



# The European Patients' Forum Work Plan 2008

ADOPTED BY EPF BOARD 6 DECEMBER 2007



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# EPF Strategic Goals

EPF agreed a strategic plan at its Annual General Meeting, June 2007

EPF's vision is high quality, patient-centred, equitable healthcare for all patients throughout the European Union.

The plan identifies five strategic goals:

## **EQUAL ACCESS FOR PATIENTS**

**GOAL 1:** To promote equal access to best quality information and healthcare for EU patients, their carers and their families.

## **PATIENT INVOLVEMENT**

**GOAL 2:** To ensure meaningful patient involvement in EU health-related policy-making, programmes and projects.

## **PATIENTS' PERSPECTIVE**

**GOAL 3:** To ensure a patients' perspective, including issues around human rights and quality of life, is heard in developments at EU level on health economics and health efficacy. (Health, wealth and equity).

## **SUSTAINABLE PATIENT ORGANISATIONS**

**GOAL 4:** To encourage inclusive, effective and sustainable representative patient organisations.

## **PATIENT UNITY**

**GOAL 5:** To nurture and promote solidarity and unity across the EU patients' movement.

# Executive Summary



## EPF objectives for 2008 are as follows:

- Building capacity within the Secretariat, the governance structures and our relationship with the members (GOAL 1-5)
- Strengthening our policy impact (GOAL 1-3)
- To develop our project and patients' evidence base to feed into policy (GOAL 1-3)
- Extending our membership base to ensure that EPF is a representative and as inclusive as possible (GOAL 4-5)
- Building powerful and effective communications and partnerships (GOAL 1-5)
- Diversifying the funding base (GOAL1-5)

## BUILDING CAPACITY GOVERNANCE AND SECRETARIAT

Three major EPF meetings will take place in 2008: the EPF spring conference in April 2008, the Annual General Meeting in April 2008 and a capacity-building seminar in November. The Board will meet 5 times.

Two working groups will be set up on 'The Patients' Manifesto' and 'The Status of Patients in the European Union'.

A number of EPF working groups will also take place on specific policy areas.

In 2008, the Secretariat will be composed of 6 staff, including a conference coordinator during the early part of the year. The Secretariat will move to new, larger premises in March 2008.

## STRENGTHENING POLICY IMPACT

EPF's policy work will be shaped by its over-arching goal of involvement of patients in all areas of EU policy, programmes and projects with an impact on health.

**GOAL1:  
EQUAL ACCESS  
FOR PATIENTS**

**GOAL2:  
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**GOAL3:  
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PERSPECTIVE**

**GOAL4:  
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ORGANISATIONS**

**GOAL5:  
PATIENT UNITY**

EPF will continue to invest in the high-level Pharmaceutical Forum, and in particular political developments surrounding information to patients. Other key policy interventions will include a patients' perspective on the EU health services Directive, the EU Health Policy Strategy White Paper, patient safety, Information to Patients and Health Literacy and ICT and Health (e-health).

High-level meetings will take place with representatives of the Slovenian, French and Czech EU Presidencies during the course of 2007.

EPF will continue to work with EMEA, and other health-related agencies and think-tanks.

## PROJECT AND PATIENTS' EVIDENCE BASE

EPF will launch its first EU project 'VALUE +' in 2008 that will last for 2 years. EPF will also be involved in a European Patient Safety Project 'EURONETPAS' and 'RESPECT' a project that explores the involvement of patients in clinical trials.

### MEMBERSHIP

EPF will endeavour to extend its membership in 2008, also to include representative national patient umbrellas/platforms. It will also continue to build its relationship with the whole range of health stakeholders operating at EU level and undertake extensive representational work to promote the patients' perspective.

### COMMUNICATIONS

An EPF internal mailing will continue to be produced on a monthly basis for EPF members and allies, and regular communiqués to external partners. The EPF website will continue to be developed as EPF's flagship and central communication tool.

### FUNDING BASE

Significant efforts will be made in 2008 to diversify the EPF funding base. In addition to continuing to build sustainable relationships with pharmaceutical companies, EPF will extend its work with non-pharma companies, foundations in line with its transparency policy and code of ethics, and will also submit a proposal for core funding to the European Commission.

### PERFORMANCE INDICATORS

EPF will be measuring the impact of its 2008 Work Plan in accordance with a series of qualitative and quantitative performance indicators that relate back to our vision and 5 strategic goals for the next five years.

