

Centre for Health Crises



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Introduction to the report

2025 has been a busy year at the Centre for Health Crises. Among many things, we launched the Nordic University Health Crises Network in Grindavik, Iceland next to a still smoking lava stream and we continued to bring attention to the issue of attacks on health care in conflict, for example by co-organising a manifestation in central Stockholm and by meeting with the foreign minister.

At the Centre, one of our long-term strategic goals is to gather existing and build new health crises expertise, and to drive policy development and in collaboration, set the agenda for increased health crises preparedness. Drawing on the fact that it was five years since the outbreak of the COVID-19 pandemic, we organised a national symposium on experiences and the lessons learned from the pandemic.

The symposium set the scene for a critical debate conference where key experts discussed how lessons learned can be used to ensure better preparedness for the next health crises. It resulted in position papers with action points clearly directed at relevant stakeholders. This was a new format for a science-to-policy activity, that we created and will continue to use going forward, since it provided a structured collaboration forum and generated concrete results. Efforts to make sure that the papers reach their target audience and advocacy work on the action points, will be a big part of our science-to-policy work going forward.

During the year, global health crises have continued to take their human toll. Despite efforts to end conflicts, humanitarian needs in Gaza, Sudan, and Ukraine remain acute and largely unmet. We have had experts deployed to Gaza and Ukraine to provide expert support but also to document and later share experiences to students and colleagues through teaching and seminars that we arranged during the autumn. We believe that our secondments not only lend assistance in the moment, but thanks to the capacity and skills that the seconded personnel return with and share with others, it also contributes to Swedish health crises preparedness. Moreover, it is an illustration of how universities can take on a more leading role in preparing for crises.

This annual report shows the Centre's activities during the year, and is an opportunity for us to describe our strategy and how we work. We will continue to adapt our focus to fit the needs in a changing geopolitical situation. We will always stay closely connected to the practical application of health crises preparedness and management, to make sure that what we deliver is useful.



Johan von Schreeb,
Director, Centre for Health Crises

About the Centre

Vision: A society better prepared for future health crises.

Mission: Building the next generation of health crises experts through research, education and interdisciplinary collaboration.

2025 was the Centre for Health Crises' fourth year in operation. KI's intention in establishing the Centre in the wake of the COVID-19 pandemic, was to create a platform through which the universities' capabilities in research, education, and interdisciplinary collaboration could contribute to improvements in the regional, national and global preparedness for health crises and pandemics.

The Russian invasion of Ukraine, which occurred just weeks after the Centre became operational in February 2022, thrust us into reacting to a health crisis as it occurred. Since then, we have remained alert and ready to lend our expertise and support through secondments, developing educational activities, providing expertise, and driving science-to-policy interaction to both ongoing health crises and to improve future preparedness.

The Centre adopts an all-hazards approach to health crises – including pandemics, conflicts and natural disasters. We support a multidisciplinary and multi-sectoral approach to health crises analysis and response, bringing together expertise across fields and sectors. Universities, with their science-based knowledge, skills, and resources, should play a stronger and more leading role in supporting society before, during, and after a crisis.

The Centre has a small coordinating office that oversees the day-to-day work, and a pool of expert coordinators in several subject-matters related to health crises. Our director reports directly to the President of Karolinska Institutet (KI), with the support of our steering group.

We have established and coordinate the Health Crises Network, with experts from Swedish universities, and the Nordic Health Crises University Network, which consists of members from select universities in all the Nordic countries.

Our work is guided by our five strategic goals:

1. Catalyse research collaborations within the field of health crises and create meeting spaces for interdisciplinary collaboration
2. Stimulate and participate in the development of new education within different health crises subjects
3. Gather existing and build new health crises expertise, and supply specific know-how and competence
4. Drive policy development and in collaboration, set the agenda for increased health crises preparedness

