

HPE Entrust Foundation

Advancing Health Professions Education

Strategic Policy Plan for 2026 and 2027

1. Introduction
2. Mission, vision and core values
3. Strategic programs
4. Policy 2026 and 2027
5. Financial policy
6. Organization and governance
7. Reporting and accountability

Annexes

- Statute – Articles of Association (July 1, 2026)
- Draft *Terms of Reference* (Juli 15, 2026)

Stichting HPE Entrust Foundation

Adres: Jacob van Lennepkade 155H, 1054 ZL Amsterdam

KVK number: 42103057

RSIN: 869743260

Email: info@hpeentrustfoundation.org

Website: <https://hpeentrustfoundation.org>

Bank account: [to be established]

Telephone: +31.06.22497228 (Chair of the Boadr)

1. Introduction

This is the first policy plan of The HPE Entrust Foundation, established in July 2026. This policy plan has also been prepared as part of the application for designation as an Algemeen Nut Beogende Instelling (ANBI) — a Dutch tax-law public-benefit status. The Dutch statutory name of ‘The HPE Entrust Foundation’ will simply be called ‘HPE Entrust Foundation’ or ‘Foundation’ hereafter.

The Foundation is convinced that good health professions education ultimately contributes to better patient care and stronger health professions systems.

The Foundation was established to promote high-quality education in health professions worldwide and thereby serves exclusively the public interest. It does so by stimulating the development and application of competency-based education (competency-based health professions education), in particular through the use of the concepts of Entrustable Professional Activities and Entrustment Decision Making, internationally regarded as the *state of the art* in this field. This requires supporting educational institutions, promoting the professional development of teachers, and strengthening local expertise and collaboration. In many countries of the Global South (Low- and Middle-Income Countries), there is great interest in this development, while the necessary educational infrastructure and expertise are often still limited. The HPE Entrust Foundation therefore focuses in particular on providing sustainable support to educators, teachers and researchers in these countries, with an emphasis on strengthening local capacity and encouraging independent development, rather than solely providing knowledge or education.

The Foundation combines substantive activities with a sustainable financing model, whereby proceeds from its own activities are used to support other social activities of the Foundation. In this way, the Foundation’s social impact is increased without compromising its non-profit character. The Foundation’s activities are made possible by grants, sponsorship, donations and income from its own activities that fit within the Foundation’s objectives. Any positive financial results are used entirely for the realization of the Foundation’s statutory objectives and never benefit board members or other parties involved.

In this policy plan, the Foundation describes its mission, goals and strategy, the way in which the Foundation generates and spends its income, and the manner in which the Foundation accounts for its activities and financial policy.

Amsterdam, July 2026
Prof. Dr. Olle ten Cate, Chair of the Board
Dr. Marije Hennis, Secretary/Treasurer of the Board

2. Mission, vision and core values

Mission

The mission of the HPE Entrust Foundation is to promote high-quality, competency-based education and training in health professions worldwide, particularly in low- and middle-income countries, with the aim of contributing to better patient care and stronger health professions systems. The Foundation serves the public interest by supporting educators, teachers and researchers, particularly in Low- and Middle-Income Countries (LMICs), in the development, implementation and further improvement of high-quality health professions education, in particular through the development and application of competency-based educational principles. Where appropriate, the Foundation makes use of internationally recognized educational concepts, including Entrustable Professional Activities and entrustment decision making, as educational tools to sustainably strengthen the quality of training and the expertise of health professions professionals.

Vision

The Foundation operates from the conviction that sustainable improvement of health professions education and the quality of health professions is best achieved through international collaboration, mutual learning and local capacity building. Bringing together educators, teachers and researchers across the borders of institutions and countries promotes knowledge exchange, innovation and the joint development of education. The Foundation strives for equitable international collaboration, in which expertise is shared in both directions and local needs and contexts are leading. International networking thus contributes not only to the quality of health professions education, but also to sustainable professional relationships and mutual understanding between countries and cultures.

