

**PROGRAMME EAHP SYNERGY MASTERCLASS on
Strategy and leadership perspectives for digital transformation of hospital pharmacies
16 & 17 May 2025 (Sheraton Brussels Airport)
2 days in July 2025 (virtual) - Sheraton Brussels Airport**

Day 1	
08.00 – 08.15	<p>Introduction to the synergy masterclass <i>Nenad Miljković, Patrick van Oirschot, Francine de Stoppelaar</i></p>
08.15 – 09.00	<p>Introduction to digital transformation of medication management <i>Eleonora Varntoumian, European Health Management Association (EHMA)</i></p> <p>The rapid evolution of digital technologies is transforming hospital pharmacy operations, improving operational efficiency, patient safety, and medication management. This session will explore key aspects of digital transformation in hospital pharmacies, with a special focus on EHMA’s ‘How-To Managers’ Guide: Digitalisation of Medication Management Pathways in European Hospitals’.</p> <p>This timely guidebook provides health managers and pharmacists with step-by-step guidance to address every stage of the digitalisation process - from readiness assessment to post-implementation optimisation. It addresses key challenges—resistance to change, costs and technical integration—while aligning with EU policies like the European Health Data Space (EHDS) Regulation, the Pharmaceutical Strategy for Europe and the new European Medicines Agency (EMA) mandate. Each chapter is enriched with practical tools, templates and case studies to translate theoretical concepts into actionable strategies. Annex IV- Stakeholder engagement will be completed by participants during this session.</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> • Define digital transformation and its impact on hospital pharmacy operations. • Identify strategies to overcome common barriers to digitalisation like resistance to change, technical integration, data security and legal hurdles (readiness assessment). • Understand the role of digital tools in medication management pathways, from procurement to medication monitoring and follow-up. • Understand how European Union initiatives like EHDS impact digital medication management. Develop an initial roadmap to identify, engage, and build support among stakeholders (<i>Appendix IV – Stakeholder engagement plan</i>).
09.00 – 09.45	<p>Hospital Management: how to speak the same language – the future of managing healthcare services landscape and trends <i>Albert Arp, former CEO St. Jansdal Hospital</i></p> <p>Communicating the value of digitalisation and automation to hospital leadership is crucial for securing investments in new digital technologies. This session will provide hospital pharmacists with the skills to effectively present business cases to decision-makers, ensuring alignment with hospital management priorities. Through real-world examples, participants will learn how to articulate the financial, operational, and strategic benefits of digital solutions in a language that resonates with executives. The session will also address the narrative of total cost of ownership (TCO), return on investment (ROI), and key performance indicators (KPIs) that influence decision-making.</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> • Understand the priorities and perspectives of hospital management and key stakeholders. • Learn how to present a compelling business case for automation and digital transformation. • Identify the risks of not adopting digital solutions and how to communicate them effectively.
09.45 – 10.15	Coffee break

