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Annual **REPORT**

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Table of Contents

1	Report of the Chair	2	7.2	Researcher Development	23
2	The ERC Strategic Plan 2023 - 2028	4	7.3	Research Networks	24
3	Governance & Office	6	7.4	Sharing Science	24
4	Our Community	-	8	Guidelines	25
4.1	National Resuscitation Councils	9	9	The ERC Courses	-
4.2	Sister Associations	11	9.1	Course Directors Day Summary	27
4.3	Members	12	9.2	Educator Masterclass Programme	27
4.4	Business Partners	13	9.3	Educator Day 4th November 2023	28
4.5	Young ERC	14	9.4	Seats	29
5	Congress	-	9.5	Instructors, Course Centres & Countries	30
5.1	ERC Congress - Resuscitation 2023	16	9.6	Course Participants - As per CoSy	31
5.2	Other Congresses and Meetings	18	9.7	Total Courses - As per CoSy	32
5.3	Get Trained Save Lives	19	9.8	Evolution: 2019 - 2023	33
6	Advocacy	21	9.9	NRCs Not using CoSy	34
7	Research	-	9.10	Translations	35
7.1	Epidemiology	23	10	Communication	36
			11	Financial Report	38

Report of the Chair



Ladies and Gentlemen,

As the Chair of the European Resuscitation Council (ERC), it is my honour to present to you the Annual Report for the year 2023. This year has been a period of significant progress and achievement for our organisation, marked by numerous successes and advancements that have reinforced our mission to save lives by disseminating life-saving knowledge and skills.

Positive Aspects:

I am pleased to share the remarkable achievements in our educational and training programs. In 2023, the ERC organised an impressive 42,232 courses and trained 345,183 participants across 57 countries. This extensive involvement demonstrates the global impact of our educational efforts and our commitment to enhancing emergency response skills worldwide.

Our collaboration with sister organisations such as the European Society for Emergency Medicine (EuSEM) and the International Federation of Red Cross and Red Crescent (IFRC) has played a crucial role in nurturing the development of our life-saving community. Collaborative campaigns and initiatives have significantly expanded our reach and effectiveness, helping us to share essential resuscitation knowledge and skills more widely.

The ERC Congress – Resuscitation 2023, held in Barcelona, was a resounding success, which attracted 1,560 participants from 64 countries. The innovative program, which included dynamic debates, hands-on workshops, and interactive sessions, received excellent feedback. This highlighted our commitment to providing cutting-edge education and training.

Our advocacy efforts have also taken significant strides. In 2023, we onboarded a prominent public affairs agency, RPP, to help elevate our advocacy initiatives. This partnership has enabled us to focus on crucial areas such as mandatory CPR training for new drivers and integrating CPR education into school curriculums across Europe, thereby empowering the next generation with life-saving skills.

Report of the Chair



Improvements for the Future

Looking ahead, there are several areas where we aim to build on our successes and address challenges to ensure continued growth and effectiveness. One key area is the enhancement of our membership system. The brainstorming session at the General Assembly in December has paved the way for a more inclusive membership model, catering to a broader spectrum of potential members, including laypeople and cardiac arrest survivors. This initiative will help us attract and retain a diverse and engaged membership base.

Additionally, we have recognised the need for continuous improvement in our educational materials and processes. The adoption of new technologies will be crucial in scaling our educational efforts and ensuring that we provide the highest quality training to both professionals and laypersons. We are committed to revising our educational content and delivery methods to meet the evolving needs of our community.

Moreover, strengthening our partner relationship management will be a priority. By clearly defining mutual benefits and roles, we aim to foster more robust collaborations with medical professionals and organisations, enhancing our collective impact on resuscitation science and practice.

In conclusion, 2023 has been a year of significant achievement for the ERC, and we are poised to build on this momentum in the coming years. Our strategic initiatives and collaborative efforts will continue to drive our mission forward, ensuring that we remain at the forefront of resuscitation science and education.

Thank you for your unwavering support and dedication to our shared mission. Together, we will continue to save lives and make a difference in communities across Europe and beyond.

The ERC Strategic Plan 2023 - 2028

The ERC Strategic Plan for 2023 and beyond was developed by the ERC Board based on a series of collaborative sessions and interviews with various stakeholders including co-chairs of the Science and Education Committees, representatives of National Resuscitation Councils as well as Business Partners. External advisors supported the process and provided a systematic methodology.

In this context, a number of key levers have been identified. Without these levers, the implementation of the strategic development lines is at risk. These levers are :

- Define our core values.
- Build a skilled workforce able to drive the strategic focus areas as well as run the day-to-day activities efficiently.
- Define clear processes and policies supported by effective software tools.
- Develop a sustainable business model.

Strategic development lines as well as levers for success have been identified and will drive our organisation in a rapidly changing environment. These development lines are supportive of the chain of survival (Utstein formula).



The following strategic development lines have been identified and a more detailed plan for the period 2023 – 2024 for each development line has been established:

- Develop a high-quality partner relationship management - The ERC is a multidisciplinary organisation. Clarity on what the mutual benefits are in relationship to other medical professionals is key.
- High-quality data and research - Support of collaborative research and the creation of a high-data-quality environment.
- Create outstanding educational processes, materials and support systems - Revision of how to transfer knowledge to professionals and lay people. The use of new technology will be critical to support scalability.
- Clearly define the roles and responsibilities of parties involved in the educational process.
- Be a network organisation bringing the community, ideas and initiatives together - Many parties are actively involved in resuscitation and many good initiatives exist in different pockets. The ERC will be the catalyst and create platforms to share knowledge and best practices.
- Create awareness and involvement through a professional communication strategy - Most lay persons are still not aware of the fact that they can save a life in case of a cardiac arrest. Increased communication and making use of communication channels of large companies and associations will improve awareness.



Governance

Governance Committee

General Purpose Committee

Chair - Chair-Elect
Secretary - Office, CEO

Office
CEO

Task
Forces

Supporting Committees

- Congress committee
- Young ERC committee
- EURECA

Science & Education Committee

	Research Director Science & Research	Guidelines Director Guidelines & ILCOR	Education Director Training & Education
BLS			
ALS			
PLS			
NLS			
IES			

General Assembly

Board of Directors - Representatives NRC
Representatives of European Associations - Representatives of Full Members -
Representative cochair of SEC

Board of Directors

Chair - Chair-Elect - Secretary – Treasurer - Director Science & Research -
Director Congress - Director Guidelines & ILCOR Director Training & Education
- Director External affairs - Representative of the NRCs - Editor in Chief

- In 2023, the ERC General Assembly convened twice, in June and December.
- In 2023, the ERC Board of Directors held 6 meetings.

