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1ST EUROSPINE SPRING SPECIALITY MEETING
Focus on: Hot Topics in the Lumbar Spine
May 8-9, 2014, Czech Republic
Chair: Philip Sell
Hosts: Richard Lukáš, Petr Suchomel

EUROSPINE 2014
October 1-3, Lyon, France
Local Hosts:
Jean-Charles LeHuec, Pierre Roussouly,
Gilles Perrin, Jean Paul Steib,
Cédric Barrey, Christophe Garin

EUROSPINE 2015
September 2-4, Copenhagen, Denmark
Local Hosts:
Finn Bjarke Christensen, Martin Gehrchen

EUROSPINE 2016
October 5-7, Berlin, Germany
Local Host: Hans-Joachim Wilke

EUROSPINE 2017
October 11-13, Dublin, Ireland
Local Host: Ciaran Bolger

More information at
www.eurospinemeeting.org
Dear Members, Friends and Colleagues,

2013 was a pivotal year for EUROSPINE. After 15 years of growth and development into one of Europe's most highly respected spine organisations, the leadership team recognised that it was time for a change – time to realign our organisational structure and improve our effectiveness in delivering our educational and scientific offerings as we move forward into the future. To this end, the executive committee (ExCom) and Society Committees – particularly the Education, Task Force Research, Members, Spine Tango and Patient Line committees – worked tirelessly as a team with a single focus in mind: to increase the visibility of our society while putting patient care in the spotlight.

The full Executive Board held four meetings for Society business and four strategic planning meetings to map out EUROSPINE's "Way Forward". A young leaders workshop was also conducted to gain the perspective of our potential future leaders. I would briefly like to touch upon a few of the key outcomes of our strategic review and our future plans.

GROWING OUR MEMBERSHIP

EUROSPINE is growing. In 2013 we made significant progress in increasing our membership. It is our goal to expand our membership base and reach out to EUROSPINE stakeholders and med-tech industry representatives through partnering with other national organisations. In an effort to attract more members from a broader range of disciplines and countries, we will be creating two new membership categories in 2014. In addition, we will be simplifying the membership application process and will establish a new relationship management concept.

FINE-TUNING EDUCATIONAL & SCIENTIFIC OFFERINGS

EUROSPINE is committed to continuously improving its educational program with the ultimate goal of establishing an accredited "European Spine Certification". In 2013, in addition to a highly successful education week and other courses, our annual meeting in Liverpool was attended by 3,899 delegates from
more than 18 countries. Going forward we will continue to ensure that cutting edge science is presented at each Annual Meeting and we will increase our portfolio of research activities. In addition, our tools to provide guidance for clinicians and physicians, such as Spine Tango and Patient Line will be further enhanced.

REALIGNING ORGANISATIONAL FUNCTIONS WITH STRATEGIC PRIORITIES

In order to implement our new Way Forward strategy, certain aspects of our organizational structure will need to be optimized by strengthening our own operational capacity and fostering a strong collaborative relationship with the EUROSPINE Foundation.

2013: REACHING NEW MILESTONES

In addition to our work on EUROSPINE’s new strategic plan, we saw a number of other successes in 2013. In March, we hosted a 5-day Task Force Research Course in Prague. At our Education Week in Lucerne, we delivered all five modules of the EUROSPINE Diploma Course to 122 delegates.

We also presented national Society diploma modules in Italy and Greece and shared in international live education events in Dubai, Beijing and Brazil. In just three years, our Task Force Research committee has seen an almost fourfold increase in grant applications, helping EUROSPINE give back to spine research. Representatives from EUROSPINE also made an outreach visit with World Spine to Botswana.

EVOLVING FOR THE FUTURE

We are taking great strides. Numerous activities have been planned for 2014. For example, the key event will be the Annual Meeting to be held in Lyon in October. Our educational events will kick off in February in Dublin with the TFR course, followed in April by Education Week – this year at a different venue – Strasbourg. The first of our Spring Speciality Meetings will take place in Prague on May 8-9.

Our Society has to deal with many pressures: Expenditure has to balance with income. Funding activities rely on partnerships and stakeholders. Our activities need to be cost conscious and fit for purpose. Our relationship with partners must be transparent and sustainable.

We are expanding our portfolio of activities, and that requires both financial and human resources. We will continue to work together with organisations that share EUROSPINE’s vision for growth as a means to fulfil our raison d’être – the improvement in quality of life for those with spinal disorders.

The content of this year’s Annual Report has been updated to reflect the core values of EUROSPINE. The pages that follow highlight EUROSPINE’s activities over the past year and provide detailed insight into our future direction.

Philip Sell
2013 marked a year of progress in building for the future, with a stronger focus on maximizing benefits to patients, members and stakeholders.

As part of our commitment to position EUROSPINE (SSE) as the leading spine society in Europe, particularly in the area of spine-related education, we conducted a series of workshops to assess the current situation and define EUROSPINE's future direction.

The workshops resulted in the creation of the "Way Forward" strategy, a comprehensive plan to foster excellence in spinal care through:

- Sharing knowledge
- Funding and setting standards in education
- Implementing research and quality assessment programs

EUROSPINE's redefined Vision and Mission statements highlight this goal:

**Our vision** is to be the driving force and the preferred partner in Europe for all spinal care issues.

**Our mission:**

- Optimise patient care and prevention of spinal disorders
- Provide and support "best practice" spine-related lifelong learning and research
- Bring together all spine-related European stakeholders across disciplines, cultures and countries

**STRATEGIC PRIORITIES**

The Vision and Mission are reflected in EUROSPINE's 4 strategic priorities:

1. **Members:** Expand and diversify the membership base
2. **Stakeholders:** Prioritise stakeholders and strengthen collaboration
3. **Activities:** Focus on meetings, education, research and guidance for patients and clinicians
4. **Organisation:** Align the organisation to enable EUROSPINE's strategic priorities

**1. Expand and diversify the membership base**

In order to enhance EUROSPINE's position as the leading spine society in Europe, it is our goal to:

- Expand our membership base to include spine professionals from a large variety of disciplines and countries
- Attract more young members and members from other societies

With this in mind, EUROSPINE will be introducing 2 new membership categories: "young members" and "associate members".

The efficient acquisition of new members will be facilitated through clearer communication of membership benefits, a simplified application form and the introduction of an online application process. For existing members, a relationship management concept will be established to improve communications and dissemination of information through our website, newsletter and social media.

**2. Prioritise stakeholders and strengthen collaboration**

At EUROSPINE, patients are and will remain at the forefront. However, EUROSPINE has a diverse group of stakeholders with a shared interest in spinal disorders. Because stakeholders influence the activities we undertake, it is import-
ant to strengthen our stakeholder management approach to focus mainly on those involved parties who help us achieve our vision and mission most effectively.

From a financial perspective, "industry" stakeholders are the most important, as they are the largest contributors to our Annual Meeting. Collaboration with other (national) societies with a large membership base will also be essential in attaining our ambitious goal of a "European Surgical Spine Specialist Certification" and in expanding our political influence. A Stakeholder Council will be established to prioritise other stakeholders such as patient organisations, universities and health insurance companies. Accordingly, it will develop a stakeholder strategy and set key performance indicators to measure activities and results.

3. Focus on four core activities

EUROSPINE has four main activities:
1. Meetings
2. Education
3. Research
4. Guidance for patients and clinicians

Meetings: Our primary scientific networking event

The Annual Meeting is and shall remain EUROSPINE’s core educational and scientific offering. Priority must be placed on ongoing improvement to guarantee continued support both from the industry (purchase of exhibition space) and from attendees (participating members and non-members). We will review the feasibility of adding new meetings to the agenda, as long as they have no negative impact on the Annual Meeting.

Education: Our commitment

The education program is directed and chaired by the EUROSPINE Education Committee (EduCom) and supervised by the Executive Committee. In contrast to other spine organisations, the EUROSPINE program goes beyond pure academics to include TFR courses, fellowships, master classes, internet-based learning and other activities. EUROSPINE is committed to strengthening its current offering, by providing best practice education at a reasonable cost. Under the auspices of EduCom, part of the education program is operationally outsourced to the EUROSPINE Foundation (ESF), founded in 2007 with the goal of further supporting EUROSPINE’s efforts. ESF accordingly receives a high percentage of EUROSPINE’s budget as specific education-related funding.

We are fully committed to the continuous improvement of our education program. Our ultimate goal is to become accredited to offer a "European Spine Certification". To this end, we are coordinating our efforts with other European and international orthopaedic and neurosurgical organisations, such as EFORT, EBOT and EANS. We are open to sharing our knowledge with other national societies around the world and plan to play an advisory role in building up education in other regions/countries outside Europe, such as Brazil and China.

All educational efforts must be delivered in the most cost-efficient manner possible, strictly adhering to the EUROSPINE’s budget.

Research: Development and funding

We plan to further develop our research activities to:
- Devise new research methods
- Fund high-quality research in clinical and non-clinical studies

Guidance for patients and clinicians: Spine Tango and Patient Line

A regular evaluation of the utilisation and effectiveness of the Spine Tango registry will be established. We will also assess whether Spine Tango could be operated on a user-pay cost-recovery basis. Members will be encouraged to provide their
input into the Patient Line system in order to increase the information base for our patients.