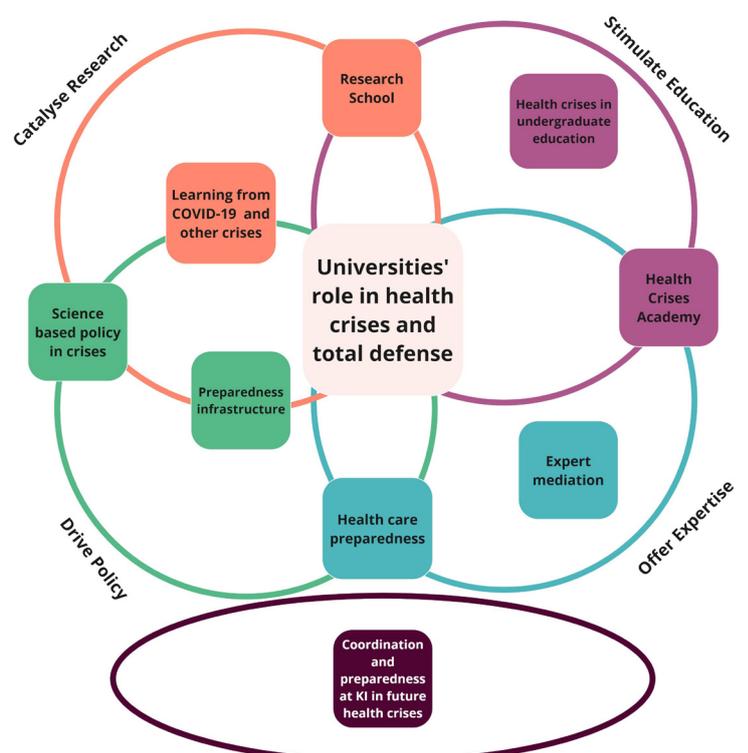
5. Act as KI's and its managements sensor for new health threats, and contribute to the coordination of KI's efforts in a health crisis

Focus areas and priority programme areas

Based on the strategic goals, we defined ten focus areas in our workplan for 2024–2026.

1. Learning from the COVID-19 pandemic and other health crises
2. Health crises in undergraduate programmes
3. Research School
4. Health Crises Academy
5. Expert mediation
6. Science-based policy in crises
7. Health care preparedness
8. Preparedness infrastructure
9. Universities' role in health crises and total defence
10. Coordination and preparedness at KI in future health crises

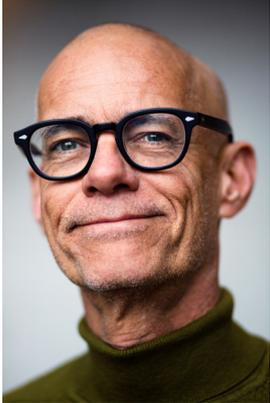
Based on the focus areas we have defined two programme areas for our operations: **the Health Crises Academy** (where we collate, develop and conduct education initiatives) and **Science-to-policy** (where we work with advocacy, expert mediation and creating forums for debate and discussion).



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The Health Crises Academy

In January we published our **mapping of education initiatives** within the field of health crises in Sweden, which was conducted in 2024. In the report that accompanied the mapping, we highlighted the fact that the number and scope of educational activities are relatively limited. They are also spread unevenly across subjects and there is a lack of a common platform to get an overview of what is available. In addition to publishing the mapping and report on our website and in our newsletter, we disseminated it to relevant stakeholders and several of them came back with positive feedback.

With the mapping as a starting off point, we have continued to develop how we should **address health crises educational needs**, taking into account what the Centre is best suited to take on. We considered developing a digital introduction in health crises preparedness aimed at all staff working in publicly funded care and health care, and a mandatory training for health care staff in the preparedness plan of their own workplace. After consultation with different stakeholders however, we decided on **a concept for basic training** for Swedish medical staff that consists of a basic education, that introduced a common terminology and methods that everyone needs to be familiar with to work effectively in a health crisis, combined with add-on training based on each medical specialisation and role. The plan is to collaborate with professional medical associations and develop this concept further in 2026.

As part of our intention to introduce health crises as theme in undergraduate education, the Centre is part of discussions on how topics such as disaster medicine and health crises preparedness should be included in the curriculum for medical students on the new six-year medical program, at KI and nationally and submitted **a proposal for an elective course in health crises preparedness** as part of the medical doctor programme at KI.

Advanced Hazmat Life Support (AHLS) is a course, that was originally developed by the American Academy of Clinical Toxicology and the University of Arizona. It has been adapted to a Swedish context by our expert coordinator in chemical and toxicological events and is conducted in collaboration with the Centre for Disaster Medicine in Region Östergötland and the Swedish Poisons Information Centre. The course was held for the first time in Sweden in February, and then again in November. Over 50 people, primarily from the health care sector in 13 of the Swedish regional authorities along with some government agencies, participated. It received positive feedback from the participants, and the course will continue in 2026. Discussions are ongoing about developing a Swedish instructor course, which would help make the course more widely available.



