



European Health Management Association

**Annual Report
2016 - 2018**

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EHMA 2016 - 2018

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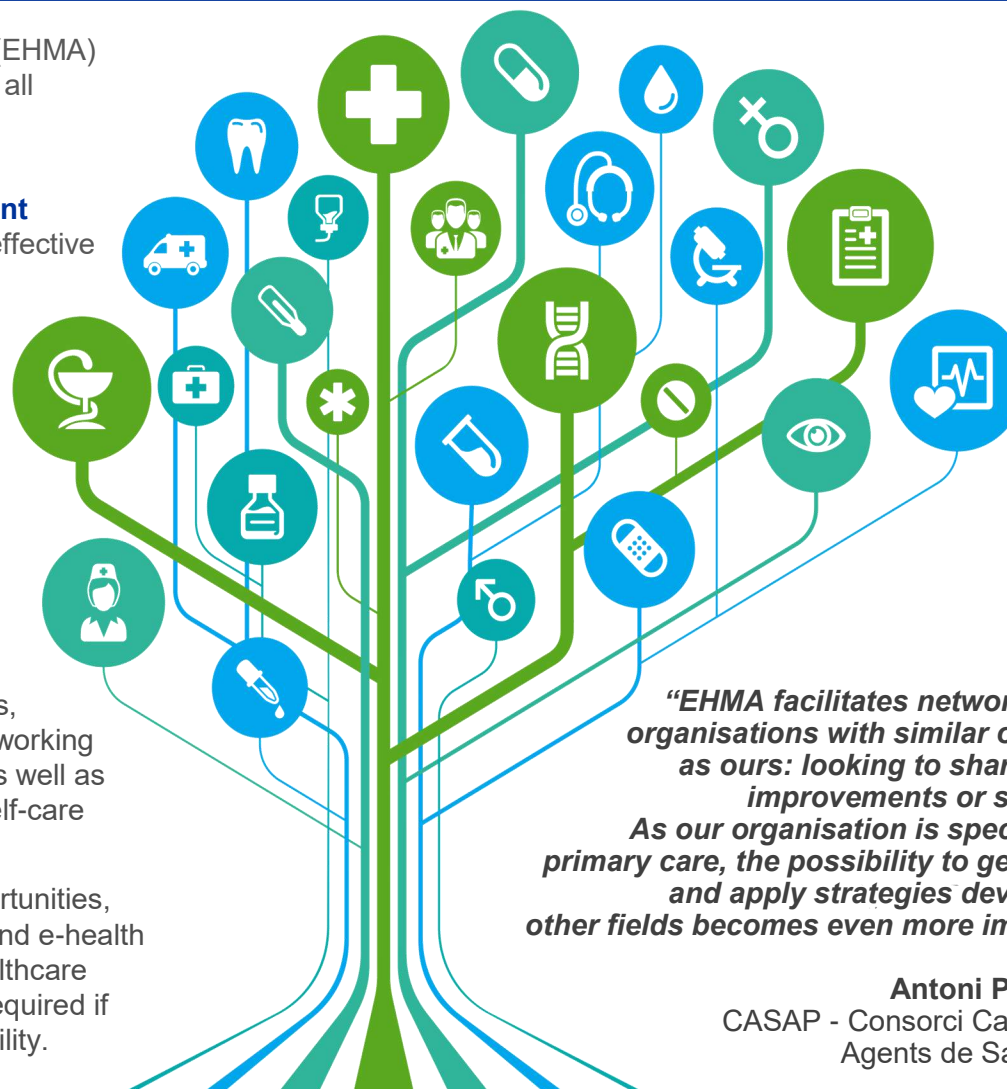
The European Health Management Association (EHMA) is a **non-profit membership organisation** open to all those committed to applying excellence in health management to **improving European healthcare**.

EHMA focusses its efforts on **health management education** and **training**, and on the application of effective management practice to support the successful **implementation of health policy and practice**.

EHMA is the only membership organisation in Europe to bring together **educators, researchers, health managers, healthcare professionals** and **policy makers**, supporting an environment where the focus is on “how” policies are successfully and sustainability implemented.

EHMA operates at a **national, European** and **international level**. The Secretariat works with its Member Organisations as well as partners across Europe, addressing central management challenges, including leadership development, interdisciplinary working and innovation support, and covering established as well as emerging themes in health such as digitalisation, self-care and personalisation.

EHMA recognises that there are increasing opportunities, particularly within the fields of medical technology and e-health but that resource growth is often outstripped by healthcare inflation and fundamental service redesign will be required if we are to deliver long term health system sustainability.



“EHMA facilitates networking with organisations with similar objectives as ours: looking to share results, improvements or strategies. As our organisation is specialised in primary care, the possibility to get to know and apply strategies developed in other fields becomes even more important”.

Antoni Peris Grão
CASAP - Consorci Castelldefels
Agents de Salut, Spain



WHAT WE DO

EHMA is focussed on the question of “**how**” health policy is implemented and health services improved. We achieve our aims through:

- ♦ A focus on excellence in health management education and training
- ♦ Facilitating engagement and knowledge sharing on improvement practice
- ♦ Supporting health management excellence in health services 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

WELCOME & GREETINGS

FROM THE PRESIDENT



As my final year as President of EHMA draws to a close, I am pleased to be able to report on an improving situation and the achievement of some important goals. From the challenging situation I faced when coming in as President in April 2016, EHMA now has a stronger Board, a well-structured Secretariat and a clear strategic direction.

A five-year Strategic Plan was developed following the 2016 Porto Annual General Assembly where the Board agreed on a needed change in priorities. The EHMA Secretariat were charged with rebalancing away from the delivery of externally funded projects to a situation where EHMA members and network organisations become the focal point for knowledge transfer, engagement, training and development activities.

Effective governance within EHMA is only possible through the hard work and commitment of colleagues, many of whom are taking time out of busy schedules to support the work that we undertake. For the Scientific Advisory Committee under the effective stewardship of Prof. Federico Lega, the Postgraduate Health Management Programme Directors' Group, co-chaired by Dr. Elly Breedveld and Prof. Siegfried Walch and now the EHMA Young Advisory Committee chaired by Dr. Vania Ranjbar, I would like to take the opportunity to thank you and your colleagues for all your work.

EHMA will continue to face challenges going forward. However, I have sought to leave the organisation well placed to meet the challenges and maximise the opportunities of delivering sustainable healthcare across Europe.

A handwritten signature in dark ink, reading "Anders Wahlstedt".

