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PRESIDENT'S MESSAGE

DEAR MEMBERS,

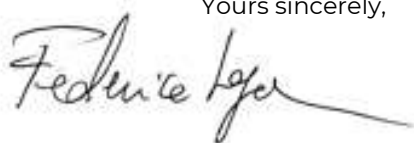
The past year has been an important one for EHMA, with many achievements we are proud to share with you. EHMA continues to be at the forefront of creating and sharing knowledge, working on top-level projects, and enhancing the capacity and capability of health management.

After developing a new strategic vision, the Secretariat was charged with shifting the organization's focus away from externally funded projects towards a dynamic in which EHMA's members and network are central to all activities. It has been rewarding to observe EHMA's efforts in delivering this strategic repositioning by reaching out to its organisational and individual members across Europe. Even so, new projects were awarded to EHMA, given its strong reputation in the EU environment and the great quality of the work done by the Secretariat. Furthermore, several new partnerships were finalised. The Annual Conference is now a mirror of these significant developments, as it was successfully built on the strong ties between academia, providers and industry, facilitated by EHMA.

At this point, I would like to thank the members of the Board for taking time out of busy schedules to support us. It is only thanks to your hard work and commitment that effective governance within EHMA can happen. And thanks also to Dr. Usman Khan who has greatly contributed to EHMA's success in his capacity of Executive Director.

This Annual Report highlights the impact of our work, our collaborative projects and capacity-building – all of which were achieved by working closely with our members as well as with our many partners. On behalf of the Board and Secretariat I would like to thank all of you for your undying support to EHMA.

Yours sincerely,



PROF. FEDERICO LEGA
PRESIDENT

since June 2018

A close-up portrait of Dr. Usman Khan, a man with a beard and glasses, looking slightly to the side. The image is partially obscured by a blue banner at the top and a blue box at the bottom.

DIRECTOR'S MESSAGE

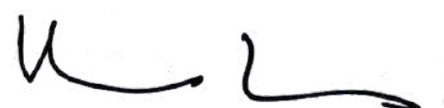
DEAR COLLEAGUES,

I am writing these reflections in my last year as Executive Director of EHMA and I am proud to report on several achievements the association was able to make since I took up post in April 2016.

Especially in this past year, EHMA has enlarged its portfolio of activities, developed new partnerships, built new collaborations and improved its services to our members. This year was particularly successful because of a splendid EHMA Annual Conference, which took place in Budapest, Hungary. We were also able to complete two Horizon 2020 projects, IC-Health and SUSTAIN. EHMA organised several other events, among which were a conference on Non-Communicable Diseases and a multi-stakeholders' workshop. The Association was also asked to be present in a number of international conferences and events. Last but certainly not least, EHMA was able to further develop relationships with partners that enabled the organisation to become more prominent in the European policy arena.

Finally, it is worth mentioning how EHMA has been growing and continues to grow as an organisation through the efforts of its Board of Directors and the commitment of its staff and members. I would therefore like to thank all the colleagues inside and outside EHMA whom, with their work and commitment, are making this association flourish.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'U. Khan'.

DR. USMAN KHAN
EXECUTIVE DIRECTOR
until April 2019

VISION AND MISSION

OUR VISION

Our vision is to support the spread of knowledge on excellence in health management at all levels: systemic, organisational and individual.

In doing so we strive to improve sustainability and effectiveness of health systems and services, and the well-being of Europe's citizens and communities.

OUR MISSION

Centred on a dynamic European health network of managers, providers, educators, researchers, citizens, innovators and policy makers, EHMA achieves its goals by making knowledge about evidence-based effective practice more accessible and by facilitating and supporting improvement, education and training.





WHAT WE DO

EHMA is focused on the question as to 'how' health policy is implemented. We strive to improve the take up and implementation of effective practice through:

- Knowledge Sharing
- Training
- Research

HOW WE WORK

We provide a platform for our Members to engage, which is made up of three interrelated parts:

- Events
- Groups and Networks
- Engagement Tools

OUR NETWORK

EHMA is the only membership organisation in Europe to bring together

- Healthcare Managers
- Healthcare Professionals
- Health Policy Makers
- Researchers and Educators

THE PAST YEAR AT A GLANCE

June 2018

EHMA 2018 Annual Conference "Making it happen" - Budapest, Hungary

September 2018

Participation in the kick-off meeting of the EU Joint Action on Vaccination

Participation in the European Hospital Managers Conference in Cascais, Portugal

October 2018

Participation in the European Health Forum Gastein and co-organisation of the TO-REACH Networking Event

Organisation of the conference "Innovation in Non-Communicable Disease prevention for young people"

IC-Health project - Organisation of the final conference "Improving digital health literacy"

November 2018

TO-REACH project - Organisation of the meeting on the Strategic Research Agenda on health systems and services

Participation in the European Antibiotics Awareness Days and bilateral meeting with the European Centre for Diseases Control and Prevention (ECDC) on AMR

Participation in the European Public Health Conference in Ljubljana and co-organisation of the SUSTAIN and TO-REACH workshops

December 2018

TO-REACH project - Organisation of the meeting on the Strategic research agenda on health systems and services

EDGAR project - Organisation of the multi-stakeholder workshop

January 2019

DISH project - Participation in the kick-off meeting in Aabenraa, Denmark

TO-REACH project - Organisation of a meeting on Health Systems and Services Research

February 2019

EHMA Programme Directors' Group Winter Retreat in Kloster Eberbach, Germany

EHMA Winter School "Managing Digital Innovation in Healthcare"

Participation in the **WHO meeting on Digital Health** in Copenhagen, Denmark

March 2019

SUSTAIN project - Organisation of the final conference "Sustainable Tailored Integrated Care for Older People in Europe"

April 2019

Participation in the **IFIC Conference** in San Sebastian, Spain

TO-REACH project - Organisation of the workshop "Funding a structured approach to European health services and systems research"

May 2019

Participation in the **EU City Labs** meeting on **Healthcare and Environmental Sustainability**

EDUCATION & TRAINING



Being focused on the question as to "how" health management and policy are implemented, EHMA aims to improve the take up and implementation of effective practice through knowledge sharing activities, as well as educational and training opportunities designed for its members and the health management community.

