



ANNUAL REPORT 2021



*Inspiring excellence in
health management*

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PRESIDENT'S MESSAGE

Over the last year, health systems across Europe have encountered the most difficult time in our generation. Throughout the world, health services buckled under the strain of COVID-19, confronting enormous challenges around hospital capacity and workforce planning during a pandemic. As managers are pondering whether there will be a return to a 'new normal', important questions will be asked about how to increase the resilience and readiness of health systems whilst also providing high-quality routine care to catch up on the backlog of many months of missed operations.

Health management will be at the centre of providing solutions for these unprecedented difficulties. Bringing practitioners, researchers and academics together to share solutions has never been more important than today. Through its membership, initiatives and events, EHMA facilitates this exchange and connection.

This Annual Report highlights the impact of our work, our projects, policy and capacity-building initiatives. On behalf of the Board and Secretariat I would like to thank all our members, partners and sponsors for your continuous support to EHMA and our commitment to excellent health management for a healthy Europe.

Yours sincerely,



Dr Axel Kaehne
President

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VISION & 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.



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 reach each 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.



EHMA 2021 ANNUAL CONFERENCE

The EHMA 2021 Annual Conference took place on 15-17 September under the theme 'Health Management: managing the present and shaping the future'. It was hosted digitally through the lens of Lisbon, Portugal in collaboration with the Associação Portuguesa de Administradores Hospitalares (APAH) and the academic partners, the Escola Nacional de Saúde Pública and the Universidade Nova - Nova School of Business and Economics.

The conference gathered a record audience of over 450 delegates representing health managers, academia, researchers, healthcare professionals and policymakers.

EHMA 2021 saw three high-level plenary sessions: 'Shaping health systems for a post-COVID world', 'Leadership for the future of healthcare', and 'Digital transformation in healthcare: digital technology as a management tool'. The Conference hosted total 33 sessions including abstract presentation, interactive

456 delegates
+70 speakers

33 sessions
102 abstracts

discussions and partner sessions.

EHMA was proud to support a number of awards for academic excellence. The Karolinska Medical Management Centre & EHMA Research Award was awarded to Dr Lisa Rogers (Ireland). The EHMA Award for Best European Paper went to Ms Jessica Lubin, (UK), Ms Abigail Menke (United States), and Ms Sofie Van Steendam (Belgium). Prof Damian Greaves (Grenada) was presented with the EHMA Award for the Best Non-European Paper. The DISH - Digital & Innovation Skills Helix in Health project poster, presented by Ms Sabine Paasch Olsen, received the EHMA Award for Best Poster.

EHMA 2021 TOPICS



OUR WEBINAR SERIES

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 key stakeholders, leaders and experts to share practical advice and discuss the current trends, changes and opportunities in health management.



OUR COVID-19 WEBINARS IN 2021

- **Preserving elective surgeries during COVID-19: lesson learnt from 2020**
- **Managing sustainable and resilient healthcare systems**
- **Lessons learned: how hospitals won't be caught off-guard next time?**
- **The impact of COVID-19 on healthcare management: comparison of Europe and USA response**

OTHER WEBINARS

EHMA hosted three webinars featuring the rapporteurs that took part in the EHMA 2020 and 2021 Annual Conferences.

Through the Rapporteur Programme, students and established professionals had the chance attend the EHMA Conference and report on the latest health management research evidence.

- **Rapporteur report: Building on the foundations from 2020**
- **Health Management: managing the present and shaping the future – Part 1**
- **Management: managing the present and shaping the future – Part 2**

PROFILING & TRAINING THE HEALTH WORKFORCE OF THE FUTURE

The EU Health Policy Platform Stakeholder Network

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. 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. The Thematic Network had more than 31 stakeholders across European health and care systems with the relevant experience to inform a policy discussion and to **define the barriers and incentives to promote the education, training and upskilling of the health workforce**.

The goals of the network were to support the European Commission and its Member States in profiling future healthcare workers’ needs and identifying and improving their core competencies in light of anticipated future healthcare needs. It was also designed to

highlight a potentially more important role for the Commission in the debate about health system reforms, digitalisation and new models of care.

