

Sustainable healthcare for all

Strategy update 2025-2026

April 2025

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Colophon

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Introduction

This document describes the strategic priorities of Erasmus School of Health Policy & Management (ESHPM) for the years 2025 and 2026. It follows on our current strategic period (2020-2024) presenting an ambitious programme of work ensuring our role as leading institute in the healthcare sector, both impactful and connected. The current 2025-2026 window is purposely short to enable us to further align our strategy with the overall strategy of Erasmus University which will be launched and executed in September 2025.

The ambitions and goals that are formulated in our strategy update enable us to continue our work towards sustainable healthcare for all. Our world-class academic research and education, and our engagement activities, are not goals in their own right. They serve a broader ambition of realising societal impact. In this strategic update we first look back at ESHPM and the societal challenges, present our seven high-performing multidisciplinary departments, describe our research, education and engagement priorities, and finally present the main goals for 2025 and 2026.

1. Paving the way to sustainable healthcare



Established in 1982, Erasmus School of Health Policy & Management now has a leading position in research and education in the field of health policy and management. The school and its staff have a strong reputation, nationally and internationally, in terms of scientific excellence and practical contributions to healthcare.

ESHPM has about 270 employees and represents various research disciplines that together, both disciplinary and interdisciplinary, work towards improving healthcare: healthcare governance, healthcare management and organisation, health sociology, health economics, healthcare law and ethics, health systems and insurance, and health technology assessment. Our professional services staff provides high quality and invaluable support to our education and research, working closely with EUR central services where possible. We educate over 1,500 students every academic year. ESHPM is highly successful in acquiring external funding for research, acting as a relevant and strong partner for both public and private funded organisations and national and international funders. Furthermore, ESHPM has a participating interest in two private limited companies within the EUR Holding; the institute for Medical Technology Assessment (iMTA) and Erasmus Centrum voor Zorgbestuur (ECZ).

ESHPM conducts research at the highest international level. Through our excellence and strong connections in the field, we contribute to the shaping of healthcare systems as well as healthcare organisations in terms of competition, regulation, policy, quality and efficiency, in management and in policy development. Researchers at ESHPM combine state-of-the-art methods from the social sciences and humanities and are frontrunners in developing theories, tools and methods that contribute to a better understanding of problems and improving decision-making at all levels in health and social care. Over time, insights from research in our common focal themes – Competition and Regulation, Quality and Efficiency, Economic Evaluation, and Organisation and Management – have contributed to shaping healthcare systems worldwide.

Our education programmes prepare students to become professionals and leading players in the increasingly challenging healthcare sector. These programmes are closely linked to healthcare practice and due to the unique multidisciplinary constitution of our school, enabling our alumni to contribute to improving healthcare policy and practice in their professional positions.

