



*European Hospital & Healthcare
Employers' Association*

ACTIVITY REPORT 2024



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Dear Readers,

2024 has been a year rich in achievements for HOSPEEM. I would like to express my gratitude to the HOSPEEM members for their invaluable contribution to the work of the Association. This report presents key information on HOSPEEM and the Social Dialogue activities carried out during 2024.

Firstly, together with the employers from central governments, local and regional governments, education and horeca sectors, HOSPEEM concluded negotiations with the respective trade union counterparts to update the European Multi-sectoral Social Partners Guidelines to prevent and tackle third-party violence and harassment related to work. While the Social Dialogue Committee in the hospital and healthcare sector became the first to approve the content of the updated guidelines in November 2024, the text will be signed once all involved sectors have approved too.

Secondly, as the project partner of “Finance for the European Pillar of Social Rights” project, HOSPEEM together with SGI Europe and other partners launched a survey and prepared the workshop as initial steps toward developing a methodology for guiding non-financial reporting on social objectives.

This work is particularly crucial in the evolving political landscape of Europe, especially in light of the European Parliament elections in June 2024. HOSPEEM remains committed to promoting the role of social partners in Europe.

As ARAN representative and a founding member of HOSPEEM, I strongly believe in the key role of social dialogue in the health sector at national and EU level. I look forward to continuing our joint efforts as a strong European employers’ organisation.

Marta Branca
Secretary General of HOSPEEM

HOSPEEM highlights 2024

Belgian Council presidency spotlight on the healthcare workforce

Conference on mental health and work



What is the state of mental health in relation to work? During one of the first events of the Belgian Council Presidency, taking place 30-31 January 2024, HOSPEEM and EPSU were invited to present good practices on the topic in a **session** called “Shaping Healthy Workplaces Together”. The joint projects showcase the work done throughout the history of the SSDC-HS, approaching mental health from different angles such as occupational safety and health or with regards to recruitment and retention. HOSPEEM Policy Officer Leonie Martin reported on the work done on joint initiatives of social partners together with Adam Rogalewski from EPSU.

High-level Conference on the Future Health union

On 26-27 March 2024, HOSPEEM Vice-Secretary General John Delamere spoke at the high-level **conference** on the future EU health union organised by the Belgian Council presidency. During the panel, he highlighted pressing challenges in the healthcare workforce, including ageing populations, skills gaps, and resource shortages. He also stressed the importance of sharing best practices and involving social partners in policy-making. The Conference fed into the Council Recommendations on the Health Union, which also covers the health workforce.



Council conclusions on the Future of the European Health Union: A Europe that cares, prepares and protects

In **conclusions** approved on 21 June 2024, the Council of the EU called on the European Commission to keep health a priority. Member States acknowledge the work already carried out to improve health policy coordination at EU level, highlight the ongoing challenges facing the EU’s health system, and set out the key areas of focus for strengthening the European Health Union, such as the workforce. Notably, the European Social Partners in the healthcare sector are also included as relevant stakeholders to discuss appropriate actions at EU-level in coordination with actions at national level.



HOSPEEM highlights 2024

HOSPEEM EPSU Joint contribution to the consultation on labour and skills shortages in the EU: an action plan



The European Commission launched an [action plan](#) addressing labour and skills shortages. In their joint contribution, HOSPEEM and EPSU welcomed the proposal, stating that the Sectoral Social Dialogue Committee (SSDC-HS) representing 23 million workers in Europe has been engaging with the topic of labour and skill shortages for a long time.

The response to the [consultation](#) underlined topics that are addressed in the updated Framework of Action on Recruitment and Retention of 2022, as well as the Joint Declaration on Continuing Professional Development (CPD) and Life-long Learning (LLL) for All Health Workers in the EU from 2016. The SSDC-HS committed to work on the topic by i.a. working on a project proposal and starting negotiations to update the Guidelines on Third-party Violence and Harassment related to Work.

Negotiations on updating the Guidelines to Prevent Third-party Violence and Harassment related to Work

Together with employers from central governments, local and regional governments, education and horeca sectors, the European Hospital and Healthcare Employers' Association (HOSPEEM) concluded [negotiations](#) with respective trade union counterparts to update the European Multi-sectoral Social Partners Guidelines to Prevent and Tackle Third-party Violence and Harassment related to Work.

