EUROPEAN FEDERATION OF CLINICAL CHEMISTRY AND LABORATORY MEDICINE

EFLM STRATEGIC PLAN 2024-2025

The EFLM Strategic Plan has been jointly developed by the EFLM Executive Board, Chairs of EFLM Functional Units and EFLM National Societies.

1. IMPROVING THE FUTURE OF LABORATORY MEDICINE / EFLM				
No	**Strategic Objectives**	**Actions**	**Functional Units involved**	**status**
1	Understand the main trends in Laboratory Medicine	Work at the harmonization of the profession European Specialist in Laboratory Medicine (EuSpLM).	D-E&P C-R	
		Sharing EFLM scientific outcomes in an easy-to understand form (preparing infographics, graphical abstracts, etc).	D-C WG-PP TG-YS	
		Organize the EuLabDay annually for targeted audiences such as the general public and health care professionals to enhance the visibility of laboratory medicine.	D-C C-PP (former TG-ELD) TG-YS	
2	Understand new clinical needs: decentralised testing, Self-sampling/self-testing	Conduct a survey to assess current practices and challenges in decentralized testing and self-sampling in Europe. Develop recommendations for best practices in the preanalytical phase of decentralized testing and self-sampling.	C-PRE	
		Provide guidance on self-testing for emerging infectious diseases (mpox, Influenza N1, etc.).	C-PLE	
		Self-sampling needs particular focus on patient interaction and written + visual information: devote a full Section of the EFLM Urinalysis Guideline on Patient preparation and another Section on Specimen collection with detailed instructions.	TFG-U	Done in 2024
		Present patients pros and cons for self-testing on occasion of the EuLabDay. The proposal needs to be approved by the EB.	C-PP (former TG-ELD) in coll with C-DTCT/C-PRE	
3	Identify emerging clinical needs	Collaborate with C-POST and C-AI and others to define and promote standardized protocols for critical preanalytical processes. Publish guidelines on harmonization of these protocols across different laboratories.	C-PRE C-POST C-AI	

		Surveying the EFLM members about emerging clinical needs and providing guidance (in form of recommendations or guidelines) on how to deal with emerging threats (global warming, infectious diseases, natural disasters, etc.)	C-PLE	Done in 2024
4	Promote value-based laboratory medicine: inside and outside clinical laboratory	Increase focus on delivering value to patients, clinicians, public health agencies and authorities to increase visibility, credibility and added value of laboratory medicine outside the labs. Promote European Lab Days.	D-S (all FUs) C-PP	
		Promote the use of AI for test selection and interpretation suggestions.	C-AI	
		Prepare an opinion paper on “the best-in-class solution” for defining and communicating critical and clinically significant results.	C-POST	
		Additional value of laboratory test is related to structure and resource of local health care, which is why strategic discussions between clinical units and laboratories are encouraged: include information on the strategic planning and cost-benefit estimates in the Introduction and Section 1 on Medical needs of urinalysis in the EFLM Urinalysis Guideline.	TFG-U	Done in 2024
		Regularly update EFLM communication channels with information obtained from various functional units. Ask FU to regularly inform the EB on the activities in progress.	C-PP	
		Increase focus on delivering value to patients, clinicians, public health agencies and authorities to increase visibility, credibility and added value of laboratory medicine outside the labs by promoting the EuLabDay.	C-PP (former TG-ELD)	
		Accelerate transition from volume (data output) to value (patient outcome) of lab medicine through better test utilization, test-assisted clinical decision and new trends such as remote monitoring, patient education and empowerment.	D-S (all FUs)	

