

Annual Report 2019 - 2020



ANNUAL OVERVIEW
Vision & mission

ACTIVITY REPORT
Projects & initiatives

FINANCE REPORT
Annual accounts

"Inspiring excellence in health management"

European Health Management Association (EHMA) ASBL

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TABLE OF CONTENTS

| | |
|---|-----------|
| President's message | 3 |
| Vision and mission | 4 |
| The past year at a glance | 5 |
| Events and initiatives | 6 |
| <i>2019 Annual Conference</i> | <i>7</i> |
| <i>Digital health startups & EU policy</i> | <i>8</i> |
| <i>Webinar series - COVID-19: from viral to containment</i> | <i>9</i> |
| <i>EUHPP - Profiling & training the health workforce of the future</i> | <i>10</i> |
| <i>2020 Annual Conference</i> | <i>11</i> |
| <i>Insights for value-based healthcare - Lessons from the UNIVANTS of</i> | |
| <i>Healthcare Excellence Award</i> | <i>12</i> |
| Education and training | 13 |
| <i>Executive workshop: Reconfiguring and leading the value-based hospital</i> | <i>14</i> |
| <i>2020 Winter School</i> | <i>15</i> |
| European-funded projects | 16 |
| <i>TO-REACH</i> | <i>17</i> |
| <i>MULTI-ACT</i> | <i>18</i> |
| <i>DISH</i> | <i>19</i> |
| <i>EcoQUIP+</i> | <i>20</i> |
| <i>COVIRNA</i> | <i>21</i> |
| Member groups and activities | 22 |
| <i>Programme Directors' Group</i> | <i>23</i> |
| <i>Special Interest Groups</i> | <i>24</i> |
| Partners and sponsors | 25 |
| Governance | 26 |
| <i>Membership</i> | <i>26</i> |
| <i>Board of Directors</i> | <i>27</i> |
| Finance | 28 |



PRESIDENT'S MESSAGE

Dear Members and Friends,

Over the past year, we have been through a time of unprecedented challenges. The COVID-19 pandemic is generating tremendous stress on our health systems, already under pressure due to increasing demands in health and care services.

The situation requires rapid responses, reorganisation of how care is delivered, as well as new management solutions.

In this perspective, we are collectively faced with the need to generate shared awareness, a sense of urgency and visions for change and transformation within health sectors, organisations and systems, and for the role of healthcare managers and leaders.

This Annual Report highlights the impact of our work over the past year and a half, our knowledge sharing activities and collaborative projects. All these initiatives were achieved by working closely with our members as well as our many partners.

On behalf of the Board and the Secretariat, I would like to thank all of you for your undying support to EHMA.

Yours sincerely,

VISION AND MISSION



Our vision

Our vision is excellent health management for a healthy Europe.



