

ACTIVITY REPORT 2025



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A year of impact



Dear Readers,

2025 has been a year of transition for HOSPEEM. It is a moment to reflect on the strong foundations built over many years, while ensuring the organisation is ready to respond to the evolving challenges facing Europe's hospital and healthcare employers.

HOSPEEM's work is guided by three interconnected dimensions: as a social partner, as an employer voice, and as a European network of hospital employers. This translates into concrete value for members through stronger cooperation, targeted capacity-building and social dialogue, helping to address shared challenges in a practical way.



These developments take place at a time of transformation for the healthcare sector, where evolving workforce needs and changing skill requirements are driving new approaches across Europe's health systems. In this context, HOSPEEM continues to strengthen its role as a European platform for exchange and coordination among hospital employers at European level.

I would like to express my sincere gratitude to our former Secretary-General, Marta Branca, whose leadership over many years has been instrumental in shaping the organisation's work. Under her guidance, HOSPEEM successfully concluded key achievements. Her dedication and steady commitment to social dialogue have left a lasting legacy for the organisation.

Sylvie Slangen

Secretary General of HOSPEEM

HOSPEEM as a network

WHO Europe and HOSPEEM launch partnership

HOSPEEM was granted non-state actor status by the WHO European Region and attended the WHO Regional Committee meeting, actively contributing to discussions in October 2025.



This recognition enhances its role in shaping health workforce policies, fostering collaboration, and supporting the development of resilient, sustainable healthcare systems across Europe through strengthened social dialogue and shared expertise.

Equality exchange: ILO visits HOSPEEM



In July 2025, the International Labour Organization (ILO) visited HOSPEEM premises, where discussions highlighted HOSPEEM's ongoing work, with particular focus on the recently signed updated guidelines on third-party violence and harassment (TPVH) in the healthcare sector.



Where policy becomes practice and vice versa



In 2025, the HOSPEEM General Assembly meetings focused on key policy and project priorities, while discussing and adopting the Joint Policy Orientation and Joint Work Programme, strengthening cooperation and shared direction among members.

“We can get better equipped for the future of the health-care sector through networking and sharing expertise”
SALAR, Sweden

HOSPEEM’s Expert Groups on OSH, Skills, and Social Dialogue serve as the dynamic engine. In 2025, these sessions fed critical expertise into key negotiations, including the Joint Work Programme, and ongoing EU consultations.

Katrina Dempsey (HSE, Ireland) assumed the role of OSH Chair, bringing fresh energy to the group. The groups’ insights informed the General Assembly, which focused on policy and project priorities.



Participation in these bodies goes beyond attendance: it means exchanging with colleagues across Europe and actively shaping HOSPEEM as a Social Partner.

HOSPEEM as an employer



*HOSPEEM is the voice
of hospital employers in Europe*



Hospital employers engage in the EC Quality Jobs Roadmap

The European Commission (EC) consulted social partners throughout 2025. HOSPEEM participated in hearings, also with Executive Vice-President Mînzatu, underlining the uniqueness of the hospital sector. Through individual and joint submissions with EPSU among 13 collective responses, HOSPEEM advocated e.g. for healthcare funding as investment and implementation of existing standards.

Services of general interest enhance capacity to attract sustainable finance

HOSPEEM, as a project partner in Finance4EPSR led by SGI Europe, contributed to developing tools and methodology supporting services of general interest in accessing sustainable finance. The project's conclusion highlighted its role in strengthening the social dimension of investment and promoting social impact reporting in June 2025.



HOSPEEM as a social partner

Adoption of multi-sectoral revised guidelines to tackle third party violence and harassment



HOSPEEM together with partners from 5 other sectors, endorsed updated multi-sectoral [guidelines](#) affirming that violence and harassment are unacceptable at work, reflecting their unwavering commitment to ensuring safe, inclusive, and respectful healthcare workplaces across Europe and providing evidence-based guidance to their members and workplace representatives.

Social partners commit to build a resilient healthcare

HOSPEEM co-signed a [Joint Policy Orientation \(JPO\)](#) with EPSU to strengthen Europe's hospital sector, emphasising sustained investment, workforce retention, and improved working conditions. The initiative reinforces HOSPEEM's role in social dialogue, promoting resilience, preparedness, and long-term healthcare sustainability across Europe.





