

# Annual Report

# 2025



Euro-Mediterranean  
Institute for  
Quality and Safety in  
Healthcare Services  
**Avedis Donabedian**

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**KATSAPI  
ANGELIKI**

**WELCOME MESSAGE FROM THE EXECUTIVE  
SECRETARY OF THE EURO-MEDITERRANEAN INSTITUTE FOR QUALITY  
& SAFETY IN HEALTHCARE SERVICES, AVEDIS DONABEDIAN**

As we mark eight years since the Institute’s founding, the first thought I would like to share on the occasion of this year’s annual report is that the vision that inspired us from the very beginning has now taken concrete form. What those of us who created, shaped, and developed the Institute envisioned—an organization dedicated to disseminating up-to-date, reliable, and internationally substantiated knowledge to embed the principles of quality and patient safety in healthcare services—is now recognized by academic institutions, public organizations, market entities, and scientific communities, both in Greece and internationally.

We had the pleasure and honor of experiencing this momentum particularly in 2025, with the signing of a Memorandum of Cooperation with the University of Thessaly, as well as through our participation in high-level consortia, alongside companies of recognized prestige and broad reach, to implement projects of national importance. Assuming scientific responsibility for supporting the National Center for Clinical Evidence of the Cyprus Ministry of Health in shaping the national framework for clinical trials, the development of the governance framework and national standard for telemedicine clinical protocols for the National Telemedicine Network (EDIT) in collaboration with the University of Thessaly, as well as the scientific assistance provided to EODY in redesigning processes within the epidemiological surveillance and emergency response systems in Greece, are prime examples of the trust that has been built in the Institute and the responsibility we assume in promoting systemic, substantive, and impactful changes in the health sector.

At the same time, the Institute’s registration as a recognized entity on the EU Transparency Register platform for its participation in European initiatives and projects reflects our consistent and focused effort to establish the Institute within the European arena, as a reliable scientific partner making a substantial contribution to the dialogue on the quality, safety, innovation, and sustainability of health care systems.

Our goal for the coming period, with a view toward 2030, is to further establish the Institute as an organization that supports meaningful innovations, evidence-based reforms, and practical changes with a real impact on health services. At the same time, we aspire to actively contribute to shaping the skills needed by healthcare professionals in this new era of innovation, digital transformation, and artificial intelligence, through educational processes, scientific guidance, and meaningful interaction with everyday life and professional reality.

By adopting the European guidelines for developing the skills of tomorrow’s healthcare professionals, the Euro-Mediterranean Institute for Quality and Safety in Health Services will continue to address the major challenge of our time: empowering health professionals, with the ultimate beneficiaries being patients, citizens, and society.

With warm thanks to all of You!

***Angeliki Katsapi, Executive Secretary—International Health Services Inspector***

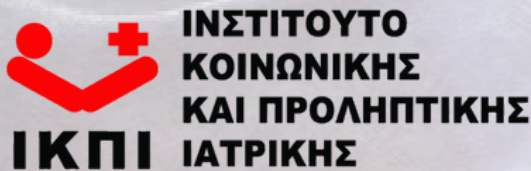
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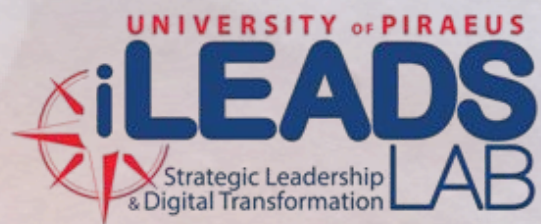
The Decision Institute



Laboratory of Health  
Economics and Management  
University of Piraeus



Institute of Social and  
Preventive Medicine



Strategic Leadership & Digital  
Transformation Lab  
University of Piraeus



Association for the Promotion  
of Quality in Health Care  
in Cyprus



Intelligent Systems Laboratory  
University of Thessaly

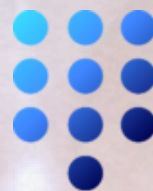
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HealthCare Innovation Laboratory  
Department of Nursing  
University of Thessaly



Institute for Health Policy



DataKnights

Data Knights



Μέλος της  
Παγκόσμιας Ομοσπονδίας Αθλητικής Θεραπείας (WFATT)

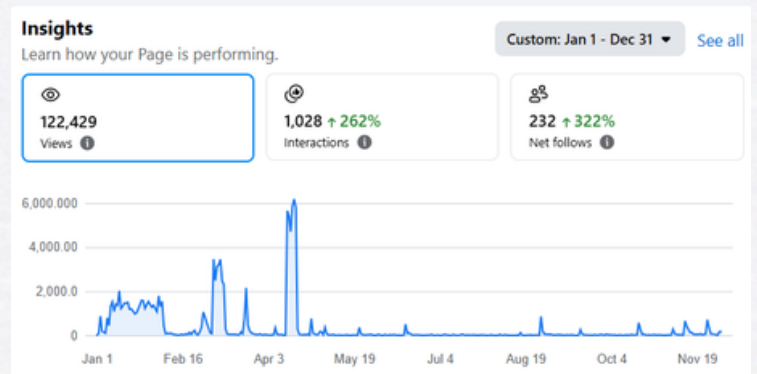
Panhellenic Association of Sports  
Therapy and Rehabilitation  
(PASATHA)



