



LITHUANIAN UNIVERSITY  
OF HEALTH SCIENCES

# ACTIVITY REPORT

## 2022

Kaunas, 2023



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## INTRODUCTION

Year 2022 was special for the Lithuanian University of Health Sciences – we celebrated the centenary of the University of Lithuania. On the occasion of this anniversary, the academic community of the Lithuanian University of Health Sciences (hereinafter – LSMU, the University) actively participated in various initiatives.

Year 2022 was also special because we already worked in accordance with the Strategic Development Guidelines for 2022–2026 approved by a decision of the University Council of 25 November 2022. The 2022 Activity Report was prepared in accordance with the strategic objectives of the University's strategic development directions – the Scientific Knowledge-Based Health System and Sustainable Technologies, Competitive Graduates and Academic Excellence, Healthy People and Healthy Animals, and Sustainable University. The results of the tasks carried out in order to achieve these objectives are presented in this report.

The University community has achieved particularly good results in the field of science: the volume of scientific production has increased, more than 60% of peer-reviewed scientific articles have been published in journals with the impact factor of more than 30% of the aggregate impact factor of the respective scientific category, and the University has raised more funding for research projects funded by the Research Council of Lithuania (LMT). A strong emphasis has been placed on encouraging researchers to develop and implement innovations through science-business collaboration. 2022 was a successful year for the development of the University's international projects. In 2022, the European Commission (EC) announced a funding of almost €15 million for the project “Centre of Excellence in Artificial Intelligence for Sustainable Development (*SustAIInLivWork*)”, developed under the “*Teaming for Excellence*” funding instrument of the “European Horizon” programme. The latter project will be implemented with an international consortium including LSMU. The projects won illustrate the success of the University's researchers working in international teams: in 2022, the University was a partner in 11 EC-funded *Horizon Europe*, *EU4Health* and *DIGITAL Europe* projects, in the total value of almost €69 million. The University is proud to be ranking 401–450 in the QS World *University Rankings by Subject 2022* in the field of medical sciences for the second consecutive year. We have also retained our 2021 position and have not lost the top spot in the prestigious *Times Higher Education (THE)* World University Rankings to other Lithuanian universities. LSMU ranked among the top 801–1000 educational institutions in the world in 2022.

The comparative assessment of university courses of study for the period under review also improved the name results and, of the total 90 university bachelor and integrated study fields assessed, the first name results were obtained in 7 study fields, namely, Medicine, Odontology, Pharmacy, Veterinary Medicine, Nursing and Midwifery, Oral Health, Animal Husbandry. According to the institutional ranking of the country's universities, our University is not only in the top five of the best state universities, but also ranks third in terms of the points scored.

I would like to rejoice over the fact that in order to ensure the best possible study conditions for the University's students, we have signed a cooperation agreement with the other three Kaunas universities, which has provided our students with a very wide range of opportunities for additional development, i.e., allowing students to freely choose study modules of interest at Vytautas Magnus University, Kaunas University of Technology, and the Lithuanian Sports University, even if these disciplines are not directly related to their study programme.

The beginning of 2022 was particularly busy for the Faculty of Veterinary Medicine of the University's Academy of Veterinary Medicine: the Veterinary Medicine study programme was evaluated by a panel of experts from the *European Association of Establishments for Veterinary Education (EAVE)*, and the results of the evaluation were approved by the European Committee for Veterinary Education (*ECOVE*), which accredited the University's full-time Veterinary Medicine programme for a maximum period of 7 years.

The University's Senate adopted a particularly important document – the University's Procedure for Establishing Qualification and Attestation Requirements for the Positions of Teaching Staff and Researchers, for Announcing, Organising and Conducting Competitions for the Positions of Teaching

Staff and Researchers, and for the Attestation of Teaching Staff and Researchers to take effect as from 1 December 2025. The aim of the updated document is to ensure that the University recruits suitably qualified teachers and researchers only, who are able to perform their job functions and tasks adequately, to provide students with the conditions for learning and development, to carry out research and to raise the level of science. All this will make it possible to improve the quality of the University's teaching and research staff, to promote the integration of education, research and practice, and to foster creative activity and material interest of staff. A full list of the most important documents approved by decisions of the University's governing bodies is available in Annexes 1–3.

In 2022, the Council's decisions adopted structural changes of the University: the Quality and Strategy Monitoring Service was established, the positions of Information Systems Security Officer, Transparency Officer, Equal Opportunities Coordinator were created, the Infrastructure Management Service was established by merging the Accommodation Services Service, the Buildings Maintenance and Repair Service, the Construction and Investment Service, and the Asset Management Service, the Behavioural Medicine Clinic of the Faculty of Nursing was abolished, and the Office of Students' Affairs was created by merging the Career Centre and a part of the Student Centre (the admissions committee function). In 2022, training was held for the heads of the University's structural units for the first time, which is expected to become annual.

In 2022, we continued with a high number of strategic projects, including the year-end project "Strengthening the R&D Infrastructure of the Institute of Cardiology of the LSMU Academy of Medicine". We also started promising projects – the establishment of a research and education base for the Faculty of Medicine and a research and study education of the Faculty of Odontology – which we expect to move on to further projects in 2023, such as the procurement of design and other engineering services and contracting works.

I would like to thank and at the same time welcome the commitment of a large part of the community in the preparation of the University's Self-Evaluation Report for the 2023 external evaluation of the University in four areas: governance; quality assurance; education and research/arts; and impact on the development of the regions and the country. A tremendous amount of work has been done, the results of which will be discussed in the 2023 Activity Report.

I sincerely thank each and every member of the University community who contributes to the implementation of the University's vision – a leading European university of health sciences for the prosperity of the society.

*Rector Professor Dr. Rimantas Benetis*

## ABBREVIATIONS

AIF	–	Aggregate Impact Factor
CA WoS	–	<i>Clarivate Analytics Web of Science</i>
DOAJ	–	<i>Directory of Open Access Journals</i>
EAEVE	–	<i>European Association of Establishments for Veterinary Education</i>
ECOVE	–	European Committee for Veterinary Studies
EI	–	Institute of Endocrinology
EC	–	European Commission
EU	–	European Union
PhF	–	Faculty of Pharmacy
ASI	–	Institute of Animal Science
ASF	–	Faculty of Animal Sciences
IF	–	<i>Impact Factor</i>
CWS	–	Computer workstation
CI	–	Institute of Cardiology
KTU	–	Kaunas University of Technology
LEI	–	Lithuanian Energy Institute
LMA	–	Lithuanian Academy of Sciences
LMT	–	Lithuanian Research Council
LR	–	Republic of Lithuania
LSMU	–	Lithuanian University of Health Sciences
LSMUSIS	–	Study Information System of the Lithuanian University of Health Sciences
LSU	–	Lithuanian Sports University
MA	–	Academy of Medicine
MF	–	Faculty of Medicine
MITA	–	Agency for Science, Innovation and Technology
R&D	–	Research and experimental development
n.d.	–	no data
NI	–	Institute of Neuroscience
NPA	–	National Paying Agency
OF	–	Faculty of Odontology
QS	–	<i>QS World University Rankings by Subject</i>
SKVC	–	Centre for Quality Assessment in Higher Education
EESF	–	Education Exchanges Support Fund
VA	–	Veterinary Academy
VDU	–	Vytautas Magnus University
VF	–	Faculty of Veterinary Medicine
SFVS	–	State Food and Veterinary Service
PHF	–	Faculty of Public Health
VU	–	Vilnius University

# 1. GENERAL INFORMATION

## 1.1. Community of the Lithuanian University of Health Sciences

At the end of the calendar year 2022, i.e. on 31 December 2022, the University community comprised 32,240 people (Table 1.1.1)

Table 1.1.1

Community of the Lithuanian University of Health Sciences (31 12 2022)

Community Group	LSMU academies and other units	Public Institution LSMU Hospital Kaunas Clinics	Public institution LSMU Kaunas Hospital	Public Institution LSMU Gymnasium and its branch Primary school*	Public Institution LSMU Practical Training and Trial Centre	Total*
Academia, including:						
Full Members of the MA	9					2*
Emeritus members of the MA	1					1*
MA Young Academy members	6					
Rectors Emeriti	4					1*
Professors Emeriti	7					7
Staff includes:	2787	7420	3280	84 + 37**	22	13630
<i>of whom PhDs</i>	990	552	60	4 + 2**	1	
Teachers (main job function):	1272					
<i>of whom PhDs</i>	768					
Research fellows (main job function):	264					
<i>of whom PhDs</i>	156					
Doctors (excluding residents)	10	1379	756			
Resident doctors	4	934	87			
Veterinarians (excluding residents)	55					
Resident veterinarians	25					
Nursing professionals	18	2410	1000			
Other staff	1139	2697	1437	84 + 37*	22	
Students, including:	7709					7709
First, second cycle and integrated programme students	6375					
Third cycle (PhD) students	243					
Professional (residency) students	1091					
Pupils				604 + 201*		805
Continuing education specialists	10085					10085
<b>Total community members</b>	<b>20604</b>	<b>7420</b>	<b>3280</b>	<b>926</b>	<b>45</b>	<b>32275</b>

\* If a person holds several positions and has been included in several rows, he is counted in the "total" column only once and only in the row where the main job functions are performed. \*\*Public Institutions LSMU Gymnasium branch Primary School.

## LSMU staff

The University had 2,849 employees at the beginning of 2022 (first working day of 2022) and 2,787 – at the end of 2022 (31-12-2022). Table 1.1.2 presents the distribution by function.

*Table 1.1.2*

### Staff distribution by function

Staff	Number of employees	Percentage, %
Teaching staff:	1272	45.6
of whom foreigners	9	0.7 (of teaching staff)
Research fellows:	264	9.5
of whom foreigners	12	4.5 (of research staff)
Administration	44	1.6
of whom foreigners	0	0
Others:	1207	43.3
of whom foreigners	6	0.5 (of other staff)
<b>Total</b>	<b>2787</b>	<b>100.0</b>
<b>of whom foreigners</b>	<b>27</b>	<b>1.0</b>

There were 1,925 female and 862 male staff members (Table 1.1.3).

*Table 1.1.3*

### Distribution of employees by gender

Staff	Number of employees	Percentage, %
Men	862	30.9
Women	1925	69.1
<b>Total</b>	<b>2787</b>	<b>100.0</b>

Table 1.1.4 presents the gender distribution of the University's administration.

*Table 1.1.4*

### Distribution of University's administration by gender

Managers	Number of managers	Percentage, %
Men	19	43.2
Women	25	56.8
<b>Total</b>	<b>44</b>	<b>100.0</b>

Tables 1.1.5 and 1.1.6 presents the distribution of the University's teaching and research staff by position.

*Table 1.1.5*

### Teaching staff by function

Teaching staff	Number of employees	Percentage, %
Professors	236	18.6
Associate Professors	253	19.9
Lecturers	356	28.0
Assistants	427	33.6
<b>Total</b>	<b>1 272</b>	<b>100.0</b>



Table 1.1.6

**Distribution of researchers by function**

Research staff	Number of employees	Percentage, %
Chief research fellows	25	9.5
Senior research fellows	55	20.8
Research fellows	57	21.6
Junior research fellows	127	48.1
<b>Total</b>	<b>264</b>	<b>100.0</b>

Tables 1.1.7 and 1.1.8 illustrate the distribution of teaching staff and researchers by their academic degree.

Table 1.1.7

**Distribution of teaching staff by academic degree**

Job position	Holding an academic degree		Without an academic degree	
	Number of employees	Percentage, %	Number of employees	Percentage, %
Professor	236	18.6	0	0.0
Associate Professor	253	19.9	0	0.0
Lecturer	266	20.9	90	7.1
Assistant	13	1.0	414	32.6
<b>Total</b>	<b>768</b>	<b>60.4</b>	<b>504</b>	<b>39.6</b>

Table 1.1.8

**Distribution of researchers by degree**

Job position	Holding a degree		Without a degree	
	Number of employees	Percentage, %	Number of employees	Percentage, %
Chief research fellow	25	9.5	0	0.0
Senior research fellow	55	20.8	0	0.0
Research fellow	55	20.8	2	0.8
Junior research fellow	21	8	106	40.2
<b>Total</b>	<b>156</b>	<b>59.1</b>	<b>108</b>	<b>40.9</b>

The average age of the University's teaching staff and researchers is 46.2 years, while the average age of the University's total staff is 47.0 years. Tables 1.1.9 and 1.1.10 show the age distribution of teaching staff and researchers.

Table 1.1.9

**Distribution of teaching staff by age group**

Teaching staff	≤ 24 y.o.	25–34 y.o.		35–44 y.o.		45–54 y.o.		55–64 y.o.		≥ 65 y.o.		Total
		N	%	N	%	N	%	N	%	N	%	
Professor	–	0	0.0	14	5.9	94	39.8	101	42.8	27	11.4	<b>236</b>
Associate Professor	–	1	0.4	54	21.3	107	42.3	57	22.5	16	6.3	<b>253</b>
Lecturer	–	55	15.5	131	36.8	100	28.1	56	15.7	14	3.9	<b>356</b>
Assistant	–	181	42.4	109	25.5	73	17.1	60	14.1	4	0.9	<b>427</b>
<b>Total number of teaching staff</b>	–	<b>237</b>	<b>18.6</b>	<b>308</b>	<b>24.2</b>	<b>374</b>	<b>29.4</b>	<b>292</b>	<b>23</b>	<b>61</b>	<b>4.8</b>	<b>1272</b>

Table 1.1.10

**Distribution of researchers by age group**

Research staff	≤ 24 y.o.	25-34 y.o.		35-44 y.o.		45-54 y.o.		55-64 y.o.		≥ 65 y.o.		Total
		N	%	N.	%	N	%	N	%	N	%	N
Chief researchers	–	0	0.0	4	16.0	2	8.0	7	28.0	12	48.0	<b>25</b>
Senior Researchers	–	5	9.1	18	32.7	12	21.8	17	30.9	3	5.5	<b>55</b>
Research fellows	–	17	29.8	21	36.8	9	15.8	8	14.1	2	3.5	<b>57</b>
Junior researchers	–	103	81.1	15	11.8	3	2.4	6	4.7	0	0.0	<b>127</b>
<b>Total research staff</b>	–	<b>125</b>	<b>47.4</b>	<b>58</b>	<b>22</b>	<b>26</b>	<b>9.9</b>	<b>38</b>	<b>14.4</b>	<b>17</b>	<b>6.44</b>	<b>264</b>

The University's administration consists of the Rector, the Chancellors, the Vice Rectors, the Director of Administration and Finance, Deans of the Faculties, Directors of the Research Institutes, and Heads of the General Units, 44 persons in total. Table 1.1.11 shows their distribution.

Table 1.1.11

**Distribution of administrative staff by function and qualification**

Job position	Number of staff holding a degree	Number of staff with a university degree or equivalent	Total number of employees
Rector	1	1	1
Chancellor	2	2	2
Vice Rector	3	3	3
Director of Administration and Finance	-	1	1
Dean of Faculty	7	7	7
Director of Research Institute	4	4	4
Heads of General Units	9	26	26
<b>Total</b>	<b>26</b>	<b>44</b>	<b>44</b>

The University's administration, specialists and support staff (non-teaching and non-research staff) accounted for 44.9% of the University's total staff (Table 1.1.12).

Table 1.1.12

**LSMU administrative staff, specialists and support staff**

Staff	Number of employees	Percentage, %.
Administration	44	2.9
Specialists	720	57.6
Service staff	487	39.5
<b>Total</b>	<b>1 251</b>	<b>100.0</b>

Of the 1,251 administrative staff, specialists and support staff working at the University, 791 (63.1%) have a university degree, 97 (7.8%) have a non-university degree and a mere 16 (1.3%) have no secondary education (Table 1.1.13).

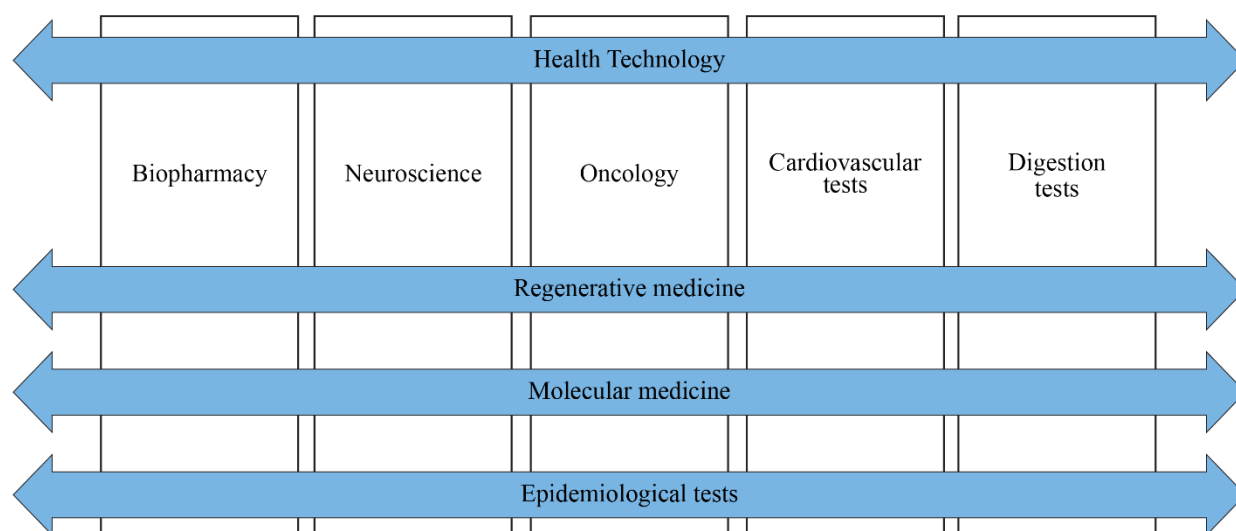
Table 1.1.13

**Educational background of LSMU administration, specialists and support staff**

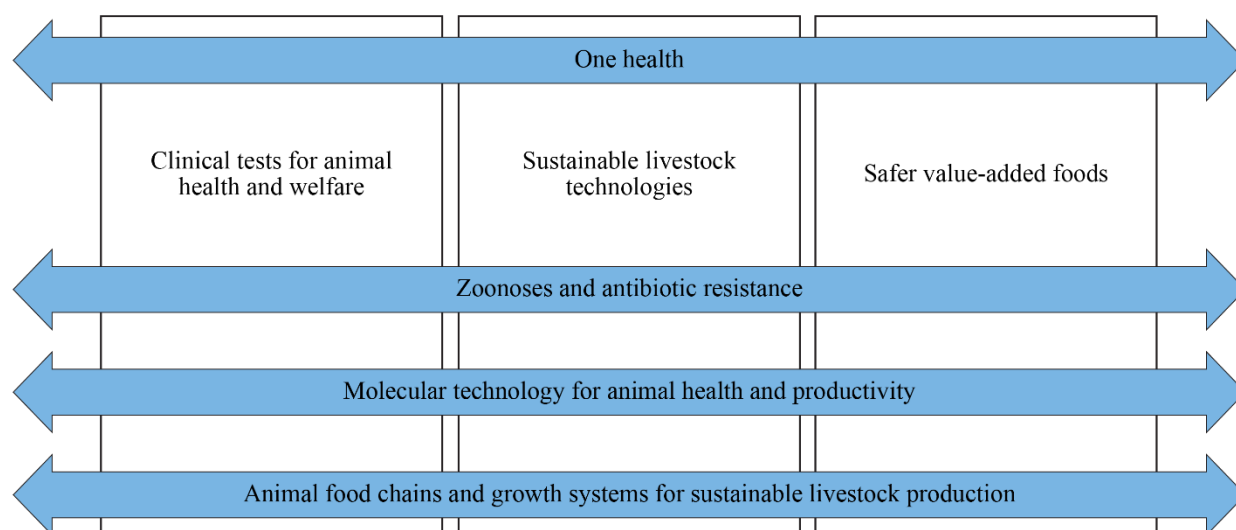
Education	Number of employees	Share, %
Higher university education	791	63.1
Higher non-university education	97	7.8
Secondary	280	22.4
Unfinished secondary education	16	1.3
Professional - technical	67	5.4
<b>Total</b>	<b>1251</b>	<b>100.0</b>

**1.2. Research activities**

The University's research is carried out in the fields of natural sciences, medicine and health sciences, as well as agricultural sciences in the approved strategic research areas (Figure 1.2.1 and Figure 1.2.2).



**Figure 1.2.1:** LSMU's strategic research directions in natural sciences and medical and health sciences



**Figure 1.2.2:** LSMU's strategic research directions in the field of agricultural sciences

In 2022, the University's researchers carried out LMT projects for EUR 3,910,200, received EUR 379,900 from international projects and EUR 1,701,900 from R&D contracts with economic entities (Table 1.2.1)

Table 1.2.1

**Funds received by LSMU faculties and research institutes in 2022 for participation in international, LMT-funded projects and R&D contracts with economic entities**

Units	Projects funded by LMT		International projects		R&D contracts with economic operators*		Total (EUR thousand)
	N	Funds (EUR thousand)	N	Funds (EUR thousand)	N	Funds (EUR thousand)	
Faculty of Medicine	46	2 124.8	3	0	17	414	2 538.8
Faculty of Pharmacy	19	75.9	1	11.7	20	451.1	538.7
Faculty of Odontology					1	6.2	6.2
Faculty of Nursing	6	40.2	1	0	1	20.1	60.3
Faculty of Public Health	5	72.2	2	229.8	6	143.1	445.1
Faculty of Animal Sciences	4	5.5			10	32.7	38.2
Faculty of Veterinary Medicine	9	483.9	2	47.8	5	39.2	570.9
Institute of Cardiology	17	869.8	2	0	17	444.1	1 313.9
Institute of Neuroscience	11	234.7	1	71.1	4	96.9	402.7
Institute of Endocrinology			1	0			0
Institute of Animal Husbandry	3	3.2	1	19.5	7	54.5	77.2
<b>Total</b>	<b>120</b>	<b>3 910.2</b>	<b>14</b>	<b>379.9</b>	<b>88</b>	<b>1 701.9</b>	<b>5 992.0</b>

\*Includes R&D contracts with economic entities, Lithuanian Academy of Sciences, Lithuanian Business Support Agency, Ministry of Health of the Republic of Lithuania, Central Project Management Agency, European Social Fund Agency.

In 2022, the University's researchers published a total of 1,132 peer-reviewed scientific articles, of which 705 were published in *CA WoS* journals with an impact factor *IF* greater than 30% of the aggregate impact factor of the relevant scientific category, as defined for the category of the field's journal (Tables 1.2.2–1.2.4). More than half of these articles, i.e. 52%, are co-authored with foreign partners. 424 articles were assigned to quartiles Q1 and Q2, or 76% of all articles in quartiles Q1-Q4.

Table 1.2.2

## LSMU Academy of Medicine faculties' scientific output in 2022

Publication type	Faculty of Medicine		Faculty of Odontology		Faculty of Pharmacy		Faculty of Public Health		Faculty of Nursing	
	N	Institution's* Author contributions	N	Institution's* Author contributions	N	Institution's* Author contributions	N	Institution's* Author contributions	N	Institution's* Author contributions
Monographs	2	0.23 (11.3%)					1	1.00 (100 %)		
Parts of books	4	2.47 (61.8%)							2	0.63 (31.3%)
Textbooks, training books	6	3.47 (57.8%)	2	1.40 (70.0%)			2	1.50 (75.0%)	1	0.03 (3.1%)
Other education literature	14	12.59 (89.9%)	1	1.00 (100.0%)	3	3.00 (100 %)	1	0.57 (57.2%)	1	0.25 (25.0 %)
Patents and patent applications	2	0.92 (45.9%)			2	0.73 (36.7%)			2	0.75 (37.5%)
CA WoS articles with an impact factor greater than 0	287	129.86 (45.3%)	23	11.47 (49.9%)	66	36.67 (55.6%)	52	18.89 (36.3%)	27	8.31 (30.8%)
of which: articles in CA WoS with an impact factor > 0 of which an IF > 30% of the relevant scientific category ACR	271	117.23 (43.3%)	20	10.55 (52.8%)	62	33.50 (54.0%)	52	18.89 (36.3%)	26	8.15 (31.3%)
Articles in CA WoS with no impact factor	11	5.83 (53.0%)	2	1.20 (60 %)	2	0.37 (18.4%)	5	1.32 (26.3%)	2	1.50 (75.0%)
Articles in other DBs	220	175.89 (80.0%)	18	17.33 (96.3%)	5	1.69 (33.8%)	17	8.71 (51.3%)	14	9.19 (65.6%)
Articles in other peer-reviewed journals	31	23.30 (75.2%)			4	3.00 (75.0 %)			5	4.00 (80.0%)
<b>Total</b>	<b>577</b>	<b>354.56 (61.5%)</b>	<b>46</b>	<b>32.40 (70.4%)</b>	<b>82</b>	<b>45.46 (55.4%)</b>	<b>78</b>	<b>31.99 (41.0%)</b>	<b>54</b>	<b>24.66 (45.7%)</b>

Table 1.2.3

**Scientific output of the research institutes of the LSMU Academy of Medicine in 2022**

Publication type	Institute of Neuroscience		Institute of Endocrinology		Institute of Cardiology	
	N	Institution's* Author contributions	N	Institution's* Author contributions	N	Institution's* Author contributions
Parts of books	6	3.35 (55.9%)			1	0.33 (33.3%)
Textbooks, training books			2	0.08 (4.2%)		
Other education literature					1	0.06 (5.6%)
Patents					2	0.65 (32.5%)
Articles in <i>CA WoS</i> with an impact factor greater than 0	61	29.00 (47.5 %)	19	6.28 (33.1%)	72	24.56 (34.11%)
<b>of which: articles in <i>CA WoS</i> with an impact factor &gt; 0, where an IF &gt; 30% of the relevant scientific category ACR</b>	<b>60</b>	<b>28.67 (47.8%)</b>	<b>18</b>	<b>5.88 (32.7%)</b>	<b>68</b>	<b>23.61 (34.7%)</b>
Articles in <i>CA WoS</i> with no impact factor	2	0.25 (12.5 %)			1	0,20 (20.0%)
Articles in other DBs	6	1.83 (30.6%)	2	0.67 (33.4%)	9	3.19 (35.4%)
Articles in other peer-reviewed journals			14	5.55 (39.6%)	1	0.50 (50.1%)
<b>Total</b>	<b>75</b>	<b>34.43 (45.9%)</b>	<b>37</b>	<b>12.58 (34.0%)</b>	<b>87</b>	<b>29.49 (33.9%)</b>

Table 1.2.4

**Scientific output of the faculties and research institutes of the LSMU Academy of Veterinary Medicine in 2022**

Publication type	Faculty of Animal Science		Faculty of Veterinary Medicine		Institute of Animal Husbandry	
	N	Institution's* Author contributions	N	Institution's* Author contributions	N	Institution's* Author contributions
Parts of books			1	0.17 (16.7%)		
Other education literature	2	1.25 (62.5%)	2	2.00 (100.0%)		
Articles in <i>CA WoS</i> with an impact factor greater than 0	52	22.26 (42.8%)	75	30.19 (40.3%)	13	7.90 (60.7%)
<b>of which: articles in <i>CA WoS</i> with an impact factor &gt; 0, where an IF &gt; 30% of the relevant scientific category ACR</b>	<b>46</b>	<b>19.52 (42.4%)</b>	<b>70</b>	<b>28.11 (40.2%)</b>	<b>12</b>	<b>7.50 (62.5%)</b>

Continuation of Table 1.2.4

Publication type	Faculty of Animal Science		Faculty of Veterinary Medicine		Institute of Animal Husbandry	
	N	Institution's* Author contributions	N	Institution's* Author contributions	N	Institution's* Author contributions
Articles in CA WoS with no impact factor	1	0.18 (18.2%)	1	0.05 (4.8%)		
Articles in other DBs	1	0.75 (75.0 %)	9	2.70 (30.0%)		
Articles in other peer-reviewed journals			2	1.17 (58.4%)		
<b>Total</b>	<b>56</b>	<b>24.44 (43.7%)</b>	<b>90</b>	<b>36.28 (40.3%)</b>	<b>13</b>	<b>7.90 (60.7%)</b>

In 2022, 243 PhD students studied at the University. Table 1.2.5 illustrates the distribution of doctoral students by department and field of study as of 31 December 2022.

Table 1.2.5

### Distribution of LSMU doctoral students by units and study fields

Scientific direction	MF	OF	PhF	PHF	SF	NI	EI	CI	ASF	VF	ASI	Total
Biology – N 010	16		1			5	1	6	2			31
Biophysics – N 011								5				5
Biochemistry – N 004										1		1
Medicine – M 001	109	1			1	1	2	10				124
Odontology – M 002		10										10
Pharmacy – M 003			15					1				16
Public Health – M 004				8								8
Nursing – M 005					14	1						15
Veterinary Medicine – A 002										20		20
Animal Sciences – A 003									10		3	13
<b>Total</b>	<b>125</b>	<b>11</b>	<b>16</b>	<b>8</b>	<b>15</b>	<b>7</b>	<b>3</b>	<b>22</b>	<b>12</b>	<b>21</b>	<b>3</b>	<b>243</b>

Details of the research are provided in Part 2 of the report, “Scientific knowledge-based health systems and sustainable technologies”.

### 1.3. Study activities. Employability of graduates

In 2022, LSMU had a total of 119 full-time, first-, second-, third-cycle and residency study programmes. The breakdown of study programmes by study cycle is presented in Table 1.3.1.

Table 1.3.1

### Number of LSMU study programmes by study cycle

Cycle	Number of programmes	Percentage, %
First-cycle studies	13	10,9
Second-cycle studies	14	11,8
Integrated studies	4	3,4
Third-cycle (PhD) studies	10	8,4
Professional (residency) studies	78	65,5
<b>Total</b>	<b>119</b>	<b>100,00</b>

As at 31 December 2022, a total of 7,709 students were enrolled in LSMU's integrated, first-, second-cycle and residency study programmes. The breakdown of students by study cycle is presented in Table 1.3.2.

*Table 1.3.2*

**Number of Lithuanian and foreign students by study cycle**

<b>Cycle</b>	<b>Number of Lithuanian students</b>	<b>Number of foreign students</b>	<b>Total</b>
First-cycle studies	1 306	88	<b>1 394</b>
Second-cycle studies	648	39	<b>687</b>
Integrated studies	2 848	1446 (33.7%)	<b>4 294</b>
Third-cycle (PhD) studies	239	4	<b>243</b>
Professional (residency) studies	1 084	7	<b>1 091</b>
<b>Total</b>	<b>6 125</b>	<b>1 584 (20.5%)</b>	<b>7 709</b>

In 2022, a total of 1,578 students graduated from LSMU's integrated, second- and third-cycle and non-degree (residency) study programmes. The distribution of graduates by study cycle is shown in Table 1.3.3.

*Table 1.3.3*

**Number of LSMU graduates (*n* = 1 578)**

<b>Study cycle</b>	<b>Graduates (number)</b>	<b>Percentage, %</b>
First-cycle studies	287	18.2
Second-cycle studies	252	16.0
Integrated studies	751	47.6
Third-cycle (PhD) studies	48	3.0
Professional (residency) studies	240	15.2
<b>Total</b>	<b>1 578</b>	100.0



Table 1.3.4

**Average monthly salary of LSMU graduates who are self-employed/ working under employment contracts, continuing their studies, in a specialised or highly qualified occupation, after 12 months, by study programme.**

Programme / research field	Number of graduates	Average income, EUR	Self-employed and/or working under an employment contract	Self-employed only	Continuing your studies	Continue working and studying	Percentage of graduates working in Lithuania with a high qualification or specialisation	Percentage of graduates working in Lithuania (excluding foreign students)	Percentage of graduates employed in Lithuania of all graduates
<b>First cycle</b>									
Medical and veterinary biochemistry	15	1757.34	3	1	4	8	45.5	73.3	73.3
Medical and veterinary genetics	17	1516.77	5	0	0	12	64.7	100.0	100.0
Oral hygiene	13	1446.19	11	0	0	1	50.0	92.3	92.3
Nursing	94	1967.48	71	0	1	18	93.3	94.7	94.7
Obstetrics	16	1539.66	8	0	0	7	93.3	93.8	93.8
Physiotherapy	33	1197.32	15	1	6	12	88.9	81.8	81.8
Occupational therapy	7	1102.22	3	0	0	3	83.3	85.7	85.7
Public health	8	1139.65	2	0	0	6	87.5	100.0	100.0
Veterinary food safety	21	1801.95	8	2	1	9	70.6	81.0	81.0
Animal science	11	1110.46	1	0	0	10	72.7	100.0	100.0
Animal-human interactions	7	1279.85	2	0	0	3	20.0	71.4	71.4
Food science	31	1001.95	12	0	2	15	40.7	87.1	87.1
Health psychology	28	1052.34	3	0	4	16	68.4	76.0	76.0
Social work in medicine	14	1369.02	9	1	0	3	91.7	85.7	85.7
<b>Integrated studies</b>									
Medicine	345	1645.14	23	1	2	222	100.0	90.1	71.0
Odontology	102	1810.45	66	0	0	12	94.9	95.1	76.5
Pharmacy	111	2768.18	105	0	0	1	52.8	99.1	95.5
Veterinary medicine	148	1294.76	114	2	0	10	80.7	90.5	83.8
<b>Second cycle</b>									
Biology of laboratory medicine	13	1871.31	12	0	0	1	69.2	100.0	100.0
Applied public health	12	2434.36	4	0	0	0	100.0	100.0	33.3
Lifestyle medicine	17	1204.92	14	0	0	1	80.0	93.8	88.2
Public health management	27	2302.37	23	1	0	0	87.0	85.2	85.2
Advanced nursing practice	9	2527.33	5	0	0	0	100.0	83.3	55.6
Nursing leadership	17	2091.84	16	0	0	0	93.8	94.1	94.1
Health and rehabilitation	50	979.16	45	3	0	0	75.6	90.0	90.0
Veterinary food safety	37	1581.99	34	1	0	1	48.6	94.6	94.6
Food science	14	1711.94	12	0	0	0	75.0	100.0	85.7
Animal science	23	1480.66	17	2	0	1	61.1	94.7	78.3
Animal-human interactions	8	1438.88	8	1	0	0	62.5	100.0	100.0
Clinical health psychology	11	1709.35	10	0	0	0	100.0	90.9	90.9
Medicinal chemistry	4	1524.82	4	0	0	0	50.0	100.0	100.0
Art therapy	7	737.55	7	2	0	0	85.7	100.0	100.0

Continuation of Table 1.3.4

Programme / research field	Number of graduates	Average income, EUR	Self-employed and/or working under an employment contract	Self-employed only	Continuing your studies	Continue working and studying	Percentage of graduates working in Lithuania with a high qualification or specialisation	Percentage of graduates working in Lithuania (excluding foreign students)	Percentage of graduates employed in Lithuania of all graduates
<b>Professional (residency) studies</b>									
Abdominal surgery	3	3048.78	3	0	0	0	100.0	100.0	100.0
Obstetrics and gynaecology	6	1946.44	5	0	0	0	100.0	83.3	83.3
Allergy and clinical immunology	1	0*	1	0	0	0	100.0	100.0	100.0
Anaesthesiology and resuscitation	11	4498.58	10	0	0	1	100.0	100.0	100.0
Chemotherapeutic oncology	1	0*	1	0	0	0	100.0	100.0	100.0
Surgery	4	4102.67	2	0	0	2	100.0	100.0	100.0
Dermatovenereology	8	3748.89	7	0	0	1	100.0	100.0	100.0
Dietetics	2	0*	2	0	0	0	100.0	100.0	100.0
Endocrinology	2	0*	2	0	0	0	100.0	100.0	100.0
Physical medicine and rehabilitation	10	2249.17	10	0	0	0	100.0	100.0	100.0
Gastroenterology	6	5489.59	4	0	0	2	100.0	100.0	100.0
Geriatrics	2	0*	2	0	0	0	100.0	100.0	100.0
Haematology	1	0*	1	0	0	0	100.0	100.0	100.0
Infectious diseases	2	0*	2	0	0	0	100.0	100.0	100.0
Cardiology	10	2916.22	7	0	0	2	100.0	90.0	90.0
Clinical toxicology	1	0*	1	0	0	0	100.0	100.0	100.0
Vascular surgery	1	0*	1	0	0	0	100.0	100.0	100.0
Laboratory medicine	2	0*	2	0	0	0	100.0	100.0	100.0
Nephrology	1	0*	1	0	0	0	100.0	100.0	100.0
Neurosurgery	1	0*	1	0	0	0	100.0	100.0	100.0
Neurology	6	3082.27	6	1	0	0	100.0	100.0	100.0
Ophthalmology	7	3541.13	6	0	0	0	100.0	85.7	85.7
Orthopaedics traumatology	3	2293.58	2	0	0	1	100.0	100.0	100.0
Otorhinolaryngology	4	3576.46	4	0	0	0	100.0	100.0	100.0
Pathology	1	0*	1	0	0	0	100.0	100.0	100.0
Plastic and reconstructive surgery	2	0*	2	0	0	0	100.0	100.0	100.0
Psychiatry	10	3454.74	9	0	0	1	100.0	100.0	100.0
Pulmonology	3	5210.24	3	0	0	0	100.0	100.0	100.0
Radiology	11	5430.79	11	0	0	0	100.0	100.0	100.0
Emergency medicine	10	4569.28	10	0	0	0	100.0	100.0	100.0
Sports medicine	1	0*	1	0	0	0	100.0	100.0	100.0
Family medicine	42	3816.61	39	0	0	0	100.0	95.1	92.9
Cardiac surgery	2	0*	1	0	0	1	100.0	100.0	100.0
Urology	5	2571.53	5	0	0	0	100.0	100.0	100.0
Childhood diseases and paediatric allergy	1	0*	1	0	0	0	100.0	100.0	100.0
Paediatric diseases and paediatric oncohaematology	1	0*	1	0	0	0	100.0	100.0	100.0
Childhood diseases and infectious diseases in children	1	0*	1	0	0	0	100.0	100.0	100.0

Continuation of Table 1.3.4

Programme / scientific field	Number of graduates.	Average income, EUR	Self-employed and/or working under an employment contract	Self-employed only	Continuing your studies	Continue working and studying	Percentage of graduates working in Lithuania with a high qualification or specialisation.	Percentage of graduates working in Lithuania (excluding foreign students)	Percentage of graduates employed in Lithuania of all graduates
Paediatric diseases and paediatric intensive care	2	0*	1	0	0	1	100.0	100.0	100.0
Child and adolescent psychiatry	4	2529.45	3	0	0	0	100.0	75.0	75.0
Paediatric diseases and paediatric cardiology	1	0*	3	0	0	0	100.0	100.0	100.0
Childhood diseases	1	0*	1	1	0	0	100.0	100.0	100.0
Paediatric diseases and neonatology	1	0*	1	0	0	0	100.0	100.0	100.0
Childhood diseases and paediatric neurology	1	0*	1	0	0	0	100.0	100.0	100.0
Paediatric diseases and paediatric pulmonology	1	0*	1	0	0	0	100.0	100.0	100.0
Childhood diseases and paediatric rheumatology	1	0*	1	0	0	0	100.0	100.0	100.0
Internal diseases	13	4284.48	11	0	0	1	100.0	92.3	92.3
Oral surgery	7	4517.47	6	0	0	0	100.0	100.0	85.7
Endodontics	1	0*	1	0	0	0	100.0	100.0	100.0
Orthopaedic odontology	3	3068.80	3	0	0	0	100.0	100.0	100.0
Paediatric odontology	1	0*	1	0	0	0	100.0	100.0	100.0
Veterinary sanitation of animal products	1	0*	1	0	0	0	100.0	100.0	100.0
Veterinary obstetrics and gynaecology	1	0*	1	0	0	0	100.0	100.0	100.0
Veterinary epidemiology	2	0*	2	0	0	0	100.0	100.0	100.0
Veterinary clinical haematology and toxicology	1	0*	1	0	0	0	100.0	100.0	100.0
Veterinary microbiology	1	0*	1	0	0	0	100.0	100.0	100.0
Veterinary therapy for non-communicable diseases	1	0*	1	0	0	0	100.0	100.0	100.0
Veterinary virology	1	0*	0	0	1	0	0.0	0.0	0.0
Small animal surgery	2	0*	2	0	0	0	100.0	100.0	100.0
Small animal therapy	1	0*	1	0	0	0	100.0	100.0	100.0
Diagnosis and treatment of diseases in ruminants	2	0*	2	0	0	0	100.0	100.0	100.0
Veterinary imaging diagnostics	1	0*	1	0	0	0	100.0	100.0	100.0
Equine veterinary medicine	1	0*	1	0	0	0	100.0	100.0	100.0

\*Salary data are not provided if there are less than 3 graduates.

Source: National Education Agency, data of 13-02-2023.

## 1.4. Human and animal healthcare

According to the licence, the University provides personal health care services at the Palanga Clinic of the LSMU MA Neuroscience Institute (Vydūno al. 4 / J. Šliūpo g. 7, LT-00135 Palanga). The University, as a shareholder, also participates in the provision of personal health care services at the University's clinical facilities: the Hospital of Lithuanian University of Health Sciences Kauno klinikos with 39 profile clinics and the LSMU Kaunas Hospital with 6 profile clinics.

Animal care, prevention and treatment services are provided by the LSMU VA VF Large Animal Clinic and the LSMU VA VF Dr. L. Kriaučeliūnas Small Animal Clinic.

All of these clinical facilities are major training grounds for students, medical residents and research. Detailed information on human and animal health care is provided in Part 4 of the report "Healthy People and Healthy Animals".

## **2. SCIENTIFIC KNOWLEDGE-BASED HEALTH SYSTEM AND SUSTAINABLE TECHNOLOGIES**

The aim in the field of science is to develop scientific knowledge in a coherent way in various fields, to carry out high-level research and experimental development, to train researchers, and to collaborate with national and international partners.

LSMU offers doctoral studies in 10 fields: Biochemistry, Biology and Biophysics in the Natural Sciences, Medicine and Health Sciences in the fields of Medicine, Odontology, Pharmacy, Public Health and Nursing, and Veterinary and Animal Sciences in the field of Agricultural Sciences.

As of 31 December 2022, there were 243 doctoral students at the University: 242 full-time doctoral students and 1 integrated programme doctoral student. Three doctoral students who have chosen to study the University's doctoral programme have graduated at universities abroad. Two PhD students from the Republic of Kazakhstan are studying on a non-state-funded programme after winning a scholarship under the Bolashak scholarship programme. Doctoral studies are offered in all main units of the University.

Studies of the 39 PhD students admitted in the reporting year were financed by the state budget of the Republic of Lithuania. 13 PhD students were admitted to state-funded places during an additional competition, which were allocated by the LMT through a competitive process. One PhD student from the Republic of Kazakhstan, who won a scholarship under the Bolashak programme, was admitted to a non-state-funded study place. The proportion of foreign university graduates and foreign nationals enrolled in doctoral studies in relation to the total number of doctoral students accounted for 4%.

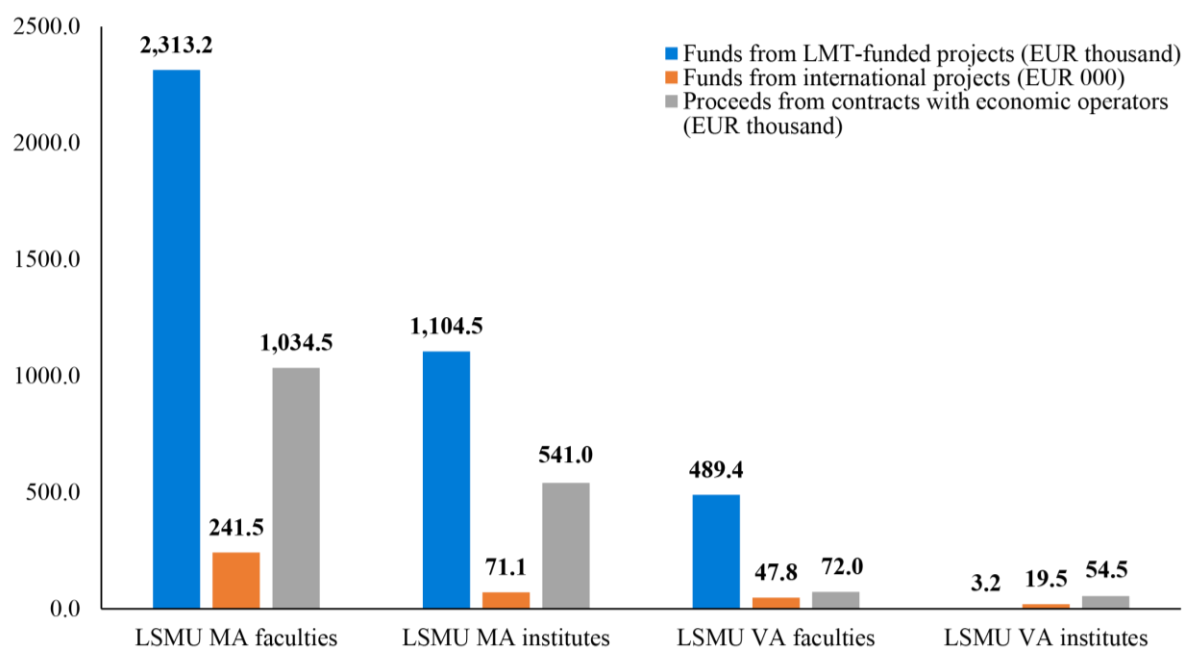
The doctoral programme graduation rate in 2022 was 69.36%, calculated using the methodology of the Ministry of Education, Science and Sport of the Republic of Lithuania, which shows an increase in the doctoral graduation rate in the field of Medicine and Health Sciences from 67.9% to 70.4%, a decrease in the field of Natural Sciences from 82.4% to 59.1% and in the field of Agricultural Sciences from 79.3% to 73.1% in relation to the 2021 rate.

Motivated students are encouraged to carry out continuous research from their first year to their final thesis – 51 applications were submitted to the LMT during the reporting year to support student research and internships.

Young PhDs have the opportunity to improve their scientific skills through postdoctoral internships. This encourages innovative research, gives young researchers the opportunity to develop an independent academic career and to become involved in the LSMU academic community. In the reporting year, LSMU submitted 9 applications for postdoctoral internship positions to LMT calls for applications, reflecting an increase in activity, as only 13 applications were submitted in total in the previous years 2017, 2020 and 2021 (LMT did not announce any calls in 2018 and 2019).

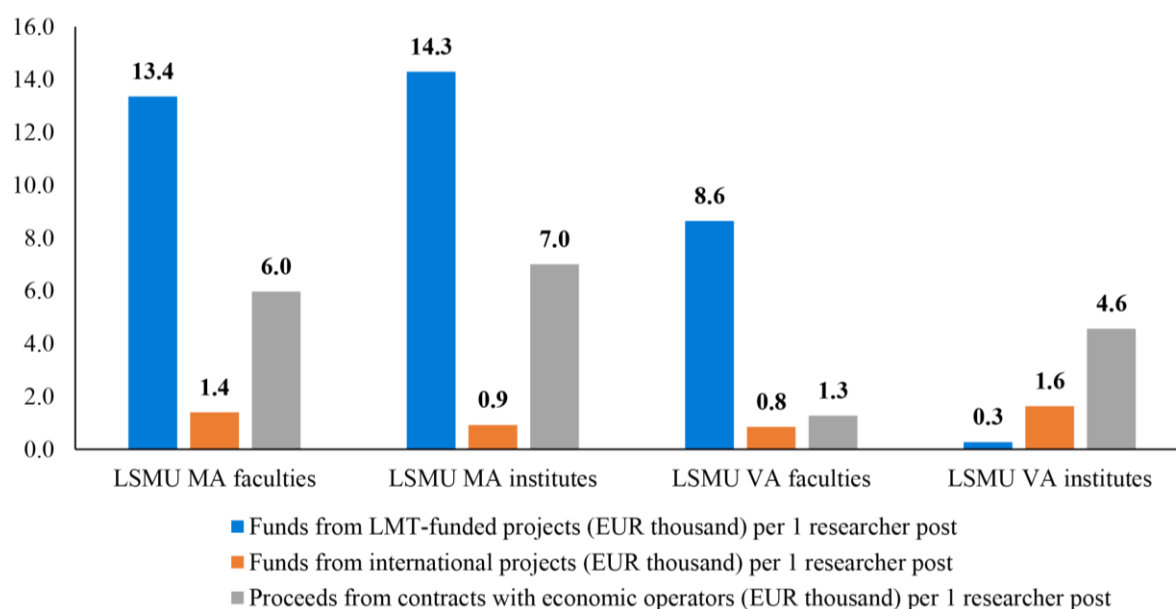
It should be noted that there were 7% of foreign high-level researchers employed on a contract basis in relation to the total number of researchers at the University in the reporting year.

An analysis of education programmes and income that supplemented the main state subsidy for science was conducted, based on data from the Accounting and Reporting Service. The additional funding received from LMT, MITA, NMA, Priority 1 of the Operational Programme for the EU Structural Funds 2014-2020 “Promotion of Research, Experimental Development and Innovation” under the measure “Development of the structure of the research, experimental development and innovation infrastructure and its integration into the European infrastructures”, the international projects with the participation of LSMU faculties and research institutes, and R&D contracts with economic operators were evaluated. In 2022, compared to 2021, the funds received by LSMU faculties and institutes from LMT-funded projects increased from EUR 2,734,900 to EUR 3,910,300, the funds from international projects dropped from EUR 487,600 to EUR 379,900, and the funds from contracts with economic operators did not change much (from EUR 1,706,600 to EUR 1,702,00 thousand, respectively) (Figure 2.1).



**Figure 2.1:** Funds received by LSMU faculties and institutes from international and LMT-funded projects and contracts with economic entities in 2022

Compared to 2021 data, in 2022, the funds received by LSMU faculties and institutes from LMT-funded projects per researcher position increased from EUR 8,900 to EUR 12,300, while the funds from contracts with economic entities per researcher position remained almost the same totalling EUR 5,600 in 2021 and EUR 5,300 in 2022. There was also little change in the funding of inter-institutional projects, which amounted to EUR 1,600 in 2021 and EUR 1,200 researcher in 2022 (Figure 2.2).



**Figure 2.2:** Funds received by LSMU faculties and institutes from international and LMT-funded projects and contracts with economic entities in 2022, per researcher position

The journal “Medicina” is a peer-reviewed monthly scientific journal published by the Lithuanian Medical Association, LSMU and VU, *indexed in CA WoS, JCR, MEDLINE, Index Copernicus and Directory of Open Access Journals*. Since 2018, the journal “Medicina” has been published in electronic format at <http://www.mdpi.com/>. According to the 2022 CA WoS database, the impact factor of the journal “Medicina” was 2,948 in 2021. The impact rate of 2.985 achieved over five years

is an increase of 21% compared to the previous year's impact factor (2.461). Despite the increase in the impact factor, "Medicina" dropped from the second quartile (Q2) to the third quartile (Q3) journal group. This is attributed to a 60% increase in the aggregate impact factor for General Medicine (5,182 in 2020 and 8,301 in 2021), i.e. the impact factor of Medicina has increased at a slower rate than the aggregate citation rate. Medicina ranks 88<sup>th</sup> out of 172 indexed journals in the group of general medicine journals and achieved 4,759 citations in 2022 (the number of citations only for articles published in 2020 and 2021). The total number of articles submitted to Medicina in 2022 compared to 2021 increased by 24% (from 3,674 in 2021 to 4,555 in 2022), and the number of articles in print increased by 33.6% (from 1,411 in 2021 to 1,885 in 2022).

In accordance with the implementation plan of the University's Strategic Development Guidelines approved by the University's Council, the LSMU Science Fund continued to support the University's research development in 2022, using a total of EUR 576,000 from the Science Fund in 2022:

- EUR 138,600 – for research by the University's research groups, scientists and doctoral students;
- EUR 7,800 – for encouraging the most productive and active young researchers and PhD students working at the University;
- EUR 370,500 – to support the publication of journal articles by University staff;
- EUR 59,100 – to promote cooperation between researchers from different universities.

