



EFLM Action plan for 2021

Dear colleagues,

in January 2020 we have asked you to share with us your view of EFLM and help us improve EFLM. You were asked to fill out a form and return it back to EFLM office by not later than 31st January, 2020. The form was sent to all Executive Board members (EB), Committee (C) and Working group (WG) chairs and all EFLM National societies (NS). The plan was to use your feedback to brainstorm, do a SWOT analysis and produce a 2-year action plan, during the first EB meeting which was supposed to take place in March 2020 in Wien.

Unfortunately, COVID-19 pandemic has made us change our plans. Not only have we had to cancel all our face-to-face meetings for the rest of 2020, but our priorities suddenly shifted from whatever it was until then, to the global race aimed to control and fight back the deadly virus. This battle has consumed very much of our time and resources, leaving us very little for anything else. And 2020 is now almost gone by. Looking back, one must not think of it as of a lost year, because through this battle we have learned a lot and now we have to use this experience to improve ourselves and our profession. I am sure that the future of our profession is bright.

Due to the above-mentioned reasons, it is only now, that we give back to you the results and outcomes of the survey performed in January 2020. We have received feedback from 17 WG and C chairs, 18 NS (Belgium, Bosnia and Herzegovina, Croatia, Czech Republic, Estonia, Finland, France, Greece, Italy, Lithuania, Macedonia, Romania, Slovakia, Slovenia, Spain, Switzerland and Turkey) and the entire EB.

Below you can find summary results. Individual replies are available in Appendix.

We have gathered the most valuable opinions and suggestions from you, which will help us shape the EFLM in the future to better fit your needs and expectations. Based on the outcomes of the survey, an action plan was designed with 30 specific actions points – each of them being a particular project/activity which addresses a particular issue/need identified in the survey.

We hope that you will welcome our Action plan 2021 and we look forward to our future collaboration.

Thank you for your feedback and ongoing support of EFLM.

A handwritten signature in blue ink, appearing to read 'Simundic'.

Kind regards, Ana-Maria Simundic
(on behalf of EFLM Executive Board)

1) Please state below three things you like most about EFLM

Individual replies have been rephrased to allow analysis of their frequency. Below is the ranked list of qualities/activities identified as most valuable about EFLM, by C and WG chairs, NS and EB members:

	Most appreciated about EFLM (N = 142)	Frequency N (%)
1.	Educational events and resources	36 (25%)
2.	Guidelines and other publications	17 (12%)
3.	Collaboration with colleagues in Europe and beyond	15 (11%)
4.	Harmonization initiatives	12 (8%)
5.	EFLM Academy	12 (8%)
6.	Regulation and recognition of the profession (EuSpLM) in Europe	10 (7%)
7.	Active, open, enthusiastic and progressive organization	9 (6%)
8.	Focus on Quality in laboratory medicine (pre- and post-analytical phase, BV, etc.)	7 (5%)
9.	Organization that represents the profession in Europe	6 (4%)
10.	EFLM office – Silvia Cattaneo	5 (4%)
11.	Opportunities for young scientists / colleagues	4 (3%)
12.	EFLMLabX	4 (3%)
13.	Visits of EB members to NS meetings	2 (1%)
14.	Support for developing European countries	1 (1%)
15.	Limited leadership periods of time	1 (1%)
16.	Low annual fee	1 (1%)

Individual replies are available in Appendix 1.1, 1.2 and 1.3.

2) Please state below three things you dislike most about EFLM

Replies have been rephrased to allow analysis of their frequency. Below is the ranked list of qualities/activities identified as most disliked about EFLM, by C and WG chairs, NS and EB members:

	Most disliked about EFLM (N = 142)	N	Frequency (%)
1.	Lack of transparency, objectivity and/or feedback (surveys, selections for various EFLM roles, such as WG members, speakers at various meetings, etc.)	8	10,4%
2.	Communication between EFLM and NS	7	9,1%
3.	Difficult to understand EFLM procedures for new officers	7	9,1%
4.	Lack of financial and educational support to less developed countries	6	7,8%
5.	Website – difficult to navigate	6	7,8%
6.	Communication between EFLM functional units	5	6,5%
7.	EFLM couldn't achieve a recognition of professional qualifications of EuSpLM	5	6,5%
8.	Lack of involvement of some NS	5	6,5%
9.	Limited cooperation with other Regional Federations and/or IFCC and/or other medical disciplines	4	5,2%
10.	Poor visibility of the Executive Board and WG projects	4	5,2%
11.	Inactive members and/or whole groups	3	3,9%
12.	Lack of standardization of educational programs (webinars/courses)	3	3,9%
13.	Limited support for WG and T(F)G meetings	3	3,9%
14.	Lack of IVD support for some EFLM projects	2	2,6%
15.	Lack of the involvement of young scientists	2	2,6%
16.	Language barrier for some countries	2	2,6%
17.	Lack of a strategic, long-term mission and vision to make healthcare sustainable and keep it affordable.	1	1,3%
18.	Limited attention to professionals at the end of his professional lives (talent retention)	1	1,3%
19.	Poor contribution to the harmonization initiatives on units	1	1,3%
20.	Silo thinking	1	1,3%
21.	The formalization of many processes	1	1,3%

Individual replies are available in Appendix 2.1, 2.2 and 2.3.