4. **Align the organisation to enable EUROSPINE’s strategic priorities**

The internal organisation will be set up to support and advance the Way Forward strategy:
- Improve internal council structure with clear, assigned responsibilities at the ExCom level
- Assign all councils and committees specific tasks and measure using key performance indicators (KPI)
- Establish a transparent, collaborative relationship with ESF or assess other partner options

**OPERATIONAL PRIORITIES**

1. **Share knowledge and establish partnerships**

We are interested in building relationships with other spine-related organisations to share knowledge, collaborate on certain initiatives and improve cost-efficiency. Consequently, we plan to assign representatives from the EUROSPINE ExCom to lead cooperation talks and establish an efficient and reliable decision-making process. EUROSPINE has an agreement in place with ESF for the delivery of the EUROSPINE Education Week 2014, and we are currently discussing details for our future collaboration beyond 2014. A memorandum of understanding outlining the terms of this cooperation was presented at the General Assembly in Liverpool with a view to further improving this partnership.

2. **Improve communications**

We will be improving the quality of our communications through the organisation’s annual report, website improvements and increased use of social media tools.

3. **Improve cost efficiency**

An analysis will be carried out to determine how we can offer services at optimal cost, including reviewing current workload and services, assessing external providers such as professional conference organisers, etc.

4. **Generate income from new sources**

Opportunities to generate income and revenue streams (e.g. through partnering with other organisations) will be explored.
2. AS VICE PRESIDENT, WHAT PRIORITIES WILL YOU SET IN IMPLEMENTING THE WAY FORWARD STRATEGY?

2013 was a year of identifying future goals and developing strategies to achieve those objectives. As Vice President, it will be my role to ensure the actions required to reach these goals are carried out.

Education is one of our Society’s key activities. Since its launch, the European Spine Diploma (jointly delivered by EUROSPINE and ESF) has been a success. We are well aware that it needs refinement and further development, not only in the technical sense, but also in relation to UEMS and European legislative bodies.

It is my belief that education should be offered at the national level with close cooperation with national spine societies. Many modules have already been delivered at the national level. As an example, I must congratulate the Turkish Spine Society for their commitment in completing the first full cycle and their willingness to contribute more.

Another priority will be to establish a strong, coordinated stakeholder approach. EUROSPINE has a diverse group of stakeholders with a common interest in spinal disorders. Thus it is important to strengthen our stakeholder management approach to focus mainly on those involved parties who help us achieve our vision and mission most effectively.

From a financial perspective, "industry" stakeholders are the most important, as they are the largest contributors to our Annual Meeting.

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Haluk Berk
Vice President of EUROSPINE 2013

After taking an active role in the development of the Way Forward strategy, EUROSPINE Vice President Haluk Berk reflects on this experience and provides an overview of his planned future activities.

1. WHAT WAS YOUR IMPRESSION OF THE WAY FORWARD EXERCISE?

The Way Forward initiative was intense and time-consuming with many animated discussions and differing opinions. Through brainstorming, we were able to identify numerous issues, each of which was scrutinised until the actions required became crystal clear. In the end, it was excellent teamwork that brought the ExCom, with its diverse and strong personalities, closer together.

The result of the endeavour was a clearly-defined, high-level Way Forward. Many details and actions still require discussion and concrete planning.
3. WHAT CONTRIBUTIONS WOULD YOU LIKE TO MAKE DURING YOUR TERM AS VICE PRESIDENT?

A new organisational structure within the ExCom will take effect in the near future. All members of the ExCom will have new responsibilities, including me as Vice President. Of primary importance will be taking the lead on setting up a new Stakeholder Council, and the development of a plan that enables EUROSPINE to take a more proactive approach toward stakeholders; which, I must admit, is a tremendous task.

4. WHAT’S BEYOND 2014?

We will be placing a greater focus on developing our core activities:
- Meetings
- Education
- Research
- Guidance for patients and clinicians

5. HOW WILL EUROSPINE ENSURE THAT THE FUTURE STRATEGY WILL HAVE A STRONG AND SUSTAINABLE IMPACT?

Here we need to maintain our focus in four areas:
1. Share knowledge and establish partnerships
2. Improve communications
3. Improve cost efficiency
4. Generate income from new sources.
In 2013, EUROSPINE conducted an extensive review of its activities, mission and vision for the future. Ferran Pellisé, 2013 president of EUROSPINE, shares his thoughts on the reasons for this exercise and the outcomes.

1. **WHY DID YOU INITIATE THE "WAY FORWARD" EXERCISE?**

EUROSPINE was founded in 1998 – we are now celebrating our 15th anniversary. Since its inauguration, the Society has grown dramatically and has become a nice story of success. Our Annual General Meeting is a clear example. In 15 years the number of abstracts submitted has tripled, the publication rate – or percentage of presented abstracts published in peer review journals – has increased over 50% and the number of participants has multiplied by five. One third of abstracts and participants come from outside Europe. Nowadays, our Annual Meeting is considered one of the world’s most important international spine meetings.

In the same period, the Society increased the number of activities dealing with professional education and spine-related research, without a clear and predefined plan. Last year, the Executive Committee decided to review and define the Society's strategic priorities to address current challenges and strengthen certain areas of the organisation. It was time to evaluate the past and properly plan the future.

2. **HOW DID YOU DEVELOP THE "WAY FORWARD" STRATEGIC PLAN?**

We decided to look for an external advisor to guide us through a structured review and the "Way Forward" process. It was a difficult decision; the Society was not used to working closely with external advisors. Ultimately it became very clear to us: we were serving one of the world's leading spine societies, we needed the plan, and we were full-time medical professionals with very limited background and knowledge to develop the plan properly. I believe this was the most important decision taken last year. We interviewed three candidates and finally selected Beat Leimbacher of manage2impact. Time has shown that we've made the right choice.

Under Beat’s guidance, we took a step-by-step approach, including an in-depth "As-Is" and SWOT analysis, several workshops with the ExCom and one with young members of the Society. The whole process contributed to an excellent team spirit... I believe we worked more than ever!

3. **WHAT WERE THE MAIN RESULTS OF THE "WAY FORWARD" PROCESS?**

The plan is available at the society's website. Our clarified vision and our commitment to our mission, with a strong focus on patient care, led to four major strategic priorities: Members, Stakeholders, Activities and Organisational
4. HOW WAS THE PLAN ACCEPTED/RECEIVED BY THE EUROSPINE MEMBERSHIP?

The plan was finished just before the Liverpool Annual Meeting. It was presented and open for discussion during one of the sessions of the meeting and during the Annual General Assembly. Summarized aspects of the plan were available and the whole plan was made accessible through the Society’s web page. The main aspects of the plan and the potential necessity to modify statutes and legal texts were presented in detail and ratified unanimously by the General Assembly. We received very positive input from our members, and a limited number expressed their opinion by writing. The "Way Forward" is therefore a plan fully endorsed by EUROSPINE membership.

Set-up. Our main activities will remain: Education, Research, Guidance and Meetings. Education and Research will be our primary areas of investment, accounting for almost 70% of our expenses.

All of our activities will be led by our committees. Although Education may be operationally partnered with the EUROSPINE Foundation, all services are delivered under a coordinated and single brand approach. Our organisational set-up, including the Executive Committee and Administration, will be modified to create a supportive and efficient organisation. For these purposes, changes may be made in our statutes and legal texts.
2. IN WHAT WAYS DOES EUROSPINE CONTRIBUTE TO SPINE CARE IN EUROPE AND OTHER PARTS OF THE WORLD?

EUROSPINE has become a truly successful community of healthcare providers, aiming at developing, shaping and promoting spine care and prevention of spine ailments in the community. This is accomplished through a variety of activities:

- A modular education program aimed at clinicians in training and settled care providers
- Membership communication and collaboration at the widely-attended Annual Meeting and special meetings
- Promotion of research through research courses and funding for research
- A membership area on the website for community “chats” and discussion
- The EUROSPINE “Spine Tango” register where members can voluntarily submit data – about therapeutic procedures, patient reported outcome assessments and complications of these procedures – to provide a picture of what results can be expected from daily practice.
- Patient Line – where patients can obtain the collected opinions of spine specialists regarding common clinical situations, and
- The European Spine Journal – the official, peer-reviewed, scientific publication of EUROSPINE, that extends far beyond Europe with affiliated societies from South America and Africa.

The growth of the EUROSPINE membership over the last year is a testament of the Society’s success.
3. TELL US ABOUT THE TASK FORCE ON RESEARCH.

Five years ago, I was deeply honoured to be asked by our then President Federico Balagué and then Secretary Ferran Pellisé to start the EUROSPINE Task Force on Research (TFR). To become a good clinician and a leader in one's field in today's world, it is essential to be able to critically assess the wealth of information available. This can only be achieved through knowledge and understanding of research and methodology of high quality.

That is the goal of the research courses offered by the TFR. Our third research course will be held in Dublin (Feb. 24–28, 2014). I am happy to say that the evaluations of the previous courses have been exceptional, so I strongly encourage members to register for the course, bringing their own project.

For the last three years, the TRF has also awarded grants valued at more than 450,000 Euros to EUROSPINE members in the form of grants, following a formal grant application and selection procedure. The number of grants distributed has doubled each year and we are expecting more than 25 applications in 2014. Please refer to the EUROSPINE website under the tab “Research” should you wish to apply.

