

ANNUAL REPORT

2023

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PRESIDENT'S MESSAGE

Dear Members and Friends,

On behalf of the Board of Directors, I would like to extend our heartfelt appreciation for your unwavering support, engagement, confidence, and contributions to the important work and vision of EHMA. In the past year, the EHMA platform has grown. Our organisation's engagement with agencies, including the WHO, the European Commission, and the OECD, is increasing, as are invitations to collaborate on projects and participate in high-level meetings. Our increasing visibility demonstrates the significance of health management for European health systems.

Our policy work has been significantly developed and strengthened - we have published several position papers addressing topics including patient safety, the sustainability and availability of medicines and the digitalisation of the health system. We are a member of the European Commission Health Technology Assessment Stakeholder Network. We are actively involved in the EIT Health sounding board for the European Health Data Space.

2023 has also seen us embark on several new EU projects and initiatives, namely AMR-EDUCare, PREVENTABLE, PREVENT, and TRANSITION, which aim to address surveillance, prevention, treatment of rare diseases and cancer, and digital skills amongst clinical-oncology staff. With the AMR-EDUCare consortium, we are developing educational materials for healthcare professionals and health managers aimed at reducing the spread and exposure to antimicrobial resistance (AMR).

In 2023, we have also achieved great milestones. At our Annual Conference, the BeWell project launched the first version of the skills strategy on digital and green upskilling and reskilling of health and care workers. Equally, our Annual Conference was a great success, with a record number of abstract submissions. We extend our gratitude to our member, ALTEMS - Graduate School of Health Economics and Management at Università Cattolica del Sacro Cuore for co-hosting the conference.

Next year, the 29th edition of the EHMA Conference, co-hosted with the Ministry of Health of Romania and our member, the National Institute for Health Services Management (INMSS), themed 'Shaping and Managing Innovative Health Ecosystems', will take place on 5-7 June in Bucharest, Romania. With my colleagues from the Board, we are excited to meet you in Bucharest!

Looking to 2024, EHMA will continue to offer educational, networking, and professional development opportunities. Let's continue to collaborate to drive positive change in healthcare.

I look forward to another year of collaboration and sharing knowledge to achieve excellence in health management.

Prof Sandra Buttigieg

President of the EHMA Board of Directors



ABOUT US



The European Health Management Association (EHMA) strives for excellent health management for a healthy Europe by supporting the spread of knowledge on effective health management practices. Active since 1982, EHMA exists so that Europe's citizens and communities can benefit from quality, safe, value-based care and health systems. Our focus is on enhancing the capacity and capabilities of health management to drive solutions and ideas to enable resilient health systems, relevant knowledge transfer, more sustainable practices, and successful implementation of health policy, in order for patients and citizens to have better health outcomes. Our commitment is on supporting the provision of data and research findings, supporting evidence-based decision-making, and monitoring health policies and practices.

Our Vision

Our vision is **excellent health management for a healthy Europe.**

Our Mission

Our mission is to **support the spread of knowledge on effective health management.**

Our Values

Our values are excellence, quality, inclusiveness, relevance, and respect.

OUR EVENTS



All our events are tailor-made. The choice of topics, speakers, format and target audience vary every time. Special attention is given to new formats and techniques to facilitate exchanges and reach each event's objectives.

Diversified stakeholders are invited to attend our events. Thanks to forty years of experience in building and supporting communities of practice within the field of health management and policy, we use effective engagement techniques to involve various profiles ranging from healthcare managers and professionals to policymakers, researchers and educators.

THE EHMA 2023 CONFERENCE



In 2023, we co-hosted the 28th edition of our Annual Conference in Rome, Italy, with our member, ALTEMS – Graduate School of Health Economics and Management of the Università Cattolica del Sacro Cuore.

The theme of the conference was 'Health management: sustainable solutions for complex systems'. Throughout the three-day program, we looked at opportunities, best practices and innovations for continuously evolving health systems. We supported participants in proposing innovative solutions for sustainable and resilient health systems and facilitated exchanges and discussions on complex topics.

The EHMA Conference is the preeminent place for today's and tomorrow's health leaders and managers to share experiences, skills and competencies. Every year we bring together experts from across Europe and the world to discuss solutions to the future of health management.

In 2023 we gathered over 400 delegates and offered a rich programme of over 35 sessions, including plenaries, oral presentations, scientific dialogues, and workshops. The conference offered a unique opportunity to find answers to some of the most difficult problems in leading, managing and organising health care services and leading health systems in times of constant transformation.

The EHMA 2023 plenary sessions are available on-demand.