3) Please feel free to state any suggestions for improvements or for future EFLM plans, actions and/or activities

	Suggestions and ideas for improvement	N	Frequency (%)
1.	Provide educational support to EFLM NSs (new courses, more topics, EB reps visiting NSs)	8	12,5%
2.	Collaboration with other disciplines (non-laboratory professionals, clinicians, paramedics, AI, etc.)	7	10,9%
3.	Enhance collaboration with international organizations (AACC, IFCC, WHO, ILAC, BIPM, JCTLM, CLSI, ICHCLR, etc) and EU policy makers	5	7,8%
4.	Increase the visibility of EFLM WG/TG/TFG activities to NSs and/or the public	5	7,8%
5.	Ensure fair gender and geographical representation in the EFLM activities (elections, WGs, speakers at various meetings, etc.), based on objective criteria	4	6,2%
6.	Improving quality in LM across the Europe by producing LM guidelines	4	6,2%
7.	Increase funding of EFLM from EU projects and IVD companies	4	6,2%
8.	More support and opportunities for young scientists	4	6,2%
9.	Collaboration of EFLM WGs on joint projects	2	3,1%
10.	Increase funding of EFLM WGs and projects	2	3,1%
11.	Take the leading role in the implementation of the IVD-regulation	2	3,1%
12.	Take the leading role towards the harmonisation of education and training in Europe and use EFLM Register to support easier movement of laboratory professionals within EU	2	3,1%
13.	Be equally open to specialists with scientific and medical background	1	1,6%
14.	Digital technology applications in laboratory medicine	1	1,6%
15.	Disband inactive functional units and/or officers	1	1,6%
16.	EFLM can provide documents that members need (ISO docs etc.)	1	1,6%
17.	Establish networks of Reference Laboratories.	1	1,6%
18.	Establish Speakers' Bureau	1	1,6%
19.	Implement IT solutions for easier data/document sharing (Teams, Dropbox, etc.)	1	1,6%

20.	Increase awareness of ethical issues in LM	1	1,6%
21.	Laboratory economics	1	1,6%
22.	Make EFLM databases interoperable	1	1,6%
23.	Patient data protection	1	1,6%
24.	Publish EFLM papers in journals other than CCLM (Clin Chem, Clin Blochem)	1	1,6%
25.	Setting mandatory replies from NRs	1	1,6%
26.	Support the medical aspects in LM	1	1,6%
27.	Translational research	1	1,6%

Individual replies are available in Appendix 3.1, 3.2 and 3.3.

4) Proposed projects - Action points

We will obviously continue with our all our ongoing projects and activities, such as publishing guidelines, collaboration with colleagues in Europe and beyond, harmonization initiatives, EFLMLabX, visits of EB members to NS meetings, recognition of professional qualifications of EuSpLM and many other, since they are, according to the survey results, widely appreciated by EFLM members.

To meet the expectations of our members and to satisfy their needs, we will also initiate many new projects in 2021. The list of projects planned for 2021 is based on the feedback received through the survey. Many of the proposed projects have been suggested by survey respondents. The list of planned projects in 2021 is below:

	Area		Action	Deadline	Responsible EFLM officer/unit
1	Educational events and resources	1	Establish a new course: Leadership skills	April-June 2021	C-ET
		2	Establish a new course: Diagnostic accuracy	End of 2021	C-ET
		3	Produce the structure/plan of the Syllabus course and deliver 1-2 modules	End of 2021	C-P
		4	Develop a Speaker's Bureau	End of 2021	C-ET
2	EFLM Academy	5	Organize meetings with NSs to promote their involvement in the EFLM Academy	Jan-Dec 2021	EB + C-P
3	Opportunities for better involvement of young scientists / colleagues	6	Establish Young Scientists TG	End of 2021	EB + C-C
		7	Launch a forum for discussion for Young Scientists (monthly forum, hosted by one EFLM Expert)	End of 2021	EB + C-C
		8	Create a dedicated mailing list for Young Scientists	End of 2021	EB + C-C
4	Support for developing European countries (financial and educational support)	9	Establish scientific grants for scientific projects (each year 2 projects; 2500 EUR each; one for EFLM NSs and one particularly for Vic Blaton program)	Launch a call in April-June 2021	EB
		10	Provide free subscription to Clinical Chemistry - one recipient per each developing country	End of 2021	EB
5	Limited leadership periods of time	11	Establish a rule (in the EFLM Bylaws): no member may exercise more than 8 subsequent years in the EB	April-June 2021	EB

	Area		Action	Deadline	Responsible EFLM officer/unit
6	Lack of transparency, objectivity and/or feedback (surveys, selections for various EFLM roles, such as WG members, speakers at various meetings, EB elections, etc.)	12	Implement a limit to one EB member per country	Feb-March 2021	EB
		13	Establish a policy on geographic equality and inclusion: <ul style="list-style-type: none"> - Have objective and transparent criteria for all selections - An elaborated decision about new member selection shall be available, for each call - A set of predefined objective and transparent criteria for evaluating proposals for all calls for various vacant positions should be defined, elaborated, and made available with the calls, whenever possible 	Feb-March 2021	EB
7	Difficult to understand EFLM procedures for new officers	14	Establish "EFLM intro day" for all EFLM WGs and Cs + NSs Ps and NRs (to present and inform all new and existing officers with EFLM rules and policies (President + Silvia)	Feb-March 2021	EB
8	Website – difficult to navigate	15	New website (better visibility of EFLM projects, easier to navigate)	End of 2021	EB + C-C
9	Communication between EFLM functional units and between EFLM and NS	16	Establish e-communication platform (shared space for documents + on-line meetings) for all EFLM functional units	End of 2021	EB + C-C
		17	Have periodic on-line meetings with all EFLM officers + NSs Ps and NRs (to share success stories), possibly 2 times per year	Feb-March 2021	EB
		18	Have 1-2 extra meetings with C chairs per year to discuss matters of their interest (in addition to the one meeting at the end of each year)	June 2021	EB
		19	Consult NSs to develop strategic and actions plans (formalize periodic consultation)	End of 2021	EB
		20	Send summary/feedback (with results) of EFLM surveys back to NSs who have participated	Feb-March 2021	EB

