



*European Hospital & Healthcare  
Employers' Association*

# ***ACTIVITY REPORT 2022***



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Dear Readers,

**2022** has been a year rich in achievements and fruitful exchanges for HOSPEEM. In my quality as ARAN representative and founder member of HOSPEEM, I strongly believe in the key role of social dialogue in the health sector at national and EU level. This report presents key information on HOSPEEM and the Social Dialogue activities carried out during 2022.

Firstly, the 2010 HOSPEEM-EPSSU Framework of Actions on Recruitment and Retention was revised. In May 2022, social partners signed the updated framework, re-committing to initiatives that can strengthen the resilience of the health workforce.

Secondly, several HOSPEEM representatives shared their expertise by actively representing members' views. For example, the Joint HOSPEEM-EPSSU Technical Seminar the Digital Health Transformation of Integrated Care in Europe in November 2022 welcomed presentations from employers in Belgium, Czech Republic and Cyprus.

In this eventful period, it is essential for health employers to raise their voice up. As Secretary-General, I look forward to continuing our joint efforts as a strong European employers' organisation to further present on one hand, the necessity of building a responsive culture to crisis, and on the other hand, how our sector is not an expenditure but an investment that creates added value. In 2022, I spoke at various EU fora, for instance, at the public hearing on the European Care Strategy of the European Economic and Social Committee (EESC). HOSPEEM has been selected for one of the two new bodies that advises the European Commission Service, Health Emergency Preparedness and Response Authority (HERA).

Since the Russian invasion in Ukraine in 2022, more than 600 healthcare facilities in Ukraine have been attacked, as reported by the [World Health Organisation](#). We express our solidarity with fellow employers, trade unions and workers in the hospital and healthcare sector, who continue to provide medical care to people in Ukraine in the direst circumstances.

Marta BRANCA  
Secretary General of HOSPEEM

# HOSPEEM highlights 2022

## Updated Framework of Action on Recruitment and Retention



The EU sectoral social partners in the hospital and healthcare sector, the European Public Services Union (EPSU) and the European Hospital and Healthcare Employers' Association (HOSPEEM), **signed** the updated Framework of Action on Recruitment and Retention (FoA R&R) in May 2022. The original text was over a decade old.

The revised text better reflects the changes Europe's health services have undergone in recent years. The **updated** document includes aspects related to COVID-19, work-life balance, gender equality and digitalisation, focusing on the increasing Occupational Health and Safety issues which are important for health workers. These include psycho-social risks and stress, carcinogens, mutagens and reprotoxic substances (Hazardous Medicinal Products), musculoskeletal diseases and thirdparty violence.

### UPDATED FRAMEWORK OF ACTION ON RECRUITMENT AND RETENTION

2022



Social partners are calling to urgently strengthen public health services in order to adequately deliver quality care, ensure equal access and make these services more resilient towards future health emergencies. The updated framework also includes references to existing initiatives for retention, e.g., an active ageing policy and addressing occupational safety and health risk factors together. The signatories also emphasise that social partners must be involved in workforce planning (worker's needs, skills needs and skills mix) on all levels. The framework also promotes diversity and gender equality in the workforce to reflect the diversity of the society it cares for.

# HOSPEEM highlights 2022

## Technical Seminar on Skills and Digitalisation

*Digital Health Transformation of Integrated Care in Europe  
Digital and non-digital skills of healthcare professionals*



The **Joint HOSPEEM-EPSU Technical Seminar** on 30 November 2022 explored how digital solutions can support the integration of healthcare services and discussed which set of existing and emerging skills should be identified and developed. Social Partners shared insightful examples presenting employers' and workers' challenges in digital transformation from **Belgium** (Zorgnet-Icuro), **Czech Republic** (UZS) **Finland** (Laurea University of Applied Sciences) and **Cyprus** (PASIN).

More than 50 participants attended the Online seminar and welcomed presentations from the European Commission (DG SANTE, DG REFORM), the European Parliament and EU Hospital Sectoral Social partners. All **presentations** and a **factsheet** are available.



## Informative session on the European Health Data Space (EHDS)

On 3 February 2022, EPSU and HOSPEEM jointly organised an online informative **session** on the European Health Data Space (EHDS), with the purpose of providing a space for the exchange of information between a representative of the European Commission (DG SANTE) and social partners in the healthcare sector.