With a strong membership base composed of leading universities in the fields of health management, economics and policy, EHMA continues to rely on the expertise of its members to advance effective health management knowledge and successful implementation of policy and practice.

Supported by its Programme Directors' Group and other world-renowned experts, over the past year EHMA has launched various training activities - such as the Summer Workshop and the Winter School - and plans to further extend its portfolio in the next twelve months.

With a view on the key-topics encompassing healthcare management, EHMA educational activities touched upon digital transformation; integration of care; leadership in healthcare; hospital reconfigurations and exchange of best practices in health management.

SUMMER WORKSHOP

RECONFIGURING THE MODERN HOSPITALS

In June 2018, EHMA launched a new training activity with a half-day workshop on "Reconfiguring the Modern Hospitals - New schemes and solutions for the organisation and management of the hospital."

The Summer Workshop was held on Tuesday, 19 June 2018 at Semmelweis University in Budapest, Hungary by **Prof. Federico Lega** (Bocconi University, Italy) and **Dr. Pamela Mazzocato** (Karolinska Medical Management Centre, Sweden).

Hospital sectors in the industrialised world are facing tremendous changes and pressures. Internal and external challenges, such as demographic changes, new technology, innovation, and relationships with trade unions and lobbying groups make hospital management an extraordinarily complex and demanding responsibility.

These pressures are leading to hospital re-organisational initiatives such as new designs for the internal organisation of the hospital and policies and actions to enhance the engagement of clinicians in doctor-managers roles.

Prof. Lega and Dr. Mazzocato discussed with the participants the problems faced by hospital managers worldwide, as well as the changes and innovative solutions adopted and which ones proved successful.

During the workshop the following topics were discussed:

- Three levels of intervention: bridging, redesigning, engaging;
- Re-thinking hospital organisation: new schemes to improve knowledge, asset and disease management;
- In what ways and why operations and lean management matter in hospitals from clinical services lines to multidisciplinary units; and
- Hospitals beyond professional bureaucracy and integrated with community services.

The workshop saw the participation of healthcare professionals from diverse backgrounds and provided insight into how to cope with global changes in healthcare, taking into consideration the challenging balance between innovation and international safety standards.



EHMA 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.

The EHMA Programme Directors' Group (PD Group) brings together Programme and Course Directors, Deans, Rectors and Heads of Department to ensure that taught programmes continue to provide the highest quality education for health managers, healthcare professionals and other stakeholders.

The Programme Directors' Group meeting is a semiannual event, that provides a platform for discussions around pressing challenges, knowledge-sharing on market needs, supporting of improvements in programme content and delivery, and the promotion of member programmes to prospective students.

The Programme Directors' Group summer meeting took place in June 2018 during the EHMA Annual Conference in Budapest, Hungary, under the chairmanship of Dr. Elly Breedveld (Erasmus University, The Netherlands) and Prof. Dr. Siegfried Walch (MCI, Austria).

During the meeting the Programme Directors discussed developments and updates in their work programme for the year. Among the activities planned, was a study tour in Brussels for master's degree students organized by the Secretariat. They also discussed the possibility of developing additional training activities following the Summer Workshop.

Finally, following the resignation of Dr. Breedveld and Prof. Dr. Walch, the Group elected their new Chair, Dr. Stephen Brookes (University of Manchester, UK).



The second Programme Directors' Group meeting, the Winter Retreat took place on 4 - 5 February 2019 in Kloster Eberbach, Germany, under the new chairmanship of Dr. Stephen Brookes from the University of Manchester, the UK.

In 2019, the PD Group's development reached new milestones. All members were asked to provide a short outline of the main healthcare challenges that they perceived as important, with the aim of incorporating them into an action plan for the proceeding twelve months. The second major change was the introduction of a Winter School, the intent of which was to encourage young healthcare leaders, managers and professionals to develop their leadership and managerial skills through competency training focused on the topic of "Managing digital innovation in healthcare".

Programme Director Challenges

The aim was to select a small number of challenges to be discussed in more detail during the meeting. There was a remarkable coherence between the challenges identified. The four main challenges presented to Programme Directors were:

1. How can the increasing internalisation of healthcare leadership be balanced with the needs of national programmes and healthcare systems;
2. Acknowledging that blended learning, in its purest form, is quickly becoming the 'new traditional model' of leadership and management development and is one that PDs would wish to endorse;
3. How to build hard and soft skills

as healthcare leaders and ensure that equal attention is paid to the application of the leadership development in practice alongside the achievement of the learning outcomes that define our healthcare leadership programmes;

4. To explore how Programme Directors can collaborate across Europe in responding to these challenges.

The Programme Directors formed two discussion groups and focused on challenges #1 and #2 whilst considering challenges #3 and #4 as part of the potential solutions. Conclusions were presented on how existing blended learning programs can support the development of a practical approach in leadership development and were structured as a proposal for a collaborative pilot programme as a part of the response to these challenges.

The focused discussion on challenges resulted in insightful suggestions for future action which were incorporated into a twelve-month action plan. This included a commitment to provide support for healthcare Programme Directors to transition to a blended learning approach and to develop a pilot three-day programme.



