



20 – 22 JUNE 2018



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EHMA SECRETARIAT

Usman Khan – Executive Director
 Florence Boivin – Office Manager
 Nadia Rubtsova – Events and Partnership Manager
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 Yowali Kabamba – Projects Assistant

European health systems are entering a period where challenges and opportunities have never been greater or starker. Public finances remain constrained and there is evident frustration regarding the pace of change and the ability of teams and individuals to come together to implement more efficient and patient centred care. But as meeting the challenges to delivering efficient, effective and integrated care we are now collectively faced with the new opportunities provided by digitalization, medicines innovation and the personalization agenda.

The 2018 EHMA Annual Conference, hosted by our colleagues at Semmelweis University in the beautiful city of Budapest will address these challenges head on, helping participants to share ideas and effective practice on the Conference theme of 'Making it Happen' as we seek to help unlock the change agenda. In the expectation of having EHMA's largest ever Conference, bringing together educators, researchers, managers and health professionals from Europe and beyond, with a wider programme of events than we have ever had previously.


The Conference will be built on our established programme of Plenary Sessions that will include Keynote Presentations from speakers such as Dr Hans Kluge, Director of the Division of Health Systems and Public Health at the World Health Organization and Dr Helen Bevan, the internationally renowned speaker on healthcare innovation and improvement from the UK's National Health Service. In addition, we have over 70 presentations by colleagues at our 12 Parallel Sessions. Further innovation this year is the first ever EHMathon, a special event sponsored by EIT Health to bring together young healthcare professionals from across Europe to engage in a creative problem solving. We are also very pleased to have a number of partner sessions developed in collaboration with the Netherlands Ministry of Defence, Phillips, MSD and the European Health Observatory.

I hope you enjoy the hospitality of our colleagues from Semmelweis University in this historic and beautiful city and that you leave further informed

and enthused about delivering on the huge potential for healthcare in Europe and beyond.

WELCOME to EHMA 2018 Conference




Psy. D. Anders Wahlstedt
EHMA President

BUDAPEST
EOK
1094 Budapest,
Tüzoltó utca 37-47.

ACKNOWLEDGEMENTS

EHMA 2018 Annual Conference would not have become a reality without a huge commitment and active contribution from our host, the Semmelweis University and colleagues from the Health Services Management Training Centre of the Semmelweis University.

EHMA gratefully acknowledges the support and dedication of the Host, **Dr. Miklós Szócska** and, in particular, of **Mrs. Mariann Mayer, Mr. Márton Kis, Mr. Peter Gaál** and **Ms. Linda Alpern** in the organization of EHMA 2018 Annual Conference.

ABSTRACTS SELECTION COMMITTEE

Prof. Federico Lega, (Chair of the Scientific Advisory Committee),
University of Milan, Italy

Dr. Ronald Batenburg, NIVEL, Netherlands

Dr. Pia Maria Jonsson, National Institute for Health and Welfare,

Prof. Dr. Kim Putters, Erasmus University Rotterdam, the Netherlands

Prof. Walter Sermeus, KU Leuven, Belgium

Dr. Antoni Peris, CASAP, Spain

Prof. Dr. Dr. Wilfried von Eiff, Centre for Hospital Management,
Germany

Prof. Marius Buiting, NVTZ, the Netherlands

Dr. Axel Kaehne, Edge Hill University, UK

Prof. Mats Brommels, Medical Management Centre (MMC), Karolinska
Institutet (PhD Abstracts review)

Dr. Usman Khan, EHMA Director

Mr. Anders Wahlstedt, EHMA President and a former CEO of Soerlandet
Hospital HF, Norway and a Mental Health Specialist (Mental Health
abstracts review)

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EHMA 2018 HOST



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EHMA 2018 PARTNERS & SUPPORTERS



SPEAKERS AND MODERATORS



Sarah Wheaton



Dr. Helen Bevan



Mr. Reinier



Dr. Miklos Szocska



Dr. Usman



Dr. Hans



Mrs. Nicola Bedling-



Prof. Dr. Kim Putters



Colonel Henk Van Der



Lieutenant Colonel Tamas Bognar



Lieutenant Dr. Stefano de Porzi



Mr. Frank Ruesen



Mr. Kim Baden-



Dr. Josep Figueras



Mr. Johan Hansen



Dr. Ellen Nolte



Prof. Federico Lega



Mr. Andrew Corbett-



Dr. Nick Fahy



Assist. Prof. Dr. Eva



Miss Helen Pardoe



Mr. Ganesh Sathyamoorthy



Dr. Maarten Janssen



Prof. Walter Sermeus

SPEAKERS AND MODERATORS



Univ.-Prof. Dr. Wilfried von



Dr. Lieke Oldenhof



Dr. Stephen Brookes



Prof. Sandra C. Buttigieg



Dr. Antoni Peris Grao



Mr. Tino



Dr. Axel Kaehne



Mrs. Nicole Denjoy



Prof. Jenny



Dr. Armin



Dr. Peter Norrie



Dr. Marius Buiting



Mr. Matthijs



Prof. Ronald Baten-



Dr. Ellen Kuhlmann



Mr. Matthias Wismar



Dr Cesar Velasco Munoz



Mr. Rene Van Hell



Dr. Pal Maurovich-



Mr. Thomas Straumits



Mr. Balazs Furjes

PROGRAMME AT A GLANCE

WEDNESDAY, JUNE 20TH				
09:00	CHECK-IN AND ENERGY BOOST Health Lab & Learning Lounge			
10:30	KICKING-OFF EHMA 2018 EHMA 2018 Moderator Sarah Wheaton 10:30-10:45 Room: Auditorium			
11:00	GOOD GOVERNANCE: PARALLEL THINKING Moderator: Federico Lega Room: A	IMPROVEMENT SCIENCE: PARALLEL THINKING Moderators: Nick Fahy and Eva Turk Room B	HEALTH & SOCIAL CARE INTERFACE: PARALLEL THINKING Moderator: Kim Putters Room C	PATIENT – FOCUSED HOSPITALS OF THE FUTURE: PARALLEL THINKING Moderator: Walter Sermeus Room: Auditorium
12:30	FOOD FOR THOUGHT Health Lab & Learning Lounge			
14:00	OPENING PLENARY “LEADING CHANGE INTO THE FUTURE” Moderator: Sarah Wheaton KEYNOTE SPEAKER: Dr. Helen Bevan, NHS Horizons PANEL: Mr. Reinier Schlatmann, Philips Dr. Miklos Szocska, Health Services Management Training Centre of the Semmelweis University, Hungary Dr. Usman Khan, European Health Management Association Room: Auditorium			
15:15	ENERGY BOOST Health Lab & Learning Lounge			
15:30	PARTNER SESSION “WHERE CIVILIAN MEETS MILITARY HEALTHCARE?” Organized by the Netherlands Ministry of Defence, Defence Healthcare Organisation Room: Auditorium	PARTNER SESSION “REDUCING THE BURDEN OF CARDIOVASCULAR DISEASE THROUGH INNOVATIVE PREVENTION” Organized in collaboration with the Embassy of the Kingdom of the Netherlands Room: B		
16:45	ENERGY BOOST Health Lab & Learning Lounge			
17:00	IN CONVERSATION ABOUT GOOD GOVERNANCE Moderator: Federico Lega Interactive session Room: A	IN CONVERSATION ABOUT IMPROVEMENT SCIENCE Moderators: Nick Fahy and Eva Turk Interactive session Room B	IN CONVERSATION ABOUT HEALTH & SOCIAL CARE INTERFACE Moderator: Kim Putters Interactive session Room C	IN CONVERSATION ABOUT PATIENT – FOCUSED HOSPITALS OF THE FUTURE Moderator: Walter Sermeus Interactive session Room: Auditorium
18:00	END OF SESSIONS Free time			
19:00-19:20	BUS TRANSFER TO THE GALA DINNER CRUISE For those delegates who attend the Gala Dinner Cruise. Pick-up point: in front of the venue			
20:00-23:00	GALA DINNER CRUISE Pick-up point by bus at the conference venue between 19:00-19:20. The pier location is Vigadó tér 5. Boarding starts at 19:30, departure at 20:00. Arrival at 23:00.			