The Health Crises Academy

Trauma Katastrof Sverige (TKS) is a ‘train-the-trainers’ educational initiative, that teaches instructors how to organise a training programme for hospital-based health care personal in traumatology. It is an add-on to the existing course Trauma Katastrof Stockholm, which has a focus on blast injuries and care of a high number of injured people. It was held for the second time in April 2025 and again in November. As of now, instructors from all but one of Sweden’s regional authorities have completed the course and are thus able to introduce it in their regions’ health care. By teaching instructors who can then implement the training programme in the hospitals in the regions where they work, a more national reach can be achieved. Furthermore, during the year, with support from the National Board of Health and Welfare, a digital platform was created making material and lectures available online to everyone who has completed TKS and a network was set up to allow the instructors to meet and exchange experiences and advice on a regular basis. In 2025 it met twice, digitally.

Health Assistance in Humanitarian Crises is a course that we conduct in collaboration with Médecins Sans Frontières (MSF) and the research group Global Disaster Medicine at KI, with co-funding from the Kamprad Family Foundation for Entrepreneurship, Research & Charity. The course prepares medical humanitarian aid workers for working in crises, conflicts, disasters and low-resource settings. It was held during the spring semester, with 15 participants from across Sweden.

In December, **the Kamprad Family Foundation for Entrepreneurship, Research & Charity** announced that they will continue to fund this course and the course **Anaesthesia and Critical Care with Limited Resources**, enabling it to continue to run annually, for the next three years. This not only means the Centre is able to continue to offer pre-deployment training to medical professionals who will work in humanitarian settings, but also our collaboration with MSF in matters related to education.

The Centre has supported the creation of **an online training course for medical doctors, nurses and assistant nurses on moral stress for health crises and disasters**. The idea is that the course will provide an understanding of what it is, along with some concrete tools to handle it. So far, a first version of the course has been developed, launched to reviewers who has tested and given feedback on the first trial. This feedback is being addressed and the course further developed with the intention of it being launched for a wider trial during 2026.

In September, our expert coordinator in outbreak preparedness and response attended the course **Outbreak Response Scenario training**. It is a course organised by **the European Centre for Disease Control (ECDC)** and the European Health Task Force (EUHTF), in collaboration with the Global Outbreak Alert and Response Network (GOARN), that trains experts who may be deployed when infectious disease outbreaks occur somewhere in the world. Through taking the course our expert coordinator is now able facilitate similar courses.



Advocacy and policy input

Our Director was invited to the **Folk och Försvar (Society and defence) conference in January** and to a **panel discussion in November on the topic of synergies between global health security and Swedish preparedness**. Both occasions provided an opportunity to share his expertise in the field and network with key stakeholders. Among other things, this led to an invitation from the **Minister of Health and Social Affairs** where he and our expert coordinator in intensive care with limited resources participated in a **roundtable meeting on prioritisation to health care in times of crises**.

The Centre coordinated KI's response to the **government inquiry 'Local municipalities and regions' basic preparedness for crises and war (SOU 2024:65)**. In it, we highlighted the opportunity for universities, in particular medical ones, to contribute to fulfilling the educational needs that the inquiry highlights, as well as the need for cooperation between municipalities, regions and universities when it comes to infrastructure for diagnostic and use of laboratories. Similarly, we also coordinated the response to the **interim report 'Strengthened pandemic preparedness' (SOU 2025:48)**, in which we highlighted the role of universities in pandemic preparedness, and in particularly university laboratories, based on the experience of the National Pandemic Center at KI.

Likewise, the Centre gave input to **the National Board of Health and Welfare on their government assignment to prepare and carry out initiatives to reinstate civilian service in the health care sector**, and our expert coordinator in critical care with limited resources has been made part of the board's working group on it.



Our Strategic process leader was on the **research council Formas' breakfast panel on international research collaboration in a turbulent global**

situation, a topical theme that gave her an opportunity to share the Centre's views on the role of universities in times of crises. Furthermore, she participated in **two panel discussions at the annual Almedalsveckan**, a long-established forum for policy dialogue and political discussions in Sweden. One discussion was on the topic of antibiotic resistance and the other on contagious diseases in relation to hybrid warfare. Her participation there also provided an opportunity to present the Centre at various networking events and be part of informal conversations about the role of universities in health crisis.