The final output of the network was the development of a Joint Statement that presents a **list of workforce education best practices which can be shared across borders**. It speaks to the **skills required of the workforce of the future and the role of healthcare professionals in promoting data-driven innovation**. Importantly, they would also promote patient-centered and interdisciplinary models of care. Additionally, the joint statement identifies the core competencies of the workforce of the future and presents a set of concluding policy recommendations to encourage more ambitious initiatives at the EU, national and organisational level.

The Joint Statement was endorsed by 26 organisations and more than 20 health experts in the EU health ecosystem. Along with their endorsements, the stakeholders expressed their interest in continuing to work on this topic, to build on the work of the thematic network and to continue sharing best practices.

THE BURDEN & DISRUPTION OF RESPIRATORY SYNCYTIAL VIRUS (RSV) ON HEALTH SYSTEMS IN EUROPE

Respiratory Syncytial Virus (RSV) is a leading cause of acute low respiratory tract infections in children, and a major contributor of the winter pressures that burden healthcare organisations in Europe every year. In order to determine the effects of RSV on European healthcare systems and facilitate evidence-based decision making on RSV treatment and prevention, it is important to document the burden of RSV on the healthcare system and characterise its effects across care settings.

The burden of RSV on health systems is not sufficiently documented. Country-level surveillance has revealed hospitalisation due to RSV adds to healthcare costs which in many countries are already rising exponentially and cause significant disruptions on healthcare systems, such as paediatric services crowding in the winter season. Therefore, public-private partnerships are envisaged to use existing data and generate new evidence on the burden of RSV-related infections, as well as raise awareness on the topic for policy and decision-makers and the community at large. The partnerships would strive to alleviate the burden that RSV places on healthcare systems, including by providing access to and recommending new preventative options.

Through an independent survey, the project aims to:

- Document the burden of RSV by understanding what healthcare systems disruption due to RSV means at different levels of the care continuum, in hospital and outpatient settings, and in different countries.
- Identify which solutions are needed (organisation adaptations, best practices, preventative solutions, access to innovation) to ensure the containment of RSV impact on healthcare systems and issue a call to action for policy and decision-makers including access to and implementation of solutions.

This project was supported by



EDUCATION AND TRAINING

EHMA aims to improve the uptake 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 – VALUE-BASED PRIMARY CARE

Primary care has been identified as a priority for health systems since the WHO Alma-Ata Declaration of 1978. Yet, most health systems have struggled to strengthen their primary care systems, as hospitals have continuously dominated the scene.

Demographic changes and workforce shortage are pushing health providers to consider new ways of organising care services. In the recent Astana Conference, the WHO confirmed the critical role of primary care and its relevance as a cornerstone for the entire health system. This begs the question as to what extent primary care services can solve or alleviate major challenges detected in communities.

Different models have evolved in western countries; nevertheless, the persistence of solo practices or doctor-centred services are at stake. Now is the time for a revolution, to apply the knowledge and capacity to build and manage a reconfigured primary care system. This appears to be the only chance to make health systems really sustainable, and more effective in delivering value for patients, communities and societies.

In the two-day workshop hosted by EHMA on 15-16 February 2021, the latest frameworks and experiences on how primary care systems have been and need to be developed in modern health systems were presented and discussed. Participants looked in-depth at

concepts and actions connected to new roles for healthcare professionals, population health management, chronic care, personalised care, patients' experience, co-creation and co-production of health services, intermediate care, and continuum of care.

Particular focus was placed on how new paradigms are emerging in the “new normal” of health systems post-COVID-19 pandemic, and how they are translated into practice, such as looking for services in a dual-track or answering both the needs of those affected by the virus and the rest of community and chronic patients. This implies the active engagement of general practitioners, nurses and other health professionals working in community services: from Starfield's Primary Care essentials to Bodenheimer's building blocks, from solo practitioners to multidisciplinary and multi-professional teamwork, managing patients as clients and new meanings to patient-centeredness.

Comparison of experiences were discussed, with a spotlight on the Catalan case of CASAP and the Italia Lombardy Region experimental reform based on proactive population health management, Chronic Related Groups (CREGs) and individual care plans.