To promote collaboration between university researchers, a competition for joint research projects between LSMU, KTU, VMU and LEI was organised in 2022. A total of 13 applications were submitted for the competition (LSMU and KTU – 9, LSMU and VMU – 2, LSMU, VMU and LEI – 1, LSMU and LEI – 1). Funding of EUR 59,100 was awarded to 6 joint research projects selected by experts between LSMU and KTU, VMU and LEI.

In 2022, the Open LSMU Fund granted EUR 107,500 to support PhD students, teaching staff and researchers who participated in internships to improve their professional qualifications, scientific conferences or similar events abroad. This support benefited 40 PhD students and 58 teaching staff or researchers at the University.

In collaboration with biotech and other business partners, 59 research contracts were awarded in 2022. This collaboration between business and science has enabled innovation and development. As part of the development of intellectual property management activities, 9 invention patent applications (7 international and 2 national) were filed in 2022. In 2022, the University obtained 2 international patents and 1 national patent (Annex 4, Annex 5).

One of the strategic priorities of LSMU is the targeted use of patents through licensing agreements. Currently, the University has 12 licensing agreements. In 2022, two contracts were signed: "Method for testing the fundamental properties of the skin and selection of an appropriate skin care regimen" (with UAB Medicina Practica Laboratorija) and "Preparation of articular cartilage cell culture" (with UAB Kelifarma).

In 2022, preparations were underway for the implementation of the accounting system for the use of expensive scientific equipment, also developing the University's co-financing system for research projects.

The International Projects Development Plan 2022–2026 was adopted to create a framework for competitive international project development.<sup>1</sup>

In 2022, preparatory works were carried out for the establishment of the Health Science Data Analytics Hub, bringing together stakeholder leaders in two events: "Health for All 2022" and the "Morning Conversations on Strengthening the Health Innovation Ecosystem".

The University has initiated the establishment of strategic national partnership networks: in June 2022, VU, KTU and LSMU signed an agreement to further develop the cooperation of Lithuanian research and education institutions with CERN; in May 2022, an agreement was signed between

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<sup>1</sup> Rector's Resolution No. RR1/9-2 on the Lithuanian University of Health Sciences International Projects Development Plan 2022-2026 of 13 June 2022.

LSMU, KTU, VDU and LSU to cooperate in mutually beneficial activities in the implementation of research and human resources projects.

In 2022, the University developed an incubation programme to implement entrepreneurship initiatives by supporting innovative ideas, fostering entrepreneurship among students and researchers, and encouraging the creation of innovative start-up companies. Contacts with potential investors have also been developed in order to create an effective incubator. The activities of the ongoing project “Development of Knowledge Commercialisation and Technology Transfer at Lithuanian University of Health Sciences” (LSMU-TTO2) have provided an opportunity to increase the benefits for teams developing ideas. During the targeted events, 16 innovative ideas were selected to develop commercialisation plans for their implementation and market launch.

Indicators for measuring progress towards the strategic objective of the strategic development axis “Knowledge-based health systems and sustainable technologies” are presented in Table 2.1, and indicators for measuring progress towards the targets are presented in Table 2.2.

*Table 2.1*

**Indicators of the evaluation of the implementation of the strategic objective under the  
strategic development axis  
“Scientific knowledge-based health systems and sustainable technologies”**

Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>1-1. Increase in the average number of citations of articles in CA WoS database publications</b>	2017–2021 – 7.21	At least 8,29 (+15% in 2026)	7.62 in 2018–2022	In progress
<b>1-2. Growth in knowledge and technology transfer income per full-time equivalent researcher</b>	2017–2021 – EUR 840	At least EUR 1345 (2026 + 60%)	EUR 2051	Yes

*Table 2.2*

**Indicators of the evaluation of progress of the implementation  
of tasks under the strategic development axis  
“Scientific knowledge-based health systems and sustainable technologies”**

Facility	Implementation progress indicator	Last known Value	Target	Result achieved in 2022	Completed in 2022
<b>Task 1.1: Strengthen human resources and competences for high-level science and science-based technologies through the identification and development of talent, and the creation of conditions for scientific activity and careers in science</b>					
-	<b>1.1-1. Doctoral graduation rate, percent</b>	74% in 2021	70% at the least	69.4%	No
<b>1.1.2. Encouraging motivated students to engage in research</b>	<b>1.1.2-1. Increase in the number of applications submitted annually to the Research Council of Lithuania to support student research and practice, %.</b>	35 applications in 2017-2021	10% increase per year	51 applications (+46%)	Yes
	<b>1.1.2-2. Developing international student summer research placements</b>	n.d.	Increase by 10% (average of 16 per year)	11 practical cantus <sup>2</sup>	In progress <sup>3</sup>

<sup>2</sup> Annex No 6

<sup>3</sup> First data collected for 2022

Continuation of Table 2.2

Facility	Implementation progress indicator	Last known Value	To be achieved Result	Result achieved 2022 m.	Completed in 2022
<b>1.1.3. Strengthening researcher resources and involving high-level researchers in the University's academic and scientific activities</b>	<b>1.1.3-2. Ratio of graduates from foreign universities and foreign nationals enrolled in doctoral studies to total enrolments in doctoral studies, %</b>	2.7% in 2017-2021	5% in 2022–2026 at the least	4% <sup>4</sup>	In progress
	<b>1.1.3-3. Ratio of foreign high-level researchers employed on a contract basis to all researchers at the University, %</b>	1% in 2020	2% in 2022–2026	1.9% <sup>5</sup>	In progress
	<b>1.1.3-4. Number of applications for post-graduate internship positions submitted to the Research Council of Lithuania</b>	13 applications submitted in 2017, 2020 and 2021	At least 5 applications per one call for applications	9 applications <sup>6</sup>	Yes
<b>Task 1.2: Generate high-level scientific knowledge and to promote and develop research and innovation of the highest calibre to enhance the competitiveness of the University</b>					
-	<b>1.2-1. Proportion of scientific publications in <i>Clarivate Analytics Web of Science</i> database in Q1 and Q2 quartiles to total scientific publications in <i>Clarivate Analytics Web of Science</i> database</b>	60% in 2017–2020	More than 60% in 2022–2026	67.8% in 2018–2022	Yes
	<b>1.2-2. Funding from international projects over the 2022–2026 period, % of total funding</b>	EUR 1,266,000 in 2017–2020	+10%, EUR 1,392,600 in 2022–2026	EUR 3,798,800	In progress (27.3% achieved)
<b>1.2.1. Disseminating high level scientific knowledge produced at the University</b>	<b>1.2.1-1. Proportion of publications by researchers working at the Institution in the top 10% of the world's most cited scientific publications</b>	9.6% in 2020	10% at the least	9.8%	No
	<b>1.2.1-2. Stable impact factor of the journal <i>Medicina</i></b>	Impact factor 2,341, quartile Q2, in 2020	Impact factor 2,341, quartile Q2, in 2020	Impact factor 2,948, quartile Q3	Partly
<b>1.2.2. Developing a system for the preparation of competitive international projects and promoting research and innovation projects</b>	<b>1.2.2-1. Developing a system for the preparation of competitive international projects (adoption and implementation of the plan)</b>	Not approved, not implemented	Approved, implemented	Approved	In progress

<sup>4</sup> Annex 7<sup>5</sup> Annex 8<sup>6</sup> Annex 9



Continuation of Table 2.2

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>1.2.3. Developing cooperation with personal health care institutions in testing innovations and technologies in the clinical environment</b>	<b>1.2.3-1. Number of innovations and technologies tested</b>	–6 in 2017–2021	10 over 2022–2026 at the least	2 <sup>7</sup>	In progress (20% achieved)
<b>1.2.4. Developing cooperation with animal health and livestock institutions in testing innovations and technologies in clinical and production environments</b>	<b>1.2.4-1. Number of innovations and technologies tested</b>	5 in 2017–2021	Not less than 10 over 2022–2026	1 <sup>8</sup>	In progress (10% of the target achieved)
<b>Task 1.3: Create a single and coherent innovation ecosystem and develop an entrepreneurial culture</b>					
-	<b>1.3-1. Increase in the number of intellectual property licence agreements</b>	6 agreements in 2018–2020	At least 15 agreements in 2022–2026	2 agreements <sup>9</sup>	In progress (13.3% achieved)
<b>1.3.1. Establishing a single and coherent framework for the transformation of research into new products, strengthening the entrepreneurship and commercialisation</b>	<b>1.3.1-1. Number of patent applications</b>	Number of applications submitted in 5 years –7	At least 10 applications in 2022–2026	9 patent applications <sup>10</sup>	In progress (achieved 90% of the indicator)
	<b>1.3.1-5. Established spin-offs</b>	4 companies in 2017–2020	At least 5 companies in 2022–2026	0 pcs.	In progress

<sup>7</sup> 1. Services of testing a prototype artificial lung ventilation device (TRL-6) developed by UAB Teltonika Telemedic from the user perspective.

2. Selection, analysis, classification, anonymisation and transfer of clinical data in the project “Creation of machine learning-based pre-operative planning systems and innovative manufacturing technology for personalised bio-ceramic implants” implemented by UAB Ortho Baltic

<sup>8</sup> Project “Use of innovative feed components in poultry farms”.

<sup>9</sup> (1) Method for testing the skin’s fundamental properties and selection of an appropriate skin care regimen (UAB Medicina Practica Laboratorija); (2) Preparation of articular cartilage cell culture (UAB Kelifarma).

<sup>10</sup> Annex No 4

Continuation of Table 2.2

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>Task 1.4: Effective coordination of research and innovation</b>					
-	<b>1.4-1. Increase in the number of ongoing R&amp;D projects and contracts with economic operators to raise funds for R&amp;D activities</b>	EUR 1,950,000 in 2017-2021	+10%. at least EUR 2,145,000 in 2022–2026	EUR 1,228,300	In progress (achieved 57% of the indicator)
<b>1.4.1. Establishment of an International R&amp;D Strategy Coordination Group</b>	<b>1.4.1-1. Establishment of an International R&amp;D Strategy Coordination Group</b>	Not established	Established	Not established <sup>11</sup>	In progress
<b>1.4.2. Developing a competitive project preparation system and promoting the execution of research and innovation projects</b>	<b>1.4.2-1. Developing the University's co-financing system for research projects</b>	16 projects in 2017–2021	At least 25 projects in 2022–2026.	3 projects <sup>12</sup>	In progress (12% of the indicator)

<sup>11</sup> Postponed to 2023 by Council Decision No UT1-24-16 of 22 December 2022

<sup>12</sup> Annex No 10

### 3. COMPETITIVE GRADUATES AND ACADEMIC EXCELLENCE

With the increasing involvement of faculties in the publicity of the study programme, the target selection of studies by graduates increased by 10% in 2022 compared to 2021, which led to 62.4% of those invited to study at LSMU indicating the study programme as their first choice. The annual Open Day event held by the University for students and their parents attracts a large number of participants. They spend the whole day at the University attending lectures and practical work, hearing about the study programmes and familiarising themselves with the University's classrooms and laboratories. For the first time in 2022, a questionnaire survey was carried out to assess the satisfaction of participants with the Open Day. According to the survey, 84.8% of participants were satisfied with the event.

The University's admissions strategy includes publicising information about the study programmes on the University's website, social networks, and outdoor billboards. In 2022, the percentage of first-year students who positively assessed the University's admissions strategy increased by 9% to 80.7% (compared to 71.7% in 2021).

The post-pandemic period resulted in fewer students enrolling in 2021 with a competition score above 7. In 2022, 904 students signed study contracts to study in Lithuanian in the first cycle and integrated study programmes. The total number of study contracts signed in 2022 was 8.5% lower than in 2021: 14.3% fewer study contracts were signed for state-funded places and 0.48% fewer – for non-state-funded places. More than one third (35.42%) of the graduates of 2022 failed the mathematics state matura exam, which was compulsory for all state-funded study places (for the Medicine and Odontology programmes and for non-state-funded study places). This had an impact on the average and lowest competition scores of applicants. However, the number of students admitted to the University from regions of the country increased by 8.5% compared to 2021.

In 2022, 6,375 students were enrolled in the University's full-time, first and second cycle programmes, of whom 1,573 were foreign nationals. Foreign nationals accounted for 24.7% of the total number of students in first cycle, second cycle and integrated study programmes. In 2022, a total of 1,290 graduates will graduate from LSMU's programmes of integrated, first and second cycle study programmes, 86% of whom are citizens of the Republic of Lithuania and 14% are foreign students.

Although the employability rate of 2021 graduates in Lithuania after 12 months in their speciality or high qualification has not reached the expected 85%, it still increased compared to the indicator of 2020 (81.3%) and now accounts for 84.9%. According to the alumni survey, 85.71% of the respondents had a positive perception of the knowledge, skills and competences acquired at the University. Compared to the data on 2020 graduates, satisfaction decreased by 5% due to the pandemic period of the last few years, which challenged the study process to ensure the acquisition of practical skills and competences. Employers' perception of graduates' job readiness also remained consistently high at 91.8%.

In September 2022, a new academic unit, the Student Affairs Office, was launched, with the Career Centre and part of the activities of the Study Centre (the Admissions Committee function) becoming a part of it. In addition to helping to strengthen student-oriented studies, the Office also represents interests of students of the University and organises psychological and social support. It continues to strengthen and expand its activities in the areas of publicity, student attraction, school visits and admissions, and to increase its social partners, thus opening up new initiatives and projects focused on the well-being of students and graduates.

In 2022, a cooperation agreement was signed between four Kaunas universities (KTU, VMU, LSMU and LSU). On the basis of the agreement, the universities committed to cooperate in the implementation of study programmes, offering relevant study modules/subjects for students of the universities, initiating the development of a joint study module to address the challenges of the city and the region, and the possibilities of its implementation. In the period 2022–2023, 33 study subjects

were offered to students of first-, second-cycle and integrated study programmes in Lithuanian and English on the basis of this agreement. 193 students from four universities applied to study the study subjects offered, 86 of whom were LSMU students. In light of the first experience, the activity is further improved, increasing the accessibility of inter-university studies for students from all universities.

In order to increase the efficiency of the administration of the study process, the transfer of the University's student internship processes to an electronic system (electronic signing of contracts and/or completion of reports) is being pursued. Out of the planned 76 placements to be transferred to the electronic system, 42 placements were transferred. This migration reduces the administrative burden on placement coordinators, students, placement mentors and contributes to the conservation of natural resources by allowing the elimination of paper signing of contracts and/or paper reports.

Student and teaching staff surveys focusing on the effectiveness of the study and working environment, the administrative process and the quality of administrators were conducted in 2022. According to the survey, more than half of the students (64.6%) were satisfied with the study environment. The highest levels of satisfaction were with the classrooms and virtual learning environments, while the necessary facilities (laboratory equipment, literature, databases, software, multimedia, simulation tools, etc.), the choice of catering facilities, and the promotion of a healthy lifestyle at the University were the least satisfactory. Teaching staff's satisfaction with the study and working environment was higher than that of students accounting for 71.5%. Teachers were most satisfied with classrooms and virtual learning environments. The majority of teaching staff agreed that the University has a respectful and ethical communication culture. Teachers were least satisfied with the tools needed for work (laboratory equipment, literature, databases, software, multimedia, simulation tools, etc.).

To summarise the data, the opinions of members of the academic community can be said to be in agreement on the aspect of the study and working environment that needs to be improved, i.e. the improvement of the tools needed for study and work (laboratory equipment, literature, databases, software, multimedia, simulation tools, etc.).

For the second consecutive year, the University remains in the 401-450<sup>th</sup> position in the QS World University Rankings *QS World University Rankings by Subject* 2022 in the field of medical sciences. When drafting the ranking, the highest ranking in the field of medical sciences was awarded to LSMU in the citation criterion for articles, with 77.4 points. The University scored 52.7 points for its h index and 49.9 – for employer's reputation. LSMU scored 43.4 points its academic reputation. The ranking position in 2022 shows that the need for improvements in the quality aspects of studies and research remains high in pursuit of the expected position.

Studies in the fields of Food Studies, Genetics and Veterinary Medicine were assessed during the reporting period. Food Studies received the maximum accreditation period of 7 years by Order No SV6-17 of 12 May 2022 and Veterinary Studies – by Order No SV6-56 of 22 December 2022. The studies in the field of Genetics are also to be accredited for 7 years by decision of the Director of the SKVC. The Veterinary Medicine study programme was evaluated twice – by SKVC and by the EAEVE expert group, and received the maximum accreditation, which was confirmed by the decision of ECOVE. In 2022, LSMU carried out the external evaluation and accreditation of studies in the fields of Medicine and Rehabilitation.

In 2022, after countries lifted restrictions on mobility after the global pandemic, and higher education institutions return to contact teaching, there was a significant change and improvement in academic mobility rates across all mobility groups – students, teaching staff and other employees. Mobility rates increased for incoming and outgoing (2.6% and 3.1%, respectively) teachers and students (1% and 0.5%, respectively) compared to 2021. The improvement in mobility rates was significantly affected by LSMU's involvement in finding additional mobility incentives, participation in short-term student mobility and part-time study programmes, competitive visiting teacher projects, and active support for the mobility of students and teachers from partner universities in Ukraine to LSMU. Funds of the *Erasmus+* programme, the annual Foreign Teachers' Project supported by the Education Exchanges Support Foundation and the University's Visiting Teachers' Mobility Fund

allowed 62 foreign teachers from 18 countries of the world to come to LSMU in 2022, with 28 teachers visiting the University from Ukraine, who received *Erasmus+* grants from LSMU.

In the implementation of the European Social Fund-funded project “Improving the quality of LSMU studies and related processes by increasing the potential of human resources”, No. 09.3.1-ES-FA-V-738-04-0001, distance and practical training in general competences was provided to students, with 2,529 students having completed the course.

As part of the “Teachers’ Qualification Development” activity, the development of teachers’ qualification (in the study field groups of Life Sciences, Health Sciences, Veterinary Sciences, Agricultural Sciences, Social Sciences, and Humanities), as well as the development of general (didactic, digital, soft) educational competences abroad started in 2022. A total of 66 University’s teaching staff members signed up for professional development.

The University acquired a licence to join the *Oxford Medical Simulation* virtual reality simulation teaching (learning) environment, which provides clinical scenarios for a wide range of different situations (topics include Sepsis, Heart Disease, Respiratory Disease, Gastroenterology, Paediatrics, etc.) to complement the content of the Biomedical Sciences curriculum. Technology and artificial intelligence are changing the behaviour of students and other members of the medical team, depending on the actions taken by the student himself. The student is provided with personalised, standardised and objective feedback on his achievements, which can be viewed on any device and built up in a portfolio for correcting errors and self-reflection. This virtual reality simulation learning environment allows theoretical knowledge to be put into practice before clinical practice begins, creating a safe space for students to make mistakes, promoting confidence and reducing the risk of harm to future patients. Thirteen LSMU teachers travelled to the UK to try out the tool in practice and shared their experiences at the *Diplomats for life* event.

Of the 38 educational publications produced by the University’s teachers in 2022, 81% are in electronic format or have electronic versions. All electronic publications are uploaded to the LSMU *DSpace CRIS* electronic publications repository for permanent storage and access, 13% of which are freely available online without restriction.

During the evaluation period, 1,111 defended theses and dissertations were uploaded to the University’s electronic repository, of which 99.82% are freely available without restriction. Researcher profiles were automatically created for all teachers in the *DSpace CRIS* information system, of which 80 % are active and continuously updated.

According to data of the survey of participants in the study process (students, teachers and administrators of study units) conducted in 2022, more than half (67.7%) of the respondents are satisfied with the study administration process. Students were most satisfied with the University’s information system LSMUSIS, the procedure for ensuring academic integrity and for crediting study results, and were least satisfied with the provision of information about changes in the study process and the administration of timetables. Teaching staff were most satisfied with the University’s information system LSMUSIS, the functionality of the administration of time-sheets, the assistance provided for questions related to the administration of the study process, the organisation and communication of work in the unit, and were least satisfied with the provision of information on changes in the study process and the administration of timetables. However, study administrators in study units expressed the highest level of dissatisfaction with the timetable administration process and with the provision of information on changes to the study process.

The majority of students and teachers (75.7%) had a positive opinion of the quality of the work of the study administrators. Students and teaching staff reported that study administrators provide information on timetables and classrooms, communicate in a respectful and ethical manner, have good computer literacy skills, and provide assistance on issues related to their studies in the unit.

Indicators for measuring progress of the implementation of the strategic objective of the strategic development field “Competitive Graduates and Academic Excellence” of the strategic development axis “Competitive Graduates and Academic Excellence” are presented in Table 3.1, and indicators for measuring progress of the implementation of tasks are presented in Table 3.2.

Table 3.1

**Indicators for measuring progress of the implementation of the strategic objective  
of the strategic development axis  
“Competitive graduates and academic excellence”**

Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>2-1. Employability of graduates in Lithuania after 12 months by speciality or high qualification</b>	81.3% in 2020	85 % at the least	84.9%	No
<b>2-2. Stable or improving positive opinion of graduates of the knowledge, skills and competences acquired at the University</b>	90.1% in 2020	90 % at the least	85.7%	No
<b>2-3. Stable or improving positive opinion of employers of the employee readiness for work</b>	92.5% in 2020	92.5 % at the least	91.8%	No

Table 3.2

**Indicators for measuring progress of the implementation of  
tasks and measures under the strategic development axis  
“Competitive graduates and academic excellence”**

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>Task 2.1: Ensure the attraction of talented and motivated students and teachers and their comprehensive well-being in their studies and work at the University</b>					
-	<b>2.1-1. Ratio of the number of entrants with a competition score above 7 (%) to the total number of entrants</b>	79.1% in 2021	80% at the least	71.6%	No
	<b>2.1-2. Those invited to study indicate LSMU study programmes as their first choice</b>	52.6% in 2021	60% at the least	62.4%	Yes
	<b>2.1-3. Percentage of students with a positive perception of the study environment out of all students</b>	53% in 2019	80% at the least	64.6%	No

Continuation of Table 3.2

Facility	Implementation progress indicator	Last known Value	To be achieved Result	Result achieved in2022	Completed in 2022
<b>2.1.1. Development of the open days events management system</b>	<b>2.1.1-1. Number of admissions to first-cycle, second-cycle and integrated study programmes</b>	1,534 people in 2021	+0-10%.	1,421 people (-7%)	No
	<b>2.1.1-2. Percentage of teaching staff who have a positive perception of the study and working environment (%) of the total number of teachers</b>	74.7% in 2021	80% at the least	71.5%	No
	<b>2.1.1-3. Participants' opinion of the Open Days (positive)</b>	n.d.	n.d.	84.8%	In progress <sup>13</sup>
	<b>2.1.1-4. Percentage of first-year students who have a positive opinion of the University's admissions strategy (%) of the total number of students</b>	71.7% in 2021	At least 80% of the total number of	80.7%.	Yes
<b>2.1.2. Strengthening cooperation with schools and reducing social and regional exclusion</b>	<b>2.1.2-2. Number of participants who completed the preparatory courses</b>	16 participants in 2021	+10% annually	24 participants (+50%)	Yes
	<b>2.1.2-3. Reducing social exclusion by attracting students from the country's regional cities to study</b>	35% in 2021	+2% annually	43.5% (+15%)	Yes
<b>2.1.3. Ensuring an attractive and lifelong learning environment for teachers</b>	<b>2.1.3-3. Improving the competences of mentors responsible for student internships</b>	n.d.	20% at the least	20.3%	Yes <sup>14</sup>
<b>2.1.4. Strengthening student-centred learning</b>	<b>2.1.4-1. Establishment of a Student Affairs Office</b>	No	Yes	Yes <sup>15</sup>	Yes
	<b>2.1.4-3. Opinion of students with disabilities and those with individual needs in terms of study accessibility and individualization (positive)</b>	n.d.	Opinion improving every year	30%	In progress <sup>16</sup>
	<b>2.1.4-4. Strategy for the inclusion of inter-university electives in study programmes</b>	No	Yes	One inter-university agreement signed	In progress
	<b>2.1.4-10. Ratio of on-time graduates (%) to enrolments by study cycle</b>	n.d.	At least 85% of enrolled students graduate on time	70.7%	No
	<b>2.1.4-11. Ratio of the number of dropouts (%) of the total number of students</b>	5.8% in 2020	No more than 10%.	5.8%	Yes

<sup>13</sup> First data collected for 2022<sup>14</sup> First data collected for 2022<sup>15</sup> Council Decision No UT1-18-1 26 May 2022<sup>16</sup> First data collected for 2022

Continuation of Table 3.2

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>Task 2.2: Create new study quality and value</b>					
-	<b>2.2-1. Stable position in the QS World University Rankings by Subject every year</b>	401-450 place in 2021	At least 400 <sup>th</sup> in 2026	401–450 place	In progress
	<b>2.2-2. Increase in the ratio of foreign teaching staff to LSMU teaching staff</b>	1.32% in 2020	At least 5% in 2026	4.98%	In progress
<b>2.2.1. Developing studies based on research and innovation</b>	<b>2.2.1-3. Establishment of a functional science group for education research</b>	No	Yes	No	No <sup>17</sup>
<b>2.2.2. Review and update of the descriptions of the study programmes, in line with international and national legislation</b>	<b>2.2.2-1. Number of study fields accredited for the maximum period of time</b>	2017-2019 - 57% (7 programmes accredited, 4 of them – for the maximum period of time)	80% at the least	100 % (of 3 programmes)	Yes
<b>2.2.4. Developing internationalisation of studies</b>	<b>2.2.4-1. Number of international students coming for part-time studies</b>	1.7% in 2021	+9% annually (2.5% in 2026)	2.6% (+45.7%)	Yes
	<b>2.2.4-2. Number of university students having left for part-time studies</b>	2.9% in 2021	+8% annually (7% in 2026)	3.3% (+11.9%)	Yes
	<b>2.2.4-3. Number of inter-institutional mobility of teaching staff</b>	2.3% in 2021	+20% annually (20% in 2026)	5.4% (+76.3%)	Yes
	<b>2.2.4-4. Involvement of faculties in international initiatives and cooperation between teachers and researchers</b>	n.d.	At least 2 agreements by 2026	3 agree-ments <sup>18</sup>	Yes
<b>2.2.7. Improving plagiarism prevention</b>	<b>2.2.7-1. Running final theses through the plagiarism detection programme</b>	50.2% in 2021	100 %	65.8%	No

<sup>17</sup> Postponed to 2023 by Council Decision No UT1-24-16 of 22 December 2022

<sup>18</sup> Agreements concluded by the Faculty of Animal Sciences with the University of Life Sciences in Lublin, Poland, and the Institute of Animal Reproduction and Food Research of the Polish Academy of Sciences.

1. Agreement No. BN19-263 20/02/21/01 Food Production and Food Packaging Systems Ensuring Preservation of its Bioactive Ingredients Important in the Prevention of Civilisation Diseases, Financed from the funds of the Ministry of Science and Higher Education in Poland as part of the "Regional Initiative of Excellence" Programme. University of Life Sciences in Lublin, (prof. P. Matusevičius);

2. Agreement No. 2021-BN-00031 Evaluation of antioxidant properties of *Cirsium vulgare* by using laboratory animals model, Institute of Animal Reproduction and Food Research of the Polish Academy of Sciences, (prof. P. Matusevičius); Faculty of Veterinary Medicine Memorandum of Cooperation with Zhangir Khan West Kazakhstan Agrarian Technical University

3. Zhangir Khan West Kazakhstan Agrarian-Technical University. Valid from 12.04.2022. Agreement ID 014352.



Continuation of Table 3.2

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>Task 2.3: Develop the concept of an virtual and open university</b>					
-	<b>2.3-1. Proportion of <i>Open Access</i> study materials produced by University's teaching staff of the total study materials</b>	5.71% in 2020	50% in 2026	13%	In progress
	<b>2.3-2. Proportion of final theses of University's students bearing the <i>Open Access</i> tag out of all student theses</b>	76.5% in 2021	100% in 2026	99.8%	In progress
<b>2.3.1. Development of imitation and simulation-based training systems</b>	<b>2.3.1-2. Upgrading simulation equipment in line with the needs of updated study programmes</b>	No	Yes (till 2026)	62 out of 512 units upgraded.	In progress
	<b>2.3.1-3. Proportion of the number of installation and use of simulation-based learning systems in subjects/modules (%) of the total number of study subjects in programmes</b>	n.d.	5% at the least (till 2026)	22.4%	In progress
<b>2.3.2. Development of the implementation of Open Access provisions</b>	<b>2.3.2-1. Number of University's teaching staff with updated profiles in CRIS</b>	n.d.	100 % (in 2023)	80%	In progress
<b>Task 2.4: Improve the efficiency of the administration of the study process</b>					
-	<b>2.4-1. Opinion of participants in the study process (positive)</b>	72.5% in 2020	80%	73.5%	In progress
<b>2.4.1. Strengthening a unified and efficient system of study planning</b>	<b>2.4.1-1. Number of study subjects/ modules for several different study programmes</b>	0 %	At least 5% in each study programme in 2026	0 %	In progress
<b>2.4.4. Developing a system for the management of student placements</b>	<b>2.4.4-1. Transfer of the administration of internships to the electronic system</b>	18 out of 76 internships transferred in 2021	100 %	42 out of 76 internships transferred	In progress
<b>2.4.5. Establishment of a system for the development and evaluation of the qualifications of study administrators</b>	<b>2.4.5-1. Number of administrators who have completed courses or seminars</b>	n.d.	Stable or increasing number	46.5%	In progress <sup>19</sup>
	<b>2.4.5-2. Study process participants' opinion on the work of study administrators (positive)</b>	72.5% in 2020	Improving opinion	75.7%	Yes

<sup>19</sup> First data collected for 2022

## 4. HEALTHY PEOPLE AND HEALTHY ANIMALS

### 4.1. A healthy community

In 2022, LSMU has put a strong focus on improving the infrastructure adapted for health, safety and special needs. Lighting in dormitory areas was improved to make the University's spaces more accessible to the community. Favourable conditions for meals of staff and students were created, opening up new cafeterias in the VA Central Building and the E. Levinas Centre. A special committee has been set up to coordinate the study process for students with special learning needs. The new LSMU website is designed to be accessible to people with dyslexia. To improve safe access to LSMU buildings for people with disabilities, 12 elevators with call buttons for trained staff were installed. The VA administration building has a toilet for people with disabilities.

To improve physical health of the community, 13 activities improving physical activity were made available, which is one more compared to 2021. In addition to sports games (basketball, football, volleyball, badminton, table tennis), participants could practice individual sports (swimming, athletics), improve their well-being in the gym, and take part in group wellness activities (e.g. Nirvana exercises). A total of 1,404 staff and students participated in physical activities, which is 5.3% more compared to 2021. A breakdown of the members of the LSMU community who took part in sports activities is presented in Annex 11.

In order to improve the psychological well-being of the LSMU community, 742 individual and group counselling sessions were provided at the Psychological Well-being and Health Training Centre (an increase of 44.5% compared to 2021), which received a positive rating (4.5 out of 5) from the users of these services. Although many initiatives were developed to improve physical health and psychological well-being, the majority of teachers (52.1%) and students (63.4%) had a neutral opinion about health promotion activities. More people working in non-academic departments (35.6%) were satisfied or very satisfied with health promotion activities compared to those working in academic departments (26.6%). Similarly, a lower than expected proportion of the University community (69.4% of staff and 54.3% of students) rated their health as good or very good, regardless of gender, age or type of unit. Strengthening the health of the University's community by increasing the variety and accessibility of health promotion activities and improving the dissemination of information remains an important future priority.

In order to create and strengthen an organisational culture that promotes physical and mental health and social well-being, an assessment of psychosocial risk factors in the units was launched in 2022 and will be carried out in phases, with at least one unit assessed per year. In the reporting year, the assessment of the Faculty of Odontology identified tolerable (minimal) occupational risks. In addition, 53 initiatives were organised for the University and the LSMU Gymnasium community to reduce risky behaviour and promote healthy lifestyles, to strengthen mental and spiritual health and the sense of community, together attracting about 2,700 participants. 46.4% of employees were satisfied with the organisational culture at the University, 39.3% had no opinion and only 14.3% were dissatisfied. The majority of teaching staff (82.0%) and more than two thirds of students (70.3%) indicated that the University has an ethical and respectful communication culture. Improving the culture of the organisation remains an important priority in 2023.

The University's community has been actively involved in promoting the health of the Lithuanian population and shaping the Healthy policy. As many as 60% of LSMU representatives' reports in the media consisted of expressing their opinion on health promotion issues.

9 initiatives were organised for the general public, attracting 594 people. 12 initiatives were held for the University's community and the general public on the social network. The *#taiyrvaisuomenessveikata* (*#thisispublichealth*) initiative launched in 2021, partly funded by ASPHER and organised on Facebook, aimed at improving attitudes towards healthy lifestyles among all age groups, received special attention. The number of University's employees participating in the expert activities almost tripled (214 employees) compared to 2021 (74 employees). 348 employees participated in activities of international organisations. The number of proposals to health and social policy makers has decreased (76 proposals) compared to 2021 (107 proposals), thus a greater involvement in health and social policy making remains an important objective for LSMU.

The report on health care activities is presented in the Annexes (Annex 12 – Hospital of the Lithuanian University of Health Sciences Kaunas Clinics, Annex 13 – Kaunas Hospital of LSMU, Annex 14 – Palanga Clinic of LSMU NI).

## **4.2. Healthy animal**

In the implementation of the strategic objective of this axis “Targeted Use of the Concentrated Potential of the University and Hospitals for the Promotion of Human and Animal Health and Care”, the activities of the LSMU VA units have been actively pursued in order to enable veterinarians to improve their qualifications. As a result, the number of Lithuanian veterinarians participating in refresher courses/training organised by VA VF units reached 835 in 2022 (42% annual growth of the strategic objective impact indicator instead of the planned 5%). The focus of the in-service training events was on the health and management of the cattle herd (more than 100 veterinarians, VF Large Animal Clinic), a seminar on neurology was held about innovations in veterinary neurology (creating the Neurology Service Delivery System, measure 3.9.1), also organising a course for veterinarians on the use of alternative measures in the fight against antimicrobial resistance in bacteria (more than 250 veterinarians; Dr L. Kriaučeliūnas Small Animal Clinic, VFV), a training course on radiation protection for persons responsible for radiation protection in veterinary medicine (Department of Food Safety and Quality, VFV), a course for persons working with experimental and/or laboratory animals (Department of Anatomy and Physiology of the VF) and others. 5 events were organised related to the implementation of the measure “3.7.2-1. Number of events to promote the rational use of antimicrobials” and the functional Zoonoses Research Centre was established at the end of 2022 (measure 3.7.3), which will also contribute to the study and management of antimicrobial resistance in bacteria in the future.

Year 2022 marks active participation in the implementation of the activities of the measure “3.8.1. Development of cooperation with authorities responsible for animal health, welfare and the progress of agro-innovation” was carried out (23 activities in total), such as, participation in working groups of the Ministry of Agriculture and the Ministry of the Environment and in the preparation of descriptions of 2 eco-schemes that are important for reducing ammoniacal nitrogen volatilization from liquid and thick manure; participation in drafting the National Greenhouse Gas Emission Accounting Reports (8 pcs.) in the implementation of the contract “Preparation of expert data analysis of the National Greenhouse Gas Emission Accounting Reports in the Agricultural Sector” (Institute of Animal Husbandry, LSMU); the VA VF Animal Welfare Centre made proposals and recommendations to the SFVS on the establishment of indicators for assessing the welfare of cattle, sheep, goats, and horses and on the methodology for their application; The Baltic-Nordic Animal Welfare Network was provided with suggestions and recommendations on the use of horses for hippotherapy purposes, as well as participation in the European Commission's Animal Welfare Platform of the European Union in preparing recommendations, also participating in the development of a system of criteria and indicators for the assessment of the sustainability of agriculture in Lithuania, including in the system animal welfare indicators.

Employees of the ASF Breeding Department collaborated with business companies (contracts with 3 dairy cattle farms and 6 bee farms have been concluded) for the creation of a genomic breeding model and its integration into the animal breeding programmes.

The Green Deal compliant and environmentally friendly solutions applied (indicator 3.8.3-1) include the implementation of a freewheeling cow milking technology with remote herd management and analysis module and the use of no-till technology in the sowing of more than 229 hectares of crops at the LSMU Practical Training and Trial Centre. The LSMU Institute of Animal Husbandry also tested the no-till technology for the renewal of meadows with perennial plants (25 ha), the installation and testing of a regulated drainage system to reduce carbon dioxide emissions from peat meadows on 15 ha of perennial meadows by flooding them with water in the autumn and winter periods, etc.

In the framework of animal health activities (indicator 3.9.3-2), the Dr L. Kriaučeliūnas Small Animal Clinic of the VF provided services to 11,935 pets (the number of cats and exotic animals treated increased). The number of horses treated at the VF Large Animal Clinic increased by 2.6%, but the number of cattle, small ruminants and camelids treated decreased. This change is attributed to the fact that agricultural companies have been increasingly employing residency-trained veterinarians with sufficient qualifications to carry out animal health activities and such farms no longer need to additionally outsource the services of the VF Large Animal Clinic. Moreover, disappearing small and medium livestock farms, including sheep farmers, lead to a decreasing demand for related services. The increase in the size of livestock farms is leading to increased use of milking robots, computerised herd management programmes, animal biomarker monitoring systems for disease prevention, which makes on-farm veterinarians more efficient in disease control and prevention and ensures timely culling of farm animals in view of the high costs of treatment, reduced productivity and lower market value of such animals.

Indicators for measuring progress of the implementation of the strategic objective of the strategic development axis “Healthy People and Healthy Animals” are presented in Table 4.1 and indicators for measuring progress of the implementation of tasks are presented in Table 4.2.

*Table 4.1*

**Indicators for measuring progress of the implementation of the strategic objective under the strategic development axis “Healthy People and Healthy Animals”**

<b>Implementation progress indicator</b>	<b>Last known value</b>	<b>Target</b>	<b>Result achieved in 2022</b>	<b>Completed in 2022</b>
<b>3-1. Steadily decreasing number of sick days (0.2 days) per employee per year</b>	In 2017–2020: an average of 6.21 sick days per employee	0.2 days reduction per employee per year	5,99 sick days per employee (a decrease of 0.22)	Yes
<b>3-2. Increasing number of Lithuanian veterinarians (5% annually) improving their qualifications at LSMU</b>	In 2017–2020 – an average of 590 doctors per year	+5% annually (753 doctors in 2026)	835 doctors (+42%)	Yes

Table 4.2

**Indicators for measuring progress in the implementation of tasks and measures under the strategic development axis “Healthy People and Healthy Animals”**

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>Task 3.1: Promote the health of the University’s employees and students</b>					
—	<b>3.1-1. Self-assessment of health</b>	81.6% in 2020	At least 85% in 2026	69.4% of employees 54.3% of students	No
	<b>3.1-2. Employee satisfaction with health promotion activities (positive)</b>	Evaluated from 2022.	n.d.	29%	In progress <sup>20</sup>
	<b>3.1-3. Student satisfaction with health promotion activities (positive)</b>	Evaluated from 2022.	n.d.	24%.	In progress <sup>21</sup>
<b>3.1.1. Creating favourable infrastructural and organisational conditions for the nutrition of staff and students</b>	<b>3.1.1-1. Solutions for staff and student nutrition developed and or adapted</b>	In 2021, there were no conditions opportunities in VA campus	Conditions created or renewed in 1 building per year	2 solutions	Yes <sup>22</sup>
<b>3.1.2. Improving a healthy physical and ergonomic environment for study, work and rest</b>	<b>3.1.2-1. Adapted solutions for community members with various disabilities</b>	n.d.	At least 2 solutions by 2026	4 solutions	Yes <sup>23</sup>
	<b>3.1.2-2. Adapted green, common and other spaces of the University to the needs of the community</b>	n.d.	At least 1 solution annually	1 solution	Yes <sup>24</sup>
	<b>3.1.2-3. Solutions to improve health: for conserving natural, energy and other resources and reducing potential pollution</b>	n.d.	At least 3 solutions by 2026	3 solutions	Yes <sup>25</sup>

<sup>20</sup> First data collected for 2022

<sup>21</sup> First data collected for 2022

<sup>22</sup> (1) Café in the central VA building, (2) Café in the E. Levinas Centre.

<sup>23</sup> (1) Safe access to LSMU buildings for people with disabilities was improved (information signs, (2) The new LSMU website is accessible to persons with special needs (dyslexia); (3) A toilet for people with disabilities was installed in the VA administration building; (4) An access ramp for people with disabilities was installed in VA Building 5.

<sup>24</sup> Improved lighting in dormitory areas.

<sup>25</sup> (1) Installation of more cost-effective LED lighting; (2) Installation of a grease trap at the Neuroscience Institute; (3) Renovation of 1 dormitory.

Continuation of Table 4.2

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 202	Completed in 2022
<b>3.1.3. Modern and alternative health-promoting and health-enhancing physical activities (yoga, tai-chi, pilates, etc., to fit in with work and study time)</b>	<b>3.1.3-1. Number of people engaged in sports</b>	–752 people/year on average in 2017–2020	Increasing – > 752 people/year on average	1404 people	Yes
	<b>3.1.3-2. Number of activities to increase physical activity</b>	n.d.	At least 5 activities by 2026	13 activities <sup>26</sup>	Yes
<b>3.1.4. Increasing access to individual psychological support for staff and students</b>	<b>3.1.4-1. Number of psychological consultations provided</b>	n.d.	n.d.	759 consultations	In progress <sup>27</sup>
	<b>3.1.4-2. Satisfaction of those who used psychological consultations</b>	n.d.	Increasing satisfaction score	4.54 points	In progress <sup>28</sup>
<b>3.1.6. Ensuring health care of pets of employees</b>	<b>3.1.6-1. Number of animal health services provided to pets of employees</b>	n.d.	Increasing number of services	108 pcs.	In progress <sup>29</sup>
<b>Task 3.2: Develop and strengthen the organisational culture that promotes physical and mental health and social well-being</b>					
–	<b>3.2-1. Employee satisfaction with organisational culture (positive)</b>	Evaluated from 2022.	n.d.	46.4%	In progress <sup>30</sup>
	<b>3.2-2. Student satisfaction with organisational culture (positive)</b>	Evaluated from 2022.	n.d.	70.3% <sup>31</sup>	In progress <sup>32</sup>
<b>3.2.1. Healthy Living and Sustainable Choice initiatives for the University's staff and students</b>	<b>3.2.1-1. Number of trainings, competitions, campaigns, etc. to reduce risky behaviour and promote healthy living and mental and spiritual health</b>	n.d.	Increasing number of initiatives	52 initiatives <sup>33</sup>	In progress <sup>34</sup>
	<b>3.2.1-2. Number of participants in initiatives to reduce risky behaviours and promote healthy lifestyles, to improve mental and spiritual health</b>	n.d.	+2% increase in the number of participants each year	2762 participants	In progress <sup>35</sup>

<sup>26</sup> Annex No 15<sup>27</sup> First data collected for 2022<sup>28</sup> First data collected for 2022<sup>29</sup> First data collected for 2022<sup>30</sup> First data collected for 2022<sup>31</sup> Students (N=589) were asked to rate the statement “*The University has an ethical and respectful communication culture*”.<sup>32</sup> First data collected for 2022<sup>33</sup> Annex No 16<sup>34</sup> First data collected for 2022<sup>35</sup> First data collected for 2022

Continuation of Table 4.2

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>3.2.2. Improving the psychosocial working and study environment</b>	<b>3.2.2-1. Assessment of psychosocial risk factors in University's units</b>	n.d.	At least 1 unit annually	1 unit <sup>36</sup>	Yes
<b>Task 3.3: Increase the contribution of academia to health promotion in Lithuania</b>					
–	<b>3.3-1. Proportion of LSMU community representatives' expert communication on health promotion in overall academic expert communication</b>	Evaluated from 2022	50% at the least	60%	Yes
<b>3.3.1. Involvement of the University's academic community in health and social policy-making</b>	<b>3.3.1-1. Number of University's staff participating in expert activities</b>	104 employees in 2020	Growing	214 employees <sup>37</sup>	Yes
	<b>3.3.1-2. Number of proposals to health and social policy makers on health and social welfare issues</b>	2020 – 287 proposals	Growing	76 proposals	No
	<b>3.3.2-3. Number of staff members in international organisations</b>	n.d.	Growing	348 employees	In progress <sup>38</sup>
<b>Task 3.4: To develop opportunities for research, education and healthcare activities in the University's hospitals and other healthcare units</b>					
–	<b>3.4-1. Increase in the number of University's hospital staff involved in research and education projects</b>	895 persons in 2020	Stable or increasing number	1,216 people	Yes
<b>3.4.1. Upgrading infrastructure at the clinical bases for studies</b>	<b>3.4.1-1. Number of refurbished classrooms</b>	n.d.	At least 1 classroom per year in 1 clinic	7 classrooms <sup>39</sup>	Yes
<b>Task 3.6: Develop research and science-based specialised personal health care in the University's hospitals</b>					
–	<b>3.6-1. Number of newly introduced diagnostic, treatment and nursing methodologies</b>	39 methodologies in 2020	53 methodologies in 2026 (+5% annually)	123 methodologies (+215%)	Yes
<b>3.6.1. The structure of the University's hospitals organised on the basis of the University's profile clinics</b>	<b>3.6.1-1. Number of profile clinics in both hospitals of the University</b>	44 clinics in 2021	Increasing number	45 clinics <sup>40</sup>	Yes

<sup>36</sup> Faculty of Odontology<sup>37</sup> Annex No 17<sup>38</sup> First data collected for 2022<sup>39</sup> 5 classrooms (2 in the Cardiology Clinic and 3 in the Immunology and Allergy Clinic) at the Hospital of the Lithuanian University of Health Sciences Kaunas Clinics (Eivenių g. 2, Kaunas) (Kaunas, Lithuania). New study spaces were renovated and a complex of 5 classrooms (i.e. 1 auditorium) was set up at the LSMU Kaunas Hospital (Baltijos g. 120, Kaunas). Prof. P. Avižonis Auditorium is being renovated at LSMU Kaunas Hospital.<sup>40</sup> 39 profile clinics at the Hospital of Lithuanian University of Health Sciences Kaunas Clinics, 6 clinics at LSMU Kaunas Hospital (Infectious Diseases Clinic, Geriatrics Clinic, Radiology Clinic, Skin and Venereal Diseases Clinic, Children's Diseases Clinic, Nursing Clinic).

Continuation of Table 4.2

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>3.6.3. Promoting research at the University and University Hospitals</b>	<b>3.6.3-1. Research projects of the University and University's Hospitals</b>	n.d.	Increasing number of projects	9 projects <sup>41</sup>	In progress <sup>42</sup>
	<b>3.6.3-2. Number of biomedical studies</b>	283 studies in 2020	Increasing number of studies	384 studies <sup>43</sup>	Yes
	<b>3.6.3-3. Number of PhD students working in profile clinics</b>	138 PhD students in 2020	Stable or increasing number of PhD students	129 doctoral students <sup>44</sup>	No
<b>Task 3.7: Develop a responsible attitude towards animals and their role in society</b>					
—	<b>3.7-1. Public education and information events</b>	Average of 3 events per year in 2017–2020	At least 3 events per year	9 events <sup>45</sup>	Yes
<b>3.7.1. Informing the public in the development of a contemporary approach to animals and their importance to society</b>	<b>3.7.1-1. Number of events on animal welfare topics</b>	2 events in 2020	At least 2 events per year	4 events	Yes
<b>3.7.2. Development of activities to promote the rational use of antimicrobial agents and to reduce resistance to them</b>	<b>3.7.2-1. Number of events to promote the rational use of antimicrobials</b>	3 events in 2020	At least 3 events per year	4 events	Yes
<b>3.7.3. Establishment and development of a functional Zoonoses Research Centre</b>	<b>3.7.3-1. Establishment of a functional Zoonoses Research Centre</b>	No	Yes	Yes <sup>46</sup>	Yes

<sup>41</sup> Annex No 18<sup>42</sup> First data collected for 2022<sup>43</sup> 370 at Kaunas Clinics of Lithuanian University of Health Sciences, 14 at Kaunas Hospital of LSMU.<sup>44</sup> 120 at Kaunas Clinics of Lithuanian University of Health Sciences, 9 at Kaunas Hospital of LSMU.<sup>45</sup> Annex No 19<sup>46</sup> Resolution No. 165-16 of the Senate of 21 December 2022.



Continuation of Table 4.2

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>Task 3.8.: Participate in the implementation of science-based guidelines for animal health, welfare and the Green Deal</b>					
—	<b>3.8-1. Number of expert services and consultations</b>	Average of 11 services per year in 2017–2020	At least 11 services annually	78 services	Yes
<b>3.8.1. Developing cooperation with institutions responsible for animal health and welfare and advancing agro-innovation</b>	<b>3.8.1-1. Participation in the preparation of documents governing animal health, welfare, agro-innovation and the implementation of the Green Deal</b>	Average of 10 proposals per year in 2017–2020	n.d.	23 proposals	Yes
<b>3.8.2. Promoting the sustainable use of animal genetic resources</b>	<b>3.8.2-1. Participation in the implementation of the national strategy for the conservation of genetic resources</b>	n.d.	n.d.	10 cores, 1,035 animals forming breeding cores <sup>47</sup>	In progress
	<b>3.8.2-2. Participation in the development of a genomic breeding model and its integration into animal breeding programmes</b>	0 contracts/ consultations in 2021	At least 25 contracts/ consultations until 2026	9 contracts	In progress (36% of the indicator achieved)
<b>3.8.3. Engagement in the implementation of the Green Deal objectives</b>	<b>3.8.3-1. Providing Green Deal compliant and environmentally friendly solutions</b>	Average for 2017–2020 – 6 per year	At least 30 solutions until 2026	6 solutions	In progress (20% achieved)
<b>Task 3.9.: Promote leadership in specialised animal health area</b>					
—	<b>3.9-1. Number of new diagnostic and therapeutic services provided by the VF Large Animal and Dr L. Kriaučeliūnas Small Animal Clinics</b>	—An average of 20 new services per year in 2017-2020	At least +10% annually (32 services in 2026)	22 services <sup>48</sup> (+10%)	Yes
<b>3.9.1. Establishment of a service system in the field of Neurology</b>	<b>3.9.1-1. Number of services provided in Neurology using the MRI system.</b>	n.d.	+10% annually	401 services	In progress <sup>49</sup>
	<b>3.9.1-2. Number of other (non-neurology) services provided using the MRI system</b>	n.d.	+5% annually	12 services	In progress <sup>50</sup>
<b>3.9.2. Development of equine rehabilitation services</b>	<b>3.9.2-1. Number of horse rehabilitation services provided</b>	51 services in 2021	At least +5% annually	57 services (+12%)	Yes

<sup>47</sup> Annex No 20<sup>48</sup> Annex No 21<sup>49</sup> First data collected for 2022<sup>50</sup> First data collected for 2022

Continuation of Table 4.2

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>3.9.3. Attract and encourage promising veterinarians to work at VA VF animal clinics</b>	<b>3.9.3-1. Procedures for assessing and promoting the qualifications of veterinary practitioners have been developed</b>	No	Yes	Yes <sup>51</sup>	Yes
	<b>3.9.3-2. Growth in the number of patients per species (dogs, cats, cattle, sheep, etc.)</b>	Total for 2021 – 30 707 Dogs – 8 179 Cats – 2 725 Other (exotic animals) – 583 Cattle – 17 309 Horses – 664 Other animals – 1247	At least +5% annual of the total volume	Total – 30 226 (–1.6% of total volume) Dogs – 8 143 Cats – 3 020 Other (exotic animals) – 772 Cattle – 16 896 Horses – 681 Other animals – 714	No

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<sup>51</sup> Resolution No 164-05 of the Senate of 24 November 2022.

## 5. SUSTAINABLE UNIVERSITY

The University's sustainability and long-term progress depends directly on its ability to mobilise the members of the community with highest competence, creating a friendly environment and conditions for study, work and recreation, the ability to initiate and develop strategic partnerships and their various projects to promote progress, ensuring modern infrastructure and state-of-the-art information technology solutions, efficient management and operational processes, financial stability, and proactive communication.

