



UNION EUROPÉENNE DES MÉDECINS SPÉCIALISTES EUROPEAN UNION OF MEDICAL SPECIALISTS

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UEMS 2008 / 05

UEMS Strategy 2008

Unanimously adopted by the UEMS Council at its Meeting in Brussels on 19th April 2008

Introduction

For the past five decades the European Union of Medical Specialists / Union Européenne des Médecins Spécialistes (UEMS), has developed into the most comprehensive and representative European Medical Organisation (EMO) of medical specialists. The continuing success of the UEMS is vital for our patients, for our profession and for Europe as a whole.

Since its establishment only a year after the Treaty of Rome was signed, the UEMS has emerged as the undisputed leader of the European specialist medical profession. It is now appropriate that the UEMS leadership maps out a strategy for the coming years that reflects its central role in contributing to optimal European healthcare.

The operational and development strategy of a large, non-profit organisation like the UEMS is an extremely complex challenge. There is a clear need for the activities of the UEMS to be based on a well organised and coherent strategy linked with a transparent implementation/operational policy.

During the period 1958-2008 the Mission and Purpose of the UEMS have not substantially changed. UEMS activities to date have largely been concerned with improving the organisation in a more general sense, by finding the best possible ways of addressing the issues related to its mission and generic purpose. In this Strategy paper the UEMS clearly identifies and highlights its particular areas of knowledge and expertise.

During the immediate past, fewer efforts were devoted to improving our facilities, while the strategic plan being suggested for the forthcoming years is built on acquiring the appropriate infrastructure to provide necessary modern technology tools so as to achieve any set objectives.

The UEMS Strategic Plan shall be the “road map” to realising its new Vision. For this Strategy and its associated action plans to be put into practice, we should recall the quotation: *“Teamwork is the fuel that allows ordinary people to attain extraordinary results.”*

Dr. Zlatko Fras
President (2006-2008)

Members of UEMS STRATEGY WORKING GROUP

- Dr. Zlatko Fras, President - SI
- Dr. Edwin Borman (Vice-President - UK)
- Prof. Jacques Gruwez (BE)
- Dr. Hans Hjelmqvist (SE)
- Dr. Gerd Hofmann (Liaison Officer - DE)
- Dr. Bernard Maillet (Secretary-General)
- Dr. Jörg Rüggeberg (DE)
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Liaison Officer: Dr. Gerd Hofmann

UEMS MISSION, PURPOSE AND VISION

OUR MISSION

The UEMS, shall continuously maintain and develop the entire spectrum of professional interests of European medical specialists, with special emphasis on assuring the highest level of professional autonomy allowing medical specialists to ensure the highest possible quality of healthcare services for the benefit of all European citizens.

OUR PURPOSES

We, in the UEMS, have the following international, non profit-making objectives:

1. The delivery of optimum, high quality and safe healthcare to all citizens within the European Union;
2. The maintenance and further development of the professional autonomy of European medical specialists;
3. The study, promotion, harmonization and access to high quality ongoing education and training for medical specialists and their medical practice;
4. The promotion of free movement of specialist doctors within the EU;
5. The active participation in, and representation within the framework of the organised medical specialist profession in Member States of the EU, to all relevant statutory EU agencies and any other authority and/or organisation dealing with issues relating to the medical profession.

OUR VISION

As we look towards the future, our vision is focused on:

- **Internally:** our structure (National Medical Associations, Specialist Sections and Boards), *and*
- **Externally:** the European arena, both national and international, as well as the global impact of our efforts.

Within the next 5 years, the UEMS will be internationally more well-known, more visible, institutionally stable and respected, a central and leading European organisation for setting standards and for consultation in the fields of specialist postgraduate medical training, CME/CPD, the Quality Assurance of specialist medical practice, their harmonization, promotion, and research.

The UEMS will be continuously cited and consulted as the most relevant European medical specialist representative body. In this sense the UEMS will be leading the effort to document, understand and raise awareness of the importance of medical specialist professional autonomy, working collaboratively with other organisations to preserve it.

