

Erasmus School of
Health Policy
& Management

Leading & Connecting

Strategic plan
2020-2024

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Rotterdam, May 2019

Erasmus University Rotterdam
Make it happen.



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Colophon

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Introduction

Since its establishment more than three decades ago, Erasmus School of Health Policy & Management (ESHPM) has acquired a leading position in the healthcare sciences. The School and its staff have strong reputations worldwide. As noted in the external research evaluation, ESHPM conducts excellent research at the highest international level. Through our excellence and strong connections in the field, ESHPM is providing an important contribution to the shaping of healthcare systems in terms of competition, regulation, quality and efficiency, and in their organisation and management. The educational programmes of ESHPM are closely linked to healthcare practise and are designed to activate students. In the accreditation report it is stated that as such, the programmes have a good reputation. Our healthcare education programmes prepare students to become professionals and leading players in the challenging healthcare sector. The unique multidisciplinary constitution of ESHPM, its mix of theory and practice, enables us to continue contributing to high quality, accessible, affordable, efficient, equitable and sustainable healthcare, both nationally and internationally.

Based in Rotterdam, ESHPM is a self-reliant institute of Erasmus University Rotterdam (EUR) in the Faculty of Medicine and Health Sciences. ESHPM has 180 employees, representing many disciplines: policy sciences, sociology, economics, management and law. Our student numbers have grown to 1100. ESHPM is financially sound with an annual turnover of Euro 18 million. Our track record in earning capacity shows that ESHPM is a relevant, strong partner to many and various stakeholders in healthcare, fully capable of raising funds for both fundamental and applied research. Furthermore, ESHPM has a participating interest in three private limited companies that fall under the EUR holding.

Building on its current strengths, ESHPM will take up the challenges that healthcare systems around the world are facing: the irreversible trend in digitalisation, fast-moving technological innovation, and increasing citizen empowerment. These changes affect not only the role of patients and care providers in healthcare, but also multidisciplinary and inter-organisational cooperation, differentiation and concentration of care, differentiated care, and de-institutionalisation. Healthcare systems are fragmenting rapidly, with constant extramuralisation and increasing provision of customised care. All this is happening while resources (time, budget, manpower) are scarce. ESHPM can lead the transition in healthcare and society.

These developments require our research and education programmes to constantly adapt to meet the challenges. ESHPM is well equipped to do this. We are, par excellence, the institute to educate the leaders and professionals of the future who can address complex healthcare challenges and formulate effective solutions. Our research contributes to the multidisciplinary analysis of problems and provides scientific tools and insights for both public and private organisations in the healthcare sector. Our drive is to make an impact on health and healthcare through our excellence and relevance in both research and education. Our ambitions lie in intensifying our cooperation with Erasmus Medical Centre (MC) and other EUR faculties. We also want to further enhance our international reputation. These ambitions demand the new directions outlined in this strategic plan.

This strategy document outlines ESHPM's direction for the next five years. It is for every reader interested in our ambitions. Here we present our long-term objectives for education, research, societal impact, and our working environment. Along with the long-term objectives, the listed action points form a guide to the action we intend taking. Our (annual) implementation plans will lift us to the next step, further define concrete actions and translate them into specific (measurable) goals.



Values

Embedded in an academic environment, ESHPM's core values are **quality, development, integrity** and **transparency**. These core values guide the behaviour and attitudes of our employees and students.

Since its inception, ESHPM has been in the vanguard of developing theories, methods and tools that are used in healthcare decision-making in practice, not only in the Netherlands but in countries all over the world. Upholding our top quality is the challenge we strive to meet: **quality** in our education, research, and of our staff. **Development** is therefore intrinsically linked to our organisation: we strive continuously to improve our education and research programmes, and our staff.

Integrity is the basis of how we work at ESHPM and refers to objectivity, independency and honesty. By **transparency** we mean openness in our actions, methods and reports, and that we are accountable. Transparency is the foundation of our research and education.

These ESHPM-specific values complement the Erasmian values: engaged with society, world citizen, connecting, entrepreneurial and open-minded.

Mission



ESHPM contributes to high quality, accessible, affordable, efficient, equitable and sustainable healthcare around the world.

Applying a unique combination of social science disciplines – policy sciences, sociology, economics, management and law – ESHPM addresses complex questions related to healthcare policy and management by conducting state-of-the-art research, being leaders in setting standards, and by educating the next generation of healthcare managers, policymakers, and researchers. With our combination of top quality education, scientific excellence and societal relevance, ESHPM provides insight into the workings of healthcare and healthcare systems and how they can be improved to meet current and future challenges. With our practical involvement in policy and management in healthcare, ESHPM helps improve health and healthcare, impacting locally and globally. and health care systems around the globe.

Vision



ESHPM is renowned both locally and internationally for healthcare research and education.