**Human Resources.** In 2022, the University focused on reviewing its activities and the human resources needed to carry them out and to service them, so that the number of University staff, which had increased steadily since 2017 (from 2,621 in 2017 to 2,899 in 2021), decreased to 2,787 in 2022 (3.8%). The number of foreign staff, which represented a mere ~0.2-0.3% of the total employees between 2017 and 2021, increased slightly to 27 people (0.9%) in 2022, but remained relatively low at the institutional level. The ratio of women to men remained stable at 2 : 1.

In 2022, 262 vacancies were announced: 180 teaching positions, 57 research staff positions and 21 heads of academic units. There were 83 regular attestations held for staff members: 71 teaching staff and 12 research staff (Annex 22). It is important to emphasise that in 2022, the qualification and certification requirements have been updated for teachers and researchers, creating new ones for veterinarians, in order to ensure clear career paths that are closely linked to the updated salary and motivation system contributing significantly to the aim of promoting internationalisation.

The total salary of employees increased by ~50% between 2018 and 2022, with the highest salary increase in the grade of researcher positions (~73%), but positive dynamics persist across all grades of positions. A further review of staff remuneration arrangements, qualification and certification requirements and the development of a more comprehensive incentive package remains a topical activity for the University to remain a competitive employer capable of attracting and retaining staff of top competence.

In 2022, the Commission for the Attestation of Researchers and Teachers of the Senate of the University evaluated the scientific and pedagogical work of LSMU teaching staff, with the Senate awarding 22 teaching staff members with the pedagogical title of an LSMU professor and 9 teachers with the pedagogical title of an LSMU associate professor (Annex 23).

In 2022, 9 LSMU staff members were full members of the LMA and 6 staff members were junior members of the LMA. One former LSMU staff member was also an emeritus member of the LMA in 2022 (Annex 24).

In 2022, the 360 annual performance appraisal, which has been in place since 2019, continued to reflect on the performance of the individual staff member over the calendar year, highlighting strengths and weaknesses, identifying competences and skills to be developed in order to perform their job functions and represent the University well. In 2022, 2,194 staff members (75.7% of the total staff) were evaluated, but the evaluation methodology is scheduled to be reviewed and updated in 2023, mainly due to the observed increase in negative feedback from the University's community.

In 2022, all University staff had the opportunity to improve their qualifications at various internal and external events: 875 staff members (2.6% more than in 2021), including 579 academic and 296 non-academic staff members, improved their general and specific competences. In 2022, 403 staff members from academic and administrative units went abroad under the *Erasmus* and Staff Mobility for Learning.

In 2022, the University paid particular attention to strengthening the management of structural units and improving their competences – ~50 people improved their general competences at the University-organised conference for managers “Organisation Culture. How to (self-)focus, (self-)involve, (self-)retain and grow”. Each month, all University staff also received internal training “Info Days” to strengthen their competences and knowledge of the activities of the University.

In 2022, several motivational measures have been developed for employees, including pastoral care, sports services, rental of sports facilities and free psychological counselling.

In 2022, the University underwent major structural changes to optimise the structure and performance of its departments, to deliver new functions and to meet the University’s strategic objectives. The University had established a new Quality and Strategy Monitoring Service, new positions of an Information Systems Security Officer, Transparency Officer, Equal Opportunities Coordinator, a Student Affairs Office reorganising the Career Centre and a part of the Study Centre; an Infrastructure Management Office reorganising the Accommodation Services Service, the Buildings Maintenance and Repair Service, the Construction and Investment Service, and the Asset Management Service. The Behavioural Medicine Clinic of the Faculty of Nursing and other units were also abolished. The University’s bookstore was relocated to a new place (Sukilėlių pr. 13, Kaunas), also reorganising units carrying out [land] farming activities.

**Financial resources.** In 2022, the University continued to strive for financial sustainability by successfully diversifying its income from different funding sources. The direct appropriations from the State budget accounted for only about 40% of the total income received, although the share of funds received from sources other than direct appropriations from the state budget decreased compared to 2021 (from 61.0% in 2021 to 58.8% in 2022), but this was due to the increase indirect appropriations from the state budget rather than to the decrease of the income generated by the University and the receipt of projects and other earmarked funds. In 2022, all three main groups of income increased compared to any of the previous financial year. Compared to 2021, this increase was:

- Direct state budget appropriations – + 22.1%;
- Income from the services provided – 3.4%;
- Project and other earmarked funds – + 28.2%

Table 5.1 illustrates the University’s income by source of funding.

*Table 5.1*

**Income by source of funding (classification of the Ministry of Finance), 2022**

Source of funding	Income, EUR thousand
State budget funds (direct state budget appropriations)	38 556
Own funds	34 821
European Union and other financial support (from the budget)	10 115
Funds from State budget transfers	8 275
European Union financial support (non-budgetary)	1 329
Funds from foreign countries	180
Assets received gratuitously under a gift agreement, including financial and non-financial support received in Lithuania	100
Funds from international organisations	99
Earmarked funds	89
Government reserve funds for support measures in response to military action by the Russian Federation in Ukraine (direct state budget appropriations)	16
Municipal funds	3

Income from the University's core activities (studies, research, human and animal health, etc.) continued to grow. In 2022, it amounted to EUR 88,474,000, an increase of 16.4% compared to the previous year. The main contributor to the increase of income from the University's core activities was the increase in revenue from education and research activities (12% increase in income from education activities and 30% increase in income from research activities compared to 2021).

On the contrary, the total income from the University's non-core activities (pharmacy, bookstore, economy, non-formal education, and other activities) has been declining. In 2022, it amounted to EUR 5,110,000, which is a 3% decrease compared to the previous year. The main factor contributing to this decrease was the decrease in Pharmacy income (Pharmacy income down by 19% compared to 2021). Other non-core income increased: ASI Experimental Development and Trial increased by 48.2%, Bookstore by 4% and Non-Formal Education by 32% compared to 2021, making the review of Pharmacy activities a high priority for the next years of the University's activities.

The structure and dynamics of LSMU's income is presented in Annexes 25 to 27.

The University's spending per student has continued to increase. In 2022, this indicator was EUR 12,129, which shows an increase of EUR 1,791 compared to 2021.

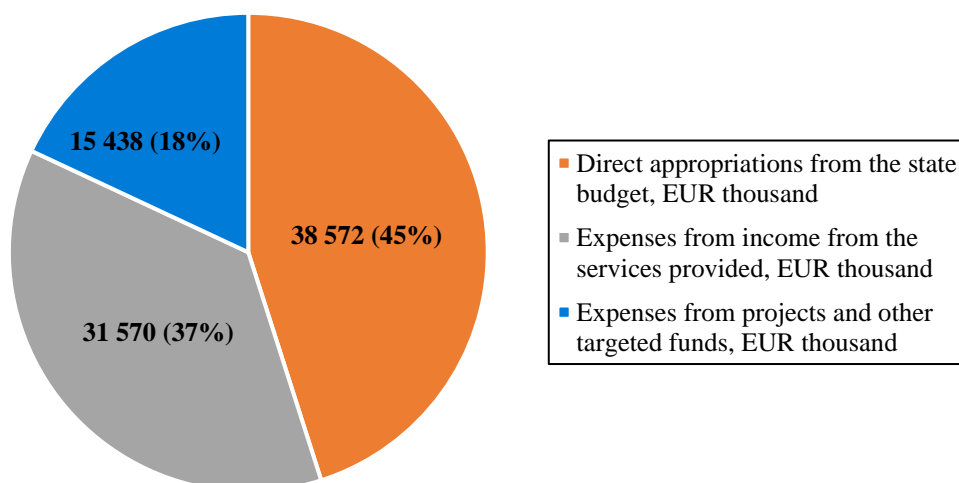
In 2022, the largest share of the University's expenses came from direct appropriations from the state budget – 45.1% (i.e. EUR 38,572,000). Expenses from income from the provision of services accounts for 36.9% (i.e. EUR 31,570,000), while expenses from projects and other earmarked funds accounts for 18.0% (i.e. EUR 15,438,000) of the total expenses of the University.

When it comes to expenses by economic classification, salaries and social security costs made up the largest share, which accounted for 66.2% of the total expenses (i.e. EUR 56,620,000). Expenses of goods, services, etc. accounted for 20.7% (EUR 17,716,000), expenses of acquisition of tangible and intangible (non-current) assets – for 8.1% (EUR 6,920,000), scholarships – for 4.5% (EUR 3,859,000), and social benefits – for 0.5% (EUR 465,000).

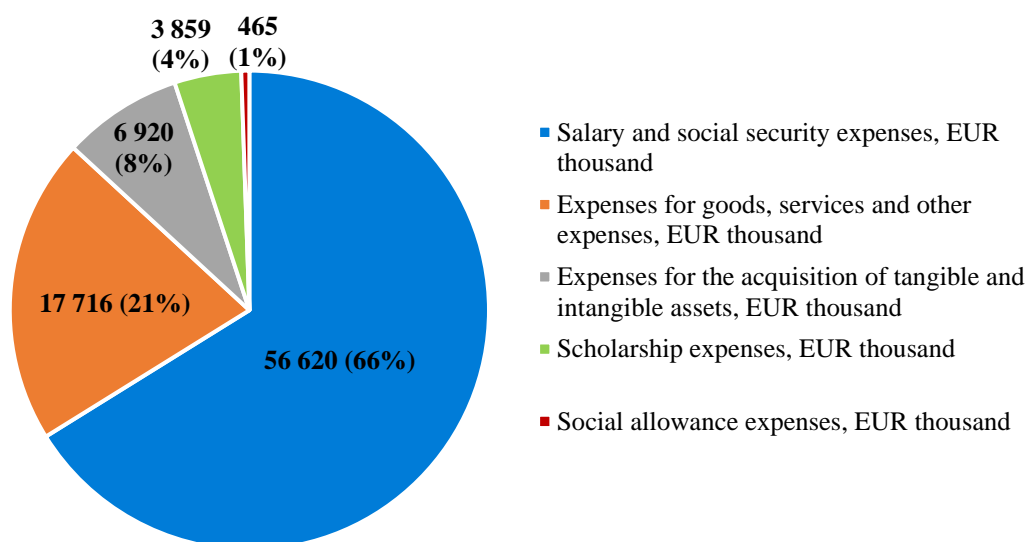
Compared to the previous year, the University's expenses increased by 12.6%. Expenditure increased from all three of the University's main funding sources:

- Expenses from direct appropriations from the state budget increased by 22.1%.
- Expenses from income from the services provided increased by 5.1%.
- Expenses from projects and other earmarked funds – by 7.5%

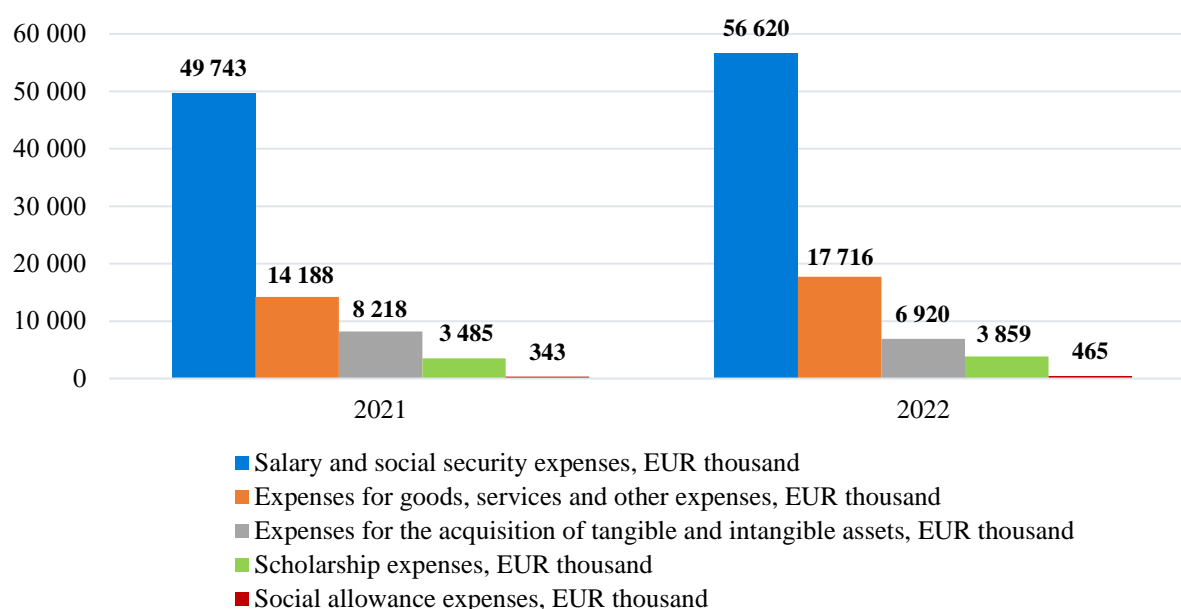
The structure and dynamics of the University's expenses is presented in Figures 5.1–5.3.



**Figure 5.1:** Structure of the University's expenses by source of funding in 2022



**Figure 5.2:** Structure of the University's expenses by economic classification in 2022



**Figure 5.3:** Dynamics of the University's expenses from 2021 to 2022

Given the steady growth of the University's income, the balanced structure of income and expenses, and the changes in the income/expense ratio, the University is financially sustainable and is in a state of continuous development.

**Infrastructure resources.** In 2022, the University completed the reconstruction (superstructure) of the Institute of Cardiology, thus allowing the Institute of Cardiology to further develop its ongoing research and innovation activities.

In 2022, the University continued the development of the infrastructure important for the University's activities as a promoter or a partner: the study and research facilities of the Faculty of Nursing, the study and research facilities of the Faculty of Odontology, the infrastructure necessary for the study programme "Veterinary Medicine", the Wildlife Care Centre, the Nuclear Medicine Technology Centre, the biobank, cultural heritage sites, the dormitory on Dainavos Street, sports facilities, the LSMU Gymnasium branch primary school and many others, also having started the preparation of a prospective investment project and feasibility studies for the Faculty of Medicine's study and research facilities. The aim is to implement all infrastructure projects by the deadlines set out in the University's Strategic Development Guidelines Implementation Plan. A significant attention has been paid to the introduction of solutions for the conservation of natural, energy and other resources and the reduction of potential pollution into objects of infrastructure in order to ensure the University's sustainability and environmental responsibility.

It should be noted that additional funding was successfully raised for the following infrastructure objects in 2022: solar energy development (EUR 516,179.05), renovation of the dormitory on Dainavos Street (EUR 429,000), Wildlife Care Centre (EUR 1,024, 898.9), and cultural heritage objects (EUR 181,640). In cooperation with the Kaunas District Municipality, the municipal infrastructure of Kaunas District Municipality was also improved, which is relevant for the development of the practical training activities of the Veterinary Academy.

In 2022, following a relevant decision of the Government of the Republic of Lithuania, more than 85 real estate units were invested in the University.

Taking into account the above infrastructure developments, the area of study and research space per student increased from 11.1 sqm per student (2021) to 11.26 sqm per student in 2022.

**Information technology.** In 2022, one of the biggest challenges for the University was the digitisation of various processes and their security, taking into account the community's needs to change the forms of organisation of activities to remote, digital, integrated, or mixed.

Development of information systems was one of the main ways in which digital transformation was pursued, introducing new functionalities and digitising the University's business processes: the University changed the *accounting system* used thereby completely as from January 2022, also digitising the process of the allocation of funding sources to procurement and the invoice acceptance and reconciliation process in *the Public Procurement System. In the Process and Document Management System*, 13 internal processes for the submission and approval of documents were digitised. The *study and document management systems* continue to expand digital document capabilities and improve e-signature solutions. In 2022, work continued on the development and implementation of strategically important systems such as the *Human Resources Management* and the *Animal Information System*. The user-friendly and intuitive accessibility of information, with the development of a study portal for students, a self-service portal for staff, and the updating of the intranet and website are other important steps taken for the benefit of the University's community.

The introduction of digital tools in 2022 resulted in standardised computer workstations (CWPs) and modernised CWP maintenance processes. This has enabled the efficient assessment of the condition of some 4,000 CWPs and the remote update and installation of the necessary software. At the end of 2022, the University had 37.5% (about 1500) of CWPs compliant with the new standard.

In order to protect sensitive data and systems due to the growing threat of cyber-attacks, cyber security and backup solutions and processes continued to be implemented and modernised. The *BitBefender* cyber breach prevention and management system was installed in 2022, having prepared for the procurement of a cyber resilience checking service.

Indicators for measuring progress of the implementation of the strategic objective of the strategic development field "Sustainable University" are presented in Table 5.2 and indicators for measuring progress of the implementation of tasks are presented in Table 5.3.

Table 5.2

**Indicators for measuring progress of the implementation of the strategic development axis “Sustainable University”**

Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>4-1. Increasing employee satisfaction</b>	Evaluated since 2022.	Growing	56.7%	In progress <sup>52</sup>
<b>4-2. Growth in the share of funds received from sources other than direct appropriations from the state budget</b>	61% in 2021	A moderate increase in the volume of funds received (%) to maintain an annual fluctuation in the range –2% to +5%.	58.8% (–2.2% points)	No <sup>53</sup>

Table 5.3

**Indicators for measuring progress of the implementation of the tasks and measures of the strategic development axis “Sustainable University”**

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>Task 4.1: Develop a system for staff competency development enabling the acquisition and effective application of the knowledge and skills required in operations</b>					
<b>4.1.3 Enabling staff to use their general and specific competences they have acquired in their work</b>	<b>4.1.3-1. Information technology tool developed (a single window “OFFER”)</b>	No	Yes	Yes	Yes <sup>54</sup>
	<b>4.1.3-2. Number of employees taking initiatives to improve activities and/or processes at the University</b>	n.d.	+ 3% increase in the number annually	19 employees	In progress <sup>55</sup>
	<b>4.1.3-3. Number of initiatives to improve activities and/or processes at the University</b>	n.d.	Increase in the number of initiatives +3% p.a.	21 initiatives	In progress <sup>56</sup>
<b>Task 4.2.: Update procedures of salary, qualification and certification procedures and the incentive system in order to retain existing and attract new employee with the highest competence</b>					
<b>4.2.2. Updating and applying the qualification and certification requirements for teachers and researchers</b>	<b>4.2.2-1. Qualification and entry requirements for teachers and researchers have been updated and introduced</b>	No	Yes (2023)	Yes	Yes <sup>57</sup>
<b>4.2.3. Developing incentive packages for staff</b>	<b>4.2.3-1. Development of incentive packages</b>	n.d.	At least 2 packages per year	4 pcs.	Yes <sup>58</sup>

<sup>52</sup> First data collected for 2022

<sup>53</sup> In 2022, the share of funds raised from sources other than the state’s direct appropriations showed an annual variation (from 2021 onwards) of 2.2% and did not reach the planned annual variation of 0.2%. This situation is due to a sharp increase in the state’s direct appropriations compared to 2021 (+22%).

<sup>54</sup> LSMU intranet and LSMUSIS

<sup>55</sup> First data collected for 2022

<sup>56</sup> First data collected for 2022

<sup>57</sup> Senate Resolution 164-03 of 24 November 2022.

<sup>58</sup> LSMU intranet. 4 proposals for staff: Psychology, Pastoral care, Sport, rent of sports facilities.



Continuation of Table 5.3

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>Task 4.3: Bring the University's community together by strengthening interconnections between community members</b>					
-	<b>4.3-1. Meeting the needs of the community through the University's community mobilisation initiatives</b>	n.d.	Growing	46.1%	In progress <sup>59</sup>
<b>4.3.1. Promoting and facilitating various extracurricular activities and events</b>	<b>4.3.1-1. Number of community members participating in various extracurricular activities, societies and clubs</b>	An average of 763 people annually in 2017-2020	Increasing number + 5% annually	1,798 people (+136%) <sup>60</sup>	Yes
	Of which (4.3.1-1): <b>4.3.1-2. Percentage of foreigners participating in various groups, societies, clubs with other members of the community</b>	n.d.	+3% annual increase in the percentage of users	3.1%	In progress <sup>61</sup>
	<b>4.3.1-3. Number of events organised and implemented</b>	An average of 245 events per year in 2017–2020	Stable number of events organised and carried out by the organisation for members of the University community (245 events per year on average)	306 events <sup>62</sup>	Yes
	Of these (4.3.1-3): <b>4.3.1-4. Events targeting an international (mixed) than group</b>	n.d.	Increasing number of participants	21 events	In progress <sup>63</sup>
	Of these (4.3.1-3): <b>4.3.1-5. Events to promote innovation, entrepreneurship, creativity and related skills</b>	n.d.	At least 3 events per year	7 events	Yes
	Of these (4.3.1-3): <b>4.3.1-6. Events to promote sustainable development, equal opportunities, social responsibility, psychological resilience</b>	n.d.	At least 2 events per year	9 events	Yes
	Of these (4.3.1-3): <b>4.3.1-7. Student representation events, integrating all student organisations, Lithuanian and foreign students</b>	An average of 10 events per year in 2017–2020	At least 10 events each year	9 events <sup>64</sup>	No

<sup>59</sup> First data collected for 2022<sup>60</sup> Annex No 28<sup>61</sup> First data collected for 2022<sup>62</sup> Annex No 29<sup>63</sup> First data collected for 2022<sup>64</sup> Annex No 30

Continuation of Table 5.3

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>4.3.2. Fostering University-alumni relations and joint activities in order to achieve the University's strategic objectives</b>	<b>4.3.2-1. Number of alumni participating in alumni activities</b>	n.d.	Increase in the number of alumni by at least +5% each year	44 alumni having joined the Alumni Association	In progress <sup>65</sup>
	Of which (4.3.2-1.): <b>4.3.2-2. Number of international alumni participating in alumni activities</b>	n.d.	Increase in the number of alumni by at least +5% each year	5 alumni join the Alumni Association	In progress <sup>66</sup>
<b>Task 4.4: Initiate and develop strategic partnerships within the University</b>					
<b>4.4.1. Establishment of a network of the University's strategic international and national partners (institutions)</b>	<b>4.4.1-1. Network of strategic partners/institutions established</b>	9 strategic partnerships in 2017-2019 (newly signed joint operational agreements are evaluated)	1 pc. (in 2026)	0	In progress
<b>Task 4.5: Contribute to the sustainable development of education and culture</b>					
-	<b>4.5-1. Total number of visitors to museums, Emanuel Levinas Centre</b>	4,602 people in 2021	4,855 people in 2026 (+2% annually)	10,767 people (+234%)	Yes
<b>4.5.1. Cooperation with the nursery-kindergarten "Lašeliai" of the Hospital of the LSMU Kaunas Clinic and the LSMU Gymnasium and its affiliated primary school in order to increase the quality of pre-school education, primary and general education</b>	<b>4.5.1-1. Number of joint events (with the nursery-kindergarten "Lašeliai" of the Hospital of the LSMU Kaunas Clinic, LSMU Gymnasium and its affiliated primary school)</b>	n.d.	At least 2 events per year	12 events <sup>67</sup>	Yes
<b>4.5.2. Promoting the activities of the University Museums and the Emmanuel Levinas Centre, thus contributing to the dissemination of historical memory in society.</b>	<b>4.5.2-1. Number of visitors to the Lithuanian Museum of the History of Medicine and Pharmacy</b>	3,232 people in 2021	+2% annually	7,036 people (+118%)	Yes
	<b>4.5.2-2. Number of visitors to the Anatomy Museum of the Institute of Anatomy, Faculty of Medicine</b>	1,070 people in 2021	+2% annually	2,174 people (+103%)	Yes
	<b>4.5.2-3. Number of visitors to the Veterinary Academy Museum</b>	300 people in 2021	+2% annually	657 people (+119%)	Yes
	<b>4.5.2-4. Number of visitors to the E. Levinas Centre</b>	n.d.	+2% annually	900 people	In progress <sup>68</sup>

<sup>65</sup> First data collected for 2022<sup>66</sup> First data collected for 2022<sup>67</sup> Annex No 31<sup>68</sup> First data collected for 2022

Continuation of Table 5.3

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>4.5.3. Promoting culture in society through the activities of the Events and Culture Unit of the Commission</b>	<b>4.5.3-1. Number of events organised by the Events and Culture Unit of the Communication Service</b>	10 events on average in 2017–2020	At least 10 events each year	13 events <sup>69</sup>	Yes
	<b>4.5.3-2. Proportion (%) of all events that adopted creative and innovative organisational solutions</b>	n.d.	At least 20% of all events	38%	Yes
<b>Task 4.6: Continue to develop physical infrastructure that meets modern requirements, using environmentally friendly solutions</b>					
-	<b>4.6-1. Area of premises adapted for studies and research per student, sq. m.</b>	11.1 sqm. In 2021	11.32 sqm in 2026 (+2% by 2026)	11,26 sq. m.	In progress
	<b>4.6-2. Employee satisfaction with physical infrastructure (positive)</b>	Evaluated since 2022	Growing	66.8%	In progress <sup>70</sup>
	<b>4.6-3. Student satisfaction with physical infrastructure of (positive)</b>	Evaluated since 2022	Growing	71.8%	In progress <sup>71</sup>
<b>4.6.1.1 Establishment of the Faculty of Nursing of the Academy of Medicine as a study and research base</b>	<b>4.6.1-1. Implemented projects: Establishment of an education and research base for the Faculty of Nursing at the Medical Academy</b>	No	Yes (in 2023)	No	No <sup>72</sup>
<b>4.6.2.4. Maintenance of buildings and territory with the status of a cultural monument (the Central Palace, Baisogala Manor, the Museum of the History of Lithuanian Medicine and Pharmacy, territory of the Veterinary Academy, and others)</b>	<b>4.6.2-1. Implemented projects: Management of buildings and territories having the status of cultural heritage (Central Palace, Baisogala Manor, Lithuanian Museum of the History of Medicine and Pharmacy, territory of the Veterinary Academy, others)</b>	No	Yes	Yes <sup>73</sup>	Yes

<sup>69</sup> Annex No 32<sup>70</sup> First data collected for 2022<sup>71</sup> First data collected for 2022<sup>72</sup> Postponed to 2023 by Council Decision No UT1-24-16 of 22 December 2022<sup>73</sup> Completion of the façade management works and related engineering services for the facade of the Lithuanian Museum of the History of Medicine and Pharmacy building at 28 Rotušės a. 28, Kaunas, Lithuania, completion of the tender for stage II of the works, signing of the contract for the works, start of the works, and the provision of technical and project supervision.

The project for remedying the state of disrepair of the distillery at Baisogala Manor was drafted; the tendering procedure for contract works for the management of Baisogala Manor was carried out, signing and performing a contract for contractor works, and the contracts for the execution of the project and for the maintenance of the building.

Continuation of Table 5.3

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>Task 4.7: Prepare and, once funding is secured, to start implementing promising strategic development, major and other routine projects, applying environmentally friendly solutions</b>					
-	<b>4.7-1. Number of documents supporting the level of preparedness</b>	1 pc. in 2021	In 2026, a minimum of 2 pcs. for projects from measures 4.7.1 to 4.7.6.	1 pc.	In progress
<b>4.7.3 Development of the infrastructure for practical training and expert facilities of the Veterinary Academy</b>	<b>4.7.1-1. Preparation for the implementation of the projects: Development of the infrastructure for practical training and experimental facilities at the Veterinary Academy</b>	No	Yes (in 2023)	Yes	Yes <sup>74</sup>
<b>Task 4.8: Continue to develop an IT infrastructure for study, research and practice that meets modern requirements</b>					
-	<b>4.8-1. Number of critical IT failures per year</b>	An average of 4.5 failures in 2017–2020	No more than 2 failures per year	9 failures	No
	<b>4.8-2. Employee satisfaction with IT infrastructure (positive)</b>	Evaluated since 2022	Growing	74.0%	In progress <sup>75</sup>
	<b>4.8-3. Students' satisfaction with IT infrastructure (positive)</b>	Evaluated annually since 2022	Growing	77.25%.	In progress <sup>76</sup>
<b>4.8.1. Update of the IT development strategy</b>	<b>4.8.1-1. IT development strategy prepared</b>	No	Yes (in 2023)	No	No <sup>77</sup>
<b>4.8.2 Ensuring the security of the University's cyberspace and ongoing security control</b>	<b>4.8.2-1. Conducting a cybersecurity audit</b>	No	Yes (in 2023)	No	No <sup>78</sup>
	<b>4.8.2-2. Preparation and regular updating of the documents defining the cyber security strategy – 1 pc.</b>	–	1 pc. (in 2023)	No	No <sup>79</sup>
	<b>4.8.2-3. Number of security measures installed</b>	–	Not less than 1 pc. (in 2023)	1 pc.	Yes <sup>80</sup>

<sup>74</sup> Council Decision No UT1-15-1 of 24 February 2022.

<sup>75</sup> First data collected for 2022

<sup>76</sup> First data collected for 2022

<sup>77</sup> Postponed to 2023 by Council Decision No UT1-24-16 of 22 December 2022.

<sup>78</sup> Postponed to 2023 by Council Decision No UT1-24-16 of 22 December 2022.

<sup>79</sup> Postponed to 2023 by Council Decision No UT1-24-16 of 22 December 2022.

<sup>80</sup> The BitBefender cybercrime prevention and management system was installed in 2022.

Continuation of Table 5.3

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>4.8.3. Ensuring sustainable software and physical development of information technologies</b>	<b>4.8.3-1. Implementation and continuous improvement of the main functionalities of the University's information systems (FVAIS, HRM, PDMS, ECOCOST, LSMUSIS, etc.)</b>	n.d.	n.d.	56% of the planned functionalities	In progress
	<b>4.8.3-2. Proportion of computerised workstations where IT tools meet the technical indicators (%) of all computerised workstations</b>	n.d.	At least 50%	37.5%	No <sup>81</sup>
	<b>4.8.3-3. Installation and/or upgrade of software on workstations</b>	n.d.	n.d.	100%	Yes
	<b>4.8.3-4. Digitisation of staff and student certificates and introduction of automated access</b>	n.d.	n.d.	28.3%	In progress
	<b>4.8.3-5. Continued digitisation of the University's business processes</b>	n.d.	At least 1 process each year	15 processes <sup>82</sup>	Yes
	<b>4.8.3-6. Implementation of the Animal Information System</b>	No	Yes (in 2023)	No	No <sup>83</sup>
<b>Task 4.9: Ensure economic/financial sustainability of the University</b>					
-	<b>4.9-1. Stable performance of the Reserve Fund for further development</b>	An average of 2.24% per year in 2017–2020	At least 2.5% of total PTP funds each year	3.5 %	Yes
<b>4.9.1. Renewal and implementation of the fundraising and investment model</b>	<b>4.9.1-2. Update the procedures for the management, use and disposal of the University's funds and assets</b>	No	Yes	Yes	Yes <sup>84</sup>
	<b>4.9.1-3. Creation and/or participation in the creation of an investment fund</b>	No	Yes (in 2023)	No	No <sup>85</sup>

<sup>81</sup> Description of the indicator amended by Council Decision No UT1-24-16 of 22 December 2022

<sup>82</sup> Annex No 23

<sup>83</sup> Postponed to 2023 by Council Decision No UT1-24-16 of 22 December 2022.

<sup>84</sup> Procedures for the management, use and disposal of LSMU funds and property. Approved by the Council on 22 December 2021 (No UT1-13-5).

<sup>85</sup> Postponed to 2023 by Council Decision No UT1-24-16 of 22 December 2022.

Continuation of Table 5.3

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>4.9.2. Diversifying income to increase its volume and expanding the range of income-generating activities</b>	<b>4.9.2-1. Funds from core activities of the University</b>	EUR 76,351,000 in 2021	An annual increase of 8% at the least	EUR 88,474,000 (+16%)	Yes
	<b>Of which (4.9.2-1.): 4.9.2-2. Study activity funds</b>	EUR 48,000,000	An annual increase of 3% at the least	EUR 53,790,000 (+12%)	Yes
	<b>Of which (4.9.2-1.): 4.9.2-3. Research activity funds</b>	EUR 16,988,000	An annual increase of 10% at the least	EUR 22,015,000 (+30%)	Yes
	<b>Of which (4.9.2-1.): 4.9.2-4. NI Palanga Clinic personal health care activities and related services income</b>	EUR 1,289,000 in 2021	An annual increase of 8% at the least	EUR 1,441,000 (+12%)	Yes
	<b>Of which (4.9.2-1.): 4.9.2-5. Income from animal clinics' health care activities and related services</b>	EUR 772,000 in 2021	An annual increase of 10% at the least	EUR 919,000 (+19%)	Yes
	<b>4.9.2-6. Income from non-core activities of the University</b>	EUR 5,250,000 in 2021	An annual increase of 8% at the least	EUR 5,110,000 (-3%)	No
	<b>Of these (4.9.2-6.): 4.9.2-7. Farm operating income</b>	EUR 2,160,000 in 2021	An annual increase of 20% at the least	EUR 3,406,000 (+58%)*	Yes
	<b>Of these (4.9.2-6.): 4.9.2-8. Pharmacy operating revenue</b>	EUR 3,212,000 in 2021	An annual increase of 5% at the least	EUR 2,606,000 (-19%)	No
	<b>Of these (4.9.2-6.): 4.9.2-9. Bookstore operating income</b>	EUR 114,000 in 2021	An annual increase of 5% at the least	EUR 118,000 (+4%)	No
	<b>Of these (4.9.2-6.): 4.9.2-10. Income from non-formal education activities</b>	EUR 461,000 in 2021	An annual increase of 5% at the least	EUR 609,000 (+32%)	Yes
	<b>Of these (4.9.2-6.): 4.9.2-11. Support funds</b>	EUR 94,000 in 2021	An annual increase of 5% at the least	EUR 100,000 (+6%)	Yes
<b>Task 4.10: Improve the efficiency of management and operational processes</b>					
-	<b>4.10-1. Employee satisfaction with business processes (positive)</b>	Data collected since 2022.	Growing	58.5%	In progress <sup>86</sup>
	<b>4.10-2. Student satisfaction with business processes (positive)</b>	Data collected since 2022.	Growing	65.9%	In progress <sup>87</sup>

<sup>86</sup> First data collected for 2022<sup>87</sup> First data collected for 2022

\* 4.9.2-7. indicator includes the income of LSMU PMBC (EUR 2,198,000)

Continuation of Table 5.3

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>4.10.2. Conducting management and business process and risk analysis</b>	<b>4.10.2-1. Analysis of management and operational processes, risks, and identification of possible ways to organise operational processes more effectively</b>	n.d.	At least 2 processes shall be analysed annually until 2026.	12 processes <sup>88</sup>	Yes
<b>4.10.3. Continuous improvement of business processes</b>	<b>4.10.3-1. Number of processes used to organise more efficiently</b>	n.d.	At least 2 processes to be improved annually until 2026.	8 processes <sup>89</sup>	Yes
<b>Task 4.11.: Optimise the structure of the University's units in order to achieve the University's strategic objectives</b>					
-	<b>4.11-1. Number of units included in the University's structural changes</b>	Data collected since 2022.	At least 10 units in 2026	10 units <sup>90</sup>	Yes
<b>4.11.1.</b>	<b>4.11.1-1. Number of units converted through mergers and/or acquisitions</b>	n.d.	At least 4 units	6 units <sup>91</sup>	Yes
<b>4.11.2. Developing the activities of existing units by updating and/or complementing the existing functions</b>	<b>4.11.2-1. Number of units reorganised by updating and/or adding functions</b>	n.d.	At least 2 units	8 units <sup>92</sup>	Yes
<b>4.11.3. Creation of new units and/or separation of existing units from the structure of the University</b>	<b>4.11.3-1. Number of units established</b>	n.d.	At least 1 unit	1 unit <sup>93</sup>	Yes
	<b>4.11.3-2. Number of units reorganised</b>	n.d.	At least 1 unit	2 units <sup>94</sup>	Yes

<sup>88</sup> Annex No 34<sup>89</sup> Annex No 35<sup>90</sup> Abolished: (1) Behavioural Medicine Clinic of the Faculty of Nursing; Reorganised: (2) Career Centre, (3) Part of the Study Centre (function of the Admissions Committee), (4) Accommodation Services Office, (5) Building Maintenance and Repairs Office, (6) Construction and Investment Office, (7) Asset Management Office; Established: (8) Infrastructure Management Office, (9) Quality and Strategy Monitoring Office, (10) Student Affairs Office.<sup>91</sup> (1) Career Centre, (2) part of the Study Centre (Admissions Committee function), (3) Accommodation Services Office, (4) Building Maintenance and Repairs Office, (5) Construction and Investment Office, (6) Asset Management Office.<sup>92</sup> (1) General Surgery Clinic, (2) Geriatrics Clinic, (3) Infectious Diseases Clinic, (4) Internal Medicine Clinic, (5) MA Neurosciences Institute, (6) Student Affairs Office, (7) Infrastructure Management Office, (8) Quality and Strategy Monitoring Office.<sup>93</sup> Quality and Strategy Monitoring Service<sup>94</sup> (1) Student Affairs Office, (2) Infrastructure Management Office

Continuation of Table 5.3

Facility	Implementation progress indicator	Last known value	Target	Result achieved in 2022	Completed in 2022
<b>Task 4.12: Using modern marketing and communication tools to raise the profile of the University and shape its image in Lithuania and the world</b>					
-	<b>4.12-1. Increasing visibility and improving image of the University according to the public opinion survey</b>	73% in 2020	79% in 2026 (+1% annually)	75%	Yes
<b>4.12.1. Improving the University's internal and external communication</b>	<b>4.12.1-1. Internal and external communication strategy developed</b>	No	Yes (in 2023)	No	No <sup>95</sup>
	<b>4.12.1-2. University's website updated</b>	No	Yes	Yes	Yes
	<b>4.12.1-3. Maintaining existing social profiles and creating new ones (if needed)</b>	6 social profiles in 2021	n.d.	16 social profiles	In progress
	<b>4.12.1-4. Effectiveness of communication</b>	21% in 2021	Stable or increasing communication effectiveness +0% - +1%	21%	Yes
<b>4.12.2. Promoting the results of ongoing study programmes, research, intellectual property and other activities of the University</b>	<b>4.12.2-1. Number of articles on core and non-core activities of the University</b>	—An average of 50 articles per year in 2017-2020	~50 articles annually	51 articles and TV reports <sup>96</sup>	Yes
	<b>4.12.2-2. Number of media mentions of the University's core and non-core activities</b>	1,073 mentions on average each year in 2017-2020	+5% increase in the number of mentions each year	2,511 mentions (+134%)	Yes

<sup>95</sup> Postponed to 2023 by Council Decision No UT1-24-16 of 22 December 2022.

<sup>96</sup> Annex No 36



## 6. INDICATORS FOR MEASURING PROGRESS OF THE IMPLEMENTATION OF STRATEGIC OBJECTIVES

Implementation progress indicator	Last known Value	Target	Result achieved in 2022	Completed in 2022
<b>1. Scientific knowledge-based health systems and sustainable technologies</b>				
<b>1-1. Increase in the average number of citations of articles in CA WoS database publications</b>	7,21 in 2017–2021	8,29 at the least (+15% in 2026)	7,62 in 2018–2022	Partly
<b>1-2. Growth in knowledge and technology transfer income per full-time equivalent researcher</b>	EUR 840 in 2017–2021	EUR 1,345 at the least (+60% in 2026)	EUR 2,051	Yes
<b>2. Competitive graduates and academic excellence</b>				
<b>2-1. Employability of graduates in Lithuania after 12 months by speciality or advanced qualification</b>	81.3% in 2020	85 % at the least	84.9%	No
<b>2-2. Graduates' stable or positive perception of the knowledge, skills and competences acquired at the University</b>	90.1% in 2020	90 % at the least	85.7%	No
<b>2-3. Employers' stable or improving positive perceptions of graduates' work readiness</b>	92.5% in 2020	92.5 % at the least	91.8%	No
<b>3. Healthy people and healthy animals</b>				
<b>3-1. Steadily declining number of days of absence (0.2 days) per employee per year</b>	An average of 6.21 sick days per employee in 2017–2020	A 0.2 day reduction employee worker per year	5,99 sick days per employee (down by 0.22)	Yes
<b>3-2. Increasing number of Lithuanian veterinarians (5% annually) improving their qualifications at LSMU</b>	An average of 590 veterinarians per year in 2017–2020	+5% annually (753 in 2026)	835 veterinarians (+42%)	Yes
<b>4. Sustainable University</b>				
<b>4-1. Increasing employee satisfaction</b>	Evaluated since 2022	Growing	56.7%	Yes <sup>97</sup>
<b>4-2. Growth in the share of funds received from sources other than direct appropriations from the state budget</b>	61% in 2021	A moderate increase in the amount of the funds received (%) in order to maintain the annual variation in the range –2% – +5%.	58.8%. (–2.2% points)	No

<sup>97</sup> First data collected for 2022

## ANNEXES

### ANNEX I

#### **DOCUMENTS APPROVED BY THE SENATE OF THE LITHUANIAN UNIVERSITY OF HEALTH SCIENCES**

1. Amendment to the Regulation of Studies of the Lithuanian University of Health Sciences, 14-02-2022, No 156-02;
2. Regulations of the Student Affairs Office of the Lithuanian University of Health Sciences, 24-03-2022, No 157-03;
3. Regulations of the Quality and Strategy Monitoring Service of the Lithuanian University of Health Sciences, 24-03-2022, No 157-03;
4. Regulations of the Infrastructure Management Service of the Lithuanian University of Health Sciences, 24-03-2022, No 157-03;
5. Principles of General Admission to Lithuanian University of Health Sciences and Vilnius University Residency Studies for 2022, 14-04-2022, No 158-02;
6. Regulations of the Institute of Neurosciences of the Lithuanian University of Health Sciences, 26-05-2022, No 159-04;
7. Regulations of the Josef Tac Dairy Centre of the Institute of Animal Breeding Technologies, Faculty of Animal Sciences, Lithuanian University of Health Sciences, Faculty of Veterinary Medicine, 26-05-2022, No 159-07;
8. Procedure for Establishing Qualification and Attestation Requirements for the Positions of Teaching Staff and Researchers of the Lithuanian University of Health Sciences, Announcing, Organising and Conducting Competitions for the Positions of Teaching Staff and Researchers, and Attestation of Teaching Staff and Researchers, 24-11-2022, No. 164-03;
9. Rules for Admission of Students to the Lithuanian University of Health Sciences in 2023, 24-11-2022, No. 164-04;
10. Requirements for granting the category of veterinary surgeon and the procedure for the organisation and conduct of periodic assessment of compliance with the category of the Lithuanian University of Health Sciences, 24-11-2022, No 164-04;
11. Strategic Development Guidelines Plan of the Lithuanian University of Health Sciences, 21-12-2022, No 165-05;
12. Report Card for the Description of Monitoring Indicators (Quantitative and Qualitative) for the Strategic Development Guidelines 2022-2026 and their Implementation Plan, 21-12-2022, No 165-05;
13. Regulations of the General Surgery Clinic, Faculty of Medicine, Lithuanian Academy of Health Sciences, 21-12-2022, No 165-15;
14. Regulations of the Geriatric Clinic of the Faculty of Nursing, Faculty of Medicine, Lithuanian University of Health Sciences, 21-12-2022, No. 165-15;
15. Regulations of the Infectious Diseases Clinic, Faculty of Medicine, Lithuanian Academy of Health Sciences, 21-12-2022, No 165-15;
16. Regulations of the Clinic of Internal Diseases, Faculty of Medicine, Lithuanian Academy of Health Sciences, 21-12-2022, No 165-15;
17. Regulations of the Zoonoses Centre of the Lithuanian University of Health Sciences, 21-12-2022, No 165-16;
18. Regulations of the Bioethics Centre of the Lithuanian University of Health Sciences, 21-12-2022, No 165-17.

**DOCUMENTS APPROVED BY THE COUNCIL  
OF THE LITHUANIAN UNIVERSITY OF HEALTH SCIENCES IN 2022**

1. Development Plan for Practical Training and Experimental Facilities of the Academy of Veterinary Sciences of the Lithuanian University of Health Sciences, 24-02-2022, No UT1-15-1;
2. Revisions to the estimates of income and expenses of the Lithuanian University of Health Sciences for 2021, 24-02-2022, No UT1-15-4;
3. Revisions to the estimates of income and expenses of the Lithuanian University of Health Sciences for 2022, 24-02-2022, No UT1-15-5;
4. Structure of the Lithuanian University of Health Sciences (updated), 24-03-2022, No UT1-16-1;
5. Governance Scheme of the Lithuanian University of Health Sciences (updated), 24-03-2022, No UT1-16-1;
6. Activity Report 2021 and a Set of Financial Statements for 2021 of the Lithuanian University of Health Sciences, 14-04-2022, No UT1-17-2;
7. Lithuanian University of Health Sciences Gymnasium Activity Report 2021 and a Set of Financial Statements for 2021, 14-04-2022, No UT1-17-3;
8. Activity Report 2021 and a Set of Financial Statements for 2021 of the Practical Training and Trial Centre of the Lithuanian University of Health Sciences, 14-04-2022, No UT1-17-5;
9. Structure of the Lithuanian University of Health Sciences (updated), 26-05-2022, No UT1-18-1;
10. Governance Scheme of the Lithuanian University of Health Sciences (updated), 26-05-2022, No UT1-18-1;
11. Statutes of the Public Institution “Lithuanian University of Health Sciences Baisogala Livestock Breeding Centre” (amended), 16-06-2022, No UT1-19-1;
12. Description of the procedure for the management, use and disposal of the property of the Public Institution Lithuanian University of Health Sciences Baisogala Livestock Breeding Centre, 16-06-2022, No UT1-19-1;
13. System of remuneration of employees of the Lithuanian University of Health Sciences Baisogala Livestock Breeding Centre, 16-06-2022, No UT1-19-1;
14. Procedure for Conducting Project Activities of Lithuanian University of Health Sciences (new version), 16-06-2022, No UT1-19-2;
15. Quality Assurance Policy of the Lithuanian University of Health Sciences, 22-12-2022, No UT1-24-2;
16. Rules of Procedure of the Board of the Public Institution “Lithuanian University of Health Sciences Baisogala Livestock Breeding Centre”, 22-12-2022, No UT1-24-6;
17. Plan of the Implementation of the Strategic Development Guidelines 2022-2026 of the Lithuanian University of Health Sciences and the Monitoring Indicator (amended), 22-12-2022, No UT1-24-16;
18. Revisions of Income and Expense Estimates of the Lithuanian University of Health Sciences for 2022, 22-12-2022, No UT1-24-17;
19. Estimates of Income and Expenses 2023 and Strategic Activity Plan 2023-2025 of Lithuanian University of Health Sciences: direct budgetary appropriations, 22-12-2022, No UT1-24-18.

**DOCUMENTS APPROVED BY ORDERS OF THE RECTOR FOR 2022**

1. On the organisation of tests for COVID-19 disease (coronavirus infection) for University's staff, 04-01-2022, No 2022-V-0004.
2. On the description of the Procedure of Study-Related Financial Conditions of a LSMU Student, 07-01-2022, No 2022-V-0020.
3. On the Approval of the Radiation Protection Instructions for Staff Working with Ionising Radiation sources at the Veterinary Academy, 07-01-2022, No 2022-V-0013.
4. Approval of a Typical Contract Signed with Interns, 07-01-2022, No 2022-V-0019.
5. On the amendment to the description of the procedure for the organisation of the study process and the minimum conditions for studying, 11-01-2022, No 2022-V-0026.
6. Approval of the document management and control procedure, 20-01-2022; No 2202-V-0038.
7. On the Approval of the Rules of the Library and Information Centre, 21-01-2022, No 2022-V-0048.
8. On the Provisions on the Establishment and Administration of First-Cycle, Second-Cycle and Integrated Student Groups at the Lithuanian University of Health Sciences, 21-01-2022, No 2022-V-0049.
9. Contract (amendment) for Unclassified Students of the Professional Development Programme for Specialists "Introductory Course in Psychotherapy (Cognitive and Behavioural Therapy)", 31-01-2022, No 2022-V-0058.
10. On Amendments to the Implementation of Order No V-673 of the Rector of the Lithuanian University of Health Sciences of 12 November 2020 "On the Amendment to the Implementation of the Professional Qualification Improvement Programme for Specialists in the Field of Cognitive Behavioural Therapy", 31-01-2022, No. 2022-V-0060.
11. On the Establishment of the Procedures for Training and Certification of Heads of Units in Occupational Safety and Health and Fire Safety, 03-02-2022, No 2022-V-0064.
12. On the Approval of Documents to Ensure Radiation Protection (Biological Research Centre), 18-02-2022, No 2022-V-0077.
13. On Approval of the List of Data Management Commissioners for Information Systems and Other Information Resources of the Lithuanian University of Health Sciences, 24-02-2022, No 2022-V-0082.
14. On the approval of standard forms of study agreements and delegation of powers, 03-03-2022, No 2022-V-0089.
15. On the organisation of the work of the staff of the Lithuanian University of Health Sciences during a state-level emergency situation, 09-03-2022, No 2022-V-0092.
16. On approval of the procedure for additional admission of pupils to the Lithuanian University of Health Sciences Gymnasium branch primary school for 2022-2023, 10-03-2022, No 2022-V-0097.
17. On the approval of the description of the procedure for organising and conducting SARS-CoV-2 virus tests in patients at the Palanga Clinic of the Institute of Neurosciences of the Lithuanian University of Health Sciences, 21-03-2022, No 2022-V-0100.
18. On approval of the description of the procedure for prevention of exposure of employees of the Palanga Clinic of the Institute of Neurosciences of the Lithuanian University of Health Sciences in Palanga to blood and body fluids, 22-03-2022, No 2022-V-0105.
19. On the approval of the description of accounting and control of the allocation of a mobile phone SIM card and the limit of expenses for mobile phone services to University's staff, 24-03-2022, No 2022-V-0106.
20. On the adoption of the Rules of Procedure of the Emergency Management Commission, 28-03-2022, No 2022-V-0107.
21. On the approval of the procedure for admission of pupils to the Lithuanian University of Health Sciences Gymnasium for 2022-2023, 30-03-2022, No 2022-V-0112.

22. On the organisation of the work of the staff of the Lithuanian University of Health Sciences during a State-level emergency, 11-04-2022, No 2022-V-0123.
23. On the approval of the procedure for the organisation of the motivation interview for admission to residency studies at the Lithuanian University of Health Sciences, 29-04-2022, No 2022-V-0134.
24. On the amendment of Order No 2021-V-0090 of 28 February 2021 “On the approval of the procedure of payment for education of the Lithuanian University of Health Sciences Gymnasium”, 03-05-2022, No 2022-V-0139.
25. On the amendment of Order No V-646 of 2 August 2016 “On the Approval of the Rules for the Processing of Personal Data at the Lithuanian University of Health Sciences”, 03-05-2022, No 2022-V-0140.
26. On the amendment of the procedure for the organisation of mobility of visiting foreign teachers at the Lithuanian University of Health Sciences, 10-05-2022, No 2022-V-0146.
27. On the approval of the procedure for additional (II) admission of pupils to the Lithuanian University of Health Sciences Gymnasium Branch Primary School in 2022-2023, 11-05-2022, No 2022-V-0147.
28. On the approval of the description of the procedure for examination of appeals of applicants to the Lithuanian University of Health Sciences, 13-05-2022, No 2022-V-0148.
29. On the approval of the form for the transfer of documents and business, 16-05-2022, No 2022-V-0154.
30. On the approval of standard contract forms and delegation of powers, 17-05-2022, No 2022-V-0156.
31. On the approval of the Rules of Procedure of the Selection Commission of the Lithuanian University of Health Sciences, 26-05-2022, No 2022-V-0160.
32. On the performance of interventional procedures during studies (practice), 31-05-2022, No 2022-V-0165.
33. On the approval of the selection criteria for dismissed employees of the Lithuanian University of Health Sciences, 31-05-2022, No 2022-V-0162.
34. On the approval of the standard contract form for the Summer School and delegation of powers, 02-06-2022, No 2022-V-0172.
35. On the approval of the standard form of the contract for the commissioning of scientific opinions and delegation of powers, 09-06-2022, No 2022-V-0177.
36. On the approval of typical student practical training contracts and the agreement on the transfer of funds to the host organisation and the delegation of powers, 09-06-2022, No 2022-V-0191.
37. On approval of the Data Security Regulations for the Information Systems of the Lithuanian University of Health Sciences, 03-08-2022, No 2022-V-0204.
38. On the approval of the Regulations of the Process and Document Management System of the Lithuanian University of Health Sciences, 22-08-2022, No 2022-V-0220.
39. On the Approval of Standard Study Agreement Forms for State-funded Students Studying in a Foreign Language and the Delegation of Powers, 14-09-2022, No 2022-V-0233.
40. On the approval of the procedure for the organisation of the work of the cash desk of the Lithuanian University of Health Sciences and the procedure for the performance and documentation of cash transactions, 27-09-2022, No 2022-V-0245.
41. On the approval of the description of the procedure for the provision of adult psychotherapy services in the day inpatient sector of the psychotherapy of the Stress Diseases Unit of the Psychotherapy Department of the Palanga Clinic, Lithuanian University of Health Sciences, Institute of Neurosciences, 17-10-2022, No 2022-V-0266.
42. On approval of the description of the procedure for providing information on violations in the Lithuanian University of Health Sciences and legal entities in which the University participates as an owner, 11-11-2022, No 2022-V-0284.