We are currently creating a follow-up process for the funded grant applications so the Society can see the results of the grants awarded. Special thanks to our TFR members (Federico Balagué, Kim Burton, Christine Cedraschi, Pierre Côté, Björn Rydevik and Marek Szpalski) for their interest, time and dedication.

4. WHY IS ATTENDING THE EUROSPINE ANNUAL MEETING SO VALUABLE TO SPINE SPECIALISTS?

The EUROSPINE Annual Meeting sets the high-bar for quality through its:
- Meticulous advance planning by a cross-European group
- Peer review system for the acceptance of abstracts
- Guest speakers debating “hot topics”
- Special discussion forums and courses.

What’s more, the meeting promotes interaction and gives members and non-members alike the opportunity to discuss, plan new projects, enjoy themselves and have some fun. EUROSPINE offers a global perspective, as it is attended by professionals from all continents seeking to exchange experiences and find the best solutions for an individual patient or a research problem.

The meeting is by far one of the best in the spine world, and is improving for each year due to the exchange and careful "listening" to our multidisciplinary members such as MDs, Surgeons, Psychologists, Physical Therapists, Statisticians, Epidemiologists, Chiropractors, Economists and others.

5. WHAT DOES THE FUTURE HOLD FOR EUROSPINE?

The vision of EUROSPINE is to be the driving force and preferred partner in Europe for all spinal care. This is an ambitious yet feasible goal despite cultural differences and beliefs. After all, for a well-diagnosed sciatica or well-classified spinal tumour, there is "best evidence" and "best practice", whether the patient is in Croatia, France, Spain or Sweden. This is what EUROSPINE is all about: working together for the spine patient – to find the best solutions that can return an individual to active life and improve their well-being.
With this in mind, we invited selected young members to participate in an intensive workshop in Palma de Mallorca in June. The goal was to provide a focused opportunity for participants to express their opinions on selected topics related to EUROSPINE’s current situation and its preliminary Way Forward strategy.

Participants were asked to do extensive preparation before arrival, such as formulating a SWOT analysis as well as sharing their impressions about the Society, its organizational structure, membership benefits, and future leadership functions. Participants were highly engaged throughout the two-day session, leading to lively discussions and valuable results.

KEY OUTCOMES

At the time of the workshop, the Way Forward strategy paper was still a work in progress. The young members offered a new take on EUROSPINE’s vision and mission statements, concluding that if these statements could be simplified and clarified, the strategic objectives would follow automatically.

It was agreed that the vision statement should emphasize a “one brand approach,” while the new mission statement should include three key concepts:

- Optimal patient care and prevention of spinal disorders
- Lifelong learning with a European spine diploma as basis
- Partnerships with other national and international societies

The Young members also put forth suggestions related to EUROSPINE’s strategic priorities and proposed innovative ideas.

Beat Leimbacher
manage2impact Advisor – EUROSPINE Way Forward

In the spring of 2013, EUROSPINE launched an initiative to set new strategic priorities for the coming years. Developing the Way Forward strategy required unwavering commitment and dedication from all parties involved. The Executive Committee (ExCom) participated in a series of workshops to:

- Assess and adjust the organization’s direction in response to a changing environment
- Define actions to help focus energy, optimize resources, and strengthen operations
- Gain agreement on intended outcomes

IN VOLVING THE LEADERS OF TOMORROW

In planning the strategic direction of the Society, we also wanted to ensure that the views of younger members would be heard. As potential future leaders, they offer a fresh perspective and bring new ideas and enthusiasm to project and committee work.

Involving the Leaders of Tomorrow

Young Leaders Workshop

Beat Leimbacher
manage2impact Advisor – EUROSPINE Way Forward

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WORKING TOWARDS COMMON GOALS

In my view, EUROSPINE’s consultative approach in defining its Way Forward was a textbook example of how committees should work. In fact, I would say that the process itself was as important as the outcome. As we move ahead into the implementation phase, our ability to "make things happen" will be at least as important as defining the right strategic direction.

QUOTES FROM WORKSHOP PARTICIPANTS

Patrick Strube (Germany)
"I loved the fresh discussions and the feeling of pushing things forward with other young colleagues from all over Europe."

Javier Pizones (Spain)
"Excellent forum where we, as young specialists, could freely express our needs, concerns and renewal ideas for the future of our society."

Áron Lazáry (Hungary)
"Recipe for a successful workshop: take some active participants and professional leaders at a great location - that happened in Mallorca."

Ibrahim Obeid (France)
"I think that we need an official group meeting of the YLB member at least once or twice a year to discuss, talk together and progress."

Deniz Konya (Turkey)
"Education is the most important thing – we have to educate patients and surgeons for healthy spine and quality of life etc., therefore we need SSE and its education programs."

Alessio Lovi (Italy)
"An effective and official opportunity to get young input to the society."

Marc Dreimann (Germany)
"It was an amazing experience, to be part of a young and growing community within the European Spine Board."

Tobias Schulte (Germany)
"It was a great experience to be part of the Young Leader Workshop seeing young colleagues of all European countries and various medical backgrounds come together to focus on a single purpose: to help the Spine Society of Europe – which is the Society that we all identify ourselves with – advance and improve and to contribute to its future characteristics and strategy."
In Focus: Revitalising Patient Line

Patient Line is an online resource designed to educate clinicians and patients about the potential benefits, risks and outcomes of procedures in the treatment of spinal disorders. Equipping patients with knowledge that is both current and trustworthy helps them to make informed decisions together with their physicians, and enables them to participate as active partners in their own health care issues.

BACKGROUND

Originally launched in 2007, Patient Line provides multilingual information on seven health-related topics: cervical spine, sciatica, scoliosis, lumbar spine, motion preservation techniques, osteoporosis and informed consent. While the vision of providing a direct information channel for patients remains solid, rapid advances in computer technology and available patient care information have triggered a need for renewal of the Patient Line tool.

SETTING A NEW DIRECTION

Looking ahead, EUROSPINE plans to update Patient Line by creating a multimedia system based on proven scientific data, to address spine-related questions in a more user-friendly and interactive manner.

Over the next two years, a task force consisting of an external project leader, multinational media experts and a small committee group will work together to modernise and rebrand Patient Line. The task force will interact with several stakeholder groups, including clinicians, young leaders, patient representatives and others to develop the new design and manage its implementation.

DESIGN PRINCIPLES

In future, Patient Line will strive to provide comprehensive information that reflects the high ethical standards of the EUROSPINE membership. To maximize user interest and engagement, particular attention will be given to several areas:

• Content: Up-to-date, science-based information (from expert opinions to high-qua-
Delivery: A user-friendly platform with a state-of-the-art design and technology will facilitate information access and an interactive exchange of ideas (e.g., through geographically-based tools such as "Find a member").

Quality Review: Continuous improvement will be ensured by actively taking into account both user feedback and a scientific editorial process based on EUROSPINE expert opinion.

Presentation: A greater emphasis will be placed on pictures and videos, with spoken word rather than text, to improve understanding and achieve a higher impact at lower cost. The information will be graded to meet the varying requirements of those accessing the information.

Reliability reviews) will be provided to patients and caregivers in several European languages. A diversity of views will help foster informed decision-making and freedom of choice.
EXECUTIVE COMMITTEE

President: Philip Sell, Leicester, UK
Vice President: Haluk Berk, Izmir, Turkey
Past President: Ferran Pellisé, Barcelona, Spain
Secretary: Everard Munting, Ottignies, Belgium
Treasurer: Frank Kandziora, Frankfurt a/Main, Germany
Assistant Treasurer: Finn Christensen, Silkeborg, Denmark
2014 Program Committee: Thomas Blattert, Schwarzach, Germany
Members at Large: Michael Ogon, Vienna, Austria
Jörg Franke, Dortmund, Germany

CHAIRS

Membership Committee: Christoph Siepe, Munich, Germany
Educational Committee: Jörg Franke, Dortmund, Germany
Workshop Committee: Ralph Kothe, Hamburg, Germany
Research Task Force: Margareta Nordin, Romorantin, France
Spine Tango Committee: Tim Pigott, Liverpool, UK
Patient Line Committee: Antonio Faundez, Geneva, Switzerland

PAST PRESIDENTS OF EUROSPINE

Ferran Pellisé, Spain 2013
Jean Charles LeHuec, France 2012
Ciara Bolger, Ireland 2011
Hans Joachim Wilke, Germany 2010
Federico Balagué, Switzerland 2009
Robert Gunzburg, Belgium 2008
Charles Greenough, UK 2007
H. Michael Mayer, Germany 2006
Max Aebi, Switzerland 2005
Petr Suchomel, Czech Republic 2004
Dieter Grob, Switzerland 2003
Gordon F.G. Findlay, UK 2001
Jiri Dvorak, Switzerland 2000
Carlos Villanueva, Spain 1999

PAST PRESIDENTS OF ESDS

Rudolf Bauer, Austria 1996-1998
Alan Gardner, UK 1994-1996
Charles Picault, France 1992-1994
Ben Veraart, the Netherlands 1989-1992
G. Monticelli, Italy 1986-1989
Alf Nachemson, Sweden 1983-1986
Pierre Stagnara, France 1982-1983

