



Ministero della Salute

Evento di lancio dell'iniziativa progettuale TSI **HEALTH HUB - WORKFORCE REFORM**

19 Novembre 2025

Auditorium Cosimo Piccinno
Ministero della Salute
Roma, Lungotevere Ripa 1

The future; thinking about workforce, investment, and the work of the TSI project

Cris Scotter

Policy Advisor who Europe

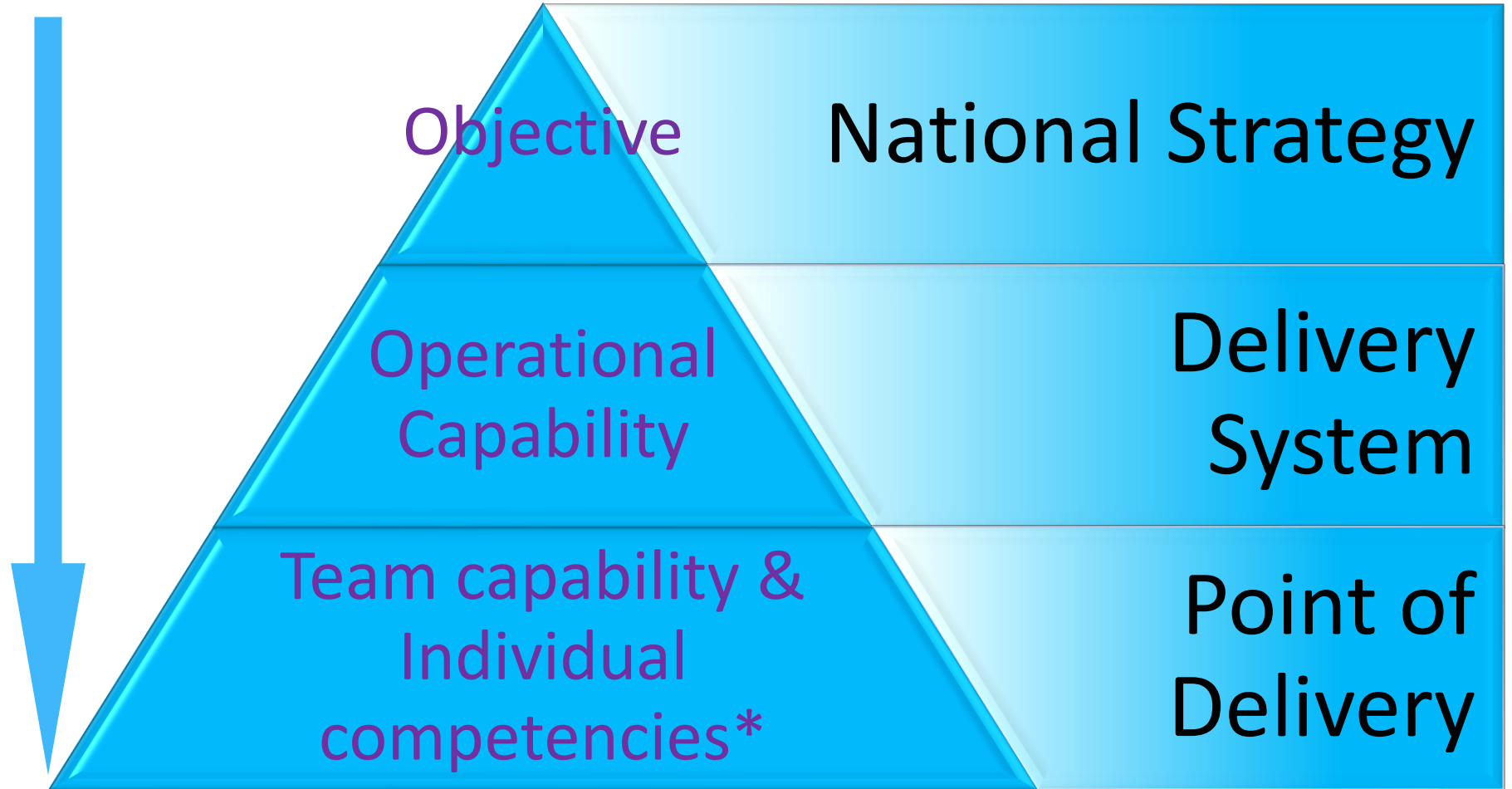