10.15 – 11.00	<p>Workshops on Hospital Management: how to speak the same language – the future of managing healthcare services landscape and trends Patrick van Oirschot & Francine de Stoppelaar</p>
11.00 – 12.30	<p>Digital transformation and automation: Opportunities for hospital pharmacies and evidence available to justify investments – workshop included Daniele Bellavia, School of industrial engineering of LIUC university Emanuela Foglia, School of industrial engineering of LIUC university and LIUC Business School</p> <p>Automation and digitalisation offer unprecedented opportunities for hospital pharmacies, from improving patient safety to optimizing operational efficiency. This session will explore the latest automation technologies, including stock and picking robots, compounding robots, and bedside scanning for closed-loop medication management. Participants will review evidence-based benefits, such as cost reductions, waste minimization, and improved staff productivity, to build strong business cases for investment. Additionally, sustainability aspects and regulatory implications will be examined to ensure a holistic approach to digital adoption.</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> • Identify key automation technologies and their applications in hospital pharmacies. • Analyse evidence supporting the financial and operational benefits of hospital pharmacy automation. • Develop a data-driven justification for investments. • Understand how automation reduces medication waste and improves resource allocation. • Explore the sustainability benefits of digital transformation in hospital settings.
12.30 – 13.30	<p>Lunch break</p>
13.30 – 15.00	<p>Workshops on Digital transformation and automation: Opportunities for hospital pharmacies and evidence available to justify investments Patrick van Oirschot & Francine de Stoppelaar</p>
15.00 – 16.00	<p>Procurement opportunities to purchase innovation in hospital pharmacies Yves Verboven, EU4HealthSolutions</p> <p>Procuring innovative solutions for hospital pharmacies requires a strategic approach that balances cost-effectiveness, regulatory compliance, and quality improvement. This session will explore value-based procurement strategies, focusing on how hospital pharmacists can acquire cutting-edge technologies such as automated dispensing systems, compounding robots, and bedside scanning tools. Participants will gain insights into tender writing, evaluation criteria, and contract structuring to ensure that procurement decisions align with hospital goals and patient safety. The session will also cover funding mechanisms and collaborative purchasing models to maximise the impact of innovation investments.</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> • Understand the principles of value-based procurement and their application in hospital pharmacies. • Learn how to develop and structure tenders for acquiring automation and digital solutions. • Explore key evaluation criteria for selecting innovative technologies. • Identify funding opportunities and collaborative procurement models to optimize resource allocation. • Gain practical knowledge on integrating procurement strategies with hospital-wide digital transformation initiatives.
16.00 – 16.30	<p>Coffee break</p>

16.30 – 18.00	<p>Workshops on Procurement opportunities to purchase innovation in hospital pharmacies (5 groups with facilitators) Patrick van Oirschot & Francine de Stoppelaar</p>
18.00 – 18.30	<p>Summary and next day preview Patrick van Oirschot</p>
Day 2	
08.00 – 09.00	<p>Financial magnitudes & ROI in Hospital Pharmacies Hinrich Slobbe – Wizzfiz, Wisdom in Finance!</p> <p>Hospital pharmacists play a critical role in securing funding for digitalization and automation, but financial decision-making in hospitals is complex. This training provides practical financial insights to help hospital pharmacists make strategic investment decisions with confidence.</p> <p>Key Topics Covered:</p> <ul style="list-style-type: none"> • Understanding Financial Metrics – ROI, Total Cost of Ownership (TCO), and key performance indicators (KPIs) specific to hospital pharmacy investments. • Reading & Interpreting Financial Statements – How balance sheets, profit & loss accounts, and cash flow statements reveal hospital financial health. • Cost Structure & Budgeting – Identifying hidden costs, optimizing pharmacy budgets, and preventing financial inefficiencies. • Cash Flow Management – Ensuring financial stability through smart inventory management and cost control strategies. • Investment Decision-Making – Using cost-benefit analysis to justify automation and digital transformation investments. <p>Learning Objectives</p> <ul style="list-style-type: none"> • Assess the financial health of their hospital and its impact on investment decisions. • Develop a strong business case for new technology and automation projects. • Use financial data to drive efficiency, reduce costs, and improve pharmacy operations. • Communicate with hospital management and financial teams using the right financial language.
09.00 – 10.00	<p>How to build a business case: a practical case Jaime Poquet-Jornet, Denia Hospital</p> <p>The compounding of chemotherapy medications is a high-risk and highly regulated process that demands accuracy, safety, and efficiency. Implementing an IV workflow software solution with gravimetric and volumetric functionalities can significantly enhance patient safety, reduce medication errors, and optimize pharmacy workflows. This session will guide participants through the development of a compelling business case to secure funding and resources for such a solution.</p> <p>Participants will learn how to effectively justify the investment by balancing objectives, benefits, costs, and risks, ensuring their proposal stands out among competing projects. Additionally, the session will focus on stakeholder identification and management, helping hospital pharmacists strategically engage decision-makers and key influencers to increase the likelihood of project approval and long-term success.</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> • Understand how IV workflow software solutions improve patient safety through gravimetric and volumetric compounding. • Identify and engage key stakeholders who influence the success of a business case. • Develop a structured and compelling business case that effectively communicates the benefits, costs, and risks to hospital leadership.
10.00 – 10.30	<p>Coffee break (participants may take coffee to workshops)</p>

