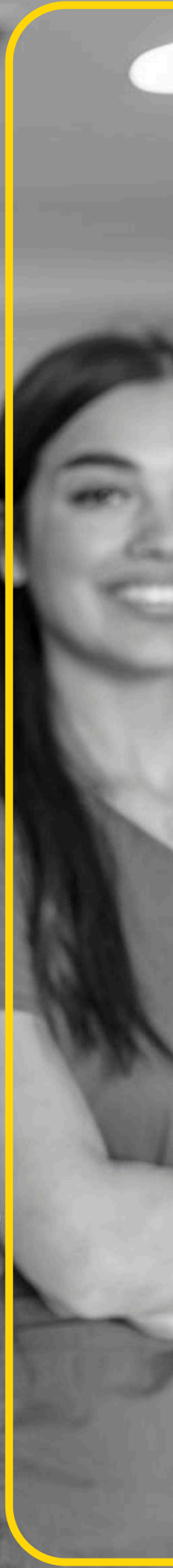




ANNUAL REPORT

2024



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ABOUT US



The European Health Management Association (EHMA) strives for excellent health management for a healthy Europe by supporting the spread of knowledge on effective health management practices. Active since 1982, EHMA exists so that Europe's citizens and communities can benefit from quality, safe, value-based care and health systems. Our focus is on enhancing the capacity and capabilities of health management to drive solutions and ideas to enable resilient health systems, relevant knowledge transfer, more sustainable practices, and successful implementation of health policy, in order for patients and citizens to have better health outcomes. Our commitment is on supporting the provision of data and research findings, supporting evidence-based decision-making, and monitoring health policies and practices.

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, relevance, respect and inclusiveness.

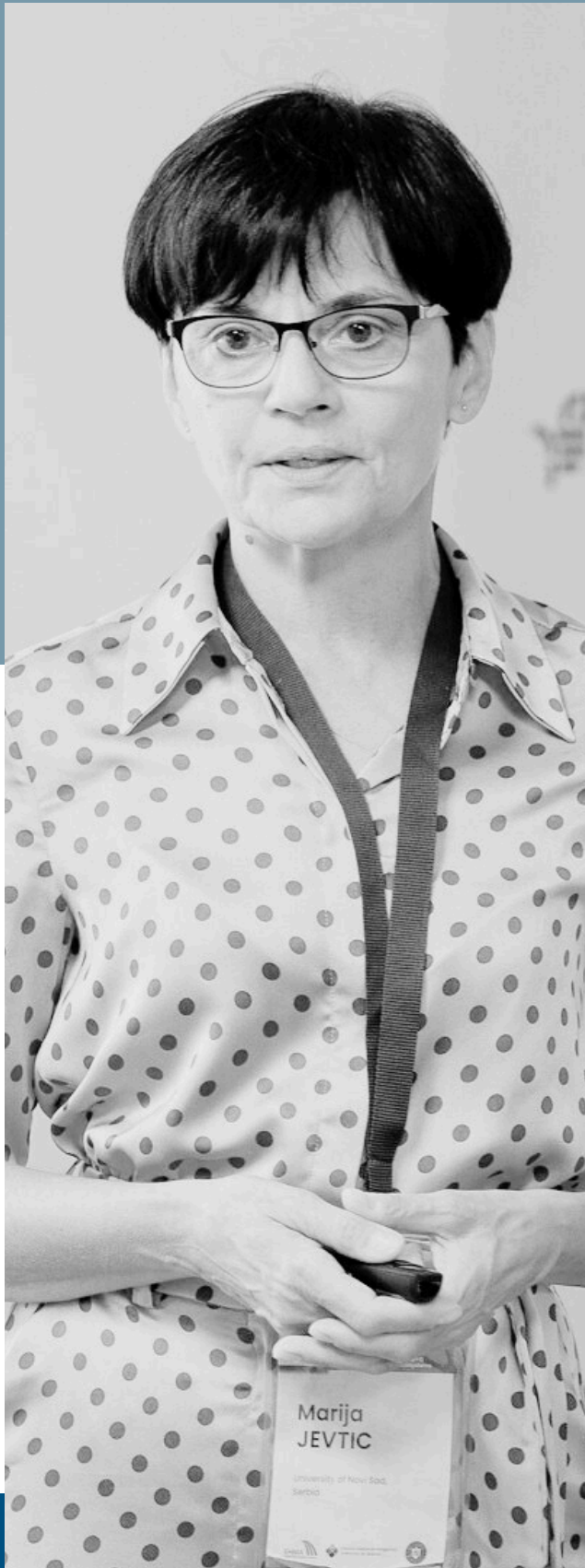
OUR EVENTS



All our events are 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 our events. Thanks to forty years of experience in building and supporting communities of practice within the field of health management and policy, we use effective engagement techniques to involve various profiles ranging from healthcare managers and professionals to policymakers, researchers and educators.

THE EHMA 2024 CONFERENCE



EHMA 2024 was the 29th edition of the European Health Management Conference. The theme, 'Shaping and managing innovative health ecosystem' encompassed the entire spectrum of health megatrends.

From the digital transformation of healthcare systems and services to the importance of sustainability, and the evolving skill sets required by the healthcare workforce, we aimed to explore how the health sector is adapting to these changes. We emphasised an ecosystem approach, promoting collaboration among stakeholders. Our aim was to facilitate dialogue on how different health care actors can work together and leverage each other's strengths to drive innovation and address pressing challenges.

In 2024 we gathered over 500 delegates and offered a rich programme of over 47 sessions, including plenaries, oral presentations, scientific dialogues, and workshops. The conference offered a unique opportunity to find answers to some of the most difficult problems in leading, managing and organising health care services and leading health systems in times of constant transformation.

The EHMA 2024 plenary sessions are available on-demand.

- [Opening ceremony](#) - 'Shaping and managing innovative health ecosystems'
- [Plenary 1](#) - 'Health Inequalities in 2030: Anticipating Scenarios And Solutions'
- [Plenary 2](#) - 'What To Finance First? Prioritising Investments And Spending'
- [Plenary 3](#) - 'Innovating Service Delivery : The Challenge Of Transformation'
- [Closing ceremony](#)

OUR PODCAST SERIES

'Health Management Voices' is the very first podcast series by EHMA. It was crafted to empower community leaders and health managers through the exploration of vital topics such as increasing health literacy, mental health care models, tackling antimicrobial resistance, and leveraging digital innovations in health. Each episode features insights from experts, offering practical tools to engage citizens in advocating for their rights, improving health equity, and accessing quality care.