Our mission

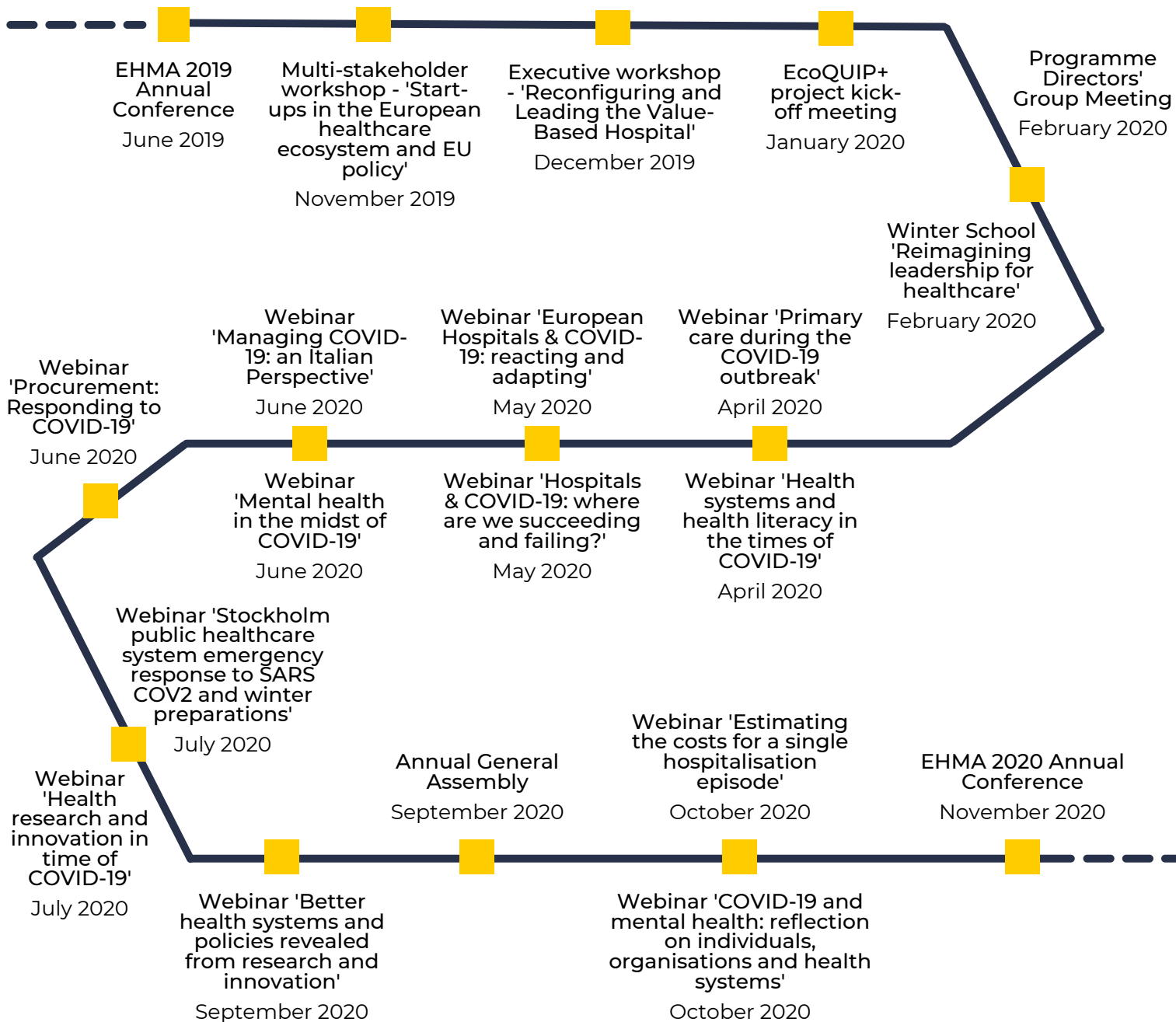
Our mission is to support the spread of knowledge on effective health management.



Our values

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

THE PAST YEAR AT A GLANCE



EVENTS AND INITIATIVES

The EHMA events portfolio has been expanding. EHMA events are always tailor-made. The choice of topics, speakers, format and target audience vary every time. Special attention is given to new formats and techniques to facilitate exchanges and the reaching of the event's objectives.

Diversified stakeholders are invited to attend EHMA events. Thanks to more than thirty years of experience in 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 policymakers, researchers and educators.





2019 ANNUAL CONFERENCE

The EHMA 2019 Annual Conference on '*Health Management 2.0*' was held on 17-19 June 2019 at Aalto University in Espoo, Finland and hosted by the Helsinki University Hospital (HUS) and the Finnish National Institute for Health and Welfare (THL).

The conference gathered more than 350 international health managers, professionals, researchers and policymakers. The delegates came together from across the world to learn new skills, share ideas and acquire effective practices on health management.

EHMA 2019 saw the participation of two exceptional keynote speakers. On the first day, Prof Federico Lega, University of Milan, Italy, gave his presentation on '*Health Management reloaded: beyond rhetoric and myths*'. The following day, Dr Elia Stupka, Life Sciences Business, Health Catalyst, USA, delivered a keynote on '*How data impacts lives: towards a zero patients vision by 2030*'.

The Conference also hosted twelve abstract sessions, four interactive discussions and eleven partner sessions, as well as the second edition of the EHMathon & Business Model and Healthtech Innovations competition.