Psy. D. Anders Wahlstedt - EHMA President

FROM THE DIRECTOR



As I enter my third full year at EHMA I am very pleased to report on significant progress achieved over the last months. EHMA has been able to improve its financial standing, develop its membership services, run a series of successful events and contribute to the delivery of a number of European health projects. An EHMA network newsletter was launched as well as a webinar programme.

Systems and processes rarely warrant mention in Annual Reports, but over the last year we have seen the introduction of new financial and project management procedures, designed to provide effective delivery and management of risk. Such developments have gone hand in hand with improvements to the support to our Members. The Secretariat has also gone through a period of change. The creation of a new posts of Events and Partnerships Manager, Policy and Communications Manager, Operations Officer and Membership and Projects Officer ensure more efficient Secretariat support.

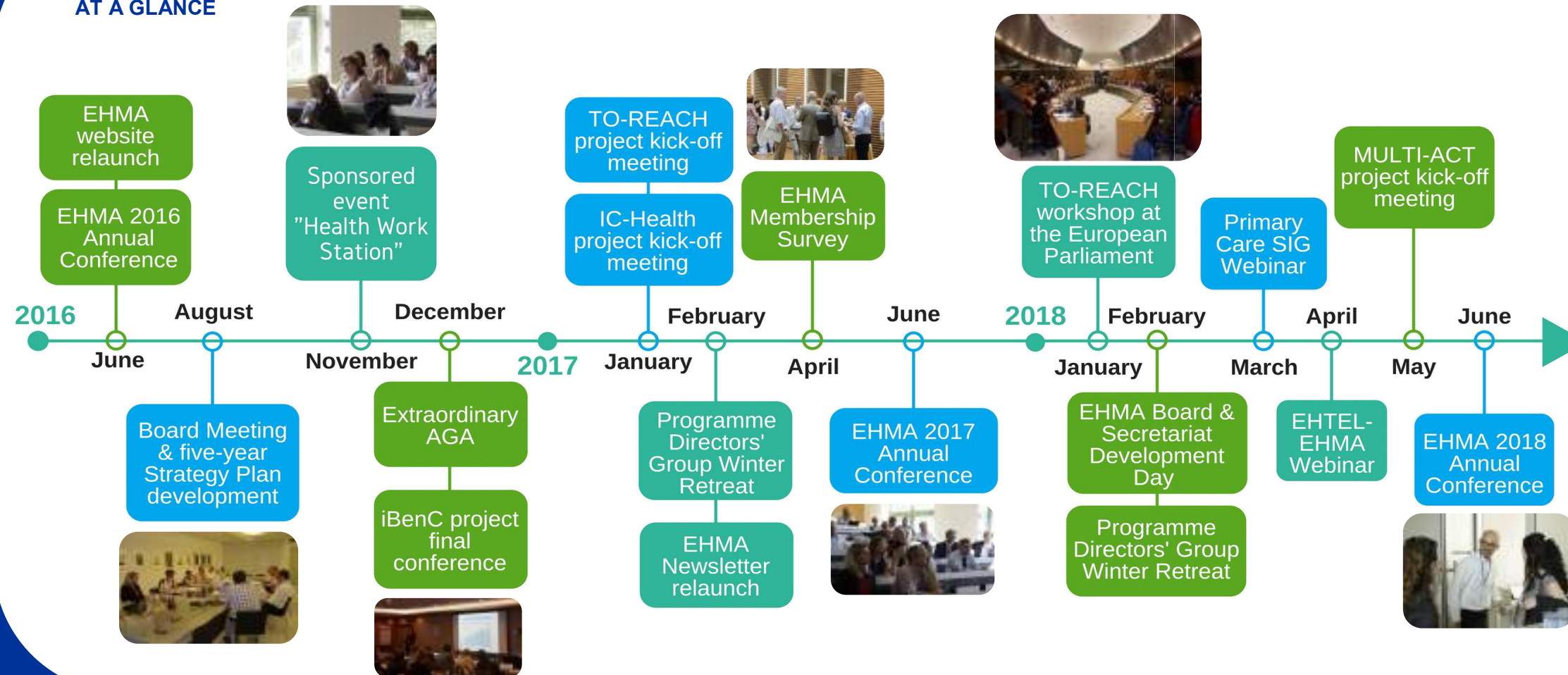
I would also like to take the opportunity to thank the very many EHMA Members, who have become actively involved in the work programme of the organisation. The Secretariat is now providing active support to our expanding network of Special Interest Groups, an extended programme of activities led by our Programme Directors' Group as well as continuing work with our Young Advisory Committee and Scientific Advisory Group.

The next twelve months will see the Secretariat providing support across a range of areas, developing the membership offer. We will also be working to expand our webinar and podcast programme, to launch a new book series on health management, as well as to continue our project related stakeholder engagement and dissemination activities.

A handwritten signature in dark ink, reading "Usman Khan".

Dr. Usman Khan - EHMA Executive Director

TWO YEARS AT A GLANCE



The past two years have seen incredible strides in the better development of the organisation, with an increase in the number of events, improvement in the membership value and benefits, involvement of external organisations, partnerships, and a change in the focal point of the work EHMA does.

The amount of progress that have been made resonates in the number and quality of activities that have been completed. Following the drawing up of the five-year Strategy Plan to adjust priorities, EHMA now has a primary focus on the involvement of members in its works, as well as the transfer of knowledge, engagement, training and development of activities.

During this period, four on-going projects were successfully completed, with the start-up of new ones which the Secretariat is working to prepare and deliver great outcomes. Furthermore, there have been an increase in the number of events organised by EHMA, providing a wider involvement and better engagement of members.

The Annual Conference has also gained larger attention, with double the number of participants attending the 2018 Annual Conference than the previous year. Partnerships with external organisations have also been developed, and both individual and organisational memberships have seen an increase due to the additional benefits EHMA now offers to members.

EHMA's development over the past two years holds promise for the next year to come, with the expansion of projects, opportunities, partnerships and membership benefits.

