

## **The Frassati's Project**

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Cooperativa sociale - P.G. Frassati s.c.s. ONLUS

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### **Abstract**

In March 2014, the Piedmont Region issued a specific Regional Government Decision (D.G.R.) regarding Pervasive Developmental Disorders (Regional Council Resolution of March 3, 2014, No. 22-7178). This Decision revealed the inability of the regional health service to meet the need for early and continuous treatment of minors with autism spectrum disorders. At the same time, this D.G.R. recognized a serious deficiency in the treatment and care of adults with this disorder. The P.G. Frassati cooperative manages a network of services for the disabled in the region, which includes minors and adults with various conditions, including those related to autism spectrum disorders. Since the regional analysis highlights the need to promote timely, intensive, and structured rehabilitation interventions that tailor psychoeducational approaches to individual needs and are based on scientifically validated methodologies, in collaboration with schools and families, the P.G. Frassati cooperative has decided to launch a research project aimed at designing and testing innovative treatment pathways for autism spectrum disorders. The experiment aims to analyze the interventions implemented in the cooperative's various services for disabled people and, through comparison with scientifically recognized models and best practices, expand specific knowledge regarding the treatment of minors and adults with autism spectrum disorders. The goal is to create operational and cultural conditions to develop new, effective, sustainable, and systemic solutions (organically involving all stakeholders: families, schools, professionals, social-welfare, and health services) to support the

well-being, social integration, development, and individual skills of people with autism.

**Keywords:** Autism, Autism Spectrum Disorder (ASD), Neurodiversity, Developmental difference

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## **I. AUTISM PROJECT**

### **II. INTRODUCTION**

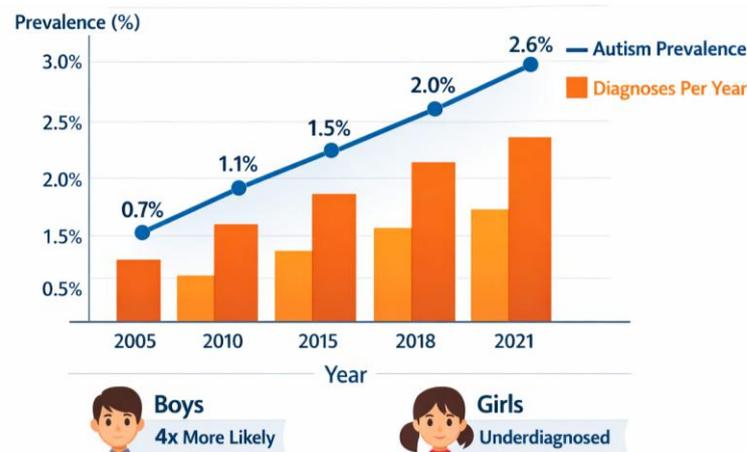
Based on the need identified by the Piedmont Region and a discussion with public bodies

in the areas with which the cooperative collaborates, the importance and urgency of dedicating ourselves to the autism project emerged to effectively and appropriately respond to this emerging need. Given that there is a significant gap in the provision of psychoeducational interventions for autistic individuals and given that the number of diagnoses of individuals with autism spectrum disorders is increasing, it is assumed that this area of intervention will be able to develop significantly in the coming years. Furthermore, since public services are unable to meet the needs of families, it is assumed that this sector could have an important outlet in a rapidly developing private market. For these reasons, the P.G. Frassati cooperative has dedicated significant resources to the autism project, building important partnerships with public and private entities and investing heavily in the training of its operators to become a point of reference in the treatment of individuals with autism spectrum disorders, both minors and adults.

### **III. MATERIALS AND METHODS**

National and international scientific literature recognizes that the treatments most proven to be effective for autism spectrum disorders are those based on scientifically validated methodologies and mediated by parents.

Furthermore, it has been shown that the effectiveness of interventions increases if all significant others interacting with the individual adopt the same educational/rehabilitation strategies. For this reason, the P.G. Frassati cooperative has chosen to create a qualified service for the treatment of autism spectrum disorders in developmental and adulthood, focusing not only on the individual and their needs, but on the entire life context. The goal is to specialize in its services for people with disabilities so that they become local reference points capable of offering, in addition to individual support, educational counseling for parents, teachers, and caregivers.



**Figure 1.** Autism Diagnosis Trend

To achieve this result, the cooperative has invested significantly in training its staff, increasing their knowledge and specialized skills to design and deliver evidence-based psychoeducational interventions. At the same time, partnerships have been established with public and private stakeholders who have gained significant experience in the field of autism:

- Autism Association and Society Onlus.
- National Association of Parents of Autistic Individuals (A.N.G.S.A.—Piedmont)
- Autism and Asperger's Syndrome Center of the Cuneo Local Health Authority
- Regional Pilot Center for Autism Spectrum Disorders in Adulthood of the City of Turin Local Health Authority
- Sacred Family Foundation — Autism Services
- Autism Center "Bum" of the Waldensian Diaconate of Pinerolo.

The cooperative services involved in the research are:

- Territorial Education for Minors and Young Adults of the Susa Valley
- School Education in the Susa Valley
- School Education in La Loggia
- Day Center for Children with Disabilities "Interspazio"
- "Progetto Ponte" Day Center for adolescents and young people with disabilities-
- "Ambienti Familiari" Residential Community for adults with disabilities-
- "Momenti Familiari" Type A Day Center for adults with disabilities-
- "Val della Torre" Day Center with Nighttime Residential Center for adults with disabilities-
- I.S.S. Istituto Superiore di Sanità (2011) 11 Treatment of autism spectrum disorders in children and adolescents. Guideline-
- National System for Guidelines - Ministry of Health
- "Il Geco" Day Center for adults with disabilities

Using the Evidence-Based Practice (EBP) methodology, the research consists of analyzing the interventions provided in the services listed above for autistic individuals, in order to identify best practices and make them replicable. The interventions provided fall into one or more of the following categories:

- specialized group and individual educational interventions.
- professional interventions to be implemented in different places and contexts (home, school, etc.).
- parent training interventions through which parents can acquire specific training
- in behavioral techniques that they can use with their child.
- counseling for parents and/or caregivers to improve their empowerment
- and coping skills, and their overall emotional well-being.
- promotion of networking among the various agencies and institutions involved in managing the disorder.

All interventions are provided by professionals specializing in the treatment of autism spectrum disorders and are focused on specific (goal-oriented) and time-bound objectives.

## **IV. RESULTS AND CONCLUSIONS**

The R&D activity of the Autism project aims to analyze the educational practices implemented in the cooperative's various educational services for children and adults with autism, in order to identify best practices, test them, validate them, and model them. The research activity presupposes the design and testing of new and original methodologies and working tools for the standard educational practices adopted in the cooperative's services. The working model thus constructed and tested in the cooperative's various areas and with various clients will constitute an important competitive advantage. Furthermore, in order to improve, it is intended to be tested over the years to validate and, hopefully, patent it, as a new and innovative solution in the field of educational, care, rehabilitation, and habilitation interventions in the treatment of individuals with autism.

### **I. HOMELESS HOUSING FIRST project**

#### **Abstract**

The Frassati Cooperative began serving "adults in difficulty" in the 1990s. This term encompasses a variety of needs, sometimes interconnected. This category includes psychiatric disorders, homelessness, addictions, and a lack of social integration. The first low-threshold services were tested in 2000 with the opening of the Night Shelter on Strada delle Ghiacciaie in Turin, for the homeless. The service is semi-residential and aims to provide a welcoming space (a bed and personal hygiene products) as well as support from staff who are always available. It is a response to the extreme needs of individuals experiencing absolute poverty.

The Turin context has strong and consolidated experience in addressing the problem of severe adult marginalization (homelessness), which began in the 1980s and is traced back to the process of psychiatric deinstitutionalization initiated following the promulgation of Italian Law 180/1978. The main intervention model for the homeless is the staircase approach. This approach envisions homeless people being supported toward regaining their independence through a progressive and guided transition through a system of services that gradually progresses from initial reception to reintegration into housing and employment, as the person is deemed ready to cope with the relevant existential situations. Like any paradigm, the "staircase approach" presents both strengths and limitations, partly intrinsic to the model and partly a consequence of its concrete implementation in the various contexts in which it is applied. In the Turin area in particular, it is clear that many people use low-threshold services, while few access first- and second-level services. This is due to the fact that a significant portion of homeless people do not

meet the minimum requirements to consider a project with a path to exit, most likely to public housing, within a predetermined timeframe. Furthermore, many are not ready to accept project paths that primarily require living/sharing spaces with other people and adhering to a life plan structured in predetermined steps with predetermined timeframes. Starting from these critical issues, the P.G. Frassati cooperative has launched a trial aimed at promoting a different approach to the problem of severe adult marginalization, through the testing of new intervention practices and, to this end, has decided to join Network Housing First Italia (NHFI)..

## INTRODUCTION

In 2015, the P.G. Frassati cooperative, in partnership with other leading organizations in the Turin area in the field of homelessness, developed an innovative project proposal inspired by Housing First. The project's aim is to verify whether the conditions for sustainability exist in terms of personal well-being, economics, effectiveness, and stakeholder satisfaction in implementing a different approach to the serious problem of adult marginalization. This approach adopts the paradigm of the Housing First model, an alternative to the traditional staircase system. Research on homeless services organized according to the staircase model, in fact, highlights some important critical issues:

- Homeless people tend to stall, unable to complete the steps expected of them to be rehoused.
- Staircase services are abandoned by those who are unable to strictly follow the rules or who dislike them.
- There are questions regarding the ethical nature of some staircase services, particularly with respect to the tendency to view homelessness as the result of a person's personality traits, who is somehow considered culpable for losing their home and, consequently, guilty of living on the street.
- Staircase services can be hostile for homeless people.

