



1914

Lega delle Cooperative FVG

RRA Severne Primorske
Provincia di Gorizia
Zavod RS za zaposlovanje
Univerza v Ljubljani
Provincia di Udine
Finreco
Sentprima
Comune di Gorizia
Provincia di Ravenna
Confcooperative FVG
Legacoop Ravenna
Legacoop Veneto
Provincia di Rovigo

→ 2014

from the Europe of WW1
to Social Europe

dall'Europa della Prima Guerra
Mondiale all'Europa Sociale

od Evrope prve svetovne
vojne do socialne Evrope

EST 2014 Cross-border
social economy days

EST 2014 giornate di economia
sociale transfrontaliera

ČSE 2014 Dnevi čezmejne
socialne ekonomije

27° Social Firms Europe
CEFEC Conference

27° Social Firms Europe
CEFEC Conference

27° Social Firms Europe
CEFEC Conference

Gorizia_Nova Gorica
May 28-31, 2014

Gorizia_Nova Gorica
28-31 Maggio 2014

Gorica_Nova Gorica
28. - 31. maj 2014

SHORT PROGRAMME

PROGRAMMA BREV

KRAKEN PROGRAM

in collaboration with / in collaborazione con / v sodelovanju z



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2007-2013 cooperazione territoriale europea
programma per la cooperazione
transfrontaliera
Italia-Slovenia
evropsko teritorialno sodelovanje
program čezmejnega sodelovanja
Slovenija-Italija

Progetto finanziato nell'ambito del Programma per la cooperazione Transfrontaliera Italia-Slovenia 2007-
dal Fondo europeo di sviluppo regionale e dai fondi nazionali.
Projekt sofinanciran v okviru Programa čezmejnega sodelovanja Slovenija-Italija 2007-2013 iz sredstev
Evropskega sklada za regionalni razvoj in nacionalnih sredstev.



Ministero dell'Economia
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za regionalni razvoj

Programme

~~Wednesday 28 May 2014~~

~~Mercoledì 28 maggio 2014~~

~~Sreda, 28. maj 2014~~

12.00–13.00 **SEA**

WHAT **Permanent Seat Opening Ceremony**
Inaugurazione della sede permanente
Otvoritev stalnega sedeža

VENUE
Rafut | IT · SLO

15.00–18.00 **SEA**

WHAT **Steering Committee**
Comitato di gestione
Upravni odbor

VENUE
Magazin | IT · SLO

9.00–19.00 **SFE CEFEC**

WHAT **SFE–CEFEC participant registration**

VENUE
Magazin

9.00 **SFE CEFEC**

WHAT **Visit to Social Firm of the Ljubljana Area**

15.00 **SFE CEFEC**

WHAT **Visit to Social Firm of the Gorizia
Nova Gorica Area**

~~Thursday 29 May 2014~~

~~Giovedì 29 maggio 2014~~

~~Četrtek, 29. maj 2014~~

10.00 **OPENING**

VENUE Conference Center | EN · IT · SLO
WHO Opening with Fabrizio Valencic, SEA PM
Opening with Lorenzo Torresini, SFE CEFEC
Greetings from Giuliano Poletti,
Italian Minister of Labour (video)
Greetings from Gianni Cortiula,
Director General ASS2 Isontina
Greetings from the Mayors of Gorizia, Nova
Gorica and Šempeter–Vrtojba
Greetings from EGTC GO, Majors
Greetings from Enzo Gasparutti,
Lega delle Cooperative FVG

10.00–13.00 **SEA THEME 1**

WHAT **Social Europe 2020:**
The development of Social Business initiative
Europa Sociale 2020 : lo sviluppo della Social
Business Initiative

VENUE Socialna Evropa 2020: razvoj Socialno
WHO podjetniške iniciative (Social Business Initiative)
Conference Center | EN · IT · SLO
Laura Catana, Expert in European
policies on Social Entrepreneurship
Anja Kopač Mrak, Slovenian Minister of Labour
Loredana Panariti, Labour Councillor Region FVG
Luca Visentini, Confederal Secretary
Igor Pavel, SFE CEFEC
Paola Menetti, Lega delle Cooperative Rome

13.00–14.00 **LIGHT LUNCH**

14.00–17.00 **SEA THEME 2**

WHAT **Which social enterprise? A focus on Italian
and Slovenian legislations**
Quale impresa sociale? Il punto sulle
legislazioni italiana e slovena
Katero socialno podjetje? Fokus na italijansko
in slovensko zakonodajo

VENUE Conference Center | EN · IT · SLO
WHO Giuseppe Guerini, Alleanza delle cooperative
italiane
Dolores Kores, GECES
Tadej Slapnik, Slovenian social enterprises forum
Tatjana Dolinek, Aleksandra Tabaj,
Črtomir Bitenc, SFE CEFEC

19.00–21.00 **ORTI GORIZIANI–GORISKI VRTOVI PROJECT**

WHAT **Local products tasting**
Degustazione di prodotti locali
Degustacija lokalnih proizvodov

VENUE
Magazin

21.00 **MAGAZIN PARTY**

WHAT **with RADIO ZASTAVA group**
con il gruppo RADIO ZASTAVA
s skupino RADIO ZASTAVA

VENUE
Magazin

~~Friday 30 May 2014~~

~~Venerdì 30 maggio 2014~~

~~Petek, 30. maja 2014~~

10.00 **OPENING**

VENUE Conference Center | EN · IT
WHO Opening with Fabrizio Valencic, SEA PM
Greetings from Črtomir Špacapan,
direktor RRA severne

10.00–13.00 **SEA THEME 3**

WHAT **An intelligent community for a happy village
A network of territories, enterprises and
skills**
Una comunità intelligente per un villaggio felice
Una rete fra territori, imprese e competenze
Pametna skupnost za srečno vas
Omrežje med teritoriji, podjetji in sposobnostmi

VENUE Conference Center | EN · IT · SLO
WHO Matteo Ricci, President Provincia di
Pesaro e Urbino
Gianluca Pastorelli, President DIESIS
Renato Medei, Università di Bologna
Athena Frangouli, SFE CEFEC
Gregor Sakovič, SKLAD 05

10.00–13.00 **SFE CEFEC SEMINAR 1**

WHAT **“Social enterprise and mental health”**
VENUE Conference Center | EN · IT
WHO Coordinators : Lorenzo Toresini e Franco Perazza

10.00–13.00 **SFE CEFEC SEMINAR 2**

WHAT **“Responsible leadership in social firms”**
VENUE Conference Center | EN
WHO Coordinators : Christiane Hearlin e Klaus Hertrampf

13.00 – 14.00 **LIGHT LUNCH**

14.00 – 17.00 **SEA THEME 3**

WHAT **An intelligent community for a happy village
A network of territories, enterprises and
skills**
VENUE Conference Center | EN · IT · SLO
WHO Sandra Sodini, Director EGCT GO
Gianluca Masotti, IRES Fvg

Jasmina Jakomin, Šent
Paolo Valdemarin, State of the Net
Lilijana Brajljeh, Potencial Inštitut
Paolo Sartori, Mutua Cesare Pozzo

14.00–17.00 **SFE CEFEC WS A**

WHAT **“2020 Eu Agenda. Opportunities to
cooperate in the social economy sector”**
VENUE Conference Center | EN IT
WHO Coordinator : Petru Vasile Gafiuc

14.00–17.00 **SFE CEFEC WS B**

WHAT **“Developing the transition process to open
job market via social firms”**
VENUE Conference Center | EN
WHO Coordinator : Jukka Lindberg

17.00–20.00

WHAT **SFE CEFEC General Assembly**

VENUE
Conference Center | EN IT

21.00–24.00

WHAT **SFE CEFEC Gala Dinner
Awarding of SFE CEFEC**

~~Saturday 31 May 2014~~

~~Sabato 31 maggio 2014~~

~~Sobota, 31. maj 2014~~

10.00 SFE CEFEC

WHAT **SFE CEFEC Executive Committee**

VENUE
Magazin | EN

13.00 Goodbye drink

Social Economy Agency
via Rafut 32 Gorizia

Conference Centre
via Alviano 18 Gorizia

Arcobaleno Magazin
via San Michele 42 Gorizia



EST 2014 Secretariat
pollig@fvg.legacoop.it
info : <http://news-sea.net/>



27th SFE CEFEC Conference Secretariat
27cefec@arcobalenogorizia.it
Info : <http://27cefec.eu>



REPORT

The 27-th Annual Conference of Social Firms Europe CEFEC 2014
"1914 – 2014 from the Europe of World War 1 to Social Europe"

Gorizia – Nova Gorica (Italy – Slovenia)
28 – 31 May 2014

Contact details

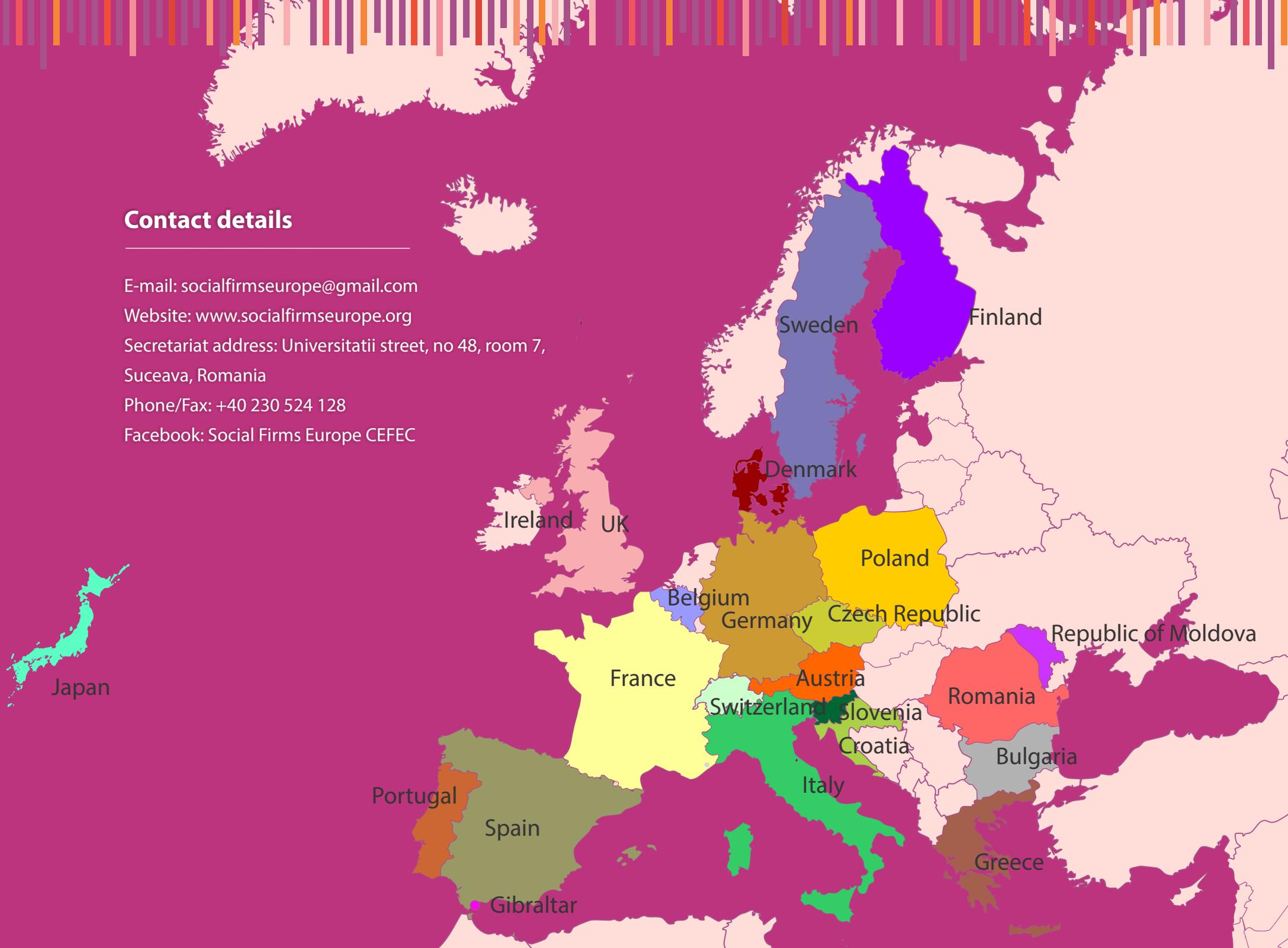
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A) BRIEF REPORT OF the CEFEC – SOCIAL FIRMS MEETING 28th to 31 st of May 2014

The CEFEC – Social Firms meeting 2014 in Gorizia – Nova Gorica this year was surrounded by parallel initiatives in that «double» city. They are other for the city very important projects.

1) SEA Project

The overall purpose of the SEA project is to create an innovative system for the labour integration of disadvantaged subjects in the Italian and Slovenian territories involved. In particular, this initiative aims to consolidate the networks between Italian and Slovenian state-run organisations and non-profit private enterprises, to draw up new employment strategies, to analyse and compare the regulations on the subject of social entrepreneurship, to create new employment opportunities and to launch a solid collaboration with financial institutions to provide support to the initiatives and the strategies being implemented.

In the course of the project, launched in September 2011 and with a completion planned for December 2014, a cross-border network was built and reinforced by the stakeholders in order to establish a permanent cross-border Agency in the shape of a European cooperative, headquartered at the former facility of the Border Police in via Rafut, owned by the Municipality of Gorizia. The Agency will have the task of promoting the culture of social economy and launching dedicated policies, by promoting actions favouring the start-up of social and inclusion-oriented enterprises, financial instruments to support social economy, and new job opportunities.

At operational level, two research projects have been carried out, namely on the social and economic conditions of the territory involved and on the

performances in terms of smart, sustainable and inclusive growth of the Gorizia territory. In addition, the project has involved occasions for discussion and exchange of best practices among local stakeholders, as well as the sharing of strategies to establish new enterprises.

2) EST 2014

The event “Cross-border Social Economy Days – EST”, now in its third year, is an annual conference of the SEA project aiming to spread the knowledge of the social enterprise as an economic instrument able to combine growth and development, paying special attention to cohesion and social solidarity.

The first event took place in Gorizia in 2012, and on that occasion the discussion focused on the issues of social inclusion and the development opportunities for new social enterprises, at the presence of social entrepreneurs, trade associations and university lecturers. In particular, among the several guests from Italy and Slovenia, the event saw the participation of Chair of the Regional Government of the Region Friuli, Debora Serracchiani.

The second event was hosted by the Municipality of Sempeter and dealt with the issues of social entrepreneurship seen from Europe, Slovenia and Italy, the remuneration of investment in social enterprises and the European funds in the 2014-2020 planning and the opportunities for social economy. During the work sessions, speakers included MP Gianni Pittella, MP Ivo Vajgl and the President of the Regional Council of Friuli Venezia Giulia Franco Iacop.

The 2014 event includes three work sessions: the Social Business Initiative within the Europe 2020 Strategy, the state of the art on the Italian and Slovenian legislation on the subject of social entrepreneurship, and finally smart communities. The event, with a view to build a network of territories and experiences, also hosts the annual Conference of CEFEC, a historic European network of social cooperatives promoting labour integration.

Some notes about the interventions:

Thursday, 29 May 2014

THEME 1

Social Europe 2020: The development of Social Business Initiative

The central contribution has for sure been brought about by Laura Catana, who clearly illustrated the approach by the European Commission as well as the practical follow-up of the SBI.

Relevant contributions, even if quite focused upon the Italian Reality, have taken place by the regional City Council for labour of the Region Friuli Venezia Giulia and by the national Chairman of Legacoopsociali («League of Cooperatives»).

THEME 2

Which social enterprise? A focus on Italian e Slovenian legislations

In this case the major contributions have been brought by the Slovenian side upon the state of implementation of their recent law about the social enterprise, as well as about the enacting decrees («decreti attuativi = Strategija») in particular by Tadej Slapnik, representing the “Slovenian Social Enterprise Forum” and by Dolores Kores, Slovenian deputy at the GECES (Group of Experts about the Social Enterprise of the European Commission).