PAST PRESIDENTS OF ESS

Jürgen Krämer, Germany 1997-1998
Franco Postacchini, Italy 1995-1996
Alain Deburge, France 1993-1994
Michael Sullivan, UK 1991-1992
MEMBERSHIP COMMITTEE
Christoph Siepe, Munich, Germany (chair)
Hossein Mehdian, Nottingham, UK
Serdar Kahraman, Istanbul, Turkey

EDUCATIONAL AND FELLOWSHIP COMMITTEE
Jörg Franke, Dortmund, Germany (chair)
Jorge A. Draper Mineiro, Barcarena, Portugal
Bernhard Meyer, Munich, Germany
Alpaslan Senköylü, Ankara, Turkey
Claudius Thomé, Innsbruck, Austria
Alberto Zerbi, Milan, Italy
Jean Charles Le Huec, Bordeaux, France

PROGRAM COMMITTEE 2014
Thomas Blattert, Schwarzach, Germany (chair)
Selçuk Palaoğlu, Ankara, Turkey
Josef Grohs, Vienna, Austria
Karin Würtz, Zürich, Switzerland
Cedric Barrey, Lyon, France
Martin Gehrchen, Copenhagen, Denmark
Stavros Stavridis, Thessaloniki, Greece
Philip Sell, Leicester, UK (institutional)
Everard Munting, Ottignies, Belgium (institutional)

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Ferran Pellisé, Barcelona, Spain (institutional)
Luis Alvarez Galovich, Madrid, Spain
Pierre Roussouly, Lyon, France

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Federico Balagué, Fribourg, Switzerland
Kim Burton, Huddersfield, UK
Christine Cedraschi, Geneva, Switzerland
Marek Szpalski, Brussels, Belgium
Pierre Côté, Toronto, Canada
Björn Rydevik, Gothenburg, Sweden
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Dominique Rothenfluh, Nottingham, UK
Marco Teli, Milan, Italy
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Thomas Zweig, Aarau, Switzerland

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Kubilay Ece, Istanbul, Turkey
Adina Carmen Rusu, Bochum, Germany

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Sarvdeep Dhatt, Punjab, India
Jorge A. Draper Mineiro, Barcarena, Portugal

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Anne F. Mannion, Bristol, UK
Rolf Sobottke, Würselen, Germany
Emin Aghayev, Bern, Switzerland

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Max Aebi, Bern, Switzerland (institutional)
Ronald Bartels, Nijmegen, Netherlands
Constantin Schizas, Lausanne, Switzerland

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Max Aebi, Bern, Switzerland (editor-in-chief)
Robert Gunzburg, Antwerp, Belgium
Bronék Boszczyk, Nottingham, UK
Ferran Pellisé, Barcelona, Spain
Marek Szpalski, Brussels, Belgium
Maurits van Tulder, Amsterdam, Netherlands
Hans Joachim Wilke, Ulm, Germany

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Philip Sell, Leicester, UK (institutional)
Frank Kandziora, Frankfurt a/Main, Germany (institutional)
Judith Reichert Schild, Uster, Switzerland
## Balance sheet as per 31.12.2012 (in EUR)

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>1,350,723</td>
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<tr>
<td>Prepayments</td>
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<tr>
<td>Time deposit / Cash Invest</td>
<td>500,166</td>
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<tr>
<td>Accrued income</td>
<td>65,518</td>
<td>1,496,344</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>2,001,403</strong></td>
<td><strong>2,595,928</strong></td>
</tr>
</tbody>
</table>

### LIABILITIES & EQUITY

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities to third parties</td>
<td>107,276</td>
<td>32,330</td>
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<tr>
<td>Accrued expenses</td>
<td>157,839</td>
<td>331,034</td>
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<tr>
<td><strong>Total liabilities</strong></td>
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<td><strong>363,364</strong></td>
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<table>
<thead>
<tr>
<th>Equity</th>
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<tr>
<td>Society capital</td>
<td>2,232,564</td>
<td>1,916,161</td>
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<tr>
<td>Annual profit / (loss)</td>
<td>( 496,275)</td>
<td>316,403</td>
</tr>
<tr>
<td><strong>Total liabilities &amp; equity</strong></td>
<td><strong>2,001,403</strong></td>
<td><strong>2,595,928</strong></td>
</tr>
</tbody>
</table>

## INCOME

<table>
<thead>
<tr>
<th>Income Source</th>
<th>01.01.2012</th>
<th>01.01.2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Memberfees</td>
<td>87,628</td>
<td>52,054</td>
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<tr>
<td>Profit EUROSPINE meeting</td>
<td>(439)</td>
<td>1,463,543</td>
</tr>
<tr>
<td>Profit SpineWeek Amsterdam 2012</td>
<td>866,737</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>953,926</td>
<td>1,515,597</td>
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## EXPENSES

### Committees

<table>
<thead>
<tr>
<th>Committee</th>
<th>01.01.2012</th>
<th>01.01.2011</th>
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</thead>
<tbody>
<tr>
<td>ExCom</td>
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<td>Education</td>
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<tr>
<td>eMedia</td>
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<td>0</td>
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<tr>
<td>Site Committee</td>
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<tr>
<td>Research Task Force</td>
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<td>Research Task Force, Course</td>
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<td>13,299</td>
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<td>Research Task Force, Grants</td>
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<td>Spine Tango 2010</td>
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<td>53,809</td>
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<td>159,055</td>
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<tr>
<td>Spine Tango 2012</td>
<td>176,106</td>
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<tr>
<td>UEMS Spine Working Group</td>
<td>6,940</td>
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<td>Annual Meeting</td>
<td>110,348</td>
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<td>Spine course</td>
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<td>International relationship</td>
<td>40,180</td>
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<tr>
<td>Cooperation with related societies</td>
<td>4,465</td>
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<tr>
<td>Projects</td>
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<td>Awards</td>
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<td>12,000</td>
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<td>Medal</td>
<td>402</td>
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<tr>
<td>Fellowships</td>
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<td>45,000</td>
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<tr>
<td>Patient Line</td>
<td>2,359</td>
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</tbody>
</table>

(continued)
EXPENSES (CONT.)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation (CEO)</td>
<td>120,000</td>
<td>120,000</td>
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<tr>
<td>Foundation (profit contrib. 20% of annual meeting surplus)</td>
<td>236,538</td>
<td>276,244</td>
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<tr>
<td>Travel grants</td>
<td>2,000</td>
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<tr>
<td>Legal texts revision + strategie plan</td>
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<tr>
<td>Lawyer (projects and administration)</td>
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<tr>
<td>Various expenses (Subscription/Springer)</td>
<td>26,703</td>
<td>71,007</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,053,319</td>
<td>953,157</td>
</tr>
</tbody>
</table>

| Gross profit/(loss)                                                     | (99,393)                     | 562,440                      |

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel expenses</td>
<td>203,479</td>
<td>157,529</td>
</tr>
<tr>
<td>Office and services expenses</td>
<td>61,408</td>
<td>69,392</td>
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<tr>
<td>Marketing expenses</td>
<td>7,734</td>
<td>707</td>
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<tr>
<td>PR Spineweeek 2012</td>
<td>74,355</td>
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</tr>
<tr>
<td>PR, Annual Report</td>
<td>44,977</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>391,953</td>
<td>227,628</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Profit/(loss) before financial expenses</th>
<th>( 491,347)</th>
<th>334,812</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial and currency exchange income</td>
<td>(6,910)</td>
<td>( 1,405)</td>
</tr>
<tr>
<td>Financial and currency exchange expenses realised</td>
<td>1,091</td>
<td>( 1,370)</td>
</tr>
<tr>
<td>Financial and currency exchange expenses unrealised</td>
<td>10,747</td>
<td>21,183</td>
</tr>
<tr>
<td></td>
<td>4,929</td>
<td>18,408</td>
</tr>
</tbody>
</table>

| Annual profit/(loss)                                                    | ( 496,275)                   | 316,403                      |
Budget 2014
(in EUR)

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.01.2014</td>
<td>Profit EUROSPINE Lyon 2014</td>
<td>1,400,000</td>
</tr>
<tr>
<td>31.12.2014</td>
<td>Memberfees</td>
<td>80,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>1,480,000</strong></td>
</tr>
</tbody>
</table>

INCOME

EXPENSES

Committees
- ExCom: 30,000
- Membership: 3,000
- Education & Fellowship Task Force: 21,000
- eMedia: 10,000
- Statutes/IR Revision, Strat.plan: 15,000
- Research Task Force, Grants: 185,000
- Research Task Force, Courses: 65,000
- Research Task Force: 5,000
- Spine Tango: 175,000
- UEMS Spine Working Group: 2,000

Annual Meeting: 30,000

International relationship committee: 4,000

International courses: 20,000

Cooperation with related societies: 25,000

Projects
- Awards: 14,000
- Fellowships: 60,000

(continued)
EXPENSES (CONT.)