The costs of this type of service are very high, but their effectiveness is often very limited. Housing First was born in the 1990s in New York from the intuition of its founder Sam Tsenberies, who established the organization Pathways. Since its development, several Housing First services have begun operating in the rest of the United States and in some European countries: Denmark, Finland, Ireland, France, Hungary, the Netherlands, Portugal, Austria, Great Britain, and Italy. Housing First is not a model that is necessarily an alternative to staircase services; rather, it complements them, fostering the cross-fertilization of best practices. Indeed, it appears to be a model capable of providing different responses to the many problems (and resources) faced by people experiencing severe marginalization

today. To ensure the scientific nature of the trial, the cooperative has joined the Housing First Italia network, coordinated by the Italian Federation of Organizations for the Homeless (Fio.PSD). In this way, it has had the opportunity to join an international network supported by a scientific committee that involves several university professors from various Italian faculties and whose role, among other functions, is to monitor the progress of the various projects and measure the results achieved. The trial's beneficiaries are homeless people residing in the municipality of Turin. In particular, the trial is aimed at all those who are unable (or refuse) to access the services that the City provides for this type of user. This category essentially includes two types of individuals:

- people who have been on the streets or in shelters for many years and therefore suffer from chronic socio-housing problems. These are people who don't ask services any questions because they have no idea of their existence and the possibilities of receiving help from them, or because
- They have already had negative and rejecting experiences with the services themselves.
- People who don't necessarily have a long "career" in shelters, but who plan to stay for limited periods of time, as there is no sufficient guarantee of their exit within the established timeframe (for example, the lack of requirements for access to social housing).

## **I. MATERIALS AND METHODS**

The project operationally involves the establishment of a multidisciplinary, integrated team composed of volunteers and professionals from participating cooperatives and the public body (educators, 0.5.5., psychologist, psychiatrist, nurse, family assistant, etc.).

Each person enrolled in the project will have a case manager who, in addition to playing a role of connection and coordination between the various professionals involved is the primary point of contact for the individual enrolled in the program and performs a fundamental mediation role between them and the various services during the implementation of specific programs.

The operational phases of the project are:

- Engagement and building a relationship of trust.
- Implementation of the proposal and obtaining the access requirements.
- Entry into housing and support in customizing the spaces.

- Relationship of trust in housing to support the beneficiary's self-determination.
- Support and community work.
- social support (bureaucratic, legal, healthcare, employment, and resocialization);
- periodic assessment of the situation.

The innovative nature of the experimental project consists in overturning the prevailing perspective of working with the homeless, focused on eliminating hardships and deficits, in favor of a perspective based on promoting resources and self-determination. From this perspective, to make this approach effective, helping relationships must, first of all, give the person the opportunity to experience their self-determination and take responsibility for their own choices.

The concept of self-determination therefore requires flexibility in intervention times, considering that emancipation from homelessness occurs only when the person regains a desire to take a lead in their own life plan and become an active citizen. In helping relationships, the primary role is to support the person by recognizing their unique characteristics and enhancing their abilities to achieve the greatest possible autonomy. Therefore, the relationship is expressed both in welcoming the individual and in designing, together with them, their life plan in general and the various aspects of daily life in particular.

The project evaluation is carried out in collaboration with and with the support of the scientific committee established with the Housing First Italia Network. This committee is composed primarily of university professors who carry out research, empirical analysis, and evaluation of innovative and experimental projects relating to the Housing First methodology.

The project developed the algorithm for the acquisition of information on homelessness, and we can see the core concept of project.

## HOMELESSNESS



## IMMEDIATE ACCESS TO HOUSING

(no preconditions:

no treatment,

no employment,

no sobriety requirements)



### PERSON-CENTERED SUPPORT

- social services
- health care
- mental health support
- employment assistance



### STABILITY AND SOCIAL INCLUSION

- housing stability
- improved health
- social reintegration
- reduced homelessness recurrence

## II. RESULTS AND CONCLUSIONS

The project's objective is to create new work practices to be adopted in the services that serve adults in difficulty at the P.G. Frassati cooperative. The quality of the proposed models can contribute to increasing scientific knowledge in the specific field of homelessness and become a point of reference for the Housing First Italia network. Through this research project, the cooperative can engage with many other national and international organizations that serve homeless people and to develop innovative intervention models resulting from this exchange. Furthermore, the quality of the new models is not evaluated self-referentially. The project evaluation is carried out in collaboration with and with the support of the scientific committee established with the Housing First Italia Network, which is composed primarily of university professors who conduct research, empirical analysis, and evaluation of innovative and experimental projects relating to the Housing First Italia methodology.

Civic Hospital project

In 2008, the social cooperative P.C. Frassati s.c.s., after a project commitment of approximately ten years and following a lengthy process of negotiations, acquired a 16.5% stake in the Civic Hospital of Settimo Torinese. Together with the Piedmont Region, which holds 52% of the capital, and the Municipality of Settimo Torinese with 31.5%, it became part of the company S.A.A.P.A. s.p.a., which manages the facility. In 2009, with a specific Regional Government Resolution (D.G.R.1.), the Piedmont Region authorized the Local Health Authorities T04 and T02 to carry out a management pilot project<sup>2</sup> for both healthcare and social-healthcare purposes for the facility managed by S.A.A.P.A. S.p.A.. The proposed management experimentation program involves sharing the management profiles of the activities and acquiring the cooperative's expertise in the management of social, health, and healthcare services, with the hoped-for increase in service efficiency in the spirit of the management experimentation itself. The allocation of 52% of the shares to the Region guarantees the commitment of the Local Health Authorities (ASLs) to provide general guidelines, sharing responsibility for management. The Local Health Authorities (ASLs) are also responsible for the health management of the facility, which is associated with the management of the medical staff, while the P.C. Frassati cooperative is responsible for the management and organization of two areas of activity:

1. Care and rehabilitation services

- planning and programming of services in conjunction with the Health Management;
- management and delivery of services;
- co-planning and management of the nursing/rehabilitation and individual care project;
- Staff selection;
- Planning and scheduling of ongoing training;
- Management of industrial and union relations for its staff.

2. Technical and hotel services

- Laundry;
- Night security;
- Warehouse management;
- Cleaning of the facility by the P.C. Frassati cooperative for work production;
- Reception;
- Switchboard

Within this context, and in anticipation of the conclusion of the management trial planned for 2019, the P.C. Frassati cooperative launched a research project in 2015 aimed at:

- Conducting a systematic analysis of the evaluation of the effectiveness of care and care processes to identify the factors that best explain and determine the effectiveness indicators achieved and
- the conditions for achieving them;
- Analyze the cost-effectiveness ratio for different care profiles and types of care, so as to
- gain the knowledge necessary to provide essential levels of care at sustainable costs;
- promote personalized patient care based on different types of
- needs and interventions.

### **III. INTRODUCTION**

The management experiment conducted by S.A.A.P.A. s.p.a. is a unique example in the Italian landscape of a Public-Private Partnership involving a social cooperative. It represents an opportunity for both the P.G. Frassati cooperative and the Italian cooperative community to demonstrate the added value that private social services can bring to the healthcare sector, typically managed by public bodies or private for-profit organizations. The challenge for the P.G. Frassati cooperative is to provide high-quality technical, professional, and human services at lower costs than would be the case with exclusively public management. The economic/financial aspect, moreover, should not be underestimated, as the entire management experiment is self-sustaining without public investment.

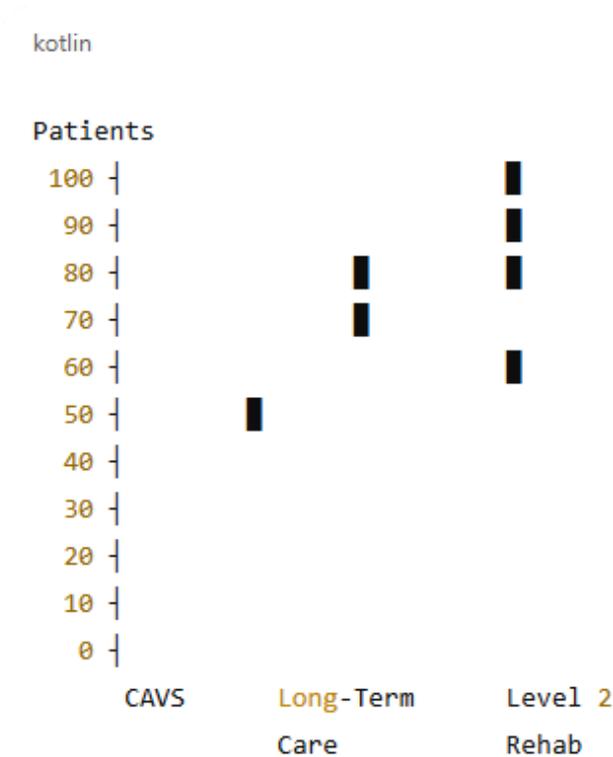
### **IV. MATERIALS AND METHODS**

The research project is based on a critical analysis of patient hospitalization data, aimed at acquiring new knowledge to use to improve existing processes and services and to test innovative organizational models. To this end, the data collected includes not only data on hospitalized patients, but also data on the professionals employed, the distribution of their interventions over a 24-hour period, and the type of activity performed. The Civico Città di Settimo Torinese Hospital is organized into three departments capable of accommodating a total of 235 patients:

- 94 patients in the Continuity of Care with Health Value (CAVS) department
- 82 patients in the Long-Term Care department
- 59 patients in the Level 2 Functional Rehabilitation and Rehabilitation department

The facility employs workers with various qualifications (nurses, healthcare assistants, physiotherapists, speech therapists, psychologists, rehabilitation therapists, and assistants) whose organization is defined by specific work plans. The research work consists of systematically collecting data, which is then processed to produce reports that can support and guide healthcare and care management in their clinical governance decisions. The main data taken into consideration are:

- Data regarding hospitalizations o number of hospitalized patients;
- o average length of stay;
- o bed occupancy rate;
- o number of days above the threshold;
- or type of hospitalization (continuous care, long-term care, rehabilitation)
- or annual trend in hospitalizations
- Data relating to professional services provided
- number of staff employed;
- hours and type of services provided;
- absenteeism rate
- distribution of staff across different work schedules
- annual trend in hours/services provided
- Data relating to customer satisfaction
- number of complaints and compliments received
- Data relating to consumption
- of drugs and over-the-counter medications
- or incontinence aids
- Data relating to clinical risk
- number and type of adverse events



## RESULTS AND CONCLUSIONS

The R&D activities of the Civico Città di Settimo Torinese Hospital aim to acquire new knowledge in order to produce new or improved processes and services. The challenge of this R&D project is to identify new healthcare organizational models capable of combining efficiency with effectiveness, within a qualitative care framework that guarantees patient acceptance and comfort.