### BACKGROUND

The European Patients' Forum adopted a five-year strategic plan at its Annual General Meeting in June 2007. The EPF work plan for 2008 takes forward this strategy and priorities and also builds on the outcomes of the 2007 work plan.

It also takes on board the external political environment, and the likely European healthcare developments during the course of 2008 and beyond.

### EPF OBJECTIVES FOR 2008

EPF has identified six core objectives for 2008.

- Building capacity within the Secretariat, the governance structures and our relationship with the members (GOAL 1-5)
- Strengthening our policy impact (GOAL 1-3)
- To develop our project and patients' evidence base to feed into policy (GOAL 1-3)
- Extending our membership base to ensure that EPF is a representative and as inclusive as possible (GOAL 4-5)
- Building powerful and effective communications and partnerships (GOAL 1-5)
- Diversifying the funding base (GOAL1-5)

This work plan outlines in very brief terms, specific actions during 2008 to achieve each of these objectives, although there is clearly some overlap.

During EPF's formative years, much was achieved in terms of visibility, and recognition by a whole range of health stakeholders. Our work plan in 2008 will build on this and enhance our credibility through high-quality, cutting edge policy and campaign work from a uniquely patient's perspective, on behalf of our member organisations.

# 1. Building capacity



## 1.1. THE EPF SECRETARIAT

A newly created full-time post of programme officer will join the Secretariat from January 2008 and a conference coordinator will be engaged to deal with the logistics of the EPF Spring Conference and the Autumn Advocacy Meeting.

The policy officer will continue to work at 100%. The webmaster's post will remain at 75 %: the trainee will continue to work on an 80% basis until Summer, and two new trainees will join us in October 2008.

The director's post will continue on an 80% basis.

Staff meetings will take place on a bi-weekly basis, and half yearly reviews and annual appraisals will take place with all staff members.

EPF has contracted an accountancy firm to manage the book-keeping and financial accounts in accordance with Belgian and Luxembourg law. An external auditor will audit the accounts for 2007 and these will be presented to the Annual General Meeting in April 2008, and published on the website.

EPF will move in early 2008 to a larger non-serviced office. It will be located in the heart of the EU district of Brussels. The office includes meeting space, and a temporary office facility for member organisations visiting Brussels.

## 1.2. EPF GOVERNANCE MEETINGS

The EPF board will meet 5 times in 2008 in Brussels and will hold teleconferences as necessary in between these meetings.

The Annual General Meeting will take place in April 2008 where EPF will welcome formally at least 3 new members.

## 1.3. OTHER KEY MEETINGS

The EPF Spring Conference will take place in April 2008 that will convene patient representatives and other health stakeholders from across Europe to address health literacy. This meeting is part of a rolling programme of annual conferences, and will be a major opportunity to engage more strategically with other key health care players at EU level.

An EPF autumn advocacy seminar on strengthening patients' groups will take place in November 2008. For the first time, it will be located in one of the new Member States.

A working group will be set up to develop a campaign linked to the Patients' Manifesto that will presented to MEPs in advance of the European Parliament elections in 2009. This working group will be chaired by the EPF President.

Another working group will be set up to advance work on 'The Status of Patients in the European Union', undertake a mapping exercise regarding existing literature and research in the area, and to identify the structure of the project, and a number of key indicators for the pilot.

Ad hoc working groups will also be set up to address specific policy issues and the 2008 budget reflects this.

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SUSTAINABLE  
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ORGANISATIONS**

**GOAL5:  
PATIENT UNITY**

## 2. Strengthening our policy impact

### GOAL1: EQUAL ACCESS FOR PATIENTS

### GOAL2: PATIENT INVOLVEMENT

### GOAL3: PATIENTS' PERSPECTIVE

#### In 2008, EPF will focus on the following policy priorities:

- Patient Safety
- Information to Patients
- Health Services and Patient Mobility
- Health Strategy White Paper
- ICT and Health

##### 2.1. INVOLVEMENT OF PATIENTS

One of EPF's overriding policy goals is to promote the involvement of patients 'organisations in EU health-related projects. We believe this will lead to stronger project outcomes that will feed ultimately more effectively into a patient- centred EU health agenda. To pursue this goal EPF will be working with a range of Commission Directorates, including health (SANCO), research, regional development (structural funds), and enterprise.

##### 2.2. INTELLIGENCE WORK ON POLICY ISSUES

EPF will also upgrade its 'intelligence' work with all of the EU Institutions, in terms of anticipating issues emerging at EU level, and preparing appropriate and strategic interventions in consultation with and on behalf of its membership. To facilitate this, EPF will subscribe to DODs EU policy monitoring service.