A focus on capability not just competence

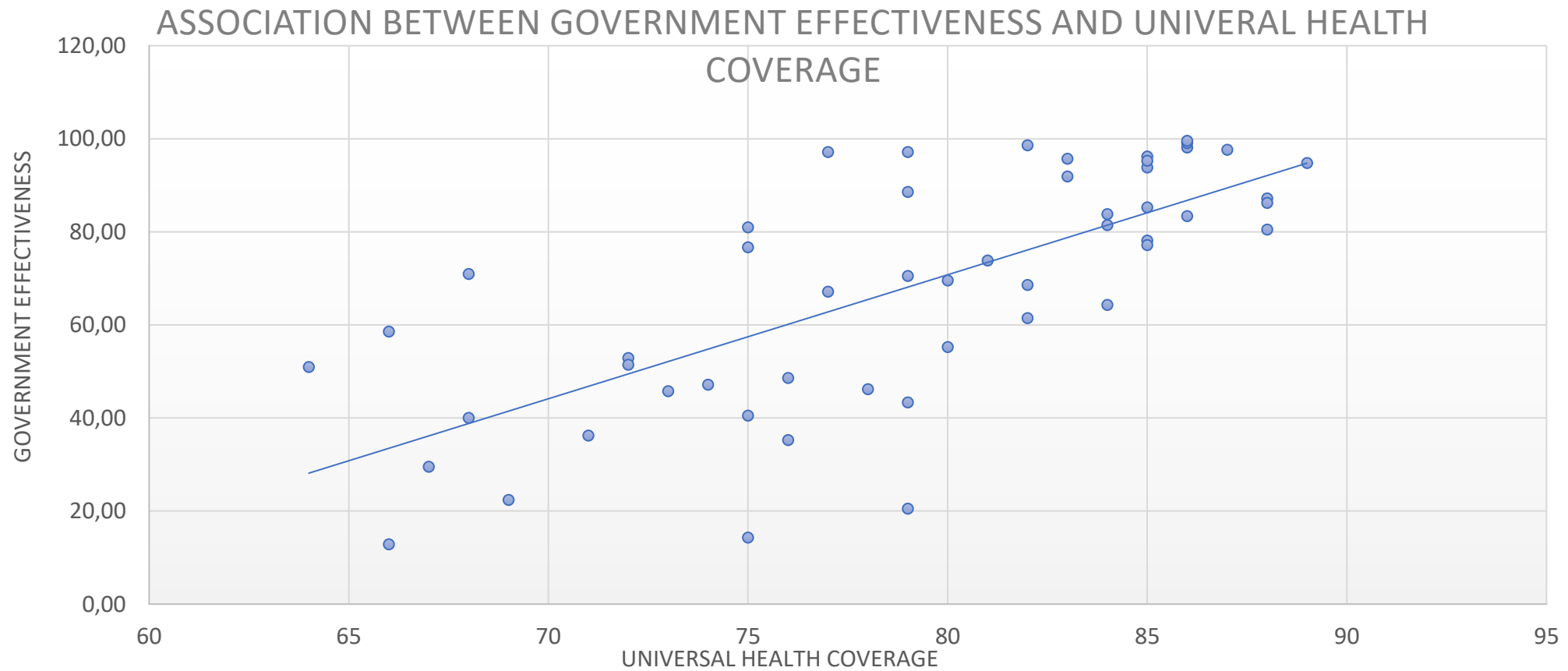
A competency-based approach, reduces work to a series of independent tasks considered in the abstract.

This misses the complexity and the critical thinking that is essential to professional working, and which is captured in capability frameworks.