- [Opening ceremony](#) - 'Health management: sustainable solutions for complex systems'
- [Plenary 1](#) - 'The health systems' contribution to sustainable development'
- [Plenary 2](#) - 'Health technologies and managerial processes'
- [Plenary 3](#) - 'Compassionate leadership for transforming healthcare'
- [Closing ceremony](#).

OUR EU-FUNDED PROJECTS



The projects we are involved in address key health management topics.

The topics include the development of a European strategy on green and digital skills for the health workforce; supporting the development of future-oriented skills through the creation of 7 European Regional Vocational Excellence Hubs; prevention and reduction of the AMR burden by filling educational gaps for both clinical and non-clinical health workforce; training programme for healthcare and non-clinical professionals to enable the acquisition of digital skills and competencies.

Other topics include the use of big data for the treatment of complex chronic conditions arising from breast cancer primary treatment; improving urban health and reducing health disparities through innovative Blue-Green-Solutions.

EHMA is also active in project addressing cancer prevention, including PREVENT that aims to improve and upscaling primary prevention of cancer by addressing childhood obesity through implementation research; PREVENTABLE that promotes the implementation of cost-effective Rare Tumour Risk Syndromes patient-centred care in Europe; and MELIORA that works for behavioural changes to reduce the risk of breast cancer through the development and implementation of a novel intervention.

Finally, EHMA is involved in a project aiming at mobilising and building capacity to create, adapt and explore use of interoperable digital health solutions based on a shared adoption of the European Electronic Health Records Exchange format (EEHRxF).

BEWELL

A European upskilling and reskilling strategy for the health workforce

BeWell - Blueprint alliance for a future health workforce strategy on digital and green skills is an Erasmus+ project that aims to upskill and reskill the European health workforce. The project will develop a green and digital skills strategy that can be implemented at a local, regional, national, and ultimately at the European level through the Pact for Skills.

Comprising 24 organisation partners from 11 European countries, the BeWell project will help promote the sustainable transformation of European health systems by four primary actions, including:

- Developing skills intelligence on the digital and green skills needs of the health workforce
- Establishing the first Blueprint Alliance for the health ecosystem to create a skills strategy to be implemented at a local, regional, national and, ultimately, European level via the Pact for Skills
- Launching a large-scale skills partnership under the Pact for Skills initiative
- Conceiving and implementing a pilot training programme on digital and green skills in the healthcare sector and for emerging occupational profiles.

WHY YOU WILL BENEFIT

You will be able to employ a multistakeholder-consulted green and digital skills strategy that will modernise the health workforce. This means integrating digital technologies in health systems to lessen the burden on day-to-day operations and promoting better value-based outcomes for patients.

It will also tap into the potential of competences of current health professionals to help prepare even the next generation of health workers. Co-created training programmes on green and digital skills will be available to empower and unite Europe's health ecosystem.

EUVECA

Supporting the development of future-oriented skills within the health and care sector

EUVECA – European Platform for Vocational Excellence in Health Care is an ERASMUS+ project designed to support the development of future-oriented skills within the health and care sector. At the heart of the project is the creation of 7 European Regional Vocational Excellence Hubs, which will collaborate using a European Platform for Vocational Excellence in Health Care.

The overall ambition of EUVECA is to showcase how substantially Vocational Education and Training contributes to moving innovation forward within the European healthcare sector and ensuring its sustainability both on European and regional levels.

By and large, the project aims to:

- Increase the quality and appeal of vocational training and lifelong learning within the European healthcare sector and the health care education system
- Support the implementation of the European Skills Agenda 2020 by ensuring continuous and high-quality VET is available to professionals in the health care sector, with a focus on lifelong modern skills training
- Contribute to the development of the European Education Area by fostering long-term, sustainable collaboration across the higher education and VET sectors.

WHY YOU WILL BENEFIT

Learnings and progress made in the project will support the training of digital skills among health professionals. This means that initiatives considering the integration of digital technologies in health systems will be met with a more prepared workforce capable of maximising the use of such tools.

Furthermore, as professionals will be digitally more competent to leverage such technologies, health systems could experience more streamlining in practices and operations. This could translate into lower expenditures and better patient health and quality of life outcomes.

AMR-EDUCare

The AMR-EDUCare project aims to reduce the spread and exposure to Antimicrobial Resistance (AMR) by strengthening continuous professional development and training of the healthcare workforce and filling the current educational gap on AMR for both clinical and non-clinical health workforce.

AMR-EDUCare will develop training for AMR prevention that focuses on behaviour change and digital upskilling in the areas of antimicrobial prescription, waste management and patient empowerment.