The series included discussions on:

- **Mental health in communities: new care models and challenges** with Mr Jeremy Jennings, President and Dr Vanessa Goodman, Clinical psychologists at Community Help Service (CHS)
- **The role of communities in tackling the AMR challenge** with Dr Andrea Caputo Svensson, Global Health Advisor at ReAct – Action on Antibiotic Resistance
- **Access to healthcare in marginalised communities** with Prof Amelia Compagni, Director of the Center for Research in Health and Social Care Management, CeRGAS, at Università Bocconi
- **Increasing health literacy** with Dr Rosa Vidal Alvarez, Director of Economic Analysis and Payment Systems at La Unió Catalana d'Hospitals
- **Health promotion in diverse communities: strategies and successes** with Marius Geanta, MD, President and Co-Founder of the Centre for Innovation in Medicine
- **Transforming community health: the power of digital innovation and data-driven management** with Prof Dr Miklós Szócska, Dean of the Faculty of Health and Public Administration and Director of Health Services Management Training Center at Semmelweis University
- **Community-based prevention models: success stories** with Mr Yasho Minko, Deputy Mayor of the city of Dimitrovgrad
- **Bridging health inequalities: boosting health literacy in marginalised communities through community-centric approaches** with Valerie Albrecht, registered midwife at Ottawa South Midwives
- **Building sustainable community healthcare supply chains** with Dr Peter Tinnemann, Director of the Public Health Authority of the city of Frankfurt am Main
- **Crisis management and health preparedness: community-level responses** with Dr George Kapetanakis, President, ELLOK Hellenic Cancer Federation

E-LEARNING: ENHANCING HEALTH MANAGEMENT COMPETENCES ACROSS DIVERSE CARE SETTINGS

One of EHMA's primary goals is to strengthen health management capacity by providing valuable resources to health managers and the broader healthcare workforce.

This initiative aimed to empower healthcare professionals with the knowledge, skills, and tools necessary to make a meaningful impact within the health system. In support of this mission, our member, **SDA Bocconi School of Management** developed five self-paced learning modules for EHMA, designed to enhance health management literacy across diverse care settings, including community services, primary, secondary, tertiary, and long-term care.

The e-learning course

This training course consists of five modules designed to enhance health management capacity across diverse care settings by integrating digital health, innovative approaches, and holistic strategies. Each module focuses on a key topic and challenge from a health management perspective and provides an overview of key challenges, theoretical concepts and practical knowledge to empower healthcare professionals to drive change, improve outcomes, and foster resilience in healthcare systems.

This course is designed for healthcare professionals and leaders across all care settings who are involved in or aspire to play a role in health management and system transformation.

Developed by

SDA Bocconi
SCHOOL OF MANAGEMENT

FIVE MODULES

- **Module 1:** Leveraging digitalisation and Artificial Intelligence (AI) in healthcare
- **Module 2:** Implementing a One Health approach
- **Module 3:** Developing value-based health services
- **Module 4:** Fostering innovation procurement in healthcare
- **Module 5:** Enhancing professional dynamics and workforce resilience in healthcare

OUR PROJECTS



EHMA addresses pressing health management challenges by delivering transformative solutions for health systems across Europe. Our projects span across interconnected topics and emphasise holistic approaches.

A key focus is on providing the health and care workforce with the needed skills and competences. Examples of projects targeting this goal include BeWell, EUVECA, AMR EDUCare and TRANSITION. Another focus of EHMA is on the digitalisation of health systems. Through the EPACT project, EHMA encourages the adoption of digital solutions to reduce administrative burdens and medication errors in hospitals, ensuring safer, more efficient care. EHMA is also involved in the XpanDH project, which aligns with the European Electronic Health Records Exchange format to improve system efficiency and care integration. Addressing environmental and health disparities is equally vital. The research on Blue-Green Solutions in the HEART project aims to improve urban health by integrating natural and engineered systems.

Improving health outcomes through innovation is another focus of EHMA. Projects like MELIORA promote behavioural changes to reduce breast cancer risks, while PREVENTABLE advances cost-effective, patient-centred care for rare tumour risk syndromes. Similarly, PREPACT improves timely diagnosis of RSV and hMPV in older adults, addressing barriers to testing and surveillance. These efforts align with initiatives such as the project Overcoming Obstacles to Vaccination, which tackles barriers to improve vaccination coverage across Member States. Leveraging data and technology is another cornerstone of those innovations. Other projects, like PREVENT, address childhood obesity to prevent cancer, while REBECCA uses big data to manage chronic conditions after breast cancer.

Across these initiatives, EHMA remains committed to advancing healthcare innovation and delivering solutions to strengthen health management in Europe.

BEWELL

BeWell - Blueprint alliance for a future health workforce strategy on digital and green skills is an Erasmus+ project that aims to upskill and reskill the European health workforce. The project will develop a green and digital skills strategy that can be implemented at a local, regional, national, and ultimately at the European level through the Pact for Skills.

Comprising 24 organisation partners from 11 European countries, the BeWell project will help promote the sustainable transformation of European health systems by four primary actions, including:

- Developing skills intelligence on the digital and green skills needs of the health workforce
- Establishing the first Blueprint Alliance for the health ecosystem to create a skills strategy to be implemented at a local, regional, national and, ultimately, European level via the Pact for Skills
- Launching a large-scale skills partnership under the Pact for Skills initiative
- Conceiving and implementing a pilot training programme on digital and green skills in the healthcare sector and for emerging occupational profiles.

A European upskilling and reskilling strategy for the health workforce

WHY YOU WILL BENEFIT

You will be able to employ a multistakeholder-consulted green and digital skills strategy that will modernise the health workforce. This means integrating digital technologies in health systems to lessen the burden on day-to-day operations and promoting better value-based outcomes for patients.

It will also tap into the potential of competences of current health professionals to help prepare even the next generation of health workers. Co-created training programmes on green and digital skills will be available to empower and unite Europe's health ecosystem.

Supporting the development of future-oriented skills within the health and care sector

EUVECA – European Platform for Vocational Excellence in Health Care is an ERASMUS+ project designed to support the development of future-oriented skills within the health and care sector. At the heart of the project is the creation of 7 European Regional Vocational Excellence Hubs, which will collaborate using a European Platform for Vocational Excellence in Health Care.

The overall ambition of EUVECA is to showcase how substantially Vocational Education and Training contributes to moving innovation forward within the European healthcare sector and ensuring its sustainability both on European and regional levels.

By and large, the project aims to:

- Increase the quality and appeal of vocational training and lifelong learning within the European healthcare sector and the health care education system
- Support the implementation of the European Skills Agenda 2020 by ensuring continuous and high-quality VET is available to professionals in the health care sector, with a focus on lifelong modern skills training
- Contribute to the development of the European Education Area by fostering long-term, sustainable collaboration across the higher education and VET sectors.

WHY YOU WILL BENEFIT

Learnings and progress made in the project will support the training of digital skills among health professionals. This means that initiatives considering the integration of digital technologies in health systems will be met with a more prepared workforce capable of maximising the use of such tools.

Furthermore, as professionals will be digitally more competent to leverage such technologies, health systems could experience more streamlining in practices and operations. This could translate into lower expenditures and better patient health and quality of life outcomes.

AMR-EDUCare

The AMR-EDUCare project aims to reduce the spread and exposure to Antimicrobial Resistance (AMR) by strengthening continuous professional development and training of the healthcare workforce and filling the current educational gap on AMR for both clinical and non-clinical health workforce.

AMR-EDUCare will develop training for AMR prevention that focuses on behaviour change and digital upskilling in the areas of antimicrobial prescription, waste management and patient empowerment.