43. On the approval of the radiation protection instructions for staff working with sources of ionising radiation at the Medical Academy, 14-11-2022, No 2022-V-0287.
44. On the approval of the Regulations of the Occupational Safety and Health Committee, 17-11-2022, No 2022-V-0295.
45. On Supplement to Order No V-746 of 10 December 2020 “Approval of Fire Safety Instructions”, 18-11-2022, No 2022-V-0298.
46. On the amendment to the Order No 2022-V-0156 of the Rector of the Lithuanian University of Health Sciences “On the approval of standard forms of study agreements and the delegation of powers” of 17 May 2022”, 25-11-2022, No 2022-V-0301.
47. On the Coordination of the Rules of Procedure of the Baisogala Livestock Breeding Centre of the Public Institution of the Lithuanian University of Health Sciences, 09-12-2022, No 2022-V-0327.
48. On the amendment of the Order of the Rector of the Lithuanian University of Health Sciences of 15 October 2015 No V-1004 “On Approval of the Standard Contract Form of Unclassified Students and the Delegation of Powers”, 14-12-2022, No 2022-V-0332.
49. On the approval of the Regulations of the Biomedical Research Ethics Committee of Kaunas Region, 30-12-2022, No 2022-V-0372.

## PATENT APPLICATIONS FILED BY UNIVERSITY'S RESEARCHERS IN 2022

Seq. No.	Application No.	Place of registration of the patent application	Name of the patent	Authors of the patent
1.	EP22175846.9	European Patent Office (EPO)	<i>Bioactive three-dimensional cellular construct for regeneration of symptomatic, local cartilage defects</i>	Justinas Mačiulaitis, Romaldas Mačiulaitis, Rimtautas Gudas, Arvydas Ūsas, Augustinas Rimkūnas
2.	EP22175821.2	European Patent Office (EPO)	<i>An anti-inflammatory three-dimensional construct and method of manufacturing</i>	Justinas Mačiulaitis, Romaldas Mačiulaitis, Rimtautas Gudas, Arvydas Ūsas, Augustinas Rimkūnas
3.	EP22175829.5	European Patent Office (EPO)	<i>Bioactive three-dimensional scaffold for cartilage repair</i>	Justinas Mačiulaitis, Romaldas Mačiulaitis, Rimtautas Gudas, Arvydas Ūsas, Augustinas Rimkūnas
4.	LT2022 523	Patent Office of the Republic of Lithuania	<i>Edible protective covering</i>	Loreta Šernienė, Mindaugas Malakauskas, Justina Milerienė, Kristina Kondrotienė
5.	EP22179190.8	European Patent Office (EPO)	<i>Apparatus for rapid pcr analysis</i>	LSMU, Vacis Tatarūnas, NVI, Jonas Venius, Marius Burkanas.
6.	EP22185583.6	European Patent Office (EPO)	<i>Extracellular vesicles and particles from immune cells for providing anticancer activity</i>	Aistė Jekabsonė, Deimantė Kulakauskienė, Zbigniev Balion
7.	LT2022 530	Patent Office of the Republic of Lithuania	<i>Method for testing the skin's fundamental characteristics and selecting an appropriate skin care regime</i>	Svajūnas Barakauskas, Ignas Galminas, Vitalija Bobyr, Ramunė Šepetienė, Vaiva Patamsytė, Dovydas Gečys, Ona Rūta Šereivienė, Vilius Skipskis, Lukas Žemaitis
8.	EP22208886.6	European Patent Office (EPO)	<i>Water soluble polysaccharide extraction method from saffron corms and its application</i>	Vilma Petrikaitė, Liudas Ivanauskas Mykhailenko Olga, Georgiyants Victoriya
9.	EP22210983.7	European Patent Office (EPO)	<i>The use of proanthocyanidin fractions obtained from lingonberry (vaccinium vitis idaea l.) leaves and fruit to form cancer cell spheroids and disintegrate three-dimensional cancer cell cultures</i>	Vilma Petrikaitė, Lina Raudonė, Gabrielė Vilkickytė

## PATENTS OBTAINED BY UNIVERSITY'S RESEARCHERS IN 2022

Seq. No.	Patent No.	Place of registration of the patent application	Name of the patent	Authors of the patent
1	6898	Patent Office of the Republic of Lithuania	<i>Food emulsion with viscous, easy-to-swallow texture and bioactive substances</i>	Gytė Damulevičienė (LSMU) Vita Lesauskaitė (LSMU) Jurgita Knašienė (LSMU), Daiva Leskauskaitė (KTU), Petras Rimantas Venskutonis (KTU), Milda Keršienė (KTU) Ina Jasutienė (KTU), Viktorija Eisinaite (KTU)
2	EP3925451	European Patent Office	<i>Nutritional emulsion with easily-swallowed viscous texture and bioactive ingredients</i>	Gytė Damulevičienė (LSMU) Vita Lesauskaitė (LSMU) Jurgita Knašienė (LSMU), Daiva Leskauskaitė (KTU), Petras Rimantas Venskutonis (KTU), Milda Keršienė (KTU) Ina Jasutienė (KTU), Viktorija Eisinaite (KTU)
3	622893	Harakenz Patent and Trademark Office	<i>Elsholtzia ciliata essential oil extract as antiarrhythmic drug</i>	Jurga Bernatoniene, Lauryna Pudžiuvėlytė Jonas Jurevičius Regina Mačianskienė Sandrita Šimonytė

The international patent “Nutritional emulsion with easily-swallowed viscous texture and bioactive ingredients” was filed on the basis of the Lithuanian patent application “Nutritional emulsion with easily-swallowed viscous texture and bioactive ingredients”. The patent application was a physical indicator of a project activity carried out together with KTU.



**FOREIGN STUDENTS HAVING PARTICIPATED IN THE INTERNATIONAL STUDENT  
SUMMER RESEARCH PRACTICE “SUMMER SCHOOL” in 2022**

1. Diyora Abduxakimova
2. Nigora Kenjaeva
3. Akhmadullo Abdukhalilov
4. Okila Alikulova
5. Zarinabonu Alikulova
6. Samarbek Kamolov
7. Sevinch Mansurova
8. Ziyodakhon Kodirova
9. Kumushbibi Kurbonova
10. Ravshan Tagiev
11. Diyora Isakova

**NUMBER OF PHD STUDENTS ADMITTED IN 2022 AND  
FOREIGNERS BY FIELD OF STUDY**

<b>Field of study</b>	<b>Total number of PhD students admitted</b>	<b>Of which foreigners</b>
Biology – N 010	8	
Biophysics – N 011	2	
Biochemistry – N 004	1	
Medicine – M 001	26	2
Odontology – M 002	1	
Pharmacy – M 003	3	
Public Health – M 004	1	
Nursing – M 005	3	
Veterinary Medicine – A 002	4	
Animal Sciences – A 003	4	
<b>TOTAL</b>	<b>53</b>	<b>2</b>

**HIGH-LEVEL FOREIGN RESEARCHERS EMPLOYED  
AT THE UNIVERSITY UNDRE AN EMPLOYMENT CONTRACT IN 2022**

<b>Seq. No.</b>	<b>Researcher</b>	<b>Country</b>	<b>LSMU unit where the researcher worked in 2022</b>
1	Baumgartner Walter	Austria	MA Faculty of Veterinary Medicine
2	Boieva Svitlana	Ukraine	MA Institute of Cardiology
3	Brothel Velasco Sergio	Spain	MA Institute of Cardiology
4	Celia Christian	Italy	MA Institute of Cardiology
5	Gobina Inese	Latvia	MA Faculty of Public Health
6	Gok Ozgul	Turkey	MA Faculty of Pharmacy
7	Gordon John Stewart	Germany	MA Faculty of Medicine
8	Harrison William David	USA	MA Faculty of Public Health
9	Maslii Yulia	Ukraine	MA Faculty of Pharmacy
10	Fern Arturs	Latvia	MA Faculty of Medicine
11	Plekhanova Khrystyna	Ukraine	MA Faculty of Medicine
12	Prekeris Rytis	USA	MA Institute of Cardiology
13	Qing Li	Japan	MA Faculty of Nursing
14	Reile Rainer	Estonia	MA Faculty of Public Health
15	Reklaitis Gintaras Victor	USA	MA Faculty of Pharmacy
16	Springe Lauma	Latvia	MA Faculty of Public Health
17	Verselis Vytautas Kazimieras	USA	MA Institute of Cardiology
18	Zatonski Mateusz Zygmunt	Poland	MA Faculty of Public Health

**APPLICATIONS SUBMITTED FOR THE LMT CALL  
FOR POSTDOCTORAL INTERNSHIPS IN 2022**

<b>Seq. No.</b>	<b>Name</b>	<b>Supervisor</b>	<b>Intern</b>
1	Investigating the impact of cell stemness on the development of brain diseases	Paulina Vaitkienė	Rūta Urbanavičiūtė
2	Integrating narrative medicine into the care of people with epilepsy	Polina Šedienė	Jurgita Tuitaitė
3	Effects of electromagnetic waves in the physiotherapeutic spectrum on the blood circulation – risk or positive therapeutic effect	Vincentas Veikutis	Joris Vėžys
4	3D arrhythmia simulation using cardiac optical mapping, multilayer microelectrode recording and gap junctional conduction data	Jonas Jurevičius	Kęstutis Maciūnas
5	Affective disorders and risk of suicidal behaviour: associations with endocrine parameters, micronutrient lithium concentrations and cognitive function	Vesta Steibliene	Vilma Liaugaudaitė
6	Nutrient-microbiome-metabolome axis in intestinal inflammatory processes	Jurgita Skiecevičienė	Indrė Aleknavičienė
7	Clinical prognostic models of outcomes and outcomes in febrile children presenting for admission	Rimantas Kėvalas	Lina Jankauskaitė
8	Search for potential microRNA markers for multiple sclerosis prognosis	Rasa Liutkevičienė	Edita Kuncevičienė
9	Automated detection and severity assessment of coronary artery disease in CT images using artificial intelligence techniques	Antanas Jankauskas	Aušra Gadeikytė

**PROJECTS CO-FUNDED BY THE UNIVERSITY IN 2022**

<b>Name of the project</b>	<b>Total project value, Eur</b>	<b>Own LSMU contribution, Eur</b>	<b>Role of LSMU</b>
Digital Innovation for Lithuanian Industrial Development	3 317 008,55	37 628,16	Partner
Partnership for the Assessment of Risks from Chemical	400 000 00,000	170 325,00	Partner
Challenges of problematic use of the internet and other digital technologies for mental health: a professional's guide	69 120,00	3 291,00	Partner

**NUMBER OF MEMBERS OF THE LSMU COMMUNITY WHO PARTICIPATED  
IN THE UNIVERSITY'S SPORTS ACTIVITIES IN 2022**

<b>Students</b>		<b>Staff</b>	
Faculty of Nursing	146	Teaching staff	182
Faculty of Veterinary Medicine	148	Research staff	26
Faculty of Medicine	342	Administration	16
Faculty of Animal Sciences	82	Doctors	78
Faculty of Odontology	124	Specialists	66
Faculty of Public Health	120	Service staff	62
		Teachers	12
<b>Total</b>	<b>962</b>	<b>Total</b>	<b>442</b>

## **REPORT ON THE ACTIVITIES OF THE HOSPITAL OF THE LITHUANIAN UNIVERSITY OF HEALTH SCIENCES KAUNAS CLINICS**

### ***1. Vision, mission***

The Hospital of the Lithuanian University of Health Sciences Kaunas Clinics (hereinafter – Kaunas Clinics) is the largest clinical base of the Lithuanian University of Health Sciences delivering all cycles of sequential and continuing medical studies and research.

Shareholders of Kaunas Clinics:

- Ministry of Health of the Republic of Lithuania
- Lithuanian University of Health Sciences

#### **Vision and mission of Kaunas Clinics:**

##### *Vision*

Modern medical and socially responsible care for patients with most complicated conditions. New knowledge and best practices for students and healthcare professionals. World-class research and experimental development. Motivating working and social conditions.

##### *Mission*

To improve health and quality of life of the Lithuanian population, to train ambitious and continuously improving healthcare professionals, and to create and implement research-based innovations.

### ***2. Structure, changes***

In 2022, the Kaunas Clinics had:

- 39 profile clinics with 104 units:
  - 49 inpatient wards;
  - 9 resuscitation, intensive care and anaesthesiology departments;
  - 2 emergency departments, 1 emergency diagnostic and short-term treatment department and an emergency Telemedicine centre;
  - 14 diagnostic and interventional units;
  - 14 outpatient units;
  - 14 day-care units;
- 4 branches – Romainiai Tuberculosis Hospital, Kulautuva Rehabilitation Hospital, Oncology Hospital and Children's Rehabilitation Hospital "Lopšelis" with departments providing inpatient outpatient, anaesthesiology and intensive care, diagnostics and rehabilitation services, day social care services and pre-school education services in the children's nursery-kindergarten "Lašeliai";
- other medical units (Tissue Bank, Blood Centre, Breast Milk Bank), centres (Oncogynaecology, Reproductive Medicine, Rare and Undiagnosed Diseases Coordination, Fetal Medicine, Gamma Knife) and control, management and development, economics and infrastructure, public health, research and education services.

In order to solve the problem of patients' registration with specialists of Kaunas Clinics, a Patient Service Centre was established in 2022, which now has a modern Call Centre in place, and patients call one phone number to register for all outpatient consultations.

As part of a national project aimed at improving the quality and accessibility of emergency medical services for the region's population, the first emergency medicine telemedicine centre in Lithuania has been opened in the Emergency Department of Kaunas Clinics.

In 2022, Kaunas Clinics provided 1,323,951 outpatient services, of which 950,039 generated income. Compared to 2021, there was a 6% increase in the number of day hospital services provided in 2022, and a 6% increase in the number of expensive tests and procedures performed in outpatient settings.

In 2022, there was a total of 2,213 inpatient beds in Kaunas Clinics. In the reporting year, 91,071 patients were treated in Kaunas Clinics' inpatient wards, 17% of whom were children. The average length of inpatient treatment in the main hospital decreased to 5.2 days. Bed function indicators increased standing at 253 days.

The year 2022 was a special year in terms of organ transplants in Kaunas Clinics: 7 heart and 19 liver transplants were performed. The increasing number of transplants shows the professionalism, focus and well-organised processes of the transplantology team at Kaunas Clinics.

In order to ensure the progress of Kaunas Clinics in the fields of research and management, the implementation of Kaunas Clinics projects continued in 2022. The Leadership Academy for Kaunas Clinics employees established in 2021 continued its activities in 2022.

The Executive Training initiative, which started in 2018, was also continued in 2022 with the seventh Executive Training on “Effective Leadership” in the spring and the eighth Executive Training on “Task Management” in the autumn.

In 2022, Kaunas Clinics carried out 20 different projects with a total value of EUR 52,485,721.

Patient satisfaction with healthcare services has been continuously evaluated, with 98% of inpatients and 92% of outpatients in 2022 rating the services positively.

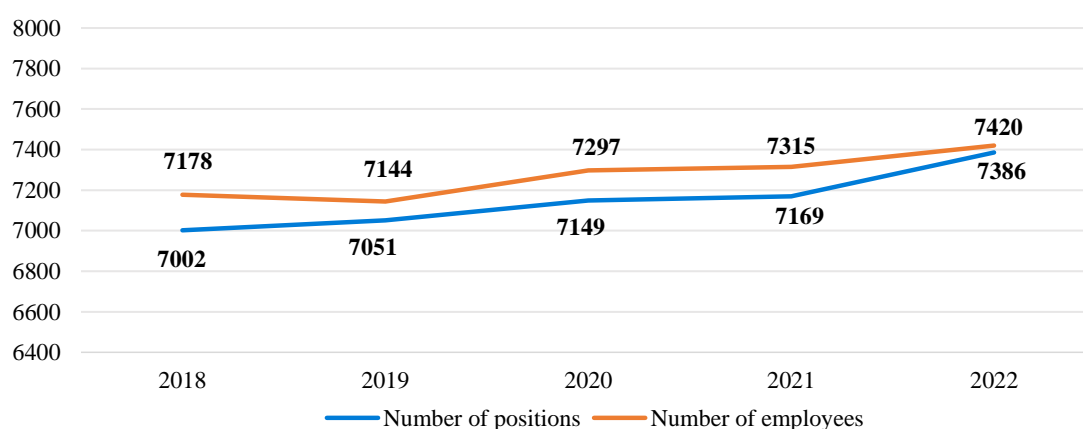
In October 2022, the second Kaunas Clinics Patients' Council started its term of office and will continue its activities for three years. The members of the second Kaunas Clinics Patients' Council will strive to implement new ideas and continue the work already started by the first Patients' Council. The first Patients' Council submitted 103 proposals to the administration of Kaunas Clinics, more than half of which have been implemented or are currently being implemented.

In 2022, Kaunas Clinics had 25 Rare Disease Competence Centres. Kaunas Clinics is a member of a total of 13 European reference networks. After a positive assessment following an International Audit in 2021, on 1 January 2022, the Kaunas Clinics became a full member in the field of rare liver diseases (ERN RARE-LIVER).

Doctors of Kaunas Clinics have demonstrated courage and determination to help their colleagues in war-torn Ukraine. More than 50 Kaunas clinics doctors volunteered in war-torn Ukraine as soon as the call went out. A team of 4 Kaunas Clinics' medics left for Ukraine in mid-April. They took with them personal protection, medical supplies and medicines worth more than EUR 33,000.

### 3. Human resources

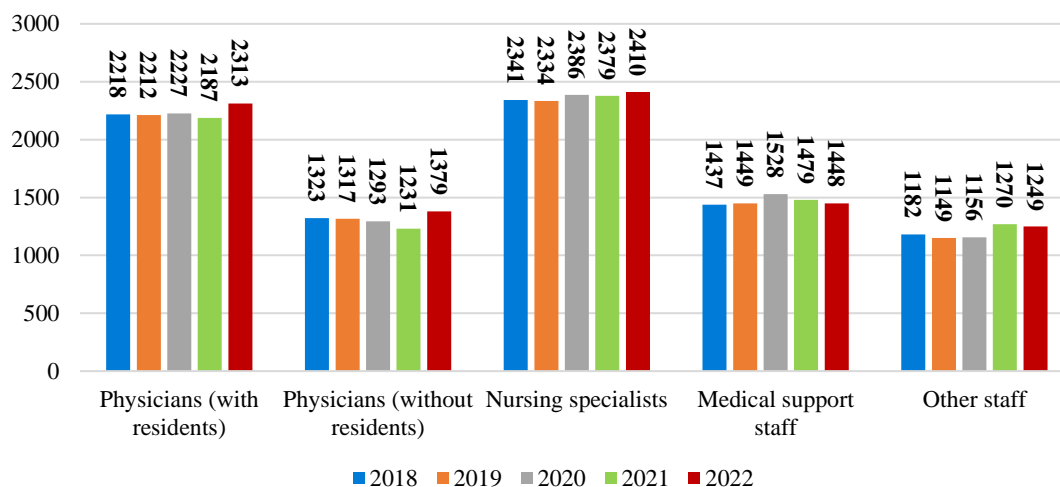
At the end of 2022, Kaunas Clinics had 7,386 positions (7,169 at the end of 2021). There was a total of 7,420 employees (natural persons) at the end of 2022 (7,315 at the end of 2021). Figure 3.1 illustrates the dynamics of the number of positions and staff in the last 5 years.



**Figure 3.1:** Dynamics of the number of positions and staff in 2018–2022



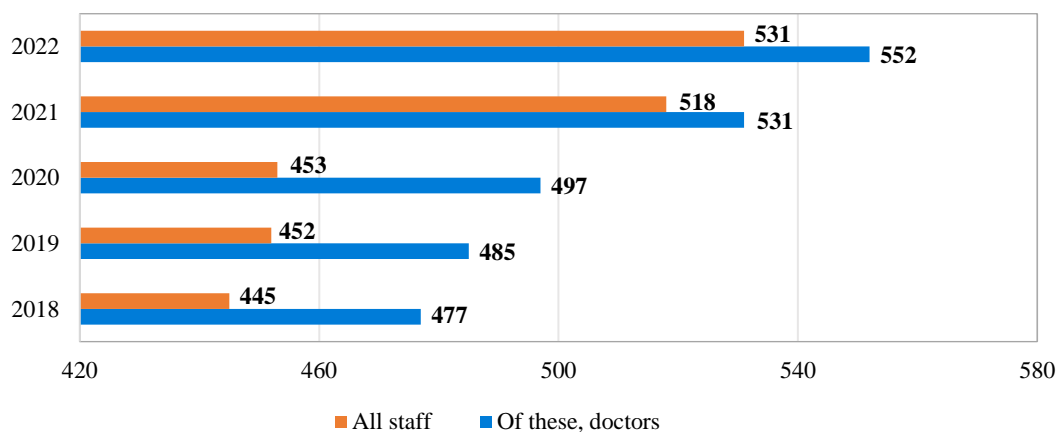
In 2022, Kaunas Clinics had 2,313 physicians (including 934 resident physicians and 1,379 physicians), 410 nursing specialists, 1,448 medical support staff and 1,249 other staff members. The breakdown of staff by position and the dynamics of their number between 2018 and 2022 is shown in Figure 3.2.



**Figure 3.2:** Dynamics of the number of positions and staff in 2018–2022

A steady increase in the number of staff holding a degree was observed between 2021 and 2022. In 2022, Kaunas Clinics employed 552 staff members holding a degree (including habilitated doctors), including 531 PhDs – doctors and 17 PhDs in other specialties (including 5 nursing specialists). Figure 3.3 presents the dynamics of the number of staff holding a degree over the last 5 years.

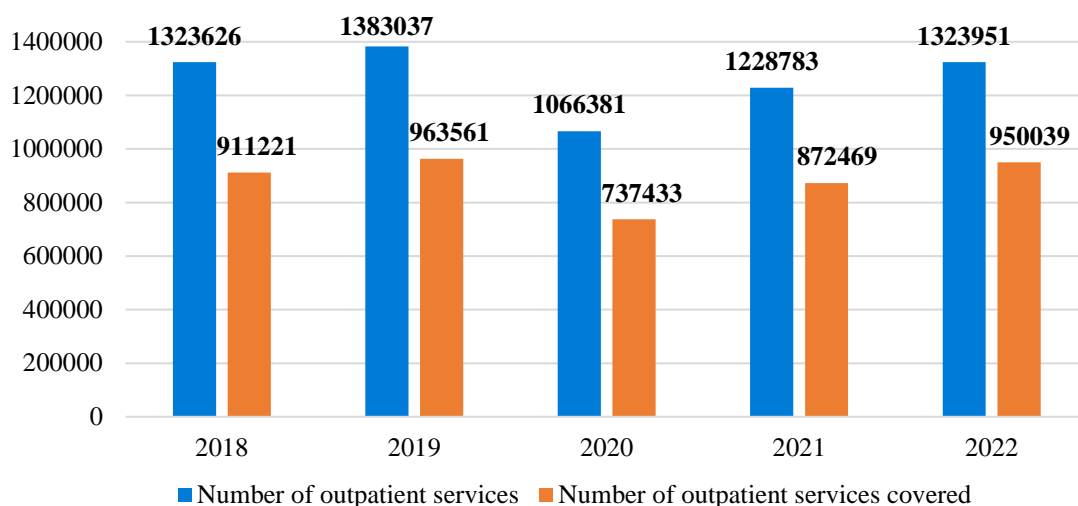
In 2022, Kaunas Clinics employed 120 personal health care specialists working on doctoral theses. 782 Kaunas Clinics employees worked at the Lithuanian University of Health Sciences.



**Figure 3.3:** Dynamics of the number of staff holding a degree in 2018–2022

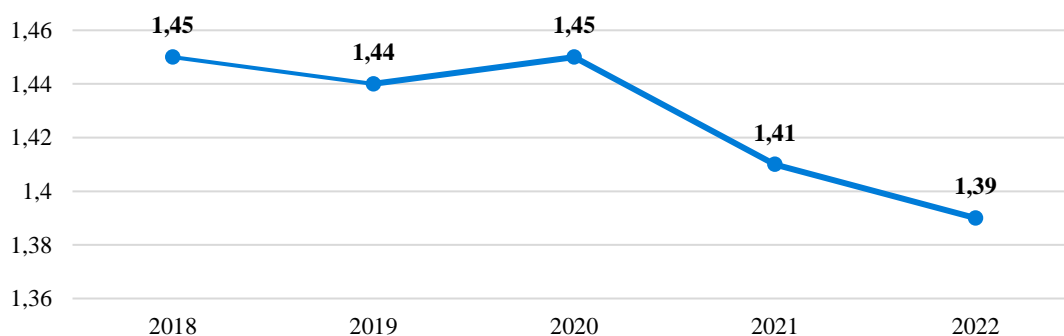
#### 4. Outpatient activities of Kaunas Clinics

In 2022, 1,323,951 outpatient personal health care services (outpatient consultations of specialised doctors, day hospital services, emergency services, outpatient surgery services, primary personal health care services, etc.) were provided at the Main Hospital of Kaunas Clinics and its branches. Compared to 2021, 7.7% more of such services was provided in 2022. Outpatient services provided in 2022 accounted for 96% of these services provided in 2019 (Figure 4.1).



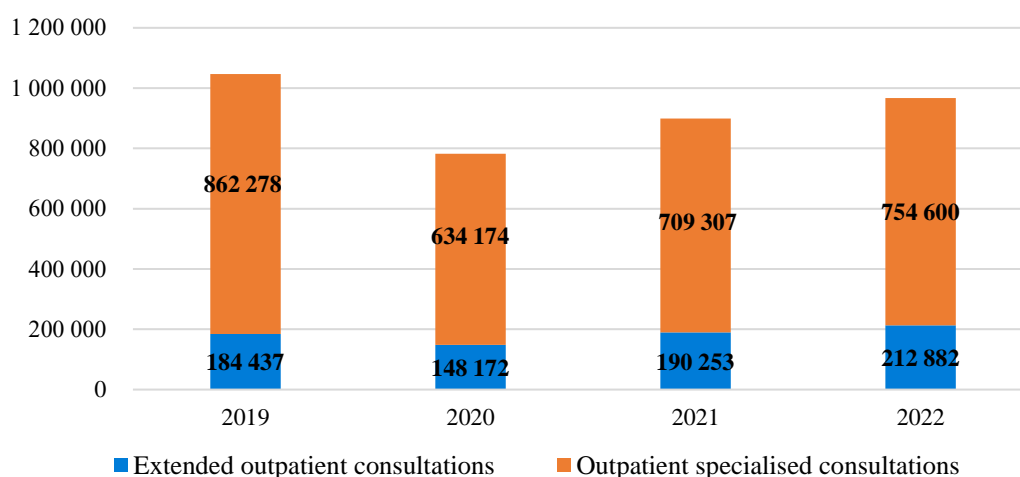
**Figure 4.1:** Dynamics of the number of outpatient services in Kaunas Clinics (with branches) in 2018–2022

Relatively more income-generating outpatient services (i.e. covered from the CHIF budget or other funds) were provided: the ratio of the total number of outpatient services to the number of covered services decreased to 1.39 in 2022, which is the best result achieved by Kaunas Clinics for this indicator, meaning that the weight of income-generating services in the package of all the provided outpatient services is the highest (Figure 4.2).



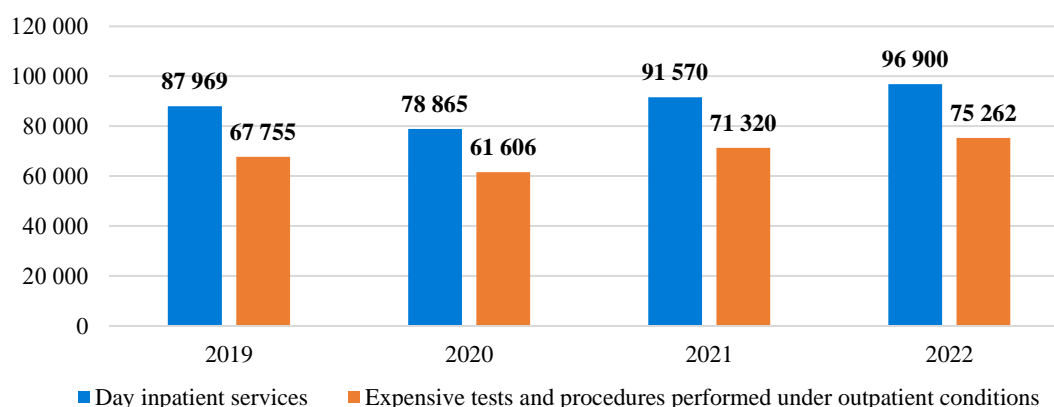
**Figure 4.2:** Dynamics of the ratio of the total number of outpatient services of Kaunas Clinics (with branches) to the number of covered services in 2018–2022

Specialised outpatient consultations accounted for 78.7% of all outpatient services provided in Kaunas Clinics (93% of them were provided in the main hospital). In 2022, 967,482 outpatient specialised personal healthcare services were provided, which is 67,922 services or 8% more than in 2021. The number of outpatient specialised consultations involving diagnostic and/or therapeutic procedures (hereinafter – extended outpatient consultations) also increased, with most of these services provided in recent years. The dynamics of the number of specialised outpatient consultations and extended outpatient consultations in 2019–2022 is presented in Figure 4.3.



**Figure 4.3:** Dynamics of the number of specialised outpatient consultations and extended outpatient consultations in 2019–2022

In 2022, 96,900 day inpatient services were provided in Kaunas Clinics (including its branches) (6% more than in 2021). The number of expensive tests and procedures carried out on an outpatient basis was 75,262 in 2022 (6% more than in 2021). This was the greatest number of services of these groups provided in the history of Kaunas Clinics (Figure 4.4).

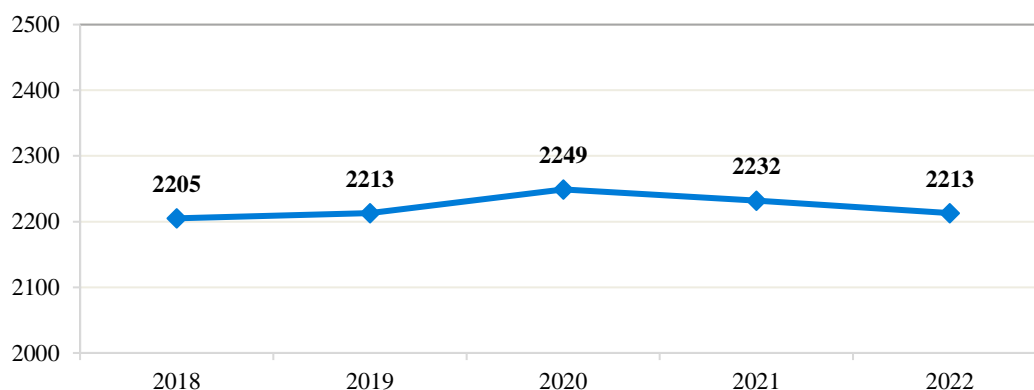


**Figure 4.4:** Dynamics of expensive tests and procedures provided as day inpatient services and in outpatient settings in 2019–2022

Patients came to Kaunas Clinics for outpatient consultations from all municipalities of Lithuania, but the majority of services (58.8%) were provided to residents of Kaunas city and Kaunas district.

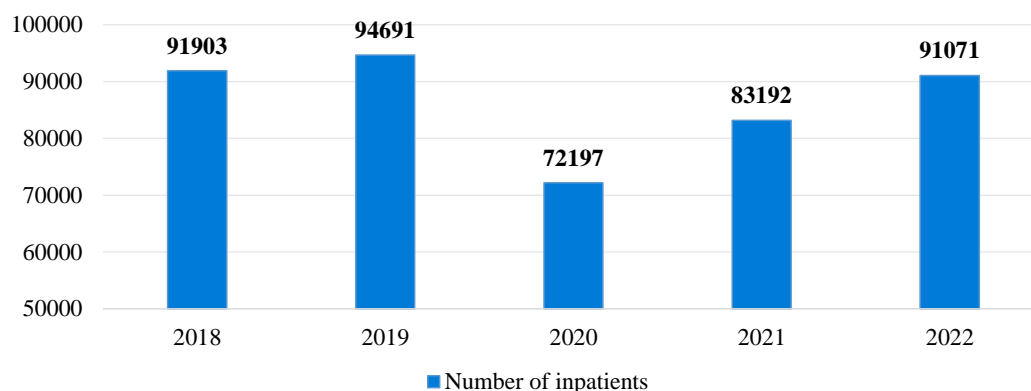
### ***5. Activities of inpatient department of Kaunas Clinics***

Inpatient services were provided at the Main Hospital of Kaunas Clinics and in Kaunas Clinics branches. The total approved inpatient bed fund was 2,213 beds in 2022, or 19 beds (0.9%) fewer in 2021.



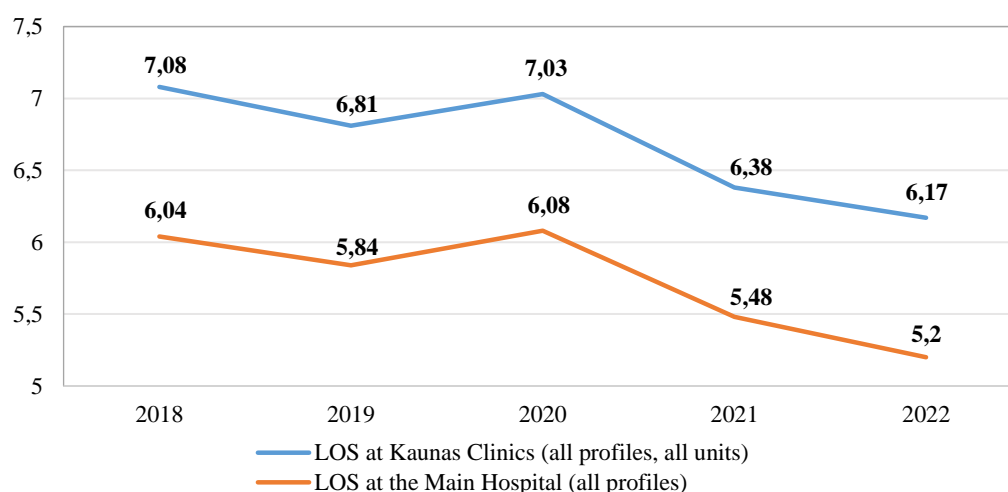
**Figure 5.1:** Dynamics of the number of inpatient beds in Kaunas Clinics and its branches in 2018–2022

91,071 patients were treated in-patiently in 2022. This represents an increase of 7,879 patients, or 9.5%, compared to 2021. Children accounted for 17% of all hospital admissions.



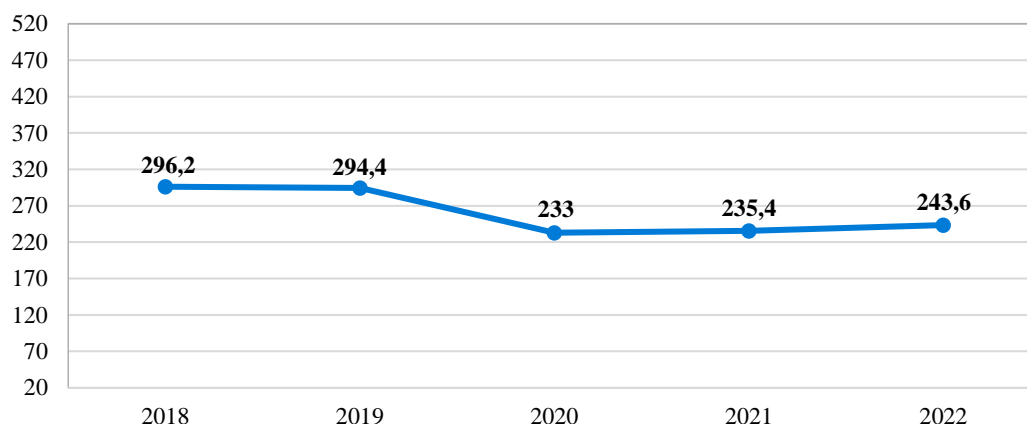
**Figure 5.2:** Dynamics of the number of patients treated in-patiently at Kaunas Clinics in 2018–2022

In 2022, the total average length of inpatient treatment in Kaunas Clinics for all profiles decreased to 6.17 bed-days. In the Main Hospital, this indicator also decreased to 5.2 bed days (Figure 5.3).



**Figure 5.3:** Dynamics of average length of stay (LOS) in Kaunas Clinics and the Main Hospital in 2018–2022

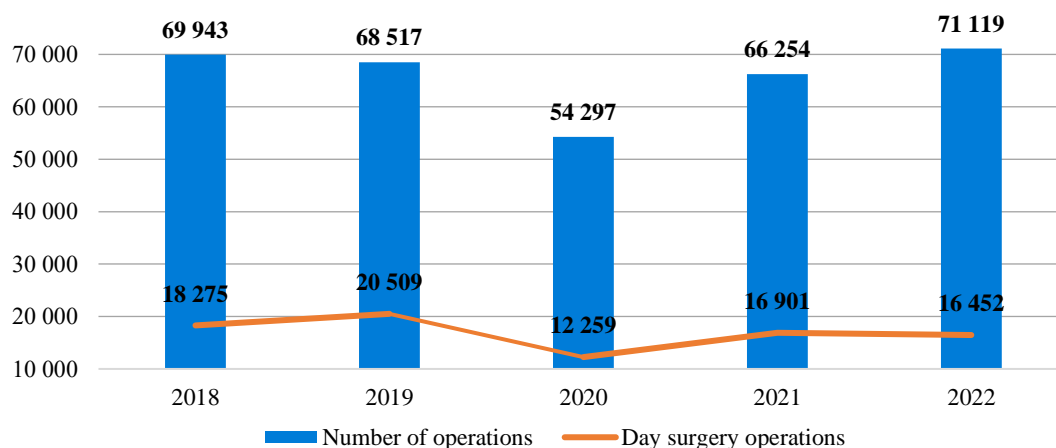
In 2022, the overall bed occupancy (functioning) rate of Kaunas Clinics for all profiles was 253 days (69.3%). The average bed occupancy/functioning rate for inpatient beds in the active treatment profile<sup>98</sup> was 243.6 (66.7%) in 2022. The dynamics of the occupancy rate for active treatment profile inpatient beds is presented in Figure 5.4.



**Figure 5.4:** Dynamics of the occupancy rate of active treatment profile beds in Kaunas Clinics in 2018–2022

In 2022, 89% more day services<sup>99</sup> were provided in inpatient units than in 2021. Day services accounted for 17.5% of the total number of inpatient cases (excluding long-term care).

In 2022, 71,119 surgeries were performed in Kaunas Clinics, which is 7% more than in 2021. Day surgeries accounted for 23.1% of all the surgeries. Figure 5.5 shows the dynamics of the number of surgeries performed (including day surgery) and the number of day surgery operations in 2018–2022.



**Figure 5.5:** Dynamics of the number of surgeries (including day surgery) and day surgery operations performed in Kaunas Clinics (including its branches) in 2018–2022

Kaunas Clinics is one of the health care institutions that trains the most donors in Lithuania. In 2020, the hospital established a donor coordinator position training donors, which was used to introduce a high-quality donor monitoring system, successfully integrating it into clinical practice. The Donor Coordinators identified 43 potential donors at Kaunas Clinics in 2022, of which 16 (37%) became effective donors (with 14 multi-organ donors). In 2022, the frequency of refusal of relatives in Kaunas Clinics was 31.03% (38.3% in Lithuania). The results of donation activities in 2022 in Kaunas Clinics and in Lithuania are presented in Table 5.1.

<sup>98</sup> Active treatment beds are inpatient beds, except for nursing, rehabilitation, tuberculosis and psychiatric beds.

<sup>99</sup> A patient is admitted to the hospital in a routine procedure and discharged on the same day

Table 4.5.1

**Donation activity results in Kaunas Clinics and in Lithuania\* in 2022**

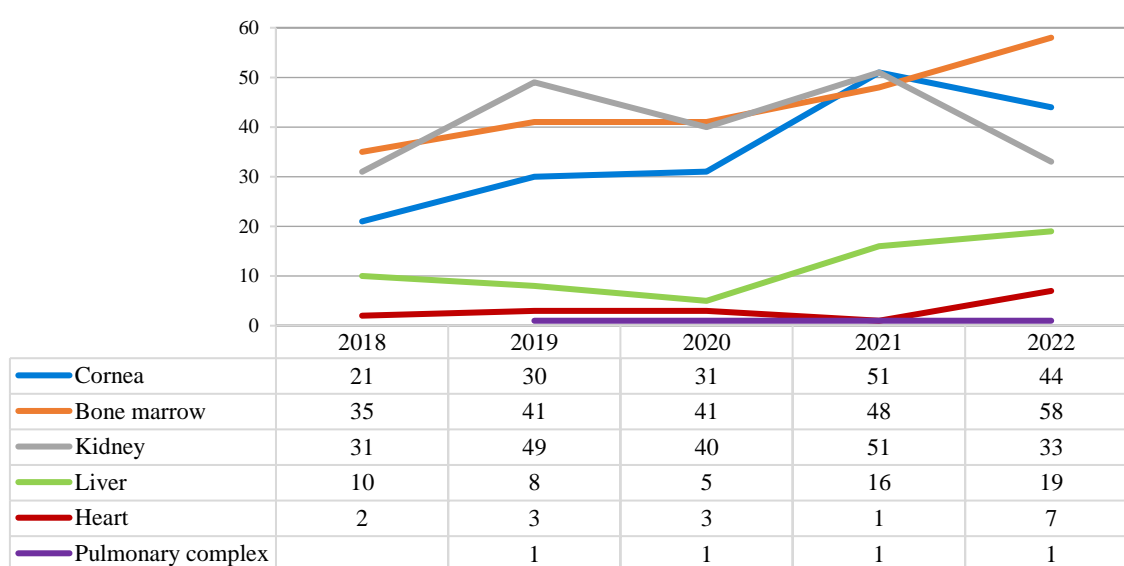
Donors	Number of donors at Kaunas Clinics	Number of donors in Lithuania
Potential donors	43	117
Efficient donors	16	46
Multi-organ donors	14	31

\*Source: <https://ntb.lrv.lt/lt/statistika/donoryste>

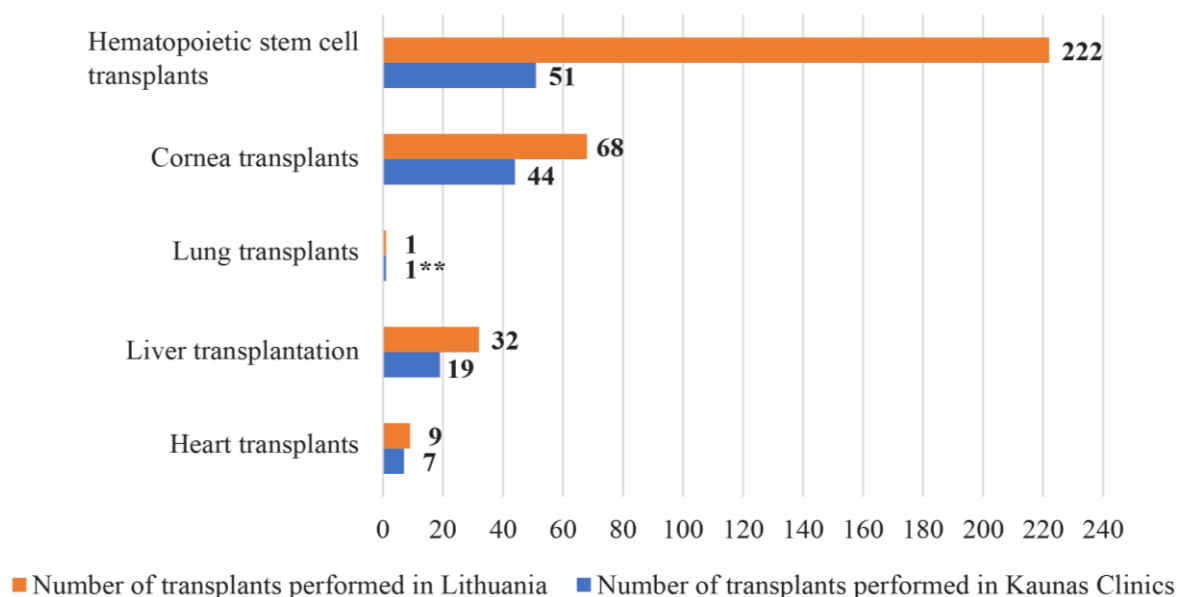
Kaunas Clinics performs the following organ and tissue transplant operations: kidney, liver, lung, heart, lung-heart complex, cornea, bone and vascular tissue. In 2022, Kaunas Clinics performed a record number of liver transplants (19). The 600<sup>th</sup> kidney transplant was performed at Kaunas Clinics, and a total of 33 kidney transplants were performed in 2022.

The increasing number of transplants shows the professionalism, focus and well-organised processes of the transplantology team at Kaunas Clinics.

Figure 5.6 shows the trends in transplantation in 2018–2022.

**Figure 5.6:** Dynamics of the number of transplants 2018–2022

A comparison of the number of transplants performed in 2022 in Kaunas Clinics and Lithuania is presented in Figure 5.7.



**Figure 5.7:** Number of transplants in Kaunas Clinics and in Lithuania\* in 2022

\*Source: <https://ntb.lrv.lt/lt/statistika/transplantacija> \*\* one right lung transplant performed.

### 5.1. Examples of established and new treatment methodologies

In 2022, Kaunas Clinics successfully implemented the set objectives and introduced innovative healthcare services:

- A new and effective treatment of complications caused by Crohn's disease, a serious intestinal disease, with propagated adipose tissue stem cells has been introduced for the first time in the Baltic States.
- The unique implantation of devices to replace the left ventricle of the heart by inserting stents into the arteries of the heart was performed for the first time in Lithuania.
- A new treatment option for pulmonary hypertension has been introduced for the first time in Lithuania – treprostinil is regularly injected into the veins at a certain rate through a special catheter via a special pump.
- First tracheal resection and plastic surgery in a patient with severe COVID-19 disease, with the addition of an extracorporeal membrane oxygenation (ECMO) device was performed in 2022.
- An innovative surgery was performed at Kaunas Clinics in 2022 – a temporary relocation of the uterus and the ovary with the fallopian tube to an unusual location to preserve fertility.
- The Eye Clinic launched a new direction in the treatment of corneal diseases – laser treatment (phototherapeutic keratectomy). The Eye Clinic also uses the most modern, world-recognised technologies for the treatment of corneal diseases – different types of tissue transplantation.

### 5.2. Developing research and innovation

In 2022, Kaunas Clinics actively participated in scientific research activities, and, together with the University, promoted the creation of high-level scientific knowledge, the development of the highest level of scientific research and innovations, increasing the competitiveness of the University.

In 2022, 188 students of the University carried out research work at Kaunas Clinics. Kaunas Clinics also signed 3 scientific cooperation agreements with the University (1 with Endocrinology Clinic, 1 with Cardiology Clinic, and 1 – with Plastic and Reconstructive Surgery Clinic)

In 2022, 87 applications were received requesting permission to start biomedical research in Kaunas Clinics. The largest number of applications came from researchers at the Clinics of Neurology (9), Radiology (8) and Ophthalmology (6). A total of 169 biomedical research projects were to be carried out at Kaunas Clinics in 2022.

43 new clinical trial agreements for medicinal products were signed in 2022. A total of 201 clinical trials of medicinal products were conducted at Kaunas Clinics in 2022. Kaunas Clinics received EUR 588,618.20 for clinical trials of medicinal products, and it received EUR 221,381.79 for international research and innovation projects.

In 2022, Kaunas Clinics signed 5 contracts with entities whose R&D activities include health innovations and technologies (UAB Turimeda - 1, UAB OrthoBaltic - 1; Siemens Healthcare Oy - 3). The contract value totalled EUR 108,904.00.

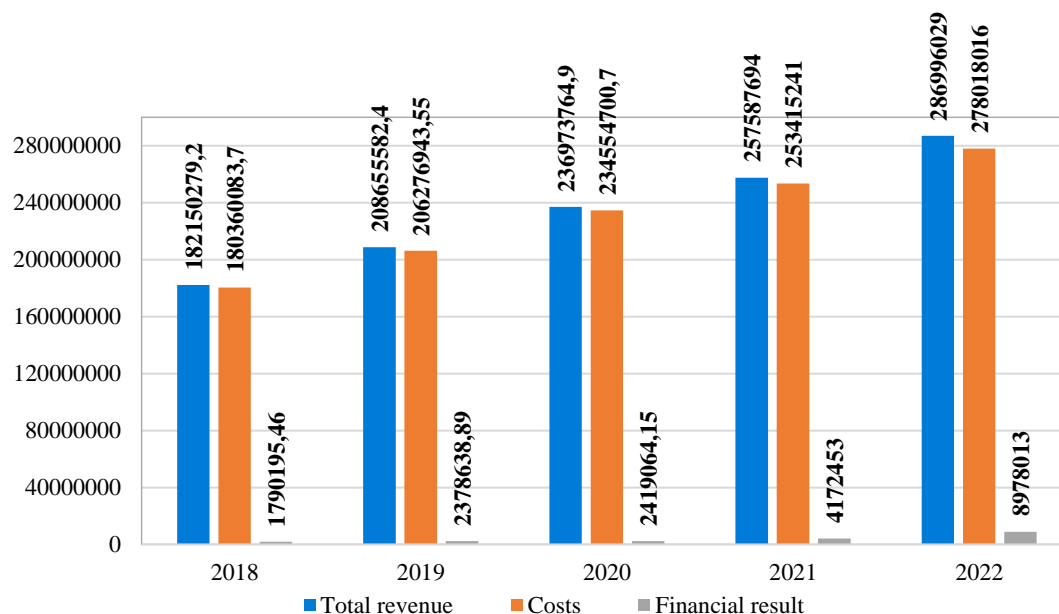
There were 120 healthcare professionals working on doctoral theses at the Kaunas Clinics in 2022. The largest number of PhD students worked in the Clinics of Radiology (10), Cardiology (9), Eye Diseases (9), Cardiothoracic and Vascular Surgery (9), Gastroenterology (6), Rehabilitation (6) and Neurology (5). In 2022, 19 PhD students of the University working on doctoral dissertations in Kaunas Clinics defended their dissertations and obtained their doctoral degrees.

### 5.3. Economic activities of the Clinics

In 2022, the Kaunas Clinics concluded agreements with the Territorial Health Insurance Funds for the provision of personal healthcare, rehabilitation, transplantation, dental prosthetics, etc., and generated EUR 214,318,905 in income from these activities, which is 15% more than in 2021. The CHIF budget for the emergency consultancy programme amounted to EUR 2,329,700, which was an increase of 29% compared to 2021.

Kaunas Clinics' income from activities financed from the CHIF budget amounted to EUR 216,648,605 in 2022, which is 15 percent more than in the previous year. To generate this income, Kaunas Clinics incurred expenses of EUR 210,535,267. Overall, expenses increased by 12% compared to the previous year.