##### 2.3. THE EUROPEAN COMMISSION

The High Level Pharmaceutical Forum was established by the Commission Vice President Verheugen and Commissioner Kyprianiou in June 2005 to examine the competitiveness of the European-based pharmaceutical industry and related public health issues.

The Pharmaceutical Forum will continue to dominate the EPF policy agenda, particularly in relation to one of its key areas: 'information to patients', as this is fundamental to the empowerment of patients and their contribution to patient-centred health-care.

EPF is involved in all three working groups (Relative Effectiveness, Pricing and Reimbursement, and Information to Patients), represented by EPF President and Board Members and supported by the Secretariat. An important milestone will be the final high-level Ministerial Pharmaceutical Forum scheduled to meet in September 2008.

EPF will also input and monitor carefully politically developments linked to the legislative proposal prepared by the Commission on information to patients, to the European Parliament and the European Council. This is due to be presented towards the end of 2008.

EPF will continue to be represented in 2007 on various Commission Working Groups such as "patient safety", "health stakeholder involvement", 'health services', the 'e-health stakeholders group'. EPF will use this representation to be a pro-active as possible in ensuring a patient-centred perspective in developments in each of these areas.

EPF will continue to be represented in the European Health Policy Forum that meets twice yearly.

Regarding the Seventh Framework Programme, the EPF President is member of a high level group for health research within the seventh framework programme on research and development (FP7), set up by Commissioner for Research. EPF will get involved as an associate partner in selected FP7 projects that contribute to the EPF Strategic Plan.

Two other major policy initiatives on the part of the EU Commission will require considerable attention by EPF during the course of 2008, specifically moving forward on the EU Health Services Directive, presented from the Commission to the European Parliament and



the Council; and the EU health policy strategy White Paper, that was presented by the Commission in autumn 2007. EPF will be liaising closely with the Commission officials involved to ensure developments reflect a strong patients' perspective, and will be following their course through the European Parliament and Council.

#### 2.4 THE EUROPEAN PARLIAMENT

During 2008, EPF will galvanise the links with key MEPs already established, notably through our liaison work with MEPs for our Advocacy Seminars. Over 80 MEPs have expressly committed themselves to the work of EPF.

In the framework of EPF's work on a 'Patient's Manifesto', a key event will take place in the European Parliament in June 2008.

We have chosen not to set up an interest group or an 'intergroup'. In terms of our longer-term work with the European Parliament, the aim is to secure a strong on-going relationship with highly committed MEPs from across the political groupings to enable us to optimise our effectiveness in the European Parliament on specific health-related policy issues.

EPF will cooperate closely with the Active Citizens Network and its work in the EP on patients' rights. The aim is to share ownership of these initiatives, but not take them over. One key event will be a 'Patients' Rights Day on 18th April 2008.

#### 2.5. THE EU COUNCIL AND PRESIDENCY

EPF will liaise as closely as possible with Slovenia and France, holding the EU Presidencies in 2008, by attending relevant health meetings, and ensuring input from a patient perspective in relation to key health policy initiatives addressed by the Presidencies.

A high-level meeting will be organised between the Slovenian Health Minister and EPF president to discuss the outcomes of our spring conference on health literacy. We will also endeavour to support our members' specific initiatives with the Presidencies (e.g Euordis and Alzheimer Europe in France).

In the latter part of 2008, EPF will also establish links with the Czech Republic holding the EU Presidency in the first part of 2009.

In the framework of VALUE +, close work will take place with the Swedish Government to ensure that the Swedish Presidency in 2009 will have a specific focus on the role of patients in the European healthcare agenda, spearheaded by an EPF conference under the auspices of the Presidency.

Regular communication will continue with the health attaches in all permanent representations.

#### 2.6. POLICY INVOLVEMENT IN AGENCIES, THINK- TANKS AND ADVISORY PANELS

EPF will continue to input in the European Medicines Agency (EMEA) *inter alia* through the patient representative on the EMEA Board, and direct involvement of an EPF representative in the EMEA patients' working party.

EPF will continue to participate actively in a number of health-related think tanks and advisory panels.

EPF will be involved in the stakeholders group linked to the Innovative Medicines Initiative.

The purpose of such meetings is information exchange, but increasingly EPF will use these platforms to reinforce its key policy messages on topical issues.

EPF will continue to sit on the Editorial Board of the EU Health Portal.

