

# ESPGHAN Strategy Plan 2019 – 2022

## PURPOSE

The European Society for Paediatric Gastroenterology Hepatology and Nutrition (ESPGHAN) is a multi-professional organisation whose aim is to promote the health of children with special attention to the gastrointestinal tract, liver and nutritional status.

## VISION

ESPGHAN aims to reduce the burden of the digestive and nutritional diseases and to improve and promote the digestive and nutritional health in paediatric age groups.



## MISSIONS OF THE 2019-2022 STRATEGY

- A. **Membership and Management** – To act as a trusted representative of all professionals involved in PGHN, to strengthen their importance and visibility and to improve their recruitment and participation in the life of the Society.
- B. **Education** – To offer the highest standards of continuing, un-biased, evidence-based education in the fields of PGHN, equally distributed across Europe.
- C. **Science and Research** – To stimulate and support clinical, basic and translational PGHN-related research, to encourage excellence and facilitate collaboration, followed by knowledge creation and dissemination of science-based information.
- D. **Public Affairs** – To strengthen ESPGHAN's impact on the health of children, with specific emphasis on digestive health and nutrition, by facilitating communication and collaboration with healthcare professionals, European decision makers, public and patient organizations.
- E. **Quality of Care** – To align and harmonise ESPGHAN initiatives to improve the practical delivery of quality of care to all children suffering from disorders in PGHN.
- F. **Finance** – To guarantee long-term financial sustainability and to provide financial guidance to support ESPGHAN's missions and goals.

## DEVELOPMENT OF THE STRATEGIC PLAN FOR 2019-2022

The aim was to formulate a clear action plan with defined and achievable goals as well as timelines for each of the missions mentioned above. The task of chairing and moderating the process was assigned to the current ESPGHAN President elect. The outlines of the document were discussed by the Executive Committee in September 2018 and presented to the Council during the meeting in October 2018, where the task force groups for each mission were formed. The taskforce groups provided preliminary documents that were discussed further by the wider panel of ESPGHAN experts and officials on the Strategy Day in February 2019, followed by the finalisation of each section and synthesis into the single Strategic plan. This unified document was further modified by the Executive Committee, approved by the ESPGHAN Council, and finally published on the ESPGHAN website.

## A. MEMBERSHIP AND MANAGEMENT

**TASK FORCE GROUP MEMBERS:** Samy Cadranel, Konstantinos Gerasimidis, Jaroslaw Kwiecien, Michael Lentze, Birgitta Strandvik, Yvan Vandenplas, Hubert Van der Doef

**Chair:** Jorge Amil Dias, ESPGHAN General Secretary and Nathalie Rock, Chair of Young ESPGHAN Committee

### MISSION STATEMENT

*To act as a trusted representative of all professionals involved in PGHN by strengthening their importance and visibility, meeting their expectations, and improving their recruitment and engagement into the life of the Society.*

### MAIN STRATEGIC GOALS

#### 1. INCREASE MEMBERSHIP

*To meet the aim of ESPGHAN to represent PGHN in Europe, our goal is to have the largest possible number of professionals currently involved in Paediatric Gastroenterology, Hepatology and Nutrition in Europe as members of the Society.*

#### Action Plan & timelines

2019 – Continuing on a permanent basis

- Develop a questionnaire for professionals that are currently not members to inquire about their expectations, needs and interest to join ESPGHAN;
- Approach these individuals and administer the questionnaire through National Societies (NS), Allied Health Professionals (AHP), during the AGM and during educational events;
- Monitor who becomes a member after the annual congress and develop further activities based on the findings of the questionnaire;
- Approach and incentivize YE to apply for full membership in view of the benefits they get in return, such as access to research, training and educational activities; regularly announce the list of members who moved into full membership.

2020 – 2021

- Consolidate the formal participation of National Societies within ESPGHAN in line with current activities through a possible Assembly of the National Societies;
- Create National Young Investigators Group (by link between National societies and YE).



