



EHMA Annual report 2025

Board of Directors

Antoni Peris-Grao, MD – President
Dr Eszter Kovacs – Vice-President
Prof Federica Morandi – Treasurer
Prof Tiago Correia
Prof Catherine Keller
Prof Todorka Kostadinova
Prof Rui Santana
Dr Marius-Ionut Ungureanu, MD

Secretariat

Federica Margheri – Executive Director
Alexis Strader – Director of Policy and Research
Fabio Usai – Director of Operations
Laurène Mathey – Director of Projects
Zachary Desson – Principal Scientific and Policy Advisor
Eleonora Varntoumian – Policy Manager
Olga Polyaeva – Communications Manager (Core Operations)
Giuseppe Martone – Communications Manager (EU Projects)
Isabella Sofia De Gregorio – Events Manager
Maryna Kozhedub – Events Officer
Sofia Komissarova – Communications Officer (EU Projects)
Alexandra Olson – Project Officer
Jacob Levi – Technical Officer
Sergio Oliveira – Policy Officer
Cesar Honorato – Graphic Designer
Maral Aghababai – Junior Policy Officer

European Health Management Association (EHMA)
Avenue de Cortenbergh 89
1000 Brussels, Belgium
Tel. +32 (0)2 502 6525
info@ehma.org
www.ehma.org



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. This is done 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.

Health management is a strategic focus because it provides guidance and leadership to administer health at the individual, organisational and systemic level. Health management embraces a holistic vision of health, in which health is impacted by behavioural, social, and environmental determinants. It includes and goes beyond healthcare management - which comprises community, primary, secondary, and tertiary care provision, as it also happens outside of care settings and builds synergy with other related policy and societal areas in line with the 'One Health' concept.

Health management encompasses the entire health ecosystem in which health managers collaborate with patients, informal and formal caregivers, patient organisations, legislators, educators, policy makers and regulators, public health experts, researchers, health insurance experts, and pharmaceutical industries.

EHMA is a recognised and respected amplifier of best practices in the evolution of health management and has specific competences on the development of management practices within health systems. It provides an environment where evidence, challenge and experience are valued and complex debates on current topics can take place. EHMA's expertise spans five core areas of health management:

- 01 Governance, leadership and social responsibility**
- 02 Management, operations and practice**
- 03 Human capital, professionalism and people management**
- 04 Finance and economics**
- 05 Policy and regulations**

EHMA collaborates with a broad network of stakeholders. As the only membership organisation in Europe dedicated to uniting health management professionals across disciplines, EHMA fosters an environment where evidence, critical analysis, and expertise intersect.

Through its extensive engagement across local, regional, national, and international levels, EHMA ensures that health management research and good practices are effectively translated into policy and practice. By serving as a bridge between health managers and key stakeholders, EHMA strengthens health systems and promotes excellence in health care delivery throughout Europe.

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, relevance, respect and inclusiveness.**





Our events

All our events are tailor-made. The choice of topics, speakers, format and target audience varies 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.



Exclusive Members-only events

Member portal launch: We launched our exclusive Members' Portal, a milestone in strengthening community engagement. The platform provides tailored opportunities, curated health management resources, and a dedicated networking space. A launch session introduced members to its features, fostering collaboration and shared learning across our network.

Programme Directors' Group Meeting: In February, we organised the annual meeting for our members who are Programme or Course Directors in Leuven, Belgium where they had the chance to discuss possible accreditation opportunities for their health management courses through EHMA.

EU project opportunities' sessions: We held two informative sessions on EU-funded projects, offering members the opportunity to explore new funding calls, gain insights into project development, and connect with each other to discuss potential consortium-building opportunities.



Other events

European Health Management Conference 2025: We delivered a record-making conference with over 430 participants from 53 countries on the theme 'Taking action to improve health for all'. Co-hosted by our Member, EHESP, the conference reflected the urgent need to address the sustainability, accessibility, and equity of health systems in Europe.

Webinar 'Strategic investments: leveraging EU funding for the digital transformation of hospital settings': The webinar raised awareness of EU and national funding opportunities to support the digitalisation of medication systems in hospitals, showcasing successful case studies from Member States and strategies to strengthen investment in health innovation. The event emphasised the long-term impact of digital transformation on medicine availability, accessibility and crisis resilience. With over 130 participants and high-level speakers from EU institutions, hospitals and research centres, the webinar successfully advanced dialogue on shaping future policy and investment.

Roundtable on 'Addressing urinary incontinence in older women in European nursing homes': On behalf of the European Alliance for Managing Severe Chronic Urinary Incontinence in Older Women in Nursing Homes (ALLIAX), we hosted a policy roundtable to address the widespread yet often overlooked issue of urinary incontinence that affects dignity, wellbeing and quality of life. The event highlighted the need for integrated EU action combining patient-centred care, workforce training and sustainable innovation to reduce health, economic and environmental burdens. The event helped break existing stigma while advancing momentum for policy and practice improvement.

CARE Summit: We delivered a high-level conference that produced a co-created Roadmap for Multidisciplinary Health Policy, strengthening alignment with the European Health Union, EU4Health, One Health, and Health in All Policies, and consolidating insights on pressing challenges such as workforce resilience, data interoperability, and crisis preparedness.





The European Health Management Conference 2025

In partnership with the [French School of Public Health \(EHESP\)](#), EHMA hosted the 30th edition of the [European Health Management Conference](#) on 4–6 June 2025 in Rennes, France. Held on the EHESP campus, an internationally recognised institution for public health education and research, the event marked an important milestone in EHMA’s history of advancing health management across Europe.

The theme of the 2025 Conference, ‘Taking action to improve health for all,’ reflected the urgent need to

address the sustainability, accessibility, and equity of health systems in Europe. [The programme](#) highlighted the importance of a Health in All Policies and One Health approach, recognising that health outcomes are shaped by environmental, social, and economic determinants as much as by clinical care.

Over three days, the Conference provided a dynamic forum for collaboration and knowledge exchange among health managers, policymakers, researchers, educators and innovators.

Conference overview



Health Management

- Researchers
- Policy makers
- Educators
- Innovators



Total participants

430



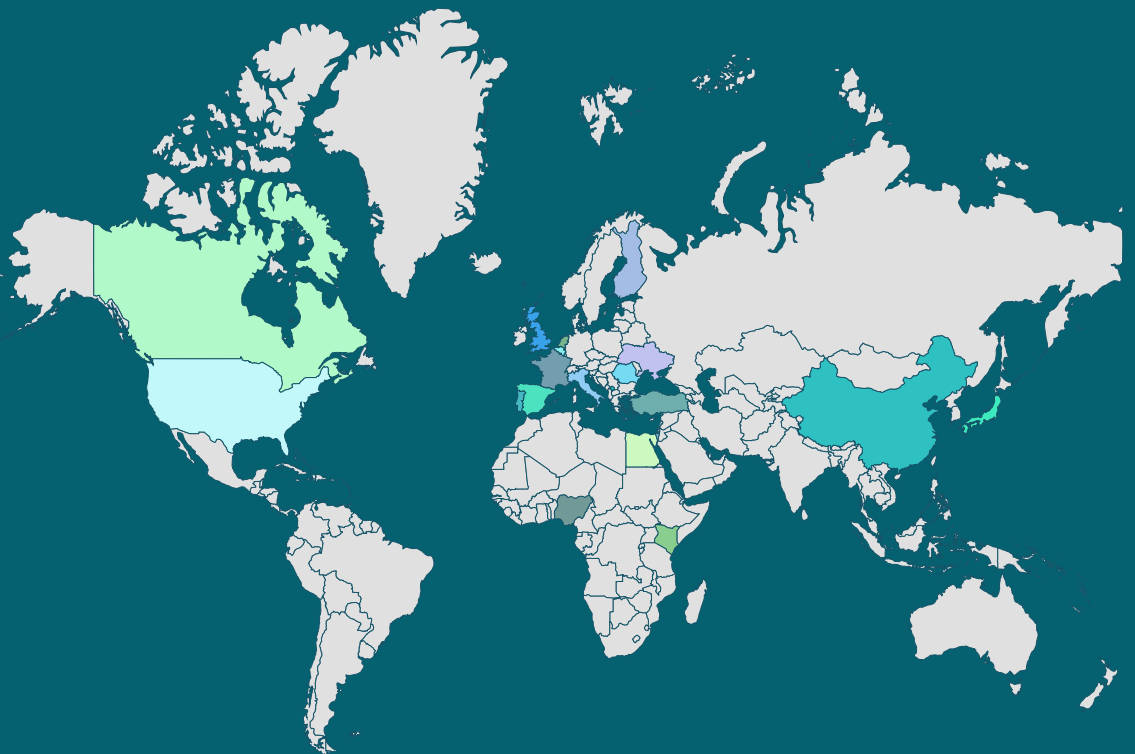
Countries represented

53



Countries included

- Belgium
- Canada
- China
- Egypt
- Finland
- France
- Israel
- Italy
- Japan
- Kenya
- Kosovo
- Netherlands
- Nigeria
- Portugal
- Romania
- Singapore
- Spain
- The United Kingdom
- The United States
- Turkey
- Ukraine



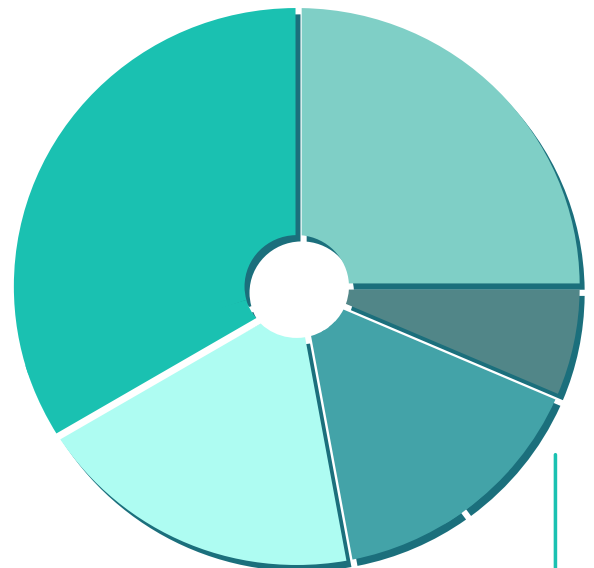
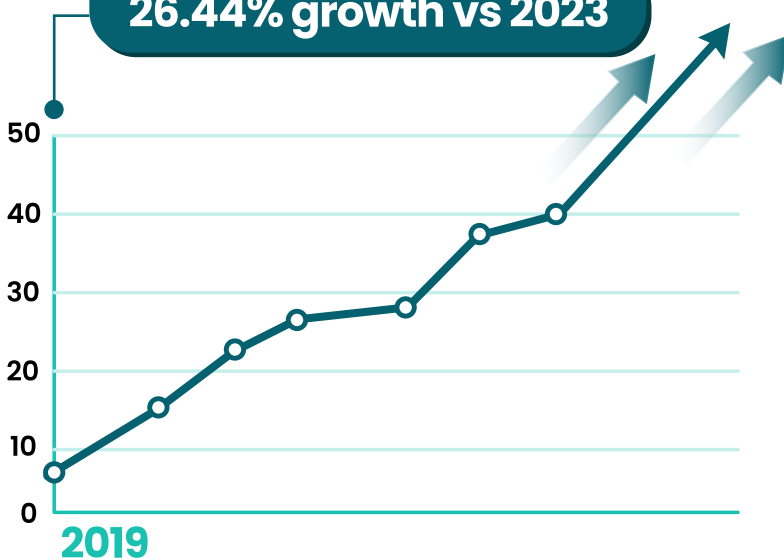
Abstracts overview

373

Abstracts submitted

Record engagement & global participation

26.44% growth vs 2023



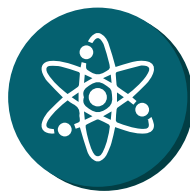
Country share



Oral presentations



Poster presentations



Scientific dialogues

- Italy and France: 32% of total submission
- Netherlands, Romania, Belgium
- Portugal, Spain, Turkey
- Finland and the United States
- Others

The discussions at EHM 2025 focused on how health management can act as a catalyst for building more resilient, equitable, and sustainable health systems. Key issues explored included workforce capacity, digital transformation, financing reform, and the broader role of health in supporting Europe's competitiveness and resilience. The Conference underscored that health management is not only about operating health services, but about shaping strategies that connect policy, practice, and communities.