	Area		Action	Deadline	Responsible EFLM officer/unit
10	Lack of involvement of some NS	21	Reduced registration for EFLM officers at all EFLM meetings	Feb-March 2021	EB
		22	Establish the EFLM annual "Power list" – most successful EFLM stories/projects, candidates to be nominated by EFLM NSs and voted by a panel of independent judges or voted by Academy members. The winner, e.g. gets a free registration to the next EML, the rest receive Amazon gift card	End of 2021	EB
11	Limited cooperation with other Regional Federations and/or IFCC and/or other medical disciplines	23	Appoint EFLM 'Liaison Officers' with other European Clinical Societies and/or Regional Federations	End of 2021	EB
12	Poor visibility of the Executive Board and WG projects to the EFLM NSs and to the public audience	24	Publish "caffè with the President" – short interviews with EFLM officers in the EFLM newsletter	Feb-March 2021	EFLM President + C-C
		25	Post annual WG reports on the Working Group site	Feb-March 2021	EB + C chairs
		26	Introduce Lab Day to celebrate Lab medicine - in collaboration with IFCC	End of 2021	EB + C-C
13	Inactive members and/or whole groups	27	Implement an efficient system of evaluation of outcomes/results and re-appointment	End of 2021	EB + C chairs
14	Lack of IVD support for some EFLM projects	28	Develop a strategy for better IVD involvement in EFLM projects	End of 2021	EB + C + WG chairs
		29	Secure IVD support for some specific EFLM projects	End of 2021	EB + C + WG chairs
15	Limited attention to professionals at the end of his professional lives (talent retention)	30	Publish interviews with esteemed professionals at the end of their career - in the EFLM newsletter	Feb-March 2021	EFLM President + C-C

Appendix 1

1.1 Feedback from C and WG chairs:

- Open to new ideas.
- Presence of laboratory medicine celebrities (inspirational people).
- Silvia
- EFLM Academy
- EFLM –congresses and other education events.
- Regulation of the profession
- Papers produced by Science committee
- To connect the professionals in one powerful organisation
- To harmonizing important professional issues
- To support with knowledge, education sources, guidelines
- International, broader than EU, with a strong old world focus
- Focus on developing countries within EU and neighbourhood
- Promoting young scientists / colleagues
- International collaboration to facilitate lab medicine harmonisation
- Guideline development
- Quality of conferences
- Opportunity to compete for vacant positions in various WGs
- EFLM Academy and e-learning platform
- Availability of full-text articles/guidelines related to the active and productive WGs
- Sincere interest in promoting two-way communication among European laboratory organisations, various laboratory specialties and individuals that need continuous professional education and mutual understanding
- Organisation of the biannual EuroMedLab meetings
- Support of various mutual professional activities as a formal structure, clearly professional, and neutral organisation. It also allows financial support from non-laboratory parties, and scientific collaboration, promoting publication and harmonisation efforts also on practically needed topics, such as preanalytical problems and various analytical guidelines, not only “TOP science”.
- Active and progressive organisation
- When EFLM says it is going to do something, it is able to do it
- Dedicated members
- EFLM aims to work for harmonization and standardization of laboratory testing

- Opportunities to actively contribute to the harmonisation and quality of laboratory medicine in Europe via memberships and leading positions in WGs and T(F)Gs
- EFLM congresses and educational projects
- Excellent communication and support from EFLM Office – Silvia Cattaneo
- Useful documents which prepared by members of EFLM (guidance documents and recommendations about our practice ...)
- biologicalvariation.eu website
- Congress
- Regional structure and collaboration with national societies
- Active working groups
- EFLM Academy and Educational activities (especially webinars)
- Scientific events
- Webinars
- Open communication environment
- Working with enthusiastic colleagues from other countries
- Congresses
- The focus on improving quality in lab services
- The ability to connect international colleagues on projects
- I like how the EFLM leadership have taken the EFLM from strength to strength and how it is standing now as a strong representative of lab medicine profession in Europe and globally.
- The range of publications produced by the EFLM is leading and The enthusiasm of EFLM members is truly infectious, which makes working with the EFLM team is a real pleasure. The whole working atmosphere in the EFLM is positive.
- The support I receive from the EFLM secretary is great (efficiency and professionalism above and beyond)
- Having a contemporary mission and vision on lab diagnostics and its role in healthcare
- Involving young scientists in EFLM WGs
- Excellent and knowledgeable management assistants (highly appreciated)
- High quality EFLM events
- Activities and documents of WG Preanalytical Phase
- Low annual fee for the National Society in comparison to IFCC