The project will develop training programmes targeting medical doctors, health management professionals, nurses, and community pharmacists in six EU countries where AMR is particularly high and where training programmes on AMR prevention are lacking. These include Spain, Portugal, Italy, Greece, Hungary and Lithuania. The practical teaching methodology of the trainings will combine clinical and technical topics with soft skills, such as patient communication, digital skills, and behaviour change interventions. The content of the training modules will be based on a detailed needs analysis and on the results of consultations with health professionals. Trainings will be developed and delivered in cooperation with academic institutions from the six target countries, European and national health professional associations and member state authorities.

Education on antimicrobial resistance for the health workforce

WHY YOU WILL BENEFIT

The AMR-EDUCare project will train 4,000+ health professionals to prevent and fight AMR in their healthcare facilities between March 2023 and October 2025.

While the project will target Southern and Eastern European countries, the training materials created during the project's duration will also be made publicly available. Health professionals across Europe will therefore be able to follow the trainings and will benefit from correct knowledge on prudent antimicrobial use, the right sets of skills for improved patient interaction, digital health skills for more efficient and timely diagnosis and prescription, as well as from better understanding of greener waste management practices.

TRANSITION

Digital transition and digital resilience in oncology

The TRANSITION project aims to create a new state-of-the-art education and training programme for informal carers, clinical and non-clinical professionals that will empower them to acquire the digital skills and competencies required to meet the current and future needs of effective cancer care. This training programme will up- and re-skill the workforce while also supporting a swifter transition to more cost-effective and patient-centred health models.

This project will commence with a comprehensive literature review to provide a map of the current status and challenges of digital health utilisation and optimisation in cancer care. This map will include the current state of training and the identification of target groups for up- and re-skilling and will culminate in the conduction of discrete choice experiments to collect new data on the needs and requirements of clinical and non-clinical professionals.

Based on the information gathered, a series of training modules for both clinical and non-clinical professionals will be developed, incorporating the concepts of Train-of-Trainer (ToT) and Micro-credentials to maximise reach and impact. Finally, these modules will be piloted on-site in different cancer care settings, allowing for their eventual evaluation and dissemination for use across Europe.

WHY YOU WILL BENEFIT

This project is built on the understanding that culture and change management are both essential components driving learning and growth for the health workforce. By combining a focus on clinical practice and an understanding of the critical role of health managers, the work of this project will provide concrete examples of how to match digital transformation to the realities of healthcare.

Some of these examples will include methods to secure buy-in from frontline workers, how to manage culture change to foster organisational learning, and of course, the development of functional training modules that will help to support the management of the entire health workforce.

REBECCA

Tapping into the potential of Real-World Data to support clinical research

REBECCA - REsearch on BrEaSt Cancer induced chronic conditions supported by Causal Analysis of multi-source data - aims to tap into the potential of Real-World Data to support clinical research and improve existing clinical workflows.

REBECCA will combine clinical data with data describing patients' real-life behaviour including physical activity, eating habits, sleep and online interactions. These new forms of Real-World Data will be collected via mobile and wearable devices.

The emergence of Electronic Health Records (EHR) and digital registries and the widespread use of smartphones and wearable devices have led to an increasing amount of health and lifestyle data that can be continuously collected for each patient. Such Real-World Data (RWD) present a major opportunity for advancing clinical research.

REBECCA 360° platform will be offered to breast cancer survivors as a means of supporting their everyday life and enhancing their interaction with health experts. The platform will be deployed within 7 clinical studies in 3 countries, Norway, Spain, and Sweden, involving over 650 individuals, and it will help shape future guidelines and practices for post-cancer treatment. Best practices resulting from the studies will be disseminated to researchers, public health and regulatory bodies throughout Europe.

WHY YOU WILL BENEFIT

At the end of the project, you will be able to present and use the REBECCA 360° platform – a combination of minimally obtrusive, non-stigmatising mobile applications that help breast cancer survivors with their everyday life and enhance interactions with health experts.

You will be able to make the most of a well-tested platform deployed within seven clinical studies in Norway, Spain and Sweden, with 650+ individuals. Future guidelines and practices for post-cancer treatment will be made available to invite better outcomes in health systems and patients.



PREVENT

PREVENT aims to identify and overcome barriers in implementing effective strategies against childhood obesity and to improve the upscaling of primary interventions for weight control management in childhood and adolescence, with the ultimate goal of reducing cancer risks in adulthood. The project will address upscaling challenges by researching barriers to current interventions and policies. It will introduce context-aware interventions and user engagement strategies to overcome bottlenecks and expand to diverse settings.

