Building on and increasing strategic partnerships.
- Managing the strategic development of the Consortium to reflect European Union (EU) policy, European academic trends as well as monitoring and responding to the financial climate
- Maintaining awareness of European and global changes in political trends, cultural and attitudinal approaches.

Key issues addressed in 2019:

- Continuing to evaluate the effectiveness of the budget structure with new Auditor
- Ensuring the financial stability of the Consortium
- Building on relationships with other organisations operating in a similar field and consider means of collaborative working
- Ensuring that COEHRE remains a flexible organisation which can adapt to the rapid change in health and social care economics within and around the EU.
- Monitoring and adapting conference structure to integrate recent developments e.g. short presentations about the collaborative bids where COEHRE is operating as an associate partner, or where rapid change is constituting new ways of working.
- Continuing to arrange host organisations for conferences three years in advance.

- Evaluating the need for the development of a fourth branch of operation – COEHRE Internationalization.
- Evaluate the effectiveness of the part-time appointment which has been made in support of the Office Manager.

2019.2.3 Key achievements in 2019

Based on the ambition and aims of COEHRE, the Council identified the following lines of action for 2018-2018. Progress in these areas is outlined below.

Action Lines	2018 – 2019	Progress
COEHRE Academy	<ul style="list-style-type: none"> • Support and monitor the implementation of the revised leadership structure of Core Group and Task Force • Continue to develop innovative capacity building workshops for Academic Staff Development • Continue to evolve and develop student programmes which are no longer supported by EU funding mechanisms 	<ul style="list-style-type: none"> • The same structure still in use. New call for Task Force in January 2019, as 3-year period of volunteers ending. • Two capacity building workshops held during the year which evaluated positively • Academy task force members supported the development and delivery of student programmes which evaluated positively
COEHRE Research	<ul style="list-style-type: none"> • Continue provide opportunities for collaborative development of research • Continue support and encourage partnership working and bidding for EU and other international funding. • Implementation of a web abstract revision • Identification of a list of SPOC's roles 	<ul style="list-style-type: none"> • Improvements in the web abstract revision process • Provide more opportunities for collaborative development of research • Consolidation of the SPOC's • Kicking off the COEHRE research web page
COEHRE Strategic Management	<ul style="list-style-type: none"> • Structural implementation of this new branch of activity • Founding of a core group and task force • Determine Strategic Management interests, hopes and aspirations • Establish projects for COEHRE partnerships 	<ul style="list-style-type: none"> • Structural implementation of this new branch of activity • Founding of a core group and task force • Determine Strategic Management interests, hopes and aspirations • Establish projects for COEHRE partnerships
Review of Finances	<ul style="list-style-type: none"> • Consider financial performance of the consortium over the last three years • Review construction of the annual budget if necessary, to meet the needs of the growth and change 	<ul style="list-style-type: none"> • Finances reviewed • Budget reconstructed with clear definition for each of the branches to show funding available to fund their operation
Increase Membership	<ul style="list-style-type: none"> • Continue to consider and implement ways of drawing in new member organizations 	<ul style="list-style-type: none"> • Membership remains stable • Staff from partners of Member Institutions invited to attend Annual conference at a preferential price.
Communication and Marketing	<ul style="list-style-type: none"> • Continue to support and develop an active web presence which is current and relevant • Continue to produce newsletters which update the membership on Council activities as well as advertising opportunities for engagement and celebrating successes. 	<ul style="list-style-type: none"> • New web site activated • Previous website taken down • Production of newsletters replaced by "News" section of Website
Annual Conference	<ul style="list-style-type: none"> • Plan conference hosting arrangements 3 years in advance 	<ul style="list-style-type: none"> • 2019 Conference to be hosted by University of Vic, Spain • 2020 Conference to be hosted by Rotterdam UAS, The Netherlands

	<ul style="list-style-type: none"> Continue to develop and implement the conference planning guidelines to assist future host organizations in their planning 	<ul style="list-style-type: none"> Guidance updated
Integration of Social Work / Social Care	<ul style="list-style-type: none"> Continue dialogue with those working within Social Work / Social Care education provision within member organizations Seek to make a relevant focus of interest of these groups within COEHRE's work 	<ul style="list-style-type: none"> This area of work is ongoing
Strategic development of the Consortium as a whole	<ul style="list-style-type: none"> Support and develop the work of COEHRE Research and COEHRE Strategic Management Support and continue to develop the work of COEHRE Academy Continue to develop role as a supporting partner in collaborative bids for Erasmus Plus funding. Overview and consider further opportunities for development 	<ul style="list-style-type: none"> Successful outcomes in all areas Successfully supported bid by Hanze University, Groningen, Netherlands for Erasmus Plus funding as a disseminating partner organization

2019.3. ISSUES TO BE ADDRESSED IN 2020

Activities to be addressed in 2020

1. Manage and minimise the financial implications which fall out of the cancellation due to Coronavirus – COVID 19
2. Continue to evaluate the effectiveness of the budget structure with new Auditor
3. Ensure the financial stability of the Consortium
4. Build on relationships with other organisations operating in a similar field and consider means of collaborative working
5. Ensure that COEHRE remains a flexible organisation which can adapt to the rapid change in health and social care economics within and around the EU.
6. Monitor and adapt conference structure to integrate recent developments e.g. short presentations about the collaborative bids where COEHRE is operating as an associate partner, or where rapid change is constituting new ways of working.
7. Continue to arrange host organisations for conferences three years in advance.
8. Evaluate the need for the development of a fourth branch of operation – COEHRE Internationalization.
9. Evaluate the effectiveness of the part-time appointment which has been made in support of the Office Manager.

Please note that these aims may be changed or augmented due to changes in Council members and the election of a new President.