The ERC Office

31/12/2023 :
15 staff
13,5 FTE

CEO

Network

- Relationship with
NRC's
Business partners
Members
- Marketing &
Communication

Outreach

- Congress & events
- Public Affairs
- Get Trained Save Lives
- Support Research
- Sister Associations

Training & Education
Guidelines

- Development &
support CoSy
- Support Guidelines
- Support SEC's
- Support Course
Centres

Supporting
Services

- Finance & Accounting
- HR & Payroll *
- Legal *
- ICT support *
- Secretariat

* Outsourced



The ERC Community

National Resuscitation Councils

Within the ERC ecosystem, the National Resuscitation Councils (NRCs) play an important role: they are representing the ERC in their respective country, work on several national and international projects, safeguard the high quality of CPR courses in the national course centres and contribute on a daily basis to increasing the chances of survival after a cardiac arrest. Despite the many changes at the ERC Office, the CEO Jan Van Dooren managed to maintain positive relations with the most active NRCs, dealing with their requests and earning credibility. In November Marie Lejeune started in the newly created role of Network Lead, to further develop and strengthen the relationships with the NRCs and the Business Partners and to take care of the membership system.

As most of the (CoSy) Agreements with the NRCs had been signed for a period of 2 years, covering 2022-2023, it was about time to send out the renewal agreements. This was however postponed to early 2024, as both the general Agreement and the CoSy Agreements were not up-to-date in terms of content.

After his two-year mandate as Member of the ERC Board, Jacques Delchef passed the role of Representative of the NRCs to his successor Şule Akin in December 2023.

The new structure of the ERC Office, with 4 pillars: Network, Outreach, Training & Education and Supporting Services was introduced during the General Assembly in December.



[About the NRCs](#)



Sister Associations

The European Resuscitation Council (ERC) is dedicated to expanding the community of life-savers. In furtherance of this commitment, the ERC has partnered with its sister organisations -

- the European Society for Emergency Medicine (EuSEM)
- the International Federation of Red Cross and Red Crescent (IFRC)
- the European Society for Intensive Care Medicine (ESICM)
- the European Society of Anaesthesiology and Intensive Care (ESAIC) and
- the European Society of Cardiology (ESC).

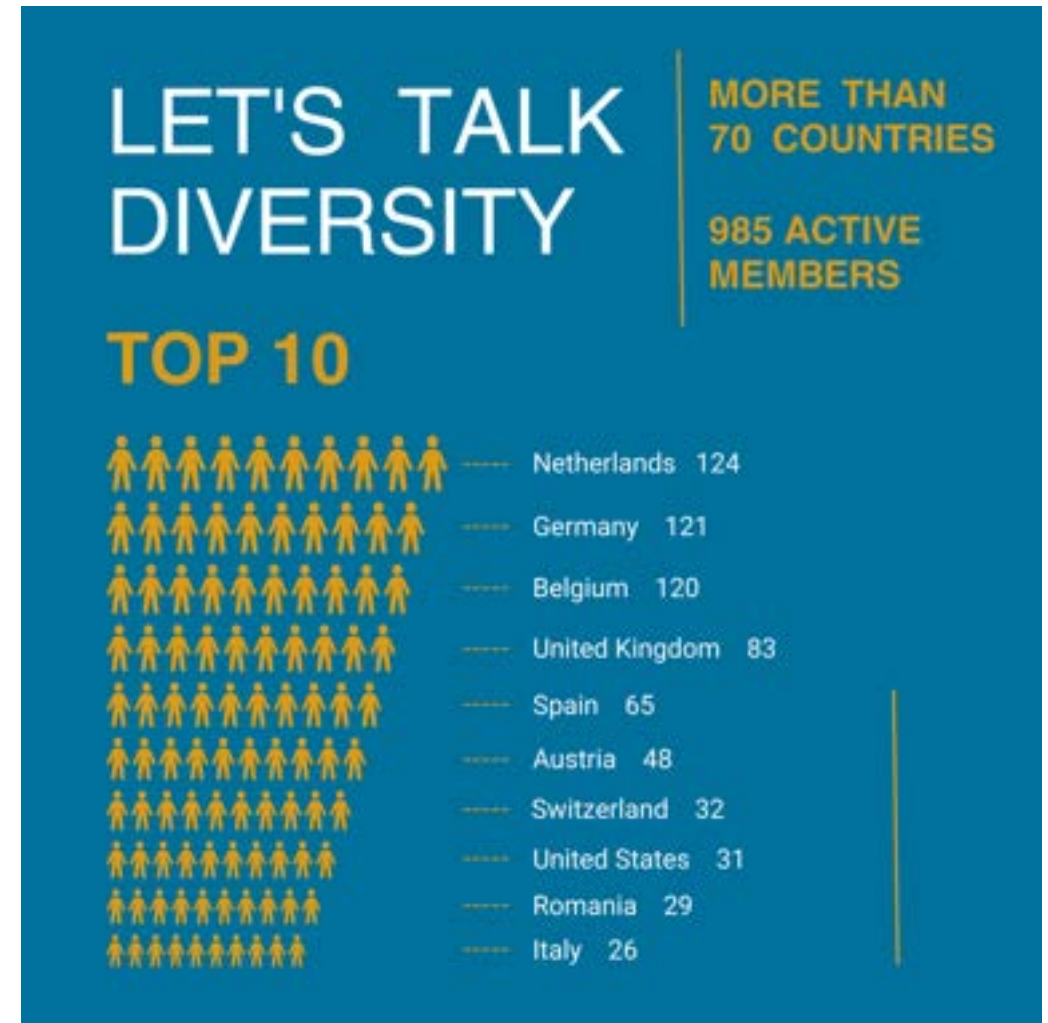
Together, we share a common goal of saving more lives and disseminating life-saving knowledge and skills.

In 2023, the ERC, in collaboration with its sister organisations, launched several campaigns. Through joint campaigns, the ERC and its sister organisations aim to foster the growth of the life-saving community.



Members

In 2023 the ERC had close to 1.000 active members. The one-size fits all membership fee with limited benefits as well as the whole process to retain existing members and attract new ones was due for a thorough review. During the General Assembly in December, the membership project was kicked off with a brainstorming session, involving all people who were present. The outcome was a wider spectrum of potential members, ranging from lay people and cardiac arrest survivors to ERC instructors and healthcare professionals. The reasons for these groups to become members were highlighted as well as possible benefits to suit their needs.



Business Partners

The ERC Business Partners overall are organisations active in medical equipment used for (amongst others) resuscitation and teaching CPR skills, e.g. AEDs, chest compressors, manikins, etc. Over the past years, due to the turnover at the ERC Office and no real focus on developing the partnerships, the interaction between the Business Partners and the ERC was reduced to a minimum, limiting the added value for either party. At the Business Partner breakfast during the annual ERC congress in Barcelona, the Network Lead position was officially presented by the CEO Jan Van Dooren, as part of the overall ERC strategy.