GOVERNANCE

EHMA Board 2016 - 2017

Psy. D. Anders Wahlstedt
EHMA President

Mr. Sören Berg
EHMA Honorary Treasurer

Dr. Elly Breedveld

Mr. Jos de Beer

Dr. Marcin Kautsch

Dr. Markku Mäkijärvi

Dr. Eva Turk

Prof. Federico Lega -
Chair of EHMA SAC

Dr. Vania Ranjbar -
Chair of EHMA YAC



EHMA Board 2017 - 2018

Psy. D. Anders Wahlstedt
EHMA President

Dr. Elly Breedveld

Dr. Markku Mäkijärvi

Dr. Antoni Peris Grão

Dr. Eva Turk

Prof. Federico Lega
Chair of EHMA SAC

Dr. Vania Ranjbar
Chair of EHMA YAC

Dr. Marcin Kautsch
Seconded Board Member

EHMA Scientific Advisory Committee (SAC)

Prof. Federico Lega - Chair
Bocconi University, Italy

Dr. Ronald Batenburg
NIVEL, The Netherlands

Prof. James Buchan
Queen Margaret University, UK

Dr. Nick Fahy
Nick Fahy Consulting Limited, UK

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

Prof. Dr. Kim Putters
Erasmus University Rotterdam, NL

Prof. Dr. Walter Sermeus
KU Leuven, Belgium

Prof. Kieran Walshe
Manchester Business School, UK



The **EHMA Young Advisory Committee (YAC)** was formed in early 2016 subsequent to the Young EHMA Network initiative.

During these first years of activity, the YAC has worked to establish a suitable work structure and build a network for early career professionals in health management.

At the EHMA 2017 Annual Conference in Milan, Italy, the YAC organised two sessions: an **interactive session for early career professionals**, led by Daan Westra, Lieke Oldenhof, and Vania Ranjbar, that aimed to discuss experiences of and lessons learnt with regards to potentially challenging career choices and advancement. A second session “**Addressing the rural health issue**” was organised to discuss how access and equal healthcare in rural areas may be guaranteed and whether new technology and mobile solutions are the answers.

Also during the Conference, the YAC had the chance to meet with the EHMA Board, the Secretariat, and the Scientific Advisory Committee to discuss strategy and the role of the YAC and the Young EHMA Network in the work of EHMA. Since then, the YAC has a representative on the Scientific Advisory Committee, who will contribute to the scientific work of EHMA from a young researcher's perspective.

With the formal structures in place, the YAC has established a solid ground to continue its work and marked the beginning of a rewarding networking platform for early career professionals in health management research, practice and policy.

YOUNG ADVISORY COMMITTEE

EHMA Young Advisory Committee (YAC)

Dr. Vania Ranjbar - Chair
Actea Consulting AB, Sweden

Ms. Helena de la Cour
County Council of Dalarna, Sweden

Ms. Jonila Gabrani
Institute of Public Health, Albania

Dr. Lieke Oldenhof
Erasmus University Rotterdam, The Netherlands

Mr. Kimmo Parhiala
National Institute for Health and Welfare, Finland

Mr. Daan Westra
Maastricht University, The Netherlands



PROGRAMME DIRECTORS' GROUP

The EHMA **Programme Directors' Group** provides a platform to discuss developments in the field of **postgraduate health management education**. The PD Group is a collaborative space to exchange experience and ideas among programmes, and to discuss current trends and challenges with peers.

The Group meets twice a year: in February, for a two-day retreat, and in June during the EHMA Annual Conference. Meetings have a clear focus on:

- ♦ Through improvement activities and knowledge exchange, to enhancing the quality of taught health management programmes.
- ♦ Through the development and delivery of purposively designed health management Programmes.



Danube University Krems - Austria
Management Center Innsbruck (MCI) - Austria
KU Leuven - Belgium
Medical University Sofia - Bulgaria
University of Helsinki - Finland
University of Eastern Finland - Finland
Frankfurt School of Management - Germany
National School of Public Health - Greece
Semmelweis University - Hungary
SDA Bocconi School of Management - Italy
Università Statale di Milano - Italy
Riga Stradiņš University - Latvia
Erasmus University Rotterdam - The Netherlands
University of Oslo - Norway
Nova University of Lisbon - Portugal
Institute of Hygiene & Tropical Medicine - Portugal
Karolinska Institute - Sweden
Zentrum für Gesundheitsrecht und Management im Gesundheitswesen - Switzerland
Manchester Business School - United Kingdom
HSMC Birmingham - United Kingdom

SPECIAL INTEREST GROUPS



Primary Care

Led by **Dr. Antoni Peris Grão** (CASAP, Spain), the Special Interest Group (SIG) on Primary Care is mostly focused on the possibility of **developing training opportunities and materials**.

The SIG has already produced a **webinar**, that took place at the end of March 2018, on the topic of *"Innovation pathways in primary care - The experience of CASAP"*. The webinar was delivered by Dr. Antoni Peris Grão and saw the participation of 15 attendees from EHMA membership. The webinar recording is now available on the EHMA website and YouTube channel.



Best practice in management



Health Workforce



Health Futures



Integrated care

Led by **Dr. Axel Kaehne** (Edge Hill University, UK), this SIG focuses on the **implementation** and the **evaluation of integrated care programmes**. Within these two broad themes, the SIG will:

- Provide a forum to exchange experiences and knowledge of integration programmes;
- Provide a platform for shared learning;
- Support the development of local and regional consortia to facilitate integration and their evaluation.

The SIG is also discussing the possibility of **updating an IC publication** - *"Integrating services for older people - A resource book for managers"* (H. Nies – Vilans) - produced in the context of an old EHMA project, the Carmen project.

EHMA 2016 Income

Members contributions	158,450.00 €
Conferences & events	127,504.00 €
Projects**	547,225.00 €
Other	15,487.00 €
Total:	848,666.00 €

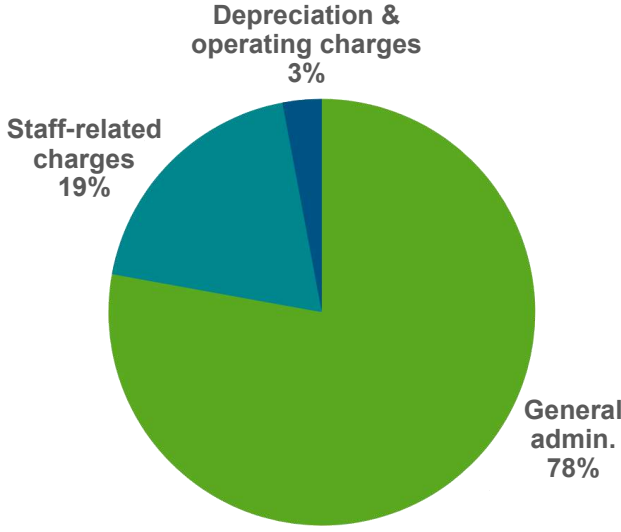
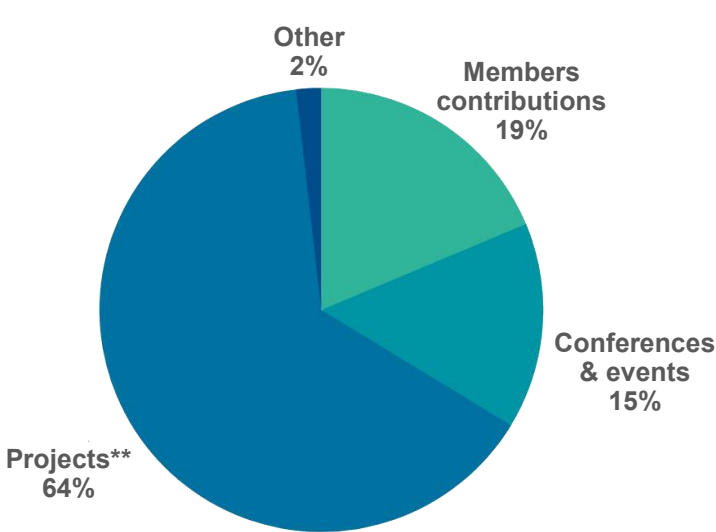
EHMA 2016 Expenditure