PROGRAMME
DIRECTORS' MEETING –
FOR HEALTH
MANAGEMENT
PROGRAMME
DIRECTORS
Room: Boardroom

PROGRAMME AT A GLANCE

THURSDAY, JUNE 21ST					
08:30	CHECK-IN AND ENERGY BOOST Health Lab & Learning Lounge				
09:30	SECOND PLENARY "PEOPLE-CENTRED HEALTH SYSTEMS FOR 21ST CENTURY: INCLUDE, INVEST, INNOVATE" Moderator: Sarah Wheaton KEYNOTE SPEAKER: Dr. Hans Kluge, WHO European Region 09:30-10:15 Room: Auditorium				
10:15-10:30	STRETCH OUT! Transition				
10:30	PARTNER SESSION: EUROPEAN OBSERVATORY ON HEALTH SYSTEMS AND POLICIES Organized by European Observatory on Health Systems and Policies 10:30-12:00 Space: Workshop, 1st floor		PARTNER SESSION "PRACTICAL IMPLEMENTATION OF DIGITAL TRANSFORMATION: FROM HEALTH LITERACY TO OPTIMIZING PATIENT PATHWAY MANAGEMENT" Organized by OTP (Digital Therapeutics Partnership) 10:30-11:45 Room: Auditorium		
11:45-12:00	STRETCH OUT! Transition				
12:00	PATIENT & PUBLIC INVOLVEMENT: PARALLEL THINKING Moderator: Lieke Oldenhof Room A	BEST PRACTICES IN CLINICAL PROCESS AND INNOVATION MANAGEMENT: PARALLEL THINKING Moderator: Wilfried von Eiff Room: Auditorium	PRIMARY CARE: PARALLEL THINKING Moderator: Antoni Peris Grao Room B	INTEGRATED CARE: PARALLEL THINKING Moderator: Axel Kaehne Room C	PHD SESSION: THE KAROLINSKA MEDICAL MANAGEMENT CENTRE – EHMA RESEARCH AWARD Room D
13:30	FOOD FOR THOUGHT Health Lab & Learning Lounge				
15:00	Health Services Management Training Centre (EMK) MANAGEMENT SESSION Speaker: Dr. Miklós Szócska 15:00-16:00	EHMA SPECIAL INTEREST GROUPS & WORKING GROUPS Open to all delegates 15:00-16:00 Room: A		Transitional Countries Network meeting (TCN) Open to all delegates 15:00-16:00 Location to be confirmed	
16:00	STRETCH OUT! Transition				
16:15	IN CONVERSATION ABOUT PATIENT & PUBLIC INVOLVEMENT Moderator: Lieke Oldenhof Interactive session Room A	IN CONVERSATION ABOUT BEST PRACTICES IN CLINICAL PROCESS AND INNOVATION MANAGEMENT Moderator: Wilfried von Eiff Interactive session Room: Auditorium	IN CONVERSATION ABOUT PRIMARY CARE Moderator: Antoni Peris Grao Interactive session Room B	IN CONVERSATION ABOUT INTEGRATED CARE Moderator: Axel Kaehne Interactive session Space: Workshop on the 1st floor	
17:15	"UNDER THE LENS" Health Lab & Learning Lounge			EHMA ANNUAL GENERAL ASSEMBLY For EHMA members only. Room: Auditorium	

WHO Regional Office for Europe closed meeting
"Towards a roadmap for the digitalization of national health systems in Europe within Health2020 and the UN 2030 Agenda for Sustainable Development"
Room: Boardroom
9:00-18:00

PROGRAMME AT A GLANCE

FRIDAY, JUNE 22ND					
09:00	"ENERGY BOOST Health Lab & Learning Lounge"				
09:30	MENTAL HEALTH: PARALLEL THINKING & "IN CONVERSATION" Moderator: Armin Fidler Room C	HEALTH FUTURES: PARALLEL THINKING & "IN CONVERSATION" Moderators: Marius Buiting & Matthijs Zwier Room A	HEALTH WORKFORCE: PARALLEL THINKING & "IN CONVERSATION" Moderator: Ronald Batenburg Room B	EHEALTH & BIG DATA: PARALLEL THINKING & "IN CONVERSATION" Moderator: Cesar Velasco Munoz Room: Auditorium	
11:30	"ENERGY BOOST Health Lab & Learning Lounge"				
11:45	PARTNER SESSION: "SHAPING THE FUTURE JOINT RESEARCH PROGRAMME ON HEALTH SERVICES AND SYSTEMS RESEARCH: MATCHING PRIORITIES AND CHALLENGES" Organized by EHMA and EU Project TO-REACH, led by the Istituto Superiore di Sanità (ISS). 11:45-12:45 Room: A		PARTNER SESSION: "IDEATION TO SHAPE THE EUROPEAN HEALTH DIGITAL ECOSYSTEM - HOW TO MOBILIZE EXPERIENCES, BEST PRACTICES AND FRESH BRAIN CAPACITY TO BUILD BETTER DIGITAL ECOSYSTEM?" 11:45-12:45 Room: B		
12:45	CLOSING PLENARY AND EHMATHON FINAL Panelists: Mrs. Nicola Bedlington, EPF Prof. Dr. Kim Putter, Netherlands Institute for Social Research Dr. Josep Figueras, European Observatory on Health Systems and Policies 12:45-14:30 Room: Auditorium				
14:30-15:30	"SZIA" (['SIYA]) LUNCH Health Lab & Learning Lounge				

PROGRAMME OVERVIEW

Wednesday, 20th June

09.00 – 10.30	CHECK-IN AND ENERGY BOOST (Health Lab & Learning Lounge)
10.30 – 10.45	KICKING-OFF EHMA 2018 (Room Auditorium)
11.00 – 12.30	PARALLEL THINKING
	GOOD GOVERNANCE (Room A)
	IMPROVEMENT SCIENCE (Room B)
	HEALTH & SOCIAL CARE INTERFACE (Room C)
	PATIENT - FOCUSED HOSPITALS OF THE FUTURE (Room Auditorium)
12.30 – 14.00	FOOD FOR THOUGHT (Health Lab & Learning Lounge)
14.00 – 15.15	OPENING PLENARY “LEADING CHANGE INTO THE FUTURE” (Room Auditorium)
15.15 – 17.00	PROGRAMME DIRECTORS’ MEETING (Room Boardroom)
15.15 – 15.30	ENERGY BOOST
15.30 – 16.45	PARTNER SESSION “WHERE CIVILIAN MEETS MILITARY HEALTHCARE?” (Room Auditorium)
15.30 – 16.45	PARTNER SESSION “REDUCING THE BURDEN OF CARDIOVASCULAR DISEASE THROUGH IN-NOVATIVE PREVENTION” (Room B)
16.45 – 17.00	ENERGY BOOST
17.00 – 18.00	IN CONVERSATION ABOUT
	GOOD GOVERNANCE (Room A)
	IMPROVEMENT SCIENCE (Room B)
	HEALTH & SOCIAL CARE INTERFACE (Room C)
	PATIENT-FOCUSED HOSPITALS OF THE FUTURE (Room Auditorium)
18:00	FREE TIME
19.00	DEPARTURE FOR THE GALA DINNER CRUISE

PROGRAMME OVERVIEW

Thursday, 21st June

08.30 – 09.30	CHECK - IN AND ENERGY BOOST
09.00 – 18.00	WHO REGIONAL OFFICE FOR EUROPE – CLOSED MEETING (Room Boardroom)
09.30 – 10.15	SECOND PLENARY SESSION (Room Auditorium)
10.15 – 10.30	STRETCH OUT!
10.30 – 11.45	PARTNER SESSION “PRACTICAL IMPLEMENTATION OF DIGITAL TRANSFORMATION. FROM HEALTH LITERACY TO OPTIMIZING PATIENT JOURNEY” (Room Auditorium)
10.30 – 12.00	PARTNER SESSION EUROPEAN OBSERVATORY ON HEALTH SYSTEMS AND POLICIES (Room Workshop, 1 st floor)
11.45 – 12.00	STRETCH OUT!
12.00 – 13.30	PARALLEL THINKING
	PATIENT & PUBLIC INVOLVEMENT (Room A)
	BEST PRACTICES IN CLINICAL PROCESS AND INNOVATION MANAGEMENT (Room Auditorium)
	PRIMARY CARE (Room B)
	INTEGRATED CARE (Room C)
12.00 – 13.30	PHD SESSION THE KAROLINSKA MEDICAL MANAGEMENT CENTRE - EHMA RESEARCH AWARD (Room D)
13.30 – 15.00	FOOD FOR THOUGHT (Health Lab & Learning Lounge)
15.00 – 16.00	MANAGEMENT SESSION “REALIZING THE BENEFITS OF BIG DATA” (Room Auditorium)
15.00 – 16.00	EHMA SPECIAL INTEREST GROUP (Room to be confirmed)
15.00 – 16.00	TRANSITIONAL COUNTRIES NETWORK MEETING (Room to be confirmed)
16.00 – 16.15	STRETCH OUT!

PROGRAMME OVERVIEW

16.15 – 17.15	IN CONVERSATION ABOUT
	PATIENT & PUBLIC INVOLVEMENT (Room A)
	BEST PRACTICES IN CLINICAL PROCESS AND INNOVATION MANAGEMENT (Room Auditorium)
	PRIMARY CARE (Room B)
	INTEGRATED CARE (Room Workshop, 1 st floor)
17.15 – 19.15	“UNDER THE LENS “ POSTER SESSION (Health Lab & Learning Lounge)
17.15 – 19.15	EHMA ANNUAL GENERAL ASSEMBLY - for EHMA Members only (Room Auditorium)
19.15 – 21.15	#SOCIALMIX (Health Lab & Learning Lounge)

Friday, 22nd June

09.00 – 09.30	ENERGY BOOST
09.30 – 11.30	PARALLEL THINKING & “IN CONVERSATION”
	MENTAL HEALTH (Room C)
	HEALTH FUTURES (Room A)
	HEALTH WORKFORCE (Room B)
	EHEALTH & BIG DATA (Room Auditorium)
11.30 – 11.45	ENERGY BOOST
11.45 – 12.45	PARTNER SESSION – “SHAPING THE FUTURE JOINT RESEARCH PROGRAMME ON HEALTH SERVICES AND SYSTEMS RESEARCH: MATCHING PRIORITIES AND CHALLENGES” (Room A)
11.45 – 12.45	PARTNER SESSION – “IDEATION TO SHAPE THE EUROPEAN HEALTH DIGITAL ECOSYSTEM” (Room B)
12.45 – 14.30	CLOSING PLENARY & EHMATHON FINAL (Room Auditorium)
14.30 – 15.30	“SZIA” LUNCH (Health Lab & Learning Lounge), <i>Sponsored by EIT Health</i>

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WEDNESDAY,
20TH JUNE 2018



WEDNESDAY, 20TH JUNE 2018

GOOD GOVERNANCE

PARALLEL THINKING

TIME & LOCATION

11:00-12:30

Moderator: Federico Lega

Room A

"Regional Health Care Data in the federated health care policy system of Switzerland - a promising tool to optimize governance?"

by Prof.Dr. Ulrich Wagner, Swiss Federal Statistical Office (FSO), Health Services, Neuchâtel, Switzerland

"Health system governance in Small Island Developing States of the English-speaking Caribbean: A critical review."

by Dr. Damian E. Greaves, St. George's University, St. George's, Grenada

"The implementation of the Evidence-Informed Health Policy: the vision of Kazakhstan"

by Dr. Vitaliy Koikov, Republican Center for Health Development, Astana, Kazakhstan

"Proposed leadership repertoire for healthcare boards: learning from changes in governance in English hospitals since 2013"

by Prof. Naomi Chambers, University of Manchester, Manchester, United Kingdom

"Budgeting and Performance Measurement Systems in Dutch Hospitals"

by Dr. Hilco J. van Elten, Erasmus University Rotterdam, Erasmus School of Health Policy & Management, Rotterdam, Netherlands

"Can buddying arrangements in the NHS be effective in driving improvement?"

by Kevin McGee, East Lancashire Hospitals NHS Trust and Andrew Corbett-Nolan, Good Governance Institute, London, United Kingdom.