The ongoing trial will allow the P.G. Frassati cooperative to increase its knowledge related to the management of frail adults, not only in the Settimo Torinese facility, but also in the various nursing homes it manages.

The R&D project is based on the hypothesis that promoting personalized patient care offers innovative, qualitative, and more appropriate content. Therefore, starting from an analysis of the scientific literature on the various organizational models that can be adopted in hospital settings, the P.C. Frassati cooperative, through a systematic analysis and evaluation of the methods adopted at the Settimo Torinese facility, aims to develop an innovative patient management model focused on the individualization of services.

Educational and care work is characterized by two strong components: one professional and one human. Social and care workers carry out their work daily to support and accompany the frail individuals they care for, and it is often not easy

for them to mentally detach themselves from the life stories they face during the day. In the long run, this can contribute to the risk of burnout and consequent negative turnover within the various work groups. Since continuity in education and care are fundamental prerequisites for the effectiveness of social action, it is clear that burnout and increased turnover rates can prove particularly negative for the direct beneficiaries of the interventions, for the health of the workers, for the quality of the service provided, and for compliance with current regulations regarding the hours to be guaranteed in the various services. When working with vulnerable individuals, whether elderly, minors, or disabled, the worker becomes a point of reference and a trusted person: this bond is the basis for the effectiveness of social action and is based on the worker's accountability and the personal relationship established with users. The Interservices project aims to train, in territorially adjacent services that serve similar users, workers capable of intervening on cases also followed by colleagues from other teams through the planning and implementation of interventions and collective outings in small groups between recipients and workers from different services and teams. The P.G. cooperative For over 40 years, Frassati has managed residential, semi-residential, community-based, and home-based services for people in need (minors, young people and families, the elderly, disabled people, and adults in difficulty) in various areas of the Metropolitan City of Turin. Together with Interservices, it has decided to launch a research project aimed at designing and testing innovative approaches to prevent burnout, increasing team turnover, and discontinuing educational and care provision for direct beneficiaries. The experiment aims to research innovative methods to ensure educational and care continuity for users while simultaneously strengthening and supporting work teams through sharing practices and experiences, working methodologies, and reflection on specific cases. The project also aims to develop an innovative model for replacing staff for planned or unexpected absences, to ensure compliance with the statutory working hours for the management of the various services and a high quality of service.

#### INTERSERVICE PROJECT

### **I. INTRODUCTION**

The issues of educational continuity, prompt replacement of absent staff, and prevention of burnout and negative turnover are cornerstones of social work and, in most tender specifications, are key points around which numerous points are played out in the articulation of the technical proposals for management projects. The cooperative has for years adopted a high presence of part-time staff,

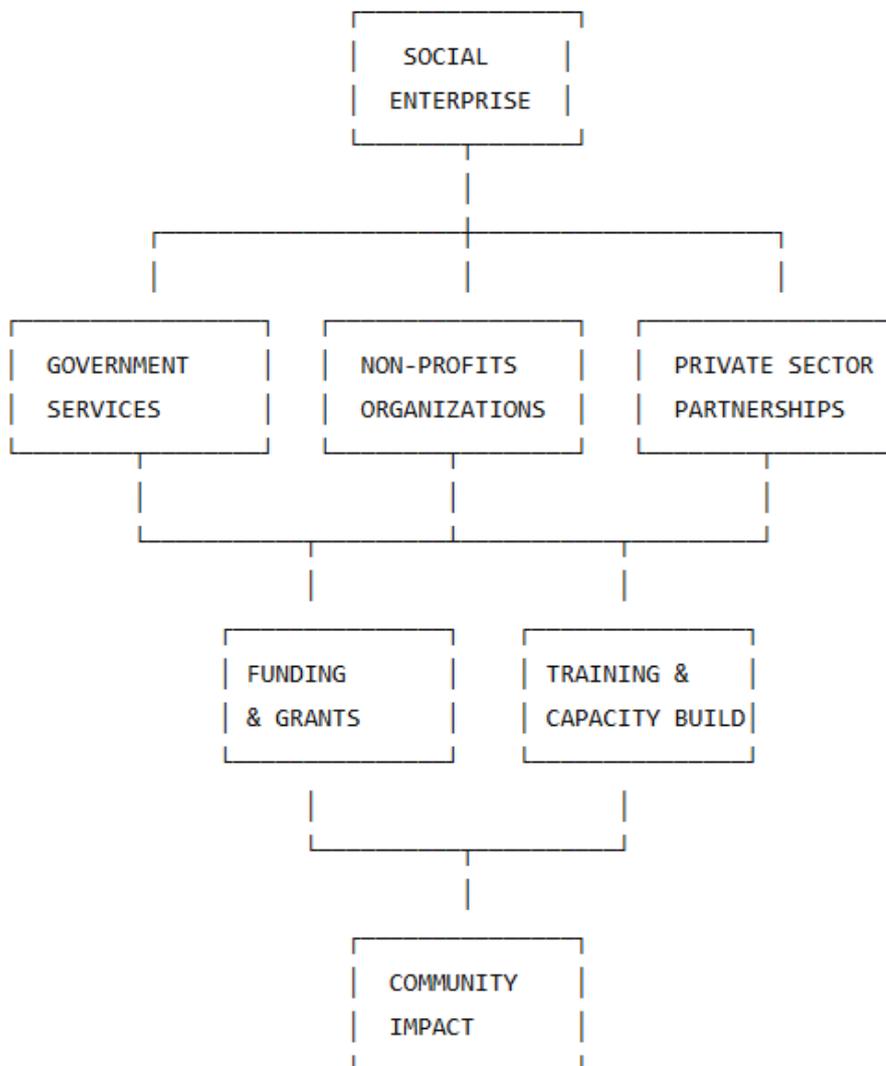
which constitutes a first step towards optimal management of replacements, both in the case of planned and sudden or unexpected absences. Another element that the cooperative intends to implement for the management of replacements will be the proposal of inter-service group activities. Beyond the educational and organizational implications, this working methodology allows many recipients to interact with multiple educators (both from the same service and from other services), and the educators to get to know the children and gain experience in group management and in interacting with recipients of other services. The target audience is all minors and disabled people served by the community, semi-residential, and residential services in the areas of Moncalieri, Trofarello, La Loggia, Settimo T.se, Druento, and Val della Torre. The workshops are also offered to those who have left institutional care, to maintain a sense of continuity and meaning in an unconventional educational space. These programs represent for these individuals and their families an opportunity, in addition to having an additional educational offering, to approach the educational services of the community, creating a process of trust that puts into perspective what is often an imaginary world that creates mistrust, a sense of shame, and fear of judgment compared to more institutional programs.

## **II. MATERIALS AND METHODS**

The objectives are:

- to ensure continuity of intervention in the event of staff absences;
- to prevent the risk of burnout and increased team turnover;
- foster the creation of cohesive groups of professionals and users, within which everyone can freely express and discuss the proposed topics;
- create a sense of belonging to a group;
- collaborate and share;
- explore the desires and expectations of participating minors and disabled people regarding themselves and others;
- allow participating minors and disabled people to experiment with a different form of expression, communication, and relationship, such as artistic and pictorial work;
- experiment with the creation of an artistic performance that gives the participating minors and disabled people some of the meaning of what was covered in the workshops and can boost their self-esteem;
- discuss with users issues that are significant for their growth in a protected environment.

Generally speaking, the Interservices project is the result of intense, cross-functional work among the services that has engaged the P.G. cooperative over the years. Frassati is committed to both researching innovative forms of empowerment for teams and experimenting with new methodological approaches for the care, prevention, and management of the main critical issues intrinsically linked to social work. The research involves analyzing the methodologies, interventions, and practices implemented by services managed by the cooperative, both with similar user bases (minors and disabled people, respectively) and adjacent territories, in order to identify best practices and, by adapting them, apply them, and test them during the Interservices project.



## RESULTS AND CONCLUSIONS

The research project aims to develop an innovative model for the P.G. Frassati cooperative for managing the replacement of absent staff and ensuring continuity of education and care for minors and those with disabilities. This model will be transferred and disseminated within the organization, among the partners involved, and with local stakeholders. To this end, specific information sessions will be organized dedicated to the local area, open to citizens and all local workers, from the cooperative and the entities managing social, welfare, and healthcare functions, aimed at disseminating the results achieved. The group activities that will be designed will seek to reach the recipients in informal contexts (or rather, not characterized as care settings): we believe this can be a winning strategy for identifying needs and promoting the recipients as key players in their life journeys. On the other hand, organizing informational and social meetings should provide recipients with a facilitator to discuss their lifestyles, and should also be an important tool for engaging and addressing the recipients' perceived needs. Investment in training and group activities will guide the project not only toward proposing innovative ways of replacing staff, but also to respond to the support and social needs of the recipients themselves. Ultimately, the model we are trying to develop with project, integrating synergistically into the system of educational and welfare services for minors and disabled people in the areas involved, aims to create motivated and thoughtful work teams, flexible and capable of working together and acting harmoniously, while always ensuring highly professional protection and support for the direct recipients.

### SO.L.E. – SOCIAL LIVING EXPERIENCE project

Co-housing is a collaborative living model born in Scandinavia over fifty years ago. After having traveled around the world, it is now gaining ground in Italy. It involves residential settlements consisting of apartments complete with spaces for shared use and sharing among co-housers. Co-housing is characterized by participatory planning, shared spaces, socialization, and a sustainable environmental impact. Since 2012, the P.G. Frassati cooperative has been managing social housing projects in various territories and, with So.L.E., has decided to launch a research project aimed at designing and testing innovative social housing approaches.