Several of our expert coordinators collaborated on a study that explored **the lived experiences of health care staff in Stockholm county council who worked directly with care and treatment of COVID-19-patients during the pandemic**. The results were written up both in a scientific publication and a more policy-focused report in 2025. It included recommendations on improvements ahead of a future pandemic. It was sent to the Medical Responsibility Board, the regional councillor for healthcare, the regional director for healthcare, hospital directors, department directors and chief physicians, and further discussion with them is planned for the coming year.

As a result of the Health Crises Forum in November 2024, we had follow-up meetings with both the **Ministry of Foreign Affairs and the Ministry of Health and Social Affairs**. At these meetings we had a chance to not just introduce the Centre in more detail but also put forward our views on the role of universities in health crises. The meetings were useful in showcasing what we do and how the expertise we gather, not least through the Health Crises Network, can be utilised. It also helped prove that hosting the Health Crises Forum in 2024 resulted in valuable contacts being established.

During the year, we have worked to raise awareness of attacks on health care around the world, and advocate for action on this issue. In May, the Centre co-organised a manifestation together with MSF, the Swedish Association of Health Professionals and the Swedish Medical Society **to protest the increasing trend of attacks on health care and personnel in war and conflict**. During the summer, our Director wrote two opinion pieces on the topic. In September, he, along with our expert coordinator on intensive care with limited resources were invited, along with representatives from MSF **to meet with the Minister for Foreign Affairs and the Minister for International Development and Trade**, where they emphasised that Sweden needs to do more to condemn such attacks. The collaboration with MSF to raise awareness about this issue continued during the autumn, with **a seminar on attacks on health care in the conflict in Sudan**.

Don't let the lessons from the pandemic go to waste – symposium and critical debate conference on learning from the COVID-19 pandemic

Since 2025 marked the five-year anniversary of the outbreak of COVID-19 pandemic, it provided a starting point for a discussion on the lessons learned from the pandemic, the challenges and the achievements, but most importantly how this could be used to be better prepared for future health crises. What was lacking but also examples of what worked well.

With the intention of creating a forum for this discussion, focusing on the Swedish context, we organised the event 'Don't let the lessons from the pandemic go to waste – Building better preparedness for the next pandemic' at KI on the 19th and 20th of November.

The first day was an open symposium, where speakers such as the former Health Secretary, Lena Hallengren, professor of infectious diseases Magnus Gisslén, journalist Annika Östman and our expert coordinator in intensive care with limited resources, reflected on their experiences during the COVID-19 pandemic and what they would like to draw on going forward, implement changes that will result in better preparedness for a future health crisis.

Almost 200 attendees, from academia, health care, regional and national authorities, politics and the media, listen to these unique experiences from people who each played significant roles during the pandemic. There were also two panel discussions that delved deeper into the issues and answer pre-submitted questions from the audience. The symposium concluded with a mingle, where participants could continue to discuss what they themselves learned from the pandemic and what they would like to see change to not have to relive the challenges from five years ago.

It set the scene for the critical debate conference that followed the second day. Some 80 specially invited key experts, from academia, health care, regional and national authorities and professional bodies, who had each held important positions during the pandemic, had received draft position papers on three themes, that they read and prepared comments on ahead of the conference. The themes were: expert advice in times of crisis, effective testing and diagnostic strategies, and improved preparedness in the health care sector. After an initial introduction, the participants split into groups, for discussion on the paper that suited their specific expertise and experience and that they had prepared input for. The discussions were led by expert coordinators from the Centre.

The aim was for each group to draft a limited number of concrete recommendations, and also address who would be responsible for implementing them. Afterwards the Centre compiled the results of the discussions and finalised the three position papers. Each paper can be read (in Swedish) online by using the qr-code:



Moving forward, the Centre will disseminate and advocate for the recommendations to relevant authorities and decision-makers, and it will be part of our science-to-policy advocacy work going forward. Moreover, we plan to come back to the format of a critical debate conference, since it was ideally suited to gather experts for fruitful discussion that resulted in precise and direct recommendations.



