



ECDC Management Board

Fiftieth Meeting Stockholm, 25 November 2020

ECDC Strategy Implementation Roadmap

Document number: MB50/04	Date: 6 November 2020
Summary:	<p>To ensure completion of the ECDC Strategy 2021-2027, the Centre has worked to prepare an implementation roadmap with planned key milestones and deliverables.</p> <p>The purpose of the creation of the roadmap is to ensure the completion of key projects as part of the five strategic objectives, while at the same time facilitating ECDC planning process.</p>
Action:	For approval
Background:	ECDC Strategy 2021-2027

Background

1. ECDC's Strategy 2021-2027 is directed both at external and internal audiences and is transformational in the sense that it gives a clear direction on necessary changes to make ECDC work more impactful. It defines ECDC's goals for years to come, ensuring that decision makers and public health experts receive the necessary advice and scientific evidence in the field of communicable disease prevention and control to support the desired changes in both policy and practice.
2. Internally, the strategy will help ECDC staff align around a common vision and shared objectives. The strategy implementation aims at increasing the relevance of ECDC outputs, and overall organisational performance, therefore supporting more effectively the Member States and the European Commission to reduce the infectious disease burden.
3. The strategy should guide the annual planning and resource allocation. To achieve this goal, the strategy is complemented with an implementation roadmap and monitoring framework to ensure strategy implementation, gauge progress, adjust, and put on record the actual impact of ECDC's actions.

Introduction: Need for strategic roadmap and indicators

4. A high-level planning and a sound monitoring system are key enablers for the implementation of the approved ECDC Strategy 2021-2027.
5. The strategy roadmap results from a reflection about what is required to achieve the objectives outlined in the strategy. On this basis, specific work packages and corresponding resource needs have been identified and spread over the strategy's time horizon, thereby ensuring that the most impactful work is prioritised within resource constraints. Those work packages will be used in the following years to provide strategic guidance to the annual planning process. The strategy roadmap itself consists of the main milestones resulting from the completion of the work packages.
6. The roadmap includes milestones reflecting ECDC's focus on the ongoing COVID-19 pandemic during the first years of the strategy. The strategy roadmap will be enriched with the results of the recently finalised strategic and performance analysis of ECDC's response to COVID-19 pandemic and of future changes of ECDC Founding Regulation. The milestones in the roadmap mark the endpoint of ECDC's work in a specific area, the start of this work is usually 1-4 years prior to the milestone.
7. The use of indicators will complement the regular monitoring with periodic measurement of progress, degree of achievement of expected outcomes, and will ensure that measures are taken early on in case of deviations. The Strategic Key Performance Indicators (SKPIs) are associated to one of the five strategic objectives, thus providing an overview of the progress achieved, and complementing the status per strategic objective. The SKPIs are presented for approval to the Management Board in a separate document.

I. Methodology used for the creation of the Roadmap

8. The Strategic Roadmap (SR) is representing key projects to be accomplished to ensure the achievement of the five strategic goals.
9. The methodology used to identify the relevant projects to be implemented in the period 2021-2027 was based on group discussions at action area level involving middle managers and senior experts of all units. A starting point was a reflection on the strategic goal and the necessary achievements to accomplish it. Afterwards a review of current projects linked to the corresponding action area lead to the identification of new projects, their interdependences and needed process changes. To calculate the yearly effort the resources of each project and process-related workload were also estimated. The basis for these estimations were the present resources in terms of staff and budget.
10. This work formed the internal version of the roadmap, which contains higher degree of detail, including estimated resource needs to facilitate further the annual planning. The external roadmap contains only key projects with impact on external stakeholders.

Example of projects part of the internal roadmap

Projects internal in nature part of the internal roadmap under SO2, AA 2.1 Country focus:

- Develop an IP on corporate approach to country visits;
- Develop and implement IT solutions to collate available in ECDC information on Member States and to provide it in a visual and concise format (country overviews) to facilitate the process of identifying vulnerabilities and needs of the Member States.

Work to establish new processes to support the work on SO3, AA 3.1 Foresight:

- Perform foresight horizon scanning.
- Generate foresight related policy advice and options for infectious disease control (desk research and interviews with researchers and policy makers).

II. Next steps

11. After the approval of the implementation roadmap and strategic indicators, the Centre will work to integrate the monitoring of the roadmap into ECDC monitoring scheme in order to ensure proper reporting and timely measures in case of deviations.