WEDNESDAY, 20TH JUNE 2018

IMPROVEMENT SCIENCE

PARALLEL THINKING

TIME & LOCATION

11:00–12:30

Moderator: Nick Fahy and Eva Turk

Room B

"eLearning for Quality Improvement: A mixed methods evaluation"
by Mr. Vimal Sriram and Mr. Ganesh Sathyamoorthy, NIHR CLAHRC NWL, London, United Kingdom

"Quality Improvement through Interactive Simulation"
by Dr. Grazia Antonacci, Imperial College, London, United Kingdom

"The role of lean leadership in the lean maturity - second-order problem solving relationship: a multiple case study"
by Prof. Dr. Kees Ahaus, University of Groningen, Netherlands

"Health services research in Germany: an analysis of funding criteria"
by Prof. Afschin Gandjour, Frankfurt School of Finance & Management, Frankfurt, Germany

"Clinical Led 'Disruptive Innovation' in Healthcare Delivery: A Case study of the Northumbria NHS Foundation Trust"
by Dr. Nancy Bolous, Management Center Innsbruck, Innsbruck, Austria

WEDNESDAY, 20TH JUNE 2018

HEALTH & SOCIAL CARE INTERFACE

PARALLEL THINKING

TIME & LOCATION

11:00–12:30

Moderator: Kim Putters

Room C

"Collaboration between formal and informal carers in long-term care in the Netherlands"
by Mrs. Marjolein Herps, Vilans, Netherlands

"Optimizing Integrated care pathways for elderly after hospital admission"
by Anna-Maria Hiltunen, Aalto University, Espoo, Finland

"Scaling up in staff engagement processes. Best practices detected in ACT@Scale project"
by Mrs. Núria Rodríguez Valient and Mrs. Montserrat Moharra Frances, Agency for Health Quality and Assessment of Catalonia (AQuAS), Barcelona, Spain

"European patterns of child-focused health policy"
by Prof. Michael Rigby, Imperial College, London, United Kingdom

"Risk of elderly nursing home admission: individual and system-level factors"
by Mr. Olli Halminen, Aalto University, Espoo, Finland

"Social innovation and change in the evolution of health systems"
by Mr. Peter Gaal, Health Services Management Training Centre, Semmelweis University, Budapest, Hungary

"Does market matter? An institutional perspective on purchasing of chronic care"
by Mr. Bart Noort, University of Groningen, Groningen, Netherlands

WEDNESDAY, 20TH JUNE 2018

PATIENT – FOCUSED HOSPITALS OF THE FUTURE
PARALLEL THINKING

TIME & LOCATION

11:00–12:30

Moderator: Walter Sermeus

Room: Auditorium

“New methodologies for service improvement in a one stop venous clinic”

by Mr Pranav Somaiya, The Princess Alexandra Hospital NHS Trust, Harlow, United Kingdom

“Creating value through clinical operations management: lessons from Multiple Myeloma”

by Simone Laratro, Università Cattolica del Sacro Cuore, Milan, Italy

“Diversity and dilemmas – managing risk and resilience in dynamic, globalised healthcare organisations”

by Assoc. Professor Margaret Brunton, Massey University, Auckland, New Zealand

“Current Status and Effect of Quantitative Classification Management for Small-scale Medical Institutions in China : Taking Shiyan City as an Example” and its Consequences on Healthcare Systems Design”

by Prof. Shangcheng Zhou, Guangzhou University of Chinese Medicine, Guangzhou, China

“Henry Ford’s Lean Vision of a Health assembly line: Can Europe Learn from India’s Low-Cost and High-Quality Care?”

by Mrs. Giao Linh Vu Thi, Mentalmed, Cologne, Germany

WEDNESDAY, 20TH JUNE 2018

LUNCH PRESENTATIONS

FOOD FOR THOUGHT

TIME & LOCATION

12:30–14:00

Learning Lounge- Lunch presentations area

During this break, join lunch presentations of our partners in the “Learning Lounge- Lunch presentations” area.



13:20– 13:40 SUSTAIN PROJECT presentation.

SUSTAIN aims to concretely improve the way care services for older adults are organised and delivered across Europe, and especially for those who have multiple health and social care needs.

13:45– 13:55 IC-HEALTH PROJECT presentation



IC-Health is a project to develop a series of Massive Open Online Courses (MOOCS)

to help improve the digital health literacy of European citizens. MOOCS will be developed in eight languages (English, French, Italian, Danish, German, Swedish, Dutch and Spanish). Countries involved in the pilot are Spain, Italy, Belgium, United Kingdom, Netherlands, Sweden, Germany and Denmark.

LEADING CHANGE INTO THE FUTURE
PLENARY SESSION

TIME & LOCATION

14:00-15:15

Moderator: Sarah Wheaton

Keynote Speaker : **Dr. Helen Bevan**, Chief Transformation Officer, NHS Horizons

Room C

What skills and capabilities will healthcare leaders need to enable change in the future? How will we make change happen in the future?

In this provocative session, Helen Bevan will explore some of the latest ideas, tools and approaches from leading practitioners of large scale change around the globe. She will reflect on the practical implications and opportunities for healthcare leaders in an era where the balance between “old power” (positional power and authority) and “new power” (networks and social movements) is shifting. She will suggest ways for healthcare leaders to build individual and collective capability for leading change and delivering results in this new world.

PANEL

Mr. Reinier Schlatmann

CEO of Philips Central and Eastern Europe

Dr. Miklos Szocska

EHMA 2018 Host and Director of The Health Services Management Training Centre of the Semmelweis University, Hungary

Dr. Usman Khan

Executive Director, European Health Management Association

PROGRAMME DIRECTORS' MEETING

TIME & LOCATION

15:15 -17:00

Room: Boardroom

Excellence in post-graduate health management programmes was a key-driver behind the establishment of the European Health Management Association (EHMA) in 1982 and it remains a principal focal point today. Therefore, EHMA has worked to establish a 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.

EHMA is committed to build a strong, vibrant and broad ranging Programme Directors' Group that fully reflects the breadth of academic members within EHMA. Therefore, EHMA Members are welcome to join the group, contribute to its activities and propose new ones based on their competences, expertise and interests.

WEDNESDAY, 20TH JUNE 2018

REDUCING THE BURDEN OF CARDIOVASCULAR DISEASE THROUGH INNOVATIVE PREVENTION

PARTNER SESSION

TIME & LOCATION

15:30-16:45

Room B



Embassy of the Kingdom of the Netherlands

This EHMA hosted discussion in collaboration with the Embassy of the Kingdom of the Netherlands and moderated by EHMA Executive Director, Dr. Usman Khan aims to bring together the leading minds and organizations to discuss the issues associated with the cardiovascular diseases (CVDs). This short one-hour discussion will raise questions about innovative solutions in prevention and early screening of CVD, the means and solutions of conveying the message to young population on healthy living and CVD prevention as well as will exchange results and best practices from different sectors on similar case studies.

PANEL

- * Ambassador-Designate René van Hell, Embassy of the Kingdom of the Netherlands in Hungary
- * Prof. Béla Merkely, Semmelweis University, Hungary
- * Dr. Pal Maurovich - Horvat, Semmelweis University, Hungary
- * Dr. Leonard Hofstra, Cardiologie Centra Nederland, the Netherlands
- * Dr. Mark Winkens, Elisabeth Tweesteden Hospital and President at CIRC foundation, the Netherlands
- * Mr. Reinier Schlatmann, Philips Central and Eastern Europe
- * Dr. Usman Khan, European Health Management Association, Belgium
- * Representatives of tech start-ups

Please add this session into your agenda beforehand in the EHMA 2018 App to attend

WEDNESDAY, 20TH JUNE 2018

WHERE CIVILIAN MEETS MILITARY HEALTHCARE?

PARTNER SESSION

TIME & LOCATION

15:30-16:45

Moderator: Sarah Wheaton

Room Auditorium



Ministry of Defence
The Netherlands Defence
Healthcare Organisation



This unique 'In conversation about military healthcare' session will be an interactive dialogue between the experts and the audience. Starting with an outline of differences and similarities between civilian and military healthcare, an account will be given of recent cooperation between the Netherlands Defence Healthcare Organisation and the NATO Centre of Excellence for Military Medicine.

Providing insights into civilian-military healthcare cooperation, the discussion will also focus on mental healthcare in order to assess common learning on areas of care such as PTSD, where recent terrorist attacks across Europe have keenly brought into focus the need for effective military-civilian health care cooperation.

