



ANNUAL REVIEW

2022

About EPHA

EPHA is a change agent – Europe’s leading NGO alliance advocating for better health. We are a dynamic member-led organisation, made up of public health civil society, patient groups, health professionals, and disease groups working together to improve health and strengthen the voice of public health in Europe.



Co-funded by the
Health Programme of
the European Union

The European Public Health Alliance has received funding under an operating grant from the European Union’s EU4Health Programme (2021-2027). The content of this document represents the views of the authors only and is their sole responsibility; it cannot be considered to reflect the views of the European Commission and/or the European Health and Digital Executive Agency (HaDEA) or any other body of the European Union. The European Commission and the Agency do not accept any responsibility for use that may be made of the information it contains.

Transparency Register Number: 18941013532-08

CONTENTS

A YEAR WITH ITS UPSIDE UP	4
OUR ADVOCACY	7
HEALTHY ENVIRONMENTS	8
HEALTHCARE DELIVERY	9
HEALTH EQUITY	10
HEALTH SYSTEMS & ECONOMY	11
GLOBAL PUBLIC HEALTH	11
DIGITAL TRANSFORMATION	13
POLITICS AND HEALTH	14
COMMUNICATIONS OUTREACH	16
EPHA MEMBERSHIP	21
GOVERNANCE	22
ORGANISATIONAL DEVELOPMENT	24
FINANCIAL OVERVIEW	26



A YEAR WITH ITS UPSIDE UP

2022 turned our world upside-down, making a reflection on its twelve months no easy feat. One thing is certain: tempered by the pandemic, honed by overcoming the existential NGO challenges, and backed by 30 years of organisational wisdom, we held our ground. We proved that we could take change and challenges as stepping stones to our growing resilience, personal and collective. I am incredibly proud of yet another amazing year for EPHA, with accomplishments too many to summarise in an editorial.

Following the year of change that 2021 was, EPHA welcomed 2022 as a year of consolidation, a year of going out and looking ahead. Little did we know that it would quickly turn into another swirl, that on top of the pandemic and environmental crises, a whole new suite of challenges would press on people's health and wellbeing.

The year started us off with the war in Ukraine, making us witness its swift, immediate, devastating impact on people's physical and mental health. Together with hundreds of our members and partners, we stood by the WHO Regional Committee for Europe calling for an immediate cessation of military aggression. To no avail. What at first appeared an acute trauma, rapidly avalanched into chronic multi-emergencies, generating unbearable migrant distress, food insecurity, energy poverty, and skyrocketing costs of living.

As if that was not enough, with the COVID-19 pandemic still alive and kicking and long covid increasingly pressing, a monkeypox outbreak went "viral" in high-income countries. In a matter of days, it transitioned from an "exotic disease that happens to others" into a household name - adjusted to mpox by the end of the year. EPHA warned of the cracks in our defence systems revealed by the outbreak, questioning European solidarity, and calling against stigmatisation and discrimination that were yet again raising their ugly heads.

Against the odds, EPHA still made 2022 a year one of noticeable and impactful presence.

After a long while of being suppressed, channelled through Zooms, Teams and Webexes, EPHA's people's voice for

public health was once again heard far and wide. We were honoured to take part in the opening of EFSA's massive One-Health Conference, and in the closing of the first post-covid on-site Gastein Forum. We were there at the 72nd WHO Europe Regional Committee meeting in Tel Aviv, supporting and representing the voice of civil society. We made ourselves seen and heard at the World Health Summit in Berlin, and at the Economist's World Cancer Series, and in Brussels. You could see us active and engaged at the EU Parliament, at events organised by the European Commission, by DG SANTE, HaDEA, EMA, HERA, at those organised by our members and partners, like the EU Observatory and EUPHA, at research events and conferences, but also at our own lively and impactful events (the word about some is still buzzing around). There hardly was a relevant European discussion about key public health issues in 2022 that did not involve the views of EPHA.

Where we were not present in vivo, our work was speaking for itself. The relevance of our topical analyses and reports, of our positions and views, of our scientific publications is best illustrated by the massive pick up by key media outlets, national, European and global alike. Our work led to strengthening old and forging new partnerships, to mobilising civil society along the way, and attracting new members to EPHA's family.

But that is only one side of EPHA's 2022 coin.

On its flipside, we kept actively and resolutely enhancing our internal functionality. We conducted a thorough governance review and took an effort to revise our legal documents and update our governance structures. We developed a long-term funding strategy and improved our financial management. We polished our internal processes and introduced efficient project coordination, but also dedicated coordination of our policy work, networks and partnerships – all to help us reach our increasingly ambitious objectives.

To enhance engagement in European health debates and policy process, as one of the key strategic elements both of EPHA and our members, in 2022 we put in action our new membership strategy. We

renewed our work with members by launching policy clusters, by reinstating Directors' meetings, and introducing Politics & Advocacy Meetings (PAMs).

We invested into enhancing capacity to respond to the strategic challenges and opportunities, including team's talent and capacity to deliver evidence-based policy and advocacy. We offered capacity building to our members, aimed at facilitating their engagement in societal debates. And we did not stop there: EPHA expert staff was invited to coach European public health leaders towards enhancing their professional resilience, leadership styles, emotional intelligence, all under the umbrella of WHO Europe's Public Health Leadership Course.

We worked to further enhance our impact through a communications upgrade, the outcome of which, including the revamp of our website and the launch of EPHA's first ever podcast series, will only be bearing fruit in the time to come.

Looking ahead, with our unique, versatile, expert membership that brings the voice of people to the European policy debate, with the driven, professional and visionary Board, and with the Team second to none in its skills, motivation and ambition, EPHA stands ready to keep supporting people's health whatever future throws at us.

In 2023, you can count on us to challenge and support, to question and listen, to bring people's needs and concerns to the policy table, to shed light on issues kept in the dark corners of our societies. You can count on us to be ambitious, brave and loud in calling for accountable, courageous, future-proof policymaking. In Europe and beyond.

We are ready.



Dr Milka Sokolović

EPHA Director General



OUR ADVOCACY

In 2022, EPHA's policy work helped to raise the voice of the public health community and communities left behind in key topics at all levels (community, national, EU and global). By working closely with our wide membership, networks, and partners we have:

- ◇ Led the path towards healthier and more sustainable environments, including food environments aligned with the planetary health and One Health visions that the health of animals, humans and the planet are inextricably linked;
- ◇ Raised the voice of civil society to highlight the impacts of discrimination in health equity, the need for equal access to affordable medicines in the EU and globally and the importance of building a European Health Data Space that protects people's data and addresses digital literacy gaps.
- ◇ Called for the creation of a dedicated space for civil society in public health as part of a EU strategy on civil society engagement, including independent funding streams;
- ◇ Channeled the voices of members and other health NGOs to make sure the voice of civil society and patients are heard in discussions and consultations leading into the EU Global Health Strategy, the revision of the EU pharmaceutical legislation, the consultations relating to clean cooking, air quality as well as food information to consumers and front of pack labeling.
- ◇ Convened timely dialogues to discuss equal access to medicines, vaccines and preventive therapies, access to digital health services.