By convening leaders and stakeholders from across Europe, EHM 2025 reaffirmed the importance of collective action in addressing complex challenges. The Conference strengthened networks, advanced dialogue on critical priorities, and provided concrete tools to guide the evolution of health management in Europe in the coming years.

The EHMC 2025 plenaries are available on demand

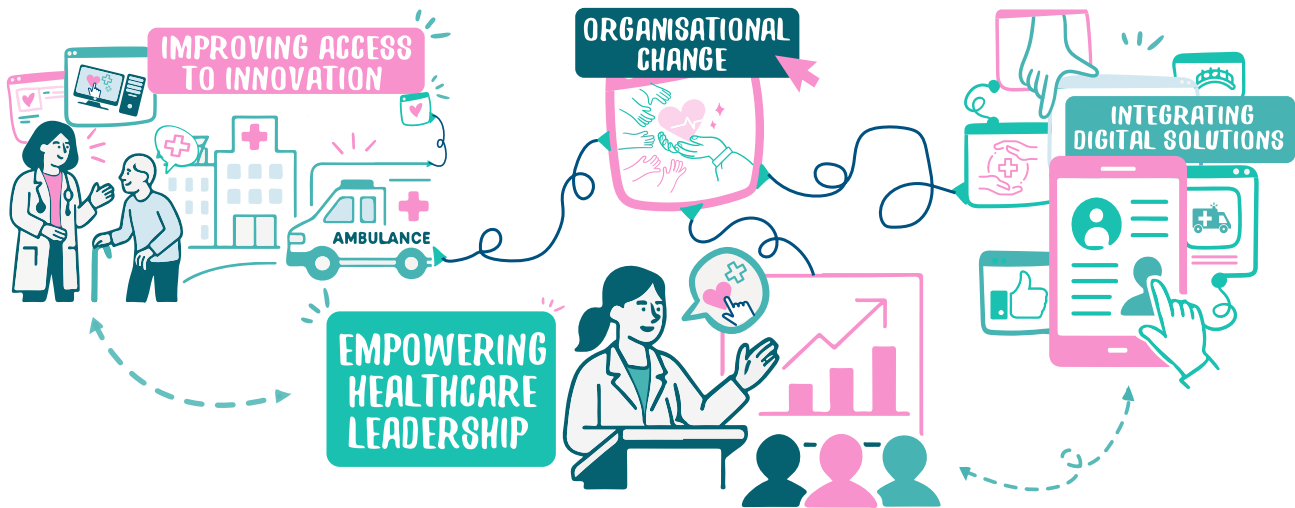
Opening Ceremony
'Taking action to improve health for all'

Plenary 1
'From reactive to proactive: shaping future health systems'



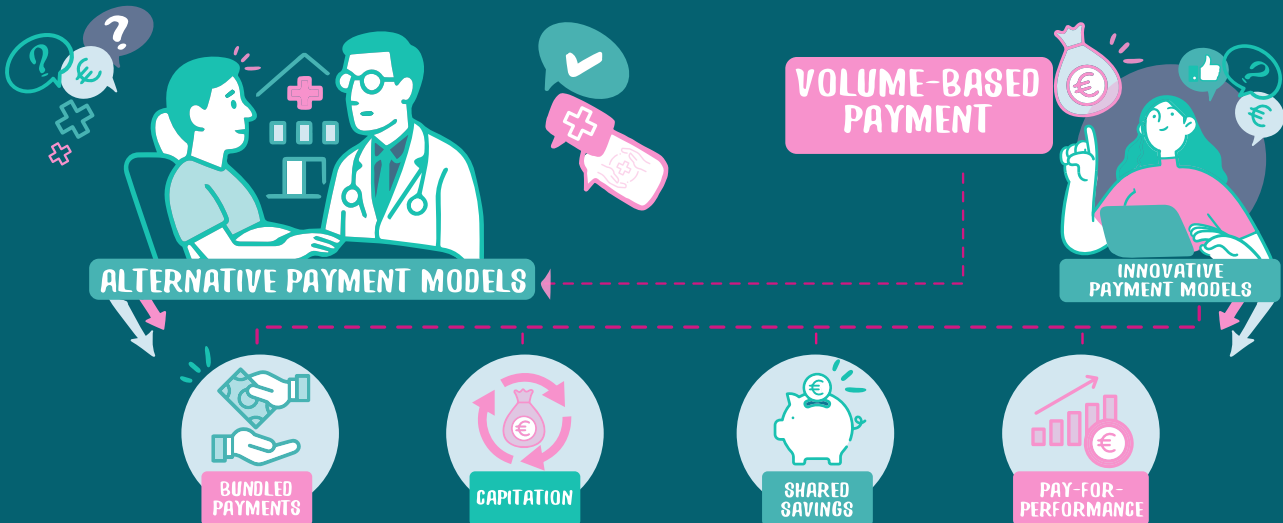
Plenary 2

How can innovations contribute to improve health for all?'



Plenary 3

'Will innovation do the trick? New financing and payment mechanisms for enhanced health system performance'



Closing Ceremony



CARE SUMMIT 2025



CARE SUMMIT 2025

Collaborative Action for Reframing Europe's health

3 - 4 December 2025 - Brussels, Belgium



CARE SUMMIT – Collaborative Action for Reframing Europe's health

3–4 December 2025 | Brussels, Belgium

The CARE Summit is a strategic initiative supported by the European Union under the EU4Health Programme. This high-level conference took place in Brussels on 3–4 December 2025, and convened participants from Member States, associated countries, EU institutions, academia, civil society and industry, to reframe health as a central pillar of European policy and governance.

Europe's health systems are under increasing strain. Workforce shortages, rising chronic diseases, cross-border threats, fragmented data ecosystems,

and persistent inequalities undermine resilience and threaten broader European objectives such as competitiveness, cohesion, and sustainability. Robust and equitable health systems are not simply part of Europe's infrastructure but are the connective tissue that links security, social trust, and prosperity.

In this context, the CARE Summit aimed to respond to these challenges by positioning health as a strategic driver for Europe's future.

The Summit programme featured interactive sessions, workshops, and facilitated dialogues around four tracks: crisis preparedness and cross-border cooperation, the One Health approach, advancing affordable and innovative medicines, and the European Health Data Space. These tracks were explored in relation to five broader priorities: reframing health as a strategic driver, proactive system transformation, equity-driven innovation, financing sustainability and outcomes, and data governance.

Outcomes from the Summit included a co-created Roadmap for Multidisciplinary Health Policy, strengthened alignment with the European Health Union, EU4Health, One Health, and Health in All Policies, and consolidated insights on pressing challenges such as workforce resilience, data interoperability, and crisis preparedness. The Summit also increased engagement with EU initiatives such as the European Health Data Space and equitable access to medicines, while laying out the foundations for long-term partnerships, monitoring, and implementation. Participants at the CARE Summit had the opportunity to influence the next phase of Europe's health strategy.

The Summit provided a platform for collaboration between health and non-health sectors and actors, policy developments, and the opportunity to contribute directly to EU-level recommendations. Participants were also directly involved in designing the policy tools that will help define how health systems evolve, adapt, and lead over the next decade.



The event gathered

232



Participants
representing a
wide range of
EU Member States

Strongest national representation

Belgium, Spain, Italy,
the Netherlands, France,
Germany, Portugal, Finland,
Croatia, Austria, Denmark,
Ireland, and Romania.



**Participant
demographics**
Balanced gender
distribution

44%



56%



**Stakeholder
diversity**
Representing a
wide range of
categories

Participant backgrounds included
academia and research, civil society
organisations, healthcare providers,
and policymakers.

Additional representation from
industry, consultancy,
public affairs, and specialised
health-related services.





Our podcast series

'Health Management Voices' is EHMA's podcast series, launched in 2024. Designed to empower community leaders and health managers, the series explored critical themes including health literacy, innovative mental health care models, antimicrobial resistance, and the role of digital innovation in healthcare. Each episode brought the expertise of leading voices in the field, providing practical tools to engage citizens, advance health equity, and strengthen access to quality care.



In 2025 we produced new episodes including,

in collaboration with the TRANSITION project, **'Governance and ethical considerations in oncology digitalisation: addressing training gaps'** with Dr Zisis Kozlakidis, Head of Laboratory Services and Biobanking, World Health Organization, International Agency for Research on Cancer. The conversation highlighted how context-specific, ethically grounded training can support a safer and more effective digital transformation in cancer care. Dr Kozlakidis highlighted that while oncology is highly data-driven, gaps persist in ethical literacy, practical application, and inclusive training design.

He emphasised the need for programmes that go beyond technical instruction to foster critical reflection, real-world relevance, and safe spaces for ethical dialogue - "ethical literacy goes hand in hand with digital literacy". Addressing issues like digital exclusion and uneven digital maturity, he underscores that training must be embedded within clinical contexts to truly empower professionals. The TRANSITION project was presented as a key initiative driving this approach - integrating ethics, governance, and digital skills to support a more confident and equitable digital future for cancer care.

Also in collaboration with the TRANSITION project, **'Bridging technology and training: the future of oncology digitalisation'** with Grant Carroll, Chief Pharmacist at the National Cancer Information System in Ireland. The discussion explored the real-world implementation of digital tools in cancer care, with a focus on training healthcare professionals to navigate these technologies.

The discussion highlighted the National Cancer Information System (NCIS) in Ireland as a case study for digital transformation in oncology. The discussion further highlighted how NCIS, developed with strong clinician leadership, successfully

connects hospitals to streamline cancer care and improve medication management, while revealing challenges such as workflow adaptation and digital skill gaps among healthcare professionals. Grant Carroll emphasised that digital transformation in healthcare relies not just on advanced tools, but on equipping healthcare professionals with practical support and targeted training.