Young ERC

The Young ERC is a supporting committee of the ERC that is dedicated to fostering the next generation of resuscitation leaders by enabling networking, supporting development, and creating opportunities for students, trainees, and allied health professionals who are still early in their careers. The Young ERC produces regular newsletter contributions, educational webinars, hosts the Young ERC F.I.R.S.T. competition at the ERC congress, and organises the Young ERC Resuscitation Science Masterclass. In addition, the Young ERC is active across social media platforms sharing content and opportunities relevant to early career professionals and students looking to connect with the resuscitation community.



Key activities of 2023

- Monthly Young ERC Committee meetings
- Organisation of webinars with topics relevant to early-career individuals
- Development and launch of the Young ERC Resuscitation Science Masterclass
- Editorial activities by the Young ERC Editor at the Resuscitation Plus journal
- The quarterly distribution of the Young ERC newsletter
- The full revision of Young ERC Terms of Reference
- Active contributions to the program of the ERC Congress 2023 in Barcelona
- Election of the 2024-2025 Young ERC Committee

Goals for 2024-2025

- Onboard newly elected Young ERC Committee members
- Build a network with national and international early-career groups
- Develop and implement the Resuscitation Science Masterclass capstone event
- Develop the second edition of the Resuscitation Science Masterclass
- Develop and launch a mentorship project

Resuscitation 2023



The ERC Congress – Resuscitation 2023 was a fully face-to-face event which took place on the 2-4 November 2023 in Barcelona, Spain.

Key figures

A diverse group of 1,560 participants from 64 countries attended the congress in person. Notably, 40% were physicians, 27% were nurses, 10% were healthcare providers, and 23% were students and other professionals. This mix of attendees contributed to a rich and valuable event.

A significant number of abstracts were submitted to the congress, reaching 440. Additionally, the congress enjoyed a record 400 poster presentations.

Innovative programme

Congress attendees were captivated by a program presented in innovative formats. The agenda featured dynamic debates, engaging case-based discussions, interactive ‘meet the experts’ sessions, hands-on practical workshops, alongside traditional lectures and panel discussions. This fresh approach kept the audience engaged and enriched their learning experience.

During the event, the ERC Traditional Resuscitation Competition took place, with 17 national teams competing for the esteemed title of best in Europe for CPR quality. The UK national resuscitation team emerged as the winner, securing the title!



Scientific Committee

Chair:

Theresa Mariero Olasveengen

Oslo University Hospital and University of Oslo, Norway

Members:

Jasmeet Soar

Southmead Hospital, North Bristol NHS Trust, UK

Markus Skrifvars

Department of Emergency Care and Services, Espoo, Finland

Sule Akin

Girne American University, Medical Park Adana Hospital, Adana,
Turkey

Gisela Lilja

Lund University, Neurology and Skane University Hospital, Lund,
Sweden

Jacqueline Eleonora Ek

Mater Dei Hospital, Malta

Joyce Yeung

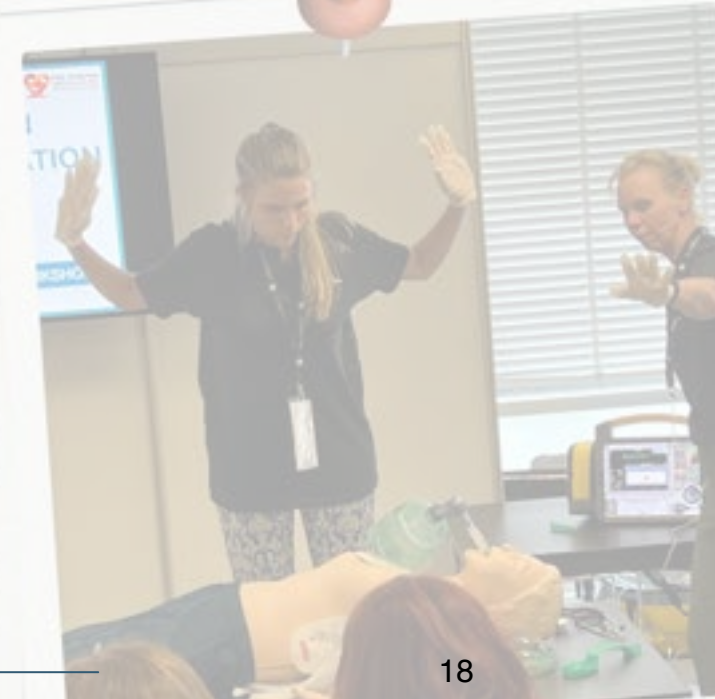
Warwick Medical School, University of Warwick, UK



Other Congresses and Meetings

The ERC resumed conducting CPR refresher workshops for the first time since the COVID-19 pandemic. Several workshops were held during the ESC Preventive Cardiology Congress in Malaga, Spain, and the ESC Congress in Amsterdam in 2023.

These workshops encouraged participants to learn and practice Basic Life Support (BLS) and experience the Advanced Life Support (ALS) approach. They also provided a unique opportunity for participants to update their knowledge in accordance with current resuscitation guidelines.



Get Trained Save Lives

At the annual UEFA Medical Symposium in Frankfurt on 31st of January a collaboration between UEFA (Union of European Football Associations) was announced. This partnership came into place following the Christian Eriksen incident at the EURO 2020 as well as the heroic act of Ledesma throwing an Automated External Defibrillator (AED) into the stands during a match in La Liga, These two incidences have highlighted the opportunity that football can bring in raising awareness in cardiac arrests and the importance of CPR workshops have in the modern society.

In this context, the ERC Basic Life Support Science (BLS) and Education Committee created a dedicated CPR awareness session by the name of GOAL (Go And Save A Live). During and at the end of the campaign the BLS Committee will evaluate to which extent the learnings can be used for future education.

As a first step of the plan, many of the UEFA and EURO2024 staff and a large number of national football teams (seniors, women and juniors) followed the GOAL sessions provided for by our network of National Resuscitation Councils.



Get Trained Save Lives

At the ERC Congress, the name of the campaign was officially launched: GET TRAINED SAVE LIVES highlighting, that with a minimum of training, everyone can get confidence to start CPR in case of a cardiac arrest. Also there was a sneak preview of the e-learning module and the chatbot.



Advocacy

In 2023, the European Resuscitation Council (ERC) elevated advocacy as a key priority, recognising the critical role it plays in advancing public health initiatives and raising awareness around cardiac arrest and CPR across Europe. To bolster our efforts, we onboarded RPP, a prominent public affairs agency based in Brussels, known for its expertise in public health within the European Union. Our collaboration with RPP began in November, marking a significant step towards achieving our advocacy goals.