ORGANISATIONAL DEVELOPMENT

Virtually every single part of the UEMS will have to make (sometimes profound) changes in its working methods, programmes and operations if this Strategic Plan is to be realised. It is particularly important that the UEMS maximises in a more visible and proactive way the Organisation's dual strengths - the Council represented by the National Member Associations of each UEMS member country, and the enormous resource that constitute the UEMS Specialist Sections & Boards.

To further develop the UEMS into a more modern, dynamic and flexible organisation, the major changes shall involve:

- Building and empowering a dynamic leadership team and management structure.
- Promoting a Consultative, Surveying/Analysis of Data and a QA-orientated approach.
- Developing and building - in a modular manner - a comprehensive and supportive informatic system for all strategically planned activities over the next five years.
- Encouraging and stimulating interactive information exchange between all interested partners and target organisations.
- Developing and implementing a collaborative specialist Postgraduate Medical Training, CME/CPD and Specialist Practice QA Research programme with international participation.
- Arising from these programmes, developing a model of trans-national partnerships that will result in measurable change.
- Building a diversified, stable base of intellectual and technical resource to ensure the long-term viability of the UEMS programmes and services.

KEY AREAS (KAs), OBJECTIVES AND STRATEGIES

The UEMS Strategy Working Group (Planning Committee) will identify those areas which demand the UEMS's highest priority attention and action. These Key Areas (KA's) will be determined by analysis of the internal strengths and weaknesses and careful consideration of outside opportunities and threats. In each KA, objectives will indicate what we are seeking to achieve and Strategies will indicate how we plan to reach the objectives. Details will be elaborated in the Action Plans on file, as well as on the UEMS's website - www.uems.net.

Action Plans will identify/define the key next steps to be executed as follow:

- Immediate/already started
- Medium-term
- Longer-term

KA 1. POLITICAL SIGNIFICANCE

- Develop and publish political statements throughout Europe
- Enhance the position of the UEMS towards the European Parliament, EU Council and Commission, as well as towards other relevant European and national authorities.
- Enhance the cooperation of the UEMS with other European medical organisations to promote collaboration and influence the promulgation of our objectives

KA 2. HARMONIZATION of POSTGRADUATE MEDICAL TRAINING IN EUROPE

- Improve the unique position of the UEMS as the leading European medical representative organisation that sets standards for all aspects of Postgraduate Medical Training.

KA 3. COORDINATION of CME / CPD IN EUROPE

- Stabilise and improve the position of the UEMS as the leading European medical representative organisation that sets standards and coordinates mutual activities of all aspects of CME/CPD at the European level.

KA 4. SPECIALIST MEDICAL PRACTICE QUALITY ASSURANCE IN EUROPE

- Establish the UEMS as a leading organisation in setting standards and in coordinating trans-national activities of all aspects of the Quality Assurance of specialist medical practice at the European level.

KA 5. ANALYSIS OF DATA RELATED TO THE PRACTICE OF MEDICAL SPECIALISTS

- Establish the UEMS as a leading coordinating "institution" for the survey and analysis of data related to the practice of medical specialists and as a forum for scientific discussion / cooperation in its acknowledged areas of expertise.

KA 6. EXPERTISE

- Establish the UEMS as the leading EU medical organisation offering internal and/or external expertise for consultation in its areas of particular knowledge and expertise.

KA 7. LEADERSHIP AND MANAGEMENT

Build and empower a dynamic leadership team and management structure that will improve the organisation's representation and visibility and transform the UEMS into an organisation with an internationally accepted investigation and consultation-oriented identity.

KA 8. MARKETING AND RESOURCES

- Ensure that the UEMS strengthens its position in issues related to specialist medical practice as the best known, the most respected and the most consulted European medical representative organisation for issues related to specialist medical practice, with the largest membership, and stable finances.
- Build a diversified, stable base of support impervious to economic fluctuations, thus ensuring the long-term viability of the UEMS's programmes and services.

