

Euro Health Net



European partnership for
health, equity & wellbeing

Strategic Development Plan

June 2026 – June 2031

**Navigating health, equity and wellbeing:
setting our course to 2031**

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RATIONALE

Europe – and the world – continue to change at an unprecedented rate

We are navigating an era marked by a combination of inevitable and unpredictable transformations. Inevitable changes, like demographic shifts, are colliding with volatile geopolitical developments and environmental crises. The latest EuroHealthNet report on Social Inequalities in Health in the EU demonstrates that progress in health is stagnating and inequalities are worsening. This may be more than a period of turbulence and signal a more transformative shift in the organising principles of economies, institutions, and communities. The central question is how we ensure that the values of wellbeing, solidarity, and equity are embedded in whatever new structures emerge.

Navigating polarisation and restoring trust in public health

Public health is operating in a climate of deepening political polarisation and eroding trust in science and institutions. Lived experiences of health inequalities and perceived neglect can fuel social disillusionment and influence political sentiment. This exacerbates the chronic challenge of “crisis and neglect” cycles, where public health is briefly prioritised during crises only to be sidelined when immediate threats recede. Breaking this cycle requires demonstrating, consistently and credibly, that health equity is a fundamental driver of social cohesion and institutional legitimacy.

Health is more than a moral imperative – it is a strategic asset

To remain impactful in the current political landscape, it is important to translate values to the language of pragmatism. Healthier populations are more productive, more resilient, and more cohesive. Public health is an investment in national competitiveness, economic sustainability, and public defence. Health systems are a strategic infrastructure, protecting communities against threats and underpinning capacity to function in times of crisis. Translating this into influence means demonstrating health equity is not a peripheral concern but a central contributor to resilient societies.

Looking to 2030 and beyond

The period of this Strategic Development Plan (SDP) covers five years, from its adoption at the EuroHealthNet General Council Meeting in June 2026 until June 2031. Key milestones during this period from 2026-2031 include the next European Union Multi-Annual Financial Framework (MFF) 2028-2034, the closing date of the UN Sustainable Development Goals, the 2029 European Parliament elections and the renewal of the European Commission, all landmark events taking place against the backdrop of ongoing transformations — especially around digitalisation, climate, and demography. This SDP must anticipate and navigate the period 2026–2031 with foresight and clarity.

Structure of the Strategic Development Plan 2026-2031

The EuroHealthNet Strategic Development Plan is divided into three parts: the 'Who' (our unique mission, vision and added value), the 'What' (priority action areas for 2026-2031) and the 'How' (our approach to addressing the priorities). Various documents supported the development of this plan, including: the EuroHealthNet Strategic Development Plan 2021-2026; EuroHealthNet's Foresight Report 2023; and the EuroHealthNet external evaluation impact report (2022-2025). The creation of the SDP followed a collaborative and iterative pathway, ensuring strong engagement and co-creation with members and stakeholders. This participatory approach—anchored in principles of transparency, inclusion, and mutual learning—aimed to ensure relevance, strong ownership, and uptake across the EuroHealthNet Partnership.

OUR UNIQUE MISSION, VISION AND ADDED VALUE

EuroHealthNet is the European Partnership for health, equity and wellbeing and is currently made up of over 80 organisations, agencies and statutory bodies working on public health, disease prevention, health promotion, and reducing inequalities. It began as the European Network of Health Promoting Agencies in 1997. EuroHealthNet currently covers 27 European countries, including 23 EU Member States. EuroHealthNet is governed by its core members through the General Council, which sets strategic direction, and the Executive Board, which oversees its activities. EuroHealthNet's office is located in Brussels, Belgium.

EuroHealthNet's vision is of a society in which all citizens enjoy their fundamental right to the highest attainable standard of health, without distinction of race, religion, gender or economic or social condition. Achieving this is not simply the responsibility of health care systems, but of all sectors and players whose actions contribute to ensuring the conditions for good health across the population. EuroHealthNet works at all levels and across the political spectrum to help ensure consistent, coherent, and effective action to sustain and improve health for all.

Building on strong evidence that health inequalities affect all people and that 'more equitable societies do better', **EuroHealthNet's mission is to help build a sustainable, fair, and inclusive Social Europe through healthier communities and to tackle health inequalities within and between European States.** Our approach is grounded in integrated, participatory policymaking that accounts for differential impacts across populations and aligns with the UN Sustainable Development Goals, the European Pillar of Social Rights and 'Wellbeing Economy' concepts.