A comprehensive work stream was developed to outline action points and objectives for the coming months and years. The primary focuses of this work stream are:

- Creation of a coalition: We aim to establish an alliance together with other organisations and partners who are active in the field. This coalition will emphasise the importance of CPR training and the use of life-saving medical devices such as Automated External Defibrillators (AEDs) in workplaces, highlighting their crucial role in enhancing workplace safety.

- Revision of the Driving License Directive: Another major focus is the revision of the European Driving License Directive. Our goal is to incorporate mandatory CPR training into this regulation, ensuring that all new drivers are equipped with the skills to perform CPR and respond effectively in cardiac arrest situations.
- Youth Education: Lastly, the work stream will address the need for CPR education among youth, particularly in schools across Europe. By integrating CPR training into school curriculums, we aim to empower the next generation with the knowledge and skills to save lives.

Our partnership with RPP and the structured approach of our work stream emphasises our commitment to making a significant impact on public health and safety through targeted advocacy efforts.

We look forward to the progress and achievements that 2024 will bring.

Altiero Spinelli



Research

The Science Strategy outlined four key strategic pillars covering (i) epidemiology (ii) researcher development (iii) research networks (iv) sharing science. This report presents a headline summary of those activities.

Section 7.1

Epidemiology

The EuReCa network (PI Jan-Thorsten Gräsner):

- Launched the third European cardiac arrest epidemiology project Focusing on describing key time intervals in out-of-hospital cardiac arrest (OHCA) management; time from call to EMS arrival on scene, time from cardiac arrest to start CPR, time from EMS arrival to delivery of patient to hospital
- Utilises cardiac arrest registries for data collection.
- ERC Cardiac Arrest Dashboard provides insights into OHCA characteristics, treatments, and outcomes in Europe.

Europe's contribution to the international epidemiology

(PI Taku Iwami):

- ILCOR published its second paper to summarise the epidemiology and outcome from cardiac arrest around the world

Researcher development

Section 7.2

- Young ERC Science Masterclass (Leads Johannes Wittig, Bernhard Kowalski, Kasper Lauridsen)
nurtures the next generation of resuscitation scientists through webinars, workshops, journal clubs, and educational events.
- PARQ Collaboration (PI Hanno Tan)
 - aims to develop prevention and treatment guidelines to reduce the differences in survival rates and the overall burden of SCA across Europe.
 - Notable achievement: PARQ Consortium Meeting and Training School. Held on 15-18 May 2023 at Lago di Garda, Italy (host: Giuseppe Ristagno)
 - Project set to end in November 2024.
- Young investigator competition
 - Celebrated the achievements of 5 young investigators at the scientific congress in Barcelona. The presentations were of the highest quality covering cardiac arrest team handover, automated detection of cardiac arrest, prediction of outcomes based on ECG signal analysis, and treatments to improve outcomes from post resuscitation care syndrome.
 - Winners: Laust E.R. Obling (Petter Steen Award - Physician) and Roos Edgar (Ian Jacobs Award - Non-physicians).
 - Runners-up: Cecilie Langkilde Lauesen, Marianna Cerrato, and Mathias Melberg

Research networks

- ESCAPEnet (PI Hanno Tan)
 - Ended on 1.1.2023 with 104 published papers and 13 PhD theses at the time of submission of the final report.
 - After project end, work that was not completed yet at project end, along with new work, has yielded an additional 15 published papers or papers in press. Furthermore, there are additional ongoing joint research projects in which the original ESCAPE-NET partners collaborate with each other and with parties that have sought collaboration with the original ESCAPE-NET consortium.
- EU Horizon programme
 - Collaborated on funding applications focusing on post-cardiac arrest survivor syndrome and extracorporeal CPR

Sharing science

Resuscitation 2023: Barcelona

- The ERC Congress received 440 abstracts of which 428 were accepted for poster presentation. The posters covered a wide range of content across the breadth of our science and education committee portfolios and beyond (e.g. ethics, epidemiology etc).
 - 5 abstracts were shortlisted for presentation in the best of the best science session. Presenters came from around the world (Japan, Europe) to present cutting-edge science covering compression only CPR, aerosol generating procedures, community interventions targeting social housing, economic evaluation of AED placement and rhythm analysis during chest compressions.
 - Winner: was Anne Juul Grabmayr from Denmark.

Guidelines

ILCOR Meeting 2023, Melbourne, Australia:

- Led ERC delegation to the in-person meetings, including Task Forces (TF) sessions and the general assembly.

Virtual Meetings Participation:

- Engaged in several virtual meetings, including the General Assembly meeting for the 2024 ILCOR meeting in Taipei, Taiwan.

Leadership Roles:

- Chaired the ILCOR Task Force on Education, Implementation, Teams (EIT), focusing on evidence evaluation. CoSTR 2023 published & 2024 prepared.
- Co-Chaired the ILCOR initiative on improving In-Hospital Cardiac Arrest (IHCA), resulting in co-publications in Resuscitation and Circulation: Cardiovascular Quality and Outcomes.

Assessment of Task Force Members:

- Assessed new and established ILCOR Task Force members representing ERC (ERC membership = ERC support), ensuring strong ERC representation with 22 out of 24 Europeans (92%).

Steering Committee Establishment:

- Established the Steering Committee for ERC Guidelines 2025.

Guidelines 2025 Preparation:

- Initiated the compilation of writing groups for the ERC Guidelines 2025 chapters, laying the groundwork for the upcoming guideline publication.

A person is performing CPR on a medical training mannequin lying on a grey mat. The person's hands are positioned on the mannequin's chest. The mannequin has a blue airway device in its mouth and a white chest sensor. The background is a plain, light-colored floor.

The ERC Courses

Course Directors Day

On 17th March 2023, the Course Directors Day was held at the Hilton, Schiphol Airport, Amsterdam. The day commenced at 10:15 with a welcome address. Key updates followed, including progress on the Neonatal Life Support (NLS), European Paediatric Life Support (EPLS), Advanced Life Support (ALS), and Basic Life Support (BLS) programs. A Q&A session provided attendees an opportunity to discuss these updates in detail.

Significant projects were also highlighted, such as the UEFA collaboration and the GOAL (GO and Save A Life) initiative. Post-lunch, SEC Co-Chairs participated in a breakout session focused on quality management, followed by a summary of the discussions.

Further updates included insights into the Generic Instructor Course (GIC), recertification processes, and new methods in skills teaching and assessment. The day concluded with another Q&A session and closing remarks at 16:30.

Educator Masterclass

The ERC Educator Masterclass Programme was successfully organized as a face-to-face event on the 25th and 26th of November 2023. This in-person gathering was preceded by a series of online meetings held on the 13th, 20th, and 27th of July 2023. These preliminary virtual sessions laid the groundwork for the comprehensive training provided during the in-person masterclass.

