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THCS MASTERCLASS
PARIS 2026

PROGRAM BOOKLET

Strengthening Evidence-Based Policy for Better Primary Care

A Capacity-Building Initiative for Policymakers

June 29 – July 2, 2026
Paris, France

Organized by:
French Ministry of Health as leader of THCS WP5 – Bridging Evidence to Policy

Co-funded by the European Union

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Contributions

COORDINATED AND ORGANIZED BY

Fisher Melanie, French Ministry of Health, Policy Officer
Fragny Cécile, French Ministry of Health, Policy Officer
Matton Charlotte, French Ministry of Health, European Partnerships Intern

CO-CREATED WITH WP5 WORKING GROUP

Barry Nessa, Scottish Government / NHS National Services, International Engagement Manager
Belfiore Emilia, Programma Mattone Internazionale Salute (ProMIS), THCS Coordination Team Member
Cucu Irina, Department of Public Health, Babes-Bolyai University, Research Assistant
Fevola Gianluca, Università Cattolica del Sacro Cuore UCSC, Medical Doctor Resident
Franzini Bianca, Programma Mattone Internazionale Salute (ProMIS), Support to the THCS Coordinating Team
Gastaldon Francesca, Programma Mattone Internazionale Salute (ProMIS), EU Policy Adviser and Project Officer
Herceg Azra, National Institute of Public Health of Slovenia (NIJZ), Specialist Physician
Kainiemi Emma, The Finnish Institute for Health and Welfare (THL), Researcher
Koren Netta, Chief Scientist Office - Israeli Ministry of Health, ERA-NET and EU Joint Programmes National Lead
Mao Sofia, Università Cattolica del Sacro Cuore, Public Health Resident
Ricciardi Walter, Università Cattolica del Sacro Cuore, Full Professor of Hygiene and Public Health
Poldrugovac Mircha, National Institute of Public Health of Slovenia (NIJZ), Senior Public Health Specialist
Sahamies Kaisu, Tampere University, Postdoctoral Researcher
Scirocco Tindara, Università Cattolica del Sacro Cuore, Public Health Resident
Troya Valeria, Programma Mattone Internazionale Salute (ProMIS), Project Manager
Tuurnas Sanna, Tampere University, Director
Ugarteburu Zabala Maite, Biosistemak Institute for Health Systems Research, Researcher & Project Manager
Verdoy Dolores, Biosistemak Institute for Health Systems Research, Project Coordinator

CONTRIBUTORS AND SPEAKERS

Blaise Pierre, Pays de la Loire Regional Health Agency (ARS), Scientific Director of Health Strategies
Cascini Fidelia, Italian National Institute of Health, Head of the Scientific Secretariat
Dedet Guillaume, Organization for Economic Co-Operation and Development (OECD), Senior Economist
Figueras Josep, European Observatory on Health Systems and Policies, Director Emeritus
Gios Lorenzo, Fondazione Bruno Kessler - TrentinoSalute4.0, Project Manager
Hamu Yhasmine, Biosistemak Institute for Health Systems Research, European Project Manager in Health Systems
Jacobzone Stephane, Organization for Economic Co-Operation and Development (OECD), Senior Adviser
Lambert Cécile, French Ministry of Health, General Rapporteur for Article 51
Malfatti Giulia, Fondazione Bruno Kessler - TrentinoSalute4.0, Project Manager
Mair Alpana, Scottish Government, Head of Prescribing and Therapeutics
McGuire Hugh, National Institute for Health and Care Excellence (NICE), Senior Adviser
Rajan Dheepa, European Observatory on Health Systems and Policies, Health System Adviser
Ursillo Paolo, Italian National Agency for Regional Health Services (AGENAS), Medical Doctor - Senior Officer - Territorial Health Organizational Models
Winkelmann Juliane, European Observatory on Health Systems and Policies, Technical Officer

REVIEWERS

Delnord Marie, Sciensano, Senior Scientist
Panteli Dimitra, European Observatory on Health Systems and Policies, Hub Coordinator
Winkelmann Juliane, European Observatory on Health Systems and Policies, Technical Officer

Background

Currently, many health systems in Europe still have a fragmented provision of health care services. The service provision relies mostly on disease-based models of care delivery with very strong hospital-focused care and solo or small group practices in many countries. However, these traditional ways of care delivery are becoming increasingly inadequate to respond to the increasing share of patients with complex care needs due to chronic conditions and multimorbidity. These new and increasing demands come in a context where many countries are facing shortages of health care professionals both in primary and hospital sector. In addition, in many European countries, hospital emergency departments are overcrowded, leading to the desire to strengthen primary care, particularly in out-of-hours. The COVID-19 exacerbated these fundamental challenges and has reinforced their position high on the health policy agenda.