'How to submit a high-level abstract and increase your chances of being selected' with Dr Marius Ungureanu, MD, Associate Professor and Chair at the Department of Public Health, Babeş-Bolyai University. The episode was dedicated to the Call for Abstracts for the upcoming European Health Management Conference 2026. Dr Ungureanu shared his views on the importance of submitting an abstract, practical tips on how to prepare a compelling submission, and how to address the various evaluation criteria during the abstract preparation.





Our projects

In 2025, EHMA continued to address pressing health management challenges by engaging in a diverse portfolio of European and privately funded projects that span prevention, workforce development, digital transformation and evidence-based innovation.

Prevention remains a cornerstone of our work, with projects such as [MELIORA](#), where personalised interventions are being developed to reduce breast cancer risk, alongside [PREVENTABLE](#) and [PREVENT](#), which focus respectively on improving cost-effective, patient-centred care for rare tumour risk syndromes and addressing childhood obesity to reduce cancer risk. These initiatives reflect our commitment to shifting health systems upstream, alleviating disease burden, and embedding prevention at the heart of sustainable care.

Strengthening the skills and competences of the health and care workforce is another major priority. Through projects like [BeWell](#), [EUVECA](#), [AMREDUCare](#), [TRANSITION](#) and [ALLIAX](#), we contribute to equipping health professionals, managers and carers with the digital, green and clinical skills required to deliver high-quality care in evolving contexts. This work underpins a broader transformation of the workforce, ensuring resilience and adaptability in the face of systemic challenges.

Digitalisation is also a key area of focus, as we support the integration of new tools and infrastructures into European health systems. With [EPACT](#), we encourage the use of digital solutions that reduce administrative burdens and medication errors in hospitals, fostering safer and more efficient care.

In 2025, we joined [DTRIP4H](#), a project using generative AI, digital twins and virtual reality to transform research infrastructures in healthcare. Building on involvement in [XpanDH](#), which ended in 2024 and prepared health organisations and professionals for the European Electronic Health Record Exchange Format, we are since January 2025 part of [XiA](#).

This initiative equips the workforce with interoperability skills and develops training modules, micro-certifications and open educational resources to prepare for the European Health Data Space, creating a strong bridge between technical advances and real-world implementation.

Our projects also address environmental and social determinants of health. The [HEART](#) project explored

explored blue-green urban solutions that integrate natural and engineered systems to improve population health, while other initiatives work to mitigate disparities through targeted preventive and policy interventions.

Innovation and evidence-based design remain central across our work, with initiatives such as [PREPACT](#) advancing surveillance of RSV and hMPV in older adults, [REBECCA](#) harnessing big data to improve the management of chronic conditions after breast cancer, and several projects tackling barriers to vaccination and access to care across Europe.

Through this wide-ranging portfolio, we continue to champion healthcare innovation and deliver transformative solutions for stronger, more resilient health systems in Europe.



BEWELL

A European upskilling and reskilling strategy for the health workforce

BeWell – Blueprint Alliance for a Future Health Workforce on Digital and Green Skills is an Erasmus+ project designed to upskill and reskill Europe’s health workforce. With 24 partners from 11 countries, BeWell is building a comprehensive skills strategy to support the sustainable transformation of health systems. The project develops intelligence on workforce needs, pilots training programmes, and establishes Europe’s first Blueprint Alliance for health, ensuring digital and green skills are embedded at all levels and anchored in the EU Pact for Skills.

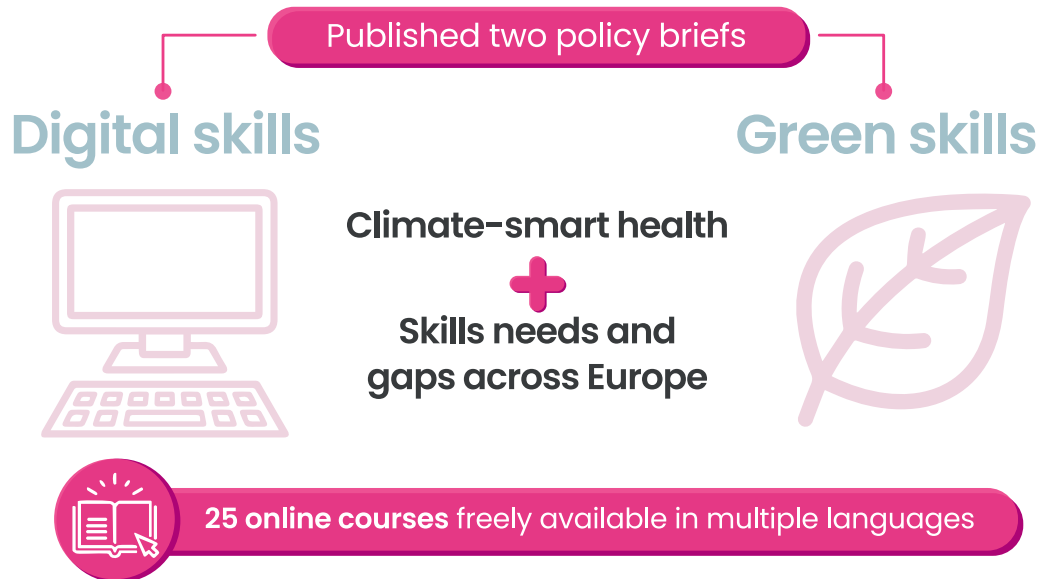
Why you will benefit

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.

Highlights and achievements 2025

The BeWell project published two policy briefs: [Closing the digital skills gap in healthcare](#) and [Green skills for a sustainable future](#), summarising the extensive research conducted by the consortium on skills needs and gaps across Europe. The project also piloted [25 online courses](#) on digital skills, green skills, and on next-generation skills that are freely available to all in multiple languages.



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 advancing future-oriented skills in the health and care sector. Central to the project are seven Regional Vocational Excellence Hubs, working together through a European platform to strengthen innovation and sustainability in healthcare. EUVECA enhances the quality and attractiveness of vocational training, supports the European Skills Agenda, and contributes to the European Education Area by promoting lifelong learning and cross-sector collaboration.

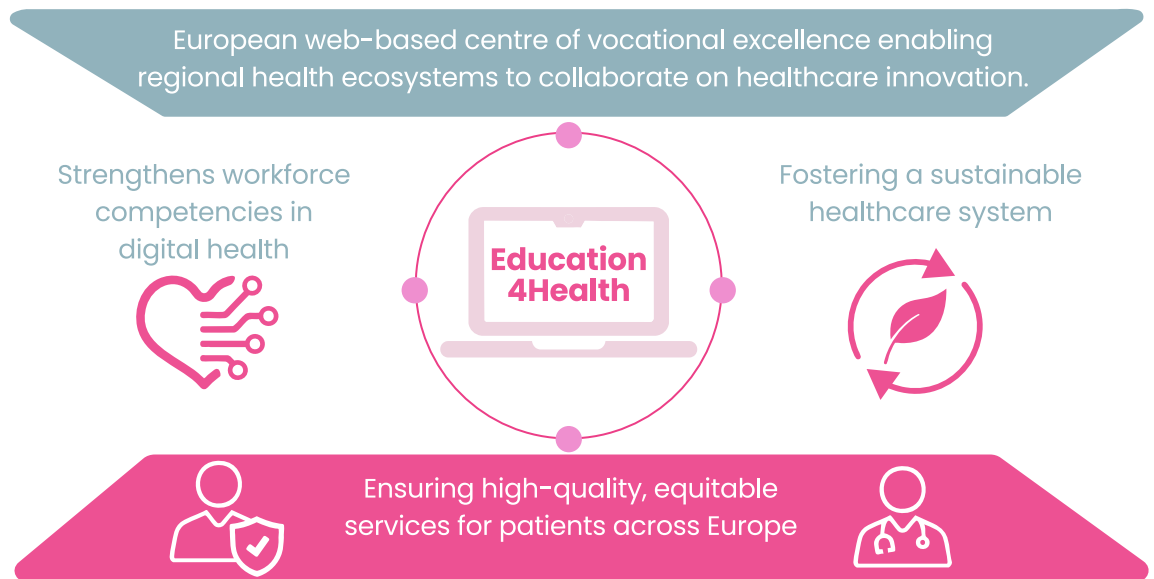
Why you will benefit

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.

Highlights and achievements 2025

The EUVECA project launched **Education4Health**, a European web-based centre of vocational excellence enabling regional health ecosystems to collaborate on healthcare innovation. The platform strengthens workforce competencies in digital health, fostering a sustainable healthcare system and ensuring high-quality, equitable services for patients across Europe.





AMR – EDUCARE

Education on antimicrobial resistance for the health workforce

The **AMR-EDUCare** project, concluded in 2025, strengthened the EU healthcare workforce to tackle Antimicrobial Resistance by closing key educational gaps. Focusing on behaviour change and digital skills, it delivered practical training on antimicrobial prescription, waste management, and patient empowerment. Targeting doctors, nurses, pharmacists, and health managers in six high-AMR countries – Spain, Portugal, Italy, Greece, Hungary, and Lithuania, the project combined clinical expertise with soft skills, informed by needs assessments and stakeholder consultations. Trainings were developed in partnership with academic institutions, professional associations, and national authorities, ensuring measurable impact across the EU.

Why you will benefit

Antibiotics are widely used in primary care, accounting for more than 80% of their global use. However, overuse and misuse of antibiotics are associated with increasing AMR, making it crucial for medical professionals in different specialties to stay up to date with the latest advancements in antibiotic prescribing optimisation.

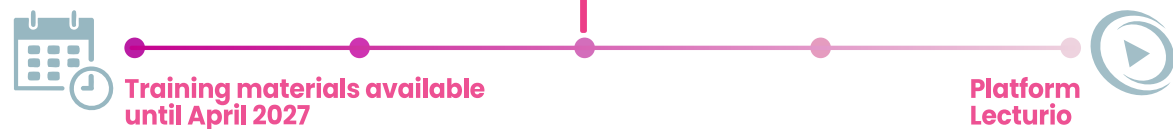
To address this need, the training delivered by AMR EDUCare offers evidence-based knowledge on prudent antimicrobial use, strategies for enhancing patient interaction skills, digital competencies for timely diagnosis and prescription management, and a stronger understanding of sustainable waste management practices.

Highlights and achievements 2025

5,800 +
Health professionals trained

- Doctors
- Nurses
- Pharmacists
- Healthcare Manager

Prevent and combat AMR in their healthcare settings



EDIHTA

European Digital Health Technology Assessment

The ongoing **EDiHTA** project is developing a harmonised framework for assessing Digital Health Technologies (DHTs) in Europe. It aims to strengthen healthcare quality and sustainability through a user-friendly, state-of-the-art Health Technology Assessment methodology. In collaboration with HTA agencies, regulators, policymakers, and healthcare providers, the consortium is validating the framework through pilots in seven major hospitals, covering mobile apps, telemedicine, and AI. The final outcome will be an iterative digital platform offering tailored guidance and methodological support for transparent and effective evaluation of digital health solutions.