HEALTHY ENVIRONMENTS

EPHA continued leading the path towards healthy food environments, both for our health and our planet. Starting by the most vulnerable, our kids, at EPHA we have organised two main events. The first, at the European Parliament on regulating unhealthy food marketing for kids - **Give Kids a Break**, where we discussed together with MEPs, academics and other NGOs the launch of the **Blueprint Directive** on the protection of children from the marketing of nutritionally poor food. The second event, online, on **Better meals for Europe's children**, we debated how public policies can help accelerate the adoption of healthy, sustainable meals in European schools.

Looking at the big picture, we published a position paper on **Why Europe needs a health-oriented food policy**, aimed to influence the EU Legislative framework for sustainable food systems, as well as a report in **Ending routine farm antibiotic use in Europe through improving animal health and welfare**, with a checklist of ten key areas where improvements and actions are required on antibiotic use.

Related to EU funded projects, we have been part of **STOP**, identifying the factors that have contributed to the spread of childhood obesity in European countries and on the effects of alternative solutions and policy options available to address the problem. We are currently immersing in **PLAN'EAT**, which aims at advancing the scientific basis on factors influencing dietary behaviour and the health, environmental and socio-economic impacts of dietary patterns and deliver solutions for transition through a transdisciplinary and multi-level approach.

EPHA has joined as a member the new DG SANTE Advisory Group on Sustainability of Food Systems, focussing on the general overview on the progress of the Farm to Fork Strategy related initiatives, the Monitoring of the Farm to Fork Strategy, the Sustainable Food Systems Framework initiative and the EU Code of Conduct on Responsible Food Business and Marketing Practices.

When it comes to health determinants and NCD risk factors, EPHA's primary area of interest, is on the importance of the EU legislative progress. NCDs occur outside the health system and most risk factors are commercially determined. EPHA has been asking for a set of regulatory policies to create living environments that promote health, not disease. Therefore, our work was focussed on food systems, childhood marketing and sustainability. We led in 2022 following important events and initiatives:

- On 22 June 2022, EPHA's president represented civil society at the launch of the Healthier Together NCD Initiative.
- EPHA's had an active engagement in the stakeholder consultative platform in 2022. With non-communicable diseases (NCDs),
- EPHA has been advocating in 2022 for policies to tackle the common risk factors to NCDs, and advance a transition towards resilient, sustainable food systems with health-enabling food environments.
- EPHA welcomed Europe's Beating Cancer Plan. Not only for its vision to comprehensively address cancer, but also for its extensive prevention pillar with actions important for other diseases as well.

HEALTHCARE DELIVERY

The Healthcare Delivery cluster supports **universal health coverage and equitable access to medicines and healthcare** for everyone despite their socio-economic status and country of origin. We address unequal access both across EU member States as well as globally and focus on the barriers to accessibility, affordability and availability of medicines, vaccines, and other medical tools.

Our 2022 work aimed to **ensure the voice of the public health community was heard** and fed into the consultations for the revision of the EU pharmaceutical legislation. We also contributed to the design of transparent and accountable rules for public bodies such as **the European Medicines Agency (EMA) and the Health Emergency Preparedness and Response Authority (HERA) as part of the European Health Union**.

We exchanged information with members and partners and held technical meetings with policymakers and partners to help us address access to medicines and healthcare. We reviewed existing evidence on incentives for the development of new antibiotics jointly with ReAct Europe and developed an informed position, which is now shared by an overwhelming majority of NGOs, healthcare providers, patients, and Member States. As a result, our work featured in national and EU media outlets including **Der Spiegel** (Germany), **Il Punto** (Italy), the **Italian National Broadcaster** (RAI 3), **El Pais** (Spain), The Guardian, Health Quarterly and The Lancet.

We organized similar exchanges on the new EU Global Health Strategy to inform our position and worked with other health NGOs to develop 2 joint positions with partners of the EU4Health Civil Society Alliance and the European Alliance for Responsible R&D and Affordable Medicines on this new key instrument.

As part of our engagement with policymakers and other stakeholders we were invited to share our

position on the pharmaceutical legislation in a special meetings with the Health Commissioner cabinet, with INTPA and DG Sante on the Global Health Strategy, the **COVI Special committee**, and the **EESC on HERA**. We participated in high level debates organized by the **STOA committee at the European Parliament**, and the **Czech Presidency of the Council** and were selected to be part of the HERA civil society Advisory Forum, invited by the WHO Europe to their newly launched platform on access to novel medicines and continued our participation at the EMA Patients and Consumers Working Party. We were also invited to represent the views of patients in numerous debates, including an AMR session convened by the EMA at the **2022 DIA Europe Conference**.

In December 2022 we organized the 2022 **EPHA Access to Medicines Forum**, which convened more than 20 speakers including EPHA members, EU and national policymakers and experts to share ideas and convey the views of patients and citizens on EU pharmaceutical policies.

In our joint work with the European Alliance for Responsible R&D and Affordable Medicines, we developed a **joint position on shortages of medicines** and responses to the consultations on the **EU Global Health Strategy** and a **EU system of compulsory licensing**. In June we convened the first in-presence annual meeting of the European Alliance for Responsible R&D and Affordable Medicines with around 60 members to discuss the future of access to medicines and of the Alliance, and were joined by high level experts such as the Director of the Italian Medicines Agency. The meeting was followed by the Joint Rome Declaration on access to medicines, outlining key issues and a vision for future collaborative work to improve access to affordable medicines in Europe and worldwide. We also developed a strategy for EPHA to continue hosting the Alliance and adapt to new times and to a challenging funding landscape.

Last but not least, a new collaboration with EATG, UNAIDS, AIDS Action Europe and Aidsfonds to discuss access to PrEP therapy to prevent HIV infection paved the way for future collaborations to address and overcome barriers to access to medicines and healthcare for many underserved communities.

HEALTH EQUITY

After its official launch at the end of the previous year, the Health Equity Policy Cluster started 2022 with the setting of priorities with EPHA's members, leading to a new workstream on **tackling health inequities through the lens of anti-racism/anti-discrimination**. Despite increasing evidence showing that structural racism and discrimination contribute to both physical and mental health inequities in multiple ways, the issue has gained too little attention in the public health domain thus far. In collaboration with members, a **series of articles** was published highlighting some of the angles and areas where discrimination leads to inequities: gender inequalities in rare diseases, cancer inequalities, and **inequalities in organ transplantation**. To create momentum and establish visibility at a European level, EPHA successfully applied to lead a Thematic Network – now titled '**DisQo – anti-discrimination & health equity**' – which is a temporary network of stakeholder organisations created in the EU Health Policy Platform that is hosted by the European Commission, DG SANTE. DisQo, comprising of 36 supporting organisations at the end of 2022, will organise three webinars in collaboration with DG SANTE and produce a Joint Statement summarising the common position of the network in April 2023.