### 3. Our project and patients' evidence base to feed into policy

#### GOAL1: EQUAL ACCESS FOR PATIENTS

**The overall rationale behind these projects is to substantiate EPF's knowledge base, and policy lines, with meaningful input from the patients' community throughout the European Union.**

#### GOAL2: PATIENT INVOLVEMENT

A major priority for EPF in 2008 is the coordination of the 'VALUE +' Project (Promoting Patients' Involvement in EU-supported health-related Projects). VALUE + aims to exchange information, experiences and good practice among patients' organizations and other key stakeholders to encourage the meaningful involvement of patients' organizations in EU-supported health projects at EU level and at national level.

#### GOAL3: PATIENTS' PERSPECTIVE

The project will develop a set of specific targeted resources: (1) a Resource Kit for patient organisations to facilitate patient involvement in future projects, (2) a Handbook for project leaders and promoters, (3) Policy recommendations for policy makers.

EPF is involved as an associate partner in EUNetPaS (European Union Network for Patient Safety). This project aims to establish an umbrella European network to improve cooperation between EU Member States in the field of patient safety (culture, reporting and learning systems, education) and avoid effort duplication in developing patient safety programmes at Member State level. The project is led by Haute Autorité de Santé in France and involves partners from all Member States and a broad range of stakeholders.

EPF is also involved as associate partner in a research project called ' RESPECT', under the Seventh Framework Programme for Research and Development . The project will explore the expectations and needs of children and their families in relation to clinical trials for new drugs in Europe and how this should be translated into empowering and motivating participants in future clinical trials research.

## 4. Reinforcing the membership base and cooperation with the members

**It is of great importance that EPF is as representative as possible of the whole spectrum of patients at EU level. In 2007, seven new members joined EPF, including national platforms/ umbrella organisations from 4 Member States. In 2008, EPF aims to extend the membership with a further 4 national platforms, and at least one European organisation representing a major disease area.**

This will be undertaken through inviting relevant patient leaders to our spring conference and autumn advocacy seminar and following up these contacts with targeted meetings in the member states.

The goal is to extend the EPF membership to 35 organisations by the end of 2008 and to broaden the representation across the key disease areas and the member states.

EPF will also strengthen alliances with existing active members of EPF, notably by attending respective Annual General Meetings to highlight the mutual benefit and added value of being part of the organisation, and to explore how to refine cooperation.

EPF is a collaborating partner in a EU funded project organised by the European Multiple Sclerosis Platform, and will communicate on-going developments in this project to the broader EPF membership.

**GOAL4:  
SUSTAINABLE  
PATIENT  
ORGANISATIONS**

**GOAL5:  
PATIENT UNITY**

# 5. Building powerful and effective communications and partnerships

## GOAL1: EQUAL ACCESS FOR PATIENTS

EPF will continue to build powerful and effective communications and partnerships, using the external communication strategy adopted by the board in December 2007.

## GOAL2: PATIENT INVOLVEMENT

### 5.1. REPRESENTATION WORK

In terms of representation, EPF will continue to ensure a strong presence at all major EU health events, where it is vital to ensure a strong patients perspective. In 2007, EPF presented at, or moderated in 50 such European Health meetings.

## GOAL4: SUSTAINABLE PATIENT ORGANISATIONS

Criteria have been agreed by the board to decide whether participation is appropriate in specific events, and gauge potential impact. Where it is judged that EPF is unable to be present in an event, a written contribution will be sent.

## GOAL5: PATIENT UNITY

### 5.2. COMMUNICATIONS OUTREACH

Our communications approach in 2008 will include the reinforcement of EPF's corporate identity and branding. (Position statements, policy papers, publications)

EPF will continue to develop its comprehensive mailings list database, including the internal mailing lists comprising EPF member organisations and patient organisation allies, the external mailing lists comprising political and corporate stakeholders working on health issues, and a media mailing list.

EPF will also work in close cooperation with National umbrella patient organisations in countries where there is a strong media outreach (e.g Spain, France) and agree they 'market' EPF in these countries, through their own media activities.

During 2008, we will develop a clear policy on our members and members' members using our logo and making a link to the EPF website.

We will also continue to cultivate contacts with selected 'health' journalists and EU journalists.

### 5.3. COMMUNICATIONS PRODUCTS

The new EPF website was launched in September 2006. EPF will continue to improve and update the website as EPF's flagship and major external communications tool.

EPF will continue to produce a monthly internal mailing to members and those working closely with us, with EU news, information and issues with a potential impact of patients. Based on the very positive feedback regarding the EPF mailing, EPF will enlarge the mailing list of the 'Internal Mailing' newsletter, to make it accessible to a wider network. This includes strategic contacts in all the EU Institutions, industry and in the Member States. A small editorial group will also be set up in early 2008 to produce the mailing.

