

Strategic Workforce Enhancement & Investment: Technical Support Instrument: Reference documents

Madrid 30 January 2026





Presidenza del Consiglio dei Ministri
Dipartimento per gli Affari Europei



Key reading -> to start

National Plan for Governance and Italian Participation in European Global Health Initiatives – 2026-2030

Summary of the Plan

The Plan is a governmental instrument designed to address emerging public health challenges by integrating Italian policies into a global framework and promoting European and international collaboration, particularly concerning investment. Recognizing that current health challenges transcend national borders, the Plan emphasizes that health issues are closely interlinked across local, regional, and global levels.

Its vision is to position Italy as a proactive actor in health diplomacy, building strategic partnerships, and fostering multi-level governance geared towards the resilience, equity, and sustainability of health systems. The Plan is rooted in the lessons learned from the COVID-19 pandemic, aiming to strengthen systems and societal capacity to mitigate and respond promptly to future shocks. It utilizes a transdisciplinary and cross-sectoral approach, involving sectors beyond health, such as social, environment, education, and work, and explicitly transposes the One Health approach (which considers human, animal, and ecosystem health interconnected).

Objectives

The Plan sets out an overall outcome, a general objective, and three strategic objectives supported by operational goals.

Overall Outcome: The Italian health system will strengthen its participation in European sectoral policies, ensuring that structured tools and interventions are put in place to support key actors on their path to global health.

General Objective: To strengthen the participation of the Italian health system, in cooperation with other sectors, in European sectoral policies, ensuring tools and measures are put in place to grow and support key actors in health systems toward global health.

Strategic Objectives (SOs):

1. **Strengthening national governance** also in synergy between different policies.
 - o *Operational Objectives:* Effectively connecting key actors (1.1) and linking/coordinating all contributing policies and measures (1.2).
2. **Support and promote coordinated actions** to contribute as a country system to European system initiatives.
 - o *Operational Objectives:* Joining system initiatives in line with strategic/sectoral plans (2.1) and joining these initiatives in coordination with stakeholders while completing all instruments (2.2).



TSI Health Hub – Workforce Reform

The Italian EU Resources Hub for sustainable investing in health

This document contains a **CONCEPT PAPER** of guidance and orientation to the work of group 4 and is part of a package of documents for the members of the working groups which includes, in addition to this document and in separate files, a **PROJECT SUMMARY** and a first **COLLECTION OF INTERNATIONAL EVIDENCE AND GOOD PRACTICES** on the working areas of the group.



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TSI Italy: The Italian EU Resources Hub for sustainable investing in health

Technical Note: Technical Working Group 4: (Development of a Resources Hub for sustainable investing in health)



National Plan: Purpose & Vision

- Positions Italy as a proactive European and global health actor
- Built on One Health, Health in All Policies, and system resilience
- Focuses on equity, sustainability, preparedness, and skills
- Lessons from COVID-19 translated into permanent governance capacity



National Plan: Core Governance Architecture

- Strong central governance led by Ministry of Health
- Cabina di Regia for planning, monitoring, and accountability
- ProMIS-led technical coordination across State–Regions
- Emphasis on coherence across health, labour, education, research



National Plan: Strategic Objectives

- Strengthen national governance and policy coherence
- Enable coordinated Italian participation in EU initiatives
- Increase Italian contribution to EU and international organisations
- Use structured tools, co-programming, and technical liaison



TWG 4 Concept: What It Delivers

- Health Investment Hub for EU and national funds
- Governance plan for sustainable health workforce investment
- Roadmap for complementarity of EU, national, regional funding
- Focus on digital skills, workforce reform, and long-term value



How TWG 4 Fits the National Plan

- Operational arm of the National Plan's governance vision
- Translates policy coherence into concrete investment decisions
- Provides tools for co-programming and fund alignment
- Anchors workforce reform within EU strategies and One Health



From Opportunity to Impact

- Europe does not lack money for health reform
- It lacks the capacity to turn opportunity into change
- Fragmentation weakens impact
- Governance is the intervention



What We Learn

- Funding follows capability, not ambition
 - Fragmented systems struggle to absorb investment
 - Preparation matters as much as infrastructure
 - Workforce capability is system resilience
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Why This Matters

- Governance is the intervention
- Investment follows purpose, not projects
- Workforce resilience is system resilience
- Europe works when national systems are ready