KA 9. CORPORATE IDENTITY

- Develop the corporate identity of the UEMS internally as well as externally.

STRATEGIC PLANNING PARTICIPANTS

1. UEMS Strategy Working Group (Planning Committee), its Chairs and Co-Chairs.
2. Strategic Planning Consultants.
3. Working Groups on Operational Planning in different areas of interest.

- 1.-3. are to be mandated by the UEMS Council and established by the UEMS Executive with the full support by the Secretariat.

ANNEXES

KA 1. POLITICAL SIGNIFICANCE

- Develop and publish political statements throughout Europe
- Enhance the position of the UEMS towards the European Parliament, EU Council and Commission, as well as towards other relevant European and national authorities.
- Enhance the cooperation of the UEMS with other European medical organisations to promote collaboration and influence the promulgation of our objectives

Rationale. One of the most important missions of the UEMS is to be centrally involved in the political discussion concerning health service and any other area, which may have influence on specialist medical work. It must be our aim to promote our own proposals and opinion in a proactive way and not only in reactive defence. Therefore it is necessary to strengthen our efforts in lobbying. Different solutions can be discussed:

- direct consultations with the members, especially the opinion leaders of the European Parliament, EU Council and the Commission;
- engaging professional brokers to make contacts; partial sharing of the contacts of our member organisations;
- cooperation with other European medical organisations in the promotion of common proposals.

UEMS has to become an agent on the European arena to promote specialist medical targets.

OBJECTIVE 1.1 (Structure for Lobbying)

- Engaging professional brokers to arrange contacts and provide with constant background information.
- Bringing together information of the member organisations due to their own activities in this field and to inform them in return.

OBJECTIVE 1.2 (Public Relations)

Releasing statements to the press, the European authorities and opinion leaders together with the request that those statements are to be delivered by the member organisation to their national authorities.

OBJECTIVE 1.3 (“Think-Tank”)

- Appoint a representative group to prepare and harmonize, as needed, the tenor and content of public statements.

OBJECTIVE 1.4 (Cooperation with other organisations in the European arena)

- The UEMS was the first to advocate the need for greater collaboration between and with fellow European medical representative bodies. It is long-established UEMS policy that all such bodies should be housed in a single Domus Medica. Fundamental to achieving this must be the recognition and acceptance of existing representative bodies as equal partners.

The areas for cooperation include:

- Making positive steps / decisions to share overheads such as a medical database and library
- lobbying with EU institutions and agencies
- progressing existing UEMS policy in partnership with other EU Medical bodies

OBJECTIVE 1.5 (Cooperation with European Specialist (Scientific) Societies)

OBJECTIVE 1.6 (Cooperation with European Patient Representative Groups)

KA 2. HARMONIZATION of POSTGRADUATE MEDICAL TRAINING IN EUROPE

- **Improve the unique position of the UEMS as the leading European medical representative organisation that sets standards for all aspects of Postgraduate Medical Training.**

Rationale. One of the basic goals of UEMS is to assure high quality and safe medical services to European citizens. The foundation for this is to set and follow basic standards in Postgraduate Training Programmes in all European countries for all specialist fields. If UEMS wants to promote the professional interests of European medical specialists it is very important to have a good base - namely a good knowledge of the performance of those whose interests it represents - medical specialists. European countries all aspire to high quality and safe medical care, which can, beside other measures, be achieved by adhering to set standards for PMST. UEMS, as a representative organisation of European medical specialists, has set such standards and encourages all their members to apply them. In this way the harmonisation of PMST can be achieved. Setting the standards means the ongoing review of the relevant chapters in the UEMS Training Charters.

OBJECTIVE 2.1 (Establish the cycle for setting standards for PMST)

Set the standards for PMST, promote them in all European countries, evaluate the performance and propose the changes where necessary (in some standards or in some countries). This is a dynamic on-going process.