ESHPM's staff practice multidisciplinary research and education that is internationally renowned. We are the linking pin between the (bio)medical sciences from Erasmus MC and the body of knowledge from the social sciences and humanities at Erasmus University. We collaborate with national and international stakeholders in healthcare. Our programmes cover the broad range of subdisciplines in policy sciences, sociology, economics, management and law. ESHPM has an impact on healthcare professionals, organisations, systems, and policies. By 2024, all ESHPM disciplines will be in the forefront of healthcare research and education, earning international acknowledgement for our leading position. To strengthen our impact in the dynamic healthcare arena, we will base our multidisciplinary ambitions upon our disciplinary excellence, contributing to cutting edge developments in healthcare and healthcare systems around the globe.

Education

Objective

To extend excellent teaching programmes with the flexibility to attract national and international students who share our goal of improving healthcare.

Our research-driven education is focused on excellent multidisciplinary programmes. The aim is to elevate the excellence of our education and present flexible programmes that give our students, who come from all over the globe and share our goal of improving healthcare, the opportunity to study with us. This should improve our rankings. We believe that professionalisation is self-evident to all our teachers. Through our education, students gain entry to a professional healthcare network that includes government agencies, healthcare providers and insurers. This adds solid value to our programmes. In addition, our education is not only strong in (multi)disciplinarity and based on real world practice. We also enable our students to enhance their skills in learning, innovation, communication and collaboration. This provides our graduates with good prospects and enables alumni to contribute to better healthcare around the world.



Action points:

- Invest in teacher professionalisation by organising international staff exchanges, facilitating intervision sessions, and creating new training opportunities.
- Develop multidisciplinary courses that match the needs of various stakeholders in the healthcare sector and respond to societal issues.
- Harmonise our education programmes to help students create personal study paths.
- Attract qualified, highly motivated international students and further enable our own students to study abroad.
- Attract international, excellent teachers.
- Collaborate with Erasmus MC on health policy and management education to medical students.
- Support students in their personal and professional development as responsible and engaged Erasmians: engaged with society, world citizen, connecting, entrepreneurial and open-minded.
- Share and implement best practices of (online) educational innovation in cooperation with the Erasmus Community for Learning and Innovation.

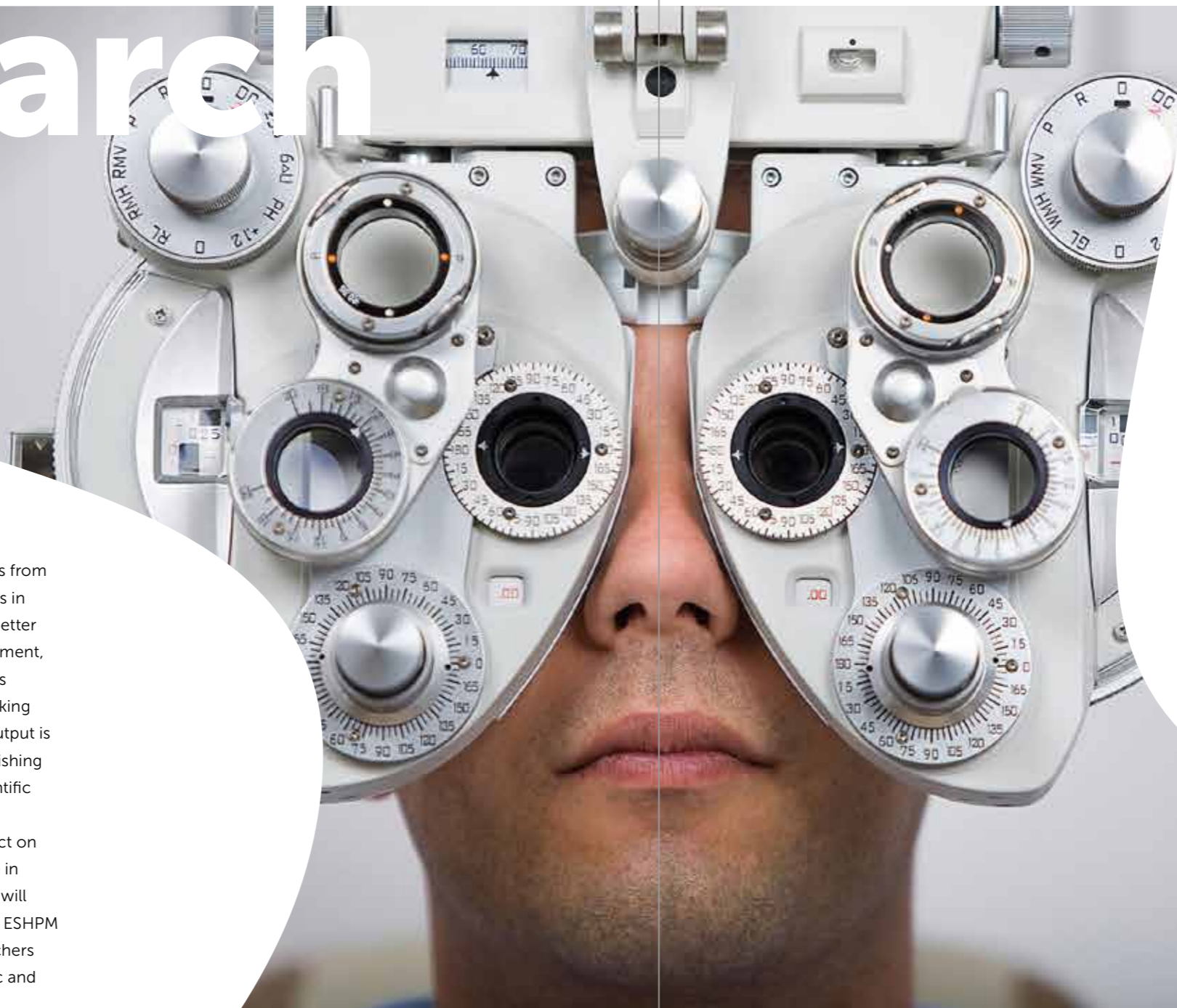
Research



Objective

To be a leader and set standards in healthcare research.