The experiment aims to analyze the interventions implemented in the various social housing services provided by the cooperative and, through a comparison with models and best practices, expand the specific knowledge regarding social housing. The ultimate goal is to create a new model of social housing that integrates co-housing, social housing, and housing-first models.

## **I. MATERIALS AND METHODS**

So.L.E., Social Living Experience, is a SOLIDARITY CO-HOUSING project that integrates models of co-living inspired by co-housing, social housing, and housing first. Co-housing is characterized by participatory planning, shared spaces, socialization, and a sustainable environmental impact. The model proposed by So.L.E. offers a new, supportive approach to rental housing. A housing solution that combines the traditional advantages of a home with those of a lifestyle based on social relationships. Sharing spaces, services, and values allows for personal enrichment achieved through the formation of a group driven by collective and supportive values.

Social housing, on the other hand, consists of the temporary provision of affordable housing and services, intended for citizens with low-to-medium incomes who are unable to afford rent or a mortgage on the private market, but who cannot access public housing. Finally, Housing First is a model of intervention to support homeless people in which the right to housing is the fundamental basis for initiating support and care programs. The project proposed by the P.G. Frassati cooperative aims to create a community of people who, in addition to sharing housing spaces and resources, also share relational and social resources, in the belief that traditional co-housing, through its distinctive characteristics (sense of community, sharing, absence of hierarchies, etc.) can provide greater stability and solidity to temporary social housing interventions. Specifically, the trial involves people experiencing social marginalization and/or need (individuals referred by social services), people experiencing temporary housing stress (young people leaving shelters, students, adults undergoing separation, etc.), and people who want to share experiences of living together (co-housers). So.L.E. provides three solutions corresponding to different types of recipients, responding to their respective needs:

**SOCIAL:** So.L.E. represents a valuable opportunity for a person in need to benefit from temporary housing, thus avoiding homelessness and experiencing all the benefits of a community driven by a spirit of solidarity and human values, both individual and

collective.

- **LIVING:** So.L.E. is a housing solution for people seeking a temporary solution, such as young people, students, struggling workers, or adults undergoing separation. They will be able to enjoy all the organizational, economic, and emotional benefits typical of a small community rich in resources.
- **EXPERIENCE:** So.L.E. is comprehensive experience, aimed at citizens who develop the desire to experience cohabitation, sharing spaces and services in a context that also hosts people in temporary difficulty, becoming supportive co-housers.

In general terms, the So.L.E. project is the result of intense work that has engaged the P.G. Frassati cooperative over the years, both in researching innovative forms of welfare and experimenting with new social housing services, as well as in finding local entities with which to build high-value partnerships.

## **II. RESULTS AND CONCLUSIONS**

The R&D activity of the So.L.E. project analyzes the methodologies adopted in the cooperative's various services for adults in difficulty, in order to design, test, and consolidate approaches and best practices for:

- promotion of cohabitation and supportive cohabitation;
- educational and social support for vulnerable individuals (social housing);
- territorial and community integration.

The work model thus constructed and tested, the result of an analysis of multiple cooperative services, will constitute an important competitive advantage. Furthermore, to improve it, it will be the subject of ongoing analysis and testing to validate it and, hopefully, patent it as an innovative solution.

### **COURAGEOUS CAPTAINS**

Since 2012, social cooperatives have been experiencing profound economic difficulties, accompanied by a severe political and cultural crisis that has led to significant cuts in resources allocated to social services. Within this process

of transformation of the economic and social context, social cooperatives have been called upon to take on new challenges in service management to progress or at least survive. The P.C. Frassati cooperative has decided to address this unstable and complex scenario starting from the perspective of organizational culture. Focusing on aspects of corporate culture, in fact, means privileging those soft variables pertaining to all those dimensions of the system of relationships, which can play a significant role in hindering or encouraging and supporting corporate choices for change. Essentially, it is assumed that neglecting the soft, more elusive and nuanced aspects relating to behaviors risks compromising potentially productive initiatives that, however, are destined to stall during the implementation phase. The project research project aims to analyze the corporate culture of the P.C. Frassati cooperative to develop and define the company's vision, mission, and values. These are the goals to be pursued to align actions with higher objectives and promote broader sharing and internalization through appropriate communication and dissemination throughout the company. Finally, it aims to develop a system of performance indicators based on the Guiding Principles of the cultural and leadership model and which represents the reference point for the construction of a professional performance evaluation system.

## **I. MATERIALS AND METHODS**

Since 2016, the P.C. Frassati cooperative, supported by the HR Community Consultant company, has undertaken a four-phase organizational research and development process.

### **1. Listening and Challenges**

Two sessions were held with several working groups to provide a thorough and, above all, widespread understanding (involving a representation of all the cooperative stakeholders) of the organization's ideas, representations, perceptions, and experiences. The objective of the first session is to identify the challenges and key positive elements that describe the value generated by the organization.

### **2. Distinctive Organizational Behaviors**

In this phase, the elements that emerged in Phase I are connected with the skills/abilities/behaviors necessary to address daily work and lead work groups. The goal of this phase is to involve all project participants in exploring and developing

the leadership profile needed by the organization, to define a cultural behavioral model consistent with the change to be achieved, which must be used to rethink their professional activity. Essentially, it involves identifying those performance indicators that are based on the guiding principles of the cultural and leadership model and that can serve as a reference for self-assessment and employee performance monitoring processes. The phase concludes with the drafting of a document listing the behaviors expected from the cooperative and their translation into observable behavioral indicators and the development of an evaluation form.

### **3. Assessment Center**

The final phase of the organizational development project involves the structuring and testing of an Assessment Center consistent with the leadership profile developed in the previous phases.

## **II. RESULTS AND CONCLUSIONS**

R&D activities aim to identify and test the best solutions to provide the P.C. Frassati cooperative with new and innovative tools, solutions, and techniques for organizational development. This organizational development focuses on strengthening existing human resources, attracting and retaining high-potential personnel, and managing and developing talent.

### **MODULAR TERRITORIAL MODEL (M.T.M.)**

In 2016, following an analysis of population data in its area, the Local Health Authority ASL T03 found, in line with the general epidemiological picture, a strong growth in the elderly population and a consequent increase in chronic diseases as the main cause of death and hospitalization.

The analysis of clinical care governance processes revealed a significant criticality in the transition from the acute to the subacute/chronic phase and in the integration between hospital and territorial services. The most obvious consequence of this inappropriate governance is the overload, with risk of collapse, of post-acute healthcare facilities, which represent the main and only response to the need for hospital discharge (an "available" setting, not necessarily "appropriate"). Consequently, the lack of additional beds for continuity of care on the one hand, and the results of a careful analysis of hospital and care processes on the other, have highlighted the need to rethink the organization of intermediate care, according to

the logic of a healthcare system based on the Lean Model, (care models), also through the active collaboration of entities belonging to the Third Sector.

Starting from these assumptions, the social cooperative P.C. Frassati has begun collaborating with the ASL T03 in the implementation of the experimental project of the Modular Territorial Model (M.T.M.). The overall objective of the experiment is to develop an organizational project for intermediate care and to conduct a cost-effectiveness assessment between the existing model managed by C.A.V.S. and the innovative organizational model.

## **I. MATERIALS AND METHODS**

The overall objective of the research is to evaluate the cost-benefit and cost-effectiveness, according to the Health Technology Assessment methodology, of the current C.A.V.S.-managed model and the new M.T.M. organizational model at ASL TO3. The specific objectives of the research are:

- evaluate the health impact (effectiveness) of the two organizational models being compared;
- evaluate the economic impact (cost) of the two organizational models being compared;
- evaluate the impact in terms of healthcare resources used of the two organizational models being compared;
- evaluate the impact in terms of improved quality of life;
- evaluate the ethical and social impact.

The M.T.M. model is a (local) care setting that relies on a medical-nursing-healthcare team who work in synergy with "simple implementation" and social housing workers. A modular model, therefore, that tailors the organizational setting to the specific characteristics of the patient based on the presence/availability of a caregiver, or through their allocation to social housing. It is also modular for the different levels of care provided. Scientific literature, in fact, shows that the first few days are the most critical, to which the greatest "complexity" of care for the "post-acute" patient should be dedicated. Afterwards, the clinical commitment will be exponentially reduced, although an important care need remains.

Based precisely on these principles, the P.C. cooperative Frassati, in collaboration with the ASL T03, has created this "modular" patient management

model, with consequent potential repercussions both in terms of organizational and allocation appropriateness and financially, while also promoting all ethical and social conditions for the patient/user. It starts with the scientific data that estimates that as the days pass, there is an improvement and, therefore, it is not necessary to provide full coverage in terms of the patient's clinical and healthcare complexity for the entire period under consideration

- (1 month).
- In light of these considerations, the trial envisages:
  - Two weeks of full coverage, in which the care provided is of the utmost commitment from both a
- social and clinical-health perspective.
  - One week of medium coverage, in which the care provided is "average social and clinical-health."
  - A week of medium/low coverage in which the care provided continues to be "social average," while it will be at a basic-minimal level at the clinical-healthcare level.

The project's beneficiaries are patients domiciled in the Susa District of ASL T03 and hospitalized at ASL T03 hospital facilities, and for whom, upon medical and nursing indication, continuation of the care process in the intermediate care setting is required.

## **RESULTS AND CONCLUSIONS**

The R&D activity of the M.T.M. project aims to analyze the home-based and residential intervention methodologies (C.A.V.S. wards) used by the cooperative in its various services and adopted by the ASL TO3 in its territory, with the aim of creating an innovative treatment model in the intermediate care sector.

The research activity presupposes the design and testing of a Modular Territorial Model for its validation and modeling. The work model thus constructed

and tested will constitute a clear competitive advantage for the P.G. Frassati cooperative. Furthermore, in order to improve it, the intention is to continue testing it over the years to refine and, hopefully, patent it as a new and innovative solution in the post-acute care field.