The project will develop training programmes targeting medical doctors, health management professionals, nurses, and community pharmacists in six EU countries where AMR is particularly high and where training programmes on AMR prevention are lacking. These include Spain, Portugal, Italy, Greece, Hungary and Lithuania. The practical teaching methodology of the trainings will combine clinical and technical topics with soft skills, such as patient communication, digital skills, and behaviour change interventions. The content of the training modules will be based on a detailed needs analysis and on the results of consultations with health professionals. Trainings will be developed and delivered in cooperation with academic institutions from the six target countries, European and national health professional associations and member state authorities.

Education on antimicrobial resistance for the health workforce

WHY YOU WILL BENEFIT

The AMR-EDUCare project will train 4,000+ health professionals to prevent and fight AMR in their healthcare facilities between March 2023 and October 2025.

While the project will target Southern and Eastern European countries, the training materials created during the project's duration will also be made publicly available. Health professionals across Europe will therefore be able to follow the trainings and will benefit from correct knowledge on prudent antimicrobial use, the right sets of skills for improved patient interaction, digital health skills for more efficient and timely diagnosis and prescription, as well as from better understanding of greener waste management practices.

European Digital Health Technology Assessment

The project aims to develop a flexible and inclusive framework for assessing various Digital Health Technologies (DHTs) in European healthcare. The EDiHTA framework will be designed to address the challenges posed by the adoption of DHTs, which have the potential to enhance the quality and sustainability of healthcare services in Europe. It pursues the aim of offering a user-friendly and state-of-the-art Health Technology Assessment (HTA) methodology for digital health technologies, ensuring a harmonised approach.

The project involves a multidisciplinary consortium collaborating with various stakeholders within Europe's healthcare industry, including HTA agencies, regulatory bodies, policymakers, researchers, clinicians, and healthcare providers and payers.

With the aforementioned aim, EDiHTA partners will work jointly to establish the digital framework validated along seven pilot tests in various major European hospitals across an open piloting scheme with European DHT developers. Additionally, the pilot project test involves several DHTs, such as mobile apps (mApps), telemedicine, artificial intelligence (AI), and others. The framework will be defined in all aspects and made accessible and usable through an iterative digital platform that will guide stakeholders over it according to their needs while providing user guidance and methodological support.

WHY YOU WILL BENEFIT

EDiHTA enables EU citizens to access and use digital health technologies through harmonised methods, supporting value-based decisions. It generates insights into HTA policies, digital health, innovations, and the European Health Data Space. Piloting phases across Europe integrate stakeholder feedback, ensuring robust, patient-centric HTA methodologies.

By advancing frameworks and addressing HTA limitations, EDiHTA fosters credible, secure decision-making and accelerates market access for DHTs. Its sustainability focus aligns with the European Green Deal, empowering healthcare professionals to adopt environmentally conscious, cutting-edge technologies, improving patient care, and enhancing the relevance of HTA studies across Europe.

TRANSITION

Digital transition and digital resilience in oncology

The TRANSITION project aims to create a new state-of-the-art education and training programme for informal carers, clinical and non-clinical professionals that will empower them to acquire the digital skills and competencies required to meet the current and future needs of effective cancer care. This training programme will up- and re-skill the workforce while also supporting a swifter transition to more cost-effective and patient-centred health models.

This project commences with a comprehensive literature review to provide a map of the current status and challenges of digital health utilisation and optimisation in cancer care. This map includes the current state of training and the identification of target groups for up- and re-skilling and will culminate in the conduction of discrete choice experiments to collect new data on the needs and requirements of clinical and non-clinical professionals.

Based on the information gathered, a series of training modules for both clinical and non-clinical professionals is developed, incorporating the concepts of Train-of-Trainer (ToT) and Micro-credentials to maximise reach and impact. Finally, these modules are piloted on-site in different cancer care settings, allowing for their eventual evaluation and dissemination for use across Europe.

WHY YOU WILL BENEFIT

This project is built on the understanding that culture and change management are both essential components driving learning and growth for the health workforce. By combining a focus on clinical practice and an understanding of the critical role of health managers, the work of this project provides concrete examples of how to match digital transformation to the realities of healthcare.

Some of these examples include methods to secure buy-in from frontline workers, how to manage culture change to foster organisational learning, and of course, the development of functional training modules that will help to support the management of the entire health workforce.

XPANDH

Expanding Digital Health – European EHRxF-based ecosystem

The XpandH project prepares and builds capacity in individuals and organisations to be ready to use the European Electronic Health Records Exchange format (EEHRxF), by establishing a pan-European effort through a Network of Networks approach. It pursues the main goal of maturing and accelerating a sustainable and scalable interoperability environment in Europe for digital health innovations based on the EEHRxF, involving both the supply and demand sides of healthcare provision.

A consortium of 27 Digital Health Actors has been brought together using co-creation and co-implementation concepts, and will be supported by a Policy Board linked to Governments and the eHealth Network.

To expand its impact, 10 XpandH networks of health stakeholders are nurtured to form a vibrant pan-European (Digital) Health space converging on common, usable, and reliable tools for real interoperable services that adopt the EEHRxF and enhance healthcare cooperation for better health towards a European Health Union.

This pan-European effort use a “network-of-networks” approach ensuring that digital health actors are motivated and supported by tailored guidance and real examples to help early adopters to advance to the concrete use of EEHRxF embedded digital health solutions to add value to health and care and promote personal and European health data spaces.

WHY YOU WILL BENEFIT

Streamlining data use across the health system will improve the continuity of care and clinical workflows across services allowing health managers to optimise service delivery, detect risk situations, monitor quality, and outcomes and improve environmental sustainability – and all this in a more cost-efficient manner.

The large-scale adoption of interoperable solutions based on a common EU foundation will facilitate for you an easier sharing of patient data between hospitals at national level and across borders thus fostering Digital Health innovation and nurturing interoperability.



REBECCA

REBECCA - REsearch on BrEast Cancer induced chronic conditions supported by Causal Analysis of multi-source data - aims to tap into the potential of Real-World Data to support clinical research and improve existing clinical workflows.

REBECCA will combine clinical data with data describing patients' real-life behaviour including physical activity, eating habits, sleep and online interactions. These new forms of Real-World Data will be collected via mobile and wearable devices.

The emergence of Electronic Health Records (EHR) and digital registries and the widespread use of smartphones and wearable devices have led to an increasing amount of health and lifestyle data that can be continuously collected for each patient. Such Real-World Data (RWD) present a major opportunity for advancing clinical research.

REBECCA 360° platform will be offered to breast cancer survivors as a means of supporting their everyday life and enhancing their interaction with health experts. The platform will be deployed within 7 clinical studies in 3 countries, Norway, Spain, and Sweden, involving over 650 individuals, and it will help shape future guidelines and practices for post-cancer treatment. Best practices resulting from the studies will be disseminated to researchers, public health and regulatory bodies throughout Europe.

Tapping into the potential of Real-World Data to support clinical research

WHY YOU WILL BENEFIT

At the end of the project, you will be able to present and use the REBECCA 360° platform – a combination of minimally obtrusive, non-stigmatising mobile applications that help breast cancer survivors with their everyday life and enhance interactions with health experts.