OBJECTIVE 2.2 (Having up-to-date review about the PMST programmes in European countries)

Each year UEMS shall publish an updated European-wide database on **Postgraduate Medical Specialist Training** programmes.

OBJECTIVE 2.3 (Promote the quality of medical care based on having set the standards for PMST)

UEMS shall communicate the high standards of PMST in all European countries in terms of quality and content to the relevant European bodies and the general public.

OBJECTIVE 2.4 (Consultations on harmonization of PMST to other European bodies)

UEMS shall offer, by way of visitation and/or consultation, to assist any European country regarding their PMST programmes.

OBJECTIVE 2.5 (European examinations and Fellowships)

A number of Sections & Boards host examinations arising from which either a Fellowship of the particular European Board or a European Diploma is awarded.

KA 3. COORDINATION of CME / CPD IN EUROPE

- **Stabilise and improve the position of the UEMS as the leading European medical representative organisation that sets standards and coordinates mutual activities of all aspects of CME/CPD at the European level.**

Rationale. There is a good base and a great need for EACCME at UEMS to improve its position as the leading clearing house for granting CME/CPD credit points. The existing procedure needs to be reviewed and the rules of procedure and standards need to be consensually agreed. With more modern informatics support EACCME could become even larger body for coordinating CME/CPD activities at the European level. International long-distance organized seminars, internet-based training programmes and other CME/CPD activities call for the credible body which would provide and regulate the granting and exchanging of data on CME/CPD events through Europe and wider. There is reasonable goal that the great majority of all international CME/CPD activities in Europe are going to be registered at EACCME. UEMS shall play a leading role in providing the required documentation, procedures and guidance that will ensure high quality CME/CPD in all European countries.

OBJECTIVE 3.1 (Define the standards for CME/CPD activities and for granting credit points)

Define the standards for providers of the CME/CPD activities as well as for the events in order to grant them the credit points. Set clear rules on the independence of the CME/CPD event from pharmaceutical or other companies' influence.

OBJECTIVE 3.2 (Define the feasible and consensually agreed procedure for granting the credit points for CME/CPD activities)

Define the procedure of who is granting, where, and what amount of credit points are awarded for different kinds of events.

OBJECTIVE 3.3 (Establish the central web-based database of CME/CPD activities)

Establish a registry of the majority of all international CME/CPD events in Europe with relevant most important descriptive information on them, which is accessed through internet.

OBJECTIVE 3.4 (Increase the cooperation in the field of CME/CPD with other continents)

Propose ways for increased cooperation with other continents in CME/CPD field.

OBJECTIVE 3.5 (Providing the core root documents for quality management of CME/CPD (quality assurance, quality improvement and quality control)

Prepare the documents on quality of CME/CPD on the basis of analysing the situation in European countries with the aim to set the guidelines for further development of this field in each country.

OBJECTIVE 3.6 (Having up-to-date review on the CME/CPD situation in European countries)

Publish an annual review of the central database on CME/CPD and its main characteristics in the different European countries.

KA 4. SPECIALIST MEDICAL PRACTICE QUALITY ASSURANCE IN EUROPE

- **Establish the UEMS as a leading organisation in setting standards and in coordinating trans-national activities of all aspects of the Quality Assurance of specialist medical practice at the European level.**

Rationale. The UEMS considers that quality assurance (QA) is an essential component of an agenda focused on high standards of medical practice. Quality assurance is defined as the regular review against defined standards of clinical practice. Its aim is to provide a framework for confirming the good quality of healthcare provided by specialist doctors in Europe. An essential requirement to meeting this need will be the provision of resources that ensure high quality patient care, appropriate staffing and healthcare infrastructure. This can best be achieved when based on valid evidence, which can facilitate improvements in clinical practice and justify the provision of necessary resources.

The system should be based on the quality cycle: monitoring clinical practice against standards accepted as valid, introducing improvements that are appropriately resourced, reviewing these changes, and ensuring that the system itself is adequately quality assured. Few documents on this topic were already adopted by the UEMS Council, but still they should serve only as a basis for continuous/further improvements.