Supporting Development of Management structure	<ul style="list-style-type: none"> Evaluate the need for the development of a fourth branch of operation – COEHRE Internationalization Evaluate the effectiveness of the part-time appointment which has been made in support of the Office Manager Ensure that COEHRE remains a flexible organisation which can adapt to the rapid change in health and social care economics within and around the EU.
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Partner organisations	<ul style="list-style-type: none"> • Build on relationships with other organisations operating in a similar field and consider means of collaborative working
Finances	<ul style="list-style-type: none"> • Continue to evaluate the effectiveness of the budget structure with new Auditor • Ensure the financial stability of the Consortium
Academy Research Strategic Management	<ul style="list-style-type: none"> • Continue to support the development of the three branches with the experiences of the Academy used as a model guide • Develop ways of working to support the membership within the Consortium
Academy	<ul style="list-style-type: none"> • Continue to run 3-4 capacity building workshops at key points during the year • Continue to assist in the development and delivery of student programmes hosted by member institutions • Advertise workshops better in order to increase attendance
Conference	<ul style="list-style-type: none"> • Monitor and adapt conference structure to integrate recent developments e.g. short presentations about the collaborative bids where COEHRE is operating as an associate partner, or where rapid change is constituting new ways of working. • Continue to arrange host organisations for conferences 3 years in advance.
Membership	<ul style="list-style-type: none"> • Employ strategies to encourage institutions within Eastern and Southern Europe to join the Consortium • Employ strategies to increase amount of members

2019.4. VIC CONFERENCE EVALUATION

The annual conference 2019 was held on 3rd -5th April in Vic, Catalonia together with 185 staff members and 67 students. The conference theme was 'Integrated Care: new trends in higher education and research', with three sub-theme areas: EHealth, Learning and upcoming technologies, Ethical and legal challenges in practice, Empowerment of service users and providers.

There were altogether 86 submitted abstracts (53 accepted) in the categories of Research Studies, Practice Development & Innovative Projects or Workshops. In total there were 24 oral presentations and 2 workshops in 8 parallel sessions and 27 presented posters in the conference.

ABOUT THE SURVEY

Last year we introduced a reward system by making a draw for an Amazon voucher amongst the respondents to get more feedback. Altogether 97 staff participants responded to the conference feedback questionnaire, which is more than double than in the previous year. Vast majority of the respondents were: teachers (68%); came from The Netherlands (39,2%), Finland (13,4%), Belgium (11,3%) and Denmark (9,3%); 44,8% of them was nurse, 10,4% was OT and with the same share PT was the third biggest group represented amongst the respondents. The evaluation has been summarized below.

GENERAL IMPRESSION AND SATISFACTION OF THE CONFERENCE

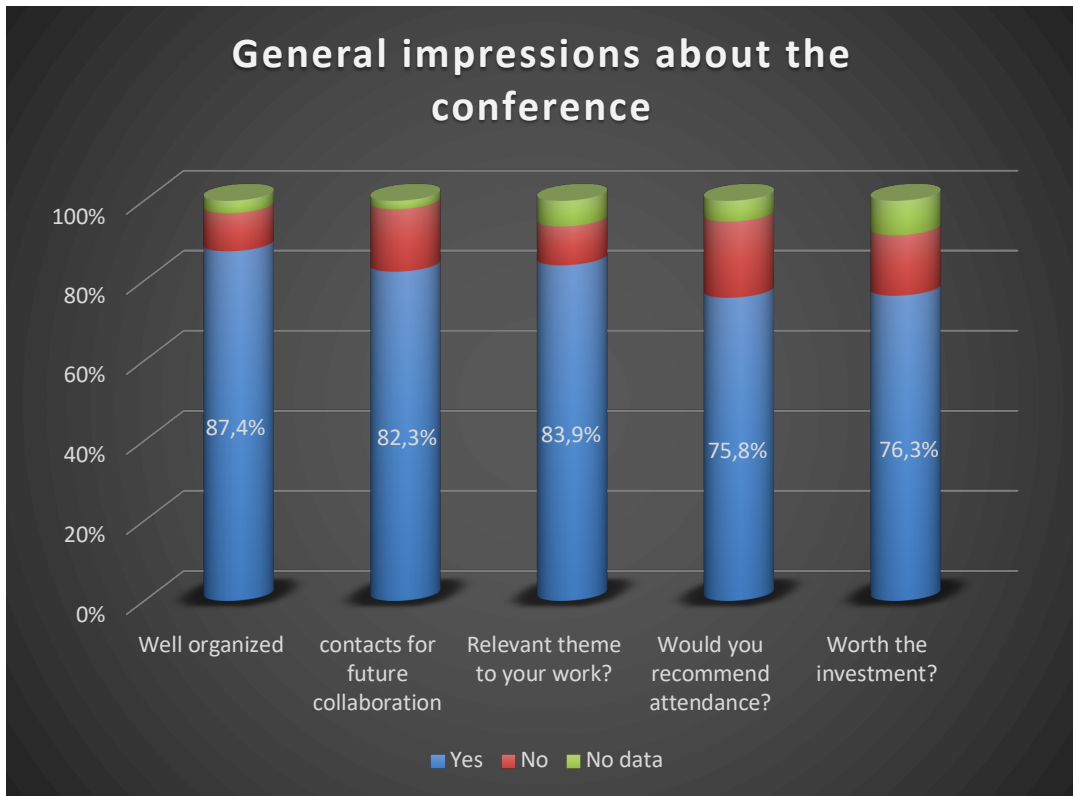


Fig. 1. General impressions

When it comes to summarizing the general impressions on the conference, we still see that the evaluation was positive. (Fig. 1) The quality of conference organization and the relevance of the conference for the work in education was highly valued. The intention to attend the next year’s conference and the worth of investment were a bit less than usual, so perhaps more attention should be made to make the conference more attractive (~75%).

GENERAL IMPRESSION AND SATISFACTION WITH THE CONFERENCE

Globally, participants were very satisfied or satisfied with the general features and arrangements of the conference as shown in the next figure. The availability of information in advance and the handiness of the conference website and the conference book got the two lowest grades (76% and 83% respectively), so efforts should be made to make info available more in advance – if possible – and in a clearer way for everyone’s needs. We should make a note here: this was the first time ever to publish the conference book in digital format, so perhaps people need time to get used to it.

