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## EHMA 2020 ANNUAL CONFERENCE

17-19 NOVEMBER

OUR DIGITAL CONFERENCE THROUGH THE LENS OF THE CITY OF ROTTERDAM

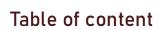
HEALTH MANAGEMENT: REALIGNING SYSTEMS, CONTEXTS AND PLAYERS



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#EHMA2020



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Welcome to EHMA 2020!	3
About the EHMA Conference	7
Acknowledgments	8
Partners & Supporters	9
Programme at a glance	10
Detailed Programme Tuesday, 17 November 2020	13
Detailed Programme Wednesday, 18 November 2020	32
Detailed Programme Thursday, 19 November 2020	49
Posters	64
Social Activities	69



### Welcome to EHMA 2020!

Dear EHMA 2020 participants,

This conference comes at a time of unprecedented challenges. The COVID-19 pandemic is generating tremendous stress on our health systems, already under pressure due to increasing demands in health and care services.

The situation requires rapid responses, reorganisation of how care is delivered, as well as new management solutions. In this perspective, we are collectively faced by the need to generate shared awareness, sense of urgency and visions for transformations and changes within health sectors, healthcare systems, organisations, and for the role of healthcare managers and leaders.

EHMA 2020 will bring together health stakeholders at a time when information sharing and exchange of practices is crucial. The Conference will provide an in-depth discussion of new and emerging models for health services, governance systems, management practices, and tools to aid in the future of healthcare.

This year's event is going to be one of our largest conferences and our first online conference. You can expect to experience an extensive and rich programme filled with presentations, debates, discussions, self-care activities and social events, around our seven key topics.

We hope you will enjoy EHMA 2020!

Prof. Federico Lega

Outgoing President of EHMA, and on behalf of the EHMA Board



## Dear participants of the EHMA 2020 Conference,

In July 2019, the highly motivated EHMA office and Board started discussions with Erasmus Medical Centre, the Healthcare Organisation of the Dutch Ministry of Defence and the Erasmus School of Health Policy & Management (ESHPM) as co-hosts of the 25<sup>th</sup> annual EHMA conference.

We were always very inspired by the local venues in which previous conferences were hosted. We knew Rotterdam has so much to offer as venue. It's a modern and vibrant city. We imagined the great conference centre De Doelen hosting, a warm welcome at Rotterdam Town Hall and an unforgettable conference dinner.

Then, the Covid-19 pandemic spread worldwide. Hospitals had to scale down their elective care, ICUs were overcrowded, and nursing home directors became crisis managers overnight. The world faced unprecedented challenges in complicated times.

When it became inevitable that the conference had to be organised online, EHMA invited Alice Verwers (Erasmus MC), Colonel Henk van der Wal (Ministry of Defence) and myself to continue our contribution in designing a great conference, a digital event through the lens of Rotterdam. Health Management research related to Covid-19 offered the possibility to add one more track.

We are excited that there is a great attendance, which we consider to be a clear sign of loyalty within the EHMA community and a sign of awareness that this is the time to share knowledge. The EHMA community can make the difference in the huge challenges facing health care. The values of Rotterdam are brought together in three words: Make It Happen. Indeed, this is the time to meet and to make it happen!

Kees Ahaus

Erasmus School of Health Policy & Management (ESHPM) of Erasmus University Rotterdam

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## Dear colleagues,

We are very happy to have you join us for the annual conference of EHMA, in this special year 2020. If there is any year in which 'Realigning systems, contexts and players' has proven to be a necessity, it is this year, the year of COVID-19. Little did we know when we agreed that Erasmus MC would co-host, that instead of a live event, with site visits to our hospital, we would host a fully digital event instead. Hopefully we will be able to provide you with a stimulating program that will keep you hooked to your screens for three consecutive days.

If COVID has proven anything, it is the need for cooperation across the board and across borders. We need networks of healthcare providers and institutions that work together for the best possible outcomes for individual patients, without losing sight of the overall sustainability of healthcare systems. We have to bring together medicine, engineering and social sciences, to converge and then transform healthcare systems. Only that way we will be prepared for what the future will bring us. May this conference be one small step towards achieving this goal!

Ernst Kuipers

Erasmus Medical Center



## Dear EHMA conference participants,

It is my honour, as Co-Host, to welcome you to this fully digital edition of the EHMA 2020 Conference. I welcome you on behalf of the Military Surgeon General of the Netherlands Armed Forces. As military healthcare, we have been associated with EHMA for several years, with which we underline the importance of sharing international developments in the field of healthcare management and related topics.

The main theme of this year's conference shows the importance of the role of health management and leadership in linking systems, environment and players. Due to the global pandemic, it is almost mandatory to integrate COVID-19 related topics into the conference. A crisis as this one demands much of our healthcare leaders and managers, especially in the field of political and medical leadership. Following the main theme of the conference, all players in the COVID-19 environment must become part of a unified system to overcome the pandemic.

But let us also look beyond this crisis and that is why there are other great sub-themes to be found at this conference, for example sustainability and value-based healthcare.

I wish you all a very learning full conference, with many opportunities to meet interesting people, share experiences and knowledge with each other.

On behalf of the Surgeon-General of the Netherlands Armed Forces,

Colonel Henk van der Wal, MHBA MHA EMSD

























### About the EHMA Conference

The EHMA Conference is the preeminent place for today's and tomorrow's healthcare leaders to learn and share experiences, skills and competencies through interactive workshops, scientific presentations, and engaging debates. The Conference brings together Europe's health managers to spread knowledge on innovative practices and excellent delivery of healthcare to ensure the health and well-being for Europe's citizens and communities.

EHMA 2020 is an opportunity to showcase research and projects, debate ideas and share best practices with a wide audience of hospital and healthcare managers, healthcare professionals, researchers, policy and decision-makers. The Conference is also the place-to-be for networking opportunities with stakeholders from Europe and beyond.

EHMA 2020 will elevate the vision of health management by exploring new paradigms that help address health needs; explore how to reconfigure health systems; and develop the ability of all stakeholders. The EHMA Conference will provide an in-depth discussion of new and emerging models for health services, governance systems, management practices, and tools to aid in the future of healthcare.

Enjoy EHMA 2020!

### The EHMA Secretariat

**George Valiotis** - Interim Executive Director

Chiara Gonzi - Events Officer

Federica Margheri - Operations Manager

Federica Nestola - Events and Communications Consultant

Laura Cande - Policy and Project Consultant

Sabri Ben Rommane - Projects and Communications Manager



## Acknowledgments

EHMA 2020 would not have become a reality without the support of our co-hosts, the Erasmus School of Health Policy & Management; Erasmus Medical Centre; and the Healthcare Organisation of the Dutch Ministry of Defence.

EHMA gratefully acknowledges the support and dedication of the members of the Programme Steering Committee and Advisory Board; the Abstracts Selection Committee and the Abstracts Clustering Committee; the sessions' moderators, speakers, and all our partners.

#### Programme Steering Committee

#### Programme Advisory Board

Prof. Dr. Kees Ahaus Erasmus University. Netherlands

**Dr. Ronald Batenburg**NIVEL, Netherlands

Dr. Elly Breedveld Netherlands

Nilsy Desaint MSD, Belgium

Dr. Alexandre Lourenço APHA, Portugal

**Prof. Dr. Kim Putters** SCP. Netherlands

**Dr. Eva Turk**University of South-East Norway

**Col. Henk van der Wal** Ministry of Defence, Netherlands

Alice Verwers
Erasmus Medical Center, Netherlands

**Dr. Matthias Wismar** European Observatory on Health Systems and Policies, Belgium Dr. Natasha Azzopardi-Muscat

**Prof. Gilles Dussault**University of Lisbon, Portugal

**David Earnshaw** MSD, Belgium

**Dr. Josep Figueras** European Observatory on Health Systems and Policies, Belgium

**Dr. Us man Khan**European Patients Forum, Belgium

**Prof. Federi co Lega** University of Milan, Italy

Tricia Ravalico Abbott, USA

**Dr. Paul us Torkki**Nordic Healthcare Group, Finland























#### EHMA 2020 Hosts



Ministerie van Defensie

Erasmus School of Health Policy & Management





### Partners & Supporters





















































## Programme at a glance

Tuesday, 17 November 2020

09.00-09.30	Check-in						
09.30 -10.00	OPENING SESSION Health Management: realigning systems, contexts and players						
10.00 -10.30	Coffee break and networking						
10.30 -12.00	Alternative payment methods: showcasing the Dutch experiences	Value - base healthcare what, how	:	Horizon 2030: seven universal trends for future care		Vaccination and health systems sustainability: how to prioritise vaccines investment in a post-COVID world	
12.00 -13.00	Lunch break and networking						
13.00 -14.20	PLENARY SESSION Leading healthcare in a challenging environment Lessons learnt from the COVID-19 crisis and the role of health management in the new normal						
14.20 -14.45	Coffee break and networking						
14.45 -16.00	Resilient health systems: evidence from the State of Health in the EU Country profiles  Environmental sustainability in the health sector: a shared ambition and collective efforts						
16.00-16.30	Coffee break and networking						
16.30-18.00	A fresh look at hospitals: where do they fit in healthcare systems?	ABSTRACT SESSION COVID-19 & health management	ABSTR SESSIO Digital transfo mation	DN or-	ABSTRACT SESSION Efficiency & effectiveness		ABSTRACT SESSION Integration
18.00	End of program - Day 1						
18.15-19.00	SOCIAL EVENT: Book launch & drinks 'Everything you always wanted to know about European Union health policy but were afraid to ask'						

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## Programme at a glance

Wednesday, 18 November 2020

07.45 -08.45	Morning activities								
	Hatha Yoga Yoga with G. (07.45 - 08.45)		Teleworking and psychophysical (08.00 - 08.45)		cal health with E		ulness Meditation Beate Trueck - 08.45)		
09.00 -10.30	Karolinska SESS MMC / EHMA Syste Research Award Organ		TRACT SION ems & anisational ernance		ABSTRACT SESSION Personalisation		Improving healthcare quality in Europe – how can we align different strategies?		
10.30 -10.45	Coffee break and networking								
10.45 -12.15	PLENARY SESSION  Managing sustainable and resilient healthcare systems  Strategies to facilitate the response to increasing healthcare needs								
12.15-13.30	Lunch break and networking  Al transforming Cardiovascular Care					ovascular			
13.30-14.45	Digitalisation & AI in healthcare Value-based management of healthcare organisations								
14.45 - 15.15	Coffee break and networking								
15.15-16.45	Imple menting integrated	Patients i the drive						ABSTRACT SESSION	
	care - A guidebook for managers	seat! Co-resea on patien driven innovatio	t-	h Organisa- tional governance			e-base thcare	ed	Advance- ments in digitalisation
16.45	End of program - Day 2								
17.00-17.45	SOCIAL EVENT: A tea with Emerald Publishing								