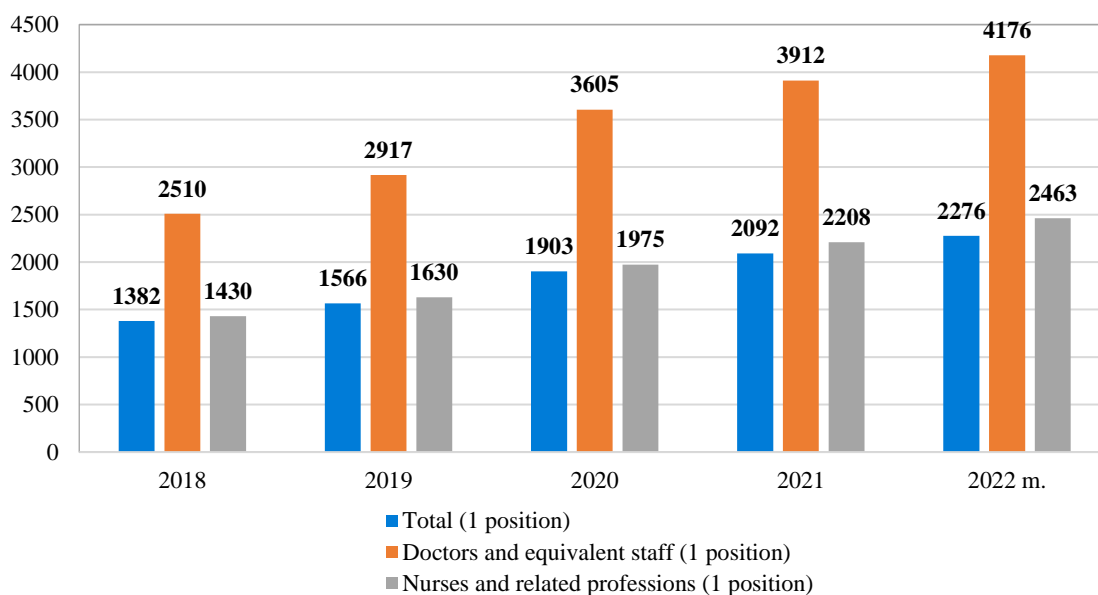
In total, including all sources of funding, Kaunas Clinics received income of EUR 286,996,029 in 2022, with the total result of Kaunas Clinics, taking into account all the activities carried out, being EUR 8,978,013 in 2022, which is an increase of EUR 4,805,560 compared to 2021 (Figure 5.3.1).



**Figure 5.3.1:** Dynamics of income and expenses in 2018–2022

In 2022, the average increase in the salary of Kaunas Clinics employees was 8.8%. Doctors' salaries increased by 6.7% and salaries of nurses – by 11.5% (Figure 5.3.2).





**Figure 5.3.2:** Dynamics of average salary (per position) in 2018–2022

#### **5.4. Final Provisions**

In 2022, Kaunas Clinics successfully continued the development of priority medical fields, strengthened all types of transplantations, expanded the range of tissue banking services, outpatient, especially extended, and day inpatient services, and tried to ensure the availability of inpatient healthcare services. The introduction of new innovative healthcare technologies has resulted in a significant number of new personal healthcare services offered to patients nationally and internationally. Infrastructure improvement projects have improved the accessibility of healthcare services and made conditions more convenient for patients and visitors to Kaunas Clinics.

Kaunas Clinics continues to consistently implement the approved 2019-2023 Strategic Activity Plan and participates in the strategic activities of the Lithuanian University of Health Sciences. The actively developed and implemented advanced projects allow to achieve the set goals in the field of personal health care services, to contribute to the progress of research and education, and to actively participate in public health improvement activities.

## ACTIVITY REPORT OF KAUNAS HOSPITAL OF LITHUANIAN UNIVERSITY OF HEALTH SCIENCES

### *1. Vision, mission*

**Kaunas Hospital of Lithuanian University of Health Sciences** (hereinafter – LSMU Kaunas Hospital, the Hospital) is one of the largest multifunctional institutions in Lithuania, providing inpatient and outpatient personal health care services. At LSMU Kaunas Hospital, emergency and elective care is provided by highly qualified doctors and nurses, while the outpatient clinics are consulted and referred for further treatment by experienced consultants providing primary, secondary and tertiary level services.

**The mission** is to provide high quality and safe specialised secondary and tertiary outpatient and inpatient healthcare services in a wide range of profiles, to continuously expand the scope of personal care services and to improve their accessibility and quality, using available resources efficiently. To develop ambitious, continuously improving, evidence-based healthcare professionals, to improve the working conditions of the Hospital's staff, and to introduce research-based innovations.

**The vision** is to be a progressive and modern multi-profile personal health care institution with a constantly growing human and academic potential, attractive and stimulating working conditions for employees, and providing quality and timely health care, disease prevention and health promotion services that are equally accessible to all. The hospital works in partnership with the Lithuanian University of Health Sciences to train healthcare professionals, conduct research and innovations.

#### **Priorities for action:**

1. Organisation of personal health care services in the institution, taking into account the expectations of patients and founders, as well as the strategic directions of the Government of the Republic of Lithuania and the Ministry of Health.
2. Enhancing the skills and professionalism of staff and improving working conditions.
3. Participation in scientific research activities in collaboration with the Lithuanian University of Health Sciences and other healthcare institutions and businesses.
4. Efficient use of the Hospital's infrastructure to provide personal healthcare services and to meet research, education and social needs.
5. Rational use of available resources to improve management efficiency.

LSMU Kaunas Hospital shareholders:

- Ministry of Health of the Republic of Lithuania.
- Lithuanian University of Health Sciences.

### *2. Structure, changes*

The new structure of the Hospital was approved by Minutes No 4V-387(1.6.)/22-21 of the Shareholders' Meeting of the Hospital of 20 June 2022, which provide for the years for the establishment of the structural units (2022–2026). In accordance with the approved structure of the Hospital, the following clinics with units and centres with structural divisions were set up in the Hospital on 1 December 2022 based on the clinical, research and education activities of the defined profile:

1. Infectious Diseases Clinic with an Infectious Diseases Unit (Baltijos g. 120, Kaunas);
2. Geriatric Clinic with a Geriatric Unit (Josvainių g. 2, Kaunas);
3. Skin and Venereal Diseases Clinic, with the following units: the Skin and Venereal Diseases Unit and the Consultation Polyclinic (Josvainių g. 2, Kaunas);
4. Children's Diseases Clinic, with the following units: the Children's Diseases Unit (Baltijos g. 120, Kaunas), the Children's Reception, Emergency and Intensive Care and Consultation Department (Baltijos g. 120, Kaunas), the Children's Early Childhood Development Centre

- named after V. Tumėnienė (Kiaunių g. 2, Kaunas), and the Children's Rehabilitation Department "Žibutė";
5. Nursing clinic with the following units: Unit I of palliative care and nursing (Vytauto g. 61, Garliava), Unit II of palliative care and nursing (Vytauto g. 61, Garliava), and Unit III of palliative care and nursing (Kiaunių g. 2, Kaunas);
  6. Radiology Clinic with the following units: the Unit of Radiology (Hipodromo gt. 13, Kaunas), the Unit of Radiology (Josvainių g. 2, Kaunas), the Unit of Radiology (Laisvės al. 17, Kaunas, planned to move to Josvainių g. 2, Kaunas in 2024);
  7. Consultative Medicine Centre, with the following structural divisions: the Consultation Polyclinic (Hipodromo g. 13, Kaunas, Vytauto g. 63, Garliava) and the Consultation Polyclinic (Josvainių g. 2, Kaunas);
  8. Admission and Emergency Centre, with the following units: the Admission and Emergency Unit (Josvainių g. 2, Kaunas, Baltijos g. 120, Kaunas), the Admission and Emergency Unit (Hipodromo g. 13, Kaunas);
  9. Pharmacy, with the following structural division: a pharmacy (Hipodromo g. 13, Kaunas) and a pharmacy (Josvainių g. 2, Kaunas);
  10. Nursing Management Service.

Since 2020, LSMU Kaunas Hospital has been designated as one of the main personal health care institutions providing diagnostic and treatment services for patients diagnosed with COVID-19 disease (Coronavirus infection) according to Order No.V-281 of the Minister of Health of the Republic of Lithuania of 4 March 2020 "On the Approval of the Description of the Procedure for the Organisation of Health Care Services for Patients Diagnosed with COVID-19 Disease (Coronavirus Infection)".

### ***3. Human resources***

At the end of 2022, LSMU Kaunas Hospital had 3,193 employees (excluding resident doctors) (3,233 employees at the end of 2021).

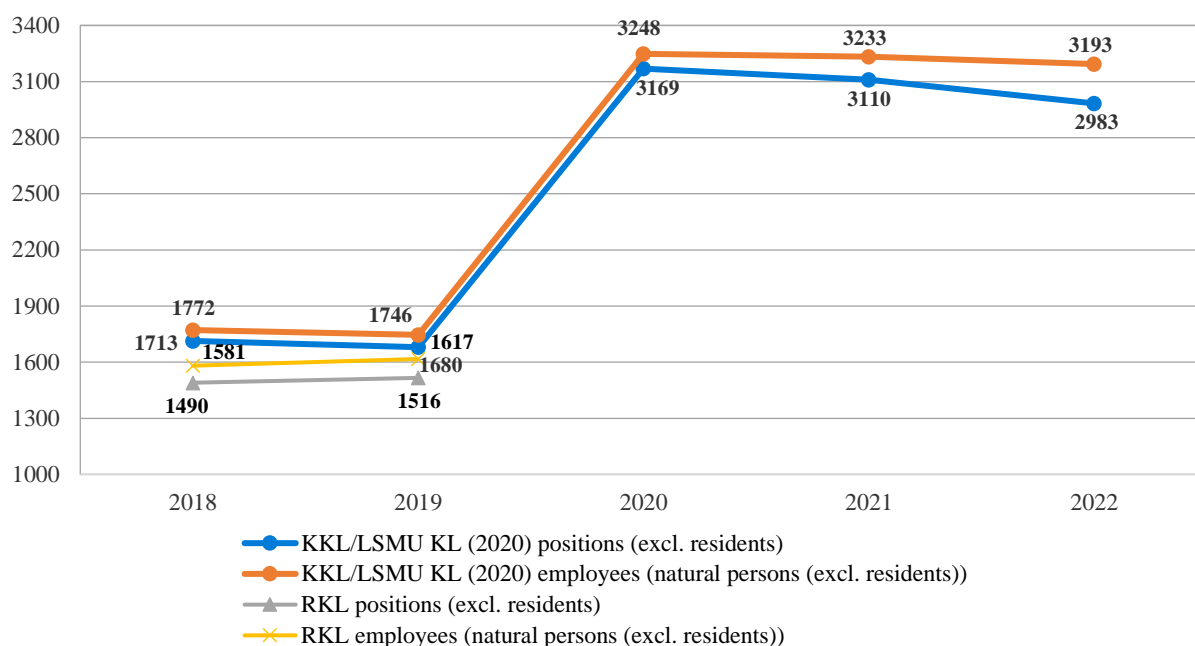
At the end of 2022, the number of employees at LSMU Kaunas Hospital decreased by 40 (-1.24%) compared to the end of 2021, and at the end of 2021, there were 15 employees fewer (-0.46%) compared to the end of 2020.

At the end of 2022, there were 2,983 positions (excluding resident doctors) in LSMU Kaunas Hospital (3,110 in 2021 and 3,166 in 2020). The change in the number of positions in 2022 compared to 2021 was 127 (59 in 2021 compared to 2020).

The number of staff and positions has also changed due to the implementation of the resolutions adopted at the 2022 LSMU Kaunas Hospital Shareholders' Meeting and changes in the requirements for the provision of palliative care and nursing services.

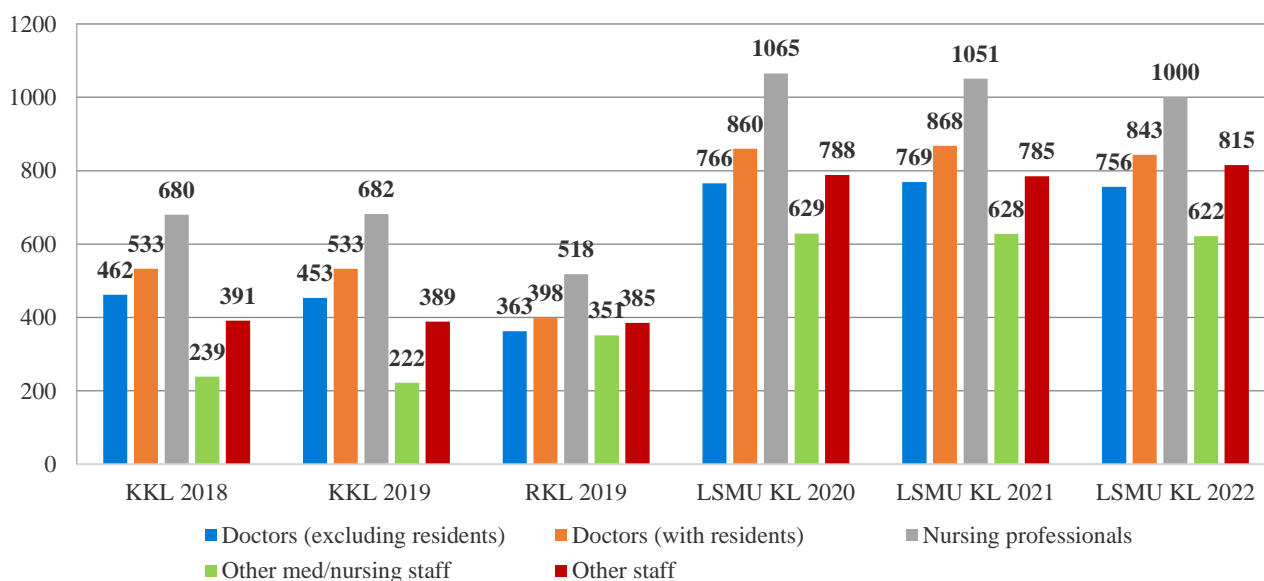
Resident doctors have not been included in the reports, as their number and turnover is not dependent on the circumstances and/or actions of the Hospital's human resources development and/or structural changes.

The dynamics of the number of positions and staff in 2018–2022 is illustrated in Figure 3.1.



**Figure 3.1:** Dynamics of positions and staff members in 2018–2022 (excluding resident doctors)

At the end of 2022, LSMU Kaunas Hospital employed 3,280 people, including 756 doctors, 87 resident doctors, 1,000 nursing specialists, 622 other medical staff, and 815 other specialists and employees, including the administration. The breakdown of staff by group and their dynamics between 2018 and 2022 is presented in Figure 3.2.



**Figure 3.2:** Staff groupings and dynamics in 2018–2022

#### 4. LSMU Kaunas Hospital outpatient activities

The hospital provides primary, secondary and tertiary outpatient healthcare services: abdominal surgery, vascular surgery, surgery, plastic and reconstructive surgery, endocrinology, geriatrics, pulmonology, pulmonology, dermatovenerology, psychiatry (psychiatry and phthisiatry), psychosocial rehabilitation, dietetics, clinical physiology, radiology, echocardiology, endoscopy, endoscopic surgery, cardiology, urology, orthopaedics and traumatology, anaesthesiology and intensive care, neonatology, physical medicine and rehabilitation (adult and paediatric), nursing, neurology, internal medicine, ophthalmology, otorhinolaryngology, obstetrics and gynaecology, allergy and clinical immunology, paediatric medicine, speech therapy, childhood development

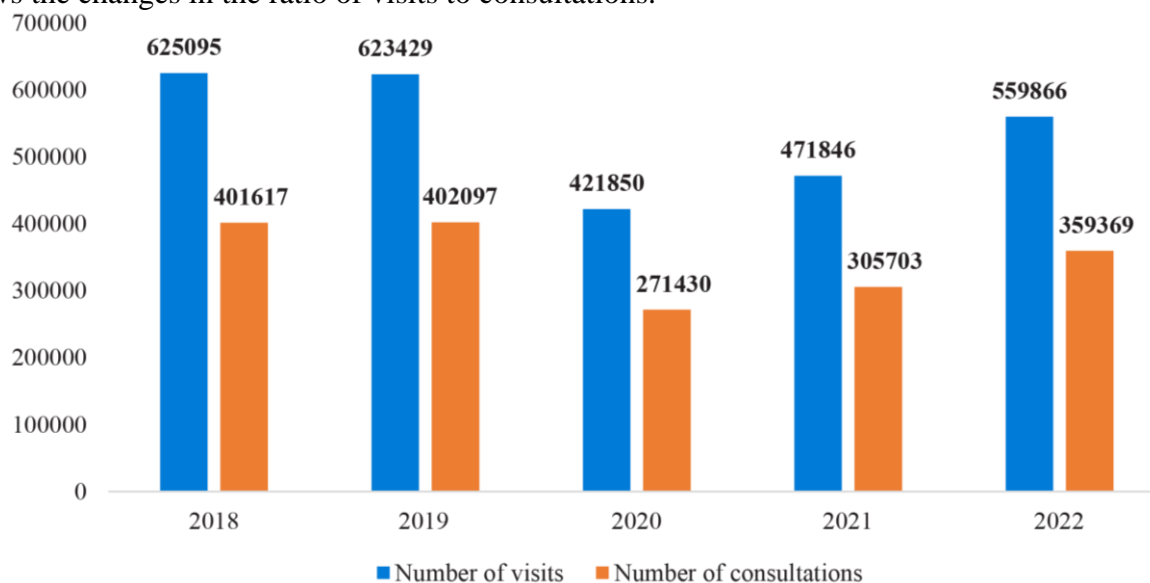
disorders, infectious diseases, nephrology, rheumatology, pulmonology, gastroenterology, and other services.

LSMU Kaunas Hospital provides day surgery services (obstetrics and gynaecology, surgery, urology, plastic and reconstructive surgery, otorhinolaryngology, orthopaedics and traumatology).

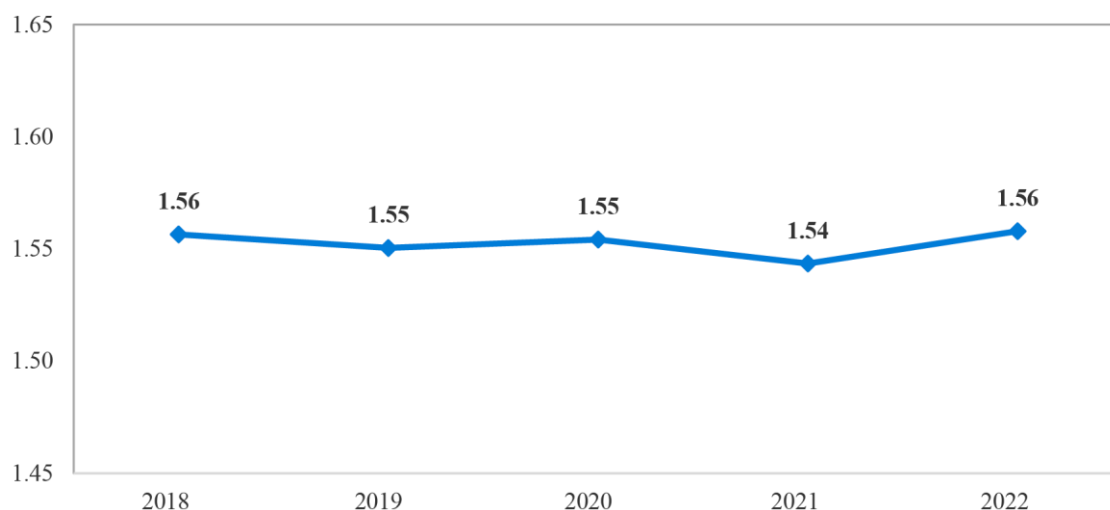
The hospital provides the following procedures: pathology, laboratory diagnostics, clinical physiology, computed tomography, nuclear magnetic resonance imaging, radiology, and haemodialysis.

Specialised outpatient personal health care services are provided at LSMU Kaunas Hospital and its branch P. Mažylis Maternity Home.

The number of visits in 2022 increased by 18.65% and the number of consultations by 17.55% (Figure 4.1). The total number of visits and consultations includes outpatient specialised services, admissions – emergency, observation, day hospital, high-cost tests and procedures, outpatient surgery, health programme, outpatient rehabilitation, and COVID-19 diagnostic services. Figure 4.2 shows the changes in the ratio of visits to consultations.

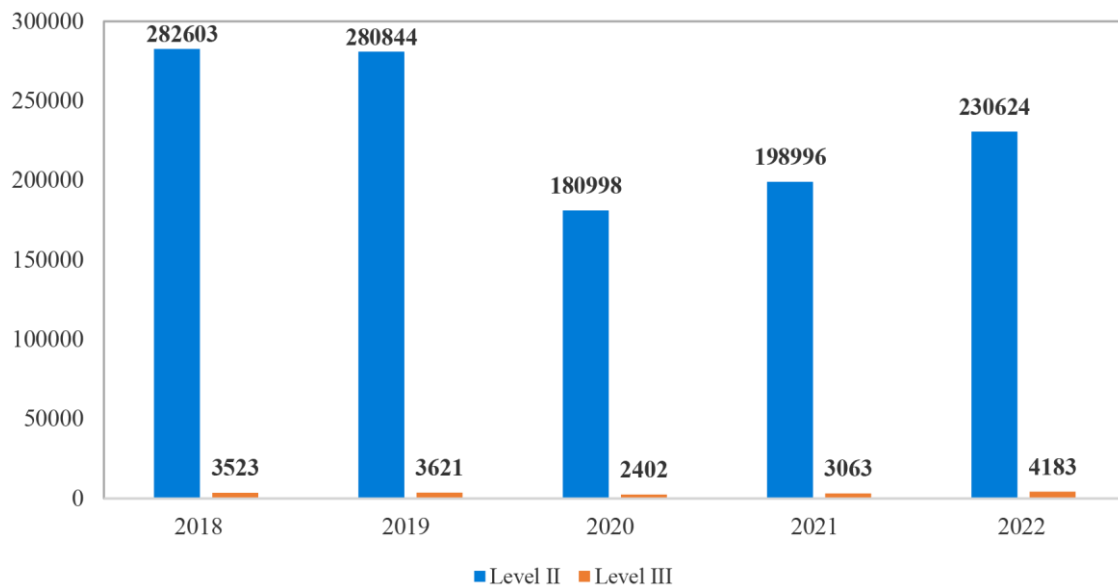


**Figure 4.1:** Dynamics of outpatient visits at LSMU Kaunas Hospital in 2018–2022



**Figure 4.2.** Dynamics of the ratio of outpatient visits to consultations in 2018-2022

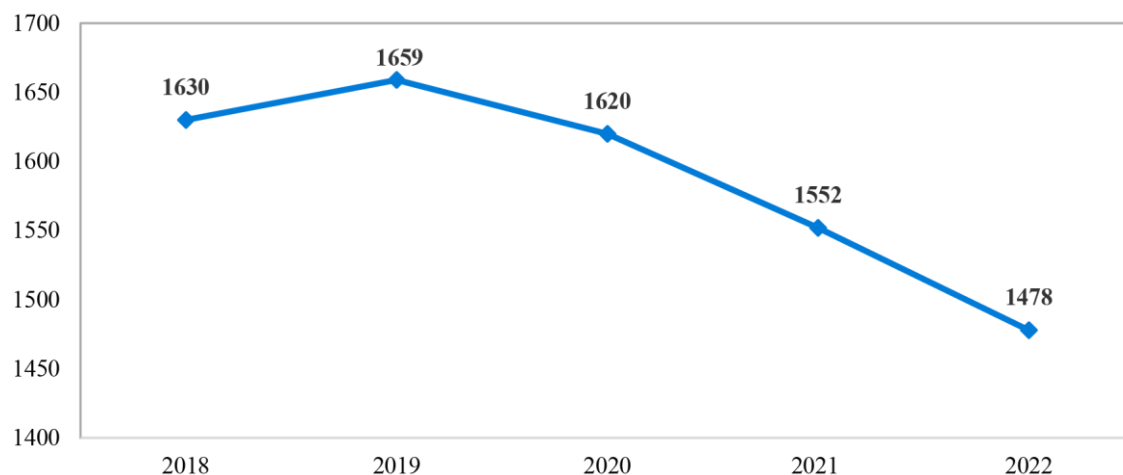
The number and dynamics of outpatient specialised consultations at secondary and tertiary levels between 2018 and 2022 are presented in Figure 4.3. In 2022, 98.2% of outpatient consultations were level II and 1.78% were level III consultations. The number of level II consultations increased by 15.89% and level III consultations – by 36.57% compared to 2021.



**Figure 4.3:** Dynamics of secondary and tertiary level consultations in 2018–2022

### 5. *LSMU Kaunas Hospital inpatient activities*

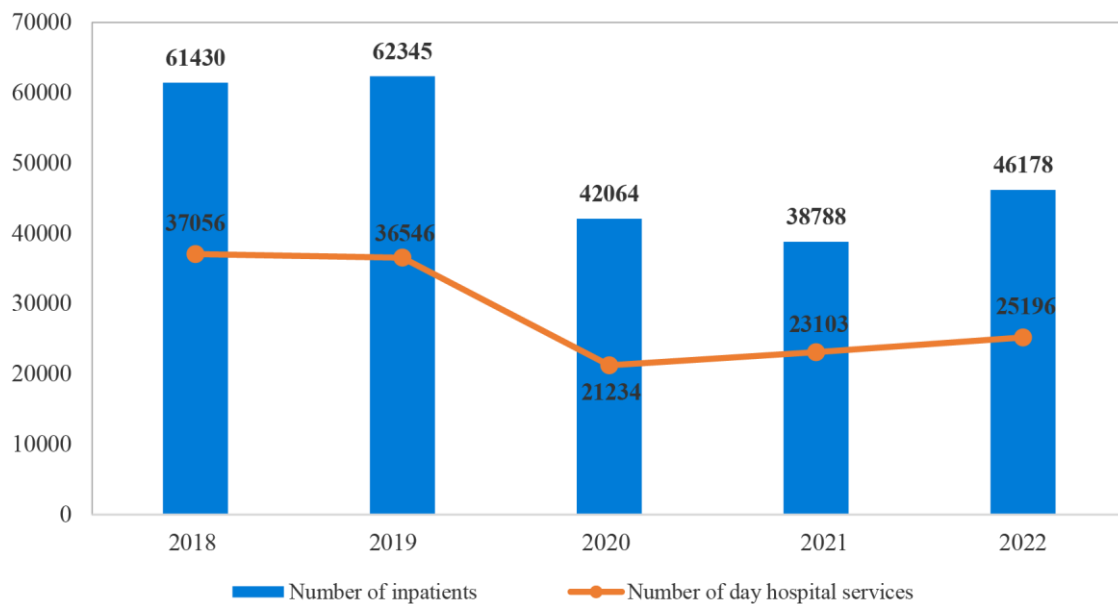
Inpatient services are provided at LSMU Kaunas Hospital and the P. Mažylis Maternity Home. There was a total of 1,478 inpatient beds in 2022. The dynamics of the number of beds in 2018–2022 is presented in Figure 5.1.



**Figure 5.1:** Dynamics of the number of inpatient beds at LSMU Kaunas Hospital in 2018–2022

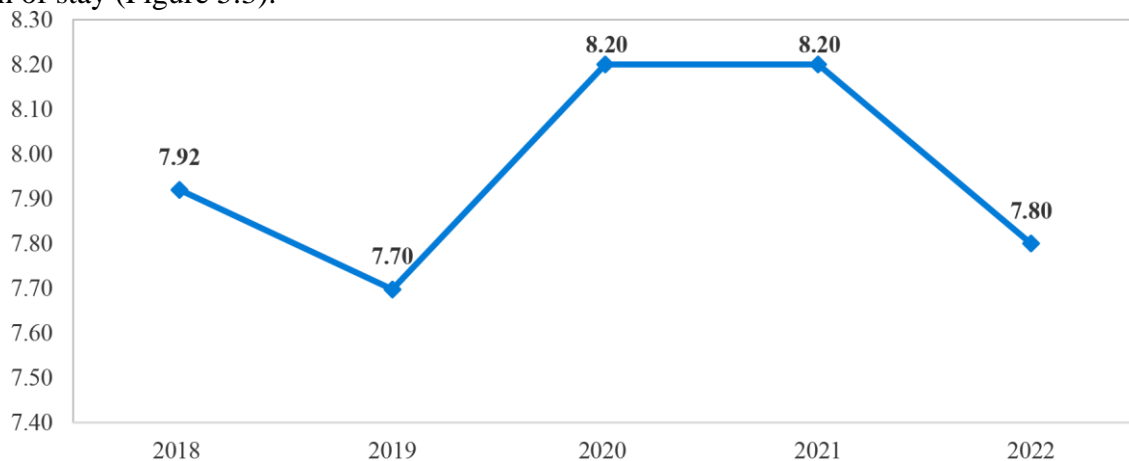
In 2022, the number of inpatients and day-care services increased by 19.05% and 9.60%, respectively, compared to 2021. The dynamics of inpatient and day-care services between 2018 and 2022 is presented in Figure 5.2.

In 2022, 3,663 patients with COVID-19 and in 2021 – 4,305 patients were treated at the LSMU Kaunas Hospital. The number of COVID-19 cases in 2022 decreased by 14.91% compared to 2021.



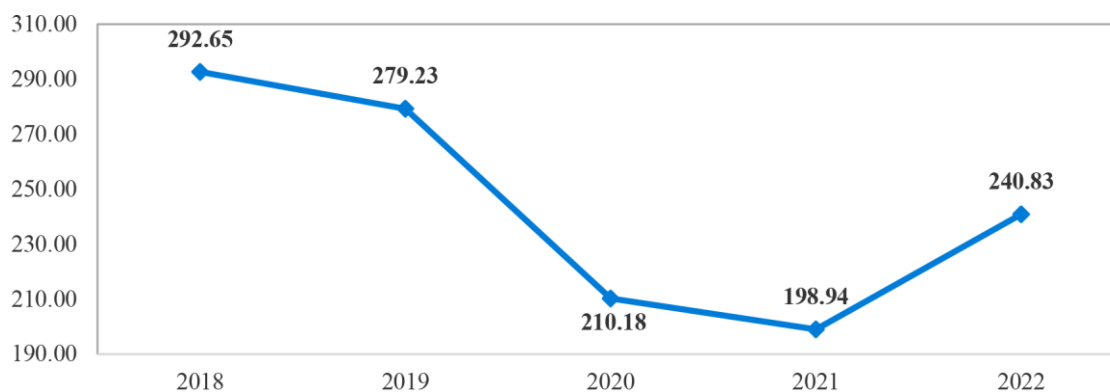
**Figure 5.2:** Dynamics of the number of patients treated in the inpatient wards of LSMU Kaunas Hospital and the number of day inpatient services in 2018–2022

In 2022, the average length of stay was 7.8 days (8.2 days in 2021), with a 4.88% reduction in length of stay (Figure 5.3).



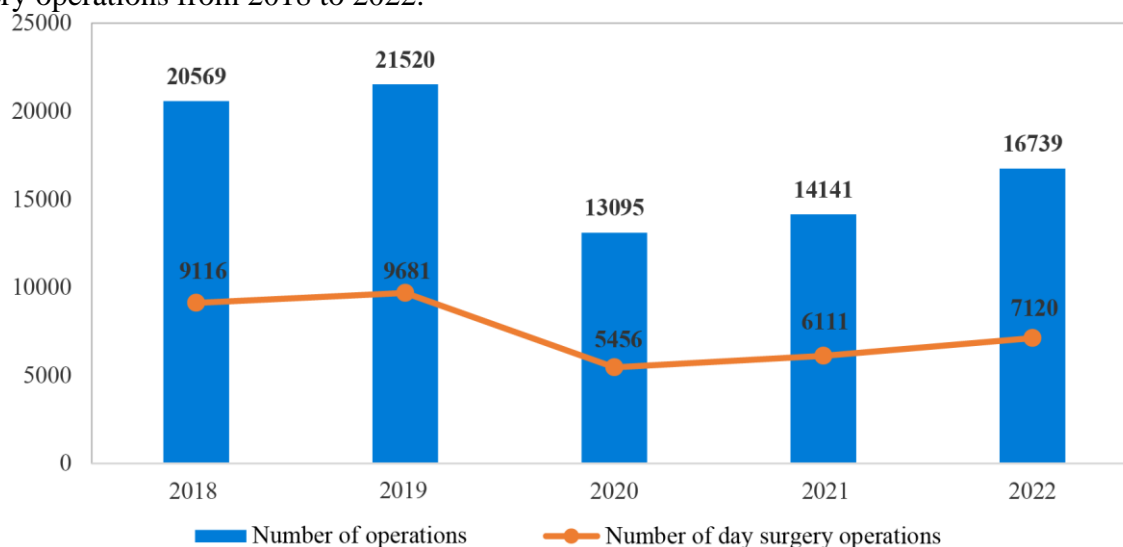
**Figure 5.3:** Dynamics of the average length of inpatient stay in LSMU Kaunas Hospital in 2018–2022

The average bed occupancy (functioning) rate of LSMU Kaunas Hospital in 2022 was 240.83 (198.94 in 2021). This indicator increased compared to 2021 (21.06%). The dynamics of the bed occupancy rate between 2018 and 2022 is presented in Figure 5.4.

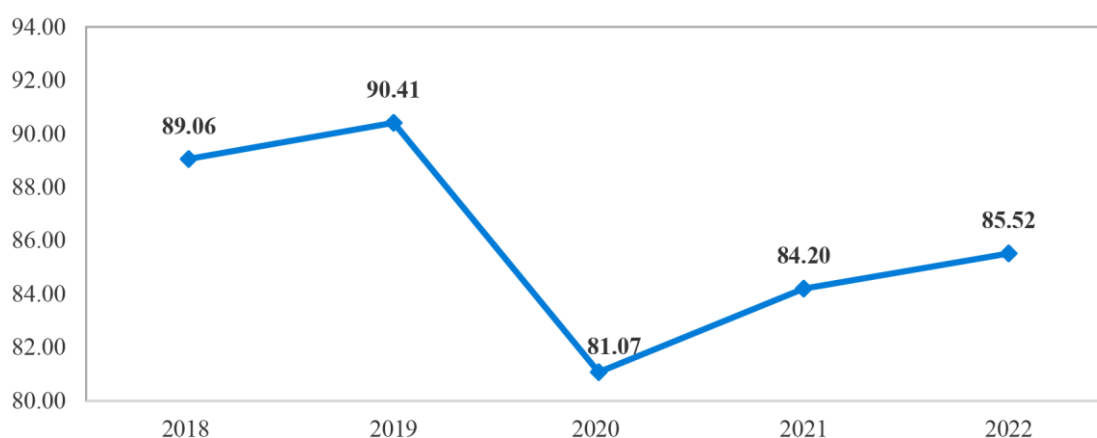


**Figure 5.4:** Dynamics of the bed occupancy rate in 2018–2022

In 2022, 16,739 surgeries were performed at LSMU Kaunas Hospital (14,141 surgeries in 2021). Compared to 2021, the number of surgeries in 2022 increased by 18.37%. Figure 5.5 shows the dynamics of the number of surgeries performed (including day surgery) and the number of day surgery operations from 2018 to 2022.



**Figure 5.5:** Dynamics of the number of surgeries (including day surgery) and day surgery operations performed at LSMU Kaunas Hospital in 2018–2022



**Figure 5.6:** Dynamics of surgical activity (%) in 2018–2022



## ***6. Service quality assurance and evaluation at LSMU Kaunas Hospital***

To ensure the safety of patients and staff and the quality of the services provided, the Quality Management Unit performs the supervision over Quality Management Systems (QMS). The development of the hospital's quality management systems is ensured in accordance with the standard LST EN 15224:2017 "Quality management systems. EN ISO 9001:2015 Application in Healthcare", as well as the implementation of LEAN methodology tools, standardisation of procedures, updating and development of quality management system documents, diagnostic and therapeutic and nursing procedures, and procedure descriptions.

In 2022, the first surveillance audit of the entire Hospital was carried out to assess compliance with the standard LST EN 15224:2017 "Quality management systems. EN ISO 9001:2015 Application in Healthcare" and the certification of the Hospital was extended.

In cooperation with the leaders of the Hospital's LEAN management system methods, the availability, quality, process time reduction and standardisation of services has been achieved through the implementation of LEAN tools. In 2022:

- 222 5S workstations were set up, a Radar audit was carried out to identify and improve the weakest points of the 5S approach, and 14 inspections were conducted in the departments with installed 5S workstations;
- Kaizen register was updated and organised; 10 new proposals were registered, 8 of which were accepted; 2 Kaizen training sessions for staff were held;
- Key indicators, relevant issues and rapid decision-making are monitored using the ASAICHI meeting system in the treatment units, at management level and through collaboration between medical and non-medical units;
- 3 TWI JI trainings were held, 14 new staff members were involved in the preparation of briefs, 40 new briefs were prepared, and the tool audit system was implemented;
- Two projects were launched: the Urgent Blood Test Collection and the Patient Registration in the Rehabilitation Module to standardise process steps, control time and human resources costs, and avoid errors;
- Standardisation of complex and time-consuming processes was introduced through the WACA tool and in collaboration with the divisions. The following steps of the projects under implementation were taken: initiation of procurement of medical equipment (dedicated specialist, system developed to capture medical equipment needs), New Staff Orientation (a New Staff Orientation Memo and a New Staff Team Memo was drafted for the hiring or induction manager/ senior nurse), Project application submission process (reduced number of employees involved in a project, amended procedure of meetings of work groups, coordination and signing process); Optimisation of the hardware accounting process: from ordering to disposal (a template for the deployment of hardware applications was standardised);
- the following PDCA projects were implemented:
  1. "Timely start of surgeries". This project standardised the patient's access to the operating room. The project allowed saving EUR 9876.18/month. This project received the Best Project of the Year award.
  2. "Rehabilitation time allocation in one room". A patient registration module was developed for rehabilitation procedures based on the one-stop-shop principle. Benefit: EUR 1,026.2/month.
  3. "Increasing the number of colonoscopies". Benefit: EUR 1,232.50/month.

In order to ensure the quality of activities, clear process steps, and to reduce the risks in medical procedures and manipulations, the following documents were drafted/ updated together with specialists from various areas of the Hospital: 22 procedure descriptions, 2 rules, 20 diagnostic and treatment protocols, 12 nursing protocols, 16 internal use forms, 9 patient consent forms, 8 laboratory test methodologies, and 5 work instructions. Also, regulations of 11 clinics and centres, 3 descriptions

of the procedure of the organisation of work, and 219 job descriptions were drawn up as part of a change of the Hospital's structure.

The Hospital has a Coordination Centre in place to improve the quality of inpatient services. In 2022, its activities – call of a resuscitation team, coordination of emergency and elective work of inpatient consultants and organisation of consults - were extended to all units of the Hospital. The Coordination Centre received 51,654 calls in 2022 (18,700 calls in 2021): organising the work of a resuscitation team 124 times (146 times in 2021), routine consultations by consultants – 12,707 times, emergency consultations – 31,473 times, and consultations – 110 times.

The Hospital monitors non-compliance records on a regular basis and encourages all staff to record and analyse events to prevent errors and standardise processes.

In 2022, 764 non-compliances were recorded (34% more than in 2021 and 5 times more than in 2020). In terms of recorded reasons for non-compliances, the highest number of non-compliances recorded included: 245 nursing, 55 patient nutrition, 35 medical documentation, 22 non-medical documentation, 36 organisation of work, 13 non-compliance with infection control, 8 malfunctioning of e-systems, 5 breaches of the institution's rules of procedure, 4 behaviour of the staff and 339 non-compliances for other reasons.

The recorded non-compliances are analysed, providing feedback, reviewing the process and correcting as necessary.

Internal audits of the quality management system of all departments and units are carried out annually in accordance with LST EN 15224:2017 "Quality management systems. EN ISO 9001:2015" standard in all departments and units of the Hospital. In 2022, 49 routine QMS audits were carried out (39 in 2021) and 47 non-compliances (non-critical non-conformities) to the standard were identified.

In order to objectively and impartially assess the quality of services provided and the patient satisfaction with personal healthcare services, the Hospital has conducted patient surveys electronically since 2021. In 2022, an anonymous questionnaire was completed by 2,681 patients receiving outpatient services (including admissions and emergency departments) and 251 patients receiving inpatient or general services. The overall level of satisfaction with the personal healthcare services provided by the Hospital was 0.93 (max. 1.0).

### ***7. Infrastructure renovation (repair, reconstruction)***

In order to ensure the proper quality of healthcare services and good working conditions for employees, LSMU Kaunas Hospital is constantly taking care of the maintenance, repair, renovation and development of the building infrastructure.

Works carried out by LSMU Kaunas Hospital:

1. Major renovation of the Geriatric Unit premises is being carried out within the framework of the project "Establishment of a Geriatric Centre at the LSMU Kaunas Hospital" (Josvainių 2; EU funds).
2. New premises for the Children's Outpatient Clinic (Baltijos 120).
3. The first floor of the Obstetric Gynaecology Department (Josvainių 2) was renovated (including the lobby, wards, offices, corridors, etc.). A self-service cafeteria – shop was set up in the lobby.
4. The sterilisation and disinfection chamber (Josvainių 2) was renovated.
5. Operating rooms for the use of expensive medical equipment were newly installed and repaired (Josvainių 2).
6. New reception premises were set up and the existing ones were expanded (Josvainių 2).
7. Works of modernisation on the Food Building (Baltijos 120) were conducted within the framework of the project "Improving the energy efficiency of the catering building of the Public Institution LSMU Kaunas Hospital" (EU and hospital funds).
8. The centrally supplied heat inlets to the buildings at Josvainių 2 and Baltijos 120 were renewed, and the district heating pipelines to the buildings of the Hospital were replaced at the expense of the centralised heat supplier (AB Kauno Energija).

9. A new Orthopaedics and Traumatology building is under construction (Josvainių 2; from funds of the Kaunas City Municipality).
10. A new extension of the building is being designed under the project “Modernisation of the Emergency Medical Care Infrastructure of LSMU Kaunas Hospital” (Josvainių 2).
11. Renovation of the first floor (corridors, doors, etc.) of the Nursing Clinic II, Nursing and Supportive Care Unit (Vytauto 63, Garliava, Kaunas district).
12. Due to the increase in the price of natural gas, the Hospital’s units at Hipodromo 13, Kaunas and Miško 27, Kaunas have been connected to the central heating system. The heat substations and the entire heat supply system of these units was redesigned and adapted to centralised heat supply.
13. Works of repair to the Pathology Unit, the Hospital’s kitchen utility room and the cleaners’ utility room were completed.
14. To ensure radiation protection requirements, the premises of the newly installed X-ray machine at the Hipodromo 13 unit were renovated.
15. The reconstruction and repair of the roads, footpaths and parking lot of the LSMU Kaunas Hospital territory at Hipodromo 13, Phase III, covering about 1700 sqm, has started; additional 70 parking spaces for employees will be provided. It will also include the installation of convenient access roads for vehicles servicing the Hospital, construction of new storm water drainage systems, resurfacing of the parking areas, and the landscaping of the environment.
16. Other infrastructure renovation and development works were carried out in treatment rooms and other premises and on the Hospital premises.

The Hospital engages in regular maintenance and routine repairs of heating and ventilation, water supply and sewage, electrical and low-current engineering systems, buildings, their interior premises and exterior partitions. Organisations are contracted to fix major faults or for complicated repairs/renovation. The needs to fix a fault in any engineering system and/or to conduct repairs to engineering systems or buildings are recorded in an electronic fault logging system, and all events are stored in the system.

## ***8. Information technology development***

The focus of LSMU Kaunas Hospital in the field of information technologies is to improve cyber stability and resilience, to search for and implement digitisation innovations in all departments of the Hospital in order to ensure smooth and uninterrupted work with all information systems.

Particular attention is paid to the Hospital Information System and patient health data:

- Improved and launched module of Patient Meal Orders and Diet Allocations (pilot project in several units).
- Improved Patient Pre-Registration Module and Smart Reporting Module for monitoring indicators.
- Installed Radiology module (a digitised mammography description).
- A module for exporting data to the Institute of Cardiology was programmed.
- A project to fully digitise ambulance cards was launched.
- Data protection and auditing mechanism for the Hospital Information System was improved.

In 2022, using this system, the Hospital’s doctors issued 2,060 death certificates, 2,832 birth certificates, 80,053 e-prescriptions, 40,543 digital epicrisis (E003), and 1,063,475 digital outpatient treatment cards (visit E025).

A single, centralised information system for staff data, working time and payroll was purchased and deployed, also coordinating the transfer of personnel data and the process of harmonising the system. The changes will allow to unify and facilitate the Hospital’s human resources management and payroll processes and to eliminate duplication of data processing in different systems.

The following innovation projects were initiated:

- Project application “Digital solution for collecting patients” preferences and opinion”.
- Participating in the R&D GovTech Innovative Solutions Challenge, proposing 4 innovation needs. R&D selected 2 of the proposals, 1 of which received attention from suppliers and led to participation in *GovTech* events, then continuing cooperation with the supplier.
- Participation in the Health Data Re-use Programme of the LR. Data sets were inventoried, assessing possibilities for reuse and publishing information on the Hospital’s services on the Lithuanian Open Data Portal.

Planned activities provided for in the strategic plans were carried out to meet the set objectives and achieve the set results: technical resources were used to upgrade data storage and servers, expanding the optical communication network, upgrading over 140 computer workstations, and refurbishing 40 printers, thus improving the speed and stability of the applications used at the Kaunas Hospital.

A prototype fault logging system was developed and tested in a pilot run. Fault and demand logging in a single system was started.

### **9. Economic activity of LSMU Kaunas Hospital**

In 2022, LSMU Kaunas Hospital provided services under the contract for the provision of personal healthcare services and payment from the budget of the Compulsory Health Insurance Fund (hereinafter – the CHIF) with the Kaunas Territorial Health Insurance Fund. By providing services to the Territorial Health Insurance Fund, the Hospital earned EUR 85,278,479.76 in income, which is 17.54% more than in 2021, taking into account the additionally covered inpatient active treatment services provided to patients with COVID-19 disease (coronavirus infection) in April-December 2020 and 2021.

The total operating income of LSMU Kaunas Hospital in 2022 amounted to EUR 96,034,340.34, which is an increase of 6.49% compared to 2021.

To generate operating income, the Hospital incurred costs of EUR 89,413,358.22, a decrease of 0.67% compared to 2021.

A change in operating income and expenses of LSMU Kaunas Hospital from 2021 to 2022 is presented in Table 9.1.

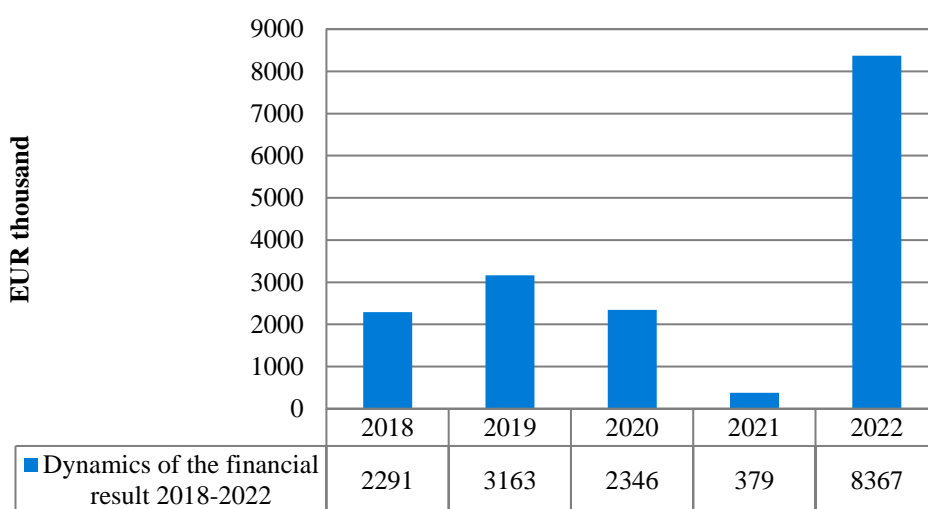
*Table 9.1*

#### **Change in operating income and expenses of LSMU Kaunas Hospital in 2021–2022, EUR**

<b>Seq. No.</b>	<b>Items</b>	<b>2022</b>	<b>2021</b>	<b>Change, %</b>
<b>1.</b>	<b>Operating income</b>	<b>96034340,34</b>	<b>90182991,87</b>	<b>6,49</b>
1.1.	Income from territorial health insurance funds	85278479,76	72553386,43	17,54
1.2.	Other income	895179,46	751800,82	19,07
1.3.	Financing income	9860681,12	16877804,62	-41,58
<b>2.</b>	<b>Operating expenses</b>	<b>89413358,22</b>	<b>90012663,08</b>	<b>-0,67</b>
2.1.	Salary and social security	67376397,12	67813240,86	-0,64
2.2.	Depreciation and amortisation	2386748,74	2449735,44	-2,57
2.3.	Utilities and communications	2274414,43	1651159,83	37,75
2.4.	Business trips	17710,76	0,00	100,00
2.5.	Transport	132399,00	132921,47	-0,39
2.6.	Refresher training	78420,72	71224,36	10,10
2.7.	Routine repairs and maintenance	1468555,96	1367295,81	7,41
2.8.	Depreciation and write-offs	62139,72	36530,15	70,11
2.9.	Inventories used and sold	11384977,08	13348006,37	-14,71
2.10.	Social benefits	17950,00	22750,00	-21,10
2.11.	Rentals	30893,97	43461,79	-28,92
2.12.	Funding	2685,57	0,00	100,00
2.13.	Other services	955041,70	999665,21	-4,46
2.14.	Other	3225023,45	2076671,79	55,30

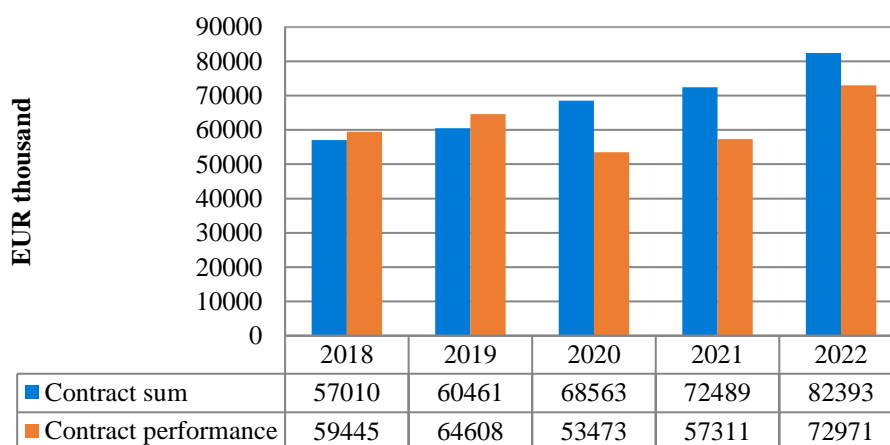
The most significant impact on the change in income and expenses in 2022 was due to changes in the operations of LSMU Kaunas Hospital related to the imposition of an emergency situation due to the COVID-19 disease (coronavirus infection) in the Republic of Lithuania and the conditions of payment for services rendered. Financing income and cost of the inventories used decreased compared to 2021 due to the lifting of the COVID-19 state of emergency. Salary expenses showed little change, decreasing due to the end of the extra payment for the work with patients with COVID-19, but increasing due to the increase in the minimum monthly wages as from 1 January 2022, higher salaries of resident doctors and the increase in the salary of staff as from 1 April 2022 pursuant to provisions of the Collective Agreement No S-234 of the Lithuanian National Health System Branch concerning the increase of the fixed component of the basic salary of employees of medical institutions of 15 November 2021.

The financial result of LSMU Kaunas Hospital was positive in 2022, amounting to EUR 8,367,000.