While the EU Sectoral Social Dialogue Committee in the hospital and healthcare sector (SSDC-HS) became the first to endorse the content of the updated guidelines in November 2024, the text will be signed once all involved sectors have approved too.

Although there are sectoral and organisational differences with regard to third-party violence faced by workers in different occupations and workplaces, the key elements of good practice to tackle it are common to all working environments. The original text was over a decade old. Amongst others, the update introduces a gender-perspective to the topic and reflects the further digitalization that has occurred since 2010.



HOSPEEM highlights 2024

Study Visit to SPEKTER

On 12-13 September 2024, a HOSPEEM delegation visited Oslo to engage in a valuable **meeting** with its Norwegian member organisation, SPEKTER. The visit aimed to strengthen collaboration and share knowledge on key healthcare workforce issues on national and European level.



The HOSPEEM delegation, led by Secretary General Marta Branca and joined by Vice-Secretary General John Delamere, explored SPEKTER's core activities. In particular, Tore Eugen Kvalheim gave an overview of SPEKTER organisational structure, Thomas Brown presented the Norwegian model for wage settlements, and Kim Hannisdal explained the state of health in Norway.

The delegation visited the Sunaas Rehabilitation Hospital, a renowned institution for rehabilitation services, and Akerhus University Hospital (AHUS), one of Norway's leading university hospitals. These visits highlighted the innovative practices and healthcare models that are shaping patient care and workforce management in the Norwegian healthcare sector.

Attracting and retaining talent across Europe's regions



The European Commission Communication on harnessing talent in Europe's regions in January 2023 identified access to healthcare as a location factor to live in lesser dense regions. Attracting and retaining talent is a key strategy to address issues of staff shortages and skills mismatches across Europe's regions which is why the Commission set up a knowledge-building **initiative** aimed at fostering dialogue among relevant stakeholders at the European, national, and regional levels. HOSPEEM has been part of one of the four working groups on health which focuses on improving service models and working conditions since 2023. As a result, HOSPEEM participated in the **panel discussion** on "Strengthening Europe's Healthcare Workforce: Attracting & retaining talent in a regional context" during the European Week of Regions organised by the European Committee of the Regions' (CoR) Interregional Group on Health and Well-being, the European Commission for Natural Resources (NAT), and the Reference Network for European Regional and Local Health Authorities (EUREGHA).

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 2024, 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)
- Tore KVALHEIM (NO)

Structure








The HOSPEEM Experts Groups meet regularly to share and exchange knowledge on specific themes in the fields of social dialogue, skills development, occupational safety and health. Each expert group contribute to individual policy dossiers.

The HOSPEEM Financial Advisory Committee (FAC) is a separate body responsible for advice on financial matters. In 2024, the FAC was composed of:

- Malene VESTERGAARD (DK)
- Eeva NYPELÖ (FI)

Steering Committee 2024

				
Marta BRANCA Secretary General Italy	John DELAMERE Vice-Secretary General Ireland	Tore KVALHEIM Norway	Sylvie SLANGEN Belgium	Jevgenijs KALEJS Latvia

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).

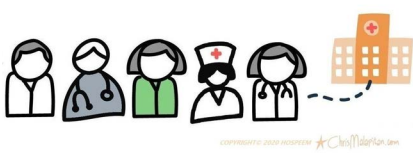


HOSPEEM General Assembly in November 2024

The HOSPEEM members are divided into two categories:

- full members
- observer members

Exchange of Knowledge & experience



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”