Sections and Boards of the UEMS are expected to provide relevant, more practically oriented extracts of clinical practice guidelines/recommendations for all the existing specialties, expected to become more commonly followed all over the Europe. Those Reference Books are going to represent common standard recommendations based more on the autonomous, industry independent professional consensus. They should include the essential list of QA clinical indicators for all the specialties represented by the UEMS Sections and Boards.

OBJECTIVE 4.1 (Setting the quality standards)

Define the scope and chose the fields to set the quality standards for medical practice in different medical specialties and between them.

OBJECTIVE 4.2 (Regular review against defined standards)

Stimulate European countries to actively collaborate in reviewing the standards in their fields/countries. Collect the data gathered in different countries.

OBJECTIVE 4.3. (Suggestions for improvements)

Analyse data and make conclusions. Evaluate data and suggest improvements.

OBJECTIVE 4.4 (Reviewing the improvements)

Follow up the introduction of changes/improvements.

OBJECTIVE 4.5 (Elaborate common outlined guidelines)

Prepare a summary of guidelines for each speciality that will be autonomous and accepted in all European countries.

OBJECTIVE 4.6 (Evaluation and grading of guidelines for practical purposes)

KA 5. ANALYSIS OF DATA RELATED TO THE PRACTICE OF MEDICAL SPECIALISTS

- Establish the UEMS as a leading coordinating “institution” for the survey and analysis of data related to the practice of medical specialists and as a forum for scientific discussion / cooperation in its acknowledged areas of expertise.

Rationale. Research is one of the most important tools for improvements in any professional/scientific field. Only the firm basis of the valid data gathered by the relevant scientific methods and its robust evaluations can offer appropriate suggestions informing the necessary next steps in achieving the UEMS mission. There is no doubt that good decisions can only be made on the basis of valid results from well performed research.

UEMS, through its constituent bodies (namely NMAs and S&Bs) will perform research projects in all different areas of knowledge and expertise, namely Postgraduate Medical Specialist Training (PMST), Continuing Medical Education/Continuing Professional Development (CME/CPD), and Specialist Medical Practise Quality Assurance (SMPQA). By establishing relevant and valid databases on how these activities are organized and performed in different European countries, UEMS can become the most powerful and independent organisation playing a leading role in the future development in the above mentioned fields.

OBJECTIVE 5.1 (Define the Research projects/Surveys)

Enlist possible research projects, specify those that are going to be carried out on a short-, mid-, as well as long-term basis, define its performers and required resources. Produce a project plan state the expected gains.

Three examples of such research projects are the current **EACCME Update Document**, draft updates of earlier reports on postgraduate medical specialist training from the former statutory **Advisory Committee on Medical Training (ACMT)** and the database carried out by the UEMS ENT Section on **ENT specialists and specialist departments in Europe**.

OBJECTIVE 5.2 (Perform the Research projects)

Utilize the resources to perform the research projects. Evaluate and present the results.

OBJECTIVE 5.3 (Make conclusions and future orientation)

Get the knowledge on the currently existing systems through Europe and prepare suggestions for further improvements as well as appropriate harmonization of the current relevant systems. Prepare the documents for adoption at the UEMS Council. Prepare suggestions for European bodies.

OBJECTIVE 5.4 (Communicate results from research projects to European bodies, European countries and European publics)

Communicate facts and ideas for improvements to all the UEMS member European countries, other European Medical Organisations and to the EU institutions/bodies.

KA 6. EXPERTISE

- **Establish the UEMS as the leading EU medical organisation offering internal and/or external expertise for consultation in its areas of particular knowledge and expertise.**

Rationale. Based on its own newly created and continuously growing database, together with its knowledge on the current situation in the fields of PMST, CME/CPD and SMPQA (commonly on the basis of the summary results from its research projects), UEMS will become a leading organisation / institution for consultations in the above mentioned fields in Europe.