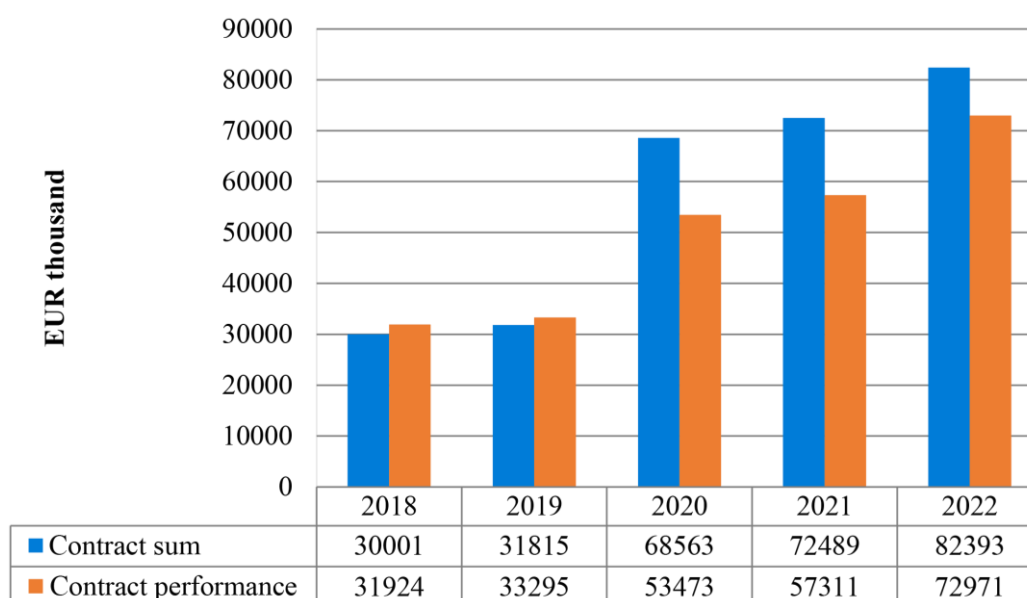


**Figure 9.1: Dynamics of the financial result in 2018–2021**

In 2022, LSMU Kaunas Hospital signed contracts with Kaunas Territorial Health Insurance Fund for EUR 82,393,000. During the year, services were provided for EUR 72,971,000. Due to the impact of the declaration of a COVID-19 disease (coronavirus infection) emergency in the Republic of Lithuania and changes in the priorities of the types of services to be rendered and the limitations on the provision of the services, the contract with the Kaunas Territorial Health Insurance Fund was not actually performed in 2022.

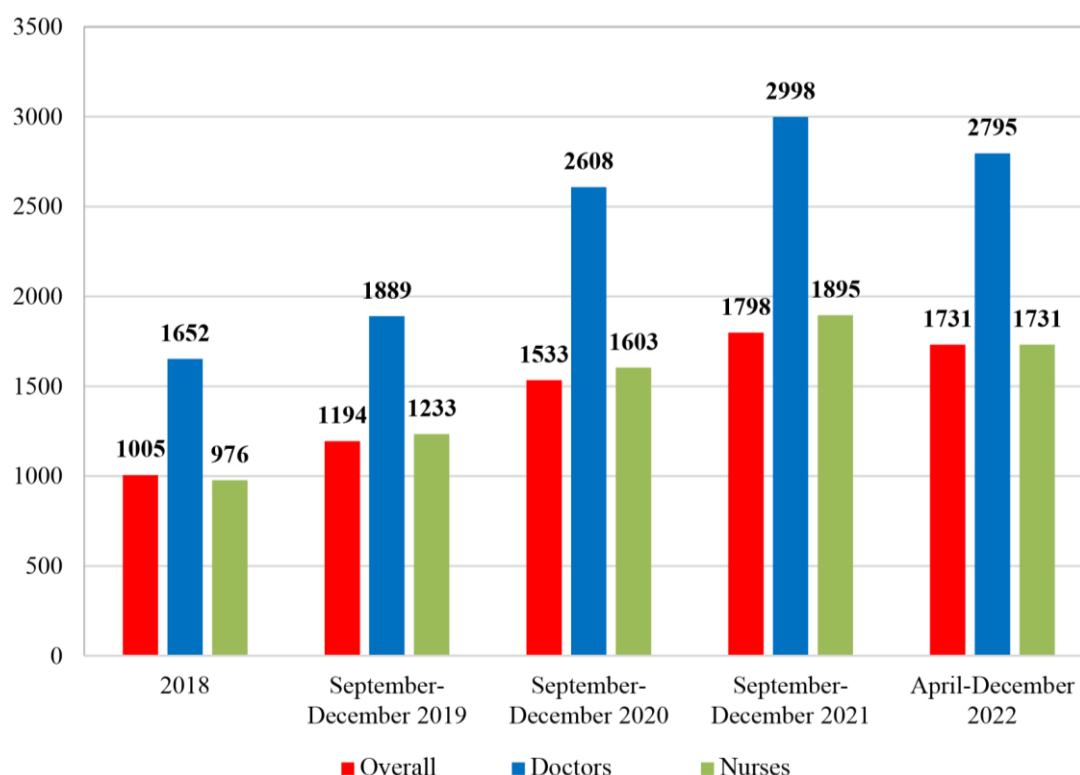


**Figure 9.2: Dynamics of the performance of contracts with Territorial Health Insurance Funds in 2018–2022 (joint data from Kaunas Clinical Hospital and Republic Hospital of Kaunas)**



**Figure 9.3:** Dynamics of the performance of contracts of Territorial Health Insurance Funds in 2018–2022 (total data of LSMU Kaunas Hospital from the year of reorganisation (2020))

In 2022, the average salary of LSMU Kaunas Hospital staff (per position)\* decreased slightly due to the terminated extra pay for work with COVID-19 patients.



**Figure 9.4:** Dynamics of the average salary (per position) in April-December 2018–2022 (total data of LSMU Kaunas Hospital from the year of reorganisation (2020))

\* Average salary indexed to 2018 for comparison purposes is provided

On 1 April 2022, salary for employees of LSMU Kaunas Hospital was increased pursuant to provisions of the Collective Agreement No S-234 of the Lithuanian National Health System branch of 15 November 2021, concerning the increase of the fixed component of the basic salary of employees of medical institutions. More than EUR 2.349 million was allocated for this increase in 2022.

During the state of emergency period, the salary was increased for all employees who were rendering personal health care services to COVID-19 patients in accordance with the Description approved by Order No V-1515 of the Minister of Health of the Republic of Lithuania “On the amendment to the Order No V-2426 of the Minister of Health of the Republic of Lithuania of 29 October 2020 “On the approval of the procedure for the reimbursement of expenses of personal health care institutions for the increase in salaries in the amount of the salary due to COVID-19 (coronavirus infection) at the expense of the State Budget” of 30 June 2021” and the established conditions.

More than EUR 3.342 million was allocated in 2022 and more than EUR 7.758 million in 2021 for the increase in the salary of the Hospital’s staff.

### 10. Ongoing projects

Table 10.1

#### Submitted project proposals

Seq. No.	Date of submission	Name of the project	Source of funding	Hospital status
1	15 04 2022	Modernisation of the emergency medical infrastructure of LSMU Kaunas Hospital	European Union, state budget and hospital funds	Applicant
2	14 04 2022	GIRAAF- understanding the factors involved in Mild Chronic Obstructive Pulmonary Disease – COPD that trigger the transition from controlled stable health to Acute Exacerbations	Horizon Europe	Partner
3	25 05 2022	Project for funding researchers’ visits	Research Council of Lithuania	Applicant
4	10 06 2022	AI-based Personalised Prevention of NCDs in Shift Workers	Horizon Europe	Partner
5	01 08 2022	Scientific Events Project of the Research Council of Lithuania “Implementation, Insights and Practical Applicability of Scientific Advances in Nursing Medicine”	Research Council of Lithuania	Partner

Table 10.2

#### Projects under implementation

Seq. No.	Name of the project	LSMU KL status	Implementation period	Funding allocated, EUR thousand	Share of funds spent since the start of the project, EUR thousand
1	Improving the quality and accessibility of tuberculosis prevention, diagnosis and treatment services at Kaunas Hospital	Contractor	February 2019 – September 2022	827	798
2	Establishment of a geriatric centre at Kaunas Hospital of Lithuanian University of Health Sciences	Contractor	September 2019 – April 2023	4967	3547
3	LSMU activities to improve competences and qualifications of doctors (LSMU-GYD-KOM)	Partner	September 2018– November 2022	54	4,5
4	Improving energy efficiency of the catering building of the LSMU Kaunas Hospital	Contractor	January 2021 – February 2023	178 (modernisation)	109
				17 (subsidy for technical documentation)	17

Continuation of Table 10.2

Seq. No.	Name of the project	LSMU KL status	Implementation period	Funding allocated, EUR thousand	Share of funds spent since the start of the project, EUR thousand
5	Improving the accessibility and efficiency of rehabilitation services at LSMU Kaunas Hospital and Razna Rehabilitation Centre ( <i>RehabServices</i> )	Main partner	August 2020 – April 2023	203	146
6	Continuing healthcare for chronically ill patients (TELELISPA)	Partner	2020 October – October 2022	1000	26
7	Implementation of a programme to improve the quality of X-ray diagnostic services	Applicant	October 2022 – December 2022	299	299
8	Improving the effectiveness of tuberculosis prevention, diagnosis and treatment in Kaunas Clinics	Partner	July 2021 – August 2023	514	400,5
9	Project for funding researchers' visits	Applicant	June 2022	0,71	0,71
10	Scientific Events Project of the Research Council of Lithuania "Implementation, Insights and Practical Applicability of Scientific Advances in Nursing Medicine"	Partner	November 2022	5,65	5,65

### 11. Final provisions

In pursuit of the set objectives and in accordance with the quality management standards, LSMU Kaunas Hospital organised and provided quality and qualified personal health care services to the population of Lithuania and improved their health, aiming to reduce morbidity and mortality by integrating the modern potential of research, education and clinical practice accumulated in the Hospital and the Lithuanian University of Health Sciences.

According to the Order No V-281 of the Minister of Health of the Republic of Lithuania of 4 March 2020 "On the Approval of the Description of the Procedure for the Organisation of Health Care Services for COVID-19 Disease (Coronavirus Infection)", the Kaunas Hospital of the LSMU has been designated as one of the main personal health care institutions for the provision of diagnostics and treatment of COVID-19 disease (coronavirus infection) patients as from 2020. LSMU Kaunas Hospital treated 3,663 patients with severe COVID-19 disease (coronavirus) infection in 2022, 4,305 patients in 2021 and 1,607 patients in 2020.

LSMU Kaunas Hospital was one of the main medical institutions providing diagnostic and treatment services to patients diagnosed with COVID-19 disease (coronavirus infection), but the Hospital managed to increase the volume of all personal health care services (outpatient services increased by 17.55% and inpatient services – by 19.05%), to carry out structural reorganisations, to implement projects for quality improvement of services and to upgrade its infrastructure.



## ACTIVITY REPORT OF THE PALANGA CLINIC OF THE INSTITUTE OF NEUROSCIENCES OF THE LITHUANIAN UNIVERSITY OF HEALTH SCIENCES

### 1. General information

LSMU NI Palanga Clinic (hereinafter – the Clinic) is an institution providing personal health care services, as well as a scientific, pedagogical and residency base.

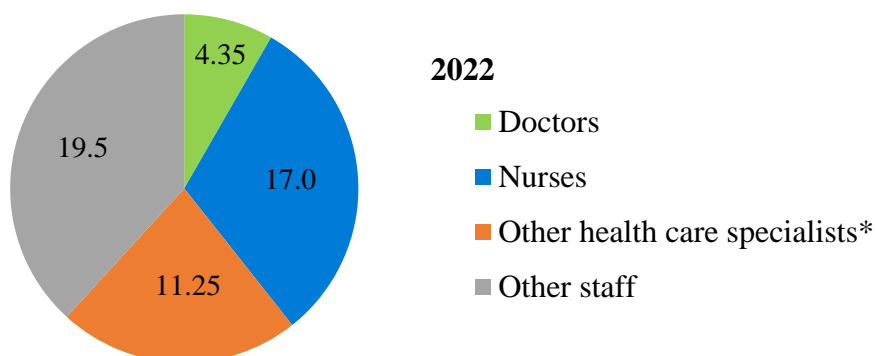
The Clinic has the following clinical units:

- Rehabilitation Unit (72 inpatient beds), providing secondary inpatient adult medical rehabilitation services II – cardiovascular diseases, digestive system diseases – services.
- Stress Disorder Unit, providing psychiatric and psychotherapy day inpatient services.
- Outpatient Consultation Unit, providing secondary outpatient consultations with specialists – cardiologist, endocrinologist, neurologist, physiotherapist, psychotherapist, psychiatrist, psychologist; adult outpatient rehabilitation I and outpatient rehabilitation II services, and polysomnography tests.

### 2. Employees

At the end of 2022, the Clinic had 70 employees (52.1 FTE), including:

- 14 doctors (4.35 FTE), having established a new post of a psychiatrist-psychotherapist.
- 18 nurses (17.0 FTE). One nurse has acquired competences of a mental health nurse.
- 18 other health specialists (11.25 FTE), having established new posts of a psychologist-psychotherapist and a music therapist.
- 20 other employees, non-health specialists (19.5 FTE) (Figure 2.1).



**Figure 2.1:** Distribution of Clinic staff posts by job position, 2022

\* physiotherapist, massage therapist, occupational therapist, social worker, medical psychologist, dietician, music therapist.

The staff turnover in 2022 rendered a reduction of 1 employee and 0.25 FTE. The average age of the Clinic's staff increased from 46.3 to 51.46 years in 2022 compared to 2021.

As part of strengthening human resources and developing staff competences, 65% of the Clinic's staff in 2022 improved their specialty and general competences in refresher training events.

### 3. Research and education activities at the Clinic

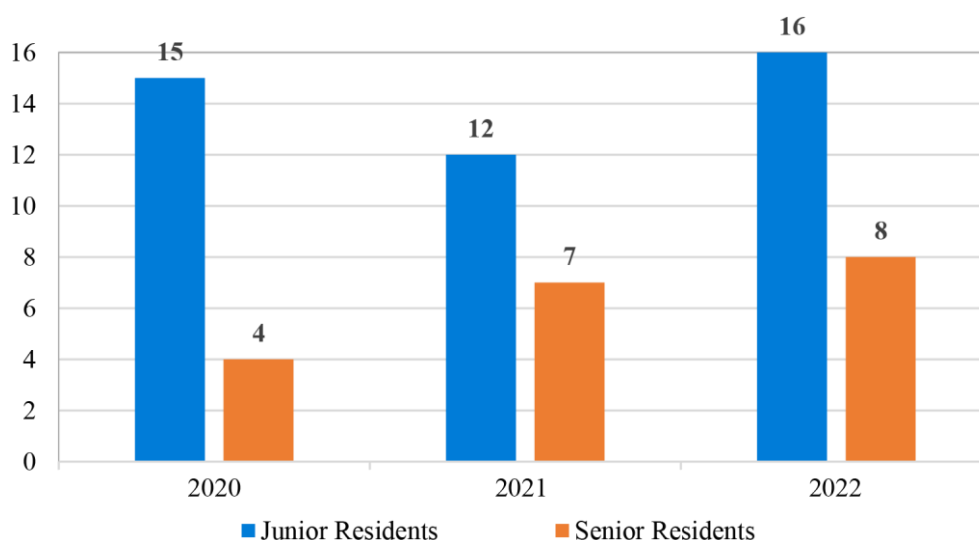
The Clinic employs 9 healthcare professionals holding a PhD degree (12.8% of all healthcare specialists).

97 Clinic patients participated in research studies conducted by scientists from the Laboratory of Behavioural Medicine at the Institute of Neurosciences: 66 – in the Ischaemic Heart Disease Research Programme and 31 – in the Affective Disorders Research Programme.

In 2022, as a residency facility, the Clinic hosted the following residency study programmes: Psychiatry, Child and Adolescent Psychiatry and Physical Medicine and Rehabilitation:

- 24 residents of Adult Psychiatry and Child and Adolescent Psychiatry participated in the programme “Introduction to Psychotherapy” (8 senior residents and 16 junior residents): 3 residents of the Psychiatric Clinic of Vilnius University and 21 residents of the Psychiatric Clinic of LSMU.
- 1 senior resident in Physical Medicine and Rehabilitation of LSMU studied and worked in the programme “Physical Medicine and Rehabilitation”.

The number of junior and senior residents has been increasing in recent years (Figure 3.1): this elective residency cycle is popular and highly valued by residents.



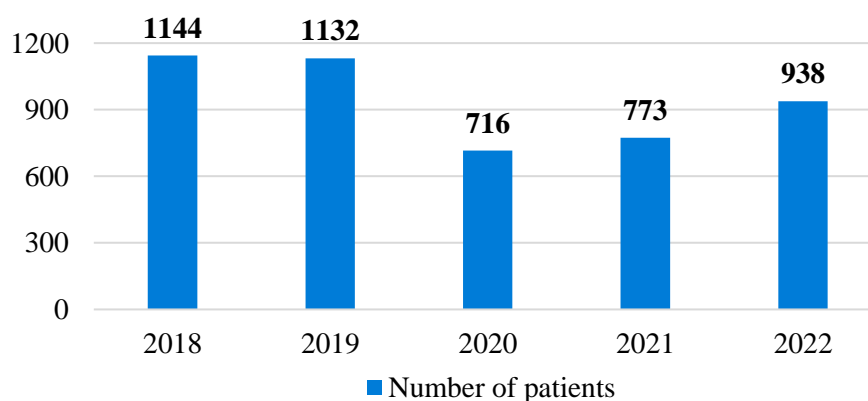
**Figure 3.1:** Dynamics of the number of resident doctors in 2020–2022

In 2022, 6 Master’s students of Psychology had their student internships at the Clinic: 2 – from Vilnius University, 1 – from Vytautas Magnus University and 3 from LSMU.

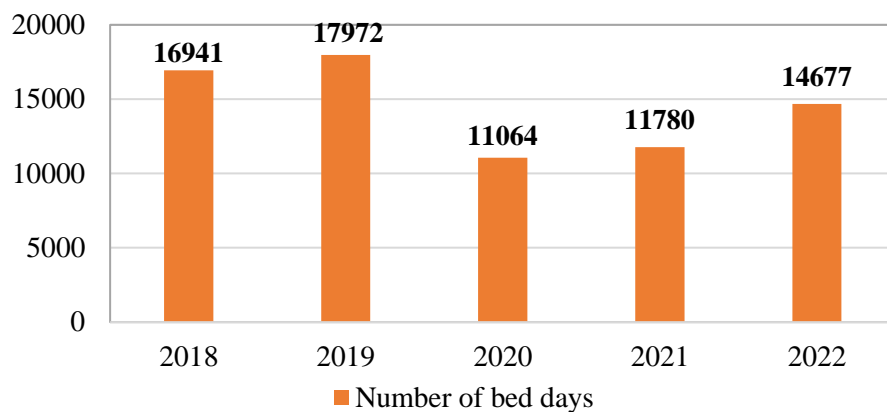
#### ***4. Improving the provision of personal health care services***

##### ***4.1. Inpatient medical rehabilitation II***

In 2022, the Clinic provided the secondary inpatient medical rehabilitation service “Rehabilitation II” to 938 patients (14,677 bed-days) with cardiovascular system diseases. Compared to 2021, the number of patients receiving the service increased by 165 (21.34%) (Figure 4.1.1) and the number of bed-days increased by 2,897 (24.59%), but the 2019 service levels were not yet reached (because 26 inpatient beds were out of operation for 90 days due to renovation works in 2022) (Figure 4.1.2).

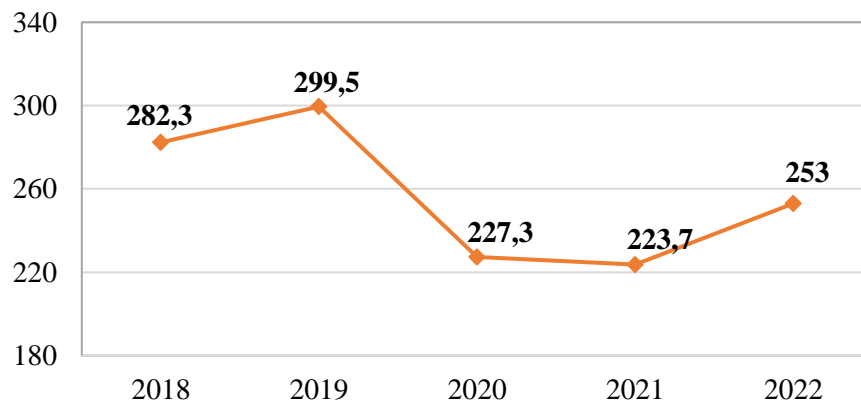


**Figure 4.1.1:** Dynamics of the number of inpatient rehabilitation II patients in 2018–2022

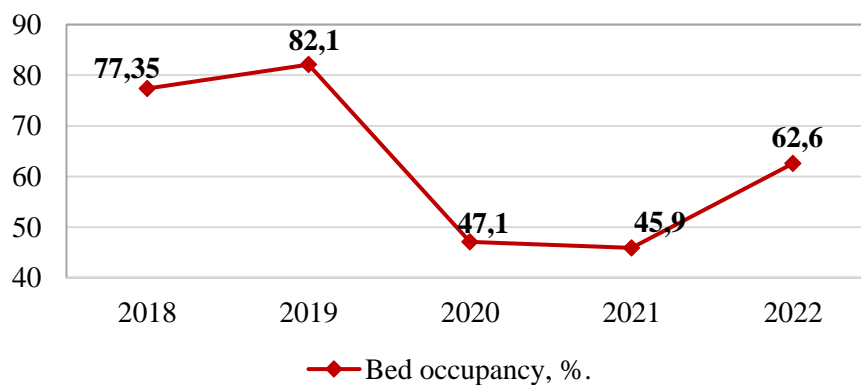


**Figure 4.1.2:** Dynamics of the number of bed days of inpatient rehabilitation II in 2018–2022

The 2022 inpatient bed operation indicator increased by 13% (253 days) compared to 2021 (Figure 4.1.3), while the use of the inpatient bed stock was 62.6% (Figure 4.1.4), but did not reach the 2019 rate due to 90 days of Clinic renovation works.

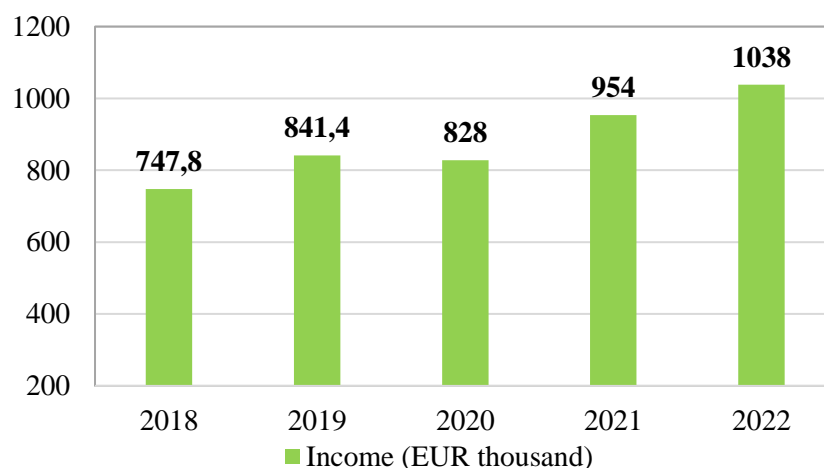


**Figure 4.1.3:** Dynamics of the Clinic's inpatient bed operation indicator in 2018–2022



**Figure 4.1.4:** Dynamics of inpatient bed occupancy in the Clinic in 2018–2022

With the increase in the number of bed-days and the bed-day rate, income from Rehabilitation II services covered by the PSDFB increased by 23.4% (EUR 196,600) compared to 2019 (Figure 4.1.5).



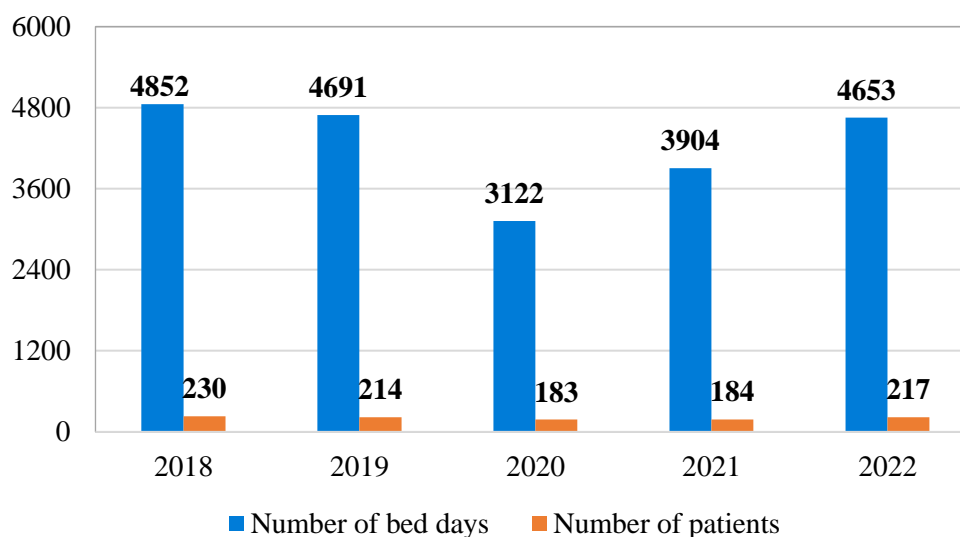
**Figure 4.1.5:** Dynamics of income from inpatient rehabilitation II services provided (covered by the CHIF budget under contracts with the Territorial Health Insurance Fund) in 2017–2021

The patient mortality rate was 0.3% in 2022 (0% in 2021 and 0% in 2020).

#### 4.2 Psychiatric and psychotherapy day hospital (Stress Disorder Unit)

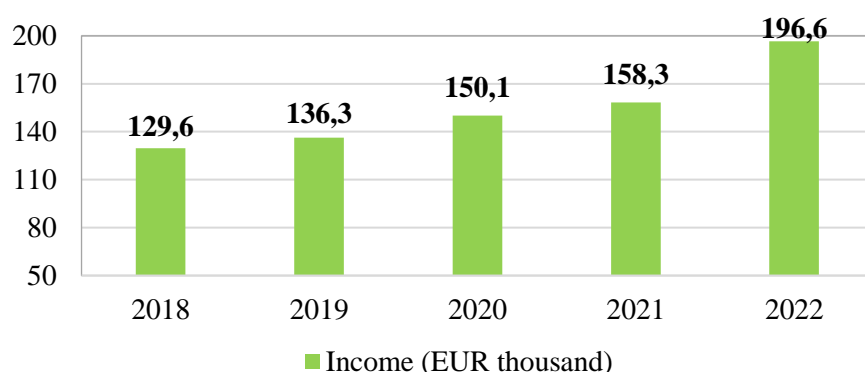
A new Psychotherapy Day Inpatient Service covered by the PSDFB has been launched in the Stress Disorder Unit since September 2022. A team of specialists was brought together to provide the service.

Psychiatric and psychotherapy day hospital services were provided to 217 patients in 2020 (reaching service volumes of 2019), including 184 patients (4,003 bed days) in the psychiatric day hospital and 33 patients (650 bed days) in the psychotherapy day hospital. Compared to 2021, the number of bed days increased by 749 (19%) (Figure 4.2.1).



**Figure 4.2.1:** Dynamics of psychiatric and psychotherapy day hospital bed days and patient numbers 2018–2022

The income from day inpatient services covered by the PSDFB increased by 44.2% (EUR 60,300) compared to 2019 (Figure 4.2.2).



**Figure 4.2.2:** Dynamics of psychiatric and psychotherapy day hospital income from the services provided (covered by the CHIF budget according to contracts with the National Health Insurance Fund (NHIF)) in 2018–2022

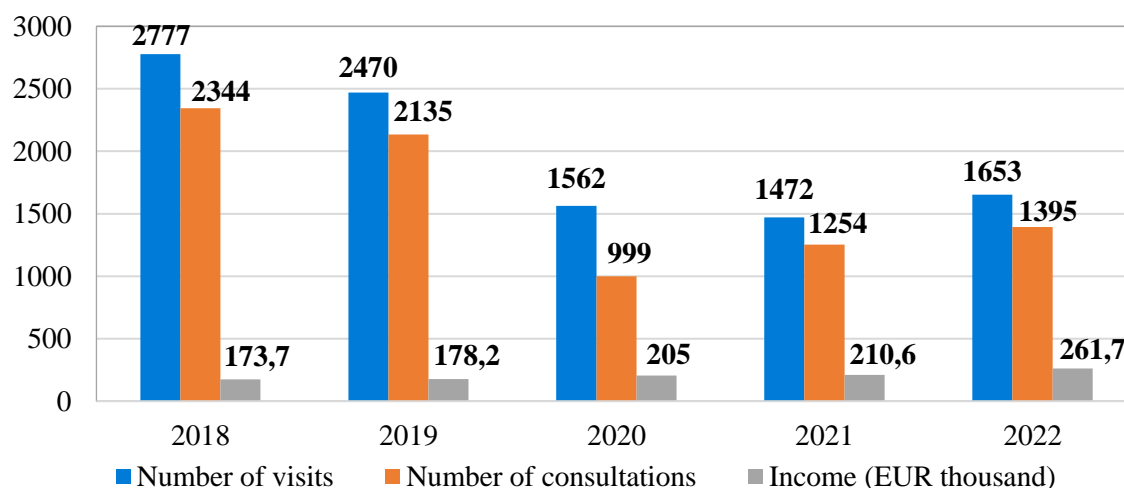
According to the contract with the Kaunas National Health Insurance Fund, the maximum number of daily inpatient services covered by the CHIF budget was exceeded by EUR 17,400 in 2022.

### 4.3. Outpatient Consultation Unit

In 2022, the Clinic's Outpatient Consultation Unit provided secondary outpatient specialist consultations to 1,216 patients (1,463 visits). The ratio of visits to consultations remains optimal at 1 : 1.2.

Outpatient medical rehabilitation services were provided to 179 patients (190 visits). The ratio of visits to consultations remains optimal at 1 : 1.06. Compared to 2021, the number of consultations (specialist consultations and outpatient medical rehabilitation services) increased by 141 (11%), with a 12% increase in the number of revisits. Income from outpatient consultations increased by EUR 51,10 thousand (24.2%) (**Figure 10**). Due to the shortage of specialists, the 2019 targets were not achieved.

*To improve access to healthcare services, patients for outpatient specialist consultations were registered and all medical records (for services at the Outpatient Consultation Unit) were managed on the eHealth platform.*



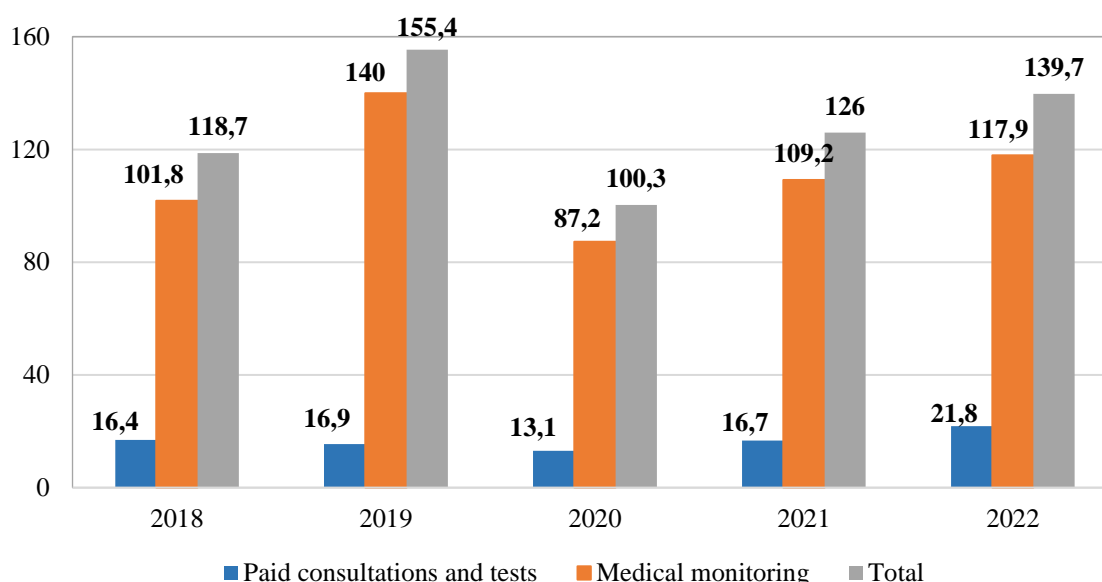
**Figure 4.3.1.** Dynamics of the number of consultations, visits and income for services provided by secondary outpatient specialists (paid for by the PSDF budget under contracts with the National Health Insurance Fund) in 2018–2022

#### 4.4. Paid services

The following paid services were provided at the Palanga Clinic in 2022:

- specialist consultations and diagnostic tests (for patients without referrals from Territorial Health Insurance Fund or for those who are not covered by the CHIF);
- medical monitoring and dietary catering services.

In 2022, income of EUR 139,700 was generated from paid services. Compared to 2021, this income increased by EUR 13,700 (10.9%), including EUR 8,700 (8%) for medical monitoring and dietary meals and EUR 5.100 (30.5%) for paid consultations and tests (Figure 4.4.1).



**Figure 4.4.1:** Dynamics of income (EUR thousand) for paid services provided in 2018–2022

#### 4.5. Other operating income:

In 2022, the Clinic started to participate in the Healthcare and Research Programme “HCV Antibody Screening of Patients”, with a grant of EUR 6.76 thousand allocated for research.

The support in medicines amounted to EUR 1.100.

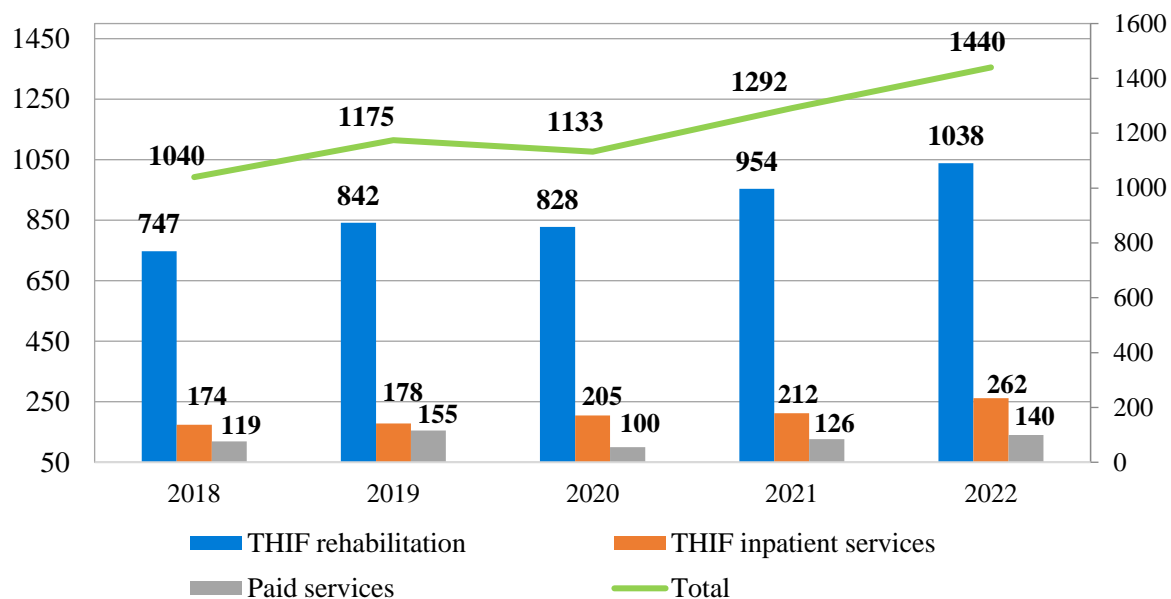
EUR 0.8 thousand was received for the reimbursement of COVID-19 sample expenses.

#### 4.6. Stable financial result

With a gradual increase in the volumes of services paid for by the Territorial Health Insurance Fund (THIF) and the price of services, the Clinic received EUR 1,299,000 in income from services covered by the Territorial Health Insurance Fund (THIF) in 2022 (an increase of 11.5 % compared to 2021). The majority of the Clinic’s income – EUR 1,038,000 (72%) – was generated from adult inpatient rehabilitation services.

The Clinic’s total income from personal healthcare services in 2022 amounted to EUR 1,440,000, an increase of EUR 148,000 (11.5%) compared to 2021, and an increase of 22.6% compared to the period before the COVID pandemic (2019).

The planned estimate for 2022 was met by 110.6% (Figure 4.6.1).



**Figure 4.6.1:** Dynamics of income from personal healthcare services in 2018–2022 and breakdown by service (EUR thousand)

*In 2022, operating expenses totalled EUR 1,349,800 (93.7% of income). The share of salary and social security as a percentage of income accounted for 72% in 2022.*

*The year 2022 ended with a positive financial result of EUR 90,800.*

#### **4.7. High rating of the quality of inpatient services**

*In the evaluation of the quality of inpatient personal healthcare services based on the questionnaires completed by patients of the Rehabilitation Unit (feedback from 12% of patients), the overall quality of the Clinic’s services is 9.8 out of 10, indicating a high level of satisfaction of the patients with the quality of the services provided.*

#### **5. Enhancing the physical and mental health of staff and fostering a healthy community**

- The Clinic’s Psychological Support Team, consisting of 2 psychiatrists and 6 medical psychologists, provides emergency psychological support to the Clinic’s staff when needed.
- The average number of sick days per employee was 29.63 days in 2022. Compared to 2021 (22.9 days), the number of sick days increased by a factor of 0.3 (main causes: COVID-19 illness, domestic injuries, chronic diseases).
- Healthy and rational nutrition is ensured by giving staff the opportunity to order food from the Clinic’s canteen (30% of staff used this option) or to eat in a specially equipped kitchenette.
- The patient and staff health surveillance and testing programme “HCV Antibody Screening of Patients” was launched.
- In order to conserve natural resources, most of the Clinic’s organisational, financial and business documents were archived on electronic media, using waste sorting containers.
- Daily patient health training.

## **6. Summary**

- In the provision of inpatient rehabilitation services, there was an increase of up to 25% in both the number of patients and the number of bed-days compared to 2021, but the average duration of inpatient rehabilitation remained rational (15.6 days), with increasing bed occupancy (62.6%) and bed utilization (253 days).
- As part of the improvement of health care services, new personal health care services were launched in 2022, including a Psychotherapy Day Hospital, and the creation of new positions of Psychologist-Psychotherapist and Music Therapist. This has enabled an increase in psychiatric and psychotherapy services, with a 17.9% increase in the number of patients and a 19% increase in the number of bed days compared to 2021.
- The Clinic's total income from personal healthcare services increased by 11.5% compared to 2021. The planned budget for 2021 was met by 110.6%.
- As part of the continuous improvement of the quality and accessibility of healthcare services, the Clinic's internal documents have been updated, and the eHealth pre-registration system for patients has been used in full.
- To strengthen the health of the clinic's staff, a health surveillance and "HCV antibody screening" programme has been launched, providing emergency psychological support to staff, offering rational nutrition, and developing physical workplace infrastructure to meet modern requirements and to adapt to the needs of staff.
- In-service training for personal healthcare professionals has been encouraged and funded by the Clinic.

## **Objectives**

1. To improve healthcare delivery, strengthen human resources and competences, build on science-based technologies and the latest scientific evidence, and meet patients' expectations and needs.
2. Based on the model of biopsychosocial mental disorders, to expand the provision of psychotherapy services at the Clinic, and, in collaboration with academic departments, to improve the Clinic's performance as a residency facility by improving the quality and value of studies.
3. To continue the development of inpatient rehabilitation services, with a view to licensing neurological services and planning the continuation of scientific activities through the establishment of the Centre for Neuroscience Psychophysiology, with the vision of becoming a centre for personalised intelligent rehabilitation.
4. To improve the implementation and development of information technology, increasing the use of the Clinic's information system.
5. To continue to develop physical infrastructure for employees that meets modern requirements, adapting workplaces to the needs of employees.
6. To promote the development of competences of personal health care professionals, and encourage and finance in-service training.



**ACTIVITIES TO INCREASE PHYSICAL ACTIVITY CONDUCTED  
AT LSMU SPORTS CENTRE IN 2022**

1. Basketball;
2. Football;
3. Volleyball;
4. Badminton;
5. Tennis;
6. Swimming;
7. Table tennis;
8. Athletics;
9. Fitness in the gym;
10. Independent sport in the gym;
11. Morning health sessions;
12. Group health sessions;
13. NIRVANA FITNESS.

**TRAININGS, COMPETITIONS, CAMPAIGNS AND OTHER INITIATIVES  
TO REDUCE RISKY BEHAVIOURS AND PROMOTE HEALTHY LIFESTYLES  
AND MENTAL AND SPIRITUAL HEALTH AT THE UNIVERSITY IN 2022,  
AND NUMBER OF PARTICIPANTS**

<b>Seq. No.</b>	<b>Name of the initiative</b>	<b>Number of participants</b>
1	Alpha course for students.	35
2	Educational/pilgrimage trip to the Book Fair.	16
3	Educational/pilgrimage/cultural tour of Kaunas churches.	17
4	Celebration of the Day of St. John Leonardi, the patron saint of the Faculty of Pharmacy, excursion to the Kaunas Priest Seminary.	14
5	Pharmacognosy club activities (botanical expeditions, plant photo competitions, rare plant searches, educational seminars, etc.).	42
6	Lenten retreat for students "Human Being in the (Loss)Wrong"	4
7	Monthly synod meetings.	7
8	Commemoration of the Day of the Sick in the Kaunas Clinic Chapel.	35
9	Sexuality education lessons for LSMU gymnasium students.	180
10	Celebration of the Day of St. Luke, the patron saint of medics, at the Kaunas Clinics Chapel.	45
11	Mindfulness Group.	15
12	Training "Open data analytics in the healthcare sector".	15
13	Training "Ethical developments in Odontology".	80
14	Training "The basics and health effects of nature and forest therapy".	48
15	Training for Klaipėda University staff: "Students' health: challenges to the learning process and ways to address them".	44
16	Training session with outdoor fitness equipment.	12
17	Celebration of the Day of St. Apollonia, the patron saint of the Faculty of Odontology, at the Chapel of St. Rocco.	10
18	Lessons on healthy lifestyles for pupils in grades 6-7 at Kaunas Milikoniai Progymnasium.	234
19	Exhibition "How good it is that you were born".	100
20	Lecture "Psychiatry Journal Club – Gerontopsychiatry".	15
21	Lecture "Psychiatry Journal Club - THC and CBD influence on emotion recognition" for LSMU psychiatrists, residents and medical students.	15
22	Lecture for members of the Lithuanian Parkinson's Disease Society "Memory and its training methods"	30
23	Lecture for LiMSA students "How to deal with your emotions?".	15
24	Lecture for LSMU gymnasium students "Anxiety: how to recognise and overcome it"	76
25	Lecture for the staff of Kaunas Hospital of LSMU "Organic and symptomatic mental disorders: definition, systematics. Classification in ICD-10. Basic principles of diagnosis and treatment of delirium".	34
26	Lecture for the staff of Kaunas LSMU Hospital "Mental disorders in children and adolescents"	34
27	Lecture for LSMU Psychiatric Clinic nurses "Correction of dangerous behaviour of restless and/or aggressive patients. Fixation"	35
28	Pilgrimage for students to the Taize Europe Winter Youth Meeting in Rostock, Germany.	47
29	Pilgrimage for teachers to Žemaičių Kalvarija, visiting Plungė Manor.	21
30	Pilgrimage to Šiluva during the Feast of the Assumption.	23
31	Pilgrimage for students from Šiauliai Hill to Šiluva.	25
32	First aid training for teachers and study administrators of the Faculty of Veterinary Medicine.	97

<b>Seq. No.</b>	<b>Name of the initiative</b>	<b>Number of participants</b>
33	Presentation of the poetry edition “Only you... and I” (2022) (by V. Liubarskienė).	20
34	Practical training for LSMU gymnasium students “Antioxidants: plant sources and determination of antioxidant activity”, “Diversity of calcium oxalate crystals in plants”, “Microscopic examination of plant crystals”, “Identification of medicinal plant raw materials by types of calcium crystals in cells”.	80
35	Workshop “The sea of emotions: how to ride the waves and stay with the current?”.	21
36	Psychological resilience group.	60
37	Event “What does a psychologist do all day?”	11
38	Workshops “Trauma, crisis and coping”	200
39	Workshop “Neuropsychological consequences of COVID-19 and recommendations for practical support”	100
40	Seminar for LiPSA students “How to deal effectively with strong, unpleasant emotions?”.	20
41	Synod meeting with professors “Authority and participation, decision-making”	26
42	Commemoration of the Day of St. John of God, the patron saint of the Faculty of Nursing, in the Chapel of St. Rocco.	8
43	Student Pharmacists’ Society (SPS) event “Week of Kindness”	80
44	International Food Day event organised by the Society of Student Pharmacists (SFD).	50
45	Improving students’ psychological well-being during COVID-19: artistic activities.	6
46	Meeting on the response to the military situation in Ukraine.	20
47	Holy Mass on 1 September with the whole academic community.	50
48	Mass for students at St Francis Xavier (Jesuit) Church, followed by an agape every Sunday at 8 pm.	50
49	Mass to commemorate the 16 <sup>th</sup> anniversary of February and the 100 <sup>th</sup> anniversary of the founding of the University of Lithuania.	40
50	International Training Programme for Teachers, Child Support Specialists “Trauma Coping Methods”	70
51	Visiting units of the University’s Chaplain(15 units).	350
52	All Souls” Daymass for the deceased of the academic community.	80

### LSMU STAFF HAVING PARTICIPATED IN EXPERT ACTIVITIES IN 2022

First name, Last name	Unit	Expert activities
Adakrius Siudikas	Clinic for Cardiac, Thoracic and Vascular Surgery	Lecturer-expert, project “LSMU activities for the improvement of doctors” competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Adomas Aladaitis		Assistant-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No. 09.4.2-ESFA-V-715-05-0001).
Adrius Gaurilčikas	Clinic of Obstetrics and Gynaecology	Training material developer-expert in the field of obstetrics-gynaecology in the project “Increasing the effectiveness of cancer screening programmes in the regions of Central and Western Lithuania”.
Agnė Vitkauskaitė		
Aleksandras Antušėvas	Clinic for Cardiac, Thoracic and Vascular Surgery	Professor-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No. 09.4.2-ESFA-V-715-05-0001).
Algidas Basevičius	Radiology Clinic	
Algimantas Budrikis	Clinic for Cardiac, Thoracic and Vascular Surgery	Associate Professor, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Algirdas Musneckis	LSMU Kaunas Hospital	Expertise in the tasks of the SAM Commission for the Determination of Health Damage to Patients.
Alius Pockevičius	Department of Veterinary Pathobiology	LST TC 93 “Animal Health” chaired by Prof. Dr. Alius Pockevičius representing LSMU. Updated standard: LST 1467:2022lt Semen of bulls used for insemination. Quality indicators. Replaces LST 1467:2006.
		Chair of LST TC 93 “Animal Health”. Updated standard: LST 1574:2022 Porcine semen used for insemination. Quality indicators. Replaces LST 1574:2003.
		Diagnostic anatomical pathological examinations (post-mortem) and expert reports on various animal species.
		Scientific histomorphometric and histopathological examinations and expert evaluation.
Alma Astafyeva	Family Medicine Clinic	Member of the SAM Family Medicine Policy Working Group.
Alma Pranckevičienė	Odontology and Oral Disease Clinic	Lecturer – expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Andrius Macas	MA Faculty of Medicine	Expert activities. On the amendment of the Order No V-1747 of the Minister of Health of the Republic of Lithuania of 24 November 2022 “On the establishment of the Committee for the Formation of the State Order Formation Committee for the Training of Specialists in the National Health System and the Councils of Experts”.
Andrius Pranskūnas	Intensive Care Clinic	Usability study of artificial lung ventilation. Research and experimental development contract, 12 April 2022 No.2022-PER-00034, Principal Investigator.
Antanas Gulbinas	Surgery Clinic	Task force on the development of a pancreatic islet transplant inventory. Expert activities.
Antanas Jankauskas	Radiology Clinic	Lecturer – expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Antanas Sederevičius	Department of Anatomy and Physiology	Investigation and advice: <i>in vitro</i> digestibility of silage solids by incubation with large rumen contents from cows with different fermentative activity.
		Research and consultancy on natural feed digestibility and <i>in vitro</i> digestibility of feed dry matter (FDF).

First name, Last name	Unit	Expert activities
Armunt Baginskas	Department of Physics, Mathematics and Biophysics	Expert at the European Commission Research Executive Agency (REA).
Arnoldas Bartusevičius	Clinic of Obstetrics and Gynaecology	Training material developer-expert in the field of obstetrics-gynaecology in the project “Increasing the efficiency of cancer screening programmes in the regions of Central and Western Lithuania”.
Artūras Šiukščius	Animal Breeding and Reproduction Unit	Member of the jury for the evaluation of breeding bulls. Makes proposals for modifying or supplementing the models used for the genetic evaluation of bovine animals and for the development of new ones; makes comments and suggestions on the results of genetic evaluation; deals with other matters relating to the genetic evaluation of bovine animals.
Arūnas Stankevičius	Department of Anatomy and Physiology	Technical expert of the National Accreditation Bureau for molecular, immunological, virological and parasitological tests; evaluative analysis of the documents of the National Institute of Food and Veterinary Risk Assessment for the extension of the accreditation scope for compliance with LST EN ISO/IEC 17025:2018.
Arvidas Galdikas	Department of Physics, Mathematics and Biophysics	Member of the LSMU Biophysics Doctoral Committee.
		Chairman of the KTU Materials Engineering Doctoral Committee.
		Full Member of the Lithuanian Academy of Sciences.
		Chair of the doctoral thesis defence board. Surname, first name of the dissertant, Marma Vilius Doctoral place Institute of Biological Systems and Genetic Research, approved by (Rec. Order date and No.) 29 06 2022, No.2022-MC1-0123, defended the dissertation on 30 08 2022.
		Member of the Executive Committee of the European Doctoral Network “Physics and Chemistry of Advanced Materials” (PCAM).
		Member of the Executive Committee of the European Science Foundation, Nanoelectronics Programme.
		Deputy Editor-in-Chief of the scientific journal “Medžiagotyra”.
		Member of the editorial board of the scientific journal “Advances in Materials”.
		Member of the editorial board of the scientific journal Eastern-European Journal of Enterprise Technologies.
		Member of the editorial board of the scientific journal “German Science Herald”.
		Reviewer for scientific journals Elsevier, Springer, and MDPI.
		Expert on the European H2020 science programmes.
		Expert of the Research Council of Lithuania.
		Member of the Executive Committee of the European Doctoral Network “Physics and Chemistry of Advanced Materials”.
		Member of the Executive Committee of the European Science Foundation, Nanoelectronics Programme.
Arvydas Čižauskas	Clinic of Pathological Anatomy	Expert, project “LSMU activities for improvement of competences and qualifications of doctors (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).