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

HOSPEEM-EPSU Joint Work Programme 2026-2028



HOSPEEM and EPSU adopted the Joint Work Programme 2026–2028 addressing labour and skills shortages, preparedness, digitalisation, occupational safety and health, continuous professional development, and lifelong learning priorities jointly.



Launch of project on labour shortages and future skills

HOSPEEM and EPSU launched the EU-funded joint project on Tackling Staff Shortages and Ensuring Future-proofing Skills in Health (TaSSEFSH). The first workshop took place in Copenhagen in September 2025 and focused on mental health and work–life balance. A series of discussions among European social partners continued in Hilversum, the Netherlands, in December 2025 and covered the topic of temporary work agencies.



Delivering our mission

Since 2005, HOSPEEM has been the voice of hospital employers across Europe. We represent national hospital employers' organisations on health workforce issues at the European level, ensuring that those who run healthcare facilities have a seat at the table where decisions are made.



Let's build the future of
HOSPITAL CARE



A key player in the European Sectoral Social Dialogue Committee for the Hospital Sector (SSDC HS) since 2006, HOSPEEM brings hospital employers to the table. Our members span both public (state and regionally controlled) and private healthcare sectors, united by a shared commitment to quality care and sustainable health systems.



As an independent European membership-based organisation, HOSPEEM supports its members to implement outcomes of social dialogue through exchanges of good practices and innovative capacity building activities.

HOSPEEM is a recognised social partner under Article 154 of the Treaty on the Functioning of the European Union (TFEU).

This means the European Commission, particularly DG EMPL (Employment, Social Affairs and Inclusion), is legally obligated to consult us on any draft proposals concerning social policies.

In practical terms: When policy impacting hospital employers is shaped in Brussels, HOSPEEM is in the room.

Why join?

*Becoming a member
allows organisations to
have their voice heard at
European level*

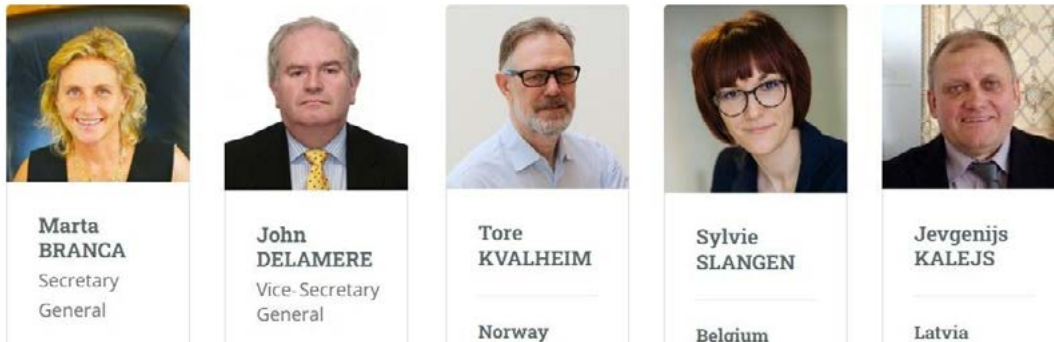
Who we are

Our representatives

Two bodies govern the organisation and set its future direction:

- the General Assembly, as the highest decision-making body and
- the HOSPEEM Steering Committee, consisting of the Secretary General, the Vice-Secretary General(s) and up to four other elected members.

Steering Committee 2025



The HOSPEEM Financial Advisory Committee is a separate body responsible for advice on financial matters, and was composed in 2025 of:

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

Our expertise in action

The HOSPEEM Expert Groups (see p. 4) meet regularly to share and exchange knowledge on critical themes: social dialogue, skills development as well as occupational safety and health. Each group contributes to individual policy dossiers, turning expertise into influence.