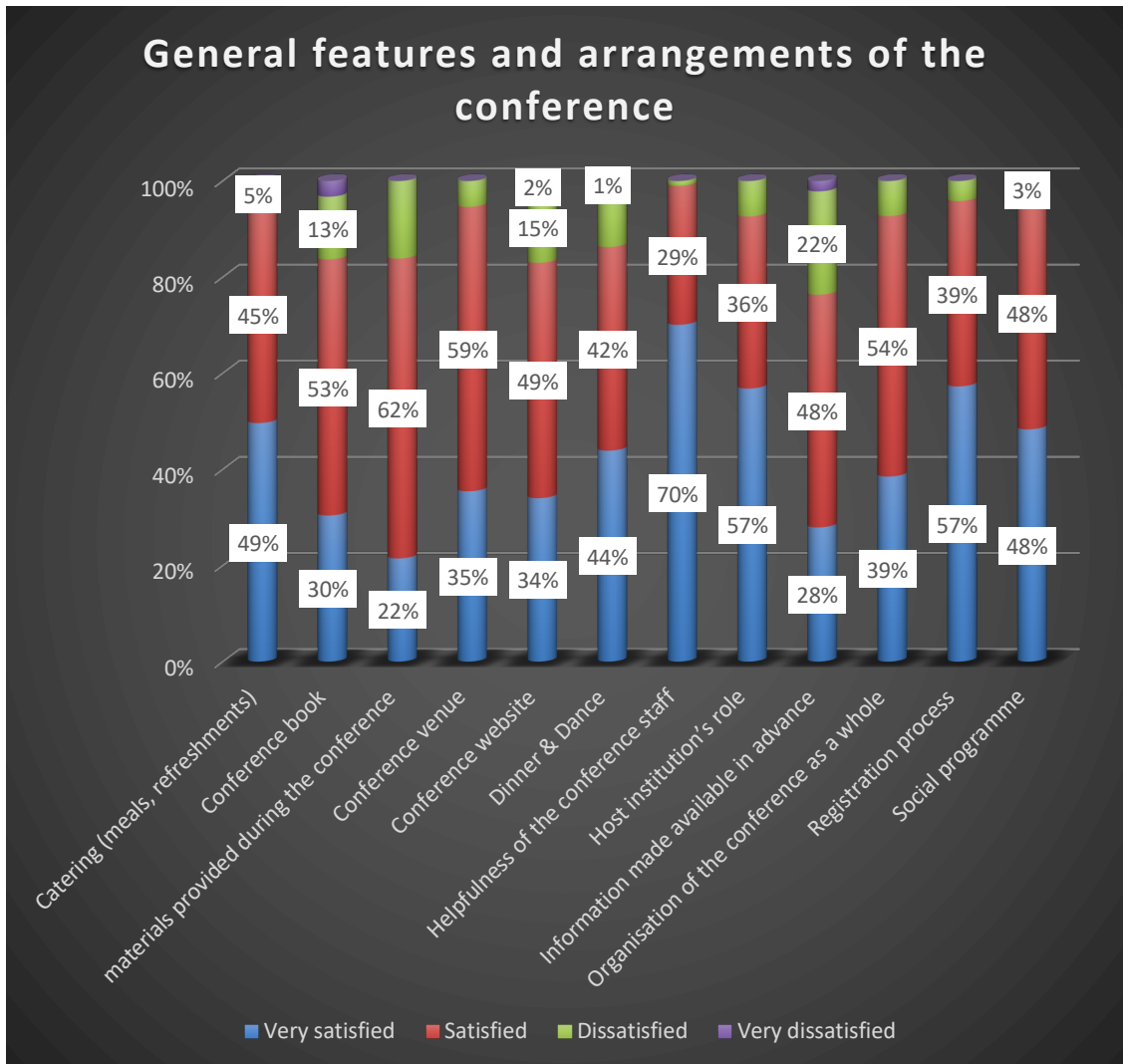


Fig. 2. Main features and arrangements

SATISFACTION WITH THE CONTENT OF THE CONFERENCE PROGRAM

Generally speaking, the responded participants were satisfied with the different sections of the program (with over 80% average of the very satisfied and satisfied opinions). Student presentations, professional workshops and the poster presentations were valued the highest (100%, 87% and 87% respectively very satisfied or satisfied). This year, the academy workshop has received unusually low scores (53%) therefore this phenomenon has been investigated and the problem identified. Conclusions have been drawn and measures taken to guarantee satisfaction in the future. Keynote presentations and internationalisation of higher education (67% and 70%) received the lowest satisfaction grade so we have to focus on a better selection of speakers in a more efficient way in the near future. (Fig .3)