In alignment with our **four-year framework partnership agreement (2026-2029)** with the European Commission's Directorate General of Employment and Social Affairs, the EuroHealthNet Partnership will support effective implementation of relevant policy initiatives, strengthen the capacities of public health actors and facilitate exchange of best practices, leverage research and data to inform our activities, and maintain robust communication and engagement to raise awareness and foster dialogue.

Throughout this Strategic Development Plan, EuroHealthNet acknowledges and benefits from the diversity of contexts in which EuroHealthNet members operate.

The 2026–2031 Strategic Development Plan emphasises EuroHealthNet’s **role** as:
A catalyst and convener in Europe’s health equity and public health, health promotion and prevention landscape, igniting and supporting systemic change; and

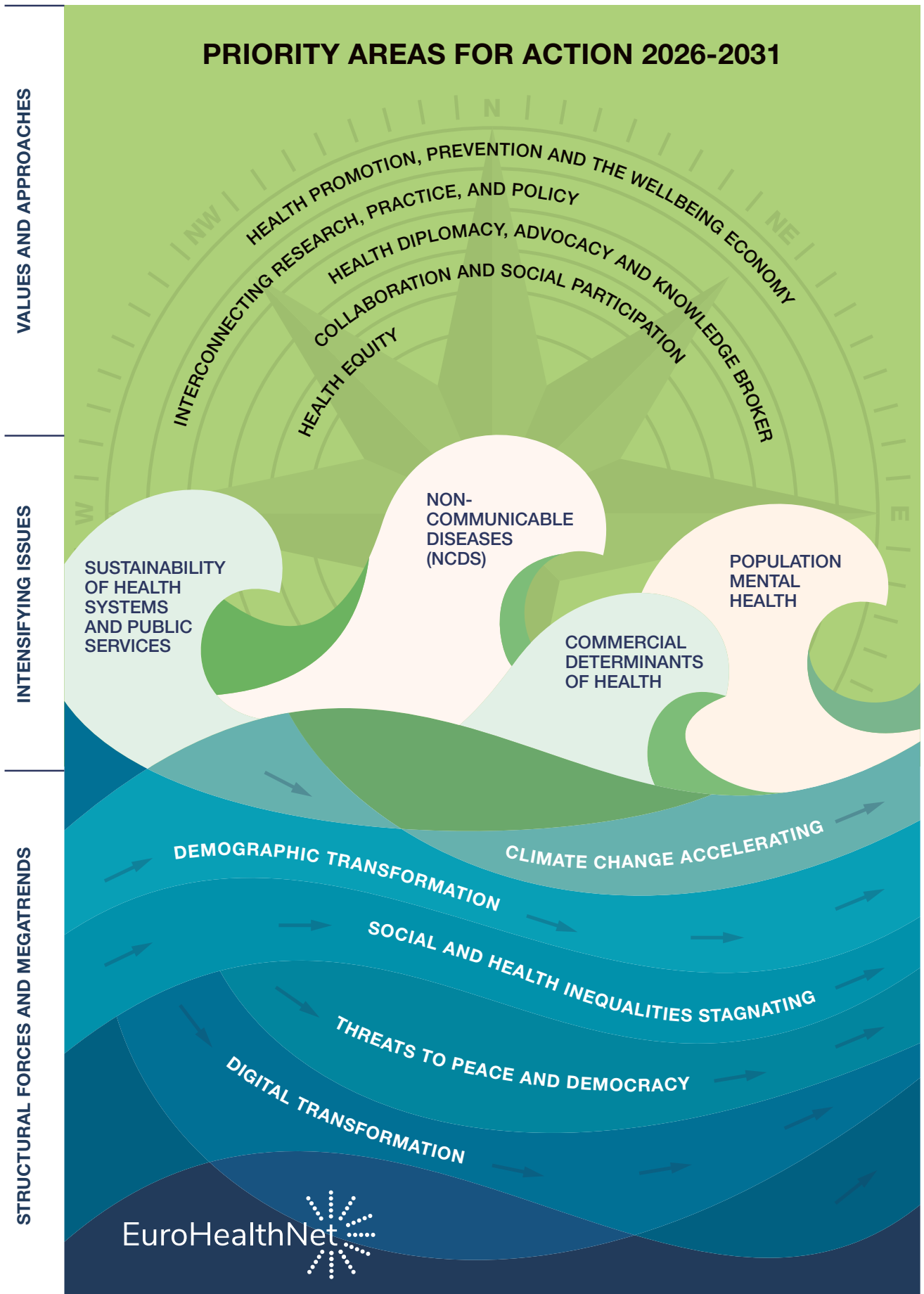
A bridge between:

