



Kienbaum



ESPGHAN Society –
Communication and Effectiveness of Cooperation

Kienbaum Evaluation – Overview on Process and Recommendations

1. Content and Objective

The aim of this project was to investigate the existing structures of each committee and its effectiveness regarding the overarching goals of the ESPGHAN. The focus of Kienbaum’s evaluation thereby lies on internal communication structures and the resulting external perception.

To frame the scope, the evaluation is structured in four different blocks/elements:

1. **Interviews** with committee chairs on specific committee activities, structures, or strengths/weaknesses
2. **Survey** of all committee members to broaden our analysis and enable transparent participation from within the committees
3. **Observation** of committee meetings to evaluate the current state of regulatory, organisational, and process-related conditions as much as the “visible” communication structure
4. **Evaluation and Benchmarking** of comparable societies ECCO, EASL, and ESPID

Objective and Scope

Evaluation of Communication and Cooperation Effectiveness



Interviews with Council Members except ESPGHAN President

- In total 11 interviews, 1:00-1:30 h each



Online survey to enable participation of all committee members

- Survey was pursued via „Qualtrics“ and sent out from week 46. Participation until Nov 15



Committee meeting observations

- **September:** Hepatology, **October:** Council meeting, **November:** Nutrition, **December:** Allied Health Professionals




Comparison and benchmarking of similar societies

- In January we will undermine our results with insights of other, comparable organizations
- Pre-selection, final circle defined → ECCO, EASL, ESPID

2. Evaluation of the Committees' Communication and Cooperation Effectiveness

2.1. Interviews

2.1.1. Process

From **mid of october** to **end of november**, in total **11 council members** were interviewed. 

The **semi-structured interviews** followed an interview guideline, which was sent to the interviewees beforehand.  

The interviews took up to 1:30h and **generated insights** along the topics of **roles, responsibilities, tasks, structures, processes** as well as **objectives** and **future wishes**. 


As a first impression, aspects of **transparency, knowledge transfer**, internal **exchange** or **onboarding/succession** were named frequently. 


2.1.2. Recommendations


- ➔ The interviewees had the same recommendations such as feedback-platforms, knowledge management or databank, overview of national societies on one platform, standardised exchange via one platform such as slack.
- ➔ Enabling and foster cross-team knowledge and communication transfer, which can be supported by tools such as Slack or MS-Teams. Additionally, a transparent feedback-platform would offer members the opportunity to give feedback and to give updates on implementation projects.
- ➔ Communicating the overall vision and goals of ESPGHAN on a regular basis and to incorporate these messages into the regular communication channels, internal as well as external. The information spread via the communication channels needs to be checked regularly and if necessary updated.
- ➔ Reduce the complexity of chair-elections within the committees and to include transparent "contribution profiles." The succession processes can be smoothed by including succession-manuals.
- ➔ Taking a closer look at the wish to shift from being a scientifically oriented society towards a more educative approach. Thereby, money can be made not only with congresses but also with education. Nevertheless, the cost/benefit ratio needs to be analysed.
- ➔ Establishment of uniform and binding structures regarding the preparation and follow-up of the meetings.
- ➔ Overarching exchange between committees and mutual participation in the other committee meetings.
- ➔ AHP to be given full member/voting rights.
- ➔ Alternating M/F Presidents.


2.2. Committee Member Survey


2.2.1. Process

From **October 27 until November 15**, in total **47 committee members** were invited to take part in an online survey via our tool QUALTRICS 

The **survey** was structured into **20 questions** including multiple choice, free text and rating answer possibilities 





In total two reminders were sent out to increase participation and after some minor technical issues, the **participation rate got as high as 74%** 


The answers are similar to those from the interviews: **onboarding/succession, knowledge transfer** and **internal exchange possibilities** were named frequently 


2.2.2. Recommendations

- Improving the transparency of onboarding and succession processes by using manuals or profiles.
- Enabling transfer of knowledge and the possibility for an overall exchange via digital tools.