#### WIDESPREAD MICRO-HOSPITALITY

In the face of this serious humanitarian crisis, our country has implemented a series of measures to deal with it, including the implementation of temporary reception facilities (Extraordinary Reception Centers — CAS). The Italian reception system, developed under emergency pressure, has, however, given rise to a series of critical issues, mostly related to and often amplified by the concentration of large numbers of guests in large centers, managed by commercial operators with no experience in the reception sector. These facilities, with a high concentration of migrants, have also had a significant negative impact on both local communities and the people hosted, and, given the significant financial burden, have represented a source of attraction for criminal interests.

Starting from these critical issues, the P.C. Frassati, convinced that large reception centers have negative effects, not only on the impact on local communities but also on the efficiency of services provided to migrants, has decided to launch a research project aimed at designing and testing innovative reception methods. The experiment aims to analyze the interventions implemented in the reception services for migrants provided by the cooperative and, through a comparison with models and best practices, expand specific knowledge on this topic. The ultimate goal is to create a virtuous reception model based on a strategic alliance with the local communities that offers not only comfortable accommodation but also highly qualified services.

## **I. MATERIALS AND METHODS**

Susa Valley area in the province of Turin. Through a memorandum of understanding between the municipalities of the area and the Prefecture of Turin, it was established that migrants will be welcomed in small numbers (from a minimum of 4 to a maximum of 8), distributed among all the villages in the valley. The proposed intervention model represents an innovative system for managing a CAS, because it allows for greater coverage of people throughout the territory and directly involves the institutions and the local network in managing the mutual integration process. The key points of the reception are local involvement, widespread reception rather than concentration in large centers, the creation of extended

networks capable of involving civil society and citizens rather than imposing reception facilities from above, coordination between the public and private sectors rather than simply resorting to outsourcing of services, cooperation and interinstitutional dialogue between the various levels of governance.

The P.G. cooperative Frassati has been managing the Micro Accoglienza Diffusa project since 2016 in collaboration with several third-sector organizations that have long been active in the Susa Valley: the Or.S.O. social cooperative, the Amico social cooperative, the Valdese Diaconia, and the Talità Kum Budrola Foundation Onlus. The project is implemented in partnership with local public bodies: the Intermunicipal Social Welfare Consortium (Con.I.S.A. "Valle di Susa"), the Local Health Authority (ASL T03), and all the interested municipal administrations.

The project's activities include:

- Finding, equipping, and checking the suitability of properties.
- General personal assistance services.
- Provision of goods (bedding, clothing, personal hygiene products, etc.)
- Integration services:
  - a) linguistic mediation service
  - b) psychological support
  - c) healthcare
  - d) orientation to the local area
  - e) preparation of a guest's training project/program and volunteer activities
- Language training
- Legal assistance

In addition, supplementary and specialized services are provided to better meet the needs of the guests and to promote their inclusion in the host community.

These services are organized and developed by cross-functional functions, according to a model that envisages the standardization of best practices, the centralization of functions, and the rationalization of costs, with the aim of ensuring all guests receive a better quality of service, which can be adjusted to suit the individual's needs. The areas on which these cross-functional actions focus are:

- Vocational training;
- Job placement;
- Social and sports integration.
- Artistic and cultural expression

## **II. RESULTS AND CONCLUSIONS**

M.A.D.'s R&D activity analyzes the methodologies adopted in the Susa Valley reception project and compares them with other reception methods implemented in Italy, to build a comprehensive framework that allows for the identification of the most effective and replicable interventions. The research activity involves the design and testing of new and original methodologies and work tools for the cooperative's usual practices in the field of migrant reception. The work model thus developed and tested will be tested over the years, with the aim of standardizing it as a new and innovative solution in the field of foreign reception.

M.S.N.A. project

Between January 2011 and December 2016, 62,672 minors without caregivers arrived in Italy, mainly from Eritrea, Egypt, Gambia, Somalia, Nigeria, and Syria. Their number increased sixfold between 2011 (4,209) and 2016 (25,846). Their presence is now a structural phenomenon, to which too often an inadequate response has been given, also considering a growing vulnerability related to early age and gender. Furthermore, the reception system dedicated to them is fragmented and often penalized by an emergency approach. Unaccompanied foreign minors

(MSNA) are a unique component of the foreign minors present in our country, with specific needs and requirements, especially due to the fact that they find themselves in a situation of total lack of protection, lacking any family caregivers. These conditions make them a particularly vulnerable group, exposed to the risk of exploitation, abuse, and involvement in criminal activities. Starting from these critical issues, the PG. Frassati cooperative has decided to take up the challenge of the presence of these minors to develop an experimental and innovative inclusion project, focusing on collaboration between third-sector organizations, local authorities, and local businesses.

The pilot project aims to analyze the interventions implemented in the services for minors managed by the cooperative and, through a comparison with models and best practices, expand specific knowledge on the specific issue of foreign minors. The ultimate goal is to create a virtuous reception model that promotes inclusion paths for unaccompanied foreign minors, based on the involvement of the main local public and private entities. Indeed, it is assumed that synergistic work between all the main stakeholders, both public and private, in the area is essential to ensure high quality standards of the interventions provided and thus prevent the dangerous risk of voluntary and premature removal of foster children.

## **I. MATERIALS AND METHODS**

The structure and organization of the project ensure that each minor is placed in a safe place, capable of offering both material and relational support. The service is characterized by a secular approach and respects the cultural and religious traditions of its guests. It promotes the establishment of a family atmosphere, respectful of each child's individuality and culture.

### **Social, psychological, and health care**

From the moment they are admitted, the minor is guaranteed the necessary social, psychological, and health care. During the initial and periodic interviews, the service's educational team: gathers useful information to reconstruct the minor's and his/her family's social history, verifies his/her identity, and verifies the presence of any family members or contact persons in Italy; gathers information on the minor's skills, expectations, migration plans, and any risk of persecution or danger in his/her country of origin; collects information on the minor's skills, expectations, migration plans, and any risk of persecution or danger in his/her

country of origin; collects information on the minor's migration plans, expectations, and potential ... An assessment of the minor's psychophysical condition, with particular attention to the presence of objective elements or information indicating a possible state of fragility and vulnerability. Information for the non-asylum-seeking minor regarding the possibility of assisted repatriation or permanence in Italy; Information for the minor regarding his or her rights and obligations under Italian law. Interviews are periodically proposed and managed by the educational team, which, in response to specific needs, can activate legal professionals, cultural mediators, and healthcare professionals.

### **Orientation and Legal Protection**

The minor's orientation and legal protection are guaranteed both through interventions managed directly by the educational team and through the activation of a legal professional, assisted, if necessary, by a cultural mediator.

All minors are provided with: Support in completing the procedures relating to identification and the application for a residence permit to be presented at the Police Headquarters; support in completing all administrative bureaucratic procedures; information and guidance on rights and duties established by law, as well as on the possibility of requesting international protection, family reunification, and assisted repatriation. For minors who are considering applying for international protection, a guideline and support program is activated throughout all phases of the procedure.

### **Legal notification and request for guardianship**

The team collaborates with the Social Welfare Consortium to ensure full compliance with legal notifications and, where necessary, to initiate guardianship.

### **Linguistic and cultural mediation**

Linguistic and cultural mediation activities are integrated with the activities of the socio-educational team, which oversees the reception and intervention project, and may include both interventions to directly support the minors and their journeys, as well as interventions aimed at facilitating and guiding the work of the educational team. The cultural-linguistic mediator is a resource for facilitating communication and mutual understanding of the minor's culture and that of the Susa Valley region. Knowledge of the respective cultural references, on the

one hand, helps prevent misunderstandings between minors and professionals, and on the other, provides a foundation for establishing a positive relationship between the minor and the project professionals.

### **Basic Italian Language Teaching**

Rapid learning of the Italian language not only allows each minor to improve their communication skills with professionals and others with whom they will interact during their journey but is also a fundamental element for quickly launching and successfully implementing the project of social inclusion and autonomy for each minor.

### **Activities to Support Social Inclusion**

The service handles all the paperwork and procedures necessary for each minor school inclusion. Furthermore, it provides specific guidance and support for socialization and integration activities (cultural, sports, social, artistic-expressive, etc.) offered by the local area. The MSNA project provides for the reception of a maximum of 12 minors. The documentation and recording tools for the activities and interventions carried out allow for the easy reconstruction of each minor's journey, facilitating the analysis of the data collected. The activities characteristic of the reception service, in fact, are planned, recorded.

## **II. RESULTS AND CONCLUSIONS**

The R&D activity of Unaccompanied Foreign Minors (MSNA) analyzes the methodologies adopted in the Susa Valley reception project and compares them with other reception methods provided in Italy and with those adopted in the cooperative's communities for minors, to build an overall framework that allows us to identify the most effective and replicable interventions. The research activity involves the design and testing of new and original methodologies and working tools for the cooperative's usual practices, particularly in the field of the reception of unaccompanied foreign minors and, more generally, in the field of minor reception. The MSNA project of the P.C. Frassati cooperative presents, in particular, innovative characteristics mainly related to the possibility of activating networks and integrated services with other local actors by virtue of its historical experience in the Susa Valley. The P.G. Frassati manages a wide range of services in the Susa Valley and actively collaborates with the network of local schools. It is assumed that synergistic work among all the stakeholders involved allows for the

creation of an integrated and participatory reception system capable of guaranteeing high-quality standards of the interventions provided, and that this constitutes the main deterrent to the voluntary removal of minors. One of the most alarming data regarding unaccompanied foreign minors is, in fact, the continuous increase in their disappearances. Devising innovative strategies to counteract the phenomenon of voluntary removals, which entails the risk of disappearance, with the potential exposure to the danger of exploitation, abuse, and involvement in criminal activities, therefore becomes one of the main objectives of this research.