All in all, the workshop highlighted the “renaissance” that primary care is having and should have in all health systems, as it could be inspired and deeply transformed by the new paradigms that are emerging within the health sector - thus leading the way toward real patient-centred care. Furthermore, it was very refreshing to see how a diverse audience (academia, practitioners, industry, consultants) was converging on the importance of patient experience as the key area for the primary care of the future. Times are now mature to achieve the next level, shifting primary care from being the sum of services delivered by uncoordinated professionals to a system organised around a clear vision and ambition.

EUROPEAN- FUNDED PROJECTS

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

Most of the projects EHMA is involved in address key health management topics. These include the transferring and implementation of innovation across health systems and multi-stakeholder engagement in health research. We are also involved in hands-on training for the health workforce focused on developing digital skills and facilitating innovation adoption. Other projects address innovation procurement; vaccination confidence 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

Governmental and funding organisations in a number of European Member States and other countries have expressed the ambition to **learn more systematically about the organisation of care from other settings** with the support of research and other organisations.

Learning from other countries about how health services can be organised is a key element in the **widely shared ambition to identify and implement successful strategies for improving care**, both for individuals and populations, not the least for vulnerable citizens and patient groups.

The overall aim of the TO-REACH project was to set the groundwork for **establishing a joint European research programme on health services and systems that contributes to the resilience, effectiveness, equity, accessibility, sustainability and comprehensiveness of health services and systems**.

On Thursday, 20 May 2021 the TO-REACH project held its final conference, '*Implementing and transferring innovations across health systems*'. The conference brought together high-level speakers from the WHO, the European Commission and Ministries of Health, as well as project partners, academia, NGOs and the public at large to discuss the work done by the project over the past five years and the future of health systems and service research.

Transferring innovation across health systems

To achieve this aim, TO-REACH had two main work streams:

- To prepare, conceptually and methodologically, an international research programme for cross-border learning from good models of care and fulfill the conditions needed to transfer and implement these from one setting to another.
- To enhance sustainable cooperation among funding bodies and their links with other existing or new funders' networks to facilitate such a joint international research programme.

With over 230 attendees and an impressive speaker line-up, the conference was the perfect opportunity to reflect on the challenges health systems are facing, the achievements of TO-REACH including its Strategic Research Agenda and Policy Briefs, and to look forward to the Partnership on Transforming Health and Care Systems that the project helped building.

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

MULTI-ACT

The MULTI-ACT project aimed to **increase the impact of health research on people with brain diseases**. It created and implemented a new model allowing for the effective cooperation of all relevant stakeholders. The model be applicable in defining the scope of health research as well as new metrics for the evaluation of its results.

The project aimed to foster the diversification of actors and stakeholders in Health Research and Innovation processes by developing a strategic collective framework of a 'quadruple helix' model, where patients and their communities become a fourth strand.

The framework of the project was intended for multi-stakeholder research initiatives promoted by Health Research Funding & Performing organisations (RFPOs), that may already be grouped in a multi-stakeholder initiative (e.g. Alliance)

A Collective Research Impact Framework and multi-variate models to foster the true engagement of stakeholders in Health Research and Innovation

or that are willing to start conducting their R&I with a multi-stakeholder and co-accountable approach to reach a transformational mission.

The MULTI-ACT project worked with patients and patient organisations, academics, and private and public stakeholders to develop brand new tools to assess the value of research. Final outcome of the project was 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**.

After years of work, the outcomes of the MULTI-ACT project were presented during a final conference, '*The MULTI-ACT model: the path forward for participatory governance in health research and innovation*', held virtually on 23 March 2021.

The consortium produced a governance model, a roadmap for patient engagement and impact indicators along five dimensions to foster stakeholder

engagement in health research and innovation; all of which were presented during the conference. Furthermore, the MULTI-ACT online toolbox was presented and is now available to organisations willing to conduct health research with a multi-stakeholder and co-accountable approach.

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



DISH

The DISH project aims to bridge the 'missing link' between the progressive digitalisation of the healthcare sector and the lack of digital skills among health and social care professionals, to enable the full enjoyment of the benefit from innovative eHealth products and solutions.

The project consortium, 19 organisations overall, is made of six regional triple helix clusters composed of health care providers, educational institutions and enterprise representatives that will test DISH concepts and outcomes in Denmark, Norway, United Kingdom, Germany, Spain and Poland. The consortium is completed by two EU-wide organisations to promote its dissemination and stakeholder's involvement.

