



European Society for Paediatric
Gastroenterology, Hepatology and Nutrition

ESPGHAN
European Society for Paediatric
Gastroenterology, Hepatology and Nutrition
Rue Pellegrino Rossi 16
1201 Geneva, Switzerland
www.espghan.org

SWOT ANALYSES OF THE KEY ESPGHAN ACTIVITIES AND INITIATIVES 2020

INTRODUCTION

With the aim of analysis and improvement in the most critical and developmental areas of the Society, the SWOT analysis were proposed by the Executive Committee in September 2019 and accepted by the ESPGHAN Council in October 2019, during the Autumn Council Meeting in Barcelona. Chairs and task groups were assigned to address seven topics – Education, Annual Meeting, Membership, Finance, JPGN, Society Management and Science and Research. With discussions and presentations given at the ESPGHAN Strategy Day in February 2020, the following summaries and outcomes will form the basis of the strategy of ESPGHAN for the coming period, with timelines and finalisation of the document to be discussed during the upcoming Council Meetings.

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EDUCATION

Education Task Force:

Iva Hojsak (Group Chair), Frank Bodewes, Ilse Broekaert, Javier Martin de Carpi, Jernej Dolinsek, Flavia Indrio, Jörg Jahnel, Andreas Jenke, Nicolette Moes, Priya Narula, Andreia Nita, Katharina Ikrath (ESPGHAN Office)



EDUCATION – SWOT ANALYSIS

STRENGTHS	<ul style="list-style-type: none"> • Updated, comprehensive and available Syllabus • Well-designed existing education activities • Developed WebApp (Microsite)
WEAKNESSES	<ul style="list-style-type: none"> • Low visibility of educational activities (including Syllabus, Syllabus based Educational document, WebApp...) • Diversity of educational systems of pedGI specialists in Europe
OPPORTUNITIES	<ul style="list-style-type: none"> • ESPGHAN Syllabus to be used for harmonization of formal education required for GI specialists in Europe • Young ESPGHAN members to be involved in the creation of lacking parts of the Syllabus based Educational document • Promotion of education activities including Educational document at Annual meeting and other educational events • To determine network of Endoscopy training centres and provide training the trainer teachings • To cover all guidelines/position paper under a single WebApp • To include ESPGHAN Passport as a part of the WebApp
THREATS	<ul style="list-style-type: none"> • Oversaturation of potential attendees by many local educational activities or activities organized by other institutions/organizations • Withdrawal of EPP partners resulting in a shortage of financial resources for organization of educational activities – possibly low attendance if participation fee increases • Failure of WebApp provider • UEMS or other body certificate which could be more attractive



EDUCATION - CONCLUSIONS AFTER STRATEGY DAY DISCUSSIONS AND WINTER COUNCIL MEETING

1. **Work on visibility of Syllabus (think on update periods), ESPGHAN education document, WebApp**

Through: National Societies, PR during Annual Meeting, PR during Educational Activities (5 slides with all ESPGHAN achievements (not only events) and “What ESPGHAN can and is doing for you”)

2. **Educational initiatives**

- a. To develop criteria for the application to organize educational events
- b. Further development of the WebApp
- c. Provision of ESPGHAN Educational Certificate
- d. Development of ESPGHAN Educational Passport connected to the WebApp
- e. To increase collaboration with other professionals (surgeons, nurses, dietitians etc)
- f. Assessment of Educational Activities; starting from Summer Schools where pre, early and late assessment of the knowledge gained should be made

EDUCATION – IMMEDIATE ACTIONS PROPOSED

- a. **Implement at least 3 more guidelines/position papers on WebApp in 2020**
- b. **Give ESPGHAN Educational Certificate for completing major Educational Activities**
- c. **Have Educational Activities planned 2 years in advance (for 2021 until June, outline for 2022 until September)**



ANNUAL MEETING

Annual Meeting Task Force:

Berthold Koletzko (Group Chair), Marc Benninga, Jiri Bronsky, Steffen Husby, Richard Russell, Piotr Socha, Dimitris Tapsas, Katinka Kramer (Eurokongress)



ANNUAL MEETING – SWOT ANALYSIS

STRENGTHS

General

- Largest paediatric gastroenterology, hepatology and nutrition congress worldwide
- Close to 5000 attendees
- Global attendance
- Diversity of delegates (>90 Countries of origin)
- Great collection of PGGHAN delegates from all over the world in a friendly environment
- Attended in big numbers
- Networking
- Society of good friends
- Good, open and friendly discussions during sessions