PRESENTERS

'Introduction in military healthcare, workforce and governance: differences and similarities with civilian healthcare?'

by Colonel Henk van der Wal MHBA MHA EMSD, Netherlands Ministry of Defence, Defence Healthcare Organisation, Utrecht, Netherlands

'Operational healthcare, from a "Lessons Learned" perspective'

by Lieutenant-colonel Dr. Tamás Bognár, NATO Centre of Excellence for Military Medicine, Budapest, Hungary

'Military Mental Healthcare or what best practices the civilian healthcare can use?'

by Lieutenant-colonel Dr. Stefano de Porzi, NATO Centre of Excellence for Military Medicine, Budapest, Hungary

'The Dutch strategic alliance civilian-military surgical model'

by Mr. Frank Ruesen MSc, Netherlands Ministry of Defense, Defense Healthcare Organization, Utrecht, Netherlands

Please add this session into your agenda beforehand in the EHMA 2018 App to attend

**IN CONVERSATION
ABOUT GOOD GOVERNANCE**

TIME & LOCATION

17:00-18:00

Moderator: Federico Lega

Invited expert: **Andrew Corbett-Nolan**, Chief Executive of Good Governance Institute, United Kingdom

Room A

This session on the governance of health systems and organizations will provide the turf to discuss the current status, trends and innovative approaches through the investigations and comparisons among different countries and systems. Referencing recent research undertaken in the field, the session will open out into a broader reflection on governance issues at different levels, players to be involved, accountability mechanisms, and challenges in bridging politics and manager, hospital and community services, health and social care. The “new normality” of health sector requires a more effective governance: how we envision it?

Are you ready to discuss?

- System Governance: what is it, how it works?
- Whose Hospital (health organization)? The battle for governance has just begun...
- Integrated or specialized governance of care networks

**IN CONVERSATION
ABOUT IMPROVEMENT SCIENCE**

TIME & LOCATION

17:00-18:00

Moderators: Nick Fahy and Eva Turk

Invited experts: **Miss Helen Pardoe**, Associate Medical Director Quality Improvement, Princess Alexandra Hospital NHS Trust, UK
Mr. Ganesh Sathyamoorthy, Assistant Director for Partnership and Business Development, NIHR CLAHRC NWL, UK

Room B

The complexity of the health system combined with digital solutions demand interaction and wider organizational and system context. This discussion will help unlock this rapidly evolving area and in doing so provide a platform for assessing how the tools of improvement science can be best integrated into health services.

**IN CONVERSATION
ABOUT HEALTH & SOCIAL CARE INTERFACE**

TIME & LOCATION

17:00-18:00

Moderator: Kim Putters

Invited expert: **Dr. Maarten Janssen**, Program Manager, Erasmus Centre for Healthcare Management, the Netherlands

Room C

With the rapid changes in population health need witnessed over the last decades the importance of establishing an effective interface between health and social care has become an increasing challenge for those designing, managing and delivering care. This session will consider these challenges and assess potential solutions within a European context. As a starting point we shall discuss family and youth care and raise such questions like how we can learn from different cases in patient groups and also across the groups.

WEDNESDAY, 20TH JUNE 2018

IN CONVERSATION ABOUT
PATIENT – FOCUSED HOSPITALS OF THE FUTURE

TIME & LOCATION

17:00–18:00

Moderator: Walter Sermeus

Invited experts: Mr. Reinier Schlatmann, CEO of Philips Central and Eastern Europe

Univ.-Prof. Dr. Dr. Wilfried von Eiff, Academic Director of the Ludwig Fresenius Center for Health Care Management and Regulation at HHL Leipzig Graduate School of Management, Germany

Room: Auditorium

It is increasingly becoming recognised that the hospital of the future will bear little resemblance to traditional model of the district general hospital. This facilitated session will provide important new insight into the challenges faced by planners and managers to deliver an effective modern vision of hospital care. We will discuss whether patient- and family-centred care is effective in all aspects from different perspectives represented by our invited experts.

THURSDAY,
21ST JUNE 2018



THURSDAY, 21ST JUNE 2018

WHO REGIONAL OFFICE FOR EUROPE

CLOSED MEETING

TIME & LOCATION

09:00- 18:00

Room: Boardroom



“Towards A Roadmap For The Digitalization Of National Health Systems In Europe Within Health2020 And The UN 2030 Agenda For Sustainable Development”

Special closed WHO event with Member states co-organized by EHMA and the Semmelweis University.

WHO Regional Office For Europe Closed Meeting

THURSDAY, 21ST JUNE 2018

PEOPLE-CENTRED HEALTH SYSTEMS FOR 21ST
CENTURY: INCLUDE, INVEST, INNOVATE

PLENARY SESSION

TIME & LOCATION

09:30-10:15

Moderator: Sarah Wheaton

Keynote Speaker: **Dr. Hans Kluge**, Director, Division of Health Systems and Public Health, WHO European Region

Room: Auditorium

Taking as his starting-point that the current climate in Europe, and indeed globally, is one that is in flux, Dr Hans Kluge will provide a view of the challenges and opportunities for European health systems in the future. He will outline how this unstable climate has implications for our health systems. More specifically, he will explain that it requires us to think very carefully about the nature, design and goals of our systems. In this regard, the June 2018 WHO Regional Office high-level Tallinn Charter 10th anniversary meeting, “Health Systems for Health and Prosperity - Leaving no one behind”, identified three key themes for health systems going forward. Referred to as the “Three Is”, there are: to Include, to Invest, and to Innovate.

Dr Kluge will outline a number of priorities around the “Three Is”, making the case for the health systems community to pursue them both individually and in tandem. While this requires being strategic in areas of focus and action depending on context, working together will also be crucial. And in order to pursue people-centred health systems that are inclusive, adequately and sustainably invested in and innovative in the current climate in Europe, Dr Kluge will argue that we must reaffirm our commitment to solidarity and a strong values-orientation to our work.

THURSDAY, 21ST JUNE 2018

PRACTICAL IMPLEMENTATION OF DIGITAL TRANSFORMATION: FROM HEALTH LITERACY TO OPTIMIZING PATIENT JOURNEY
PARTNER SESSION

TIME & LOCATION

10:30-11:45

Moderator: Federico Lega

Organised by DTP (*Digital Therapeutics Partnership*)

Room: Auditorium



While digital health becomes the hot topic in many institutional and business fora, there are still a number of questions unanswered; and one reason may be the complexity of both the technologies that are being developed and the healthcare environment. The session aims at taking a concrete and specific focus on digital transformation in the healthcare sector, which is perceived to be a solution to some of its most acute challenges affecting the delivery, adherence to treatments and ultimately efficacy of healthcare interventions. Experts across the healthcare spectrum will share their views using concrete examples of how digital innovation can improve health literacy for patients/citizens and reduce time to access care.

PRESENTERS

Mrs. Eva Maydell, Member of the European Parliament, Bulgaria

Mrs. Nicola Bedlington, Secretary General, EPF - European Patients Forum, Belgium

Mr. Thomas Straumits, Managing Director, MSD Hungary and President of the Board of the Hungarian Pharma Association, Hungary

Mr. Kim Baden-Kristensen, Co-founder & CEO, Brain+, Denmark

Mr. Arne Thomassen, Director, Sorlandet Hospital, Norway

Please add this session into your agenda beforehand in the EHMA 2018 App to attend

THURSDAY, 21ST JUNE 2018

EUROPEAN OBSERVATORY
PARTNER SESSION

TIME & LOCATION

10:30-12:00

Organised by European Observatory on Health Systems and Policies

Room: Workshop, 1st floor



This session will explore opportunities for EHMA and its members being a platform for knowledge brokering supporting evidence informed policy making. Over the last 20 years the European Observatory on Health Systems and Policies has generated and communicated evidence explicitly to inform policy makers, developing a range of innovative approaches to knowledge brokering. The key lessons for bringing evidence into the processes of health systems strengthening revolve around the understanding that knowledge brokering is a dynamic process with three phases: identifying what the evidence need is; pulling together the right evidence; and unpacking and sharing that evidence so that policy makers can use it.

Please add this session into your agenda beforehand in the EHMA 2018 App to attend

THURSDAY, 21ST JUNE 2018

PATIENT & PUBLIC INVOLVEMENT

PARALLEL THINKING

TIME & LOCATION

12:00–13:30

Moderator: Lieke Oldenhof

Room A

“Co-production in healthcare services: the evaluation of economic and organizational impacts”

by Dr Floriana Fusco, Università Degli Studi di Milano, Milan, Italy

“Developing a participatory quality improvement method for assisted living services”

by Ms Marjolijn Heerings, Erasmus School of Health Policy & Management, Rotterdam, Netherlands

“Patient satisfaction in public hospitals: a secondary data analysis from Romania.”

by Mr Stefan Strilciuc, Romanian Health Observatory, Bucharest, Romania

“Improving quality and safety of hospital care through a national participatory assessment program”

by Mrs Vanda Raho, Agenas, Rome, Italy

“Stakeholder Involvement in Health Technology Assessment: The EUneHTA experience.”

by Mrs María Sánchez, Health Technology Assessment Agency (AETS-ISCIII), Madrid, Spain

“The Differential Impacts of Tax Deduction Status on Chronic Disease Morbidity”

by Dr. Jerome Dugan and Dr. Layla Booshehri, Drexel University, Philadelphia, USA

“Experiencing dependency: an auto-ethnographic study”

by Prof. Henk Nies, Vilans, Netherlands

THURSDAY, 21ST JUNE 2018

BEST PRACTICES IN CLINICAL PROCESS AND INNOVATION
MANAGEMENT

PARALLEL THINKING

TIME & LOCATION

12:00–13:30

Moderator : Wilfried von Eiff

Room Auditorium

“Antecedents of the Utilization of Disruptive Innovations: An Empirical Analysis of Telemedicine Adoption and Usage by European Physicians”

by Dr. Stefanie Steinhauser, University of Regensburg, Regensburg, Germany

“Effects of modularisation of a university hospital outpatient care unit”

by Prof. Minna Kaila, Faculty of Medicine, University of Helsinki, Helsinki, Finland