5	Promote standardisation/harmonisation initiatives in the TTP	Providing risk-based guidance regarding quality management in the lab (excl. the analytical part, leave that to science committee).	D-QSR in cooperation with PRE and POST	
		Produce guidance documents to harmonise nomenclature, units (SI), reference intervals & decision limits, test-based calculations (e.g. eGFR, LDL), biological variation estimates, quality indicators (MQI model), approaches to setting APS and implement MU, for lab test result comparability and patient safety.	C-H C-POST C-PRE D-S Area 1 and 2	
		Publish an EFLM recommendation on the use of SI measurement units in reporting results and in deleting the obsolete units: main topics will be clinical biochemistry, endocrinology, and coagulation testing on the basis of the recently published survey results To develop a Joint cooperation with ECAT, who is conducting a survey on reporting and interpretation of aPTT results.	C-H C-POST including EQALM reps and IVDR manufacturers	
		Promote harmonization in biochemical management of neurodegenerative disease. Review, update and summarize standard procedure in CSF biomarkers measurement; survey to verify the actual state-of-art in the measurement of CSF biomarkers.	C-H C-POST including EQALM reps and IVDR manufacturers	
		Prepare a survey on the “current laboratory practices for the evaluation of urine kidney stone risk factors and kidney stone analysis.”	C-PRE C-POST C-H	
		Harmonisation of clinical requisition, specimen collection, measurements/examinations, and interpretation of urinalysis tests to be included in the EFLM European Urinalysis Guideline 2023.	TFG-U	Done in 2024
		Deliver biological variation (BV) estimates and harmonised analytical performance specifications to the global laboratory community	TC-BVD, C-BV, C-AT and other FUs of D-S Area 1 and 2	
		Harmonising biological management practices for patients with nitrous oxide poisoning. Question current practices in patient care (Survey).	C-BNOA	

		Organise EFLM webinars on standardisation/harmonisation and liaise with the D-QSR to recruit Speakers.	D-E&P D-QSR C-DE	
		Develop standardized Preanalytical Patient Information	C-PRE C-PFLM	
		Promote the integration of pre-/intra-/post-analytical QI into standardized documentation systems like LOINC or SNOMED-CT	C-PRE C-POST IFCC-WG-LEPS	
		Develop and provide an online tool for stability data calculation and access to the Guder-Stability data	C-PRE C-POST	
		Develop recommendations for collection devices verification	C-PRE	
		Opinion Paper on the importance to include Pre/Post analytical aspects in data collection	C-PRE C-POST IFCC-WG-LEPS	
		Revise the EFLM Preanalytical recommendations to assure adherence with the revised ISO 15189:2022	C-PRE D-QSR	
6	Promote new education/training models	Promote the educational and training opportunities offered by the EFLM Academy (including the EFLM Syllabus Course) and the EFLMLabX. Promote existing EFLM education/training models as important benefits and opportunity; developing new education/training models using “on-line” and “on-site” possibilities.	D-E&P C-R TC-EFLMLabX	
		Promote the EFLM e-learning platform during EFLM Conferences (especially for example during the session organised by YSs at EuroMedLab)	D-E&P C-YS	
		Organize on-line interactive case studies (production of a digital platform for submitting clinical cases to the EFLM Academy community)	C-CPE	
		Feedback from young scientists on their postgraduate education and training, including their expectations,	C-YS	

		experiences, and perceived skill gaps, to provide valuable insights into the reality and diversity of their education, effectively supporting the promotion and implementation of new training models.		
		Supporting continuing education programmes and events to provide CPECS credit and accreditation for the activities, and contributing to the development of new education and training models based on data obtained from needs assessments of CPECS accredited events.	C-CPECS C-CPE	

2. STRUCTURE AND ORGANIZATION				
No	**Strategic Objectives**	**Actions**	**Functional Units involved**	**status**
1	Implement the reorganisation of functional units	Implement new structure to all EFLM FU	All D EB	
		Change web presentation of EFLM FU; propagate goals of reorganization within EFLM (newsletter, mailinglist).	D-C EFLM Office	
2	Evaluate activities and projects of functional units based on the new organisation and goals. Monitoring efficiency and effectiveness.	Evaluate scientific outcome of FUs' plans (publications, guidelines, lectures and symposia) and make proposals to close and create new ones in identified areas of interest.	EB D-S	
		Select and implement common electronic collaboration platform that will enhance internal sharing of information and adaptation process of new EFLM officers.	D-C	
3	Promote EFLM membership highlighting benefits and role of Full, Affiliate and Corporate Members	Prepare a leaflet and promote it	EB EFLM Office	
4	Plan and update of the EFLM Guidebook	Promote the EFLM Guidebook through social media.	D-C C-PP C-YS	
		Include in the EFLM Guidebook a section for CPECS.	C-CPECS	
5	Stimulate nominations for active engagement of all National Societies in various EFLM functional units, ensuring equal gender and geographical representation	Invite NSs to nominate active liaisons from EFLM National Societies.	All FU	
		Collaborate with National Societies to enhance the dissemination of EFLM news on local platforms. Inviting members via emails and social media; posting interviews recorded at EuroMedLabs	D-C C-PP TG-YS	
6	Stimulate more involvement of the young scientists and support activities, careers' development, education/training and mentoring	Organise EFLM Postgraduate courses ("Biostatistic" and "how to write a good article").	C-CPE	
		Discuss and improve scientific interaction and exchanges at international conferences (e.g. Euromedlab), and in particular the poster session. The participation of young scientists in the discussion would be essential to improve and revitalise the poster session.	C-CPE C-YS	
		Presenting YSs the structure and organization of EFLM, highlighting the possibility to participate in different FU.	D-C C-PP TG-YS	