Furthermore, the various services for minors, youth, and the disabled managed by the cooperative allow the deployment of trained educators with extensive experience in the planning and implementation of socio-educational projects. Furthermore, the social and healthcare services managed by the cooperative ensure the project can deploy healthcare professionals (healthcare workers, nurses, physiotherapists) to support children with particular disabilities. Finally, it should be noted that the P.C. Frassati cooperative's MSNA project is the first project in Piedmont to build a secondary reception facility for unaccompanied foreign minors. The model thus developed and tested will be tested over the years, with the aim of standardizing it as a new and innovative solution in the field of reception of foreigners.

## RECOVERY PROJECT

In 2005, the European Member States of the World Health Organization, the European Commission, and the Council of Europe signed the European Declaration on Mental Health. Building on this commitment and aiming to respond to the evolving mental health needs of European countries, the WHO Regional Office for Europe developed the "European Mental Health Action Plan." Among the main recommendations emerging from these documents is promoting recovery and social inclusion. In line with the European guidelines, the P.C. Frassati cooperative has decided to launch a research and development project that, through an analysis of the methodologies and activities provided in its adult psychiatry services, can promote the development of recovery-oriented best practices. To this end, the P.C. Frassati cooperative has launched a research and development project that, through an analysis of the methodologies and activities provided in its adult psychiatry services, can promote the development of recovery-oriented best practices. To this end, the P.C. Frassati cooperative has launched a research and development project that, through an analysis of the methodologies and activities

provided in its adult psychiatry services, can promote the development of recovery-oriented best practices. Frassati has decided to join the professional scientific accreditation program called the "Visiting DTC Project."

The "Visiting DTC Project" envisions building best practices and developing best practices in some of the strategic areas for Community Group Quality accreditation, through the definition and verification of operational procedures for their implementation in services. The application of best practices is then followed by the evaluation of the outcomes of each of them, also sought in specific areas highly significant for the recovery of mental illness. The project consists of research and development of best practices through work focused on aspects within individual facilities (testing and verification of innovative tools) and external aspects (network building, visits to facilities in other areas, specific training programs).

## **I. MATERIALS AND METHODS**

The project aims to raise awareness of the structures' strengths and weaknesses, to promote immediate action on critical issues, through the definition of annual improvement objectives and collaboration with other entities within this scientific community. This involvement aims to create a network among the various structures participating in the project, to prevent isolation and support the search for shared quality standards (benchmarks) to strive for. The Visiting DTC offers the opportunity to implement a circular exchange of best practices, procedures, materials, and more advanced experiences.

The key aspects of the Visiting DTC project are:

- the consensus conference, which periodically brings together all stakeholders in the evaluation process;
- the peer-to-peer exchange of visits, consultations, materials, and tools;
- the introduction of empirical research to understand and evaluate the functioning of the service;
- the shared development of manuals for the presentation of guidelines, procedures, and best practices;

- the involvement of managers and leadership;
- the definition of shared procedures for conducting the experience.

Each Annual Visiting Cycle consists of two parts:

- Community Accreditation visits
- the training program for the Internal Facilitator.

Community Accreditation visits are in turn composed of the following phases:

#### 1. Founding Phase of the Trio

During this phase, the trio of structures that will participate in the Visiting experience is established based on some shared criteria:

- homogeneity among the structures, so that the comparison takes place between entities that can mirror each other. This allows for a full understanding of each other's difficulties and mutual stimulation, through observation of the different management that other communities may have regarding common areas of operation.

- geographical proximity, when possible, which allows for similar territorial aspects and facilitates the implementation of the exchange.

#### 2. Pre-Visiting Phase

In this phase, internal facilitators coordinate all work within the facilities for self-assessment activities, which include both collective and individual administration of questionnaires, as well as the compilation of reports, forms, and qualitative assessments.

#### 3. -Visit Phase

This consists of three days of visits to the three paired residential facilities, with a schedule punctuated by a pre-defined program. This includes delegation meetings, community meetings, visits to the community facilities and

other working groups, and the development of the experience. These are aimed at fostering exchanges between the facilities and the evaluation, by the delegations and the entire Visiting group, of the functioning of the host facility.

#### 4. Post-Visiting Report and Research Phase

The external coordinators write the reports of the three days of Visiting and enter the data collected with the empirical research tools into the database prepared by the researchers for statistical processing. This data is used to calculate the strengths and weaknesses of the organizations and establish benchmark values.

#### 5. Triad Forum

This concludes the exchange process between the three-team organizations. In this forum, each organization is informed of the areas in which strengths and weaknesses have been identified. On this basis, best practices are identified that the organizations can exchange, in order to trigger virtuous processes of overcoming limitations and improving. At the end of each annual cycle, all project participants meet in a National Forum. In this forum, representatives of all the organizations that have participated in the same accreditation program jointly elaborate on the experience gained, presenting the results of the various three-team organizations and laying the foundations for recognizing the problems and common factors of the EU methodology in Italy.

## **I. HOME PHYSIOTHERAPY PROJECT – FKT**

While home care is a way to prevent hospitalization for citizens with a fair level of self-sufficiency, Integrated Home Care represents, within the panorama of social and healthcare services, an intervention model that effectively implements continuity of care in the home of patients returning to their own homes after a period of hospitalization. Home physiotherapy (FKT project) is aimed at home adaptation of users with recent disabilities and/or training caregivers (family members, caregivers) in assistance and mobilization activities (postural transitions from bed to wheelchair, preventive mobilization of bed-bound patients). Physiotherapy treatment complements that are undertaken in the hospital after surgery (e.g., the application of a prosthesis) or disabling event. Interventions typically spread

throughout the local area, so providers spend considerable time traveling from one home to another. The physiotherapy assistance activity is the result of a joint needs analysis conducted by the cooperative in close collaboration with the relevant Functional Recovery and Rehabilitation facilities, which share the characteristics and needs of the people receiving care and agree on the type of intervention to be carried out. The research work includes an analysis of the methodologies of the interventions implemented by the relevant public bodies and the practices of the healthcare and home care services managed by the cooperative. The aim is to identify best practices and, by adapting them, implement them in the project and test them during the FKT project.

The P.G. Frassati cooperative has been managing community and home-based services in various regions for over 35 years: with FKT, it has decided to launch a research project aimed at designing and testing innovative pathways for continuity of care and resilience. The project complements the ASL TO3 Home Care program and is aimed at people who require temporary healthcare or social-healthcare services at home. Among these people, the cooperative has decided to invest in home-based interventions provided by rehabilitation therapists. The pilot project aims to analyze the interventions implemented by public bodies typically involved in managing home care services in the ASL TO3 districts and to design highly professional interventions dedicated to those who require temporary home rehabilitation care. The project aims to expand specific knowledge regarding home rehabilitation for people with reduced mobility, autonomy, and varying degrees of self-sufficiency and non-self-sufficiency. The overall objective is to develop a new professional home support model that integrates both healthcare and relational home care models. The aim is that these programs, depending on the specific characteristics of each recipient, can promote a return to an active life, guide, accompany, and facilitate the future of those who suddenly find themselves living with a permanent disability following a disabling event, but also develop resilience and remain stable in their own homes and neighborhoods.

The FKT project complements the treatment received by patients in hospital following a procedure (e.g., prosthetics) or a disabling event. Home physiotherapy stems from the cooperative's strong belief in the importance of focusing on developing resilience and leveraging existing resources and autonomy on those cared for. For these reasons, FKT focuses on a rehabilitation program that promotes the home adaptation of users with recent disabilities and/or empowerment of caregivers (family members, caregivers) in assistance and mobilization activities (postural transitions from bed to wheelchair, preventive mobilization of bedridden

patients). The project complements the ASL TO3 Home Care program and is aimed at people who temporarily require healthcare or social services at home. Among these individuals, the cooperative has decided to invest in home-based interventions performed by rehabilitation therapists.

The P.G. Frassati cooperative, which has always been committed to implementing social and welfare projects for people in need, has decided to invest in this trial to seek innovative and economically and socially sustainable solutions, and to become a point of reference for developing resilience and professional rehabilitation techniques in home care settings that focus on enhancing the personal resources and autonomy of those cared for. It is expected that the project will achieve significant development thanks to the activation of the personal and relational resources of the recipients and the direct involvement of the relevant local health authority. FKT intends to research and test new home rehabilitation methods for patients discharged after a period of hospitalization (the reference area is the jurisdiction of ASL TO3, divided into the Districts of Collegno, Venaria, Giaveno, Orbassano, Rivoli, and Susa) who require home rehabilitation care to resume an active lifestyle and/or to preserve their residual abilities and independence.

#### “COMMUNITY HOME SUPPORT” PROJECT

Home care is a method of preventing hospitalization for citizens with a reasonable level of self-sufficiency. Interventions are typically distributed throughout the community, so workers spend a lot of time traveling from one home to another. Access to formal services is guaranteed by the Social and Health Services (specifically, Unione NET and ASL To4, project partners) through integrated information and orientation desks (SUSS, local offices of the agencies). To date, services to support home care are activated mainly after evaluation. The project aims to work on a different target, focusing on those people who are still self-sufficient and therefore excluded from the public home care system because their condition is not yet considered to be serious. The P.G. Frassati cooperative has been managing community and home care services for over 35 years for the elderly and disabled people in various areas. With *Sostegno Domiciliare di Comunità* (Community Home Support), it has decided to launch a research project aimed at designing and testing innovative resilience pathways and preventing hospitalization in dedicated facilities. The trial aims to analyze the interventions implemented by public bodies typically involved in managing home care services in the Northeast of Turin (the Unione NET consortium's reference area) and to design complementary interventions for those who do not have access to home care

managed by the public system.