THEME 3

An intelligent community for a happy village. A network of territories, enterprise and skills.

In the morning the most significant interventions have been that by Renato Medei (University of Bologna) about the Nation wide experience of the «community cooperatives = “cooperative di comunità”» and that by Gianluca Pastorelli about the activities and projects of the DIESIS network (slides available).

In the afternoon, beyond a tracking shot of activities, by both Italian and Slovenian Social Enterprises, the most interesting contribution has been that about the activity of the GECT Gorizia by the director Sandra Sodini, and the anticipation of the socio-economical research about the “smartness” of this area by the researcher Gianluca Masotti.

B) PROCEEDINGS of the CEFEC – Social Firms meeting

Introduction to Session One

by *Lorenzo Toresini and Franco Perazza*

Intro. In opening this session on Social Enterprise and Mental Health, I think we need to take a quick look back at the historical, logical, and cultural relations between the psychiatry of a still recent past and the issue of work. These interrelations began with Darwin and Evolutionism, a theory which represented an extraordinary leap forward in human self-awareness. For the first time, human beings became aware of their origins in Nature, and the mechanical and automatic mechanisms that govern Nature itself. The subsequent ideological extension of Evolutionism to social theory and social evolution led to the rationalist conception of a human hierarchy based on organic differences. Ultimately, this resulted in one group of human beings practicing forms of 'selection' on other human beings.

Underlying the **T4** project of the Third Reich was the practical application of a concept which was fairly prevalent at that time (1939), and not only in Hitler's Germany, and which still survives today. This concept, which seems to confirm Hannah Arendt's famous dictum on the «banality of evil», leads us to the extremely suggestive metaphor contained in the phrase that appeared over the entrance to Auschwitz: «Arbeit macht frei» ('Work will set you free'). All of which brings me to the question I wish to pose here today: to what degree were the Nazi death camps already prefigured by psychiatric hospitals and by Psychiatry? To what degree is the German psychiatrist and social theorist Klaus Doerner correct, when he speaks of «Sozialeuthanasie» and 'the eternal war of psychiatry against the mentally ill'?

At this point, we could introduce numerous reflections on the reality of 'madness' and the **meaning of psychosis**, in terms of the magic world that exists in all of us, and at the very heart of our existential identity, and which the monotheistic Reason of the last 5,000 years has demanded we collectively

remove and systematically ignore. Only to have this world reappear in dreams, or in the conscious life of persons we define as «schizophrenics».

Reason and Unreason. Here, we can also refer to the well-known idea that Reason needs Unreason (just like the Rich need the Poor) in order to exist and to legitimate itself as precisely that: Reason (or wealth). However, to this fairly self-evident conclusion I would add that the more Unreason appears as being dangerous, the more Reason benefits and derives an advantage, in terms of offering a reassuring image and presenting itself as the Defender of the existing political and social order.

In this context, the only response the so-called **world of Reason** was able to offer to the person in whom the world of magic reemerges, accompanied by voices (so-called «paleological thought»), was a Diagnosis. And with the corollary that whoever experiences this situation has returned to a naturalistic-automatic world, and therefore is not mentally competent, i.e. is incapable of understanding their actions or exercising free will. TOTAL mental incompetence thus signifies an automaton or mechanistic being who lacks the fundamental and defining human characteristic of «free will».

Neuroimaging has certainly made some spectacular advances in terms of understanding the human brain, and will continue to make important discoveries in the future. However, it seems impossible that Neurology will one day be able to explain all human behaviour in terms of organic determinants (cerebral chemical transmitters, electrical stimuli, etc.). Clearly, the organic nature of the human body, and thus also of the brain, cannot be denied. But when modern organicist psychiatry believes it can challenge the concept and deny the very essence of free will, it enters into a vicious, self-referential circle which is, ultimately, purely ideological.

Last but not least, we should emphasise the **danger of the concept of danger**. We certainly do not wish to deny that there are people who might be «dangerous», that is, who have a high probability of sooner or later engaging in aggressive and harmful behaviours. But this does not mean we have to accept the current prevailing view which links the concept of danger to so-called

mental illness. Accepting this assumption means exposing a very weak and vulnerable part of humanity - weak because it experiences reality in a way which differs significantly from the dominant cultural definition of that 'reality' - to the risk of violence, abuse and deportations that completely disregard any respect for or observance of fundamental human rights. In this sense, the case of Brejvik, in Norway, and his 20-year prison sentence, regardless of the horrendous nature of his crime, is exemplary and represents a great step forward.

In Italy, shutting down the psychiatric institutions (Law 180 - 1978) has made it possible to pursue a long and far-reaching process of deconstructing and deinstitutionalising mental illness, both as an undifferentiated mass, and in terms of individual clinical cases. «*Look to the sign of the times*» as St. Matthew tells us. The definition of a partial instead of a TOTAL incompetence, has enabled us to prevent internments in the Forensic Hospitals, for a person who is at least partly 'sane', is also partly responsible for their behaviour. It is thus possible to legally convict someone, even if with a reduced sentence, which can then be served in a supported residence of the Mental Health Services¹. The importance of these measures, which clearly must be applied in collaboration with the Judiciary, and based on the circumstances of each individual case, will be understood by their direct beneficiaries, i.e. by those psychiatric patients who are defined as being «mad criminals». The 'signs' of this understanding will become manifest when patients agree to promote their own self-interest by participating in their rehabilitation, thereby demonstrating that they are mentally competent and able to understand the significance of their actions.

This alternative to internment in Forensic Hospitals also includes programmes for job training and placement, and thus even for patients who are 'serving time' in a residence, and not only for those patients who are less difficult and easier to reintegrate. The phrase «Arbeit macht frei» thus confirms the close connections existing among the work ethic, Psychiatry and Nazism.

¹ OPG. Forensische Vollzugsanstalten, Security Units

SOCIAL COOPERATIVE OF LIMITED LIABILITY (KOISPE)

by Athena FRANGOULI

How the KoiSPE becomes a motivatory power to establish a community network : The example of the KoiSPE “Yannis Volikas”. Prefecture of Fokida, Greece

According to the 2716/1999 law of the Greek state, the KOISPE are consisted by three groups :

- People with psychosocial impairments, a minimum of 35% of the total number of the members of the KoiSPE
- People that work in the field of mental health, a maximum of 45% of the total number of the members of the KoiSPE
- The municipality authorities, unemployed people, people with disabilities and others, 20%.

The idea for the creation of KoiSPE at the prefecture of Fokida (see map) began to mature in 2002, based on the above mentioned law, which foresaw their creation, in order to achieve the aim of the social and employment rehabilitation of people with psychosocial problems.

In 1987, as part of the membership of the European organisation CEFEC (Social Firms Europe), the partnership “Avgerinos” was created, which operated until 1998 in the prefectures of Fokida, Thraki and Attiki, supported by the Society of Social Psychiatry and Mental Health. The KoiSPE “Yannis Volikas” of the Prefecture of Fokida, began its operation in 2005 and is open to the local market. People with psychosocial problems from the local community are employed at the KoiSPE.

As the KOISPE belong to the 3rd sector of Economy, they share the three main principles of Social Economy :

1. Linking: norms of respect and networks of trusting relationships between

people who are interacting across explicit, formal or institutionalised power or authority gradients in society.

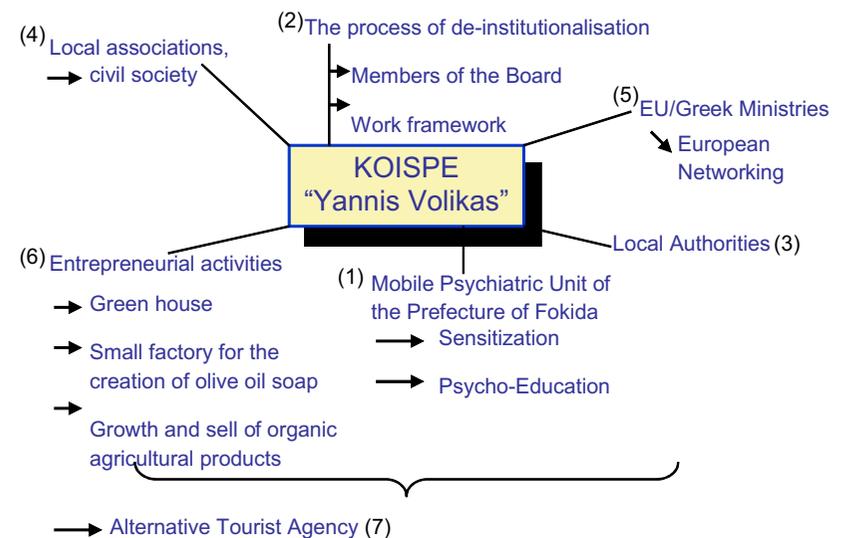
2. Bridging: relations of respect and mutuality between people who know that they are not alike in some socio-demographic (or social identity) sense (age, ethnic group, class, etc).

3. Bonding: trusting and cooperative relations between members of a network who see themselves as being similar, in terms of their shared social identity.

Here, the example of the KoiSPE “Yannis Volikas” will be presented to show how the whole work of the KoiSPE in every business activity which is created continuously, work and interact in these three principles, playing an empowering role through the Network of the community (see table).

TABLE

THE NETWORK



In 1981, the Mobile Psychiatric Unit in the rural area of Fokida (MPURA) started offering its services to the remote region of Fokida, mainly through **sensitization and psycho-education** of the population. An activity that until now it takes the 20% of the working hours of the staff.

The MPURA started as a pilot program, to study whether outreach services can meet better the population's needs. Since then, it has proven to be the Greek model, giving rise to 27 Mobile Units serving the remote regions and islands of Greece.

The sensitisation is a continuous process of discussions with citizens in the Greek traditional kafeneion, speeches to groups of people either professionals or at a neighbourhood on topics of mental health, mental health problems, elderly and their difficulties, drug addicts and mainly the rights of the individuals with psychosocial difficulties to live a life in dignity and well being (1).

The process of **de-institutionalisation** started in 1984 by re-patriating individuals from the big psychiatric hospitals to the place of their origin. Now, we can find most of this individuals to be members of the KoiSPE, and even more, to be active at the Governing Body of the KoiSPE. One of the main aims of the KoiSPE is to create sustainable local business and/or by cooperating with the Mobile Psychiatric Unit, to support and empower people with psychosocial problems not to lose their job. Lastly, finds ways, on how to intervene to the unemployment of the youngsters (2).

Greek ministries, European Union projects, European Networking such as Social Firms Europe CEFEC, through solidarity and common share of beliefs and values and through the funding system, contributes at the viability of the KoiSPE (5).

Local Authorities, like local government, police, juridical body, church, schools, firebrigades etc are the regular interlocutors of the Network in any challenge that appears at the region, or to play the role of the agency of change in bringing work opportunities at the region (3).

Local associations – see civil society – are the means to connect individuals and to connect groups in the community they exist i.e. women associations, volunteers, blood donators, crisis intervention teams, athletes, mountaineering, cultural associations, consist the most stable bridge with individuals and citizens (4).

Thus, the KoiSPE “Yannis Volikas”, has created four entrepreneurial activities (6):

1. A shop that sells brand organic foods and eco-friendly products called “The Green House” (1 store manager and 3 people with mental health problems work on a part-time basis)
2. The growth and sell of organic agricultural products. This business was initially funded (for one year each) by the Operational Program Health – Welfare 2000-2006. Now it continues under its own costs (15 people with mental health problems work in this activity)
3. The next entrepreneurial activity is under development and involves the laboratory for the production of bath soap based on olive oil, which the region is rich of. A manager and three people with mental health problems will work in the business.
4. An Alternative Tourism Agency in the city of Amfissa in Fokida prefecture, started functioning since autumn 2012. One manager and three people with mental health problems offer their services.

The Alternative Tourism Agency (ALTA) (7) :

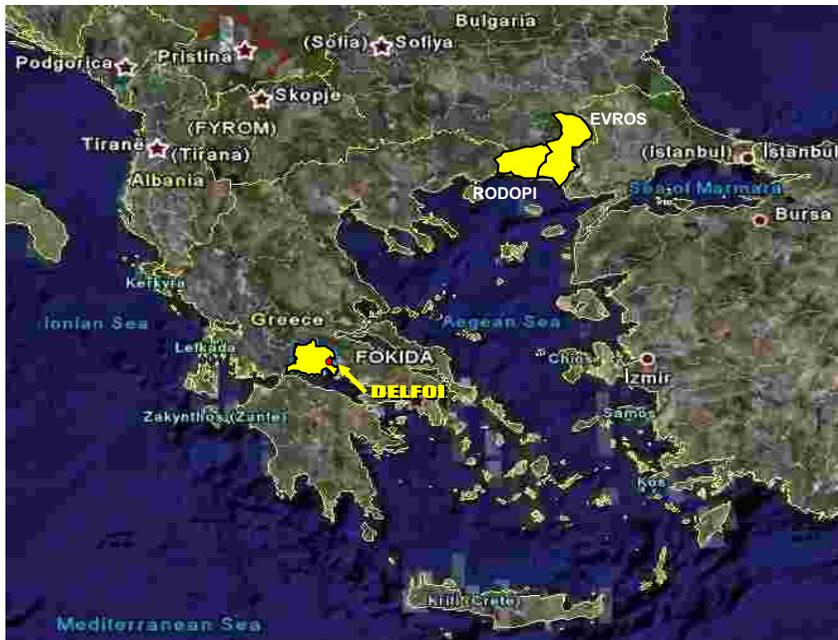
Its services are dedicated to promote fair-trade ideas while exploring by walking, trekking, cycling, well kept secret locations in the nature which combines sea and mountain.

The main aim is to work on the environment and art and culture of the region. To make ALTA a gathering point of entrepreneurship.

In autumn 2013 ALTA lead and contributed at a meeting with the local hotel owners where they discussed the establishment of the Greek style breakfast offered to the clients during the tourist season.

ALTA plans to promote the local gastronomy bringing together the restaurants, the women's cooperatives, the household.

There are a lot of ideas. What remains standard and basic is the model of the KOISPE which brings together the three types of stakeholders (individuals with psychosocial problems, professionals, local community and authorities) realising what the title of this presentation says : How the KOISPE becomes a motivatory power to establish a community network (we could add) of entrepreneurship.



Self Entrepreneurship And Disadvantage: A Possible Alternative Route For The Employment Of People With Mental Disabilities

FROM THE EUROPE OF WORLD WAR I TO SOCIAL ECONOMY by *Martina Orsini*

The point of departure to let people with mental disabilities find a job, is no longer the vacant position, somewhere we can park the mentally disabled person, but the person themselves, their characteristics, peculiarities, needs, abilities and complexities and try to find or **«create» opportunities capable of offering them a “real” job**. In an economic crisis like the one we are currently experiencing, the placement of the mental disturbed, compared to those with cognitive and physical-sensorial disabilities, presents additional complications, especially in a context of more laws and performance related work. Therefore, the need has emerged to plan and implement tools, which favour the creation of new companies **that include the mentally disabled**.

After in-depth analysis of the data that is currently available, it has emerged that it is vital to “invent” new tools to facilitate the introduction of the mentally disabled into the workplace.

The rehabilitation of the mentally disabled has often had a marginal role in the process of social and workplace reinsertion in Italy; moreover, the channels which support reinsertion no longer seem to be enough when dealing with the changing social and financial conditions, especially in the period of crisis we are currently experiencing globally. Therefore, it is evident that we need to come up with some new forms of workplace insertion.

What follows is a brief summary of the tools currently being used for the mentally disabled in Italy.