## Programme at a glance

Thursday, 19 November 2020

07.45-08.45	Morning activities						
	Hatha Yoga Yoga with G. (07.45 - 08.45)		Teleworking psychophysi (08.00 - 08.4	cal health	with B	lness Meditation eate Trueck - 08.45)	
09.00 -10.15	Building on value-based healthcare: towards a health system perspective	ABSTRACT SESSION Systems & Organisational governance		ABSTRACT SESSION COVID-19 & Health Management		ABSTRACT SESSION Personalisation	
10.15-11.30	Coffee break and networking						
10.30 -11.45	Healthcare system managing Respirat Virus (RSV) infection	•	Lost in translation? Health systems and innovation transfer				
11.45 -12.00	Lunch break and networking						
12.00 -13.15	ABSTRACT SESSION Leadership & management			ABSTRACT SESSION Value - based healthcare		Special Interest Group on Governance	
13.15-14.15	Lunch break and networking						
14.15 -15.45	CLOSING PLENARY & AWARD CEREMONY						
15.45	End of program						













# TUESDAY, 17 NOVEMBER 2020

HEALTH MANAGEMENT: REALIGNING SYSTEMS, CONTEXTS AND PLAYERS

**#EHMA2020** 

## The European Observatory on Health Systems and Policies

The Observatory is a partnership hosted by WHO.

We support and promote evidence-based health policy-making through comprehensive and rigorous analysis of health-care systems in Europe.

We engage directly with policy-makers and experts and work in partnership with research centres, governments and international organizations to

analyse health systems and policy trends.

We have a range of exciting new publications on European country health systems and cross-cutting themes, including health care financing and governance; health system management and utilization of resources; performance measurement; building sustainable and resilient systems; and health policy across the European Region.

All our publications are open-access and free to download from our website: www.healthobservatory.eu

Explore the Health Systems and Policy Monitor, our innovative platform which tracks ongoing reforms and policies across the region, at www.hspm.org

Interact with our Health System Response Monitor to see how countries are responding to the COVID-19 pandemic and for analysis on the key issues for countries: www.covid19healthsystem.org

Follow our activities on social media @OBSHealth

















# Opening Session Health Management: realigning systems, contexts and players

**Time**: 09:20 - 10:00

#### Welcome to #EHMA2020!

This year, for the first time, our Conference is held digitally through the lens of the city of Rotterdam. Our co-hosts are the Erasmus School of Health Policy & Management, Erasmus Medical Center, and the Ministry of Defence of the Netherlands.

We are pleased to have you with us for these intense three days and we hope you will enjoy our Conference!

9:20 - 9:35

Welcome to EHMA 2020

Prof. Federico Lega - outgoing President, EHMA

9:35 - 10:00

#### Institutional greetings

For the EHMA 2020 Co-hosts

- Prof. Dr. Kees Ahaus, Erasmus School of Health Policy & Management
- Dr. Ernst Kuipers, Erasmus Medical Center
- Col. Henk van der Wal, Ministry of Defence of The Netherlands

For the European Commission

• Ms Maya Matthews, Head of Unit Performance of Health Systems, Directorate-General Health and Food Safety (DG SANTE)

## Alternative payment methods: showcasing the Dutch experiences Hosted by Erasmus University Rotterdam

Erasmus University Rotterdam



Time: 10:30 - 12:00

In the Dutch healthcare system of regulated market competition, competing health insurers contract with health providers in order to secure healthcare services for their insurees against the best possible conditions (quality, cost, accessibility). In order to accomplish these objectives, insurers experiment with alternative payment methods, such as bundled payments, shared savings agreements, and value-based payments.

In this session, the speakers will share their experiences with alternative payment methods in the Dutch system. We will discuss these experiences from the perspectives of regulators and advisory bodies (NZa, RIVM), from health insurers (VGZ, Menzis) and from the perspective of scientific research.

#### Speakers:

Dr. Frank Eijkenaar

Associate Professor at Erasmus School of Health Policy & Management, Erasmus University Rotterdam, The Netherlands

Dr. Arthur Hayen

Senior Intelligence Analist at Menzis & Senior Lecturer at Leiden University Medical Center, The Netherlands

• Dr. Misja Mikkers

Professor at Tilburg University and Chief Economist at NZa, The Netherlands

Marit Tanke, MD, PhD

Director Strategy & Innovation at Coöperatie VGZ, The Netherlands

Dr. Jeroen Struijs

Associate Professor at Leiden University Medical Center and Senior Researcher at RIVM, The Netherlands

Moderator: • Prof. Erik van Raaij

Professor at Rotterdam School of Management and Erasmus School of Health Policy & Management, Erasmus University Rotterdam, The Netherlands

## Value-based healthcare: what, how and why Hosted by University of Groningen



**Time**: 10:30 - 12:00

In this session, we will discuss the topic of value-based healthcare (VBHC) from various perspectives. During the session, we will provide several 'provocative' statements to kick-start the discussion.

We aim for an open discussion where both panel members and the audience are free to express their ideas and opinions. Ultimately, this session should lead to a better understanding of what value-based healthcare is in the European setting, as well as how and why value-based healthcare is adopted by European healthcare providers.

Speakers: • Eveline Hage, PhD

Assistant Professor at the University of Groningen, The Netherlands

Dr. Esther Metting

Assistant Professor at the University of Groningen, The Netherlands

Dr. Oskar Roemeling

Assistant Professor at the University of Groningen, The Netherlands

Ewoud Stapersma, MSc.

Project Leader at Wilhelmina Hospital, The Netherlands

Dr. Marjolein van Offenbeek

Assistant Professor at the University of Groningen, The Netherlands

Daan Westra, MSc.

Assistant Professor at Maastricht University, The Netherlands





### Horizon 2030:

## Seven universal trends for future care Hosted by NVTZ

Time: 10:30 - 12:00

During the session, we will have an interactive discussion on the seven universal trends for future care.

In non-specific order, topics that will be addressed are:

- co-creation;
- right scale;
- living longer at home;
- less is more;
- fair and balanced remuneration;
- person-centred; and
- positive health.

Speakers: • Marius Buiting

Director at NVTZ, The Netherlands

• Matthijs Zwier

NVTZ, The Netherlands



## Vaccination and health systems sustainability: how to prioritise vaccines investment in a post-COVID world Hosted by Sanofi Pasteur

Time: 10:30 - 12:00

Preventative approaches are fundamental in reducing the burden of preventable diseases. Historically, European health systems have effectively prevented the spread of diseases and save costs through vaccination and immunisation programs. Nevertheless, more efforts are needed to systematically increase the reach of vaccination benefits across all communities throughout the EU Member States.

Continuing the conversation around the role of vaccination on promoting sustainable health systems and securing sufficient budget allocation to vaccination is paramount to reaching this goal. This session will identify best practices in budgeting for vaccination and highlight a case study on the impacts of increasing national vaccination budgetary allocation.

10:30 - 10:40	Opening remarks  Ms. Silvia Romeo - ThinkYoung, Belgium
10:40 - 10:50	The positive economic value of vaccination and contribution to healthcare systems sustainability and societies at large  Tim Wilsdon, MSc - Vice-President Charles River Associates, UK
10:50 - 11:10	Vaccine budget structure and monitoring in the European Union and the role of vaccination investments for sustainable healthcare  Dr. Dimitra Panteli - Programme Manager, European Observatory on Health Systems and Policies, Belgium  Francesca Colombo, MSc - Head of the Health Division at the OECD, France
11:10 - 11:20	The Italian case study  Prof. Carlo Signorelli, MD, PhD - Professor of Hygiene and Public  Health at the University of Parma and at the University Vita-Salute  San Raffaele of Milan, Italy
11:20 - 11:30	Investing in vaccines to maintain and strengthen the EU leadership in research and manufacturing Dr. Cristian-Silviu Buşoi - MEP, Romania
11:30 - 11:55	Q&A with the audience
11:55 - 12:00	Closing remarks





# TOGETHER FOR HEALTHY LIVES IN EUROPE

EIT Health is a network of best-in-class health innovators backed by the EU. We collaborate across borders to deliver new solutions that can enable European citizens to live longer, healthier lives.

As Europeans tackle the challenge of increasing chronic diseases and multimorbidity, and seek to realise the opportunities that technology provides to move beyond conventional approaches to treatment, prevention and healthy lifestyles, we need thought leaders, innovators and new and efficient ways to bring innovative healthcare solutions to market.

EIT Health addresses these needs. We connect all relevant healthcare players across European borders – making sure to include all sides of the "knowledge triangle", so that innovation can happen at the intersection of research, education and business for the benefit of citizens.











## **Plenary Session**

## Leading healthcare in a challenging environment

Lessons learnt from the COVID-19 crisis and the role of health management in the new normal

Time: 13:00 - 14:20

How is the COVID-19 pandemic shaping the future of health management? European healthcare has been put to the test by the COVID-19 crisis as never before. Already strained health systems are experiencing even more pressure and new vulnerabilities are surfacing. National health systems, hospitals, Governments and the entire health workforce have worked tirelessly to deliver emergency responses in a forever changing environment, and with many uncertainties. Although the initial shock is passing, the barrage of health management challenges are only increasing.

What are the next phases to ensure accessible and quality healthcare for everyone? How can we move out of this emergency response into a more stable phase? And what will health management look like in the post-COVID scenarios?