Core values

The Foundation acts on the basis of the core values of listening, mutual respect, collaboration and trust. These values form the basis for all of the Foundation's activities and partnerships. The Foundation strives for equitable partnerships, transparency in decision-making and sustainable support for local initiatives, with ownership remaining as much as possible with the institutions and professionals involved. The Foundation operates independently, transparently and without profit motive. These principles are essential to achieving its social objectives.

3. Strategic programs

The Foundation achieves its objectives through five strategic programs. Together, these programs form an integrated approach to sustainably strengthening the quality of health professions education worldwide, with particular emphasis on low- and middle-income countries (LMICs). The programs complement one another: some activities focus on developing knowledge and expertise, others on connecting professionals and institutions, supporting educational innovation, or making scientific knowledge accessible. In addition, proceeds from its own activities contribute to the financing of other social programs. In this way, the programs reinforce one another and the Foundation's social impact is increased.

a. EPA courses

The Foundation organizes and develops the non-profit course “Ins and Outs of Entrustable Professional Activities”, which has existed since 2018. This intensive, interactive, small-scale online course is offered several times a year by an international team of around 25 experts and has, over time, been hosted organizationally by various institutions. From 2027, this course will be hosted by the Foundation.

The course aims to support educators, teachers and researchers worldwide in implementing high-quality, competency-based health professions education. To make participation as accessible as possible, a cost-covering, affordable participation fee is used, with participants from low- and middle-income countries paying a significantly reduced rate. The standard contributions from participants in higher-income countries make this reduced rate possible.

In addition, the Foundation aims to organize the course activities in such a way that, after covering direct costs, a modest positive financial result can be achieved. This result is used entirely for the realization of the Foundation's statutory objectives, including course development, scholarships and other activities that contribute to improving health professions education. The course therefore does not have profit motive, but rather serves as a sustainable instrument through which the Foundation can achieve its social objectives.

Since its launch in 2018, more than 700 participants from over 40 countries, spread across all continents, have completed the course. In addition, versions have been developed in various languages to further increase accessibility.

b. Networking

The Foundation promotes international networks of teachers, educational developers and education researchers who are active within health professions education. Among other things, the Foundation will provide financial support for the participation of an institution from an LMIC in the IMEX initiative (International Medical Educators Exchange). This successful collaborative project between universities has existed since 2006, but to date has only included participating institutions from the ‘Global North’. Participation in IMEX involves costs for travel and

accommodation for mutual site visits. The Foundation will contribute to these costs for an LMIC institution.

In addition, the Foundation organizes online discussion meetings several times a year for alumni of the EPA course, and actively connects alumni and other HPE educators with similar interests where there is a need for this. In this way, the Foundation aims to promote sustainable international collaboration, knowledge exchange and local capacity building.

c. Scholarships for Master's Programs

The HPE Entrust Foundation will, to the best of its ability, provide financial support in the form of a scholarship to pursue an online Master's degree in Health Profession Education (MHPE) at the University of Edinburgh. An agreement between the Foundation and this university will stipulate that the tuition costs for two candidates from different 'Low or Lower-Middle Income countries' will be paid or reimbursed, with both parties (the Foundation and Edinburgh University) contributing equally. Candidates are selected on the basis of predetermined and transparent criteria, including their motivation, the expected social impact in their own region, and alignment with the Foundation's objectives. Candidates are expected to apply the knowledge gained to projects that contribute to the further development of health professions education within their own region.

d. Organizing symposia and workshops

The HPE Entrust Foundation aims, in collaboration with other parties, to organize and/or support symposia, conferences and workshops aimed at promoting competency-based education. One of these parties is the International Competency-Based Health Professions Education (ICBHPE) collaborative. This is an active international group of scholars in health professions education, which has been active for more than twenty years, organizes monthly online meetings and regularly facilitates international symposia and conferences. Over the past decades, the Collaborative has made significant contributions to the international development of competency-based health professions education and to the scientific literature in this field. By supporting these activities, the Foundation promotes international knowledge exchange, collaboration and the further professionalization of health professions education.

e. Supporting research and publication

To the extent that funds are available, the HPE Entrust Foundation can provide financial support to researchers from low- and middle-income countries for the development and publication of scientific research that aligns with the Foundation's objectives. Applications are assessed on the basis of predetermined selection criteria, including scientific quality, social relevance and the contribution to the development of health professions education. Particular attention is paid, in the assessment, to the potential social impact of the research within the local context. Publication support is provided only if other options for reducing or waiving publication costs prove insufficiently available.