3. RELATION WITH OTHER ORGANIZATIONS				
No	**Strategic Objective**	**Action**	**Functional Units involved**	**status**
1	Increase collaboration with basic science and clinical societies, IVD companies to promote integrated diagnostics	Identify basic science and clinical societies to be invited to sign a MoU for collaboration and appoint representative(s) as expert/consultant in pertinent FU	D-S (all FUs)	
		Establish co-operation with clinical microbiologists within the TFG-U, and with the ESCMID when preparing the EFLM Urinalysis Guideline. Presentations at national levels by the TFG-U members.	TFG-U	Done in 2024
		Promote the release of EFLM Auspices to clinical/diagnostic and basic science societies for their scientific events.	C-CPE	
		Identify IVD companies and invite them to be expert /consultant in C-BMTBI group (as an example) in order to integrate their visions and plans for the future direction of biomarkers research, development and practical implementation.	All FU	
		Organise EFLM webinars on integrated diagnostic and liaise with the D-S to recruit Speakers.	D-E&P D-S C-DE	
		Develop targeted communication strategies to promote EFLM activities, especially through digital platforms (mailinglist, website, social media, newsletter).	D-C C-PP	
		Develop a collaboration with Endocrine Society (national and international levels) and International Society of Thrombosis and Hemostasis to promote the harmonisation in the measurement units in reporting specific results: first step to prepare a specific survey on endocrinology tests then, a second one, on aPTT.	C-H C-POST EQALM representatives ECAT representatives IVDR manufacturers	
		Perform with the European Society of Emergency Medicine a “Survey on the laboratory diagnosis of acid-base disturbances” and draft recommendations based on the results and discussion with EUSEM.	C-PRE C-POST	
2	Promote development of recommendations / clinical guidelines in cooperation with clinical societies	Contact clinical societies to establish multidisciplinary Consensus Panels with EFLM FU members to develop joint guidelines	D-S Area 2	

		Involve the Endocrine Society in the drafting of the recommendation from the C-H (section 1.5). The involvement of other societies will be finalized as further step.	C-H C-POST including EQALM reps	
		Organize jointly webinar and congress sessions with Endocrine Society, International Societies of Thrombosis and Hemostasis and other clinical societies involved in this project.	C-H C-POST including EQALM reps	
		Collaborate with clinical societies to create joint guidelines that address specific preanalytical challenges similar to the recent collaboration with the EUSEM and EUSEN.	C-PRE C-POST?	Done in 2024
		Contact clinical societies linked/involved in mTBI management to establish multidisciplinary and joint guidelines and /or algorithm.	C-BMTBI	
3	Establish links and collaboration with the European and International Regulatory and Legislative Bodies, and BioMed Alliance	Contact IVDR authorities and BioMed Alliance (IVD Task Force) to include EFLM as stakeholder and appoint liaison person(s) in C-ERA.	C-ERA EB	
		Establish links and collaborate for the revision of Hazardous chemicals legislations with the European and International Regulatory bodies.	C-GSL	
4	Establish links and collaborations with the European Commission Cabinets	Searching for the connection/lobbyist inside EC to help EFLM to establish links and collaboration with EC regarding professional qualification, automatic regulation and recognition.	D-E&P EB	
		Communication with European Green Deal and related cabinets.	C-GSL	
		Advocate for official recognition of European Laboratory Day.	C-PP (former TG-ELD)	
5	Strengthen communication and collaboration with IVD Industry and MedTech Europe	Develop collaboration with the industry to assess possibilities for the future of laboratories using AI.	C-AI	
		Promote the use of SI units in collaboration with IVD manufacturers with the aim to modify the inappropriate use and terminology of the measurements units included in “Instruction for Use” (according to a specific point included in the recommendation).	C-H, C-POST C-PRE, EQALM representatives, IVDR manufacturers	