Educator Master Class (EMC) The Educator Master Class trains selected Instructor Trainers or Medical Educators in the field of Resuscitation (e.g. resuscitation officers or members in a CPR training centre) to become the ERC Educator Candidates (EdC).

We are delighted to announce that all 22 Educator Candidates successfully completed the day and can now progress on their journey to becoming full ERC Educators.

Educator Day 4th November 2023

The Educator Day on 4th November 2023 featured a series of insightful sessions aimed at enhancing the skills of educators.

The event began with an introduction to the New GIC Programme, outlining the latest updates to the Generic Instructor Course. This was followed by a discussion on the Staged Approach to Skills Teaching, which presented a phased method for teaching essential skills effectively.

Participants were then introduced to the New ERC Approach to Coaching/Mentoring, which provided an overview of the latest strategies and best practices in coaching and mentoring within the ERC framework.

A session on Human Factors explored how human elements impact teaching and learning processes. This was followed by a focus on Feedback-Learning Conversations, emphasising techniques for providing effective feedback and facilitating productive learning discussions.

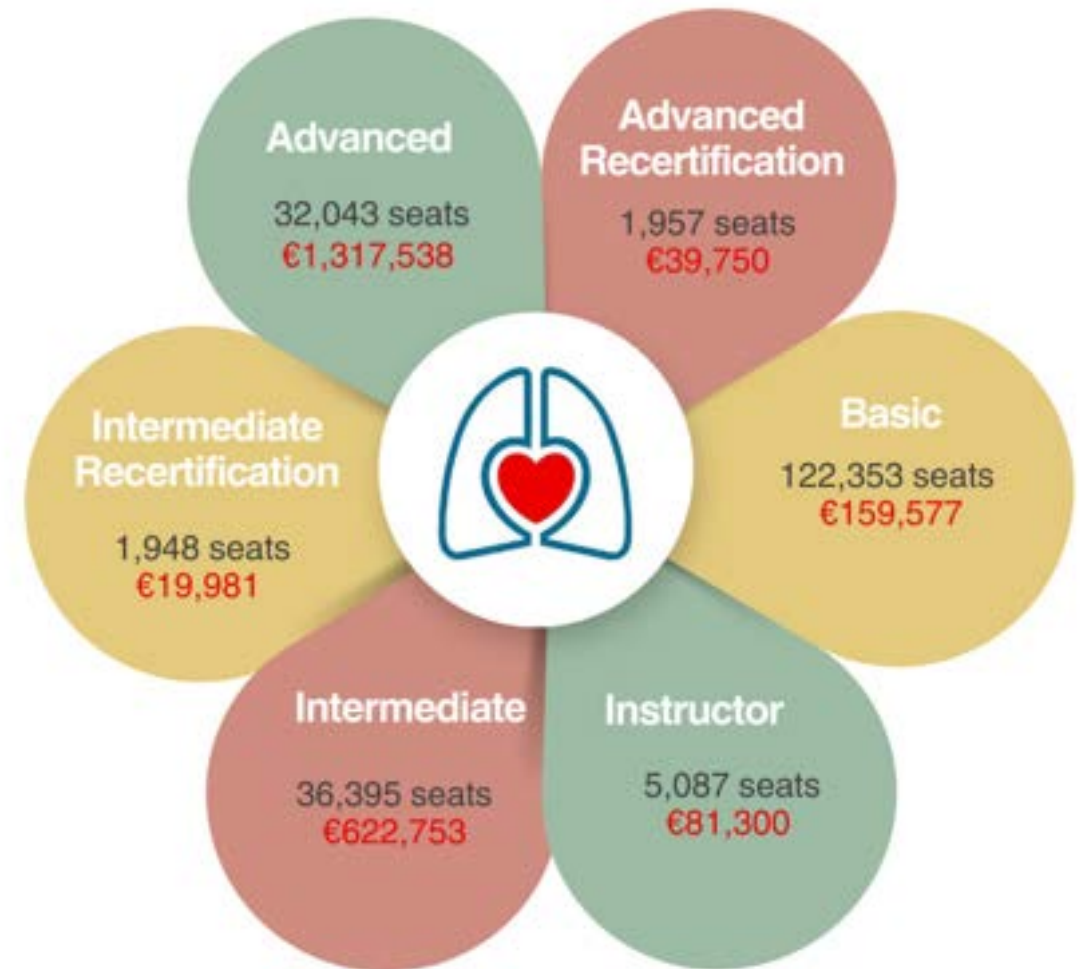
The day concluded with a session on Assessment, covering various strategies for evaluating learners' progress and performance.

Overall, Educator Day offered a comprehensive and practical series of sessions designed to equip ERC educators with the latest tools and methodologies to enhance their teaching and mentoring effectiveness.

Seats

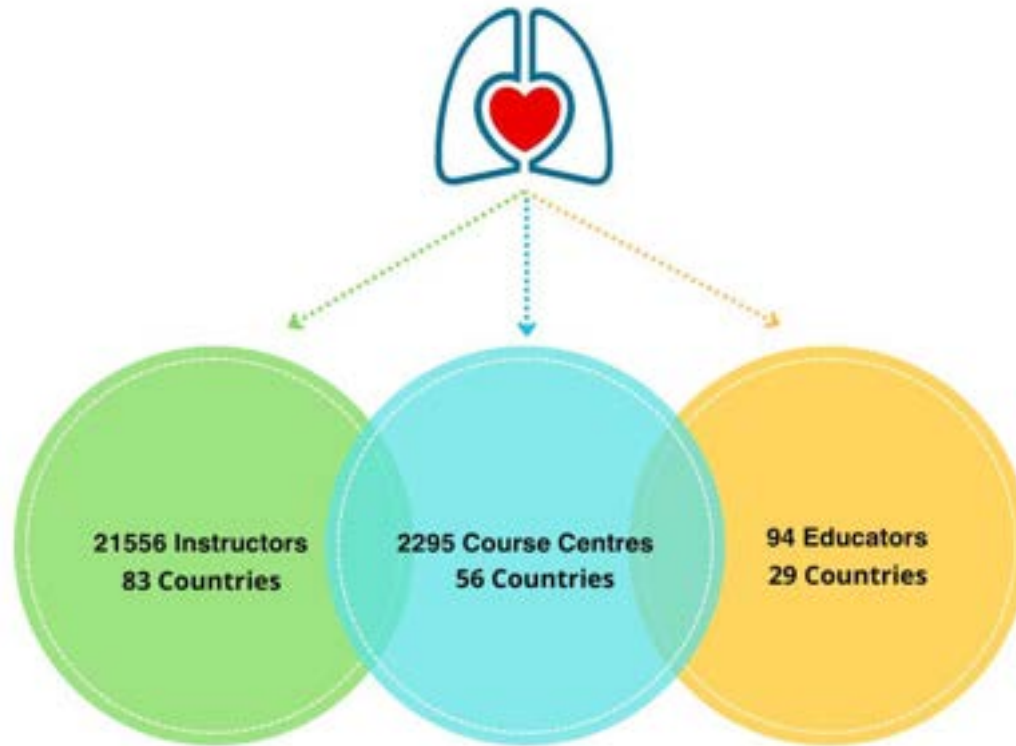
In 2023, numerous ERC courses have been organised across various countries using the ERC CoSY system, which reflects its global commitment to emergency response education. A total of 199,783 seats were purchased, generating a revenue of €2,240,902.28.

