

Our Medium-Term Strategy



European Directorate
for the Quality
of Medicines
& HealthCare

Direction européenne
de la qualité
du médicament
& soins de santé

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

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Message from the Director



Message from the Director:

The European Directorate for the Quality of Medicines & HealthCare (EDQM) presents its Medium-Term Strategy, centered around our vision **“Together for better health, for all”**.

Our vision reflects the dedication to further engage with our stakeholders and our networks in order to advance our mission in protecting the health of patients and consumers and better addressing the needs of all. In an ever-changing world with complex challenges and opportunities, the EDQM wants to lead with innovation and adaptability.

Our 60-year legacy has informed our approach to contribute to addressing current and future public health challenges, increasing our impact globally through collaboration in various public health sectors. In our strategic objectives, we also focus on improving the quality and safety of medicines and health products, modernising our processes and practices, sustaining our operations and activities, and further engaging our stakeholders.

We uphold the values of integrity, respect, and professionalism, aiming for open communication, continuous learning, and empowerment. This strategy is a collective path outlining our commitment to working towards better health for everyone.



Petra Doerr

 Director of the European Directorate for the Quality of Medicines & HealthCare (EDQM)



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The EDQM, Who We Are



The EDQM, Who We Are

The European Directorate for the Quality of Medicines and HealthCare (EDQM) is a structural part of the Council of Europe, an international and intergovernmental organisation.

The EDQM traces its origins and statute to the Convention on the Elaboration of a European Pharmacopoeia, signed in 1964.

The EDQM promotes and protects human and animal health by developing standards, monitoring their application, and supporting their implementation; this is part of the unique value and comparative advantage of our organisation.

We are based in Strasbourg, France. Our team comprises nearly 380¹ staff members specialising in the wide variety of professions that underpin the EDQM's broad range of activities. Many of our staff members are scientists (pharmacists, chemists, biologists and laboratory scientists) but there are many other career opportunities for other disciplines (from administrative assistants, general managers, linguists, statisticians, IT specialists and sales staff, to human resources professionals, legal advisors, communications and document life cycle experts).

We are active in four major policy areas:



Medicines



Pharmaceutical Care



Substances of Human Origin (SoHO)
(blood, tissues and cells and organs)



Consumer Health
(cosmetics, tattoos, and food contact materials)



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The EDQM, Who We Are

EDQM staff currently represent 28 different nationalities and we work with a network of nearly 2000 experts from all over the world.

Today, 39 member states¹ have signed our founding legal instrument – the European Pharmacopoeia Convention. With our member states, our 33 observers², our experts, our institutional partners, in particular the European Union (EU) and its bodies and the World Health Organization (WHO), we are committed to joining forces and cross-fertilising our strengths, experience and knowledge, to deliver our mission and spread our values both within and beyond Europe.

1. As of 1 June 2024

2. Members and Observers:

39 members and the European Union: Albania, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Montenegro, Netherlands, North Macedonia, Norway, Poland, Portugal, Republic of Moldova, Romania, Serbia, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Türkiye, Ukraine, United Kingdom.

33 observers: Algeria, Argentina, Armenia, Australia, Azerbaijan, Belarus*, Brazil, Canada, China, Ethiopia, Georgia, India, Israel, Japan, Kazakhstan, Kyrgyz Republic, Madagascar, Malaysia, Morocco, Republic of Guinea, Republic of Korea, the Russian Federation*, Senegal, Singapore, South Africa, Syria, Tunisia, the United States of America, Uzbekistan, the Taiwan Food and Drug Administration (TFDA) and the World Health Organization (WHO).

*By decision of the Ministers' Deputies of 17 March 2022, the rights of representation of Belarus as observer in the European Pharmacopoeia Commission have been suspended.

*By decision of the Ministers' Deputies of 1 June 2022, the rights of representation of the Russian Federation as observer in the European Pharmacopoeia Commission have been suspended.