Through a comparison with models and best practices, also conducted with participation in the research and evaluation of APS Psico Point, an association of psychologists with roots in the area, the project aims to expand specific knowledge regarding the home care of vulnerable and self-sufficient individuals. The overall objective is to create a new model of light home support that integrates home care models that are more relational than healthcare-based, with socialization and activation actions for the direct recipients and the community, encouraging the development of resilience and the recipients' continued presence in their own homes and neighborhoods. The steady increase in the aging rate of the Italian population, especially in Piedmont, the reduction in the state's financial commitment to policies to prevent hospitalization, the growing loneliness of the elderly and adults with disabilities, and the ever-increasing concentration of working-age people in city centers have led, on the one hand, to an increase in placements in care facilities for the elderly and disabled, and on the other, to the worsening conditions of loneliness among many vulnerable citizens. The P.G. Frassati cooperative, which has always been committed to implementing social projects for the elderly and disabled, has decided to invest in this experiment to seek innovative and economically and socially sustainable solutions, and to become a point of reference for the development of resilience and gentle home care techniques that focus on social and community activities. Furthermore, since public and private responses are unable to adequately meet the pressing need to move beyond the traditional approach of residential care for vulnerable individuals, it is assumed that the project will achieve significant development by activating the personal and relational resources of the recipients themselves and the community of reference.

In terms of socialization, the project offers a concrete and sustainable response to individuals who were previously isolated, enabling them to get to know each other and create bonds that will foster their social activation and their ability to be present in the community, thus decreasing the probability or, in any case, delaying their entry into care facilities, moving beyond a purely assistance-based and emergency-based approach. Community Home Support (SDC) aims to research and test new methods of identification, assessment, and home support for some of the approximately 3,800 elderly and 500 disabled people in the Northeast Turin area who currently do not have access to home services, involving and supporting local community stakeholders (municipalities, associations, schools, and the local community).

## **I. “OFFICINE SANT’AMBROGIO” PROJECT**

"Officine Sant'Ambrogio" was born from a series of reflections, thoughts, and experiences initiated in 2017 between the P.G. Frassati cooperative and the Social Welfare Consortium of the 37 municipalities of the Susa Valley (Con.I.S.A. Valle di Susa), for which the cooperative manages the network of educational interventions for children. Following these analyses, several critical issues emerged regarding the treatment of educational interventions for children and their families. In particular, a tendency was noted to procrastinate the completion of interventions due to the constant identification of new goals to achieve. This, however, maintains a low turnover in access to specialized services.

Meanwhile, at the beginning of 2017, the Piedmont Region approved the Pact for the Development of Solidarity Communities. The document's political premise proposes interpreting the Regions as a balance point between national unity and the plurality of territories and identifies the Community Development Pact as a promoter of social innovation processes in the welfare sector. Innovation in social policies is identified as a necessary tool for "creatively accepting new challenges" and responding more effectively to needs and their evolution. Adapting responses to changing needs must be accompanied by a renewed capacity of the system to offer interventions and solutions that are not standardized but rather tailored to the specific needs of individuals and families. From this perspective, the Region proposes to focus welfare action on two axes: on the one hand, the promotion axis, which recognizes the individual as an active subject within their own social and cultural context; on the other, the care axis, which is committed to ensuring that people who are no longer independent have access to an integrated care system that prevents the condition of non-self-sufficiency from transforming into social exclusion. Based on these assumptions, the P.G. Frassati cooperative has decided to launch a research project aimed at designing and testing innovative welfare programs for minors and their families. Specifically, in line with the provisions of the Pact for the Development of Solidarity Communities, it intends to test a new and innovative working method for operators that focuses more on the involvement and engagement of local community resources, moving away from the logic of de-responsibility or delegation to services, but rather starting from the assumption that vulnerability affects and affects everyone.

Following the analysis conducted by the cooperative together with Con.I.S.A., the decision was made to launch the test project in the municipality of Sant'Ambrogio di Torino. In this municipality, social problems and hardships were identified that particularly affect pre-adolescents and adolescents, and despite the interventions and actions of the cooperative and Con.I.S.A. and the municipal administration, it is not possible to create autonomous paths that allow us to move beyond the welfare-based approach. The P.G. Frassati cooperative has been collaborating with the Social Welfare Consortium of the Susa Valley for almost thirty years, on behalf of which it manages the network of educational services for minors and home and residential services for the elderly. From 1991 to today, the cooperative has successfully developed projects that have allowed it to win various tenders for the management of services for minors and the elderly. Over the years, it has also developed and consolidated partnerships with the public service and third sector networks in this area. Service innovation is therefore a strategic priority for the P.G. Frassati cooperative, capable of ensuring it a significant competitive advantage in the Susa Valley. The cooperative has been operating in the Susa Valley since 1991. It considers the local community as a protagonist and ally in generating social value and local impact, and collaborates with organizations and individuals in understanding needs, seeking balanced growth, and in the planning and development of policies, maintaining a high level of reflection in planning and organizational action. All services are geared towards promoting and enhancing the people they support, respecting their uniqueness and potential, through care, protection, and support aimed at enabling individualized pathways. Today, employing approximately 90 workers, it manages a broad network of educational and social care services for minors, the elderly, and vulnerable adults in the Susa Valley, in close collaboration with Con.I.S.A. and the local health services of the ASL TO3. In particular, in the municipality of Sant'Ambrogio, the Cooperative manages a day center for disabled people on behalf of Con.I.S.A. Valle di Susa.

## **I. DOMAN ANSEMA**

The Doman Ansema project is an initiative launched in the Susa Valley (Metropolitan City of Turin - Piedmont Region) to promote the autonomy and inclusion of unaccompanied foreign minors (henceforth UASC), ensuring full respect for children's rights. The aim is to study, design, and test an innovative approach to welcoming young migrants.

The title (from the Piedmontese dialect: tomorrow) represents and combines the project's strong local roots with a vision that looks to the future not

only of UASC, but of the local community, which will be called upon to play an active role in empowering and involving them in integration policies. The Susa Valley welcomes 0.77 UASC (compared to a national figure of 0.3) per 1,000 inhabitants, making it a region strongly committed to welcoming young migrants.

The project has a duration of 30 months and is structured around four main activities: social inclusion (e.g., workshops with schools, meetings with local workers, active volunteering), linguistic and cultural inclusion, job placement (e.g., skills assessment of unaccompanied foreign minors, matching with company needs, on-the-job training, etc.), and the development of independent living (e.g., information and training on rights, duties, and procedures for independent living, piloting of supported independent living). Alongside these activities, carried out directly by and with foreign minors, three coordination and governance support activities are planned, encompassing project management and monitoring, communication, and the activation of mobility support for the beneficiaries.

Since 2017, the P.G. Frassati cooperative has been managing the first FAMI secondary reception community in Piedmont dedicated to unaccompanied foreign minors. With Doman Ansema, she has decided to launch a research project aimed at designing and testing innovative social inclusion and career guidance pathways by experimenting with an approach that activates the welcoming local community.

Through a comparison of models and best practices, including participation in the research and evaluation of the agency responsible for monitoring and evaluating the project and the consortium of banking foundations supporting the project, Doman Ansema intends to expand its specific knowledge regarding innovative methods of social inclusion and career guidance for unaccompanied minors. The overall objective is to design, implement, and structure a new model of local collaboration that promotes the inclusion and gradual integration of unaccompanied minors into the local community, through socialization and activation activities for the direct beneficiaries and the community in the areas of linguistic and cultural inclusion, job placement, and independent living.

The Susa Valley has had experience with foreign minors since the 1990s, but these were mostly children joining relatives who had previously immigrated for work (only a few cases per year).

The phenomenon of the influx of foreign minors arriving in the Susa Valley completely without a caregiver is different, and it began to increase towards the end of 2015. By the end of that year, 15 minors had been taken into care.

The migratory flow has gradually increased nationwide in recent years, but has affected the various regions differently based on their geographic location. In fact, minors, mostly identified in border areas, are taken care of, in accordance with the law, by the Social Services responsible for that area (priority reception should be provided within the national Protection System for Applicants, Refugees, and Unaccompanied Foreign Minors, which, however, is far from being fully operational and capable of dealing with the high numbers).

Given the Susa Valley's location on the border with France, the number of minors identified heading towards Northern Europe has increased exponentially. They are stopped at the border by the French police, taken to the Italian police (Bardonecchia Police Station), and reported to Con.I.S.A. "Valle di Susa".

Doman Ansema develops the following macro-actions.

1. WP2 Actions to accelerate social and relational inclusion

This macro-action includes a series of actions aimed at studying social and relational integration measures for the recipients. Common elements of all actions.

2. WP3 Linguistic and Cultural Inclusion

This action includes a series of actions aimed at streamlining and innovating Italian language learning and cultural inclusion programs.

3. WP4 Employment Support Programs

Actions aimed at professional training and job placement for unaccompanied minors and at finding "tailor-made" opportunities for the minor by matching the children's expectations with the needs of local businesses.

4. WP5 Housing Independence Programs

This action includes a series of activities aimed at creating housing and living independence for unaccompanied minors. Information sessions will be

provided to recipients on rights and responsibilities with the transition to adulthood and independence, conducted by qualified professionals, through collaboration with ASGI1 (role-play on autonomy; health education and independent access to healthcare services).

To address any housing needs, there will be research aimed at facilitating the inclusion of beneficiaries in local social housing and expanding housing resources through apartment rentals. The project's goal is to research methodologies Approaches and tools capable of fostering a change in mentality in the reception approach of the host communities themselves. The project's main objectives are:

- to foster the social and relational inclusion of beneficiaries.
- to foster the linguistic and cultural inclusion of beneficiaries.
- to promote the employment and independent work of unaccompanied minors by implementing personalized programs that respond to their skills and aspirations as well as to available local opportunities.
- to promote the independent living of unaccompanied minors by implementing innovative practices and resources for the local community.

The Doman Ansema project is the result of intense work that has engaged the P.G. Frassati cooperative over the years, both in researching innovative forms of community-generating welfare and in experimenting with new methodological development approaches, as well as in seeking local stakeholders with whom to build high-added-value partnerships.