- the health and social domains, as well as engagement with other policy sectors such as environment and education, to ensure holistic, cross-sectoral approaches;
- European institutions and national/subnational actors, ensuring policy coherence and local impact; and
- public institutions and civil society, promoting participatory and inclusive health governance.

EuroHealthNet will continue to capitalise on its unique identity as the body that connects authoritative public health institutes and health promotion organisations at national, regional and local levels. Its members are at the heart of the EuroHealthNet Partnership, ensuring robust implementation, access to evidence, and institutional impact.

In parallel, EuroHealthNet brings together civil society actors, professional bodies, and researchers who complement the Partnership as Associate Members. Many act at the community-level and at the cutting-edge of health promotion and social protection approaches. Their participation reflects the interconnectedness of EuroHealthNet’s model and ensures both top-down and bottom-up engagement with actors who influence health equity.

EuroHealthNet aims to strengthen the voice of public health in policy-making. EuroHealthNet upholds the values of equity, justice, community engagement and empowerment of people in all age groups, which lie at the heart of health promotion.
Our value lies in our expertise, connections, influence, and best practices.



PRIORITY AREAS FOR ACTION 2026-2031

Because our health is deeply influenced by the environments where we live, work, study, play and age, it can be difficult – and even counterproductive – to isolate any single priority topic in promoting and restoring health. Instead, we must understand health and wellbeing as the result of a dynamic system shaped by broad and interdependent forces. Changes in one part of the system inevitably affect others, meaning that progress in health and health equity cannot be pursued in isolation. These forces can be seen as **currents** – the structural, long-term determinants that continuously influence our collective and individual wellbeing. Recognising and acting on the health impacts of these currents, where feasible, is a core strength of EuroHealthNet, and explains why our work necessarily spans multiple, interconnected policy and practice domains.

At the same time, consultation among the Partnership, foresight exercises and horizon scanning have helped us identify existing and emerging issues gaining prominence – **waves** that will shape the policy, practice and research landscapes in the coming years. These waves demand urgent and strategic responses, and EuroHealthNet is committed to working collaboratively with partners to navigate them effectively, balancing depth of engagement on selected priority topics with a continued systemic perspective. Within each current and wave, EuroHealthNet's priority areas of action are highlighted in italics. Each of the currents and waves also concludes with key achievements, summarising the specific changes or contributions EuroHealthNet aims to achieve between 2026-2031.

Our work on these underlying currents and rising waves will be steered by a **compass** – a coherent set of values and approaches that ensure our efforts remain impactful, inclusive, and aligned with our overarching mission. This compass helps us manage the inherent tension between our wide topic areas, focused expertise and the realities of restricted, project-based funding, enabling flexibility while safeguarding coherence and strategic impact. These are described in the section 'How we put this plan into practice.'

Currents (long-term structural forces, mega trends and underlying realities)

SOCIAL AND HEALTH INEQUALITIES STAGNATING

Social and health inequalities in Europe remain persistent, particularly affecting children, families, and disadvantaged communities. These inequalities are shaped by geopolitical dynamics and policy choices that influence economic conditions, commercial action, resource allocation, and public service provision. Reducing child poverty and improving early life conditions are critical foundations for breaking intergenerational cycles of disadvantage. Beyond early years, equitable access to quality education and employment influences social and economic participation, including through health-promoting schools, workplace wellbeing initiatives and inclusive labour markets. Living conditions and social protection, including access to healthy and affordable housing, essential services, and financial stability, are decisive enablers or barriers to wellbeing. Persistent place-based inequalities further reinforce disparities, highlighting the need for territorial and community-level approaches. Together, these interconnected areas highlight the importance of integrating equity considerations across policy and planning to foster inclusive growth and shared wellbeing.