LAW 68/99	
Chatateristics	Advantages
<ul style="list-style-type: none"> • This law makes it mandatory for companies with more that 15 employees to hire disabled people. • The number of disabled to be hired is proportional to the number of workers the company employs. • If the company does not hire its legal quota they will be fined. This money then goes to the National Fund for the Disabled. 	<ul style="list-style-type: none"> • Thanks to this law companies are obliged to hire the disabled, therefore potentially increasing the number of jobs available. • those enrolled on the Law 68/99 list have access to a privileged channel and can be hired directly by a company
INTEERNSHIPS	
Chatateristics	Advantages
<ul style="list-style-type: none"> • A tool for insertion of disabled and disadvantaged people into the workplace. • The possibility of solid training useful in finding work on the open market. • Orientation and training internships are the specific “work equipment” of social co-operatives. 	<ul style="list-style-type: none"> • Internships have the value of increasing the market value of the individual to be inserted, and provide a soft, progressive approach to the world of work.
DIRECT EMPLOYMENT	
Chatateristics	Advantages
<ul style="list-style-type: none"> • Direct employment by the company (often in compliance with Law 68/99). • The company contacts the provincial Job Centre to hire a disabled person, bearing in mind the characteristics of the work being proposed must match with those of the person. 	<ul style="list-style-type: none"> • Direct insertion into a company means that it is a “real job”.

CONVENANT COMPANY/SOCIAL CO-OPERATIVE	
Chatateristics	Advantages
<ul style="list-style-type: none"> • The disabled worker is hired by an employer and assigned a job inside a social co-operative. • The person is given special training based on the job they are to carry out 	<ul style="list-style-type: none"> • This mechanism allows the private employer to relieve themselves of the obligation of having to hire the person for two years. • The company gets a worker who is completely productive and ready to become part of the company’s work cycle.

All of the above mentioned channels of work insertion have been, and still are, efficient tools which favour and facilitate the training and insertion of the mentally disabled into work contexts which are, more or less, protected. However, the approach often begins from the job position which is available for the individual to be placed in.

Moreover, some factors, e.g. financial, social or the self perception of the disabled person themselves, have long demonstrated that these approaches and tools are no longer sufficient to satisfy the rehabilitative/work needs of these people.

This is why it is necessary to introduce consistent action to create new forms of work insertion which respond to ever increasing requests and, at the same time, allow the disabled to fulfil themselves, putting them at the centre of the process itself.

Starting from a point which focuses on the **person who has an idea**, through a process of facilitation, the concept is try to focus on this **idea and make it become a company**. This would lead to different advantages, which are not just rehabilitative and aimed at inserting the mentally disabled into the workplace, but that could also have a strong socio-economic component for the territory in which they are implemented. The results expected by activating a process which focuses on creating self-employment generated by the mentally disabled exceed merely giving these people a job. They also have an effect on both the motivational, behavioural aspects of the person on the one

hand while «animating» and shaking up the Labour Market on the other.

Before putting this different, and potentially very efficient, idea into practice, one which might create new, entrepreneurial lifeblood in a socio-economic context and stimulate the empowerment of those involved, it is necessary to configure a hypothetical pathway for the creation of new forms of work.

Some **preliminary actions** are necessary, which include:

- **Define the territorial network.** A scouting activity is needed to identify those who, in the territory, are interested in managing the theme of mental disability. Only then will it be possible to define the active network. In particular: territorial services, companies and co-operatives, and associations. The network thus configured will favour the diffusion and knowledge of the project in the territory and guarantee the active involvement of all those who can bring an added value when it comes to results.
- **Define user target.** It is necessary to carry out a preliminary analysis of the characteristics of the people with mental disabilities in the territory in order to identify any variables which might be fundamental in determining the definition of the target. In particular in order to identify user reference sections, it might be useful to define indicators like: age, certified mental disabilities and/or eventual specific pathologies, how chronic the pathology is, education.
- **Construct work groups.** It is fundamental to define the work groups able to co-ordinate and organise the experimental activities of the hypothetical model. In particular, it is necessary to identify some stable figures who will follow the people on all their different stages: a co-ordinator who is a reference point for the technical and operative parts of the project; a tutor who will accompany each user's evolution during the training; a psychologist who monitors the psychological wellbeing of the subjects and intervene when necessary.

Contextually, the hypothetical development of the pathway should be defined at the start up of the network when targets are defined. This could be influenced by the typology of defined reference user and the network of individuals present at a local level, or vice-versa. There are two possible hypotheses: **self-employment or spin-offs**. Fundamental requirements for the creation of both include:

- **an entrepreneurial idea, which represents a summarisation of a set of reflections,** experiences, stimuli and aspirations, and is, at the same time, the fundamental heart of the project.
- **a business plan,** a support tool in starting up an entrepreneurial activity, which must arise from the real characteristics of the financial context in which the project will be inserted, the productive sector and the market.
- **a fund raising strategy** for the start up. It is necessary to analyse the possible sources of private funding or the tax-breaks available to support the creation of a new company.

Finally, the possible work phases which could be used once the preliminaries have been dealt with. The activities can be the same for both **self-employment or new spin offs**.

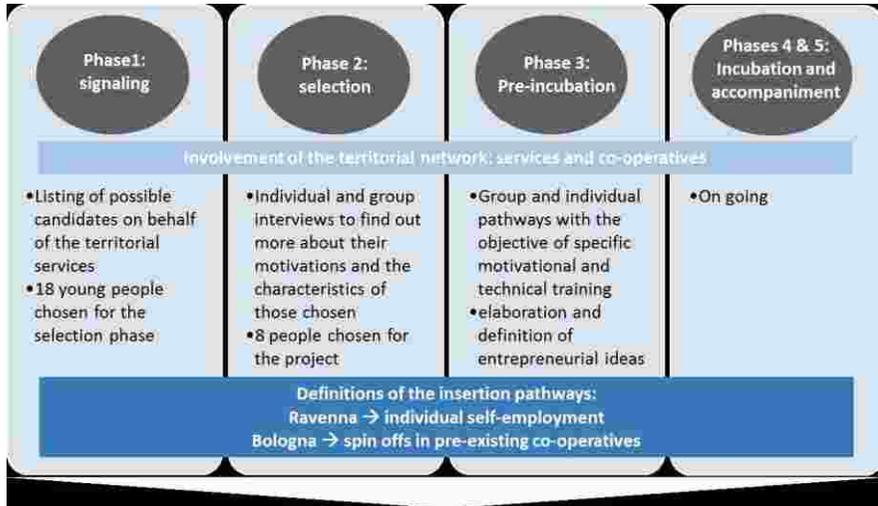
SIGNALLING PHASE	
Objectives	Identify the potential users with the requirements for the chosen target.
Actions	<ul style="list-style-type: none"> • Locate and analyse the available database in order to identify potential candidates • Make the network aware of what you are doing until possible candidates have been identified • Organise meetings and focus groups with the stakeholders for a combined evaluation of the possible candidates
Output	The identification of a group of candidates to present the project to and who will be later called in for the real selection phase.

SELECTION PHASE	
Objectives	Choose, via in-depth evaluation, the ideal people to involve in the new work activity.
Actions	<ul style="list-style-type: none"> • Structure meetings with the candidates and use some tools, (e.g. tests, ...) to evaluate the compatibility of the person with the pathway to be taken • Carry out combined evaluations of the territorial services for the purpose of making an objective, wise choice.
Output	The definition of the people who will be allowed to participate in the training.
PRE-INCUBATION PHASE	
Objectives	Through technical and motivational support, activate a process which helps the participants to “focus” their entrepreneurial idea and define a realisable business plan.
Actions	<ul style="list-style-type: none"> • Activate an individual pathway (presumably weekly), whose functions will include: tutoring to elaborate the idea; motivational support; technical support in the definition and construction of the network. • Activate a group training pathway (presumably weekly) to: motivate, in order to generate sharing and knowledge amongst the participants; promote team building, give technical information in order to provide competencies and knowledge of material to do with creating a business.
Output	Provision to the participants with the first tools necessary to formalise their business idea. At the end of this phase the idea should be defined and documented.

BUSINESS INCUBATOR PHASE	
Objectives	<ul style="list-style-type: none"> • Construct a real idea development plan before then going on to define the needs of the new activity in detail. • Speed up the start-up process of the new company through a business incubator which will supply a wide range of integrated support services.

Actions	<ul style="list-style-type: none"> • Support the users with the services offered by the incubator with wide ranging solutions to the problems which could arise at any moment from the creation of the business. These services could include: group training, one-to-one consultation, legal, logistical, fiscal, financial communications and marketing services. • Reactivate and update the network in order to directly involve financial institutions or credit sources which can, in some way, financially support the start-up of the new business. • Maintain constant psychological/motivational support. This will be especially necessary in the phases which will have a strong psychological impact on the participants when it comes to managing stress.
Output	Formulation of a business plan which represents the starting point of the project and then, always through the incubation process, begin the real start-up.
ACCOMPANIMENT PHASE	
Objectives	Offer help and support in dealing with the different needs connected to the entrepreneurial activity even in the phases after start up.
Actions	<p>Enduring actions are defined in the incubation phase. In this phase it is necessary to continue to provide:</p> <ul style="list-style-type: none"> • tutoring and motivational support which can be useful in keeping the pathology under control to avoid critical events. • consultation and technical-operative services which can be activated when required to respond to the needs which can sometimes arise even months after start up.
Output	The result should be that of accompanying the new activity until it is consolidated and can better survive in the market.

An experimental version of this pathway, in collaboration with the **Fare Comunità** Consortium of Social Co-operatives, began in the Provinces of Bologna and Ravenna in mid 2012.



RESULTS OBTAINED: 6 Entrepreneurial projects developed, 3 in Ravenna and 3 in Bologna. Of the 8 people chosen for the experimental stage only 2 has dropped out due to health problems.

Impact of social movements on deinstitutionalisation – case of Slovenia and a case for social cooperatives

Vito Flaker²

This paper links the process of deinstitutionalisation in Slovenia with contemporary movements, most notable the Occupy movements, in order to put on the table the issues how people are coming together and for what purposes in consideration what can become of this all.

First, we shall look at Slovenian background – how the idea of deinstitutionalisation has developed, then we shall describe several new social movements appearing in Slovenia in the last years and their impact on the deinstitutionalisation process and possibilities for development of social firms and cooperatives.

Deinstitutionalisation in Slovenia

In Slovenia the process began early but was slow to develop (Flaker, 2012). It had started with introducing ‘permissive education’ – democratic relationships – into a ‘young offenders’ institutions in the late 1960s (Vodopivec, 1974). An incubation period ensued in the 1970s with various action-research projects – including children and youth with various labels into community leisure organisations. These projects featured anti-authoritarianism, inclusion of the stigmatised, democratisation of the community by the group and community work (Stritih, 1979).

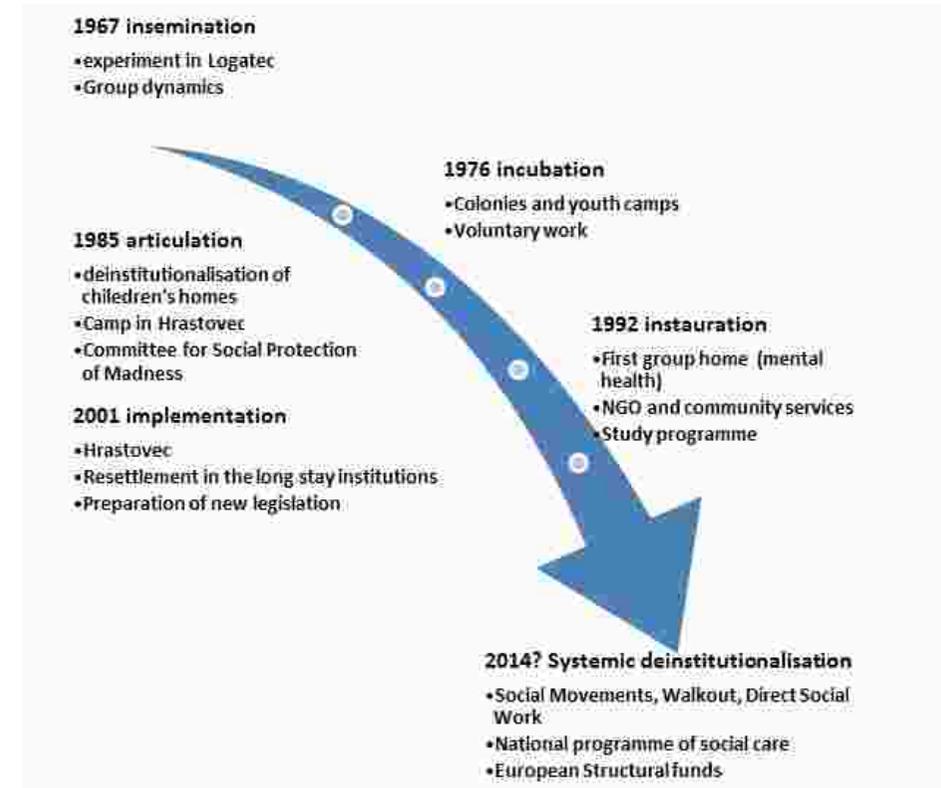
The goals of deinstitutionalisation – i.e. the closure of the institutions and their substitution with the alternative provision of community services – were clearly articulated in the 1980s. On one hand carried out in the children’s homes, on another in Hrastovec³ by the Committee for the Social Protection of Madness⁴

² Vito Flaker is a social activist and a professor of social work at the University of Ljubljana.
³ Hrastovec is a long-stay institution in Slovenia, a last stop in the institutional system housing app. 700 residents. It has been a landmark in the Slovene processes of deinstitutionalisation – first in late eighties with the youth work camps and in the first decade of this century with first resettlements of the residents into the community.
⁴ The Committee was a movement that sprang out of the second camp in Hrastovec. Initially, it was a campaigning group for the rights of the mental health users and against the wrongs in the institutions, later (1992) it started to provide services (group homes, club, self-help, and advocacy).

(Flaker & Urek, 1988). The first community services – group homes, day centres and clubs, self-help, advocacy and users and carers associations, but also personal care planning and direct funding were introduced in 1990s in the nongovernmental sector (Flaker & Leskošek, 1995). The real deinstitutionalisation process commenced in the first decade of this century by resettlement of the long stay inmates of Hrastovec, followed also by other long stay institutions (Flaker & Žakelj, 2004).

When deinstitutionalisation had to become a principle guiding the whole system, the process came to a halt, partly because of the lack of political will and partly because of the segmentation of the sectors and professions. At this point, in 2010, a Walkout – a 700 km march from institution to institution – was staged to raise awareness and promote deinstitutionalisation (Flaker & Rafaelič, 2012). The subsequent national plan for social care has been more decisive in terms of deinstitutionalisation of long stay institutions for people with mental distress and learning difficulties and at the moment EU funds are being reserved to secure their implementation.

The process of forty years of effort can be divided in the periods of insemination – sowing seeds of deinstitutionalisation in Logatec and group dynamics movement, incubation – time of ideas and practices ripening in the colonies, camps and development of voluntary work; articulation – when the ideas and platform was explicitly formulated in the camp in Hrastovec and by the Committee of the Social Protection of Madness; instauration – setting up community services and developing of methods and technology; implementation – deinstitutionalising the public sector institutions and; systemic deinstitutionalisation – seemingly possible at this stage.



Such a succession of several phases represents pretty well a typical pattern of deinstitutionalisation, which often starts as an attempt of democratisation of some institution that leads to need of people getting out of it. This gives the floor for various movements – of professionals or users, leads to experimentation with new ways of organisation of the services in the community and to experimental closure of the concrete institutions and later on to the transfer of the process to the national level and systemic deinstitutionalisation.

Therefore the story of deinstitutionalisation in Slovenia has to be understood as a political process. It has always happened as a part of specific socio-political process, was linked to the special social movements and had a cultural message

at large. The phases of the deinstitutionalisation in Slovenia can be attributed specific social processes as in the table below.