13:00 - 13:05	Opening remarks <b>George Valiotis</b> - Interim Executive Director, EHMA
13:05 - 13:25	Keynote address  Dr. Natasha Azzopardi-Muscat - Director of the Division of Country Health Policies and Systems, WHO Europe
13:25 - 13:50	<ul> <li>Dr. Marjolein Tasche - Board member of SFVG Hospital &amp; Board Member of the Netherlands Hospital Union, The Netherlands</li> <li>Dr. Aleksandra Torbica - Director, Centre for Research on Health and Social Care Management (CERGAS) &amp; Special Advisor to the Chair of the WHO Pan-European Commission on Health and Sustainable Development, Italy</li> <li>Dr. Liisa Maria Voipio-Pulkki, MD - Director General of Strategic Affairs and Chief Medical Officer at the Finnish Ministry of Social Affairs and Health, Finland</li> </ul>
13:50- 14:15	Q&A with the audience
14:15 - 14:20	Closing remarks



## Environmental sustainability in the health sector: a shared ambition and collective efforts Hosted by MSD

Time: 14:45 - 16:00

The session will touch upon the topic of environmental sustainability in health systems, starting with the existing regulatory processes in place as well as current policy discussions down to the concrete implementation and actions by all stakeholders involved: industry, healthcare organisations, healthcare professionals, patients. Particular attention will be given to Antimicrobial Resistance (AMR), described by the WHO as "an increasingly serious threat to global public health that requires action across all government sectors and society".

14:45 - 14:50

Opening remarks

Mr. George Valiotis - EHMA, Belgium

14:50 - 15:15

Panel Discussion on 'The Green Deal as the EU approach to implement the SDGs: how can the health – and pharma – sector contribute?'

- Mr. Ferenc Marofka DG SANTE, European Commission
- **Jess McNamara** EPSA, Belgium
- Dr. Kirsty Reid EFPIA, Belgium

15:15-15:40

Panel Discussion on 'Fighting against AMR: taking a science based and global approach to reduce the impact of antimicrobials on the environment'

- **Dr. Aimee Murray** Environment and Sustainability Institute, University of Exeter, UK
- Mr. Kawaldip Sehmi, IAPO, UK
- Joan Griffith Tell, PhD, MSD, USA

15:40 - 15:55

Q&A with the audience

15:55 - 16:00

Closing remarks



## Resilient health systems: evidence from the State of Health in the EU Country profiles

Hosted by European Observatory on Health Systems and Policies

Time: 14:40 - 16:10

The idea of resilient health systems has been gaining traction among policy makers, and is now particularly cogent in the wake of the challenges that countries are facing in addressing the COVID-19 pandemic. In this workshop we will present the resilience framework that was first developed three years ago and applied in the State of Health in the EU (SoHEU) Country Profiles. We will also discuss subsequent new work on health system resilience that is being undertaken by the SoHEU partners.

The Country Profiles are joint initiative between the European Commission, the OECD and the European Observatory on Health Systems and Policies. They assess a country's health system, looking at its effectiveness, accessibility and resilience. During the workshop the presenters will briefly introduce the SoHEU cycle and then explain that the resilience framework used in the 2019 Profiles adopts a broader definition of resilience, covering the ability to respond to extreme shocks as well as measures to address more predictable and chronic health system strains, such as population ageing or multimorbidity. The framework consists of three dimensions, and their associated policy entry points and list of indicators and policy measures, as building blocks for fostering resilience. Based on this framework, we will present the results of an audit of the most common health system resilience strategies and challenges identified from the 30 Country Profiles published in 2019.

A Panel discussion will follow, showcasing a variety of new work on resilience being done by the European Commission, OECD and the Observatory. These new contributions to understanding resilience take into account the impact of, and country responses to, the Covid-19 pandemic, the most recent significant shock to health systems in Europe and globally. Panellists will highlight how policy-relevant elements of this new work can feed into improving the analysis and the evidence-base generated in the next editions of the Country Profiles for 2021.

Speakers: • Guillaume Dedet

OECD

Josep Figueras

European Observatory on Health Systems and Policies

Anna Maresso

European Observatory on Health Systems and Policies

Federico Pratellesi

European Commission, Directorate General SANTE

Anna Sagan

European Observatory on Health Systems and Policies

Facilitator: • Ewout van Ginneken

European Observatory on Health Systems and Policies



## A fresh look at hospitals: where do they fit in healthcare systems? Hosted by Radboudumc

**Time:** 16:30 - 18:00

This session is built around a recent book, A. Durán & S. Wright (eds.), Understanding Hospitals in Changing Health Systems, Palgrave Macmillan, 2020.

We suggest a reframing of discussions about the role of hospitals, which have become tram-lined over recent years (decades?). To begin with, the very definition of what constitutes a hospital is problematic. Further, health policy dialogue invariably talks about *systems* but somehow arrives swiftly at conclusions about individual *facilities*, without a coherent explanation for how facilities constitute a system.

The idea that hospitals are too big, along a variety of dimensions, prompts the response: "how would we ever know?". The book uses an integrated construct formed from social concepts (governance), healthcare ones (service models) and economic ones (business models), coupled with considerations of ownership and payment mechanisms, to reflect on ways of making decisions about hospitals — their size, location, type and interaction with other settings. Among other things, this has implications for desirable capacity — a sensitive issue in the time of Covid-19. Three speakers from consultancy, academia and government, will talk through these issues, hopefully prompting a critical audience response.

Speakers:

Mr. Antonio Durán

CEO, All DMhealth, Spain

· Prof. Dr. Patrick Jeurissen

Professor, Radboud University Medical School & the Science Officer of the Dutch Ministry of Health, Welfare and Sports, The Netherlands

• Dr. Stephen Wright

Independent consultant & Honorary Professor, University College London, UK

Moderator:

Laura Cande

Policy and Project Consultant, EHMA





Time: 16:30 - 18:00

Moderator: Dr. Usman Khan

Visiting Professor, KU Leuven, Belgium

Senior Consultant, FIPRA, UK

How do healthcare providers interpret and use national audit data for improvement?

• Dr Grazia Antonacci

Imperial College London, UK; National Institute of Health Research - Applied Research Collaboration North-West London, UK

Setting up innovative housing projects for older people in a highly regulated environment: The institutional work of rebellious managers

• **Dr Marianne van Bochove**Erasmus School of Health Policy & Management, The Netherlands

Observance of implementing the financial and targeting agreement between Vienna General Hospital and Medical University of Vienna with an innovative monitoring system (2016-2024) - results after the third reporting year

• MMag Andrea Schweiger
Karl Landsteiner Society, Institute for Hospital Organisation, Austria



## Better health through data and design.



#### 2004

NHG was founded as a spin-out of Aalto University Institute of Healthcare Engineering, Management, and Architecture

#### 2013

NHG creates a value-based model for the procurement of healthcare services strengthening its thought-leadership position.

#### 2018

NHG acquires service design agency Kaufmann, founds offices in Sweden and Denmark and becomes an ICHOM sponsoring partner

#### 2009

NHG introduces benchmarking services for healthcare producers

#### 2014

NHG starts first EU & intl' research projects

#### 2020

NHG acquires H2I Health Innovation Institute, from Denmark

NHG's vision is to establish a value-based healthcare system in the Nordics to promote better health for everyone at a lower cost

#### NHG Breakthroughs

- ★ In 2019, practically all public producers in Finland count as
- ★ Since 2017 NHG has offered a benchmarking solution for comparing outcomes, costs and quality in dental care
- ★ Thanks to the efforts of NHG the length of stay in Finnish orthopedics has reached the shortest duration in the world
- ★ Spin-out Noona, a mobile service for cancer patients, exemplifies how Kaufmann combines a strong understanding of complex clinical work with human-centric design

#### Value-based healthcare

Value-based healthcare means promoting patient-relevant outcomes in relation to costs over all episodes per patient

Our view on VBHC is a holistic population health perspective, not just individual patients

#### NHG in a nutshell

NHG joins the efforts of cutting-edge researchers, hands-on clinicians and top management to build a better working healthcare system

140+ experts with various backgrounds

2000+ advisory projects to hundreds of public and private clients in the healthcare industry

More than 200 million patient visits analysed

100+ publications by our employees in leading international scientific journals

Experience from several successful international and EU research projects





Time: 16:30 - 18:00

Moderator: Dr. Elly Breedveld

Director at Stichting Perspekt, The Netherlands

## vCARE - Rehabilitation for Secondary Prevention based on Virtual Coaching

• **Dr Massimo Caprino**Casa di Cura Privata del Policlinico, Italy

Introducing Acute Kidney Injury alerts and electronic fluids prescribing systems in a hospital setting to improve patient outcomes

Dr Panos Michael
 Princess Alexandra Hospital, United Kingdom

The human side of digital transformation: Empirical evidence from the Austrian hospital sector

Dr Arleta Franczukowska
 Danube University Krems, Austria

#### Social assistive robots for elderly

• **Dr Isabelle Fabbricotti** Erasmus School of Health Policy & Management, The Netherlands

Integrated personalized care for patients with advanced chronic diseases to improve health and quality of life (ADLIFE Project)

• Mrs Dolores Verdoy Kronikgune, Spain

## Abstract session 'Integration'



Time: 16:30 - 18:00

Moderator: Dr. Axel Kaehne

Reader at Edge Hill University, UK

A values framework for integrated health services: a quantitative European study

Mr Nick Zonneveld

Vilans, The Netherlands;

Tilburg University / TIAS School for Business & Society, The Netherlands

Integrated Healthcare and Social Welfare for 200 000 inhabitants - Case Päiiät-Häme

Olli Tolkki

Nordic Healthcare Group, Finland

Facilitating and constraining influences of an Electronic Health Record on collaboration among medical specialties

Dr Marjolein Van Offenbeek
 University of Groningen, The Netherlands

The impact of payment models on network performance: a systematic scoping review of structure, process and outcome measures

• Thomas Reindersma, MSc Erasmus School of Health Policy & Management, The Netherlands

The burden of breaking down silos to build teams

Dr Odessa Dariel
 Ecole des hautes études en santé publique (EHESP), France

Change-oriented organisational citizenship as a key factor in promoting client-safety in service integration – health and social care professionals as undervalued advocates?