## 2. MEET MEMBERS' EXPECTATIONS

*To achieve this goal, it would be necessary to obtain a good insight into the needs and expectations of the members by a well-planned and efficiently executed survey, following the ongoing update of the membership database. Regardless of the size of the response rate, the mere distribution of the survey will be perceived as a measure to meet the satisfaction of the membership.*

### Action Plan & timelines

2019 – 2020

- Create a survey to be filled during the opening ceremony about members' expectations - analyse the survey and propose practical measures to meet new expectations;
- Have an updated list with all members/ email/ type of membership & a list of YE members with a record of years of membership.

2021 – 2022

- Implementation of measures as identified from members' response.

## 3. IMPROVE THE ACTIVITY OF MEMBERS

*It is of utmost importance to increase the participation of members in the life of the Society, i.e. to engage more ESPGHAN members within the different ESPGHAN bodies, and on various societal activities.*

### Action Plan & timelines

2019 – 2022

- Decrease the registration fee for the annual meeting for all categories;
- Reduce further membership fees for specific categories;
- Involve YE in the work of WG/SIG by creating 1 position within each WG/SIG reserved for them, and the same to be done in development of Societal Papers (with sharing the co-authorship);
- Create a "Meet the Professor" session at Annual Meeting detailing ESPGHAN benefits and membership. This should be publicized within YE and AHP in particular;
- Invite new full members, YE members and AHP to lecture and to co-chair at Summer schools, Monothematic conferences and educational events, and to co-chair sessions at the Annual Meeting;
- Publish reports of research and travel awards;
- Transfer the AHP course to Saturday.



## B. EDUCATION

**TASK FORCE GROUP MEMBERS:** Phyllis Barr, Patrick Bontems, Ilse Broekaert, Jernej Dolinšek, Miglena Giorgieva, Flavia Indrio, Joerg Jahnel, Nicolette Moes, Priya Narula (on a behalf of Endoscopy group), Tudor L. Pop, Hania Szajewska, Gabor Veres

**Chair:** Iva Hojsak, ESPGHAN Education Secretary

### MISSION STATEMENT

*To offer the highest standards of continuing, un-biased, evidence-based education in the fields of the PGHN, equally distributed across Europe.*

### MAIN STRATEGIC GOALS FOR 2019 – 2022

#### 1. SYLLABUS

*The main goal is to implement the Syllabus as an educational platform within Europe, taking into consideration similarities and differences in specific geographic area by following activities:*

1. Educational events are to be based on the Syllabus in a way that within a period of three years, the majority of the Syllabus is covered.
2. Development of the ESPGHAN Educational Document of Paediatric Gastroenterology, Hepatology and Nutrition which will contain ESPGHAN/NASPGHAN position papers and guidelines linked to the Syllabus.
3. Further development of the ESPGHAN WebApp with important position papers and guidelines identified and made available in a mobile app friendly format.

Educational events should aim to cover the majority of the Syllabus within a three-year period and should be planned in advance. Committees are responsible for the organisation of educational events and will carefully consider the contents of the syllabus during the planning process. The Education Secretary is responsible for checking the syllabus coverage within the three-year period and will ensure the majority of topics have been addressed.

Educational events are to be planned and approved in accordance with ESPGHAN Rules and Regulations, and will include on a yearly basis: a. 3 GIC events + endoscopy + IBD; b. 2 nutrition events; c. 2 hepatology events; d. AHP summer school, YIF, mentorship program, Eastern summer school; e. annual meeting; f. masterclasses aimed to more senior colleagues.

*Position papers and guidelines published in the last years which are of importance should be presented in a mobile app friendly format. Future position papers and guidelines of interest should be recognized as suitable for dissemination on the WebApp from the beginning of the process and submitted as a short version together with the manuscript.*

As for endoscopy education, ESPGHAN is aiming to determine a European network of well-established endoscopy centres and intend to initiate the “train the trainers” educational plan.