“3.6 million people, 12 hospitals, 7 trusts, 5 champions, 4 years, 1 pathway: how the numbers add up in system wide change”

by Miss Helen Pardoe, Princess Alexandra Hospital, Harlow, United Kingdom

“Leading Patient Safety into Digital Age: A Smart Collaborative Antibiotic Stewardship Decision-making System”

by Prof. Luís Lapão, Instituto de Higiene e Medicina Tropical, Universidade Nova de Lisboa, Lisbon, Portugal

“Implementing best practices in a laparoscopic hepatectomy patient’s care process—healthcare professionals’ perspective of benefits to patients”

by Anna-Maria Hiltunen, Aalto University, Espoo, Finland

“Supply chain performance measurement and management: Application in the Maltese health care system”

by Prof. Sandra C. Buttigieg, University of Malta, Msida, Malta

PRIMARY CARE

PARALLEL THINKING

TIME & LOCATION

12:00-13:30

Moderator: Antoni Peris Grao

Room B

"Primary care workforce in Romania - current and future challenges."

by Mr. Mihai Negrea, Human Health Management SRL, Romania

"Growing general practices and the need for staff and skill mix design rules."

by Prof. Ronald Batenburg, NIVEL, Utrecht, Netherlands Radboud University, Nijmegen, Netherlands

"Making skill-mix innovations in primary and chronic care happen! Trends and policy options."

by Dr. Matthias Wismar, European Observatory on Health Systems and Policies, Brussels, Belgium

"Is orthopaedic care suitable for substitution of outpatient hospital care with primary care? A retrospective analysis of referral data."

by Drs. Esther van den Bogaart, Maastricht University, Maastricht, Netherlands

"Integrating Professionals in French Health Homes: From Local to Territorial Collaboration."

by Mrs. Nour Alrabie, Toulouse School of Management - TSM Research, Toulouse, France and Mr. Julien Cloarec

"Healthcare Innovation Scoreboard (HIS). A tool to manage innovation potential in Primary Care Teams."

by Mr. Josep Maria Monguet, Barcelona Tech, Barcelona, Spain

"Improving primary health care in Abu Dhabi towards patient centeredness with Chronic Care Model."

by Prof. Luís Lapão, Global Health and Tropical Medicine, Instituto de Higiene e Medicina Tropical, Universidade Nova de Lisboa, Lisbon, Portugal

INTEGRATED CARE

PARALLEL THINKING

TIME & LOCATION

12:00-13:30

Moderator: Axel Kaehne

Room C

"Implementation of Integrated Care for People with Multiple Complex Problems."

by Prof. Johanna Lamintakanen, University of Eastern Finland, Kuopio, Finland

"Assessing the performance of integrated care implementation"

by Ms. Mariana Dates, Optimity Advisors, London, United Kingdom

"Assessing the maturity of integrated care systems as a means to accelerate adoption: lessons learned in using the SCIROCCO tool across Europe."

by Dr. Andrea Pavlickova, National Healthcare Services Scotland, Edinburgh, UK

"Basque health service- Osakidetza integrates care: Scaling-up process of integrated care program for multimorbid patients within ACT@Scale project"

by Ms. Ane Fullaondo Zabala, Kronikgune, Barakaldo, Spain

"Implementing and evaluating an integrated care programme in acute provision. A VANGUARD programme evaluation"

by Dr. Axel Kaehne, Edge Hill University, Ormskirk, United Kingdom

THE KAROLINSKA MEDICAL MANAGEMENT CENTRE –
EHMA RESEARCH AWARD

PHD SESSION

TIME & LOCATION

12:00-13:30

Room D

"Professional' s attitude and behaviour in an accountability context: the physician' s case"
by Dr Erik Renkema, University of Groningen, Groningen, Netherlands

"Real lives on paper plans. Individual support planning for people with intellectual disabilities."
by PhD Marjolein Herps, Vilans, Utrecht, Netherlands, Maastricht University, Maastricht, Netherlands

"Differences in health economic modelling guidelines in Germany and the Netherlands: a case study of one intervention"
by Mr Simon van der Pol, University Medical Center Groningen, Groningen, Netherlands

"The Impacts of Economic Crisis On Health: The Case of Turkey."
by Asst. Prof. Dr. / Mr. Umit Cirakli, Bozok University, Faculty of Economics and Administrative Sciences, Department of Health Managament, Yozgat, Turkey

PARTNER PRESENTATIONS

FOOD FOR THOUGHT

TIME & LOCATION

13:30-15:00

Learning Lounge

During this break, join the lunch presentations of our partners in the "Learning Lounge - Lunch presentations" area:



14:00- 14:15 Digital Therapeutics Partnership (DTP) presentation.

The Digital Therapeutics Partnership (DTP) brings together a unique alliance that covers the full spectrum of digital healthcare - including global companies, startups, healthcare institutions, academic research consortia and patient groups. DTP' s mission is to help create the healthcare of tomorrow through the transformational power of digital technologies with the view to improving people' s lives, enhancing health outcomes, and increasing efficiencies in healthcare systems.



14:20- 14:35 European Health Parliament (EHP) presentation.

The Health Parliaments across Europe are an effort to mobilise and engage young people on the topic of healthcare and policy making. Originally started in 2014, this year alongside Johnson & Johnson, the European edition of the Health Parliament movement has been brought to you by Google, European Patients' Forum, POLITICO, EU40 and the College of Europe. The voice of young professionals is critical to realising this vision. We hope that the ambitious young professionals who have penned these ideas will seek to create the circumstances in which these visions will become reality. Join the presentation to learn more.

HEALTH SERVICES MANAGEMENT TRAINING CENTRE (EMK)
MANAGEMENT SESSION

TIME & LOCATION

15:00–16:00

Speaker: **Dr. Miklós Szócska**, Director, The Health Services Management Training Centre of the Semmelweis University, Hungary
Room: Auditorium

“REALIZING THE BENEFITS OF BIG DATA”

With public opinion surveys demonstrating a growing public acceptance of the use of big data to support improvements in health care, there is an evident need for the healthcare community to be able to respond with solutions that protect privacy as they utilize the full capabilities of data analytics and artificial intelligence to take diagnostics and care to a new level. In this session participants will be given insight into the practical use of large health data sets and will be able to discuss how the digitalization agenda is likely to develop over the coming decades.

TRANSITIONAL COUNTRIES NETWORK MEETING
MEMBERS ONLY

TIME & LOCATION

15:00–16:00

Location to be confirmed

A high level of health services and universal access to healthcare is the goal of all health system, but even in Europe, these goals especially for some countries appear to be quite challenging. The aim of the Transitional Countries Network meeting is to find a way how we can reduce differences in development of healthcare services in various countries with the help of Health Management programmes. If interested, then join this open discussion.

IN CONVERSATION
ABOUT PATIENT & PUBLIC INVOLVEMENT

TIME & LOCATION

16:15–17:15

Moderator: Lieke Oldenhof
Invited expert: **Mrs. Nicola Bedlington**, Secretary General, EPF
Room A

This session will consider the main challenges of implementing methods for patient participation and co-production of health services. Drawing on the direct experience of a patient representative as well as the strategic perspective offered by the European Patients Forum, discussion will focus on helping healthcare professionals, managers and the research community to successfully negotiate this central aspect of modern healthcare. Special attention will be given to the question ‘when’ and ‘how’ methods of participation require local adaptations to make them ‘work’ in different cultures and for different types of patients (cure/care).

THURSDAY, 21ST JUNE 2018

IN CONVERSATION ABOUT BEST PRACTICES IN
CLINICAL PROCESS AND INNOVATION MANAGEMENT

TIME & LOCATION

16:15-17:15

Moderator: Wilfried von Eiff

Invited experts: **Dr. Stephen Brookes**, Senior Fellow, University of Manchester

Prof. Sandra C. Buttigieg, Associate Professor and Head of Department of Health Services Management (HSM), University of Malta

Room: Auditorium

In a post truth era the notion of evidence-based healthcare and the championing of best practice are finding more difficulty in being heard. This facilitated discussion will draw out central elements of this challenge before going on to consider how best practice can be effectively integrated into health services today. This session will also focus on “CKM Leadership Model” and will cover more general reflections of the importance of leadership in health providing institutions.

THURSDAY, 21ST JUNE 2018

IN CONVERSATION
ABOUT PRIMARY CARE

TIME & LOCATION

16:15-17:15

Moderator: Antoni Peris Grao

Invited expert: **Mr. Tino Marti**, Technical Officer at the WHO European Centre for Primary Health Care, Division of Health Systems and Public Health, WHO Regional Office for Europe

Room B

An effective primary care infrastructure lies at the heart of all well-functioning health systems. Facilitated by EHMA Board Member Dr Antoni Peris and Dr Tino Marti from the WHO European Centre for Primary Health Care, this session will consider some of the most pressing challenges in implementing effective care. How should Primary Care evolve to solve 21st century challenges? The session will raise questions about group practices, multidisciplinary and monitoring.

THURSDAY, 21ST JUNE 2018

**IN CONVERSATION
ABOUT INTEGRATED CARE**

TIME & LOCATION

16:15-17:15

Moderator: Axel Kaehne

Invited experts: **Mrs. Nicole Denjoy**, Secretary General, COCIR
Prof. Jenny Billings, Professor, University of Kent, UK

Room: Workshop on the 1st floor

Let's brainstorm together! In this highly interactive session led by our experts, Dr. Axel Kaehne, Edge Hill University, Ormskirk, United Kingdom; Mrs. Nicole Denjoy, Secretary General, COCIR and Prof. Jenny Billings, Professor, University of Kent, UK we will focus on 6 challenges, which will be discussed in groups. In this discussion attendees will try to identify key issues and key potential solutions and then will illustrate main points with examples. The discussions will be supported by experts and the key findings of each group will be presented at the end of the workshop.