The objective of the DISH project is to look into the present and future skill required of the health workforce to succeed in a digitalised health sector. On that basis, the project will develop, test and present different concepts, which will provide healthcare staff with innovation readiness

Digital & Innovation Skills Helix in Health

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.

THE DISH CONCEPTS

Learning Innovation Unit (LIU): is an organisational concept providing a framework for co-creation which fosters multidisciplinary collaboration, innovative attitudes and team learning. A LIU can be established every time a new technology is to be implemented by healthcare operators.

On-the-job-training: is the process of acquiring and/or improving a set of new or complex skills with the purpose of delivering

improved service, through participation in hands-on practical exercises in a secure environment, without running the risk of disturbing or harming the patient.

Assessment: is an integral part of organising, training and implementing technologies. The design of an assessment should reflect the content of the training and take into account the context of the training.

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

ECOQUIP+

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

Improving the sustainability of healthcare through innovation procurement

- 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.

PROCUREMENT PROJECTS

- **Transformation of the outpatient journey (Italy)**

A need to transform the outpatient experience by personalising and integrating the out-patient journey

- **Smart emergency call and response solution, (Lithuania)**

A need to redesign the emergency call and response system for effective management of life-threatening emergencies and improve patient outcomes

- **Innovative renovation of hospital wards (Poland)**

In common with many countries across Europe, hospitals in Poland are in need of renovation to

improve the patient environment and outcomes

- **Personalised surgical process for joint replacements (Spain)**

Shifting from a 'best fit' scenario to tailor-made joints for each patient

- **Towards zero waste: environmentally sustainable waste management solutions for hospitals (UK)**

Market Sounding and Call for innovative solutions

- **Towards zero waste operating theatres (UK)**

Committed to supporting the transition to a circular economy

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



COVIRNA

A prognostic test for COVID-19 patients

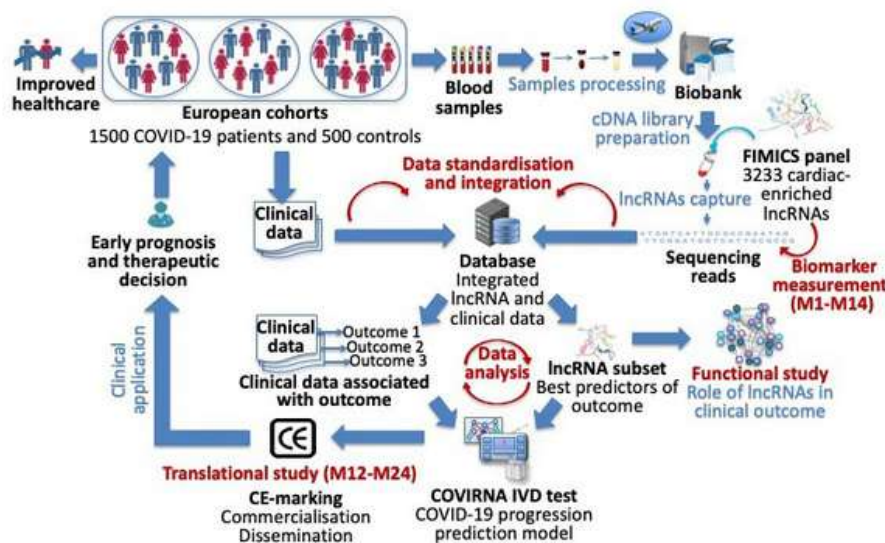
COVIRNA is a patient-centred Innovation Action aimed at generating a diagnostic tool to identify COVID-19 patients at risk of developing fatal cardiovascular complications.

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



IRAISE

iRaise was a **hands-on training programme** for professionals from healthcare organisations **promoting innovation to boost demand-driven, effective and sustainable adoption of innovative digital solutions**. The programme targeted multidisciplinary teams of professionals involved in innovation promotion and adoption within healthcare organisations, aiming to increase their team skills and knowledge on innovating healthcare processes.

Eight multidisciplinary teams, adding up to 33 trainees, participated in the 2021 programme, which kicked off on 18 September. During the training sessions, the iRaise lecturers outlined the key concepts and steps applying to innovation adoption in healthcare. The participating teams gained practical skills and knowledge needed to **define an unmet need, frame a potential solution, and**

*Upskilling
professionals for
a more efficient
innovation
adoption in
health systems*

identify adequate vehicles to address the unmet need.