## Action Plan & timelines

### EDUCATIONAL EVENTS BASED ON THE SYLLABUS

- Committees, via their representatives in the Education Task Force, should propose events for the next 3 years taking into consideration that some part should be covered during the ESPGHAN Annual meeting.  
**Timelines:** October 2019;
- Educational plan to be summarized by Education Secretary.  
**Timelines:** End of 2019;
- Educational plan for a period 2020-2023 developed.  
**Timelines:** End of 2019;
- For Endoscopy education, a detailed plan is to be proposed by the Endoscopy SIG and GI Committee.  
**Timelines:** End of 2019.

### DEVELOPMENT OF THE ESPGHAN EDUCATIONAL DOCUMENT OF PGHN

- The Educational secretary is to set up a plan in the form of a word document.  
**Timelines:** June 2019;
- The Educational Task Force representatives from the committees are to identify and submit the reference documents linked to every part of the Syllabus with the necessary missing information updated.  
**Timelines:** September 2019;
- The final document is to be sent to the Office for technical support and linked on the web page and WebApp (microsite).  
**Timelines:** End of 2019;
- Further development, via the ESPGHAN Committees, of position papers/guidelines that are lacking to enable full coverage of the syllabus.  
**Timelines:** End of 2019.

### WEB BASED EDUCATION

- Committees are to identify published papers/guidelines necessary for inclusion in the WebApp and provide the list to the Education Secretary.  
**Timelines:** June 2019;
- Template of previously published papers/guidelines available and sent to WebApp provider.  
**Timelines:** October 2019;
- WebApp developed.  
**Timelines:** February 2020
- For future position papers/guidelines there will be a question on the application form to Council;
- Template for WebApp for future papers should be submitted to the Education secretary at the same time as manuscript is approved by Council; Education secretary sends it to technical support provider.



## 2. ESPGHAN TRAINING CERTIFICATE

*This strategic goal is to award the ESPGHAN Certificate for participation in ESPGHAN training activities to young members.*

The aim of this document is to stimulate the participation of young members & trainees in educational events, accredit their participation, and increase their visibility within Society and within the local national society – health community. It is to be provided to the young ESPGHAN member who has participated in the 3 ESPGHAN schools (Gastro, Nutrition, Hepatology), one Endoscopy training program, YIF and has an abstract accepted at ESPGHAN.

### Action Plan & timelines

- To assess via the Office how many young ESPGHAN fulfilled the criteria until now.  
**Timelines:** June 2019;
- Educational secretary in coordination with Council and Office will develop certificate;
- Certificate will be advertised on the web page, leaflet and newsletter;
- Young ESPGHAN who fulfilled all tasks will be awarded starting in 2020 and awardees will be listed on the web page;
- Testing period of 5 years for ESPGHAN training certificate is envisaged.



## C. RESEARCH and SCIENCE

**TASK FORCE GROUP MEMBERS:** Steffen Husby, Andreas Jenke, Jan Nowak, Carsten Posovsky

**Chair:** Matthias Zilbauer ESPGHAN Scientific Secretary

### MISSION STATEMENT

*To stimulate and support clinical, basic and translational PGHN related research, to encourage excellence and facilitate collaboration, followed by knowledge creation and dissemination of science-based information.*

### MAIN STRATEGIC GOALS FOR 2019 – 2022

#### 1. TO NURTURE THE NEXT GENERATION OF RESEARCH ACTIVE ESPGHAN MEMBERS

*The overall goal is to support and encourage young ESPGHAN members to get involved in ESPGHAN related research activities. The key strategic aims are*

- A. Establish ESPGHAN funding streams to support members' research activities.
- B. Provide research focused training opportunities.
- C. Build on and further develop mentorship initiatives.

#### Action Plan & timelines

##### RESEARCH FUNDING STREAMS

- Establishment of ESPGHAN research funding stream with a specific focus on supporting young investigators. The first round of this initiative has started and will be completed with the award of research grants.  
**Timelines:** End of 2019;
- Review and auditing of existing funding streams including Networking grants and exchange fellowships in order to ensure efficient use of resources and that programmes are contributing towards the common aims.  
**Timelines:** Mid 2020;
- Establish an improved outcome reporting system for all ESPGHAN funding streams. This includes presentation of results during the annual meeting as well as formal progress and end of project reports to be submitted to the ESPGHAN research committee.  
**Timelines:** End of 2020.