Programme

- Very good scientific program
- Recent /novel research presented
- Plenty of room for abstracts in the programme
- Very good PG course
- Postgraduate/AHP/IBD courses
- Congress programme and postgraduate courses appear to attract people and industry
- Experienced, established and world-wide acknowledged speakers share their experience and knowledge with the audience
- The best platform to communicate all the accomplishments of the society. The large audience is given the opportunity to get familiar with *lege artis* medicine in the field of Paed Gastroenterology
- Endoscopy learning zone (ELZ), live endoscopies
- ePosters, webcast, congress App
- Overflow rooms
- Varied programme including innovations like the hands-on endoscopy course and the live endoscopy session
- Great opportunity during the meeting for networking. Meeting colleagues from all around the world is the best way for establishing collaborations and starting multi-center projects
- ESPGGHAN member lounge is a real plus
- Some good involvement of Young ESPGGHAN
- Good degree of delegate satisfaction
- Good conference for both scientists and clinicians
- Good mix of purely scientific lectures and clinical presentations
- Working groups, special interest groups
- Popular meeting for industries
- Satellite symposia
- Networking
-



Social programme

- Generally attractive social programme (president's dinner, member's dinner)

Young investigators

- The Meeting is embracing more and more its Young Members. Up to date there are sessions dedicated to the Young members. Young members have recently started co-chairing poster walks and even evaluating posters submitted to the Meeting. Young people are the future of the society
- Low threshold for young people to send in an abstract
- Good coverage of topics for trainees
- Sponsorships for students, PhDs and poor countries

Organisation

- Very well and professionally organized by the PCO, works well
- Date - optimal (may/June)
- Still comparatively small event (compared to e.g. UEG, DDW), with fewer parallel sessions, allowing participants not to miss many lectures relevant for their topic, and still allowing to hold the meeting in various cities across Europe
- Great variation in venues across Europe allowing the full PGHAN diversity to be shown (in contrast with e.g. ECCO and UEG which stick to a small number of the venues only)
- Clear organisational structure (SC/MC/Office/EK)
- Strong attraction to and support by industry
- Many delegates sponsored by industry
- Highly profitable for the society, funds many activities of the society
- Fully covered expenses for invited speakers
- Acknowledgement of member countries as local organizers
- Share on profit for local organiser
- Locations of cities well chosen
- Exhibition halls large enough to host so many people
- Conference app
- Caters for special dietary needs
- Good publicity supported by SPINK/PAC
- First steps were achieved to reduce waste (e.g. reusable water bottle in Glasgow)

WEAKNESSES

Programme

- Programme far too much inbred, largely designed by three committees, with a trend to preferentially invite committee members and friends again and again, rather than the best experts
- Conflicts of interests of speakers who are invited to speak on commercially funded research
- Underrepresentation of basic science and interdisciplinary research
- Large delegate numbers tend to emphasize an "easy menu" and clinical track for direct application, while weakening the focus on and discussion



about novel research and innovation, move away from a science-based congress

- Programmes of industry sponsored satellite symposia often unbalanced
- Not much innovation in conference format, rather conservative approach
- Plethora of interesting sessions take place simultaneously during the meeting
- Many of poster presenters do not appear for the poster sessions
- Far too many abstracts are accepted, without setting a threshold for minimal quality
- No long-term contract for endoscopic equipment to ELZ
- Competition between postgraduate courses
- Poster sessions are not well attended
- Saturday not well attended by participants
- Overlap in meeting times with respect to the different working groups
- Too many people (not a real weakness, but still)
- No translation during sessions (lot of participants speak poor English, unfortunately)
- Different length of different symposia
- Some symposia attractive for a limited number of participants
- Overloaded program on Wednesdays
- Mix of poster and e-poster exhibition => cost/sustainability

Organisation

- High CO2 footprint of congress and delegate travel, contradicts ESPGHAN's mission to promote and support child health
- Overall cost ++
- Rising expenses (venue, faculty)
- Total cost of participation at the meeting can be an obstacle for some colleagues (registration fee, transportation, accommodation, etc)
- High hotel/convention centre costs at some venues
- Inability to register for only part of the meeting especially for delegates of the local country
- Early bird registration deadline is too close to spring deadline for election of new members - not easy for them to get lower fees
- Some processes change year by year but could be better standardised instead (layout of symposia/sessions, programme for members dinner, seating plan for presidents dinner)
- Dependent on some type of industry, while others are not interested to participate (pharma, endoscopy.)

Venue/local organiser

- Choice of venues often decided by membership emotions rather than rational facts (e.g. Glasgow with suboptimal conference centre & difficult flight connections)
- AGM to vote on venue => shortlist of venues to be sent to vote needs to be checked carefully



- Share on profit for local organiser, even though local organiser has a less and less important role for the congress and many locations do not have a chance any more to organise this larger meeting
- Lack of ability of local team to influence most of the programme in a significant way (this could also be a strength!)
- Difficult to get oriented quickly for new local organisers and possibly for new scientific secretary