The Roma Health Project gained significant momentum with the developments on the EU Roma Strategic Framework and the associated National Roma Strategic Frameworks. The EPHA-led **Roma Health Network**, which gained 5 new members in 2022, gathered in 3 online and 1 in-person meeting in Brussels in November.

Key results were the **Policy Recommendations** in response to the National Roma Strategic Framework and a **Policy Paper** for which a dedicated **launch event** was organised, engaging key stakeholders including a Romeo Franz (MEP), the Roma Unit of the European Commission's DG JUST, and the ERGO Network. Moreover, EPHA represented the Roma Health Network at an event on mental health during the Roma Week 2022, at the 15th European Platform for Roma Inclusion in Prague, along with a Czech Council Presidency meeting with the National Roma Contact Points, and as panel moderator at the ERGO Network Annual Policy Conference on Roma access to care. EPHA's work in Roma Health Network was featured in a Euractiv Health Brief on mental health and a mention in a Politico article on environmental health.

On the topic of Early Childhood Development, EPHA's main output in the context of its involvement in the **First Years First Priority Campaign** has been a thematic paper on maternal healthcare, which was in collaboration with Make Mothers Matter and which was presented in a High-Level meeting at the European Parliament, titled 'Putting Early Childhood at the Heart of the European Child Guarantee'. EPHA remained involved in the **EU Alliance for Investing in Children**, which in 2022 mainly focussed on the EU Child Guarantee, the European Care Strategy and the Barcelona Targets on childcare, and endorsed a joint statement calling for more ambitious targets are needed to ensure all children have access to quality early childhood education and care.

HEALTH SYSTEMS AND ECONOMY

In the context of COVID-19 recovery, energy crisis and the war in Ukraine, it is essential to advocate for sustained investments in health and health systems (including the health workforce) and to raise awareness about the increasing consensus and evidence that health and wellbeing are not only intrinsic values but also prerequisites for economic growth and that health investments offer high returns for society. EPHA therefore focuses on these topics in the Health Systems and Economy Cluster.

In 2022, the cluster has produced a scoping paper on opportunities for engagement on **European policies related to health and health systems** and the economy, including the economy of wellbeing. The paper considers existing work on the topic from the OECD, the WHO and the European Observatory on Health Systems and Policies. This topic is highly relevant in the context of current poly-crisis (e.g., the COVID-19 pandemic, the Ukraine conflict), which have put public health and health systems at centre stage and showed

the negative effects of decreased investments in health systems. Ongoing discussions about rebuilding better, more effective, and resilient health systems need to incorporate health and wellbeing as core principles and highlight the high returns that health investments offer for society.

The scoping paper guided EPHA's planned work for 2023, including detailed terms of reference for a scoping study on advocacy on Health Systems and links to the Economics of Wellbeing that will be commissioned to an external expert during 2023. The study will develop ways of building synergies with EPHA's work on other policy areas, such as politics and health, health inequities, healthcare delivery, digital health, and global health and will inform EPHA, its members and partners about the main opportunities for engagement in European policy processes. This will allow new partnerships to be built and opportunities to advance better health to be seized while avoiding duplications, in particular with other civil society organizations.

GLOBAL PUBLIC HEALTH

EPHA's work on air pollution, traditionally focused on the outdoors, has now gained a new dimension, with the addition of indoor air quality. This new topic reflects a change in the societal conversation and people's concerns. As a change agent, EPHA brought **Indoor Air Quality to the Gastein Forum** to raise the visibility of this issue at the political level. EPHA also joined forces with organisations from across the globe, to raise the alarm on the health risks associated with cooking with gas. The EPHA team and work have been featured in the global launch report, video, and website. It is the first step of a larger project with the European Coalition launch event in 2023.

As trusted partners and experts, EPHA has provided input on several reports, such as the **Lancet Countdown Policy Brief for Europe 2022**. EPHA also contributed to the evidence base by coordinating the publication and organising the launch event of three reports on different issues related to air pollution: one on the **interplay with the pandemic**, one on **the residential sector**, and one on **the transport**. Notably, the report on residential air pollution brought us a mention in The Guardian (online and print editions).

EPHA has been the driving force behind an open letter to the Commission that gathered

support from 14 other organisations and opened the opportunity for EPHA participation as the only health organisation included in the formal consultation process **on gas cooking appliances** with the Commission and member states.

On the 3rd International Day of Clean Air for blue skies, EPHA had a meeting with Commissioner Sinkevičius, and with other health organisations like ERS. The discussion focused on the revision of the Ambient Air Quality Directives, before the legislative proposal release on 26 October.

After one year and half of negotiations and debates, the European co-legislators found a compromise on October 2022, setting ambitious CO2 emission performance standards for cars and vans. By 2035, all new cars and vans will have to emit zero (tailpipe) emissions. EPHA with its members and allies supported this legislation and **co-signed many open letters** and had meetings with decision makers to underline the importance of ending the sale of new internal combustion engine vehicles as soon as possible.

Yet, one million additional polluting cars are placed on EU's roads every month, and they will remain for decades to come. The low level of ambition of the Commission's proposal on a new vehicle emission standards "Euro 7" undermines the EU's commitments to protecting the health of Europeans. Indeed, Euro 7 is a necessary element of the revision of the Ambient Air Quality Directives (AAQD), especially given the devastating impact of polluting vehicles on human health. EPHA will continue to advocate in favour of more ambitious vehicle emission standards that really put health at the centre.

EPHA has continued to bring together different and diverse stakeholders and policymakers under the umbrellas of the AMR Stakeholder Network and of the AMR MEP Interest Group. We have shared information and pulled resources together, which resulted in the publication of outputs such as the collection of good practices against AMR,

which we had the opportunity to present in a meeting to the Commission and member states representatives.

EPHA further strengthened its own position and advocacy on AMR & food systems with the publication of a report on Ending routine farm antibiotic use, which received significant attention from other stakeholders as well as the media, including a feature in the Economist. Our new project with the Oak Foundation is a natural continuation of this work, as we are now looking at the global implications of antibiotic use in farming and animal trade policies.

We are also very proud of our new engagement with the Joint Programming Initiative on AMR under a Horizon project that will shape future research and funding priorities by developing a Strategic Research and Innovation Agenda.

Finally, EPHA has long been advocating for the threat of AMR to be recognised at the EU level. Nowadays, the urgency of fighting AMR is reflected in multiple EU initiatives, DG SANTE has been restructured to include a One Health directorate, and the Commission's One Health Network is now open to civil society stakeholders. With AMR so high on the political agenda these days, we've got a lot of important work ahead of us, and fantastic partners to rely on.

EPHA's work on air pollution, traditionally focused on the outdoors, has now gained a new dimension, with the addition of indoor air quality. This new topic reflects a change in the societal conversation and people's concerns. As a change agent, EPHA brought Indoor Air Quality to the Gastein Forum to raise the visibility of this issue at the political level. EPHA also joined forces with organisations from across the globe, to raise the alarm on the health risks associated with cooking with gas. The EPHA team and work have been featured in the global launch report, video, and website. It is the first step of a larger project with the European Coalition launch event in 2023.