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What We Do & How We Do It



What We Do & How We Do It

The EDQM ensures the availability of and access to good quality medicines, Substances of Human Origin (SoHO) and consumer health products. To achieve that, we:



In the area of Medicines

- Establish and maintain the European Pharmacopoeia and supply the physical reference standards for the manufacture and quality control of medicines;
- Grant Certificates of Suitability confirming that the ingredients used in medicines comply with European Pharmacopoeia standards, and carry out inspections of manufacturers of these substances; these certificates replace the detailed information on the substance that is to be provided in marketing authorisation applications;
- Co-ordinate a network of analytical laboratories that pool their expertise and make effective use of public resources, perform market surveillance studies and batch release testing to control the quality of medicines, and build the capacity of the network through audits and proficiency testing studies;
- The EDQM is WHO's custodian laboratory for ICRS and ISA.



In the area of Substances of Human Origin

- Establish safety and quality standards – including legal instruments and guidelines – that cover all stages of the SoHO life cycle, from collection to human application;
- Collect data on the use of SoHO, vigilance and other practices;
- Carry out capacity building activities, including training courses, audits and proficiency testing schemes.



In the area of Pharmaceutical Care

- Develop policies, model approaches and standards to ensure the safe use of medicines;
- Combat falsification of medical products and similar crimes.



In the area of Consumer Health

- Establish safety and quality standards, including legal instruments and guidelines, for cosmetics and food contact materials; Co-ordinate a network that pools its expertise, effectively use public resources, build its capacity through proficiency testing studies to control the quality of cosmetics, by performing market surveillance studies.



What We Do & How We Do It

Our activities are run and executed under the governance of different structures that place our member states at the heart of our decision-making processes. All our governing structures (as listed below) are supported by a number of external experts, who contribute to the various activities with their expertise.

- A treaty-based body – the European Pharmacopoeia Commission (EPC)
- The Biological Standardisation Steering Committee
- The Certification Steering Committee



- five intergovernmental committees

- European Committee on Pharmaceuticals and Pharmaceutical Care (CD-P-PH)
- European Committee on Blood Transfusion (CD-P-TS)
- European Committee on Organ Transplantation (CD-P-TO)
- European Committee for Cosmetics and Consumer Health (CD-P-COS)
- European Committee for Food Contact Materials and Articles (CD-P-MCA)

- and two independent networks

- The European Network of Official Medicines Control Laboratories, the OMCL Network
- The European Network of Official Cosmetic Control laboratories, the OCCL Network



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The Context



We live and operate in a fast-moving world. We must adapt constantly, reinvent the way we work together and how we operate; we must anticipate changes and mitigate risks to attain our goals and deliver consistently on our mission of protecting public health.

It is essential that our public health interventions remain fit-for-purpose, efficient and effective to respond adequately to health issues, today and tomorrow.

Key to navigating a fast-moving and unpredictable environment is first to analyse that environment, rethink our directions and devise an agile and future-proof strategy that can be adjusted if needed.

We have developed a new strategic framework and strategic directions for the four years to come.



To inform our strategy, we drew on:

- the strengths and successes of our 60 years of existence, the threats we face and our opportunities and, of course, our weaknesses;
- an analysis of the societal, economic, environmental, regulatory, technological, and medical developments that drive and/or affect our operations and activities;
- an analysis of the results of our past strategies and;
- the input of our stakeholders and staff members.

To stay ahead in this fast-moving world, we intend to capitalise on our strengths and the opportunities emerging from new developments, and to address the challenges we are already facing.

The EDQM Strategy 2024-2027 sets out **our vision** (where we want to be), **our mission** (what is our purpose), **our principles and values** (what are our beliefs), **our strategic objectives** (what we will achieve through our vision and our mission) and **our strategic plan** (what are our priorities and how we will achieve our objectives).

Our plan will be regularly reviewed, and adjusted as needed, to keep pace with any developments and trends in our internal and external environments.



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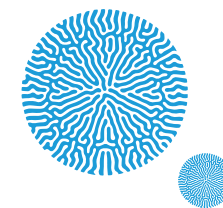
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Key Drivers for Change





Key Drivers for Change

Analysing the environment in which we operate, from the inside and the outside, has been the starting point from which to set out our ambition for the next four years.

Consulting our stakeholders and staff, analysing the results of our past strategy and scanning our horizon was key to inform our strategy and set wise choices and priorities.