1.2 Feedback from EFLM National societies:

- EFLM Academy is quite promising
- The courses organized with EFLM speakers

- Efficient communication from EFLM Office – Silvia Cattaneo
- EFLM member register
- Recognition of professional qualifications
- EFLM support to harmonisation and standardization
- EFLM Academy and EuSpLM register, Efforts made for positioning and recognition of our profession
- Education: EFLM webinars Prompt update in the field of Clinical Chemistry and Laboratory Medicine, EFLM exchange program, EFLM publications: guidelines, consensus documents, reviews, surveys – their availability for everyday practice
- A lot of valuable information relevant to profession, open access to EFLM web, to EFLM mailing list
- EFLM Committees as way of international collaboration
- EuSpLM as a way of recognized unified postgraduate education across Europe
- EFLM guidelines as a base and support for national ones
- EFLM activity in creating new guidelines and databases
- EFLM Academy
- E-Learning possibilities on EFLM webpage, possibility to invite visiting lecturer to the regional congress
- Postgraduate courses available for member societies
- Active working groups
- EFLM academy and EuSpLM, EuroMedLab, webinars
- EuroMedlab: organisation, dynamism on each manifestation
- Quality control: practical use (as recommendation for venous blood sampling)
- Eubivas (but we don't have Total error ...)
- EuroMedlab Congresses and other Symposia and webinars
- Laboratory Medicine guidelines and opinions issued by EFLM Committees and Working Groups
- Access to CCLM, CLSI through the EFLM academy
- Promotion of interrelationship with the Societies of other disciplines to highlight the value of Laboratory Medicine in the diagnostic pathways
- Strengthen the initiatives designed to promote the training experience abroad for young professionals (e.g. EFLMLABX)
- Increase and diversify the Postgraduate courses initiatives
- EFLM Academy
- EuSpLM Register
- e-learning
- EFLM Working Groups providing guidelines, consensus documents, position and opinion papers, surveys, to support the best laboratory practices
- EFLM e-learning platform facilitating free access to webinars and courses
- EFLM granting auspices for national events

- Of particular interest is the continuation of the presentation of EFLM Executive Board representative at the National Societies Congresses, and postgraduate courses
- Guidelines & Consensus Documents
- EFLM recorded webinars and congresses
- EFLM Academy
- Harmonisation of lab medicine in EU
- EFLM Lab-X, EFLM webinars
- Real cooperation between European Societies for Laboratory medicine
- Positive evolution to provide services, specially for young professionals
- Limited leadership periods of time
- Supporting education in laboratory medicine (guidelines, free webinar, e-learning)
- Congresses (EuroMedLab)
- Regional structure (European area) and the most active federation of IFCC
- EFLM Academy and web page (detailed, user friendly, active)
- Efforts on standardisation of education and training in laboratory medicine, Webinars (effective announcement schedule, good speakers, current themes, etc.)

1.3 Feedback from EB members:

- Harmonization of laboratory medicine across Europe
- Harmonization and coordination of laboratory practices across Europe creating a common framework
- Establishment of guidelines to best laboratory practices
- Educational open access resources
- I like the spirit of a European scientific activity pursued by EFLM – important in times of increasing focus on narrow national interests in some countries.
- I like the idea of a common profession in Clinical Chemistry and Laboratory Medicine in Europe, as part of the international community, with all its facets, promoted by EFLM.
- I like the exchange of ideas and opinions about health care in our field throughout the many different countries and health systems.
- Creates a homogenous culture of laboratory medicine across Europe
- Provide many important educational opportunities
- Short courses
- Visits of EB members to NS meetings
- Allows exchange of ideas and projects

- The enthusiasm for the cause
- The inter-professional exchange
- The potential provided by the Academy
- European leadership in Clinical Chemistry and Laboratory Medicine to national professional societies, the diagnostic industry and to governmental and non-governmental organizations in health care.
- Encouragement of the EFLM member societies to adopt equivalent standard of education/curriculum and EC4/EFLM registration, to obtain the title of “European Specialist in Laboratory Medicine” (EuSpLM) with a further aim to achieve recognition of professional qualifications under European Union legislation.
- Leadership in Total Quality Management and pre-pre-analytical, pre-analytical, analytical, post-analytical, and post-post-analytical processes necessary for optimal clinical outcomes
- Guidelines, Consensus Documents, Position Papers prepared by highly professional WG’s members and their free availability to the NS members
- Equal possibility for each NS to be involved in the activities of EFLM
- EFLMLabX, and educational and training possibilities for NS members

Appendix 2

2.1 Feedback from C and WG chairs:

	Things I do not like about EFLM are...	What do you suggest, how this can be improved?
1.	Not optimal sharing of information across EFLM functional units.	Common space, communication platform for sharing.
2.	Difficult to understand EFLM procedures for newbies.	Onboarding for new members/chairs.
3.	Difficult to find motivation (other than publication in scientific journals) for members.	Share success stories across functional units/chairs.
4.	Website a-Missing of some important points at last EB-meetings that because of spending too much time in ineffective discussions b-Only one meeting with chairs of committees	a-We have to made difference about regular activity reports and subjects that need to take the actions according EB decision. b-It should be at least two. One could be planned during EFLM congresses
5.	Problems with inactive corresponding members	I suggest to establish one general "form"- document for evaluation of full members and corresponding members. According to this evaluation , NR and NS-presidents should receive the information about inactivity of corresponding members and suggestions about replacemnet
6.	Website	To develop a new one, more interactive, live, with possibility for better visibility of important issues/projects at the moment when they are launched
7.	Lack of Communication between EFLM units/ongoing projects and members (sometimes possible to transfer information of important projects/surveys only through one representatives who is not proactive or responsive)	To use all important communication tools (FcB, Twiter, LinkedIn....) to reach more broad population/particularly members of NSs To check the responses/available e-mail address of NS representatives with simple test (with e-mail or retrieve from them also other addresses for communication)
8.	Not enough (achieved opportunities for) IVD sponsors resources for EFLM projects	To change the approach with more proactive communication??? That should depend not only on personal sympathy and the long-lasting relationship of, particularly chair of Committee or WG with IVDs representatives. (I am not aware of how it was in the past, but it seems that some WGs have got much more resources and more often for their projects than the others.)
9.	Coordination between WG can be better	Not so easy task for Executive Board