Other events, seminars and workshops

KI's president, supported by the Centre, hosted a high-level **workshop on Health Crises and Civil Preparedness** for specifically selected senior officials from key government agencies. The goal was to explore how universities, especially KI, can support society and agencies for health crisis preparedness as well as during crises. The workshop was a follow up from a meeting held last year on the same topic.

Participants:

- Director Generals from the Public Health Agency and SBU
- The Surgeon General
- The acting County Governor of Stockholm
- Division Heads from MSB, the National Board of Health and Welfare and the Defense Research Agency (FOI)
- KI's president
- Experts from the Centre for Health Crises and the Centre for Societal Security at the Swedish Defense University

The workshop focused on three key areas where universities can contribute:

1. **Knowledge Sharing** in times of crises– Fast access to expert analysis for decision-makers as well as compilation of rapid reviews to support decision making
2. **Education and & training** – Build skills and best practices across healthcare and public sectors before as well as during crises.
3. **Forums for Complex Issues** – Provide a neutral space for discussing goal conflicts and difficult topics.

A conclusion from the workshop was that increased collaboration between academia and public authorities is essential, but that systems and collaborative agreements need to be developed before crises. We must support each other to remove barriers and act on short-term opportunities.

Our expert coordinators in infectious diseases and in health systems resilience organised a **seminar on register-based research during the COVID 19-pandemic**, where researchers and representatives from government agencies where various healthcare registers are housed, got a chance to meet and elaborate on what had been the challenges and the successes during the pandemic, with a focus on what we can learn from that ahead of the next health crises. To a degree the seminar is a follow-up, on a similar seminar on clinical trials during the pandemic, that we organised in 2023. The participants found it a useful forum and co-wrote an opinion piece highlighting the issues

that occurred and how they could be overcome, which was published in Dagens Medicin.

We organised a **policy lab**, on the implications of the latest research bill (forskningspropositionen) for KI, and how researchers can work to influence these bills. It was well-attended, and the participants were keen to ask questions and discuss.

Our webinar series **Climate Health Talk** continued with two talks during the year; one on how local councils can build resilience to extreme weather events and the other on mental health resilience to extreme weather events and climate change. Both attracted a diverse audience, from academia, agencies, civil servants and civil society organisations.

Our expert coordinator in critical care with limited resources returned from her **secondment to Gaza**, where she had worked to set up field hospitals in an extremely resource scarce context. On her return, she aimed to share her testimony of the situation on the ground which she did in multiple media outlet, and the Centre also organised a **webinar – Expert or Activist – to discuss the various role researchers are sometimes asked, or chose, to play, related to health crises.**

Thanks to a collaboration with the organisation Repower and Stockholm County council, we organised a **knowledge sharing session between over a hundred Ukrainian frontline medics and Swedish healthcare professionals, decision-makers, representatives from the Armed Forces and other actors within the Swedish total defence system.** Among other things, the medics were invited to answer a questionnaire that our director had prepared, in an effort to structure data collection on experiences shared from Ukraine. Moreover, our expert coordinator in emergency surgery followed up on the session in a book that she wrote with the Royal Swedish Academy of War Sciences.



Nordic University Health Crises Network

The Nordic University Health Crises Network, which was formed as the result of a successful application for funding from Nordforsk, began its activities in 2025. The Centre coordinates the network, which is a collaboration among Nordic university researchers working on health crisis related topics, in particular the fields of pandemic preparedness and extreme weather events. It consists of researchers at the University of Copenhagen, Roskilde University, University of Stavanger, Hanken School of Economics and the University of Iceland.

The aim of the network is to strengthen the role of universities in building health crises preparedness in the Nordic countries. This so that skills and expertise that universities possess may play a contributing role in society before, during and after health crises. The network aims to achieve this by facilitating science-to-policy interaction, not just for the members, but more widely between academia and the rest of society in the Nordics.

