

# EPHA Action Plan 2024-2025

By EPHA Board and DG

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## Introduction

EPHA challenges of the first half of 2024 have put strain on EPHA's staff, finances, workplan, and reputation.

With an increasing competition among Brussels NGOs – for funds, influence, or well-trained staff – the reputation issues caused by the difficulties and amplified by Brussels media can undermine EPHA's position.

On the other hand, the challenge is an opportunity to gain more and different attention, and to develop in new directions, beyond the EU alone, and beyond the echo-chamber of Brussels Bubble.

## Starting points

- EPHA is an independent, non-political, broad-issued public health organisation advocating for common good, with versatile membership and broad target audiences, perfectly reflecting the breadth and complexity of public health.
- EPHA's team is its key asset, and EPHA will keep investing efforts in team's retention and satisfaction.
- EPHA is a member-based organisation, and in its revival EPHA will keep building on the strength, expertise and influence of its members, while strengthening the relationships, improving communication, and the ways of working together.
- EPHA will keep insisting on evidence as a base of public health policies, among others to counteract commercial lobbying and misinformation that pose a huge threat to public health.
- EPHA can and will look for even more synergies, and will keep building its influence based on partnerships with key (inter)national organisations, institutions and opinion leaders.

According to the Board's vision outlined in the Statement in June 2024, a list of actions is foreseen to face and counteract the effect of crisis and to drive EPHA's renaissance.



## 2024-2025 EPHA Action Plan

EPHA crisis resolution					
	Actions	Priority	Timing	Done by	Indicator
1	Evaluate "Thales report" and identify correction plan proposal	High	asap	Board	Correction plan devised and implemented
2	Devise and implement a short-term funding strategy	High	asap	DG & Team, with Board's support	Strategy in place (early July) <b>(done)</b> Action plan developed (mid-July) <b>(done)</b> Action plan in motion (mid July) <b>(done)</b> Fundraising and project management capacity building for EPHA staff & members <b>in 2025</b>
3	Facilitate team recovery and well-being, secure staff retention	High	asap	DG, Team, Board	Team building (end June) <b>(done)</b> Mid-year team-listening to understand team's needs and concerns (early July) <b>(done)</b> Short-term staff retention strategy (August) <b>(done, implemented)</b> Long term staff retention strategy (Q4) <b>(outline approved)</b> Value task force mandate revisited (Q4) <b>(updated, review &amp; approval in 2025)</b> Board & team meeting (September) <b>(done)</b> Team values exercise (October) <b>(done)</b>



					<p>Board &amp; team meeting (December) (scheduled)</p> <p>Mensura PSR evaluation (assessed by Mensura, scheduled for Q1 2025)</p>
4	Encourage greater membership engagement	High	Q4 2024	DG, Board, Team	<p>All members meeting (Oct 3, 10-13h) (done)</p> <p>Whole day PAM (October 17) (done)</p> <p>2<sup>nd</sup> GA (December 10, 10-13h) (almost done)</p> <p>Improved membership engagement by EPHA policy team within- &amp; cross-cluster (implemented, in progress)</p>
5	Revise internal policies	High	Q4 2024	DG, Board, Team	<p>Update (where required) and approve the internal policies regarding diversity &amp; inclusion, anti-bribery, whistleblowing, risk-management, anti-favouritism (Q3 2024) (done)</p> <p>Co-define ToR, modalities of engagement between the nodes of EPHA network (Board, DG, Management, Staff, Members, Advisors) (Q4 2024) (done)</p> <p>Finalise the update of Working Rules (Q1 2025) (in progress)</p> <p>Review Board's Roles &amp; Responsibilities (Q1 2025)</p>



EPHA renaissance					
	Actions	Priority	Timing	Done by	Indicator
1.	Introduce an "open door policy" and "active listening" to staff & members	High	Before 2025	Board & DG	<p>Invite to staff and members to (pro)actively reach out to Board &amp; DG (July) <b>(done)</b></p> <p>Meet the concerned ex-Board/Advisors (September) <b>(done)</b></p> <p>Meet the departed members (Q4 2024) <b>(some)</b></p>
2.	Prioritise membership recruitment	High	Q3 2024 - Q1 2025	DG & Board	<p>Membership recruitment package (mid-July) <b>(done)</b></p> <p>Short-term strategy in place, focus on national organisations (end July) <b>(done)</b></p> <p>EPHA brochure update (Q3 for membership recruitment <b>(done)</b>, in 2025 again, upon revival of expert advisors)</p> <p>5 new members by end Q1 2025 <b>(in progress)</b></p>
3.	Strengthen EPHA partnerships	High	Q3-Q4 2024	DG & Board	<p>Reach out to key partner organisations to update on EPHA come back (WHO, EC, OECD) (August-Dec 2024) <b>(done)</b></p> <p>Reach out to key NGO partners (EUPHA, EuroHealthNet, EHFG) (August-Dec 2024) <b>(done)</b></p> <p>Secure EPHA's presence at key European events (UNGA, Gastein, RC74, Q3/Q4 2024) <b>(done)</b></p> <p>Collaboration with the EU Parliament <b>(in progress)</b></p>



					<p>Capitalise - by strong communication efforts - from the existing work with international orgs &amp; agencies (WHO CSO, IARC ECAC5) (in progress)</p> <p>Secure at least one MoU with a national or regional partner by end 2024 (done)</p> <p>Reintroduce the Expert Advisors Committee (Q1 2025) (in progress)</p>
4.	Develop a new, partnership based, model for cooperation with NGOs	medium	In 2025	Board, DG	Test an MoU based model with NGO partners (Q1 2025) (done)
5.	Consider new models of financing	high	2024 & 2025	Board, DG, team	<p>Consider philanthropic (and crowd-) funding for smaller projects (done; in progress)</p> <p>Explore national funding (in progress)</p> <p>Explore funding by EP (in progress)</p> <p>Explore funding by other EC programmes (e.g. CERV) (in progress)</p>