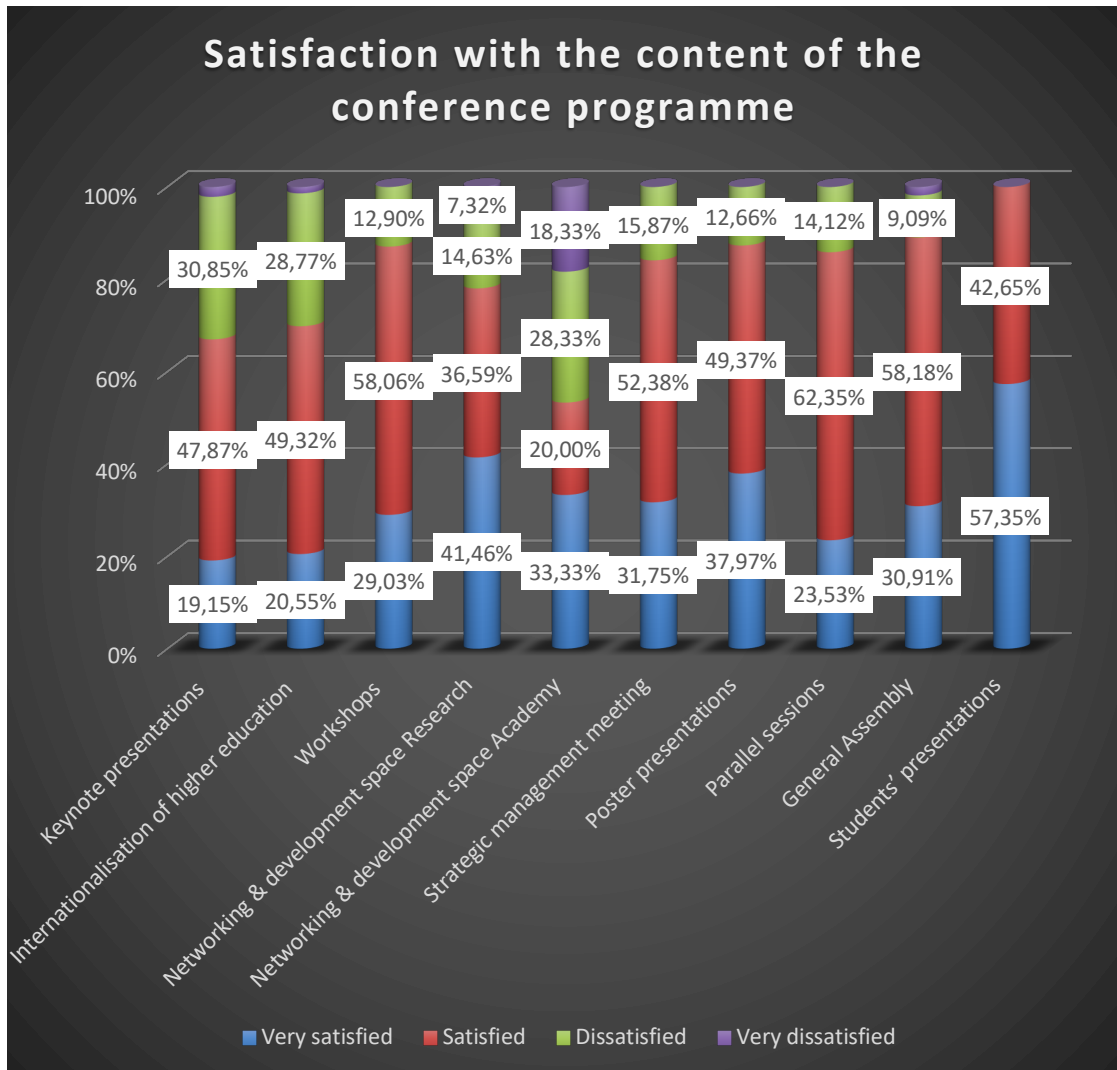


Fig .3 Satisfaction with the content

2019.5. COEHRE ACADEMY

The COEHRE Academy is an important part of the consortium which acts as a platform that initiates, supports and coordinates different activities between the members. It aims to enhance international, interdisciplinary and interprofessional cooperation in health and social work education programs. It supports professional development and capacity building within health and social work education among the member institutions.

2019.5.1 Background information of the COEHRE Academy

The COEHRE Academy (CA) is one of the activities within the COEHRE consortium. The aim of the Academy is to enhance international, interdisciplinary, interprofessional cooperation and capacity building within health and social care education among the member institutions. It supports professional development and capacity building within health and social work education among the member institutions. The Academy acts as a platform that initiates, supports and coordinates different activities. It offers opportunities to create, stimulate and intensify

networking of partner institutions and to develop joint initiatives. Activities of the CA have been announced to COEHRE member institutions by e-mail, on the website and in the newsletter.

COEHRE Academy consists of Core Group and volunteer members of COEHRE institutions. There are two Council members in the COEHRE Academy Core Group. Task force members are chosen as volunteers for a period of three years.

2019.5.2

Members of the COEHRE Academy**ACADEMY Core group** (2 council members + 3 other members)

Aija Ahokas Council Member <i>Metropolia UAS</i>	aija.ahokas@metropolia.fi
Attila Dobos Council Member <i>Semmelweis University</i>	dobosa@se-etk.hu
Ulla-Maija Seppänen Core Group CA <i>Oulu UAS</i>	Ulla-Maija.Seppanen@oamk.fi
Filip Dejonckheere Core Group CA <i>Artevelde University College Ghent</i>	filip.dejonckheere@arteveldes.be
Madalena da Silva Core Group CA <i>Instituto Politécnico de Setúbal</i>	madalena.silva@ess.ips.pt

ACADEMY TASK FORCE

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2019.5.3

COEHRE Academy meetings

The Core Group of COEHRE Academy (CA) met on 15-16th January 2019 in Budapest. Present were Aija Ahokas, Attila Dobos, Filip Dejonckheere and Madalena

Gomes da Silva personally and via skype Ulla-Maija Seppänen. In addition, the Core Group of CA met several times online by Skype during the spring 2019 to discuss the development of new student courses, organization of capacity building workshops for staff and organization of call for new task force team.

An open invitation to join COEHRE Academy task force was sent out on 11th February 2019, and eight new members were selected to join the COEHRE Academy as task force members for the period of three years, starting in April 2019. There are also five Core Group members in the Academy, two being Council members.

The Core Group and Task Force group meeting took place in UVIC in Spain on 3rd April 2019. Present at the meeting were Aija Ahokas, Attila Dobos, Filip Dejonckheere, Madalena Gomes da Silva, Ulla-Maija Seppänen (online), Rens Martijn, Montse Romero and Margit Eidenberger. The purpose of this meeting was to get to know each other and plan new student courses during the year 2019. After April, the CA worked in teams of 2-3 members, and five new courses were drafted based on the results of the workshop organized during the annual conference in UVIC. During the summer and autumn, COEHRE Academy further developed these courses and an invitation was sent out to the participants of the UVIC workshop to join these teams in developing the courses further. The plan was to meet face-to-face in November in Rotterdam together with the task force and people interested in developing new courses, but for practical reasons this meeting was postponed until January 2020.

During the autumn 2019, Core Group mainly worked through emails and telephone calls to plan the meeting in January, and to plan active engagement of task force in the COEHRE academy activities. New capacity building workshop was drafted for February 2020.

2019.5.4 **Three areas of activities**

i. Capacity building programmes for staff

The COEHRE Academy organised the following capacity building workshops in 2019:

Culture in Healing-Healing in Culture

Time and venue	February 2019 Budapest, Hungary
Coordinating institution	Semmelweis University

General outline

The quality of the relation connecting the health worker to the patient is an important element of the healing process. The cultural distance separating the two often creates an invisible bias producing unnecessary tensions, compromising successful patient- professional cooperation. Minorities and migrants are often cited as obvious examples of cultural otherness; it is less readily recognised that patients coming simply from different social contexts than that of the majority population might also pose problems to the medical system.

Hands-on Internationalisation @ home

Time and venue	May 2019 Vienna, Austria
Coordinating institution	FH Campus Wien

General outline

This hands-on training course will start with an introduction on the backgrounds and key principles of internationalization of the home curriculum. After that, participants will work on internationalising their own teaching. An important step in the process is the internationalization of current student learning outcomes.