By 2031, EuroHealthNet will have achieved:

- Greater awareness of social and health inequalities as a key priority for EU and national policies
- Stronger member capacities to address social and health inequalities
- Widespread dissemination of evidence identifying where EU and national action on inequalities is feasible and needed
- Effective cross-sectoral collaboration with health, social, anti-poverty, housing, education, and arts and culture stakeholders
- Joint outputs including statements, events, factsheets, and publications (e.g., European Semester Report, European Pillar of Social Rights flashcard tool)

CLIMATE CHANGE ACCELERATING

Climate change is accelerating and increasingly shaping health risks and system pressures across Europe. Its impacts are unevenly distributed, amplifying existing social and health inequalities. Effective responses require sustained action on both adaptation and mitigation measures. Climate adaptation for health and equity includes enhancing preparedness for heatwaves, floods, droughts and other extreme events, improving risk communication and monitoring, and targeted action to protect vulnerable populations. Simultaneously, mitigation measures with health co-benefits, such as decarbonizing health systems, and promoting initiatives such as active mobility, sustainable diets, urban planning for green and blue spaces and nature-based social prescribing can improve environmental quality and wellbeing. Climate policies should support social inclusion, fair employment and community resilience, promoting a just transition and sustainable livelihoods. Integrating Planetary Health and One Health approaches further strengthens health promotion and prevention by addressing the shared roots of health threats across sectors and populations.

By 2031, EuroHealthNet will have achieved:

- Exchanges of effective approaches on sustainable development, climate adaptation and mitigation, One Health, air pollution, blue and green spaces, environmental health, healthy urban planning and transport, as well as nature-based solutions and therapies.
- Continuous calls by EuroHealthNet for an EU strategy on climate and health
- Increased awareness of the importance of healthy and climate-adapted housing, schools, and cities; and measures to address energy poverty

DEMOGRAPHIC TRANSFORMATION

Demographic transformation is reshaping health, social, and economic systems across Europe. Responding effectively requires rethinking how societies support participation, care, and inclusion across the life course. Working against ageism, and promoting healthy ageing and longevity reframes ageing as societal capital, emphasising participation and quality of life. Age-friendly and inclusive environments can leverage the built environment as a key enabler of healthy ageing. At the system level, stronger integration between public health and long-term care is essential to include prevention, ensure continuity of care and more efficient, person-centred services. Demographic change also brings greater visibility to the needs of carers and fosters intergenerational solidarity, recognising unpaid care, peer support and community-based responses as vital social and economic contributions. Increased mobility is also driving demographic transformation and highlights the importance of inclusion of migrants and mobile populations through culturally competent care, including prevention and improved health literacy, while strengthening social inclusion and productivity.

By 2031, EuroHealthNet will have achieved:

- Mutual learning around healthy and active ageing, age-friendly environments, ageism and intergenerational solidarity with EuroHealthNet members and partners
- Stronger support for integrated long-term care and inclusive public health systems
- Evidence of efforts to embed intergenerational fairness and meaningful youth participation in public health policy frameworks

DIGITAL AND AI TRANSFORMATION

Digital and AI transformation presents both opportunities and challenges for public health, wellbeing, and social inclusion across Europe. Ensuring equitable digital access and literacy is foundational as public services and civic engagement increasingly move online. The expanding use of artificial intelligence (AI) and digital tools requires robust governance of digital and AI systems, including regulation, ethical standards, privacy safeguards, and transparency. At societal level, combatting misinformation and disinformation around health, through counter-disinformation initiatives and community engagement, strengthens informed choice, social cohesion, and resilience. Young people and children are disproportionately affected by social media, leading to cyberbullying and harmful online behaviour; stronger public policy, including regulation of addictive apps and age restrictions, is needed to limit health risks. When well-governed, digital tools for prevention and engagement can support early detection, data-informed decision-making, and more participatory approaches to health and wellbeing.