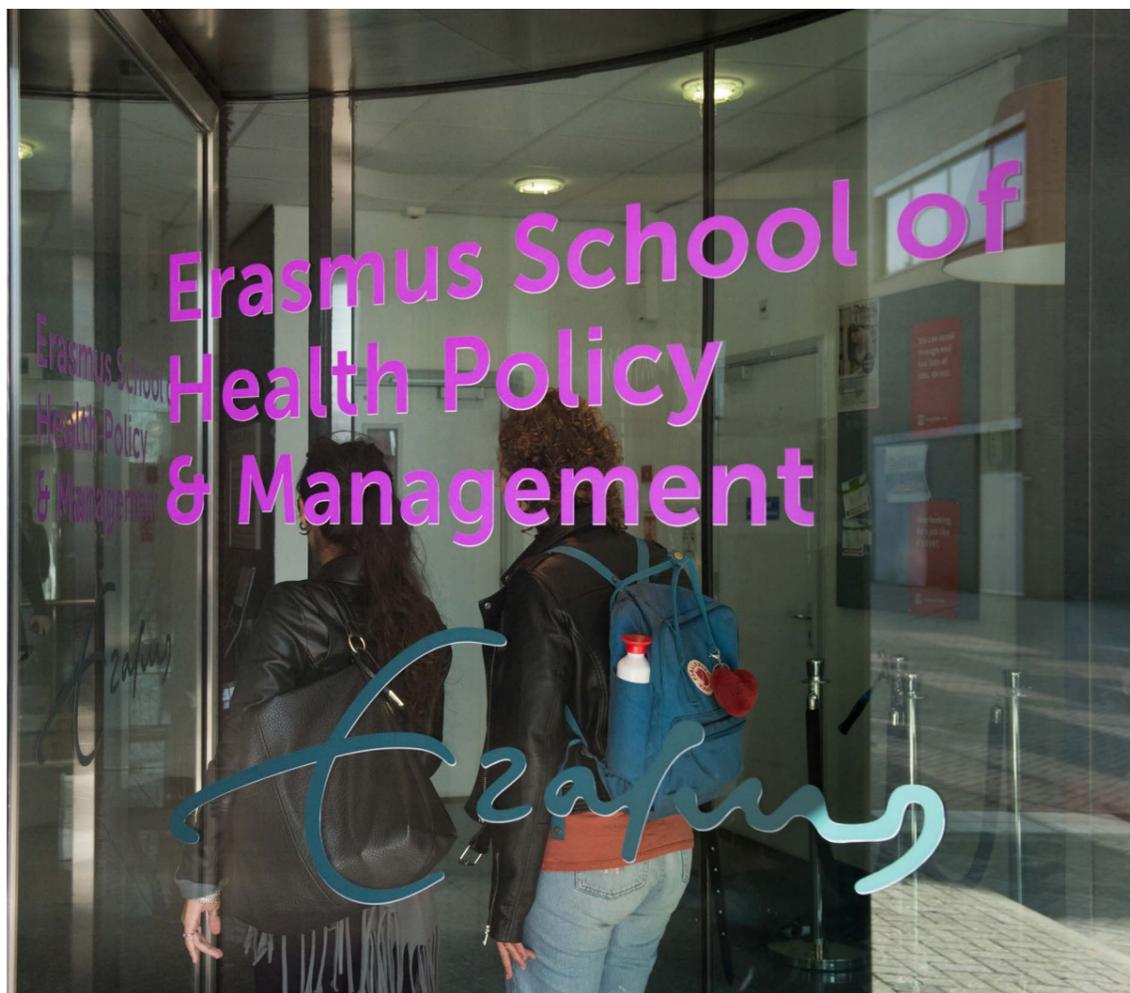
A changing environment with new challenges

Although healthcare and academia has always been a dynamic field, the current reality presents various developments, hurdles, and trends that make our role even more complicated and challenging, while emphasising the need to make sure we deliver on it. Aging, increasing chronic diseases resulting from unhealthy behaviour, increasing mental health problems, the impact of climate change on health and the environmental impact of the healthcare sector, technological advancements like AI and digitalisation, acute and increasing workforce shortages, growing socio-economic health inequalities all add to the already challenging task of ensuring sustainable healthcare for all.

But not only healthcare is facing challenges ahead. The changing views on the role of higher education has led to a sudden political reality that financial means will become tighter. A cap on international student enrolment, demographic changes in the Netherlands (i.e. less prospective students) and a significant cut in government spending will force us to make choices. While the immediate effects for ESHPM remain unknown at this moment, we need to prepare for this new reality with significant budget cuts and increased competition for funding rather sooner than later. Particularly, because we also foresee an increased competition for public resources as we need to invest in social security, and military defence. Further, EU's expanding authority in health policy, political polarisation and disinformation on public health, continued resistance to bureaucracy in healthcare and more privatization of health lead to more challenges to our future viability, funding, and effectiveness. And while our job was never 'easy', this shifting reality does significantly increase our challenge.

Our ambition – Sustainable healthcare for all

These shifting circumstances notwithstanding, our ambition is still leading. By focussing on connecting science and real world experience, and through our close linkage with both healthcare policy and practice, and through our close linkage with both healthcare policy and practice, we can create positive societal impact through our education, research, and engagement. We invest in our capacity to address the major societal challenges through our investment agenda on three major themes, planetary health, global health, and sustainable healthcare workforce, in addition to our strong track record on the persisting major issues as affordability, accessibility, quality, and organisation of healthcare. We utilise our strong positions in regional, national, and international



networks and make sure that we invest in the 'Integral health agreement' (IZA) themes of regional network care, prevention, and shifting care closer to home.