Deinstitutionalisation in Slovenia table

Its beginnings stem from the area of liberalisation of Yugoslav socialism in late 60s. In this political momentum deinstitutionalisation had a double place* – it gave a message of permissive education and at the same time, almost paradoxically, it was a leeway to the professionalism against political

Phase	Content	Movement	Political momentum	Cultural message
1967 insemination	experiment in Logatec Group dynamics	Professional movement not closely related to students' uprising of 1968	Liberalisation of Yugoslav socialism	Permissive education Scientific and professional approach instead of voluntaristic
1976 incubation	Colonies and youth camps Voluntary work	Anti-authoritarian Human potential movement (humanistic psychology)	Rise of 'total self- government'	Democratic socialism Authority to be challenged
1985 articulation	Camp in Hrastovec Committee for Social Protection of Madness	New social movements – particularistic Rights of (mentally) disabled	Political and ideological crisis Rise of neo-liberalism	Human rights and total institution
1992 instauration	First group home NGO and community services Study programme	Civil society and NGO sector	Independence, transition, Slovenian resistance to neo- liberalism	Alternatives to the institution can be done
2001 Implementation	Hrastovec Resettlement in the long stay institutions Preparation of new legislation	(semi) movement of the staff of the institutions	Slovenia as a 'success story'	People can be resettled from institution Social care can be more human
2014? Systemic deinstitutionalisation	Social Movements, Walkout, Direct Social Work National programme of social care European Structural funds	Direct democracy, Occupy	Financial crisis Impotence of neo-liberalism	Imperative of non- exclusion Reclaiming solidarity and community – common- fare

voluntarism dominant in the institutional culture in preceding periods of Yugoslav socialism. It has happened at the time of students' movement and unrest of the 60s, but was not directly related to it by its leaders or actions. Only in the next phase the activists of the students' movement were involved in the deinstitutionalising actions. In the 80s the deinstitutionalisation fitted with the general awakening of the issues of human rights and civil society. The Committee for Social Protection of Madness was part and parcel of the movements of that day – small but important element of the big political change and utopia of better society. We can speak of the flourishing of the civil initiatives after the independence, in the period of transition in the 90s, when many NGOs were established, among them also in the field of mental health and disabilities (stemming from the movements of the 80s). Politics of support of NGOs was in line with the constitution of the post-socialist state but the actual resettlement was not the interest of the government, which was struggling to withstand the pressures of the neoliberal kind⁵. However, the message that people can be cared for in the community was delivered.

Deinstitutionalisation gained an impetus in the period when Slovenia was celebrating the 'success story'. On one hand the process was supported by international developments in the field, on the other by prolong criticism from the activist and media position on the persistence of total institution, but also by the confidence and will to experiment in this atmosphere of success and improvement (of professional work, institutions among others). The changes in Hrastovec have stirred a (semi) movement in the professional ranks and demonstrated to the society at large that resettlement from institutions are possible.

Walk-out: long march out of institutions

Walkout was a protest march that took place in the summer of 2010, in Slovenia. It

⁵ Unlike in the other countries in transition Slovenian government till 2008 did not fully embrace the neoliberal model and was sticking to the Keynesian logic and Slovenia was a showcase of successful transition. Part of this success was also conservative approach to social policy and investment in the social transfers, which prevented the impoverishment of the population. In this success social work played an important role. While there was some privatisation in health care, education and social welfare and care systems were conserved and new NGO services just added to existing structure. This, conservative, policy was productive in the sense of safeguarding the accomplishment of the welfare but was an obstacle to major changes in the quality and type of the services delivered, impeding the process of deinstitutionalisation.

was a long march against institutionalisation, aimed at raising awareness of people being closed and detained, and of the lack of service provision that would enable people with all kinds of labels to live as other people do. It was a plea for solidarity and freedom.

It was conceived on the basis of disappointments after the attempt to deinstitutionalise the special care home Hrastovec, where after seven years of hard work and heavy engagement the process has stopped. Power for change should come from without by placing the issues of deinstitutionalisation, social and health policy to the public, as protest against exclusion.

In its manifesto the instigators of the march pointed to the reasons and aims and how it was to be done. Slovenia is a highly institutionalised country (more than 20.000 people confined in psychiatric hospitals, social care institutions, old age and nursing homes, institutions for mental disabilities and other residential institutions) with little community provision (50% of the institutional). They pointed out the vile characteristic of total institutions (crimes of peace with no a tribunal, stigmatisation, dispose of 'deviants', special disciplinary space), isolating people from the society and community and being personally damaging, and that they fulfil ends contrary to what they should be meant for. Closing people, a crime in itself, is even greater when we now how to help people without closing. In spite of all the international and national documents and declarations and a lot of experience with community services and also with the resettlement institutional care is a dominant feature of Slovene care system, the number of beds in institutions is increasing, resettlement from the institutions has been brought to a standstill.

The aim of the march was to create awareness of the institutions for long-term confinement, encourage the institutions to transform into person's friendly community services, invite people, who live in institutions, to move into the community, explore the reasons why institutions still exist, encourage people (professionals and ordinary citizens) to receive home comers from the institutions and not to send any more people inside, help those in power, who support deinstitutionalisation and development of community services and to criticise those who obstruct it and to contribute to create, enact or change the legislation concerned with care for people.

The march was done in a completely un-institutional way, without any political patronage, financial donations and sponsorships. It was based upon belief in human hospitality and solidarity.

It took 37 days and 33 stages to walk 700km. The march visited 38 institutions, participants slept in 27 different places and organised 26 round tables, 25 cultural events and 30 discussions with the staff and the inmates of the institutions, and have been involved in 13 public rallies. About hundred marchers have participated (walking at least one stage). The core group consisted of between ten and twenty people. Among them about seven inmates who have joined us as we were passing the institutions where they have stayed. All the events were attended by two to three hundred people, The Facebook group counted more than 1200 members and more than a thousand people signed the petition against enclosure and restraint. As such it was a massive achievement, but probably not enough to change the system, maybe enough to make people think and show that people care.

For those who have for years performed 'the long march through the institutions' Walk-out was walking out of an impasse of ineffectiveness of the system and inability of change; for those, who have only began to get to know the institutions (students) the Walkout was a challenge to change something that is not just. The Walkout was means of transformation. The participants have changed – got a better grasp of institutionalisation and also a better grasp of the possibilities of deinstitutionalisation; we gained power from what we have done – kilometres walked, hours of discussions and numbers of people that we have met, no matter that the result was always questionable.

During the march we have learned that on the declarative level all the institutions want change. In special care homes they were talking about 'dislocated units', in psychiatry about the 'community psychiatry', in the old age homes about linking to the community and 'home care'.

For deinstitutionalisation to happen there are many obstacles. The technology of change is one of the areas of deficit. Most frequent obstacle reported was lack of money. The lack of extra funds was seen as the main obstacle for most of

the staff in the institutions. However, complaining about the lack of resources can be just an excuse for not doing anything. We cannot finance a new system in parallel with the old one, and there is also no point in doing this. The new system should be replacing the old one – at first in part, and then in totality.

The main problem of the money is not in quantity but in distribution. Existing financing is tailored to the needs of existing institutional system of services, and impedes the new ones. The reason is quite a simple one – funding the institutional care runs along the logic of unitary average. We often heard that the obstacle to deinstitutionalisation was the alleged high price of community services. The great costs are a myth based on single cases, where institutional care is cheaper. However there are many cases that would attest to the opposite – where community care is cheaper.

Another obstacle seems to be the organisation. A new organisation is needed that will reach out to people. The diffusion of the services requires greater independence and professional sovereignty of the workers. And there is the issue of the cooperation of different services and actors. The problem is a quasi-feudal, guardian relationship that the services have towards the users. Now individual services are talking about 'our' and 'your' users – a shift is needed so that users will be able to talk about 'their' workers.

Dislocated units have become a synonym for the move into the community in Slovenia. But they are only the first step. The next step involves independent living of former residents and development of mobile services and outreach work. Dislocated units or simply group homes have many advantages compared to institutional care: they are more home-like, they enable an approach that is more tailored to the individual, more pristine relations are formed, and they are more integrated into the community. Staff that works in these units is more content with what they do, so are the residents more content with how they live and what they get.

One of the round tables dedicated to the issue of the group homes showed that the problem of group homes is that they have not become a transitive accommodation as intended; people tend to get stuck in them. Also they remain a part of the institutional system. When somebody comes into a

dislocated unit this still is not his or her home. Even if it is more domesticated, this is still a part of the institution and the residents live there with the threat of being moved back to the institution – as a disciplinary measure or an organisational exigency.

In special care homes Hrastovec and in Ponikve, where they have opened a great number of such units, these units became, paradoxically, an obstacle to further deinstitutionalisation. There was an effect of 'skimming'. The group homes were initially for the more independent, autonomous residents, who need less support; in the remaining institutional part, a remnant of less able residents remained. Such a concentration had a de-stimulating effect and puts a brake on the process of deinstitutionalisation.

There is also an idea of making institutions smaller with a capacity of approximately 50 people. Little institutions, although cosier, and allowing better care to be provided, still create a structure that is hierarchical, partly enclosed and thus unlike ordinary life. This definitely should not be the main course of deinstitutionalisation as it is, in fact, not real deinstitutionalisation at all.

Getting out

Dwellers of the institutions, patients, prisoners or residents want more freedom, a better life outside the institution, and if they must stay, a better life within. They wish for more cordial relations with the staff and the opportunity for more contacts with people from the outside

A concrete achievement of the Walkout was that the inmates of some institutions have joined us on the way. Eight from institutions and one from a group home. The users of NGOs and activists of the users' group have walked along. Most of them, like many others, spent their lives in the institutions – some have been there more than 30 years.

Coming back

At the end of the march demands were placed to the authorities: a) support and care for the marchers who left institutions; b) intermediate solution to enable resettlements to take place (e.g. resettlement fund); c) a national plan of deinstitutionalisation.

From the eleven that decided to move, only half have changed their lives and stayed out of the institutions. Not because they wanted to, but because it was impossible to get the resources for their care and independent living. It is easy to be entitled to institutional care, but almost impossible to be granted living outside with a support. Seemingly a small operation required help from some influential administrators from the ministry of social affairs, social workers, university professors and a whole movement of other people. It seems that a person without such massive help, a social Movement, and a lot of friends, would never be able to resettle from an institution.

Effects

The institutional response to the march itself was good on the part of the ministry responsible for social care, some officials have attended some round tables, came to welcome us upon the arrival to Ljubljana and made some effort to accommodate people who left the institutions. However, the immediate impact of the movement was dwindled in the working groups etc. and long march through the institutions has proved to futile again.

More productive was unplanned but potent result. The march has attracted various movements and initiatives from the Social Centre Rog in Ljubljana (Invisible Workers of the World) who embraced the idea and connected it to other issues at hand. Connecting the initiatives was one of the more important effects of the Walkout. Firstly, it had rejuvenated an old idea and movement⁶ – in Slovenia now the issue of the deinstitutionalisation has been appropriated by the youth; secondly it has constructed a rhizomatic platform for further actions in connection with Occupy movements. It did not open the institutions but it *opened the doors*.

Direct Social Work

A year after the Walkout the Occupy revolution happened. Following the events in Tunisia, at the Tahir Square in Cairo, riots in UK, movement of Indignados in

⁶ On the convention of the Democratic Psychiatry for the occasion of the 30th anniversary of Law 180 I was among the youngest participants in the crowd. In my speech I have remarked that it is important to assume the tactics of non-violent urban guerrilla and also to attract the young people in the efforts to change the reality of the asylums.

Spain and the Occupy Wall street on 15th October 2011 there was the motion to occupy squares (preferably in front of the stock exchanges) in all major cities in the world. The response was massive and it happened in over 300 locations all over the world. Also in Ljubljana. The occupation sites – camps where people gathered and lived, discussed the issue of the crisis of global and neo-liberal capitalism – have survived some for few days, some for few weeks and some for months. Ljubljana was probably one of the longest to survive.

On the first rally some of the social workers recognised each other and decided to form the initiative named Direct Social Work. Attribute 'direct' was an echo of the issue of direct democracy brought up by the movements but also an expression of the need to work directly with the people and be responsible directly to the them. Immediately we have issued the call to other social workers and Manifesto of Direct Social Work Flaker@Boj za, 2012).

Why direct social work?

Why join the Revolution 15 o?

- Most of us do not want to work indirectly
 - Maintain closed spaces
 - Maintain the existing order
 - Work with paper and not with people
 - Be a buffer to the strokes of raging capitalism
 - Be a supervisor of the poor (and be on the edge of poverty ourselves)
- Be with the people
 - Be a witness
 - Listen to the people talking
 - Be part of the history
 - Make sense of our work
- Resist the economisation of everyday life and relations between people
 - Loneliness
 - Medicalisation (and commercialisation) of distress
 - Bureaucratisation of human relations and work
- Work together
 - Make your knowledge and experience available to others
 - Find new solutions
 - Invent new organisations
 - Create new COMMON responses

BE DIRECT – BE SOCIAL!

In the four months many topics emerged by the people who have turned up for the workshops on the square and some gave a push to various initiatives. The topics were heterogeneous and were suggested by the people. We have discussed many issues – from connections of drug war and psychiatric drugs with the rampant capitalism to the issues of self-help, advocacy, to involuntary admissions, old age, to the everyday issues of interaction, housing unemployment, loneliness, fear and shame, empowerment and various issues of social work.

From these discussions practical initiatives have developed like 'common advocacy phone' to respond directly to situations at hand. We have occupied the psychiatry, a direct action in local mental hospital –reading desires and grievances of the users and proposing a policy of no detention and restraint in mental health and introduction of community services. Had a smoke-in at the Ministry of health, interviewed social workers and other similar professionals about what they do and will be doing to assume direct responsibility to the users and fight for their rights. Occupied for a day Ministry of Labour, Family and Social Affairs, organised occupation of Faculty for Social Work under the slogan creating community, organised the assembly for a change in mental health and protest for the rights of the people who want to come out of the institutions under the title We all are Mijo Poslek (the name of the an ex-resident).

Direct mental health

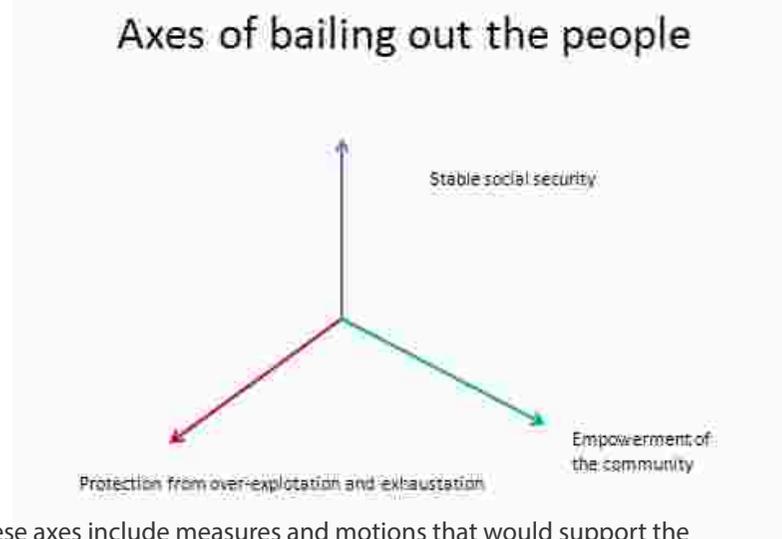
This initiative was to appear very early in the process. Initially, not so much because of the preceding Walkout, of which many participants were present also in the square, but it was based on the stories of the people at the site. Some people, among the unemployed, evicted from their homes etc. also told the stories about their experience of being suppressed by being put into the psychiatric hospital. One lady, who worked at the European central bank, has related a story of the how she exposed harassment of her bosses and was subsequently hospitalised. This called to workshops on medicalisation of social distress, but also about the restraint and repression in mental health. In the manner of the ethics of direct action participants have undertaken

manifestation called Directly to the bin – a day occupation of the Ljubljana psychiatric hospital. At the hospital these demands were made:

- No restraint – no closing. Abolishing the closed wards and physical restraint.
- Attention to people, their needs, desires and rights.
- Less medication, more communication and more action of better life.
- Unconditional right to refuse medication.
- Abolition of big hospitals and social care homes.
- Community – user friendly, accessible mental health services
- User power as a leading principle of the services.