10.	Educational programs risk not to be of undisputed content / risk not to be sustainable	Less may be better & introduce an editorial board and review cycle (cfr. model of the now defunct EU TrainMiC initiative)
11.	Corporate funding at least creates the impression of dependence	Explicit policy statement of the EFLM
12.	Greater visibility of the Executive team	Monthly President;email to every NS
13.	Have a physically larger organisation base	Use some EML money to purchase property where headquarters/meetings/small conferences could be held
14.	Consult with NSs to help shape the EFLM future	This document is a good start, but maybe make it a more formal consultation with a 'you asked, we listened' response. I do not think it would be a bad thing to make NSs feel more as if the EFLM exists to serve their needs.
15.	Non-transparent results of WGs new members appointments	A list of all applicants should be available, along with the elaborated decision about new member selection. Perhaps a set of predefined criteria regarding competing for vacant positions can be defined, elaborated, and made available with the calls?
16.	The unbreachable Scientific Programme for each of the EFLM Congresses and Symposia If you are not in the right "group", you cannot penetrate into the organization of Congresses, nor can you have a lecture, no matter what are your qualifications. It's not fair.	Again, transparency. EFLM is about all the members, not just prominent individuals and their close circle of friends and colleagues. Especially women from South Eastern Europe are feeling the "glass ceiling". Allow to compete to held symposium on Congresses and develop objective and transparent criteria for evaluating proposals.
17.	Non-productive WGs and members	It's just a waste of everybody's time to be a member of a non-productive WG just to build your resume. Perhaps, some key outcomes should be defined along with the generous time-frame. If the WG does not deliver in a given time, some changes in the membership structure should be done.Also, membership of the passive members should be discontinued even before their mandate expires.
18.	It is difficult to understand the functioning of EFLM organisation as a new chair, e.g., limits of leadership in practice, and rules on practical decisions beyond the written Procedure Manual	Organisation of common "EFLM official days" for training, understanding and discussing the detail of the Procedure manual (2017) and Guideline procedures (2018). Invited should be chairs of various bodies and groups, as well as chairpersons of national societies (targets of this inquiry).
19.	Expectations and routine working practices of various bodies such as WGs and EB leadership are not obvious. Mostly, this may be related to lengthy chains of information between the various Committees and	Organisation of meetings where top officials are explaining the major practices needed for running this voluntary organisation. The necessary requirements of funding and sources of money are interesting, as well as the key officials or formal bodies of EFLM needed for each decision to be made. Updating the

	<p>Groups, e.g., from TfG- WB – CS - EB, and then forgetting the return route to report back what was discussed or decided</p> <p>Similar but with fewer problems exist between National Societies and EFLM General Meeting / Board (not so many steps involved)</p>	<p>hierarchy of EFLM to every new chair when appointed. Drawing the updated complete organisation as a tree-structure into the Procedure Manual.</p> <p>Our secretary (Ms. Silvia Cattaneo) deserves better help in distributing key information.</p> <p>Sometimes, repetition of the full names of each body or person is needed for understanding (from Procedure Manual, such as EB = executive body, CS = committee of science) in more public correspondence.</p> <p>Stepwise training under EFLM: Organisation of personal meetings by each Committee chair to his Working Groups and Task and finish Groups more often, discussing both official and also open topics, to improve personal contacts and general awareness.</p>
20.	<p>Financial support still limited</p> <p>(1) travel of the voluntary members of various active working groups (other than the chair of the group) to our major event EuroMedLab, where several society meetings are relevant - if not collected into the group budget</p> <p>(2) educational or developmental support to laboratories not reaching the highest classes that reach awards by EFLM (may be unrealistic to wish such funding widely)</p>	<p>New models of financial support are difficult to create, but the statement may still be valid. New co-operation meets ethical rules as well to avoid credibility biases towards industry.</p> <p>Annual budget should be intentionally discussed not only in GM, but also in each Committee or Group, as applicable to their roles, to understand the possibilities and limits. Searching for waste, and new ways of working and saving resource (like skype meetings and other modern IT technologies) should be encouraged, providing usual dinners without professional activities discouraged.</p> <p>Bursary programmes might have an option of “developmental visitation programme” with defined annual budget as an aid to general or specific topics, applied under specific rules for various needs existing in all countries. This would create a good-will effect for EFLM membership fees.</p>
21.	Too little money for WGs and TGs	Give more money – these are the people who do the work
22.	Limited support for coordination of WG and T(F)G meetings (beyond the occasion of Euromedlab congresses)	Annual reconvening of all WGs and T(F)Gs in a 2-day meeting at a central location with meeting rooms booked by EFLM. With ICT support for presentations during these meetings.
23.	Nomination and voting of EB Members by NSs only	Documented experience and merits of motivated WG/TFG-chairs and -members should also be criteria in the appointment of EB (e.g. by pre-selection and nomination of candidates by EFLM EB rather than NSs, prior to voting by NSs)