University of Thessaly



## Presence on Social Media



Preview	Views	Viewers	Interactions	Net follows	Impressions
Επαγγελματίας Υγείας σημα...	32,245	--	92	18	32,772
Αποκτήστε πιστοποίησι...	17,876	--	158	38	17,856
Το ΝΕΟ Εκπαιδευτικό Πρόγ...	5,612	--	70	3	5,320
Ανακοινώσιμ το νέο ...	2,519	993	12	0	1,370
No text content	2,256	--	10	0	1,659
No text content	1,884	--	3	0	1,415



## Presence on Social Media



*Throughout 2025, the Institute systematically invested in strengthening its digital presence and outreach through social media. Through the continuous promotion of educational initiatives, scientific events, strategic partnerships, and initiatives in the field of health care quality and safety, content views exceeded 120,000 on LinkedIn, while more than 1,000 interactions were recorded and the number of new followers increased by 322%. At the same time, the Institute's Facebook community reached nearly 1,000 followers, marking an increase of approximately 32% compared to the previous period. These results reflect the Institute's steadily growing recognition and its establishment as a benchmark for quality, patient safety, and the improvement of healthcare services.*

The Euro-Mediterranean Institute for Quality and Safety in Health Services is delighted and honored to announce the signing of a **Memorandum of Cooperation with the University of Thessaly**, further strengthening its strategic commitment to promoting quality, safety, and innovation in the health sector.

This collaboration is a natural continuation of the two institutions' successful joint efforts on major nationwide initiatives, such as the development of the institutional and operational framework for telemedicine in Greece, as well as collaboration in areas related to patient safety, education, and research.

Through the Memorandum of Cooperation, a stable framework is established for the joint development of research, educational, and scientific activities, with an emphasis on the transfer of know-how, specialized training for healthcare professionals, the promotion of innovation, and the utilization of modern technological solutions in the healthcare sector.

At the same time, the two organizations are committed to collaborating on the implementation of national, European, and international projects, the development of joint initiatives with public and private sector entities, organize scientific events, and create educational and professional development opportunities for students and professionals.

This collaboration strengthens the Institute's role as a bridge between the academic community, research, and applied practice, contributing to the creation of an ecosystem of knowledge and innovation aimed at improving the quality and safety of healthcare services in Greece and internationally.



## National Telemedicine Network (EDIT)

The Euro-Mediterranean Institute for Quality and Safety in Health Services is participating in the project to develop the National Telemedicine Network (EDIT), which is being implemented with funding from the Recovery and Resilience Facility. This is one of the most significant digital transformation initiatives in the healthcare system, aimed at creating a modern, secure, and high-quality framework for the provision of telehealth services at the national level.

The main objective of the project is to design and implement a new model for providing telemedicine services, one that leverages the capabilities of modern technologies and digital applications, ensuring equal access, high-quality services, and an improved care experience for citizens, regardless of their geographic location.

As part of the first phase of the project, which concerned the Implementation Study of the National Telemedicine Network, the Institute undertook the development of a framework for quality, standardization, governance, and quality assurance of telemedicine services. The study included a review of international best practices, an analysis of European and international implementation models, a mapping of existing systems for telemedicine services in Europe, as well as an evaluation of international standards, guidelines, and certification and accreditation mechanisms for telehealth services.

Particular emphasis was placed on the incorporation of internationally recognized quality standards, such as ISO 13131 and ISO 13940, as well as on the establishment of minimum requirements for the institutional, regulatory, and operational framework required for the safe and effective operation of the EDIT.

During the second phase of the project, the Institute participate in the development of the first National Standard for Telemedicine Protocols in Greece, as well as in the drafting of specialized teleconsultation and telecare protocols for selected medical specialties. This initiative plays a decisive role in ensuring the consistency, quality, and safety of telehealth services provided at the national level.

The project's Principal Scientific Lead is Dr. Haralambos Karanikas, Assistant Professor of Medical Informatics and eHealth Systems. The project has been carried out in collaboration with Dextera Consulting and the Intelligent Systems Laboratory at the University of Thessaly, on behalf of OTE, combining technological and scientific expertise to develop a modern national telemedicine ecosystem.