Membership

Full member in 2025



Observer in 2025

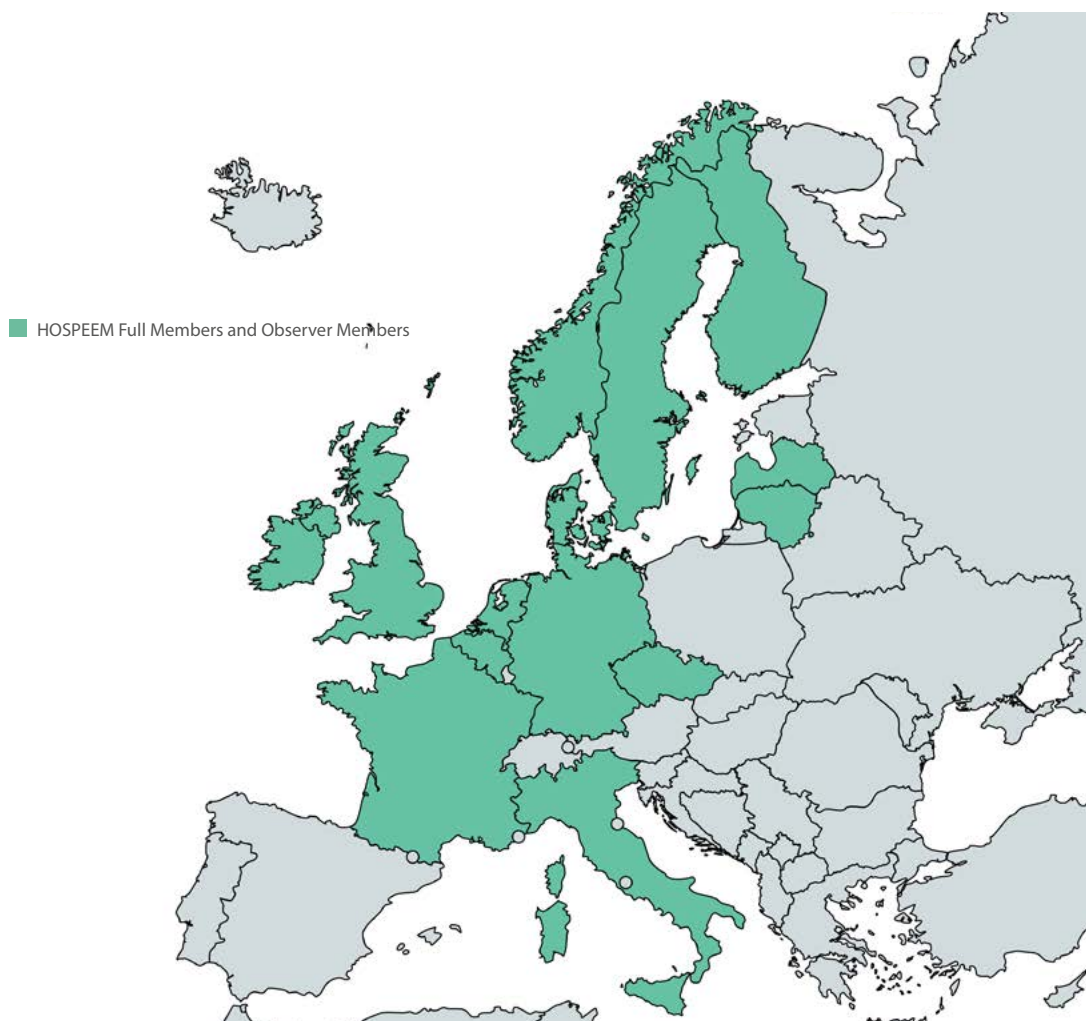


Full member in 2025

- ZORNET-ICURO The Flemish network of care organisations - Belgium
- Danish Regions - Denmark
- KT Local Government and County Employers - Finland
- FEHAP Fédération des Etablissements Hospitaliers et d'Aide à la Personne - 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

Observer in 2025

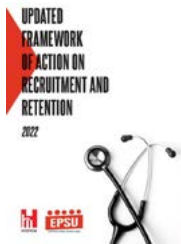
- UZS Union of Employers' Associations - Czech Republic
- NFU The Dutch Federation of University Medical Centers - The Netherlands
- NHS National Health Service - United Kingdom



Key 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 to tackle staff shortages and qualification needs. Over the years social partners have been monitoring the implementation of actions. 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 related to work](#) which was updated in 2025.



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.

Joint policy orientation to build a resilient European hospital and health sector

In 2025, HOSPEEM co-signed a [Joint Policy Orientation \(JPO\)](#) with EPSU to strengthen Europe's hospital sector, emphasising sustained investment, workforce retention, and improved working conditions.

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-EPUSU 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.



Contacts

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***European Hospital & Healthcare
Employers' Association***

HOSPEEM is the European Hospital and Healthcare Employers' Association. It represents national, regional and local employers' organisations in the hospital and healthcare sector across Europe, coordinating their views on EU policy in a constantly evolving environment. HOSPEEM is a sectoral member of SGI Europe.