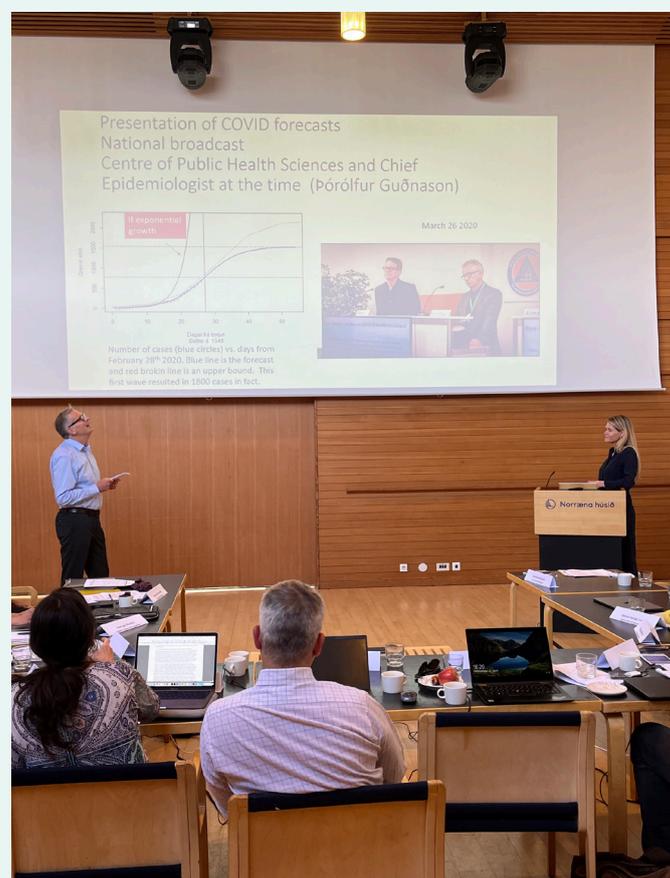
As a first step in the network's activities, each partner conducted a mapping of relevant health crises expertise, networks and initiatives at universities in their countries, focusing on pandemics and emergency response and on individuals and groups with an interest in policy and public engagement, in addition to conducting research on the topics. Those first included in the mapping were, or had been, involved in research, education and policy development and support related to the COVID-19 pandemic and/or emergency response. This to create a clearer picture of what expertise Nordic universities has to offer our societies in a health crisis and who the network might find useful to connect with.

The results of the mapping were presented at the network's first in-person meeting in August 2025. The meeting, held in Reykjavík, was hosted by the University of Iceland and planned by the Centre. At the meeting the group discussed ongoing research and other work, shared experiences and ideas and planned future activities. Moreover, Iceland's chief epidemiologist attended it to share Iceland's experiences from the pandemic.

The network has also met with Nordprep, a Nordforsk network of the Nordic public health agencies. The intention was to establish contact and understanding each other's work better, and there was a mutual interest in future collaboration. Representatives from Nordprep will participate in the workshop we have planned for the spring 2026.

Furthermore, along with a network member from Iceland, our network coordinator attended the Nordic Pandemic Preparedness Modelling Network's workshop in Stockholm in October, which highlighted the critical role of modelling and the value of maintaining a strong network of experts to support pandemic preparedness. Moreover, our director was invited to speak on logistics and waste management procedures in the WHO's Emergency Medical Teams (EMT) structure, at the Waste in Humanitarian Operations conference, that our Finnish network partners organised in November.

In 2026 the network will meet at a workshop in Stockholm on how to conduct effective and useful communication in health crises. In addition to the network members themselves, those identified in the mapping as relevant in terms of health crises expertise from each country has also been invited. In connection to the workshop, there will also be a writing retreat for the network members, focusing on lessons learned from COVID-19 pandemic and pandemic preparedness in general. Further ahead, into 2027, the network is also planning PhD and post-doctoral visits, along with an event on effects of extreme weather, to be hosted by Hanken University.



Other networks and collaborations

The Health Crises Network at Swedish universities that we established in 2024 and that played a key role in that year's Health Crises Forum, continues to operate, sharing news and updates throughout the year. The Centre organised an online policy forum, similar in its format to our in-person policy labs at KI, for the network in September. It was an opportunity for us to share the Centre's knowledge on how to conduct advocacy, whilst all the network's members could share their experiences and advice on the topic. Furthermore, several of the network's members participated in our symposium and critical debate conference on learning from the COVID-19 pandemic in November, as well as other events we have organised, and have provided us with input in our science-to-policy activities.

Since the Centre adopts a holistic approach, focusing on preparedness for multiple kinds of potential health crises, we complement other initiatives such as **the National Board of Health and Welfare's research centres in disaster medicine and Campus Total Defence (CTF)**. We have established contact and cooperation with these initiatives. In January 2025, the CTF's steering group made it clear that they will not establish their own networks in the areas of health crises/disaster medicine and cybersecurity, as there are already existing networks in the form of our Centre and the Health Crises Network, and Cybercampus Sweden.