General admin.	615,823.00 €
Staff-related charges	151,646.00 €
Depreciation & operating charges	23,470.00 €
Total:	790,939.00 €

2016 Financial result

Net result for 2016 57,727.00* €

* excludes interests
** project income received in year



EHMA 2017 Income

Members contributions	122,653.10 €
Conferences	107,690.75 €
Projects*	179,047.51 €
Other	86,475.43 €
Total:	495,886.79 €

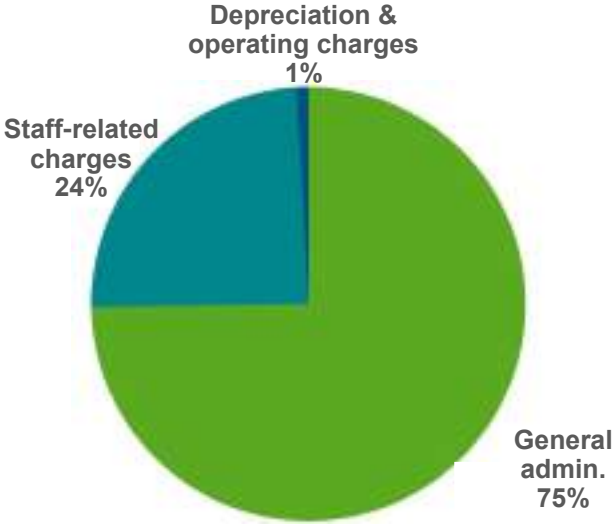
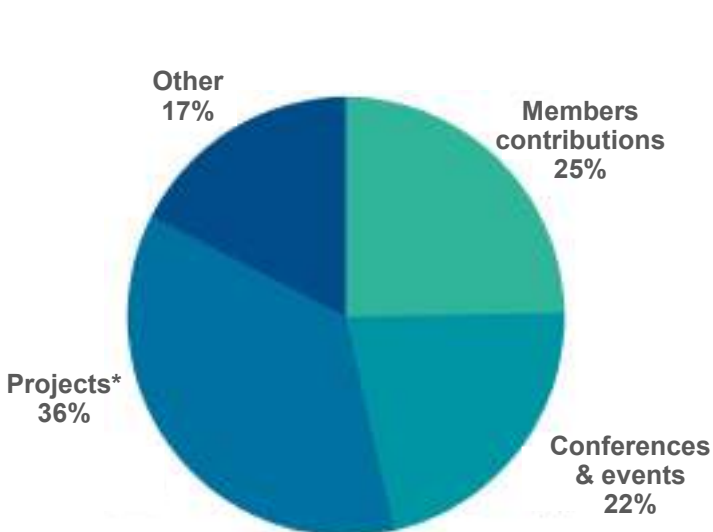
EHMA 2017 Expenditure

General admin.	445,123.87 €
Staff-related charges	144,696.82 €
Depreciation & other operating charges	5,253.43 €
Total:	595,074.12 €

2017 Financial result

Net result for 2017 - 99,187.33 €

* project income received in year



**50 organisational
members**

**17 countries
represented**



**32 individual
members**

**28 countries
represented**



Our Members expertise



**50% Academics and
researchers**



**25% Health Policy
and Regulations**



**16% Healthcare
service delivery**



9% Other

BENEFITS



Newsletter and Updates

Monthly newsletter for news, opportunities and events, and email alerts to get involved in formal and informal consultations on European health policies.



Membership Portal

Access to the Membership Portal to get in contact with all EHMA members, exchange best practices, discuss European health policy, and access the events calendar.



Special Interest Groups

Access to Special Interest Groups ranging from primary care to health workforce, from integrated care to best practice in management.



Programme Directors' Group *

Access to the group of Programme Directors of Europe's leading post graduate health management programmes and their educational, training and research expertise.



Academic Programme Promotion *

Promote academic programmes and learning opportunities during EHMA Annual Conference in the dedicated Learning Lounge. Showcase and promote your teaching programmes through the EHMA communications channels.



Student Placement Programme *

Access to the Students' Placement Programme for Master students of organisational members at EHMA office. Access to the EHMA network for students' placement opportunities in other EHMA members' organisations.



EHMA Annual Conference

Discounted registration fee, including admission to all sessions and Gala dinner pass, at the EHMA Annual Conference, the most respected international conference on health management.



Networking Opportunities

Access to a network of more than 2,000 high-level individuals and organisations in academia, research, service delivery, industry, policy and programme development.



Funded Research Programme *

Benefit from on-call advice and the possibility to identify potential research partners. Updates on potential involvement in research projects.



Governance Roles

Access to governance roles and possibility to be nominated for election as a Board Member or to our Scientific Advisory Committee. Opportunity to join the Annual General Assembly.

* Organisational members only.