By 2031, EuroHealthNet will have achieved:

- Contributions to a common European understanding of policy and regulatory options to address the health impacts of AI, digitalisation, and social media
- Collaborative action for equitable digital access and well-governed use of AI and digital tools for health
- Strengthened protection for (young) people from harmful online environments
- Greater recognition that digital innovation must serve public health and social inclusion and must not deepen health and social inequalities

THREATS TO PEACE AND DEMOCRACY

Threats to peace and democracy are increasingly destabilising the foundations of health equity and social justice across Europe. A fundamental challenge is the erosion of trust in institutions and science, driven by the spread of misinformation, which complicates public health responses and informed decision-making. This is exacerbated by deepening political polarisation, which fragments social cohesion and damages collaborative policy-making to address systemic challenges. Polarisation and the concentration of power and resources are also contributing to a shrinking civic space and challenges to civil society, undermining the role of social participation and community advocacy on behalf of the public good. These internal pressures are influenced and intensified by geopolitical tensions and conflict. These not only pose direct risks to human life but also redirect resources away from essential public services and social protection. Improving preparedness for crises and emergencies – including health emergencies, displacement, and conflict-related disruption – is essential to protect populations and maintain the continuity of public services under pressure. Strengthening democratic resilience and fostering a culture of peace supports the rights, wellbeing and security of all Europeans.

By 2031, EuroHealthNet will have achieved:

- Increased visibility of health promotion and health equity perspectives in crisis and emergency preparedness, supporting efforts to protect populations and sustain public services in times of instability and crisis
- Support to strengthen democratic resilience, civic space, and trust in institutions and science, such as through the activities of our Thematic Working Group on Social Participation
- Collective efforts to counter misinformation on public health and strengthen civil society, promoting a culture of peace, social cohesion, and human rights as foundations for health equity

Waves (emerging and intensifying issues)**POPULATION MENTAL HEALTH**

There is a growing recognition of the need for comprehensive, preventive, and inclusive approaches to mental health, especially in response to social isolation, economic and climate uncertainty, and the pace of transformation. Scaling community-based and preventive support — including peer networks, local wellbeing initiatives, and social prescribing — can build coping capacities and strengthen resilience. Particular attention is required for children and youth mental health, where education, safe digital environments, and participatory approaches can create supportive social contexts. Embedding mental health into primary and public health systems, helps normalise mental wellbeing as a shared societal goal and supports earlier, more integrated responses. Across these priorities, strengthening population-level monitoring and data on mental health and wellbeing helps track social, environmental and commercial influences, aligning mental health promotion with broader wellbeing and equity objectives.

By 2031, EuroHealthNet will have achieved:

- The advancement of preventive and community-based approaches to mental health and wellbeing, with a particular focus on young people, social prescribing, and peer support
- Greater embedding of mental health across policy areas at EU and national levels
- Improved population-level monitoring of social, environmental, and commercial influences on wellbeing, including through the development and use of a validated indicator for positive mental health.

NON-COMMUNICABLE DISEASES (NCDS)

Non-communicable diseases remain the leading contributors to ill health and premature mortality in Europe. Addressing this burden requires sustained attention to healthier settings and environments, and to risk reduction across the life course, including the physical, food, and social environments that shape everyday choices. Fiscal and regulatory measures, including taxation, labelling, and marketing restrictions, are powerful tools to curb risky consumption and create fairer market conditions for health. Integrating NCD prevention into wider wellbeing and sustainability agendas connects health promotion with climate action, transport, housing and food systems, and the just transition, helping build societies that enable healthy choices by design. Supporting community-based and peer-led health promotion, in line with greater social participation, strengthens ownership and collective agency in managing health and preventing chronic disease, ensuring that NCD action contributes to both individual empowerment and shared wellbeing.

By 2031, EuroHealthNet will have achieved:

- Stronger and more coordinated action on NCD risk factors across Europe, spanning healthy and sustainable food and diet, physical activity, sedentary behaviour, and tobacco and alcohol consumption
- Greater integration of NCD prevention into wider wellbeing and sustainability agendas, through the promotion of healthier environments and settings, community-based and peer-led health promotion, and improved health literacy
- The establishment of a new WHO Europe-associated network on health promoting schools

COMMERCIAL DETERMINANTS OF HEALTH

Health-harming industries, or those that profit from unhealthy products – including tobacco, nicotine and related products, alcohol, ultra-processed foods, fossil fuels, and gambling – exert significant influence on health outcomes, policymaking, and public trust. Addressing these dynamics effectively and transparently requires stronger regulation, advocacy, and accountability. Enhancing regulation of marketing, pricing, labelling and availability is essential to protect populations, particularly children and lower-income groups, from harmful products. Where broader regulatory rules remain beyond regional or local competence, levers such as urban planning, procurement policies, and service integration can also play a decisive role in shaping the conditions for wellbeing. Limiting corporate influence on policymaking and research promotes health, taking precedence over profit motives. Better transparency and accountability mechanisms help expose and manage conflicts of interest at the intersection of commercial and political power. At the same time, providing structural alternatives such as healthier food, breastfeeding protection and support, transport and energy systems can create better conditions for wellbeing and environmental protection. Finally, building capacity for monitoring and strengthening public awareness supports collective resilience, safeguards policymaking integrity, and reinforces cross-sectoral governance.