As trusted partners and experts, EPHA has provided input on several reports, such as the Lancet Countdown Policy Brief for Europe 2022. EPHA also contributed to the evidence base by coordinating the publication and organising the launch event of three reports on different issues related to air pollution: one on the interplay with the pandemic (February 2022), one on the residential sector (March 2022) and one on the transport (June 2022). Notably, the report on residential air pollution brought us a mention in The Guardian (online and print editions).

DIGITAL TRANSFORMATION

Officially launched in the Autumn of 2022, the Digital Transformation policy cluster focuses on promoting inclusive digital health policy in Europe. In lay terms, this means advocating for more programmes and opportunities for building people's digital and health literacy to tackle the fact that **4 in 10 EU citizens lack basic digital skills**, ensuring that the use of artificial intelligence and health data in healthcare is done in an ethical and non-discriminatory way, and promoting digital health solutions as complements and not replacements for in-person provision of healthcare services. As an active member of the European Commission's eHealth Stakeholder Network expert group, EPHA is uniquely positioned as a voice for inclusive digital health.

In 2022, the work of the Digital Transformation policy cluster was particularly centered around the European Commission's proposal for a regulation on the European Health Data Space (EHDS). The regulation aims to provide a common framework across EU member states for accessing and sharing health data to support healthcare delivery, such as electronic health records, patient registries, and genomic data, and to facilitate health research, policymaking, and legislation. On the 26th of October 2022, EPHA published an article titled **"The European Health Data Space... for whom?"** in the Progressive Post hosted by the Foundation

for European Progressive Studies, discussing the challenges that the Commission will have to address if it wishes to realise the true potential of the legislative proposal. Coordinating a working group of more than 10 members interested in digital health, EPHA published a position paper on the EHDS reflecting the views of the members as well as its own in December 2022. EPHA was also represented at the **10th European Data Protection SUMMIT** held on the 7th of December which focused on health data where we shared a draft version of EPHA's position paper on the EHDS with the attendees and spoke about critical safeguards necessary for the ethical (re)use of health data as part of a panel discussion on health data.

As part of its ongoing objective to build strong relationships with other key actors in the sphere of public health, on the 14th of December 2022 EPHA co-hosted a webinar with the European Observatory on Health Systems and Policies on the topic of **digital health service delivery in Europe as a result of the COVID-19 pandemic**. The speakers included national health system experts from Malta, Italy, and France, as well as WHO Europe's David Novillo-Ortiz. Due to the success of the webinar, EPHA and the European Observatory will co-organize more webinars in 2023.

POLITICS AND HEALTH

The Politics and Health Cluster, launched in 2022, focuses on civil society involvement in health policymaking, which has seen several developments this year, between calls for a Civil Society Strategy by the European Parliament and civil society, and the publication of the conclusions of the Conference on the Future of Europe. The cluster also focused on advocating for health to remain high on the political agenda.

EPHA contributed and lead several publications, such as a publication in Eurohealth **on co-creating a healthier Europe**, calling for a European health union for and with civil society. EPHA also published along with EUPHA, ASPHER and WFPHA, a **joint statement** welcoming the WHO's EUR/RCSS/CONF./2 Rev.2 resolution on the Health emergency in Ukraine and neighbouring countries, stemming from the Russian Federation's aggression adopted at the special session of the WHO Regional Committee for Europe. With this statement, EPHA contributed to a policy paper by the Social Platform on an **EU Solidarity Strategy to respond to the Ukraine crisis**.

As part of the Politics and Health cluster, EPHA is collaborating with the University of Edinburgh on the Better Regulation for Better Health project. As part of this work, EPHA and the University of Edinburgh organised in October 2022 a successful training for EPHA members on influencing European policies for better health.

The Politics and Health cluster also includes work developed with the **EU4Health Civil Society Alliance**, and the management of its Secretariat with the European Patients' Forum. Within this network, EPHA took part in the campaign calling for the European Commission (DG SANTE) to continue the Operating Grants for Health NGOs. This campaign included the publication of a letter to Health Commissioner Stella Kyriakides about the Operating Grants in the EU4Health 2023 Work Programme and a joint statement for the **continuation of the Operating Grants**.

The EU4Health Civil Society Alliance also published a joint paper providing recommendations on ways to build more meaningful engagement of public health civil society organisations in EU policymaking. The document stresses the key role played by health CSOs and provides elements on how their participation to EU policymaking could be enhanced. Earlier in 2022, the EU4Health CSA and EPHA had both signed a call from Civil Society Europe for a **Civil Society Strategy**, following the conclusions of the Conference on the Future of Europe.

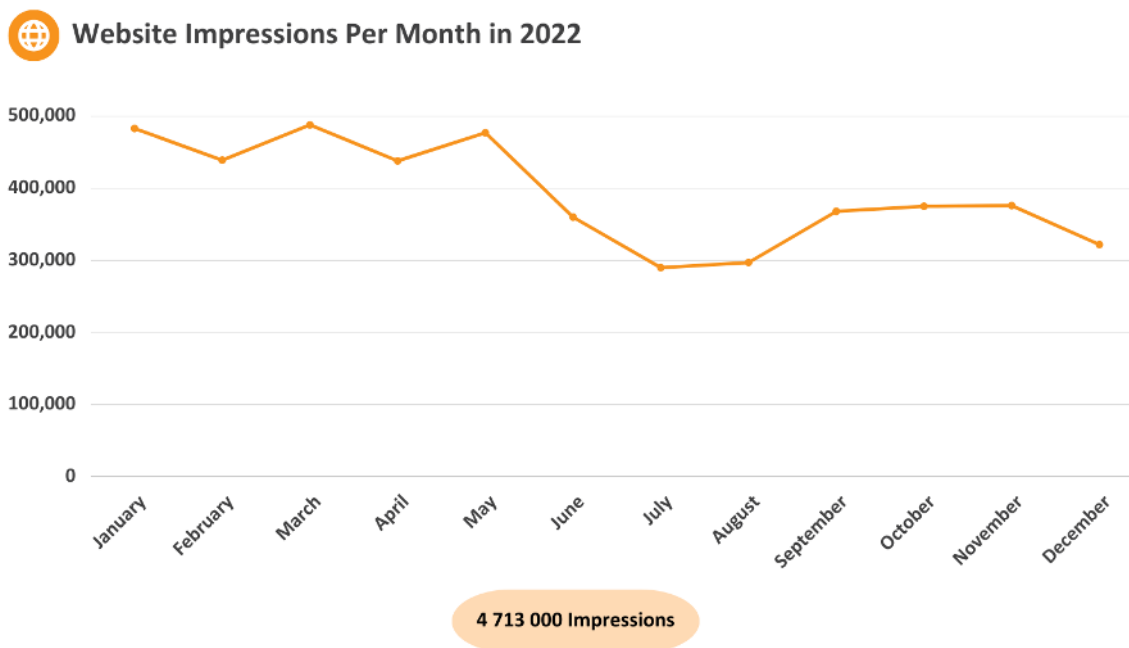
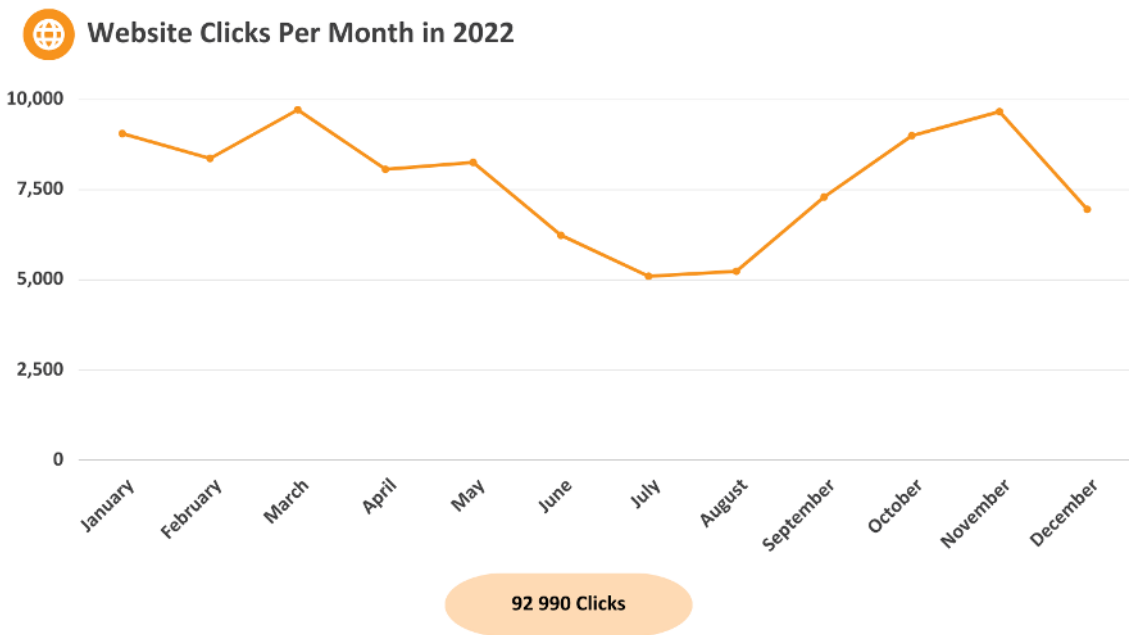
Finally, with the EU4Health CSA, the cluster drafted a response to the consultation on a new **EU Global Health Strategy**.