##### RESEARCH FOCUSED TRAINING FOR ESPGHAN MEMBERS

- There are a number of existing courses, which will continue to run including the Young Investigator Research Forum and the ESPGHAN Summer School on Basic and Translational Research;
- Efforts will be made to consider the development of additional training and networking courses, which would also cater for the needs of more experienced/senior investigators;

##### MENTORING AND CLOSE LIAISON WITH YOUNG ESPGHAN

- Further develop and support the mentoring initiatives. This will include liaison with Young ESPGHAN (mentoring programme) and the development of a research project-, centre- and supervisor database (see below).

## 2. INCREASE THE FOCUS ON BASIC AND TRANSLATIONAL RESEARCH WITHIN ESPGHAN

*Whilst clinical research activities have been a major strength within our society, basic and translational science are less well developed. As a strategic goal we aim to further increase the focus on this important aspect of research.*

### a. DEVELOP AN ESPGHAN RESEARCH PROJECT, CENTRE AND SUPERVISOR DATABASE

One of main ways our society can contribute towards research efforts is by providing a platform that allows members to network and collaborate. Here we aim to develop an online database (hosted on the ESPGHAN website), which contains current research projects for which members are seeking support from others. Furthermore, this will provide members the opportunity to register themselves and/or their entire centre as ESPGHAN research centres who are capable and willing to host trainees or senior investigators from other units.

### b. INCREASE THE BASIC AND TRANSLATIONAL SCIENCE CONTENT OF THE ANNUAL MEETING

Research and basic science focussed symposia often suffer from poor attendance during the annual meeting. However, as part of this strategic goal we aim to find ways to make these sessions more attractive to delegates and further increase their proportion during the annual meeting.

## Action Plan & timelines

### DEVELOP AN ESPGHAN RESEARCH PROJECT, CENTRE AND SUPERVISOR DATABASE

- Announcement of the initiative in the monthly newsletter  
**Timelines:** Summer 2019);
- Development of registration documents (for projects, supervisors and centres,  
**Timelines:** Autumn 2019);
- Development of a suitable website interface  
**Timelines:** Autumn/winter 2019);
- First call for proposals and registrations  
**Timelines:** Early 2020).

### INCREASE THE BASIC AND TRANSLATIONAL SCIENCE CONTENT OF THE ANNUAL MEETING

- Discussions are ongoing for the 2020 meeting (as this will be a world congress, ESPGHAN influence is diminished);
- Specific consideration and planning to implement this goal will commence mid-2020.

## 3. DEVELOP ESPGHAN RESEARCH PRIORITIES AND RECOMMENDATIONS

Providing an outline of key research priorities for PGHAN related topics based on expert opinions can be a powerful tool to influence funding and support provided by the various stakeholders. As part of this strategic goal we therefore aim to develop a strategic document based on the expert opinions from our members summarising key research priorities in the various areas of PGHAN.

## Action Plan & timelines

- Development of a suitable template document to be distributed to committee, working group and special interest group chairs.  
**Timelines:** End of 2019;
- Distribution of these documents including specific instructions to chairs.  
**Timelines:** Early 2020;
- Drafting of summary document.  
**Timelines:** Mid 2020;
- Publication of first ESPGHAN strategic research strategy document.  
**Timelines:** End of 2020.



## D. PUBLIC AFFAIRS

TASK GROUP MEMBERS: James Butcher (SPINK), Nick Croft, Dominique Debray, Christina Hauer, Luisa Mearin, Andreia Nita, Carmen Ribes-Koninckx, Ricardo Troncone, Gigi Veereman, Justin Wilkes (SPINK).