12. The first reporting of strategic roadmap implementation is planned to be done by the end of 2022. However, the general review of the implementation of the roadmap will happen annually.

Annex: Strategic Roadmap

ECDC Management Board		MB50/04						
		2021	2022	2023	2024	2025	2026	2027
SO 1 SO 2 SO 3 SO 4 SO 5	SO 1	<ul style="list-style-type: none"> Mechanism adopted for consultation with main stakeholders on how ECDC scientific advice and technical reports can be tailored to make them more relevant for use 	<ul style="list-style-type: none"> Knowledge repository of ECDC scientific outputs and data sets made available to the public Mechanism to communicate knowledge gaps in evidence base to research commissioning bodies adopted Modelling support for Covid-19 delivered 	<ul style="list-style-type: none"> ECDC approach to facilitate the adoption of common standards for data exchange between countries delivered (e-health) Artificial Intelligence introduced in the threat detection and assessment process 	<ul style="list-style-type: none"> Pilot repository established with quality-assured guidance from national authorities and professional bodies in the EU Member States (MS) (covering two diseases) Predictive analytics to better direct interventions through the identification of key determinants and emerging threats delivered New communication formats adopted to translate scientific content into a format that speaks to policymakers 	<ul style="list-style-type: none"> Surveillance standards for diseases under enhanced surveillance developed 	<ul style="list-style-type: none"> Repository with quality-assured guidance from national authorities and professional bodies in the EU Member States (MS) for several disease programmes established 	
	SO 2	<ul style="list-style-type: none"> Consolidated Covid-19 surveillance process in place Guidance, training, and indicators for evaluating mobile tracing apps developed Streamlined country visit process adopted 	<ul style="list-style-type: none"> AARe4HealthSecurity Framework adopted for evaluating national preparedness and response plans through In-Action and After-Action reviews Covid-19 vaccine coverage monitoring system in place Mechanism developed to validate the collected data on MS' vulnerabilities and needs and to prioritise ECDC targeted country support 	<ul style="list-style-type: none"> First cohort of Fellowship Programme starts following the modernised Programme's curriculum, with core and optional elements, tailored to the fellows' needs and with consideration to the MS health priorities 	<ul style="list-style-type: none"> Actionable framework for ECDC surveillance and scientific advice on One Health is approved following external consultations and gap analysis Information on vector control programmes, their implementation and effectiveness collected Improved quality, validity, and comparability of diagnostic services (including WGS for molecular typing and characterisation) through regular EQAs, follow-up training and expert exchanges Technical advice on behaviour change and more effective risk communication in the area of immunisation developed 	<ul style="list-style-type: none"> Actionable prevention framework for ECDC scientific advice and country support is approved following external consultations and gap analyses Delivery of EU level Vaccine Effectiveness, Burden, and Impact Studies 	<ul style="list-style-type: none"> Review of emerging/vector-borne diseases in overseas countries and territories and outmost regions and risk of importation to continental EU prepared 	<ul style="list-style-type: none"> Approach for the collection and sharing of vaccination coverage data at EU level implemented Implementation of TB, HIV & Hepatitis monitoring scheme in support of SDG finalised ECDC One Health Framework implemented Approach and technology to use innovative learning methods and technologies in the digital age defined (e.g. learning management system and authoring tools)
	SO 3	<ul style="list-style-type: none"> Surveillance System Re-engineering programme will deliver the first version of EpiPulse (covering e.g. EPI5, TTT, new data warehouse) Impact of new technologies and methods related to digital health assessed 	<ul style="list-style-type: none"> EpiPulse fully functional covering all surveillance components (e.g. New TESSy) EWRS (Early Warning and Response System) further improved according to the needs of the Commission and the Member States 	<ul style="list-style-type: none"> Research engagement process developed for the European commission and other international organisations 	<ul style="list-style-type: none"> Adoption of a foresight approach for future infectious disease threats and of an approach to disseminate the Foresight methods in order to increase their use Multidisciplinary approach to identify drivers for infectious diseases and scenarios on how they could interact Approach to support MS in adopting/ using digital health technologies developed Member States are enabled to exploit information from electronic health records for the EU level surveillance 	To be completed in 2024	To be completed in 2024	To be completed in 2024
	SO 4	<ul style="list-style-type: none"> Collaboration framework with WHO Regional Office for Europe renewed and strengthened 	<ul style="list-style-type: none"> Bilateral cooperation arrangements with CDCs assessed and possible areas for improvement in crisis situations identified Evaluation of the cooperation in the Network of major CDCs completed to enable further expansion of the Network 	<ul style="list-style-type: none"> Training module on interactions with EU Institutions and international partners in the event of a public health emergency developed 	<ul style="list-style-type: none"> Baseline measurement on vulnerabilities and needs of ENP countries performed to be able to provide tailored support to ENP countries (EU Initiative for Health Security) Public health workforce professionals in the Western Balkans and Turkey trained under Mediterranean and Black Sea Programme for Intervention Epidemiology Training capacities ECDC 4 Africa CDC project completed Consolidation of collaboration with CDCs at multilateral level to strengthen the public health capacity in Europe and beyond, including better coordinated response to crisis situations 	To be completed in 2024	To be completed in 2024	To be completed in 2024
	SO 5	<ul style="list-style-type: none"> ICECUBE – digital architecture roadmap with outputs and milestones for full period finalized Future skill needs and competency framework developed 	<ul style="list-style-type: none"> Foundation of integrated management system in place ECDC impact measurement/ monitoring system in place Updated staff recruitment policy implemented ECDC stakeholder survey performed ECDC strategy roadmap completed according to ECDC's amended Founding Regulation and COVID lessons learnt 	<ul style="list-style-type: none"> Map of institutional stakeholders finalised, ECDC key stakeholders confirmed and needs to establish new partnerships identified ECDC Quality Management system in place 	<ul style="list-style-type: none"> Mid-term evaluation of the implementation of ECDC strategy delivered which will result in adjustments of the implementation roadmap Long-term PR plan covering media relations and EDC branding developed Corporate learning approach developed Streamlined planning approach adopted ECDC stakeholder survey performed 	<ul style="list-style-type: none"> ECDC stakeholder survey performed Modern harmonised corporate finance platform introduced (IceCube) 	<ul style="list-style-type: none"> Cloud adoption to seize the opportunities of digital transformation for EU institutions and agencies ECDC stakeholder survey performed 	<ul style="list-style-type: none"> Improved and new IT tools adopted to support the Integrated Management Framework and Administrative work as well as programme management (IceCube) Evaluation of the implementation of ECDC strategy