4. Policies 2026 and 2027

The year 2026 will be dedicated to establishing and setting up the Foundation. During this period, the governance structure, website, financial administration and other organizational arrangements will be put in place, so that the Foundation can be fully operational from 2027 onwards. The Foundation expects to incur start-up costs in 2026 related to the establishment and setup of the organization. In addition, the Foundation expects to receive its first income in 2026. This will include, among other things, the positive balance from the EPA courses organized in 2025 and 2026 through the Association of Medical Schools in Europe (AMSE). Following completion of the administrative settlement, this balance will be transferred to the Foundation, which will take over the organization of these courses from 2027 onwards. The Foundation will also actively pursue donations, grants and other contributions that fit within its objectives.

From 2027, the Foundation expects to be fully operational and to actively carry out its strategic programs. In 2027, the emphasis will be on further developing the strategic programs, with particular attention to the scholarship programs and the further international expansion of the Foundation's activities. After this start-up phase, the Foundation will evaluate its activities annually and, where necessary, update its policy and strategic priorities. The Foundation strives for financially healthy and sustainable operations, in which income from its own activities, donations and grants is used to support the Foundation's social objectives. Some programs are expected to generate income, while others are primarily aimed at knowledge sharing, capacity building and financial support for social activities. The Foundation will always ensure that any positive financial benefit will be used entirely for the realization of its statutory objectives.

5. Financial policy

Financial principles

The Foundation's financial policy aims at a careful, transparent and efficient use of funds to achieve its statutory objectives. The Foundation has no profit motive. Any positive financial results are used entirely for the Foundation's social objectives. Executive Board members and members of the Board of Trustees will receive no remuneration for their work. Only demonstrable and reasonable expenses may be reimbursed, in accordance with applicable laws and regulations and subject to approval by the Board. Board members and supervisors are not eligible for financial support from the Foundation's programs. At least 90% of the Foundation's assets are to be spent on the Foundation's public benefit goals, aligned with its mission.

Income

The Foundation finances its activities through:

- Proceeds from its own activities (including the EPA courses)
- Grants received
- Donations and sponsorship
- Other contributions that fit within the Foundation's objectives.

The Foundation strives for a balanced financing structure in which no dependency arises on a single source of income. In 2026, the Foundation expects to receive its first positive balance from the EPA courses that were organizationally carried out in 2025 and 2026 through the Association of Medical Schools in Europe (AMSE). Once this collaboration has concluded, the hosting of course activities will be continued by the Foundation from 2027 onwards. In addition, the Foundation is actively pursuing additional donations, grants and project-related contributions.

Expenses

The available funds are used to realize the Foundation's social objectives through the implementation of its five strategic programs. The main expenses will concern:

- Scholarships;
- International networking;
- Support for scientific publications;
- Organization of educational activities;
- Limited organizational and administrative costs, necessary for the Foundation's activities

Priority will be given, when allocating funds, to activities that contribute to the sustainable strengthening of health professions education in low- and middle-income countries (LMICs).

The Foundation strives to ensure that the vast majority of its available funds directly benefit its social objectives.

Financial management

The Foundation's assets will be deposited on a business bank account of Rabobank. Access to this account will be limited to the Chair and Secretary-Treasurer of the Executive Board, and to the Foundation Manager. Any spending will require signatures of two of these officers

Asset policy

The Foundation maintains only a limited strategic reserve to ensure the continuity of its activities and to responsibly meet multi-year commitments, such as scholarships and grants. The Foundation's assets are not held with a view to building up wealth, but only to the extent necessary for the effective performance of its activities.

Financial forecast 2027

Because the Foundation is being established in 2026, the financial forecasts for 2027 are based on currently available information and experience from previous years. As the Foundation becomes operational, these estimates will be updated annually. The first update will take place in December 2026, with implications for the 2027 forecast.