Breakdown by Seat Types



*The amounts in € are rounded off for better visual representation

As per CoSy:
Instructors, Course Centres & Countries



Overall, ERC courses were bought in over 50 countries, underscoring the widespread reach and impact of the ERC's educational programs. This extensive engagement highlights the organisation's success in promoting and enhancing emergency response skills globally.

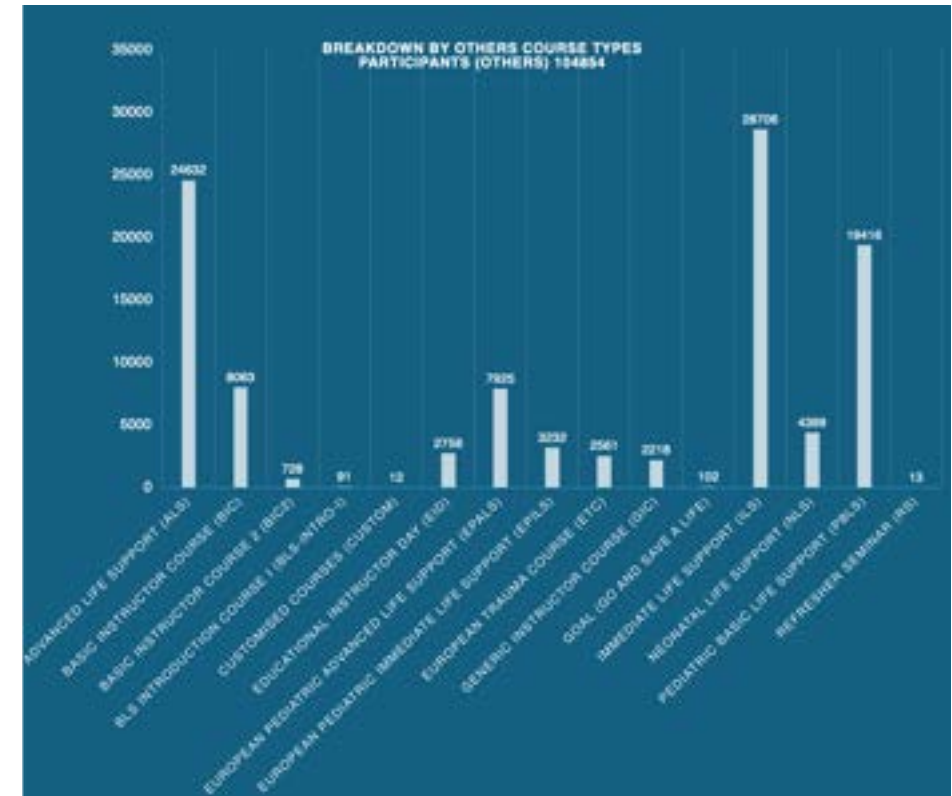
50
COUNTRIES

Course Participants (as per CoSy)

In 2023, the European Resuscitation Council (ERC) provided training to a total of 345,183 participants across its various courses, showcasing its extensive reach and influence in emergency response education.

ERC courses were conducted in 57 countries, with the largest participants recorded in a diverse range of nations.

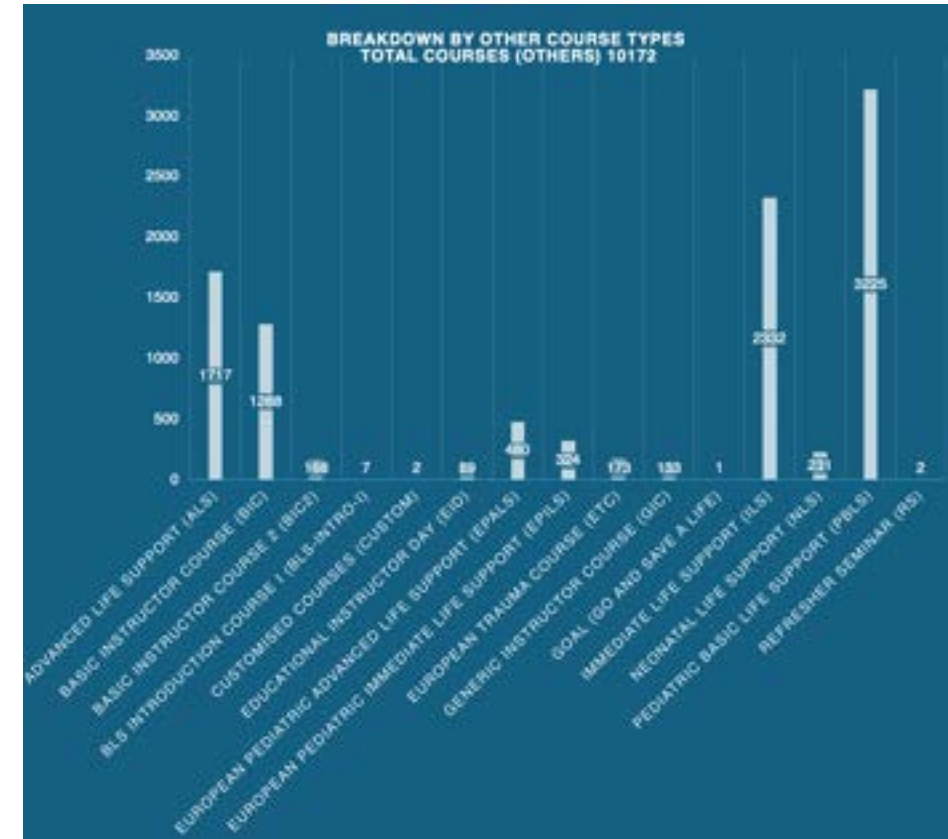
Total Participants : 345183
Basic Life Support (BLS): 240329
Others: 104854



Total Courses (as per CoSy)

In 2023, the European Resuscitation Council (ERC) offered a total of 42,232 courses across various types, demonstrating its commitment to emergency response education.