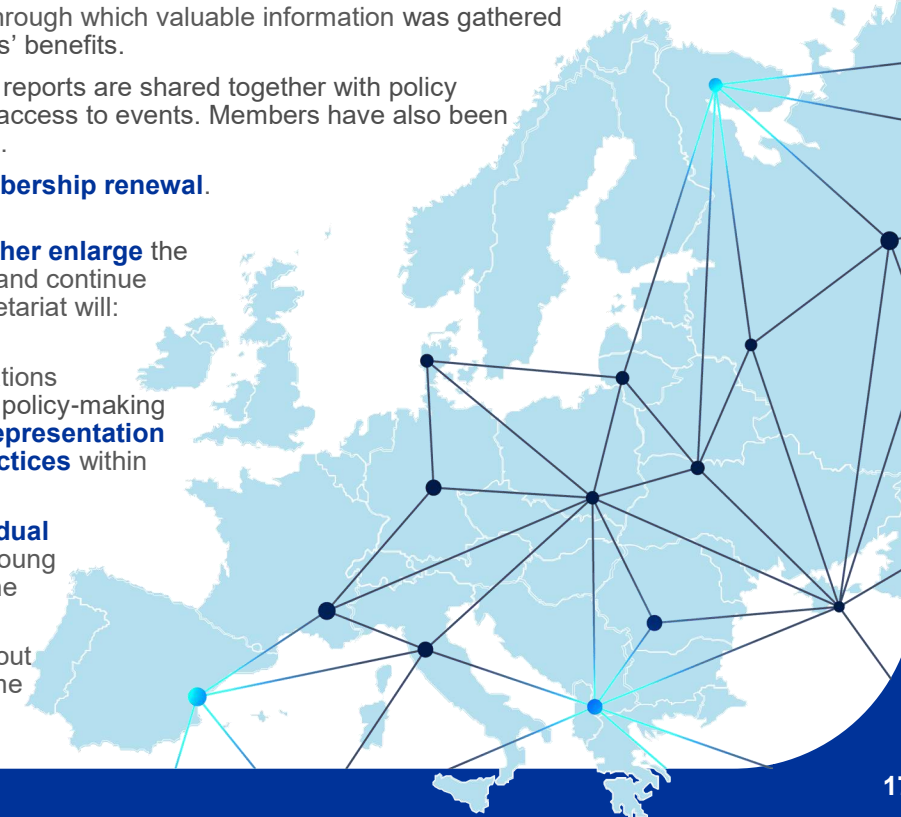
MILESTONES

Over the past two years, the EHMA Secretariat has actively worked to ensure a **more organised, effective and proactive management** of its membership. In fact, in agreement with the Board, the Secretariat has:

- ◆ **Reintroduced the individual membership** in 2016. Such a decision was made to facilitate both those who are retired, so that they could maintain the membership benefits after retirement; and those who are not yet part of an organisation who can still profit from networking opportunities and act as bridge to new potential members.
- ◆ **Administered a Membership survey** in 2017, through which valuable information was gathered and used to both maximise and develop members' benefits.
- ◆ **Developed a members-only newsletter**, where reports are shared together with policy Briefings and exclusive offers or complementary access to events. Members have also been granted access to the **Members online platform**.
- ◆ Develop a more **structured procedure for membership renewal**.

Looking forward, the Secretariat is committed to **further enlarge** the EHMA membership, as well as to provide added value and continue **Increasing the membership offer**. To do so, the Secretariat will:

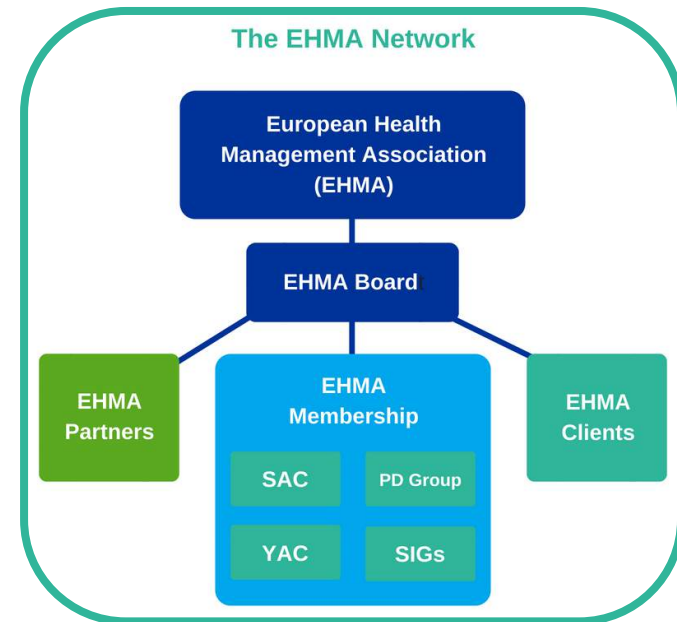
- ◆ Direct its efforts towards the WHO countries and, specifically, to identify potential member organisations representing academia, health management and policy-making to **ensure a broader variety of stakeholders' representation** and **further enhance the exchange of best practices** within EHMA membership.
- ◆ Look into the opportunity of **enlarging the individual Participation** with specific regards to students, young graduate and professionals that may constitute the Young EHMA Network.
- ◆ **Provide additional support** to the work carried out by the Special Interest Groups and the Programme Directors' Group, as well as to any activities Proposed by the EHMA Members in general.



EHMA NETWORK

To fulfil its mission as a **health management stakeholders' hub**, EHMA needs more than just its internal membership network and connections stream.

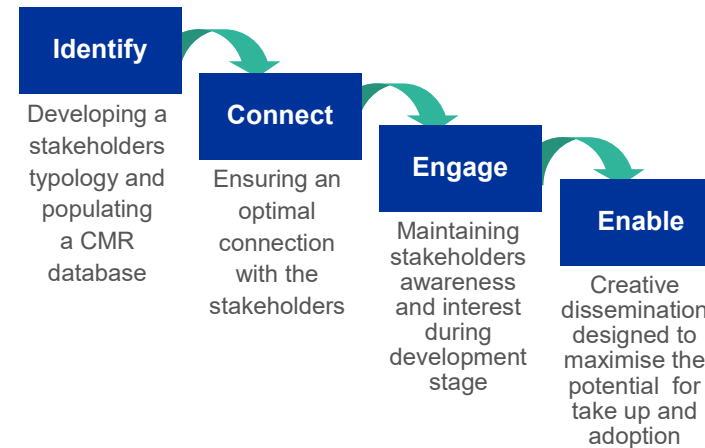
Therefore, during the past months, the EHMA Secretariat has worked to strengthen the tools already available, while also adopting new ones to better engage with external partners and stakeholders, thus multiplying the positive effects of such an extensive network for both members and EHMA European funded projects.



I-CEE – Stakeholder Engagement Approach

EHMA role has decisively shifted towards a greater focus on stakeholder engagement and network creation for both its European-funded projects and, of course, its members, so as to create added value and offer broader possibilities for knowledge sharing.

Developing, maintaining and drawing fullest benefits from this network required a structured approach. For this purpose, EHMA has developed the **I-CEE methodology**, a four-stage stakeholder engagement approach, which aims to **identify, connect, engage** and **enable** potential stakeholders.



EHMA Newsletters

In February 2017, the EHMA Secretariat radically changed the **network newsletter** format, adopting a cleaner design, shifting the frequency from weekly to monthly and innovating the contents, topics and articles.