Apart from the training sessions, the participating teams also had weekly sessions with iRaise mentors. The mentors supported the teams and kept up with their progresses. The mentoring sessions helped the participating teams get a better grasp of the knowledge acquired and a better understanding of how to apply the iRaise learnings in their healthcare settings.

Who could participate?

- Teams of 3-5 members from the same healthcare organisation with multidisciplinary roles related to an innovation adoption process (as healthcare professional, hospital staff, managers, clinicians or executives).
- Teams that have identified a digital innovation challenge to be addressed during iRaise Educational Programme

Why participate?

- Develop new solutions in a multidisciplinary group environment
- Obtain skills and knowledge on innovating healthcare processes and provision models
- Obtain the knowledge and guidance for driving innovation

VAC-PACT

The Vaccination Confidence – Patients’ and Professionals’ Awareness, Communication and Trust project provides patients with chronic diseases, health professionals, and supporting communities (including patient associations, families, informal carers) with tailored information about the importance of vaccines in each unique context working towards improving vaccine uptake and confidence.

Chronic diseases affect more than 80% of people aged over 65 in Europe and account for up to 80% of healthcare costs in terms of premature deaths, healthy life years lost, and lost productivity.

It is estimated that almost 50 million people live with multiple chronic diseases – the main challenge facing Europe’s healthcare systems is to provide equitable access to high-quality care that is patient/person-centred and meets people’s changing needs.

Vaccination Confidence – Patients’ and Professionals’ Awareness, Communication and Trust

- **Comprehensive vaccination programmes are the cornerstone of good public health and bring about life-long societal benefits.**
- **However, sustainable investments in improving dialogue with citizens, listening to their needs, understanding their concerns, and developing tailored intervention strategies are required.**

PRIORITIES ADDRESSED

- **Awareness-raising and combating disinformation** online through e-learning and interactive tools.
- **Improving access to objective and transparent information** on vaccines and their safety, based on information needs assessment for patients, families, and carers.

- **Training of healthcare professionals** to have more effective conversations with patients about vaccination and support patients in making informed choices.

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.



OUR SPECIAL INTEREST 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.



YOUNG EHMA and YOUNG ADVISORY COMMITTEE

Young EHMA is a forum for students and young professionals up to 35 years of age 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 integrated care, our SIGs provide a unique space to respond to current themes in health policy and practice.



HOW TO DELIVER INTEGRATED CARE – A GUIDEBOOK FOR MANAGERS



Integration remains one of the most difficult things to achieve in health and social care. However, it has also never been more urgent than today given the unprecedented challenges to collaborate when delivering high-quality care to patients. As health and social care systems buckle under the weight of the COVID-19 pandemic, health managers must not lose sight of the long term strategic requirements to create resilient, integrated care systems which stand the test of time. As the pandemic has shown, innovation remains at the heart of delivering patient-centred high-quality care.

Integration will undoubtedly play an important part in creating flexible and adaptable care systems of the future. Yet, for far too long, the literature on health and social care integration has produced mainly conceptual and theoretical insights which are of limited use to practitioners on the frontline. Our book, that is part of the EHMA Series European Health Management in Transition, changes that.

The book contains nine chapters which guide health care managers, service directors and commissioners through the difficulties of bringing about integrated care systems. Authors, many of them EHMA members, produced chapters on how to implement and evaluate integrated care, as well as what type of leadership, values and social behaviours underpin successful attempts to create care integration.

The book also contains a key chapter on how to finance integrated care, which for the first time provides an important overview on practical funding solutions and links them to patient-centred integrated care efforts. This guidebook is essential reading for everyone interested in implementing integrated care solutions for patients.

A book by the Special Interest Group on Integrated Care

PARTNERS & 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.