Please add this session into your agenda beforehand in the EHMA 2018 App to attend

**FRIDAY,
22ND JUNE 2018**



**MENTAL HEALTH
PARALLEL THINKING & IN CONVERSATION**

TIME & LOCATION

09:30-11:30

Moderator: Armin Fidler

Experts: **Dr. Peter Norrie**, ACT, Australia

Room C

This is a combined session: presentations and the interactive "In conversation" session. This session will take as its starting point the often heard policy commitment for parity between mental and physical health services. It will go on to highlight recent developments in mental health services before opening up to a broader discussion on the long term sustainability of mental health services.

"Coproduction in mental health organizations: how to make it work"
by Ms. Eleonora Gheduzzi, Politecnico di Milano, Milano, Italy

"Speaking on behalf of the person with dementia in home-based care. A qualitative study of collaboration between formal and family caregivers in Sami and Norwegian municipalities."
by Assoc. Professor Lill Sverresdatter Larsen, The Arctic University of Norway, Tromsø, Norway

"The emergence of the coordination function in the governance of health systems. The case of the Belgian forensic mental health sector"
by Mrs. Coralie Darcis, University of Liège, Liège, Belgium

**HEALTH FUTURES
PARALLEL THINKING & IN CONVERSATION**

TIME & LOCATION

09:30-11:30

Moderators: Marius Buiting and Matthijs Zwier

Experts: **Dr. Josep Figueras**, European Observatory on Health Systems and Policies

Prof. Federico Lega, University of Milan, Italy

Room A

The theme will be exploring conceptual learning. The discussion will start with a short metaphor based on two sources- Robert Pirsig: 'Zen and the art of motorcycle maintenance' and Carlo Rovelli: 'Seven brief lessons on physics' .

The old Greeks had their own view of the future. Their own perception so to say. Instead of looking ahead into the future, they suggested that you walk with your back to the future and trust in what emerges in front of your feet as you move away from the past. Whilst you are still in connection with that past, you can understand better what happens in 'the now' .

Some of the most famous names in physics used the conceptual side of physics to build onto existing theories of which they knew where false or shortcoming. Einstein said about this that the energy to proof that this was incorrect should better be used to find out a way to visualize a conceptual image in which those shortcoming where right.

So, then we will follow with interactive dialogue about this: How can the present (here and now) that is plagued by struggles and scarcity be helpful to the future, to better understand and generalize emergent concepts? What is then the connection between emergence and conceptual learning?

"Operationalization of organisational innovation as a concept to identify, compare and analyse health services transformation: from literature to empirical test in the French context."
by Dr. Yann Bourgueil, Ecole des Hautes Etudes en Santé Publique, Paris, France

"Unraveling the business models of perinatal care - a multiple case study"
by Dr. Jens Jacob Fredriksson, Karolinska Institutet, Stockholm, Sweden

"Health workforce imbalances in Hungary"
by Dr. Eszter Kovacs, Health Services Management Training Centre, Semmelweis University, Budapest, Hungary

"Reconfiguring Health Workforce through Mundane Care: How New Professional Roles Transform Institutionalized Healthcare Practices"
by Dr. Maarten Janssen, Erasmus University, Rotterdam, Netherlands

"Drones for process optimisation: the case of a Swiss multisite hospital"
by Mr. Federico Umberto Mion, University of Applied Sciences and Arts of Southern Switzerland (SUPSI), Manno, Switzerland

"Hungarian Primary Health Care System in Transition. Lessons for international consideration"
by Dr. Katalin Maria Dozsa, Semmelweis University Budapest EMK (Health Services Management Training Centre), Budapest, Hungary

"Health promotion as an important specialisation of medical staff or even a discrete job among the health workforce"
by Prof. Stanisława Golinowska, Krakow Poland Faculty of Health Sciences Institute of Public Health, Krakow, Poland

HEALTH WORKFORCE

PARALLEL THINKING & IN CONVERSATION

TIME & LOCATION

09:30-11:30

Moderator: Ronald Batenburg

Experts: **Dr. Ellen Kuhlmann**, Hannover Medical School, Germany

Dr. Matthias Wismar, European Observatory on Health Systems and Policies

Room B

The European health workforce agenda has been at the forefront of health systems and services research for the last two decades. In this session the panel will consider some of the most notable achievements during this period as well as reflecting on remaining challenges. The debate will then be extended to consider how the current health workforce agenda is developing into areas including informal care and role redesign.

<p>"The Evolution of New Zealand's Health Workforce System." by Dr. Gareth H. Rees, ESAN University, Lima, Peru</p>
<p>"Noncommunicable diseases and human resources for health: A workforce fit for purpose" by Prof. Gilles Dussault, Instituto de Higiene e Medicina Tropical Universidade Nova de Lisboa, Lisbon, Portugal</p>
<p>"Examining ethical leadership in healthcare organizations and its impacts on employees' behavioral outcomes - An empirical analysis from Austria" by Ms. Arleta Franczukowska, Danube University Krems, Krems, Austria</p>
<p>"Anesthesiologists' shortage at ISMETT - UPMC ITALY" by Mrs Giulia Padovano, ISMETT - UPMC ITALY</p>
<p>"Identifying training requirements for nursing children with complex health care needs in the community: A European study" by Dr. Michael Rigby, Imperial College London, London, UK</p>
<p>"Portuguese Human Resources in Public Health: a critical step towards a national reform" by Dr. Joana Vidal-Castro, Unidade de Saúde Pública - ACES Espinho/Gaia, Vila Nova de Gaia, Portugal</p>

EHEALTH & BIG DATA
PARALLEL THINKING & IN CONVERSATION

TIME & LOCATION

09:30-11:30

Moderator: Cesar Velasco Munoz

Experts: **Mrs. Nicole Denjoy**, COCIR

Dr. Miklos Szocska, The Health Services Management Training Centre of the Semmelweis University, Hungary

Room: Auditorium

The digital health agenda is becoming core to all aspects of modern healthcare and is proven to be an ally to strengthen patient flow strategies. This wide-ranging discussion will assess how we reshape high quality processes to improve prevention, diagnostics, treatment and care. Digital health is evolving and the challenges and opportunities it offers are wider. We will discuss how we integrate the Patient needs in the healthcare transformation strategy, as Patient centred strategies must be designed in a participative way, integrating services and offering a multi-channel experience across the system.

<p>Accreditation mechanisms for eHealth as a health promotion tool." by Dr. Michael Rigby, Imperial College London, London, United Kingdom</p>
<p>"Integrated Control System (ICS): An innovative tool for an accountable, reliable, effective, and ethically responsible governance of health care organizations."</p>
<p>"IMI Big Data for Better Outcomes Programme - Supporting the evolution towards outcomes-focused, sustainable healthcare systems in Europe." by Mr. Laszlo Bencze, Semmelweis University, Budapest, Hungary</p>
<p>"Identification and quality assessment of core outcome sets in prostate cancer and their 'mapping' into real world data sources." by Ms Helen Banks, CERGAS SDA Bocconi, Milan, Italy</p>
<p>"Fitocrates: Versatile and personalized approach for "more good years" through mHealth." by Dr. Eva Gattnar, HHL Leipzig Graduate School of Management, Leipzig, Germany</p>
<p>"Real-time big data analytics on encoded clinical text from medical records for reporting and decision making." by Ms. Eva Aurin, Vall d' Hebron Hospital Campus, Barcelona, Spain</p>
<p>"InDemand - a model for demand-driven eHealth co-creation" by Ms Anett Ruszanov, European Regions Research and Innovation Network (ERRIN), Brussels, Belgium</p>

FRIDAY, 22ND JUNE 2018

SHAPING THE FUTURE JOINT RESEARCH PROGRAMME
ON HEALTH SERVICES AND SYSTEMS RESEARCH

PARTNER SESSION

TIME & LOCATION

11:45-12:45

Moderator: Usman Khan, EHMA

Room A



TO-REACH is a Horizon 2020 funded coordination and support action (CSA) aimed at preparing a joint European research programme with the objective of producing research evidence supporting health care services and systems to become more resilient, effective, equitable, accessible, sustainable and comprehensive (in Europe, and abroad). The session has the objective of sharing with the Conference audience the overall goals of TO-REACH, health systems challenges that brought the consortium to work on this issue, results and research outputs from the first 18 months of project work. The session will see contributions from project partners such as NIVEL, the European Observatory on Health Systems and Policies and the European Commission.

‘Health systems research today: a burning topic for decision makers?’
by Dr. Josep Figueras, European Observatory on Health Systems and Policies

‘Priorities and challenges for health systems’
by Mr. Johan Hansen, Netherlands Institute for Health Services Research, Netherlands

‘Innovation and knowledge transfer: learning from international experiences’
by Dr. Ellen Nolte, European Observatory on Health Systems and Policies

“WHO perspectives on Health Systems and the role of TO-REACH”
by Dr. Ledia Lazeri, Head of WHO Country Office in Hungary at World Health Organization

Please add this session into your agenda beforehand in the EHMA 2018 App to attend

FRIDAY, 22ND JUNE 2018

IDEATION TO SHAPE THE EUROPEAN HEALTH DIGITAL ECOSYSTEM

PARTNER SESSION

TIME & LOCATION

11:45-12:45

Moderator: Usman Khan

Room A

“Ideation To Shape The European Health Digital Ecosystem - How To Mobilize Experiences, Best Practices And Fresh Brain Capacity To Build Better Digital Ecosystem?”