ESHPM recently formulated its own *Impact Report*, outlining the various ways and pathways to, and various types of impact our work has. ESHPM's impact ambition follows our vision and aims 'to contribute to sustainable healthcare for all'. This Impact Report, and the various links to our research, education, engagement, and operations, forms the basis for our strategic plan and will be a guide to determine how to define our activities in the coming years (2025-2026). In this ambition, we recognise that it is the mix of theory and practice that enables us to contribute to sustainable healthcare for all.

2. ESHPM leads in research across 7 sections



Since 2020, ESHPM has been organised into seven high performing sections, covering all relevant aspects of healthcare research, management and governance. Multiple interactions between sections are established and secured to deliver transdisciplinary expertise serving the need of our stakeholders. Each section is specialised and focusses on relevant topics as described below.

Health Care Governance (HCG)

The Health Care Governance section investigates governance in health and social care, focusing on complex, long-term (aging, climate change) and every day (accessibility of care, quality, and manageability) challenges at international, national, and local levels. HCG interdisciplinary research embraces complexity while making it practical through collaboration with policymakers, organisations, and practitioners.

Strategic research themes:

- Building reflexive health systems (recoupling layers) for long-term challenges.
- The politics of health and care (pluralism, power relations, empowerment of nurses, patients, and informal carers).
- Testing innovations for healthcare challenges.
- Innovative and creative methods for qualitative research.

Health Economics (HE)

The Health Economics section is renowned for its contributions to the methodology of economic evaluations, applications of economic analyses to pertinent policy topics, and applying behavioural economic insights to healthcare decision-making. HE contributes to critical areas such as long-term care, health and healthcare inequalities, the impact of the pandemic, and global health challenges. Researchers collaborate with national and international policy organisations, participate in health policy advisory committees, and editorial boards of top health economics journals.

Strategic research themes:

- Expand the research focus on the theme of health & work (relations between health, education, and work trajectories as well as health issues, well-being, and productivity).
- Expand the research focus on the theme of health & sustainability (climate change and health behaviours, healthcare decisions and environmental effects).

Health Law & Ethics (HLE)

Health Law & Ethics research focuses on human rights issues related to care (including healthcare, pharmaceutical care, youth care, and social care). HLE research concerns equity in healthcare and access by vulnerable groups and the functioning of the Dutch laws on care. HLE research consistently aims to contribute to improved healthcare legislation and regulation.

Strategic research themes:

- Access to healthcare and human rights protection (vulnerable populations).
- Women's reproductive rights and privileged compassion; Youth and social care reform.

Health Systems and Insurance (HSI)

Health Systems and Insurance focuses on theoretical and empirical policy-relevant research on the structure, financing and performance of health systems and health insurance markets and the role of health insurers as purchasers of healthcare. HSI is an international frontrunner in research on risk adjustment and collaborates with many stakeholders including the Ministry of Health, Welfare and Sports (VWS), the Dutch Healthcare Authority (NZa), the Authority for Consumers and Markets (ACM) and the National Health Care Institute (ZIN).

Strategic research themes:

- Risk equalisation.
- Provider payment systems.
- Patient and health plan choice.
- Organisation and regulation of health systems.

Health Technology Assessment (HTA)

Health Technology Assessment and its associated institute, iMTA, excel in economic evaluations and preference research, emphasising methodological rigour and societal impact. HTA has developed widely used methods, questionnaires, and tools to assess interventions from a societal perspective, aiding reimbursement decisions. Conducting economic evaluations from a societal perspective is central to their mission, whether through clinical trials or health economic modelling.

Strategic research themes:

- Broader decision-making framework (integrate equity, staff efficiency, and ecological concerns into reimbursement decisions).
- Real World Evidence (RWE), digital health interventions, artificial intelligence (enhance expertise and improve reliability and integration into HTA processes).
- Personalised Medicine (guide investment in personalised prevention and treatment for maximum societal impact).