HOSPEEM Secretary General Marta Branca spoke at the event stressing the relevance of targeted informative sessions in the consultation process of Sectoral Social Partners in the broader framework of the European Sectoral Social Dialogue.



# HOSPEEM highlights 2022

## Multisectoral project on the role of Social Partners in preventing third-party violence and harassment



In 2022, EPSU, CEMR, CESI, HOSPEEM as co-applicants and ETF, ETNO, ETUCE, EUPAE, UITP as associated organisations continued the **joint project**. After six webinars, the Final Conference took place on 25 November 2022 in Madrid at the National Institute for Safety and Health at Work (INSHT). Around 100 participants discussed the study prepared by the contracted researcher Jane Pillinger and endorsed an Action Plan. Social Partners will discuss the policy recommendations during the first half year of 2023.

## BeWell project on skills

HOSPEEM is involved as associated partner in the BeWell project on skills (Co-funded by the Erasmus+ programme of the European Union), led by EHMA-European Health Management Association and running until 2026. **BeWell** aims to prepare a green and digital strategy on upskilling and reskilling the European healthcare workforce to be able to cope with future challenges that can be implemented at a local, regional, national, and at the European level.

## EESC Hearing on the European Care Strategy

On 7 December 2022, HOSPEEM Secretary General, Marta BRANCA delivered comprehensive remarks to a European Economic and Social Committee (EESC) **public hearing** on “The European Care Strategy: challenges and the way forward”:

*“Longterm care is important to the smooth-running of the hospital sector. Different challenges await but funding and social dialogue are important everywhere”*



## Health Emergency Preparedness and Response Authority

In 2022, HOSPEEM joined the newly founded European body that advises the new European Commission Service, the Health Emergency Preparedness and Response Authority (HERA). **HERA** aims to improve “preparedness and response to serious cross-border threats in the area of medical countermeasures”. Marta Branca, Secretary General, represented HOSPEEM at the HERA Civil Society Advisory Forum.



HOSPEEM selected to join the  
**HERA Advisory Forum**



# Who we are

The European Hospital and Healthcare Employers' Association (HOSPEEM) was established in September 2005 to represent the interests of national hospital employers' organisations on workforce and industrial relations issues at European level. HOSPEEM has members both in the state or regionally controlled hospital sector and in the private health sector.

HOSPEEM was created by the members of Services of General Interest Europe - SGI Europe (formerly known as CEEP) who felt that there was a need for a distinct voice on health workforce issues at European level. HOSPEEM is, since its creation, a sectoral member of SGI Europe.



## Timeline



Since the late 1990s employers and trade unions have worked closely to create Social Dialogue in the European hospital sector. The process of establishment was completed in July 2006, when HOSPEEM was officially recognised by the European Commission as a Social Partner

in the Hospital Sector Social Dialogue alongside the European Federation of Public Service Unions (EPSU).

At its creation, HOSPEEM also established a cooperation agreement with the European Hospital and Healthcare Federation (HOPE) signed in 2008.

HOSPEEM has two bodies that govern the organisation and set its future direction. These are the General Assembly and the HOSPEEM Steering Committee.

The HOSPEEM Steering Committee consists of the Secretary General, the two Vice-Secretary Generals and four other elected members.

HOSPEEM has a Board consisting of the Secretary General and the two Vice-Secretary Generals. The Board is involved in the day-to-day management of HOSPEEM cooperating closely with the Daily Manager.

In 2022, the HOSPEEM Steering Committee was composed of:

- Marta BRANCA (IT)  
*Secretary General*
- John DELAMERE (IE)  
*Vice-Secretary General*
- Sylvie SLANGEN (BE)  
*Daily Management*
- Jevgenijs KALEJS (LV)
- Kate Ling (UK)
- Tore Kvalheim (NO)

### Structure



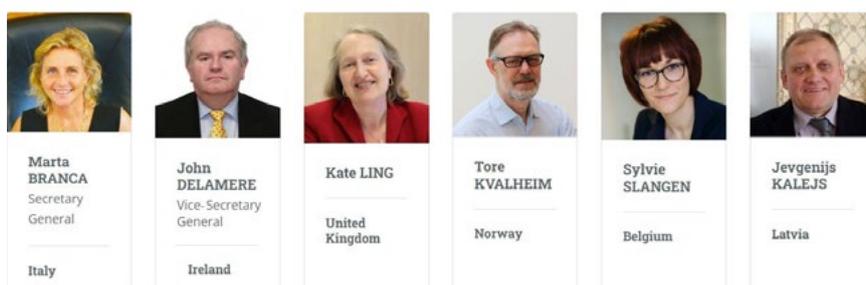
The HOSPEEM Financial Advisory Committee (FAC) is a separate body responsible for advice on financial matters.