Total Courses : 42232
Basic Life Support (BLS): 32060
Others: 10172

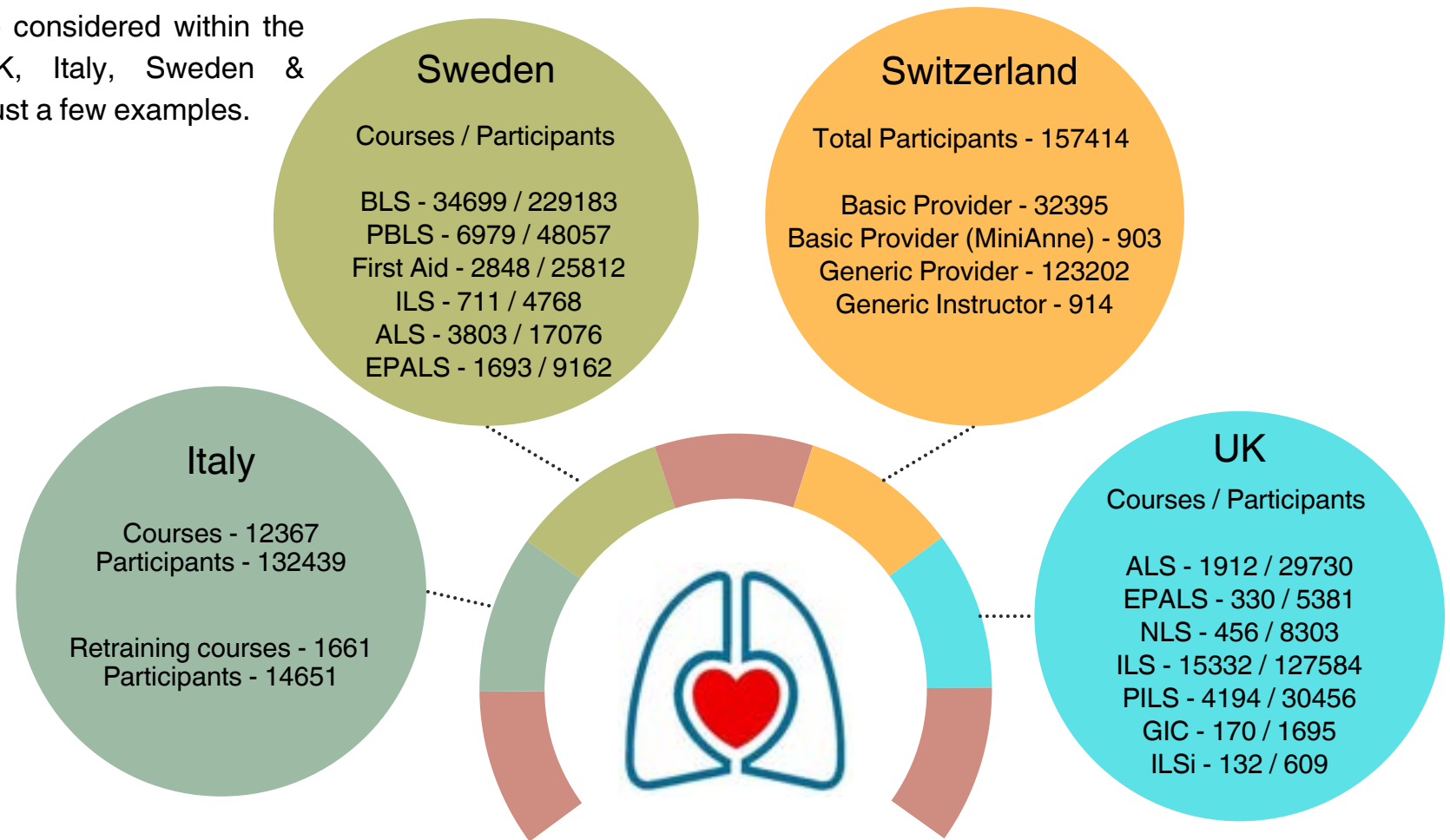


Evolution: 2019 -2023 (as per CoSy)



Courses Based On The ERC Guidelines But Not Using CoSy Course Management System

Not in all locations or counties, the CoSy system is used to administer courses. However, the courses are based on the ERC Guidelines and are to be considered within the ERC “impact” sphere. The UK, Italy, Sweden & Switzerland (partially in CoSy) are just a few examples.



Translations

Over the past year, significant progress was made in the translation and review of various learning materials. This led to the successful translation of 57 manuals, VLEs, and algorithms across various languages. Materials we could upload on our CoSy platform and our www.cprguidelines.eu website.

Additionally, 62 translation projects were initiated. This achievement would not have been possible without the tremendous efforts of our dedicated volunteer translators. We are committed to keeping up this momentum in 2024, continuing to enhance our translation efforts and expand our reach.

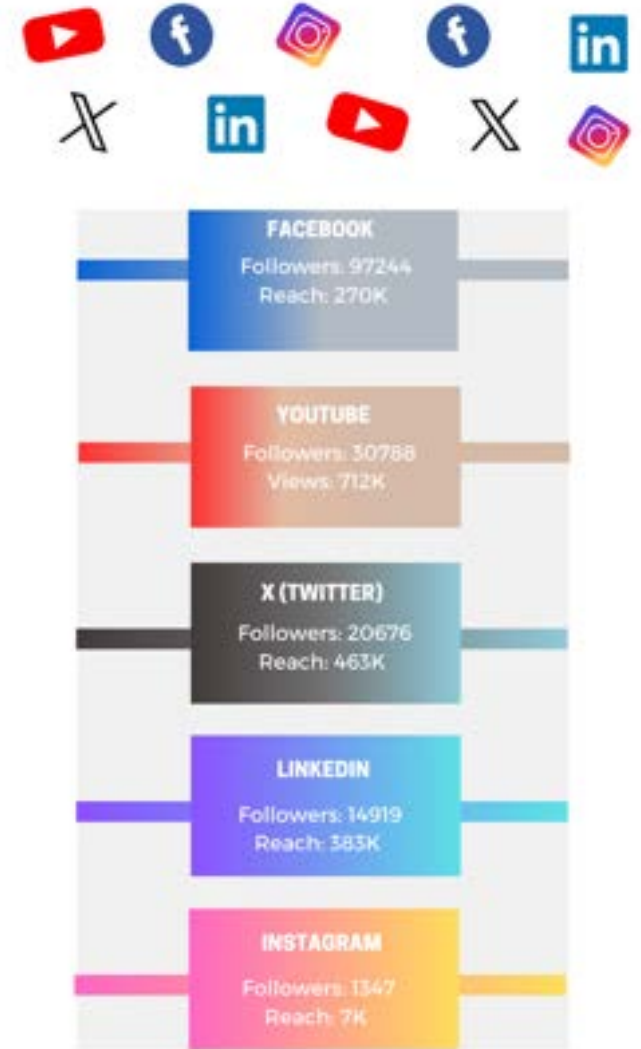


Communication

In 2023, the European Resuscitation Council developed and successfully executed a comprehensive communication strategy to engage with internal and external partners as well as the masses. The ERC utilised various communication tools and channels to achieve this.