EHMA was proud to support a number of awards for academic excellence. The Karolinska Medical Management Centre & EHMA Research Award was assigned to Dr Bart Noort, University of Groningen (The Netherlands). The Best Poster Award was given to Ms Tessa van Dijk, Erasmus School of Health Policy & Management (The Netherlands); the Best European Paper Award went to Prof Andrew Walton, Connect Health (UK); and the Best non-European Paper Award went to Dr Sarit Rashkovits, Yezreel Valley College (Israel).

Startups in the European Healthcare Ecosystem and EU Policy

How do startups contribute to creating patient centric and value-based healthcare systems in Europe?

19th November 2019 – Microsoft Innovation Centre



DIGITAL HEALTH STARTUPS & EU POLICY

In the current healthcare ecosystem, it is crucial to encourage and enable the development of innovations to help address sustainability issues and increase patient adherence and empowerment. Digital startups are key to helping bring about this change.

To discuss this topic with all relevant stakeholders, EHMA teamed up with Allied for Startups DTx (AFS DTx) to organise a multi-stakeholder workshop, centred around the question '*How do startups contribute to creating patient-centric and value-based healthcare systems in Europe?*'.

The event, held on 19 November 2019 at the Microsoft Innovation Centre in Brussels, brought together different stakeholders, including policymakers, industry, startups and entrepreneurs, hospitals, and civil society, including patients' organisations. All participants voiced their concerns and expressed how they hope to contribute to the uptake of new technologies and digital solutions developed by

startups that are transforming healthcare.

Among the recommendations raised by the discussion was the need for collaboration, co-creation and communication among different stakeholders. The need to harmonise regulations and make them easier to navigate for startups was also mentioned, together with helping startups demonstrate their added value; providing joint funding opportunities; and helping startups access data to improve their solutions.

This initiative was supported by



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WEBINAR SERIES

COVID-19: FROM VIRAL TO CONTAINMENT

The COVID-19 pandemic has shown once again the importance of bringing experts together, exchanging practices and finding shared answers to tackle key public health issues.

The complex nature of this challenge and its practical implications have generated unprecedented stress on several components of the health system and required rapid responses, re-organisation of how care is delivered and novel management solutions.

With the webinars series '*COVID-19: From viral to containment*', EHMA brought together all the key stakeholders, leaders and experts to share practical advice and discuss the current trends, changes and opportunities in health management.

The series run from March 2020 throughout the year and saw the participation of experts that were at the forefront of the fight against the pandemic. They shared their experience, practical advice and early-stage research with a view to helping each other in this unprecedented challenge.

Primary care during the COVID-19 outbreak

Health systems and health literacy in the time of COVID-19

Hospitals & COVID-19: where are we succeeding and failing?

European hospitals and COVID-19: reacting and adapting

Managing COVID-19: an Italian perspective

Mental health in the midst of COVID-19

Procurement: Responding to COVID-19

Health research and innovation in time of COVID-19

Better COVID-19 preparedness through accreditation and implementation of hospital management systems

Stockholm public healthcare system emergency response to SARS-COV2 and winter preparations

Better health systems and policies revealed from research and innovation

COVID-19: Nurses' experiences on PPE

Estimating the costs for a single hospitalisation episode

COVID-19 and mental health: reflection on individuals, organisations and health systems

Controlling and better understanding COVID-19

Innovating the management of chronic conditions

Unpacking the fragmentation that makes older people at higher risk of infection

In 2019, EHMA joined forces with another Brussels-based association Health First Europe (HFE) to collaborate on the EU Health Policy Platform (EUHPP). The goal was to address the needs of the health workforce of the future. These needs were made greater and starker by the challenges posed by the COVID-19 pandemic.

By leading a Thematic Network on the topic of *'Profiling and training the healthcare workers of the future'*, EHMA and HFE wanted to

identify the health workforce skills and competences necessary to effectively address the digital transformations that are facilitating more effective, accessible, and resilient health systems. We also wanted to highlight European innovations in digital and data areas that represent best practices in developing the skills of the health workforce.

EHMA and HFE brought together an extensive network of stakeholders across European health and care systems with the relevant experience to inform a policy discussion. The goal was to then define the barriers and incentives to promote health systems that successfully implement innovations in digital and data areas.