**DEXTERA**



## CONSULTING PROJECT FOR THE EUROPEAN SOCIETY OF REGIONAL ANESTHESIA & PAIN THERAPY (ESRA)

The Euro-Mediterranean Institute for Quality and Safety in Health Services continued, during its second year of collaboration with the European Society of Regional Anesthesia & Pain Therapy (ESRA) by supporting the organization's certified Quality Management System in accordance with the ISO 9001:2015 standard.

In this context, the Institute provided services for monitoring and continuously improving the system, supporting the implementation of quality policies, the evaluation of performance indicators (KPIs), risk management, process reviews, and the conduct of internal audits, with the aim of maintaining compliance with the standard's requirements and enhancing organizational effectiveness.

The successful completion of the annual recertification process reaffirmed ESRA's commitment to continuous improvement, transparency, and excellence in the governance of its operations, maintaining its position among European scientific organizations that operate in accordance with internationally recognized quality standards.



**The European Society of  
Regional Anaesthesia & Pain Therapy**  
Crossing Boundaries, Transforming Care

In the second half of 2025, the Institute undertook a significant part of the scientific delivery in two national public health and health services quality projects, which continued to progress in 2026. These projects involve the redesign of critical public health surveillance and preparedness systems in Greece, as well as the development of national mechanisms for clinical governance, clinical oversight, and the evaluation of the quality of health services in Cyprus.

Through these partnerships, the Institute continued to strengthen its role as a scientific and technical advisor on complex health system reform projects, contributing to the design and implementation of modern frameworks for governance, health care delivery, public health services, and the evaluation and continuous improvement of these systems. At the same time, by drawing on international standards, evidence-based practices, and experience from similar European initiatives, it supports the development of more resilient, effective, and people-centered health systems.

These initiatives are prime examples of the Institute's strategic focus on supporting reforms that have a lasting impact on public health, clinical practice, and the quality and safety of health care services.

## Redesign of Public Health Surveillance and Preparedness Systems – EODY

Starting in October 2025, the Institute, with an expanded scientific team, is participating—as part of the EODY’s “Spyros Doxiadis” program—in one of the most significant projects to redesign public health surveillance systems currently underway in the country. The project is continuing intensively in 2026 and involves the evaluation, reorganization, and modernization of national systems for the surveillance of diseases and public health events.

As part of the project, the Institute is scientifically responsible for mapping and evaluating the eight existing surveillance systems, developing a model for prioritizing diseases and surveillance targets, conducting gap analyses (Gap Analysis), redesigning surveillance systems, and creating new surveillance and investigation protocols for high-priority transmittable diseases.

At the same time, the project includes the development of a framework for preparedness and response to public health emergencies, as well as the design and implementation of training programs for EODY staff and relevant agencies.

This initiative plays a decisive role in the transition toward a more comprehensive, interoperable, and evidence-based surveillance system, strengthening the country’s capacity for the timely detection, assessment, and management of public health threats.

Contractor Company: *PRIORITY QUALITY CONSULTANTS S.A.* **PRIORITY**



**NATIONAL PUBLIC  
HEALTH ORGANIZATION**

## National Framework for Clinical Protocols, Clinical Trials, and Peer Review – Ministry of Health of Cyprus - National Center for Clinical Evidence

In September 2025, the Institute, in collaboration with the Ministry of Health of the Republic of Cyprus, undertook a project of strategic importance aimed at enhancing quality and clinical governance in the Cypriot healthcare system, which continued throughout 2026.

The objective of the project is to develop the first national framework for monitoring and evaluating the implementation of clinical protocols, guidelines, and care pathways, as well as to create a comprehensive methodology for conducting Clinical Audits and peer reviews.

As part of the project, tools, procedures, and monitoring mechanisms are being developed that will enable the systematic assessment of compliance with approved clinical protocols, while pilot clinical audits and peer reviews are being conducted in selected clinical areas, with the aim of improving the quality and safety of the health services provided.

The project also includes the development of an implementation framework, educational materials, and support mechanisms for healthcare professionals, contributing to the creation of a culture of continuous improvement, evidence-based clinical practice, and accountability within the Cypriot healthcare system.

This initiative is one of the first comprehensive efforts to establish clinical audits and evaluate the implementation of clinical protocols at the national level in Cyprus, highlighting the Institute's role in developing modern quality and clinical governance systems in the healthcare sector.

*Contractor Consortium: Accurate Health Auditing & Consulting S.A.,*  
*Euro-Mediterranean Institute for Quality and Safety in Health Services, Avedis Donabedian*



REPUBLIC OF CYPRUS

Ministry of Health

# PROGRAMS EDUCATION PROGRAMS EDUCATION PRO

## Operation of the Quality Office in Health Services – Conducting Internal Audits and Quality Checks in Health Services: Completion of the 5th Cycle

On April 9 and 10, the Institute successfully completed the 5th cycle of its training program entitled “Operating a Quality Office in Health Services – Conducting Internal Audits and Quality Controls in Healthcare.” This year’s session was attended by 23 healthcare professionals from Greece and Cyprus, representing organizations and institutions from both the public and private healthcare sectors.