**Chair:** Deirdre Kelly, Chair of ESPGHAN Public Affairs Committee

### MISSION STATEMENT

*To strengthen ESPGHAN's impact on the health of children by facilitating communication and collaboration with healthcare professionals, European decision makers, public and patient organisations.*

### MAIN STRATEGIC GOALS FOR 2019-2022

#### 1. TO HIGHTEN AWARENESS OF PGHN CONDITIONS AND THE CHALLENGES FACED IN PREVENTING THEM

##### Action Plan & timelines

Plan and execute a communications strategy each and every year, aimed at raising awareness of PGHN amongst the public, policy makers, healthcare professionals and patients and parents. This will include a. Ongoing media relations (maintaining a press office); b. Social media activities; c. Media drives around the Annual Meeting; d. Development and distribution of clinical advice guides; e. Collaborative working with patient and parents' associations – such as awareness days; f. A lobbying strategy.

**Timelines:** Every year 2019-2022.

#### 2. TO CHANGE THE HEATHCARE CONVERSATION OF THE PUBLIC, PATIENTS AND POLICY MAKERS TO FULLY RECOGNIZE THE CRITICAL IMPORTANCE OF EARLY YEARS IN THE DEVELOPMENT OF GHN PROBLEMS IN CHILDREN AND IN ADULTS

##### Action Plan & timelines

Undertake media relations campaigns, driving awareness of PGHN issues, specifically around the Annual Meeting and will also seek to place feature articles in trade media on behalf of each of the standing committees, raising awareness of important PGHN issues.

**Timelines:** Ongoing 2019-2022.

The PAC will also undertake annual awareness day activities related to a specific health problem with a pan-European patient association to highlight the key issues facing that specific condition and 'what needs to change', in order to improve patient outcomes.

**Timelines:** 2019: World IBD Day, 2020 (TBC at the 2019 June PAC meeting).



### **3. TO DELIVER A COMPREHENSIVE APPROACH TO COMMUNICATIONS ENSURING THAT MEDICAL, AND AHP AND PATIENT ORGANIZATION ARE INVOLVED IN PAC PROJECTS**

#### **Action Plan & timelines**

- Work with the office to develop and deliver an effective internal communications strategy (including crisis communications) – to increase uptake and response to internal communications. The PAC will also ensure it has representatives on all of the main committees, to ensure effective channels of communication about PAC initiatives.  
**Timelines:** Development of internal communications strategy in 2019, to be agreed and implemented in 2020 and to be reviewed in 2021.
- Increase PAC presence at the Annual Meeting and aim to host a regular PAC symposium.  
**Timelines:** Planning in 2019, introduction of first symposium in 2020 and held annually thereafter.
- Host media training sessions for ESPGHAN’s Council and key spokespeople.  
**Timelines:** 2019 onward for new spokespeople.
- Recruit, for a multi-year term, a patient representative to sit on the committee and advise on patient-related policy and discussion.  
**Timelines:** To be appointed in 2019 and to be reviewed in 2020, with the term of office ending in 2021.
- The PAC will hold a dedicated patient and parents strategy day to enhance collaboration between the society and patient and parent organisations – providing insight that will help the society to effectively communicate with other patient and parent associations.  
**Timelines:** Every two years, commencing 2020.

### **4. TO MOBILISE AND SUPPORT NATIONAL SOCIETIES THROUGH INFORMATION, BEST PRACTICE AND GUIDANCE**

#### **Action Plan & timelines**

- To undertake and execute a political campaign on the importance of paediatric care in paediatric settings and do so in partnership with national societies.  
**Timelines:** Planning in 2019. Launch in 2020.
- The PAC will undertake and execute a political campaign on the recognition of PGHN as an officially recognised subspecialty, both at a European level and assisting national societies to do so at a national level.  
**Timelines:** Planning in 2019 and execution in 2020.