#### THE MONGRENO PROJECT 343 - MINORS AND PATHOLOGICAL ADDICTION

Substance addiction is a pathology with a significant social and health impact, with direct and indirect consequences on public order and on health and social spending. As such, it is the subject of general and specific government interventions. The population groups most vulnerable to this phenomenon are young adolescents, and for this reason, the likelihood of starting to use drugs is much higher during adolescence and early adulthood than in later stages of life. Since Piedmont lacks a specific residential facility for minors with substance use issues, the need arises to create a residential facility capable of accommodating minors with substance use and/or addiction issues, with a specific treatment plan. The P.G. Frassati cooperative

has gained significant experience in managing residential educational communities for minors (first opened in 1981, currently managing 5 facilities) and specific experience in managing addiction services. For these reasons, starting in 2016, the cooperative initiated discussions on the issue with the ASL Città di Torino and the Piedmont Region. This led to the creation of a working group composed of staff from the cooperative and the ASL Città di Torino Addiction Department. This group, on the one hand, confirmed the need for residential projects for minors with substance addiction issues. On the other hand, with the support of Studio APS, it mapped the communities present throughout the country. The survey revealed that only one facility (San Patrignano) is specifically dedicated to welcoming minors, while some adult communities reserve places for minors and/or young adults. These facilities, however, are spurious, if only for the simple reason that minors' contact with substances has been more limited, their neurobiological development is different, and so is the stratification of adverse experiences, with the risk of borrowing diagnostic and treatment elements for minors from communities designed and equipped for adult drug users.

In light of these factors, the Frassati cooperative, in collaboration with the ASL Città di Torino, has decided to launch research aimed at creating an innovative residential treatment service for adolescents with substance addiction issues, which will focus on a treatment plan based on new operational practices.

The methodology underlying this project is Kurt Lewin's action research. The project is preceded by analysis and research in which external professionals (APS Studio, Milan) assist the interinstitutional technical team composed of workers from the P.G. Frassati cooperative and the ASL Città di Torino in identifying an innovative design model. To this end, the available scientific literature and Italian experiences in treating adolescents with addiction issues are analyzed.

The goal is to create a residential facility specialized in the exclusive treatment of adolescents with addiction issues, where innovative rehabilitation and educational practices will be tested.

The community to be created is intended for 12 minors aged 14 to 17 with problems related to the use or abuse of psychoactive substances and who have experienced destabilizing or distorting experiences in their psycho-affective development: in particular, alterations in their motivation/reward system and their relational bonding system.

In relation to these processes, the aim of the intervention is to provide an opportunity to re-regulate the emotional system through experiences that open new possibilities. The community, therefore, aims to offer adolescents a place where they can experience relationships and emotions, allowing them to imagine their future and rethink their social and family systems. This is possible thanks to the community's innovative educational offering, which focuses on relationships with a peer group, daily life, play, and a constant and intense educational relationship with staff. Regarding substances, the goal of the community program is to offer a space for processing the significance of substance use and abuse on one's psycho-emotional functioning, leading to possible complete remission. The process of re-evaluating substance use allows for a re-imagining of a new growth path: resuming school projects, career paths, family and friendship ties, and strengthening life skills. The community's working method is based on gaining experience and learning from experience within a regulated social microsystem. The quality and effectiveness of interventions implemented in the community are closely linked to the ability to meet the needs of the children welcomed, both globally and individually. This involves promoting personalized care and systematic evaluation of the effectiveness of interventions, also to identify the factors that best explain and determine the effectiveness indicators achieved and the conditions for achieving them. The care of minors responds to different levels of need by seeking project-based solutions and daily care that take into account their health status and any psychological distress, as well as experiences of mistreatment, abuse, and/or severe neglect. It ensures the satisfaction of primary needs through protection and care activities, with the pursuit of mental and physical health and general well-being, attention to food, housing, and hygiene, and through educational interventions aim to satisfy higher needs, such as relationships, belonging to networks, and self-realization. Scientific research shows that properly regulated affective experience can foster the integration and differentiation of interconnections between neural networks, enabling the development of flexibility, stability, and coherence in the global mind-brain-body system. The growth of this system depends on a reciprocal relationship in which stories, meanings, gestures, and so on are exchanged. The global affective system is composed of primary affective systems: seeking-desire, fear, anger, sexual pleasure, nurturing, attachment, play, and peer cooperation. These are the "tools" needed for living and are connected to higher processes (thought, consciousness, language).

Numerous studies show that the affective system of play is the basis for the exploration of new experiences and allows for the experimentation of all possible emotions in a "safe" context, developing new social skills. Play therefore allows for the experience of "as if," without negatively impacting one's experiences and

behaviors. Considering all this, play is a fundamental element of community life, as the lightheartedness it brings can have therapeutic value for patients. For this reason, numerous activities are conducted within the community using playful techniques that unconsciously lead to reflection on one's emotions through playful lightness.

#### HAND-STITCHED STORIES

From a psychosocial perspective, the family has become an unstable unit, in terms of housing and work, in aspects of relationships, and in the management of daily life. An increasing number of minors, growing up in deprived and depriving local communities and families, are disoriented and lack the skills necessary to address developmental challenges. For these more vulnerable families, the barriers to accessing and using services become insurmountable. Furthermore, the absence or weakness of social networks to support daily life, unemployment, limited opportunities for socialization and integration into the urban fabric, economic, cultural, and linguistic factors, and the prevalence of crime also make it difficult for them to remain in the programs offered by services.

The project aims to design and test an integrated approach involving the various stakeholders involved in a child's development: family members, teachers, and peers. This approach involves, on the one hand, experimenting with the role of the school educator, who works within the class to support children and school staff. On the other, it involves working directly with the child and their family through collaborative and educational activities in a structured setting and through local interventions to support and explore the local area and its opportunities. The P.G. Frassati cooperative has been managing residential, semi-residential, community-based, and home-based services for children, young people, and families in various areas for over 40 years. With *Storie cucite a mano* (Hand-Sewn Stories), it has launched a research project aimed at designing and testing innovative approaches to preventing school dropout and early school leaving. The project aims to analyze various methodologies developed in the relevant literature and test them in the southern outskirts of Turin (the area served by the consortium of the Union of Municipalities of Moncalieri, Trofarello, and La Loggia). The project intends to design interventions that complement and improve the current provision of educational services for minors in the project's territories, with particular attention to peripheral and disadvantaged areas. Through a comparison with models and best practices, also conducted with the participation in the research and evaluation activities of the Emanuela Zancan Onlus Foundation, the project aims to contribute to expanding specific knowledge regarding the prevention of school dropout.

Storie cucite a mano (Hand-Sewn Stories) aims to research and test educational and relational pathways capable of increasing knowledge regarding the intervention area, with the ultimate goal of developing practices that can contribute to reducing school dropout. This project focuses on developing children's relational and cognitive skills and strengthening families' parenting skills by building a social network to combat isolation and prevent hardship, including through work with school staff. Specifically, the project aims to:

- study approaches to develop local prevention and empowerment strategies capable of positively engaging minors, particularly those in vulnerable situations;
- implement high-density educational facilities capable of becoming a local reference point in the challenge of educational poverty;
- design pathways to support new families and address new forms of vulnerability and educational poverty with strategies that draw on a community welfare approach;
- strengthen social ties between members of the educational community by developing the capacity for innovation of local stakeholders.

The project researches and promotes, at the national level, experimental support and mediation initiatives between families, schools, and the local community, aimed at reconnecting the resources that the local area offers, making them the heritage of the entire local community and enhancing them in promotion and prevention programs aimed at minors and groups. The aim is to work together to define a new role for families, recognizing that in the face of deteriorating relationships, the erosion of social capital, and the inability of the traditional welfare system to address all needs, the risk of service decline and the need-response short circuit must be overcome. The core of the project is the study and testing of a different and new intervention model based on the leadership and involvement of individuals, groups, and organizations, in order to: Building, in a shared manner, responses to emerging social needs. The actions revolve around strengthening and mobilizing existing resources: the identified areas in Piedmont, Puglia, and Lazio are rich in active schools, albeit with great daily challenges, institutional services co-managed by the third sector that work synergistically, competent stakeholders, and already active families—elements crucial to the project's success and future sustainability. The aim is to create and strengthen a community of practices, experimenting with an

intervention method co-produced with citizens, a driver of change and a real enabler of engagement and response to specific needs expressed.

In general terms, the *Storie cucite a mano* project is the result of intense work that has engaged the P.G. Frassati cooperative over the years, both in researching innovative forms of generative community welfare and in experimenting with new methodological approaches to prevention and care, as well as in seeking local stakeholders with whom to build high-added-value partnerships. The research project includes an analysis of various methodological approaches in the relevant scientific literature, an analysis of the methodologies of interventions implemented by the relevant public bodies, and the practices of the local and semi-residential services for minors, youth, and families managed by the cooperative. This will identify best practices and, by adapting them, apply them to the project and test them during the *Storie cucite a mano* project. Specifically, the approaches studied and tested will:

- provide a theoretical framework for the integrated method according to the model proposed by Dr. Donata Francescato;
- understand and experiment with active and empathic listening techniques according to the models of Carl Rogers and Thomas Gordon;
- experiment with the containing and transformative function of active and empathic listening;
- understand some techniques useful for conflict management (the "I message" developed by Thomas Gordon).
- understand and experiment with some techniques useful for fostering relationships between students in the classroom (the circle time tool).

The general objective is to test innovative interventions capable of contributing to the reduction of the phenomenon of school dropout, improving the relational and cognitive skills of children and strengthening the parenting skills of families by building a social network against isolation and preventing hardship also through work with school staff.

## CONCLUSIONS

The research initiated by Cooperativa Frassati has achieved significant scientific benefits. In fact, exploiting the results of research and development activities leads to an increase in the quality and efficiency of the care services offered to patients, their families, and the community. Research activity is a hallmark of Cooperativa Frassati's very existence and has allowed it to acquire unique experience in its field, developing a know-how primarily based on the knowledge and training of the highly qualified staff employed on various research projects. These experts are highly professional and multidisciplinary, as well as the nursing and healthcare staff who have made a vital contribution to the advancement of the research itself.

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