In 2022, the FAC was composed of:

- Malene VESTERGAARD (DK)
- Sigitas GRISKONIS (LT)
- Elisa DECHORGNAT (FR)

The HOSPEEM Experts Groups meet regularly to share knowledge on specific themes and contribute to individual dossiers.

### Steering Committee 2022-2025



# Membership

Becoming a Member of HOSPEEM allows organisations to have their voice heard at European level and gives them the opportunity to make connections with employers' organisations from other European Member States and to learn from each other.

The European Sectoral Social Dialogue Committee for the Hospital Sector (SSDC HS) also gives national employers the opportunity to take part in European level discussions and increase their influence at national and European level.

One of HOSPEEM's key objectives will be to increase its membership to become even more representative in the European Sectoral Social Dialogue Committee for the Hospital Sector (SSDC HS).



*Members of the Steering Committee, Financial Advisory Committee and Staff in 2022*

The HOSPEEM members are divided into two categories:

- full members
- observer members

HOSPEEM full members have the possibility to propose subjects for discussions on the HOSPEEM meetings and possess voting rights. They also can be elected to the HOSPEEM statutory bodies.

Becoming a HOSPEEM observer allows to participate actively in the work of HOSPEEM and to exchange on good practices with other employers' organisations.

*“Becoming a Member allows organisations to have their voice heard at European level”*

However observers cannot be elected, vote or propose subjects for discussions during the HOSPEEM meetings.