Bailing out the people not the banks

Was an initiative not directly connected to the mental health issues and deinstitutionalisation? It was a critique of the new social legislation (and austerity measures in general). The concrete action was to occupy the ministry and the programme for Bailing out the people not the banks was proposed. It conceived three axes of action:



These axes include measures and motions that would support the deinstitutionalisation and the deinstitutionalisation can be seen as one of the avenues of creating new solidarity. Stable social security basically means conservation (and innovation) of the welfare state. Suggested were universal

income and access to service for good quality of life, which are basic elements for the deinstitutionalisation being possible⁷. The right to live in the community, long-term care insurance, direct payments are to be seen as general improvements of the social security and social care, but are also an essential component of deinstitutionalisation.

Protection and against debt-cleptocracy is a necessity of defence of human dignity. Under this heading we have suggested protection and insurance in case of losing work due to redundancies and bankruptcies, in case of evictions or debts – these all are very important for the people in mental distress and referrals to institutions are often necessary to resolve very basic material distress, due to evictions, debts, loss of unemployment. Here all sorts of advocacy were suggested and crisis interventions – not only mental crisis – would be needed. Strengthening communities as a third axis in such a programme is needed as a basis of autonomy of the people. It is about reinventing the communities. What we suggested was: enabling communities, strengthening capacities for self-providing, self-organisation and self-management and self-government; establishing cooperatives, mutual help groups, time banks, self-help clubs; reclaiming the social ownership of the public sector, shifting care into community). These motions and measures are strengthening the process of deinstitutionalisation and can be seen as the tools of it.

Insurgence 2013

In the late autumn of the same year (the encampment was finally removed in April) a series of rallies have started under the slogan of Insurgence. These events were more concerned with local and national politics (corruption, political system) rather than the basic issues of democracy, common-fare, and were not very vocal about the social issues.

The direct social work has opted to shift the work from front line to the rear. The idea was to (re)create communities and create community of social work. There was a series of assemblies of social work (Sežana, Koper, Ilirska Bistrica, Beltinci, Maribor, Kranj) with the final one being held in front of psychiatric hospital in Ljubljana.

⁷ Contrary to popular believe that introduction of psychiatric drugs was a major moment for deinstitutionalisation to start it was the post-World War Two introduction of Welfare State that enabled people to live in the community and diminished the role of asylums as a social corrective (Ramon, *).

In these assemblies there was a further critique of the 'new social legislation' – especially the fact social benefit was becoming a credit. It is also the legislation bringing social work in the position of social policing and making them become a watchdog of the state. A call for dissent emanated asking for civil disobedience in refusing to put the seal on the claimant's property.

There was also discussion on community actions. Cooperatives (which are lacking in Slovenia) were seen as one of the obvious answers. Cooperatives for employment and housing were discussed, but also cooperatives of care. The idea of cooperatives of social work was invented as a means of overcoming the barriers between academics, practitioners, students and users.

Effects

Yet again it is difficult to appraise the effects of the movements. On a whole in Slovenia the movements had a political impact. However, the system, policies and its ways of working stayed the same. It did, however, mobilise people, at least for the certain period of time. Within this it had produced imagery of new possibilities – not only on how the society can function but also on how people could live. In this Direct Social Work had some role – the workshops held in front of the stock exchange did establish links between the global processes and personal experiences. Personally, I think it is important to see how the economy and economic ideology of neo-liberalism affect our lives. The links between the debts, unemployment and social and mental distress were explored. The mechanisms of expropriation and exploitation and medicalization we made clear. On one hand one is pronounced sick because he is redundant on the labour market, on the other his distress is taken care of by the psychopharmaceuticals, thus increasing the profit of the capital yet once again.

However, for the purpose of this paper we want to explore the impact of the movements on the deinstitutionalisation policy and its relationship with the development of social firms and cooperatives. It is a success to put the deinstitutionalisation on the agenda of social movements of today. Ljubljana Occupy movement is probably an exemption in doing so. But we think it is a necessary issue in democratisation of the society. For two main reasons. Closing

and excluding people from the society is deeply undemocratic and preserves power in the hands of the few, direct democracy is not possible without strong commitment to ethics of non-exclusion. On other hand deinstitutionalisation of the social and health institutions provides good examples of how communities can organise life in a different way and how the power can be a common good.

In this sense the issue of cooperatives has cropped up in the Occupy and subsequent discussion very often. What was evident in the movements in the last years was indignation with the arrogance of the economic and political establishment, the institutions of state and market. Of course, there was a lot of very diverse utopian ideas how to change the system as a whole – marked by the ideas of direct democracy, social justice and the need for something that would be completely new in its basis. The three axes outlined above provide some idea how this could be done. Basically by conserving the acquisitions of the welfare state and providing basic social security, by defence in the precarious situations against the 'robbery attacks' of the rampant capitalism, and by regaining autonomy from the state and market by the creation of common goods. On the last axis strengthening of the communities and resurrection of cooperatives is a practical idea.

But now let's turn attention to the issue of how the movement can support the process of deinstitutionalisation.

Towards deinstitutionalisation

As mentioned the activist who organised the sit-in in front of the psychiatric hospital in Ljubljana in May 2013 were approached by the government official. He declared that in order to accomplish the National Plan for Social Care till 2020 deinstitutionalisation process was becoming an integral part of the Operational Programme of the EU Financial perspective 2014–2021 for Slovenia. This meant that there will be funding and a strong commitment to enact the National Plan. The intention of the ministry was to commission a plan of deinstitutionalisation in the first half of the 2014. Draft was sketched in Dubrovnik (Flaker et al., 2014) and Medusa – network for deinstitutionalisation – was established to design the deinstitutionalisation plan in an open manner –

on the internet and in a dialogue of the important actors.

The goal would be to resettle 2800 people by 2021. It could also mean that 2/3 of institutions will be closed. The basic principles of the process would be no restraint and closing, not skimming (first to go out are the people who need more support). Ideal outcome of the deinstitutionalisation should be – independent living – people living in their own homes with support. Crisis centres, respite units – places where people would get support should be available.

In any case there should be a STOP investing in the institutions, building new ones or renovating the wings of existing. The LAW should be changed in the process or special long-term care legislation introduced. The social care legislation should be altered to allow new ways of organising and working and also social care for people with intellectual disabilities legislation changed. The introduction of advocacy law should be reconsidered and the role of the advocates and advocating broadened as not to function only as a safeguard for closing people but championing their rights in the many walks of life. Maybe a special law for the deinstitutionalisation as a provisional legislation for the time of change could resolve some problems until the system develops to a point where stable legislation is possible.

The basic questions in the process of deinstitutionalisation and resettlement of the residents from the institutions are: where will they live, what will they do, how they will be included in the community and what kind of support will they need. Also important is the issue of what methods will be used and what the organisation will be like.

The accommodation should be the most ordinary. People would in principle live at home in their own flats. Where possible the residents would return to their home, to the family, relatives, with the support such renewed arrangements would require. Placement with other families or individuals willing to offer board and lodging could be arranged and explored; some people could live in group homes and residential communities, but on the basis of their right to reside there and in a true collective and cooperative manner.

Some people (not majority) will work in an ordinary employment, some with support. With support, however most of the people presently in the institutions could contribute something to the community – if not in productive sphere of life, then in the various social activities. These, by default, should not be specialised, segregated, but ordinary activities available to anybody in the community should be preferred. People from the institutions should be involved in the mainstream social activities and perform labour that would increase their reputation and image in society. They could seize the opportunities and join libraries, sport societies, participate in the communal gardening, in the farming activities (be it by living on the farm, visiting it or as co-workers in farming projects). They could be members of various clubs and associations that would suit them. Performing these activities would need some support but also input in learning new skills needed or to remember ones they have forgotten in all the years spent in the institutions.

Inclusion into the community is probably one of the more difficult tasks of deinstitutionalisation; the people who were segregated for a long time in the stigmatised conditions would have some difficulty connecting to others (and more so the others to them). A place to be and something to do, if there are means, can be available. Inclusion is, however, not a given but an organic process. The opportunities to connect can be created though best by doing something together with other people, and engaging in the neighbourhood and community activities.

Residents returning to the community would need support in all segments of life: in getting and maintaining the accommodation, in doing things, working, they would also need some income support – both in establishing a new living and maintaining it, in the everyday routines, but also in quality leisure time, in doing errands, they would need support and escort in outings and connecting to the people, with interactions and with overcoming the stigma, dealing with various services, becoming independent, but also in forming affiliations to the people. The support must be reliable but not intrusive, of a mentoring kind. They would need support where they live but also going out. Electronic means of support can be used to provide more independence but also continuity of

support (not at much cost). While still staying in the institutions support is needed to form new kinds of relationships and get ready to leave the institutions.

Care planning in a personalised way should be the backbone of the resettling and working in the community. This (and other interventions too) should be done in a non-intrusive, mentoring way – working in partnership, allowing users to express desires, letting them to develop skills to express needs and looking for the ways how these needs could be met.

On the ground level the basic organisation would be personal care packages – i.e. the care provided to the individual users.

Non-profit housing association or cooperative should be there to take care of the housing stock that will be amply needed. Collaboration with other services has to be secured on a firm basis, especially with the psychiatric services to provide support in crisis, collaborate in mobile and other kind of multidisciplinary teams. Access to mainstream health services should be enabled.

The logic of the development of services should when possible follow the principle of community use. They should not contribute only to the ex-residents but also to the other members of the communities. E.g. housing cooperatives could provide housing also to young people, production cooperatives or social firms should provide employment to all kinds of unemployed, especially in rural areas transport provided to the users could be shared with children and old people from the same distant villages. Common activities should be encourage and ways of creating common good (common fare) sought.

Coordinators

We could imagine process of deinstitutionalisation based on the work of community care coordinators. The idea is quite simple. Coordinators would prepare personal care plans, or more precisely resettlement plans, for all the residents and then implement them. The coordinators would have a budget or the user would get the money directly when the personal plan is prepared and ready for implementation. With the budget they would be purchasing the

services needed, personal service packages would be the basic organisational cell. The coordinators could be functioning in regional teams in order to support each other and as a team and they could create also services that would suit a group of users with similar goals expressed in their plans.

Converting the institutions

If that was the scenario, it would probably be best to start with one institution, thus create an atmosphere and gradually through example, common activities build alliance to the other institutions and actors. A process would be similar to the one carried out ten years ago in Hrastovec – democratisation and changes in working within the institutions, resettlement of residents, first to group homes in the community and then to various ways of independent living, while simultaneously retraining the staff.

Such a process would entail organisation to be changed from hierarchical to horizontal and based on the territory. The work would be based on the personal and resettlement plans. Keyworkers would carry the plans out and be advocates of individual residents in the resettlement process.

NGOs (substitution model)

NGOs were very important for the introduction of the community services and advocating for the change in the 1990s. Presently NGOs are functioning as non-government bodies but on the public (government) funds. Concessions could be made to them to cover a territory – especially where there are no existing long-stay institutions. Or they could be commissioned to take for example up to 100 people for the resettlement from a specific institution. On the ground they would provide: spaces for people to connect with others, group homes and independent living.

Movements and community

While first three scenarios have been used and tried out elsewhere there was also a fourth possibility of movements and communities taking charge of the matter based on the past experiences in Slovenia – from the Committee for Social Protection of Madness, which with the help of a TEMPUS project has

sprung most of the community services in nineties, movement that has formed around deinstitutionalisation process in Hrastovec to the Walk-out, Direct Social Work and other movements and initiatives. The movements could become formal players by establishing cooperatives that would provide services but also connect people of various background and different stake in the resettlement process.

Epilogue

After the workshop in Dubrovnik we had several meetings with the representatives from the Ministry of Social Affairs. The idea was that they would commission a plan of deinstitutionalisation for Slovenia. A year after the workshop in Dubrovnik this has not happened yet.

Soon after the workshop in Dubrovnik a network Medusa was established. It was created in order to support and monitor the process of deinstitutionalisation. Medusa was meant to be a movement, a large group of people interested genuinely in deinstitutionalisation and who would prepare a plan of deinstitutionalisation regardless if the ministry would commission the project. Until today there have been done visits to most special care homes and training centres and in a few months we should have most of this data analysed.

Besides there was an inaugural national conference held 6th May with participation of many stake holders, professionals and user with participation of EU commission representatives and European Expert Group members. It was an event of importance, at least officially launching the deinstitutionalisation in Slovenia. The conclusions were cautious but still in many ways in line what we have discussed in Dubrovnik.

Conclusions

Deinstitutionalisation in Slovenia has always been associated and fuelled by social movements. In the 70s these were mainly articulated through professional networks and sometimes even associations. Only at the end of 80s these intentions were articulated as 'new social movements'. With the idea of civil society and welfare mix there were brought into the system as NGOs. While

the idea was sensible the result was not successful. Not only in Slovenia, the 'civil society' NGOs went sour. Their effect on the deinstitutionalisation (actual resettlement of the residents from the institutions) was slim and they have become more a complement to institutional care than alternative to it. The inherent associationism was transformed into managerialism, they have lost democratic accountability to the members and became a cheaper way to deliver the services (in comparison with the traditional public sector).

One feature of the developments in Slovenia is also that NGOs did not develop many social firms and no cooperatives. This lack in the provision points to lack of real inclusion of the social and mental care users. Providing accommodation (group homes) and a place for activities (day centres) and counselling keeps the users passive and dependent on the providers. Including them into a cooperative or social firms grants more independence and partnership.

In this moment, when deinstitutionalisation may become a systemic issue and reform might happen, the discussion of the cooperatives is even more important. It may be the way of the movements to articulate more substance and form structures that could provide means of direct democracy, cooperation and relative autonomy against the market and state alienation. The experiences in the new movements show that real things need to be done in a truly cooperative manner. It also shows that the movements by its nature should not be permanent, they appear as an expression of discontent and to be moving the must not institutionalised. Permanence and structure on the other hand are needed for a social project (or even practical utopia) to be sustainable. Providing the structure and substance, social firms, especially cooperatives, can offer ground where common good can be not only produced, but also sustained. But to do that they have to remain social, use the idea of solidarity as their running basis and not just as an epithet ornans to disguise the appropriation of public funds. Cooperatives to be really productive must be fuelled by the movements and vice versa the movements, in order to be prolific need structures like cooperatives.

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Historical aspects.

The strength of 'weak thought'

by Danilo Sedmak and Lorenzo Toresini

Abstract

In 1961, in Gorizia, for the first time the Director of a Psychiatric Hospital refused to tie patients to their beds. The shameful power-sharing pact between Society and Psychiatry, was broken. In 1971, in Trieste, Basaglia's team began to systematically dismantle the total institution. The goal of this struggle was a Utopia, but the methods were very realistic. In 1972, the issue of compulsory labour within the hospital led to the creation of the first social cooperative. When the Provincial authorities refused to recognise the coop, the workers went on strike. The Provincial authorities were forced to recognise the contractual power of the inmates, sign a contract with the Coop, and pay its members out of the provincial budget.

The creation of the first cooperative and the movement to abolish restraint stem from the same source. Eliminating ergotherapy goes hand in hand with bringing an end to 'the eternal war against the mentally ill' (K. Doerner). Electroshock therapy was invented in Italy during Fascism (1929), based on methods used in a Roman slaughterhouse. It was an expression of „strong thinking“, aimed at cancelling the psychiatric symptoms produced by the brain. Transcultural psychiatry teaches us that there is no such thing as „Unreason“, only each individual's unique form of reason. The utopian vision of closing down major psychiatric institutions also implies eliminating violent treatment methods in Acute Psychiatric Wards. The utopian goal of workplace integration plays an important role in banning practices that undermine human dignity, such as restraint, custody in locked wards, and the electrical resetting of the brain's 'hardware'.

Introduction

In 1961, in Gorizia, the Director of the local psychiatric hospital refused to tie patients to their beds. For the first time the shameful pact between society and the technician - a pact based on power in which the latter was delegated and mandated by the former to control, repress and, if possible, 'normalise' psychopathological deviancy – was broken.