At the heart of this transformation lies primary care, transitioning from a conventional model focused on acute and episodic treatments to one that offers a holistic, integrated and proactive approach. Strengthening primary care has become a key strategy for health systems to respond effectively to the increasing demand for healthcare services. Comparative studies have shown that health systems with strong primary care systems achieve not only better health outcomes but also better results in relation to equal access to care and cost-containment.

A fundamental component of this healthcare transformation is identifying the appropriate level of care for different services. Primary care, serving as the initial point of contact, should cater to a wide range of health needs. This encompasses preventive care and promotion, managing chronic conditions, and early intervention strategies. In light of the workforce shortages currently challenging health systems, it is essential to recognize that the delivery of these services does not solely fall on doctors and nurses. A diverse range of healthcare professionals, including physician assistants, nurse practitioners, pharmacists, mental health specialists, and community health workers, play a vital role.

Therefore, this transformation requires new roles and advanced training for healthcare professionals and fostering a deeper understanding of each other's roles among those involved. By equipping primary care professionals with the necessary skills and knowledge, introducing new care pathways and resources, and by stimulating interprofessional collaboration, a more resilient, efficient, and patient-centered healthcare system can be built. The digitalization of primary care is a critical component of this evolution. By integrating digital tools and technologies, healthcare providers can enhance the quality of care, improve access to services, and ensure more effective communication between different healthcare professionals. This digital leap forward not only streamlines healthcare delivery but also enables a more personalized approach to patient care, making it a vital aspect of integrated care delivery. To respond to the multiple challenges and to ensure timely access to high-quality and person-centered services, countries have started to move inpatient care to ambulatory care settings, to promote earlier discharge and shorten hospital stays as well as to reorganize their out-of-hours primary care.

European Observatory on Health Systems and Policies



General Objectives

WP5 OBJECTIVES

- To support efficient sharing of knowledge, and mutual learning for accelerated implementation and translation of research and innovation.
- To support the development of evidence-based strategies and policies on how to better cooperate with respect to existing and upcoming needs and transformations considering the different capacities among countries.
- To contribute to the capacity and resilience of the European health and care systems to respond rapidly and efficiently to changes and critical events (lessons learnt from the COVID-19 pandemic etc..) in society including adaptations needed by climate change and environmental pressures.

MASTERCLASS OBJECTIVES

This masterclass is a capacity-building event targeted to mid-level policymakers, designed to help expose you to other perspectives, help you practice practical skills, promote discussion and mutual learning, and navigate the continuum between research and policy.

Throughout the program, you will:

- Practice mobilizing evidence for policymaking
- Explore cases of structuring policy-driven research and policy experimentation
- Analyze and work through strategies to design, implement, and evaluate policies
- Design governance arrangements and stakeholder engagement strategies

The three-day program is structured around distinct thematic areas designed to expand participants' knowledge of the ways evidence is integrated into policy and explore strategies for policymaking that transcend evidence. Throughout the workshop, attendees are encouraged to integrate their real-world professional challenges into the discussions to foster practical, peer-to-peer learning.

Methodology

This Masterclass is organized and hosted by the French Ministry of Health, leaders of Work Package 5 (WP5) – Bridging Evidence to Policy within the THCS (Transforming Health and Care Systems) Partnership. This partnership is a Horizon Europe cofund action supporting coordinated national and regional research and innovation initiatives. Duration: 84 months (1st Jan 2023 – 31st Dec 2029) Consortium: 64 partners

The program was co-constructed and organized in collaboration with our WP5 working group partners from Università Cattolica (Italy), the Scottish Government, The National Institute of Public Health Slovenia (NIJZ), Tampere University (Finland), Finnish Institute for Health and Welfare (THL), Biosistemak (Spain), Israeli Ministry of Health, ProMIS (Italy), Babeș-Bolyai University Romania (UBB).

This Masterclass aims to address the needs of policymakers to better be able to understand and use evidence and apply it to the creation of public policies within the complex reality of policymaking. There are many initiatives aimed at helping researchers better adapt and communicate their research to policymakers, but not many that work with policymakers and connect them with researchers and help them to better use evidence. This Masterclass was created with the goal to cater to the needs of policymakers, which a 2024 survey and 2025 interviews helped define the different topics to be covered.

Format

The Masterclass is a three-day event (22h) that combines plenary lectures, morning cafés, interactive workshops, and structured wrap-up sessions. We encourage participants to contribute actively by drawing on their expertise and professional insights from their respective working contexts. To further foster engagement, attendees will also be invited to serve as session rapporteurs or to provide concise syntheses of the discussions.