COMMUNICATIONS OUTREACH

The main communications channel is the EPHA website. Our top country remains Belgium, amounting to 230 862 impressions (4 % of total impressions) and 11 218 clicks (12% of total clicks). The following top countries are the US, UK, India, Italy, Germany, and the Netherlands. Overall, the website has quite a global outreach.

In terms of devices, 66% of impressions and 75% of clicks came from desktop users, 32% of impressions and 24% of clicks from mobile users, and less than 1% impression and clicks from tablet users.

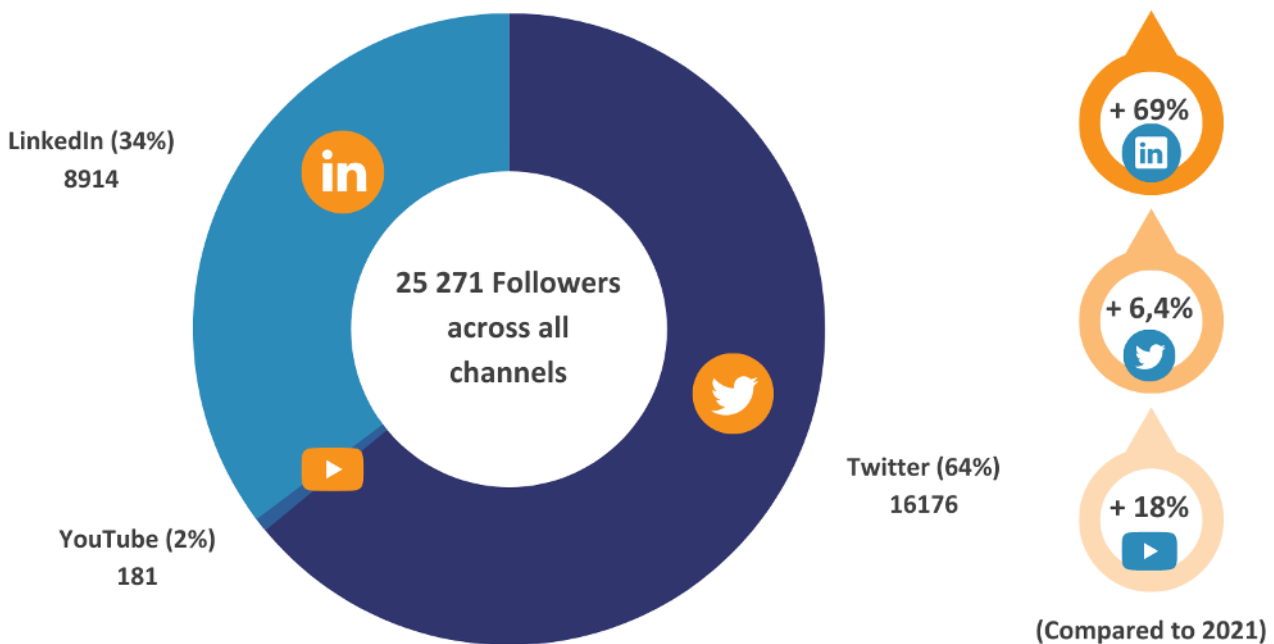
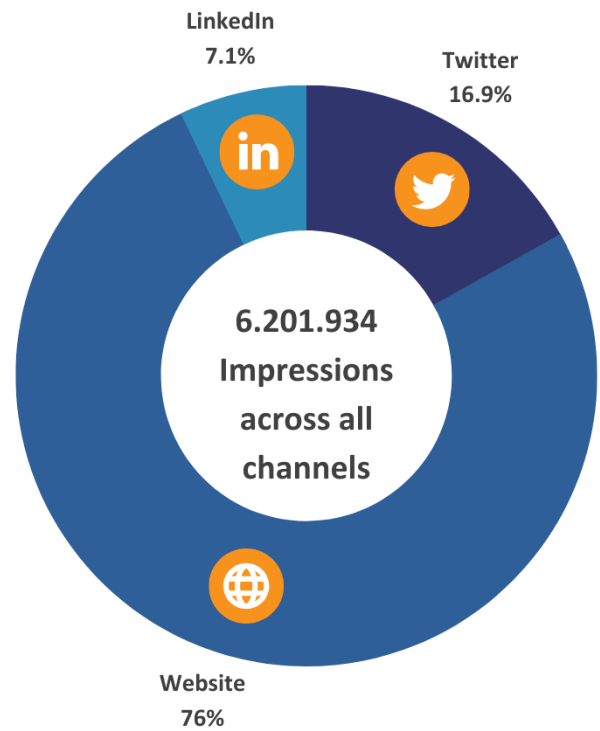


In 2022, EPHA focused on growing its LinkedIn and Twitter outreach and ceased activity on Facebook as it no longer reflected its target audience. In 2022, EPHA also increased the staff’s digital communications capacity and began tracking their (professional) activity on their individual Twitter and LinkedIn accounts. As seen below, the added impact can be significant.