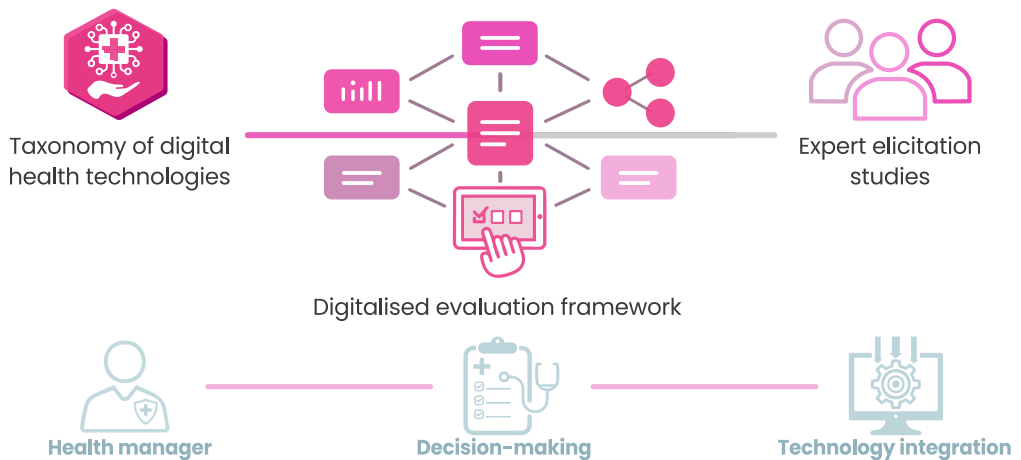
Why you will benefit

EDiHTA enables EU citizens to access and use digital health technologies through harmonised methods, supporting value-based decisions. It generates insights into HTA policies, digital health, innovations, and the European Health Data Space. Piloting phases across Europe integrate stakeholder feedback, ensuring robust, patient-centric HTA methodologies.

By advancing frameworks and addressing HTA limitations, EDiHTA fosters credible, secure decision-making and accelerates market access for DHTs. Its sustainability focus aligns with the European Green Deal, empowering health and care professionals to adopt environmentally conscious, cutting-edge technologies, improving patient care, and enhancing the relevance of HTA studies across Europe.

Highlights and achievements 2025

In 2025, EDiHTA delivered a taxonomy of digital health technologies and undertook Europe-wide expert elicitation studies to address gaps in existing impact assessment mechanisms. By providing a digitalised evaluation framework, the project empowers health managers across Europe to take consistent, evidence-based allocation decisions and to identify and sustainably integrate value-generating technologies.



Funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Health and Digital Executive Agency (HADEA). Neither the European Union nor the granting authority can be held responsible for them.

TRANSITION

Digital transition and digital resilience in oncology

Concluded in 2025, the **TRANSITION** project developed an advanced training programme for informal carers, as well as clinical and non-clinical professionals, equipping them with the digital skills needed to deliver effective, patient-centred cancer care. By up- and re-skilling the workforce, it supported the shift towards more cost-effective and resilient health models.

Building on a comprehensive review of digital health use in cancer care and new data from discrete choice experiments, TRANSITION identified training gaps and target groups. Based on this evidence, the consortium created modular training integrating Train-the-Trainer and Micro-credentials, piloted in cancer care settings and prepared for EU-wide dissemination.

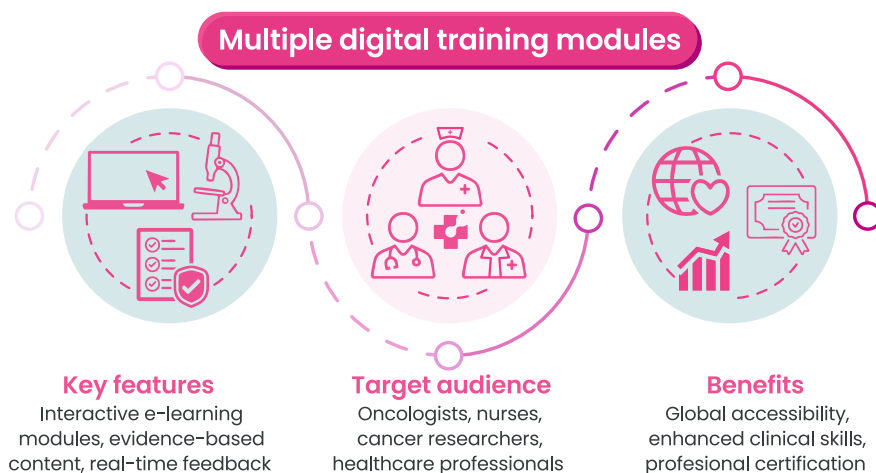
Why you will benefit

The project demonstrated how culture and change management are essential to driving learning and growth in the health workforce. By linking clinical practice with the role of health managers, it showed how digital transformation can be matched to real healthcare needs.

Key outputs included strategies to secure frontline worker buy-in, approaches to managing cultural change for organisational learning, and practical training modules to support workforce management.

Highlights and achievements 2025

TRANSITION delivered multiple digital training modules for oncology professionals and health managers, equipping thousands with new competencies across prevention, treatment, survivorship and system management. By embedding micro-credentials and a train-the-trainer model, the project strengthened Europe’s healthcare workforce resilience and accelerated the uptake of digital solutions in cancer care. **All courses** shall remain openly accessible beyond project completion.



Co-funded by the European Union

Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or EACEA. Neither the European Union nor the granting authority can be held responsible for them.

DTRIP4H

Advancing predictive, preventive, personalised, and participatory health through Digital Twin Technology

The **DTRIP4H** project advances predictive, preventive, personalised, and participatory healthcare in Europe using Digital Twin (DT) technology. DTs are virtual copies of patients or disease processes, built from real-world health data, enabling safe simulations and highly personalised treatment decisions. Focusing on chronic diseases and cancer, the project promotes precision health, equitable access, and privacy. Using federated learning, AI, and AR/VR, it develops a Decentralised Digital Twin Environment (DDTE) aligned with FAIR data principles, the European Research Area, and the Sustainable Development Goals.

Through seven proof-of-concept use cases, DTRIP4H addresses precision oncology, drug development, schizophrenia treatments, environmental health, and AI-driven personalised medicine. AR/VR integration enhances research and training, while the DDTE ensures transparent data use and broad stakeholder access.

Why you will benefit

European citizens will benefit from the DTRIP4H project through its focus on creating practical, trustworthy, and needs-based Digital Twin solutions for healthcare. By involving healthcare organisations and experts in the development process, the project ensures that the resulting digital tools and technologies directly address real-world health challenges, leading to more effective and efficient care. Furthermore, the project will help shape the future governance of AI and Digital Twin technologies, with a commitment to trust, inclusion, and strict data privacy.

This means the personalised medicine resulting from the project will be built on an ethical and secure foundation. Ultimately, by strengthening the capabilities of healthcare professionals through co-developed training and influencing EU-level policy and standardisation, DTRIP4H ensures that the next generation of health systems is better prepared, more modern, and delivers higher quality, safer, and more equitable care for everyone in Europe.

Highlights and achievements 2025

In 2025, the project launched the DTRIP4H Stakeholder Group, giving members a chance to shape AI and Digital Twin governance in European healthcare. Ten multi-stakeholder groups now include 19 members from healthcare, research, industry, policy, and citizen sectors to co-create the Governance Playbook. Partners also published open access outputs on building a decentralised Digital Twin ecosystem.



REBECCA

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

The **REBECCA** project harnessed Real-World Data (RWD) to advance clinical research and improve workflows for breast cancer care. By combining clinical records with lifestyle data, such as physical activity, nutrition, sleep, and online interactions, collected through mobile and wearable devices, REBECCA demonstrated how continuous data streams can enhance post-cancer treatment.

At the centre was the **REBECCA 360° platform**, designed to support survivors in daily life and strengthen communication with health professionals. Deployed across seven clinical studies in Norway, Spain, and Sweden with over 650 participants, the platform generated evidence to inform future guidelines. Best practices were disseminated to researchers, public health actors, and regulators across Europe.

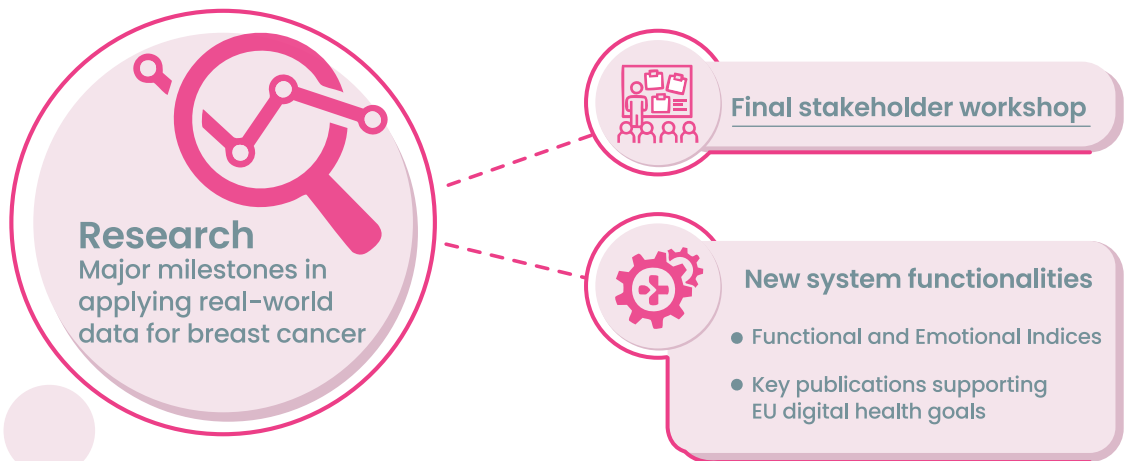
Why you will benefit

Stakeholders across healthcare can now benefit from the REBECCA 360° platform – a suite of minimally obtrusive, non-stigmatising mobile applications that support breast cancer survivors in their daily lives while strengthening interactions with health professionals.

The platform has been tested in seven clinical studies across Norway, Spain, and Sweden, involving more than 650 individuals, demonstrating its effectiveness and reliability. Building on this evidence, new guidelines and best practices for post-cancer treatment are now available, helping health systems deliver more personalised care and driving better outcomes for both patients and providers.

Highlights and achievements 2025

REBECCA achieved major milestones in applying real-world data for breast cancer research. It held its **final stakeholder workshop**, engaging patients, clinicians, and policymakers. The project delivered new system functionalities, Functional and Emotional Indices, and key publications supporting EU digital health goals.



Co-funded by the European Union

Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or EACEA. Neither the European Union nor the granting authority can be held responsible for them.



Lifestyle interventions optimising breast cancer risk reduction supported by AI

The **MELIORA** project fosters sustainable behavioural change to reduce breast cancer risk in a cost-effective manner. Implemented in real-world settings, it targets women at risk, patients, and survivors across rural and urban communities.

At its core is a **Virtual Coach**, providing personalised recommendations on diet, alcohol reduction, and physical activity, tailored to participants' social and geographical contexts. This digital approach, aligned with the **European Code Against Cancer**, is being tested through cluster-randomised studies involving 2,080 participants across Greece, Lithuania, Spain, and Sweden.