EUHPP PROFILING & TRAINING THE HEALTH WORKFORCE OF THE FUTURE

We intended for the work of this Thematic Network to inform the initiatives that will be funded by the European programmes for 2021-2027, and primarily those that propose to act on the 'advanced digital skills' of the health and care workforce, and to support the uptake of innovation and digital tools that is rapidly taking place, as well as those to be implemented within the Cluster *Health* of Horizon Europe.

More than ever, European health systems need to identify good practices in digitalisation and integration of care linked with health workforce challenges.

EHMA and HFE will continue to collaborate with our networks to initiate discussions, provide a platform to highlight best practices, and advise European policymakers on promoting the delivery of high-quality healthcare.

2020 ANNUAL CONFERENCE

The EHMA 2020 Annual Conference took place on 17-19 November under the theme '*Health Management: realigning systems, contexts and players*' and was hosted by the Healthcare Organisation of the Dutch Ministry of Defence, Erasmus School of Health Policy & Management, and Erasmus Medical Centre. EHMA 2020 was held for the first time digitally through the lens of Rotterdam, The Netherlands due to the COVID-19 pandemic.

The conference gathered a record audience of over 380 delegates representing health managers, academia, researchers, healthcare professionals and policymakers.

EHMA 2020 saw two high-level plenary sessions with renowned speakers. The first, '*Leading healthcare in a challenging environment*', discussed the lessons learnt from the COVID-19 crisis and the role of health management. The second plenary, '*Managing sustainable and resilient healthcare systems*', presented new strategies to facilitate the response to increasing healthcare needs.

The Conference hosted sixteen abstract sessions, twelve interactive discussions and seven partner sessions, as well as the third edition of the EHMAthon.

EHMA was proud to support a number of awards for academic excellence. The Karolinska Medical Management Centre & EHMA Research Award was awarded to Ludo Glimmerveen (Vrije Universiteit Amsterdam) and to Dorijn Hertroijs (Maastricht University). The EHMA Award for the Best European Paper went to Dr Mirjam Garvelink and to Simon Dello. The Best non-European Paper was awarded to Dr Gareth Rees and the Best Poster Award went to Dr Daniele Bellavia.



INSIGHTS FOR VALUE-BASED HEALTHCARE

LESSONS FROM THE UNIVANTS OF HEALTHCARE EXCELLENCE AWARD



The UNIVANTS of Healthcare Excellence award recognises multidisciplinary teams that transform the delivery of healthcare. EHMA is a founding partner of the UNIVANTS of Healthcare Excellence programme, serving as programme advocates, judges and champions of the vision, alongside leading professional societies, institutions, and associations across healthcare disciplines.

Healthcare is entering its much expected and desired 'future'. Clinical laboratories can facilitate value well beyond their contribution to medical diagnosis and therapy as they can be the driving force for precision and personalised medicine and for the shift toward prevention and population health management.

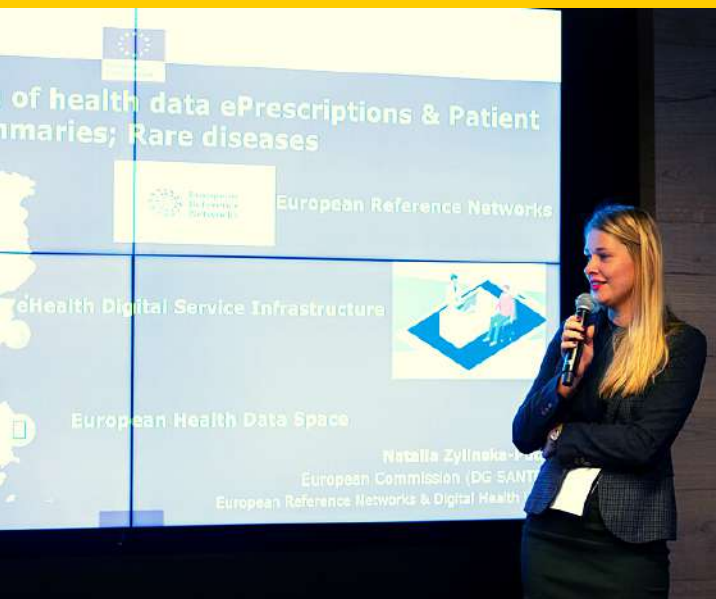
Laboratories are protagonists of transformations that can be exemplary. There are several areas in which we expect laboratories to move to the next level via changes and innovations that generate a value-based paradigmatic shift and can provide inspiration to health organisations and to the whole health system.