Furthermore, the Secretariat has also launched a **members-only monthly newsletter**, where reports on events are shared together with tailored policy briefings, and exclusive offers or complementary access to key events.

In the latest issues of the Members newsletter topics such as health and care in the digital single market, health systems' challenges, and the future priorities for the EU Multiannual Financial Framework 2021 - 2027 were covered. Moreover, events and training opportunities with special fees for EHMA members were shared.


The topics covered by the network newsletters ranged from the TO-REACH online consultation to shape the European research programme on health systems and the survey on integrated care by IFIC to the security and privacy for big data projects.

COMMUNICATION & DISSEMINATION

Social media

Over the past months, EHMA has greatly improved its **social media presence** with a specific focus on the **Twitter account** - that now has over 2,235 followers, with a steady increase of around 30 new contacts each month and interactions with the key influencers of the online debate on healthcare in Europe.

The Secretariat also manages the EHMA **Facebook** page with over 812 likes and a **LinkedIn** company page with over 1,238 contacts.

	2,235 +450 ~ 500 ~ 20k	Twitter followers followers in the last 12 months profile visits/month tweet impressions/month
	+800 +150	likes followers in the last 12 months
	1,238 +300	contacts new contacts in the last 12 months

PROJECTS

Over the last two years, EU-funded projects have remained the largest component of the EHMA workload. However, in December 2016 several projects successfully came to an end and, looking forward, the EHMA Secretariat is working on only four projects: namely **SUSTAIN** (2015-2019), **TO-REACH** (2016-2019), **IC-Health** (2016-2018) and **MULTI-ACT** (2018-2021).

All projects are funded through the Horizon 2020 European Commission grant scheme, and cover key areas of the future of European healthcare: **integrated care**, **health systems**, **digital health literacy** and **stakeholder engagement in health research** for people with brain diseases.



to-reach
transferring innovation in health systems



Following a Board decision, EHMA involvement in projects is almost exclusively focused on stakeholder engagement and dissemination, and it will feature a greater involvement of members as through the setting up of Network of Networks and Communities of Practice. It is important to mention that to deliver these projects, EHMA has recently introduced innovative methods and tools for both external communications and stakeholders' engagement, with the newly developed I-CEE methodology.

Furthermore, EHMA also acted as stakeholder engagement subcontractor for a Chafea funded research directly involving several members and, where necessary, new network contacts in the project research, aimed at scoping integrated care penetration and adoption in European health systems.



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

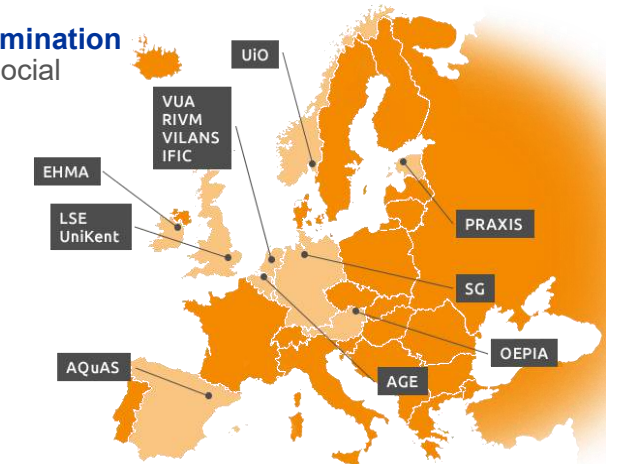
The SUSTAIN project overall goal is **improving the standard of care provided to older people in Europe** utilising state of the art research to improve integrative care practices across 14 sites in 7 countries and will subsequently facilitate the transfer and uptake of best practise care throughout Europe regardless of context or country.

The SUSTAIN Consortium is also working to develop an online **Roadmap to support the integration of care for older people in Europe** to be used by policy and decision-makers. The roadmap will create a step-by-step guide that supports the successful adoption of good practice in the integration of care to older people with complex needs living at home, based on international evidence and good practices.

Within the project consortium, EHMA is leading work on **dissemination and stakeholders' engagement**. To this end, EHMA oversees social media coordination and planning; curates the project quarterly newsletter and the website contents; coordinates the production of dissemination material and the setting up of a broad Network of Networks at a European level.

Among EHMA achievements within the project framework, the editing and publishing of the five issues of the project newsletter, featuring articles from the sites and brief video-interviews.

To know more about the SUSTAIN project:
<http://www.sustain-eu.org/>



SUSTAIN

TO-REACH

TO-REACH (2016 - 2019) is a Horizon 2020 project aimed at setting up a joint **European research programme** with the final 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.

To achieve this central aim, TO-REACH has two main work streams. On the one hand, to prepare, conceptually and methodologically, an international research programme on cross-border learning from good models of care and the conditions needed to transfer and implement these from one setting to another. On the other hand, to enhance sustainable cooperation between funding bodies, as well as their links with other existing or upcoming funders networks in order to facilitate such a joint international research programme.

Prepare an international research programme on cross-border learning from good models of care and the conditions to transfer and implement these from one setting to another



Enhance sustainable cooperation between funding bodies, as well as their links with other existing or upcoming funders networks

EHMA is coordinating the dissemination Work Package and the key deliverables, including the set up the project website, the definition of the project visual identity, the stakeholder engagement through innovative stakeholders' 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 preparation of a wide range of dissemination materials.

To know more about the TO-REACH project: www.to-reach.eu



Prof. Walter Ricciardi

President of the Italian National Institute of Health (ISS), during the kick-off-meeting in Rome, Italy

IC-HEALTH



IC-Health (2016 - 2018) is 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. MOOCs were developed in eight languages: English, French, Italian, Danish, German, Swedish, Dutch and Spanish.

The project assessed the impact of an improved digital health literacy on groups with very diverse features in terms of social and cultural background, and level of digital and health literacy, namely: **children** (aged from 6 to 11); **adolescents** (aged from 12 to 18); **pregnant and lactating women**; **elderly** (aged over 60); and **citizens affected by type 1 and 2 diabetes**.

The identified population cohorts were organised in Communities of Practice and involved directly in the co-creation of MOOCs contents and structure. The MOOCs were thus developed having in mind the specific needs of the cohorts when it comes to digital health literacy. Once the courses were designed, they were tested by the members of the CoPs and by other users. MOOCs use and impact will be monitored and assessed to ensure their uptake and sustainability beyond the duration of the project. Furthermore, the insights gained by working with these groups will also allow the formulation of recommendations for actions at a bigger scale.