First name, Last name	Unit	Expert activities
Arvydas Gelžinis	Centre for Postgraduate Studies	Expert activities. On the amendment of the Order No V-1747 of the Minister of Health of the Republic of Lithuania of 24 November 2022 “On the establishment of the Committee for the Formation of the State Order Formation Committee for the Training of Specialists in the National Health System and the Councils of Experts”
	Clinic of Ophthalmology	Delegated as a consultant ophthalmologist to the Ophthalmology Clinic of the Kaunas Clinics of the Lithuanian University Hospital of Health Sciences at the request No D2-506-(1,20) of the State Accreditation Service for Health Care under the Ministry of Health of 17 January 2022 was to assess a patient’s clinical case.
Asta Dambrauskienė	MA Faculty of Medicine	Expert activities in the working group set up in accordance with Order “On the amendment of Order No V-752 of the Minister of Health of the Republic of Lithuania of 21 September 2009 “On the establishment and approval of the provisions of the expert group on the issues of prevention of the emergence and spread of antimicrobial-resistant micro-organisms”.
Asta Stankuvienė	Clinic of Nephrology	Member of the working group brought together by the Ministry of Health of the Republic of Lithuania (on the approval of the special requirements for the provision of secondary and tertiary level inpatient nephrology services).
Astra Vitkauskienė	MA Faculty of Medicine	Expert activities in the working group on the drafting of the nomenclature of clinical laboratory tests approved by Order No.V-2341 of the Minister of Health of the Republic of Lithuania of 18 October 2021 “On the approval of the nomenclature of clinical laboratory tests” for the linking with the LOINC coding system.
		Expert activities in the working group set up in accordance with the Order “On the amendment of Order No V-752 of the Minister of Health of the Republic of Lithuania of 21 September 2009 “On the establishment and approval of the provisions of the expert group on the issues of prevention of the emergence and spread of antimicrobial-resistant micro-organisms”
Audronė Rekešiūtė	Clinic of Large Animals	Updated standard: LST 1467:2022 lt. Bull semen used for insemination. Quality indicators. Replaces LST 1467:2006.
		Updated standard: LST 1574:2022 lt. Porcine semen used for insemination. Quality indicators. Replaces LST 1574:2003.
	Animal Reproduction Laboratory	Obstetric and andrological tests and advice for cattle, advice on reproduction and synchronisation.
Audronis Lukošius	Department of Pharmacognosy	SAM working group to prepare a draft amendment to the Lithuanian Hygienic Standard HN 17:2016 “Food Supplements”.
		Working Group of the State Medicines Control Authority under the Ministry of Health for the development of standard terms and articles on terms.
		European Medicines Agency Task Force on Homeopathic Medicinal Products.
Auksė Mickienė	MA Faculty of Medicine	Expert activities in the working group set up in accordance with the order “On the amendment of Order No V-752 of the Minister of Health of the Republic of Lithuania of 21 September 2009 “On the establishment and approval of the provisions of the expert group on the issues of the prevention of the emergence and spread of antimicrobial-resistant micro-organisms”

First name, Last name	Unit	Expert activities
	Clinic of Infectious Diseases	Member of the Independent Expert Group on the National Programme for Immunoprophylaxis 2019-2023.
		Member of the working group to assess the need for medicines for the treatment of patients with COVID-19 (coronavirus infection).
		Member of the expert group on the Emergence and Spread of Antimicrobial Resistant Micro-organisms
		Member of the working group to prepare a draft amendment to the Order of the Minister of Health of the Republic of Lithuania No V-303 of 30 April 2004 “On the approval of the special requirements for the provision of secondary level services in infectology”.
Aurelija Blaževičienė	MA Faculty of Nursing	Expert activities in the working group set up under the order “On the establishment of the Supervisory Committee for the implementation of the Guidelines for the National Nursing Policy 2016-2025”.
	Nursing Clinic	Participation in working groups of the Ministry of Health of the Republic of Lithuania, member of the Supervisory Committee for the Implementation of the National Nursing Policy 2016-2025 Guidelines.
Aurelija Radzevičienė	Institute of Physiology and Pharmacology	Reviewer for the MDPI Scientific Journals Publishing House.
Aurika Vanckavičienė	MA Faculty of Nursing	Expert activities in the working group set up under the order “On the establishment of the Supervisory Committee for the implementation of the Guidelines for the National Nursing Policy 2016-2025”.
	Nursing Clinic	Participation in working groups of the Ministry of Health of the Republic of Lithuania, member of the Supervisory Committee for the Implementation of the National Nursing Policy 2016-2025 Guidelines.
Aušra Matusevičiūtė	Dr. L. Kriaučeliūnas Small Animal Clinic	Participation in the Panel of Experts set up pursuant to Instruction K-9 of 1 August 2022 “On the performance of a veterinary examination and the submission of a report”, in accordance with the request received on 25.7.2022, No 10-ANR_N-24263-2021 (S.1)-1, from the lawyer N. Kuznetsov. Result: the panel conducted an investigation and has drawn conclusions on the possible animal cruelty.
Aušrelė Kudrevičienė	Neonatology Clinic	Lecturer – expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
		SAM expert neonatologist.
Birutė Karvelienė	Dr. L. Kriaučeliūnas Small Animal Clinic	Participation in the expert panel set up on the basis of Instruction K-14 of 29 November 2022 “On the frequency of vaccination of service dogs”, in accordance with the request No 21-14-2418 from the Border Control Organisation Board of the SBGS under the Ministry of the Interior received on 23 November 2022 . Result: recommendations on the frequency of vaccination of service dogs.
Brigita Šitkauskienė	Clinic of Immunology and Allergology	Expert of the LSMU Science Fund.
		Independent Expert of the European Commission.
		LSMU Doctoral Committee for Medical Science.
Dainius Haroldas Pauža	Institute of Anatomy	Member of the editorial board of the journal Medicina.
		Member of the editorial board of Annals of Clinical Anatomy.
Dainius Karčiauskas	Clinic for Cardiac, Thoracic and Vascular Surgery	Lecturer-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).

First name, Last name	Unit	Expert activities
Dainius Pilipavičius		Assistant-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Dainius Zienius	Department of Veterinary Pathobiology	Member of LST TC 93 “Animal Health” delegated by LSMU. Standardisation in the field of animal health, including guidelines for the application of diagnostic methods, quality control of diagnostic reagents, application of analytical technologies and data management.
Daiva Sabaliauskienė	Odontology and Oral Disease Clinic	Assistant-expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” No. 09.4.2-ESFA-V-715-05-0001).
Daiva Urbonienė	MA Faculty of Medicine	Expert activity in the working group on the drafting of the nomenclature of clinical laboratory tests approved by Order No V-2341 of the Minister of Health of the Republic of Lithuania of 18 October 2021 “On the approval of the nomenclature of clinical laboratory tests” for the linking with the LOINC coding system.
Daiva Zagurskienė	Nursing Clinic	Participation in working groups of the Ministry of Health of the Republic of Lithuania, member of the Supervisory Committee for the Implementation of the National Nursing Policy 2016-2025 Guidelines.
Dalia Juodžentė	Dr. L. Kriaučiūnas Small Animal Clinic	Participation in a panel of experts to provide information on animal cruelty – damage to the vocal cords of dogs and their removal. Request received from the SFVS (No B6-(1.9)-524 of 23 February 2022).
		Participation in the expert panel set up on the basis of Instruction K-5 of 29 April 2022 “On conducting an objective investigation”, in accordance with the request No IBPS-S-216683-22 received on 25-04-2022 from the Operational Unit of the Jurbarkas District Police Commissariat. Result: the panel carried out an investigation and came to conclusions on possible animal cruelty.
		Participation in the expert panel set up on the basis of the instruction K-6 of 26 May 2022 “On the provision of information”, in accordance with the request received on 24 May 2022 No IBPS-S-277226-22 from the Police Commissariat of Santaka, Kaunas City. Result: the Commission carried out an investigation and came to a conclusion on possible animal cruelty.
		Participation in a panel of experts to draw up recommendations on external marking of stray cats. Request received from the SFVS (No B6-(1.9)-2541 of 27 September 2022).
		Participation in the panel of experts set up pursuant to Instruction K-13 of 14 November 2022 “For the provision of information”, following a request received on 10 11 2022 No 11/10/02 from the law firm Smolex. Result: the panel conducted an investigation and answered the questions raised in the request from the Smolex Law Firm.
Dalia Skorupskienė	Institute of Oncology	Expert at the Working Group of the Ministry of Health of the Republic of Lithuania “On the improvement of palliative care services and the development of a new palliative care order”.
		Expert of the Kretinga Hospital international project “Diagnosis of diseases specific to the elderly” (supported and financed by the EU).
Dalia Stonienė	Neonatology Clinic	Professor-expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).



First name, Last name	Unit	Expert activities
Danielė Oleinikaitė	Odontology and Oral Disease Clinic	Assistant-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No. 09.4.2-ESFA-V-715-05-0001).
Darius Jokūbonis	MA Faculty of Medicine	Expert activity in the working group to prepare a draft amendment to the Order No. 204 of the Minister of Health of the Republic of Lithuania of 5 May 2002 “On the Approval of Standards for Treatment and Rehabilitation of Addiction Diseases”.
Darius Leskauskas	Psychiatry Clinic	Expert examination under the Order No V-1292 of the Minister of Health “On the amendment of the description of the procedure for the provision of psychotherapy services and payment for them from the budget of the compulsory health fund”.
		Expert at the joint meeting of the Ministry of Health, Ministry of Social Affairs and Ministry of Education on the provision of mental health services to children and adolescents in institutional care.
Darius Trumbeckas	Urology Clinic	Associate Professor - Expert.
Diana Rinkūnienė	Institute of Physiology and Pharmacology	Expert at the Centre for Rare Cardiovascular Diseases, Kaunas Clinic, working with patients with genetic arrhythmias, canalopathies and syncope.
Diana Samiatina-Morkūnienė	Clinic for Cardiac, Thoracic and Vascular Surgery	Lecturer-expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Diana Šopagienė	Radiology Clinic	Lecturer-expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Diana Žaliaduonytė	Cardiology Clinic	Expert of the Ministry of Health, providing expert opinions on damage caused to patients’ health to the Commission for the Determination of Damage to Patients’ Health.
Dmitry Kvitka	Dr. L. Kriaučeliūnas Small Animal Clinic	Participation in a panel of experts to provide information on animal cruelty – damage to the vocal cords of dogs and their removal. Request received from the SFVS (No B6-(1.9)-524 of 23 February 2022).
		Participation in a panel of experts to draw up recommendations on external marking of stray cats. Request received from the SFVS (No B6-(1.9)-2541 of 27 September 2022).
Donatas Inčiūra	Clinic for Cardiac, Thoracic and Vascular Surgery	Associate Professor - Expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Donatas Vajauskas	Radiology Clinic	Associate Professor – Expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Edgaras Stankevičius	Institute of Physiology and Pharmacology	Member of Kaunas Community Health Council.
Edita Žiginskienė	Clinic of Nephrology	Member of the working group brought together by the Ministry of Health of the Republic of Lithuania (on the general requirements for the provision of dialysis services and the draft description of the special requirements for the provision of simple haemodialysis, complex haemodialysis, peritoneal dialysis, and continuous renal replacement therapy).
Edmundas Kaduševičius	Institute of Physiology and Pharmacology	Expert activities at the European Commission, Research Executive Agency.

First name, Last name	Unit	Expert activities
Eglė Jonaitienė	Radiology Clinic	Associate Professor – Expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Eglė Lendraitienė	Rehabilitation Clinic	MN Physiotherapist.
Eglė Machtejevienė	Clinic of Obstetrics and Gynaecology	Multiple on-site and remote consultancies, drafting national methodologies-protocols, and organising perinatal care in Kyrgyzstan. Programme Mother Child Care IV and V - Perinatal Centre Bishkek Accompanying Measures BMZ 2009 70 301   Project of the German Development Cooperation with the Kyrgyz Republic through KfW Development Bank.
Eglė Markūnienė	Neonatology Clinic	Associate Professor – Expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Eglė Ramanauskaitė	Odontology and Oral Disease Clinic	Lecturer – expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Elena Bartkienė	Institute of Animal Production Technology	Expert member of the Meat Alternatives Working Group of the European Academies of Science Advisory Council (EASAC).
		Lithuanian Union of Young Scientists, evaluator and expert of the “Best Dissertation Competition”.
		Expert in the Committee “Food, Bioeconomy, Natural Resources, Agriculture and Environment” of the EU Framework Programme for Research and Innovation “European Horizon” (by Order V-540 of the Minister of Education, Science and Sport of the Republic of Lithuania, , 14 April 2021).
		Expert at the National Science Centre, Poland (NCN), Life Sciences Division.
		SKVC (Centre for Quality Assessment of Studies), expert.
Elona Juozaitytė	Institute of Oncology	Research Council of Lithuania. Deputy Chair of the Commission for Research Infrastructures, Acting Chair of the Commission.
		Research Council of Lithuania. Expert.
		Member of the Monitoring Council for the implementation of the National Cancer Prevention and Control Programme and the organisation of oncological care.
		Member of the CERN-LT Consortium Council.
Elvinas Noreika	MA Faculty of Medicine	Expert activities in the working group on the drafting of the nomenclature of clinical laboratory tests approved by Order No. V-2341 of the Minister of Health of the Republic of Lithuania of 18 October 2021 “On the approval of the nomenclature of clinical laboratory tests” for the linking with the LOINC coding system.
Erika Skrodenienė		
Ernestas Margelis	General Surgery Clinic	Assistant-expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” No. 09.4.2-ESFA-V-715-05-0001).
Gediminas Gerulis	Department of Food Safety and Quality	Expert in the performance of three contracts – animal welfare and technological assessment of sheds.
		Expert activities on the Lithuanian Geological Survey’s e-request “On the determination of water requirements for animal husbandry”.
Gediminas Urbonas	Family Medicine Clinic	Member of the Family Medicine Policy Working Group of the Ministry of Health.

First name, Last name	Unit	Expert activities
		Member of the Medicines Reimbursement Working Group of the Ministry of Health.
Giedrius Juodelis	Urology Clinic	Assistant Expert.
Giedrius Palubinskas	Department of Animal Breeding	Expert of the Selection Committee III (for conclusions on projects under the programme measure “Knowledge transfer and information activities”) for projects to be financed under the measures of the Lithuanian Rural Development Programme 2014-2020.
		Member of the Commission for the evaluation of documents for the recognition of farm animal breeding organisations and breeding programmes of the State Food and Veterinary Service. Order No B1-642 of the Director of the SFVS of 2 September 2019.
	Centre for Continuing Veterinary Education and Counselling	Expert of the Selection Committee III of the Ministry of Agriculture and Rural Development (for conclusions on projects under the programme measure “Knowledge transfer and information activities”).
Gintaras Juodžbalys	Clinic for Maxillofacial Surgery	Expert in audit and accreditation (Agency for Assessment and Accreditation of Higher Education - A3ES in Portugal).
Gintaras Zamokas	Dr. L. Kriaučeliūnas Small Animal Clinic	Participation in the Commission for the Assessment and Recognition of Professional Qualifications of Veterinarians. The Commission evaluated 7 applications for recognition of the professional qualification of a veterinarian obtained abroad and the documents certifying the education acquired, and made recommendations to the SFVS on the application of compensatory measures.
		Participation in a panel of experts to draw up recommendations on external marking of stray cats. Request received from the SFVS (No B6-(1.9)-2541 of 27 September 2022).
		Coprolological research and consultancy.
Gintarė Šakalytė	Cardiology Clinic	Member of the working group of the Ministry of Health of the Republic of Lithuania on the development of diagnostic and therapeutic descriptions of diseases in the field of cardiology.
		Member of the Committee for the Evaluation of Personal Health Care Services of the Ministry of Health.
		Member of the Working Group of the Ministry of Health of the Republic of Lithuania on the improvement of the legal regulation of inclusion of medicinal products in reimbursement lists.
		Member of the working group of the Ministry of Health to develop diagnostic and therapeutic descriptions of diseases in cardiology.
Gintarė Vaičiulienė	Animal Reproduction Laboratory	Biochemical blood tests and counselling.
Gintautas Gumbrevičius	Institute of Physiology and Pharmacology	Expert of the Kaunas Regional Biomedical Research Ethics Committee since 2016; Chairman of the Kaunas Regional Biomedical Research Ethics Committee since 2020.
Greta Jurkevičiūtė-Kučinskienė	Radiology Clinic	Assistant-expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” No. 09.4.2-ESFA-V-715-05-0001).
Greta Lodienė	Odontology and Oral Disease Clinic	Associate Professor-Expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).

First name, Last name	Unit	Expert activities
Greta Rudenkovaitė	Dr. L. Kriaučeliūnas Small Animal Clinic	Participation in a panel of experts to provide information on animal cruelty – damage to the vocal cords of dogs and their removal. Request received from the SFVS (No B6-(1.9.)-524 of 23 February 2022).
		Participation in the expert commission set up on the basis of Instruction K-5 of 29 April 2022 “On conducting an objective investigation”, in accordance with the request No IBPS-S-216683-22 from the Operational Unit of the Jurbarkas District Police Commissariat of 25-04-2022. Result: the Commission carried out an investigation and came to conclusions on possible animal cruelty.
Ignas Šilinskas	Department of Anatomy and Physiology	Investigation and advice: <i>in vitro</i> digestibility of silage solids by incubation with large rumen contents from cows with different fermentative activity.
		Research and consultancy on natural feed digestibility and <i>in vitro</i> digestibility of feed dry matter (FDF).
Ilona Aldauskienė	Neonatology Clinic	Lecturer-expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Ilona Kulakienė	Radiology Clinic	Professor-expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Indrė Graunaitė	Odontology and Oral Disease Clinic	Lecturer-expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Indrė Mečionytė	Department of Animal Breeding	Expert of the educational project “Improving the quality of LSMU studies and related processes by increasing the human resources potential”.
Indrė Šveikauskaitė-Radučienė	Department of Clinical Pharmacy	European Medicines Agency Quality Working Group.
Inesa Rimdeikienė	Rehabilitation Clinic	Developing a description of the rehabilitation field.
		MN Physiotherapist.
Inga Arūnė Bumblytė	Clinic of Nephrology	Member of the working group brought together by the Ministry of Health of the Republic of Lithuania (on the general requirements for the provision of dialysis services and the draft description of the special requirements for the provision of simple haemodialysis, complex haemodialysis, peritoneal dialysis, and continuous renal replacement therapy).
Inga Sribikienė	Centre for Postgraduate Studies	Expert activities in a working group on the drafting of draft revisions and amendments to the Procedures for the Professional Development of Healthcare and Pharmaceutical Professionals and to the Rules for the Evaluation and Coordination of Professional Development Programmes.
Inga Stadalienė	Dr. L. Kriaučeliūnas Small Animal Clinic	Participation in a panel of experts to draw up recommendations on external marking of stray cats. Request received from the SFVS (No B6-(1.9)-2541 of 27 September 2022).
		Participation in the panel of experts set up pursuant to Instruction K-13 of 14 November 2022 “For the provision of information”, following a request No 11/10/02 of 10-11-2022 from the law firm Smolex. Result: the panel carried out an investigation and answered the questions raised in the request from the Smolex Law Firm.

First name, Last name	Unit	Expert activities
		Participation in the panel of experts set up on the basis of Instruction K-14 of 29 November 2022 “On the frequency of vaccination of service dogs”, in accordance with the request No 21-14-2418 of the Border Control Organisation Board of the SBGS under the Ministry of the Interior of 23 November 2022. Result: recommendations on the frequency of vaccination of service dogs.
Inga Vaitkevičienė	Odontology and Oral Disease Clinic	Associate Professor – Expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Ingrida Marija Pacauskienė		
Irina Gineikienė		
Janina Mickutė	Dr. L. Kriaučeliūnas Small Animal Clinic	Participation in the panel of experts set up pursuant to Instruction K-9 of 1 August 2022 “On the performance of a veterinary examination and the submission of a report”, in accordance with the request No 10-ANR_N-24263-2021 (S.1)-1 of 25 07 2022, from lawyer N. Kuznecovas. Result: the panel conducted an investigation and drew conclusions on possible animal cruelty.
		Participation in the panel of experts set up pursuant to Instruction K-13 of 14 November 2022 “On the provision of information”, following a request No 11/10/02 of the law firm Smolex of 10-11-2022. Result: the panel carried out an investigation and answered the questions raised in the request from Smolex.
Jelena Gudač	Odontology and Oral Disease Clinic	Assistant-expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” No. 09.4.2-ESFA-V-715-05-0001).
Jolita Rapolienė	Rehabilitation Clinic	MN Occupational therapist.
Judita Andrejaitienė	Clinic for Cardiac, Thoracic and Vascular Surgery	Non-statutory expert of the Health Affairs Committee of the Seimas of the Republic of Lithuania (2020-2024), participates in expert educational activities in working groups of the Lithuanian Society of Anaesthesiologists and Resuscitation Therapists (LARD).
Judita Žymantienė	Department of Anatomy and Physiology	Participation in the Lithuanian Ethics Commission for the Use of Experimental Animals under the State Food and Veterinary Service (Order No B1-870 of the Director of the State Veterinary Service of 22 06 2021). Expert evaluation of 37 applications for animal testing projects.
		Member of the Advisory Group on animal welfare in the analysis of the draft new document “On the approval of veterinary requirements for pet breeders” prepared by the SFVS and the submission of proposals for the addition of points (Order No B1-517 of the Director of the SFVS of 22 June 2021).
Juožas Kupčinskas	Centre for Postgraduate Studies	Expert activities. On the amendment of Order No V-1747 of the Minister of Health of the Republic of Lithuania of 24 November 2022 “On the establishment of the Committee for the Formation of the State Order Formation Committee for the Training of Specialists in the National Health System and the Councils of Experts”.
	Gastroenterology Clinic	Member of the Committee and the Council of Experts on the Formation of the National Commission for the Training of National Health System Professionals.
Jūratė Juodytė	Dr. L. Kriaučeliūnas Small Animal Clinic	Participation in a panel of experts to draw up recommendations on external marking of stray cats. Request received from the SFVS (No B6-(1.9)-2541 of 27 September 2022).

First name, Last name	Unit	Expert activities
		Participation in the expert panel set up on the basis of Instruction K-14 of 29 November 2022 “On the frequency of vaccination of service dogs”, in accordance with the request No 21-14-2418 of the Border Control Organisation Board of the SBGS under the Ministry of the Interior of 23 November 2022. Result: recommendations on the frequency of vaccination of service dogs.
Jūratė Kučinskienė	Department of Food Safety and Quality	Expert in the performance of three contracts – animal welfare and technological assessment of sheds.
Jūratė Macijauskienė	Geriatric Clinic	Participation in the Presidential Council of Health Experts.
		Participation in working groups of the Ministry of Health of the Republic of Lithuania.
		Participation in the Lithuanian Research Council’s National Science Programme “Healthy Ageing” Implementation Group since 2015.
		The 2022 Queen Silvia of Sweden Award Commission.
Jūratė Šiugždaite	Department of Veterinary Pathobiology	Bacteriological research. Isolation, identification, susceptibility/resistance assessment of antimicrobial agents. Customers: External small animal veterinary clinics, farm animal farms.
Jurga Bernatoniene	Department of Drug Technology and Social Pharmacy	Lithuanian Business Support Agency (LVPA) project expert analyses.
Jurgita Jovaišienė	Department of Food Safety and Quality	Expert in the performance of three contracts – animal welfare and technological assessment of sheds.
Jurgita Plisienė	Cardiology Clinic	Member of the working group on the medical standard MN 55:2005 “Cardiologist. Rights, duties, competences and responsibilities”.
		Member of the working group, approval of the cardiovascular disease prevention and early diagnosis programme of the Ministry of Health of the Republic of Lithuania.
		Long-term chronic disease surveillance programme.
Jurgita Zaveckienė	Radiology Clinic	Lecturer – expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Kastytis Antanas Bušauskas	Odontology and Oral Disease Clinic	Assistant-expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” No. 09.4.2-ESFA-V-715-05-0001).
Kęstutis Petrikonis	Neurology Clinic	Subgroup of the Health Care Facilities of the Health Expert Council of the President of the Republic of Lithuania – group coordinator.
		Chairman of the Board of the Centre for the Quality Assessment of Studies.
Kęstutis Vaičiūnas	Urology Clinic	Lecturer – expert.
Kristina Aleknavičienė	MA Faculty of Medicine	Expert activities in the working group on the drafting of the nomenclature of clinical laboratory tests approved by the Order No.V-2341 of the Minister of Health of the Republic of Lithuania of 18 October 2021 “On the approval of the nomenclature of clinical laboratory tests” for the linking with the LOINC coding system.
Kristina Jarienė	Clinic of Obstetrics and Gynaecology	Training material developer-expert in the field of obstetrics-gynaecology in the project “Increasing the efficiency of cancer screening programmes in the regions of Central and Western Lithuania”.
Kristina Valatkevičienė	Radiology Clinic	State Forensic Medical Service, expert.

First name, Last name	Unit	Expert activities
Kristina Žvinienė		Professor-expert, project “LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Laima Matusevičienė	Rectorate	Conference of Rectors of Lithuanian Universities. Chair of the Finance and Infrastructure Committee. Member of the Monitoring Committee for the European Union Funds Investment Programme for 2021-2027.
Laimas Virginijus Jonaitis	Gastroenterology Clinic	Member of the Natural and Technical Sciences Committee of the Research Council of Lithuania.
Laimonas Šiupšinskas	Sports Medicine Clinic	Green Lithuania initiative of the President of the Republic of Lithuania National Mobility Challenge Awards and Sustainable Mobility Forum 2022.
Laura Pereckaitė	MA Faculty of Medicine	Expert activities in the working group on the drafting of the nomenclature of clinical laboratory tests approved by the Order No.V-2341 of the Minister of Health of the Republic of Lithuania of 18 October 2021 “On the approval of the nomenclature of clinical laboratory tests” for the linking with the LOINC coding system.
Leonas Valius	Family Medicine Clinic	Member of the Family Medicine Policy Working Group of the Ministry of Health.
Limas Kupčinskas	Gastroenterology Clinic	Expert on the Lithuanian Research Council’s “European Horizon” committee.
Lina Anskienė	Department of Animal Breeding	Team leader and expert of the educational project “Improving the quality of LSMU studies and related processes by increasing the potential of human resources”, Faculty of Animal Sciences. Member-expert of the Commission for the evaluation of breeding bulls established by Order No 1V-125 of the Director General of the State Enterprise Agricultural Information and Rural Business Centre (hereinafter – the EIFRC) of 17 September 2019 “On the Establishment of the Commission for the Evaluation of Breeding Bulls and the Approval of its Rules of Procedure”.
Lina Babickaitė	Dr. L. Kriaučeliūnas Small Animal Clinic	Mycological testing and consultations.
Lina Malcienė	Institute of Physiology and Pharmacology	Member of the Commission for the Determination of Damage to Patients’ Health, neurologist at the Ministry of Health.
Lina Poškienė	Clinic of Pathological Anatomy	Expert, project “LSMU activities for improvement of competences and qualifications of doctors (LSMU-GYD-KOM)” No. 09.4.2-ESFA-V-715-05-0001).
Linas Velička	Clinic for Cardiac, Thoracic and Vascular Surgery	Associate Professor-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001). Expert consultant to the Lithuanian Ministry of Medical Sciences on vascular surgery.
Makštie Jurgita	Clinic of Pathological Anatomy	Expert, project “LSMU activities for improvement of competences and qualifications of doctors (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Mantas Malinauskas	Institute of Physiology and Pharmacology	Expert for pre-clinical tests – European Medicines Agency.
Martinus Jankauskas	Dr. L. Kriaučeliūnas Small Animal Clinic	Participation in the expert panel set up on the basis of Instruction K-5 of 29 April 2022 “On conducting an objective investigation”, in accordance with the request No IBPS-S-216683-22 of the Operational Unit of the Jurbarkas District Police Commissariat of 25-04-2022. Result: the panel conducted an investigation and came to conclusions on possible animal cruelty.

First name, Last name	Unit	Expert activities
		Participation in the expert panel set up on the basis of the Instruction K-6 of 26 May 2022 “On the provision of information”, in accordance with the request No IBPS-S-277226-22 of the Police Commissariat of Santaka, Kaunas City, of 24 May 2022. Result: the panel conducted an investigation and came to a conclusion on possible animal cruelty.
		Participation in the Panel of Experts set up pursuant to Instruction K-9 of 1 August 2022 “On the performance of a veterinary examination and the submission of a report”, in accordance with the request No 10-ANR_N-24263-2021 (S.1)-1 of the lawyer N. Kuznecovas of 25-07-2022. Result: the panel conducted an investigation and drew conclusions on the possible animal cruelty.
Meilė Minkauskienė	Clinic of Obstetrics and Gynaecology	Member of the working group for the drafting of the Order “On the approval of the description of the procedure for the organisation of the service of caesarean section surgery at the request of a pregnant woman”.
Milda Kuprytė	Clinic of Pathological Anatomy	Expert, project “LSMU activities for improvement of competences and qualifications of doctors (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Mindaugas Kliučinskas	Clinic of Obstetrics and Gynaecology	Member of the working group for the drafting of the Order “On the approval of the description of the procedure for the organisation of the service of caesarean section surgery at the request of a pregnant woman”.
		Member of the working group for the drafting of the Order on medical termination of pregnancy.
		Multiple on-site and remote consultations, drafting national methodologies-protocols, and organising perinatal care in Kyrgyzstan. Programme Mother Child Care IV and V – Perinatal Centre Bishkek Accompanying Measures BMZ 2009 70 301   Project of the German Development Cooperation with the Kyrgyz Republic through KfW Development Bank.
		Expert work in assessing the situation of perinatal care in Dushanbe and making recommendations for staff training and structural changes.
Mindaugas Malakauskas	VA Chancellor	Member and Vice-Chairman of the Agricultural Science Council under the Ministry of Agriculture.
		LSMU representative in the “Agricultural Knowledge and Innovation System” cluster (based on the JVS).
Modestas Ružauskas	Department of Anatomy and Physiology	LMT “The Joint Programming Initiative on Antimicrobial Resistance”, expert in JPIAMR project activities.
	Institute of Microbiology and Virology	Expert of the Latvian Research Council (expert contracts).
		LMT “The Joint Programming Initiative on Antimicrobial Resistance”, expert in JPIAMR project activities.
		Expert of the Research Council of Lithuania.
		Expert at the European Medicines Agency.
		Antibioticograms.
Monika Laukutė	Dr. L. Kriaučeliūnas Small Animal Clinic	Participation in a panel of experts to draw up recommendations on external marking of stray cats. Request of the SFVS (No B6-(1.9)-2541 of 27 September 2022).



First name, Last name	Unit	Expert activities
		Participation in the panel of experts set up pursuant to Instruction K-13 of 14 November 2022 “On the provision of information”, following a request No 11/10/02 of the law firm Smolex of 10-11-2022. Result: the panel conducted an investigation and answered the questions raised in the request from the Smolex Law Firm.
Monika Vanagaitė	Dental and oral clinic	Assistant-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No. 09.4.2-ESFA-V-715-05-0001).
Neringa Sutkevičienė	Large Animal Clinic	Updated standard: LST 1467:2022 lt. Bull semen used for insemination . Quality indicators. Replaces LST 1467:2006.
		Updated standard: LST 1574:2022 lt. Porcine semen used for insemination. Quality indicators. Replaces LST 1574:2003.
	Animal Reproduction Laboratory	Quantitative and qualitative testing of animal semen, presentation of findings and advice.
Nomeda Basevičienė	Odontology and Oral Disease Clinic	Professor-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Nomeda Juodžiukynienė	Dr. L. Kriaučeliūnas Small Animal Clinic	Hormone tests (progesterone, cortisol, thyroid) and counselling.
		Blood tests (haematology, biochemical tests) and counselling.
	Department of Veterinary Pathobiology	Diagnostic histopathological tests and expert evaluation. Diagnostic cytology and expert evaluation.
Olga Riklikienė	Nursing Clinic	European Commission TAIEX expert on harmonisation of nursing programmes (The Technical Assistance and Information Exchange instrument of the European Commission).
Olivija Dobilienė	Cardiology Clinic	Member of the Steering Committee for Integrated Cardiology Care of the Ministry of Health of the Republic of Lithuania.
Povilas Aniulis	Urology Clinic	Lecturer – expert.
Povilas Jakuška	Clinic for Cardiac, Thoracic and Vascular Surgery	Professor-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001). State Accreditation Service for Health Care Activities under the Ministry of Health – expert.
Raimondas Benetis	Department of Medicinal Chemistry	Accredited expert at the European Medicines Agency.
Raimondas Kubilius	Rehabilitation Clinic	KTU Biomedical Engineering Institute Council, member, KTU Rector’s Order No. A621 of 10-12-2020.
Raimondas Radžiūnas	Department of Drug Technology and Social Pharmacy	Commission for the Assessment of Competence of Pharmaceutical Specialists of the Ministry of Health.
Raimundas Lelešius	Institute of Microbiology and Virology	Expert on projects funded by the Italian Ministry of Health.
Ramūnas Bolys	Clinic for Cardiac, Thoracic and Vascular Surgery	Lecturer-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Ramūnas Mickevičius	Urology Clinic	Lecturer – expert.
Ramūnas Unikas	Cardiology Clinic	Member of the Steering Committee for Integrated Cardiology Care of the Ministry of Health of the Republic of Lithuania.
Ramunė Morkūnienė	MA Faculty of Pharmacy	Expert activities in the working group set up under the order “Establishment of a working group to regulate pharmaceutical care services”.
		Expert activities in the working group set up under the order “Establishment of a working group to review the medicines policy guidelines”.

First name, Last name	Unit	Expert activities
	Department of Medicinal Chemistry	Expert at the State Medicines Control Authority under the Ministry of Health. Scientific Council.
		Working group on the regulation of the pharmaceutical care service for the re-dispensing of prescription medicinal products in pharmacies under the Ministry of Health.
		Working Group of the Committee on Health Affairs of the Seimas of the Republic of Lithuania to examine the issues related to the training of pharmacist assistants (pharmacy technicians), their activities and the possibility to provide pharmaceutical services, and to decide on the need to improve legal acts regulating the activities of pharmacist assistants (pharmacy technicians).
Rasa Jančiauskienė	Institute of Oncology	Member of the Monitoring Council for the implementation of the National Cancer Prevention and Control Programme and the organisation of oncological care.
		Member of the Commission for the Reimbursement of the Costs of Treatment of Very Rare Conditions.
		Member of the Coordination Group for the Colorectal Cancer Early Diagnosis Funding Programme.
Rasa Steponavičiūtė	MA Faculty of Medicine	Expert activities in the working group on the drafting of the nomenclature of clinical laboratory tests approved by the Order No.V-2341 of the Minister of Health of the Republic of Lithuania of 18 October 2021 “On the approval of the nomenclature of clinical laboratory tests” for the linking with the LOINC coding system.
Rasa Tamelienė	Neonatology Clinic	Professor-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Rasa Želvytė	Department of Anatomy and Physiology	Participation in the Commission for the Assessment and Recognition of Professional Qualifications of Veterinarians. The Commission evaluated 7 applications for recognition of the professional qualification of a veterinarian obtained abroad and the documents certifying the education acquired, and made recommendations to the SFVS on the application of compensatory measures.
Reda Žemaitienė	Ophthalmology Clinic	Expert on the performance evaluation of Prof. Dr. Guna Laganovska of Riga Stradinis University.
Remigijus Juška	Ecology Division	Member of the Commission for the Preparation of the National Commission for the Accounting of Greenhouse Gas Emissions (Order No D1-538 of the Minister of the Environment of the Republic of Lithuania of 1 July 2011 “On the Approval of the Personnel Composition of the Commission for the Preparation of the National Commission for the Accounting of Greenhouse Gas Emissions and the Rules of Procedure of the Commission”). Participated in the preparation of the National Greenhouse Gas Emissions Inventory 2022 and prepared a draft inventory for 2023 for expert data analysis in the agricultural sector.
Remigijus Žaliūnas	Cardiology Clinic	Chairman of the Steering Committee for Integrated Cardiology Care of the Ministry of Health of the Republic of Lithuania.
Renata Balnytė	Neurology Clinic	Medical experts of the Ministry of Health of the Republic of Lithuania – expert neurologist.
Renata Šadzevičienė	Odontology and Oral Disease Clinic	Lecturer-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).

First name, Last name	Unit	Expert activities
Rima Šileikienė	MA Faculty of Medicine	Expert activities in the working group for the drafting of the amendment to the Order No 648 of the Minister of Health of the Republic of Lithuania of 9 November 2000 “On the Special Requirements for the Provision of Paediatric Cardiology Services at Secondary and Tertiary Level”.
Rimvydas Šlapikas	Cardiology Clinic	Medical expert, Commission for Determination of Damage to Patients' Health of the Republic of Lithuania. Consultant Medical Expert, State Forensic Medical Service (Kaunas Division).
Rita Vėberienė	Odontology and Oral Disease Clinic	Lecturer-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Robertas Lažauskas	Institute of Physiology and Pharmacology	Expert activities at the European Medicines Agency.
Rokas Adamonis	Clinic for Cardiac, Thoracic and Vascular Surgery	Assistant-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Rokas Macijauskas	Animal Reproduction Laboratory	Biochemical blood tests and counselling.
Rokas Nekrošius	Clinic for Cardiac, Thoracic and Vascular Surgery	Assistant-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Rolandas Stankevičius	Department of Animal Breeding	Expert of the Selection Committee X for projects to be financed under the measures of the Lithuanian Rural Development Programme 2014-2020 (for conclusions on projects under the measure “Cooperation” of the Programme “Support for the creation and development of EIP Action Groups”).
Romaldas Mačiulaitis	Institute of Physiology and Pharmacology	European Medicines Agency (EMA) – expert.
Rugilė Pilvinienė		European Medicines Agency. Pharmacovigilance Risk Assessment Committee. Pharmacovigilance risk assessment committee (PRAC). Expert
Rūta Pribuišienė	Otolaryngology Clinic	Five expert reports on reimbursement of patient damage.
Saulius Giedraitis	Clinic for Cardiac, Thoracic and Vascular Surgery	Associate Professor – expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Saulius Lukoševičius	Radiology Clinic	Expert on radiology for the German Federal Agency GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH) in Uzbekistan.
Saulius Paškauskas	Clinic of Obstetrics and Gynaecology	Training material developer-expert in the field of obstetrics-gynaecology in the project “Increasing the efficiency of cancer screening programmes in Central and Western Lithuania”.
Saulius Sadauskas	Clinic of Internal Medicine	Non-staff expert of the Health Committee of the Seimas of the Republic of Lithuania.
Saulius Tušas	Institute of Animal Production Technology	Member of the certification panel for the Green Diploma for agricultural operators.
Sigita Liutkauskienė	Institute of Oncology	Member of the Medical Ethics Committee of LSMU Kaunas Clinics.
		Member of the Working Group of the Lithuanian Medical Standards MN 121:2007 “Oncologist chemotherapist. Rights, duties, competences and responsibilities”.

First name, Last name	Unit	Expert activities
		Member of the working group of the Ministry of Health of the Republic of Lithuania on the preparation of the descriptions “On the approval of the description of the procedure for inclusion of medicinal products and medical aids in the reimbursement lists and their amendment”; “On the approval of the description of the procedure for the inclusion of medicinal products and medical aids in the reimbursement lists and their amendment”.
		State Service for Accreditation of Health Care Activities under the Ministry of Health, provision of specialist doctor services.
		Member of the Commission for the Reimbursement of the Costs of Treatment for Very Rare Conditions.
Sigitas Mingaila	Rehabilitation Clinic	MN Occupational therapist.
Silvija Ryškienė	Radiology Clinic	Lecturer – expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Silvijus Abramavičius	Institute of Physiology and Pharmacology	Scientific advice on drug development. Scientific advice to European drug developers and others who have sought scientific advice from the European Medicines Agency. Information on advice.
Simona Stankevičiūtė		Expert activities in the working group set up under the order “On the Establishment of a Working Group to Review the Medicines Policy Guidelines”.
Sonata Trumbeckaitė	Department of Pharmacognosy	Commission for the Reimbursement of Medicinal Products and Medical Devices of the Ministry of Health.
Tadas Venskutonis	Odontology and Oral Disease Clinic	Associate Professor – Expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).
Tomas Jurevičius	Radiology Clinic	Assistant-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No. 09.4.2-ESFA-V-715-05-0001).
Tomas Lapinskas	Cardiology Clinic	Member of the working group on medical standard MN 55:2005 “Cardiologist. Rights, duties, competences and responsibilities”.
Tomas Tamošutis	Intensive Care Clinic	Monitoring Council for the Promotion and Organisation of Organ Donation of the Ministry of Health of the Republic of Lithuania, Deputy Chairman.
		Deputy Chair of the Steering Committee for Integrated Health Care in Anaesthesia, Intensive Care and Critical Care of the Ministry of Health of the Republic of Lithuania.
		Usability study of artificial lung ventilation. Research and experimental development contract, 12 April 2022 No.2022-PER-00034, Key researcher
Ugnė Nedzinskaitė	VA Faculty of Animal Sciences	Expert activities in the working group set up under the Order “On the establishment of a working group on the ex-post impact assessment of the regulatory framework for complementary and alternative health care”
Ugnė Petkevičiūtė	Dr. L. Kriaučeliūnas Small Animal Clinic	Participation in the expert panel set up on the basis of the instruction K-6 of 26 May 2022 “On the provision of information”, in accordance with the request No IBPS-S-277226-22 received on 24 May 2022 from the Police Commissariat of Santaka, Kaunas City. Result: the panel conducted an investigation and came to a conclusion on possible animal cruelty.
Vacis Tatarūnas	Department of Medicinal Chemistry	The Innovative Pharmaceutical Industry Association’s Personalised Medicine Steering Group.

First name, Last name	Unit	Expert activities
Vaidotas Gurskis	Children's Disease Clinic	Member of the Integrated Trauma Care Steering Committee. Head of the COVID-19 Kaunas Regional Steering Group (Coordinator).
Vaiva Lesauskaitė	Clinic of Pathological Anatomy	Caixa (Spain) Science Foundation, Marie Curie grants, peer review of scientific publications.
Valdas Jakštas	MA Faculty of Pharmacy	Expertise in the working group set up under the order "Establishment of a working group to regulate pharmaceutical care services".
	Institute of Pharmaceutical Technology	Working Group of the Ministry of Health of the Republic of Lithuania to analyse the need and make proposals for the development of pharmaceutical care and expanded pharmacist services in pharmacy. Working group of the Ministry of Health to review the medicines policy guidelines.
Valdas Jakštas		Working group of the Ministry of Health on the regulation of the pharmaceutical care service for the re-dispensing of prescription medicinal products in pharmacies. Working Group of the Committee on Health Affairs of the Seimas of the Republic of Lithuania to examine the issues related to the training of pharmacist assistants (pharmacy technicians), their activities, the possibility to provide pharmaceutical services, and to decide on the need to improve the legal acts regulating the activities of pharmacist assistants (pharmacy technicians). Expert of the Research Council of Lithuania.
Valdas Liukaitis	Institute of Physiology and Pharmacology	European Medicines Agency. Standing Committee on Medical Products – Standing Committee on Medical Products for Human Use. Expert
Valdonė Misevičienė	Clinic for Children's Diseases	Participation in working groups of the Ministry of Health: on the development of universal newborn screening and the improvement of the legal framework for the reimbursement of costs of very rare human health conditions from the compulsory health insurance fund.
Valentina Jurgelėnė	Neonatology Clinic	Assistant-expert, project "LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)" No. 09.4.2-ESFA-V-715-05-0001).
Vilius Venckus	Clinic for Cardiac, Thoracic and Vascular Surgery	Assistant-expert, project "LSMU activities for the improvement of doctors' competences and qualifications (LSMU-GYD-KOM)" No.09.4.2-ESFA-V-715-05-0001).
Vilma Jūratė Balčiūnienė	Ophthalmology Clinic	Expert in the evaluation of a research and experimental development project for the Innovation Agency.
Vilma Petrikaitė	Institute of Physiology and Pharmacology	European Medicines Agency, lead member of the Committee for Medicinal Products for Human Use (CHMP) (from 05.12.2022); European Medicines Agency expert (from 28.07.2020).
Vilma Zigmantaitė	Biological Research Centre	Member of the Lithuanian Ethics Commission for the Use of Experimental Animals at the SFVS, Chairperson in 2022.
Vilma Žaltauskė	Study Centre	Updating the descriptions of the health sciences study groups and residency study programmes. Project "Development of assessment tools and objectives for medical and health studies" SPRING-4-MED.
Viltė Marija Gintauskienė	MA Faculty of Medicine	Expert activities in the working group on the drafting of the nomenclature of clinical laboratory tests approved by Order No.V-2341 of the Minister of Health of the Republic of Lithuania of 18 October 2021 "On the approval of the nomenclature of clinical laboratory tests" for the linking with the LOINC coding system.

First name, Last name	Unit	Expert activities
Vincentas Veikutis	Institute of Microbiology and Virology	Expert on MITA-funded projects.
Violeta Baliukonienė	Department of Food Safety and Quality	Expert in the performance of three contracts – animal welfare and technological assessment of sheds.
Violeta Juškienė	Ecology Division	Member of the Commission for the evaluation of documents for the recognition of livestock breeding organisations and breeding programmes.
Vita Mačiulskienė	Odontology and Oral Disease Clinic	Professor-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Vita Riškevičienė	Department of Veterinary Pathobiology	Comments and consultations provided to the Veterinary Pharmaceutical Association on the request received by e-mail B6-(1.19.)-2652; On the coordination of the draft order of the Director of the State Food and Veterinary Service “Requirements for veterinary pharmacies and entities involved in the wholesale trade of veterinary medicinal products”.
		Updated standard: LST 1467:2022 lt. Bull semen used for insemination. Quality characteristics. Replaces LST 1467:2006.
		Updated standard: LST 1574:2022 lt. Porcine semen used for insemination . Quality indicators. Replaces LST 1574:2003.
		Participation in the Commission for the Assessment and Recognition of Professional Qualifications of Veterinarians. The Commission evaluated 7 applications for recognition of the professional qualification of a veterinarian obtained abroad and the documents certifying the education acquired, and made recommendations to the SFVS on the application of compensatory measures.
Vitalis Briedis	Department of Clinical Pharmacy	Expert analyses of projects of the Lithuanian Business Support Agency (LVPA).
		Working group of biological products of the European Medicines Agency.
Vytautas Ribikauskas	Department of Food Safety and Quality	Expert in the performance of three contracts – animal welfare and technological assessment of sheds.
		Expert activities on the Lithuanian Geological Survey’s e-appeal “On Determining the Need for Water for Animal Husbandry”.
		Expert activities. On the keeping of cattle outdoors. E-appeal of the Lithuanian Association of Meat Cattle Breeders and Improvers.
		Regarding bringing dogs into establishments. E-appeal of the Norwegian Veterinary Institute.
		Deterring the use of aggressive pets. Submitted to the SFVS, document registration No 2022-DVT2-00401.
		On captive animals. E-appeal of the newspaper Lietuvos rytas.
		Expert evaluation of the sustainability assessment criteria and indicator framework. Submitted to VMU Academy of Agriculture.
		Pet welfare and trade. Submitted to LNK TV.
		Livestock feeding strategies to reduce ammonia and methane emissions, manure storage. Submitted by LŽŪKT.
		Animal welfare and health. Submitted to LŽŪKT.

<b>First name, Last name</b>	<b>Unit</b>	<b>Expert activities</b>
Vytenis Keturakis	Clinic for Cardiac, Thoracic and Vascular Surgery	Assistant-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Vytis Bajoriūnas		Lecturer-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” No.09.4.2-ESFA-V-715-05-0001).
Žana Kavaliauskienė		
Živilė Grabliauskienė	Odontology and Oral Disease Clinic	Lecturer-expert, project “LSMU activities for the improvement of doctors’ competences and qualifications (LSMU-GYD-KOM)” (No. 09.4.2-ESFA-V-715-05-0001).

**PROJECTS BEING IMPLEMENTED AT LSMU KAUNAS CLINICS**

1. DIVAT-SMARTPHONE project – “An application of AI for the automatic analysis of images in the diagnosis of melanoma and other skin diseases”;
2. Project “Development of machine learning-based pre-operational planning systems and innovative manufacturing technology for personalised bioceramic implants”;
3. Study “Investigation of residual symptoms and their impact on health condition and biopsychosocial functions in patients with coronavirus disease (COVID-19)”;
4. Study “Evaluation of the penetration of biologically active substances into (through) biological membranes”;
5. Project to create a dataset “Collecting and uploading individual records of patients treated for ischaemic heart disease and stroke to the Open Clinic1 dataset for the Research Registry”.

**PROJECTS BEING IMPLEMENTED AT LSMU KAUNAS HOSPITAL**

1. Project of field trips of researchers of the Research Council of Lithuania;
2. Project of events of the Research Council of Lithuania;
3. Horizon Europe project (Shiftacre);
4. LSMU project for the development of doctors’ competences and qualifications (European Social Fund project).



## PUBLIC EDUCATION AND INFORMATION EVENTS IN 2022

1. Seminar “Veterinary today: herd health and its management”
2. Seminar-discussion “Food – from nutritional value to the micro-components of food and the importance of consumer emotions”. The seminar-discussion started with a visit to one of the most modern cereal production companies Fazer Lietuva (Raudondvario pl. 129A, Kaunas).
3. LECTURE “Milk composition. Milk fatty acid composition and their functional properties” at the training course for dairy producers and processors on “Influence of feed on omega-3 fatty acid content in milk” in Telšiai.
4. Prof. Dr. Gintarė Zaborskienė gave lectures to Lithuanian farmers on the topic “Production of value-added safe sheep semi-finished products and products with reduced saturated fat and increased fibre content on sheep farms” (project No 14PA-KK-18-1-03473, duration 8 academic hours) in Tytuvėnai - Kelmė district, Meškiai village – Šiauliai district, Anykščiai, Skiemonys - Anykščiai district, Strigailiškis village – Ignalina district, Švenčionys, in Vainutė and Švėkšna – Šilutė district.
5. Prof. M. Ružauskas’ original exhibition of nature photography works “Birds through the Lens”.
6. Seminar “Improvement of fermentation parameters, health and productivity of cows’ rumen contents using *Aspergillus Oryzae* fermentation extracts and yeast supplements”, org. Department of Anatomy and Physiology of the Faculty of Physiology in cooperation with the LSMU Practical Training and Testing Centre.
7. International Scientific and Educational Conference “Microbiota and Animal: Interaction, Health, Welfare and Production”
8. Refresher course “Requirements for the accommodation, care and use of animals used for scientific and educational purposes” (80 hours)
9. Refresher course “Requirements for the accommodation, care and use of animals used for scientific and educational purposes” (80 hours)

## ANIMAL WELFARE EVENTS IN 2022

1. Refresher course “Requirements for the accommodation, care and use of animals used for scientific and educational purposes” (80 hours)
2. Refresher course “Requirements for the accommodation, care and use of animals used for scientific and educational purposes” (80 hours)
3. International Scientific and Educational Conference “Microbiota and Animal: Interaction, Health, Welfare and Production”
4. Event and tour at the VA VF “Profession of a Veterinarian and Animal Welfare”.

## EVENTS IN 2022 TO PROMOTE RATIONAL USE OF ANTIMICROBIALS

1. Seminar “Use of antibiotics. Issues arising in the teaching of MVI microbiology in different study programmes”.
2. Seminar “Use of antimicrobials in the treatment of diseases of large animals – theoretical truth and practical options”.
3. Training course for veterinarians “Use of antimicrobial drugs in modern veterinary medicine”.
4. Field day seminars in February-March 2022 and a conference for veterinarians and farmers on 8 April 2022 under the project “Improving the health of dairy cow herds by optimising animal welfare through the use of bio- and phytoremediation, reducing the use of antibiotics and the development of antibiotic resistance in pathogenic micro-organisms” (No 35BV-KK-17-1-03773). The topic of the presentation by Associate Professor Dr. A. Novoslavskiy: “Situation relating to the use of antibiotics in veterinary medicine – trends in Lithuania and the world. Problems of increasing bacterial resistance to antibiotics”.

**NUMBER OF ANIMALS FORMING BREEDING NUCLEI**

1. “Žemaitukai” breed – 77 pcs.
2. Lithuanian coarse wool sheep – 184 pcs.
3. Lithuanian indigenous pigs – 203 pcs.
4. Old genotype Lithuanian white pigs – 247 pcs.
5. Domestic geese – 159 pcs.
6. Lithuanian indigenous goats – 39 pcs.
7. Lithuanian White-backed Vultures – 34 pcs.
8. Lithuanian dairy cattle – 51 pcs.
9. Old genotype Lithuanian green cattle – 32 pcs.
10. Old genotype Lithuanian black cattle – 9 pcs.