For these reasons, the best practices associated with the UNIVANTS of Healthcare Excellence Award were collected in a paper to be illustrated, discussed and amplified within both the clinical laboratories and the entire health sector. The paper focuses on recognised best practices from the 2019 and 2020 UNIVANTS Award cycles, for a total of 12 best practices in 2019 and 24 best practices in 2020. The paper presents insights from the winning initiatives of the UNIVANTS of Healthcare Excellence Award in an accessible and direct manner. The intent is to foster scalability, replication and understanding of the core of each initiative while promoting adoption by other laboratories and by interdisciplinary teams around the globe.

This initiative was supported by



EDUCATION AND TRAINING



EHMA aims to improve the take-up and implementation of effective practice through knowledge sharing activities and educational and training opportunities addressed to its members and the health management community.

Thanks to its strong member base composed mainly of leading universities in the field of health management, economics and policy, EHMA can rely on the expertise of its members to support the application of effective management and the successful implementation of health policy and practice.

EXECUTIVE WORKSHOP RECONFIGURING AND LEADING THE VALUE- BASED HOSPITAL

On 11-12 December 2019, EHMA hosted the executive workshop *'Reconfiguring and leading the value-based hospital - New schemes and solutions for the governance, organisation and management of a modern hospital'* in Brussels.

Targeted at multiple professional profiles, the workshop was designed for all protagonists of the management and transformation of modern hospitals interested in framing the changes hospitals are undergoing, and developing competencies and skills to lead the management of their structure.

The workshop aimed to address the pressures leading to hospital reorganisations:

- Bridging
- Re-designing
- Engaging

Bridging concerns inter-organisational integrations. We refer to vertical and horizontal integration leading to integrated delivery systems, multi-hospital networks, multi-hospital groups, and multi-site hospitals. Further, clinical networks are emerging as a way to improve clinical governance among

physicians and units belonging to the same network, as well as to create patterns for concentrating complex cases requiring critical mass. All this is generating the need for new organisational design.

Re-designing regards the development of new design for the internal organisation of the hospital, along principles of 'patient-centred' care, value-based healthcare and clinical service lines built around multi-professional and multi-specialty teams. New challenges and opportunities are generated by new models for the delivery of healthcare and by skill mix and operations management.

Engaging concerns the policies and actions that can enhance the engagement of clinicians in doctor-managers roles, engagement that is even more fundamental for the success of devolved responsibility models. Recent studies highlighted the importance of management and clinical leadership, as positive correlations have been found between clinical and economic performance. Therefore, it is key for the future of hospitals to address the issues of reluctant leadership and custodial strategy that plague the effective engagement of clinicians in their much-needed hybrid roles.

This workshop was supported by



Leadership has traditionally focused on authority, position and dominance. New public management has dominated during the last thirty years with a particular focus on key performance indicators and measurement. Leaders in healthcare need to think differently about tackling the huge social challenges that confront care services in the 21st century. Collaborative and relationship-focused approaches encourage a shift towards collective New Public Leadership, demonstrating public value.

EHMA hosted the 2020 Winter School 'Reimagining leadership for healthcare' on 4-6 February to introduce the concepts of New Public Leadership and the competencies needed to confront the future challenges of healthcare.

With experts from three European universities, participants took part in three sessions:

- *Reimagining Leadership – how to work collectively* by Dr Stephen Brookes & Dr Jillian McCarthy, University of Manchester, UK
- *'Solid soft-skills' – Dealing with paradoxes and wicked problems* by Dr Maarten Janssen, Erasmus Centre for Healthcare Management, The Netherlands
- *Am I an effective leader? Self-perception of potential leaders* by Dr Axel Kaehne, Edge Hill University, UK

WINTER SCHOOL REIMAGINING LEADERSHIP FOR HEALTHCARE



EUROPEAN-FUNDED PROJECTS

EHMA has developed an extensive expertise in both, project management and communication and dissemination activities.