Projects
Patient Line 15,000
Foundation (120k EUR salary contribution CEO starting 2011) 120,000
Foundation (profit contribution 20% of annual meeting surplus) 280,000
Lawyer (projects and administration) 45,000
Various expenses (Subscription/Springer) 30,000

Expenses 1,154,000

Gross profit 326,000

Company expenses
Personnel expenses 220,000
Office and services expenses 80,000
Marketing expenses 15,500
IT, website 20,000
PR, Annual Report 2013/14 35,000

370,500

Profit before financial expenses (44,500)

Financial and currency exchange income 1,000
Financial and currency exchange expenses realised 0
Financial and currency exchange expenses unrealised 0

1,000

Annual profit / (loss) (45,500)
1. ACCORDING TO ART. 663B CODE OF OBLIGATIONS

1.1 Risk assessment

The executive committee has assessed a financial risk management system resulting in appropriate measurements in order to minimise the risk of material misstatements in the financial statements.

No further facts to disclose according to Art. 663b Code of Obligations.

2. OTHER NOTES

2.1 Income Spine Week Amsterdam 2012

Congress accounts prepared by external service providers were audited by the society’s accountant in previous years, the last time for the Milano congress accounts in 2011. The society decided not to audit the accounts for the Amsterdam Spine Week in 2012.

2.2 Transfer to EUROSPINE Foundation

(in EUR)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit EUROSPINE Milan 2011</td>
<td>(439)</td>
<td>1,463,543</td>
</tr>
<tr>
<td>Profit SpineWeek Amsterdam 2012</td>
<td>866,737</td>
<td>0</td>
</tr>
<tr>
<td>Additional costs</td>
<td>(154,589)</td>
<td>(206,328)</td>
</tr>
<tr>
<td><strong>Total gain/surplus EUROSPINE</strong></td>
<td><strong>712,148</strong></td>
<td><strong>1,257,215</strong></td>
</tr>
<tr>
<td>Prepayment Milan 2011</td>
<td>(274,868)</td>
<td>274,868</td>
</tr>
<tr>
<td>Profit contribution 20% (Milan 2011)</td>
<td>251,443</td>
<td>0</td>
</tr>
<tr>
<td>Additional 12% (Milan 2011)</td>
<td>117,125</td>
<td>0</td>
</tr>
<tr>
<td>Additional costs</td>
<td>408</td>
<td>1,376</td>
</tr>
<tr>
<td>Profit contribution 20% (Amsterdam 2012)</td>
<td>142,430</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total EUROSPINE Foundation</strong></td>
<td><strong>236,538</strong></td>
<td><strong>276,244</strong></td>
</tr>
</tbody>
</table>
As statutory auditors, we have examined the financial statements (balance sheet, income statement and notes) of EuroSpine, the Spine Society of Europe for the year ended December 31, 2012. The previous year's figures reported in the financial statements were not audited.

These financial statements are the responsibility of the board of the society. Our responsibility is to perform a limited statutory examination on these financial statements. We confirm that we meet the licensing and independence requirements as stipulated by Swiss law.

We conducted our examination in accordance with the Swiss Standard on the Limited Statutory Examination. This standard requires that we plan and perform a limited statutory examination to identify material misstatements in the financial statements. A limited statutory examination consists primarily of inquiries of company personnel and analytical procedures as well as detailed tests of company documents as considered necessary in the circumstances. However, the testing of operational processes and the internal control system, as well as inquiries and further testing procedures to detect fraud or other legal violations, are not within the scope of this examination.

Based on our limited statutory examination, nothing has come to our attention that causes us to believe that the financial statements do not comply with Swiss law and the society’s articles of incorporation.

TREUHAND VON FLÜE AG

H.-P. von Flue
lic.oe. HSG
licensed audit expert

J. Biotti
auditor in charge
licensed audit expert

Enclosures:
- Financial Statements (balance sheet, income statement and notes)
Dear EUROSPINE Members,

EUROSPINE is a wealthy and healthy non-profit organization. Our expenditures cover five key areas in order to deliver top quality services to our members:

1. **Education** (in partial operational partnership with the EUROSPINE Foundation)
2. **Task Force on Research** (including grants and research courses)
3. **Spine Tango** (registry service)
4. **Operations** (including staff salaries and office overhead)
5. **Other Projects** (awards, Patient Line, travel grants, etc.)

EUROSPINE's primary source of income is the Annual Meeting, which accounts for more than 90% of our total revenue. In 2012, however, instead of our classic EUROSPINE Annual Meeting, we held a SpineWeek meeting. From a scientific perspective, this was an excellent opportunity, because we had the chance to exchange our ideas and views with other important spine societies. However, a "Spine Week Year" is generally not highly lucrative from a treasury standpoint, as we share the revenue with the other scientific societies, resulting in a significantly reduced income for EUROSPINE.

Providing all of the above-mentioned services during a year of reduced income led to an overall loss in 2012 of approximately EUR 500,000 (for details see attached income statement). This is not a reason for concern, as this loss was forecasted in the budget plan and was in fact less than anticipated. With total assets and liquidity exceeding EUR 1,800,000, EUROSPINE is in excellent financial health.

Although the final audited balance sheet for 2013 will not be available before June 2014, we are already confident that the good financial profit from our Annual Meeting 2013 in Liverpool will bring us back to the usual balanced income-expense situation.

I would like to thank you on behalf of the whole financial team (Assistant Treasurer: F. Christensen, Accountant: J. Pfister, Auditors: H.P. von Flüe, G. Biotti, and of course J. Reichert Schild and A. Ganthaler) for your continuous support and trust. I can assure you that we are all looking forward to seeing you next year at the classic EUROSPINE Annual Meeting in Lyon.

If you, as a member of EUROSPINE, have any questions regarding our balance sheet and the financial situation please do not hesitate to contact me directly.

Your Treasurer,

**Frank Kandziora**
Attended by over 3,400 delegates and representatives from across the industry, our annual meeting has evolved into the premier gathering for spine specialists in Europe. EUROSPINE 2013 was not only successful from a scientific perspective; it also provided an excellent opportunity for all our partners to exchange experiences and strengthen international contacts.

SCIENTIFIC PROGRAMME 2013

In addition to the Annual General Meeting, this year’s program included over 80 scientific presentations, 90 quick-fire presentations and four debates. Our industry lunch workshops were well-received, as were the lunch symposia. In addition, delegates had the opportunity to visit 125 exhibitors (including Spine Village). When surveyed, 97% of participants in attendance said they were planning to attend future EUROSPINE meetings and 89% said the conference met their expectations. On the economic side EUROSPINE’s four day event generated more than £5M in benefit to Liverpool.

Coordinating the scientific program was, as always, an intense and challenging task for our programme committee. From more than 800 submitted abstracts, they had to select 20% for oral and 14% for poster presentation by blind peer evaluation. This was an important responsibility, given that EUROSPINE is the leading and largest spine meeting in Europe.

Many thanks also to our co-reviewers, whose support in this process was vital:

- Wolfgang Börm, Germany
- Jose Casamitjana, Spain
- René Castelein, Netherlands
- Stephen Ferguson, Switzerland
- Martin Gehrchen, Denmark
- Michael Grevitt, United Kingdom
- Helmut Hiertz, Austria
- Panagiotis Korovesis, Greece

PROGRAMME COMMITTEE 2013

| Chairman         | Members                     | Germany       | Netherlands | Orthopaedics
|------------------|-----------------------------|---------------|-------------|---------------|
| Jörg Franke      | Barend van Royen           |               |             | Orthopaedics
|                  | Thomas Blattert            |               | Germany     | Orthopaedics
|                  | Selcuk Palaoglu            |               | Turkey      | Neurosurgery
|                  | Josef Georg Grohs          |               | Austria     | Orthopaedics
|                  | Karin Würtz                |               | Switzerland | Basic Science |
anticipated by late 2013/early 2014. The UK Orthopaedic and Neurosurgical societies are currently working to determine how this will be achieved: What data should be reported? What will the data mean? Will this drive up quality or drive down innovation? How will this be perceived across Europe?

The animated debates were as always highly appreciated by our audience.

CONGRESS EVENING

The Transition of Presidents, award donations and special thanks to staff and officers took place during the official congress evening in the breathtaking surroundings of the Anglican Cathedral, making it a truly memorable occasion for all participants.
SPECIAL RECOGNITION

The event was hosted by our colleagues, Tim Pigott and Martin Wilby, in their hometown of Liverpool. The fresh and innovative flair of the city and the splendid venue Arena and Convention Centre Liverpool (ACC) contributed to a very positive experience for our participants. The PCO responsible for the local arrangements was Mondial from Vienna, whose perfect organisation and smooth-running of the event prompted comments from delegates, faculty and industry representatives alike.

We wish to extend a sincere thank you to all parties involved in making EUROSPINE 2013 Liverpool a highly-successful event.