Trends and developments in several areas have been identified, offering both challenges and opportunities. We have translated them into six key drivers for change. All these drivers are interlinked and cross-fertilise our strategy. The six key drivers for change can be identified as follows:

- **Our organisation: a steep evolution, a necessary transformation**
- **Our society, our stakeholders: higher expectations in fast-moving world**
- **Scientific and technological developments: faster than ever**
- **Availability of and access to medicines & health products: evolving issues**
- **Environmental trends and developments**
- **Legislation, a new and evolving landscape in the EU**

1 Our organisation: a steep evolution, a necessary transformation

The EDQM has grown substantially since its creation in 1964. Our organisation has enlarged its scope and increased its portfolio of activities to respond to constantly emerging challenges and needs in the field of public health. Adaptive changes have been made over time, the organisational structure has been modified in response and new processes and systems have been added continuously.

Our organisation grew by 50% between 2013 and 2023, and it continues to increase in scale and scope. From the inside, changes are needed to optimise the structure, facilitate decision-making and redesign processes and systems that will increase our efficiency and performance, while enhancing cohesion within.

From the outside, it is imperative for our organisation to better position its role, clarify its mission and orchestrate its interaction with other international and European organisations. We must examine how, in this collaborative environment, we can leverage on our respective strengths and expertise to complement our actions.



Key Drivers for Change

2 Our society, our stakeholders: higher expectations in fast-moving world

We operate in a complex and diverse environment in which numerous stakeholder groups are present.

In a fast-moving and interconnected world, stakeholders wish to feel more involved; they have higher expectations of their relation with policymakers in developing public health policies and activities as well as the tools and modalities used to keep them informed and engaged.

Ensuring and maintaining scientific competence is also vital if we are to continue to deliver on our mission, operations and activities.

Thus, more collaboration, more clarity and transparency in our processes and more accountability are expected and needed. Improved decision-making, enhanced knowledge and expertise sharing also respond to the needs of our stakeholders and beneficiaries.

3 Scientific and technological developments: faster than ever

Scientific and technological developments and innovation have accelerated significantly in recent years. Progress has been made in the development of novel and innovative products including Advanced Therapy Medicinal Products (ATMPs) and combination products. Substances of Human Origin (SoHO) are used for new clinical applications. A number of life-threatening, chronic and new emerging diseases – cancers, cardiovascular and respiratory diseases – are the three major causes of death. This is driving the development of personalised medicines, new products for unmet medical needs, that will reach the market in the coming years. Consumers' behaviours are changing. Cosmetics, originally used for beauty only, are also being used for wellbeing, and their usage is increasing significantly.

All our sectors of activity are highly innovative. Novel manufacturing technologies – including more sustainable manufacturing methods – are being developed and used. Digital technologies are transforming the path to availability and access to medicines and health products as well as the way we work daily in our organisation and with our stakeholders. While digital technologies offer opportunities (for instance facilitating the creation, storage, analysis and dissemination of information) for enhanced decision-making and improved patient outcomes, they also pose challenges that must be fully addressed.



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4 Availability of and access to medicines & health products: evolving issues

Among health determinants, ensuring the availability of and access to medicines and health products is vital in protecting the health of our citizens.

The issues that affect availability and access today have changed. Causes of unavailability and delayed access are multifactorial. They include issues related to quality, safety and falsification arising throughout the development, production and supply life cycle, shortages, rising prices and overuse or misuse of medicines and health products.

In addition, it is foreseen that the need for and use of these products – both prescription and over the counter – will continue to grow over the next four years, making it even more difficult to meet the demand and posing a risk for the supply chain.



5 Environmental trends and developments

Climate change, biodiversity loss, pollution and the general degradation of our ecosystem have a profound global impact, which is set to intensify in the years to come. The way we work, the way we operate everyday as an organisation, the methods used to manufacture and test medicines and health products are only a few of the many other aspects that have an everyday impact on our environment, our health and our wellbeing.

In collaboration with our stakeholders, we must rethink the way we work and operate if we are to best address environmental issues and encourage a move towards a more sustainable future.



Key Drivers for Change

6 Legislation, a new and evolving landscape in the EU

Major legislative changes have occurred over the years and continue to occur. Recent years have seen the entry into force of a number of significant and influential regulations including the General Data Protection Regulation (GDPR), the In Vitro Diagnostic Medical Device and Medical Devices Regulations (IVDR and MD), the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) Regulation and the Packing and Packaging Waste Directive.