You will be able to make the most of a well-tested platform deployed within seven clinical studies in Norway, Spain and Sweden, with 650+ individuals. Future guidelines and practices for post-cancer treatment will be made available to invite better outcomes in health systems and patients.



MELIORA

Lifestyle interventions optimising breast cancer risk reduction supported by AI

MELIORA aims to bring sustainable behavioural change to reduce effectively and cost-effectively the risk of breast cancer through the development and implementation of a novel intervention. The MELIORA intervention will be implemented in real-world settings in assorted studies targeting different social groups, including women at risk of developing cancer, cancer patients and survivors both in rural and urban areas.

In the realm of the MELIORA project, digital tools will play a pivotal role, particularly in crafting intervention materials for virtual coach involvement. These are intricately designed to deliver a personalised and interactive user experience. At the core of this approach lies the development of a Virtual Coach, able to generate personalised recommendations, accounting for participants' geographical, familial, occupational, and social contexts. These recommendations will specifically target areas such as healthy food options, strategies for reducing alcohol intake, and innovative methods to increase physical activity. This approach aligns seamlessly with the principles outlined in the European Code Against Cancer.

To validate its findings and assess progress, the project will conduct cluster-randomised studies involving a total of 2080 participants across four European countries: Greece, Lithuania, Spain, and Sweden.

WHY YOU WILL BENEFIT

The project offers several benefits to cancer patients and the health community, fostering positive outcomes and promoting overall wellbeing. The project will create tailored support for all cancer patients through the Virtual Coach. By using the MELIORA Virtual Coach, the participants will have access to a series of intervention material pools, and healthcare professionals will be able to create personalised and targeted interventions.

To do so, the project will promote long-term health benefits by encouraging sustainable behavioural changes. By fostering enduring shifts in behaviour, MELIORA contributes to a preventive healthcare approach, potentially reducing the long-term burden on health systems by preventing the risk of breast cancer.



PREVENT

PREVENT aims to identify and overcome barriers in implementing effective strategies against childhood obesity and to improve the upscaling of primary interventions for weight control management in childhood and adolescence, with the ultimate goal of reducing cancer risks in adulthood. The project will address upscaling challenges by researching barriers to current interventions and policies. It will introduce context-aware interventions and user engagement strategies to overcome bottlenecks and expand to diverse settings.

The project will create inter-disciplinary Communities of Practice for supervising the design, adaptation, implementation and assessment of the proposed interventions.

Three Living Labs will engage 6,000 members, facilitating the co-design of successful interventions. Over 10,000 schools and 3.3 million students (ages 9-16) will be targeted. The project aims to establish a framework for continuous assessment and validation of new policies, optimising evidence-based strategies for scaling up and widespread adoption. By doing so, PREVENT seeks to minimise cancer risk and promote healthier lifestyles among children and adolescents.

PREVENT will employ a comprehensive methodology to accelerate scaling-up of weight control interventions. It will identify barriers, survey successful practices, and develop legislative proposals, considering constitutional, legal, and privacy constraints, to address scaling-up challenges.

Improving and upscaling primary prevention of cancer by addressing childhood obesity

WHY YOU WILL BENEFIT

Overweight and obesity are linked to many types of cancer. Between 30–50% of all cancer cases can be prevented through proactive measures. By emphasising prevention, we can establish a cost-effective long-term strategy to effectively combat cancer.

To effectively target childhood obesity, a multi-level and top-down approach is required. Investing in obesity preventive policies and interventions at school and community levels generates long-term cost savings and better resource allocation in health systems. By investing in prevention and health promotion, health systems can achieve a more sustainable and effective management model, where financial savings from prevention can be reinvested into expanding services, improving access, and further enhancing the overall quality of care.



PREVENTABLE

Cancer prevention vs cancer treatment: the rare tumour risk syndromes battle

PREVENTABLE aims to demonstrate the cost-effectiveness of preventive measures in Rare Tumour Risk Syndromes (RTRS) compared to treatment of already developed cancer. To this end, it will merge specialised clinical knowledge on RTRS pathways, clinical data from RTRS patients, and experiences from professionals and patients, with health economic models and social sciences approaches to estimate the cost-effectiveness of risk-reduction interventions in RTRS and delineate guidelines for its communication among and within clinical teams and RTRS patients.

The diversity of the PREVENTABLE consortium, with a strong clinical component, reflects the multidisciplinary methodology of the project. While clinical teams will focus on the clinical assessment of parallel and condition-specific care pathways, non-clinical partners will focus on the financial impact of preventive care measures on health systems. Resources and tools for collecting health costs and estimating each care pathway per RTRS will be developed. Partners will model costs and outcomes for RTRS patients and conduct behavioural analysis of the uptake of care pathways for RTRS. Ultimately, the project aims to demonstrate to policy makers the cost-effectiveness of cancer prevention rather than treatment in RTRS patients, thus triggering practical changes in European health systems.

WHY YOU WILL BENEFIT

RTRS are rare diseases affecting 5 per 10,000 people or less, caused by heritable genetic variants. Although cancer in RTRS can be prevented and survival rates maximised, risk-reduction strategies are not always prioritised.

Evidence collected in the project will encourage you to take steps towards the implementation of cost-effective, patient-centred RTRS care in Europe, by demonstrating financial benefits from risk-prevention interventions. The PREVENTABLE project will generate evidence that will ultimately support health managers in taking informed decisions to revise care pathways and clinical processes for RTRS and other rare diseases.



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HEART

HEART aims to improve urban health and reduce health disparities through innovative Blue-Green-Solutions-based implementation mechanisms of urban planning that embrace health and wellbeing as key-planning criteria.

The consortium will use medical evidence in clinical and non-clinical settings. For each case study, medical and social experts of the consortium under the supervision of the local medical centres will select 800 individuals.

Most of the recruited persons to participate in the demonstration phase will be equipped with the proposed wearable devices. HEART will follow a technical process that includes various pieces of information from medical data in non-clinical settings. The HEART project will also take advantage of additional sources from existing environmental sensors, satellite/remote-sensing data and European services like Copernicus.

The project will then process all information in the data management tool, which includes advanced machine learning and artificial intelligence techniques, modules and other tools.

This approach will invite the production of evidence to support the effects of various Blue-Green Solutions on public health and wellbeing.

Improving urban health and reducing health disparities

WHY YOU WILL BENEFIT

Upon project completion, you will have access to innovative urban planning methodologies that can serve as fundamental standards for the future design of urban districts and the regeneration of urban environments, especially those that have been neglected.

You will be able to share these delineated approaches with health, city, regional authorities to help influence policymaking decisions and actions.



OBSTACLES TO VACCINATION

This service contract aims to support EU Member States in overcoming obstacles to vaccination of physical, practical, and administrative nature, and increase vaccination coverage rates across the region.