Why you will benefit

The project offers several benefits to the health community, fostering positive outcomes and promoting overall wellbeing. Through the implementation of the Virtual Coach tool, tailored support and a series of intervention material pools will be offered to women at risk, breast cancer patients, and breast cancer survivors to enhance their ability to adopt a healthier lifestyle.

In this way, the MELIORA project will foster enduring shifts in behaviour and contribute to a preventive healthcare approach to reduce the risk of developing breast cancer.

Highlights and achievements 2025

MELIORA developed intervention materials for the Virtual Coach, including a main course on physical activity and 20+ mini courses with articles, infographics, and quizzes on diet, alcohol, and lifestyle. A **brochure** highlighting MELIORA and other Prevention and Early Detection (Behavioural Change) cluster projects was also produced.

Intervention materials



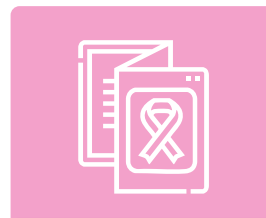
Virtual Coach

- Main course physical activity



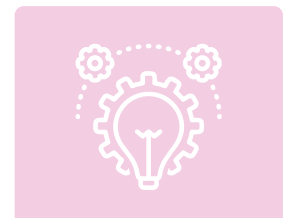
20+ Mini courses

- Articles
- Quizzes
- Infographics
- Diet and more



Prevention brochure

- Early Detection
- Behavioural change



Cluster projects

- An initiative collaboration



Funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Health and Digital Executive Agency (HADEA). Neither the European Union nor the granting authority can be held responsible for them.

PREVENT

Improving and upscaling primary prevention of cancer by addressing childhood obesity

The **PREVENT** project aims to overcome barriers to implementing effective childhood obesity strategies and to scale up primary interventions for weight management, ultimately reducing cancer risk in adulthood. It addresses implementation challenges by researching bottlenecks and introducing context-aware interventions and engagement strategies across diverse settings.

Interdisciplinary Communities of Practice guide the design, adaptation, and assessment of interventions, while three Living Labs engage 6,000 members in co-design. The project targets over 10,000 schools and 3.3 million students (ages 9–16) and establishes a framework for continuous policy assessment to optimise evidence-based scaling and adoption. By identifying barriers, surveying best practices, and informing legislative proposals, PREVENT promotes healthier lifestyles and long-term cancer prevention.

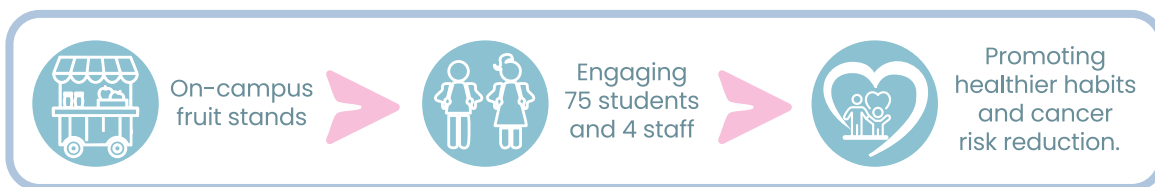
Why you will benefit

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.

Highlights and achievements 2025

PREVENT led the Research and Innovation Working Group within the EU Cluster on Prevention and Early Detection, advancing collaborative knowledge on cancer prevention. A **pilot intervention** in a Swedish school introduced on-campus fruit stands, engaging 75 students and 4 staff, promoting healthier habits and long-term cancer risk reduction.



Funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Health and Digital Executive Agency (HADEA). Neither the European Union nor the granting authority can be held responsible for them.

PREVENTABLE

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

The **PREVENTABLE** project assesses the cost-effectiveness of preventive measures for Rare Tumour Risk Syndromes (RTRS) compared to treatment after cancer develops. It integrates clinical expertise, patient data, and professional experiences with health economic and social science approaches to estimate the value of risk-reduction interventions and guide communication within clinical teams and with patients.

The multidisciplinary consortium combines clinical teams, who evaluate care pathways, with non-clinical partners, who analyse financial impacts and model costs and outcomes. Behavioural analyses of care uptake and tools for estimating pathway-specific health costs support evidence-based recommendations.

PREVENTABLE aims to demonstrate to policymakers that prevention is more cost-effective than treatment, promoting systemic changes in European healthcare.

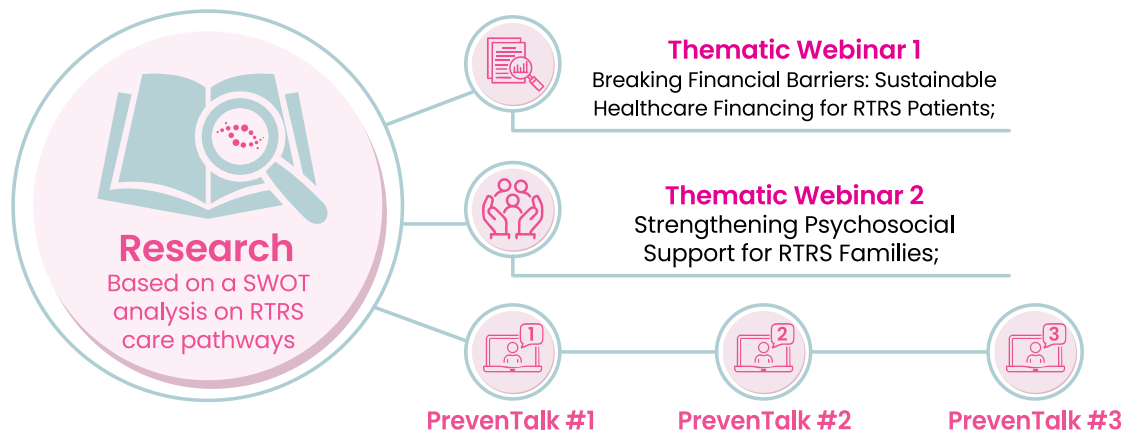
Why you will benefit

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 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.

Highlights and achievements 2025

PREVENTABLE delivered policy recommendations from Europe-wide research based on a **SWOT analysis** on RTRS care pathways and organised expert webinars and online debates including: [Thematic Webinar 1 – Breaking Financial Barriers: Sustainable Healthcare Financing for RTRS Patients](#); [Thematic Webinar 2 – Strengthening Psychosocial Support for RTRS Families](#); [PrevenTalk #1](#); [PrevenTalk #2](#); and [PrevenTalk #3](#).



Funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Health and Digital Executive Agency (HADEA). Neither the European Union nor the granting authority can be held responsible for them.



HEART

Improving urban health and reducing health disparities

Concluded in 2025, the **HEART** project focused on improving urban health and reducing disparities through Blue-Green Solutions integrated into urban planning, prioritising wellbeing as a core criterion.

The consortium, guided by clinical and social experts with local medical centres, selected 800 participants for three case studies in Aarhus, Denmark, Attica, Greece, and Belgrade, Serbia- most of whom were equipped with wearable devices. HEART combined medical data with environmental sensors, satellite/remote-sensing data, and European services like Copernicus, processed through advanced AI and machine learning tools. This integrated approach generated evidence on the health impacts of Blue-Green Solutions, informing future urban planning for healthier, more equitable cities.

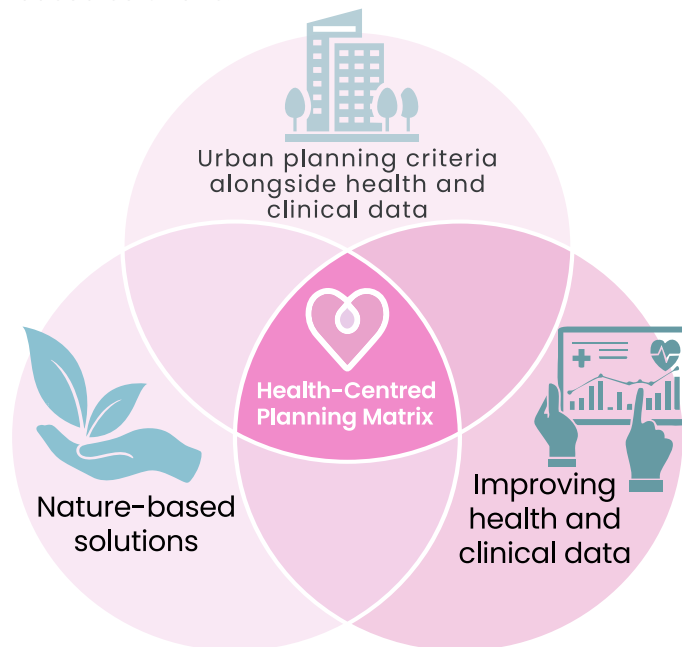
Why you will benefit

HEART bridges clinical practice with environmental and behavioural health, offering healthcare professionals an evidence-backed framework to understand the connection between urban environments, individual behaviours, and population health.

By identifying more sustainable and cost-effective solutions that can serve as a complement to medical interventions, the project embraces holistic approaches to health and promotes a shift from curative to preventive care.

Highlights and achievements 2025

One of the main outputs from the HEART project is the **Health-Centred Planning Matrix**, which incorporates urban planning criteria alongside health and clinical data to produce robust evidence aimed at improving health and wellbeing through specific clusters of nature-based solutions.



Funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Health and Digital Executive Agency (HADEA). Neither the European Union nor the granting authority can be held responsible for them.

Advancing interoperability within the healthcare sector, particularly in anticipation of the European Health Data Space (EHDS) regulation

The **XiA** project strengthens digital health interoperability by addressing skills gaps among healthcare providers, digital solution developers, and citizens, preparing stakeholders for the [European Health Data Space \(EHDS\)](#) regulation. Through tailored learning pathways, accredited programmes, and cross-border collaboration, it supports sustainable upskilling in digital health systems, data management, interoperability, and cybersecurity.

Using the Quadruple Helix Model, XiA fosters collaboration between government, industry, academia, and society, applying Triological Learning and Microlearning to deliver flexible, evidence-based professional development. EU-wide networks connect healthcare and digital health professionals, while co-created courses aligned with the [European Qualifications Framework](#) ensure recognition and lasting impact across higher education and vocational training.

Why you will benefit

The XiA project will benefit the health management community by addressing the urgent need for advanced digital health interoperability skills. Through micro-credentials, it will strengthen the capabilities of healthcare providers and digital health companies, boosting competitiveness across the EU.

By promoting standardised, open interoperability, XiA will reduce administrative burden, speed up clinical processes, and improve the sharing of health information. This will support better patient outcomes, more efficient care delivery, and long-term sustainability through flexible training and a Community of Practice that fosters lifelong learning.

Highlights and achievements 2025

The first year's achievements of XiA include the launch of its advisory board, bringing together leaders from public institutions, academia, and industry. The project was also featured in the session ['Skills for a Digital Health Future: Building Capacity for Transformation'](#) during the Global Health Connector Digital Summit 2025. Another achievement is that the project was also featured in the [European Projects Insight Report](#).