Although these legal instruments are intended for EU member States, their impact knows no bounds as we live in a globalised world. Our stakeholders as well as our organisation must adapt and transition to the new legislative requirements without negatively impacting our operations or our ability to deliver on our mission of public health protection.

The coming years will be marked by the phased entry into force of the new EU pharmaceutical legislation, EU Blood, Tissues, and Cells legislation and Food Contact Material legislation. These new pieces of legislation will significantly impact the regulatory systems for pharmaceuticals and SoHO and, of course, our stakeholders.

But they will also give the EDQM a significant opportunity to reinforce its role in the European regulatory system, as a number of EDQM standards and activities – the European Pharmacopoeia, the Certification of Suitability procedure, the OMCL Network and its OCABR activity, the SoHO guides – will be pursued and will/should be referred into these legal texts. This recognises the indispensable role played by the EDQM in supporting its stakeholders to implement the legislation and in facilitating the availability of and access to safe and quality medicines and health products.



Our Vision



Our Vision



“Together for better health, for all”

Our work is based on collaboration with our member states, observer states and experts, and our wide range of stakeholders, together with those who benefit from the outcomes of our activities. This includes manufacturers of medicines, active substances, cosmetics and food contact materials; blood, tissues & cells establishments; hospitals; healthcare professionals such as pharmacists, medical doctors, practitioners, nurses and many more.

Our stakeholders recognise the value of togetherness.

Within our organisation, we believe in nurturing a culture of staff cohesion and engagement where all staff members feel committed to and connected with the organisation and what we do, and actively promote the achievement of strategic objectives.

We strive to protect public health and, above all, to promote a world in which everyone can enjoy better health. In that sense, we think global, and we are here to protect all citizens in Europe and beyond.



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Our Vision

Together for better health, for all.

Our work is the result of collaboration. We believe in a culture of cohesion. Our experts recognise the value of togetherness.

We do not just protect public health. We strive and work for a world where everyone can enjoy better health.

We think global, and our mandate concerns all citizens in Europe and beyond.



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Our Mission



Our Mission



“To contribute to public health protection, by engaging with an international community of experts and stakeholders.”

The EDQM has long-standing expertise and experience in ensuring the quality of medicines by developing international quality standards. Since its creation, our organisation has expanded its mission, and today its portfolio of activities also covers Pharmaceutical Care, Substances of Human Origin and Consumer Health. The EDQM contributes to ensuring the availability of and access to good quality and safe medicines and health products, from development to supply to patients – through:

- The provision of a common, harmonised, legal and scientific framework of standards for medicines and health products, and;
- The co-ordination of co-operation activities to help our stakeholders implement our standards and ensure that medicines and health products comply with them.

The EDQM thus has a significant impact on public health through effective collaboration with its global network of experts and stakeholders.

We execute our mission by leveraging on our member states, experts and stakeholders and by actively embracing a culture of co-operation.



Our Mission

“To contribute to public health protection,

by engaging

with an international community of experts and stakeholders.”

Our networks are global. Together with our experts and other stakeholders we form a strong community.

We are not only focused on medicines and quality standards. Our wide-ranging activities have a significant impact on public health.

We work together. We actively embrace a culture of co-operation.



Our Values & Principles



Our Values & Principles

Our values and principles underpin our vision and mission. They define our organisational culture. They are the underlying beliefs that each member of our organisation is committed to uphold in their daily work and in working together with our stakeholders.



Our Principles

- 1 **We practice open communication and active listening to cultivate mutual trust.**
- 2 **We provide the best possible service to our stakeholders.**
- 3 **We continuously learn and improve in everything we do.**
- 4 **We strive for a sustainable organisation in a sustainable world.**
- 5 **We embrace a culture of empowerment through delegation and accountability.**
- 6 **We welcome innovation as a path to progress.**
- 7 **We are stronger when we work together.**





Our Strategic Objectives



Our Strategic Objectives

Our Strategic Objectives are the bridges for the realisation of our vision.