OPPORTUNITIES

Programme

- Improve development of scientific programme, offer an option for any member to propose a session to the scientific committee
- Raise threshold for acceptance of abstracts, and accept less abstracts
- Ensure that all members of the Scientific and Management Committees are invited to all respective committee meetings, and no members are excluded
- Enhance interdisciplinary session, enhance participation of outstanding non-European speakers
- Offer joint session with FISPUGHAN sister societies highlighting issues in the respective continent
- International host country every year to enhance number of non-EU delegates and industry support
- Develop innovative interactive formats rather than only frontal teaching with 1-2 questions
- Have open forums where delegates can ask an expert panel question
- Contraposition: Programme frame could be (almost) the same every year (few modifications needed)
- Allow plenty question time
- Ensure poster rounds happen without fail
- Keep quality of programme and diversity high on a Saturday to encourage people to stay
- Maintain and develop the interdisciplinary scientific themes, e.g. microbiota, endoscopy, parenteral nutrition, gut insufficiency.
- Educational sessions, e.g. practical approach to neonatal liver disease (just as an example)
- Attract more subspecialties (e.g. neonatologists-nutritionists) who could use ESPGHAN as platform for communication/cooperation, or try joint meeting with other societies, e.g. join EAPS
- Official invitation to the Presidents of other paediatric subspecialties. This can result to stronger relationships between ESPGHAN and other paediatric subspecialties. The Annual Meeting can be the right place for communication, dialogue and exchange of ideas with other societies. Stronger collaboration can be established.
- Communication, for example via video link, with the organizing committees of Annual Meetings of other Paediatric subspecialties. Exchange of ideas can lead to fruitful dialogue and result to innovations regarding our Annual meeting
- Make the sessions layout more standardised



- Alternative proposal: be brave, be innovative, leave the same boring old tradition, try new formats, more interactive formats, join the new world
- The Young Members should be more involved in the Annual Meeting. Time to co-chair sessions together with a Senior Member during the Meeting? The experience of the Senior Members can lead and teach the Young Members.
- Try to "expand" the YE session during the Annual meeting. The YE Committee is working on this matter trying to attract speakers (e.g. Nobel Prize Winners etc) that will draw the attention not only of the Young members but even the Senior Members. The session will be repeatedly advertised on the social media in advance.
- Proper scheduling of the Meeting programme. When advanced lectures are given (immunology etc), parallel sessions with more general content should take place at the same place. The majority of the audience will be satisfied
- Prolong the days of the Meeting (e.g. finish later) so at that many of the sessions will not collide
- Additional clinical symposia - more clinical symposia can be accommodated, including those with poor attendance
- Length of symposia should be unified
- Additional PG courses can be included

Growth/Finances

- Further growth of delegate number possible due to cheap flights and cheap accommodation options (e.g. Air BnB), if attraction and quality of programme is emphasized
- The number of delegates could increase significantly still
- If industry is not able to bring in so many people and so much money, only people attend really interested in the meeting. Smaller lecture halls, more discussions
- Further reduce individual registration fees (not group registration fees), partly compensated for by expected increasing delegate numbers
- Have day delegate rates that are fairly priced and advertise these ahead of time
- Provide a parent friendly congress with childcare offers
- A good chance to increase ESPGHAN membership (perhaps even more if a social event was put on for all attendees not just presidents dinner / members evening)
- Proactively emphasize the quality of the ESPGHAN congress as a scientific society driven meeting, to differentiate from commercial competitor meetings e.g. Nutrition & Growth, Excellence in Paediatrics, and other industry driven meetings
- Honour and publicly applaud individual industry partners that do not support commercial competitor meetings e.g. Nutrition & Growth, Excellence in Paediatrics, and other industry driven meetings
- Support of industry from non-European countries (India, China etc.)



Carbon neutral congress

- Develop a carbon neutral congress with compensating for emissions caused by investing in planting trees or renewable energy (preferably in Europe, not on Brazil please)
- Offer a carbon emission calculator for delegates with registration (based on travel distance by car, bus, train, flight) and offer to charge for compensating emissions caused by investing in planting trees or renewable energy (preferably in Europe)
- Develop a policy to reduce or eliminate non-reusable plastic items at the congress, and reduce waste as much as possible
- Eliminate printed program and other printed material where feasible, use recycled paper for still required paper material
- Develop an option for exhibitors to compensate for emissions caused, and offer an ESPGHAN green exhibitor label and listing of “green exhibitors” in the programme in return
- Choose sustainable destinations, use local products where feasible
- Promote climate friendly travelling, public transport, encourage delegates to offset CO2 emissions by investing preferably in European initiatives (planting trees or building sustainable energy in Europe)
- Get external certification
- Provide climate friendly catering using seasonal and primarily local products, less animal products, more vegetable products, introduce one vegetarian day at each congress

Congress venues/local organizer

- Income to be influenced by choice of venue (reduction of cost and availability of exhibition space) => revisiting the same venues on the fixed annual base, i.e. bi-annual rotation plus one fix venue
- Improve selection of congress venues based on professional and rational criteria
- Choice of hosting cities with easy access for the participants. Choice of cities where e.g. multiple flight changes are needed, can discourage people from participating. Sometimes need of extra overnights due to lack of flights (small airports etc)
- Modify the role of the local organizer reflecting the fact that the congress is not organized any more by the local organized, or rather eliminate the local organiser (following the example of UEG), and eliminate the share of profit with a local organiser

Organisational aspects

- Have long-term partner for ELZ
- Add more courses on Wednesday? (monothematic? rotation of topics according to syllabus? other?)
- Bring in Pharma and Endoscopy companies
- Develop a (yearly updated) "manual (cookbook)" for local organisers + scientific secretary?