Social media:

Since implementing the new communication plans, the ERC has reached approximately 2 million people through its social media channels. Moreover, the ERC has organically gained a significant number of followers on all social media channels over the year 2023.



Communication

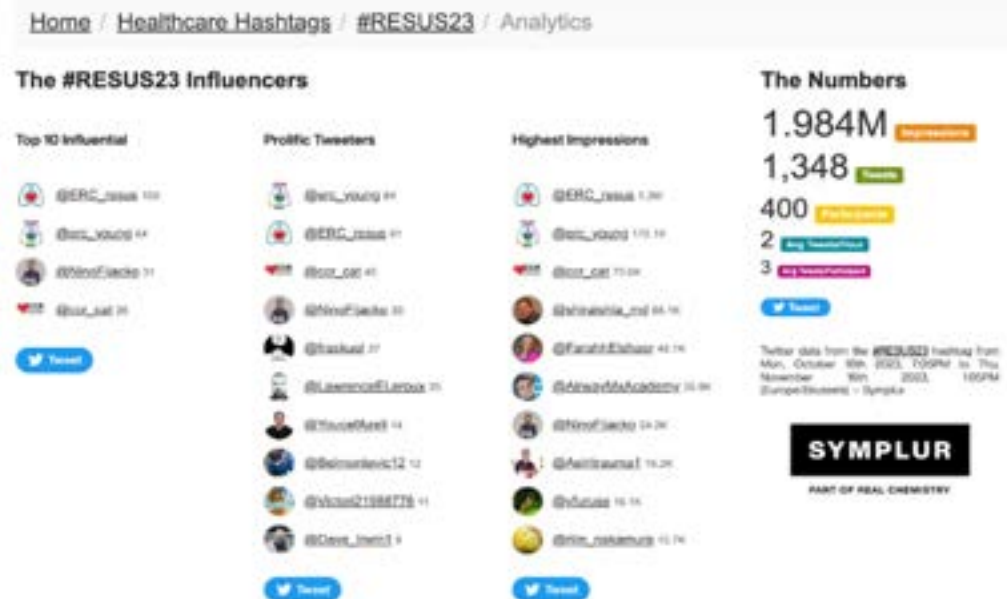
Congress Communication:

A customised communication plan for the ERC annual Congress - Resuscitation 2023 was successfully implemented. The #RESUS23 campaign reached 4 million people through the ERC website and social media channels, and it reached an additional 1.984 million people exclusively through the X platform.



Newsletters:

The ERC newsletters, distributed in 3 issues throughout the year, were read by a total of over 250,000 people.



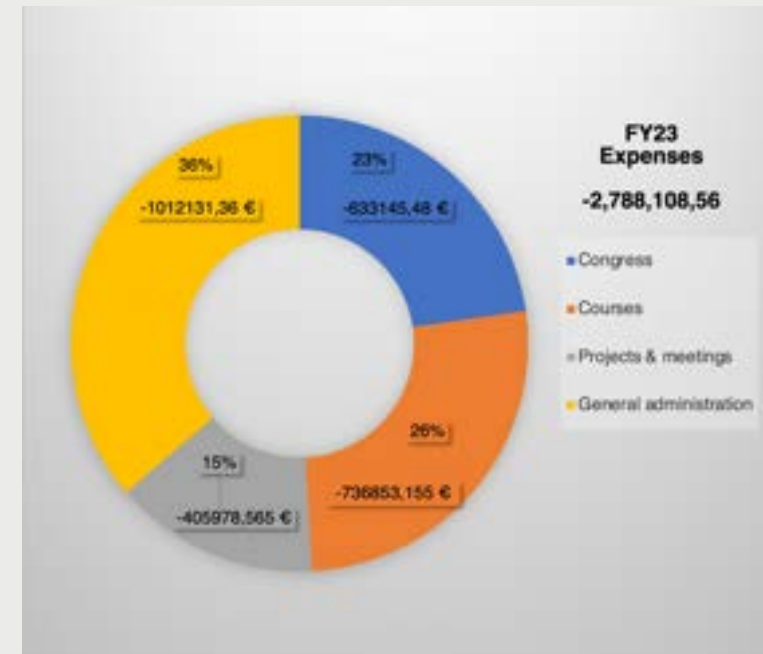
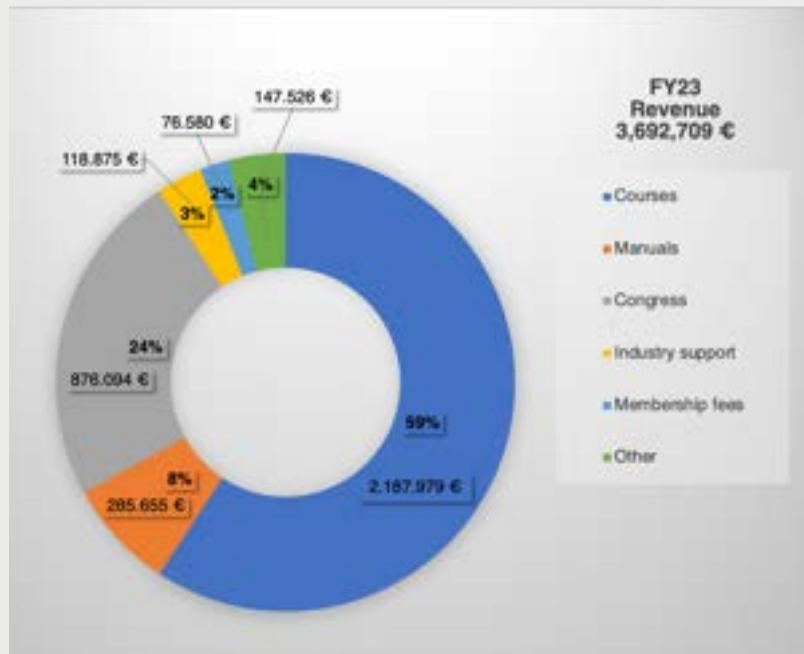
Financial Report

Treasurer's Report: The European Resuscitation Council is a registered entity in Belgium and prepares the accounts in accordance with Belgian GAAP (Generally Accepted Accounting Principles). The annual accounts are certified by the Statutory Auditor and filed accordingly in the Belgian register.

In 2023 a new way of financial reporting has been introduced.

Compared to 2022 :

- 1) Income increased by 20% mainly due to a successful congress and higher sale of courses seats
- 2) Direct costs marginally increased
- 3) To support the ERC strategy in terms of building a professional and skilled office the overhead costs increased by almost 50%



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