The project will create inter-disciplinary Communities of Practice for supervising the design, adaptation, implementation and assessment of the proposed interventions.

Three Living Labs will engage 6,000 members, facilitating the co-design of successful interventions. Over 10,000 schools and 3.3 million students (ages 9-16) will be targeted. The project aims to establish a framework for continuous assessment and validation of new policies, optimising evidence-based strategies for scaling up and widespread adoption. By doing so, PREVENT seeks to minimise cancer risk and promote healthier lifestyles among children and adolescents.

PREVENT will employ a comprehensive methodology to accelerate scaling-up of weight control interventions. It will identify barriers, survey successful practices, and develop legislative proposals, considering constitutional, legal, and privacy constraints, to address scaling-up challenges.

Improving and upscaling primary prevention of cancer by addressing childhood obesity

WHY YOU WILL BENEFIT

Overweight and obesity are linked to many types of cancer. Between 30–50% of all cancer cases can be prevented through proactive measures. By emphasising prevention, we can establish a cost-effective long-term strategy to effectively combat cancer.

To effectively target childhood obesity, a multi-level and top-down approach is required. Investing in obesity preventive policies and interventions at school and community levels generates long-term cost savings and better resource allocation in health systems. By investing in prevention and health promotion, health systems can achieve a more sustainable and effective management model, where financial savings from prevention can be reinvested into expanding services, improving access, and further enhancing the overall quality of care.



PREVENTABLE

Cancer prevention vs cancer treatment: the rare tumour risk syndromes battle

PREVENTABLE aims to demonstrate the cost-effectiveness of preventive measures in Rare Tumour Risk Syndromes (RTRS) compared to treatment of already developed cancer. To this end, it will merge specialised clinical knowledge on RTRS pathways, clinical data from RTRS patients, and experiences from professionals and patients, with health economic models and social sciences approaches to estimate the cost-effectiveness of risk-reduction interventions in RTRS and delineate guidelines for its communication among and within clinical teams and RTRS patients.

The diversity of the PREVENTABLE consortium, with a strong clinical component, reflects the multidisciplinary methodology of the project. While clinical teams will focus on the clinical assessment of parallel and condition-specific care pathways, non-clinical partners will focus on the financial impact of preventive care measures on health systems. Resources and tools for collecting health costs and estimating each care pathway per RTRS will be developed. Partners will model costs and outcomes for RTRS patients and conduct behavioural analysis of the uptake of care pathways for RTRS. Ultimately, the project aims to demonstrate to policy makers the cost-effectiveness of cancer prevention rather than treatment in RTRS patients, thus triggering practical changes in European health systems.

WHY YOU WILL BENEFIT

RTRS are rare diseases affecting 5 per 10.000 people or less, caused by heritable genetic variants. Although cancer in RTRS can be prevented and survival rates maximised, risk-reduction strategies are not always prioritised.

Evidence collected in the project will encourage health professionals to take steps towards the implementation of cost-effective, patient-centred RTRS care in Europe, by demonstrating financial benefits from risk-prevention interventions. The PREVENTABLE project will generate evidence that will ultimately support health managers in taking informed decisions to revise care pathways and clinical processes for RTRS and other rare diseases.



HEART

Improving urban health and reducing health disparities

HEART aims to improve urban health and reduce health disparities through innovative Blue-Green-Solutions-based implementation mechanisms of urban planning that embrace health and wellbeing as key-planning criteria.

The consortium will use medical evidence in clinical and non-clinical settings. For each case study, medical and social experts of the consortium under the supervision of the local medical centres will select 800 individuals.

Most of the recruited persons to participate in the demonstration phase will be equipped with the proposed wearable devices. HEART will follow a technical process that includes various pieces of information from medical data in non-clinical settings. The HEART project will also take advantage of additional sources from existing environmental sensors, satellite/remote-sensing data and European services like Copernicus.

The project will then process all information in the data management tool, which includes advanced machine learning and artificial intelligence techniques, modules and other tools.

This approach will invite the production of evidence to support the effects of various Blue-Green Solutions on public health and well-being.

WHY YOU WILL BENEFIT

Upon project completion, you will have access to innovative urban planning methodologies that can serve as fundamental standards for the future design of urban districts and the regeneration of urban environments, especially those that have been neglected.

You will be able to share these delineated approaches with health, city, regional authorities to help influence policymaking decisions and actions.

COVIRNA

A prognostic test for COVID-19 patients

COVIRNA was a patient-centred Innovation Action aimed at generating a diagnostic tool to identify COVID-19 patients at risk of developing fatal cardiovascular complications.