EPF will upgrade its efforts to use existing journals, and newsletters of its members to communicate EU health developments. A one-page document will be developed four times a year to be translated by patient organisations in respective countries.

EPF will also continue to produce ad hoc mailings/press releases to the external mailing list and media list highlighting more detailed information on the EPF website.

EPF will produce its second annual report in early 2008, with an overview of its achievements and challenges in 2007.



#### 5.4. PARTNERS AND ALLIES

During 2006/2007, EPF devoted significant time to develop alliances and good working relations with a number of European organisations with which we have a common agenda, and EPF will sustain and enhance this during the course of 2008.

Specifically, with regard to patient groups, EPF will continue to work as closely as possible with the European Cancer Coalition, European Aids Treatment Group, European Heart Network, and the International Alliance of Patient Organisations. EPF will endeavour to include their views and perspectives in EU policy work in which we are selected as the patient representative.

EPF will also continue to develop strong relationships with the wide range of the health NGOs organised at EU level, including the European Public Health Alliance, The European Standing Committee of Doctors, (CPME), European Federation of Nurses, The European Pharmacists Organisation, (PGEU), the European Hospitals Association, (HOPE) etc.

Following the successful joint board meeting between EPF and CPME, the European Standing Committee of Doctors, EPF will agree joint principles of cooperation at their AGM and embark on a common project.

EPF will hold a similar joint board meeting with PGEU, the European Organisation representing Pharmacists in September 2008

Specific cooperation work will also take place with the European Federation of Nurses.

In 2008, EPF will also initiate working relations with EU health agencies to enhance our visibility and to encourage a stronger patient perspective in their work. In addition to EMEA (see above) EPF will also work with the European Health Observatory, and the European Centre for Disease Prevention and Control.

In 2008, EPF will also build an active relationship with WHO –EUROPE ,based in Copenhagen, the health unit of the Council of Europe, based in Strasburg, and the relevant health-related departments within OECD (Organisation for Economic Cooperation and Development ) based in Paris. Initial contacts with all these organisations took place in 2007.

# 6. Diversifying the funding base

## GOAL1: EQUAL ACCESS FOR PATIENTS

## GOAL2: PATIENT INVOLVEMENT

## GOAL3: PATIENTS' PERSPECTIVE

## GOAL4: SUSTAINABLE PATIENT ORGANISATIONS

## GOAL5: PATIENT UNITY

EPF's income in 2008 is made up of unrestricted funding from the pharmaceutical industry. We are currently in partnership with 9 different pharmaceutical or health-care companies or federations.

EPF will also receive funding in 2008 for a two year project in the framework of the EU Public Health Programme, **VALUE +**.

### 6.1. SUSTAINABLE PARTNERSHIPS WITH PHARMACEUTICAL COMPANIES

EPF will continue to build sustainable partnerships with representatives of industry in accordance with code on transparency and ethics, also through relevant industry organisations such as the European Federation of Pharmaceutical Industry Associations, EFPIA, the Pharmaceutical Research and Manufacturers of America PhRMA, AESPG (the European Association of Self Medication industries), GIRP (the European Association of Pharmaceutical Wholesalers) and the Health Compliance Packaging Council.

EPF will repeat the successful high-level meeting organised in the framework of the 2007 Work Plan with pharmaceutical partners. This will take place in September 2008 to discuss perspectives beyond 2009.

### 6.2. DIVERSIFICATION

A major goal for EPF is to diversify financial sources to ensure a broad based, politically and financially sustainable funding base.

The new Public Health Programme includes a provision for core funding for eligible health NGOs. EPF will submit a proposal for core funding for its operational programme in 2008.

EPF will also continue to get involved in new EU projects as an associate partner in accordance with EPF's own strategic plan, criteria for joining projects and human resource availability within the secretariat.

EPF will continue to apply for funding from foundations and other non-pharma industry groups and companies in line with our code of ethics and transparency practices.

EPF will also explore the potential of a new corporate membership fee policy for sustainable partners.

### LONGER TERM FINANCIAL HEALTH OF EPF

EPF during the course of 2008 will continue to work towards building reserves of 6 months of our operational budget.

# 7. Performance indicators 2008



EPF is committed to ongoing monitoring and evaluation, as described in its five years strategic plan.