In 1971, in Trieste, inspired by the experience in Gorizia, this 'breaking the pact' began to be directed against the entire asylum institution. Based on the analysis of the mechanisms of power within the total institution, it became evident that in order to challenge the forms of power which had been delegated to destroy subjectivity within the psychiatric hospital, it was necessary to proceed in a gradual but radical fashion, in order to dismantle and deconstruct the very structure which underpinned this power. It likewise became clear that 'de-institutionalisation' meant doing exactly the opposite of what had been done previously. If the priority in the past had been security, and thus control and custody, now the focus had to be on the relationship with the patient, who until that time had been placed in parentheses. If the staff had always been hired and trained for the purposes of repression, now it was encouraged and reskilled to be more open and at the disposition of the patient. If any communication with the outside world had been prohibited, now the staff, psychologists and psychiatrists included, were encouraged to reintegrate and recontextualise the patient in his or her original environment, i.e.: the family, condominium, school, work, neighbourhood. At the same time, the operators who were beginning to use these new methods were aware that they had to proceed in a realistic and prudent manner. The concept of danger was never denied, but lost its obsessive priority when making decisions that affected the patient's life. Wards were no longer kept rigorously locked, but were gradually opened up. Opening the wards did not mean abandoning the patients within them, but teaching them how to reappropriate, with all due caution, the right to their personal freedom.

In Trieste, in the name of ergotherapy, 450 patients (out of 1200 total) were given tasks to perform, but without proper accessories or tools. For example, the patients who collected the rubbish every day, worked without gloves, which meant they risked infections from needles and other medical refuse. This risk was denounced by the nurses who supervised this group. But in the total institution of that time, it was unclear who the nurses should turn to in order to correct this situation. Because the gap between nurses and psychiatrists was considered unbridgeable, psychologists became the figure of mediation in the institutional hierarchy.

In 1971, with Franco Basaglia's appointment as Director of the Provincial Hospital, the effort to dismantle and move beyond the mechanisms of the 'strong' power within the total institution became systematic. With a keen sense of realism, but without ever losing sight of the Utopia he had in mind, Basaglia addressed the problem of ergotherapy and compulsory labour within the asylum. During one of the daily staff meetings, a psychologist suggested forming a cooperative made up of patients, in order to create both work and bureaucratic relations with the outside world. The reaction was very mixed, with some staff members calling the proposal 'mad', while the majority of those present expressed no opinion either way. Despite the initial negative reaction, the idea of forming a coop continued to gain ground among the staff.

Later that same year, Basaglia discussed this proposal at an international conference in Paris. When Robert Castel made an unannounced visit to Trieste a short time after, he wanted to know more about the coop. Based on Castel's enthusiasm for this idea, Basaglia and his team decided to go ahead with this project.

With the help of the Association of Cooperatives and a local notary, Claric, who dealt with the legal aspects, work on the Coop went forward and in January 1973, the Cooperativa Lavoratori Uniti (CLU - United Workers Cooperative) was officially recognised. It was the first social coop of its kind, and included both patients and non-patients. Later, members would include former convicts, people with a history of substance dependency, and the unemployed.

However, the Coop was not immediately recognised by the Provincial Administration, which argued that patients were performing work that should have been done by nurses. The workers in the Hospital decided to strike. Because this was the first protest of its kind in Italy, the strike received a great deal of publicity and eventually included all of the workers. The Administration was finally forced to capitulate and recognise the work which patients had been performing for years within the psychiatric hospital. After its legal recognition, Basaglia, who had been in the forefront in this battle for the Coop, declared: «As in Gorizia, in Trieste the patients put the key in the lock, only to have the doctors turn the key.»

Today, the CLU has 220 members and a turnover of 5 million euro annually.

A strike was also necessary in order to force the Provincial Administration to pay the first invoices issued by the Coop. Almost all the patients who worked in the Hospital, whether in the kitchens, gardens or pigsty, or even the old woman who cleaned the coffee machine five times running, did so without any remuneration and in a mechanical and passive way that seemed simply another expression of their chronic conditions. They worked without pay because they were not WORTH being paid. But now all these workers, with the encouragement of the staff and the complicity of the Director, had decided to strike. They no longer cleaned the wards in which they lived, tended the grounds, cooked the meals for their fellow inmates, or obsessively cleaned the coffee machines. The Provincial Administration was finally forced to recognise the contractual power of the patients who had organised themselves into a social coop. The President of the Province, Michele Zanetti, signed a contract with the Coop and arranged to pay for its services out of the provincial budget.

In short, the creation of a Utopia based on the integration of the Mad and Madness within society, had begun to take shape and find areas where it could become a reality. And yet all these actions were carried out with a strong sense of realism, avoiding reckless or ill-advised initiatives that might have put the entire effort to emancipate the so-called 'mad' at risk. The guiding principal in this movement was never to lose sight of this Utopia. As Antonio Gramsci had taught decades before, it was necessary to respect the pessimism of Reason while pursuing the optimism of the Will.

In more theoretical terms, we can conclude that the 'weak thought' of the Coop prevailed over the 'strong thought' of producing profits for a single Owner! The underclass of workers and inmates had breached the walls and taken its first step in the journey towards social emancipation.

Reason and Unreason

The Enlightenment decreed that in order to be recognised, all the components of the Real and the World had to be inscribable within the category of Reason. The goddess Reason even replaced the anthropomorphic God, as the

etaphysical point of reference. But it soon became apparent that no one quite knew where to situate Unreason which, by definition, could not be included within the category of Reason. The National Assembly debated the question at length and finally decided to create a special space for Unreason, which would be under the guidance of a physician, the celebrated Philippe Pinel.¹



Psychiatry and the division of labour

In 1976, Basaglia went to Vienna to give a lecture for Austrian television. When he returned to Trieste, he brought with him a book by Dr. Hermann Simon, which describes the systematic transformation of the psychiatric hospital of Gütersloh, in Westphalia, in the period 1914 – 1927, when Simon was the director. In Simon's hospital there were ten groups for ten different kinds of work. At the head of each group was a nurse, whose task it was to cure the patients by making them work. The physician's duty was, instead, to assign suitable work based on each patient's diagnosis. With Simon's book in hand and paraphrasing Max Weber, Franco Basaglia declared that "Psychiatry originated with the division of labour".

Aktivere Krankenbehandlung in der Irrenanstalt

von

Dr. Hermann Simon
Direktor der Provinzialheilanstalt Göttingen

Ἐν ἀρχῇ ἦν ὁ λόγος, καὶ ὁ λόγος ἦν
πρὸς τὸν θεόν, καὶ θεὸς ἦν ὁ λόγος . . .
Πάντα δι' αὐτοῦ ἐγένετο, καὶ χωρὶς αὐτοῦ
ἐγένετο οὐδὲ ἓν ὃ γέγονεν.
Ev. Joh. 1. Vers 1, 8.



Berlin und Leipzig 1929

Walter de Gruyter & Co.

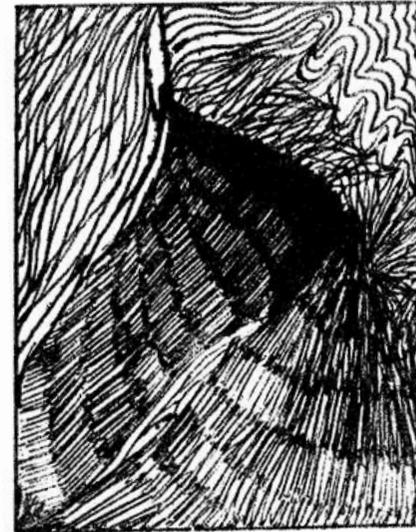
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Georg Olms — Karl J. Trübner — Velt & Camp.

HERMANN SIMON

IL LAVORO RENDE LIBERI?

Dall'Ergoterapia all'Istituzione Inventata

a cura di
Lorenzo Torresini



sapere 2000

The constructive criticism of ergotherapy

For Herman Simon⁴, ergotherapy was simply the sum of the various forms of compulsory labour within the asylum. The premise underlying this approach, which was widely diffused in that great concentration camp called the psychiatric hospital, considered work merely as a form of therapy. Thus, like any other therapy, it had to be administered in proper doses. This form of work-therapy did not deserve remuneration, for doctors normally do not pay their patients (quite the contrary). Such work, which often involved 'heavy' labour (sweeping leaves, collecting rubbish, distributing meals to the hospital pavilions, doing the laundry) was generally compensated by a gesture, as symbolic as it was ambiguous and inadequate, of a few packs of cigarettes every week.

The first social cooperative

The first coop in a psychiatric hospital was formed in 1973. However, it could not be legally recognised for the simple reason that it was not permitted to include the word 'rehabilitation' in the statute of a cooperative. The offending word was thus replaced with the word 'work'. The contradictions and core of today's concepts and practices were evident at the very outset.

The strength of weak thought

In this case, weak thought defeated the 'strong' thought of producing wealth for a single owner, or group of owners.

But the idea that underpinned the creation of the first Social Cooperative in History was actually the same idea that inspired the effort to end physical restraint and open up locked wards. In other words, the introduction of the first Social Cooperative, and all the other coops that were later established in Italy and throughout Europe, represents the application of a thought which is 'weak', but effective and convincing, and which is aimed at ending the *eternal war against the mentally ill* (K.Doerner)⁵. Refusing to restrain patients means recognising and accepting their subjectivity and, if possible, enhancing and valuing that subjectivity. Symptoms are not just a negative entity to fight against, but the reality of the person we are working with. Restraint means

depriving the patient (but also ourselves) of the ability to express their thoughts and feelings, and thus the contents of that expression. Allowing ourselves to be traversed and permeated by this subjective content is the real cure, for the patient, as well as for ourselves.

Restraint and Gandhi

In Merano⁸, we simply showed that what was thought impossible was, instead, quite feasible. We demonstrated that no one should ever be tied to the bed of their own suffering. One day, a young nurse who had only been working with us a short time, asked me: "Does this mean we're supposed to practice psychiatry as if we were Ghandi?" I'd never thought of it in those terms, but I realised that the nurse had understood our intentions perfectly.

Electroshock as a form of strong thought

Electroshock was developed in Italy during the Fascist period (1929)⁶, based on the methods used for killing pigs at a slaughterhouse in Rome. This is a form of strong thought which is meant to eliminate that 'secretion' of the mind which is the psychiatric symptom. As such, it places the meaning of the symptom and so-called syndrome between parentheses, with respect to the individual's subjectivity and personal history.

Electroshock is an AUTHORITARIAN measure which confirms the SUPERIORITY of REASON and decrees that the OTHER, and their thought, is MEANINGLESS. This is the real reason why electroshock should be abolished in Europe. And this is why the asylum model in Europe has been gradually SUPERSEDED over the last 30-40 years, for electroshock is closely linked to the asylum, even if it is also used in a Day Hospital regime (Sweden).

WE WANT A EUROPE WITH NO DEATH PENALTY, NO PSYCHIATRIC HOSPITALS, AND NO ELECTROSHOCK.

Unreason and differentiation

As transcultural psychiatry teaches us, Unreason does not exist. There is only each person's unique form of Reason.

⁸ As in Trento, Trieste, Gorizia, Udine, Pordenone, Caltagirone, Mantua, Montecatini-Pescia, Livorno, Novara, Grosseto, Mestre, Venice, Portogruaro, Sansevero Garganico, Terni and other areas of Italy.

Today, transcultural psychiatry explains how what was once believed to be Unreason, *Deraison*, *Sragione*, *Unvernunft*, in reality is only the “*other*” Reason. Or better, *other Reasons*, plural, given that there are as many forms of Reason as there are individuals who are endowed with some form of thought. This confirms Kant's supposition that, because the thing in itself (“*das Ding in sich*”) is unknowable, my world, that is, the thing as it exists for me (“*das Ding für mich*”), is the construct I make, as an individual and a monad. This 'construct' of the world is thus different for each individual, although qualified by the fact that “*we construct our own world together with others*” (Henry Ey)⁷.

The fact is, psychiatry originated in the same period as the division of labour, i.e. during the Industrial Revolution and the Enlightenment. By the same token, naturalistic Shamanist thought (what Massimo Cacciari calls 'polytheism without a hierarchy'), provides the premise for the successive 'polytheism with a hierarchy', such as we find in early Germanic culture, or in Hinduism. In this process, which seeks to rationalise and somehow organise a primary naturalistic spiritualism, the spirituality of Nature is subsequently projected onto beings outside and independent of it, who instead determine Nature; to ultimately arrive, in the course of human development, at the concept of a single god. Hence, the Bible's affirmation that 'God created man in his image', is true - if we only reverse the terms. Further, the monotheistic invention of guilt has revealed itself to be the most effective means for political manipulation and control, as it directly 'touches' and impinges upon our conscience. This process, by which the monotheistic faiths (declined and splintered into numerous variants) exorcise the magic from themselves, while selectively refusing to acknowledge the fact that they too are organisations of magical thought, a form of thought they wish to control absolutely, ultimately and historically leads to the development of capitalism. The crisis of the capitalist system, which is clearly evident today, reveals the ultimate aim of this system in terms of social organisation: all power to wealth and the wealthy. The techno-scientific reductionism by which psychiatry chokes off the subjectivity of those that it contributes to defining and sanctioning as objects of Unreason, is perfectly inscribed within this ideological goal.

The utopia of shutting down and finding alternatives to major psychiatric institutions has the main priority (which comes well before that of observing budget requirements ⁸) of respecting the individual's subjectivity. Obviously, this priority does not end with shutting down the hospitals. The utopia of social integration through work participates in the utopia and practice of refusing actions which humiliate human beings, such as restraint, locked doors, or being subjected to the electrical resetting, as acritical as it is violent, of the hardware of the human brain.

Conclusions

Ultimately, we can conclude that the presumed dialectic between Reason and Unreason does not exist. Treating these two terms as antithetical, or in irreconcilable opposition, as psychiatry has been doing for the last 200 years, is thus a false approach. Both terms are a part of life and Reality, just like dreams, utopia, and magic. Trying to exclude any of these elements from reality, with the argument that they are not rational, is an illusion. This truth has been affirmed by writers such as Calderon de la Barca, Cervantes and Shakespeare who, in *The Tempest*, states simply that 'We are such stuff as dreams are made on, and our little life is rounded with a sleep'. A phrase which confirms the superiority of Literature over Science.

¹R.Castel – *L'ordre psychiatrique* - Feltrinelli

²H.Simon – *Aktivere Krankenbehandlung in der Irrenanstalt* – De Gruytere

³M.Weber – *Letica protestante e lo spirito del Capitalismo* – Trad ital. Sansoni

⁴H.Simon – *Aktivere Krankenbehandlung in der Irrenanstalt* – W.De Gruytere

1927

⁵K.Doerner – *Der ewige Krieg gegen die Geisteskranken* - vvvv

⁶vvv

⁷Henry Ey, Bernard, Brisset - *Trattato di Psichiatria* - edito da Masson 1980

⁸M.Thatcher

Session 2

RESPONSIBLE LEADERSHIP IN MENTAL HEALTH

Part 1 - Klaus Hertrampf

Responsible leadership in Social Firms – an ethical approach for employers and employees which aims at a balance between economic and social needs.

by Klaus HERTRAMPF and Sophie Görtler

Some general remarks:

When talking about responsibility we have to consider, that workers participation in small and medium size companies is limited. In the mainstream economy those companies as a rule are owned by single entrepreneurs or shareholder. Cooperatives with joint responsibility are rather the exception in Germany.

In Italy and Greece the legal form of cooperatives are mostly used for Social Firms.

Therefore employees can influence management decisions only to a certain degree and within the framework of the works constitution act so far it applies.

And therefore: the entrepreneurial risk may not be passed on to our staff. Conversely, we have a great responsibility and risk-awareness as an entrepreneur.

Our social firms are created specifically to provide permanent jobs, competitive wages and career tracks also for people who are disadvantaged, whether it be mentally, physically or educationally.

They are based on a concept of a maximum of self-sufficiency, which is the ability to fund our business through earned income alone. That is the maximum target.

This is of course an ambitious (and maybe a very German) approach.