## 5. TO HELP ESPGHAN TO BECOME THE GLOBALLY RECOGNIZED AUTHORITY ON PGHN

### Action Plan & timelines

- To operate an ongoing media office during the year, and a pro-active media drives at the Annual Meeting, relevant awareness days and when new clinical advice guides are produced – to educate and inform patients, parents and HCPs about the good work of the society.  
**Timelines:** ongoing throughout 2019-2022.
- To build and maintain representation of the society in international key policymaking organisations, committees and working-groups - including EU institutions e.g. the Scientific Panel for Health/ European Medicines Agency / European Food Safety Agency/ the World Health Organisation, The BioMed Alliance, CODEX ALIMENTARIUS.  
**Timelines:** on an ongoing basis.
- To lobby MEPs directly, and in collaboration with UEG, in order to develop a network of interested and dedicated MEPs who have a specific interest in paediatric GI, hepatology and nutrition and who lobby for improved health policy. At first, the PAC intends to hold 1-2-1 meetings and then host MEP roundtable meetings and in time, a formal meeting in the European Parliament.  
**Timelines:** The PAC aims to begin organising meetings with MEPs in 2019, following the European elections, and hold a roundtable meeting in 2020 with a formal event in 2021 and annually thereafter.



## E. QUALITY OF CARE (QoC)

**TASK FORCE GROUP MEMBERS:** Jackie Falconer, Jiri Bronsky, Warren Hyer, Jutta Koegelmeier, Carmen Ribes Koninckx, Alexandra Papadoupoulou, Corina Pienar, Silvia Salvatore, Ekkehard Sturm,

**Co-Chairs:** Magnus Domellof, Nikhil Thapar, Henkjan Verkade

### MISSION STATEMENT

*To align and harmonise ESPGHAN initiatives to improve the practical delivery of quality care to all children suffering disorders in Gastroenterology, Hepatology and Nutrition (G, H & N).*

### MAIN STRATEGIC GOALS FOR 2019 – 2022

*Improving the Quality of Care already forms the core of the range of ESPGHAN initiatives from work-streams and outputs of the working/special interest groups through to strategies for education and the public affairs committee. The main strategic goal for the QoC strategy group is to align these initiatives within each of the sub-specialities (G, H & N) and ensure they best translate to actual QoC in patients from countries that span the ESPGHAN membership.*

#### 1. TO SELECT A TARGET DISEASE AREAS (or health initiatives) WITHIN EACH OF THE SUB-SPECIALITY AREAS OF PGHN

##### Action Plan & timelines

Each of the ESPGHAN Gastroenterology, Hepatology and Nutrition Committees in collaboration with their working and special interest groups will select 1-2 disease and/or health initiative 'areas' to focus on over the coming year. Priority will be given to areas likely to allow for tangible or measurable improvements in QoC across ESPGHAN membership countries.

Priority markers for target 'areas' will include those (the more markers for any one area the higher the priority):

- Being addressed in current or planned working/special interest group guidelines or position papers;
- Recognised as areas of need with either known associations with poor QoC generally or where QoC is known to be very disparate across ESPGHAN membership countries;
- Where the application of a health initiative, intervention, education or training is likely to improve on the QoC of patients or harmonise it across ESPGHAN membership countries;
- Where there is an ESPGHAN education or PAC initiative to educate patients and care givers or raise awareness;
- Most likely to be supported by European Union or Governmental initiatives.

**Timelines:** 3-6 target areas (1-2 per sub-specialty committee i.e. G, H and N) identified by September 2019.



## **2. TO PERFORM A STUDY ACROSS ESPGHAN MEMBERSHIP COUNTRIES TO OBTAIN BASELINE QoC DATA (and ensure there are sufficient measurable outcome measures for QoC for each of the selected target areas)**

### **Action Plan & timelines**

Each of the ESPGHAN Gastroenterology, Hepatology and Nutrition Committees in collaboration with the relevant working and/or special interest groups along with the national societies group will devise a survey or disease specific patient questionnaire to be carried out across ESPGHAN membership countries. A decision will be made as to whether the survey is completed by individual ESPGHAN members in their own centre and/or in selected centres with the greatest likelihood of successful completion. The results will then be compiled by the working/special interest group together with the QoC group. Where there are no, or insufficient outcome measures the working/special interest group will work with the ESPGHAN outcome measures group to identify measures that can be quantified to allow the baseline study.