The 2018 EHMA Annual conference innovated by integrating a creative platform, EHMATHon, to generate ideas for: “How might we improve healthcare in remote and underdeveloped areas in Europe by leveraging technology and digital solutions?” These ideas could easily be part of a future digital health ecosystem. What do we need to arrive to this ecosystem? The participants of this session, building on their own experiences and further building on good practices identified by WHO, by the most prominent EU level projects in the field of digital health e.g. IMI2, EIT Health, JAseHN will debate that issue. They will also reflect on the fresh experiences from the EHMATHon itself. Young, and from many aspects surprising ideas could be leveraged through ideation, when eager and talented young researchers are teaming up to provide innovative solutions for the challenges of the current European Digital Health ecosystem. New generation with native digital skills must be supported to free their mind, and avoid traps of old habits and routines. Digital health not only need IT infrastructure, but new ways of thinking, ideation, fresh protocols - change management. Therefore, we must listen to these new voices as well as implementing the best ideas in order to arrive to the global ecosystem.

PRESENTERS

- Dr. Miklos Szocska, Health Services Management Training Centre of the Semmelweis University, Hungary
- Mr. Balázs Fürjes, Managing Director, InnoStars, EIT Health
- Mr. Clayton Hamilton, eHealth Regional Focal Point for the European Region, World Health Organization
- IMI-EFPIA representative

FRIDAY, 22ND JUNE 2018

PLENARY AND EHMATHON FINAL
PLENARY SESSION

TIME & LOCATION

12:45-14:30

Moderator: Sarah Wheaton

Room: Auditorium

Our final Conference Plenary is dedicated to the EHMATHON presentations and a short panel discussion that will bring together key thinkers in European health policy and practice to reflect on the Conference theme 'making it happen'. The session will be a space to reflect on the three days of the Conference and to consider the most important lessons to emerge and to get the personal insight of individuals sitting at the heart of the debate as to the challenges and opportunities that they see going forward to deliver sustainable health systems in Europe and beyond.

PANEL

Mrs. Nicola Bedlington, Secretary General, EPF

Prof. Dr. Kim Putters, Director of the Netherlands Institute for Social Research and Professor of Health Policy and Governance, Neth-

Dr. Josep Figueras, Director, European Observatory on Health Systems and Policies

POSTER PRESENTATIONS



POSTER PRESENTATIONS

	TITLE	PRESENTER
G O O D G O V E R N A N C E	Implementation of the 2017 system of basic hospital services provision in Poland - what is the impact on the sector governance?	Dr Katarzyna Dubas-Jakóbczyk, Health Economics and Social Security Department, Institute of Public Health, Faculty of Health Sciences, Jagiellonian University Medical College, Krakow, Poland
	360° Feedback at ISMETT - UPMC ITALY	Mrs Giulia Padovano, ISMETT, Palermo, Italy
	Good HTA practice - can we make it happen?	Mrs Mariela Deliverska, Department of Health Technology Assessment, Faculty of Public Health, Medical University - Sofia, Sofia, Bulgaria
	Looking into the mechanisms of a Dutch governmental stimulation program for nursing homes	Dr Carina Pittens, Vilans, Utrecht, Netherlands
	Good practices of horizon scanning to identify the possibilities for a future Hungarian system	MSc Bence Takács, National Institute of Pharmacy and Nutrition, Budapest, Hungary
	A possible experience with the English Weighted Capitation Formula	Ms Petra Fadgyas-Freyler, National Health Insurance Fund, Budapest, Hungary
	Improving patient safety language through developing an internationally agreed upon definition of "good patient safety practice"	Dr Gianni Caracci, Agenas, Rome, Italy
Budget Impact Analysis (BIA) of breast cancer screening programmes in Italy	PhD Elisabetta Garagiola, LIUC-Università Cattaneo, Castellanza, Italy	

POSTER PRESENTATIONS

	TITLE	PRESENTER
I M P R O V E M E N T	Grassroots approach gives surgical breakthrough	Miss Helen Pardoe, PAH, HARLOW, United Kingdom
	Learning from mistakes - a useful tool for supporting management in order to improve safety culture	Ms Erika Sinka Lászlóné Adamik, Semmelweis University Health Services Management Training Centre Patient Safety Unit, Budapest, Hungary
S C I E N C E	Characterisation of the users of an Emergency Department in a Portuguese Hospital: Analysis of the impact of non-urgent patients and frequent users on waiting times	Ms Cláudia Baptista, CEFAGE, Faro, Portugal; Centro Hospitalar do Algarve, Faro, Portugal
H E A L T H &	Good practices in health promotion for older people and their significance for evidence in health policy	Dr Alicja Domagała, Institute of Public Health, Faculty of Health Sciences, Jagiellonian University Medical College, Krakow, Poland
	A tool of performance analysis and management of Day Care Centres for disabled people	PhD Emanuele Porazzi, LIUC-Università Cattaneo, Castellanza, Italy
S O C I A L	Successful nursing-home leadership: congruency & involvement in all layers of the organization	Dr Carina Pittens, Vilans, Utrecht, Netherlands
C A R E	How to improve sustainable long-term care? Outcomes and reflections on a nation-wide improvement program.	Prof. Henk Nies, Vilans, Centre of Expertise for Long-term Care, Utrecht, Netherlands; Vrije Universiteit Amsterdam, Amsterdam, Netherlands

POSTER PRESENTATIONS

	TITLE	PRESENTER
P A T I E N T F O C U S E D H O S P I T A L P R E S E N T A T I O N	Improving the efficiency and quality of care establishing a virtual hernia clinic	Mr Pranav Somaiya, The Princess Alexandra Hospital NHS Trust, Harlow, United Kingdom
	Tariff Optimisation in delivering patient care: Can we do better?	Mr Pranav Somaiya, The Princess Alexandra Hospital NHS Trust, Harlow, United Kingdom
	What is known of Unplanned Re-Operations after Surgical Procedures in a Large University Hospital	Ms Kati Koskinen, Helsinki University Hospital, Helsinki, Finland; University of Eastern Finland, Kuopio, Finland
	Implementing an antibiotic stewardship information system to improve prevention and control of antibiotic resistant infections	Prof. Luís V. Lapão, Global Health and Tropical Medicine, Lisbon, Portugal
	Process improvement in a Hospital Outpatient Clinic using Lean	Mrs Ana Rocha, Lean Health Portugal, Lisbon, Portugal
	Valuable Governance? How the Notion of Public Value Helps Policy Makers, Practitioners and Evaluators to Make Sense of a Policy Experiment in Dutch Healthcare	Dr. Jeroen Postma, Erasmus School of Health Policy and Management, Rotterdam, Netherlands
	Enhanced patient involvement with context-based patient choice management	D.Sc. An Chen, Aalto University, Institute of Healthcare Engineering, Management and Architecture (HEMA), Espoo, Finland

POSTER PRESENTATIONS

	TITLE	PRESENTER
P A T I E N T & P U B I N V O L V E	Evaluation of a Questionnaire to Measure the Satisfaction Level Perceived the Patients of a Hospital	Mr Aydin Teymourifar, Anadolu University, Eskisehir, Turkey
	Refining the Patient and Public Involvement Questionnaire (PPIQ), a questionnaire to evaluate engagement in resource allocation decisions	Dr. Zahava Rosenberg-Yunger, Ryerson University, Toronto, Canada
	Patients, are you ready to vote? Giving health a voice giving German patients representatives a voting right in respective health policy institutions	Ms Giao Linh Vu Thi, Mentalmed, Cologne, Germany
B E S T P R A C T I C E S	Innovation Programs as Performative Accomplishments; a Process Analysis of How Programs Work in Practice	Dr. Maarten Janssen, Erasmus University, Rotterdam, Netherlands
	Business Process Reengineering (BPR) and Multi Criteria Decision Analysis (MCDA) in Oncology: the establishment of an Individualised Oncological Supportive-care Unit (IOSU)	PhD Elisabetta Garagiola, Centre for Health Economics, Social and Health Care Management, LIUC-Università Cattaneo, Castellanza, Italy
	Towards a better management of resources and organizational appropriateness: a tool for performance analysis and management in Neurological Departments	PhD Elisabetta Garagiola, LIUC-Università Cattaneo, Castellanza, Italy

POSTER PRESENTATIONS

	TITLE	PRESENTER
C L I N I C A L P R O C E S S & I N N O V A T I O N M N G T	International comparison of health technology reassessment to improve the current Hungarian processes	MSc Bence Takács, National Institute of Pharmacy and Nutrition, Budapest, Hungary
	How to translate best practice to sustainable innovation?	Mrs. Beáta Ferenczi, Semmelweis University Health Services Management Training Centre, Budapest, Hungary
	Direct referral pathway for temporal artery biopsies in DGH	Dr Meera Tharmaratnam, Princess Alexandra Hospital, Harlow, United Kingdom
	The role and influence of management on the effectiveness of educational programs	MD Heléna Safadi, Health Services Management Training Centre Semmelweis University, Budapest, Hungary
	Adherence to Current Care Guideline of shoulder tendinopathy at the Tampere University Hospital district in Finland	Prof. Marja Mikkelsen, Faculty of Medicine and Life Sciences, University of Tampere, Tampere, Finland; Joint Authority for Päijät-Häme Social and Health Care, Lahti, Finland
	Patient Safety in Care Primary Health Care Case study	Dr Vanda Pedrosa, ISCTE, Lisboa, Portugal; ACES Lezíria, Santarém, Portugal; Esslei, Leiria, Portugal