Social Firms – for a long time- have already practiced the UN-Convention:

In this context we want to emphasize the importance of an inclusive work force with a capable management and within a supportive legal framework.

However, it's not always just about cost-effectiveness and productivity. Usually or often it is a mixture of economic, environmental and social factors.

Now I would like to give you a short overview of the start-up and current structure of our organization:

We started our first and in the beginning very small company as students of the **Free University of Berlin** in 1983 to cope with the lack of job opportunities for persons with mental health problems at the general labor market.

However we were aware of the fact, that a **certain size** of company and **diversification** of our commercial activities were necessary not only to survive in a competitive market

but also to provide a wide range of job opportunities for the handicapped persons.

Therefore we also have pursued **both**, a strategy of diversification **within** our existing social firms **and into different business segments** within the Lebenswelten group.

Also, we wanted to build up **synergies** between the different business segments,

for example by centralization of same tasks, such as bookkeeping.

This strategy became the basis to offer a wide range of job opportunities on different levels and of applying different levels of technology, from easy jobs up to high qualified jobs.

The umbrella organization Lebenswelten (the group as a social enterprise) comprises currently a variety of services, mainly for people with mental health problems:

That is

Businesses – Social Firms

Supported Employment on the open labor market

Rehabilitation and sheltered work

Sheltered housing

There are 5 companies, of which 3 social firms:

Here the focus is on our Social Firms and take our catering firms as an example

The elkotec Company, the Saldo Journale Services, and the Lebenswelten Catering and Event Services,

- And there is 1 for-profit company: the endtest Ltd., this is high tech industrial company for hard-ware functioning testing.
- elkotec is a high tech manufacturing company, with currently appr. 25 employees, of which are more than 40 % persons with disabilities; This company is one key-provider for a global producer of elevators;
- Saldo Journale Services, is our wage and financial accounting service company, with currently 9 employees, of which are 50 % disabled
- and the Lebenswelten Catering- and Event Services. In this company you currently will find business and school catering, the event catering and the event design & production as a third business field. In total today there are approximately 100 employees, of which more than 50 % persons with disabilities.

There is a fourth company – the Spektrum Company- which offers a variety of rehabilitation schemes at different levels for approx. 100 handicapped participants.

Moreover is under the umbrella of this company a small sheltered workshop for 80 disabled people, mainly persons with mental health problems.

35 Employees currently are working within the company as psychologists, trainers etc to support the participants and employees.

In addition, there are two special services, which support the job retention and resettlement of severely disabled persons into the general job market.

Lebenswelten also offers sheltered community living for up to 120 people and two Day-care-centers with 32 places and opportunities for additional income for approx. 50 persons.

Altogether, more than **300 employees** –handicapped and non-handicapped persons- are currently working within the Lebenswelten-group on a regular and permanent basis, that means on conditions related to the general labor market.

In addition there are job-opportunities for disadvantaged persons as temporary workers.

In terms of spreading the idea of social entrepreneurship we work together with our national support structure (Federal network of social firms Germany) and our European partners within Social Firms Europe (CEFEC).

What has scaling meant to us in our development from the very beginning to the present and for the future?

Here I would like to switch over to the second part of our presentation: The Lebenswelten Catering as an example for the structure and the development of a social business.

Lebenswelten Restorations Ltd. was founded in 1986 as a student's project and as a subsidiary of the Lebenswelten association.

At the very beginning there was the idea to create a small and exclusive gastronomic business, which provides jobs and vocational training for people with mental health problems. In terms of scale and size this first start up with just 5 workplaces was a very small one and highly dependent on a special segment of customers.

Our first restaurant: L'Etoile – salut les gourmets, was a high class restaurant with a mix of French & new german cuisine.

The marketing was never based on the social part of the project but on the fine dining style.

In the beginning it was not easy to become generally known (and to fill the restaurant with guests).

However, bit by bit we could win a lot of new guests, who came upon recommendations (of friends, family members and so on).

Special guests for example were the former mayor of West Berlin, Walter Momper or the well-known rock musician Udo Lindenberg...

The first steps towards contract catering were small deliveries for guests who hosted private parties - but we also got some bigger orders like the ones from the king porcelain manufacture, the oldest company in Berlin, with up to 6.000 guests.

On account of our growing and then good reputation as a restaurant we received the tender for our first canteen in the "Berlin Center for Social Sciences". This became the foundation of our business and school catering.

During the past years we have further improved our reputation as a canteen operator and caterer and have taken over further objects in the system catering trade.

The third business field - we developed within this company- is our event- and order catering service.

Here for reasons of economy we use the structures in the now 6 different locations of our contract caterings.

That means we use the personal resources and the production facilities in our different locations very flexible according to the extent of the orders, which can vary from 60 guests up to several hundred guests.

For various reasons, we today operate no restaurant. Why? Berlin has changed a lot: politically, economically and our concept was no longer attractive to customers.

Therefore we prepared an exit strategy to leave this market segment and closed down this part of our company.

At this point, I would like to turn to another important aspect of growth and success:

The importance of a well-trained and well-motivated staff again at the example of our catering company.

Based on the size and the structure of the company with varying demands, we can occupy our employees according to their competences and abilities in different types of jobs.

With regard to their corporate identity we feel responsible for the creation of long term jobs with fair wages.

At the same time we offer the chance of vocational apprenticeship to young and handicapped people in different gastronomic professions.

As mentioned earlier we started in 1986 with 5 employees, 2 of them with mental health problems / labeled with psychiatric disorder;

In the following years: with every new project we have needed more staff and team members;

Currently we work with more than 100 people;

Out of them 40 are full time employees – and 50 % out of them are disabled;

Furthermore, out of them are currently 37 trainees –

90 % of the trainees are having different disabilities.

More than 20 are part time students and freelancer also working with our service and logistic team;

Since in every social enterprise the cooperation of handicapped and non-handicapped employees is central, we not only provide professional competence, but also communicative and social competences.

In every part of the company there is a responsible and experienced manager.

These are people with long occupational experience and the ability to integrate and motivate. Above all the cooperation and support structure of the team are

most important for the success of the day-to-day business.

In the beginning it was less than 200.000 € per year;

Today we earn almost 3 million € per year;

The total amount of income is a mix from earned turnover with a share of 85 % and public sector subsidies with a share of 15 %;

With regard to employment and turnover we are a social and economic value growth company;

During the last 7 years the annualized rate of increase of the total income was 11 % each year;

Public subsidies: According to our legal framework we can get compensation for reduced work performance. This could be up to one third of the total costs.

The turnover does not comprise subsidies for once in a time investments for technical stuff or assets.

Today we operate in 3 different departments;

In the business- and school catering we have 6 outlets and serve more than 2.500 guests per day;

Second department, the event catering, we'll get presented by Sophie later on;

And finally the event design and production - the newest blossom of the company – we'll get explained by Sophie right after this;

- History and development of Lebenswelten Catering
- Founded in 1986 as students' project, 1st restaurant "L'Étoile – salut les gourmets"
- High end restaurant while marketing not based on social aspect of the project
- After making a name for itself even outside of the social branch the restaurant flourished and even acquired special guests like the former governing mayor of West Berlin or well-known rock musician Udo Lindenberg

- Catering started with small deliveries but soon orders became more voluminous
- 1989: 1st canteen business ☒two of the three branches had started to develop (Catering and business gastronomy/canteens)
- Start in 1986 with 5 employees out of whom 2 were mentally disabled/with a deficiency of the psychological health
- With the growth and development of the business, more and more people were needed ☒ nowadays total staff of more than 100 people
 - 40 full-time employees (50% with disability)
 - 40 trainees (90% with different disabilities)
 - 20+ part time or mini-jobbers (students, freelancers,..) working in service and logistics

Income Development

- Beginning: less than 200,000 €/year
- Now: almost 3 Million €/year
- Amount consists of 85% turnover and 15% subsidies
- Both social and economic value are growing, over the last 7 years the annual rate of increasing total income was 11% /year

Overview Departments

- Three different departments with different "weight"
- Business- and school catering: 6 outlets, serve 2500+ guests/day
- More details on event catering and event design & production in the course of the presentation

Essentials of LWC

- "Do the best service": excellent service by qualified people (usually students/freelancers or full-time staff without disability ☒ customer

orientation: people expect flawless service and the company wouldn't be successful without being a serious competition on the market which includes the best service we can offer)

- "Create the best food": food is prepared with utmost precision and aesthetic appeal while the creations we offer are adapted to customer's wishes ☒ leads to
- "Always be innovative": continuously new food concepts and ideas (Vegan 4 Life, Rodizio Brasileiro, ..) but also constantly looking to improve: e.g. new design of tables in order to make sitting at tables more comfortable ☒ innovation is the only guarantee for the persistence of the company
- "Don't turn off the start-up phantasy": growth is generated by enthusiasm and new ideas, out-of-the-box thinking which goes hand in hand with innovation -> it literally carries the business

Event Catering

Short overview of the range of events

Structure inside the catering department

Event Design & Production

Overview of Event Design & Production department

- After many years of experience there is now profound competence in working together with partners from all of these areas
- We now want to show the customer how much more we can offer in terms of organizing entire events ☒ starting 2010 we have arranged a major dinner, show & party event each year

Marketing

Short overview of marketing instruments and strategies

- Very young division of the company, only used in the event departments (catering & event production)

- Newsletter, Facebook, image film – youtube channel, promotion through events

Inclusion & Vocational Training

General mission

"Everyone is equal and important – we work as a team to succeed our aims"

- The concept of social integration of people with disabilities distinguishes us as a company
- In our company, people with and without disabilities naturally work together in a team with everyone carrying responsibility for the daily success ☒ involving people with disabilities in as many areas as possible, they ARE part of the whole process
- Distinguishing for our company is the combination of providing service and operating on the free market ☒ only partially a sheltered environment: real working conditions and requirements but of course taking into consideration each individual's strength and ability
- Challenging, but qualifying competence for the primary labour market

Overview of different vocational trainings offered

- People with disabilities can be employed or receive a vocational training in our company, training last 2 or 3 years and are realized in a dual system (theoretical and practical training – school and work)
- Assistant cook, chef
- Specialist in gastronomy, event manager

Support alongside vocational training

- Vocational training assistants offer support and counseling, close contact, regular counseling
- On a social basis: find solutions for any kind of individual or work-related problem

- Regarding the team: mediation and team-building activities, work in the team is very important, therefore solving problems in this area is essential for everyone
- Theoretical: once a week support through private teacher employed by the company to help the trainees where it is needed (trainee decides in which areas further support is needed)
- Practical: Inside of the team it is natural to offer help to those who need it, but there are also specific in-house trainings taking place on Saturday mornings in order to learn in small groups and a calm environment about important or new techniques/concepts: e.g. one for vegan cuisine, Sushi workshop, Rodizio brasileiro (also depending on the latest food concepts, working with the head chefs and specialists from outside of the company)
- Once a year: event with entertainment and food celebrating and appreciating the work and the accomplishments of the trainees ☒ Soul Kitchen Summer Club Film (the food concept then was “bikini food” which is why there will be bikini girls in the video!)
- The concept of social integration of disabled persons is one important characteristic of our company
- In practice that means, we employ people with and without a disability, they work closely together in a team and are responsible for the success of our daily business in the same way
- This kind of working follows the idea of inclusion, because people with disabilities are involved in all areas of working and become an equal part of the whole process
- The advantage of our corporation in comparison to other companies with a similar concept of inclusion is our character as a service-provider, that operates on the open economic market
- That way people with disability get to know true working conditions and learn step by step to handle them
- They acquire a lot of elementary working-skills during this challenging process and become able to work on the primary labour market that way
- Disabled people can be employed in our company or they have the possibility to pass a vocational training in 3 professions (assistant cook, cook or event manager)
- The trainings take 2 or 3 years and are realized in a dual system of theoretical and practical learning
- That means, trainees are going to school on the one hand and on the other hand they work in one of our restaurants (the part of practical working is the bigger one)
- During the learning process we support our disabled trainees on an individual way according to their needs
 - In our position as vocational training assistance we have regular conversations with each trainee:
 - That way we are in close contact and assist them during their training
 - We offer counseling and support for any kind of problem related to working
 - Also we try to help our trainees to find solutions for personal difficulties
- To qualify them for handling the theoretical part of training, we engaged a private teacher. He is coming in our company every week and gives individual private lessons to all trainees, who need it. About the subjects of private lessons the trainee decides himself. So he has the possibility to learn according to his needs.
- Also we support our trainees with disabilities to fulfill the practical requirements by special in-house trainings. This trainings take place Saturdays beyond daily work, so that the trainees have the possibility to learn precisely important training-contents in small groups and a calm environment

- Furthermore every year we organize an event with entertainment program and competitions for our trainees in order to appreciate their daily activity in our company
- In summary we practice a system of social and professional support that responds to the needs of the individual, which was very successful in the past. That way we can admit more and more trainees with disability every year and almost all of them graduate successfully

Finally, some general points:

Growth in scale and size helps us to stay in the different competitive markets, since a certain size of business causes a rise in economic efficiency and job opportunities.

By spreading the concepts of social entrepreneurship in Germany and in Europe we were able to influence the public recognition of our activities, which after many years resulted in positive legislation in 2001.

And we are taking increasingly influence on the recognition of social integration of disadvantaged persons within the regular labor market and companies.

Klaus Hertrampf (background has already been provided)

CEO

Lebenswelten e.V.

Sophie Görtler



...has been working for Lebenswelten Catering, a social enterprise of the Lebenswelten association in Berlin, since 2012 is active in the marketing department: responsible for all kinds of creative work, developed several food concepts and other marketing tools such as an image film, organizes events and is responsible for social network communication.

Brand ambassador since 2014 and assistant of the management.

Completed her BA in rehabilitation sciences at the Humboldt University of Berlin in 2014 with a bachelor thesis on Lebenswelten Catering and its balance of inclusion between economic success and vocational rehabilitation

Now finishing her master of education in the field of special education for children with EBD and learning disadvantages

Part 2

„Best practice in Social Firms. How can structure, management and guidance in Social firms add to the balance between economic and social needs?“

by *Christiane HAERLIN*

based on

- CEFEC experience laid down in „Linz Appeal“ ,
- ethical principles of the German umbrella organization BAG IF and
- Gallup study 2005 and 2013

content

A. Definition and aims of a Social Firm (SF) as a competitive business on the open market

B. Special structure of the Social Firm

C. Special management and guidance in Social Firm

D. Conclusions

In addition to Klaus Hertrampfs presentation I would like to look behind the curtains of a social firm and ask :

- What defines a social firm ?
- What special structure, management and guidance helps employees to identify and perform well ?

Here I will not enlarge on a survey of useful forms of work for disabled and disadvantaged such as day centres, sheltered employment or supported employment . I am convinced that we need all forms . However its CEFEC special mission to tell Europe that a Social Firm is the visible core business to provide work for disabled and disadvantaged in a given region, to meet their needs, to network with all other vocational and work services and teach the public how qualified work in open employment can be organized.

A. Definition and aims of a Social Firm as a competitive business on the open market

CEFEC has taken many years to reach a definition of SF valied for our European countries. This was put down in the Linz Appeal in 2007:

A Social firm is a business, created for the employment of people with a disability or other disadvantages in the labour market.

It is a business which uses its own market oriented production of goods and services to pursue its social mission.

A significant number of its employees will be people with a disability or other disadvantages in the labour market.

Every worker will be paid a market wage or salary appropriate to the work – whatever their productive capacity is.

Work opportunities should be equal between disadvantaged and non disadvantaged. All should have the same rights and obligations.

In order to reach the balance between economic and social necessities for their disabled and disadvantaged employees the SF stands on two pillars which helps : the special structure of the firm and the special management and best practice.

B. Special structure of a Social Firm

The Firm is a „normal“ firm but holds 20 – 50% or more of disabled or/and disadvantaged employees alongside with non disabled staff.

The work **contract** of all employees is based on equal rights and obligations according to regional tariffs.