Most of the projects EHMA is currently working on cover key areas of the future of European healthcare: namely, transferring of innovation among health systems; multi-stakeholder engagement in health research; digital skills for the health workforce; innovation procurement; and an emergency response action to COVID-19.

EHMA's involvement focuses on communication and dissemination activities and stakeholder engagement. EHMA is able to leverage on its network to ensure a broad outreach of project results.





TO-REACH TRANSFERRING INNOVATION IN HEALTH SYSTEMS

TO-REACH is a Horizon 2020 project aimed at setting up a joint European research programme with the final objective of producing research evidence supporting healthcare services and systems to 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 the one hand, the preparation, conceptually and methodologically, of an international research programme on cross-border learning from good models of care and of the conditions needed to transfer and implement these from one setting to another. On the other hand, the enhancement of sustainable cooperation between funding bodies, as well as their links with other existing or upcoming

funding networks in order to facilitate such a joint international research programme.

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



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 733274.



MULTI-ACT

A COLLECTIVE RESEARCH IMPACT
FRAMEWORK AND MULTI-VARIATE
MODELS TO FOSTER THE TRUE
ENGAGEMENT OF 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 aims 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, academics, 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 good practices and

governance transformations for multi-stakeholder constellations of R&I are disseminated at a EU level.

In the framework of the project, EHMA's role is circumscribed to stakeholder engagement and dissemination of outcomes, fostering 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, liaising with membership and supporting the organisation of dissemination events.



This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under the Grant Agreement No. 787570.



DISH - Digital & Innovation Skills Helix in Health

Digital skills for the health workforce

DISH DIGITAL & INNOVATION SKILLS HELIX IN HEALTH

The project has received funding from the Erasmus+ Programme and brings together 19 organisations, from healthcare providers, academia, to public and non-profit organisations.

The objective of the DISH project is to look into the present and future skill needs in order to succeed with the necessary digitalisation in the sector. On that basis, the project will develop, test and present different concepts, which will provide healthcare staff with innovation readiness and digital skills. In turn, this will enable them to better see the opportunities in how and where to apply eHealth solutions.

The DISH project will develop three different concepts: a concept for a 'learning innovation unit' based on a triple helix partnership to ensure better development and uptake of eHealth solutions; a concept for 'on-

the-job training', providing staff in the healthcare sector with better eHealth competences; and a concept to assess and acknowledge skills and competences, which ensures the recognition and mobility of healthcare staff.

EHMA co-leads the dissemination and communication work package, working on the preparation and implementation of a dissemination strategy. EHMA will provide dissemination through the project website, social media, newsletters, press releases and will support the organisation of workshops and a final conference, while ensuring the dissemination of the project results amongst a specialist audience.



This project has received co-funding from the Erasmus+ Programme of the European Union, Key Action 2 – Sector Skills Alliances

OUR PROCUREMENT PROJECTS

At the heart of the EcoQUIP+ project are the six leader-led innovation procurement projects, each of which address a particular healthcare challenge.



ECOQUIP+

IMPROVING THE
SUSTAINABILITY OF
HEALTHCARE THROUGH
INNOVATION PROCUREMENT

The ECOQUIP+ project builds on its successful predecessor, EcoQUIP, and related projects on public procurement for innovation (PPI). These projects aimed to demonstrate how pro-innovation procurement methods help to improve the efficiency, quality and sustainability of healthcare. This included direct interventions in the procurement processes of individual hospitals in a number of EU Member States.

In addition to developing the pro-innovation capability of individual partner hospitals, the project has the following aims:

- To connect EU-supported R&D to procurement outcomes
- To strengthen market demand for innovation by improving the capability of hospitals to engage in multilateral and collaborative actions

- To improve the use of the innovation potential in SMEs to support healthcare outcomes
- To actively seek options and opportunities for joint procurement where they are feasible and add value in terms of outcomes and innovation

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



Co-funded by the COSME programme
of the European Union

*This project has received co-funding from the COSME
programme of the European Union.*

COVIRNA is a patient-centred Innovation Action aiming to generate a diagnostic tool to identify COVID-19 patients at risk of developing fatal cardiovascular complications.

A joined-up EU wide approach to protect population.

Keep in touch

Sign up to our mailing list to receive updates as we publish key project milestones and new strands of work.