The following performance indicators will be used to measure our success in 2008 against our 5 key strategic goals. These are not exhaustive, but serve to illustrate some of the benchmarks we will work towards.

## EQUAL ACCESS FOR PATIENTS

- **GOAL 1:** To promote equal access to best quality information and healthcare for EU patients.

**Performance indicator:** Degree to which EPF's views are actively taken on board in relation to the drafting of a new legislative proposal on ITP, in particular the role and contribution of patients' organisations as one source of ITP, and their specific role in relation to a governance model.

**Performance indicator:** Degree to which the Slovenian Presidency 'endorses' the outcomes of the EPF Spring Conference on Health Literacy and refers to them explicitly in the subsequent 'EU Health Council' as a policy and programmatic priority at EU level and across the EU member states.

## INVOLVEMENT OF PATIENTS

- **GOAL 2:** To ensure meaningful patient involvement in EU health-related policy-making, programmes and projects.

**Performance indicator:** VALUE +: interim assessment by external evaluator based on the deliverables of work packages 4 and 5, notably the nature and impact of the showcase examples identified, and the perceived utility of the VALUE + database.

**Performance indicator:** EPF's effectiveness in the revised European Health Policy Forum, measured by the inclusion of EPF comments and a patient's perspective in EHPF positions and initiatives.

## PATIENTS' PERSPECTIVE

- **GOAL 3:** To ensure that a patients' perspective, including issues around human rights and quality of life is heard in developments at EU level on health economics and health efficacy (health, wealth and equity).

**Performance indicator:** Number of invitations to represent EPF views at EU Institution, and Stakeholder events, and the inclusion of a patients' perspective in the meetings' outcomes (conclusions, recommendations, action points).

**Performance indicator:** Perceived success of the event in the EP in June, in the framework of the 'Patients' Manifesto', through the level of 'sign-up' by 2 major EP groupings.

## SUSTAINABLE PATIENT ORGANISATIONS

- **GOAL 4:** To encourage inclusive, effective and sustainable representative patient organisations.

**Performance indicator:** 30 % of EPF's funding to come from non-pharma sources by the end of 2008 to help to ensure a diverse funding base and the financial sustainability of the organisation.

**Performance indicator:** EPF receipt of core funding from the European Commission for its operational programme 2008.

## PATIENT UNITY

- **GOAL 5: To nurture and promote solidarity and unity across the EU patients' movement.**

**Performance indicator:** The enlargement of the EPF membership to 35 members by the end of 2008; to extend representation in one key disease area previously unrepresented within EPF, such as cancer; and to extend direct representation, through a national platform of one major country previously underrepresented by EPF.

**Performance indicator:** The perceived success and impact (through evaluation forms and anecdote) of the Autumn Advocacy Meeting taking place in one of the new EU Member States. One measurement for this will be the extent of participation by EU related officials and politicians from the region.

## 8. Conclusions



**EPF's exciting and ambitious work plan for 2008 reflects the increasing external demands on the organisation, and also a continuing shift towards EPF becoming more pro-active and agenda-setting in its culture and its operations.**

The work plan is not exhaustive nor set in stone and it should be borne in mind that the Board and the Secretariat will need to be flexible enough to respond effectively and rapidly to unanticipated media or political events during the course of 2008.

The work plan includes also scope to consolidate the organisation in terms of enhancing the Secretariat capacity, building communication and trust with and between the members, and achieving a more sustainable financial base.

Most importantly, the achievements in 2008 should enhance EPF's credibility and niche as the European Patients' voice, and move closer towards its vision of patient centred, equitable health care throughout the EU.

**Milestones in 2008 (this is not exhaustive, as some key dates are not yet available including Pharmaceutical Forum working group meetings and major external conferences).**

- January      Programme officer in post  
Preparation of core –funding proposal to the Commission  
EU Conference on Patient Education, Barcelona
- February      Board Meeting  
EFPIA Think Tank  
Office Move
- March      European Voice Conference on Healthcare
- April      Board Meeting  
EPF Spring Conference  
EPF Annual General Meeting  
European Patients Rights Day
- May      Board Meeting and Retreat  
European Health Policy Forum
- June      EFPIA Think Tank
- July      Mid year review with staff
- August
- September      High Level Meeting With Sustainable Funding Partners  
High Level Pharmaceutical Forum  
Board Meeting with PGEU  
EFPIA Think Tank
- October      Bad Gastein Health Forum
- November      EPF Autumn Seminar Seminar  
European Health Policy Forum  
EPF Board Meeting  
EFPIA Think Tank
- December      Staff Appraisals.



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