Research at ESHPM combines state-of-the-art methods from the various disciplines it houses. We will be frontrunners in developing theory, tools and methods that facilitate a better understanding of healthcare systems, policies, management, and organisations. In this way ESHPM and its employees contribute to better decision-making at all decision making levels in healthcare. Quality and integrity of research output is our priority. The aim is to build on our rankings by publishing quality articles in top multi- and monodisciplinary scientific journals. Our researchers will be highly valued by the international community and will have a practical impact on healthcare systems globally. ESHPM plays a central role in healthcare-related topics in the Erasmus Initiatives and will participate and lead in international research consortia. ESHPM provides an environment where talented young researchers in healthcare can kick-start and develop their academic and professional careers.



Action points:

- Every year identify and invest in a promising research topic on which various ESHPM disciplines can collaborate.
- Support researchers to jump into promising new research themes, set up international consortia and coordinate international proposals.
- Define and develop the necessary partnerships to increase our share of national and international research grants and create impact to ensure that our excellent research is embedded in society.
- Provide training for and actively invest in (inter)national research talent in high-potential research areas/projects.
- Set up a funding programme for visiting professors, linked to the annual research topic.
- Create an open research culture where successes and failures are shared and where open and responsible science practices are rewarded.
- Set new SMART goals based on sound evaluations of our research and actively invest in the required improvements in areas in which ESHPM has the ambition to be a frontrunner.

Societal impact

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Objective

To improve healthcare by conducting research, providing education and engaging with healthcare practice.

ESHPM continues to critically reflect on and contribute to health policy debates, both nationally and internationally. We focus our research and educational activities on questions relevant to society, working to achieve this in close collaboration with all stakeholders concerned, and stimulating long-term partnerships and academic collaboratives. We educate the leading healthcare players of the future, providing them with the analytical framework, methods and moral sensitivities that will help solve complex problems in the field at large. We will function as a hub that builds bridges between healthcare research, education and practice. We will expand and professionalise the valorisation and visibility of our research to society, potential funders and partners.

Action points:

- Build on our national and international networks in healthcare policy and practice by appointing practice partners in the field and facilitating practice-oriented research by ESHPM staff.
- Stimulate active involvement of ESHPM staff in healthcare-related advisory boards, editorial boards, councils and committees.
- Stimulate active involvement of ESHPM in setting the healthcare research agenda.
- Stimulate publications in professional journals, media appearances and opinion articles.
- Invest in post-academic education for lifelong learning of healthcare professionals.
- Support web-based solutions and (social) media to expand the accessibility and visibility of both our research and educational programmes.
- Redefine the evaluation criteria for research and education, on both the individual and department level, and in line with the new EUR strategy that aims to combine high quality academic impact with societal relevance and Erasmian values of responsibility and integrity.

Working

Objective

To create an inspiring, inclusive, transparent and flexible working environment.

ESHPM wants to provide a pleasant workspace for staff and students that promotes mutual respect, equal opportunity and diversity; an employment culture that encourages everyone to achieve their full potential. To achieve this inspiring, inclusive, transparent and flexible working environment, we believe that supportive leadership is essential and that ESHPM management should act as a role model in all these areas. We are investing in lifelong learning, not just for students but for staff as well. Everyone is relevant to the success of ESHPM, support staff and academic staff alike. In this context, we invest in career development and employability in the effort to promote the full potential of our staff members.

Our core values of **quality, development, integrity** and **transparency** all contribute to creating a healthy, safe and pleasant working environment at ESHPM.

Action points:

- Facilitate personal and team training, and professional development for all employees.
- Offer a leadership development programme for ESHPM management and senior staff, focused on supportive, personal leadership.
- Arrange exchanges between teaching/research and support staff to learn from each other and to achieve greater efficiency.
- Invest in talent development and the employability of all staff, including staff exchange programmes, academic visits, secondments, and internships.
- Stimulate and expand on our diversity and inclusion by setting specific relevant goals.
- Improve decision-making by optimising the availability of proper management information.
- Enhance team functionality by creating a culture that appreciates initiative, flexibility, feedback and accountability, where tasks and responsibilities are transparent.
- Create a common culture, for example by organising an annual 'ESHPM day' to connect with and learn from one another's work and activities.
- Create an inspiring and collaborative environment for our PhD students and junior staff and support them optimally in preparation for future prospects, whether this may be an academic career or a position in the public or private sector.
- Promote our values – quality, development, integrity and transparency – throughout ESHPM.

environment