**Timelines:** The survey/questionnaire will be developed between September-December 2019 including the development of measurable outcome measures where needed. The actual survey/questionnaire-based study will be administered between January 2020 and March 2020.

## **3. TO ANALYSE DATA on QoC FROM BASELINE STUDY AND COMPARE THESE AGAINST KNOWN QUALITY STANDARDS (in order to set standards for QoC in each of the target areas)**

### **Action Plan & timelines**

Each of the ESPGHAN Gastroenterology, Hepatology and Nutrition Committees in collaboration with the relevant working and/or special interest groups along with representatives of the national societies group will analyse the data for the survey/questionnaire. These will be compared to known standards where available. A set of ESPGHAN QoC standards will then be developed for each target area.

**Timelines:** The analysis of the survey/questionnaire-based study will be carried out between April and June 2020 and the results presented to the working and special interest groups at the world congress in Copenhagen along with minimum QoC standards for each of the target areas.

## **4. TO DEVELOP SPECIFIC INTERVENTIONS TO IMPROVE QoC (to help ensure centres within ESPGHAN membership countries are able to and then work to meet newly developed QoC standards for each of the target areas)**

### **Action Plan & timelines**

In collaboration with the education and public affairs committees as well as national societies, information on the (i) shortfall in QoC; (ii) newly developed QoC standards and (iii) interventions needed to improve them, will be disseminated to all ESPGHAN members. It is likely that there will need to be targeted education, training and media campaigns to raise awareness amongst the ESPGHAN membership as well as patients, parents and carers. Where there is lack of resource and significant shortfalls in QoC, governments and European-wide organisations could be lobbied.

**Timelines:** The campaigns will be launched at the world congress in Copenhagen and bolstered by a series of targeted education and media campaigns over the period June 2020 – June 2021.

## **5. TO REPEAT THE ORIGINAL STUDY/QUESTIONNAIRE ACROSS ESPGHAN MEMBERSHIP COUNTRIES AND TO ANALYSE WHETHER THERE HAVE BEEN MEASURABLE IMPROVEMENTS IN THE QoC.**

### **Action Plan & timelines**

The survey will be re-administered to the centres involved in the original study. New centres could also be surveyed to gather baseline data to allow for future assessment.

**Timelines:** The survey/questionnaire-based study will be administered between September 2021 and December 2021.

### **Action Plan & timelines**

Each of the ESPGHAN Gastroenterology, Hepatology and Nutrition Committees in collaboration with the relevant working and/or special interest groups along with representatives of the national societies group will analyse the data for the survey/questionnaire. These will be compared to known/newly developed QoC standards. This aims to provide information as to the success of the initial 2 years of the strategy to improve QoC and inform the ongoing strategy. The results of these interventions will be published and used to lobby relevant authorities in countries/regions where QoC remains poor.

**Timelines:** The analysis of the survey/questionnaire-based study will be carried out and the results presented to the working and special interest groups as well as society at the annual meeting in 2022.

## **6. TO SUSTAIN QoC AND COMMENCE NEW CYCLE OF QoC INITIATIVES ON NEW TARGETS**

Each of the ESPGHAN Gastroenterology, Hepatology and Nutrition Committees in collaboration with the relevant working and/or special interest groups along with representatives of the national societies group will focus on 2 main workstreams. Firstly, from the original 2-year QoC work areas of weakness or failures to improve QoC will be targeted. Secondly, each committee will identify 1 further target areas to focus on and repeat the QoC improvement cycle each year. Given that lessons should have been learnt from the original exercise and mechanisms (e.g. education, training, awareness/media campaigns) should mean the next cycles should, theory, be completed in a shorter timeframe i.e. 1 year. It is expected that each year each committee (G,H and N) as part of their workstream will target 1 disease and/or health initiative 'area' to focus on.