In **September, November** and **December**, in total **3 Committee Meetings** were observed 

The committees observed were **Hepatology** (08.09.2022), **Nutrition** (04.11.2022) and **Allied Health Professionals** (09.12.2022) 

In addition the **Council meetings** on October 7 in Vienna and 21 June in Copenhagen became **part of the evaluation and observation scope** 

As first evaluation aspects **meeting organisation** (structure of agenda), **roles and responsibilities** (moderation) and **framework for presentations** can be named 

2.2.3 Recommendations

- Establishing uniform and binding structures regarding the preparation and follow-up of the meetings. For example, the agenda can be sent out latest one week prior to the meeting or that all meetings should be structured in the same way (I.e.: review, latest, outlook; content- and organisational wise). Moreover, it can be defined and determined that the allocation of tasks and roles are changed actively for each meeting.
- Overarching exchange between committees and mutual participation in the other committee meetings.
- The meeting locations are determined by the participants themselves. A rotation between the countries is fine, but then always with the same locations with fixed negotiated budgets and procedures to keep the individual organisational effort as low as possible.

- Including the Young ESPGHAN Committees into the council, since it creates transparency for this group and gives them a voice.
- Establishing consistent and transparent structures for processes and tasks within committees and for the exchange with the council.
- When electing the president, it is important to ensure that the president is alternately elected by another committee. This means that no member of the incumbent committee is to be elected.
- Ensuring regular external communication through a clear division of tasks and thus reaching the various stakeholders. This includes updating the newsletter and improving its presentation, placing more targeted information/positions. Increased use of existing national and international cooperation or targeted expansion of this in the sense of the Society's goals.
- Forming an overarching task force for current issues in conjunction with clearly evaluable objectives and transparent reporting.

3. Evaluation of the ESPGHAN Office

The ESPGHAN Office is an additional target of this evaluation alongside the committees and the council. The underlying question is whether the ESPGHAN office is set up sufficiently to support the structures of the Society.

The questions arising were whether the tasks are allocated clearly enough, whether the office employees have the necessary framework to perform their tasks, whether their responsibilities should be widened, and whether more staff would be required for the given tasks.

3.1 Recommendations

- We recommend the idea of establishing the office as “central hub” structurally gaining and providing transparency.
- We recommend the creation of activity and competence profiles for all employees of the office. This way, their individual strengths can be allocated to specific tasks and clarity on potential lacks for future (additional) positions is provided.
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- We recommend a vision and strategy development process that should be carried out highly transparently and in co-creation with the council members. In an ideal scenario, this process is facilitated by an external strategy consultancy.
- We recommend the development of guidelines on what information the office must be able to acquire between and prior to meetings. This can also include guidelines for chairs to prepare committee meetings (presentation templates, deadlines, no repetition of information) or reporting mechanisms for representatives, working groups, committees etc. It has to be clarified which information is flowing within the committees and what should be made transparent to benefit all. The office can then be the central hub to store this information.

- For the office to act as a central hub, we recommend to establish (this may need to be acquired externally) a knowledge management system, where besides topic-related knowledge of the individual committees (papers, reports, information on educational events and partnerships) also administrative knowledge (on guidelines, budgets, compliance information, meeting schedules and agendas etc.) is stored and accessible for all members.

4. Benchmarking Analysis: ECCO, EASL, ESPID

4.1. Summary

- ESPGHAN much more similar in size to ESPID, with ECCO and EASL having much larger membership numbers
- However, ESPGHAN structure more similar to EASL and ECCO
- Both ESPGHAN and ESPID require support from existing members while EASL and ECCO seem to have a more open model for membership and applications
- More variety in countries of origin of membership for EASL and ECCO
- Slight difference in National Society members with ECCO and EASL having more engagement (broader adult topics)
- ESPGHAN has good attendance to Annual meeting relative to membership
- Journal has good numbers in comparison to similar sized

5. Prospects

ESPGHAN needs defined goals and a long-term vision on societal identity, including:

- a consistent membership plans
- a financial sustainability plan

Specific areas for consideration:

- Due to its different content, the Public Affairs Committee should not be retained in its current form. Clarification or examination of the tasks are necessary to carry out this area.
- Do the areas of Ethics, Finance, Publication have to be managed in the form of committees?
- Expanding the unified and stringent preparation of the individual meetings with realistic agendas, including the appropriate preparation time and the involvement of several members in the form of task distribution. "Open point lists" could support this, which are regularly followed up in the meetings