Meeting website: www.eurospine2013.eu

EUROSPINE 2013 (Liverpool) Facts & Figures:

Participation
Total Number of Attendees 3,399 (excl. Pre-day)
Registered Delegates 2,156
Industry Representatives 1,243
Participants at Pre-day Courses 199

Countries Represented > 80

Top Five
UK 199
Brazil 144
Russia 120
Thailand 111
China 105

Scientific Program
Pre-meeting Courses incl. SpineFX 3
Scientific Presentations 80
Debates 4
Quick Fire Presentations 90
E-Posters 120
EUROSPINE Lunch Symposia 6
Workshops Organized by the Industry 33
EUROSPINE, the Spine Society of Europe
January 2013-September 2013
EUROSPINE EduCom Chairman Report

EUROSPINE EduCom members
2012-13
Marco Brayda-Bruno
Richard Assaker
Martin Gehrchen
Bernhard Meyer
Martin Repko
Jean Charles Le Huec
Chairman

after 10/2013
Jörg Franke
Jean Charles Le Huec
Bernhard Meyer
Jorge A. Draper Mineiro
Alpaslan Senkoylu
Claudius Thomé
Alberto Zerbi

In January 2013, the Education Committee (EduCom) set the following strategic objectives with the EUROSPINE Committee:
1. Deliver the European Spine Course Diploma (ESCD) during Education Week (March 18–22)
2. Implement Review Committee recommendations for quality improvement
3. Establish a Master Course Program and roll out a pilot program
4. Focus on development of the Fellowship Program.

ACHIEVEMENTS 2013
European Spine Course Diploma

Education Week
Education Week 2013 took place in Lucerne, Switzerland. The course was full and the outcome was satisfactory:
- 5 modules were delivered to the 122 delegates by 38 faculty members (123 lectures)
- 8 cadaveric lab topics (with the contribution of 5 medical industry companies)
- 16 technical case discussions were held. Four medical industry companies provided workshop support on 12 of the discussions.
- The course included participant surveys, certificate of attendance, CME credits, uploads, and post course quiz analysis
- A core slides review process was initiated
- 34 diplomas were presented (adding to the 99 previously awarded)
Pending courses
Courses in Austria, the UK and Turkey are in the discussion / planning stages.

Other activities outside Europe

Dubai
Modules 1, 4, and 5 (including cadaver labs) took place in early November.

China
A 2-hour session was delivered by EUROSPINE to the Chinese Orthopaedic Association in November, chaired by Philip Sell and Thomas Blattert. Further opportunities of cooperation are currently explored.

Latin America - SILACO
A proposal to launch the European Spine Course Diploma has been well received.

Non-surgical modules
Several meetings took place with the European Neuroradiology Society. Two observers from the European Neuroradiology Society came to Education Week 2013, attending modules 1, 2, and 3.

At the 3rd Spine Radiology Joint Meeting between ASSR (American Society of Spine Radiology) and ESNR (European Society of Neuroradiology), EUROSPINE (represented by M. Brayda-Bruno, A. Zerbi and ESF) presented an introduction of the principles of the European Spine Course Diploma.

Planned activities
We plan to create a diploma including modules 1, 2, and 3 and two new modules (6 and 7) focused on Percutaneous Minimally Invasive Spine Techniques with a special focus on Interventional Radio. This program is to be launched in 2014.

National Courses

Italy
GIS modules 1 and 2 were delivered in April 2013 (in Italian). The course was well attended. The outcome was very successful. We have an agreement to deliver the remaining 3 modules within the next 2 years.

Greece
Modules 1 and 3 were delivered in December (in English). Course was attended beyond expectations.
Non-surgical approach to spinal pathologies
This project is slated for 2014 in collaboration with rheumatology, pain specialists, rehabilitation, neurology, and surgery (important role of EduCom Advisors).

Review committee development
A process has been developed to review course content in 3 phases before, during, and after Education Week by teams from EUROSPINE, lead reviewers, and assistants, and course chairs.

A first review of the core slides is performed prior to Education Week, with a second review of the core slides after Education Week. The second review includes "Lecture Maps" to provide an overview of each lecture's key messages, quizzes, and scientific references. The third review, originally planned with national societies, is pending until the EUSAB is set up.

Review procedure
After each course, a retrospective review from ESF (which collects all final presentations) is performed systematically to determine which core slides are presented. All entry and exit quizzes are then analyzed and subject to the review procedure. Finally, each faculty feedback form is shared with the lead reviewers.

Master courses development
A Master Course Program is considered a high priority, as it supports life-long learning and revalidation, not to mention CME accreditation for surgeons who pursue continued scientific training. In 2013 a pilot program was rolled out. It is the intention to select topics to rotate over a 3-year period, and during this time, build a comprehensive case library that can be used as a learning tool (similar to OOT).

Fellowship program development
It is currently planned to further formalize the fellowship program and propose a formal review process during and at the end of the program. We are also reviewing the option of offering a diploma course similar to the European Spine Course Diploma. The goal is to establish a standard which can be monitored and approved by EUROSPINE to maximize the number of qualified fellows in Europe, and potentially outside of Europe, and to recognize as reference EUROSPINE Centres as many institutions as possible, based on established quality standards and curriculum requirements.

STRATEGIC REVIEW
Early in January 2014, we will hold a strategic review of EUROSPINE's Education activities to select a curriculum that meets the educational needs of members. We will also develop a plan for partnering with stakeholders such as EFFORT, EANS, international specialist societies, and national European spine societies. The goal is to set clear strategies for long-term partnerships that raise the visibility of our Society and attract new members and stakeholders.
WHO IS EUROSPINE?

The brightest minds in spine care are members of EUROSPINE. Although orthopaedic, trauma and neurosurgeons comprise the core of SSE’s membership, we welcome representatives from across all spine-related disciplines. Solving the challenges we encounter in spinal matters requires a multidisciplinary effort. EUROSPINE provides a forum for the exchange of ideas between all of today’s spine professionals.

MEMBERSHIP GROWTH

In 2013, 79 spine care professionals from 29 countries joined EUROSPINE. Attendance at the 2013 Annual Meeting in Liverpool demonstrated that the interest in our Society has expanded beyond the geographic borders of Europe, with a large number of active participants now also originating from Asia and South America. While Europe will remain our primary focus, this international participation will benefit our members by helping us further improve the quality of our Annual and Spring Meetings and our education activities.

LOOKING AHEAD

One of the key goals of our Way Forward strategy is to promote and support a continuous, enriching interaction amongst spine specialists from all over the world. In 2014, we will take steps to:

- Broaden our membership base to attract more young members and additional members from a broad range of disciplines and countries
- Recognise our members, including their expertise and reputation as our core asset
- Provide clear benefits to members related to education, research, guidelines etc.
- Cooperate closely with other national and spine-related societies.

NEW MEMBERSHIP CATEGORIES

To realize our goal of providing services to spine care professionals from diverse disciplines, cultures and countries, EUROSPINE is seeking to expand its membership base. At the next General Assembly, we plan to propose three new membership categories:
1. Institutional society members of SSE
The purpose of this membership is to reach out to national or specialist spine societies that are willing to cooperate with EUROSPINE to secure representation at the European and national level or to collaborate on specific activities, such as education, the European Spine Diploma, etc.

2. Associate members
All members of societies that are "Institutional Society Members" of EUROSPINE will be offered an associate membership free of charge. Benefits will include receipt of the e-newsletter and Annual Report, as well as access to webcasts and the Member Area of the website. Associate members will not receive fee reductions, hold voting rights or be eligible to join committees.

3. Young members
We are actively engaged in developing strategies relating to how our society can promote and support young, active, talented new members under 40. Young Members will be able to join EUROSPINE for two years at 50% off the regular fee (with full membership benefits). After this initial period, Young Members must apply for a regular membership.

MEMBERSHIP SUPPORT
On behalf of the Membership Committee, we would like to encourage you to provide us with your ideas, comments and feedback. We would also strongly appreciate the support of all our existing members in encouraging new members to join and contribute to our Society. This in turn will support our vision to be the driving force and preferred partner for all spinal care issues.

NEW APPLICATIONS 2013
We would like extend a warm welcome to our new members. We are looking forward to healthy discussions, fruitful cooperation and an exchange of experiences beyond the national borders within our Society!

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Profile of Applications 2013: 77% Active Members, 23% Corresponding Members

Active vs. corresponding membership

MEMBERSHIP COMMITTEE

Chair: Christoph Siepe, Germany
Member: Hossein Mehdian, UK
Member: Serdar Kahraman, Turkey
Coordinator: Anna Ganthaler, Germany
ACHIEVEMENTS 2013

New data forms lead to increase in registrations

2013 marked the second year of use for Spine Tango’s newly-designed forms. Since their introduction, our registry has recorded approximately 18,000 surgery and 14,500 follow-up forms from over 60 spine centres on five continents.

Our new add-on specialist forms for adult degenerative deformities and adolescent scoliosis have been finalised and will become available in early 2014. Also, a beta version of the ASIA score, our most complex form to date, will soon be launched for use and user feedback.

Additional Spine Tango modules developed

A new Polish Spine Tango Module has been developed. This required the translation of all user menus and forms into Polish, followed by a validation study of the Polish COMI version. We wish to thank Dr. Grzegorz Miekisiak for all of his hard work! This will enable the Polish spine community to begin documenting spine cases in 2014.

In addition, the Spine Society of Belgium (SSBe) decided to build their spine registry on the Spine Tango platform. The new Belgian Spine Tango Module was activated just before Christmas.
Spine Tango evaluation created

To permit improved comparability between projects, a new version of the Spine Tango Annual Report was created following the same structure as the Swedish Society of Spinal Surgeons (SweSpine) Annual Report. It was published in the Liverpool ESJ Supplementum.