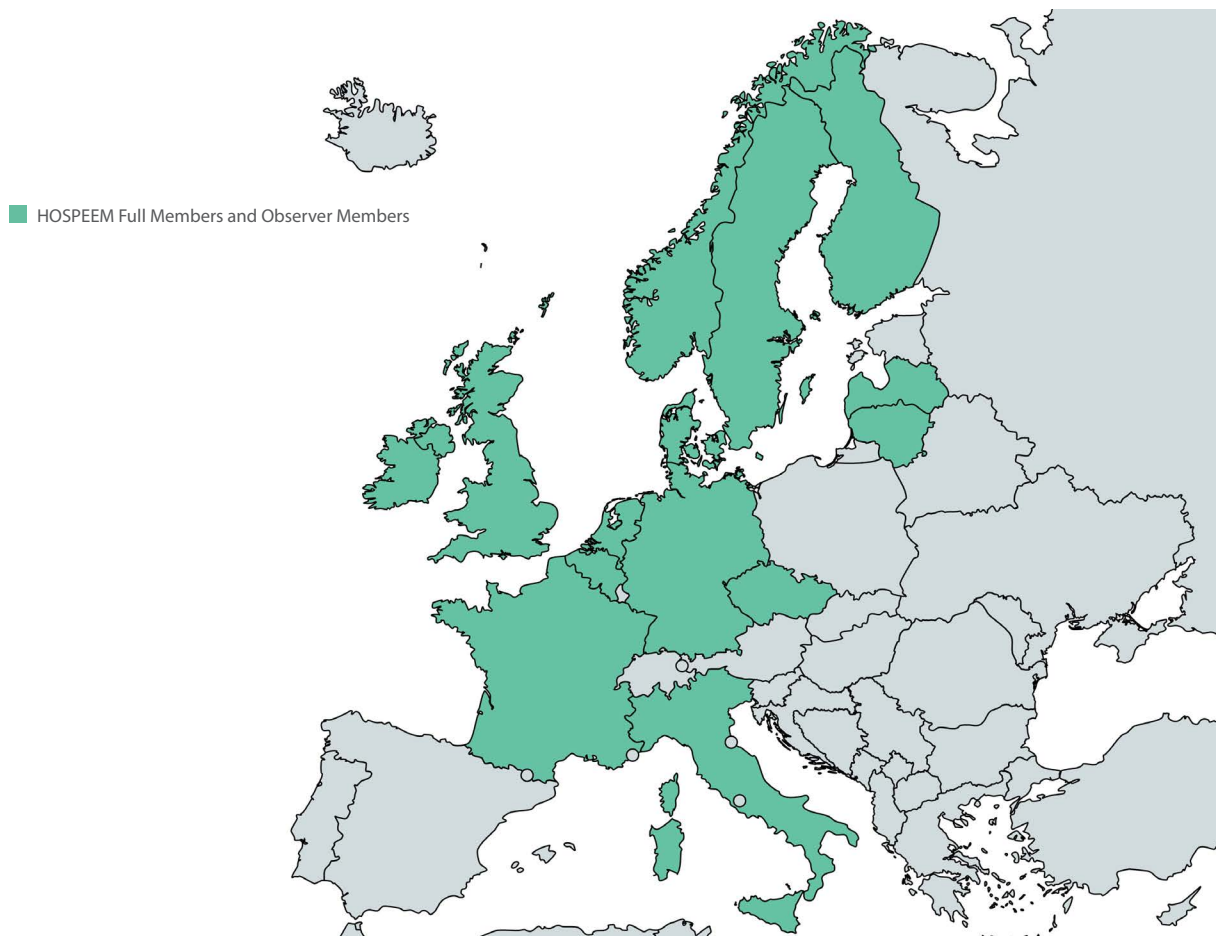
However observers cannot be elected, vote or propose subjects for discussions during the HOSPEEM meetings.

HOSPEEM full members in 2024:

- ZORGNET-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
- 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
- NHS – United Kingdom

HOSPEEM observers in 2024:

- 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.

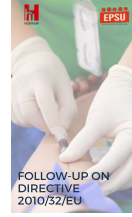
HOSPEEM has the opportunity to put forward hospital employers' views directly to key individuals within the European institutions and agencies, relevant European and international organisations and platforms. Through these contacts and close cooperation HOSPEEM constantly promotes the views of its members.



Our achievements

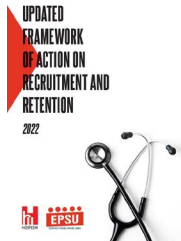
Framework agreement on prevention from sharp injuries in the hospital sector

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



Let's build the future of
HOSPITAL CARE



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*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).