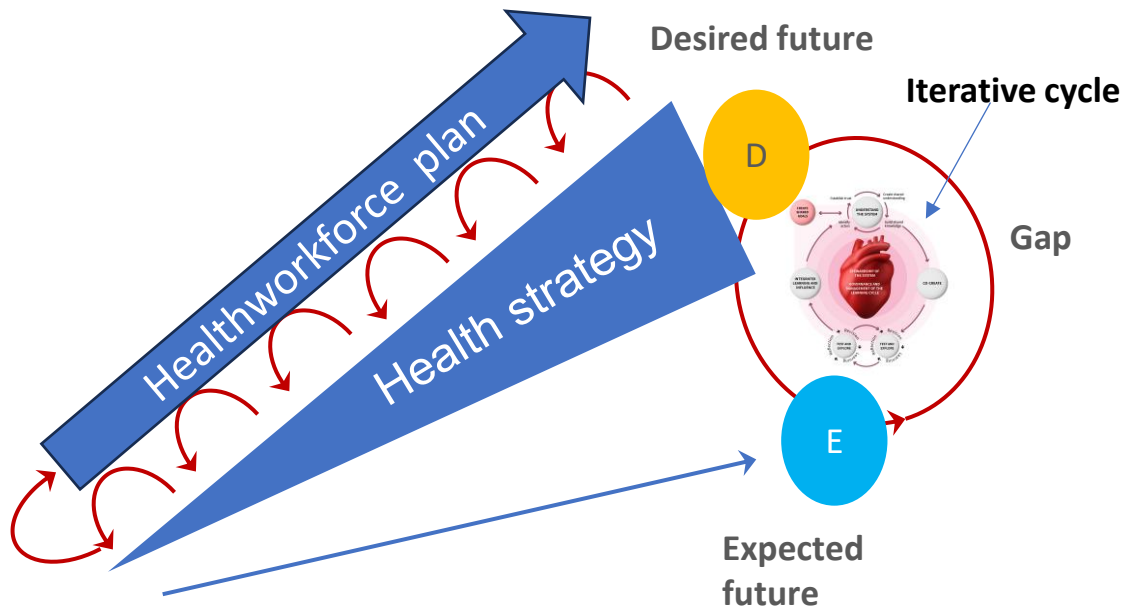
(adapted, Alison Leary – Southbank University)



Governance Matters



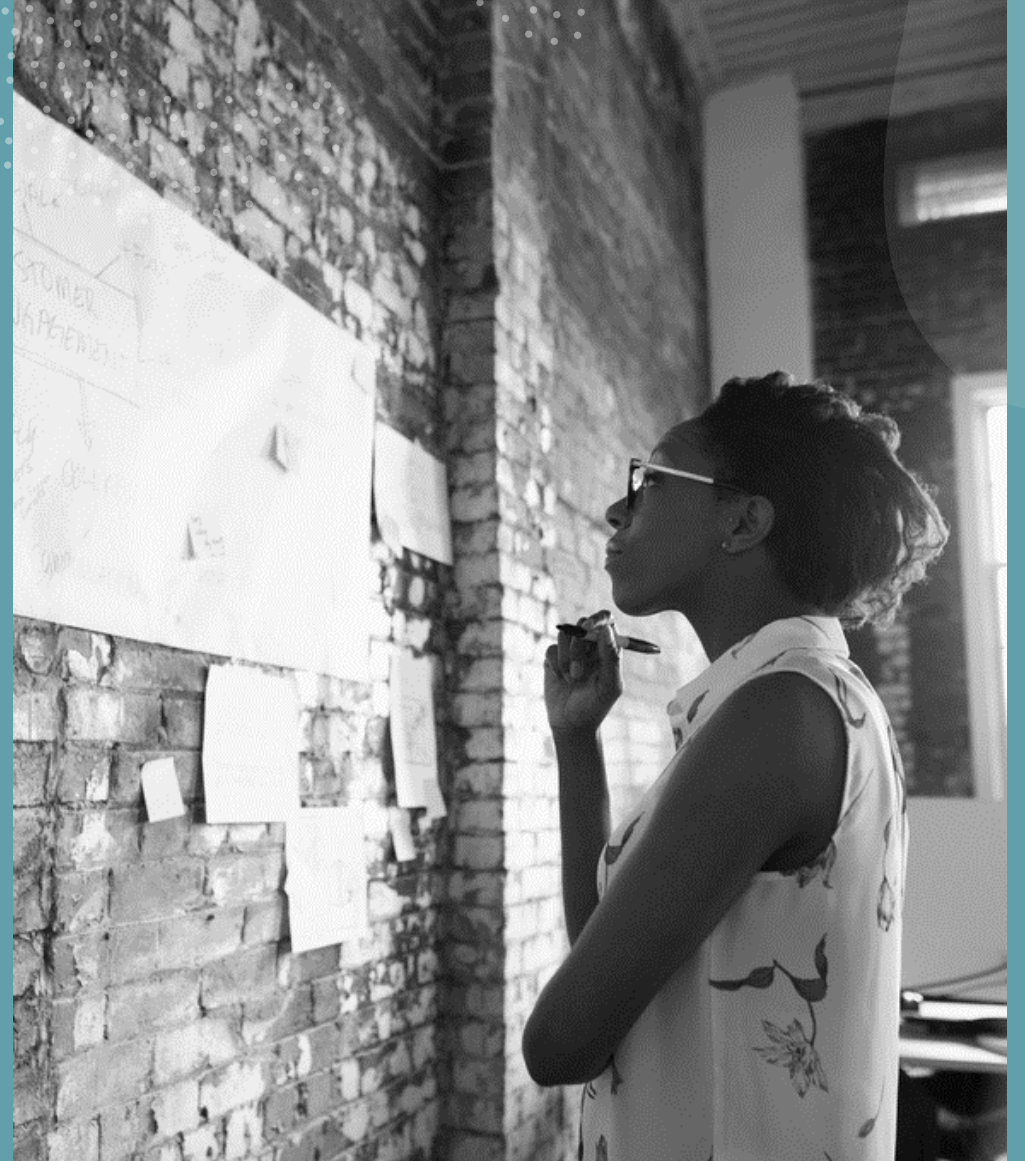
Policy should frame the [integrated] Plan