Internationalizing curricula implies giving students the opportunity to experience perspectives from other countries and contexts. This will enable them to become aware that local practices are not universal. An interdisciplinary approach can also provide those other perspectives. Therefore, this training course will incorporate both international and interdisciplinary components to the participants' teaching. Exchanging and comparing with the work of the other participants will be an important element of this training course.

Community Engaged Scholarship:

The ethics in building sustainable relationships with community partners in education

Time and venue	November 2019 Amsterdam, The Netherlands
Coordinating institution	Amsterdam University of Applied Sciences

General outline

This capacity building workshop will provide participants the opportunity to explore the foundations and ethics of community engaged scholarship in local and international settings. With trends in education focused on connecting students more to the communities around them during their studies, as well as increasing international fieldwork experiences, it is important to consider the possible ethical impact these projects have on communities. When is a project equally beneficial for the students' learning, as well as for the communities and their priorities? How do we as educators develop and evaluate these projects to attempt to achieve true community-engaged scholarship?

This seminar will explore this through unpacking the experiences and ethical and cultural dilemmas of three main stakeholders: students, educators and community hosts. Participants will participate in site visits to community education projects and will be introduced to tools they can use to analyze these, as well as their own current or future projects. Experts in community-based work will share their experiences with participants and will act as a critical friend during the reflection exercises.

ii. *Mobility programmes for students*

Student programmes organized by the COEHRE Academy or organized under support of the COEHRE Academy.

Health 2020

Time and venue February 2019
Ghent, Belgium

Coordinating institution Artevelde University College Ghent

General outline

The programme offers a client-based perspective on the delivery of health care and rehabilitation, as well as a professional perspective on the development and delivery of health care in the countries involved.

The course offers an introduction for exchange students to their study period. As a result, they should find it easier to integrate into their chosen country and institution and also benefit from the interdisciplinary experience whilst receiving an introduction to the health care system in preparation for their exchange.

Student conference: Diversity and Social Inclusion (DISI)

Time and venue April 2019
Vic, Spain

Coordinating institution Universitat de Vic-Universitat central de Catalunya

General outline

Diversity and Social Inclusion is a program of study aimed at enhancing awareness of different kinds of social inequalities rooted in many different ways of diversity in our contemporary societies. It supports to develop core competences in future educators, health care professionals, social workers with the help of an already piloted interdisciplinary model (ICIC) based on blended learning approach. This model could improve the sensibility to differences in cultural, socio-economic and health status, and the unequal distribution of social resources. The organisation of the course consists of two modules.

From disability into ability: experience-based learning in real context

Time and venue May 2019
Setúbal, Portugal

Coordinating institution Instituto Politécnico de Setúbal

General outline

This course is focused on exploring the students' understanding of the different conceptual perspectives, the different cultures and professions, have on the complex paradox of ability versus disability in society today. The aim of this course is to create an opportunity for students to reflect on their role as enablers of abilities and potential, at an individual level, as well as their role in eliminating/diminishing social and organizational barriers for people with diverse functional abilities.

iii. Programmes initiated by the COEHRE Academy

Student programs organized by partners within the COEHRE Academy (using the logo of COEHRE Academy)

Interdisciplinary programme on Palliative and End-of-Life Care

Time and venue January 2019
Ghent, Belgium

Coordinating institution Artevelde University College

General outline

The Program 'Interdisciplinary Programme on Palliative and end-of-life care' has been developed in cooperation between 7 European Universities and UCONN, University of Connecticut, US. It gives the students the opportunity of benefiting from the expertise of European and American universities and health care services. The programme offers a unique chance to broaden professional perspectives and will be an eye-opener in the work with other cultures.

The project was organized in two parts: preparatory work and an Intensive Programme in Ghent, Belgium week 5 of January 2018.

Part 1: Preparatory programme:

Participants have the option to stay in Ghent and take a 'pre-programme' in face-to-face education from 22th till 25th January 2019.

Topics: community health care, active ageing, mental health and oncology.

Part 2: Intensive Programme:

Topics: introduction to palliative and end-of-life care, communication with clients, bereavement, family and environment; ethical issues related to end-of-life decisions and euthanasia, spiritual and existential pain; caregiver's perspective; intercultural issues.

Workshops: complementary care and interdisciplinary cooperation (haptonomy, aromatherapy, reiki, art therapy).

Student project: hands-on practice during workshops in nursing homes for elderly.

Nature and Adventure promoting Wellbeing

Time and venue	May 2019 Oulu, Finland
Coordinating institution	Oulu University of Applied Sciences

General outline

How could we empower our clients to gain meaningful experiences supporting wellbeing? What is the importance of knowing myself as a reflective practitioner? Where can I find tools understanding deeper and being able to use possibilities of our environment?

Nature and Adventure Promoting Wellbeing is a course for all students of social and health care interested about empowering experiences supporting wellbeing. During the course you will gain new professional competencies, but also learn a lot of yourself, your own values and relation towards nature and natural environment.

Paediatric Rehabilitation

Time and venue	March-April 2019 Ghent, Belgium
Coordinating institution	Arteveldehogeschool Ghent

General outline

The central theme of the programme is 'Paediatric rehabilitation'. During the course we focus on the different aspects of early childhood and development, medical interventions and rehabilitation of children within the setting of the hospital, but also on the inclusion of clients within the society.

The programme aims especially on the rehabilitation of children with

developmental and acquired brain injuries (loco-motor and neurological pathologies).

Health care professionals can meet each other during this module to discuss different issues. Our aim is to offer higher education students an opportunity to look into paediatric rehabilitation from an international, intercultural, interdisciplinary and innovative point of view.

2019.5.5 **Budget**

The Council of COEHRE defined a particular budget for the COEHRE Academy. This budget supported the COEHRE Academy to organize the two capacity building seminars and to develop new student courses. The budget of the Academy strictly follows the guidelines of the Council.

2019.5.6 **Networking and development space at the COEHRE conference**

During the annual conference, the COEHRE Academy organized a workshop to discuss the developments of the COEHRE Academy activities with the members of the consortium and the need for future student courses. The participants were informed about the planned actions for the coming years. This annual meeting gains increased importance to understand the needs of the partners, allowing the task force to promote activities, which respond to these needs.