Expected income in 2027

Starting capital after deduction of start-up costs	€15,000
Income from EPA courses	€10,000
Donations	€20,000
Total	€45,000

Expected expenditure in 2027

Scholarships MHPE	€6,000
IMEX	€4,000
Research and publication support	€15,000
Project staff member	€7,000
Organizational costs	€3,000
Strategic reserve*	€10,000
Total	€45,000

**The strategic reserve is intended to safeguard the continuity of the Foundation and to responsibly meet multi-year commitments.*

The Foundation strives to ensure that a substantial portion of the available funds — at least 70% of the funds available for social expenditure — directly benefits projects and professionals from low- and middle-income countries (LMICs).

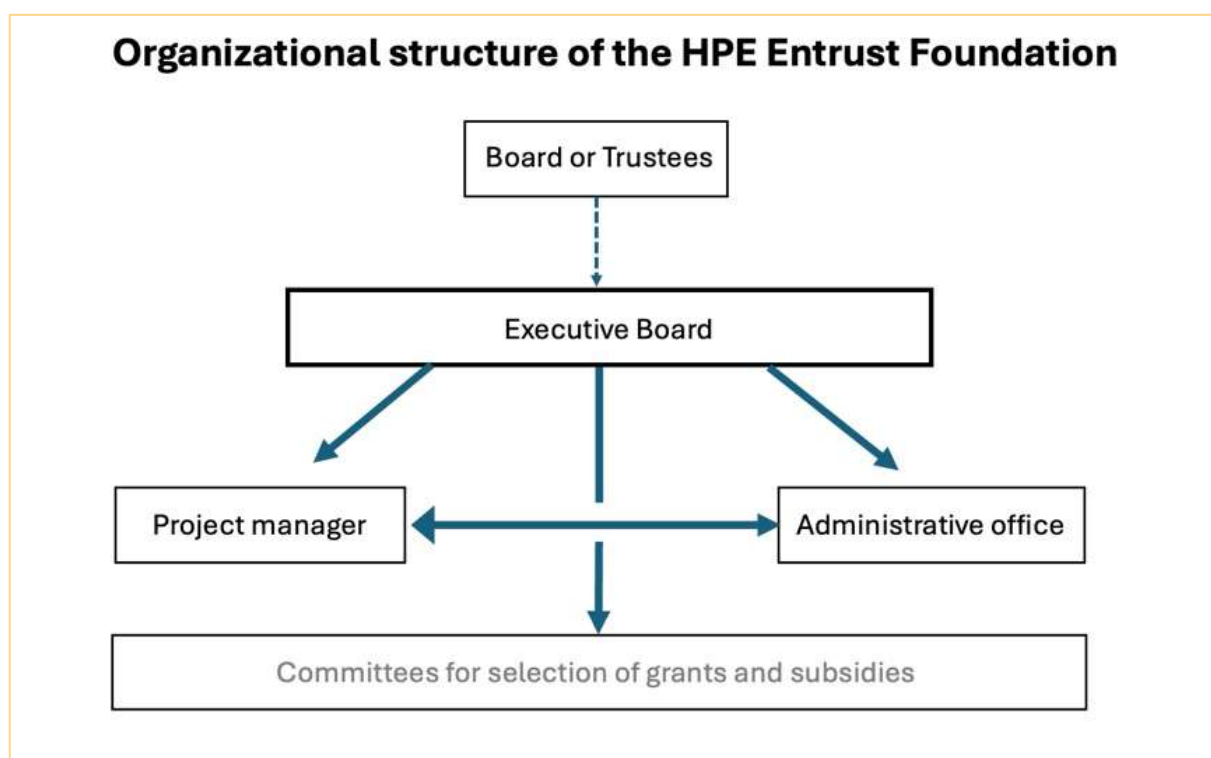
6. Organization and governance

The Foundation has a governance model consisting of an Executive Board, an independent Board of Trustees and a Foundation Manager. This organizational structure ensures careful decision-making, transparent financial management and independent oversight of the realization of the Foundation's objectives.

The Executive Board is responsible for the policy, strategy, financial management and implementation of the Foundation's activities. The Board of Trustees oversees the Board, advises on the strategic development of the Foundation, and monitors the careful use of available funds. The Foundation Manager supports the Board in the day-to-day implementation and coordination of the Foundation's activities. The Manager's work is laid down in a contract with the Executive Board.