		Engage with industry partners to ensure that new diagnostic technologies incorporate considerations for the preanalytical phase. Develop standards for QI-collection and evaluation with LIS-vendors.	C-PRE	
		Agree with IVD industry on the developing and implementing of sufficient HIL checks on all relevant instruments, including data transparency (Project of former TFG-HIL).	C-PRE	
		Involve relevant IVD industries in the discussion for the preparation of the EFLM European Urinalysis Guideline 2023 to received scientific comments to the contents.	TFG-U	Done in 2024
		Highlight the importance of collaboration with industry partners in enhancing laboratory medicine visibility in D-C communication channels (mailing-list, website, social media, newsletter).	C-C	
6	Maintain and improve collaboration with IFCC and its Regional Federations	Collaborate with the IFCC WG-LEPS.	C-PRE	
		Collaborate with the IFCC TF-EILM.	C-GSL	
		Accreditation of scientific educational events and providing CPECS credits for CE activities of these international and national organizations.	TF-CPECS	
		Sharing of articles, information in EFLM Newsletter and IFCC eNews. Collaboration of EFLM and IFCC YS, joint projects.	C-PP C-YS	
7	Improve collaboration with World Health Organisation (WHO)	Revise the list of essential diagnostic tests.	EB	
8	Maintain and improve collaborations with ISO, CEN and EQALM	Bidirectional interaction at the level of CEN TC140 and ISO TC212 to make sure that: 1. Contribute to the development of standards on QMS by ISO/CEN and to promote ISO/CEN standard practicability by providing EFLM guidance 2. Standards related to metrological traceability and standardisation are in line with EFLM guidance and vice versa	D-QSR	

		Bidirectional interaction with EQALM to make sure that EQALM members (EQA organisations) implement EFLM guidance on checking whether Analytical Performance Specifications are met including requirements on trueness-based target values in samples with documented commutability.	D-QSR	
		At the level of EA, contribute to EA guidelines for national accreditation bodies with the purpose to protect the risk-based intent of the ISO/CEN documents to the tendency for over-prescription by accreditation bodies.	D-QSR	
		EQALM and ISO representatives to be involved in the development of the recommendation on measurement units (section 1.5) and in the improvement of the harmonization in reporting results through specific strategies.	C-H C-POST	
		Continue the collaboration between EQALM and the C-POST where EQALM is represented by 2 members in C-POST (MoU updated in 2024).	C-POST	
		Discuss with EA the use of the ISO 15819 requirements by the Accreditation bodies.	C-PRE C-POST D-QSR	

4. PROFESSION; EDUCATION AND TRAINING; COMMUNICATION				
No	**Strategic Objective**	**Action**	**Functional Units involved**	**status**
1	Establish a platform for clinical cases discussion	Preparation of a new platform for registering, searching and adding comments for various clinical cases and the field of laboratory diagnostics (in collaboration with the D-E&P, the C-CPE as well as IT experts).	D-E&P C-CPE	
		Invite YSs to contribute to submit clinical cases.	C-YS	
2	Promote EFLM continuing professional education credit system CPECS® and work at the CPECS recognition at International/National levels	Promote it through communications addressed to NSs (Creating a Survey to check awareness, opinion after first experience at EFLM IFCC WordLab), spread information through NSs meetings.	D-E&P C-CPECS	
		Enhancing the visibility of CPECS across EFLM media platforms and through ambassadors from national societies.	C-CPECS	
		Strengthen activities for the recognition of the CPECS by national authorities and at international level.	C-CPECS	
3	Organize practical on-site courses in some specialised laboratories in Europe	Establish new courses and search for appropriate professionals to organize practical on-site courses, like already existing “BioStatistics in LM” and “How to write a good scientific article” and “Leadership skills”.	D-E&P C-CPE	
4	Harmonization of EuSpLM education and training across Europe	Meet with NS representatives to determine/verify the current status of the harmonisation of the education and training according to EFLM Equivalence of Standard and think how to proceed with improvements.	D-E&P TC-R	
5	Achieve the recognition of professional qualifications of Specialists in Laboratory Medicine by the EU Commission to support free professional movement of all competent practitioners across EU borders	Close cooperate with the representatives of EU NSs: obligation to have each NS representative in TC-Register.	D-E&P TC-R EB	
		Prepare the EFLM document as a statement to be signed by governmental institutions as a confirmation that they agree with the proposed CTF for the profession at national level; Prepare the list of NS who can approach the national government and explain to them the document (statement) to be used when approaching the government.	D-E&P TC-R	
		Present professional exchange program and results/user/provider experiences.	TC-EFLMLabX C-PP	