WINTER SCHOOL

MANAGING DIGITAL INNOVATION IN HEALTHCARE

In February 2019, the EHMA Programme Director's Group launched the first EHMA Winter School on the theme "**Managing Digital Innovation in Healthcare**", which took place on 5 - 7 February in Kloster Eberbach, Germany.

Today's healthcare systems are confronted with challenges and their managers are facing new pressures. Digital technology can help address some of those challenges, enable more efficient healthcare, and broaden access to medical expertise. All the same, eHealth innovations distinctly influence professional business interaction and ways of behaviour. Because education programmes rarely teach how to interact with new technologies and how they are influencing the healthcare systems, it is important for health professionals to gain new knowledge and skills on how to manage digital innovation in healthcare.

The Winter School aimed to engage the participants in facilitated group discussions.

Discussion topics were as follows:

- Healthcare Management 2.0 by Dr. Usman Khan (EHMA Executive Director)
- The impact of digital innovation on health workforce and skill mix by Prof. Dr. Walter Sermeus (KU Leuven Institute for Healthcare Policy, Belgium)
- Teleneurology – Integrating neurological expertise through digital innovation by Dr. Axel Kaehne (Edge Hill University, UK)
- A new approach to developing healthcare leaders – Taking a global perspective whilst retaining regional and local practice by Dr. Steve Brookes and Dr. Jill McCarthy (University of Manchester, UK)

The diversity in the participants' backgrounds and affiliations stimulated interactive discussions. Also, the small group setting allowed for inclusive debates, coaching and individual feedback from the trainers.



EVENTS



**PROVIDING A PLATFORM TO SHARE
RESULTS, IMPROVEMENTS AND
STRATEGIES**

Over the past twelve months, the EHMA events portfolio has been expanding to include, in addition to the traditional Annual Conference, training and educational events (the Summer Workshop and the Winter School); topic-focused gatherings (the Non-Communicable Diseases conference); and project-related events and workshops (two EU-funded projects).

EHMA events are always tailor-made. The selection of topic, speakers, delivery format and target audience is thoughtfully performed. Special attention is given to novel formats and techniques to encourage exchanges and attainment of event objectives.

Diverse stakeholders are invited to attend EHMA events. Thanks to over thirty years of building and supporting communities of interest within the field of health management and policy, EHMA uses its effective engagement techniques to involve various profiles ranging from healthcare managers and professionals to policy makers, researchers and educators.

Within its portfolio, EHMA facilitates a variety of events, including medium- to large-size conferences, workshops, focus groups, roundtables, and networking gatherings.

ANNUAL CONFERENCE

MAKING IT HAPPEN

The EHMA 2018 Annual Conference, titled “Making it Happen”, gathered over 350 delegates representing healthcare managers, professionals, researchers and policy makers. The community came together from across Europe to learn, debate and discuss matters related to improving the health of communities and citizens.

Held on 20 - 22 June 2018, the Conference was hosted by Semmelweis University at its Health Services Management Training Centre (EMK).

The Conference saw two keynote presentations; twelve parallel abstract presentation sessions; twelve “in conversation” sessions with interactive debates; and six partners' sessions, where focus topics were presented and discussed.

A vibrant "Health Lab" exhibition area allowed delegates to be exposed to cutting-edge research, new ideas and recent findings in fields ranging from integrated care to the patient-led hospital

of the future, from good governance to health systems.

EHMA favoured a thought-provoking approach, addressing core aspects of the European healthcare agenda. Starting the pre-conference day with the Summer Workshop and the first edition of the EHMAthon (a brainstorming activity with 35 young professionals to address the issue of “how to improve healthcare in remote areas in Europe by leveraging digital solutions”), EHMA hosted a number of sessions on topics ranging from military healthcare to the prevention of cardiovascular disease. EHMA was also proud to host a high-level World Health Organization event, attended by leaders in digital innovation from across 15 countries.

Furthermore, EHMA encouraged the partnership between health management teaching and practice supporting several awards for academic excellence as for Best Paper, Best European Paper and Best non-European Paper.



EHMATHON

HOW TO IMPROVE HEALTHCARE IN REMOTE AREAS BY LEVERAGING TECHNOLOGY AND DIGITAL SOLUTIONS

The EHMATHon is a two-day hackathon-style activity in which healthcare students and young professionals collaborate intensely on given challenges in the field of healthcare and technology. The participants work in cross-functional teams with the support of mentors to find innovative solutions using Design Thinking. Design thinking is a human-centered approach to problem-solving with a clear methodology and toolkit. It places the user in the focus and emphasises empathy, insights, ideation and prototyping.

The very first EHMATHon took place during the EHMA 2018 Annual Conference and was organised in collaboration with Semmelweis University and supported by EIT Health. The challenge was to find solutions, design a device or a product, a service or a strategy to solve the given challenge: "How to improve healthcare in remote areas by leveraging technology and digital solutions?"

The EHMATHoners took part in a half-day Design Thinking training before jumping into intense brainstorming. The EHMATHon teams then finetuned their solutions over a two-day period with the support of mentors and experts.

The teams presented their pitches during the closing plenary in front of the conference audience and the jury panel. The winning team, "TEAM AWESOME", presented the "Generation Game" idea and was awarded with passes for the EHMA 2019 Winter School, where they would receive further support and training in developing their idea.

The success of the EHMATHon has influenced other conferences to adopt a similar initiative, such as the European Health Forum Gastein.



WHO EVENT

DIGITALISATION AS SYSTEM DISRUPTION: FOR SUSTAINABILITY AND EXPORTING UNIVERSAL HEALTH COVERAGE

On the second day of the EHMA 2018 Annual Conference, EHMA was honoured to host a high-level WHO roundtable on "Digitalisation as system disruption: for Sustainability and exporting Universal Health Coverage".