To be able to act as a competitive business, the national legislation for disabled (in Germany Schwerbehindertengesetz) allows for special funding to **compensate** reduced work performance of the special target group which can amount up to 30%. Special funding for staff and equipment is also provided during the start up period.

But financial help is by no means the only structural measure.

The social firm will also see to a number of aspects which normal main stream business is well advised to follow but often does not pay attention , easily falling back to the old „hire and fire“:

It is essential to introduce and explain the new employee the given contract, rules and regulations and an overview of the organization and its products and services to provide as much **Transparency** as possible. This helps orientation and allows to build up confidence and security in expected workperformance, cooperation with teams and management.

The superiors can avoid many consequent problems, if the first three or six months, often defined as probationary period is used for this aim. It helps both sides to assess the situation, be clear on expectations of the work place and build up best performance.

A structure of **worker's participation** is very helpful as it defines rights and obligations in a two way system for employers and employees. If this is not possible its necessary to implement **regular worker's meetings** where problems and best practice can be voiced, early intervention and adjustments can save a lot of irritations, time and money on both sides.

Being aware of the kind of disability and social disadvantage a Social Firm is well advised to make sure that the employee looks after necessary medical and **psycho social care** , which should have been established before starting work. Therefore the structure of the firm should allow for **networking** and linking with services which provide therapy, training and rehabilitation. That does not (always) mean to employ social workers , if so they should be ,most of their time, working alongside with other staff.

Its best to see to the needs right at the beginning, as annex of the work contract (e.g. including key persons responsible for health matters). If crisis or illness occurs early interventions save a lot of troubles.

Special structures aim at creating a positive save milieu which supports motivation and identification with the aims of the firm and good work

performance.

But recent studies show that its even more important for any business to look into the special relationship between management, superiors and staff, more so for Sfs.

The „normal“ worker may survive rude management and colleagues, but for this target group it may lead to drop of work performance, crisis and illness.

C. Special management and best practice in social firms

Again the first months in the firm are vital to implement a supportive relationship within the work team and superiors:

- to take time for first interview to explore the work and life history of the person carefully so as to have a fair picture of the experience, abilities and ressources as well as shortcomings and present problems . The „right“ timewindow to start work is another aspect.
- A description of the work place helps to see if abilities and demands can be matched straight away or with special coaching and additional set of competence.
- If this is not the case, the question is : Can vocational training and psycho social interventions help to make the match ? Instead of sending a person away, a step to step rehabilitation plan could lead to a win-win situation.
- This can also help during the cause of employment if crisis occurs. The work contract may allow the employee to come back after intermediate therapy or rehabilitation .
- If there is a reason for ending the contract there should be careful handling and planning of alternative work forms. This is important model behaviour of the management to all staff to feel save and not anxious to be thrown out if they are not performing top.
- In order to be more flexible, some firms have even annexed assessment or training units to deal with one of the main problems which is changing levels of performance .

Critics quite often holds that SF take the „better“ ones and should cater for all disabled. This is often the case if a region does not provide therapy – rehabilitation and sheltered work before or as an alternative to SF. SF are sometimes inclined to take employees who do not meet the necessary work performance and later get into troubles with their economy and handling of the person.

My experience tells me that we should fight for early treatment and rehabilitation not allowing patients and therapeutic staff to produce long waiting times and chronic conditions, often claiming too late that patients and clients should get access to the open labour market.

In view of our present labour market in Europe early assessment and training within the first year after onset of an illness, gives a much better chance of inclusion. Often this is not done because medical and social services are ignorant or too anxious and focus too often on therapy and housing only.

On the other hand no one should be turned down when knocking at the door of a SF. This is why taking the personal work history, present state performance in assessment and training settings should tell the SF if therapy, vocational training, sheltered work or work in a SF is the right step. To link and network with other regional services can help to find individual adequate solutions

D. Conclusions

I will finish with quoting a Gallup study of 2005 and updated in 2013, which – perhaps not surprising for us here – found out that excellent management of superiors builds on the quality of a personal relationship is the most important way to reach security, well being and best performance.

What does quality in work relationship mean ?

Here you find the 12 most important items for the employee to score :

1. Do I know what is expected of my work ?
2. Do I have the team and technical equipment zu fullfill my work ?
3. Can I show my best abilities daily ?
4. Have I been praised in the last seven days ?
5. Does my superior see me as a person ?
6. Does he care for my vocational and personal development ?
7. Is my opinion of any value ?
8. Is my work part of the Mission and Aims of the firm ?
9. Is our team engaged in high quality standards ?
10. Do I have a good friend at my work place ?
11. Have I had the chance to talk about progress with anybody in the last 6 months ?
12. Have I had the opportunity to learn and grow during the past year ?

Session 3

2020 EU AGENDA. OPPORTUNITIES TO COOPERATE IN THE SOCIAL ECONOMY SECTOR

by *Petru Vasile GAFIUC*

Project ideas developed during the workshop 2020 EU Agenda.

Opportunities to cooperate in the social economy sector, developed during the 2014 SFE CEFEC Conference (28-31 May 2014, Gorizia/Nova Gorica) and coordinated by Petru Vasile Gafiuc

● **Idea 1: Balkan Social Disaster**

- Analysis of disaster: damage, positive aspects,
- Possibilities of new social development
- Build social economy network
- Various national quality assessments compared and used on an international level

Idea 2: Social Economy Stock exchange (sese.eu)

- Multiply monetary impact of social economy
- More visibility and power of social economy
- Enforce legislation
- Negotiate prices of goods and services

Idea 3: Public procurement

- Creation of job opportunities for vulnerable groups with social criteria in public tenders
- Lobbying on national level (building on EU guidelines)

Working group: Charlotte Gruber (Ensie), Athena Frangouli, Ovidiu Tuduruta

● **Idea 4: Agency for hiring staff for social economy enterprises**

- Opening a logistic center in Brussels
- Opening an online TV for promoting the services of the Agency and of the other SEE
- The person that wanted to be employed would be placed first in an internship in order to see if that job fits him, to understand what it entails and if he/she likes it

Working group: Christiane Haerlin, Klaus Hertrampf, Alina Birsan, Leif Wasfelt, Pavel Novak

● **Idea 5: Cooperatives for disadvantaged / persons without social problems**

- Can a social worker become a social business manager and vice-versa?
- Objective: social economy development – the recipe in 3 countries: Italy – Romania - Serbia
- Activities:
 - ⊙ Research for the way social entrepreneurs succeeded in different cultures
 - ⊙ Development of support services for social enterprises (including finding financial sources, public procurement)
 - ⊙ Start up as a service – implementation
 - ⊙ Creation of an audit system for social enterprises (CSR)
 - ⊙ Test piloting of the created services
 - ⊙ Transfer of know how (study visits)
 - ⊙ Dissemination
 - ⊙ Valorization of the project

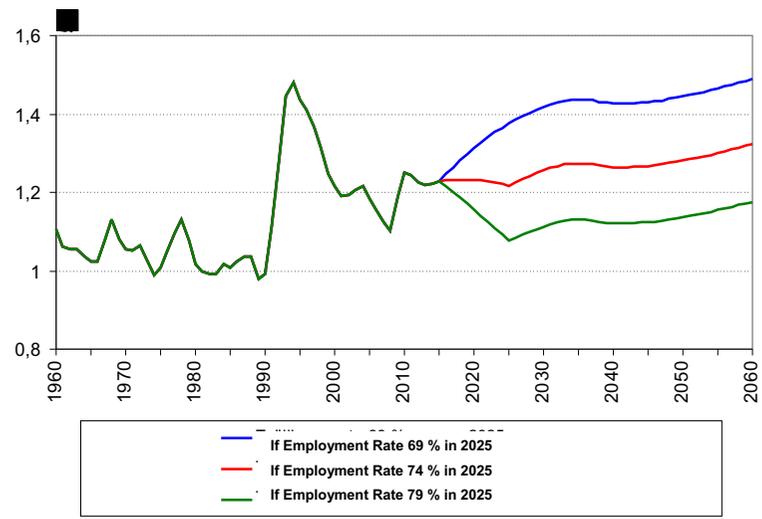
Working group: Miroljub Nikolic, Anamaria Bucaciuc

Session 4
DEVELOPING THE TRANSITION PROCESS TO OPEN JOB MARKET VIA SOCIAL FIRMS
by Jukka Lindberg, Vates Foundation

Is the purpose of a social firm to provide permanent jobs, or to provide training and coaching to help with the transitions process to open job market, or both?

Background

Employment environment in Finland has been characterized and can be described by the following aspects. It has a small population and initially quite a “colonial” industrial structure - dependence on exportation of very few products. It also has typically had lower employment rate than that in comparable countries (especially other Nordic countries). Working life attitudes could be described as relatively harsh, with a manager-centered and hierarchical management style. “You are either 100% capable to work or you are not employable at all”



Source: Ministry of Social Affairs and Health of Finland

Sustainability in public finance in the long run in Finland ☒ the need to involve everyone in the job market

Social firms are regulated by law (Act of Social Enterprise 1.1.2004, under the Ministry of Employment and Economy) in Finland. A social firm (“Sosiaalinen yritys” in Finnish) is a company which has to employ at least 30% of its personnel from one of the two target groups;



- 1) people with disabilities (a social firm must always employ at least one person with disabilities), and
- 2) long-term unemployed people. A social firm has instance basically no other requirements; for it does not have to comply with any requirements concerning purpose or distribution of profits (like a social

enterprise). Fulfilling the requirements is not sufficient as such and a company has to be registered in order to have the right to use the symbol (Ministry of Employment and The Economy).

Social firms were expected to solve several problems simultaneously: to create permanent jobs and to help with transitions to open job market with both people with disabilities and with long-term unemployed persons. This has really only succeeded with one combination: helping long-term unemployed persons to find jobs in the open job market, often with the support of job coaching. The number of social firms peaked at well over 200 but has gradually declined and is now less than a hundred. One of the reasons behind this development has been the very limited benefits enjoyed by social firms. In principle, a social firm can in certain cases expect a higher or longer-term wage subsidy when hiring a person with disabilities but this has not proved to be attractive enough. Another reason is maybe the failure to market the brand and to develop proper support functions for people who want to convert their company to a social one or to start up a new one.

The law has been expected be revised during the current governmental period (until May/June 2015) but there is no information about the outcome.

There has, however, been also very positive examples of development based on



the concept of social firms. Two of these are explained below. Both are based on the idea of helping people with disabilities and

long-term unemployed persons to find jobs in the open job market with the support of job coaches.

PosiVire Oy: How to support direct transition processes to open job market with the support of job coaching

PosiVire is a showcase of using a social firm and job coaching as vehicles to place persons with disabilities and other disadvantaged persons to employment in the owner entities.

PosiVire Oy is a social firm owned by City of Helsinki, health care district of Helsinki and Uusimaa, and property management company Kaapelitalo Oy. It started operating at the end of 2008 and became the first ISO 9001 certified social firm in Europe in 2010. PosiVire currently employs about 50 persons, targeting to double that in 5 years.

The PosiVire concept

The employees of PosiVire – with the exception of the small administrative and job coaching staff - all work at the companies and units belonging to one of the founder societies. The present employer include the social services and health services departments and service center Palmia of the city of Helsinki, as well as, the other owners Kaapelitehdas Oy and the health care district of Helsinki and Uusimaa. In the future, PosiVire is targeting at finding new employment opportunities within both different units of the present owners and totally new companies and workplaces.

The target is for each employee to make an eventual, well-controlled shift from PosiVire to the open job market or, for instance, to study. The coaching aims at helping people who have difficulties in finding employment to help themselves. Each employee, however, has the responsibility for her/his own development. The jobs are modified and/or tailored to fit the employees' ability and skill levels. Work takes place in regular working environments. It has been mentioned that the requirements towards the employees are even tougher

than for "standard" employees in the workplaces, having from the start a "zero tolerance" policy for any irregularities. This is especially crucial when supporting employees with alcohol or substance abuse background.

The job coaches support the employees in their own teams by steering and familiarizing the employee to the job and to the tasks and routines included in it. This is mainly done by initially working side by side with the employee. They also help the employees to adapt to the work community by familiarizing them with the rules and regulations of working life and by making a development plan for each employee and following it up with the help of regular meetings where guiding and steering takes place. These meetings take place at least on a monthly basis but can be almost daily if needed.

Results expected and achieved

Study completed by the Business School of Aalto University estimated that if all employees make the shift to open job market and stay there for an average of five (5) years, the investment made in them has an IRR (internal return of investment) of 115%. Likewise, if just half of the employees reach the open job market and remain there for five years, the IRR is 57% (i.e. still extremely high). This shows that helping people with disabilities to find (permanent) employment on the job market is an investment that can give good financial return if done properly.

It also has to be remembered that people develop when given the chance in working life. There are indications that some people could reach very good income levels once they "reach the ladders" with the right support. This could further enhance the financial return.

Absence from work due to illness has been just 2% for PosiVire employees, far below national average. Working has improved the self-esteem and life-control of the employees. Many have found the courage to seek for places to study etc. The supervisors and colleagues at work sites have been very satisfied with the attitude and the quality of work of the employees received from PosiVire. Most admit to initial "teething problems" in the beginning, but emphasize that these are overcome reasonably quickly with joint efforts.

www.posivire.fi (in Finnish)



Positive experiences emphasized by the people who have found employment through PosiVire: "Mina sai mahdollisuus, minulla työ, nyt minulla elämä." ("I was given a chance, now I have a job, now I have a life")



The trial with job banks

The trial

The trial with job banks has been an attempt to create new ways to help people who have difficulties to find employment to obtain jobs. It targets at finding ways to provide long-term employment with minimum subsidies. The trial was started in 2009 and extended to national level in 2012. The trial will run until the end of the governmental period, i.e. until spring/summer of 2015. There are currently 14 job banks. There has been more participants in the trial, but the companies who have failed to comply with the rules or have not reached

targets at all have either been dropped or left voluntarily.

The initial target was to reach about 30 job banks by 2015 but this was realized as slightly unrealistic already early on and the main focus during 2013-14 has been the healthy growth and development of the job banks already in the program, as well as, finding the right ones – those who bring in added value and have potential for growth – as new participants.

About 1.000 people are employed by the job banks, in addition to which over 100 persons found a job in the open market in 2013, with the number of transitions expected to grow to about 300 in 2014.

The concept

A job bank must be able to provide employment within its own operation, i.e. job contracts and work and personnel hire services. A job bank must fulfil certain criteria. These are for instance sufficient turnover, a need to employ a minimum of 30% of staff from target groups (i.e. the same as for social firms), limitations on the amount of public subsidies and use of free-of-charge labour (job trials). A job bank is financed through the sales of produced goods and services, income from personnel hire (must be at market rates and thus bring in a profit margin) and wage subsidies for part of the personnel.

There is a financial support package for 3 years to get the concept running and bonus money for each person transferred to open employment. A job bank receives bonus on the basis of the number of people who obtain employment for at least three months on the open job market. The level of the bonus depends on whether the person has completed at least three months of work within the job bank, whether wage subsidy is needed to obtain the job, and the background of the person. A person who has made the transition to the open job market qualifies for the bonus if she or he has been unemployed for at least 6 months before joining the job bank, or is a person with disabilities or is a person included in the youth guarantee initiative of the Finnish government and has no secondary level school certificate.



Job banks are promoting themselves active in the social media. Bovallius Palvelut is one of the participants.

The conclusions

Strong sales and marketing skills and resources are essential when trying to help disadvantaged groups of people to employment. Training for sales skills have been helpful.

Sometimes a change in the supporting staff seems to be needed to make the paradigm shift (from training to helping the person to find employment). Job coaching skills are crucial.

A productive workshop that operates as a platform for transitions to open job market must be competitive on its own as a business and have competent business management. Rehabilitating work activity is something else and can prepare people for a job bank kind of environment. It has also be run efficiently but is not for job banks. Knowledge, competence and partner networks are needed to be able to support the employment transitions of people with disabilities. It has been important to control that job banks have proper business plans. Proper training and support, complete with steering and control, helped with the financial package and especially the bonus scheme have been instrumental to gain results.

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