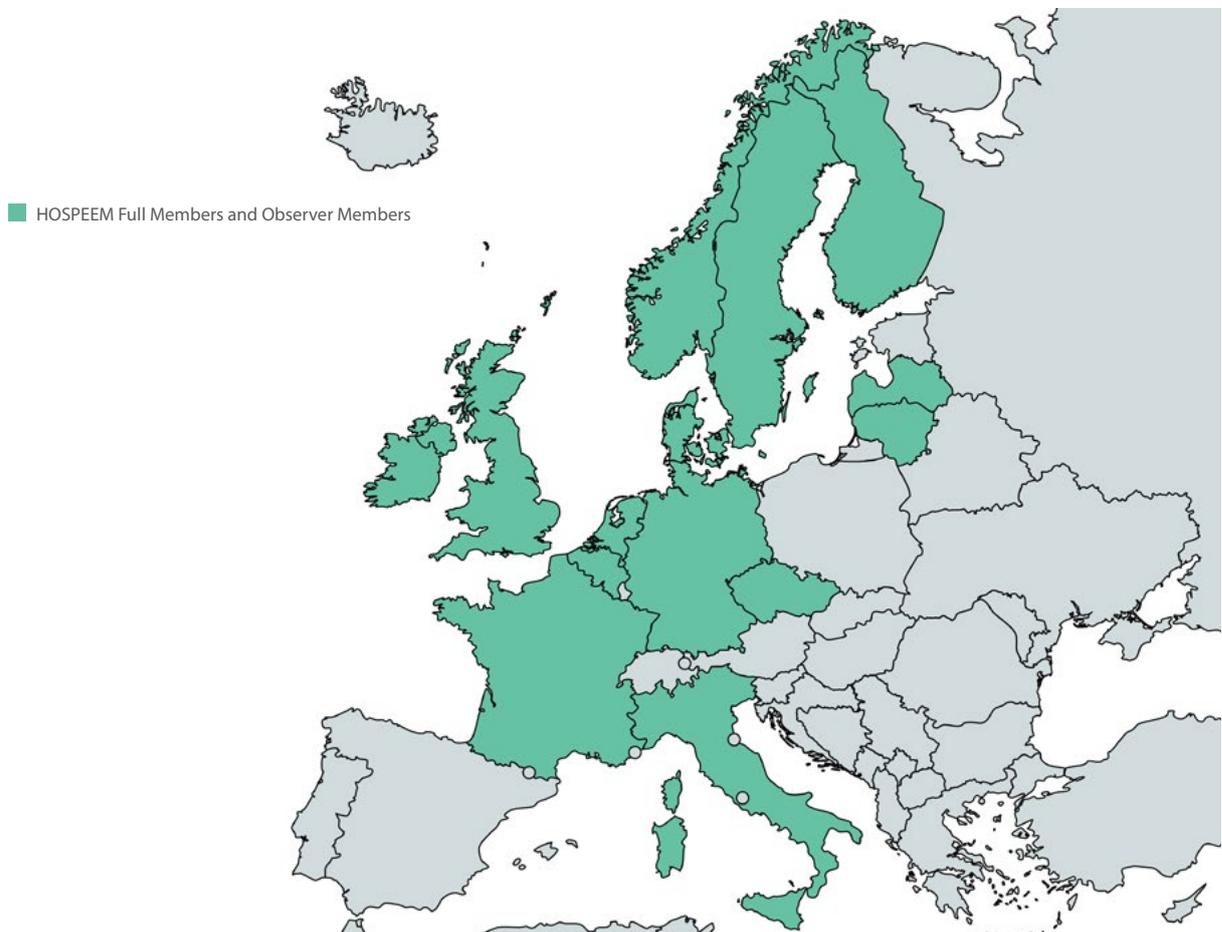


### *HOSPEEM full members in 2022:*

- ZORNET-ICURO – The Flemish network of care organisations – Belgium
- Danish Regions – Denmark
- CLAE – Commission of Local Authority Employers – Finland
- FEHAP – Fédération des Etablissements Hospitaliers et d'Aide à la Personne Privés Non Lucratifs – France
- VKA – Die Vereinigung der kommunalen Arbeitgeberverbände – Germany
- HSE – Health Service Executive – Ireland
- ARAN – Agenzia per la Rappresentanza Negoziiale delle Pubbliche Amministrazioni – Italy
  - ↳ FIASO – The Italian Federation of Healthcare and Hospitals
- LHA – Latvian Hospitals Association – Latvia
- NAHCO – Lithuanian National Association of Healthcare organizations – Lithuania
- SPEKTER – The Employers' Association – Norway
- SALAR – The Swedish Association of Local Authorities and Regions – Sweden
- NVZ – Dutch Hospital Association – The Netherlands
- NHS – European Office – United Kingdom

### *HOSPEEM observers in 2022:*

- NFU – The Dutch Federation of University Medical Centers – The Netherlands
- UZS – Union of Employers' Associations – Czech Republic



# What we do

HOSPEEM ensures that hospital employers' views are taken into account by the EU institutions when launching policies that have a direct impact on management and industrial relations in the hospital and healthcare sector at European and national level and therefore at influencing EU policy-making.

HOSPEEM plays an active role in the European Social Dialogue and is a key player in the European Sectoral Social Dialogue Committee for the Hospital Sector (SSDC HS) that was set up in 2006 together with our trade union counterpart the European Federation of Public Service Unions (EPSU).



As HOSPEEM is a recognised social partner, the European Commission (according to Article 154 of the Treaty on the Functioning of the European Union TFEU), in particular the Directorate General for Employment, Social Affairs and Inclusion (DG EMPL), has the obligation to consult HOSPEEM on any draft proposals concerning social policies in the hospital and healthcare sector. This legal provision allows HOSPEEM to benefit from an early sight on the draft proposals of the European Commission and to have a direct voice on healthcare and workforce-related issues at European level.

*“HOSPEEM is a key player in the European Sectoral Social Dialogue Committee for the Hospital Sector”*

Moreover, HOSPEEM has the opportunity to contribute to public consultations relevant to the healthcare sector, such as those launched by the Directorate General for Health and Food Safety (DG SANTE).

HOSPEEM provides access to a network of influential stakeholders at EU level and a structured platform for exchange of information and experiences. HOSPEEM is increasingly being recognised as a source of expertise and information on healthcare and workforce-related issues in the European arena.