2021

SO 1	<ul style="list-style-type: none">• Mechanism adopted for consultation with main stakeholders on how ECDC scientific advice and technical reports can be tailored to make them more relevant for use
SO 2	<ul style="list-style-type: none">• Consolidated Covid-19 surveillance process in place• Guidance, training, and indicators for evaluating mobile tracing apps developed• Streamlined country visit process adopted
SO 3	<ul style="list-style-type: none">• Surveillance System Re-engineering programme will deliver the first version of EpiPulse (covering e.g. EPIS, TTT, new data warehouse)• Impact of new technologies and methods related to digital health assessed
SO 4	<ul style="list-style-type: none">• Collaboration framework with WHO Regional Office for Europe renewed and strengthened
SO 5	<ul style="list-style-type: none">• ICECUBE – digital architecture roadmap with outputs and milestones for full period finalized• Future skill needs and competency framework developed

2022

SO 1	<ul style="list-style-type: none"> • Knowledge repository of ECDC scientific outputs and data sets made available to the public • Mechanism to communicate knowledge gaps in evidence base to research commissioning bodies adopted • Modelling support for Covid-19 delivered
SO 2	<ul style="list-style-type: none"> • AARs4HealthSecurity Framework adopted for evaluating national preparedness and response plans through In-Action and After-Action reviews • Covid-19 vaccine coverage monitoring system in place • Mechanism developed to validate the collected data on MS' vulnerabilities and needs and to prioritise ECDC targeted country support
SO 3	<ul style="list-style-type: none"> • EpiPulse fully functional covering all surveillance components (e.g. New TESSy) • EWRS (Early Warning and Response System) further improved according to the needs of the Commission and the Member States
SO 4	<ul style="list-style-type: none"> • Bilateral cooperation arrangements with CDCs assessed and possible areas for improvement in crisis situations identified • Evaluation of the cooperation in the Network of major CDCs completed to enable further expansion of the Network
SO 5	<ul style="list-style-type: none"> • Foundation of integrated management system in place • ECDC impact measurement/ monitoring system in place • Updated staff recruitment policy implemented • ECDC stakeholder survey performed • ECDC strategy roadmap completed according to ECDC's amended Founding Regulation and COVID lessons learnt