The COVIRNA diagnostic test is based on cardiovascular RNA biomarkers highly predictive of the clinical outcomes of COVID-19 patients. The test enables individualised surveillance, care and follow-up of these patients in the context of the COVID-19 pandemic and other diseases.

The project has:

- Built a biobank of 2,000 blood samples from COVID-19 patients
- Selected highly-specific lncRNAs predictive of COVID-19 clinical outcomes using bioinformatics, AI and biostatistics
- Built a prediction model
- Designed an in-vitro diagnostic test
- Raised stakeholders' awareness of advantages brought by the diagnostic solution as a valuable decision-support tool for healthcare professionals to deliver the best health outcome for the most vulnerable patients
- Engaged communities of stakeholders in sharing practical knowledge on the use of the novel medical technology

WHY YOU WILL BENEFIT

Health systems and organisations have access to a minimally invasive, affordable and simple yet robust prognosis tool in the context of the current COVID-19 crisis and other health scenarios.

This translates to possible savings in health expenditures, from a shortened length of hospitalisation to optimised decision-making processes regarding treatment and care.



EcoQUIP+

Improving the sustainability of healthcare through innovation procurement

The ECOQUIP+ project builds on its successful predecessor, EcoQUIP, and related projects on public procurement for innovation (PPI).

These projects aimed to demonstrate how pro-innovation procurement methods help to improve the efficiency, quality and sustainability of healthcare. In addition to developing the pro-innovation capability of individual partner hospitals, the project has the following aims:

- To connect EU-supported R&D to procurement outcomes
- To strengthen market demand for innovation by improving the capability of hospitals to engage in multilateral and collaborative actions
- To improve the use of the innovation potential in SMEs to support healthcare outcomes
- To actively seek options and opportunities for joint procurement where they are feasible and add value in terms of outcomes and innovation.

However, the need to align budgets and timelines is a serious impediment to joint procurement for both buyers and suppliers. Therefore, as well as mechanisms for cross-border joint procurement, the project will be looking at other options for joined-up procurements that have proved effective in engaging suppliers and demonstrating joint demand.

WHY YOU WILL BENEFIT

The project will foster the creation of an 'Innovation Procurement Leaders Group' of hospitals that will be able to pioneer new approaches to collaborative procurement.

As the project will stimulate demand for innovative goods and services to deliver practical procurement outcomes, it will serve as a best practice model for at least 15,000 European hospitals.

Lastly, you'll have access to a series of webinars aimed specifically at healthcare managers, exploring innovation procurement's potential in addressing key healthcare challenges.

Overcoming obstacles to vaccination

This service contract aims to support EU Member States in overcoming obstacles to vaccination of physical, practical, and administrative nature, and increase vaccination coverage rates across the region.

The consortium will partner with national and regional health authorities in all 27 EU Member States to complete six core tasks:

- Mapping vaccination services in every EU Member State, with the support of designated country experts, to determine obstacles to vaccination
- Conduct a large-scale survey of EU citizens and health professionals to determine to what extent these obstacles have a negative impact on vaccination coverage rates
- Identify and analyse best practices developed by EU Member States to overcome these obstacles
- Organise on-site visits to the EU Member States from which best practices have been identified, so as to promote international knowledge-sharing and cross-pollination between health authorities
- Implement pilots of selected best practices in EU Member States to evaluate effectiveness, efficiency and transferability
- Develop final recommendations for overcoming obstacles to vaccination to present to the European Commission.

Overcoming physical, practical, and administrative obstacles to vaccination

WHY YOU WILL BENEFIT

Once the project ends, you can take advantage of a newly developed website that can help health managers across Europe make more informed and cost-effective decisions related to vaccinations.

The evidence gathered will also help you better influence policymaking decisions at different levels.

OUR POLICY INITIATIVES



Our policy initiatives and our involvement in policy networks is an opportunity to drive positive changes at all levels, including connecting and engaging with key stakeholders across the European health system; contributing to long-term strategic thinking and policy development; influencing political debates; and raise the health management policy priorities for the European Union.

Our involvement in policy networks paves the way for breakthrough collaboration opportunities. We share work from our initiatives and feed relevant information to our members so that policy networks can inform and guide some of our activities and vice versa.

Strengthening the European vaccine ecosystem

Vaccinations are a critical tool for primary prevention of disease and remain one of the most cost-effective public health measures. Despite a track record of success, vaccination rates in Europe reached a plateau before the COVID-19 pandemic and levels of vaccination coverage remain inconsistent. As widespread digital transition sweeps across Europe, there is a significant opportunity for this transition to be harnessed towards improving our ability to develop new vaccines, find efficiencies in our supply chains, and effectively reach citizens with vaccine administration efforts.