• Acting Professor Sanna Laulainen University of Eastern Finland, Finland

## Abstract session 'Health Management & COVID-19'



Time: 16:30 - 18:00

Moderator: Prof. Kees Ahaus, PhD

Professor at Erasmus School of Health Policy &

Management, The Netherlands

Health Care Crisis and the Primary Health Care Supply: Survey for General Practitioners and Primary Care Physicians during COVID-19 in Austria

Dr Alexander Braun
 University of Applied Sciences Krems, Austria

Uncertainty work in an emerging pandemic: an ethnography of healthcare management in a Dutch university hospital amidst the start of the COVID-19 pandemic

• **Dr Bert de Graaff**Erasmus University Rotterdam, The Netherlands

The advantages of being in control of medical technology during times of crises (revised version)

• Dr René Drost NAMCO, The Netherlands

Leadership in the psychiatric services in the era of COVID-19

• Elina Laukka, MSc Finnish Institute for Health and Welfare, Finland



## **SOCIAL EVENT**

## 'Everything you always wanted to know about European Union health policy but were afraid to ask' Hosted by European Observatory on Health Systems and Policies

Time: 18:15 - 19:00

What does the European Union mean for health? What can it mean for health?

The second edition of the book 'Everything you always wanted to know about European Union health policies but were afraid to ask' answers these questions. It provides a broad review and analysis of European Union public health policies to mid-2019. It begins by explaining the basic politics of European integration and European policy-making in health, including the basic question of how the European Union came to have a health policy and what that policy does. Thereafter, it moves on to the three faces of European Union health policy.

Join representatives of the European Observatory on Health Systems and Policies for this book launch and enjoy a virtual drink with the EHMA 2020 attendees.

Speakers: • Scott L. Greer, PhD

University of Michigan, USA; European Observatory of Health Systems and Policies, Belgium

• Sarah D. Rozenblum, BA, MPA University of Michigan, USA

Facilitator: • Dr. Matthias Wismar

European Observatory of Health Systems and Policies,

Belgium



For more than 125 years, MSD has been inventing for life, bringing forward medicines and vaccines for many of the world's most challenging diseases in pursuit of our mission to save and improve lives. With the COVID-19 pandemic persisting in communities across the globe, never has there been a moment when our mission appears as clear and compelling.

We demonstrate our commitment to patients and population health by increasing access to health care through far-reaching policies, programs and partnerships. Today, we continue to focus our research on conditions that represent some of today's most significant health challenges—cancer, diabetes, HIV, HPV, hepatitis C, cardiometabolic disease, antibiotic-resistant infection, Alzheimer's disease and others—we are on the front lines in the fight against global pandemics, such as COVID-19 and Ebola.

We believe corporate responsibility is about our health, social, environmental and economic impact on people and communities around the world. We join forces with the global community - to get our medicines and vaccines to those in need, to build more effective and enduring health systems, and to realize the UN's Sustainable Development Goals.

Rising levels of resistance to antimicrobials is a serious threat to public health, food safety and global security. MSD has been working to address antimicrobial resistance (AMR) for years, but collective action and a shared commitment are vital to make progress against this global health threat. We are committed to a "One Health" approach, working with key stakeholders to ensure antibiotics remain an important tool in improving and maintaining human and animal health. We believe in the responsible use of antibiotics.

Healthy people need a healthy planet; new generations need a secure future without being under the threat of dimate change. We believe we can do our part in building a healthier and more environmentally sustainable future. MSD is increasingly investing into improving the efficiency of the company's manufacturing processes. In the last six years we have reduced water use by 3.6 million cubic meters. We are also investing in green chemistry as one of the primary ways in which we are reducing the use of hazardous substances and overall materials in the manufacturing of our products. MSD has won US Environmental Protection Agency (EPA) Green Chemistry awards each of the past four years

We are tireless in seeking solutions for some of the world's most difficult health challenges making long-term investments in R&D and targeting diseases where we can make the greatest difference, now and in the future. One of our proudest achievements is our work to combat the latest Ebola outbreak in the Democratic Republic of Congo (DRC). While manufacturing efforts continue, our company has committed to continuing to supply investigational doses as needed to support ongoing outbreak response efforts in the DRC and neighburing countries. These efforts help ensure that a vaccine will continue to be available in the fight against this deadly virus.

Our dedication to inventing for life will keep us on the frontlines of the fight against existing and emerging diseases. We act to restore the health and stability of communities in crisis - today and tomorrow - and persist in securing the long-term well-being of atrisk populations. And our commitment to operating responsibly as a business will drive the enterprise, innovation and excellence that secures a better health future, for all.





# WEDNESDAY, 18 NOVEMBER 2020

HEALTH MANAGEMENT: REALIGNING SYSTEMS, CONTEXTS AND PLAYERS

#EHMA2020

## PhD Session - EHMA / Karolinska Healthcare Management Award

Time: 09:00 - 10:30

The Karolinska Medical Management Centre / EHMA Research Award is dedicated to young researchers in the final phase of their PhD studies or who have recently completed a PhD with a thesis in the field of health management.

Selected by an esteemed panel, the best PhD research will be awarded a € 1.000 prize, offered by the Karolinska Medical Management Center.

Moderator: Prof. Mats Brommels, MD, PhD

Professor at Medical Management Centre, Karolinska

Institutet, Sweden

Working Alone, Together: Towards Collective Entrepreneurship-as-Practice

Dr Nour Alrabie
 Université Toulouse Capitole, France

"I live in an ethical dilemma: I want to give patients the best medicine here, but I also need to keep this place financially in balance". Dual agency in hospitals: how do managers and physicians reconcile between financial and clinical considerations in Germany and Israel?

Ms Ruth Waitzberg
 Myers-JDC-Brookdale Institute, Israel;
 Ben Gurion University, Israel; Technical University Berlin, Germany

Citizen participation: bargaining over boundaries in the organisation of care services

MSc Ludo Glimmerveen
 Vrije Universiteit Amsterdam, The Netherlands

Built to order: patient profiling to tailor type 2 diabetes care

PhD Dorijn Hertroijs
 Maastricht University, The Netherlands

## Abstract session 'Systems & Organisational Governance'



**Time:** 09:00 - 10:30

Moderator: Dr. Alexandre Lourenço

President at Portuguese Association of Hospital Managers

(APAH), Portugal

How to achieve better quality and more sustainable healthcare - at lower cost

Dr Gaynor Whyles
 Director of JERA Consulting, UK;
 EcoQUIP+ project partner

Building sustainable and comprehensive care Dudley ICP: leading for the future – the Good Governance Institute and Dudley CCG

Mr Harry Turner
 Dudley ICP NHS Trust, United Kingdom

(Re)structuring hospitals - Developing a typology of hospital design and identifying the rationale behind these

• **Dr Jeroen van Wijngaarden**Erasmus School of Health Policy and Management, The Netherlands

Building sustainable and comprehensive care - mental health. Improving access to psychological therapies analysis and guidance - the Good Governance Institute and Connect Health

• Mr Andrew Corbett-Nolan GGI, United Kingdom

Users' perspectives on non-clinical quality of care in public and private primary healthcare in Albania

Jonila Gabrani, PhD Candidate
 Swiss Tropical and Public Health Institute, Switzerland;
 University of Basel, Switzerland





**Time**: 09:00 - 10:30

Moderator: Dr. Elly Breedveld

Director at Stichting Perspekt, The Netherlands

Towards responsive law in changing welfare states: the route to more personalized services?

• **Dr Lieke Oldenhof**Erasmus University Rotterdam, The Netherlands

The MULTI-ACT project: enabling multi-stakeholder, missionoriented research & innovation for improved health care

• Prof. Giancarlo Comi European Charcot Foundation, Italy

Relationships of self-management abilities to loneliness among older people: a cross-sectional study

Prof Dr Anna Petra Nieboer
 Erasmus University Rotterdam, The Netherlands

Primary care professionals' experiences with care delivery to high -need, high-cost, patients: a qualitative study

R.G.M. Smeets, MSc
 Department of Health Services Research, Care and Public Health Research Institute (CAPHRI), Faculty of Health, Medicine and Life Sciences, The Netherlands



## Improving healthcare quality in Europe

## - how can we align different strategies?

### Hosted by European Observatory on Health Systems and Policies

Time: 09:00 - 10:30

Quality of care is one of the most frequently quoted principles of health policy, and a priority on the policy agenda at different levels. However, the understanding of the term and what it encompasses varies. What is more, evidence on the effectiveness and cost-effectiveness of different quality strategies is not always readily available for policy-makers, who have to struggle with prioritizing initiatives for investment.

The European Observatory on Health Systems and Policies in collaboration with the OECD carried out a comprehensive study to bridge this gap. The study deals with the interpretation of health care quality and the evidence on selected strategies aiming to assure or improve it.

This session presents the analytical framework, exemplary findings for selected strategies and conclusions from this work. This session aims to provide participants with:

- insight into the multidimensional concept of quality of care (and its relation to health system performance) and a comprehensive framework for looking at different quality strategies;
- the tools to understand the evidence on the effectiveness, cost-effectiveness and implementation particularities of public reporting and pay for quality (P4Q) mechanisms, with a focus on the European context;
- knowledge about the interrelations between different strategies for assuring and improving quality of care and how they can fit together into an overall strategic framework

#### Speakers:

#### Reinhard Busse

Technische Universität Berlin and European Observatory on Health Systems and Policies

Mirella Cacace

Katholische Hochschule Freiburg

Dimitra Panteli

European Observatory on Health Systems and Policies

Wilm Quentin

Technische Universität Berlin

#### Moderator:

#### Matthias Wismar

European Observatory on Health Systems and Policies









#### **Plenary Session**

#### Managing sustainable and resilient healthcare systems Strategies to facilitate the response to increasing healthcare needs

Time: 10:45 - 12:15

When health systems are unable to respond to healthcare needs appropriately and efficiently, people – and even entire countries – can be left vulnerable. What do health systems need now to be resilient and sustainable?

European health systems have already been facing growing challenges as they try to address ageing populations, multi-morbidities, and chronic diseases, while also balancing increased costs of healthcare and shortages in the workforce.

Managing healthcare systems that are sustainable and resilient requires adaptability to fast-changing environments, making the best use of limited resources, addressing growing health demands, and providing better and safer care for all. Healthcare leaders must show a deep knowledge of the pre-existing context and strategic thinking and adopt novel approaches that are forward-looking, inclusive, and able to raise widespread consensus.