Your Email Address

COVIRNA A PROGNOSTIC TEST FOR COVID-19 PATIENTS

COVIRNA is a patient-centred Innovation Action aiming to generate a diagnostic tool to identify COVID-19 patients at risk of developing fatal cardiovascular complications.

The COVIRNA diagnostic test will be based on cardiovascular RNA biomarkers highly predictive of the clinical outcomes of COVID-19 patients. The test will enable individualised surveillance, care and follow-up of these patients in the context of the current pandemic.

The project will:

- Build a biobank of 2,000 blood samples from existing cohorts of COVID-19 patients in Europe
- Select a subset of highly specific lncRNAs predictive of COVID-19 clinical outcomes using bioinformatics, AI and biostatistics
- Build a prediction model

- Design a reliable, cost-efficient and easy-to-use in-vitro diagnostic test and achieve CE marking
- Raise stakeholders' awareness of advantages brought by the newly designed diagnostic solution as a valuable decision-support tool for healthcare professionals to deliver the best health outcome for the most vulnerable COVID-19 patients
- Engage communities of stakeholders in sharing practical knowledge on the use of the novel medical technology



This project has received funding from the European Union's Horizon 2020 research and innovation programme

MEMBER GROUPS AND ACTIVITIES



The EHMA Membership is open to all those committed to improving health management in Europe and beyond. We welcome applications from universities with relevant courses in healthcare; hospitals and healthcare service providers; associations of hospital managers; research centres; regional and national health policy agencies; and anyone else sharing our mission to spread knowledge on effective health management.



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 meetings are a regular twice-a-year event, providing space for discussing pressing challenges, sharing knowledge on market needs, supporting improvement in programme content and delivery, and supporting the promotion of member programmes to prospective students.

The Programme Directors' Group summer meeting took place in June 2019 during the EHMA Annual Conference in Espoo, Finland, under the new chairmanship of Dr Stephen Brookes from the University of Manchester, UK.

The second Programme Directors' Group meeting, the Winter Retreat, took place on 3-4 February in Grimbergen, Belgium with the participation of several other EHMA Members representing leading European universities.



SPECIAL INTEREST GROUPS (SIGs)

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.



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, which acts 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 healthcare 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 integrated care, our SIGs provide a unique space to respond to current themes in health policy and practice.



PARTNERS AND SPONSORS

We would like to acknowledge and thank all the partners and sponsors who have supported our activities, including our Annual Conference, over the past year and a half.



**Karolinska
Institutet**



EIT Health is supported by the EIT,
a body of the European Union



PHILIPS



Radboudumc
university medical center



Johnson & Johnson

GOVERNANCE

MEMBERSHIP

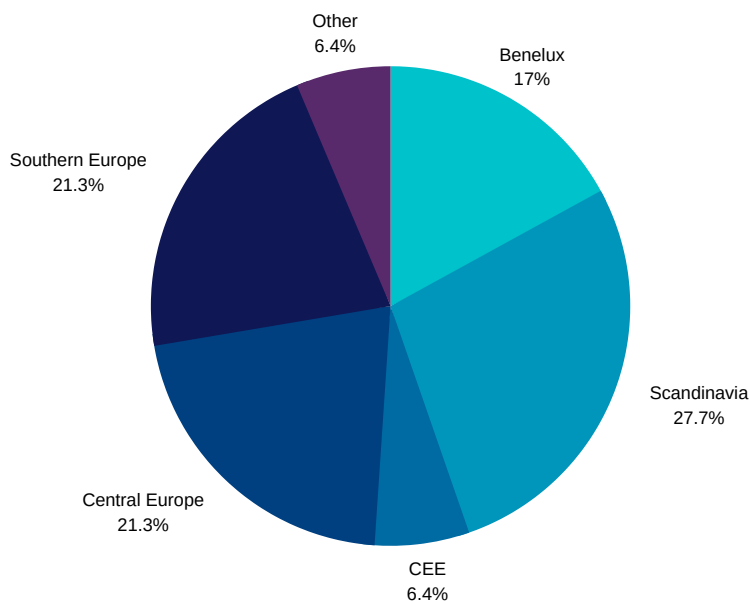
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ORGANISATIONAL MEMBERS
from 19 countries

30

INDIVIDUAL MEMBERS
from 18 countries

Geographical distribution





BOARD OF DIRECTORS

The Board of Directors, on behalf of the EHMA Members, governs how we achieve our vision of excellence in health management for a healthy Europe. They do this by ensuring EHMA achieves appropriate results at an appropriate cost; and avoids unacceptable actions and situations.