- Shift the early bird registration deadline for Annual meeting few weeks after spring deadline for election of new members - so that they can get lower fees

Digital congress

- Technology is giving the opportunity to evolve the meeting and make it more appealing for the participants, consider live cases from all around the world, e-posters etc. ESPGHAN has already taken advantage of those opportunities and could expand them
- Live broadcast of the lectures/courses/events taking place during the Annual Meeting. Participants who do not have the budget to attend the meeting (travel costs, accommodation, registration fee, no educational leave from their working place etc), can register electronically (individual password, one IP address) and watch the whole meeting or parts of it. The fees will vary depending on the hours that the participant will wish purchase. The price for the live broadcast shall be considered first and then the registration fees will be applied accordingly. This innovation will increase the economic gains of the Meeting and will at the same time spread the word of ESPGHAN all around the world. For example, members from other Pediatric Gastroenterology Societies (LASPGHAN etc) can join but even paediatricians from other subspecialties with special interest in some of the lectures given during the meeting.
- Better use of IT for voting, advertising and asking questions
- Invite prestigious speakers to give lectures though video link if they do not have the opportunity to be on site
- More e-posters. Environmentally friendly.

Social events

- Have an all comers social evening on the Wednesday
- Keep the Member's dinner/party for a fun evening, perhaps add other possibilities for networking

Target groups beyond delegates

- Develop "reach-out" activities, so the meeting and the society interact with local experts/researchers/industry, and the hosting city/society recognizes the potential and importance of the ESPGHAN annual meeting
- Allow local charities to have space in the main hall in return for them registering for the meeting
- Standard space in the programme could be available for activities such as (patients/parents, PAC topics, Young ESPGHAN etc.)

THREATS

Organisation/Growth/Finances

- Competition from aggressively marketed and strongly industry supported from commercial competitor meetings e.g. Nutrition & Growth, Excellence in Paediatrics, and other Industry driven meetings may threaten numbers of attending delegates to ESPGHAN and financial viability
- Increased worries about climate change may reduce willingness to travel internationally to an ESPGHAN congress



- Increased pressure on European hospital workforce may reduce ability of HCP to take time off to travel internationally to an ESPGHAN congress
- Increased compliance standards may reduce the number of industry sponsored delegates
- EU Law that might reduce the support of industry
- Different tax laws in each European country (e.g. VAT on registration fees)
- Other cheaper meetings may be more attractive for delegates especially if the number of meetings they can attend is limited
- If the meeting will continue expanding arithmetically it will be difficult to find a proper venue to host the meeting.
- What happens when food industry is not able to bring in so many people and so much money? This also means that poor countries are not able to attend our very good meeting, which really would be unfair and not good for healthcare in those countries
- Conference might be too big in the future
- Limited space at some venues

Programme

- Some of the lectures (e.g. immunology and GI) can be too advanced for some participants e.g. general paediatricians.
- Too many IBD sessions
- Competition between science and education at the same time
- Clinical part within the scope of interest of majority of participants
- WG meetings- overlap with PG course

ANNUAL MEETING – CONCLUSIONS AFTER THE STRATEGY DAY DISCUSSION AND WINTER COUNCIL MEETING

Improve programme quality, planning and selection of speakers

- Strengthen independent membership of scientific committee based on scientific & clinical qualification (measured by publication and grant track record)
- Include broader variety of speakers beyond members, based on quality, publications, grant record
- Explore / develop different, innovative & interactive formats, open forums, group exchanges in addition to frontal lectures, more opportunities to discuss questions
- Continue to enhance digital transmission, make the whole congress accessible online
- Continue to create bridges linking clinical and basic sciences, strengthen interdisciplinary exchange
- Consider joint sessions with other partner societies and other disciplines
- Best of Sister Societies (LASPGHAN...) UEG, EASL, ECCO etc. at ESPGHAN

2) Improve quality of abstract presentations

- Reduce the proportion of abstracts selected for presentation
- Offer to share other submitted abstracts via an electronic platform without presentation at the meeting, but with opportunity for online questions and comments



3) Make the ESPGHAN congress environmentally sustainable and environmentally friendly

- a. Make the congress itself carbon neutral, by compensating CO2 footprint through investment e.g. in trees, renewable energy etc., preferably in Europe, and get external certification
- b. Promote climate friendly travelling, public transport, bicycles
- c. By 2021 encourage delegates to travel carbon neutral, by choosing environmentally friendly travel options and by offering a CO2 footprint calculator with registration (based on distance and mode of travel) and offering compensation of CO2 footprint through investment e.g. in trees, renewable energy etc., preferably in Europe
- d. Reduce waste, eliminate single use plastics, use recyclable materials
- g. Eliminate printed programme and other unnecessary printed materials, use recycled paper where printing is still needed
- h. Encourage industry exhibitors to move to a carbon neutral congress participation, offer “ESPGHAN green exhibitor label” and highlight these
- i. Provide climate friendly catering using preferentially seasonal/local products, less animal and more plant-based foods, introduce one vegetarian day by 2021