We have set ourselves seven Strategic Objectives, contributing to the Council of Europe's strategic programmes of **Advancing social justice, good health and a sustainable environment**³.

Our strategic objectives have been translated into concrete initiatives and actions as detailed in our implementation plan.

The EDQM's strategic objectives for 2024-2027 are:



3. Draft Programme and Budget 2024-2027: https://search.coe.int/cm/Pages/result_details.aspx?ObjectId=0900001680ac241d



The Way Forward



The Way Forward

For each strategic objective, we have set ourselves sub-objectives. These outline our priorities and form our implementation plan.



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Strategic Objective 1

We will respond to and/or address current and emerging public health challenges and priorities for the benefit of patients and consumers.

Public health challenges and priorities, technologies, legislation and expectations are evolving quickly and our portfolio of activities and products must keep pace with this dynamic environment if we are to respond to our beneficiaries' needs, current and future. Diversification, responsiveness, timeliness and engaging our experts will be essential here. To achieve this, we will make best use of the knowledge and expertise available across the EDQM, and cross-fertilise our activities – the European Pharmacopoeia, the Certification of Suitability procedure, the OMCL Network, and activities performed in the Substances of Human Origin, Consumer and Pharmaceutical Care sector – to maximise our strengths. We will identify areas where the EDQM can create added value. We will strengthen our co-operation with our stakeholders to prioritise the most critical needs.

To ensure the EDQM has the greatest impact and remains a leader in its field of competences, we must proactively and continuously anticipate and analyse developments, challenges, opportunities and needs. This can be done through strategic foresight activities in collaboration with our experts and networks.

To achieve this objective, we will:

- Develop a diverse and responsive portfolio of activities and products to facilitate access to medicines and health products.
- Establish a mechanism to identify and analyse challenges and priorities and take appropriate measures to address them.

And launch the following initiatives:

Our Initiatives:

- Move from a reactive to a proactive organisation by implementing strategic foresight,
- Explore and identify opportunities for expanding & diversifying our portfolio of reference substances.
- Extend the scope of the Certification of Suitability Procedure (CEP).
- Strengthen the OCCL network, and,
- Contribute to address shortages.





Strategic Objective 2

We will enhance the global outreach and impact of the EDQM.

The increase in the free movement of goods and people, the globalisation of the market, digitalisation, urbanisation and travel have changed the realm of public health. It is no longer sufficient to tackle public health issues at national level: a global approach is required.

Public health organisations that have a global impact must make best use of resources and strengths and ensure they complement and synergise their actions.

Together with WHO, the EU and other international and European public health organisations, the EDQM is a leading actor in global public health.

The EDQM will therefore further enhance its global outreach and impact by reinforcing its collaboration with other European and international public health organisations. With a view to accelerating equitable access to medicines and health products globally, working with our partners, we will continue to disseminate our activities and standards, better demonstrate their added value and further work towards convergence, harmonisation and reliance on them, thus supporting industry and regulators, which are continuously facing resource constraints.

To achieve this objective, we will:

- Develop and implement a strategy outlining the role of the EDQM in global convergence/harmonisation and its positioning as a key public health organisation.
- Increase global reliance on EDQM standards and activities to improve access to medicines.
- Strive towards elaboration of globally harmonised standards and promote reliance on them.

And launch the following initiatives:

Our Initiatives:

- Elaborate a strategy and roadmap on enhancing EDQM global outreach and impact,
- Foster acceptance of CEPs globally, and,
- Develop a strategy on training and knowledge sharing towards our stakeholders.





Strategic Objective 3

We will actively engage with our stakeholders to increase trust and credibility, improve decision-making and ensure the sustainability of the organisation.

The EDQM works with and for a wide range of stakeholders. Engaging with stakeholders has numerous mutual benefits. It helps improve decision-making, increases trust and credibility, enhances our reputation and secures results. By engaging with stakeholders, our organisation can also gather valuable insight and feedback, identify potential developments, opportunities, challenges and risks, and build relationships. It is also essential to understand needs and concerns and ensure our activities respond to them in an effective and timely manner. Furthermore, the way we engage is influenced by new technological developments, particularly digitalisation, and the EDQM must leverage on this.