MEMBERSHIP

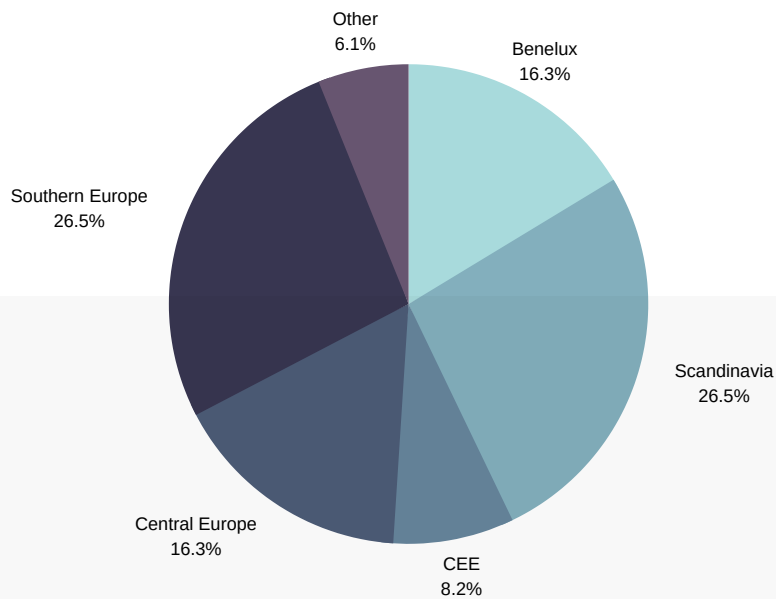
43

ORGANISATIONAL MEMBERS
from 17 countries

23

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

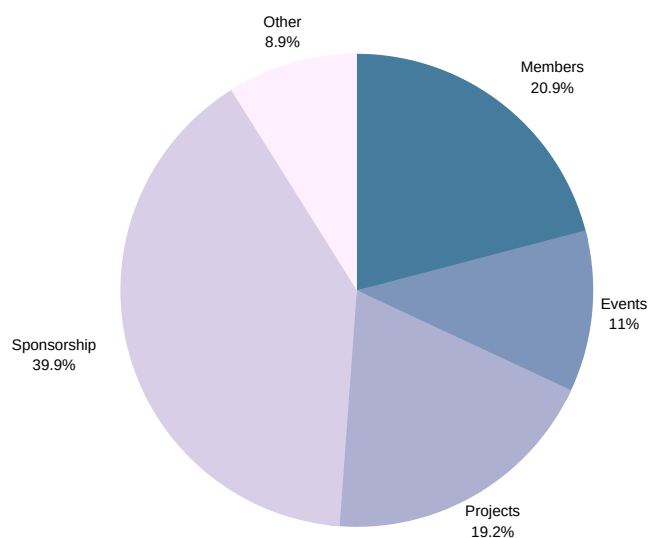
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FINANCE

EHMA 2020 Income

Members contributions	106,280.00
Conference and events	55,941.93
Projects	97,653.51
Sponsorship	202,800.00
Other income	45,323.82
Total	507,999.26

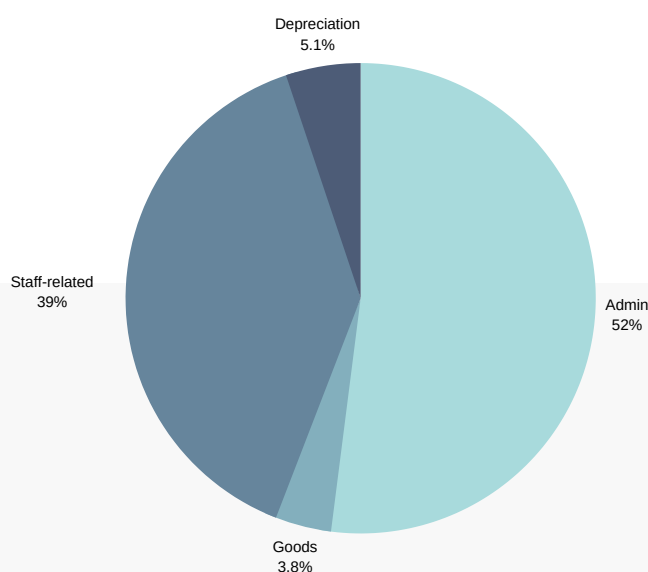
EHMA 2020 Income



EHMA 2020 Expenditure

General admin	204,017.85
Goods and consumables	15,096.86
Staff-related charges	152,917.91
Depreciation & other	20,180.31
Total	392,212.93

EHMA 2020 Expenditure



Other financial income	97.11
Financial charges	1,452.98

2020 Financial result 114,430.46