4) Change the venue selection and rotation

- a. In view of the recent and expected continued marked growth of the ESPGHAN congress, it is recommended to modify the process of choosing congress venues.
- b. We recommend establishing an alternating congress venue concept for a period of 6 years, going every second year to Geneva (the home of ESPGHAN) or Vienna, and every other year to a changing city, with considerable financial and other advantages for ESPGHAN, and then to evaluate the experience made.
- c. An alternative could be to choose a limited number of e.g. 4-5 congress venues used every 4-5 years. Disadvantages of this concept are lesser financial and other advantages for ESPGHAN, and the ability to re-evaluate only after a longer time e.g. 8 years.
- d. The increased congress size in any case leads to a more limited choice of congress venues, with or without a change of the current concept of moving around. Therefore, we recommend that the current role and privileges of the Local Organizing Committee and its chair should be re-considered, given that many regions in Europe will not be able any more to host the large ESPGHAN congress. Options are i) to appoint a “guest country” to be showcased, or ii) to appoint members of the Local Organizing Committee from regions other than the location of the congress, or iii) to follow the model of UEG and other European associations that have removed a Local Organizing Committee and chair.

5) Develop and communicate a clear strategy vis a vis commercially predatory conference

- a. ESPGHAN should develop and proactively communicate a clear strategy to differentiate itself from commercial predator conferences, preferably in an alliance with other paediatric and medical associations, and inform its members and national society partners about the issues and threats arising from commercial predator conferences
- b. ESPGHAN should consider collaborating with other in building an alliance and communication strategy with regards to WHA 69.9

ANNUAL MEETING - IMMEDIATE ACTIONS PROPOSED

- a. **Suggest the rotation of events to AGM for Membership voting**



FINANCE

Finance Task Force:

Annamaria Staiano (Group Chair), Lorenzo D'Antiga, Konstantions Gerasimidis,
Alan Philips, Henkjan Verkade



FINANCE – SWOT ANALYSIS

STRENGTHS	<ul style="list-style-type: none">• Strong bank balance• JPGN• ESPGHAN Brand
WEAKNESSES	<ul style="list-style-type: none">• Income largely depends on non-guaranteed money (congress, sponsors)• In respect to the EPP programme:<ul style="list-style-type: none">- risk of too many meetings- resources limited only to education- lack of interest of companies• Running annual meeting in expensive city/countries• Large carbon footprint and reliance on air travel for meetings
OPPORTUNITIES	<ul style="list-style-type: none">• Annual meetings are highly successful and could attract industry even more• Increase use of video conferences or similar virtual meeting technology• Other new revenue streams (IMI2 and Horizon programmes)
THREATS	<ul style="list-style-type: none">• Progressive decrease in industry revenue• Organization of symposia/meetings not cost efficient• Climate emergency: pressure to reduce carbon footprint• Unpredictable events that may reduce income

FINANCE – CONCLUSIONS AFTER THE STRATEGY DAY DISCUSSIONS AND WINTER COUNCIL MEETING

- a. Number/cost of educational events/monothematic conferences should be controlled
- b. Reduce costs of societal meetings
- c. Increase use of video conferences to reduce carbon footprint
- d. Move towards a system of only spending the surplus from a budget year for the next years' activities, to ensure expenditure is more aligned to income
- e. Educational Partnership Program: resources to be allocated in a more flexible manner and according to the current needs of the society
- f. Congress: increase industry fees at Annual Meeting
- g. IMI2 or other EU funds could be utilized more as an available source of income to improve the aims and mission of ESPGHAN.

FINANCE – IMMEDIATE ACTIONS PROPOSED

- a. **Better Control of EPP events and flexibility of EPP funds**
- b. **Increase industry fees at the Annual Meeting**



JPGN

JPGN Task Force:

Raanan Shamir (Group Chair), Dominique Belli, Mary Fewtrell, Nedim Hadzic, Mel Heyman, Hania Szajewska, Yvan Vandenplas