The consortium partners with national and regional health authorities in all 27 EU Member States to complete six core tasks:

- Mapping vaccination services in every EU Member State, with the support of designated country experts, to determine obstacles to vaccination
- Conduct a large-scale survey of EU citizens and health professionals to determine to what extent these obstacles have a negative impact on vaccination coverage rates
- Identify and analyse best practices developed by EU Member States to overcome these obstacles
- Organise on-site visits to the EU Member States from which best practices have been identified, so as to promote international knowledge-sharing and cross-pollination between health authorities
- Implement pilots of selected best practices in EU Member States to evaluate effectiveness, efficiency and transferability
- Develop final recommendations for overcoming obstacles to vaccination to present to the European Commission.

Overcoming physical, practical, and administrative obstacles to vaccination

WHY YOU WILL BENEFIT

Once the project ends, you can take advantage of a newly developed website that can help health managers across Europe make more informed and cost-effective decisions related to vaccinations.

The evidence gathered will also help you better influence policymaking decisions at different levels.

EPACT

The EPACT project aims to develop solutions to reduce patient and health professional harm from medication errors and increase healthcare professional wellbeing by reducing the administrative burden of their workload within the medication management pathways of hospital settings. These solutions include the use of technology and automation to minimise manual input and errors, as well as the development of best practices and guidelines to standardise medication management processes across different hospital settings.

In 2022, EHMA led the creation of an Alliance of 23 NGOs advocating for investment in digital infrastructure to modernise hospital medication management. In its first year, the Alliance published a white paper and a position paper on the European Health Data Space, stressing the need for medication treatment data inclusion. The Alliance engages with the European Commission, Parliament, and the European Medicines Agency on funding and policy to modernise medication systems.

In 2024, EHMA released a guide and funding paper on how to digitalise hospital pathways and published a call for a European Patient Safety Strategy to be implemented during the 2024-2029 European Commission mandate.

The Alliance for the digitalisation of hospitals medication management pathways

WHY YOU WILL BENEFIT

Medication is the main part of the therapeutic process for hospital patients and the second highest spending chapter for health budgets.

Health managers are essential for ensuring availability, safety, and compliance, while preventing errors and improving systems. Medication errors and shortages strain the system, costing €3,000 per error and increasing workloads by up to 5 hours weekly.

Modernising medication management can reduce errors, optimise workflows, and provide significant cost savings.

This project is supported by BD



RESOLVE II

The RESOLVE II project aims to evaluate the implementation and impact of monoclonal antibodies (mAbs) for preventing Respiratory Syncytial Virus (RSV) in infants across healthcare systems in Europe, including France and Spain. The project seeks to understand the effects of RSV mAb prophylaxis on healthcare operations and public health outcomes, spanning all levels of care.

The study is structured as a cross-sectional, mixed-methods approach, incorporating both qualitative and quantitative data. Data is gathered through surveys and interviews with a diverse group of healthcare professionals, including personnel in hospitals, emergency departments, intensive care units, and outpatient primary care settings. Non-medical administrative personnel are also included to provide insights into the operational and management impacts of mAb programmes.

The study will focus on core aspects such as operational, financial, logistical, and administrative challenges of implementing RSV mAb prophylaxis. In addition, it assesses impacts on workforce dynamics, including workload, training requirements, and staff morale. Findings will be benchmarked against the EHMA White Paper on RSV immunisation preparedness published in 2023.

Assessing RSV immunisation uptake and impact

WHY YOU WILL BENEFIT

This project benefits health management by offering actionable insights into healthcare systems' readiness for RSV immunisation programmes.

The findings will aid healthcare managers and policymakers in developing efficient, equitable strategies for RSV prevention, ultimately supporting healthcare providers in reducing the RSV burden on healthcare resources and patient wellbeing.

This project is supported by Sanofi

sanofi

PREPACT

A receptivity assessment for hMPV and RSV diagnosis in older adults

PREPACT aims to address receptivity and identify drivers and barriers towards providing timely and effective diagnosis of RSV and hMPV in older adults (defined as people aged 60-65+, including at-risk populations), with special emphasis on testing and surveillance. PREPACT will also develop recommendations to enhance receptivity levels in selected European countries, with specific attention to hMPV, which is still significantly under-diagnosed and under-recognised.

EHMA will set up an expert focus group that will advise on the project methodology, including the methodology of the literature review on the diagnosis and impact of RSV and hMPV. Focusing on France, Germany, Italy, Spain, and the UK, data regarding receptivity will be collected following expert input from the aforementioned focus group. The data collection will include the administration of a survey and/or one-on-one interviews with experts in outpatient and hospital settings from the selected countries.

WHY YOU WILL BENEFIT

This work on receptivity levels for diagnosing RSV and hMPV in older adults will empower managers, researchers, providers, educators, and policymakers with knowledge and tools to improve health management.

PREPACT fosters collaboration and innovation, supporting research and development within the EHMA network. The insights gathered will be shared widely and transformed into practical solutions through joint initiatives, ensuring they reach healthcare professionals and decision-makers across Europe.

This project is supported by Sanofi

sanofi

BREATHE

Uncovering the health system burden of pneumococcal infections

Although most countries report on childhood pneumococcal infections, data for at-risk and older adults is sparse. This project aims to uncover the health system burden of invasive pneumococcal disease and pneumococcal pneumonia as reported by health managers and the health workforce in 5 EU countries (Austria, Belgium, France, Italy and Portugal).

EHMA will conduct a survey reaching a comprehensive group of stakeholders who may feel the health system impacts of pneumococcal infections including health managers, hospital managers, general practitioners, nurses, respiratory specialists and care providers working in long-term care facilities. The survey will be translated into German, French, Dutch, Italian and Portuguese and validated by vetted experts in each study country to ensure that it is properly adapted to capture health system insights from different contexts.

The data collected through this survey will be further validated through a series of in-depth interviews before being synthesised, analysed and eventually published by EHMA in a detailed report.

WHY YOU WILL BENEFIT

Health systems that prioritise childhood vaccination achieve remarkable success in eradicating many preventable diseases. However, ensuring vaccine access throughout the life course remains inconsistent. This project focuses on addressing this gap by examining the burden on health systems of vaccine-preventable pneumococcal infections.

The research will provide evidence to health managers and policymakers across Europe, supporting efforts to enhance life-course access to pneumococcal vaccination and improve health outcomes for all age groups.

This project is supported by MSD



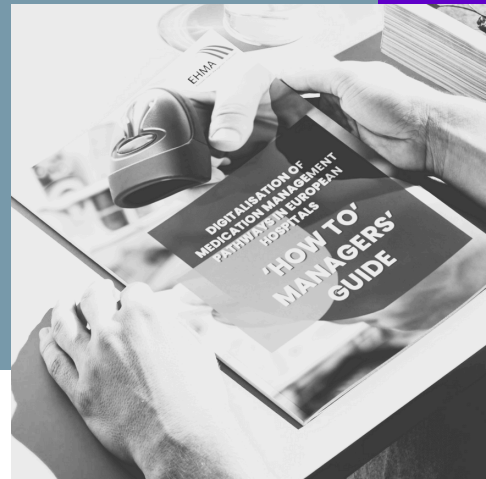
OUR POLICY INITIATIVES



Our policy initiatives and our involvement in policy networks is an opportunity to drive positive changes at all levels, including connecting and engaging with key stakeholders across European health systems; contributing to long-term strategic thinking and policy development; influencing political debates; and raising the voice of health management in EU health policy making to reflect the interest and views of EHMA members.