The event was open to Ministries and other high-level professionals and saw the participation of leaders in healthcare innovation from across 15 countries. Among these was the promotor of the event, Dr. Hans Kluge, Director of the Division of Health Systems and Public Health, WHO European Region.

The roundtable aimed at assessing the role of digitalisation and how it could deliver health systems sustainability. The event and discussions was moderated by Dr. Usman Khan, EHMA Executive Director, and Dr. Miklós Szócska, Semmelweis University.

EHMA strived to create a transparent and safe environment for an efficient exchange of ideas, feedback and knowledge. This platform enabled the attendees to view healthcare issues from different perspectives, understand each other's struggles and brainstorm common solutions.



INNOVATION IN NCD PREVENTION FOR YOUNG PEOPLE

The conference “Innovation in Non-Communicable Disease (NCD) prevention for young people” was held on 11 October 2018 in Brussels, Belgium. It was a follow-up event to one of the partners' sessions of the EHMA 2018 Annual Conference.

Organised in collaboration with Philips, the event aimed to discuss prevention strategies for NCDs, highlighting the most innovative techniques, government priorities as well as trends in investment. Cases from three Eastern European countries (Hungary, Poland and Romania) were presented to facilitate discussions.

Each case study was presented by its respective public health specialist from the Ministry of Health or EU Representative, followed by an interactive session involving experts representing key areas of healthcare. The panel discussion highlighted the important role that prevention must play in health systems.

The event targeted both young people who may be affected by NCDs as well as healthcare professionals and policy makers. The event was highly successful and hosted over 60 participants.



IC-HEALTH FINAL CONFERENCE

IMPROVING DIGITAL HEALTH LITERACY

The IC-Health consortium, with the support of EHMA as Dissemination Work Package Leader, organised its final conference in Brussels, Belgium on 18th October 2018. The event aimed to share the main results of the IC-Health project with a diverse audience, including representatives from NGOs, academia, healthcare institutions, private companies and consultancies and policy makers.

The main aim of IC-Health was to improve digital health literacy of specific population cohorts. These cohorts consisted of children, adolescents, pregnant and lactating women, and seniors and type 1 & 2 diabetes patients. Each cohort was involved in the co-creation of Massive Open Online Courses (MOOCs).

The conference involved around 60 participants and was the occasion to present project methodology, actions taken, results, barriers to achieving the aims, next steps and recommendations for improving Digital Health Literacy in a broader sense.

The morning session covered the strategy of creating MOOCs and the five project population cohorts. Presenters also introduced a clear definition of health and digital health literacy. The key challenges that occurred in the different cohorts were highlighted by each panel member, as well as the reasons behind them, providing the audience with key insights on co-creation.

During the lunch break participants were able to experience first-hand the MOOCs, with guidance from project partners.

The afternoon session focused on how the MOOCs work in practice, with live-demonstration of two of the IC-Health courses.

The final panel discussion received several questions. Important inputs from the audience included how we can continue to refer to IC-Health even after the project completion, the future use of the MOOCs, and the interconnection between digital health literacy and health literacy. The panel also discussed the importance of the co-creation strategy as the basis for health literacy and integrating Europe and the need to involve all relevant stakeholders when co-creating and investing in digital health.



MULTISTAKEHOLDER WORKSHOP

EARLY DIAGNOSIS OF ALZHEIMER'S DISEASE

The multistakeholder workshop was a one-day "Method Validation Workshop" organised on 12 December 2018 in order to evaluate, critically assess and refine the proposed methodology of the project EDGAR - Early Diagnosis of Alzheimer's Disease Receptivity.

The workshop gathered health stakeholders from selected European countries with the aim of comparing and assessing receptivity towards emerging opportunities in timely, efficient and effective diagnosis of Alzheimer's Disease. Further, participants in the workshop advised on possible strategies and policy recommendations to enhance receptiveness.

The workshop was organised into four main sessions. The first session focused on creating a common understanding of Alzheimer's Disease and early diagnosis among the participating stakeholders.

During the second session, Dr. Usman Khan, EHMA Executive Director, outlined the context and rationale of the EDGAR study approach prior to introducing the concept and assessment of receptivity.

This was followed by a third session in which the study methodology was introduced by Dr. Kristien Aarts, EHMA Project Manager. After explaining who would be involved in the EDGAR project (i.e. which countries and stakeholders), she focused on the three phases of the project (the assessment phase; the engagement phase; and the enhancement phase) and on the tools that would be used in these phases (i.e. questionnaires, workshops, webinars). Finally, the expected outcomes and study outputs were discussed. Based on this information, the participating stakeholders gave their inputs to help refining the proposed methodology.

In the fourth and final session, concluding thoughts and reflections about the EDGAR project were shared.

The workshop brought together eleven purposefully selected stakeholders from different fields (caregiver, general medicine, neurology, psychiatry, nursing, regulation, payers, health economy, industry), who provided meaningful reflections, inputs and suggestions on how to improve the project methodology as initially developed by EHMA.

SUSTAIN FINAL CONFERENCE

SUSTAINABLE TAILORED INTEGRATED CARE FOR OLDER PEOPLE

On Wednesday 13 March 2019, the Final Conference of the SUSTAIN project took place at the European Economic and Social Committee (EESC) in Brussels, Belgium.

The programme of the conference covered the project work packages and was enriched by contributions from high-level external speakers. The conference focused on the research carried out within the SUSTAIN framework; the integrated care sites which took part in the project; and the achieved results and outcomes, including the SUSTAIN Roadmap for Integrated Care.

Attendees were welcomed by representatives from the EESC and the European Commission, who addressed the need for projects like SUSTAIN as quality long-term care is one of the European pillars of social rights, and well-thought-out care plans are increasingly in

demand for the management of an ageing population.