EHMA is involved in both communications and stakeholders' 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 concerns the dissemination activities, the Key deliverables include the set up of the project website, the definition of the visual identity, the stakeholder engagement, the preparation and implementation of the dissemination strategy and the preparation of a wide range of dissemination materials.

To know more about the IC-Health project: www.ichealth.eu



IC-Health



MOOCs

PREVIOUS PROJECTS

iBenC



iBenC was a cross-European **FP7 research project** which ended in December 2016.

The overall aim of iBenC was to identify best practices of community care delivery for care-dependent people by benchmarking the cost-effectiveness of these delivery systems across the European Union.

In the framework of iBenC, EHMA was responsible for the dissemination of iBenC results, supporting the process of transforming public deliverables and results into publishable reports disseminated through website, conferences and events.

For more information, visit www.ibenc.eu

Joint Action on Health Workforce and Planning

The **Joint Action** (JA) aimed at improving health workforce planning and forecasting mechanisms, which are recognised as crucial to support evidence-based policy and tackle expected health workforce shortages.

In the framework of the JA, EHMA acted as co-work package leader of the dissemination strand. The main responsibility was to setup and coordinate the network of knowledge brokers. This network supported the Joint Action and in-country developments related to health workforce forecasting and planning.

EHMA also supported the production of the Joint Action Final Guide on Health Workforce planning and Forecasting.

For more information: www.healthworkforce.eu



PROEIPAHA



PROEIPAHA

The **PROEIPAHA** (Support Actions to promote the European Innovation Partnership on Active and Healthy Ageing) was a Horizon 2020 funded project, concluded in 2016, that provided state of art secretariat and governance support to the European Innovation Partnership on Active and Healthy Ageing.

In the framework of PROEIPAHA, EHMA was involved in a number of different work packages providing constant and well-appreciated support to several dissemination campaigns, through social media accounts, website and newsletter.

For more information: ec.europa.eu/eip/ageing/home_en

CHRODIS

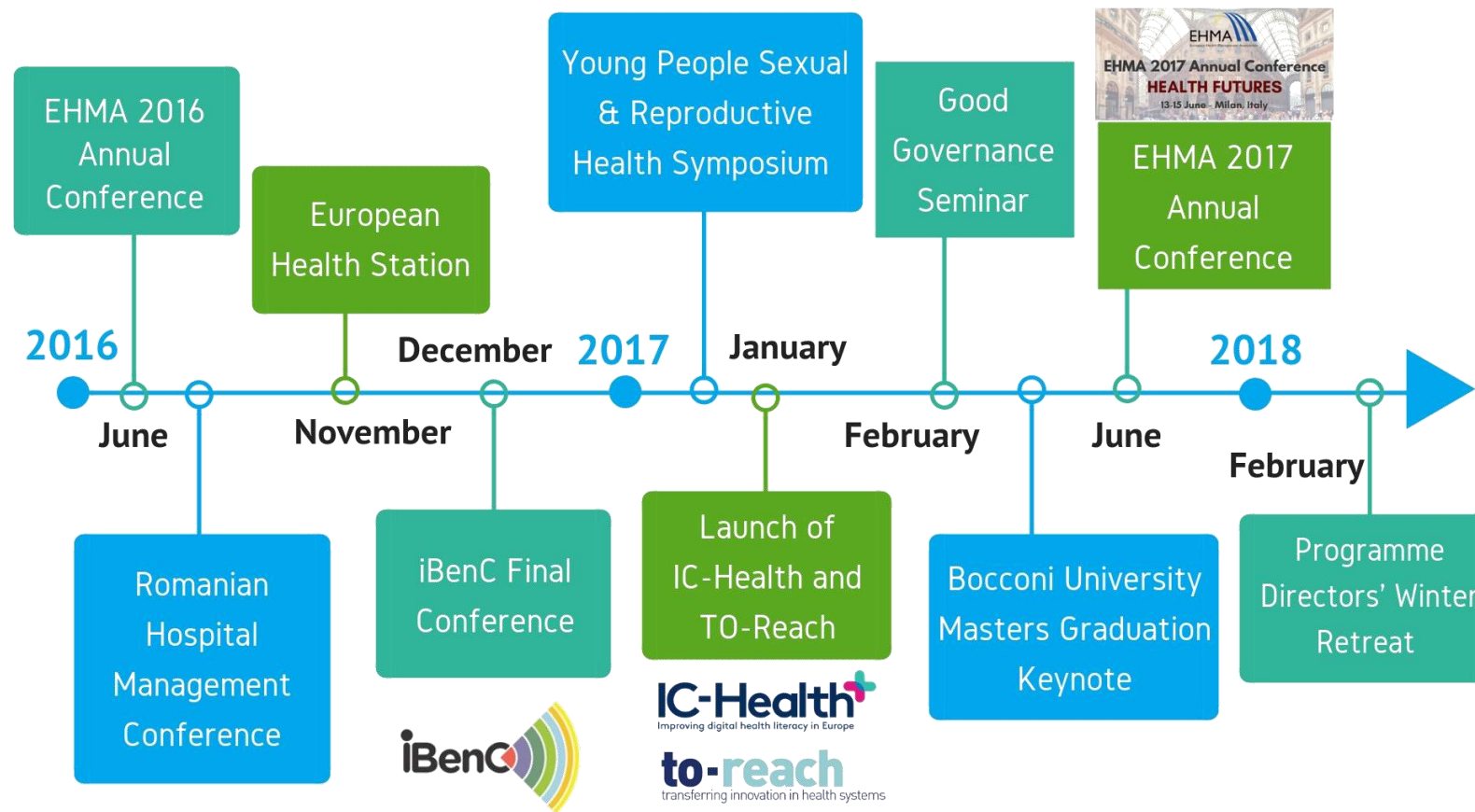
The **CHRODIS** project, ended in March 2017, was a European collaboration that brought together over 60 associated and collaborating partners from national and regional departments of health and research institutions, from 26 Member States. These partners worked together to identify, validate, exchange and disseminate good practices on chronic diseases across EU Member States and to facilitate its uptake across local, regional and national borders. The project objectives included health promotion and primary prevention as well as the management of diabetes and multi-morbid chronic conditions.

EHMA has been involved both in the evaluation and the dissemination packages, and produced tailored material focused on health management.

For more information: www.chrodis.eu



EVENTS AT A GLANCE



2016 - 2018 EVENTS

The EHMA Events Team has had a busy two years managing a range of stakeholders events. These included sponsored sessions, alongside project-related events, not to mention the traditional EHMA Annual Conferences.