24.	Some of us miss an overview of all the activities of EFLM and some of us don't know all the EFLM colleagues.	Maybe a General Conference (as IFCC) could be interesting ? Or an « EFLM day » before EuroMedLab ?
25.	EFLM rules for WG organisations and publications are sometimes obscure (even after having read the procedure manual)	Re-explain the rules of EFLM publications (type of paper, journals, rules for authorship) and how/who to contact at the EB
26.	Standardisation of live educational events	Accreditation of LEE and credit points
27.	Practical courses	Organisation of short practical courses for clinical laboratory
28.	More young scientist involvement	Supportive actions (presentation in congresses, educational courses etc.)
29.	Visibility on national level (many colleagues are not aware of EFLM and their role) Transparency of their role between national societies and IFCC	Focus on political aspects of laboratory medicine
30.	Sometime too many correspondences, however, I appreciate the need to be informed.	
31.	Not enough synergy/ communication/collaboration between EFLM and IFCC science committees regarding global topics, such as test standardization.	Test standardization should be made inclusive when developing new tests. An all-inclusive standardization approach has to be established.
32.	Lack of a strategic, long-term mission and vision to make healthcare sustainable and keep it affordable.	Brain tank participants should establish a long-term mission/vision on sustainable diagnostics
33.	Silo thinking	Integral diagnostics approach: how to collaborate with other lab disciplines?

2.2 Feedback from EFLM National societies:

	Things I do not like about EFLM are...	What do you suggest, how this can be improved?
1.	Many NS members complain about very difficult (or even impossible) access to full text of CCLM articles (only the abstract can be seen), although CCLM subscription is included in our annual NS membership fee. We have lost members because of this.	We hope this will be improved with the EFLM Academy membership. Free online access to CCLM must be easy and quick.

2.	Bad communication of National society members with EFLM	Use of region specific chat applications (Viber, WhatsApp etc.) Some of these applications can serve as a platform for group chats and live voting on “issues and agendas”
3.	Lack of financial support to young members	Forming a fond that would specifically target young scientist and enable them participation on international events.
4.	No support for practitioners in countries outside the EU	
5.	Complex access to Working Groups sites	User friendly software
6.	Lack of visibility of the Working Groups activities	An annual report attachment at the Working Group site
7.	There are too many notices so we miss the important ones	Do a screening in sending a notification
8.	Low chance to apply for EFLM committee members to national conferences	We suggest to set up broader database of experts that might be interested to come
9.	EuSpLM applications might be applied by lab people from countries in which postgraduate education system is not known	To have a list of countries in which postgraduate education system was recognised by EFLM, in individual cases general form in English and verified licence translation must be required
10.	We get quite many electronic surveys from IFCC and EFLM. However, we do not get any feedback or summary of them.	Analysed summary or feedback should be sent to the societies which have participated in the survey.
11.	Authors of the previous versions of EFLM (EC4) Syllabus were disregarded when publishing a new version	
12.	A little passive information of the work performed in the working groups	More active information.
13.	Web pages somewhat difficult to navigate	New platform and structure for web pages
14.	The difficulty to understand how working groups operate	I wish a summary of the outcomes of each working group
15.	The difficulty to understand how the aim of a working group is chosen	
16.	No French translation	Translation in French for important documents
17.	More efforts regarding the professional status of non-physician clinical scientists throughout Europe	Of course the establishment of Common Training Framework for Specialists in Laboratory Medicine in the European Union (EU) Directive 2013/55/EC is the ultimate goal. Till then, in some countries –including Greece- the status of non-physician clinical lab scientists is unbearable; practically, the Ministry of Health

		<p>which is dominated by physicians and biopathologists in key positions, refuses to set up specific Depts/Bureaus for non-physicians scientists (not only Laboratory scientists but also, radiation physicists, clinical psychologists etc) and to discuss with our professional societies regulatory issues about the profession, the recognition of our education and EuSpLM title, the right to sign our reports and to lead our departments etc.</p> <p>We suggest that EFLM could ask for a meeting at the highest level with the new EU Health and Food Safety Commissioner (name is known to the EFLM office) who is a clinical psychologist in profession and certainly has appreciated the services of Laboratory Medicine as she has suffered from breast cancer in the past. She could ask and -in a sense- apply some pressure for all Ministries of Health in her jurisdiction, regarding the recognition of non-physicians scientists.</p>
18.	High registration fee at EuroMedLab Congresses	When MedTech Europe came in to force, it became much more difficult for members of National Society to receive support for participation in scientific events. As a consequence National Society have to attract more financial support from, for instance, IVD manufacturers, in order to support their members. It makes a lot of additional efforts for the National Society. Suggestion is somehow lower registration fee and look for other possibilities to keep event profitable.
19.	It is not a dislike, just a suggestion to support better the activities of national societies from Eastern European Countries by more frequent and targeted communication	
20.	Stagnation of harmonization initiatives on units	What about the catalytic concentration units? IU versus katal (kat).
21.	Standardisation/ harmonization activities on analytical issues	Is reasoning that the analytical quality in medical laboratories is already so good that it cannot be better right one?
22.	Lack of traceability of the basic analytes (e.g. ALP, bilirubin) in practice	EFLM negotiations to achieve marketing compliance with manufacturers of diagnostic products following the consensus of professional societies.
23.	EFLM webpage	
24.	Limited cooperation with other Regional Federations	
25.	Limited attention to professionals at the end of his professional lives (talent retention)	
26.	Crediting system	Crediting system should be established