UEMS attaches great importance to the provision of advice and consultation especially to the associate members and/or those newly recognized full-member countries who wish to develop/improve their systems according to the consensually agreed minimal common European standards. In this regard the experience and knowledge in UEMS, gained in 50 years of existence, are of great value. UEMS will be glad, if invited, to offer such support to any party that feels it might benefit from UEMS's expertise. It is also in the interest of the global progress to lead the development of medical education and Specialist Medical Practice Quality Assurance in the best possible way. UEMS will become a reference institution for consultations in the fields of PMST, CME/CPD and SMPQA also for the development of the future European legislative measures.

OBJECTIVE 6.1 (Define the procedure for providing various types of consultation)

Define the responsible bodies (mainly Sections and Boards), individuals, procedures and fees for providing different types of consultation, including the required standards for such consultations.

OBJECTIVE 6.2 (Market available consultations to all the parties possibly interested)

Enlist the fields where the UEMS through its constituent bodies can offer professional expertise and promote it actively by announcing these activities among the UEMS national full and associate members, as well as to third parties (e.g. other interested organisations or groups/bodies).

KA 7. LEADERSHIP AND MANAGEMENT

Build and empower a dynamic leadership team and management structure that will improve the organisation's representation and visibility and transform the UEMS into an organisation with an internationally accepted investigation and consultation-oriented identity.

Rationale. If we are to create the future with these Strategic Plans, as well as through future new opportunities, we must become more a "consultation-based & investigation-informed organisation". This will require a management team promoting openness, systematic thinking, creativity, self-efficiency, and empathy. As a result, changes in the leadership structure and culture, as well as in policy and procedure, will be required. All members of the Enlarged Executive Committee, employees of the Secretariat, as well as the representatives to the Council must evolve to considering the organisation as a system, develop their own personal mastery of it, and learn how to experiment and reframe problems collaboratively.

Technology for the gathering, use, and distribution of information must become part of the fabric of the institution. This will require ongoing training and learning and widespread use by all. The Executive Committee is the guardian of the values of the organisation and must systematically drive the UEMS toward the fulfilment of our Mission and Vision. It must be forward thinking, proactive, and diverse and it must operate with one voice as it leverages new support for the institution. To do so will require a transformation of governance just as there should be a transformation in staff leadership and management.

OBJECTIVE 7.1 (Management Structure)

Transform the governance of the UEMS to a new paradigm by 2008 to support a new "consultation-based & investigation-informed organisation" management structure and leverage new support for the institution and its Vision.

OBJECTIVE 7.2 (Enlarged Executive Committee Involvement & Leadership)

Significantly increase EU involvement and leadership in external organisations by 2008. Optimize the EU's role in achieving Vision and Mission, as well as policy oversight.

OBJECTIVE 7.3 (Consultation & Research Organisation)

By the year 2008, create the management structure, practices, and culture required to improve organisational effectiveness by transforming the UEMS into a more "consultation-based & investigation-informed organisation".

OBJECTIVE 7.4 (Education & Training)

One of the tasks of UEMS should be the training of our representatives on a national and European level. They should be enabled to understand the (changing) structure of the network of European medical organisations, their positions in this net, their methods and the way of decision making. Particularly the training of all new member countries seems to be necessary to form a team of all those, who might actively contribute to our tasks.

OBJECTIVE 7.5 (Management Infrastructure Plan)

Create and begin implementation of a new Plan for Management-Infrastructure by 2008 which includes Communications, Technology, and Finance Strategies.

OBJECTIVE 7.6 (Personnel)

Review and update personnel policies, procedures, and practices that will result in a motivated, dynamic and creative staff capable of fully implementing the 2010 Strategic Plan.

OBJECTIVE 7.7 (Strategic Action Plan)

Adopt the 2008-2013 Strategic Action Plan in October 2008.

KA 8. MARKETING AND RESOURCES

- Ensure that the UEMS strengthens its position in issues related to specialist medical practice as the best known, the most respected and the most consulted European medical representative organisation for issues related to specialist medical practice, with the largest membership, and stable finances.
- Build a diversified, stable base of support impervious to economic fluctuations, thus ensuring the long-term viability of the UEMS's programmes and services.