**NEW DIAGNOSTIC AND TREATMENT SERVICES PROVIDED AT VF LARGE  
ANIMAL CLINIC AND DR. L. KRIAUCĒLIŪNAS SMALL ANIMAL CLINIC IN 2022**

**Large Animal Clinic:**

1. Administering medicines to animals using a pneumatic injection gun
2. Euthanasia of farm animals

**Dr. L. Kriaučeliūnas Small Animal Clinic:**

3. Osteotomy of the elbow bone
4. Removing a tumour from the chest
5. Botallo duct closure surgery
6. Cerebrospinal fluid analysis for qualitative protein determination
7. Cerebrospinal fluid cytology
8. Chylothorax surgery (ligature of the thoracic duct)
9. Cleaning of dental plaque with polishing with a protective coating and removal of pigment using a sootblower
10. Diagnostic thoracotomy
11. Haemodialysis
12. Neutering guinea pigs through the side
13. Blood biochemical test: determination of canine-specific prostate esterase
14. Lateral thoracotomy
15. Lobectomy
16. Pericardectomy
17. Salpingectomy
18. Sternotomy
19. Nostril surgery (of cats)
20. Thoracoscopy
21. Tracheoscopy
22. Castration of a male guinea pig through the abdomen

**COMPETITIONS AND ATTESTATIONS OF ACADEMIC STAFF IN 2022**

<b>Job position</b>	<b>Competitions</b>	<b>Attestations</b>
Educators	180	71
Research staff	57	12
Managers	21	
Total	262	83

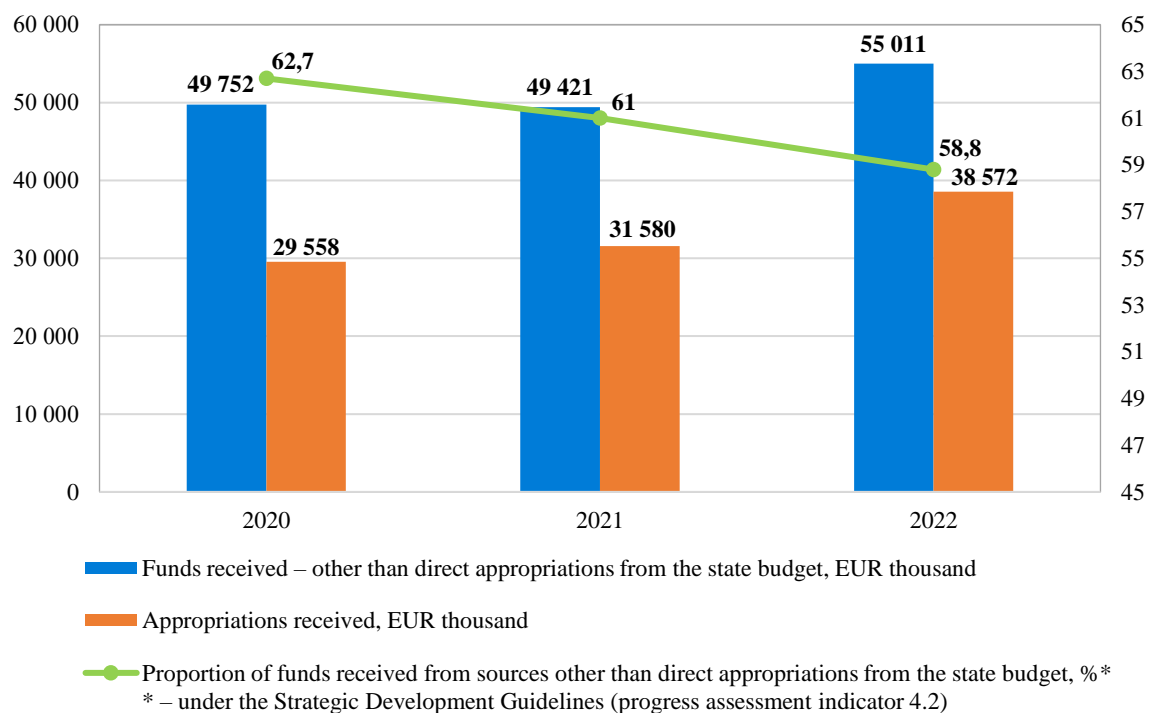
**AWARDED ACADEMIC TITLES OF A PROFESSOR AND  
ASSOCIATE PROFESSOR IN 2022**

<b>Seq. No.</b>	<b>Professor</b>	<b>Date of award</b>	<b>Associate Professor</b>	<b>Date of award</b>
1	Inga Skarupskienė	20 01 2022	Laima Dobrovolskienė	26 05 2022
2	Džilda Veličkienė	24 03 2022	Mindaugas Štelemėkas	26 05 2022
3	Julija Narbutaitė	24 03 2022	Auksė Domeikienė	16 06 2022
4	Eglė Slabšinskienė	24 03 2022	Donatas Inčiūra	16 06 2022
5	Alius Pocevičius	24 03 2022	Vesta Steibliene	16 06 2022
6	Danielius Serapinas	24 03 2022	Darius Trumbeckas	16 06 2022
7	Eglė Lendraitienė	26 05 2022	Vilma Tamulionytė	22 09 2022
8	Mindaugas Šarkūnas	26 05 2022	Donatas Vajauskas	22 09 2022
9	Antanas Vaitkus	26 05 2022	Kęstutis Stašaitis	27 10 2022
10	Juozas Kupčinskas	16 06 2022		
11	Darius Leskauskas	16 06 2022		
12	Dalius Malcius	16 06 2022		
13	Alina Smalinskienė	16 06 2022		
14	Modestas Ružauskas	22 09 2022		
15	Eglė Vaitkaitienė	22 09 2022		
16	Marius Žemaitis	22 09 2022		
17	Asta Stankuviene	22 09 2022		
18	Aušra Mongirdienė	27 10 2022		
19	Kristina Lopatienė	24 11 2022		
20	Rolandas Stankevičius	24 11 2022		
21	Sandrita Šimonytė	24 11 2022		
22	Dalia Smailiene	21 12 2022		

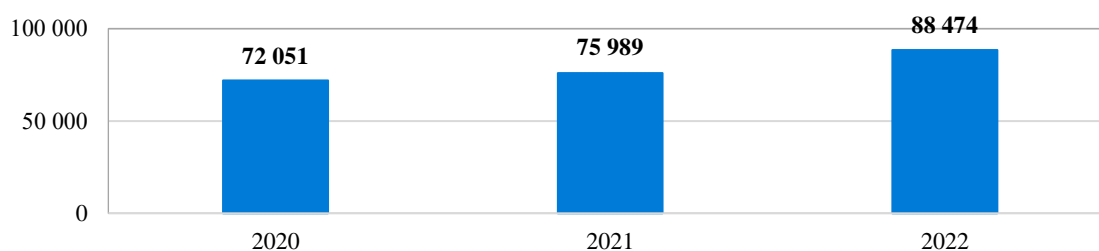
**MEMBERS OF THE LITHUANIAN ACADEMY OF SCIENCES (LMA)  
WHO WORKED AT LSMU IN 2022**

<b>Full Members of the LMA (academics)</b>	<b>Emeritus members of the LMA (academics) not working at the University</b>	<b>Young LMA members</b>
1. Vilmantė Borutaitė 2. Limas Kupčinskas 3. Daiva Rastenytė 4. Remigijus Žaliūnas 5. Henrikas Žilinskas 6. Antanas Sederevičius 7. Mindaugas Malakauskas 8. Elena Bartkienė 9. Vidmantas Bižokas	1. Česlovas Jukna	Biomedical Sciences 1. Juozas Kupčinskas 2. Jurgita Skiecevičienė 3. Vacis Tatarūnas 4. Tomas Lapinskas Agricultural Sciences 5. Alexander Novoslavskij 6. Vita Lėlė

### GROWTH IN FUNDS RECEIVED FROM SOURCES OTHER THAN DIRECT APPROPRIATIONS FROM THE STATE BUDGET



### DYNAMICS OF THE FUNDS FROM CORE ACTIVITIES OF THE UNIVERSITY

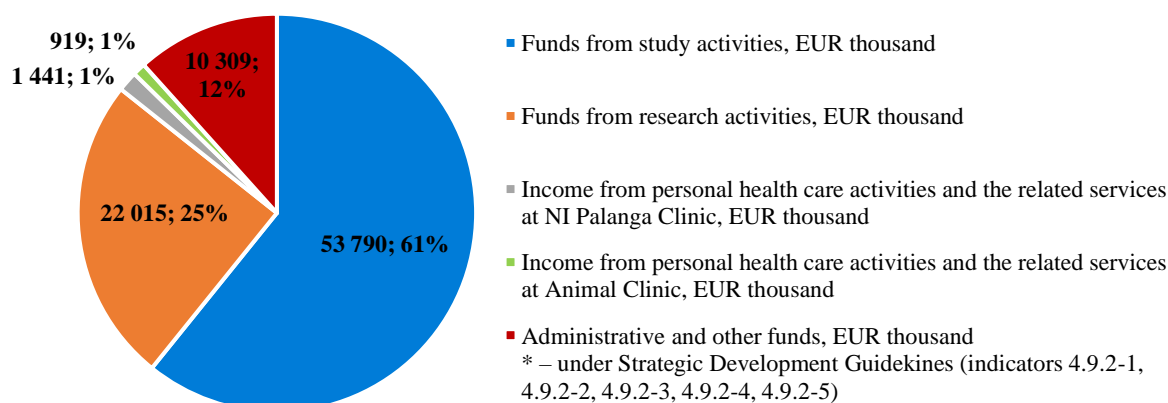


■ Income from core activities of the University, EUR thousand\*

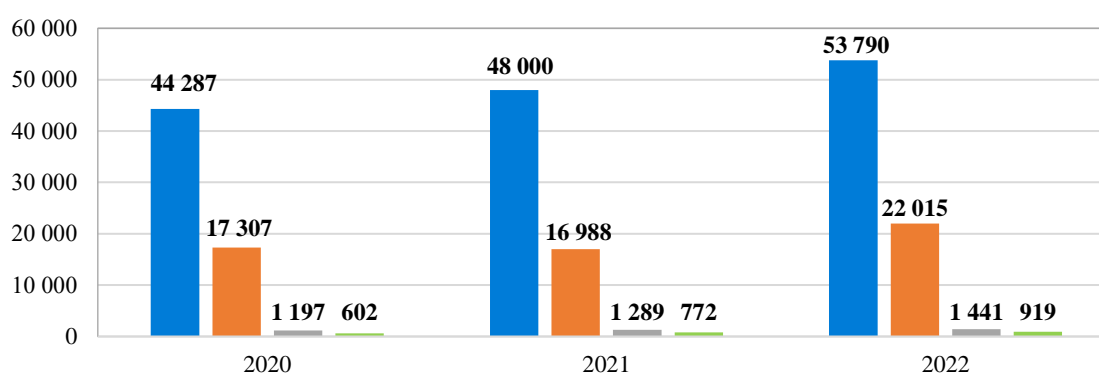
\* – under the Strategic Development Guidelines (progress assessment indicator 4.9.2-1)

Core activities of the University	Change in 2022 compared to 2021, %	Change in 2021 compared to 2020, %
Change in the University's operating income in 2021 compared to 2020	+ 16.4	+ 5.5

### STRUCTURE OF FUNDS OF THE CORE ACTIVITIES OF THE UNIVERSITY\*



### DYNAMICS OF THE FUNDS FOR THE MAIN ACTIVITIES OF THE UNIVERSITY



■ Funds from study activities, EUR thousand

■ Funds from research activities, EUR thousand

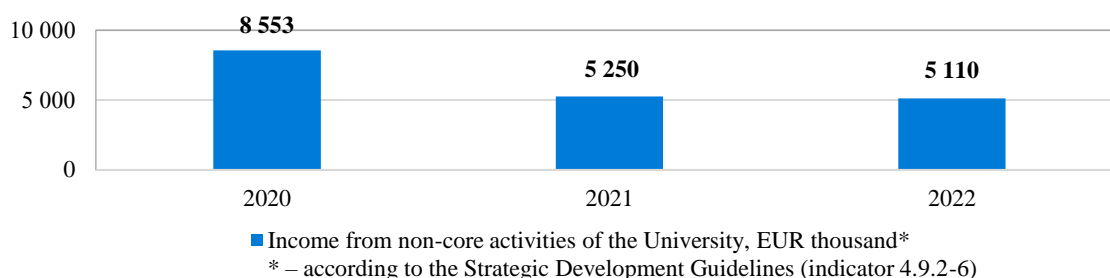
■ Income from healthcare activities and related services at NI Palanga Clinic, EUR thousand

■ Income from healthcare activities and related services at Animal Clinic, EUR thousand



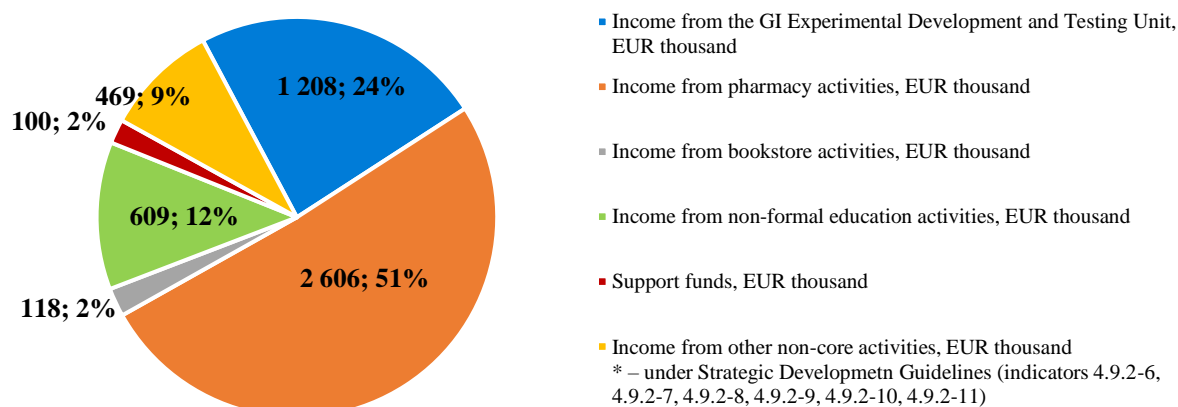
<b>Core activities of the University</b>	<b>Change in 2022 compared to 2021, %</b>	<b>Change in 2021 compared to 2020, %</b>
Funds from study activities	+12,1	+8,4
Funds from scientific activities	+29,6	−1,8
Income from personal healthcare activities and related services at NI Palanga Clinic	+11,8	+7,7
Income from healthcare activities and related services at Animal Clinic	+19,0	+28,2

## DYNAMICS OF FUNDS FROM NON-CORE ACTIVITIES OF THE UNIVERSITY

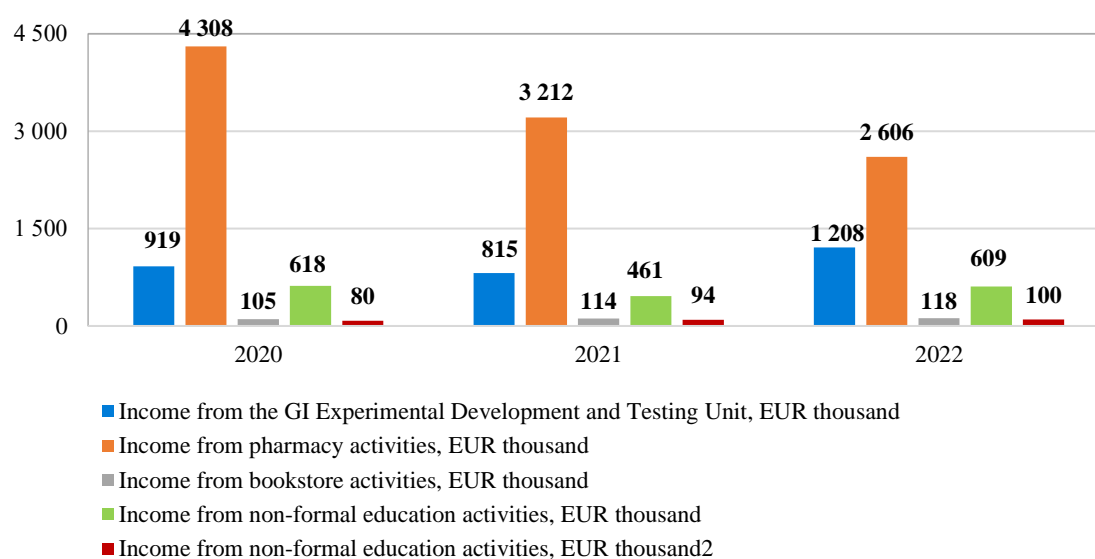


	Change in 2022 compared to 2021, %	Change in 2021 compared to 2020, %
Non-core activities of the University	–2.7	–38.6

## STRUCTURE OF FUNDS FROM NON-CORE ACTIVITIES OF THE UNIVERSITY



## DYNAMICS OF FUNDS FOR NON-CORE UNIVERSITY ACTIVITIES



<b>Non-core activities of the University</b>	<b>Change in 2022 compared to 2021, %</b>	<b>Change in 2021 compared to 2020, %</b>
Income from the GI Experimental Development and Testing Unit	+48.2	−11.3
Income from pharmacy activities	−18.9	−25.4
Income from bookstore activities	+3.5	+8.5
Income from non-formal education activities	+32.1	−25.4
Support funds	+6.4	+17.5

**COMMUNITY MEMBERS WHO PARTICIPATED IN EXTRACURRICULAR  
ACTIVITIES, SOCIETIES OR CLUBS IN 2022**

<b>Organisation</b>	<b>Number of members</b>
Student Scientific Society LSMU SMD	1238
Society of Student Pharmacists	73
Association of Students Odontologists	99
Fraternitas Lituanica – Corporation of LSMU Students and Doctors	161
Student Association of LSMU Veterinary Academy	71
LSMU Doctoral Council	17
Pharmacognosy Club	39
LipSA	20
LSMU SA	80
IQOSA	43
LIVSU	21
Ave Vita staff	80
Džigūnas	40
Neris	40

## **EVENTS ORGANISED IN 2022**

### **Events to promote entrepreneurship and innovation:**

1. Kaunas I-Days 2022: transforming nursing services
2. Hospiton. Rare Diseases
3. Health Innovation Academy
4. Health for all Scientific and Practical Conference
5. DigiPro Health Mentor Training Programme: train the trainers
6. Morning health talks' 22 to strengthen the health innovation ecosystem
7. Networking event "Science and Business Synergy: from Zero to Hero"
8. Morning health talks' 22 to strengthen the health innovation ecosystem

### **Events organised for international students:**

1. Introduction day (February)
2. Užgavėnės Carnival in Rumšiškės
3. "Cepelinai" event (April)
4. Nida, Juodkrantė, Klaipėda trip.
5. Trip to Botanical garden in Kaunas (for summer interns)
6. Introduction day (September)
7. Trip to Pažaislis Monastery
8. Trip to Animal Shelter Klajūnas (2 times)
9. LSMU All Time Alumni Reunion in Israel
10. Open days 4 events online.

### **Events for full-time foreign students:**

1. Celebration of diplomas
2. Freshmen's camp

### **Other events organised by the Academic Mobility Unit:**

1. Erasmus Days (February, 5-day event)
2. Erasmus staff week (September, 5-day event)
3. Erasmus information seminars at faculties and for selected participants (live and Teams, (optional))

### **Events organised by the Anatomy Museum:**

1. LSMU Career Days,
2. LSMU Culture Week,
3. Spaceship Earth project.

### **Events organised by the Veterinary Academy Museum:**

1. 4 excursions for the community – staff (3 during Culture Week and 1 later – 39 participants in total)
2. Preparation of historical material for the stand at the VA Large Animal Clinic, participation in the opening;
3. Preparation of an exhibition dedicated to the 100<sup>th</sup> anniversary of the Faculty of Medicine of the University of Lithuania "History of the Veterinary Department of the Faculty of Medicine of the University of Lithuania, 1922-1929", opening of the exhibition in the lobby of VA CR;
4. Organisation of an exhibition dedicated to the 100<sup>th</sup> anniversary of the LU at the VMVT office in Vilnius;

5. Preparation of the exhibition of bird photographs by Prof. M. Ružauskas, opening of the exhibition in the lobby of the VA Great Hall (about 50 visitors);
6. Presentation of the book by Professor A. Matusevičius;
7. Presentation of the book by Professor A. Mikelonas;
8. Science festival “Spaceship Earth” event.

#### **Events organised by the Lithuanian Museum of the History of Medicine and Pharmacy:**

1. 90<sup>th</sup> anniversary of the founder of the Medical Department of the Museum Associate Professor V. Siudikas;
2. 100<sup>th</sup> anniversary of the founder of the museum, Associate Professor A. Kaikaris.
3. Opening of the exhibition “Higher Education in Kaunas in 1918-1950”
4. Book presentations:
  - “The Path of the Kaunas University of Technology” (author A. Veilentienė);
  - “The Big Book of Medicinal Plants” (authors: Professor O. Ragažinskienė, V. Sasnauskas).
5. International Conference “Contemporary Pharmacy: Issues Challenges and Expectations 2022”
6. Educational – thematic excursions:
  - “Love Elixir - myth or truth?” – 4;
  - “Lies in medicine” – 2;
  - “Battle of the Brains” – 1;
  - “Spaceship Earth” – 1;
  - “Whispers of Ghosts” – 3;
  - “Waiting for the Christmas miracle” – 2.

#### **Emanuel Levinas Centre:**

1. 24.07-07.07 International Conference “Levinas in Kaunas”, in partnership with Toulouse University and SIREL
2. 14.07 – 25.08 Exhibition “La Promesse” by French artist Marilia Destot, in collaboration with KEKS 2022
3. 26.09 Erasmus+ Staff Week at LSMU Emanuel Levinas Centre
4. 27.09 Erasmus+ Staff Week at the LSMU Emanuel Levinas Centre
5. 28.09 Erasmus+ staff week at the LSMU Emanuel Levinas Centre
6. 28.09 “Musical Shells”/CHROMATIKON concert, KEKS 2022 programme, partnership
7. Presentation of the medical journal at the Emanuel Levinas Centre of LSMU together with Prof. Linas Šumskas
8. Avira Community Lecture “LOVE on all fours”
9. Lecture and tour of the Emanuel Levinas Centre at LSMU, Faculty of Nursing
10. 17.11 / 7.30–18.30 LSMU Primary School visit to the centre, day of unconventional education
11. 24.11 Morning Health Talks
12. 26.11 / 10–11.30 am Visit of the Ambassador of the Republic of Lithuania to France and the Mayors of Paris, visit to the exhibition, study tour of the Lithuanian biography of E. Levinas
13. 14.12 LSMU Students’ Grand Battle of Wits
14. 19.12 Faculty of Nursing afternoon on the ethics of care (based on E. Levinas)
15. Book Club “Tea Party at Levinas” meeting /January (full information is available on the Centre's FB)
16. Meeting of the Book Club “Tea Party at Levinas” / February
17. Meeting of the Book Club “Tea Party at Levinas” / March
18. Meeting of the Book Club “Tea Party at Levinas” / April
19. Meeting of the Book Club “Tea Party at Levinas” / May
20. Meeting of the Book Club “Tea Party at Levinas” / June
21. Meeting of the Book Club “Tea Party at Levinas” / September
22. Meeting of the Book Club “Tea Party at Levinas” / October

23. Meeting of the Book Club “Tea Party at Levinas” / November
24. Meeting of the Book Club “Tea Party at Levinas” / December

### **Sports events:**

1. LSMU Sniper Competition – 02 03 2022 – 16 participants (1 foreign) LSMU basketball team.
2. LSMU Football Tournament – 12 03 2022 – 44 foreign participants.
3. LSMU Swimming Championships – 30 03 2022 – 21 participants.
4. LSMU Culture Week/Sports Day – 04 05 2022 – 23 participants.
5. LSMU Gymnasium and Sports Centre Sports Festival - 14 May 2022 – 76 participants.
6. LSMU Walk Challenge – 21 09 2022 – 37 participants.
7. LSMU Beactive week run – 29 09 2022 – 17 participants.
8. “Cooperation with gymnasiums (Raudondvaris Primary School), Sports Day” – 2022 06 – 28 participants.
9. “Tennis tournament “Kaunas Regional Surgeons' Cup” - 24 09 2022 - 34 participants.
10. “Amber Sea Mile” LSMU 1 Sea Mile Run - 2022 10 08 - 15 participants.
11. “Cooperation with LSMU Primary School, Sports Day” - 21 10 2022 - 150 participants
12. Aistė's 3×3 Basketball Tournament – 30 10 2022 – did not take place.
13. LSMU indoor football Christmas tournament – 28 11 2022 – Number of participants 22.
14. Celebration of the Best Lithuanian Students – 08 12 2022 – (Participants – Lithuanian higher education institutions, number of participants – 110).
15. Evening for honouring the best LSMU athletes – 14 12 2022 – 28 participants.
16. Badminton Christmas Tournament – 16 12 2022 – 16 participants.
17. Volleyball Christmas Tournament – 13 12 2022 – 34 participants.
18. Swimming Christmas Tournament – 14 12 2022 – 18 participants.
19. Table Tennis Christmas Tournament – 15 12 2022 – 15 participants.
20. Christmas Tennis Tournament – 13–15 December 2022 – 17 participants.

### **Educational activities for the public:**

1. Visits of residents to LSMU gymnasium for sex education classes.
2. The Obstetrics and Gynaecology Clinic hosted “Academy for the Family” lectures for the public, which included talks on the smooth course of childbirth and tours of labour wards. A total of 28 classes for pregnant women were held in 2022.
3. Doctor K. Jarienė, obstetrician-gynaecologist – cervical cancer, first symptoms and prevention.
4. Associate Professor E. Machtejevienė, Head of the Fetal Medicine Centre at the Obstetrics and Gynaecology Clinic, on screening for chromosomal abnormalities and its methods, non-invasive prenatal testing and cases when it is recommended.
5. Obstetrician gynaecologist E. Savukynė – pathological placental attachment, how this pathology is diagnosed, what are the main risk factors and what would help to prevent it.
6. Obstetrician Gynaecologist Associate Professor Dr. E. Švedas – genital descent, how it is diagnosed, main risk factors and treatment options.
7. Prof. M. Kliučinskas, Head of the Obstetrics and Gynaecology Clinic, Doctor of Obstetrics and Gynaecology – Who can participate in childbirth? What to take with you to the hospital? Do I need a referral when I arrive?
8. Psychologist V. Karaliūnaitė-Skrickienė – about emotional health during pregnancy and after childbirth.
9. Associate Professor E. Drejerienė, Head of the Centre for Reproductive Medicine at Kaunas Clinics of Obstetrics and Gynaecology, on fertility preservation.
10. The Cervical Cancer Facebook page and the website [www.gimdoskaklelis.lt](http://www.gimdoskaklelis.lt) share up-to-date and science-based information on cervical cancer and its prevention with the public.
11. LSMU Gymnasium “Health Education Day” event for students with a lecture on “Anxiety: how to recognise and overcome it”.

12. Open Psychiatry Month event – Suicide in healthcare settings: scientific, practical and prevention aspects.
13. International Food Day.
14. AIDS Day commemoration.
15. World Diabetes Day.
16. Movember - Men's Mental Health Month.
17. Training for LSMU gymnasium students “Antioxidants: plant sources and determination of antioxidant activity”, “Diversity of calcium oxalate crystals in plants”, “Microscopic examination of plant crystals”, “Identification of medicinal plant materials by types of calcium crystals in cells”.
18. “Memory and its training”, for members of the Lithuanian Parkinson's Society.
19. "What's behind unpleasant and difficult feelings", for Childline volunteers.
20. How to deal with emotions?, LiMSA.
21. International Training Programme for Teachers, Child Support Specialists. Trauma Recovery Techniques (TRT).
22. The ELLA Enhanced Programme of exercises for kindergartens for the development of emotional and social competences.
23. “Trauma, crisis and coping with them”.
24. “The sea of emotions: how to ride the waves and stay with the current?”.
25. “Colours, light and psychology”.
26. “Profession of a psychologist”.
27. “How to build your diet plan by supplementing it rather than taking away from it”.
28. Students of the second year of the first cycle study programme “Public Health”, in cooperation with the health specialist of Kaunas City Municipality Public Health Bureau, who is responsible for public health supervision in the educational institution, conducted lessons for pupils of grades 6-7 of Kaunas Milikoniai progymnasium.
29. “Tell your story” webinar series, inviting to learn how to discover public health in everyday life.
30. Participation in the organisation and execution of the Green Lithuania Initiative event at the Presidential Palace of the Republic of Lithuania “National Mobility Challenge Awards and Sustainable Mobility Forum”.

### **Conferences:**

1. Topical issues in emergency medicine 2022
2. Kaunas-Heidelberg research project: the Role of Mitochondria and Extracellular Vesicles in Cardiomyocyte Pathologies Caused by Ischaemia and Cancer Treatment
3. Current trends in obstetrics, gynaecology and neonatology nursing in 2022
4. Current issues in intensive care medicine and nursing
5. Fundamentals of gastroenterology
6. Nursing updates in anaesthesiology in 2022
7. Caring for children with neurological conditions: topical issues
8. Newborn Resuscitation Skills Repetition Workshop, Part II
9. The importance of the multidisciplinary team in the nursing process
10. “Anaesthesia in Transplantology 2022. Preparing and organising an anaesthesiology team for liver and kidney transplantation. Practical course”
11. Intestinal blockages. Interdisciplinary issues
12. First aid
13. Methodology and features of enteral, parenteral nutrition
14. The basics of psychological well-being counselling
15. The problem of heart valve defects: classics and innovations
16. Stroke simulation event
17. "Microbiota University". Update for pharmacists. Winter 2022. (Cycle 6)
18. AccelEd: Training course on "Advanced qualitative methods in nursing" Phase I



19. Topical issues in otorhinolaryngology nursing
20. Nursing in nephrology in 2022
21. Caring for the neurological patient: basic safety principles
22. Neuropsychological consequences of COVID-19 and recommendations for practical help
23. Topics in chronic skin diseases
24. Prevention, treatment and care of oral diseases
25. 2D and 3D transtemporal echocardiography in clinical cardiology
26. Relevant issues in plastic and reconstructive surgery and rehabilitation
27. Factors that may affect the recovery of trauma patients. What does the modern nurse need to know?
28. Topical issues in the work of a biomedical technologist
29. Quality child care - the teamwork process
30. "Update and news on the 5th edition of the WHO CNS tumours".
31. Newborn Resuscitation Skills Repetition Workshop, Part III
32. Clinical pastoral care: loss is part of human life
33. Pharmaceuticals: winter-spring 2022
34. Upskilling of nurses in 2022
35. Lessons from the COVID-19 pandemic in Kaunas region
36. Advanced Cardiac Care 2022
37. "Nursing in Gastroenterology"
38. "The role and challenges of nurses in emergencies"
39. Emergency Medicine News II - 2022
40. Current issues in therapeutic nursing
41. Improving the quality of safety and care process services in nursing 2022
42. Topics in rheumatology and rehabilitation
43. Patient safety during radiology procedures
44. Topical issues in oral surgery
45. Gastroneurology 2022: uniting science and practice
46. Male sexual health and penile diseases
47. Kaunas Seminars: paediatric allergology and pulmonology 2022
48. Newborn Resuscitation Skills Repetition Workshop, Part IV
49. Topics in gastroenterological diseases
50. Sleep for young children – mission (im)possible
51. Kidney disease: from prevention to diagnosis and treatment 2022
52. Putting pain knowledge into practice: evenings in front of the screen with renowned experts
53. Analysis and developments in palliative care
54. We are not yet ready for joint replacement!
55. Diagnosis and treatment of acute cardiovascular conditions in patients with oncological diseases
56. Headache rockers
57. Patient-centred healthcare: opportunities for team-building
58. "Current Aspects of Nursing 2022"
59. Transfusiology in everyday life: practical aspects
60. Health effects of forest therapy and nature
61. Let's exploit existing and new opportunities to reduce CV risk in Lithuania
62. Topics in tuberculosis prevention, diagnosis and treatment
63. LSMU MA Faculty of Odontology interdisciplinary conference
64. Ultrasound diagnostics and rehabilitation
65. Bioregulatory therapies in medical and pharmaceutical practice
66. Improving the quality and accessibility of tuberculosis prevention, diagnosis and treatment services
67. Internal medicine and emergency medicine. Šiauliai Session

68. Orthodontics
69. Medical first aid
70. Internal medicine and emergency medicine. Kaunas Session
71. Principles of professional ethics and communication for nurses
72. Education Spring Day 2022: are we brave enough to change?
73. Joint regional conference on internal medicine in Klaipėda
74. Joint regional conference on internal medicine in Panevėžys
75. Topics in ophthalmology, maxillofacial surgery, dermatovenerology and rehabilitation
76. The enduring value of human life: from natural birth to natural death
77. Echocardiography
78. Heart Failure - 2022
79. The importance of innovation in the treatment of dyslipidaemia
80. Joint regional conference on internal medicine in Alytus
81. Gunshot wounds. What does an orthopaedic traumatologist need to know?
82. Managing illness and injury in athletes
83. "Modern Pharmacy: expectations, challenges and ideas. Spring 2022"
84. Topical issues in the diagnosis and treatment of diseases
85. Psychological science for health
86. Kaunas Clinics Management Training VII - Effective Leadership
87. Young Nephrologists Conference "8.5 Challenges for Healthy Kidneys"
88. Clinical Pharmacokinetics in theory and practice: Introductory course
89. Women's health and the challenges of being a family doctor
90. Current issues in the diagnosis and treatment of ischaemic heart disease
91. From theory to practice: today's issues
92. Art therapy and personal health 2022
93. Leadership in the organisation and clinical practice
94. Neurology Spring Day Kaunas 2022: topical and selected issues
95. 7<sup>th</sup> Kaunas / Lithuania International Hematology / Oncology Colloquium
96. Permanent vascular connections for dialysis - the challenges of teamwork
97. New developments and challenges in liver transplantation: master course
98. Acute circulatory disorders in emergency surgery
99. Lithuanian paediatric surgery 2022
100. Endocrinology and eye diseases: collaboration and teamwork are the recipe for success
101. Minimally invasive bariatric surgery
102. Botulinum Toxin Type A Therapy Type II Beginner's School of Practice
103. Mindfulness-based communication in stressful environments and breaking bad news
104. 17<sup>th</sup> Congress of the Lithuanian Pain Society "Challenges of Pain Medicine Practice"
105. Nephrology Clinic in Kaunas turns 30
106. Everyone deserves love - Alzheimer's and the way to recognise it
107. Resort medicine
108. AccelEd: Training course on "Advanced qualitative methods in nursing" Phase I
109. 6<sup>th</sup> Nordic-Baltic-Dutch bariatric meeting
110. Levinas in Kaunas: Levinas and Care: Ethical Perspectives of Health Care Practices
111. New directions and experiences in laboratory diagnostics
112. Group supervision
113. Quality of care indicators - a reflection of the effectiveness of healthcare
114. Minimally invasive bariatric surgery
115. A review of 25 years of the Anaesthesiology Clinic. Operational guidelines
116. Current issues in arhythmology
117. Nursing Topics 2022
118. ESC 2022 Congress News Overview. PV treatment news
119. News from the 2022 Cardiology Congresses

120. Patient safety in Kaunas Clinics and Lithuania
121. Cystic kidney disease
122. Cognitive Behavioural Therapy 2022
123. Cardiogenetics
124. Answers to common questions about the diagnosis and treatment of psoriasis and psoriatic arthritis
125. Innovations in oncology nursing science and practice 2022
126. LSMU MA Faculty of Odontology Interdisciplinary Conference "Dental Trauma"
127. Chronic respiratory diseases in children, 2022
128. Urology: from imaging to diagnostic and treatment options
129. Family and Infant Neurodevelopmental Education: FINE Level 1: Foundation Toolkit for Family Centered Developmental Care, 2022.
130. Internal medicine: from imaging to diagnostic and treatment options
131. Current issues in the diagnosis and treatment of psoriatic arthritis
132. Issues related to the training of family medicine residents
133. Kaunas Clinics Management Training VIII - Task Management
134. Minimally invasive surgery
135. Internal medicine: from imaging to diagnostic and treatment options
136. Targets, diagnosis and treatment for viral hepatitis C elimination
137. Current affairs: from echography to pharmacotherapy
138. 10<sup>th</sup> Baltic Congress of Endocrinology and the Commemorative Event of 100 years of Insulin in Clinical Practice
139. Palliative care options
140. Divorce in the family - the child needs both parents
141. How to help people with epilepsy: lessons learnt
142. Topics in cardiac, thoracic and vascular surgery
143. Topical issues in the treatment of ulcerative and microscopic colitis 2022
144. Recommendations for the diagnosis and treatment of pain
145. Innovations in cardiology treatment in 2022. Autumn of professional education
146. Endometriosis diagnostic school
147. Today's challenges and potential solutions in pain medicine
148. "What to do today for tomorrow?"
149. A full orchestra of radiological examinations when examining a patient for gynaecological diseases
150. The 12<sup>th</sup> International Pharmacy Conference "Contemporary Pharmacy: Issues, Challenges and Expectations 2022"
151. Eye diseases in primary care
152. "Peripheral central venous catheter materials, insertion needles and methods, insertion technique and catheter maintenance "2022
153. Challenges of problematic Internet use (PIN) and other digital technology use in mental health: a practitioner's guide
154. Topical issues in oral surgery
155. Features of community pharmacies in 2022
156. Diseases and treatment of cats and dogs
157. Modern methods in microbiology and virology
158. Principles and safety of magnetic resonance imaging
159. Children's emotional well-being in hospitals: reality and aspiration
160. Innovative treatment of dyslipidaemia: from theory to practice
161. Challenges for occupational therapy in Lithuania: are we ready?
162. Bridging Meeting in Gastroenterology and EAGEN Postgraduate Course "Closing the knowledge gap in GI after COVID-19 pandemics"
163. Basic sciences for cardiology

164. Anaesthesiology, critical care medicine and innovation in 2022
165. Safety in neonatology
166. Complications after abdominal wall hernia surgery. Prevention and treatment
167. Fostering a culture of life in an era of technological progress
168. How do I do it?
169. Prospects'22: Psychiatry in times of war
170. Modern diagnosis and treatment of neuro-oncological diseases and patient care
171. The importance of cardiac imaging studies in daily practice
172. Bleeding problem in ophthalmology
173. Pharma: autumn/winter 2022
174. The importance of nephrology in modern medicine
175. Hypertrophic cardiomyopathy: from diagnosis to treatment
176. Ultrasound techniques in anaesthesiology, emergency medicine and intensive care: protocols for rapid diagnostic echocardiography
177. Emotional and Social Competence Development Exercises for ELLA preschool children (3-6 years)
178. Neurology Autumn in Kaunas 2022: more focus on movement disorders
179. Controversies in Neurology 2022: Neuro-ophthalmology
180. Kaunas Regional Surgeons' Association Reporting Scientific Conference dedicated to the 100<sup>th</sup> anniversary of the LSMU Surgical Clinic "The way to today's achievements in surgical practice and science"
181. Topical issues in dermatology and venereology
182. Modern sports medicine in Lithuania
183. Ensuring quality services for elderly patients in healthcare settings: the role of nurses
184. Nursing Topics 2022
185. Topics in paediatric endocrinology
186. Clinical and technological innovations in ophthalmology 2022
187. Modern sports medicine in Lithuania
188. Topics in endocrinology
189. News on diagnosis and treatment of paediatric gastroenterological diseases
190. Selected rehabilitation issues 2022
191. Acute myocardial infarction: from prevention to outcome management
192. Liver transplantation in 2022: a single centre experience

**EVENTS BY STUDENT REPRESENTATION IN 2022**

1. 17 February – “Valentine (No Longer) Alone” Battle of Wits
2. 23 March – lecture “Psychologist A. Paškevičiūtė on inner criticism, time planning and how to deal with anxiety”
3. 28 April – LSMU Honour
4. 5 May – Battle of Wits “Minds of the 100<sup>th</sup> Anniversary”
5. 22–24 August – LSMU VA Freshmen’s Camp
6. 29–31 August – LSMU OF, FF, VSF, SLF freshmen’s camp
7. 2–4 September – LSMU MF Freshmen’s Camp
8. 4 September – LSMU First night
9. 25 October – LSMU Freshmen’s Christening

**JOINT EVENTS WITH THE “LAŠELIAI” KINDERGARTEN  
AND KINDERGARTEN OF THE LSMU HOSPITAL KAUNAS CLINICS,  
THE LSMU GYMNASIUM AND ITS AFFILIATED PRIMARY SCHOOL**

**HELD IN 2022**

1. Kindness campaign “Let’s Share Kindness with Each Other”, gifts produced in creative workshops of students to the community of Kaunas Clinics Hospital (08 12 2022);
2. Participation of pupils in educational programmes at the Lithuanian Museum of Medicine and Pharmacy at LSMU: “Medicinal Herbs” (09 12 2022), “Getting acquainted with the Museum’s exposition” (02 09 2022; 22 09 2022), “My body and health” (15 11 2022);
3. Participation of students in the LSMU community concert “Let’s decorate the Christmas tree together” (09 12 2022);
4. Participation of students in the Faculty of Pharmacy of LSMU in the scientific and educational laboratory “Following the Path of Scientists” (06 12 2022);
5. Advent morning concert with the participation of the heads of LSMU, LSMU Gymnasium, Kaunas Clinics and Kaunas Clinics Nursery School “Lašeliai” (23 12 2022);
6. Integrated Education Day at LSMU E. Levinas Centre (18 11 2022);
7. Health promotion project “Healthy Lifestyle. I move, I play, I live healthy” with LSMU Sports Centre (21 10 2022);
8. Meeting of the Teachers' Council at the LSMU E. Levinas Centre (24-08-2022);
9. A joint project between second graders and Kaunas Clinics Kindergarten “Open-air Library” (10 09 2022);
10. Participation of students in the event “Francophonie – 2022” at the E. Levinas Centre of LSMU (01 03 2022);
11. Participation of pupils in the educational performance “Adventures of Ant Tauškalytė” together with the pupils of Kaunas Clinics Nursery School “Lašeliai” (02 12 2022).
12. Concert for the 100<sup>th</sup> anniversary of LSMU and Independence Day celebrations in the territory of Kaunas Clinics on 3 March. “Vaikų Lietuva” (English: Children’s Lithuania) – a recording of the concert – a greeting to the Rector’s Office of LSMU and Kaunas Clinics.

**EVENTS HELD BY THE CULTURE UNIT OF  
THE COMMUNICATION SERVICE IN 2022**

1. The opening celebration for the 100<sup>th</sup> anniversary of the University of Lithuania “100<sup>th</sup> Anniversary of The University of Lithuania”.
2. LSMU Diploma winter award ceremony.
3. Lithuanian University turns 100 | a celebration event at the Žalgiris Arena with KTU and VDU.
4. 100 Years of Culture | LSMU Culture Week 2022.
5. LSMU Diploma summer award ceremony.
6. Start of the school year (1<sup>st</sup> September).
7. Lithuanian University turns 100 | Open lectures (3 open lectures organised).
8. Exhibitions to commemorate the Centenary and their openings (3 exhibitions).
9. Inauguration of the Rector.
10. A battle of wits session for employees.
11. Light the Christmas Tree (Christmas event for teams and international students)
12. Christmas performance for children of staff.
13. Donation campaign with the clinics.

**PROCESSES DIGITISED AT THE UNIVERSITY IN 2022**

1. Invoice reconciliation (Ecocost);
2. Allocation of funding sources to procurement (Ecocost).

**Processes digitised in PDVS:**

3. Regarding appointment of responsible persons (cash, VAT invoices);
4. Regarding rescheduling;
5. Regarding juxtaposition of duties;
6. Regarding the granting of additional days off for employees who have children;
7. Regarding the performance of the duties of trade union governing bodies and work council members;
8. Regarding the issue of a certificate on the length of teaching service at the University (for the award of a teaching title);
9. Request for an amendment to the statement of an estimate of the income and expenses of a unit;
10. Termination of an employment contract or an additional job function;
11. For publishing work;
12. Form of settlement with an employee terminating an employment contract;
13. Concerning the issue of a statement on the salary calculated and paid;
14. On the allocation of income from the services provided;
15. Guest lecturer estimate.



**PROCESSES OPTIMISED AT THE UNIVERSITY IN 2022**

1. Review and update of the document management and control process. Rector's Order No. 2022-V-0038 of 20 01 2022 and Rector's Order No. 2022-V-0200 of 15 07 2022.
2. Review and update of the emergency management process. Rector's Order No. 2022-V-0083 of 24 02 2022, Rector's Order No. 2022-V-0107 of 28 03 2022, minutes of the Emergency Management Commission (25 02 2022, No. 2022-UK-0001, 18 03 2022, No. 2022-UK-0001, No. 2022-UK-0001. Nr. 2022-UK-0002, 28 03 2022 No. 2022-UK-0003, No. 2022-UK-0003, No. 2022-UK-0003, No. 2022-UK-0003, No. 2022-UK-0003, No. 2022-UK-0003 No 2022-UK-0004).
3. Transformation of the agricultural business model; development of VA practical training and experimental development facilities. LSMU Council Decision No UT1-15-1 of 24 02 2022, Rector's Order No. 2022-V-0110 of 28 02 2022.
4. Review and update of the strategic planning and quality assurance processes. Council Decision No UT1-16-1 of 24 03 2022, Council Decision No UT1-24-2 of 22 12 2022.
5. Review and update of data security (including information technology), anti-corruption, equal opportunities activities. Council Decision No UT1-16-1 of 24 03 2022, Rector's Order No. 2022-PL-0010 of 22 04 2022, Rector's Order No. 2022-V-0284, 10 11 2022.
6. Review and update of infrastructure management and related services. Council Decision No UT1-16-1 of 24 03 2022.
7. Analysis and restructuring of the bookstore. Resolution of the Rector's Office of 16 05 2022.
8. Review and update of project activities, assessment of the feasibility of international project development, preparation of a roadmap for the development of international projects 2022-2026. LSMU Council Decision No. UT1-19-2 of 26 05 2022, Resolution No. RR1/9-2 of the Rector's Office of 13 06 2022.
9. Review and reform of the student affairs coordination process. LSMU Council Decision No. UT1-18-1 of 26 05 2022.
10. Analysis of the development of premises for physical activity and sports in order to prepare a strategy for the development of the University's sports facilities for the period 2022-2026. Strategy (presented at the LSMU Council meeting on 26-05-2022).
11. Analysis of the coordination of animal health care and the study process at the Animal Clinics of the Faculty of Veterinary Medicine of the Academy of Veterinary Medicine (interim results). Report of 11 11 2022, Rector's Order No 2022-V-0347 of 16-12-2022.
12. Analysing and update of the publishing process. Rector's Order No. 2022-V-0324 of 08 12 2022, Rector's Resolution No. RR1/18-1 of 19 12 2022.

**STREAMLINED PROCESSES AT THE UNIVERSITY IN 2022**

1. Review and update of the document management and control process. Rector's Order No. 2022-V-0038 of 20 01 2022, Rector's Order No. 2022-V-0200 of 15 07 2022.
2. Review and update of the emergency management process. Rector's Order No. 2022-V-0083 of 24 02 2022, Rector's Order No. 2022-V-0107 of 28 03 2022, minutes of the Emergency Management Commission (No. 2022-UK-0001 of 25 02 2022, No. 2022-UK-0001 of 18 03 2022, No. 2022-UK-0002 of 18 03 2022, No. 2022-UK-0003 of 28 03 2022, No 2022-UK-0004 of 31 05 2022).
3. Review and update of strategic planning and quality assurance processes. Council Decision No UT1-16-1 of 24 03 2022, Council Decision UT1-24-2 of 22 12 2022.
4. Review and update of data security (including IT), anti-corruption and equal opportunities activities. Council Decision No UT1-16-1 of 24 03 2022, Rector's Order No. 2022-PL-0010 of 22 04 2022, Rector's Order No. 2022-V-0284 of 10 11 2022.
5. Review and update of infrastructure management and related services. Council Decision No UT1-16-1 of 24 03 2022.
6. Review and update of project activities, assessment of the feasibility of international project development, preparation of a roadmap for the development of international projects 2022-2026. LSMU Council Decision No. UT1-19-2 of 26 05 2022, Rectorate Resolution No. RR1/9-2 of 13 06 2022.
7. Review and reform of the student affairs coordination process. LSMU Council Decision No. UT1-18-1 of 26 05 2022.
8. Start of the digitised account management process in October 2022.

## ARTICLES PUBLISHED IN 2022 ON CORE AND NON-CORE ACTIVITIES OF THE UNIVERSITY

1. Historic agreement: the Kaunas Universities join forces for a unique communion
2. 100<sup>th</sup> anniversary of the University of Lithuania: from lectures to ceremonial events
3. LSMU study: new tobacco products fail to replace conventional cigarettes
4. University and LSMU Gymnasium rank high in the latest rankings
5. Insulin resistance: risk of cardiovascular disease as we age
6. Kaunas universities celebrating 1<sup>st</sup> of September together will present a concert to the city
7. LSMU Faculty of Veterinary Medicine awarded EA EVE international accreditation for the second time
8. A man's life saved at the University
9. Almost one in two young buyers can buy alcohol without proof of age
10. University's researchers – laureates of the Lithuanian Science Prize
11. Announced and awarded winners of the Lithuanian Pharmacist of the Year 2022
12. Breakthrough research: LSMU specialists develop 3D tablets
13. Diplomas awarded at LSMU: health professionals include sports masters
14. An unusual nurse: inspirational studies lead to an exceptional job
15. Wanted to be everything, but finally combined it all in medicine
16. Graduates of three Kaunas universities unite for noble causes
17. Kaunas universities celebrated the 1<sup>st</sup> of September together: free concert and light show in the city
18. LSMU and Kaunas District Municipality to cooperate in the field of animal welfare and wildlife protection
19. LSMU to collaborate with Azerbaijan Medical University
20. LSMU first-year students receive white gowns: a symbol of responsibility and a new stage of life
21. Inauguration of LSMU Rector Professor Rimantas Benetis
22. Prestigious ranking: world-class medical sciences in Lithuania
23. Researchers' review on mental fatigue: how to recognise and prevent it
24. Lithuanian Science Prize laureates make significant donations to Ukraine
25. LSMU takes the lead in spa science: will develop research and train new specialists
26. Year 2022 – the year of Lithuanian Universities with a number of events to be held
27. LSMU to admit students to 17 study programmes this year, with nursing studies being a priority of the state
28. Rimantas Benetis: it couldn't have been a worse time when the University was founded
29. LSMU: a century of growth has matured the country's leading health sciences university
30. Report by Lithuanian higher education institutions on the military actions of the Russian Federation against the independent state of Ukraine
31. Science-business collaboration in pharmaceuticals: from food, to medicine, to the elixir of youth
32. Important discussions on responsibility and the ethics of care at the Emanuel Levinas Centre at LSMU
33. LSMU maintains the highest scores among all universities in the country
34. Queen of Sweden's attention for the smartest Lithuanian nurses
35. LSMU to bring together intellectuals for a humanist discussion: the "Levinas in Kaunas" series
36. LSMU launches the Year of Lithuanian Universities with a spectacular event in Kaunas
37. Inventive health talks at the LSMU Virtual Study Fair
38. After passing matura exams with 5 straight As, he chooses to study Pharmacy at LSMU: "It's going to be an interesting year"
39. "Best Master's Theses" elected for the fourteenth time
40. Profession of the future: studying animals will help change people's lives
41. Specialists in managing health crises: a future profession that will only increase in demand

42. The orthopaedic odontologist in the age of digitalisation: which procedures will become a thing of the past?
43. Historic agreement: Kaunas universities join forces for unique collaboration
44. Important discussions on responsibility and the ethics of care at the Emanuel Levinas Centre at LSMU
45. LSMU first-year students receive white gowns: a symbol of responsibility and a new stage of life
46. Future careers start at LSMU: why study health?
47. Ukrainian doctors are trained in Kaunas to provide trauma care under military conditions
48. Occupational therapist: illness or injury is not a barrier to living well and independently
49. Graduates of three Kaunas universities unite for noble causes
50. LSMU Vice-Rector: courage, determination, leadership and responsibility are important at all times
51. Innovative teaching methods prepare professionals of tomorrow