HOSPEEM has the opportunity to put forward hospital employers' views directly to key individuals within the European institutions and agencies, relevant European and international organisations and platforms. Through these contacts and close cooperation HOSPEEM constantly promotes the views of its members.



# Our achievements

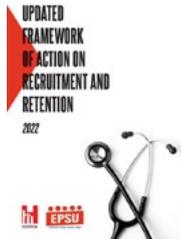
## Framework agreement on prevention from sharp injuries in the hospital sector

HOSPEEM and EPSU agreed upon a [framework agreement on the prevention from sharps injuries](#) in the hospital and healthcare sector in 2009 which was transposed into [Directive 2010/32/EU](#). In 2019, a [follow-up report](#) highlighted the role and impact of the national social partners.



## Framework of actions on recruitment and retention

HOSPEEM and EPSU agreed on an initial [framework of actions on recruitment and retention](#) of health workers in 2010 which constitutes an important basis for social partners to tackle staff shortages and qualification needs. Over the years social partners have been monitoring the implementation of actions and an updated Framework of Actions was signed in Brussels in 2022.



## Multi-sectoral guidelines to tackle third-party violence and harassment at work

In 2007, the cross-industry social partners issued a [framework agreement](#) on harassment and violence at work. In 2010, HOSPEEM signed the [Multi-sectoral guidelines to tackle third-party violence and harassment](#) which were translated into all EU languages. Since 2013, HOSPEEM and EPSU have followed closely the use and implementation of the guidelines.



## Joint declaration on CPD and LLL for all Health Workers in the European Union



HOSPEEM and EPSU adopted a [joint declaration](#) on Continuing Professional Development (CPD) and Life-Long-Learning (LLL) for all health workers in the European Union in 2016.

[Materials and guidance](#) by national social partners are also available.

## Guidelines and good practice to address the challenges of an ageing workforce

This [guidance](#) provides support to social partners as well as decision makers, managers and workers at national, regional and local level, addressing different aspects related to age management policies.



## Code of conduct on ethical cross-border recruitment and retention

The [HOSPEEM-EPSU code of conduct on ethical cross-border recruitment and retention](#) in the European hospital sector was signed in 2008. A [joint report on its implementation](#) was published in 2012 and its [10th Anniversary](#) was celebrated in 2018.

# Annexes

- A. HOSPEEM - EPSU Code of conduct and follow up on ethical cross-border recruitment and retention in the hospital sector
- B. HOSPEEM Collection of challenges and lessons learnt by hospital and healthcare employers on COVID-19
- C. HOSPEEM - HOPE Cooperation agreement
- D. HOSPEEM Position statement on the proposal for a directive of the European Parliament and of the Council on the application of patients' rights in cross-border healthcare
- E. HOSPEEM - EPSU Framework agreement on prevention from sharp injuries in the hospital and healthcare sector and follow-up report
- F. Multi-sectoral guidelines to tackle third-party violence and harassment related to work and follow-up report on the use and implementation
- G. HOSPEEM – EPSU Framework of actions on “recruitment and retention” and follow-up report on its use and implementation
- H. “Riga Declaration” on strengthening social dialogue in the healthcare sector in the Baltic countries
- I. HOSPEEM-EPSU Guidelines and examples of good practice to address the challenges of an ageing workforce
- J. HOSPEEM-EPSU Joint declaration on continuing professional development (CPD) and life-long-learning (LLL) for all health workers in the EU

*All documents are available on [www.hospeem.org](http://www.hospeem.org)*



Let's build the future of  
**HOSPITAL CARE**



# Contacts



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Tore Eugen KVALHEIM	Norway
Jeanette GRENFORS	Sweden
Peter ROCTUS	The Netherlands
Kate LING	United Kingdom

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Dirk KRAMER	The Netherlands
Jaroslava GLASEROVÁ	Czech Republic
Jiří HORECKÝ	Czech Republic



*European Hospital & Healthcare  
Employers' Association*

***HOSPEEM is the European Hospital and Healthcare Employers' Association. It regroups at European level national, regional and local employers' associations operating in the hospital and healthcare sector and delivering services of general interest, in order to coordinate their views and actions with regard to a sector and market in constant evolution. HOSPEEM is a sectoral member of SGI Europe (formerly known as CEEP).***