The Foundation strives for an internationally composed governance and oversight structure, in which expertise in the field of health professions education, scientific research and international collaboration is represented. In this way, the governance reflects the Foundation's global character and social objectives.

The Foundation's organizational chart is shown below. The Executive Board is assisted by a Foundation Manager (Roberta Ladenheim), and for financial reporting, by an administrative office (Kemner & Partners, Huizen, the Netherlands).



The Executive Board has five members; the Board of Trustees has three; backgrounds are indicated in English due to the Foundation's international character.

Name	Affiliation	Role
Executive Board		
Olle ten Cate, PhD	Emeritus Professor of Medical Education at University Medical Center Utrecht, The Netherlands	Chair
Marije P. Hennis, MD PhD MClinED	Pediatric Intensivist and associate Professor of Medical Education at University Medical Center Utrecht, the Netherlands	Secretary-treasurer
Claire Touchie, MD MHPE*	Professor of Medicine at the Centre for Innovation in Medical Education, University of Ottawa, Canada	Member
Reshma G. Kini, MD*	Professor of Pathology at Father Muller Medical College, Mangaluru, India	Member
Alexandre Moura MD, MPH, PhD*	Professor, Internist-Infectiologist, Santa Casa de Misericórdia de Belo Horizonte (Santa Casa Health), Minas Gerais, Brazil	Member
Board of Trustees		
Dujeepa D. Samarasekera, MBBS MHPE FAMS FAMS FRCP PhD*	Professor, Yong Loo Lin School of Medicine, Senior Director of the Centre for Medical Education, National University of Singapore	Chair
John Norcini, PhD*	Research Professor, Department of Psychiatry, Upstate Medical University, New York, USA; President Emeritus, Foundation for Advancement of International Medical Education and Research, USA	Member
Berent Prakken, MD PhD	Emeritus Professor of pediatric immunology and former Vice-dean for Education at UMC Utrecht	Member
Operational Management		
Roberta I. Ladenheim, MD MHPE	Internist, adviser to the Rectorate, Universidad Hospital Italiano de Buenos Aires, Argentina	Foundation Manager

* These board and supervisory members will formally join after the establishment of the Foundation, in accordance with the articles of association.

The Foundation Manager supports the Board in the day-to-day coordination and implementation of the Foundation's activities. The role carries no governance or supervisory responsibility and reports to the Executive Board.

7. Reporting, transparency and accountability

The Foundation attaches great importance to transparency, careful accountability and open communication about its activities, finances and social impact. The Foundation complies with the statutory obligations associated with ANBI status and reports annually on the implementation of its objectives.

a. Annual report

Each year, the Foundation prepares an annual report in which all relevant information is included:

- Overview of activities: A description of the activities carried out during the past year, including an explanation of the impact and reach of these activities.
- Financial accountability: An overview of income, expenses and reserves, including an explanation of major investments and projects.
- Evaluation of objectives: A reflection on the progress made and the achievement of the objectives set out in the policy plan.

The annual report is published on the Foundation's website and is accessible to everyone.

b. Publication requirements

In accordance with ANBI regulations, the Foundation publishes the legally required information on its website each year, including:

- The current policy plan
- The composition of the Board and of the Board of Trustees
- The remuneration policy
- Key financial data
- The most recent annual report

The Foundation strives to keep this information up to date, complete and easily accessible.

c. External oversight and transparency

The Foundation maintains a transparent and verifiable financial administration in accordance with applicable statutory requirements. The financial administration is maintained and reviewed annually by a professional accounting firm. All financial transactions are carefully recorded and accounted for. If the scale of activities or the Foundation's financial position gives cause to do so, the Board will assess whether an independent audit is advisable or necessary.

d. Communication and engagement

The Foundation keeps donors, partners and other stakeholders actively informed about its activities and results. To this end, the Foundation uses, among other things:

- The website
- Newsletters
- Social media, events and other communications.

The Foundation strives for an open dialogue with its partners and community, and regards transparent communication as an essential part of its social responsibility.