2019.6. **COEHRE RESEARCH**

The COEHRE Research is a growing part of the consortium and has an active role in undertaking initiatives and acting as a platform that initiates, supports and coordinates different research activities among and in collaboration with the partner institutions. It offers opportunities to create, stimulate, found and intensify networking of partner institutions and to develop joint research initiatives. COEHRE Research creates an extra dimension and gives an added value to participation in the consortium.

2019.6.1 **Background information of COEHRE Research**

The COEHRE Research is a young part of COEHRE. Two council members, i.e. Ester Goutan and Annemie Spooren, strive for elaborating the mission and vision of the COEHRE Research branch that was initiated by former Research council members.

2019.6.2 **Members of the COEHRE Research group**

A Core Group of COEHRE Research was installed with the following members:

Ester Goutan Council Member <i>University of Vic - Central University of Catalonia</i>	Ester.goutan@uvic.cat
Annemie Spooren Council Member	Annemie.spooren@pxl.be

<i>PXL University of Applied Sciences, Hasselt, Belgium</i>	
Célia Soares <i>Polytechnic Institute of Setúbal, Portugal</i>	celia.soares@ess.ips.pt
Niina Eklof <i>South-Eastern Finland University of Applied Sciences (XAMK), Finland</i>	Niina.eklof@xamk.fi

2019.6.3

Activities

The research branch continued to work on 2 main topics.

Firstly, the COEHRE Research branch has put emphasis on the professionalisation of the communication and work tools.

The Research Council members had been aiming for professionalisation of the abstract process of the conference. The COEHRE Research branch has developed an online abstract submission and review process in order to make the submission and review process more efficient for both authors and reviewers. In 2019 the online submission and reviewing process was refined, based on the feedback of the different users in 2018. In 2019, 86 abstracts were sent and reviewed.

Furthermore, the COEHRE Research Core group is working on a prototype of webpage for the research branch. This will be launched in 2020.

Secondly COEHRE Research Branch aims to increase dynamics between the different COEHRE member institutions.

The Research branch identified a Special Person of Contact (SPOC) for research at each COEHRE member institution. In 2019 these SPOC's were invited to be involved in the abstract revision process. In this way, the reviewers of the abstracts were more spread over the different institutions.

COEHRE Research is also preparing other strategies to increase the dynamics between the different institutions and prepared a strategy to have not only more collaboration at the conference, but also during the year.

COEHRE Research Branch put up a vacancy for a new core group member. Four candidates submitted a motivation letter and their CV. The council members of the Research branch and Célia Soares from the core group had interviews with these candidates. Niina Eklof was selected to become a member of the Research Core Group.

In order to elaborate the SPOC's selection and implication, the web-based submission and revision process and the development of the Research webpage and the new strategy, the Research council members had 15 Skype meetings from January to December 2019. Furthermore, they had 4 Skype meetings with the Core group.

2019.6.4.

Budget

The Council of COEHRE defined a particular budget for the COEHRE Research. This budget was for the greater part used to establish the digital abstract submission and

revision process and to prepare the research webpage. The budget of COEHRE Research strictly follows the guidelines of the Council.

2019.6.5. **Networking and development space at the COEHRE conference**

During the annual conference in Vic the COEHRE Research organized an open Network session to explain the mission and the vision of the COEHRE Research group. Furthermore, they did activities to facilitate knowing each other, such as a speed dating session. An expert on European funding, more particular Erasmus+, was invited to run a workshop on Erasmus+. The members had to collaborate in different groups on a proposal. The majority of the participants rated the network session as very useful.

2019.7. COEHRE STRATEGIC MANAGEMENT

2019.7.1 **Background information of the COEHRE Strategic Management**

COEHRE Strategic Management

- provides a dynamic and energised forum in which strategic managers are able to
 - discuss and develop strategic partnership working
 - share issues affecting the financing and development of programmes of higher education and research
 - develop innovative ways of collaborative working to access sources of European and other international funding
 - foster and offer strategic support to collaborative working between member institutions
 - meet at the annual conference with facilitation from leaders in the field
- promotes capacity building amongst strategic managers
- develops new products and ways of working collaboratively
- disseminates outcomes of the group's working through the COEHRE network
- provides a network of experienced strategic managers available to provide advice and consultancy

2019.7.2 **Members of the COEHRE Strategic Management group**

A Core Group of COEHRE Research was installed with the following members:

Jennifer Lewis Smith Council Member <i>University of Derby, United Kingdom</i>	j.lewissmith@yahoo.com
Jeroen Martens Council Member <i>Arteveldehogeschool Gent, Belgium</i>	jeroen.martens@arteveldes.be
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2019.7.3 **Activities Networking and development space at the COEHRE conference Vic 2019**

A successful and much attended strategic management day was held at the COEHRE conference 2019 in Vic.
 A collaboration agreement was signed with EAIE (René Theunissen) and EIPEN (André Vyt). The added value of collaboration between these international networks and COEHRE was discussed.
 Kim Bisschop presented the topic 'EU trends in higher education and research in the health care sector'. In the afternoon Deans from 7 Universities shared their outcomes, plans and projects to inspire and stimulate further collaboration.
 The majority of the participants rated the Strategic Management day as rewarding.

2019.7.4 **The establishment of a COEHRE Strategic Management group**

This strategic management day resulted in the establishment of a COEHRE strategic management group. 6 members of 5 different countries engaged in their role as member of this group (see above).

In order to elaborate the Strategic Management Branch the members had a couple of Skype meetings from April 2019 to January 2020.

The members came together during a meeting November 6-8 2019 in Ghent to plan the strategy for the future.

3 levels were defined:

- Operational activities: Conference, Academy, Research and Students' program
- Tactical activities: interprofessional e.g. double degrees, joint degrees, benchmark partners; sharing of expertise, establishing a group of experts with key role speakers for each topic.
- Strategic and transcending activities: Share local practices, new developments in each country, COEHRE as a leading party in Europe: we should be a leading **network**.