10.30 – 12.30	<p>Workshop Developing and presenting one business case (5 groups with facilitators) Patrick van Oirschot & Francine de Stoppelaar</p>
12.30 – 13.30	<p>Lunch break</p>
13.30 – 14.30	<p>Gaining approval for your project – planning and selling your idea to your stakeholders Stephen F. Eckel - UNC Eshelman School of Pharmacy</p> <p>Effective planning and communication are essential for gaining support and sponsorship for digital transformation initiatives in hospital pharmacies. This session will equip participants with essential skills needed to successfully engage multidisciplinary stakeholders, including executives, clinicians, and financial decision-makers. Topics covered include strategic planning, writing a business plan, and sharing your ideas to gain internal and external support. By mastering these skills, hospital pharmacists can enhance their ability to advocate for digital innovation and drive successful change management.</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> • Develop a strategic plan for organizing initiatives and engaging diverse stakeholders in digital transformation discussions. • Create a business plan to assist with organizing your project and identify resources needed. • Identify strategies to present financial and operational data effectively. • Understand how to address objections and build trust among hospital leadership. • Gain practical tools for securing sponsorship and buy-in.
14.30 – 15.00	<p>Coffee break</p>
15.00 – 16.30	<p>Workshop Business communication skills (5 groups with facilitators) Patrick van Oirschot & Francine de Stoppelaar</p>
16.30 – 17.30	<p>Summary and homework assignments Patrick van Oirschot</p>

Day 3 - Business Case Presentations 32 (VIRTUAL) (Mid 2025 deadline for submissions)

08.00 – 08.30	Welcome and introduction to the day/award, etc.
08.30 – 10.30	8 presentations 15 min each
10.00 – 10.15	Coffee break
10.15 – 12.15	8 presentations 15 min each
12.15 – 13.15	Lunch break
13.15 – 15.15	8 presentations 15 min each
15.15 – 15.30	Coffee break
15.30 – 17.30	8 presentations 15 min each
17.30 – 18.00	Summary of the first day of the presentations

Day 4 - Business Case Presentations 32 (VIRTUAL)

08.00 – 10.00	8 presentations 15 min each
10.00 – 10.15	Coffee break
10.15 – 12.15	8 presentations 15 min each
12.15 – 13.15	Lunch break
13.15 – 15.15	8 presentations 15 min each
15.15 – 15.30	Coffee break
15.30 – 17.30	8 presentations 15 min each
17.30 – 18.00	Judges convene to review and determine award winners
18.00 – 18.30	Summary of the second day of the synergy masterclass and award presentations

The aim of this Synergy Masterclass is to provide education and inspiration to hospital pharmacists so they may build their own business cases for submission to their hospital management. While all hospital pharmacists realise and need to implement various automation tools in their pharmacies, they are not well equipped to obtain funding.

Target audience

Delegates nominated by their national associations should fulfil specific requirements such as

- be hospital pharmacists;
- be hospital pharmacists who have experience with automation needs in their hospitals;
- be fluent in English;
- attend all sessions;
- complete seminar evaluation forms;
- give presentation of their business cases based on knowledge gained during the masterclass;
- must be able to accurately disseminate the knowledge obtained during the masterclass within their country via seminars or workshops and provide documentation that dissemination was done (i.e. national workshop agendas).

Links to the EAHP mission & goals and to the European Statements of Hospital Pharmacy

The main EAHP goal covered by the Masterclass is to promote and facilitate activities to cope with obtaining automation tools within their hospitals.

Assessment of Learning Success

To evaluate the learning success as requested by the accreditation bodies and as defined by the learning objectives, selected participants will be invited to give an oral presentation during the second two days of the event.