2023

SO 1	<ul style="list-style-type: none"> • ECDC approach to facilitate the adoption of common standards for data exchange between countries delivered (e-health) • Artificial Intelligence introduced in the threat detection and assessment process
SO 2	<ul style="list-style-type: none"> • First cohort of Fellowship Programme starts following the modernised Programme's curriculum, with core and optional elements, tailored to the fellows' needs and with consideration to the MS health priorities
SO 3	<ul style="list-style-type: none"> • Research engagement process developed for the European commission and other international organisations
SO 4	<ul style="list-style-type: none"> • Training module on interactions with EU Institutions and international partners in the event of a public health emergency developed
SO 5	<ul style="list-style-type: none"> • Map of institutional stakeholders finalised, ECDC key stakeholders confirmed and needs to establish new partnerships identified • ECDC Quality Management system in place

2024

SO 1	<ul style="list-style-type: none"> • Pilot repository established with quality-assured guidance from national authorities and professional bodies in the EU Member States (MS) (covering two diseases) • Predictive analytics to better direct interventions through the identification of key determinants and emerging threats delivered • New communication formats adopted to translate scientific content into a format that speaks to policymakers
SO 2	<ul style="list-style-type: none"> • Actionable framework for ECDC surveillance and scientific advice on One Health is approved following external consultations and gap analysis • Information on vector control programmes, their implementation and effectiveness collected • Improved quality, validity, and comparability of diagnostic services (including WGS for molecular typing and characterisation) through regular EQAs, follow-up training and expert exchanges • Technical advice on behaviour change and more effective risk communication in the area of immunisation developed
SO 3	<ul style="list-style-type: none"> • Adoption of a foresight approach for future infectious disease threats and of an approach to disseminate the Foresight methods in order to increase their use • Multidisciplinary approach to identify drivers for infectious diseases and scenarios on how they could interact • Approach to support MS in adopting/ using digital health technologies developed • Member States are enabled to exploit information from electronic health records for the EU level surveillance.
SO 4	<ul style="list-style-type: none"> • Baseline measurement on vulnerabilities and needs of ENP countries performed to be able to provide tailored support to ENP countries (EU Initiative for Health Security) • Public health workforce professionals in the Western Balkans and Turkey trained under Mediterranean and Black Sea Programme for Intervention Epidemiology Training capacities • ECDC 4 Africa CDC project completed • Consolidation of collaboration with CDCs at multilateral level to strengthen the public health capacity in Europe and beyond, including better coordinated response to crisis situations
SO 5	<ul style="list-style-type: none"> • Mid-term evaluation of the implementation of ECDC strategy delivered which will result in adjustments of the implementation roadmap • Long-term PR plan covering media relations and ECDC branding developed • Corporate learning approach developed • Streamlined planning approach adopted • ECDC stakeholder survey performed

2025

SO 1

- Surveillance standards for diseases under enhanced surveillance developed

SO 2

- Actionable prevention framework for ECDC scientific advice and country support is approved following external consultations and gap analyses
- Delivery of EU level Vaccine Effectiveness, Burden and Impact Studies

SO 3

SO 4

SO 5

- Modern harmonised corporate finance platform introduced (IceCube)

2026

SO 1

SO 2

SO 3

SO 4

SO 5

- Review of emerging/vector-borne diseases in overseas countries and territories and outermost regions and risk of importation to continental EU prepared

- Cloud adoption to seize the opportunities of digital transformation for EU institutions and agencies
- ECDC stakeholder survey performed

2027

SO 1	<ul style="list-style-type: none"> Repository with quality-assured guidance from national authorities and professional bodies in the EU Member States (MS) for several disease programmes established
SO 2	<ul style="list-style-type: none"> Approach for the collection and sharing of vaccination coverage data at EU level implemented TB, HIV & Hepatitis monitoring scheme in support of SDG implemented ECDC One Health Framework implemented Approach and technology to use innovative learning methods and technologies in the digital age defined (e.g. learning management system and authoring tools)
SO 3	
SO 4	
SO 5	<ul style="list-style-type: none"> Improved and new IT tools adopted to support the Integrated Management Framework and Administrative work as well as programme management (IceCube) Evaluation of the implementation of ECDC strategy