The participants’ feedback and evaluations once again confirmed the program’s high added value. The educational content addresses the needs of executives who have direct responsibility for managing and ensuring quality in health services, such as quality office managers and supervisors, as well as professionals seeking to integrate systematic processes of monitoring, evaluation, and continuous improvement into their daily practice.

Particular emphasis is placed on developing knowledge and skills related to the design and implementation of quality management systems, conducting internal audits, using quality control tools, and fostering a culture of safety in healthcare services.

At the same time, the program covers modern approaches to risk management and the prevention of adverse events, linking theoretical knowledge to real-world examples and challenges encountered in daily clinical and administrative practice.

## Operation of the Quality Office in Health Services – Conducting Internal Audits and Quality Controls in Health Care: *KNOWLEDGE RECERTIFICATION EXAMS*

Starting in 2024, all professionals who participated in the first cycles of the training program “Operation of a Quality Office in Health Services – Conducting Internal Audits and Quality Controls in Healthcare.” Interested parties may access the updated training materials and, upon successful completion of the assessment process and the certification exam, obtain a new certificate of competence, valid for two (2) years. This process ensures that participants’ knowledge is continuously updated and that they remain aligned with current developments and best practices in the field of quality and safety in health services.

One of the most significant outcomes of the Institute’s educational activities is the capacity development in terms of competent human capital for the national health system through specialized knowledge in the quality and safety of health services. To date, more than 100 professionals have successfully certified their knowledge in the subject area “Operation of a Quality Office in Health Services – Conducting Internal Audits and Quality Checks in Healthcare,” confirming the program’s enduring value and recognition.

# EDUCATION PROGRAMS EDUCATION PROGRAMS EDUCATION PROGRAMS

## Clinical Risk Management

On April 29 and 30, 2025, the two-day training program “Clinical Risk Management,” organized by the Euro-Mediterranean Institute for Quality and Safety in Health Services, with Ms. Angeliki Katsapi serving as scientific responsible and Mr. Ioannis Kalofysoudis as the main tutor .

The program was designed to enhance the knowledge and skills of healthcare professionals in identifying, assessing, and managing clinical risks, as well as in developing effective mechanisms for preventing and addressing adverse events in healthcare services.

During the two-day event, topics were discussed regarding patient safety, the detection and categorization of clinical events, the investigation and analysis of incidents, the management of sentinel events (Sentinel Events), risk assessment using tools such as the Risk Matrix, and fostering a culture of safety within healthcare organizations. Particular emphasis was placed on non-technical skills, incident reporting systems, support for healthcare professionals following adverse events (“Second Victim”), and the use of safety indicators for the continuous monitoring and improvement of services.

The training approach combined theoretical instruction, practical exercises, case studies, and role-playing scenarios, giving participants the opportunity to apply the principles of risk management to the real-world challenges of daily clinical practice.

## COLLABORATION WITH THE HELLENIC NURSES' ASSOCIATION – CREDIT POINTS FOR PROGRAMS

The Euro-Mediterranean Institute for Quality and Safety in Health Services continues its strategic partnership with the Hellenic Nurses’ Association (ENE), by offering credit for specific training programs and providing a special 30% discount to its registered members.

This partnership aims to support the ongoing professional development and scientific training of nurses by facilitating their access to modern educational programs that focus on quality, patient safety, clinical governance, and the continuous improvement of health services.

Through this joint initiative, the aim is to strengthen the country’s nursing workforce and cultivate knowledge and skills that contribute significantly to improving the quality of care provided and enhancing patient safety.



# ACTIVITIES AWARENESS-RAISING ACTIVITIES AWARENE



**May 12, 2025 – International Nurses Day. The State of Nursing in the World**  
<https://eiqsh.eu/world-nursing-day-2025/>

A newsletter compiled by the Euro-Mediterranean Institute for Quality and Safety in Health Services in Greek.

Every year, on May 12, we pay tribute to the people who are at the forefront of healthcare, serving with a strong sense of responsibility, professionalism, and dedication. Every day, they play a crucial role in safeguarding the health and dignity of our fellow human beings.

As current data show, there is an urgent need to make decisions at the level of health policy that aim to substantially strengthen the role and incentives of nurses, as well as to continuously elevate their status as a critical workforce within health systems worldwide.

This year's message from the International Council of Nurses (ICN) is: "Nurses' care strengthens economies." The World Health Organization and the International Council of Nurses published the report "State of the World's Nursing" (2025), which provides the most comprehensive and up-to-date analysis of data regarding the nursing workforce.