The development of the European Health Data Space is a major opportunity presented by the digital transition. It is essential that the perspectives of stakeholders from across Europe's vaccine ecosystem are adequately understood and included, as vaccination is a complex topic and one that is too critical to public health to be left out of this initiative.

Our White Paper, 'Strengthening the European vaccine ecosystem: managing the digital transition' addresses the role that the ongoing digital transition will have in shaping the future of Europe's vaccine ecosystem, and highlights the importance of including the perspective of health managers in any discussion about European digital health initiatives. To further guide this process, our White Paper develops several actionable policy recommendations that support a strong and sustainable vaccine ecosystem that can maximise the positive potential of digital transition.



Our policy recommendations address policy makers at the EU and national levels and health managers at all levels. These are:

- Consult with stakeholders to ensure the EHDS meets their needs
- Commit to create interoperable vaccine data system while ensuring citizens retain control of their data
- Work towards broader European cooperation on vaccines
- Support up- and re-skilling of the health workforce
- Create a framework for adapting COVID-19 digital infrastructure to routine vaccinations
- Implement standards for digital vaccine supply chain management
- Support monitoring and assessment for existing technologies

This work was supported by MSD.



Amendments to the Pharmaceutical Legislation



In April 2023, the European Commission submitted its proposals for the Pharmaceutical Legislation. The Proposal for a reformed Regulation and Directive presents a unique opportunity for the EU to be a global leader in reducing harm from medication errors. The reformed legislation is an important milestone supporting the new mandate of the European Medicines Agency to mitigate, manage, and prevent medication shortages via the European Shortages Monitoring Platform.

The European Commission proposal contains positive steps, and more can be done to reinforce the legislation to reduce harm from medication errors and to manage and mitigate shortages of medicinal products in hospitals. As the reform presents a 'once-in-a-generation' opportunity to enhance the quality of care in hospitals, our suggested amendments reflect our commitment to promoting the highest standards of healthcare and ensuring the wellbeing of patients and healthcare professionals in our health systems.

Our position papers target pharmacovigilance and patient safety and the availability and visibility of medicines in hospital settings. Statistics indicate alarming rates of medication-related harm in hospitals, with 1 in 5 inpatients affected (OECD, 2022). In Europe, 80 million people have reported experiencing serious medication errors during a hospital stay; daily deaths from medication errors surpass deaths from breast cancer, HIV, or road traffic accidents (EHMA, 2022). Medication shortages strain health budgets particularly impacting pharmaceutical expenses (ASHP, 2023). Digital solutions to manage hospital's medication management processes exist, but their widespread adoption lags.

We urge the EU to address the downstream determinants of harm from medicinal products and

to modernise hospitals' pharmaceutical pathways for patient safety and health system sustainability. It is crucial for the EU to ensure widespread implementation of digital medication management systems to improve medicine safety and availability in hospitals across Member States. EU hospitals need modern technological systems to reduce costs, support staff and enhance medication availability and traceability for the new European Shortages Monitoring Platform.

To prioritise pharmacovigilance and patient safety and support hospitals and professionals to share medication stock data, we ask:

- The progressive introduction of standardised single-unit dose barcodes on medication blister packs, vials, pre-prepared syringes, and ampoules to reduce the harm associated with medication administration at the patient's bedside.
- To strengthen the reporting mechanisms for adverse drug reactions by including reports of unintended medication errors in the EUDRA Vigilance database.
- To collect and share information on hospital medication stocks with National Competent Authorities for the ESMP to proactively manage and mitigate medication shortages.
- To include and recognise hospitals as key stakeholders supporting national and European efforts to manage and mitigate the impact of shortages on patients and healthcare professionals.

This work was supported by BD.



RSV immunisation for infants in Europe



Respiratory Syncytial Virus (RSV) is an urgent and immediate threat to all infants and leads to significant burden to health systems. Nearly every child is infected with RSV by the age of 2, it accounts for 63% of acute lower respiratory tract infections in infants, and it is the most common cause of bronchiolitis and pneumonia in infants. RSV is also a leading cause of hospitalisations for infants in their first year of life and is responsible for a significant outpatient burden.

Despite this clear burden on health systems, for many years the only approved agent for RSV prophylaxis in Europe was the anti-RSV monoclonal antibody Palivizumab, which is typically reserved for a small population of infants at high risk of developing severe RSV disease. However, the monoclonal antibody nirsevimab received approval from the European Medicines Agency in 2022 to immunise all infants against medically attended RSV-LRTI (lower respiratory tract infection) during their first RSV season. Although nirsevimab is a monoclonal antibody, its use in public health pursues the same primary prevention goal as vaccines, requiring its robust implementation into immunisation programmes to guarantee equitable access to infants.