1. Place the government in the **driving seat**, rather being at the whim of planning variables
2. Policy is a **normative future**
3. **Step back** from the future policy demand to formulate the plan to achieve the capability required
4. **Regularly iterate**

The TSI project the wider context

**Developing and implementing
the National Plan for
Governance and Italian
participation in European Global
Health Initiatives 2026-2030**



Vision of the Healthcare Investment Hub

A strategic national platform that strengthens how Italy invests in health and the health workforce

- **Align investments with national priorities** by connecting reforms, funding, and long-term workforce needs.
- **Coordinate national, regional, and autonomous provinces' efforts** to ensure coherent and equitable resource allocation.
- **Enable strategic access to EU funds** through a unified structure that improves planning, application, and utilisation.
- **Promote transparency and good governance** across institutions responsible for spending and managing health-related financing.
- **Support sustainable workforce reform** by linking financial decisions to workforce planning, skills development, and service needs.

What the Healthcare Investment Hub Will Achieve

A unified engine for smarter, more sustainable investment in Italy's health system

- **Strengthen system capacity** to design, manage, and coordinate major health investments, including EU and national funds.
- **Improve efficiency and reduce fragmentation** in the way regions plan and use health workforce financing.
- **Create a national network of contact points** to support consistent collaboration, communication, and implementation.
- **Provide evidence for decision-making** through baseline assessments, data analysis, and shared tools.
- **Enable scalable, long-term reform** by testing the Hub, refining the model, and institutionalising it for nationwide use.

The TSI nested in the National Plan for Governance & Italian Participation in European Global Health Initiatives (2026–2030)

- **Purpose & Vision**

- Positions Italy as a proactive European/global health actor using a One Health, cross-sectoral, resilience-focused approach.

- **Core Objectives**

- Strengthen national governance and policy coherence.
- Coordinate Italy's role in EU initiatives.
- Enhance contributions to EU and international organisations.

- **Strategic Priorities**

- Improve population health and equity.
- Strengthen health systems, skills, and digitalisation.
- Reinforce preparedness, response, and AMR action.

How the Plan Works

Governance mechanisms:

- Establishes structured processes for planning, coordination, and oversight across institutions.

Co-programming actions:

- Aligns national and EU strategies through joint analysis, shared priorities, and regular synergy checks.

Technical liaison tools:

- Uses dynamic mapping, communication platforms, and thematic working tables to link actors and opportunities.

Operational support:

- ProMIS provides technical coordination, develops shared tools, and ensures consistent implementation across regions.

Strategic Synergies Between the National Plan & the TSI

- **Strong, multi-level governance alignment**
 - Both initiatives strengthen coordination across EU, national, and regional levels to ensure coherent policy and implementation.
- **Shared resilience and workforce goals**
 - Each prioritizes building a more resilient health system by investing in a sustainable, capable, and well-planned workforce.
- **Strong EU strategic coherence**
 - The National Plan and TSI Hub both align closely with European strategies, frameworks, and joint initiatives.
- **Coordinated investment and planning**
 - Both agendas emphasise better use of national and EU funds through structured planning and investment alignment.

Common Threads Driving Both Agendas

- **One Health, systems thinking**

- Both frameworks apply holistic, cross-sectoral principles to address complex health and workforce challenges.

- **Shared reform priorities**

- They converge on key priorities such as preparedness, system strengthening, and digital innovation.

- **Data-driven governance tools**

- Each relies on monitoring, indicators, and evidence-based processes to guide decision-making and track progress

- **Broad stakeholder engagement**

- Both depend on active participation from ministries, regions, agencies, EU institutions, and WHO.

- **Aligned national–EU investments**

- They aim to integrate and harmonise national policies with European funding mechanisms for greater impact.