With our colleagues in the research group Global Disaster Medicine at KI, we organised a visit from the British **frontline humanitarian medical NGO UK-Med**. Our director has worked with UK-Med previously, and this was an opportunity to discuss further collaboration on secondment of expertise to ongoing crises internationally.

Following on from our collaboration around an earlier pilot workshop with **the Swedish Agency for Health Technology Assessment and Assessment of Social Services – SBU**, they received funding to develop a rapid review format for knowledge-based decision support in their appropriation directions for 2025. In it we were mentioned as a key collaboration partner in that process. So far we have established dialogue and will be invited to their reference group. Through our work with the Nordic University Health Crises Network, we have also been able to connect SBU with relevant Nordic contacts.

Building on the contact that was made at the Health Crises Forum, a group of our staff and expert coordinators met with **the European Centre for Disease Prevention and Control (ECDC)** to discuss opportunities for further collaboration.

In September, the department of health and life sciences at **Vinnova** came to the Centre for a study visit and to learn more about our work.



Other networks and collaborations

We presented the Centre and what we can contribute with to the acting national epidemiologist at the **Public Health Agency**, and our expert coordinator on infectious diseases and vaccine preparedness participated in a meeting between the agency and medical faculties at Swedish university, on collaboration and how it uses its medical competence.

Our collaboration with the **WHO's Global Outbreak Alert and Response Network (GOARN)** continued. We presented the Centre as a partner to GOARN's Middle East region and attended the Global Meeting of Partners for the EURO region. Furthermore, we have initiated contact with the Swedish Red Cross; regarding education, which has resulted in a concrete plan to deliver our outbreak epidemiology course to their field staff during spring 2026. We have also met with the International Red Cross to discuss development of an evaluation tool for intensive care in times of crisis.

Our Director participated in the **InFuturum collaboration conference** where KI and Stockholm County Council meet to discuss matters of importance for the university and the health care sector, and the Centre met with **the medical doctors in charge of preparedness in Blekinge county council** to discuss future collaborations. We also met with **Nationell samordning och planering (NSPL)** to talk about collaboration, where we in particular discussed the Centre's initiatives in terms of education. We plan to

build on our collaboration with NSPL in 2026.

As part of our continuous effort to make sure we have strong **networks and collaborations internally at KI**, we presented the Centre and our activities when the heads of professional service functions at Departmental group KI Campus North met in November.

Our collaboration with partners at KTH Royal Institute of Technology and Stockholm university in the **Stockholm trio Climate Health** group continued during the year, through our expert coordinator in extreme weather, climate and health effects. It resulted in a joint paper on floods and ambulance dispatches for cardiac arrest, and an application to the Swedish Research Council's strategic research area (SFO) to create a research infrastructure with a wide scope in its focus on climate research, including preparedness and adaptation.

Finally, we are pleased to note that our director was awarded **Forska!Sverige's Honorary Award** for 2025, for his "outstanding commitment to reducing suffering around the world and for his leading research in a field that is becoming increasingly relevant also in Sweden". In connection to the award ceremony, he participated in a roundtable discussion on the role of universities in crisis preparedness and response, as well as the importance of science to have an impact on policy and politics.



Expertise mediation and secondments

At the start of the year, our Director was invited to give the **keynote speech**, based on his experience of working in wars and disaster, when **Skåne county council held a large conference on preparedness**. In addition to sharing his knowledge, the event was an opportunity to meet people who work in this field in the region.

During 2025, we have advanced the issue **how to prioritise to intensive care in times of crisis**, at the **Swedish Association of Anaesthesia and Intensive Care's annual conference**. Our director and expert coordinator in intensive care with limited resources were also invited to speak on the subject at a **conference for junior doctors in Lithuania** in May. Discussions were also held with the Swedish embassy in Vilnius; to explore how Baltic countries could be included in the Nordic Network on health crises.

We have supported KI's human resource department in developing a system of **staff leasing, between KI and government agencies** such as the Public Health Agency, which aims to make expertise available at universities available to government agencies, and vice versa. The system resulted in one staff leasing in 2025 and plans are in place to expand it further in coming years.