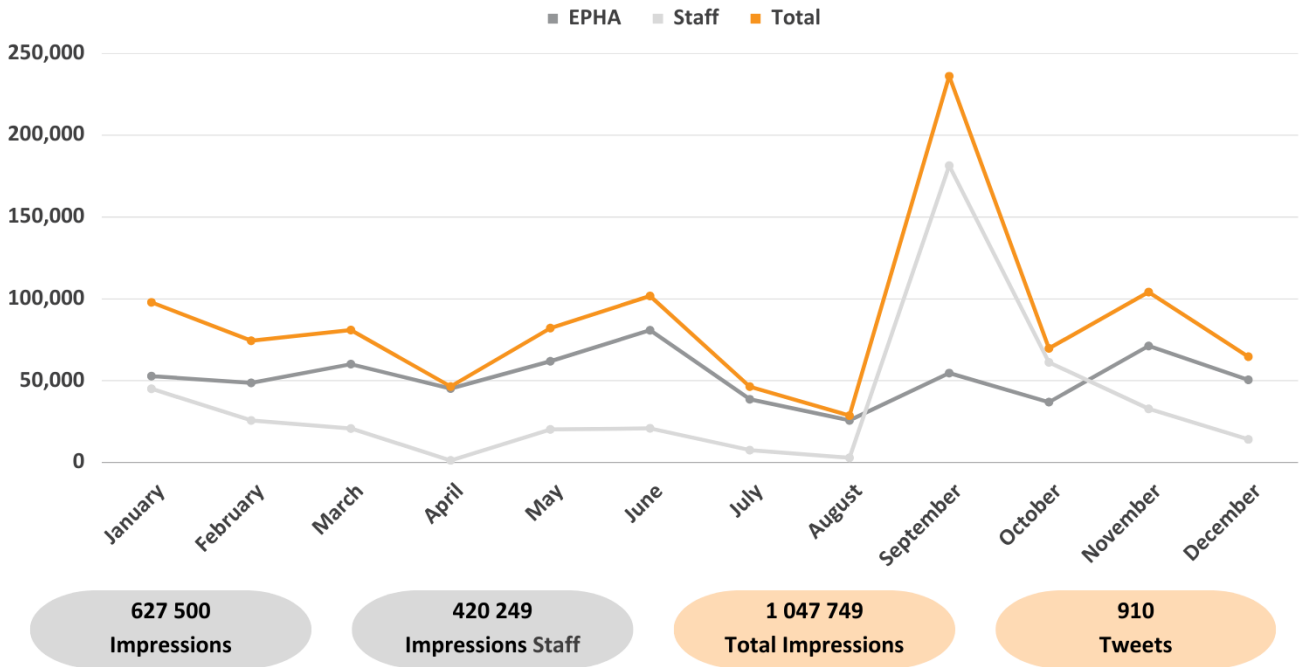
When it comes to Twitter, the yearly impressions had a 13% decrease, however, that can be explained by two main considerations. The first one relates to the fact that pandemic restrictions lessened, therefore allowing for more physical interactions. People were more eager to attend live events instead of online, and engage with people in real life, instead of Twitter for instance. The second aspect relates to the change in Twitter ownership which led to the migration of many users to other social media platforms, which may partially explain EPHA’s LinkedIn 2022 exponential growth.

Even against this backdrop, EPHA maintained an average of 52K impressions/month, posted 910 tweets (23 more in comparison to 2021), and combined with the staff, reached **1 047 749 impressions**. On LinkedIn, it maintained a 37K impressions/month average, posted 543 posts (160 more posts), resulting in a total of **441 185 impressions** (staff included). In terms of engagement, there was a 216% increase on Twitter (17.694 more than 2021), and a 173% increase on LinkedIn (12.369 more than 2021).

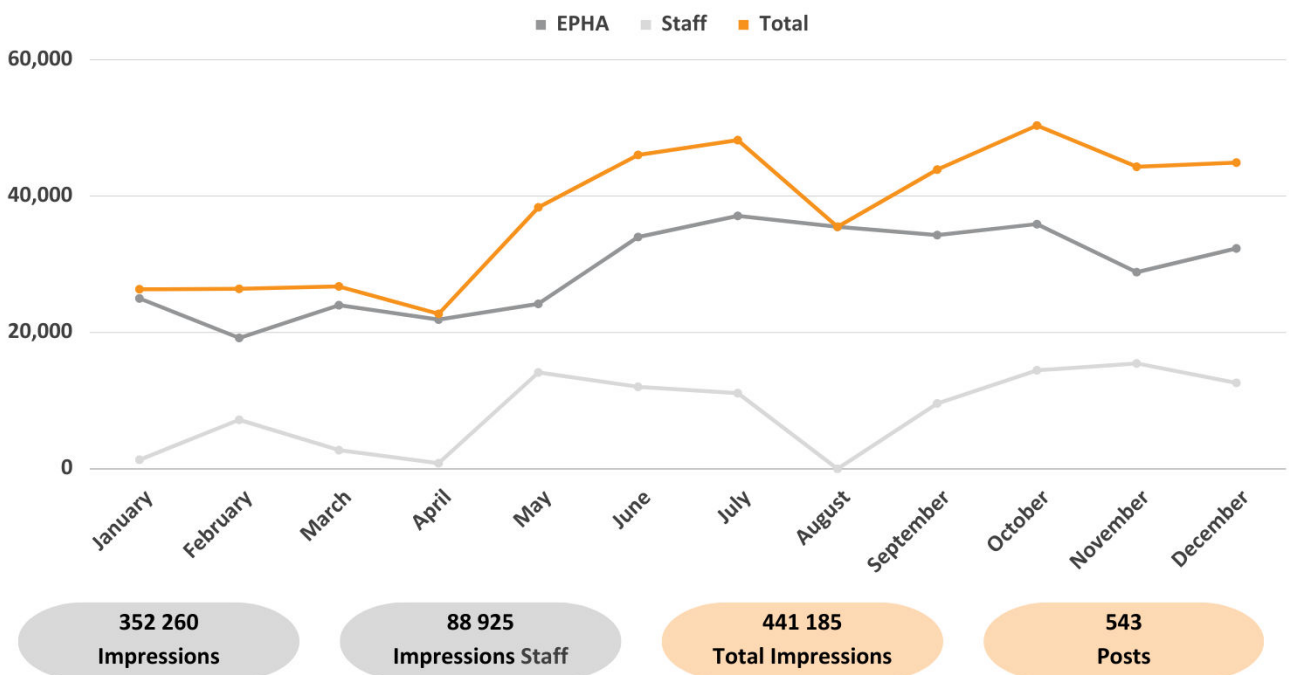
The total social media outreach in 2022 was **1.48M impressions**, a 65% increase from 2021 (898K).