Target Audience

Participants to the Masterclass will include mid-level representatives from the THCS member countries' Ministries of Health, including heads of divisions, department managers, senior specialists and ministerial advisers working on primary healthcare, prevention, prescribing, health system organization and reform, as well as representatives of regional and local health authorities, health insurance bodies and health funds, and members of the medical professions and other key professional stakeholders, such as medical directors, public health experts and primary healthcare policy and implementation experts.

International Speakers and Collaborators

Speakers from Biosistemak Institute for Health Systems Research (Spain, Basque country), the European Observatory on Health Systems and Policies, Fondazione Bruno Kessler - TrentinoSalute4.0 (Italy), the French Ministry of Health, the Italian National Agency for Regional Healthcare Services (AGENAS), the Italian National Institute of Health, the National Institute for Health and Care Excellence (NICE), the Organization for Economic Co-operation and Development (OECD), and the Regional Health Agency (France, Pays de la Loire) will provide an international perspective and join in the discussion as to how evidence and experience of other countries is relevant and useful for transforming health systems and primary care.

Venue and Logistics

The Masterclass will be hosted by the French Ministry of Health at **Institut Imagine** (24 Boulevard du Montparnasse, 75015 Paris).

Welcome Reception on Monday June 29th

- Location: **Voie 15** (397 bis rue de Vaugirard 75015 Paris)
- Arrival Time: Please arrive between 18:00 and 18:30

Dinner on Wednesday July 1st

- Location: **Vedettes de Paris** (2 Port de Suffren, 75007 Paris)
- Arrival Time: Please arrive by 19:30

Language

Working language for the meeting will be English. No simultaneous translation will be made available.

Evaluation

Evaluation activities will be conducted at the end of each half-day segment in the form of structured questionnaires.

This evaluation process is co-designed by the **Università Cattolica del Sacro Cuore Team**.

Podcasts

A series of seven podcast episodes will be recorded throughout the masterclass to capture key insights and highlight the main discussions emerging from each session. These recordings will serve as a way to preserve and disseminate the knowledge shared during the program.

This series is co-organised by **Netta Koren**.

Program

WARM-UP - **JUNE 29TH**

EVENING

18:30 - 22:30

Welcome Reception at Voie 15

Introduction to the Masterclass and Getting to know one another

Speakers: **Cécile Fragny**, **Melanie Fisher**

This session will introduce the context and objectives of the masterclass. It will be followed by an ice breaker activity for participants to get to know everyone in order to facilitate future discussions and collaboration throughout the masterclass.

DAY 1 - **JUNE 30TH**

HARNESSING DATA AND EVIDENCE TO INFORM BETTER HEALTH POLICY AND DECISION MAKING

THE CORE QUESTION

What is the problem, how do we know it is a problem, and what does the evidence really tell us and what are other ways of producing it?

DAY OVERVIEW

Day 1 provides participants with a strong foundation for working with evidence across the policy cycle. It begins by strengthening their ability to identify, process, and critically assess data and evidence, focusing on quality, relevance, and transferability. The day then moves to how policy problems are defined, measured, and addressed in practice, highlighting the role of indicators, experimentation, and knowledge brokering in real policy contexts. Overall, Day 1 emphasizes that evidence must be structured, contextualized, and adapted to inform policymaking, equipping participants to work effectively with imperfect information and real world constraints.

MORNING

9:00 - 12:30

Data and Evidence

Session: **Navigating the Evidence Processing Chain**

Speakers: **Sofia Mao**, **Gianluca Fevola** and **Josep Figueras**

This session begins with an introduction on the evidence processing chain, from data collection and validation to structuring, synthesis, visualization, and integration into decision-making. Through an interactive exercise, participants reflect on their own role within the evidence-to-policy continuum. Then from a knowledge broker perspective, the research-to-policy continuum is examined, addressing the challenges of transformation and innovation in health systems, with a focus on practical issues, key obstacles, and the political economy factors that shape the use of evidence in policymaking.

Workshop: **From Feelings to Framing: A Structured Approach to Policy Problem Diagnosis**

Facilitators: **Sofia Mao**, **Gianluca Fevola** and **Josep Figueras**

This interactive workshop guides participants from an intuitive perception of a problem to a structured, evidence-informed diagnosis. Starting from the concrete case of the saturation of emergency services, participants work in heterogeneous groups, each exploring a different analytical lens. Through guided questions, they learn to challenge their initial assumptions, test alternative hypotheses, and recognize what remains uncertain. The goal is to build a rigorous and well-argued framing of the problem — a foundational skill for any evidence-informed policymaker.