Advisory board launch

Public institutions, academia, and industry

Skills for a Digital Health Future:

Building Capacity for Transformation

European Projects Insight Report

Digital Summit 2025



Funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Health and Digital Executive Agency (HADEA). Neither the European Union nor the granting authority can be held responsible for them.

ALLIAX

Improving urban health and reducing health disparities

Running throughout 2025, the **ALLIAX project** established a Europe-wide Alliance to address severe chronic urinary incontinence (UI) in older women living in nursing homes. It aimed to raise awareness, improve care quality, promote innovative management alternatives, enhance patient dignity, reduce healthcare inefficiencies, and minimise environmental impact.

The project brought together urologists, urogynecologists, nurses, geriatricians, patient associations, and nursing home managers to share knowledge and define best practices.

Why you will benefit

Severe urinary incontinence in older women is a critical yet often overlooked healthcare challenge, affecting an estimated 55–60 million Europeans. The economic burden already reaches nearly €70 billion annually and could rise by 25% in the coming years due to an ageing society. Beyond costs, UI severely impacts quality of life, affecting work, sexuality, and emotional wellbeing, while reliance on absorbent products adds to healthcare’s carbon footprint.

The European Alliance on severe UI advocated for strengthening patient care, reducing economic and ecological burdens, and supporting collaboration among professionals, policymakers, and stakeholders to share good practices and innovative solutions to preventive care.

Highlights and achievements 2025

The Alliance has grown to 14 members and culminated in an evidence-based [white paper](#), co-created with members of the Alliance, that outlines optimal strategies for the management of chronic urinary incontinence. The paper was presented in a [roundtable](#) with the participation of MEP Vytenis Andriuskaitis, Prof John Heesakkers, Ms Panagiota Tsikalá, Mr Pascal Tschörtner, and Ms Elena Weber.

14

Members

Since January 2025



Evidence-based white paper, co-created with Alliance members



Roundtable participants

This work was supported by BD



OBSTACLES TO VACCINATION

Overcoming physical, practical, and administrative obstacles to vaccination

This service contract supported EU Member States in overcoming physical, practical, and administrative barriers to vaccination, with the aim of increasing coverage across the region. In collaboration with national and regional health authorities in all 27 EU countries, the consortium mapped vaccination services to identify obstacles, conducted large-scale surveys of citizens and health professionals to assess their impact, and analysed best practices. On-site visits were organised to share knowledge internationally, while selected practices were piloted to evaluate their effectiveness, efficiency, and transferability. The project concluded in 2025 with the development of final recommendations for presentation to the European Commission.

Why you will benefit

A [comprehensive website](#), information hub grants stakeholders access the latest information, results, and best practices on vaccination.

This resource supports health managers across Europe in making more informed and cost-effective decisions, while also providing evidence to strengthen your influence on policymaking at local, national, and EU levels.

Highlights and achievements 2025

All nine of the pilots for the selected promising practices were completed, with health authorities in the respective EU countries working to implement new concepts to improve the effectiveness of their prevention programmes.



Funded by the European Union

This project is funded by the EU4health health programme, contracted by the European Health and Digital Executive Agency (HaDEA). Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or HADEA. Neither the European Union nor HADEA can be held responsible for them.

EPACT

The Alliance for the digitalisation of hospitals medication management pathways

The **EPACT** project aims to develop solutions to reduce patient and health professional harm from medication errors and increase healthcare professional wellbeing by reducing the administrative burden of their workload within the medication management pathways of hospital settings. These solutions include the use of technology and automation to minimise manual input and errors, as well as the development of best practices and guidelines to standardise medication management processes across different hospital settings.

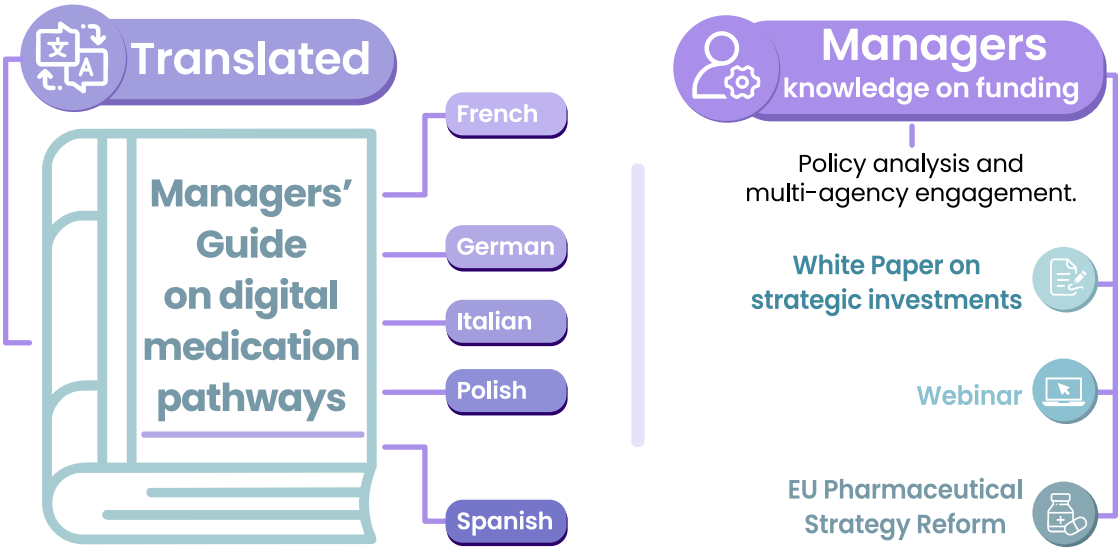
Why you will benefit

Medication is the main part of the therapeutic process for hospital patients and the second highest spending chapter for health budgets. Health managers are essential for ensuring availability, safety, and compliance, while preventing errors and improving systems.

Medication errors and shortages strain the system, costing €3,000 per error and increasing workloads by up to 5 hours weekly. Modernising medication management can reduce errors, optimise workflows, and provide significant cost savings.

Highlights and achievements 2025

The [Managers' Guide on digital medication pathways](#) was translated into [French](#), [German](#), [Italian](#), [Polish](#), and Spanish to facilitate the uptake of digitalised medication management pathways across Europe. Managers were also provided with knowledge on funding instruments through the [White Paper on strategic investments](#) presented during a dedicated [webinar](#). Finally, the project informed the [EU Pharmaceutical Strategy Reform](#) through policy analysis and multi-agency engagement.



RESOLVE II

Assessing RSV immunisation uptake and impact

The **RESOLVE II** project aimed to evaluate the implementation and potential impact of monoclonal antibodies (mAbs) for preventing RSV in infants across European healthcare systems, including France and Spain. It explored possible effects on healthcare operations, public health outcomes, and workforce dynamics. The study used a cross-sectional, mixed-methods approach, collecting qualitative and quantitative data through surveys and interviews with hospital, emergency, ICU, outpatient, and administrative staff. It focused on operational, financial, logistical, and administrative challenges of mAb programmes, with findings considered in the context of the [White Paper on RSV immunisation preparedness published in 2023](#).

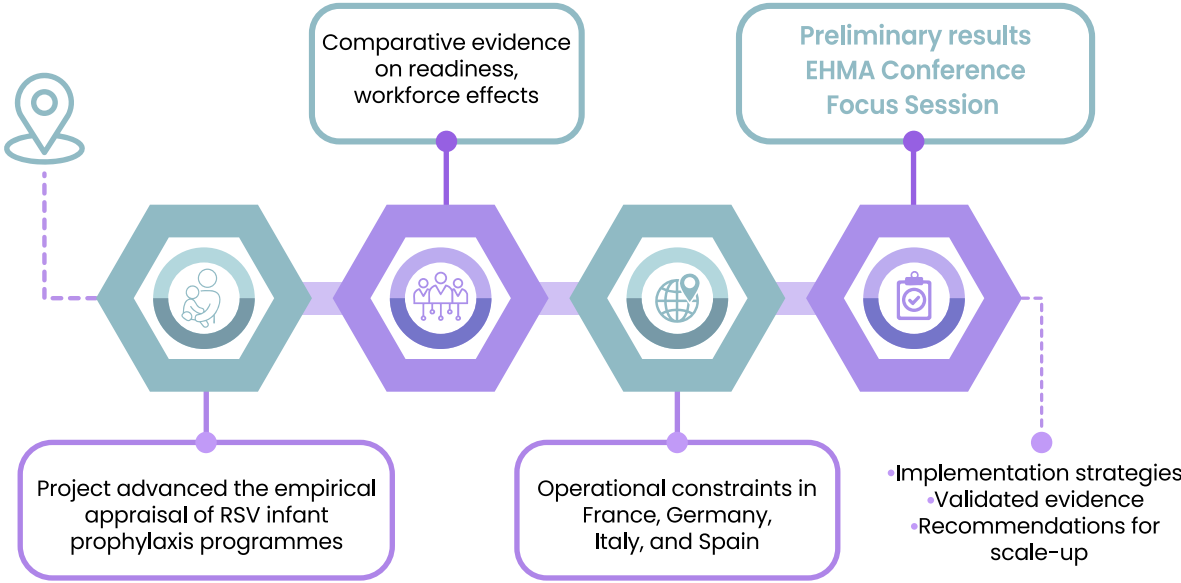
Why you will benefit

This project benefits health management by offering actionable insights into healthcare systems' readiness for RSV immunisation programmes.

The findings will aid healthcare managers and policymakers in developing efficient, equitable strategies for RSV prevention, ultimately supporting healthcare providers in reducing the RSV burden on healthcare resources and patient wellbeing.

Highlights and achievements 2025

In 2025, the project advanced the empirical appraisal of RSV infant prophylaxis programmes through surveys and interviews, yielding comparative evidence on readiness, workforce effects, and operational constraints in France, Germany, Italy, and Spain. Preliminary results shaped an [EHMA Conference Focus Session](#), where policymakers and practitioners exchanged implementation strategies, validated evidence, and generated consensus recommendations for scale-up.



This work was supported by Sanofi



RELIEVE

Reducing the Health System Burden of Pneumococcal Infections

RELIEVE addressed challenges in pneumococcal vaccination for adult populations across Europe. It followed a structured, multi-phase approach, starting with stakeholder engagement, mapping key actors, and selecting three case study countries to analyse successful vaccination models.

The project then built a coalition, interviewed stakeholders, and created a [European Call to Action](#) on pneumococcal vaccination targets, followed by target setting and securing endorsements from key institutions. It concluded with the official launch of our Handbook on improving vaccination coverage for adults on World Pneumonia Day. Overall, RELIEVE generated evidence-based recommendations to improve vaccination strategies and facilitate adoption across European healthcare systems.