The Spine Tango team at the University of Bern and the Spine Tango committee have been working with great intensity on the first benchmarking analysis of Lumbar Spinal Stenosis. The series of benchmarking articles (expected to be published over the coming years) can be considered the first major "harvest" of the efforts of all Spine Tango contributors.

Furthermore, three peer-reviewed articles based on Spine Tango data appeared on Medline in 2013 and one Spine Tango presentation was selected for the "Best of Show" session at the Annual Meeting 2013 in Liverpool.

The Spine Tango Committee Members

Chris Röder  
Member of the Spine Tango Committee

Emin Aghayev  
Member of the Spine Tango Committee
Task Force on Research (TFR) Report

Margareta Nordin
Chair of EUROSPINE TFR

Achievements 2013

TFR Meetings 2012-2013

1. TFR Core Faculty Meeting in Geneva, Switzerland (December 2012)

The TFR Core Faculty met on December 7-8, 2012 to finalize preparation for the Research Course in Prague in March 2013.

TFR Core Faculty
Margareta Nordin (Course Director)
Christine Cedracshi, Pierre Côté, Rachid Salmi

Administration and Protocol
Anna Ganthaler

2. TFR Meeting in Geneva, Switzerland (May 2013)

Day 1 was devoted to the EUROSPINE First Abstract Course (held as a pre-course at the EUROSPINE Annual Meeting in Liverpool on October 1, 2013).

TFR Core Faculty
Christine Cedracshi, Pierre Côté, Margareta Nordin

Administration and Protocol
Judith Reichert Schild

On Day 2, the TFR met to review applications and distribute funding to the applications with the highest scientific merit.

Attendees
Federico Balagué, Christine Cedracshi, Pierre Côté, Margareta Nordin, Björn Rydevik

Participation by telephone/internet
Kim Burton, Marek Szpalski

Administration and Protocol
Judith Reichert Schild

Courses

Research Course Prague (March 2013)

The course "Fundamentals of Clinical Research: Getting the Tools and Learning How to Design My Own Clinical Studies" attracted 14 applicants from 10 countries. The faculty was honored by the participation of Everard Munting (EUROSPINE Secretary) who gave presentations about EUROSPINE and Spine Tango to all attendees and faculty.

The course participants’ evaluation in Prague (sent out to ExCom in May 2013) was excellent and has enabled at least 2 participants to consider further doctoral studies due to the contacts through the TFR Research Course with faculty and participants.
TFR has started to discuss conducting a follow-up of the research course participants, which we intend to present next year. The format of the follow-up has not yet been decided.

Liverpool Abstract Course 2013 (EUROSPINE Annual Meeting)

The Abstract Course program was finalized in May 2013:
- One-day course
- CME credits approved
- Maximum 30 participants
- Fully booked
- Website updated (course outline, etc.)

Special thanks to Judith Reichert for all her efforts in organizing, pulling abstracts, etc.

Grants applications & awards

Grant applications are increasing steadily each year:

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>5</td>
</tr>
<tr>
<td>2012</td>
<td>12</td>
</tr>
<tr>
<td>2013</td>
<td>19</td>
</tr>
</tbody>
</table>

GRANTS AWARDED

<table>
<thead>
<tr>
<th>Research Project</th>
<th>Applicant</th>
<th>Country</th>
<th>Score(^1)</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measuring reassurance of LBP patients in primary care</td>
<td>Tamar Pincus, Psychologist</td>
<td>UK</td>
<td>3/9</td>
<td>EUR 30,000</td>
</tr>
<tr>
<td>Odontoid fractures in the elderly-orthosis vs. C1 C2 fusion score</td>
<td>Claes Olerud, Orthopedic Surgeon</td>
<td>SE</td>
<td>4/9</td>
<td>EUR 30,000</td>
</tr>
<tr>
<td>Epigenetics factors and adolescents idiopathic scoliosis</td>
<td>Theresa Bas, Spine Surgeon</td>
<td>ES</td>
<td>5/9</td>
<td>EUR 25,000</td>
</tr>
<tr>
<td>Randomization of stabilization procedures for unstable thoracolumbar spine fractures</td>
<td>Frank Kandziora, Orthopedic Surgeon</td>
<td>DE</td>
<td>5/9</td>
<td>EUR 30,000</td>
</tr>
<tr>
<td>Cognitive and behavioural factors as prospective predictors of outcome following lumbar spine fusion</td>
<td>Julio Domenech, Orthopedic Surgeon</td>
<td>ES</td>
<td>5/9</td>
<td>EUR 5,000</td>
</tr>
<tr>
<td>Adult Spinal Deformity: A decision analysis model</td>
<td>Emre Acaroglu, Orthopedic Surgeon</td>
<td>TR</td>
<td>5/9</td>
<td>EUR 30,000</td>
</tr>
</tbody>
</table>

\(^1\) Score: 1 (best) – 9 (worst)

Total awarded funding of 2013 EUROSPINE grant money: EUR 150,000 of 180,000

Total budget for TFR grant allocation\(^2\): EUR 150,000 of 185,000.

\(^2\) For applications with high scientific merit. EUR 5,000 allocated for group meetings.
These numbers indicate that EUROSPINE members are both interested and engaged, and recognize that the EUROSPINE society is "giving back" to spine research and its members. TFR have received many such comments.

It is possible that there will be a need for new reviewers, especially in biology/chemistry. Additional external EUROSPINE reviewers could also be asked to provide special reviews on topics currently not well covered by TFR members.

The total budget for funding for grant applications was EUR 180,000 for 2013.

Grants awarded

The applications listed in the table above were deemed to have high scientific integrity and quality and were funded.

OUTLOOK 2014

Research course Dublin 2014

The research course in Dublin will take place from February 24-28, 2014. Our local host will be Ciaran Bolger. All TFR faculty are available and confirmed.

Activity and budget request for 2014

The TFR is requesting continued financial support for its activity in the same range as for 2013. The TFR believe that "giving back" to members in form of grant funding, the Research Course, and the Abstract Course, not to mention the highly interactive communication between the TFR committee and EUROSPINE members, reflects very positively on the Society.

The Chair and members of the TFR are able to assist other members in continuing higher studies, making research contacts and submitting applications across Europe and beyond. The increase in grant applications from 5 to 19 in just three years is a testimony of success. Follow-up of grant applications is required to ascertain that knowledge acquired from the Research Course and the funding of applications may yield future leaders in research through the Society.

EUROSPINE TFR membership

All members of the TFR have indicated that they would like to remain on the task force for one more year. Some members, however, have indicated that this will be their last year. Therefore, we will search during the coming year for candidates interested in participating in the TFR starting in 2014. New members should meet the requirements set up by the TFR and approved by EUROSPINE ExCom in 2010.

Planned activities for TFR in 2014

- 1 Research Course 2014 (Dublin)
- 1 Abstract course at the Annual EUROSPINE Meeting 2014
- Distribution of Grant Funding for 2014
- Creation of a formal follow-up process for Grant Distribution
- Creation of an alumni meeting for course participants in EUROSPINE research courses (pending interest)
- Search for new members for TFR to replace exiting members

Special acknowledgements

The Chair wishes to thank the EUROSPINE ExCom, TFR members, Judith Reichert and Anna Ganthaler for strong collaboration, stimulating discussion, great progress and all their support this past year. Special thanks to Everard Munting for participating in the Research Course and making it a success, and to Philip Sell for representing the TFR at ExCom.
The purpose of the Foundation is to improve, promote and optimize medicine and surgery concerning the spine at all levels, in particular:

- Postgraduate training
- Continuing education
- Clinical outcome research
- Patient care

Operationally the Foundation fully supports the vision of EUROSPINE and joins their efforts to develop professional specialisation of the highest quality, which will enjoy a high level of recognition throughout Europe by the European authorities and health care providers.

To best achieve its mission, the foundation is dedicated to:

Building a professional support organization for
- Educational programs development
- Spine research promotion
- Advocacy function
- Creation of new tools and values for Spine Specialists and patient benefits

Raising funds through
- Industrial grants
- Donations
- Scientific material distribution

EUROSPINE FOUNDATION

The present board of the Foundation is composed of Max Aebi (Chair), Ciaran Bolger, Frank Kandziora, Michael Mayer and Everard Munting.

The staff are: CEO Gerard Vanacker led the organization and operational activity, with Erin Goddard as Education manager, Stéphanie Chapuis as project coordinator and Letizia Lamartina as Education associate.

The staff were involved in event preparation and management like Education Week and education modules organized for national Spine Societies, progressively building up since May 2012 to enroll Med Tech partners for technical contribution. Additionally, post-event work is needed to complete surveys, certificate of attendance, CME credits, uploads, post course quizzes analysis.

EDUCATION

EUROSPINE, the Spine Society of Europe (SSE) and the EUROSPINE Foundation (ESF) have found the task of educating spine specialists and developing treatment strategies of great importance.

A joint report of the educational activities is enclosed in the Education Committee section of the annual report.

BRIDGING SCIENCE, QUALITY MANAGEMENT AND CLINICAL PRACTICE

Development of a global registry platform

The growing need of documenting treatment outcomes, mainly for quality, regulatory and economic purposes is a fact; the number of independent registries is growing.