By 2031, EuroHealthNet will have achieved:

- Strengthened capacity among health authorities to address the commercial determinants of health and conflicts of interest, supported by clearer guidelines for engagement with industry
- Evidence-based inputs and active engagement in policy discussions on stronger regulation, transparency, and accountability of health-harming industries
- Greater cross-sectoral capacity to monitor and act on commercial determinants of health, with a focus on protecting vulnerable populations from harmful products

SUSTAINABILITY OF HEALTH SYSTEMS AND PUBLIC SERVICES

Health systems and public services across Europe face rising demand, constrained resources, and growing complexity, making sustainability a defining challenge. Reorienting financing and governance toward public health, health promotion, disease prevention and health equity is central to maximising long-term public value. Strengthening workforce wellbeing, skills, and leadership for public health is essential for ensuring resilience, retention, and the capacity to work across sectors. Reducing fragmentation through integrated health, social, and environmental services supports holistic approaches to population needs, particularly for disadvantaged groups. Investment in public health infrastructure, data and preparedness strengthens innovation, accountability, and

readiness for evolving challenges. Underpinning this is co-production and participation, which fosters trust and shared ownership, making systems more responsive, inclusive, and sustainable.

By 2031, EuroHealthNet will have achieved:

- Consistent promotion of health system financing and governance that prioritises health promotion, prevention and equity
- Support for public health workforce development, integrated equitable services, and co-production approaches that strengthen the resilience and sustainability of public health across Europe
- Greater awareness among public health authorities of diverse financing options, a raised profile for the public health workforce, and a stronger call for adequate public health allocation in the EU Multiannual Financial Framework 2028-2034.
- Taken together, the currents and waves described above define the context in which EuroHealthNet works – and the scale of what is at stake. But beyond what EuroHealthNet works on for the coming period, this strategy is an expression of what we are working for. We are working for a Europe in which health is valued as a common good and the conditions for a healthy life are available to all. The EuroHealthNet Partnership is working for systems that invest upstream, recognise the social and economic value of health promotion and prevention, and prioritise wellbeing over narrower measures of growth and productivity.

HOW WE PUT THIS PLAN INTO PRACTICE

Our work will follow a clear and coherent **compass** – a shared set of values, tools, approaches, and ways of working that ensure that the EuroHealthNet Partnership can act strategically, inclusively, and effectively to promote public health and health equity.

EuroHealthNet's role is above all one of catalyst and convener. By bringing together the knowledge, networks, and mandates of the EuroHealthNet Partnership, we can drive systemic change. The plan is enacted by the EuroHealthNet office and its 81 members and associate members of the Partnership across Europe.

Connecting Practice, Research, and Policy

EuroHealthNet organises its work across three interconnected platforms. The Practice Platform connects and builds capacity among public health actors by sharing what works, supporting the implementation of best practices, enabling the effective use of funding and finance tools, generating evidence, and facilitating mutual learning through Country Exchange Visits, member matchmaking, and EU study visits. The Research Platform strengthens the evidence base, supports collaboration between researchers and decision-makers, and enables the incorporation of emerging insights into both policy and practice. Priorities include taking forward the EuroHealthNet Social Inequalities in Health in the EU report through fact-finding missions with members, developing an indicator for measuring positive mental health, and collaborative Horizon Europe projects. The Policy Platform monitors developments at European and national levels, supporting members to shape and respond to relevant legislation and policy processes through online policy chats, public statements, and policy briefs, as well as active engagement in EU consultations, dialogues and events. A core part of this work is identifying and acting on windows of opportunity – moments when political conditions, funding cycles or policy processes create openings for advancing health equity – as well as direct strategic engagement with decision- and policymakers to ensure that public health perspectives are present where they matter.