10:45 - 10:50	Opening remarks <b>Mr. George Valiotis</b> - EHMA, Belgium
10:50 - 10:55	Introduction  Mr. Cees Smit - Patient Advocate, Dutch Patient Alliance for Rare and Genetic Diseases, The Netherlands
10:55 - 11:20	Panel discussion  Dr. Josep Figueras - Director, European Observatory on Health Systems and Policies, Belgium  Prof. Dr. Mirella Minkman - CEO, Vilans; Professor, University of Tilburg; Member of the Board, IFIC, The Netherlands  Ms. Marzena Nelken - Board Member, European Patients Forum; Board Member, Federation of Polish Patients, Poland  Prof. Dr. Kim Putters - Director, Social and Cultural Planning Office, The Netherlands  Ms. Lill Sverresdatter Larsen - President, Norwegian Nurses' Association, Norway
11:20 - 12:10	Q&A with the audience
12:10 - 12:15	Closing remarks



# SPECIAL INTEREST GROUP ON GOVERNANCE

#GovernSIG

Hosted by Good Governance Institute (GGI)

Bringing together a group of people who work in health and social care, from different specialities and roles, to continue the conversation on the changing landscape of healthcare. There will be presentations followed by a Q&A.

#### **SPEAKERS**



**Prof. Dr. Eileen Fairhurst** Chair of East Lancashire Hospitals NHS Trust, UK



**Dr. Usman Khan** Visiting Professor, KU Leuven, Belgium; Senior Advisor at FIPRA, UK



Professor Andrew Corbett-Nolan Chief Executive of Good Governance Institute (GGI), UK

We will then explore the Special Interest Group again in more detail, discussing a plan of action for it beyond the conference to make a difference in governance across Europe.

WWW.GOOD-GOVERNANCE.ORG.UK

CONTACT@GOOD-GOVERNANCE ORG UK

THURSDAY 19/11/2020 12-1.15pm (CEST)





# Al transforming Cardiovascular Care Hosted by Health First Europe & My City-Lab

Time: 12:15 - 13:30

Despite the significant advances in the diagnosis and treatments, cardiovascular diseases (CDV) still represent the leading cause of morbidity and mortality worldwide. The introduction of AI has the potential to improve CDVs management and care.

Within the framework of the My City-Lab project — a project financed by the European Regional Development Fund to improve ambulatory care of chronic patients through innovative diagnostic solutions and digital tools — this workshop aims to identify and discuss systematic changes to improve and optimise CDV outcomes through AI.

The debate will highlight how AI can support the screening and therefore prevention of CVD by exploring what are the benefits it can offer to patients; what are the main barriers AI encounters on its application; and what might be the risks of its implementation for patients. Additionally, we will discuss how EU countries could boost the implementation of AI in healthcare systems for CVD care and what are the strategies already in place for screening CVD by means of AI to ensure the quality of care and patient safety.

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12:15 - 12:20	Opening remarks  Damien Gruson - My City-Lab & Saint Luc Hospital, Belgium
12:20 - 12:30	The role of the EU in AI uptake across healthcare systems  Maria Carvalho - MEP & Co-Chair of the MEP Heart Group
12:30 - 12:40	The burden of CVD in Europe and challenges in delivering care <b>Prof. Alan Fraser</b> - European Society of Cardiology
12:40 - 12:50	How can AI contribute to the diagnosis and prevention of CVD <b>Birgit Beger</b> - European Heart Network
12:50 - 13:00	Policy challenges to the use of digital solutions in the treatment of cardiovascular conditions  Ed Harding - The Heart Failure Policy Network
13:00 - 13:10	Al-driven projects in hospital setting  Dr. Erik R. Ranschaert - ETZ hospital
13:10 - 13:25	Q&A with the audience
13:25 - 13:30	Closing remarks



# Value-based management of healthcare organisations

Hosted by Nordic Healthcare Group

**Time:** 13:30 - 14:45

The session will focus on what Value-Based Healthcare (VBHC) means on an organisational level; what kind of changes it requires; and what kind of support healthcare organizations need in implementing it.

During the session, some case examples and group exercises based on experiences on implementation projects will also be discussed.

#### Speakers:

- Paulus Torkki
  - Senior Partner, Nordic Healthcare Group, Finland
- Riikka-Leena Leskelä

Research Director, Nordic Healthcare Group, Finland

Laura Pitkänen

Senior Advisor, Nordic Healthcare Group, Finland



# Digitalisation & AI in healthcare Hosted by Philips

Time: 13:30 - 14:45

The ever-rising demand for care puts healthcare systems under increased pressure to deliver better care to more people at lower cost. In this context, physicians, nurses and support staff are juggling the challenges of patient care with increased administration, while managers deal with staffing issues and increasing pressure to reduce costs. Those working in healthcare face professional and personal pressure, currently exacerbated by the pandemic. We cannot afford for these talented professionals to become disengaged or we risk losing their skills and commitment to the sector and patients.

How can technology help to transform health delivery, improve patient care, alleviate pressure on medical staff and provide them with better work satisfaction?

This Oxford-style debate will allow participants to share their views on the potential and shortcomings of data and Al-driven solutions in healthcare, reflecting on why the uptake has been slow to date, and defining who should do what to unlock the potential of data and Al innovation in health sector.

#### Speakers:

- Michele Calabrò
  - Policy Adviser at European Patients' Forum, Belgium
- Ricardo Castanheira
  - Counselor Digital-Telecom Coordinator, Permanent Representation of Portugal to the European Union
- Dr. Jan Kimpen, MD, PhD
   Chief Medical Officer, Philips, The Netherlands
- Antanas Montvila, MD
   Vice president at the European Junior Doctors Association
- Vice-president at the European Junior Doctors Association
   Andrzej Rys, MD
  - Director of the Health Systems & Products, DG SANTE, European Commission
- Dr. Kristine Sørensen

Member of the Advisory Group at the European Health Futures Forum (EHFF), Denmark

#### Moderator:

- Dr. Petra Wilson
  - Managing Director & CEO, Health Connect Partners, Belgium

# Patients in the driver's seat! Co-research on patient-driven innovations Hosted by Karolinska Institutet



Time: 15:15 - 16:45

Many patients and their informal caregivers wish to take a bigger part in patient care and in improving health care. Appropriate patient involvement can support patients and informal caregivers and develop their capacity to share information and perform self-care. However, few care systems and tools are designed to enable patients and their informal caregivers to take these roles.

This presentation highlights findings and learning from a partnership research program on the implementation of patient-driven innovations. The program's contribution lies in approaching health care innovations from the perspective of the patients (i.e., studying tools that have been initiated and developed by patients and/or their informal caregivers rather than by formal care providers or researchers). These innovations are Genia, Dream Scale, Care Maps, Patient Recovery Education and Lead Patients. The program builds on a collaboration between researchers, patients, their informal caregivers and health care providers.

Maria Reinius will first present an overview of the research programme followed by findings from a scoping review covering what is published in peer-review literature about patient-driven innovations. The session will end with a panel discussion.

#### Speakers: • Maria Reinius, RN, PhD

Researcher at the Department of Learning, Informatics, Management and Ethics, Karolinska Institutet, Sweden

#### Dr. Mathieu Boudes

Coordinator of PARADIGM, European Patients Forum (EPF), Belgium

#### Dr. Paola Zaratin

Director of Scientific Research at the Italian MS Society and MULTI-ACT project Coordinator, Italy

#### Moderator: • Laura Cande

Policy & Project Consultant, EHMA

# Abstract session 'Systems & Organisational Governance'



Time: 15:15 - 16:45

Moderator: Dr Alexandre Lourenço

President at Portuguese Association of Hospital Managers

(APAH), Portugal

Healthcare governability in a network society: A multi-actor approach on leading principles for governing beyond silos

Oemar van der Woerd, MSc
 Erasmus School of Health Policy & Management, The Netherlands

When the ripple effects may jeopardize healthcare system reform: the centralisation of 20 complex cancer diseases in Catalonia

Prof Joan Prades
 Catalonian Cancer Strategy, Department of Health, Spain; University of Barcelona (IDIBELL), Spain

Organisational implications of hospital admissions at home for hospitals

• Astrid van der Velde, PhD Isala, The Netherlands

Lost in translation? A network organisation as intermediary in achieving health system goals.

• Gijs Brouwer, MSc Maastricht University, The Netherlands

The role of the private sector in developing the health system in Albania and governance.

Dr Qamil Dika
 Sports Medicine Department/Sports University of Tirana, Albania;
 Department of Public Health/Medical University of Tirana, Albania





### **EXECUTIVE WORKSHOP**

### **VALUE-BASED PRIMARY CARE**

FRAMEWORKS AND ACTION PLANS FOR THE DELIVERY OF HEALTHCARE FOR A POPULATION OF COMPLEX, FRAIL, CHRONIC PATIENTS

#### **LEARNING OUTCOMES**

During the workshop the participant will:

- be exposed to new perspectives on primary care management and reconfiguration:
- analyse current significant managerial issues by discussing cases from different countries and different legal and cultural settings;
- · share perspectives with other professionals;
- create new contacts and join an international network of professionals sharing an interest in primary care management.

#### **EXPECTED PARTICIPANTS**

- · Healthcare managers at all levels
- Professionals in executive in primary care facilities
- Health District Managers
- · Policy-makers and health authorities executives/managers
- General practitioners, physicians, nurses and all other professionals delivering services in the primary care sector
- Scholars and researchers engaged in primary care management.

#### **TRAINERS**

- Prof. Federico Lega, Professor of Health Administration, University of Milan, Italy
- · Dr. Antoni Peris Grao, CEO at CASAP, Spain

14-15 DECEMBER 2020 14.00-18.00 CET

EHMA.ORG/EXECUTIVE-WORKSHOP-VALUE-BASED-PRIMARY-CARE/

# Abstract session 'Value-based healthcare'



Time: 15:15 - 16:45

Moderator: Prof. Federico Lega

Professor at University of Milan, Italy

Redefining Value: A Discourse Analysis on Value-Based Health Care

• Gijs Steinmann, MSc, MA
Erasmus School of Health Policy & Management, The Netherlands

Change in equality of surgical fee schedule in Japan

 Prof Yoshinori Nakata Teikyo University, Japan

Does time matter? The impact of unplanned re-operations after surgical procedures on organizing operative activity

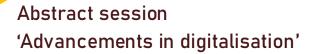
Irma Jousela, MD, PhD
 Helsinki University Hospital, Finland;
 University of Eastern Finland, Finland

Procalcitonin: A Successful Clinical Formula in the Emergency Department?