Health Services Management & Organisation (HSMO)

Health Services Management & Organisation uses a multidisciplinary approach to optimise processes in organisations and networks. Optimisation focuses on creating value which encompasses improving effectiveness, patient-centredness, efficiency, sustainability, affordability, workforce retention, and well-being. Additionally, HSMO research builds on disciplines such as management of service innovations, operations management, and organisational behaviour.

Strategic research themes:

- Digital innovations.
- Organising & workforce in health and social care.
- Value-based & data-driven healthcare.

Socio-Medical Sciences (SMS)

The Socio-Medical Sciences section is committed to improving life-course well-being and healthcare quality for vulnerable groups in society. SMS aims to advance theory, develop innovative measurement instruments, and develop and implement strategies that promote sustainable health ecosystems and create positive impacts on societal well-being. SMS uses research, education, and partnerships, to drive positive change, highlighting the urgency of addressing these critical issues for a healthier, sustainable, and more equitable society.

Strategic research themes:

- Individuals: well-being and health across the life course.
- Organisations: sustainable, person-centred, high-quality care provision.
- Ecosystems: caring communities.

3. ESHPM research strategy



ESHPM conducts excellent research into contemporary societal challenges related to health and social care. We aim to contribute to sustainable healthcare for all. As ESHPM is organised into seven distinctive and specialised sections with expertise in specific disciplines, themes and methods, our research strategy combines common and section-specific ambitions (see frame).

Research themes

Initially, ESHPM had positioned itself along three main research themes, including:

- Quality and Efficiency of Health Care
- Management of healthcare institutes
- Health Insurance and Organisation

To drive our research excellence and further solidify our position as a leading School in healthcare research, in 2022, decided to further invest in three societally relevant, i.e. mission based, themes:



Global Health, addressing global healthcare concerns including access to care for minority populations in the global North.



Planetary Health, addressing the health consequences of climate change and the delivery of eco-friendly healthcare including sustainable healthcare purchasing.



Sustainable HealthCare Workforce, emphasising the increasing demand and shortage of the healthcare workforce requiring alternative approaches to efficiently deliver care.

Besides these three substantive themes, we aim to scale up data intensive research at ESHPM by investing in data access and infrastructure.

A recent discussion in our Management Team has further elaborated on the thematic organisation of ESHPM, recognising the traditional, disciplinary presentation of research to amalgamate into more challenge or mission-based themes. This is articulated as a new strategic goal for the research assessment to follow in 2025.

Multi- and interdisciplinary research

Our School stands out with its multidisciplinary constitution and strong connections to the field, which enables us to analyse problems and develop solutions in interdisciplinary teams, in close collaboration with relevant stakeholders. Considering the complexity of many challenges that healthcare systems and societies worldwide are facing, we believe that combining disciplinary excellence with multi- and interdisciplinary approaches is pivotal for advancing our understanding and for contributing to the evidence that helps governments, organisations and individuals to make evidence-based decisions contributing to sustainable healthcare for all. Therefore, ESHPM will continue investing in individual talent, in multi- and interdisciplinary research collaborations, both internally and in academic networks, such as the Erasmus Initiatives and Convergence, and in the academic workplaces together with practice partners.

Academic and societal impact

ESHPM is committed to open and responsible science and has a strong ambition to increase its research activities' relevance, visibility, and impact. Quality and integrity are the basis for creating academic and societal impact with our research, also through our education, and for being a relevant and strong partner in national and international research collaborations and advisory committees.

ESHPM has a strong record in obtaining grants from public and private funders, nationally and internationally. We believe that involvement in externally funded research is important to increase our potential for conducting academic research, to have societal impact, and to remain financially healthy. Therefore, we invest in the visibility of our researchers, projects, and achievements, and – together with Engagement & Research Services (ERS) – in the support of acquisition and management of personal grants and (collaborative) project funding that is academically and societally relevant, and ethically and financially responsible.