Our involvement in policy networks paves the way for bridging the gap between science with societal needs. Drawing on the diverse expertise of our members, we provide a platform for meaningful dialogue on complex issues, striving to promote and amplify best practices in the evolution of health management.

'HOW-TO' MANAGERS' GUIDE



Our 'How-To' Managers' Guide offers a detailed and practical framework for European hospitals embarking on the digitalisation of their medication management pathways. By addressing the complexities of modern healthcare delivery and leveraging cutting-edge technologies, the guide aims to enhance patient safety, streamline operational processes, and ensure compliance with evolving European Union regulations.

The guide starts with an overview of medication management processes and explores how digital solutions - like automated dispensing, barcoded administration, and gravimetric systems - can mitigate errors and optimise resources. It aligns these efforts with EU strategies such as the European Health Data Space, the Pharmaceutical Strategy for Europe and the European Medicines Agency mandate, underscoring the importance of regulatory compliance as a driver for innovation.

Recognising the complexities of digital transformation, the guide focuses on readiness assessment, offering strategies to overcome barriers like resistance to change, high initial costs, data security concerns and organisational and technical challenges. Managers are equipped to develop business cases, engage stakeholders, and navigate EU-compliant procurement processes.

The implementation phase provides step-by-step guidance on training staff, managing change, and deploying digital systems effectively, while post-implementation strategies emphasise continuous improvement, performance monitoring, and staying updated on innovations.

With practical tools such as checklists, templates, and case studies, this guide empowers healthcare leaders to navigate every stage of digitalisation, enhancing care quality, efficiency, and patient outcomes across European hospitals.

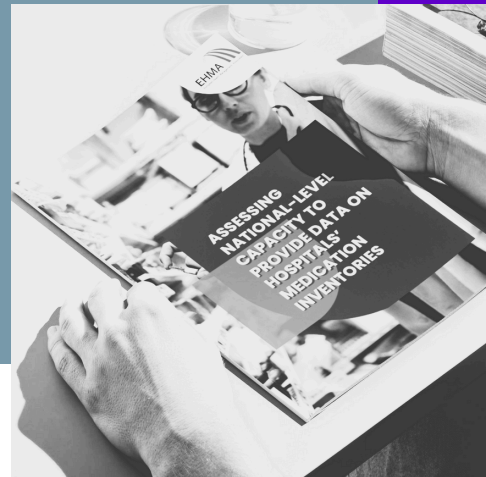
The 'How-To Managers' Guide is designed as a practical resource for European hospital leaders tasked with implementing digital medication management pathways.

It provides actionable insights, frameworks, and tools for navigating the intricacies of digitalisation while aligning with EU regulations and policies.

This work was supported by BD.



VISIBILITY OF STOCKS IN HOSPITALS



Medicine shortages are a growing public health concern that significantly impacts patient safety, healthcare delivery and system sustainability across the European Union.

EHMA recognises the urgent need for systemic solutions to address these challenges. This paper addresses medicine shortages in the EU, emphasising their impact, root causes, and the need for coordinated solutions. Medicine shortages expose vulnerabilities in the pharmaceutical supply chain, particularly for critical hospital medicines like pain relievers, antihypertensives, anti-infectives, and oncology drugs, resulting in delayed treatments, higher costs, and patient risks.

The European Commission has recognised this as a public health threat, forming a Critical Medicines Alliance to enhance supply resilience through diversified sources and better stockpiling. Reforms to EU Pharmaceutical Legislation mandate shortage prevention plans, standardised reporting, and continuous supply obligations. Additionally, the European Shortages Monitoring Platform, launching in 2025, aims to provide real-time data on critical medicines but relies on hospitals overcoming digitalisation challenges.

Many EU hospitals still use manual inventory systems, leading to errors, inefficiencies, and delayed responses to shortages. To enable ESMP's success, the paper urges prioritising hospital digitalisation, including automated dispensing systems and connected IT tools.

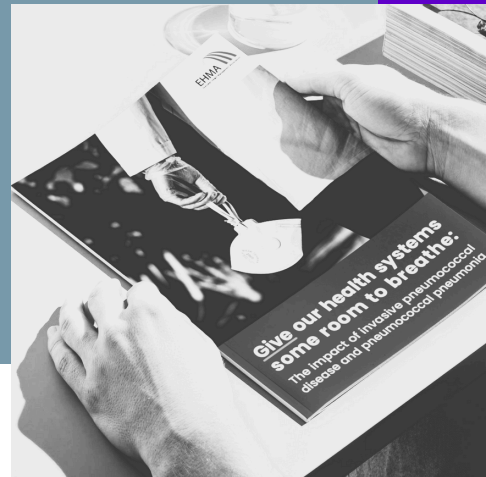
Our policy recommendations are:

- Integrate digitalisation into upcoming EU legislation to streamline
- regulatory processes and better prepare for future crises and pandemics.
- Highlight automation in hospital stock management and pharmacy inventory systems by establishing a Critical Medicines Act to strengthen EU supply chain resilience.
- Allocate EU funding (such as the EU4Health and Digital Europe programmes) to support hospital digital transformation, automating the capability to manage and report medicine stock data effectively in European hospitals.
- Encourage EU Member States to establish national digital platforms compatible with ESMP for standardised, real-time data collection on supply chains.

This work was supported by BD.



THE IMPACT OF PNEUMOCOCCAL DISEASE



Pneumococcal disease increases the quantity and severity of respiratory illness cases, particularly during the peak seasons of influenza, RSV and COVID-19, and adds an additional burden of co-morbidity to patients with non-communicable diseases such as heart failure and cancer. This increased disease burden directly contributes to reduced capacity and efficiency in our health systems as resources are directed towards cases of illness caused or exacerbated by a pathogen that is largely vaccine preventable. All of these impacts naturally also increase the burden on our health workforce, which is already stretched to its limits.

Through this study, health managers and care providers offer a clear message: invasive pneumococcal disease and pneumococcal pneumonia represent a serious concern for the sustainability of our health systems and are ultimately a threat to optimal health outcomes for Europeans. Faced with an aging population, stretched health system resources, an increasing health burden from non-communicable diseases, it is imperative that we take every available and reasonable action to improve the resilience of our health systems.

Strengthening pneumococcal vaccine programmes for adults across Europe is an opportunity to take an obvious, cost-effective win for health managers, our health workforce our citizens and our health systems.

Our policy recommendations

- Promote European data-sharing and surveillance systems to monitor pneumococcal disease trends in adult populations.
- Update national immunisation plans to make available pneumococcal vaccination to all at-risk and older adults.
- Develop and disseminate awareness campaigns about the risks of pneumococcal pneumonia and invasive pneumococcal disease and vaccination benefits.
- Widen the scope of existing vaccination services to remove barriers to vaccination.
- Implement integrated seasonal preparedness plans that address concurrent outbreaks of pneumococcal disease, RSV, influenza, and COVID-19.
- Implement integrated decision-making frameworks by engaging primary care and hospital clinicians and health managers at all levels.