EuroHealthNet's communication channels and activities include newsletters, websites, press statements, online tools and close links to media outlets. They provide crucial support to EuroHealthNet and its members for navigating and translating policy into action across diverse political contexts, including those influenced by mis- and disinformation. They also facilitate evidence-informed practice and the continuous evolution of strategies to address complex challenges.

Collaboration and social participation

Collaboration with and within the Partnership remains the cornerstone of EuroHealthNet's approach, leveraging the knowledge, networks, and expertise of its growing partnership. This strategy aims to strengthen cooperation among institutes and national and regional agencies, ensuring the sustainability of outcomes of Joint Actions such as JA PreventNCD. Members-led **Thematic Working Groups (TWIGs)** actively contribute to advancing action across our identified currents and waves, supporting shared learning and coordinated action. Recognising that many members face resource pressures and staff capacity constraints, offering shared tools, mutual

learning and capacity building, flexible participation and cooperation formats, and mapping of member expertise, will enhance the value and effectiveness of collaboration.

To support decision-making in an increasingly complex policy and operational context, a new **Ethics Advisory Panel** has been established to advise the Partnership on ethical challenges as they arise. The Panel draws on collective experience and independent expertise from across the Partnership to ensure that EuroHealthNet's actions, partnerships, and commitments consistently reflect its Ethical Framework and shared values — supporting sound, principled decision-making throughout the plan period.

The strength of the EuroHealthNet Partnership lies in the **diversity and complementarity of its members and their contributions**. Core members bring institutional mandates and the authority and research to translate evidence into policy and practice at scale. Associate members bring a wealth of assets, including scientific excellence, local implementation, and civil society perspectives. Collaboration with the expanding Associate Partnership will be further developed and strategically leveraged to maximise collective impact.

Through **strategic cooperation with other stakeholders**, including alliances and formal frameworks such as the Memorandum of Understanding with WHO Europe, EuroHealthNet translates shared priorities into practical action. Renewing and strengthening this memorandum will be a priority in the coming period, deepening the formal basis for collaboration on shared objectives. We will also further build on our liaison with officials at ministries of health, including through advisory groups, policy dialogues, events, permanent representations to the EU, the European Commission Expert Group on Public Health and European Union Joint Actions. In close cooperation with members, we also aim to engage other ministries, including social affairs, finance, environment, transport, and education. We will further utilise WHO, EU, and UN deliverables and commitments as leverage.

The compass also emphasises active social participation by engaging communities, especially underserved and marginalised groups, in co-designing and shaping solutions. A new **Advisory Group on Social Vulnerability** will be established to ensure that our work is informed by, and responsive to, the concerns of people with lived experience. The Advisory Group is expected to convene its first meeting in the course of 2026 to share expertise on and discuss current social and health policies at European, national and local level, as well as co-create its Terms of Reference for future collaboration. In addition, we will assess, strengthen, and, where impactful, continue strategic alliances with civil society partners, including the EU4Health Civil Society Network, the European Child Alliance, and the European Food Coalition. EuroHealthNet will actively support the new WHO-associated European Network of Health Promoting Schools (ENHPS).

Health promotion, prevention, health equity and the Wellbeing Economy

At the heart of EuroHealthNet's mission is advancing health promotion and disease prevention as part of overall public health strengthening. The Compass reinforces EuroHealthNet's role in identifying, analysing and championing innovative and evidence-based measures and methodologies for improving health, equity and wellbeing. EuroHealthNet promotes the integration of a systematic health equity lens across all sectors and all policies, supporting the transition to a 'Wellbeing Economy', in which economic systems are aligned with the health of

people and the planet, alongside a Health in All Policies approach. Going beyond GDP as a measure of societal progress can support embedding wellbeing, solidarity and equity into the structures and frameworks that shape the coming period. Central to this is demonstrating the social and economic returns of public health investment, ensuring that health and equity objectives are recognised as drivers of sustainable growth, stability, and collective prosperity, even in fiscally-constrained environments. EuroHealthNet will continue strengthening the visibility and capacity of the public health, health promotion and disease prevention community in Europe, while navigating resource constraints and sustained pressures on public investment.