Collaborative initiatives and entrepreneurship

Our school is involved in various research collaborations at a regional, national, and international level, for example:

- Rotterdam Global Health Initiative (RGHI) seeks to reduce the gross inequalities in health between and within countries through their multi- and interdisciplinary global health research.
- Erasmus Centre for Health Economics Rotterdam (EsCHER) bundles unique and leading expertise in the field of Health Economics.
- Erasmus Centrum voor Zorgbestuur (Erasmus Centre for Health Care Management) offers up-to-date postgraduate training and education programmes for healthcare leaders: executives, managers and professionals.
- Institute for Medical Technology Assessment (iMTA) has played a key role in HTA research in the Netherlands, in Europe and worldwide and offers expertise in health economic modelling, cost analysis, and outcomes research and is dedicated to the use of cost-effectiveness information in healthcare decision-making.
- The Convergence alliance, comprised of TU Delft, Erasmus University Rotterdam, and Erasmus MC, on the themes Health & Technology, AI, Data & Digitalisation and the programmes Pandemic & Disaster Preparedness Center and Healthy Start.
- Leiden-Delft-Erasmus Universities (LDE) this strategic alliance works closely with societal partners in South Holland to contribute more effectively to the development of the region and strengthen the effectiveness and position of the three cooperating universities at the national and international level.
- Medical Delta is an interdisciplinary collaboration between Erasmus MC, TU Delft, LUMC, Leiden University and four universities of applied sciences in the province of South Holland.



4. Education



Our education draws from the various disciplines present at ESHPM. They are a solid basis for interdisciplinary thinking, and this allows us to further deepen our expertise and to develop new knowledge. Combined, the diversity in expertise in our core disciplines form a knowledge hub for excellent academic education.

We offer strong academic programmes and relevant additional education courses. We create opportunities in our programmes for students to explore the professional field. This makes our education an excellent starting point for young students and a good place to continue personal and professional development later in their career.

Students at ESHPM are diverse, but all are socially engaged and have a goal to further improve healthcare. We support our students to broaden their view of the world and gain insight into the global changes that effect health and healthcare. We want our students to embrace the Erasmian values, to be critical thinkers, entrepreneurial and we invite students to form their own ambitions and vision. ESHPM's aim is to educate students to reach their goals, whether they are bachelor students, master students, visiting students or professionals.

Our focus in education is centred around three topics: 1) future proof education, 2) impact, and 3) (international) collaboration.

Future proof education

Our students will work in the largest employment sector in the Netherlands: healthcare. We acknowledge that we need to prepare students for an uncertain future with changing social conditions (aging, individualisation, migration, etc.), shifting expectations, new technologies, staff shortages in health professionals, environmental concerns and further cost increases. The healthcare problems ahead need to be addressed now. This requires ESHPM to integrate new educational content and themes into its current programmes, as well as into further training for healthcare professionals. These innovations in education stem from the themes in the ESHPM investment agenda: Global Health, Planetary Health, and Sustainable HealthCare Workforce. Connected to and in collaboration with our seven core disciplines, these themes reinforce the focus we place on the impact of global change on health and healthcare. To achieve this, we set the following goals:

- Within the Convergence alliance, ESHPM co-operates with partner universities to develop a new research master.
- We incorporate the three investment agenda themes, Global Health, Planetary Health, and Sustainable HealthCare Workforce, in the curriculum of our degree programmes or via extracurricular options and exchange.
- We expand the possibilities to educate professionals via the ESHPM Academy on the impact of Global Health, Planetary Health, and Sustainable HealthCare Workforce on health and healthcare in the Netherlands. The ESHPM Academy offers post-academic programmes.

Impact

Our education has a solid connection to the healthcare field, especially in the Rotterdam region. We teach our students the knowledge and skills they need to look at healthcare in terms of quality, accessibility and affordability. The interdisciplinary approach in our education is reflected in the wide variety of professions in which our students develop. ESHPM students and alumni have an impact on healthcare as policy makers, managers, administrators, health economists, consultants etc. They contribute to improvements in policy, legislation and the organisation of healthcare, in the Netherlands or abroad. We want to support them to continue their educational journey and implement new knowledge for a direct impact in the Dutch healthcare sector. To increase impact, we make education accessible and create opportunities for professionals with diverse prior knowledge. To support our students' ambitions, we set the following goals:

- We create more opportunities for students in our degree programmes to have an impact on health and healthcare in the Rotterdam region.
- We expand the educational possibilities in the ESHPM Academy for our alumni and other professionals, that will positively impact their daily work in healthcare or healthcare-related organisations.