The project partners spoke about the integration of the SUSTAIN policy recommendations in existing global care frameworks. They explained that SUSTAIN aimed to address the challenges of current health systems such as the increased need for social and health care, the poor planning and coordination of health systems and lack of person-centred care. The morning ended with a panel discussion where insights from integrated care sites were discussed.

In the afternoon, participants were guided through the SUSTAIN Roadmap for Integrated Care designed to help those planning to implement and improve an integrated care initiative.



PROJECTS



Having been involved in the implementation of European-funded projects for several years, EHMA has developed extensive expertise in both project management and communication-dissemination activities.

Most of EHMA's current projects are funded through the Horizon 2020 grant scheme, while some are supported through the Erasmus+ Programme. The projects cover key areas of the future of European healthcare: integrated care; health systems sustainability; digital health literacy; digital skills development for the health workforce; and multi-stakeholder engagement in health research.

Over the past two years, EHMA's involvement in EU-funded projects has almost exclusively focused on stakeholder engagement and dissemination activities. EHMA continues to leverage its network to ensure a broad outreach of project results.

Furthermore, EHMA is occasionally involved in *ad hoc* projects sponsored by private funders. These projects vary in size and scope, and are developed based on challenges identified with our partners. EHMA is able to develop competitive proposals whose core values are reflected in its ability to unite diverse stakeholders, foster their engagement and facilitate exchanges.

IC-HEALTH

IMPROVING DIGITAL HEALTH LITERACY IN EUROPE

IC-Health (2016 - 2018) was a Horizon 2020 project aimed to develop a series of Massive Open Online Courses (MOOCs) to help improve the digital health literacy of European citizens.

The project assessed the impact of improvements in digital health literacy across diverse groups with different social and cultural backgrounds and levels of digital and health literacy (children, adolescents, pregnant and lactating women, elderly, and citizens affected by type 1 and 2 diabetes).

The population cohorts were organised in Communities of Practice (CoPs) and involved directly in the co-creation of MOOCs contents and structure. The MOOCs were thus developed according to the specific needs of each cohort in developing digital health literacy. Once the courses were designed, they were tested by the CoP members and other users.

MOOCs use and impact were monitored and assessed to ensure their uptake and sustainability. The insights gained by working with these groups allowed the formulation of recommendations for actions on a larger scale.

EHMA was involved in both communication and stakeholder engagement activities, including coordinating the engagement of the population cohorts in Belgium; the administration of surveys; the set up of the Communities of Practices; and the oversight of the MOOCs co-creation. As for the dissemination activities, EHMA's key deliverables included the set up of a dedicated project website, definition of the visual identity, stakeholder engagement, preparation and implementation of the dissemination strategy, and the creation of a wide range of dissemination materials.



SUSTAIN

SUSTAINABLE TAILORED INTEGRATED CARE FOR OLDER PEOPLE

SUSTAIN - Sustainable Tailored Integrated care for older people in Europe (2015 - 2019) was a project funded through the European Commission Horizon 2020 grant scheme programme.

The SUSTAIN project's overall goal was to improve the standard of care provided to older people in Europe utilising state-of-the-art research in integrated care practices, and subsequently facilitate the transfer and uptake of best practice throughout Europe regardless of context or country.

From 2015 to 2019, the SUSTAIN project worked with local stakeholders from 13 sites in seven countries with the aim to improve integrated care implementation. The goal was to support health and social care professionals, managers, decision-makers, policy-makers and even users and their families to respond to an urgent need to better meet the needs of older people support care in the home environment.

As a main project deliverable, SUSTAIN developed an online Roadmap to support the integration of care for older people in Europe, targeted towards policy and decision-makers. The Roadmap is a step-by-step guide that supports the successful adoption of good practice in the integration of care for older people with complex needs living at home, based on international evidence and good practices.

Within the project consortium, EHMA led the work on dissemination and stakeholders' engagement through social media, the project's quarterly newsletter and the website contents. EHMA also coordinated the dissemination of materials and the set up of a broad Network of Networks at the European level. Among EHMA's contributions within the project framework were the editing and publishing of five issues of the project newsletter, featuring articles from the sites and brief video-interviews.



MULTI-ACT

A COLLECTIVE RESEARCH IMPACT FRAMEWORK AND MULTI-VARIATE MODELS TO FOSTER THE TRUE ENGAGEMENT OF ACTORS AND STAKEHOLDERS IN HEALTH RESEARCH AND INNOVATION

Multi-ACT is a three-year project that received funding from the European Union's Horizon 2020 Research and Innovation Programme, which aims to increase the impact of health research on people with brain diseases.

The project seeks to foster the diversification of actors and stakeholders in Health Research and Innovation processes by developing a strategic collective framework where government is expanding to a model of a "quadruple helix" with patients and their community as a fourth strand.

The Multi-ACT project works with patients and patient organisations, academia, and private and public stakeholders to develop brand new tools to assess the value of research. Final

outcome of the project will be a new collective framework where evidence-based practices and governance transformations for multi-stakeholder constellations of R&I are disseminated at the EU level.

In the framework of the project, EHMA's role is circumscribed to stakeholder engagement and dissemination of outcomes, fostering of research on other domains for application and adoption of project results for public health research and innovation strategies.

EHMA activities include: dissemination of project information through EHMA communication platforms, liaison with membership, and support to the organisation of dissemination events.



TO-REACH

TRANSFERRING INNOVATION IN HEALTH SYSTEMS

TO-REACH is a Horizon 2020 project aimed at setting up a joint European research programme that would produce evidence on how health care services and systems can become more resilient, effective, equitable, accessible, sustainable and comprehensive in Europe and abroad.