Health diplomacy, advocacy and knowledge broker

Operating with integrity and evidence-based authority, EuroHealthNet's reputation as a credible, trusted actor is central to its influence. Grounded in our internal 'How We Work' document, our '[Workplace Gender, Equity and Diversity Policy](#)' and our Ethical Framework, EuroHealthNet provides expert guidance that informs national, regional and European policymaking. This work is grounded in a clear theory of change: that durable progress on health equity requires shifting not just individual policies, but frameworks, narratives, and assumptions that shape how health is understood and valued in political and economic debates.

This role extends into the sphere of public health diplomacy – fostering constructive dialogue between institutions and sectors to advance shared goals. In practice, this means sustained strategic engagement with decision- and policymakers, combining quiet influence with strategic public positioning. It means being present and prepared when windows of opportunity open in European or national policy spaces and supporting effective member engagement. By building and maintaining relationships with relevant stakeholders, EuroHealthNet's voice is heard not only in moments of crisis but as a consistent and trusted presence in ongoing policy processes. As a knowledge broker, EuroHealthNet translates research into policy-relevant insights and practice-ready tools, sharing and communicating best practices in accessible, context-sensitive ways that help members adapt what works to their own settings. – and remaining agile to ensure continued relevance of EuroHealthNet's activities to shape systemic change, support informed decision-making, and embed health equity as a unifying objective across Europe.

IMPLEMENTATION AND ACCOUNTABILITY

This Strategic Development Plan sets the direction for EuroHealthNet's work between 2026-2031. How that direction is implemented, monitored and evaluated is detailed through a suite of complementary operational plans, tools, and mechanisms, including:

- Annual **Business Plans** – translate the strategic priorities of this SDP into concrete, funded activities, deliverables and milestones for each year. These are formally approved by the General Council and Executive Board, ensuring democratic oversight and organisational accountability.
- Annual **Policy and Action Plans** – operationalise EuroHealthNet's policy engagement priorities, ensuring that the currents and waves identified in this strategy are reflected in timely, relevant, and evidence-based responses to policy windows throughout the plan period.
- Annual **membership recruitment and retention strategies** – support the stability, growth, and diversity of the Partnership, ensuring that EuroHealthNet's collective voice and capacity to act on this strategy are strengthened over time.
- Annual **communication strategies** – ensure, through a targets-based framework, that EuroHealthNet's strategic priorities, evidence and messages reach the right audiences at the right moments, supporting visibility, influence and engagement.
- A new **Fundraising strategy** – will strengthen EuroHealthNet's financial resilience, reduce dependence on any single funding stream, and ensure the Partnership can maintain its independence and ambition even in periods of constrained public investment. This strategy will explore a range of funding mechanisms, including European programmes, philanthropic partnerships and member contributions, while safeguarding EuroHealthNet's credibility.

Together, these implementing mechanisms ensure that this Strategic Development Plan is more than a statement of intent. They provide the organisational backbone to turn ambition into action, and to do so with the transparency, rigour, and independence that EuroHealthNet's members, partners, and stakeholders rightly expect.

A thread running through all of these mechanisms is **accountability** — to our members, our partners, and the communities our work ultimately serves. Our key performance indicators give a clear, shared framework to accompany implementation throughout the plan period, tracking not just what we deliver but also how we deliver it and where we can do better. **Our commitment to external evaluation routinely offers independent perspectives on how EuroHealthNet is perceived and where we can improve, and ensures that recommendations are fed back into a continuous cycle of learning, strengthening and accountability.** This is how we demonstrate responsibility for the funding and capacities entrusted to us and remain genuinely accountable over time.

Underpinning all of this is a shared commitment to lasting equitable change. EuroHealthNet enters this plan period with clear priorities, strong partnerships, and the tools to deliver — confident in its role as a trusted, evidence-based voice for health equity, ready to meet Europe's complex and urgent health challenges with collective ambition and meaningful impact for the people and communities we serve.

Euro Health Net

European partnership for
health, equity & wellbeing

EuroHealthNet's mission is to help build healthier communities and tackle health inequalities within and between European States.

We are a not-for-profit partnership of organisations, agencies and statutory bodies working on public health, promoting health, preventing disease, and reducing inequalities.

EuroHealthNet supports members' work through policy and project development, knowledge and expertise exchange, research, networking, and communications.

Our work is spread across three collaborating platforms that focus on practice, policy, and research. Core and cross-cutting activities unite and amplify the partnership's activities. The Partnership is made up of members, associate members, and observers. It is governed by a General Council and Executive Board.

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