• Dr Agampodi De Thabrew Princess Alexandra Hospital, UK

Validation of the SPF-Q, an instrument to assess the quality of production functions to achieve well-being, among multimorbid patients

Prof Dr Anna Petra Nieboer
 Erasmus University Rotterdam, The Netherlands





Time: 15:15 - 16:45

Moderator: Lucia Medori

Policy Officer at Health First Europe, Belgium

Big Data Healthcare Innovations - KPI Dashboarding to Inform Decision-making

• Dr. Hilco van Elten
Erasmus School of Health Policy & Management, The Netherlands

Data Integration of Health Information Systems in Kenya

Ms Ann Chemutai
 Strathmore University, Kenya

C3-Cloud system: an innovative digital integrated care tool developed with and for multimorbid patients

• Mr Dolores Verdoy Kronikgune, Spain

Implementation of the Integrated Referral System (SISRUTE) in Indonesia: concept, challenges and progress

• Mrs Nurmala Sari
Hospital Management Department, Hasanuddin University, Indonesia

# 'Implementing Integrated Care - a guidebook for managers'

Time: 15:15 - 16:45

Prof. Dr. Henk Nies (Vilans, The Netherlands) and Dr. Axel Kaehne (Edge Hill University, UK) recently edited a book for managers on how to implement integrated care. This session will take up some of the main themes contained in this book, asking our co-authors to reflect on their research and experience to write for managers.

The session will deal with the values of care integration, the relationship between digital technology and integration, social aspects of integrating as well as how to finance integrated care. We will also reflect on the difficulties of writing for managers, and how to make academic research relevant to a health management readership. Our publishers, Emerald, will also attend the session and tell us more about publication opportunities with them and EHMA. Come and join us as we explore the experiences of our co-authors and share with us your experiences of implementing integrated care in health services.

#### Speakers:

• Prof. Dr. Henk Nies

Director Strategy and Development, Vilans, The Netherlands

Dr. Axel Kaehne

Reader, Edge Hill University, UK

• Dr. Eric van der Hijden

Researcher, Talma Institute, Vrije Universiteit Amsterdam & Senior Policy Advisor, Zilveren Kruis Health Insurance, The Netherlands

• Dr. Pim Valentijn

Senior Researcher, Maastricht University, The Netherlands

Nick Zonneveld, MSc

Senior Researcher, Vilans, The Netherlands

• Dr. Carolyn Steele Gray

Scientist, Lunenfeld-Tanenbaum Research Institute, **Canada**; Assistant Professor at the University of Toronto, **Canada** 

Karin Kee

PhD Candidate, Vrije Universiteit Amsterdam, Netherlands



# SOCIAL EVENT A tea with Emerald Publishing

Hosted by Emerald Publishing

**Time**: 17:00 - 17:45

Discover the book series 'European Health Management in Transition' published in alliance with EHMA under series editors Dr. Usman Khan and Prof. Federico Lega.

The series examine how changes to the HSC environment are leading to innovative and different practices in health management and provide a roadmap for managers, educators, researchers and policy makers.

Join representatives of Emerald Publishing and learn more about publishing opportunities in this book series.

Speakers:

- Dr. Usman Khan KU Leuven & FIPRA, Belgium
- Prof. Federico Lega University of Milan, Italy
- Jen McCall Emerald Publishing



# THURSDAY, 19 NOVEMBER 2020

HEALTH MANAGEMENT: REALIGNING SYSTEMS, CONTEXTS AND PLAYERS

#EHMA2020



# 'Building on value-based health care: towards a health system perspective' Hosted by EU Observatory on Health Systems & Policies

Time: 09:00 - 10:15

Health policy makers around the world have long shown interest in the value created by health systems and this preoccupation will likely intensify in the current context of the COVID-19 pandemic and the ensuing global recession.

In this workshop we will present European Observatory's forthcoming Policy Brief on value-based health care and argue that the existing contemporary approaches to value, such as that focusing on competing medical providers developed by Michael Porter in the USA, typically address the notion of value from the narrow viewpoint of certain actors in the system and/or focus on particular dimensions of value that are more relevant from their perspective. This lack of a more holistic approach, one that embraces the health system in its entirety, may detract from maximizing the total value the system could achieve.

The presenters will argue that the understanding of value should be consistent across all actors in the health system and aligned with the overarching goal of the societies — that of maximizing societal wellbeing. They will further argue that this alignment can be ensured by effective governance of the whole health system.

During the workshop Peter Smith will present our new, holistic approach to value that unifies the perspectives of all actors in the system. We will contrast this with one of the narrower approaches to value — that of Michael Porter — and show how it fails to maximise value in the health system. Anna Krohwinkel will show, drawing on the Swedish experience, the practical difficulties in its implementation. Nigel Edwards will then discuss how the new approach could be implemented from the perspective of health care providers.

Speakers: • Nigel Edwards

Nuffield Trust England, UK

Anna Krohwinkel

Leading Health Care Foundation, Sweden

• Peter Smith

University of York and Imperial College Business School, UK

Facilitator: • Anna Sagan

European Observatory on Health Systems and Policies, UK

# Abstract session 'Healthcare organisational strategies'



Time: 09:00 - 10:15

Moderator: Dr. Axel Kaehne

Reader at Edge Hill University, UK

Public accountability and independent regulatory agencies in healthcare: a critical interpretive synthesis of agencification literature

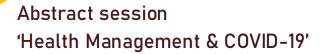
• Jolien van de Sande, MSc Erasmus School of Health Policy and Management, The Netherlands

Accountability in (Integrated) Health Service Delivery in The Netherlands: a scoping review

Dennis van Kerkvoorden, MSc
 Hogeschool Utrecht, The Netherlands;
 TIAS/Tilburg University, The Netherlands

#### Governance dilemmas in integrated care networks

Mr Nick Zonneveld
 Vilans, The Netherlands;
 Tilburg University / TIAS School for Business & Society, The
 Netherlands





**Time:** 09:00 - 10:15

Moderator: Dr. Antoni Peris

CEO, CASAP, Spain

Transferring scientific knowledge in the COVID-19 pandemic as a non-pharmaceutical intervention: the experience of the Italian National Institute of Health (Istituto Superiore di Sanità - ISS)

Dr Aurora Angelozzi
 Sapienza Università di Roma, Italy;
 Istituto Superiore di Sanità, Italy

Results on the risk perceptions of the Healthcare Professionals (HCPs) in the management of Covid-19 pandemic - evidence from a nationwide survey of the healthcare sector in Cyprus

Mr Chris Bachtsetzis
 Center for Risk and Decision Sciences, European University Cyprus, Cyprus;
 University of Nicosia Medical School, Cyprus

GP care use in deprived neighbourhoods during COVID-19

• **Dr Paul Kocken**Erasmus School of Social and Behavioral Sciences, Erasmus University Rotterdam. The Netherlands

Crisis management during COVID-19; the experiences of nursing home directors

Prof Dr Kees Ahaus
 Erasmus School of Health Policy & Management, The Netherlands

Caring for Care professionals! The effects and lessons of the COVID-19 outbreak on the well-being of nursing home staff. A qualitative interview study

Robert van Kleeff, PhD Candidate
 Utrecht University, The Netherlands





Time: 09:00 - 10:15

Moderator: Prof. Dr. Henk Nies

Director Strategy & Development, Vilans, The Netherlands

Why the presentation of outcome information is indispensable in making treatment decisions for Multiple Myeloma

• **Dr. Mirjam Garvelink** St. Antonius Hospital, The Netherlands

The need for co-creation of care with multi-morbidity patients - a longitudinal perspective

• Drs S.J. Kuipers ESHPM, The Netherlands

Tailoring the provision of health insurance information to the literacy level of insured in the Netherlands

• Drs Laurens Holst Nivel, The Netherlands

Positive and negative ageing perceptions account for health differences between older migrant and native populations in the Netherlands

• Prof. Dr. Anna Petra Nieboer Erasmus University, The Netherlands



#### 'Current healthcare systems challenges to managing Respiratory Syncytial Virus (RSV) infections' Hosted by Sanofi Pasteur

**Time:** 10:30 - 11:45

0.20 10.40

Respiratory Syncytial Virus (RSV) is associated with lower respiratory tract infections resulting in approximately 34 million cases each year in children less than 5 years and responsible for an estimated 160,000 deaths per year worldwide. The disease and economic burden of RSV are poorly documented and private-public partnerships are required to use existing data and generate new data in order to increase the evidence pool on RSV-related infections, as well as raise awareness on the topic for decision-makers and the general community. This session will provide a systemic and holistic overview of RSV, by presenting its risks factors, impact, and management in different settings of the health ecosystem.

10:30 - 10:40	Opening remarks <b>Prof. Federico Lega</b> - University of Milan, Italy
10:40 - 10:50	The RESCEU project: evidence, outcomes, and results <b>Prof. Harish Nair</b> - Professor of Paediatric Infectious Diseases and Global Health at University of Edinburgh, UK
10:50 - 11:05	The Spanish experience in managing RSV: the impact on hospitals and families  Juan José Garcia Garcia, MD, PhD - Head of the Pediatrics Department, Paediatric Hospital Sant Joan de Déu, Spain  Dr Javier Diez-Domingo - Head of the Vaccine Research Department, MD paediatrician, Centre of Public Health Research of Valencia-FISABIO, Spain
11:05 - 11:20	RSV management in the hospital setting: the UK perspective <b>Dr. Simon Drysdale</b> , Consultant and Honorary Senior Lecturer in paediatric infectious diseases at St George's University Hospitals NHS Foundation Trust and St George's, University of London, UK <b>Dr. Simon Nadel,</b> Consultant in Paediatric Intensive Care at St Mary's Hospital and Imperial College London, UK
11:20 - 11:40	Q&A with the audience
11:40 - 11:45	Closing remarks



# 'Lost in translation? Health systems and innovation transfer' Hosted by TO-REACH project

Time: 10:30 - 11:45

European health systems continuously embark on a range of innovative strategic reforms in order to maintain universal quality healthcare, whilst overcoming considerable pressures, and with finite resources. The potential to learn from the many innovations across Europe is considerable. However, there is an urgent need to identify and understand what contributes to service and policy innovation, its successful implementation, and its effective adoption in other countries.

In this session, we will present the TO-REACH Strategic Research Agenda, which provides a European strategy to advance understanding of the adoption, implementation and potential scale-up of service and policy innovations, while also addressing their translation to other settings within and across countries.