The EHMA Board of Directors maintains a governance policy manual to define how EHMA is to be governed, the strategic purpose of the EHMA, the role of the Board, how they delegate their authority, and how they manage risks.

The Board report to the Member's Annual General Assembly.

Board of Directors 2020 – 2022

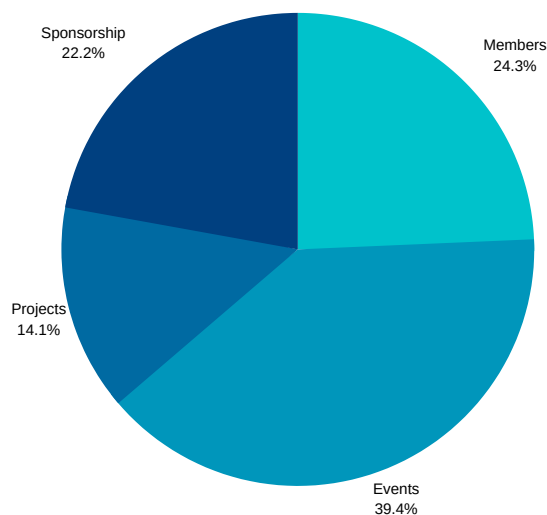
- Dr Axel Kaehne - President
Edge Hill University, UK
- Prof Todorka Kostadinova - Vice-President
Medical University, Varna, Bulgaria
- Dr Alexandre Lourenço - Treasurer
APAH, Portugal
- Prof Sandra C. Buttigieg
University of Malta, Malta
- Prof Federico Lega
University of Milan, Italy
- Dr Teppo Heikkilä
Helsinki University Hospital, Finland
- Dr Elly Breedveld
The Netherlands
- Dr Antoni Peris Grao
CASAP, Spain

FINANCE

EHMA 2019 Income

| | |
|-----------------------|-------------------|
| Members contributions | 121,887.93 |
| Conference and events | 197,529.51 |
| Projects | 70,755.42 |
| Sponsorship | 111,060.00 |
| Total | 501,232.86 |

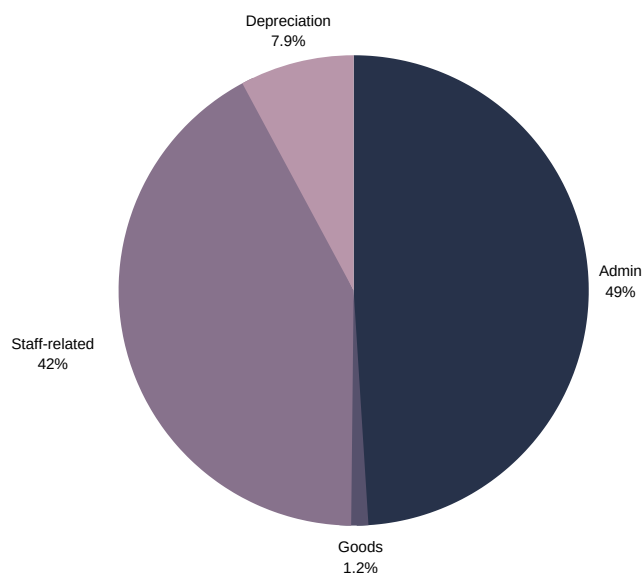
EHMA 2019 Income



EHMA 2019 Expenditure

| | |
|-----------------------|-------------------|
| General admin | 266,307.46 |
| Goods and consumables | 6,383.32 |
| Staff-related charges | 228,156.47 |
| Depreciation & other | 42,689.41 |
| Total | 543,536.66 |

EHMA 2019 Expenditure



| | |
|------------------------------|--------------------|
| Other financial income | 308.18 |
| Financial charges | 1,657.66 |
| 2019 Financial result | - 43,653.28 |