This work was supported by MSD.



MEMBERS' GROUPS



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.

SCIENTIFIC ADVISORY COMMITTEE

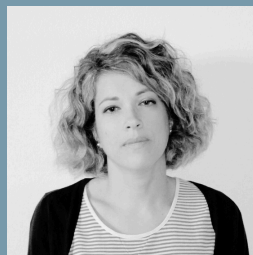
The Scientific Advisory Committee (SAC) supports the wider mission of EHMA providing advice on research and scientific issues.

Building on EHMA reputation for academic excellence, the SAC comprises EHMA Members who bring the highest standards of research governance to ensure that the EHMA work programme and activities are of an internationally recognised high standard. The SAC plays an important role in providing a focus and voice for the EHMA research community.

SAC Members advise the Board on the key directions for health management to be pursued in the future. They also contribute to the EHMA Conference by proposing themes and research topics for the development of the program.



Dr Rui Dang



Dr Inês Fronteira, RN,
MPH



Prof Dr Marija Jevtic,
MD



Prof Dr Lasse
Lehtonen, MD



Prof Dr Teresa
Magalhães



Dr Bellis van den
Berg

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. We have an established Programme Directors' Group, which brings together Programme and Course Directors, Heads of Department, Deans or any other individual representing a study course, to help ensure that taught programmes continue to provide the highest quality education for health managers, healthcare professionals and other stakeholders.

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. Programme Directors meet in person in March and online in November each year. They also organise an informal gathering in occasion of the EHMA Annual Conference to present the group and their activities to prospective new members.

The Programme Directors' Group is working to develop a database of case studies about health management in practice from across Europe. At the outset, the case studies will focus on the areas of:

- Workforce
- Digital transformation
- Quality improvement
- Finance

SPECIAL INTEREST GROUP ON ONE HEALTH

The One Health concept has gained increasing recognition as a critical framework for addressing the interconnected challenges of human, animal, and environmental health. EHMA's Special Interest Group on One Health champions this integrated approach and drives innovation in health management practices across Europe.

The Special Interest Group is chaired by Prof Dr Marija Jevtić, MD, Full Professor at the University of Novi Sad, Faculty of Medicine, and the Institute of Public Health of Vojvodina in Serbia. The group brings together health managers, academics, and policymakers committed to advancing the One Health agenda and fostering collaboration across disciplines.

The Special Interest Group activities include meetings to facilitate knowledge exchange and professional dialogue. These meetings serve as a platform for addressing pressing challenges, sharing best practices, and driving research on the interconnectedness of health domains.

In 2024, the Special Interest Group achieved two key milestones:

- A paper titled 'Introducing ONE HEALTH MANAGEMENT: the pathway to improving sustainability, optimising resource use, and unifying approaches within global healthcare systems'.
- An Online Policy Debate which brought together experts to discuss policy advancements and opportunities for interdisciplinary collaboration.

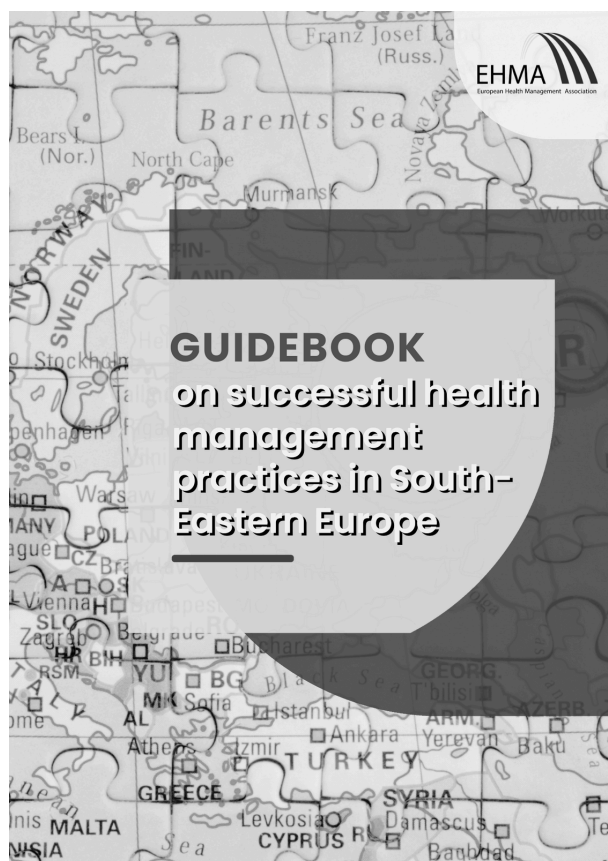


SPECIAL INTEREST GROUP ON SOUTH-EASTERN EUROPE

The political and economic crisis arising after the collapse of the communist regime has had long-standing effects on South-Eastern European health systems. The region has been facing under-investment, low skill levels and poor salaries. Low wages have led to a brain drain phenomenon resulting in workforce shortages. Progressive privatisation and spending cuts have deteriorated healthcare quality. While some reforms have been introduced, the region still faces considerable challenges when it comes to meeting population health needs, payment models, health service delivery, health workforce availability and equal access to healthcare. Through this Special Interest Group, EHMA wants to offer the expertise of its members and network in support of efforts directed to strengthen health systems in the region.

Founded in June 2021, the Special Interest Group has been an active platform fostering collaboration among health professionals, policymakers, and academics. In its early phase, the group focused on defining its scope, engaging new members, and providing an overview of regional healthcare systems. Over the past two years, the group has facilitated discussions on governance, workforce management, and access to care, drawing from best practices across the region.

In 2024, the group focused on key areas like governance, financing, and digitalisation. These discussions culminated in a Guidebook on Successful Health Management Practices in South-Eastern Europe – a comprehensive guide to innovations that can serve as a reform blueprint for the region and beyond.