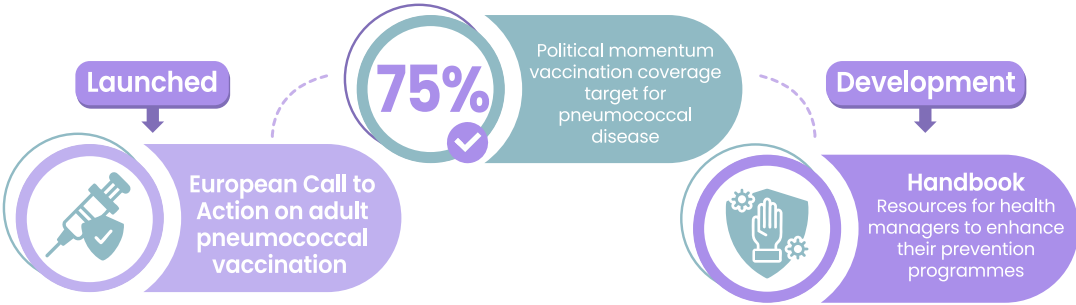
Why you will benefit

Pneumococcal disease remains a significant public health challenge, with high hospitalisation rates and mortality among older adults and high-risk populations. By improving pneumococcal vaccination coverage, RELIEVE aimed to reduce healthcare system strain. Fewer severe pneumococcal infections mean lower hospital admissions and reduced pressure on medical staff and resources. The project also sought to enhance preventive care, as stronger vaccination strategies contribute to more resilient healthcare systems that can better handle seasonal respiratory outbreaks.

Additionally, it informed evidence-based policymaking by providing practical insights for health managers to improve vaccine delivery and accessibility. Another key aim was to strengthen health system collaboration; by fostering partnerships between public health authorities, policymakers, and industry stakeholders, RELIEVE ensured long-term improvements in adult immunisation strategies. The project's findings and recommendations directly benefitted healthcare providers, policymakers, and public health professionals seeking to enhance vaccination uptake and disease prevention efforts across Europe.

Highlights and achievements 2025

RELIEVE launched a [European Call to Action on adult pneumococcal vaccination](#), building political momentum around a 75% vaccination coverage target for pneumococcal disease. The project also involved the development of a Handbook offering practical tools for health managers looking to strengthen their prevention programmes.



This work was supported by MSD



PREPACT

A receptivity assessment for hMPV and RSV diagnosis in older adults

PREPACT aimed to address receptivity and identify drivers and barriers to providing timely and effective diagnosis of RSV and hMPV in older adults (defined as people aged 60–65+, including at-risk populations), with special emphasis on testing and surveillance, leaving valuable evidence and recommendations to guide future improvements in diagnosis and surveillance across Europe. The project also developed recommendations to enhance receptivity levels in selected European countries, with specific attention to HMPV, which remains significantly under-diagnosed and under-recognised.

EHMA set up an expert focus group to advise on the project methodology, including the literature review on the diagnosis and impact of RSV and hMPV. Focusing on France, Germany, Italy, Spain, and the UK, data on receptivity were collected with input from this focus group. The data collection included surveys and one-on-one interviews with experts in outpatient and hospital settings from the selected countries.

Why you will benefit

This work on receptivity levels for diagnosing RSV and hMPV in older adults will empower managers, researchers, providers, educators, and policymakers with knowledge and tools to improve health management.

PREPACT fosters collaboration and innovation, supporting research and development within the EHMA network. The insights gathered will be shared widely and transformed into practical solutions through joint initiatives, ensuring they reach healthcare professionals and decision-makers across Europe.

PREPACT generated policy momentum towards improving surveillance and testing for RSV and hMPV in Europe. After a dedicated focus session at EHMA 2025 and an expert-driven stakeholder [survey](#), the project captured several key insights which were presented in a [Policy Brief](#) and White Paper, complemented by actionable, evidence-based policy recommendations.

Highlights and achievements 2025

Generated policy momentum




Improving
Surveillance and testing for RSV and hMPV in Europe



Stakeholder survey
Focus session at EHMA 2025



Policy Brief
Several key insights



White Paper
Evidence-based policy recommendations

This work was supported by Sanofi



ECDC LIGHTHOUSE

Lighthouse: a Community of Practice by ECDC

This project aims to build a Community of Practice in the social and behavioural sciences for the prevention of communicable diseases in the EU/EEA, hosted by the European Centre for Disease Prevention and Control (ECDC). In collaboration with Verian Group, the Public Policy Management Institute (PPMI), and NOVA University of Lisbon, EHMA has developed an online community of practice hosted by the ECDC. This community, named 'ECDC Lighthouse', is the meeting point for professionals working in the prevention of infectious diseases, coming together with a shared goal: using social and behavioural sciences in their public health work. It provides a space to share knowledge, discuss challenges, build connections and promote good practices across borders.

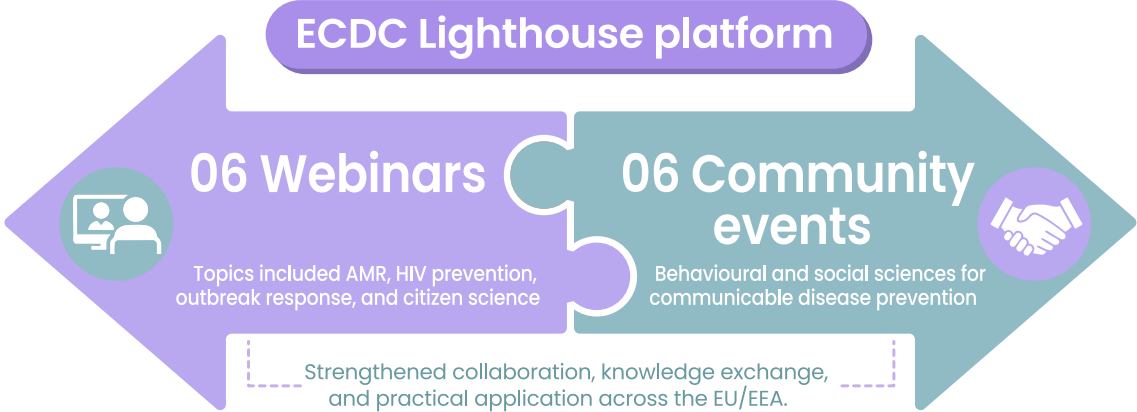
Why you will benefit

Infectious disease prevention requires more than clinical solutions; it demands an understanding of human behaviour to drive meaningful and sustainable change. EHMA's involvement brings the perspective of health management professionals to the forefront, ensuring that interventions are not only evidence-based but also practical and adaptable to real-world healthcare settings.

Through collaboration with multidisciplinary experts, the ECDC Lighthouse contributes to designing, implementing, and evaluating strategies that promote healthy behaviours and improve health outcomes and promotes a cross-border exchange of knowledge that enhances the capacity of health managers to address complex challenges.

Highlights and achievements 2025

In 2025, through the ECDC Lighthouse platform, ECDC delivered six webinars and six community events on behavioural and social sciences for communicable disease prevention on topics including AMR, HIV prevention, outbreak response, and citizen science. These activities strengthened collaboration, knowledge exchange, and practical application across the EU/EEA.



This work was supported by the European Centre for Disease Prevention and Control (ECDC)



Our policy initiatives

In 2025, EHMA reinforced its role as a trusted source of policy insight and strategic intelligence for Europe's health management community. Our work is guided by our mission to advance the professionalisation of health management, strengthen evidence-informed decision-making, and ensure that the health management perspective is reflected in policy dialogues shaping Europe's future health systems.

Staying ahead of the EU policy landscape

Throughout 2025, we continuously monitored and analysed emerging EU policy developments to guarantee that our work – and that of our members – remains relevant, timely, and strategically aligned. This year saw major advancements in European health and industrial policy, each influencing how health systems are governed, managed, and resourced:

- ➔ **European Health Data Space (EHDS)** – The adoption of the EHDS Regulation in early 2025 established a harmonised framework for cross-border access and use of health data.
- ➔ **Strategy for European Life Sciences** – Launched in July 2025, this initiative positions Europe as a global leader in life sciences innovation by 2030. Our policy monitoring and stakeholder engagement ensure members understand the opportunities this creates for innovation partnerships, capacity building, and system readiness.
- ➔ **Pharmaceutical Legislation Reform and Supply-Chain Resilience** – Ongoing reform of the EU's pharmaceutical legislation and the push for resilient medicine supply chains have direct relevance to hospital management, procurement, and system sustainability.

→ EU Artificial Intelligence Act – As the AI Act moves into its implementation phase, we have tracked developments around governance, ethics, and workforce competencies, supporting managers to prepare for compliance and responsible adoption of AI technologies.

→ European Skills Agenda and the Pact for Skills – The EU’s 2025 focus on addressing skills shortages through green and digital upskilling aligns closely with our leadership in workforce development. Through projects such as BeWell and EUVECA, we directly contribute to translating EU policy priorities into practice. Together with other EU-funded initiatives, these projects position EHMA at the centre of Europe’s health workforce transformation— linking education, policy, and practice to strengthen the capacity and resilience of health systems.

This active monitoring ensures our research, projects, and advocacy efforts remain responsive to the most current EU priorities— translating

policy shifts into actionable insights for our members and the wider health management community.

A key highlight this year was the publication of “Defining Health Management: A Conceptual Foundation for Excellence Through Efficiency, Sustainability and Equity” (Valiotis et al., *International Journal of Health Planning and Management*, 2025-<https://doi.org/10.1002/hpm.3903>). The article provides a foundational definition of health management that supports our policy positioning and underpins our advocacy for its formal recognition within EU frameworks.

Delivering value through intelligence, engagement, and advocacy

Through regular policy briefings, expert roundtables, and strategic communications, we ensure members remain at the forefront of EU health policy developments. Our engagement with European institutions, networks, and partners allows us to translate complex policy changes into practical knowledge, project opportunities, and advocacy priorities that strengthen the field of health management.





EHMA Membership

The [EHMA Membership](#) is open to all those committed to improving health management in Europe and beyond.