Our expert coordinator in infectious diseases and vaccine preparedness was part of a **group of experts** that examined a memorandum that **analysed vaccine strategies for covid-19** in Denmark, Finland, Norway, Spain and the UK, focusing on what can be learned from the decisions that those countries have made regarding when to begin vaccination and the use of combination vaccination with the flu vaccine, for the season 2023–2024. The expert group was coordinated by **the Swedish Agency for Health and Care Services Analysis**.

In the field of **climate and health** our expert coordinator has done outreach work supporting a local council in the Stockholm area with expertise on preparedness for heatwaves, especially for vulnerable groups, and he provided expert input to **the Swedish Expert Council on Climate Adaptation, the WHO's REACH Research Agenda for Action on Climate and Health and Lancet Countdown**.

Similarly, our expert coordinator in outbreak preparedness and response was part of the **Expert Consultation on the Impact of Flooding and Heatwaves on Infectious Disease Prevention and Preparedness** that the **European Centre for Disease Control (ECDC)** hosted.

During the year, our expert coordinators and other members of staff have held a significant number of **lectures** to a wide range of audiences, including

medical students, health care workers and managers in the health care system. Topics have included decision-making with limited resources, prioritisation in crises and disasters and health care in war and armed conflicts.

Our system of supporting **secondments** of medical expertise to ongoing health crises via our collaboration with international organisations continued during the year. Through this, we supported our expert coordinator in critical care with limited resources work in **Gaza** during the summer, which in turn contributed to the webinar mentioned earlier. We concluded the year with supporting the secondment of a member of the research group Global Disaster Medicine to work with operational management at a field hospital in Gaza.

Similarly, in November and December, our Director went to **Ukraine** to act as a mentor for the pre-verification of **the first Ukrainian WHO Emergency Medical Team (EMT)**, which is hosted by the National Centre for Disaster Medicine of Ukraine.

Finally, we contributed to **the Institute for Future Studies newsletter on the use of expertise in crises**, and our expert coordinators and other members of staff at the Centre have had **over 65 media engagements** during the year. In these instances, their role has often been to explain complicated processes and events within their field of expertise.



Looking to the future

Four years into the Centre's existence, there is no indication that our pace in delivering activities and develop initiatives will slow down, nor that the relevance of what we do have diminished, on the contrary. In addition to continuing to advance our own operations we are pleased to be part of the conversation that has now been initiated at Karolinska Institutet on how as a university it fits into the discussion on medical preparedness.

In our programme area Health Crises Academy we have developed, organised and run several courses, workshops and trainings over the last years. Courses such as AHLS, TKS and Anaesthesia and Critical Care with Limited Resources provide valuable further education for already practicing health care professionals. Meanwhile our work to develop a common, comprehensive national baseline for what health care professionals need to know to be prepared to handle their roles in future health crises is a way for us to contribute to future proofing health crisis preparedness in Sweden. In 2026, we will continue both this development and keep providing our already existing courses.

When it comes to our science-to-policy programme area, we plan to double down on our efforts to drive advocacy and provide forums for knowledge sharing between academia and decision-makers, based not least on the position papers that were an outcome of our critical debate conference.

Another important feature of our science-to-policy programme area going forward are the two networks that we coordinate; the Health Crises Network at Swedish universities, and the Nordic University Health Crises Network, where we are very pleased to see the advances we have made in this first year and look forward to the workshop and writing retreat we will be hosting for the network in spring 2026.

In order to continue our high level of output when it comes to activities and efforts to provide long-term stability for the Centre's operations, stable funding is of course a key component. For this reason, we keep up our efforts to be designated a national centre by the government, and in that effort, it is reassuring to note that we once again received funding in the appropriation directions to KI for 2026. During 2025 we were also part of an application to the National Research Council for funding to set up a strategic research area (SFO) in crisis preparedness, together with other Swedish universities.

In addition to this, and to ensure that our funding is diversified, we will apply for the National Research Council's Centre for Excellence grant for 2026. We also appreciate the continued baseline funding KI provides for our Centre. Lastly, we would like to take this opportunity, since the grant ran out in 2025, to thank the Markus and Marianne Wallenberg foundation for the support they have provided the Centre during our first years of operation.

Looking ahead, our mission to advocate for the role of university in a health crises is as relevant as ever, and we will also continue provide tangible proof, in everything we do on a day-to-day basis, that as a Centre based at a world-leading medical university, we can, and should, contribute to the surrounding society, before, during, and after a crisis.