2.3 Feedback from EB members:

	Things I do not like about EFLM are...	What do you suggest, how this can be improved?
1.	Poor or inefficient communication channels towards NS	To identify more than 1 person/NS to communicate
2.	Insufficient communication channels to divulgate relevant information	Increase the activity through twitter, links and important news publication into the NS webs
3.	Poor influence in non-English speaking countries	NS? Some translation of some relevant or strategic information?
4.	There are still some remains of barriers between MDs and non-MDs in the profession.	Mutual respect and recognition will have to be further encouraged. Probably, the interaction with UEMS may be taken up again.
5.	EFLM was not successful enough in standardization of education in our field throughout Europe.	We need to focus our activity towards the most important items.
6.	EFLM couldn't achieve a substantial political influence for the recognition of our profession in many countries in Europe	We should intensify contacts to politicians in the European Parliament and/or Commission.
7.	Scare (no) collaboration with clinical societies	Organize scientific (and even political) meetings with clinical societies
8.	Scarce participation from EFLM NSs	Setting mandatory replies from NRs
9.	Politics is always prevailing over science	Establishing clear rules for becoming EFLM officers (including for the election of EB members), that shall privilege the CV over political relationships
10.	The low interest in advancement of scientific work and projects	Have groups that work on content not only recommendations
11.	The formalization of many processes	
12.	Too little interactions with other medical disciplines	Invite professionals from outside EFLM community
13.	Limited involvement of some NS in the activities of EFLM, including even General Meetings	Of course all activities in EFLM are on voluntary basis, but we should think how to attract most of the NS. I suggest to discuss the possibility to earn something like bonuses for actively participating NS, for instance free registration to EFLM events for those who are actively participating in WGs, etc.
14.	Very limited financial support for the educational needs of the EFLM members	Establish new models of financial support for the educational needs of EFLM members, especially young, as it is identified in Ana-Maria's Motivation letter.
15.	Not yet achieved the recognition of professional qualifications of Specialists in Laboratory Medicine by the EU Commission	Very tough task. Again, it depends very much on every Member State and EFLM itself has limited capacity to achieve the goal on its own without support from responsible institutions of Member States.

16.	Selections for various EFLM roles (WG members, speakers at various meetings, etc.) not based on objective criteria	Implement an objective system with transparent selection criteria
17.	Inactive members and/or whole groups	Implement an efficient system of evaluation of outcomes/results and re-appointment
18.	Lack of involvement of some NSs	Have meetings with NS management boards, discuss reasons for lack of involvement. Develop attractive programs of honoring the role of NSs (e.g. Power list of NS projects and people, best NS project award, etc.)

Appendix 3

3.1 Feedback from C and WG chairs:

- Application for projects which include more functional units
- To perform geographic distribution for EB-elections (no more than one candidate from one national society)
- To create a new Young Scientists group inside EFLM- for better connection and linking and exchanging ideas; for encouragement/foster affiliation to EFLM
- To try to use for financial support for the particularly projects also EU sources, to apply for EU projects
- To establish the possibility for “easy to use” communication channel within EFLM website (or other) for some "kind Skype" conferences/meetings for EB/Committee/WGs members, as we have lack of opportunities/sources for face to face meetings.
- Get non-chemists involved with the EFLM
- Get clinical disciplines involved (e.g. endocrino, geriatrics, infectiology, intensivists, ...)
- Get paramedics involved (lab technicians, POCT coordinators, operating room nurses, ...)
- Get new disciplines involved (e.g. AI, ...)
- EFLM, although it's evolving, is still a closed structure. Always the same names are circulating on Congresses, and it's hard to believe that there are no smart and accomplished people beside some famous names. It actually becomes annoying and boring. Fresh blood is needed! Prof. Simundic I truly believe that you will make a revolution in the EFLM, just like in everything that you've leaded so far. We are with you!
- Visitation campaigns by EFLM president or other members of EB into the board meetings of each National member society reveal better the EFLM rules and procedures, as well as possibilities to share the expenses of EFLM. National situations are better revealed to the EB officials with direct communication.
- EFLM should support easier movement of laboratory professionals within EU. Instead of focussing legal matters between professions, the support might be practical: EFLM Register might contain a voluntary, but practical and structured collection on educational and training data, to allow own reproductions and use when a specialist is hiring a new position in another European country. Since the backgrounds and detailed competences differ among all scientists, pharmacists and medical doctors, a detailed format and description of the knowledge with harmonised wording might be helpful. It would allow comparisons with any national rules of the destination country, discussions with official governmental bodies, and reviews by the recruiting persons of the appointment.
- Since EFLM now has more money, it will be important 1)to fund the activities already going on EFLM generously so that they will deliver 2)A great opportunity to start new activities based on the Strategy that EFLM now choose.
- WG members work mostly in their freetime and with their own resources to fulfil their tasks. It would be immensely helpful if the ELFM could prioritize to fund for tools that will facilitate the work and cooperation between members for WG and TG such as Videoconferencing – EFLM to fund licence for e.g. zoom, which works really well and easily (for free one can have only have shorter sessions); Data sharing, team work – e.g. licence for Teams or as alternative Dropbox - with designated folders for each WG and TG to document and save their

work. Other similar tools: If the EFLM EB was to use eg Dropbox or Teams for their work too, updated EFLM Procedure manual, travel forms, minutes etc, could be made available from here, rather than being sent out on email.