To achieve this central aim, TO-REACH has two main work streams. On one hand is the conceptual and methodological preparation of an international research programme focused on cross-border sharing of good models of care, and the identification of conditions needed to transfer such models from one setting to another for implementation. On the other hand is the enhancement of sustained

cooperation between funding bodies, as well as their links to other existing or potential funding networks in order to better support a joint international research programme.

EHMA coordinates the dissemination work package, of which the key deliverables include a set up of the project website; the definition of the project visual identity; the stakeholder's engagement through innovative mapping and interaction strategy; the preparation and implementation of the dissemination strategy through social media; and the design of a wide range of dissemination materials.



DISH

DIGITAL & INNOVATION SKILLS HELIX IN HEALTH

The DISH project - launched in January 2019 - aims to counter the effects that the demographic change might have on the European health care systems. The project has received funding from the Erasmus+ Programme and brings together 19 organisations ranging from healthcare providers and academia to public and non-profit organisations.

The objective of the DISH project is to look into the present and future skill required by the health workforce to adapt successfully to the necessary digitalisation in the health sector. The project will develop, test and present different concepts, which will provide health care staff with innovation readiness and digital skills. In turn, this will enable them to better recognize opportunities for applying eHealth solutions.

The DISH project will develop three concepts: 1) a "learning innovation unit"

based on a triple helix partnership to ensure better development and uptake of eHealth solutions; 2) on the job training which would provide staff in the health care sector with better eHealth competencies; 3) strategies to evaluate and accredit these skills and competences, which would ensure the recognition and mobility of health care staff.

EHMA co-leads the dissemination and communication work package, which includes the preparation and implementation of a dissemination strategy. EHMA will facilitate knowledge-sharing through the project website, social media, newsletters, press releases as well as the organisation of workshops and a final conference. All efforts will ensure that project activities are communicated to specially targeted audiences.



EDGAR

EARLY DIAGNOSIS OF ALZHEIMER'S DISEASE

The Early Diagnosis of Alzheimer's Receptivity Project (EDGAR) was a research-based project designed, managed and implemented by EHMA and sponsored by F. Hoffmann-La Roche.

The project focused on Alzheimer's Disease (AD) and the opportunities and challenges associated with early diagnosis of the condition. AD presents unique sustainability challenges at the health system level given its high prevalence, lack of cost-effective options for early diagnosis, and high failure rate among clinical trials of disease-modifying treatments. The EDGAR project sought to assess health systems' receptivity levels towards early diagnosis of AD, develop stakeholder engagement strategies to optimise receptivity levels and develop policy recommendations.

The project was divided into four phases: scoping phase; inception phase; baseline phase; and engagement phase. The scoping phase aimed at assessing the feasibility of the project through an *ad hoc* study. The second phase further built on findings from the scoping phase by updating, developing and testing the methodology.

The latter two phases were aimed at identifying and developing profiles of five European countries to be selected for

the study, gauging their receptivity levels around the early diagnosis of AD. Multi-stakeholder engagement workshops were envisaged to increase the overall levels of receptivity and maximise each country's ability to support the early diagnosis of AD. Finally, the project drew together the findings from both phases and disseminated them through academic publications, conference presentations and associated study outputs.

The intended outcome of the research was a report demonstrating the overall receptivity levels among selected European countries towards enhancing and expanding the early diagnosis of AD. It was expected to contain case studies and strategies which could be used at a national and European level to increase receptivity levels and serve as a basis for enhancing and expanding early diagnosis of AD.

The EDGAR project was concluded after the second phase (inception phase), due to a change in priorities from the sponsor. For the EDGAR project, EHMA was responsible for the overall design of the project concept; the development of the study methodology and the overall management of the project and its resources.

COMMUNICATIONS & ENGAGEMENT

SOCIAL MEDIA

With a varied membership of over 100 individuals and organisations in Europe and beyond, and a network of more than 2,000 contacts, EHMA is positioned perfectly to create platforms for discussion around effective health management policy and practice.

Research findings, together with policy analysis, briefings and reports on events and activities, are regularly shared through the EHMA social media channels, including Twitter, Facebook and LinkedIn. In the past twelve months, EHMA's numbers on social media have seen a regular increase, with high levels of engagement especially on Twitter.

In conducting its communications activities, EHMA continues to research the best tools and ways to engage with external partners and stakeholders, thus multiplying the positive effects of such an extensive network.

**TWITTER****3019 FOLLOWERS**

+ 784 followers in the last 12 months
Annual increase of 35%

**LINKEDIN****1170 FOLLOWERS**

+ 549 followers in the last 12 months
Annual increase of 44.3%

**FACEBOOK****1023 LIKES**

+ 379 likes in the last 12 months
Annual increase of 46.3%

PARTNERSHIPS

To fulfill its mission as a health management hub, EHMA has joined multiple policy networks and European associations.

These new and stronger connections will increase the visibility of the Association and lead to future collaborations with private and public partners. They will also serve as basis for meaningful engagement of members in pan-European project and specific initiatives of interest, strengthening the added value of EHMA to the ecosystems of European-wide healthcare associations.

During the last year, EHMA also strengthened its collaboration with high-level healthcare organisations, companies and government representatives.

Thanks to their support, EHMA has been able to host a successful 2018 Annual Conference, to organise several events and training activities where EHMA members and partners were able to share their expertise and offer in kind contribution, and to grow as a non-for-profit healthcare organisation.