10:30 - 10:35	Opening remarks  George Valiotis - Interim Executive Director, EHMA
10:35 - 10:50	How to bring about constructive change in health systems and the impact of TO-REACH and its Strategic Research Agenda  Dr. Nick Fahy - Expert adviser, European Observatory on Health Systems and Policies, Belgium and Senior Researcher, University of Oxford, UK
10.50 - 11.10	The TO-REACH policy briefs: 'Service and policy innovation: priorities and intra-health system innovation transfer'  Dr. Johan Hansen - Senior Research, Nivel, The Netherlands  Prof. Ellen Nolte - Professor, London School of Hygiene and  Tropical Medicine, UK
11.10 - 11.20	The future of the TO-REACH Strategic Research Agenda  Sabrina Montante - Senior Advisor for EU Affairs, Italian  National Health Service (Istituto Superiore di Sanità), Italy
11.20 - 11.40	Q&A with the audience
11.40 - 11.45	Closing remarks







Time: 12:00 - 13:15

Moderator: Dr. Alexandre Lourenço

President at Portuguese Association of Hospital Managers

(APAH), Portugal

Employee engagement and adaptive performance achieved by agile transformational leaders in a changing healthcare system

• Prof. Sandra C. Buttigieg University of Malta, Malta

Leveraging Management Science in the Medical Setting. The Experience of the French Military Health Service.

Dr Guillaume Cassourret
 Ministry of the Armed Forces, Central Directorate of the Military
 Health Service, France
 Val-de-Grace Academy, France

#### Effects of organisational change in health facilities

 Dr Semiu Amosa Adekola Idera Life Line Medical Center, Nigeria

How 'beroepsvisitatie' (peer-to-peer review) can contribute to developing professional healthcare executives

• Sophie Bijloos, PhD Bosman & Vos, The Netherlands

### Abstract session 'Sustainability & Health workforce'



Time: 12:00 - 13:15

Moderator: Prof. Dr. Ronald Batenburg

Coordinator research programme and Professor in Health Workforce and Organisation Studies, Nivel, The Netherlands

Hidden Bedside Rationing and Conflicting Loyalties in the Netherlands: a Cross-Sectional Survey among Physicians in Internal Medicine

• Ursula W. de Ruijter, MD

Northwest Clinics; Department of Public Health, The Netherlands

Magnet4Europe: A EU-funded cluster randomized trial of a targeted multifaceted intervention to improve clinical work environments in European Hospitals

• Simon Dello KU Leuven, Belgium

Magnet4Europe - The impact of an organizational redesign intervention on mental health outcomes of nurses and physicians in Europe

Dorothea Kohnen
 KU Leuven, Belgium

Examining health workforce governance through the lens of the profession: A re-analysis of New Zealand's primary care workforce policy actors

• Dr Gareth Rees ESAN University, Peru

Personalized care, personalized training? Challenges in tailoring nurses' training to the meet the demands of personalized nursing home care

Dr Marieke van Wieringen
 VU Amsterdam, Amsterdam, The Netherlands

# Abstract session 'Value-based healthcare'



Time: 12:00 - 13:15

Moderator: Prof. Todorka Kostadinova

Vice-Rector for International Cooperation, Accreditation and

Quality, University of Varna, Bulgaria

#### Quality improvement meets mortality

• Nicholas Kroll
The Princess Alexandra Hospital Trust, UK

#### The role of PROMs in Value-based Health Care: A Scoping Review

• **Dr Oskar Roemeling**University of Groningen, The Netherlands

### Monitoring risk avoidance while implementing a bundled payment model

• **Dr Marijke Timmermans**Netherlands Heart Registry, The Netherlands

The effect of restructuring a hospital based on patient-themes on multidisciplinary cooperation

• Anoek Braam MSc Erasmus School of Health Policy and Management, The Netherlands



## Special Interest Group on Governance Hosted by Good Governance Institute (GGI)

Time: 15:15 - 16:45

At the EHMA 2019 Conference, the Good Governance Institute (GGI) launched a Special Interest Group on governance. This year we are inviting everyone to join us in exploring good governance across Europe in more detail.

Governance underlies how organisations are run so we'd like to bring together a group of people who work in health and social care, from different specialities and roles, to continue the conversation on the changing landscape of healthcare.

The session will start with Professor Eileen Fairhurst, Chair of East Lancashire Hospitals NHS Trust, exploring what meaningful outcomes governance has brought to her organisation's improvement journey. Eileen will then be joined by Usman Khan, Senior Advisor at FIPRA, to discuss how governance differs across Europe. There will then be the opportunity for a Q&A with both presenters and Professor Andrew Corbett-Nolan, Chief Executive of GGI.

We will then explore the Special Interest Group again in more detail, discussing a plan of action for it beyond the conference to make a difference in governance across Europe. The session will allow participants to take away learning on the meaningful outcomes of good governance, and an understanding of practices across Europe that can be applied in different settings.

#### Speakers:

- Prof. Dr. Eileen Fairhurst
   Chair of East Lancashire Hospitals NHS Trust, UK
- Dr. Usman Khan
   Visiting Professor, KU Leuven, Belgium
   Senior Advisor at FIPRA, UK
- Andrew Corbett-Nolan
   Chief Executive of Good Governance Institute (GGI), UK

### ROTTERDAM.

# EMERGING WORLD LEADER IN LIFE SCIENCES & HEALTH





#### **LIFE SCIENCES & HEALTH**

Rotterdam is an emerging world leader in the healthcare and medical industry. The city has a sizable and mature medical sector that comprises over 150 businesses, 10 hospitals & 13 healthcare institutes. Rotterdam is home to the Erasmus MC, a leading university medical centre in Europe with nearly 13,000 employees and 700 medical specialists, which also serves as a cornerstone in the Medical Delta; the largest medical cluster in the Netherlands.

Rotterdam's very active Life Sciences & Health community contributes to a highly innovative, economical and scientific climate. The Rotterdam city and region offers strong connections to med-tech, food/nutrition and applied chemistry. Internationally renowned companies in the Rotterdam medical cluster include Pfizer, Omega Pharma, GE Healthcare and Unilever. The cluster also feature innovative SME's and startups working closely with government, universities and research institutes to become Europe's largest R&D hub for drug development.

#### ROTTERDAM PARTNERS

Rotterdam Partners is dedicated to moving the city forward, by promoting Rotterdam nationally & internationally. Rotterdam Partners is the city's official Destination Marketing Organization. Our International Trade & Investment department focuses on bringing international companies & investment to the city to continue strengthening the city's entrepreneurial climate. The department offers information on business opportunities, setting up or expanding business in Rotterdam, and services for international entrepreneurs. Rotterdam's robust LSH cluster makes it a preferred destination for international LSH congresses. Our Convention Bureau supports the knowledge cluster with free, independent and professional advice and services about organising conferences, corporate events and business meetings in the city.

#### Contact

Interested in exploring options and possibilities for settling, doing business or organizing your event in Rotterdam?



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### Closing Plenary Innovations that are transforming healthcare

Time: 14:15 - 15:45

As healthcare systems and organisations face unprecedented challenges, innovative solutions are becoming increasingly necessary to address those challenges and ensure the quality and sustainability of health systems.

Innovation can be used to increase efficiency, effectiveness, safety and affordability of healthcare, while improving prevention, diagnosis, treatment, and access. The question remains how to foster innovation among healthcare stakeholders who are already under incredible pressure. Cross-sectoral collaboration is the answer. This plenary will present you examples of how interdisciplinary teams around the world can and are transforming healthcare delivery and governance with their innovations.

14:15 - 14:20

Opening remarks

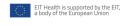
Dr. Axel Kaehne - President, EHMA

14:20 - 15:00

The EHMAthon - the healthcare hackathon by EHMA and EIT Health: 'Securing healthcare delivery during the next pandemic episode'

Dr. Menno Kok - Managing Director, EIT Health Belgium-Netherlands. The Netherlands





15:00 - 15:15

#### The UNIVANTS of Healthcare Excellence

The UNIVANTS of Healthcare Excellence Award annually recognises interdisciplinary care teams who collaborate across disciplines and transform healthcare delivery and ultimately patient lives.

Dr. Patricia Ravalico - Abbott, USA **Prof. Federico Lega**, University of Milan, Italy



















#### Award Ceremony

15:15-15:30 The Karolinska Medical Management Center / EHMA Research Award

The Karolinska Medical Management Center / EHMA Research Award was established to stimulate early career researches to engage in healthcare management research. Now at its 18th edition, the Award will recognise the best PhD research thesis in the field of health management.

Prof. Mats Brommels - Karolinska MMC, Sweden

15:30 - 15:35 The EHMAthon Award

Discover which of the solutions presented by the EHMAthon Teams will be awarded by the judges.

**Dr. Menno Kok** - Managing Director, EIT Health Belgium-Netherlands, The Netherlands

15:35-15:40 EHMA Awards for best European Paper, best non-European Paper and best Poster

Dr. Axel Kaehne - President, EHMA

15:40 - 15:45 Closing remarks

Dr. Axel Kaehne - President, EHMA

THANK YOU and SEE YOU AT EHMA 2021!