JPGN – SWOT ANALYSIS

STRENGTHS	<ul style="list-style-type: none"> • Official voice of PGHAN (Paediatric Gastroenterology, hepatology and nutrition) Societies • The only International journal completely dedicated to paediatric PGHN • Increasing interest of paediatric gastroenterologist sub-specialty interest groups (e.g., IBD, EGID, Celiac, Pancreas, etc.) • Relatively high ranking among paediatric journals • Efficient editorial offices with rapid Publication and good acceptance rate • Timely reviews in the majority of cases • Journal is accepted as educational tool worldwide • Financially stable
WEAKNESSES	<ul style="list-style-type: none"> • Low Impact Factor compared to other GHN prestigious journals • Limited appeal for basic scientists, putting inevitable ceiling on impact factor • Does not attract general paediatricians, allied health professionals and basic scientists or those working with adult populations • Uneven quality of articles published limiting impact factor potential (importance of IF for promotion may change in the future) • Difficulty getting reviewers [especially high-quality reviews at least for some type of submissions] • COI of reviewers may endanger an objective, quality driven approach
OPPORTUNITIES	<ul style="list-style-type: none"> • Developing countries need information and training in PGHAN • Better dissemination of guidelines (social media, infographics?) • Interest in healthy food and eating (obesity epidemic, preventive medicine) • Attract young and upcoming colleagues (social media? Tweets? Other ways of communication?) • Attracting young ESPGHAN and NASPGHAN reviewers • Shunting of submissions to JPGN Reports (new online journal) • Highlighted summary of what is new in this journal issue • Periodic reviews of articles published in other journals and in conferences with relevance to PGHN • Attracting Annual meeting presenters to fast publication • Find new ways to incentivize reviewers • More translational research articles and reviews on basic sciences
THREATS	<ul style="list-style-type: none"> • Splintering of PGHN into subspecialties with adult alignment (celiac disease, IBD) and their own journals with increased number of competitors • Reduced physician scientist workforce in PGHN • Advertisers moving away from print medical journals • Increasing number of open access journals and plan S • Plan S



JPGN – CONCLUSIONS AFTER THE STRATEGY DAY DISCUSSIONS AND WINTER COUNCIL MEETING

- a. Ensuring JPGN Reports starts on Q3, 2020
- b. Implementing a program for young ESPGHAN and NASPGHAN reviewers (with mentorship)
- c. Highlighted summary of what is new in this journal issue
- d. Solicit invited reviews (open availability) with emphasis on basic and translational research
- e. Editors will approach best speakers at Annual meeting for fast publication

JPGN - IMMEDIATE ACTIONS PROPOSED

- a. Finalize documentation for ensuring JPGN Reports starts on Q3, 2020**
- b. Implementing a program for young ESPGHAN and NASPGHAN reviewers (with mentorship)**
- c. Highlighted summary of what is new in this journal issue**
- d. Solicit invited reviews (open availability) with emphasis on basic and translational research**



MEMBERSHIP

Membership Task Force:

Michael Lentze (Group Chair), Patrick Bontems, Jackie Falconer, A. Christina Hauer, Deirdre Kelly, Emmanuel Mas, Nathalie Rock, Riccardo Troncone



MEMBERSHIP – SWOT ANALYSIS

STRENGTHS	<ul style="list-style-type: none">• Number of members rising every year.• Majority of members (81%) are from Europe.• Training members and full members represent the majority.• Training members are platform for continuous rise of quantity of full members.
WEAKNESSES	<ul style="list-style-type: none">• Number of AHP members is very small.• Definition of corresponding members is outdated• Definition of a full member is imprecise.• Corporate Identity of Member is low• Conversion of training members to full members• Participation of WG/SIG is a conflict, because of low interest• Membership fee is too high.• Entry conditions for Council, Committees, and WG/SIG imprecise
OPPORTUNITIES	<ul style="list-style-type: none">• Personal welcome by the President the AHP session.• Definition of full members change to full members are those who actively work in Europe.• Definition of corresponding member change to not actively working in Europe.• Remove age restriction of 40 years for application of training members• Improve corporate identity for members by programmes to motivate them within educational programmes with an ESPGHAN diploma a stimulus.• Reduce membership fee further• Development of strategies to motivate for duties in Committees and Educational activities.• Change of the entry conditions for Council, Committees, WG/SIG or reimburse for the work/time expended.
THREATS	<ul style="list-style-type: none">• No constant rise of AHP members• Not enough members in Committees and for Educational Activities• Decrease of corporal identity

MEMBERSHIP - CONCLUSIONS AFTER THE STRATEGY DAY DISCUSSIONS AND WINTER COUNCIL MEETING

The Membership Task Force has provided the below action pints to conclude their outcomes.

MEMBERSHIP – IMMEDIATE ACTIONS PROPOSED

- a. **Change definitions for full and corresponding members taking into account working in Europe and outside Europe**
- b. **Facilitate entry conditions for Council, Committees and WG/SIG**
- c. **Decrease membership fee further**
- d. **Develop strategies to increase AHP members**
- e. **Remove age restriction for application of training members**



RESEARCH AND SCIENCE

Research and Science Task Force:

Matthias Zilbauer (Group Chair), Rob Heuschkel, Jan Novak, Magnus Domellöf, Osvaldo Borrelli, Marco Gasparetto, Caterina Strisciuglio, Balint Tel