All Policies for a Healthy Europe **EU4health**
Improving citizens' well-being



Johnson & Johnson

EUROPEAN HEALTH PARLIAMENT

EUROPE'S NEXT GENERATION OF HEALTH



Ministry of Defence
The Netherlands Defence Healthcare Organisation



MEMBERSHIP

53

ORGANISATIONAL MEMBERS

From 30 countries

28

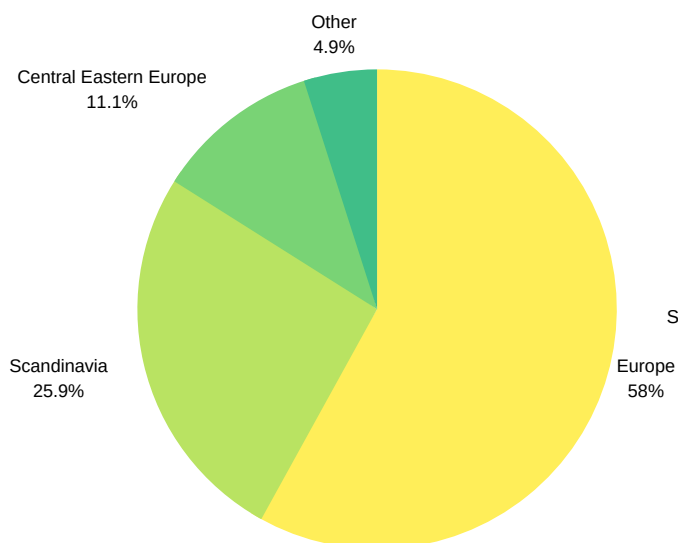
INDIVIDUAL MEMBERS

From 19 countries

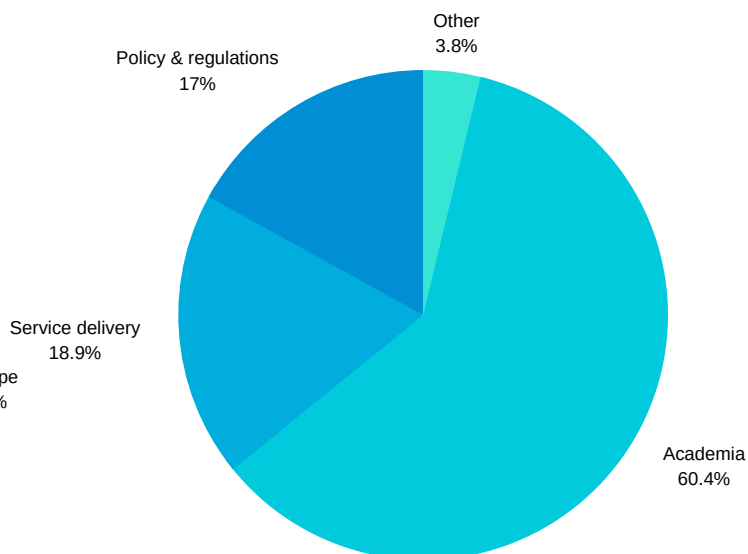
Membership benefits include:

- news, opportunities and events on European health policy;
- a platform to share expertise and best practices and discuss the latest topics in healthcare management;
- access to Special Interest Groups;
- access to Programme Directors' Group;
- the possibility to promote academic programs and learning opportunities;
- a student placement programme;
- discounted fees for all EHMA events;
- access to a network in academia, research, service delivery and policy;
- involvement in research projects.

Geographical distribution



Expertise



MEMBERS' GROUPS



PROGRAMME DIRECTORS' GROUP

The Programme Directors' Group brings together Programme and Course Directors, Deans, Rectors and Heads of Department to help ensure that taught programmes continue to provide the highest quality education for health managers, healthcare professionals and other stakeholders.

Composed of over 25 Members' Universities and 60 Programme Directors, the PD Group is one of EHMA long-standing members group with over 30 years of activity.



YOUNG EHMA and YOUNG ADVISORY COMMITTEE

Young EHMA is a forum for students and young professionals up to 35 years old active in the field of health management, policy and economics. The aim of the forum is to have its participants interact with peers about topics of interest, share experience and knowledge, and respond to their career needs.

Young EHMA is governed by the EHMA Young Advisory Committee, who act as coordinator and promoter of the forum.



SPECIAL INTEREST GROUPS (SIGs)

The Special Interest Groups provide an open public forum to discuss topics of interest to EHMA and the health care management community in the EU.

Each SIG focuses on a particular health policy and practice theme. Ranging from primary care to health workforce, from digitalisation to health futures, our SIGs provide a unique space to respond to current themes in health policy and practice.

GOVERNANCE

BOARD OF DIRECTORS

The Board of Directors sits at the heart of EHMA's governance process and Board Members play a pivotal role in shaping EHMA strategy and overseeing the delivery of its work programme.

Board positions are open to all EHMA Organisational and Individual Members, and elections are held during the EHMA Annual General Assembly.

Board Members are elected by the General Assembly for a two-year mandate, that can be renewed twice, whereas the President of the Board of Directors is elected by the Board itself among its members for a two-year mandate renewable once.

- Prof. Federico Lega - President
Milan & Bocconi University, Italy
- Dr. Eva Turk - Treasurer
Slovenia
- Dr. Elly Breedveld
The Netherlands
- Prof. Sandra C. Buttigieg
University of Malta, Malta
- MD, PhD Irma Jousela
HUS, Finland
- Dr. Axel Kaehne
Edge Hill University, UK
- Dr. Antoni Peris Grao
CASAP, Spain



SECRETARIAT



Dr. Usman Khan
Executive Director (until April 2019)

Usman has over 20 years public policy and management experience. He has held Board Director positions in public, private and not for profit organisations and has experience of leading significant change management projects in a number of countries.

Federica Margheri
Operations Manager

Federica has extensive experience in NGOs and international organisations. Involved in project management since the beginning of her career, she has now expanded her expertise towards systems and operations management.