MEMBERSHIP

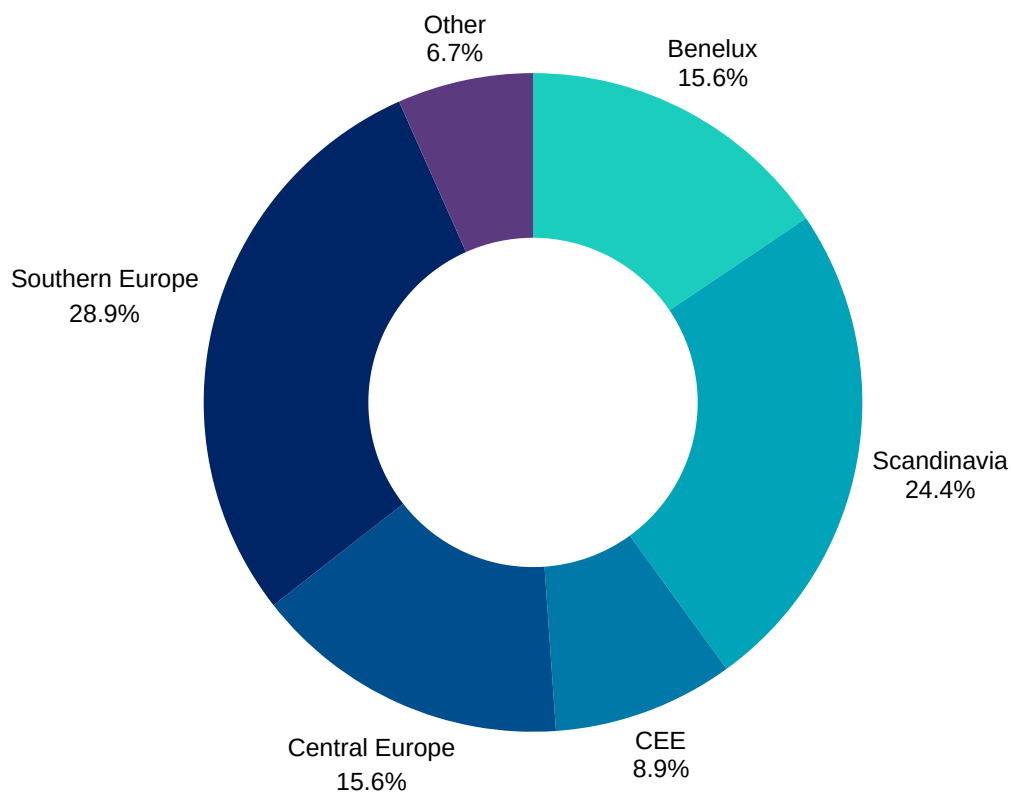
50

ORGANISATIONAL MEMBERS
from 23 countries

13

INDIVIDUAL MEMBERS
from 12 countries

GEOGRAPHICAL DISTRIBUTION



COMMUNICATIONS OUTREACH



EHMA's external communications support the organisation's policy and advocacy efforts and to inform members and stakeholders, the ultimate ambition being to recognise health management as a core component of health systems, embedded in decision-making for sustainable universal health.

EHMA encompasses a wide range of areas of work, advocacy topics, diverse audiences, various projects, special interest groups and other elements, which can be complex to grasp. The figure below highlights the primary stakeholders and channels we identified and use for engagement, communication and dissemination.



COMMUNICATIONS CHANNELS

WEBSITE OUTREACH

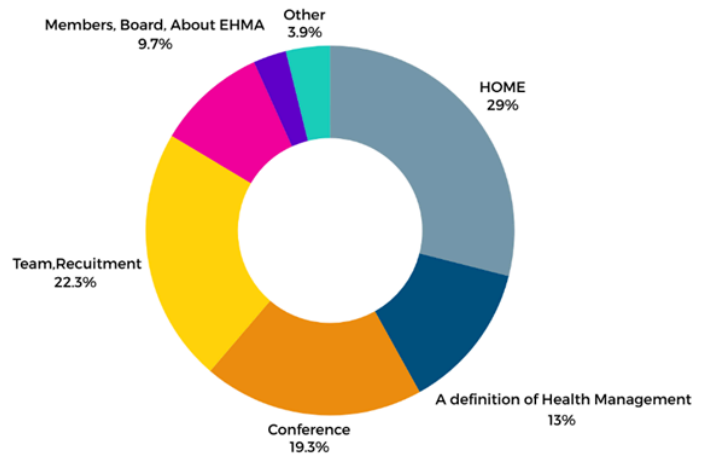
The most visited pages in 2024 were the homepage, Conference-related, Team, Recruitment and Membership.

73,730

Page views

222,874


Total interactions








SOCIAL MEDIA

In 2024, EHMA focused on growing its LinkedIn, YouTube and Twitter outreach.

EHMA's primary social media channels included:

-  [EHMA on LinkedIn](#)
-  [@EHMAinfo](#)
-  [@EHMAConference](#)
-  [EHMA on Facebook](#)
-  [EHMA on YouTube](#)

SOCIAL MEDIA OUTREACH

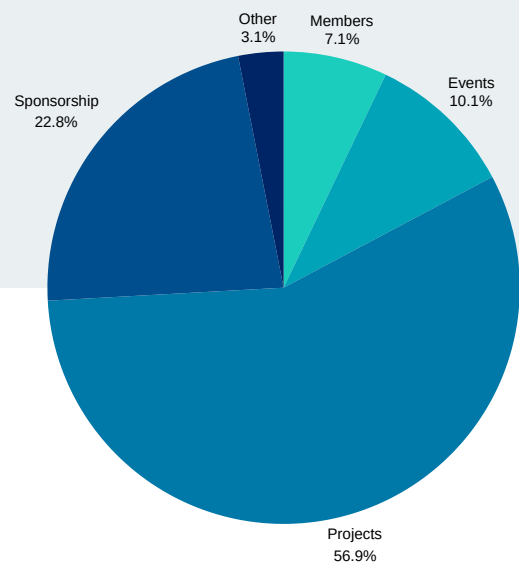
	
11,106	299,837
Total followers	Outreach (impressions)
	EHMA
5,251	113,120
Total followers	Outreach (impressions)
	EHMA Conference
63	12,918
Total followers	Outreach (impressions)
	
1,758	33,484
Total followers	Outreach (impressions)
	
158	63,172
Total followers	Outreach (impressions)

FINANCES

EHMA 2023 Income

Members contributions	100,015.00
Conference and events	142,286.20
Projects	799,851.44
Sponsorship	320,332.00
Other income	43.493.03
Total	1,405,977.67

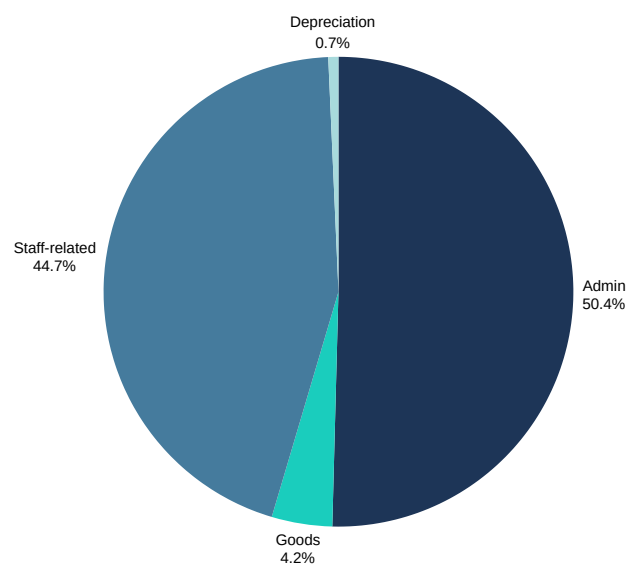
EHMA 2023 Income



EHMA 2023 Expenditure

General admin	579,253.32
Goods and consumables	47,882.25
Staff-related charges	513,777.15
Depreciation & other	7,996.47
Total	1,148,909.19

EHMA 2023 Expenditure



Other financial income	294.20
Financial charges	- 2,190.17

2023 Financial result 255,172.51



European Health Management Association (EHMA)

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