With a view to empowering SSE to achieve its goals and foster excellence in spinal care, ESF, under the direction of Chairman Max Aebi, will move forward by developing a Global Spine Registry (GSR).

Step-by-step, an instrument should be set up to foster knowledge for spine surgeons, and other stakeholders, where comparisons between all registry structures can be observed.
Developing and launching a registry platform designed to interface and combine data that would be compatible with all registries in Europe (e.g. Spine Tango), and other regions, falls under the mission of ESF.

The concept was first introduced at the First International Meeting on International Collaboration in Spine Registries in Scottsdale, AZ in May 2013. On this occasion, ESF joined the ICHOM (International Consortium for Health Outcomes Measurement) initiative to define a minimum data set.

The ESF boards must discuss next steps of the Global Spine Registry project.

Further details about this project will soon be available on the ESF’s website.

**Launch of the spine sciences’ state of the art forum**

The promotion of quality management through scientific communication is essential. Treatment outcome assessment, research outcomes, guidelines and best papers are not known by the largest number of practitioners.

The European Spine Journal – the official publication of EUROSPINE, the Spine Society of Europe – publishes many excellent papers. However, the occasional reader may find it difficult to discern which pieces of information are most important and relevant to integrate and apply.

For this reason, ESF suggested that the European Spine Journal promote "must know" state-of-the-art information to highlight essential published knowledge. Presented by concept, this forum would benefit all stakeholders involved in the resolution of spinal disorders.

Therefore, a project to create an ongoing interactive forum where authors can communicate their groundbreaking papers was launched with the goal of bridging cutting-edge science and quality management in clinical practice.

Spine Sciences' State of the Art Forum is an initiative of the European Spine Journal organized by the EUROSPINE Foundation under the patronage of EUROSPINE, the Spine Society of Europe.

In 2013, the Spine Sciences State of the Art Forum was entirely sponsored by Springer. It has been very well received by participants. An interactive web-based E-voting system was developed and launched by ESF to allow for real time questions from the audience to moderators. According to the survey, 90% of our attendees will recommend this Forum to colleagues, reporting that it met their expectations.

The first edition took place in Geneva on September 13-14, 2013. Topics were Osteoporosis and Low Back pain with a session on Disc Research and Impact on Clinical Reality.

Our next edition could additionally integrate "must know" publications on technologies.
Thursday, October 3, 2013, 17:30-18:30  
Main Lecture Hall, ACC Liverpool, UK  
126 members present

1. WELCOME (MUNTING)

Upon entrance, Dublin 2017 was promoted with a video.

Approval of the last protocol (published in the Annual Report 2012/13).  

Approved

2. SOCIETY BUSINESS


Mandatory to be published: audit and figures presented there plus budget 2014.  

Approved

3. COMMITTEES

Program Committee (Franke)

Abstract submissions received again for five categories and new for "others". All abstracts were scored in the usual blinded way by at least four reviewers. Out of 785 submissions, 78 were selected for oral, 90 for quick fire and 120 for e-poster presentations. Additionally there were four debates and an invited lecture on the Effectiveness of BMP in spinal fusion by a team from Cambridge. The society did organise two own lunch symposia per day, which were well attended.

See also "scientific program" within the EUROSPIINE 2013 Liverpool report, page on pages 32-33.

Membership (Berk)

The past year, the Membership Committee worked in accordance with the strategic plan on new membership categories. We welcome 79 new spine specialists as members from 29 countries: Please Find a list of new members on pages 39-41.

New members all approved

Education Committee (Brayda-Bruno)

The Strategic goals for 2013 were

• Deliver the European Spine Course Diploma (ESCD) during Education Week March 18 – 22, 2013
• Implement Review Committee recommendations for quality improvement
• Establish a Master Course Program and roll the program out in pilot
• Focus on the development of the Fellowship Program

Education Week 2013 was attended by 122 delegates, modules and cadaver labs delivered by a faculty of 38.

National courses:

• Italy, Modules 1 & 2, April
• France, Modules 1 & 2, November (cancelled)
• Greece, Modules 1 & 3, November
• Dubai, Modules 1,4 & 5 incl. cadaver labs, November
• China - Beijing: modules to be promoted by Philip Sell and Thomas Blattert during COA, November

Further developments were made on non-surgical modules, master courses, and fellowships. Review Committee: Review of cores slide before and after the Education Week; a third Review will take place when the EUSAB is set
4. Applications for EUROSPINE 2017

An information and promotional video of Dublin and the Convention Centre (CCD) was presented. The proposed venue meets the requirements of EUROSPINE. The GA was asked to vote. Agreed to host EUROSPINE 2017 in Dublin.

5. WAY FORWARD FOR EUROSPINE

New strategy paper

FP presented the intense work done by ExCom during the past year, which comprised five workshops. The result of this process is a well-balanced internal and external as-is analysis, a commonly agreed vision / mission with a strong focus on patient care, 4 strategic priorities (Members, Stakeholders, Activities – a supportive and efficient Organisation) with clear goals and high-level action plans.

The next step is to launch and implement these actions:

• **Members**: Grow membership – 3 new membership categories
• **Stakeholders**: Focus on the stakeholders that support our Vision & Mission
• **Activities**: Ensure "best practices" covering our member needs
• **Organisation**: Efficient organisation that fully supports the above

For further details, see pages 8-10.
6. PROPOSED EUROSPINE STATUTES CHANGES

Quorum for status changes, corrections (information with agenda was mailed 30 days ahead). ExCom proposes two types of statute changes that will be voted on in the next GA in 2014 since quorum cannot be reached:

1. This request for the change of statutes relates to the voting rights in the General Assembly and adapts what most of other organisations like ours have already established.

Agreed upon by a large majority. The next General Assembly will take place in 2014 (at the May Meeting in Prague or the October Meeting in Lyon).

2. New membership categories for individuals. Based on our goal to grow our membership, we propose two new membership categories for individuals:
   - Young Members
   - Associate Members – linked to European National Societies willing to partner with the EUROSPINE

Details of the rights and duties for these new proposed member categories will be outlined in a separate document sent to you well in advance before the next GA.

Change/simplification of the application process for new members:
- Letter of recommendation no longer requested
- Simplified online application

Accepted by GA

7. EUROSPINE FOUNDATION

7.1. Current status

Based on our limited resources, communication and coordination between EUROSPINE and ESF have to be further optimised

7.2. Future direction

Memorandum of Understanding was written after a meeting between EUROSPINE and ESF
- Representing ESF:
  - Ciaran Bolger, Michael Mayer
- Representing EUROSPINE:
  - Philip Sell, Finn Christensen
• Mediator and moderator: 
  Frank Kandziora, Everard Munting

Outcome:
• General agreement on principles related to:
  ◦ Future one brand approach
  ◦ Closer cooperation around core activities
• Content generally approved by EUROSPINE ExCom
• Submitted to and awaiting approval by ESF

Communication: Coordinated Board Meetings

Funding and intellectual property:
• ESF funding is conditional and linked to given projects
• Stability of conditional funding will be assured
• Transparent, financial ESF report
• Intellectual property of the education project fully belongs to EUROSPINE

One Brand approach:
ESF is intended to empower EUROSPINE. Both organisations should appear under a single banner.

8. NOMINATIONS/ELECTIONS

President (vote)
Philip Sell, elected

Vice President (vote)
Haluk Berk, Turkey (94 votes)
Marco Brayda-Bruno, Italy (44 votes)

We congratulate Haluk Berk on this result.

Committees (new appointments)

Program Committee
Thomas Blattert, Germany (chair)
Selçuk Palaoğlu, Ankara, Turkey
Josef Georg Grohs, Vienna, Austria
Karin Würtz, Zürich, Switzerland
Martin Gehrchen, Denmark
Stavros Stavridis, Greece
Cedric Barré, France

Lunch Symposia and Pre-Meeting Committee (remains)
Ralph Kothe, Hamburg, Germany (chair)
Luis Alvarez Galovich, Madrid, Spain
Pierre Roussouly, Lyon, France

Educational and Fellowship Committee
Jörg Franke, Germany (chair)
Bernhard Meyer, Germany
Claudius Thomé, Austria
Alpaslan Senkoylu, Turkey
Jean-Charles Le Huec, France
Alberto Zerbi, Italy
Jorge A. Draper Mineiro, Portugal

Research Task Force (no change)
Margareta Nordin, France (chair)
Federico Balagué, Switzerland
Kim Burton, UK
Christine Cedraschi, Switzerland
Marek Szpalski, Belgium
Pierre Côté, Canada
Björn Rydevik, Sweden

Patient Line Committee
Antonio Faundez, Switzerland (chair)
Vassilis Lykomitros, Greece
Tamar Pincus, UK
Adina Carmen Rusu, Germany
Kubilay Ece, Turkey

Membership Committee
Christoph Siepe, Germany (chair)
Hossein Mehdian, UK
Serdar Kahramam, Turkey

SpineTango Committee
Tim Pigott, UK (chair)
Christoph Röder, Switzerland
Anne F. Mannion, UK
Emin Aghayev, Switzerland
Rolf Sobottke, Germany
9. MISCELLANEOUS AND ANY OTHER BUSINESS

None.

Signed

[Signature]

Ferran Pellisé (President)

Everard Munting (Secretary)

October 3, 2013 - Liverpool, UK
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