Dr. Kristien Aarts
Project Manager (until May 2019)

Kristien is a neuropsychologist with extensive experience in research in brain processes in psychiatric and neurologic patients. She has published multiple peer-reviewed articles and has experience in project management with EU-funded projects.



Michele Calabro'
Policy and Communications Manager

Michele holds a MA in International Relations and European Studies. Before joining EHMA, he worked in Malta as EU Project Assistant at dConsulta and as European Semester Officer Assistant at the European Commission Representation in Valletta.



Nadia Rubtsova
Events and Partnerships Manager

Nadia holds a Master in Economics and Management from St. Petersburg State University. Previously, she worked in the hospitality sector, where she gained extensive experience in events organisation and management.



FINANCE

EHMA 2018 Income

Members contributions	126,413.10
Conference and events	120,285.90
Projects	167,434.02
Sponsorship	206,130.51

Total 620,263.53

EHMA 2018 Expenditure

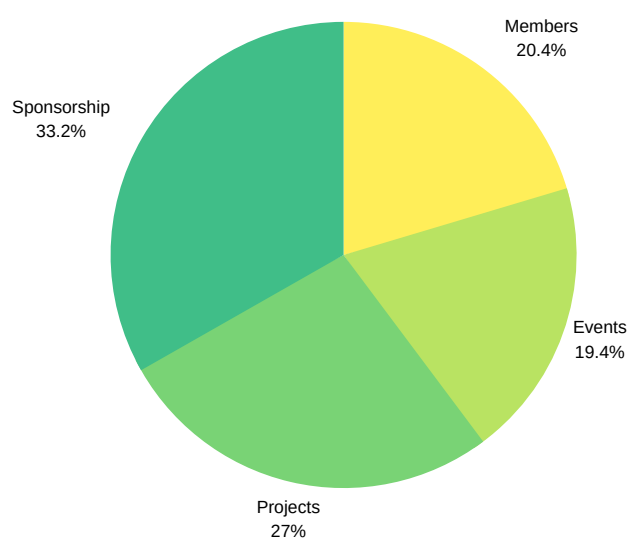
General Admin	335,934.80
Goods and consumables	24,874.29
Staff-related charges	227,493.88
Depreciation & other	15,446.841

Total 603,749.01

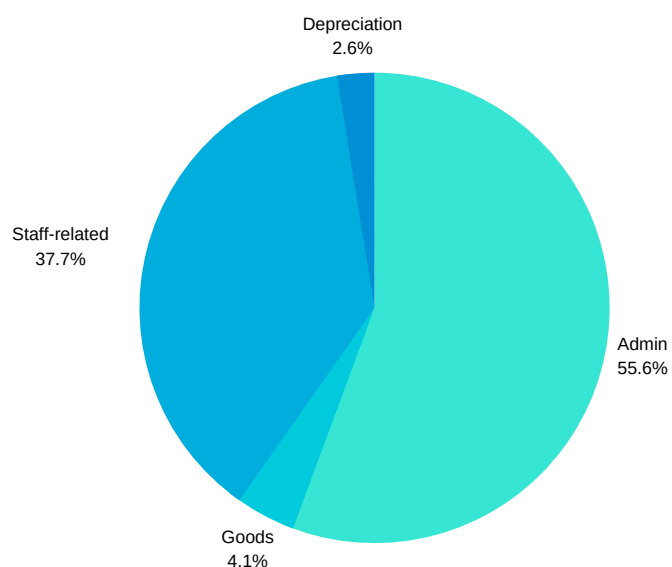
Other financial income	10,755.64
Financial charges	3,039.751

2018 Financial result 24,230.41

EHMA 2018 Income



EHMA 2018 Expenditure



Acknowledgments

The European Health Management Association would like to acknowledge the trust and support of its members.

Organisational members

Austria

IMC University of Applied Sciences
Management Center Innsbruck

Belgium

KU Leuven

Bulgaria

Medical University Sofia
Varna Medical University

Croatia

Andrija Stampar School of Public Health

Finland

Aalto University
Finnish Association of Health and Economics
Hospital District of Helsinki & Uusimaa
Hospital District of Southwest Finland
Joint Authority for Päijät-Häme social & healthcare
National Institute for Health and Welfare (THL)
Oulu University Hospital
Tampere University
University of Eastern Finland

France

EHESP School of Public Health

Germany

Center for Hospital Management
Frankfurt School of Finance & Management
Medical School Hannover

Hungary

Semmelweis University

Italy

Bocconi University School of Management
IRCCS ISMETT
Università Cattolica del Sacro Cuore
Università Statale di Milano

Latvia

Riga Stradin University

Malta

University of Malta

The Netherlands

Cordaan
Netherlands Ministry of Defence
Erasmus School of Health Policy & Management
NIVEL
VILANS
NVZD

Norway

Norwegian Nurses Organisation
Soerlandet Hospital HF
University of Oslo, Institute of Health & Society

Portugal

Associação Portuguesa de Administradores
Hospitais (APAH)
Instituto de Higiene e Medicina Tropical

Serbia

University of Novi Sad

Spain

Andalusian School of Public Health
CASAP

Sweden

County Council of Dalarna
Karolinska Institutet
Örebro County Council
Swedish Association of Local Authorities and
Regions (SALAR)

Switzerland

Zentrum für Gesundheitsrecht und
Management im Gesundheitswesen - Bern

UAE

Gulf Medical University

United Kingdom

Edge Hill University
Good Governance Institute
Health and Europe Centre
NHS Confederation
Princess Alexandra Hospital NHS Trust
University of Birmingham
University of Manchester

Individual members

Daniel Adenisimi
Grazia Antonacci
Chris Bachtsetzis
Elly Breedveld
Guillaume Cassouret
Steven de Waal
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Federica Zavattaro