- Appointment of EFLM 'Liaison Officers' with other European Societies on related fields in laboratory medicine, in order to maintain a connection based on fruitful collaborations that may have resulted from temporary TFG projects (e.g. with EAS). These connections may facilitate re-organising future joint projects and symposia when an update in the field is needed for scientific, educational or professional reasons. For this purpose, the Liaison Officer may act as EFLM Representative reporting to both associated Societies' Boards. The EB may want to consider this possibility in the EFLM plans and procedures.
- EFLM may ask members if they need any help in their study field.
- EFLM can provide documents that members need (ISO docs etc.)
- Collaborations with IVD companies can be increased.
- New training courses can be offered to National Societies.
- Positions in Functional Units can be explained and promoted in order to find right people.
- As a member of the UEMS Section of Laboratory Medicine, I have some concern about the cooperation between EFLM and UEMS. Some section members see the UEMS as an organisation too much dominated by specialists with a scientific background. Working on recognition of scientists is in my view legitimate, but this is not an item for physicians. Don't forget the EFLM is there for all laboratory specialists!
- The EFLM is in the right position to give direction to (parts of) the implementation of the IVD-regulation. The profession might have some influence on how this regulation is interpreted.
- I see the EFLM with a leading role towards the harmonisation of education and training in Europe. I truly aspire to see the EFLM register as a worldwide register.
- How to make dbases interoperable?

3.2 Feedback from EFLM National societies:

- We welcome any initiative that will increase the visibility of EFLM in our country. Such initiatives (as already done with bursaries, EFLM courses and visiting lecturer programme) are very important to enhance the position of our NS and clinical chemistry profession on the national level. The EFLM may want to expand the visiting lecturer programme by also including the pool of speakers from the Speakers' Bureau in addition to EB members.
- More topic specific workshops or conferences
- Quality control: practical use (as recommendation for venous blood sampling), Clinical outcomes: studies and data, temperature metrology in laboratory, practical recommendations for sustainable development in the laboratory
- International collaboration, Recommendations for improvement of quality and regulations of our profession.
- Improving quality in LM across the Europe

- Educational activities –e-learning platforms development for NS. We will do our best to promote it among colleagues.
- EFLM support the medical aspects in LM, especially the role of doctors in this multi-professional environment, as well as cooperation with clinicians.
- Cooperation with equivalent Federations of medical specialities.
- Implementation of the system of points for educational activities supported by EFLM
- All the important issues were indicated in the letter of Prof. Simundic. Additionally, we suggest the following: Digital technology applications in laboratory medicine and health in general.
- More young scientist involvement
- Organization of short theoretical/practical courses on specific themes
- Public involvement (short informative brochures & infographics for public, one open conference to public at every congress)
- More collaboration with translational research (maybe joint initiatives with FEBS or similar organizations)

3.3 Feedback from EB members:

- Coordination or synergism with other organisms: AACC, CLSI
- Organization of EFLM symposium in the international forums (IFCC, AACC)
- Strategic publications into other journals other than CCLM (Clin Chem, Clin Blochem)
- Organize scientific (and even political) meetings with clinical societies
- Setting mandatory replies from NRs
- Establishing clear rules for becoming EFLM officers (including for the election of EB members), that shall privilege the CV over political relationships
- Focus more on the importance of laboratory economics
- Define more strict relationships with (EU) policymakers
- Disband inactive functional units and/or officers
- Promote WG/TG/TFG activities
- In many EFLM countries, the requirements for Total Quality Management are being fulfilled and practised, but a few EFLM countries still need support to achieve this aim.
- Establish networks of Reference Laboratories.
- Prepare Laboratory Practice Guidelines and provide solutions and guidelines for scientific and technological problems.
- Strengthen the financial situation of EFLM with the aim to achieve the most efficient outcomes, providing financial stability and robustness of income.
- Promote EFLM through international and regional congresses, workshops, courses.

- Offer programs for young scientists to develop their careers.
- Support young scientists in laboratory medicine by connecting them to experienced people as their Mentors from the laboratory medicine community.
- Strengthen collaboration between EFLM and companies active in laboratory medicine and related fields.
- Enhance collaboration of EFLM with other clinical laboratory disciplines and set up joint promotional activities with international organizations (WHO, ILAC, BIPM, JCTLM, CLSI, ICHCLR, etc).
- Prepare and adapt to the evolving regulatory challenges in Laboratory Medicine and in vitro Diagnostics (IVD) under the new European in Vitro Diagnostic Regulation (IVDR).
- Ensure fair gender and society representation in the EFLM activities.
- Increase awareness of the Laboratory Medicine Professionals on ethical issues and encourage the practice of Laboratory Medicine to the highest ethical standards and public interest.
- Apply strict patient confidentiality regulations for test results; take precautions to protect the patients' personal health data in the "BIG DATA" age.
- Establish grants for small scientific projects to stimulate scientific research of EFLM WGs and NSs