 **Twitter Impressions Per Month in 2022**

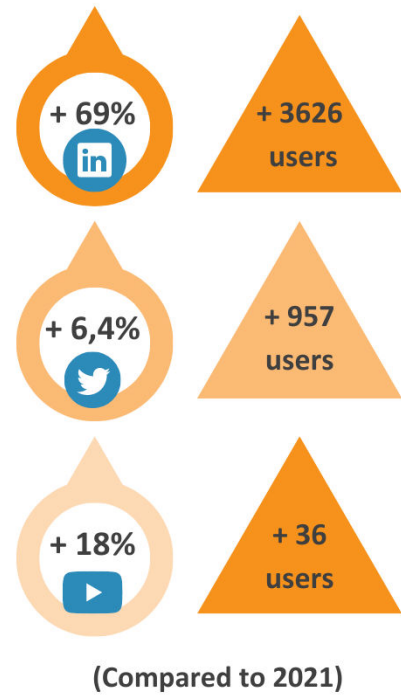
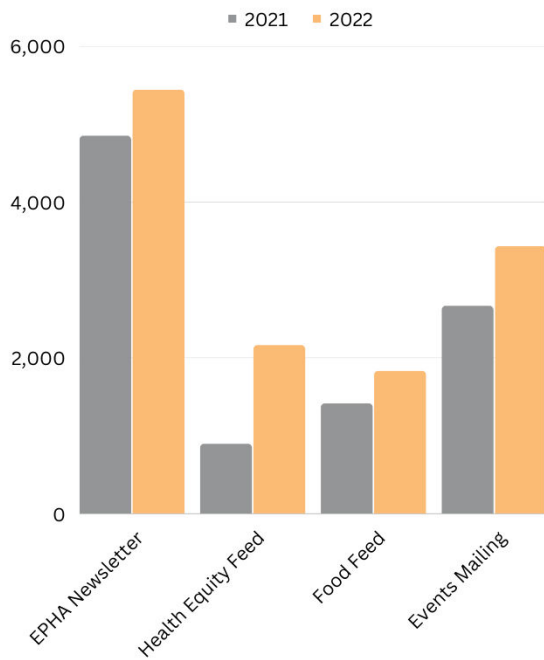


 **LinkedIn Impressions Per Month in 2022**



EPHA’s digital communication activities are complemented by regular mailings. Currently, EPHA issues a monthly digital newsletter, events mailings, and topical feeds such as the Food Feed, and Health Equity Feed. In comparison to 2021, our monthly newsletter had a 10% increase in following (5441 subscribers), the Food Feed had a 45% increase (1829 subscribers), the Health Equity Feed had a 26% increase (2158 subscribers), and lastly, the events mailing list had a 22% following increase (3430 subscribers).

 **EPHA Newsletters subscription growth**



EPHA’s digital communications profiles are steadily and organically growing. Often, the numbers are influenced by factors outside of our control, such as user preferences and social media ownership. This was seen with EPHA’s Twitter and LinkedIn following growth in 2022.

Additionally, the COVID-19 pandemic certainly changed the way people use online tools and consume social media. With restrictions lessening in 2022 and live activities being possible again, EPHA’s online engagement saw a decrease, however, that was compensated by the live engagements it took part in, particularly in the second half of the year.

Nevertheless, EPHA is always ready to adapt and implement new strategies as the online environment evolves. In 2023 it aims to continue growing, improve its outputs, and increase its overall reach, impact, and engagement across the platforms it is active in.



EPHA MEMBERSHIP

EPHA's impact would not be possible without its expert, versatile and dynamic membership. So, in 2022 we focused on rolling out EPHA Membership Development Strategy adopted by the General Assembly in December 2021, aiming to further increase value for both parties. In doing so, we simultaneously worked on improving processes, governance, and engagement.

In terms of improving processes, we ran a satisfaction survey to better understand members' needs, we revised or created recruitment and other documents, developed roadmaps for cluster launches and capacity development programme, conducted mapping exercises to identify potential new members.

We updated EPHA's governance to secure smoother, faster and more efficient membership management, allowing us to focus on value and reduce administration, reflecting the Membership Development Strategy. This included clarifying membership selection and dismissal criteria, accelerating approval of new members, and securing balanced membership.

To encourage proactiveness and enhance engagement with our members, we created new opportunities to communicate, exchange and learn from each other:

- implementing EPHA's Strategic Plan 2021-2025, we launched six policy clusters - to discuss policy areas of members' specific interest;
- we reinstated Directors' meetings - to discuss strategic issues relevant for all;
- we introduced PAMs - Politics & Advocacy Meetings - to gather and share intelligence on topical issues;
- we offered capacity building to our members – to facilitate their engagement in policy debates, including in better regulation.

Finally, after the 2021 moratorium on new membership (during which the new strategy was developed), in 2022 we were delighted to welcome four new members, each of a different geographical coverage, focus and type, and each with a new unique value to EPHA:



GOVERNANCE

Following the organisational transformation undertaken in 2021, in 2022 EPHA's Management Board, team and members focused on revising EPHA's governance in 2022.

A legal tidy-up of the Statutes secured EPHA's tight compliance with the new Belgian NGO legislation. In addition to changes required by law, and those needed to secure consistency and/or provide clarification, the opportunity was taken to simplify the management of EPHA's membership. The changes introduced into Internal Rules closely reflected those in the Statutes.

Following consultations with the entire membership, the update of EPHA's legal documents got approved by the General Assembly in December 2022.

The Annual General Assembly was also an opportunity for Alice Chapman-Hatchett, EPHA's President, to acknowledge the departing Board member, Darina Sedlakova, for her valuable contribution throughout 2022, and to welcome Freek Spinnewijn, Jean-Paul Zerbib, and Nicolas Philippou as new members of the Management Board. While the former two have previously served on the Board, this is Nicolas's first mandate.

For 2023, the new Board agreed for the statutory roles to remain the same as in 2022:



Alice Chapman-Hatchett

EPHA President



Freek Spinnewijn

EPHA Vice – President



Claudia Marinetti

EPHA Treasurer



Denis Onyango

Board Member



Florence Berteletti

Board Member



Jean-Paul Zerbib

Board Member



Nicolas Philippou

Board Member



ORGANISATIONAL DEVELOPMENT

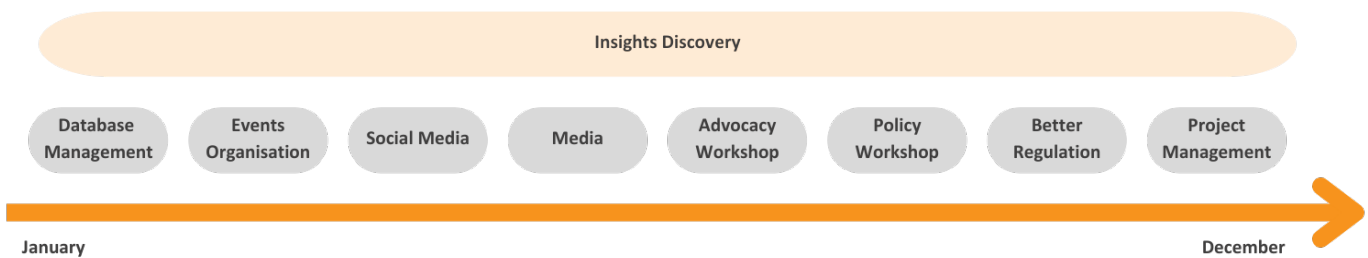
With its blueprint set the year before, in 2022, EPHA’s Organisational Development Strategy got fully implemented. According to it, EPHA’s Organisational Development is organised into three core categories:

1. Organisational development sensu stricto, which includes membership, funding, and governance as its core categories, but also strategic planning, including integration of our internal coordination across policy, networks & partnerships, communications, and projects, as well as the resulting internal restructuring;
2. Operations, which include office, administration and finance, project coordination and operational streamlining (e.g. workplan development, achievements recording, time-reporting), as well as HR operations and processes (including contracts, salary-scales, internal working rules, roles and responsibilities);
3. Team, talent and capacity development, which includes EPHA’s newly developed traineeship and induction programmes, internal and external trainings and capacity workshops, but also appraisals, coaching and career development, and team building.

Our work on membership, funding, and governance in 2022 was of such a scale that it warranted separate sections in this annual report. Similarly, our work on team, talent and capacity merits a highlight here.

Following EPHA team restructuring in 2021, EPHA’s ambition for 2022 was to reach a whole new level of expertise, efficiency and cohesion. To achieve it, we focused on expanding team’s skills and competencies (including soft), while streamlining internal HR processes.

We introduced a series of internal Trainings and Capacity Building Workshops that included hands-on trainings to improve efficiency of our daily work (e.g. database, online events, (social) media, project management trainings), to enhance impact of policy and advocacy work (policy & advocacy workshops), and to boost team awareness, cohesion and communication (team awareness exercises, team building, achievements celebrations).



2022 also saw us launching EPHA's Traineeship Programme, an opportunity for students and young professionals to get hands-on experience at the top public health NGO in Brussels. Twice a year, we look for talented and passionate individuals to work with us on a range of policy areas, communication, and organisational development. Training at EPHA is an excellent way to be a member of a team, learn from experts, and expand one's budding professional network.

In parallel, we streamlined and established internal procedures, including induction, offboarding, travel policies. We clarified roles and responsibilities, updated internal working rules, introduced annual appraisals, aligned consultancy contracts with the requirements of Belgian labour legislation, and initiated a review of salary scales.

While by its nature talent development remains a work in progress, we are proud to report that EPHA's team is steadily transforming into a beautiful Chimera: a well-oiled machine, with exquisite skills, and a powerful beating heart.



FUNDING DIVERSIFICATION AND FINANCIAL OVERVIEW

Following financial uncertainties of 2021, in 2022 we took an effort to not only secure EPHA's short-term financial stability, but to start securing a more sustainable future for the organisation. We devised a long-term funding strategy that will help us diversify our funding and reduce our reliance on any single source, while preserving our independence from commercial actors and their interests.

This effort has started paying dividends already in 2022, as our policy and advocacy work was performed and organized across 21 different grants and projects, almost double from our usual. We were primarily supported by public sources (31%) and philanthropies (66%). While EPHA's benefits from its members go way beyond the membership fees, they still contributed by 3% to our overall income, mainly directed towards supporting our internal membership management.

Thanks to EPHA's massive advocacy efforts strongly supported by our members and partners, we were fortunate to first secure the reinstatement of operating grants (OPG) by DG SANTE, and then to submit a successful application for a grant that contributed by 24% to our overall income in 2022. We dedicated it to supporting our core activities to improve health and strengthen the voice of public health in Europe, contributing thereby to the objectives of the Commission's EU4Health Programme. In addition to the OPG, in 2022 EPHA was partner in four research projects (a Horizon 2020 and three Horizon Europe), and an EU4Health action grant. Among the publicly funded projects, we worked on ones funded by the University of Edinburgh and WHO.

In line with funding diversification, and when in line with our annual objectives, we also take on consultancy projects, where we mainly provide research and analyses. In 2022, such was the case with our collaboration with the ICF consultancy on a DG SANTE commissioned project.

To support our work beyond what is possible through public funding, we partner with and benefit from grants by philanthropic funders whose mission and objectives are in line with those of EPHA. Similarly to previous years, our work in 2022 was supported by the European Climate Foundation, the Open Society Foundation, the OAK Foundation, Climate Works Foundation.

We were also delighted to host the Healthy Food Healthy Planet Initiative (HFHP), a Pan-European movement that unites civil society and funders in the transition to healthy, just & sustainable food environments. What for EPHA in 2021 started as a close alignment with the core HFHP funders (including Oak Foundation, ClimateWorks Foundation, and Welcome Trust), has now grown into an ecosystem supported by a dozen of European and international foundations, including European Climate Foundation and the Daniel and Nina Carasso Foundation.

All these efforts have led to the highest ever annual income for EPHA, reaching 2.281.567 € in 2022. With the corresponding amount of work, it is of little surprise that most of the budget was used for salaries (59%) and project specific costs (26%). In 2022 we were able to further streamline operations reducing our own costs, so mission and activity costs, and admin and operations contributed with only 14% to our overall expenses (8% and 7%, respectively).

EPHA BUDGET 2022

Total Income	2022	%
EU-Operating grant	€ 555.236,64	24,34%
Membership fees	€ 71.060,00	3,11%
OSF - Tie off	€ 109.724,62	4,81%
ICF - fiscal measures	€ 1.775,00	0,08%
Eurochild - Roma	€ 7.837,40	0,34%
CLASP	€ 6.553,16	0,29%
WHO	€ 10.503,24	0,46%
Other income (travel reimbursements)	€ 4.293,56	0,19%
Open Society Foundation – A2M & Alliance	€ 171.556,46	7,52%
European Climate Foundation	€ 608.551,81	26,67%
OSF – Roma inequalities	€ 39.647,36	1,74%
H2020 - Childhood obesity	€ 58.406,11	2,56%
Climate works - HFHP	€ 442.541,19	19,40%
HFHP - Learning by doing	€ 75.767,28	3,32%
OAK Foundation	€ 40.317,31	1,77%
BRAVEST (EU4HEALTH action grant)	€ 6.860,29	0,30%
PLAN'EAT	€ 29.934,36	1,31%
JPI-AMR	€ 6.875,00	0,30%
ECF - HFHP (combination) starting April (80,000 € - 1 year)	€ 10.000,00	0,44%
ROBUST	€ 6.331,44	0,28%
University Edinburgh	€ 17.794,97	0,78%
Total	€ 2.281.567,20	100%

EUROPEAN PUBLIC HEALTH ALLIANCE (EPHA)

Rue de Trèves 49-51 • 1040 Brussels (BELGIUM) • +32 (0) 2 230 30 56 • <https://epha.org/> • epha@epha.org