(International) collaboration

We stress the importance of combining knowledge and collaboration within Erasmus University, with other universities and with organisations in healthcare. This makes ESHPM an agile organisation and allows us to grow and develop new initiatives that benefit students and increases the impact students can have as professionals. It allows us to educate the current and upcoming students, from all over the world, to meet the challenges they will face in the future.



We have a good network of universities we collaborate with, e.g. the universities involved in the joint master Eu-HEM. We will continue to explore international collaboration with universities in Europe and other parts of the world. Especially there, where changes in social conditions and environment impact health and healthcare. Not only to educate our students, but also to share knowledge with other teachers on healthcare education.

We set the following goals:

- ESHPM will seek new collaboration with other faculties at Erasmus University and strengthen existing collaborations. For example, our contribution to the medical degree programme *Erasmus Arts 2030*.
- We aim to enhance collaborations with healthcare organisations by promoting research opportunities within our educational programmes.
- We will intensify current collaborations with partner universities and seek new international opportunities in line with the three ESHPM investment themes, yet conscious of the ongoing debate and guidance to establish collaborations deemed politically or culturally sensitive.

5. People and Organisation



To conduct excellent research and to provide excellent education for our students, ESHPM needs adequate and professional support. Our colleagues from Professional Services are committed to support wherever possible to realise our ambition to contribute to sustainable healthcare for all.

Team Policy and Research Support provides strategic advice and quality assurance support, Study Advice provides various services for students and Team Educational Support helps colleagues and students with the preparation, implementation and development of ESHPM education. Our HR, Control, Facility Services/ICT and Information Management team make sure the infrastructure for these various themes is optimally in place. Marketing and Communication organises all corporate, internal and external communication. The Office Support team offers support at the front desk and for our management. Without these colleagues and their services, we would not be able to operate on our current level of excellence in education and research.

Within ESHPM, we find it important to create an enjoyable working environment for everyone. We want to offer a safe and inspiring workplace for our staff that enables them to excel. We also want to organise our workplace as effectively and efficiently as possible, both in academia and professional services, and make sure the professional services support is in line with the strategic ambitions of the faculty. We have therefore formulated several goals we want to achieve in the coming years for our professional services organisation.

The goals are formulated around 4 important themes: 1) Investment Agenda, 2) Well-being, 3) Excellent Professional Services and 4) Professional Services – Fit For Future.

Investment Agenda

To drive our research excellence and further strengthen our position, ESHPM is investing in the themes Global Health, Planetary Health, Sustainable HealthCare Workforce and data access and infrastructure. To fully support this investment agenda, we set the following goals for professional services:

- We aim to strengthen and expand our research communication to proactively share the impact that we have.
- Reducing administrative tasks for researchers.
- Improving cooperation between research support and different sections.

Well-being

The well-being of our employees and students is very important to ESHPM. We want our employees to feel mentally and socially supported and respected, and physically healthy. To increase the well-being of our employees, professional services and students set the following goals:

- Appreciating individual talents within our academic staff, by implementing recognition and rewards within ESHPM. Our focus is on developing specialised career paths (focus profiles), a clear and transparent promotion process and reviewing the composition and role of the career committee. We realise a healthy balance between primary academic research and teaching responsibilities at the section level, and team or individual ambitions to specialise in management, impact, or other roles.
- Increase well-being of our employees, by lowering work pressure and work stress. We aim to improve the scores on the annual employee survey on these topics with 0.5 point in the coming years, by adjusting our approach to optimise work-life balance by prioritising externally funded work and by reducing inefficiencies.
- To allow new employees to work independently quickly and to organise the organisation around new employees more efficiently, we have implemented a new onboarding process. This process will be evaluated within this strategic period.
- To be conscious of mental health and work- or study related stress amongst our students by acknowledging workloads and mitigate stress this may cause.