Rationale. With the considered and dedicated work of all its constituent parts the UEMS is ideally placed to become the best known, the most respected and the most consulted European medical representative organisation with regard to all of the issues of specialist medical practice. With its own stronger internal structure, the expertise and knowledge of its Sections & Boards and the clear vision on its future role, the UEMS will increase its influence both within and beyond the European area. The practical aspects of specialist knowledge, as well as the clear vision of the organisation should be communicated to all relevant European publics. This will strengthen the position of UEMS and will also assure organisational material stability.

OBJECTIVE 8.1 (Define the potential publics)

List the target European publics with whom UEMS wants to communicate.

OBJECTIVE 8.2 (Define the ways of communicating with publics)

Prepare the marketing plan about what, when and how to communicate with whom.

OBJECTIVE 8.3 (Actively promote UEMS programmes and services)

Prepare the marketing plan on how more actively promote UEMS areas of knowledge and expertise, programmes and services.

OBJECTIVE 8.4 (Define financial resources besides membership fees)

Define other possible financial resources for UEMS activities (EU funds, research grants from different sources, other...).

OBJECTIVE 8.5 (Assure appropriate structure for communication and marketing)

Recruitment of part-time employed PR specialist, possibly also trained in gathering information, in planning and preparing applications for outside sourcing (mainly EU funds, research grants).

KA 9. CORPORATE IDENTITY

- Develop the corporate identity of the UEMS internally as well as externally.

Rationale. The corporate identity is the image with which the UEMS can be identified. It is a first-rate strategic tool, and for the UEMS certainly by far the most important with regard to achieving the goals set within the KA 1 of this Annex document. The corporate identity is the integration, in the mind of target audience, of all the messages conveyed by an organization. The corporate identity must also distinguish between the organization and its services with the ones offered by the “competition”. Corporate identity is the group of attributes and values we have: its “personality”, its reason of being, its spirit and soul. The image reflected by the “organization’s personality” will make it better identifiable and different from the rest and it will also determine its importance in Europe.

Corporate identity is the group of pieces, aspects, ideas, methods and techniques that our brand needs to be identifiable. Besides these externally visible tools for identification, the UEMS’ contextual corporate identity must be strengthened and further developed (according to the KAs 1-6 of this Annex). The UEMS new corporate identity must symbolize all the organization’s ethics and attitudes, so that those who work for the UEMS share the same spirit and communicate the identity to those related with it.

OBJECTIVE 9.1 (Analysis of the current UEMS image)

The corporate identity is a system of communication that is incorporated to the organization’s global strategy and it is present in all its manifestations, productions, properties and activities.

OBJECTIVE 9.2 (Developing a plan to improve the UEMS already established corporate identity)

A corporate identity program is a system of signs that involves a combination code and criteria that, together, are the structure of the identity. It is necessary to form a precise regulation for the program to be inserted in the different supports of communication. A strong identity will strengthen our brand, becoming recognizable to the target audience.

OBJECTIVE 9.3 (Improving the existing UEMS external corporate identity - visual image)

The UEMS corporate identity can be formed by many of the pieces that form a communicational style: logo, letterhead, business cards, folder, inserts, envelope, etc. It’s advisable to begin with the recreation of a logo or brand (motto) since the development of the identity will depend on them. The logo will be present in all the pieces that form the corporate identity system. The visual image is one of the most important means that, for example businesses constantly use to convey and manifest their identity.

OBJECTIVE 9.4 (Improving UEMS corporate communication - increasing awareness of the organization.)

The corporate communication goal is to increase the awareness of our organization’s image and to establish empathy between the UEMS and the target audience. The corporate communication must be dynamic, correct and planned, and it must show the target audience the organization’s global plans. Corporate communication means to transmit the organization’s identity, making it understandable and convenient and giving it a determined image.