POSTER PRESENTATIONS

	TITLE	PRESENTER
P R I M A R Y C A R E	A novelty in the distribution of incontinence devices in the Lombardy Region, Italy: the voucher system	PhD Emanuele Porazzi, LIUC-Università Cattaneo, Castellanza, Italy
	Improving quality in healthcare: Design and development of a Pilot Quality Management System for a public pharmacy of the Greek National Organization for Health Care	Dr. Philippe-Richard Domeyer, Hellenic Open University, Patras, Greece
	Differences in key elements of primary care models to inform an appraisal framework for primary care for children	Prof. Michael Rigby, Imperial College, London, United Kingdom
	Evidence-based approach to child health policymaking. European perspective	Prof. Michael Rigby, Imperial College London, London, United Kingdom
	Shifting hospital care to primary care: an evaluation of a cardiology Primary Care Plus intervention	Ms. Tessa Quanjel, Department of Health Services Research, Care and Public Health Research Institute (CAPHRI), Faculty of Health Medicine and Life Sciences, Maastricht University, Maastricht, Netherlands
	The Innovation Lab. A model to engage primary care professionals in the design and promotion of community health initiatives.	Mr Josep Maria Monguet, Barcelona Tech, b, Spain

POSTER PRESENTATIONS

	TITLE	PRESENTER
I N T E G R A T E D C A R E	The Impact of Implementing an Integrated Model of Care on Hospitalized Older Persons' Quality of Life, Quality of Care and Health Indicators in Palestine / West Bank	PhD Student Atef Khatib, The University of Jordan, Amman, Jordan
	Understanding the development of integrated care and its workforce using scenario analysis	Dr Gareth H Rees, ESAN University, Lima, Peru
	The coordination of care for children with intractable epilepsy across the EU/EEA: A MOCHA study	Prof. Michael Rigby, Section of Paediatrics, Imperial College London, London, United Kingdom; School of Public Policy and Professional Practice, Keele University, Newcastle, United Kingdom
	The European Initiative on Breast Cancer: Development of the Guidelines Platform	Mrs. Luciana Neamtii, European Commission, Ispra, Italy
	Improving diagnostic pathways for patients with suspected colorectal cancer	Mr Brian Knowles, Cancer Research UK, London, United Kingdom
M E N T A L H E A L T H	Comparisons of the Risks of Suicidal Behavior among Patients with Depressive Disorders Using Different Antidepressants in Taiwan	Prof. Kuo-Cherh Huang, School of Health Care Administration, College of Management, Taipei Medical University, Taipei, Taiwan

POSTER PRESENTATIONS

	TITLE	PRESENTER
H E A L T H F U T U R E S	Impact analysis of cervical screening and self sampling vs. cervical cancer treatment	Dr. Miklos Kozlowszky, Obuda University, Budapest, Hungary
	Change Management in the Emergency Department: How to implement innovative technologies successfully.	Prof. Dr. Dr. Wilfried von Eiff, Center for Hospital Management, Muenster, Germany; HHL Leipzig Graduate School of Management, Leipzig, Germany
	Measuring United Nations Member States effectiveness in achieving the health-related Sustainable Development Goals: A Data Envelopment Analysis approach	Mr Mário Branco, Unidade Local de Saúde do Litoral Alentejano, Santiago do Cacém, Portugal
	Crew Resource Management in military medical teams	Ms Anouk van der Weijden, The Netherlands Ministry of Defence, Utrecht, Netherlands
	Perceptions of practitioners and experts on value-based healthcare: a mixed-methods study	Prof. dr. Kees Ahaus, University of Groningen, Faculty of Economics and Business, Groningen, Netherlands
	The impact of anti-smoking policies of the 2010-2014 Hungarian government	Mr. Tamás Joó, Semmelweis University, Budapest, Hungary

POSTER PRESENTATIONS

	TITLE	PRESENTER
H E A L T H	Length of employment of technically efficient surgeons	Prof. Yoshinori Nakata, Teikyo University, Tokyo, Japan
	Satisfaction of European physicians – state of the evidence across European Union countries	Dr Alicja Domagała, Institute of Public Health, Faculty of Health Sciences, Jagiellonian University Medical College, Krakow Poland, Krakow, Poland
	Promoting Research: New Generations Engagement Value	Ms Maria Emilia Gil Girbau, Mútua Terrassa, Terrassa, Spain
	Mental health and diagnosis of Healthcare organizations - how to make treatment happen	Prof. Dr. Marija Jevtic, University of Novi Sad, Faculty of Medicine, Novi Sad, Serbia; Institute of Public Health of Vojvodina, Novi Sad, Serbia
	Implementation of project management to improve the effectiveness of training of health workers: the experience of Kazakhstan	Dr. Vitaliy Koikov, Republican Center for Health Development, Astana, Kazakhstan
W O R K F O R C E	Workforce development strategies in a Primary Care Team	Ms Alba Brugues, CASAP, Castelldefels, Spain

POSTER PRESENTATIONS

	TITLE	PRESENTER
e H E A L T H & B I G D A T A	Personal exposure monitor as a citizen's tool for big data and health awareness improvement	Prof. Marija Jevtic, University of Novi Sad, Faculty of Medicine, Novi Sad, Serbia; Institute of Public Health of Vojvodina, Novi Sad, Serbia; Université Libre de Bruxelles (ULB), Brussels, Belgium
	The Personalization-Privacy Paradox in eHealth	Ms. Nour Alrabie and Mr. Julien Cloarec, Toulouse School of Management – TSM Research (UMR 5303 CNRS), Toulouse, France
	Improving Health Workforce Performance with eHealth and mHealth: Looking forward into the future of healthcare	Prof. Luis Lapão, Global Health and Tropical Medicine, Instituto de Higiene e Medicina Tropical, Universidade Nova de Lisboa, Lisbon, Portugal

E-POSTERS

–“A Care Model for People Affected by Cancer: combining Lean Principles with People Centred-Care” by Sara Torcato Parreira, Hospital CUF Infante Santo, Lisbon, Portugal

–“Supporting Improvement through Creative Dialogue: Experience from the Partner Priority Programme of the National Institute for Health Research e s e a r c h Collaboration for Leadership in Applied Health Research and Care North West Coast (NIHR CLAHRC NWC)” by Dr Ruth Young, Blackburn with Darwen e n Borough Council, Blackburn, United Kingdom;

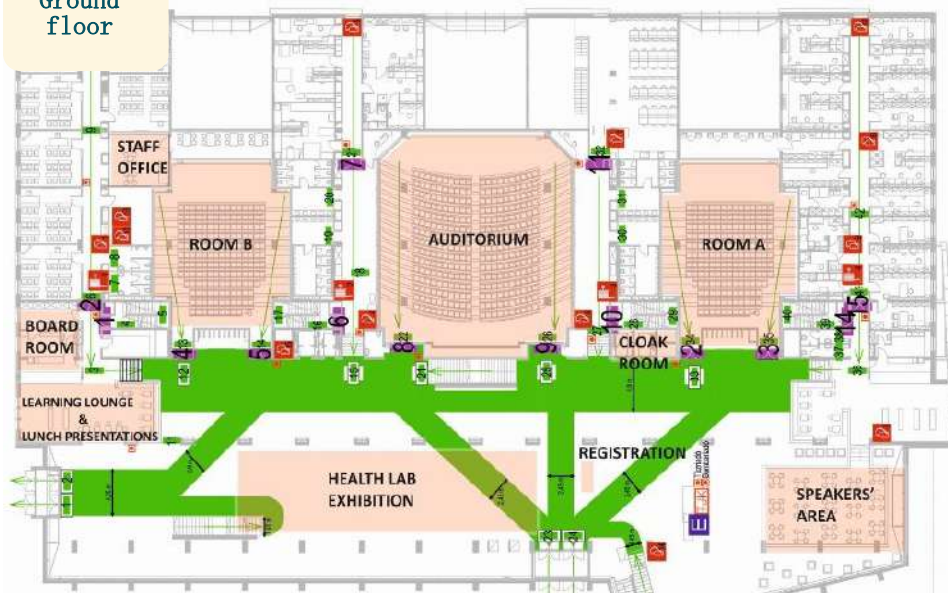
– “Deep-frozen blood products: lessons learned and civil-military cooperation in a pre-hospital environment” & “REBOA: Vascular access training for direct bleeding control in hemodynamic unstable patients in the pre-hospital setting” by Dr. T.T.C.F. van Dongwen, Defense Healthcare Organisation ; Ministry of Defense, Utrecht, Netherlands

–“Pilot projects as public policy instruments: the case of integrated care pilot projects for chronic patients in Belgium” by Ms Mélanie De Winter, University of Liège, Liège, Belgium

–“How Big Data could improve the performance of health care systems in Europe” by Mag. Claudia Habl, Austrian Public Health Institute – GÖG, Vienna, Austria

FLOOR PLAN

Ground floor



1st Floor



PRACTICAL INFORMATION

CONFERENCE VENUE

The venue address is:
Semmelweis University, Tűzoltó u.
37-43, Budapest.

REGISTRATION DESK

The registration desk is open
* Wednesday 20th, 09.00 - 18.00
* Thursday 21st, 8.30 - 18.00
* Friday 22nd, 8.30 - 15.30

GALA DINNER

The Gala Dinner will take place on Wednesday, 20th June. Bus transfer to the Gala will be provided for those delegates who will attend. The pick-up is in front of the EHMA 2018 Conference venue.

PRESENTATIONS

Presentations made available by their authors will be available at www.ehma2018.org two weeks after the Conference.

WIFI SERVICE AT THE VENUE

At the venue, wireless internet service is available with a password.
Network: EOKguest
Password: EOKguest

COCKTAIL

The cocktail will take place on Thursday 21st, with live music, delicious food and drinks in combination with a productive networking. The dress code is smart casual. This event is included in the registration fee.

POSTER PRESENTATIONS

Posters are always displayed in the Health Lab.
On Thursday 21st from 17.15 to 19.15, the "UNDER THE LENS" session will take place on the Health Lab & Learning Lounge.

EMERGENCY INFORMATION

Dial 112 for any emergency. In addition to Hungarian, calls can be answered in English, German and in some cases in Romanian. Other emergency numbers:
104 - ambulance & medical services
105 - fire-brigade, rescue services, civil protection
107 - police