The EDQM will adopt a stakeholder-centric approach and ensure that its engagement activities are tailored, well-planned, transparent and inclusive. The EDQM will further identify its key stakeholders, determine the level of engagement required, identify the most appropriate methods and tools and develop a strategy with specific measures, appropriate for each stakeholder group.

We will consider stakeholder engagement as a critical component for the successful completion of our activities and for the overall sustainability of the organisation.

To achieve this objective, we will:

- Increase the transparency and clarity of our processes and communication.
- Share knowledge through a collaborative environment that fosters dialogue.
- Identify emerging issues and opportunities, and work together to find common solutions.
- Cultivate our networks to enhance our scientific competence and maximise the positive impact of the EDQM on public health.

And launch the following initiative:

Our Initiative:

- Develop and implement a stakeholder engagement strategy.





Strategic Objective 4

We will ensure a sustainable EDQM by future-proofing our operations and activities.

The EDQM must respond to the challenges posed by environmental degradation through both leadership and actions. The EDQM's ambition is to contribute to environmental sustainability and neutrality by making changes internally in its operations, activities and processes. We will promote environmentally sustainable and neutral approaches and behaviours among our stakeholders, beneficiaries and staff, to reduce the negative impact we have on our environment, our planet and our health. This includes among others: measures to decrease our carbon footprint, reduce the use of materials that deteriorate our environment, energy saving and low consumption measures and the use of green and net-zero technologies.

As the global economic environment evolves, the need to rethink our financial model has become urgent. Our existing model – including its fees-based system – needs to be updated and future-proofed to take account of rising costs and scarcity of resources.

This will enable us to be more resource-efficient and stable, able to meet the future needs and investment plans of our organisation and create further value for the organisation, its stakeholders and customers.

The EDQM is a growing organisation, but it has an aging workforce. As an organisation, we need to attract potential candidates and also develop a pool of talented and skilled staff to fill new roles and replace departing staff to help sustain our success long-term.

As public health priorities, societal needs and technological development evolve, the EDQM must expand and modernise its infrastructure and equipment and streamline its Information Technology (IT) architecture. Taking these measures will enable us to support our growth, to continue running our activities, respond to imminent public health challenges and priorities and meet the needs of our stakeholders, customers, beneficiaries and staff over the long-term.





Strategic Objective 4

To achieve this objective, we will:

- Promote and support a culture of sustainability within our Organisation and activities (including with regard to environmental issues within the EDQM).
- Expand and modernise our infrastructure, equipment and information technologies, while leveraging on innovation.
- Develop and implement a sustainable financial model.
- Develop and implement an effective workforce plan to make sure that the sustainable workforce required to help the EDQM deliver on its mission is available.

And launch the following initiatives:

Our Initiatives:

- Develop and apply an overarching strategy regarding environmental protection within our organisation,
- Develop and apply an overarching strategy of sustainability regarding environmental protection with our stakeholder,
- Develop and apply an overarching strategy for securing the EDQM's long term financial sustainability of both our income and our expenditure including investments,
- Develop and apply workforce planning to help ensure we have the right staff resources when we need them,
- Implement a new IT strategy,
- Implement the EDQM 2030 programme & the EDQM Capital Master Plan (CMP).





Strategic Objective 5

We will modernise our working methods to increase the quality and efficiency of our contribution to public health.

Over the past 20 years, our organisation has grown substantially in terms of its activities and its headcount. It has also expanded its networks and stakeholders, resulting in an increase in the number of processes and systems in use, and divergent, sometimes insular, working approaches.

The EDQM must be able to respond quickly to a continuously changing working environment. It thus needs to make changes to increase its organisational agility, efficiency and performance. This will involve modernising and future shaping our processes, digitalising and streamlining them while leveraging on innovation, and optimising the organisational structure to align with its strategies, facilitate decision-making and foster cross-cutting collaboration.



To achieve this objective, we will:

- Improve and future-proof our internal processes and organisational structure.
- Use state-of-the-art tools and approaches while leveraging on innovation, and make best use of data.
- Define and implement the “future EDQM Quality Management System”.

And launch the following initiatives:

Our Initiatives:

- Develop and implement a roadmap for the modernisation and future shaping of our processes based on the agreed initiatives.
- Implement our Organisational design and review regularly our new organisational structure.
- Define and implement our future Quality Management System.