With the arrival of this new option for RSV prophylaxis, there are compelling reasons to prioritise RSV prevention and raise public awareness about the public health impact of RSV in Europe. Initial positive national recommendations for nirsevimab have already been made by the Haute Autorité de Santé in France and the Ministerio de Sanidad in Spain, meaning European health systems are now in a critical period where a stronger understanding of how they might implement prophylactic mAbs can help to ensure equity of access for infants.

Our policy recommendations are:

- The need for collaborative networks on RSV prevention, working across the different levels of health system governance.
- The importance of targeted education and awareness campaigns for both RSV and for monoclonal antibodies, reaching citizens and the health workforce.
- The power of clear guidelines and best practices for the implementation of RSV immunisation programmes using a monoclonal antibody, to which health managers and care providers can look to for direction.
- The use of surveillance and monitoring systems to provide invaluable data to health authorities and policymakers, allowing for evidence-based decision-making on RSV.

This work was supported by Sanofi.

sanofi

MEMBERS' GROUPS



The EHMA Membership is open to all those committed to improving health management in Europe and beyond.

We welcome applications from universities with relevant courses in healthcare; hospitals and healthcare service providers; associations of hospital managers; research centres; regional and national health policy agencies; and anyone else sharing our mission to spread knowledge on effective health management.

SCIENTIFIC ADVISORY COMMITTEE

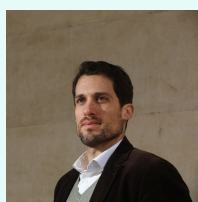
The Scientific Advisory Committee (SAC) supports the wider mission of EHMA providing advice on research and scientific issues.

Building on EHMA reputation for academic excellence, the SAC comprises EHMA Members who bring the highest standards of research governance to ensure that the EHMA work programme and activities are of an internationally recognised high standard. The SAC plays an important role in providing a focus and voice for the EHMA research community.

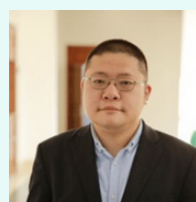
SAC Members advise the Board on the key directions for health management to be pursued in the future. They also contribute to the EHMA Conference by proposing themes and research topics for the development of the program.



Dr Federica Morandi - SAC Chair



Prof Dr Tiago Correia



Dr Rui Dang



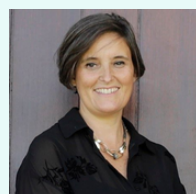
Dr Inês Fronteira, RN, MPH



Prof Dr Marija Jevtic, MD



Prof Dr Lasse Lehtonen, MD



Prof Dr Teresa Magalhães



Dr Bellis van den Berg

PROGRAMME DIRECTORS' GROUP



Excellence in post-graduate health management programmes was a key-driver behind the establishment of EHMA in 1982 and it remains a principal focal point today. We have an established Programme Directors' Group, which brings together Programme and Course Directors, Heads of Department, Deans or any other individual representing a study course, to help ensure that taught programmes continue to provide the highest quality education for health managers, healthcare professionals and other stakeholders.

Programme Directors' Group meetings are a regular twice-a-year event, providing space for discussing pressing challenges, sharing knowledge on market needs, supporting improvement in programme content and delivery, and supporting the promotion of member programmes to prospective students. Programme Directors meet in person in March and online in November each year. They also organise an informal gathering in occasion of the EHMA Annual Conference to present the group and their activities to prospective new members.

The Programme Directors' Group is working to develop a database of case studies about health management in practice from across Europe. At the outset, the case studies will focus on the areas of:

- Workforce
- Digital transformation
- Quality improvement
- Finance

MEMBERSHIP

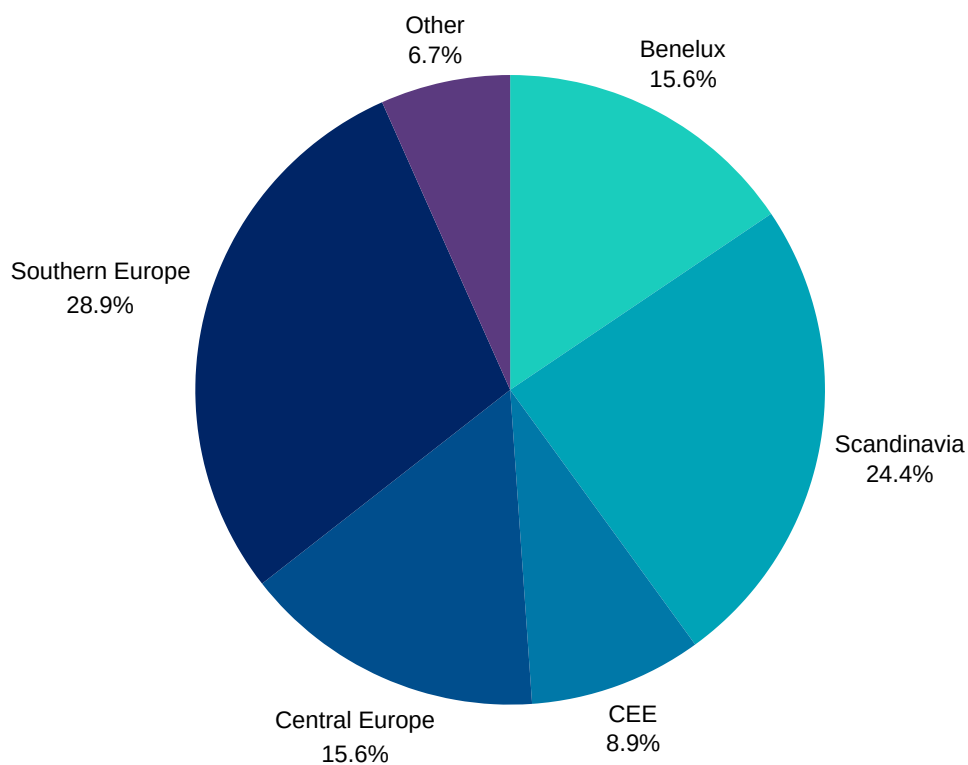
45

ORGANISATIONAL MEMBERS
from 20 countries

18

INDIVIDUAL MEMBERS
from 18 countries

GEOGRAPHICAL DISTRIBUTION

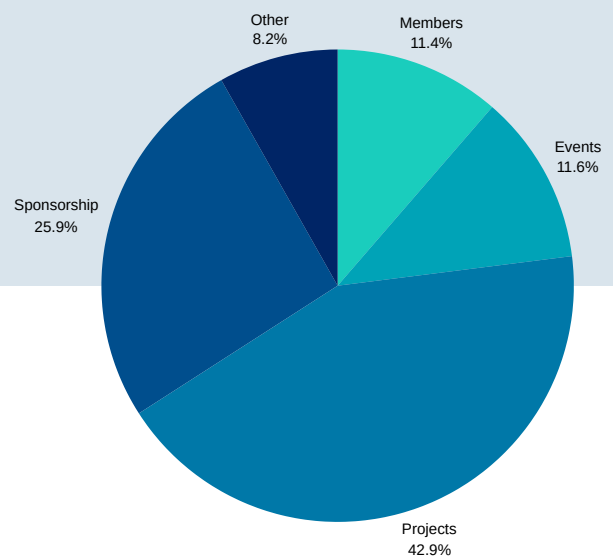


FINANCES

EHMA 2022 Income

Members contributions	109,265.00
Conference and events	112,093.50
Projects	412,954.28
Sponsorship	249,205.00
Other income	78,848.21
Total	962,365.99

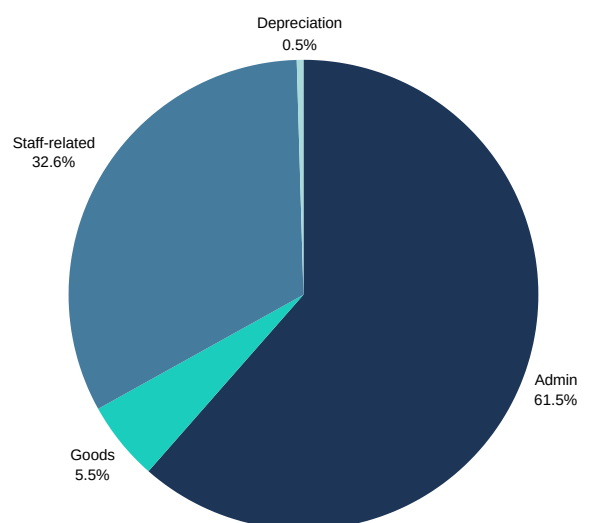
EHMA 2022 Income



EHMA 2022 Expenditure

General admin	485,718.98
Goods and consumables	43,142.51
Staff-related charges	257,704.88
Depreciation & other	3,634.29
Total	790,200.66

EHMA 2022 Expenditure



Other financial income	12.18
Financial charges	- 2,922.92

2022 Financial result 169.254,59



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