Excellent Professional Services

The foundation of our professional services is of superior quality. Our current professional services are well appreciated by our academic colleagues. However, we want to make the next step in our professional services support and improve on certain topics to increase our excellent services. We therefore set the following goals:

- To be more transparent to our colleagues when it comes to developments within ESHPM, we aim to improve our internal communications and events calendar.
- To allow new employees to work independently quickly and to organise the organisation around new employees more efficiently, we aim to implement a new onboarding process.

- To optimally support the work processes, we aim to embed data-driven operations on different levels in our organisation to support the use of management information for all domains.
- To enable our leaders and managers to excel, we stimulate and support them to take their responsibilities in their role.
- To create an enjoyable workplace, we aim to clarify and simplify where possible the governance within ESHPM and improve the cooperation between sections, board, MT, and Professional Services.

Professional Services – Fit For Future

To prepare for the challenges we expect, now and in the future, it is necessary we continuously monitor our policies and procedures. For example, it is expected the primary funding flow will be reduced in the coming years and we also expect to have less office space. To make sure our professional services are fit for the future, we set the following goals:

- To maintain the current level of student influx that is necessary to fund our impact ambition, we aim to innovate our education marketing to better understand which prospective students could be reached and how to do this most effectively.

- To reflect the evolution of our goals when it comes to cooperation within ESHPM, we aim to adapt the current allocation model to the changing academic and organisational context and circumstances in a way that preserves our current strengths and enables us to enhance our internal cooperation.
- To prepare for future EUR space standards, we aim to make better use of existing m² we have within the Bayle building.
- To look ahead, we aim to further develop Professional Services by implementing a strategic personnel planning process in which staff developments are steered more strategically towards future needs.
- We will formulate an AI strategy for our operations, acknowledging the opportunities and possible risks AI-tools offer to our own operations and functions, now and in the future;
- To make better use of our data, we aim to develop a data strategy which includes governance, capabilities and awareness goals.



6. Strategic objectives 2025-2026



For the 2025 window we will particularly execute on decisions and improvement plans that were initiated in the current strategic period. These will be categorised and presented below. New initiatives and targets are included too. One important objective is to strengthen and incentivise internal connection and collaboration. We have been very successful organising well-attended lunch seminars and the annual ESHPM Day. These meetings are highly rewarding and demonstrate the power of transdisciplinary work across sections. Creating the "One ESHPM" culture is therefore a high strategic priority.

Research

One of the most prominent activities is our preparation for the research assessment in 2026. We have started to prepare for the selection of the assessment panel, the self-reflection report and the presentation of our research programme at School level. This includes defining our core themes, which will likely be challenge or mission based, and will cover the work of all sections.

Further, we will implement the new PhD charter and supervision guidelines as well as our policy towards our professorial staff.

Education

One immediate action is to further implement and experiment with AI in education. This includes preferred ways of examination and monitoring of different levels of AI use. Further, we will prepare for the accreditation of our MSc programmes (European Master in Health Economics and Management (Eu-HEM), Health Care Management (HCM)) and we will define a way forward for the best possible accreditation of the Master in Health Business Administration (MHBA). In 2024, we have decided to further establish the ESHPM Academy for life-long learning and will now pursue the development of the programme and a sustainable funding model. Finally, we have initiated the development of the Convergence Research Master "Sustainable Health".

Branding and external visibility

In 2024, ESHPM has commissioned an extensive stakeholder consultation to analyse our brand position in the healthcare market and avenues to continue to be leading and connecting. The results have been presented to ESHPM Faculty and actions have been initiated including a workshop with a branding exercise "The Future of Healthcare". Also in 2024, continuing in 2025-2026, we have commenced strategic marketing, connected to the impact strategy, around large funded external projects (selected by MT) and the three new investment themes.

Organisation

In 2024, a project group was installed to provide recommendations for the implementation of "Recognition & Rewards". The report was received in December 2024 and a Board decision is expected in Q2 2025. The advice includes developing a dedicated "engagement" profile as well as a redesign of the promotional advisory committee.

Other important targets for 2025-2026 are financial sustainability and working towards a new EUR and ESHPM funding model that includes the right incentives. We will also bring talent management, work pressure reduction and staff and student well being further, as well as leveraging our unique role in national networks such as Convergence and LDE.



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