6	Increase membership to the EFLM Academy and the EuSpLM Register	Organize Zoom meetings with NS presidents and NS representatives of EU and non-EU EFLM countries to promote and stimulate membership in EFLM Academy/EuSpLM Register presenting the many benefits offered by the EFLM Academy to its members.	D-E&P TC-R	
		Present the EFLM Academy benefits in every conference under EFLM auspices.	D-E&P D-C	
7	Support and develop the EFLM e-learning Platform	Continue the organisation of EFLM webinars. Establish new educational tools (interactive clinical cases on specific topics).	D-E&P C-DE C-CPE	
		Organise a webinar on the EFLM Urinalysis Guideline.	TFG-U C-DE	
		Continue the series of EFLM webinar titled “Meet the expert”.	C-CPE in collaboration with C-DE	
		Conduct a survey about the topics which are relevant to members, what they would like to listen, promote in social media and via newsletter.	D-C C-PP C-YS	
		Provision of CPECS credits for participants and speakers on EFLM webinars.	TF-CPECS	

5. SCIENTIFIC AFFAIRS				
No	**Strategic Objective**	**Action**	**Functional Units involved**	**status**
1	Identify emerging areas of translational research	Establish the “EFLM Database of Experts” with members having expertise in different fields of laboratory medicine.	D-S	
		Based on literature evidence, select candidate biomarkers and assays of potential interest and establish pertinent FUs to study clinical utility.		
		Propose scientific sessions at EFLM meetings (including EFLM EuroMedLab) on emerging threats.	C-PLE	
2	Promote a rational and sustainable introduction of innovative technologies	Partnership with IVD Industry, Medical Device and IT Companies. Establish FUs for Health Technology Assessment (HTA) of identified new technologies candidate to move from translational research to clinical laboratory practice.	D-S	
3	Promote guidelines on laboratory developed tests and direct to consumer testing	Provide inputs to guidelines on LDT under development by ISO/TC212	D-QSR C-ERA C-CAPS	
		Produce detailed scientific advice and criteria for or against using DTCT and LDTs including minimum quality standards to be met for clinical validity and patient safety, and how they can be beneficial to supplement conventional IVDR lab test.	C-DCLTPE, C-ERA	
		Promote new guidelines in newsletter, social media and via mass mailing.	C-PP	
4	Evaluate disruptive technologies	Establish FU for assessing emerging and disruptive technologies, identifying barriers for clinical application and defining requirements for implementation in the clinical laboratories.	D-S	
		Prepare an opinion paper on "the future of medical validation" with a focus on the possibilities of new technology such as AI (taking into account the IVDR and MDR).	C-POST C-AI	
5	Develop integrated diagnostics	Establish guidelines and protocols for the integration of data across diagnostic disciplines incl. radiology/imaging, pathology, genetics, microbiology … where applicable to the topic in C-ID and disease-oriented FUs.	D-S Area 2 C-ID	
		Give a shared strategic view to urinalysis tests related to both chemistry, particles and microbiology (bacteriology), instead of separated Preanalytics and specimens	TFG-U	Done in 2024

6	Harmonization of tests having no reference material nor reference measurement procedures	Produce guidance documents to harmonize laboratory practice for ad interim test result comparability in the clinical area of the IVD test.	D-S Area 2 C-H	
		Conduct experiments on urine acidification necessity for the measurement of analyses for urolithiasis risk assessment. The plan is to provide practical recommendations.	C-PRE C-POST TFG-U	
		Study on the light sensitivity of selected lab measurands in serum/plasma and whole blood in order to issue according to recommendations.	C-PRE C-POST	
7	Identify the role of artificial intelligence in Laboratory Medicine	Produce guidance documents for the introduction of AI and Machine Learning also in the pre- and post-analytical phases, for evidence-based test request and AI -assisted test result validation, interpretation and clinical decision support. Education to remove obstacles of AI implementations.	C-AI C-PRE C-POST	
		Inspect the potential roles of big data collected during the overall testing process in AI applications. Assess the role and utility of AI applications in diagnostic instrumentation, highlighting potential advantages and disadvantages.	C-AI	
8	Improve laboratory reports, e.g. graphical presentations, Reference Change Values (RCV)	Prepare recommendations for sufficiently and clearly reported lab test results, and delivering value-based laboratory medicine.	C-POST C-AT C-BV	