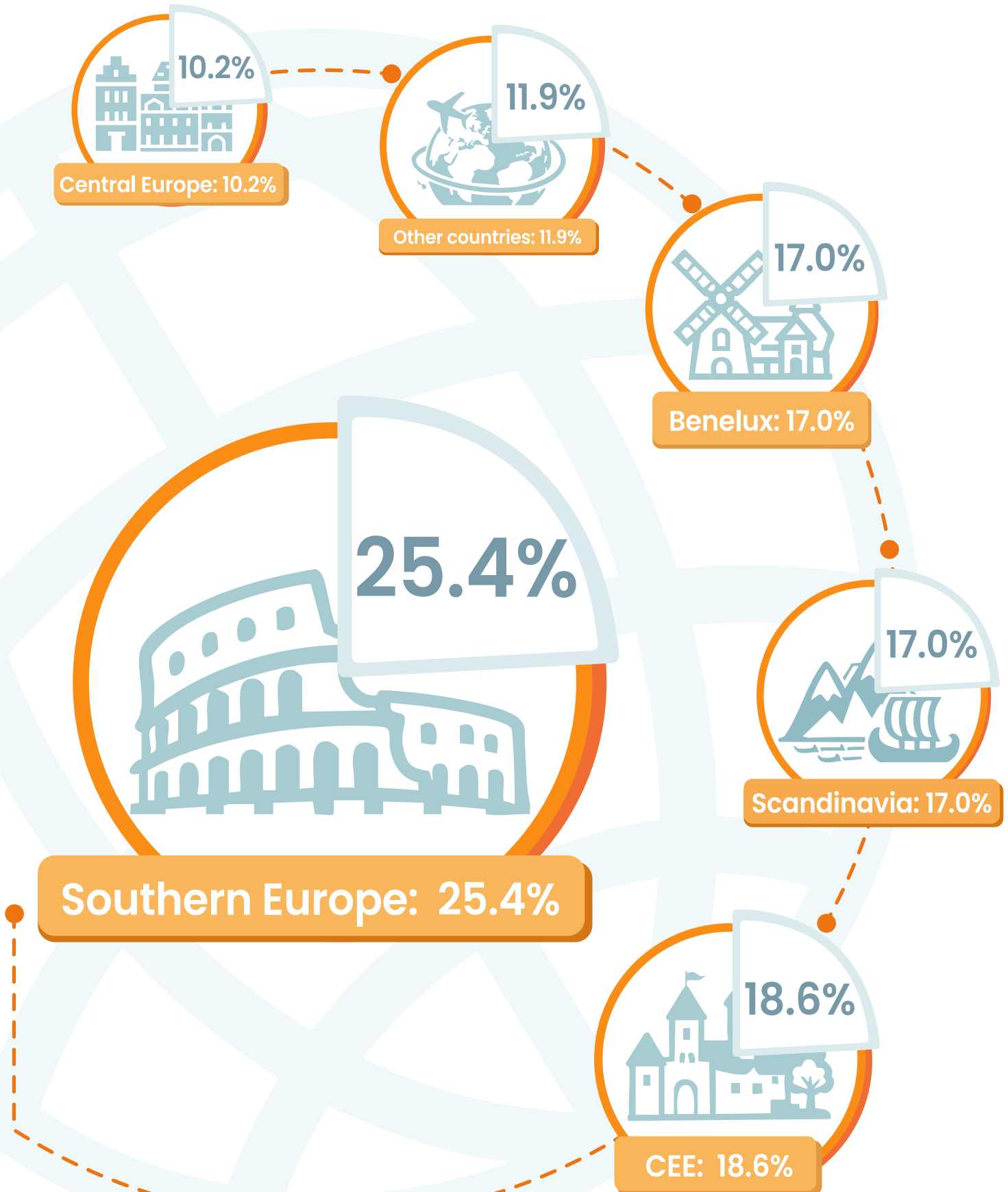
We welcome applications from universities with relevant courses in healthcare; hospitals and healthcare service providers; associations of hospital managers; research centres; regional and national health policy agencies; and anyone else sharing our mission to spread knowledge on effective health management.



In 2025,
EHMA
welcomed



Geographical distribution





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 Bellis van den Berg

Centre of Expertise for
Care and support,
Utrecht, the Netherlands



Dr Guido Noto

CREMS – University
of Messina, Italy



Dr Inês Fronteira, RN, MPH

National School of Public
Health, Universidade
NOVA de Lisboa, Portugal



Prof Dr Isabel Craveiro

Institute of Hygiene and
Tropical Medicine,
Universidade NOVA de
Lisboa, Portugal



Prof Dr Lasse Lehtonen, MD

Helsinki University
Hospital, Helsinki,
Finland



Prof Dr Marija Jevtic, MD

University of
Novi Sad, Serbia



Dr Simon Moralee

Healthcare Management
and Head of Health
Management Group,
The University of
Manchester, UK



Prof Dr Teresa Magalhães

National School of Public
Health, Universidade
NOVA de Lisboa, Portugal



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 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.

In February 2025, the Programme Directors' Group met in Leuven, Belgium where members had the chance to discuss possible accreditation opportunities for their health management courses through EHMA.

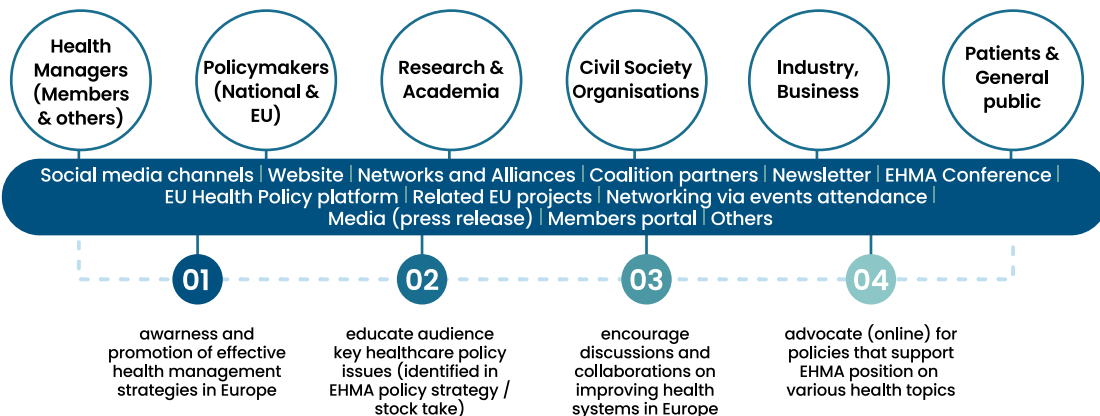
Among the key decisions reached by the group was to map the current courses on health management across Europe to assess points of convergence, similarities and diversities in health management education.



Communications outreach

EHMA's external communications support the organisation's policy and advocacy efforts and to inform members and stakeholders, the ultimate ambition being to recognise health management as a core component of health systems, embedded in decision-making for sustainable universal health.

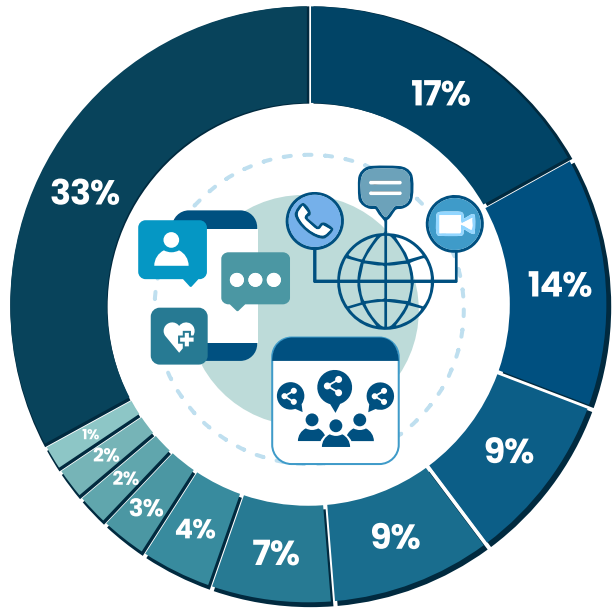
EHMA encompasses a wide range of areas of work, advocacy topics, diverse audiences, various projects, special interest groups and other elements, which can be complex to grasp. The figure below highlights the primary stakeholders and channels we identified and use for engagement, communication and dissemination.



Website outreach



- Others 1%
- Others 2%
- Others 2%
- EHMA funding Paper 3%
- About EHMA 4%
- Secretariat 7%
- EHMC 2026 9%
- EHMA 2025 Conference 9%
- EHMA CARE Summit 14%
- A definition of Health Management 17%
- Home EHMA 33%



Social media

In 2025, EHMA focused on growing its LinkedIn, YouTube, and Twitter outreach. EHMA's primary social media channels included:

[EHMA on LinkedIn](#) [EHMA on Youtube](#)

[@EHMAinfo](#)



Social media Outreach

	Total Followers	Outreach (impressions)
	15 182	406 881
	5 117	88916
	196	5266

Members exclusive portal

In 2025, EHMA launched its Members' Portal, providing a dedicated space for members to network, explore health management opportunities, and access exclusive offers.



Podcast 'Health Management Voices'

'EHMA's podcast series is designed for community leaders and health managers, offering key insights into empowering citizens and patients to advocate for their rights within health systems and service delivery.



Downloads by Country

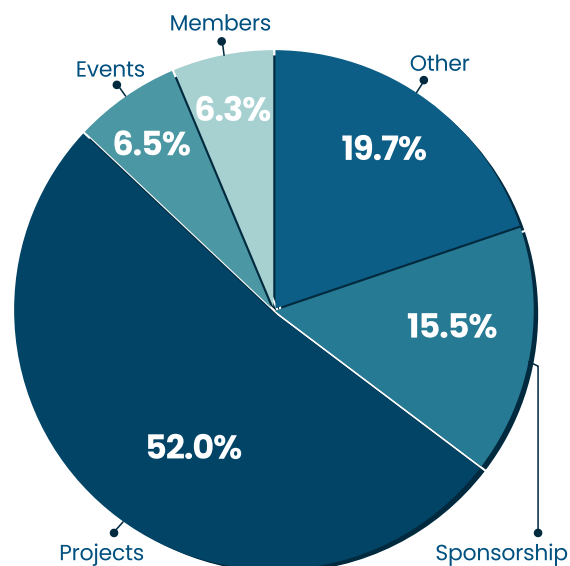
● Belgium 13.16%	● Italy 13.16%	● Ireland 9.21%
● Australia 7.89%	● Turkiye 7.89%	● United States of America 7.89%
● Sweden 3.95%	● Spain 3.95%	
● Bulgaria 2.63%	● Cyprus 2.63%	● France 2.63%
● United Kingdom 1.32%	● Canada 1.23%	● India 1.32%
● Nigeria 1.32%	● Israel 1.32%	● Netherlands 1.32%



Finances

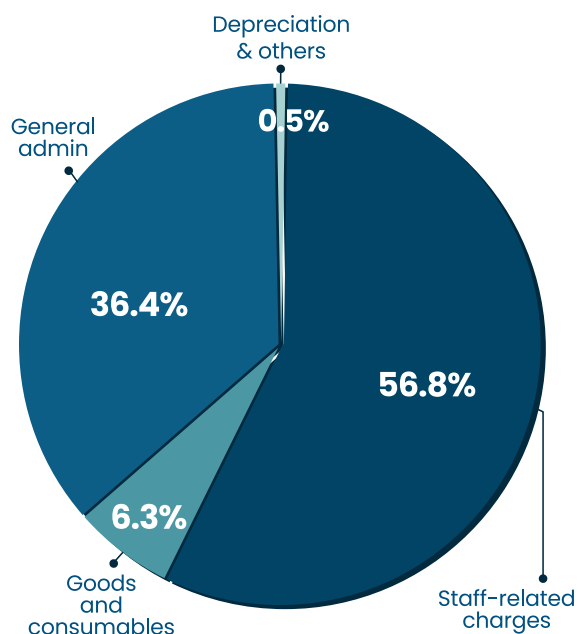
→ EHMA 2024 Income

Members contributions	115,825.00
Conference and events	119,239.90
Projects	952,598.46
Sponsorship	284,847.19
Other income	360,816.53
Total	1,833,327.08



→ EHMA 2024 Expenditure

General admin	659,022.75
Goods and consumables	113,858.02
Staff-related charges	1,029,345.34
Depreciation & other	8,809.82
Total	1,811,035.93



Other financial income	427.57
Financial charges	-3,527.57

→ 2024 Financial Results

19,191.15