RESEARCH AND SCIENCE – SWOT ANALYSIS

STRENGTHS	<ul style="list-style-type: none">• Large society with increasing numbers of research active member• Excellent output (e.g. position papers)• Large and high-profile annual meeting• Increasing international reputation• Financial situation• Research grants• Funding opportunities• Training opportunities• Working and special interest groups
WEAKNESSES	<ul style="list-style-type: none">• Major focus on clinical (descriptive/retrospective) research• Limited interaction/collaboration with other societies• Focus on IBD• Society journal has comparatively low impact factor causing top research to be published in adult journals
OPPORTUNITIES	<ul style="list-style-type: none">• Increasing number of motivated young members• Active society• Welcoming and supportive environment can be used to attract young talent• Available funding will allow focused progress to be made
THREATS	<ul style="list-style-type: none">• Increasing size of Society• Resources are not being invested wisely and/or in a structured format• Limited willingness to engage in research/academia without personal gain/progress

RESEARCH AND SCIENCE – CONCLUSIONS AFTER THE STRATEGY DAY DISCUSSIONS AND WINTER COUNCIL MEETING

The Research and Science Task Force has provided the below action pints to conclude their outcomes.

RESEARCH AND SCIENCE – IMMEDIATE ACTIONS PROPOSED

- Introduce a research committee, who will be tasked with overseeing ESPGHAN support for research and science including grants, fellowship and other support**
- Consider setting up an ‘awards’ symposium during the annual meeting to allow funded research to be communicated/presented.**
- Continue to focus on supporting young talent within our society in perusing basic, translational and clinical research**



SOCIETY MANAGEMENT

Society Management Task Force:

Jorge Amil Dias (Group Chair), Luisa Mearin, Valerie McLin, Nikhil Thapar, Dimitris Tapsas, Christos Tzivinikos, Gigi Veereman, Kevin McCluskey (ESPGHAN Office)



SOCIETY MANAGEMENT - SWOT ANALYSIS

STRENGTHS

Are our staff and facilities appropriate for our mission?

- Own motivated professionals
- Full time working for ESPGHAN
- Provide a more visible image of ESPGHAN

Should ESPGHAN stay in Geneva?

- Central location in Europe
- “Neutral” country in many aspects
- Beneficial fiscal situation
- Birth nation of ESPGHAN
- Headquarters of international organisms (WHO, Red Cross, UNICEF)
- Easy access to a solid bank structure
- Easy access to/from the airport

Are we addressing the issue of Climate change in our activities and global concerns?

- Face to face represent unique opportunities to meet people and flourish new ideas even at leisure time

International membership? Potential consequences for the Society?

- International membership reflects the wide prestige of ESPGHAN
- International membership gives an important insight into how problems are felt and managed in different areas
- Wider scope may improve both patient care and impact of joint guidelines.
- Good income from international membership and conference attendance.
- Open image of ESPGHAN as inclusive Society
- Encourage and drive uniform high quality clinical care throughout the world

Should we engage in new activities directed to our members only?

- Provide scientific and educational influence of ESPGHAN among health professionals. Widen the interest into our activities

Are we facing competition from other societies?

- To share knowledge, prestige and experience with other Societies (UEG, ECCO; EASL, etc), providing specific data on paediatric practice

Relationship with National Societies. New challenges in the Society's management?

- Build a forum and platform for sharing experiences and cohesion of PGH&N within Europe. Keep other National Societies focused on ESPGHAN as their privileged partner

Marketing image of ESPGHAN?

- The prestige of ESPGHAN derives and relies on solid scientific content, demanding ethics and code of conduct
- Many ESPGHAN members are respected leaders of opinion in their fields of expertise
- Progressive, solid interaction with Parents and Patients associations, listening to their needs and expectations, well beyond the interest of industry



WEAKNESSES

Are our staff and facilities appropriate for our mission?

- Need to outsource some special services (legal, tax, IT)
- Space constraints given the high cost of property in Geneva

Should ESPGHAN stay in Geneva?

- Travelling to and from may require connecting flights
- Expensive city

Are we addressing the issue of Climate change in our activities and global concerns?

- Need to travel for face to face meetings for productivity

International membership? Potential consequences for the Society?

- Risk of diluting European membership
- Outside / non-Europe based leadership of the European Society
- English language is still a communication problem for many members (or possible members) from important European countries, as Russia. The same is true for people from Latin-America, and even from North Africa

Should we engage in new activities directed to our members only?

- Spend Society's resources into non-contributing or non-active professionals. Risk of having non filled slots for activities

Are we facing competition from other societies?

- To be compared and seen as providing less privileges to our dedicated members. Some "topic" societies may be in a better position to attract basic scientists, research and funds

Relationship with National Societies. New challenges in the Society's management?

- Huge, unavoidable, turnover of representation, limiting consistent continuity of plans
- Depend completely on a single representative and personal agenda or initiative
- Limited expectancy for solid deliveries

Marketing image of ESPGHAN?

- Unavoidable interaction with industry may provide to some the perception of acting in the interest of specific partners or groups of interest.
- Depend on outsourcing our communication strategy

OPPORTUNITIES

Are our staff and facilities appropriate for our mission?

- Potential increase in specific areas of activity
- Need to provide specific training in some areas of service. Need to have a contingency plan for unexpected absence

Should ESPGHAN stay in Geneva?