**Timelines:** June 2022 onward.



## F. FINANCE

**TASK FORCE GROUP MEMBERS:** D. Belli, T. Decsi, B. Koletzko, V. McLin, P. Milla, A. Phillips, R. Shamir, D. Turner

**Chair:** A. Staiano, ESPGHAN Treasurer

### MISSION STATEMENT

*To provide financial guidance to support ESPGHAN's missions and goals, and to promote its long-term financial stability.*

### MAIN GOALS FOR 2019 – 2022

#### 1. TO ESTABLISH FUNDS – SAFETY NET – TO REMAIN IN ESPGHAN BANK ACCOUNTS.

In view of the current global financial volatility, it is necessary to guard against a hypothetical reduction in financial support from industry for the annual meetings or the EPP, or for any other significant financial losses. Therefore, there should be liquidity of at least 2 years expenditure; approximately 6 million Euros in assets. The value of the recently purchased office in Geneva is around one million Euros, indicating that 5 million Euros should be maintained in ESPGHAN bank reserve accounts.

##### Action Plan & timelines

To maintain a safety net of EUR 5 million Euros in ESPGHAN bank accounts to guard against significant financial difficulties.

**Timelines:** Continuously 2019-2022.

#### 2. TO MAINTAIN CURRENT ESPGHAN ACTIVITIES

ESPGHAN main income is from the Annual meeting and industry support, including Educational Partnership Program (EPP). In that respect the intention is to continue improving the scientific and education value of the Annual meeting program, and of other educational activities, the excellence of which drives the interest of the “potential” participants and of the industry.

##### Action Plan & timelines

To continuously strengthen the quality of educational program and of educational and scientific excellence of the Annual meetings with the aim to increase the participation and to widen the interest of the industry for financial support.

**Timelines:** Continuously 2019-2022.



### 3. FIND NEW REVENUE STREAMS

Industry may change their marketing strategies and reduce their investment in interacting directly with paediatricians and HCPs, replacing them with digital information. In addition, there is ethical pressure on the medical side and by governments to reduce industry support for education activity despite the lack of other sources for funding education. ESPGHAN should be ready for reduced investment by the infant formula industry in paediatric activities. This underlines the importance of finding new revenues independent of the industry, and the activities planned for the period 2019-2022 are listed below:

- **IBD drug** companies, as well as “pharma” producing other drugs intended for use in children (e.g. for hepatitis C) may offer potential support for ESPGHAN in major educational activities;
- **IMI2.** The ESPGHAN Research Committee is following the IMI2 pathway for grant applications. A project, suggested by the Committee of Nutrition, was judged by the IMI2 fully aligned to their aims and strategic research agenda;
- **Horizon Europe.** ESPGHAN, in partnership with BioMed Alliance, is strictly following the next framework programme, Horizon Europe, which is now in discussion at the European Parliament, ITRE (Industry, Research and Energy) Committee.

#### Action Plan & timelines

- To strengthen relationships with the pharmaceutical industry in addition to the infant formula companies;
- Make use of the scientific excellence of the society by encouraging the application for large-scale funds, by dedicated and expert members or allied professionals of the society with financial support where necessary.

**Timelines:** 2019-2022 preparation of the IMI2 call and assembling a research consortium.

### 4. TO IMPROVE MEMBERSHIP STATUS

In order to make membership even more attractive and in view of the current positive financial status, the Society can afford to reduce registration fees for the Annual meeting for ESPGHAN members and thereby enhance membership status.

Membership fees have already been reduced so that Full Membership (including JPGN online and hard copies) is now 150 euros, Allied-Health Professional Membership (including JPGN online and hard copies) is 60 euros and Trainee Membership (including JPGN online and hard copies) is 60 euros. However, to stimulate growth and improve the members’ status, a very low fee and/or free online JPGN for specific member groups (e.g. low-income countries) could be enabled.

#### Action Plan & timelines

- To decrease the registration fee for the annual meeting to enhance membership status;
- To reduce membership fees for specific categories to stimulate growth.

**Timelines:** 2019-2020 reduce membership fees for specific categories.

2021-2022 reduce registration fee for the Annual meeting.