2019.7.5 **Goals of the Strategic Management group**

The Strategic Management Branch will be successful if

- stakeholders are involved
- we have educational programmes for strategic managers on a strategic level
- our strategic managers act as ambassadors who draw partners
- we facilitate communication and cooperation strategically
- we share best practices on a structural base through different media f.e. webinars ...
- we eventually form strategic alliances

The COEHRE Strategic Management group decided to work on some small projects

- **Project 1:** Organize an activity on a strategic level for the strategic managers on the next conference Rotterdam 2020: workshop on sustainability ‘how can a strategic manager include the SDG into education and research’?
- **Project 2:** Meeting of the strategic core group in the future twice a year during the Conference and share best practices each year November f.e. how do I do deal with cutting costs or restructuring, conceptual framework and process of a joint a degree, f.e. strategy and implementation to make internationalization successful.
- **Project 3:** a visible general calendar on the website where you can follow all COEHRE activities.

International collaboration

As an immediate and concrete outcome of the collaboration agreements COEHRE was represented at the yearly conferences of EIPEN and EAIE. Jennifer Lewis Smith, COEHRE President, was invited to the EASPD conference on “Staff Matters! Disability Workforce of Tomorrow.” in Helsinki where she joined the panel as a speaker on Social Care Workforce in the Changing World. The participants were particularly interested to to hear about her views on and experience in preparing young professionals of higher education institutions. Aija Ahokas, council member, was invited to join the European Association for International Education (EAIE) conference 2019 in Helsinki. In the EAIE Expert Community of Health and Welfare education, a session about the European networks in the fields of health and welfare education was organized. COEHRE participated in this session. A presentation was made about COEHRE as a network and organization, and the three pillars of COEHRE (COEHRE Academy, COEHRE Research and COEHRE Strategic Management) were introduced to the audience. COEHRE alliances were presented as well. Participants received COEHRE leaflets and their institutions were encouraged to join the COEHRE network.

2019.7.6

Budget

The Council of COEHRE defined a particular budget for the COEHRE Strategic Management Branch. This budget was partly used to cover the costs of the first meeting. The budget of COEHRE Strategic Management Branch strictly follows the guidelines of the Council.

2019.8. FINANCIAL REPORT

2019.8.1. FINANCIAL REPORT

The year 2019 closes with a negative result of € 11.223,32

REVENUES		
Membership fees		50.950,00
Conference fees 2019 Vic		65.025,00
Income COEHRE Academy activities		7.293,06
Interest & Profits		0,00
TOTAL REVENUES		123.268,06
EXPENDITURES		
ADMINISTRATION AND ORGANISATION COSTS		39.941,19
	Administrative office	35.099,69
	Updating website & Legal costs	0,00
	Marketing & PR costs	4.841,50
COEHRE ACADEMY		15.514,53
COEHRE RESEARCH		0,00
COEHRE STRATEGIC MANAGEMENT		1.939,04
CONFERENCE COSTS		55.251,84
REPRESENTATION COSTS COEHRE		457,15
AUDIT		25,00
PRE-CONFERENCE MEETING		0,00
	Pre-conference meeting	0,00
TRAVEL / ACCOMMODATION		8.838,25
	Council (3x/year)	8.838,25
	Project leaders	0,00
OTHER EXPENSES		378,35
	Bank costs	378,35
WRITE-OFF OPEN DEBTORS		12.146,04
TOTAL EXPENDITURES		134.491,38
RESULT 2019		-11.223,32

2019.8.2. BALANCE SHEET

The negative result 2019 of € 11.223,32 brought the consortium reserve per 31.12.2019 to € 74.612,16.

BALANCE SHEET 31.12.2019			
		31.12.2018	31.12.2019
ASSETS			
Accounts receivable			
Debtors		24.979,08	20.709,37
Cash funds			
Record Bank		77.825,28	53.678,70
Cash		808,06	224,09
Payments done for next year's conference		0,00	0,00
TOTAL		103.612,42	74.612,16

		31.12.2018	31.12.2019
LIABILITIES			
Payments in advance		0,00	0,00
Credit notes to make		0,00	0,00
Consortium reserve			
General reserve	85.803,33		84.621,21
Result	- 1.182,12		-11.223,32
		84.621,21	73.397,89
Accounts payable			
Creditors	3.258,37		1.014,27
Invoice to receive (adm. off.)	15.732,84		200
		18.991,21	1.214,27
TOTAL		103.612,42	74.612,16

2019.9. MEMBERSHIP STATUS

In 2019 COEHRE had 38 full members.

Vasile Alecsandri University of Bacau decided to withdraw as COEHRE member in 2019.

Jönköping University (Sweden) and Eastern Mediterranean University (Cyprus) have been welcomed as Trial Member.

2019.10. OFFICE REPORT

Main tasks completed in 2019 are:

- Payment of the incoming invoices

- Ongoing follow-up of the accounts
- Taking minutes at Council Meetings and General Assembly
- Chasing payments in arrears
- Preparation of the year-end reporting
(balance and final accounts information for the audit and the annual report)
- Keep membership records accurate and up-to-date
- Communication with the members
(send information to interested members, update membership list, invoicing membership fee, send reminders to non-paying members)
- Organisation of the annual conference
(in cooperation with the responsible Council member and the local organising committee)
- Working closely with the host of the annual conference to come to an agreement on a final conference budget and drafting the Conference Book
- Organisation/logistics of the autumn seminars (in cooperation with the responsible Council member)
- Organising, preparing and attending the different Council meetings and General Assembly
- Updating website
(Seminars, Project Meetings, Newsletter, News)
- Creating newsletters and Academy flyers
- Maintaining a mailing list containing institutions that might have an interest in joining COEHRE and provide them with information concerning the organisation.
- Publication in Belgisch Staatsblad

2019.11. COUNCIL MEMBER ACTIVITIES

2019.11.1. COUNCIL COMPOSITION AND DISTRIBUTION OF TASKS

The Council operates as a team throughout the year, executing the following General council Member Duties:

- Attendance at three council meetings per year (January, April and June)
- Participation in council telephone conferences (September and March)
- Attendance at Annual Conference – (April)
- Contribute actively to the agenda proposed for each meeting
- Contribute actively in the implementation of the decisions taken by the council
- Contribute actively to the Annual Report
- Undertaking of tasks related to organisation and smooth running of the annual conference e.g. chairing sessions, hosting meetings, welcoming new members etc.
- Any other duties required
- Keep close liaison with the Office Manager and copy her in all of the correspondence