- Strengthen the image of ESPGHAN in its "natural birth nation"
- Depending on the evolution of the Society a larger basis for operation may be considered in the future

Are we addressing the issue of Climate change in our activities and global concerns?

- Paperless activities as much as possible
- More teleconferences
- Combination of AGM or UEGW for working sessions



- Increase webinars for some educational activities. Favour train travelling whenever possible. Add information about train communication in invitations/announcements
- As little plastic as possible during Annual Meeting, schools... etc.
- To vet venues that do not follow strict rules on environmental concerns
- Favour education on “Global of Medicine ” during schools, Annual Meetings, Curriculum...etc.
- Introduce “stand-up and move” pauses during (long) meetings
- Use communication tools (PAC/SPINK) to brand ESPGHAN as a “green” society (and work to make it true). The whole field of “good food” and “good food for all children” is very global and very ESPGHAN

International membership? Potential consequences for the Society?

- Need to prioritise Europe as the main focus of our activities.
- Configure Constitution to restrict Governing bodies of ESPGHAN to practitioners within Europe and Israel, although consulting committees may be considered for external areas
- ESPGHAN may create an international membership committee that may provide input from other parts of the world
- Incorporate new scientific developments from emerging countries (India, China)
- Consider expanding the ESPGHAN official language (actually English) and/or organize sessions in other languages during the Annual Meeting (as NASPGHAN does in Spanish)
- Open ESPGHAN more to all nations

Should we engage in new activities directed to our members only?

- To attract newcomers into ESPGHAN with a single easy access, but subsequent actions depending on membership status
- To participate in other Societies (National and International). Although educational opportunities give priority to members, other candidates are accepted on a more limited basis providing incentive to join ESPGHAN.

Are we facing competition from other societies?

- To cooperate with other Societies providing our experience and knowledge and benefit from theirs at the same time
- Increase the quality of other societies with specific paediatric practice. To identify areas where competition may be stronger and to be one-step ahead in taking relevant initiatives the keep ESPGHAN as the best and most experienced Society in the field within paediatric practice

Relationship with National Societies. New challenges in the Society's management?

- Try to connect directly with members of National Societies or their specific groups (Young or training members) in order to keep specific group activities
- To be a platform of information gathering tips for action

Marketing image of ESPGHAN?

- To diffuse our brand in connection with specific scientific contributions. To incorporate the views of our patients representatives in many of our initiatives and publications



THREATS	
	<ul style="list-style-type: none"> To keep a lobbying effort on the policy making bodies, drawing their attention to the small group that represents the whole future of the world
	<p>Are our staff and facilities appropriate for our mission?</p> <ul style="list-style-type: none"> Limited space difficult to expand in the short term Small team: Difficult to cover for a missing staff member?
	<p>Should ESPGHAN stay in Geneva?</p> <ul style="list-style-type: none"> Costs of meeting in Geneva Natural need to use the headquarters and less involvement of other European countries in many activities of ESPGHAN
	<p>Are we addressing the issue of Climate change in our activities and global concerns?</p> <ul style="list-style-type: none"> Need to stay out of hospital for longer periods (AGM, UGEW) Public opinion against massive meetings and travelling burden?
	<p>International membership? Potential consequences for the Society?</p> <ul style="list-style-type: none"> To be perceived as a restrictive society despite accepting members from any country who would be treated unequally
	<p>Should we engage in new activities directed to our members only?</p> <ul style="list-style-type: none"> May be seen as a closed Society
	<p>Are we facing competition from other societies?</p> <ul style="list-style-type: none"> Aggressive marketing targeting our keypersons and potential sponsors into their own activities. In many instances, paediatric patients compose a significant proportion of their specific area of expertise
	<p>Relationship with National Societies. New challenges in the Society's management?</p> <ul style="list-style-type: none"> Very heterogeneous sceneries (recognition, training, accreditation, organisation) make it very difficult to take initiatives with wide support Risk of emerging a parallel Federation of National Societies To be seen as a patronising entity that may obscure the energy or initiatives at national level
	<p>Marketing image of ESPGHAN?</p> <ul style="list-style-type: none"> To be diluted in the action of adult Societies that draw the attention to similar clinical problems but addressing mostly the adult population of patients

SOCIETY MANAGEMENT – CONCLUSIONS AFTER THE STRATEGY DAY DISCUSSIONS AND WINTER COUNCIL MEETING

The Society Management Task Force has provided the below action pints to conclude their outcomes.

SOCIETY MANAGEMENT – IMMEDIATE ACTIONS PROPOSED

- a. **Change Constitution to define that members of Council must practice in Europe (and Israel) at the time of election and term of office.**
- b. **Establish a contingency plan within Office to make sure that Society's duties are carried and prioritised in case of unforeseen incident.**
- c. **Consider potential temporary outsourcing of some activities.**



- d. Declare ESPGHAN as Green Congress/Society as of 2022.
- e. Consider the creation of an “International” sub-committee.