What the Evidence Tells Us

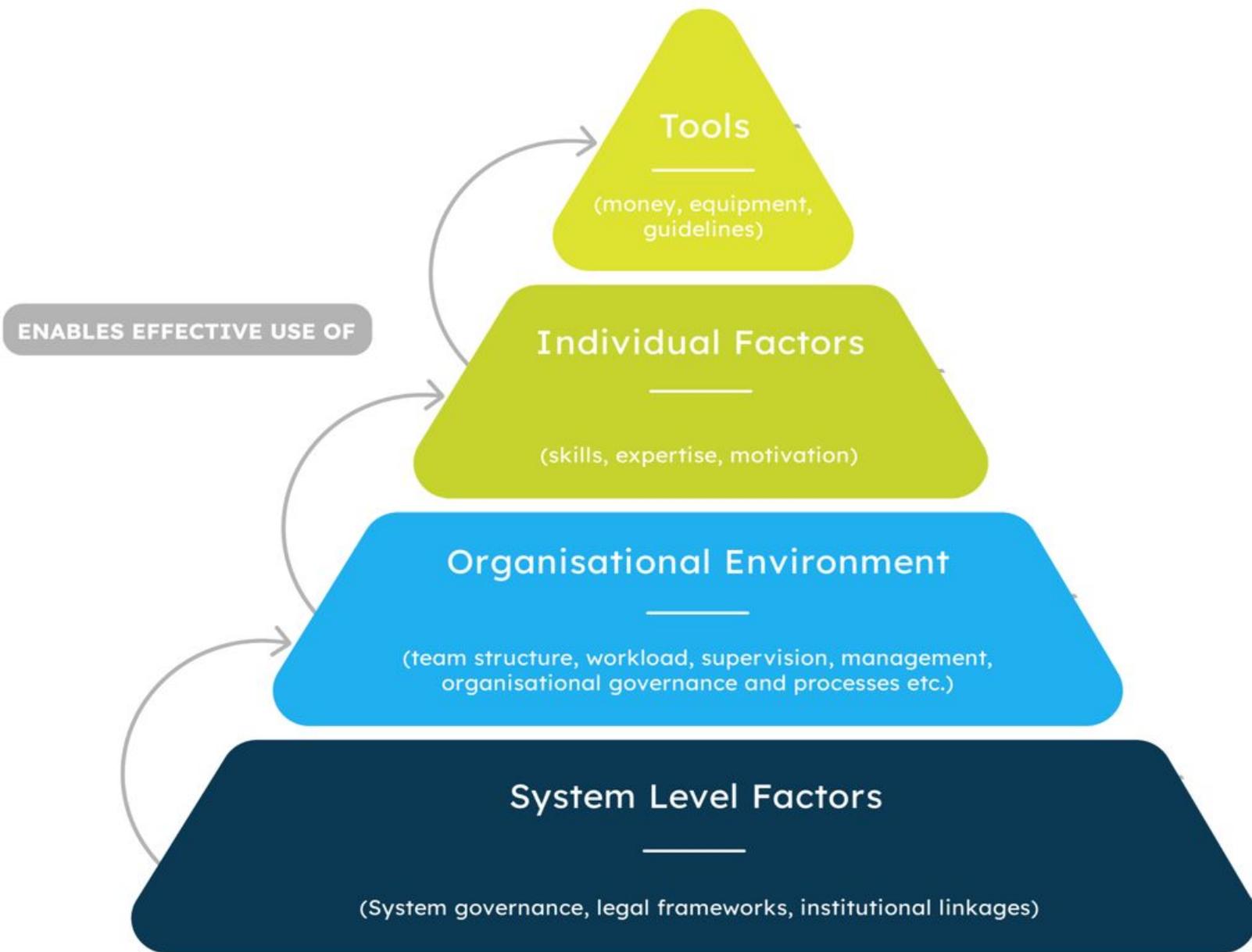
- Austria: investment needs continuous guidance
- Belgium: learn first, build second
- Slovenia: infrastructure, skills, and coordination must move together
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- Reform fails when people are an afterthought
- TSI is a small proportion of EU and Italian investment in the Health; can catalyse wider reforms



What TWG 4 Must Take Forward

1. Think about a national entry point for health investment
1. Capacity building as a permanent function
1. Focus on what is feasible, not theoretical
1. Blend funds around reform, not projects
1. Invest early in people and preparation
1. Embed technical support in system governance





Grazie Mille!

A decorative geometric pattern in the bottom right corner, consisting of various colored triangles (teal, purple, blue) arranged in a low-poly style.