# POSTERS

HEALTH MANAGEMENT: REALIGNING SYSTEMS, CONTEXTS AND PLAYERS

#EHMA2020

#### A Cross-Border Approach Between Romania And Hungary

Stefania Kerekes

Babes-Bolyai University, Romania

### Assessing The Organisational Governance: The Experience Of Puglia Region Using The Scirocco Exchange Tool

Dr. Serena Mingolla

Strategic Regional Agency for Health and Social Care, AReSS Puglia, Italy

### Chest imaging and RT-PCR test for acute abdominal pain during COVID-19 pandemic

Dr Zakariya Abdulazeez

Medway NHS Foundation Trust, UK

### Cost estimation method for COVID-19 hospitalisation episodes and analysis of the financial impact on the hospitals: a proposal

Dr Antonio Fusco

University of Bari Aldo Moro, Italy

#### Covid: New scenery for Primary Care Teams

Dr Antoni Peris-Grao

CASAP. Spain

#### European Public Health in the context of Green Deal - from COVID-19

Prof. Dr. Marija Jevtic

Institute of Public Health of Vojvodina, Serbia; School of Public Health ULB, Belgium

#### Exploring the concept of clinical engagement in hospitals: a scoping review

Prof. Anna Prenestini & Prof. Federico Lega

University of Milan, Italy

#### Frailty management in a Local Health Authority in Piedmont - Italy

Federica Riccio, MD

Public Health Authority, Unit for Quality Improvement, Italy

#### HTA and Laboratory setting: the case of an innovative blood collection tube

Dr Daniele Bellavia

Carlo Cattaneo - LIUC University, Italy

### Impact of person-centred interventions on patient outcomes in an acute care setting

Dr Maja Klancnik-Gruden

University Maribor & University Medical Centre Ljubljana, Slovenia

#### Improving Healthcare Support to Allied Military Operations

Jacopo Frassini, MD

NATO Centre of Excellence for Military Medicine, Budapest, Hungary

### Insight into patient satisfaction at primary health care services in the Jazan region of Saudi Arabia

Abdalrahman Khardali

General Department Of Medical Services, Saudi Arabia

### Involvement, commitment and contributions of the Nurse Anaesthetists (NA) within the French hospital system facing the COVID-19 epidemic

Nico Decock

SNIA, France

#### Moments' of life - KKH online birth registration

Mdm Eunice Seah

KK Women's and Children Hospital, Singapore

### Managing the COVID-19 pandemic in care homes for older people - a primary care perspective

Dr Carlos Bernades

CASAP, Spain

#### Out-pocket expenditure of Albanian patients: ACIBADEM Hospitals Case

Dr Qamil Dika

Medical University of Tirana, Albania

Sports Medicine Department, Sports University of Tirana, Albania

#### Patient Experiences: Importance and Performance Analysis

Dr Syahrir Andi Pasinringi & Ms Nurmala Sari

Hasanuddin University, Indonesia

#### PAtient Self-care uSIng e-Health in chrONic Heart Failure: PASSION-HF

Dr Hesam Amin

MUMC, The Netherlands

### Patients' viewpoint on what drives primary care utilization in public and private settings in Albania

Jonila Gabrani. PhD Candidate

Swiss Tropical and Public Health Institute, Switzerland

#### Physiotherapists' Job Satisfaction: Empirical Evidence From Tuscany Region

Dr Alessandra Da Ros

Scuola Superiore Sant'Anna, Italy

PLATIN - A Fully Automated Nutrition Monitoring Technology for Hospitals and Care Facilities Relying on Vision-Based Artificial Intelligence Meal Analysis to Yield Nutrition and Consumption Big Data for Health Care Administrators, Logisticians and Nutritionists

Dr Peter Kaeuper

Blunergy SA, Switzerland

#### Provider Perspectives on Safety in Primary Care in Albania

Jonila Gabrani, PhD Candidate

Swiss Tropical and Public Health Institute, Switzerland

Reform design, institutional and workforce factors affecting the pace of change of primary care provision. A qualitative study analysing the emergence of Primary Care Units in Austria

Dr Arleta Franczukowska

Danube University Krems, Krems, Austria

#### Reimagining Procurement in the NHS

Chris Smith

Good Governance Institute, United Kingdom

#### SDGs and Green Deal as players in Health Care Sector transformation in the context of Climate Change

Prof Dr Marija Jevtic

University of Novi Sad, Faculty of Medicine, Serbia

Université Libre de Bruxelles (ULB), School of Public Health, Belgium

#### Securing improved primary health care for children and adolescents post-COVID-19

Dr Paul Kocken

Erasmus School of Social and Behavioural Sciences, The Netherlands

#### Stay at Home: The Direct and Indirect Consequences of the French Government Discourse

Dr Nour Alrabie

Universite Toulouse Capitole, France

#### Sustainable and healthy hospitals. How to measure physical qualities?

Prof Dr Marija Jevtic

University of Novi Sad, Faculty of Medicine, Serbia

Université Libre de Bruxelles (ULB), School of Public Health, Belgium

#### The 1st Wave Of Covid-19 In A Belgian General Hospital: A Swot-Analysis

Philippe Dumez, MSc

az Sint-Blasius, Dendermonde, Belgium

#### The complexity of management of COVID-19 outbreak in Iran

#### Dr Hassan Joulaei

HIV/AIDS Research Center, Shiraz University of Medical Sciences, Iran Health Policy Research Center, Shiraz University of Medical Sciences, Iran

### The economic burden of COVID-19 hospital management: results from a pilot study

#### Dr Daniele Bellavia

Health Care Datascience Lab, Centre for Health Economics, Social & Health Care Management, Carlo Cattaneo – LIUC University, Italy

### The Implementation of Patient Centered Care at Inpatient Unit: A Cross Sectional Survey

Dr Syahrir Andi Pasinringi & Ms Nurmala Sari

Hasanuddin University, Indonesia

#### Transforming Operating Theatres management

Jordi Rovira

MYSPHERA, Spain

### Universal health coverage and health worker maldistribution in the European Union: what roles and responsibilities for health managers?

Corinne Hinlopen MSc MPH

Wemos Foundation, Netherlands

### Value-based healthcare: How are Portuguese hospital managers adapting to this new approach?

Adriana Gradim

University of Aveiro, Portugal

### Water safety in healthcare as condition for sustainability pathway (Vojvodina, Serbia)

#### Prof Dr Marija Jevtic

University of Novi Sad, Faculty of Medicine, Serbia

Université Libre de Bruxelles (ULB), School of Public Health, Belgium

# Scoping the expansion of the Scirocco model to self-assess the maturity of health system functions: from digital integrated care to open innovation and social development

Tino Marti

EHTEL, Spain



# S O C I A L ACTIVITIES

HEALTH MANAGEMENT: REALIGNING SYSTEMS, CONTEXTS AND PLAYERS

#EHMA2020



#### Yoga with G.

#### **Practices**

- Wednesday, 18 November 07.45-08.45: Hatha Yoga
   Focusing on breathing to relax and reinforce your back, create new spaces in your body and in your mind.
- Thursday, 19 November 07.45-08.45: Vinyasa Yoga
   A gentle flow to unlock knots in your body and mind. Becoming fluid and adaptable to new changes and daily challenges.

#### Outfit and Props

What should I wear for the practice with G.?

Just one rule: make yourself comfortable! Wear something that makes you feel relaxed. Leggings or jogging pants and fitted top or t-shirt.

What props should I use for the practice?

A Yoga or fitness mat, a blanket and a block or a couple of thick books (optional)

#### Who is G.?

G. is simply Giulia. Coming from Italy and connecting people through Yoga all over the world. No matter whether you are a beginner or you already practise. In life we are all beginners. Let Yoga create new spaces within yourself!

Yoga found me 10 years ago. In my flow I have found a place to feel home and safe everywhere. Yoga never left me, it was there to face different moments of my path, the happiest times as well as the hardest ones. It helped me to connect to my inner self, to blossom my joy in the brightest days and to find light in the darkest ones. This is why I decided to found my project, Yoga with G., which is not just a platform for practising, but a community to share positive energy and grow along the way.

#### What is the project Yoga with G.?

We struggle every day to reach higher goals. We often identify with the stereotypes that society seems to impose, never being satisfied and always thinking about "what's next". I have decided to begin this project to share my Yoga practice and to let you witness how Yoga can change your life, your vision, your thoughts. Simply enjoying every single breath and step along the journey. Yoga with G. is a space where you can reconnect with your origins, your inner self, your life pillars. This is where the truth lies.

Reach out to join the Yoga with G. community!

Email: info@yogawithg.it

Website: https://www.yogawithg.it/

Instagram: @yoga withg



# Mindfulness Meditation with Beate Trueck

#### Sessions

- Wednesday, 18 November 08.15-08.45
- Thursday, 19 November 08.15-08.45

Through offering mindfulness skills, we want to contribute to better mental health and wellbeing as well as to better personal, political and economic decision-making. In these stressful times it is more important than ever to develop inner resources to decrease stress and anxiety and feel more calm and focused.

The meditations are intended to release stress and worry and to start the day with a positive mindset. If we allow our mind to continuously focus on fear and worry, it will become an anxious mind. But if we cultivate peace, contentment and love, we train ourselves to be well and peaceful, even when the world is in distress.

Each morning at 8.15 CET we start the day with a different meditation to tap into a sense of calm and contentment. At the end of the practice we will offer the possibility to share your experience and how you feel, as you see your meditation companions on the screen.

#### For whom?

Anybody is welcome who would like to discover or deepen their meditation practice and do so in a group of like-minded people under the guidance of a teacher.

#### Who is Beate Trueck?

Beate Trück is an experienced mindfulness and positive neuroplasticity teacher and the founder of Brussels Mindfulness. She has been trained and certified as a MBSR-teacher by Arbor-Seminare in Germany, and has given many workshops, courses and retreats to an international audience over the past decade. Beate is also responsible for the mindfulness teacher training and for leadership courses for senior executives.



#### Teleworking and psychophysical health

7 golden rules to be healthy when working from home

#### Sessions

- Wednesday, 18 November 08.00-08.45
- Thursday, 19 November 08.00-08.45

Are you sick and tired of teleworking? That annoying soreness to your neck, head, shoulders or lower back is increasing and you do not know how to manage it? Do you feel exhausted, maybe struggling to focus on your work? This webinar is what you need!

Davide Fiori, from Functional Vibes, will offer you a bunch of practical tools and tricks to improve your daily lifestyle, plus some theoretical pills to boost your motivation.

#### About Functional Vibes

We are a team of highly qualified Coaches with one mission: improving our clients' lifestyle while building up a new healthy routine.

Our evidence-based method helps us to find the best strategy and create customised training plans. We also encourage people to embrace a new "wellness culture" by providing companies with interactive workshops and lectures.

Our Training Center, in the heart of the European district of Brussels, is the ideal place to focus on yourself. Bright and elegant spaces and fully equipped changing rooms ensures privacy and comfort.

#### About the speaker, Davide Fiori

An osteopath, movement specialist and entrepreneur, I'm focused on educating people living a healthier (and happier!) life. A mix of scientific evidence and empathy is my recipe to change my patients' life. My biggest ambition is to make them rediscover their huge potential. Obsessive learner and incorrigible optimist by nature, I'm passionate about every kind of "new beginning". Giving rise to a new project is my favourite way to feel alive. I believe in the power of kindness, gratitude, and obstinacy.

Email: davide@functionalvibes.com Website: www.functionalvibes.com

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