Strategic Objective 6

We will develop our people, our teams and our organisational culture to achieve our goals.

With an ever-increasing range of activities and headcount, and an imperative to navigate and remain abreast of a fast-evolving environment with multiple new technologies and emerging health products, our organisation must adapt its learning and development framework and further build and maintain an organisational culture.

Our learning and development framework should feed into to the organisation's mission and long-term objectives. It should aim at developing individuals, operational and cross-functional teams and leveraging on employee strengths and competences to multiply knowledge and expertise across the organisation. It should also support career development within our organisation and empower our people to achieve and succeed.

It must be coupled with further building and maintaining our organisational culture, through activities that nurture cohesion and a feeling of shared responsibility and common goals.

The EDQM will develop and implement tailored learning & development and organisational culture strategies. This will enable us to keep our staff engaged and motivated, to attract and retain employees, attain our objectives and remain competitive. It will enhance a shared sense of pride and purpose and help us navigate change.

To achieve this objective, we will:

- Ensure that EDQM staff have access to learning & development opportunities to help them and the EDQM fulfil its objectives.
- Leverage on staff competencies to develop and empower our people.
- Implement cohesion activities across all levels of our Organisation that engage staff to help achieve our objectives.
- Develop a strategy to encourage professional development through seizing mobility opportunities offered by the organisation.

And launch the following initiatives:

Our Initiatives:

- Develop and implement a cohesion and engagement strategy.
- Develop and implement an effective learning & development strategy and review the potential for greater mobility across the EDQM entities.





Strategic Objective 7

We will establish and enhance a culture of service.

As a result of societal changes, customers' expectations and needs are evolving. Technological developments, including digitalisation, are also changing the way we deliver a service, the way we collaborate, and the ways customers consume.

EDQM customers are wide-ranging: from experts, who participate in our governing structures and expert group meetings to applicants to the CEP or OCABR procedures and customers who purchase our services and products such as PTS and documentary and physical standards.

The EDQM wants to create value for its customers. It thus needs to analyse their current needs and expectations and the new challenges they face, to develop a co-ordinated customer-centric mindset and the necessary tools to deliver the value customers seek. This must be done in close collaboration with the staff of the organisation.

To achieve this objective, we will:

- Develop a co-ordinated customer-centric mindset (internally and externally), enhance our processes, products, and services (including tools) to best meet their needs and better disseminate knowledge to users.

And launch the following initiatives:

- Develop and enhance tools and processes towards our users.



Measuring our Success



Measuring our Success

Our strategy will be translated into an operational plan. Our operational plan will comprise specific projects with milestones, key performance indicators and resources assigned to them. We will monitor the advancement of our projects during regular strategic reviews.



Our Strategy



Our Strategy

The EDQM's Medium-Term Strategy for 2024-2027 is an integrated, monitored, and evolving plan, focusing on public health protection.

It aligns with our overarching vision, emphasising collaboration, quality, and safety in healthcare. The strategy is dynamic, allowing for regular review and adjustment in response to emerging trends and developments. It encompasses a comprehensive approach, covering various health sectors and prioritising stakeholder engagement, innovation, and efficiency in operations. This strategic framework ensures the EDQM's adaptability and relevance in the ever-changing landscape of public health.

COUNCIL OF EUROPE
STRATEGIC PRIORITY

☆☆☆
Advancing social justice, good health
and a sustainable environment

MISSION

To contribute to public health protection by engaging with an international community of experts and stakeholders

STRATEGIC OBJECTIVES



VISION

PRINCIPLES

We will continuously learn and improve in everything we do

- We will practice open communication and active listening to cultivate mutual trust
- We will be stronger when we work together
- We will welcome innovation as a path to progress
- We will provide the best possible service to our stakeholders
- We will strive for a sustainable organisation in a sustainable world
- We will embrace a culture of empowerment through delegation and accountability

VALUES

Integrity Respect Professionalism



Message from the Director

The EDQM, Who We Are

What We Do & How We Do It

The Context

Key Drivers for Change

Our Vision & Mission

Our Values & Principles

Our Strategic Objectives

The Way Forward

Measuring our Success

Our Strategy

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