In November 2016, EHMA organised, thanks to a sponsorship from Roche, a two-day event, the **European Health Work Station**. The meeting aimed at exploring ways to establish a platform to bring a wide range of public and private partners together. A month after, in December 2016, the **iBenC Final Conference** took place in Brussels. During the Conference, the iBenC consortium partners presented their contributions to the project's study. The presentations highlighted the different steps building up to a method to identify best practices for care dependent elderly people.

The next year, in January, the **kick-off meetings** of two EU-funded projects, TO-REACH and IC-Health took place in Rome, Italy and Tenerife, Spain respectively. Right after, in February, the traditional **Programme Directors' Group Winter Retreat** was organised in Kloster Eberbach nr Frankfurt, Germany.

2018 started with the organisation, in January, of a project-related event: the **TO-REACH workshop**, which took place at the European Parliament in Brussels, Belgium. Once again, in February, the Programme Directors' Group met in Germany for their two-day winter retreat.

Alongside the events organised, EHMA Executive Director, Dr. Usman Khan, has been asked to give keynote presentations at various events. One of these was the **Young people's sexual and reproductive health Symposium**, held in Brussels on 12th January 2017, where a roadmap towards improved standards for sexual education in Europe was discussed. In February 2017, Dr. Khan was invited to take part in the **Bocconi University Master's Graduation ceremony**, where he gave the keynote address on "The revolution will not be televised: patients, the public and the health management challenge!".





Hosted by the University of Porto, the EHMA 2016 Annual Conference **“New Models of Care. Reinventing healthcare: why, what, how”** was held at the exclusive home of Ordem dos Medicos in Porto, Portugal from 14 to 16 June 2016.

The Annual Conference was a big success with **over 225 delegates** attending from **more than 40 countries**.

The Conference saw keynote talks from renowned experts in health policy and management. The first address, **“New models of care”** by Prof. Dr. Adalberto Campos Fernandes (Ministério da Saúde, Portugal) dealt with how health systems are looking to new models of care to provide improved efficiency and deliver more effective services, drawing upon current challenges being faced in Portugal and more broadly across Europe. The second keynote speech, **“Nice model, but what is the evidence?”**, moved from policy to implementation, examining the concept of “disruptive innovation” in health information and then turning to the concept of evidence-based management. Finally, in the closing keynote address **“Delivering new service models in mental health”**, Mr. David Brown (Tees Esk & Wear Valleys NHS Foundation Trust, United Kingdom) drew upon his senior managerial experience in UK mental health services to set out the challenges faced in transforming care through the introduction of new models of care.

Additional notable landmarks of the Conference included the Karolinska & EHMA Research Award 2016 winner, Dr. Lieke Oldenhof from the Institute of Health Policy and Management, Erasmus University Rotterdam, the Netherlands; and a European Commission (DG Devco) sponsored group of delegates from a number of developing countries.



The EHMA 2017 Annual Conference on **“Health Futures”** successfully took place in Milan, Italy, hosted by the prestigious Bocconi University from 13 to 15 June 2017.

We were pleased to have remarkable keynote speakers: namely, **Dr. Josep Figueras**, Director of the European Observatory on Health Systems and Policies and Head of the WHO Centre on Health Policy in Brussels; **Sir David Sloman**, Chief Executive of the Royal Free London NHS Foundation Trust; and **Dr. Korstiaan van Wyngaarden**, Medical Officer Digital Health at Philips.

The Conference focused on applied management training and development alongside the tradition of academic research excellence. This was felt through from high level plenary sessions to the introduction of new training events, led by colleagues at Bocconi University.

In 2017 EHMA Conference had **more than 250 delegates**, drawing together a unique range of participants composed of **executive healthcare managers** from as far afield as Vietnam, **policy specialists** from the WHO European Observatory on Health Systems and **senior health programme leaders** from renowned academic institutions such as the Karolinska Institute in Sweden. What draws them together is a common desire to better understand the challenges and opportunities facing health and social care in Europe and beyond and to consider not just the “what?” but also the “how?” with a keen focus on change management and the policy implementation process.





Development Plan

Over the last year the Strategic Review Process has seen some important refinements in our vision and mission, which build on the successes of EHMA's 35-year history and provide a platform for the future.

Objectives for the next period include:



Networking

Expanding and developing our European Health Network, and utilising a range of innovative methods to connect individuals and organisations seeking improvement in health systems and services.



Dissemination

Focussed on expanding and improving the channels for dissemination, including webinars, podcasts and a new books series to complement the established Health Services Management Journal.



Partnerships

In addition to the work that EHMA undertakes to support European Commission funded health policy and practice projects, the Secretariat will also work to expand the projects it undertakes with industry partners to support successful implementation.



Dr. Usman Khan - Executive Director

Currently Managing Director of Modus Europe, a Consultancy providing strategic public policy advice and undertaking related economic and policy studies, Dr. Khan 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. He currently holds a non-executive position within the NHS and is Professorial Lecturer in Health Policy and Management at George Washington University.



Federica Margheri - Operations Officer

Federica Margheri joined EHMA in February 2017 as Operations Officer. She holds a BA in International Affairs and Diplomacy, a MA in Politics and Diplomacy and a Master in International Studies. Involved in project management since the beginning of her career, she has now expanded her expertise towards systems and operations management. At EHMA, she is involved in project management and she coordinates EHMA operational activities.



Yowali Kabamba - Projects and Network Officer

Yowali Kabamba holds a BA in European Studies from Maastricht University and a MA in International Political Economy from King's College London. Yowali has gained experience in EU policies through a placement at the EU Parliament, and in communications as Marketing Assistant for academic institutions. At EHMA, she is in charge of the EU-funded project IC-Health, and she also manages EHMA membership.

Michele Calabró - Policy and Communications Manager

Michele Calabró joined EHMA in January 2016. He holds a BA in Public Administration and a MA in International Relations and European Studies from the Università degli Studi di Torino, Italy. 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. At EHMA, Michele coordinates communication and EU-funded projects activities.

Nadia Rubtsova - Events and Partnership Manager

Nadia Rubtsova joined EHMA in May 2017 as Events and Partnerships Manager. She holds a Master Degree in Economics and Management (specialisation in MICE) from St. Petersburg State University of Economics and Engineering. Previously, she worked in the hospitality sector and has extensive experience in the events organisation and management.

Florence Boivin - Office Manager

Florence Boivin joined EHMA in May 2016. She has extensive experience in HR, office management, finance and administration gained working in different areas such as NGOs, Trade associations and private companies. Florence holds a MSc in Economics from Nice-Sophia Antipolis University, France.





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