Specific tasks and responsibilities are summarized in the following table:

POSITION	SPECIFIC TASKS
<p>President Jennifer Lewis Smith</p>	<ul style="list-style-type: none"> • Key representative for the organisation • Steers the strategic development of the organization • Ensures that the organisation remains financially viable • Chairs Council meetings as well as the General Assembly and will have the casting vote in any deliberations • Manages relationships with other linked organisations • Prepares the annual budget for consultation

Vice-President Attila Dobos	<ul style="list-style-type: none"> • This role is assumed by a council member in addition to other duties • The main role is to deputise for the President • May be invited to take on defined tasks by the President
Treasurer Jeroen Martens	<ul style="list-style-type: none"> • Belgian • Works closely with the Office Manager to ensure effective and efficient operational financial management of the organisation • Acts in accordance with the Council's decisions regarding financial matters.
General secretary and PR Aija Ahokas	<ul style="list-style-type: none"> • Updates social media, oversees the website and increases membership promotion • Increases participation in the organization for a wide range of professions • Encourages more professions to join by for example organising a COEHRE workshop at another conference • Ensures that notes are kept of Council Meetings and the General Assembly along with other significant meetings e.g. Annual COEHRE Academy Meetings as well as Strategic Management Meeting and Internationalisation Meetings at the Annual Conference. • Works closely with the Office Manager to ensure regular contact is kept with the membership, that membership status of the organisation is kept up to date and fees are notified and paid on time and ensures that actions agreed in the council meeting are carried out • Formulates dissemination of news, other communications to the membership.
COEHRE Academy Aija Ahokas Attila Dobos	<ul style="list-style-type: none"> • Coordinates activities in the COEHRE Academy • Organises seminars and Capacity Building workshops • Two Council Members take on these duties in addition to general council duties. These council members will be assisted in the leadership of the COEHRE Academy by a core group and task force
COEHRE Research Ester Goutan Roura Annemie Spooren	<ul style="list-style-type: none"> • Coordinates activities in COEHRE research • Organizes capacity building and partnership building seminars • Generally creates an environment and helps to create partnerships for research between partners • Nurtures and manages new ideas for evaluation, research and publication between partner organisations • Two Council Members take on these duties in addition to general council duties. These council members will be assisted in the leadership of COEHRE Research by a core group and task force
COEHRE Strategic Management Jeroen Martens Jen Lewis Smith	<ul style="list-style-type: none"> • Coordinates activities in COEHRE Strategic Management • Organizes strategic management seminars and stimulate structured interaction • Two Council Members take on these duties in addition to general council duties. These council members will be assisted in the leadership of the COEHRE Strategic Management by a core group and task force

Annual Conference Coordinator Jeroen Martens	<ul style="list-style-type: none"> Responsible for planning and coordinating the programme for the annual conference according to the agreed conference theme and sub-themes Oversees contacting and booking speakers, informing them of what they will be entitled to in the way of travel and other expenses etc.
Annual Student Conference Coordinator Attila Dobos	<ul style="list-style-type: none"> Ensures that the student conference is planned to run alongside and intersect with the Annual Conference, that a dynamic and interesting programme is planned for the students and that they have an opportunity to interact with locally based students, organisations and cultural events. Quality assures the learning and teaching content and level of academic outcomes Oversees contacts and books tutors and visiting
Annual Conference Scientific Programme Coordinator Annemie Spooren Ester Goutan Roura	<ul style="list-style-type: none"> Responsible for coordinating and issuing a call for abstracts for papers and posters on the key themes of the annual conference Coordinates the evaluation of submissions by a team of experts from the membership Coordinates parallel session content at the conference.

2019.11.2. TREASURER ACTIVITIES

The financial audit took place in September 2020.

2019.12. COUNCIL MEETINGS

2019.12.1. 22 JANUARY, VIC, SPAIN

Key debates:

- Conference 2019 – Vic, Spain
- Conference 2020 and 2021
- COEHRE Academy
- COEHRE Research
- Budget

2019.12.2. 2 APRIL, VIC, SPAIN

Key debates:

- Conference organisation
- Nominations for elections
- Future conferences

2019.12.3. 5 JUNE, ROTTERDAM, THE NETHERLANDS

Key debates:

- Evaluation COEHRE conference 2019 – Vic, Spain
- Conference 2020 Rotterdam, The Netherlands
- COEHRE Academy
- COEHRE Strategic Management
- COEHRE Research
- Review Council Roles and Responsibilities

2019.13. AUDITORS REPORT

Based on the submitted documents, there are no circumstances that could raise significant doubts as to the correct use of the accounting techniques. Indicated comments were provided with an explanatory motivation via email and via MS Teams meeting on the 22nd of September 2020 (Mrs Isabelle Delarivière). There are no signs of fraudulent intent within financial management based on the submitted documents, dubious items were questioned and satisfactorily explained.

The conclusion that the consortium's reserve has fallen sharply requires attention. The income statement shows a serious loss, induced by unpaid participation fees and unpaid memberships. Meticulous budget planning and revenue control is imperative. The contributions of the members must also be properly assessed as to whether they are paying or not, setting deadlines for payment and not entering as will be paid if this is not the case either. Solid follow-up and monitoring is recommended.

Following the meeting it is clear that necessary measures have been taken. It is up to the operational management to optimize this further.

Furthermore, it is noted that the costs for research are non-existent and those of the strategic management are low although these elements belong to operational audit.

The organization declares that it complies with the applicable legislation regarding the status of a small non-profit organization in Belgium.

The substantive testing of the transactions based on samples led to a satisfactory conclusion.

The COEHRE organization can continue to maintain its continuity provided the persistence to stick to the measures taken regarding payments in arrears and to follow up closely on membership and membership fees.

Audit by Jean Bauwens,
Health Care Teaching Consulting Services

Leuven op 22 september 2020

2019.14. NOMINATING COMMITTEE

It was proposed to the GA to discharge the Nominated Committee from 2020 onwards as over the years the duties have been diminished and executed by council members. The duties consisted of preparing the elections and announcing the vacant posts.

The General Assembly at the annual conference in Vic agreed with the proposal.

We are looking forward to 2020 as an exciting year with many new possibilities for the members to be actively engaged with COEHRE activities.