AFTERNOON

13:30 - 17:00

Actionable Research Finding and Policy-driven Research

Gearing Research to Policy Needs and Examples of Successful Collaboration

Speakers: **Alpana Mair** and **Hugh McGuire**
Moderator: **Josep Figueras**

This session examines how research can be more effectively aligned with policy priorities by challenging the assumption that evidence naturally flows from research to policy and introducing the idea of "gearing research to policy" as a process that starts from policy problems, identifies knowledge gaps, and shapes research agendas accordingly. Drawing on practical examples of embedded roles and collaboration at the research–policy interface, it explores how closer alignment can be achieved in practice while also addressing key tensions, including the balance between academic freedom and policy relevance, the trade-off between exploratory and targeted research, and the mismatch between research timelines and policy decision-making. Participants will reflect on how these tensions influence both the production and use of evidence, and on the conditions required to make policy-oriented research both credible and impactful.

Experimentation as a Lever for Transformation

Speakers: **Cécile Lambert** and **Pierre Blaise**
Moderator: **Alpana Mair**

This session explores how policy experimentation can serve as a practical response to uncertainty and evidence gaps by enabling policymakers to test new approaches, generate context-specific knowledge, and support system-level change through pilots and real-world implementation. Moving beyond a purely evaluative perspective, experimentation is presented as a strategic tool for transformation that operates within institutional and practical constraints, while also revealing the limits of evidence in complex systems, including challenges related to causality, transferability, and scale-up. The session highlights the need to balance rigor with feasibility and to make decisions under uncertainty, showing how experimentation can support more iterative and learning-oriented approaches to policy development.

Knowledge Brokers

Speakers: **Alpana Mair** and **Josep Figueras**
Moderator: **Hugh McGuire**

This session focuses on how evidence is translated, interpreted, and made usable within policy processes, highlighting the role of knowledge brokers in mediating between research and decision-making. It examines both their traditional function of translating complex evidence into actionable insights and their emerging role in identifying policy-relevant knowledge gaps and feeding these back into the research system. Through case studies and discussion, participants will explore how knowledge is framed, transferred, and adapted across contexts, as well as the challenges related to credibility, relevance, and power dynamics, providing a more realistic understanding of how evidence is actively shaped and mobilized within policy environments.

Day1 morning sessions were created by: French Ministry of Health - Fisher Mélanie, Fragny Cécile; Università Cattolica del Sacro Cuore - Fevola Gianluca, Mao Sofia, Ricciardi Walter, Scirocco Tindara; and reviewed by the THCS WP5 Working Group

Day1 afternoon sessions were created by: French Ministry of Health - Fisher Mélanie, Fragny Cécile; Scottish Government / NHS National Services - Barry Nessa; and reviewed by the THCS WP5 Working Group

Program

DAY 2 - **JULY 1ST**

DESIGNING EVIDENCE-BASED HEALTH POLICY AND EVALUATION

THE CORE QUESTION

Given what we know—and what we don't—what should we do, how do we justify it, how do we implement it, and how will we know early if it's failing?

DAY OVERVIEW

Day 2 is designed as a single, continuous policy lab in which participants work collectively on one policy case from start to finish. The day follows a coherent design-and evaluation loop, guiding participants from real world constraints to a defensible policy design, through feasibility and pressure testing, and into ex ante logic, implementation, early warning signals, and decision triggers. The focus shifts from understanding evidence to making decisions under uncertainty, reflecting how ministries operate in practice. By the end of the day, participants leave not with abstract insights, but with concrete tools—a policy design canvas, a logic model, and defined indicators—that they can directly reuse in their policy work.

MORNING

8:30 - 13:30

Policy Design Lab

Morning Café: **Evidence Meets Reality**

Speakers: **Dheepa Rajan**, **Pierre Blaise**, **Guillaume Dedet** and **Stéphane Jacobzone**

The Morning Café is an interactive opener that surfaces the real-world constraints ministries face when using evidence—time pressure, political cycles, competing mandates, stakeholder trust and data limitations. Participants across café tables share concrete 'evidence-to-action' dilemmas from their own contexts, guided by a structured set of prompts. Table hosts capture and cluster insights into a concise 'Legitimacy Blockers Map' that becomes the reference point for the rest of the day. This ensures that subsequent sessions build on lived policy reality rather than abstract theory. It also creates shared vocabulary and priorities for the group.

Policy Design Lab: **From System Constraints to Actionable Policy**

Facilitators: **Dheepa Rajan**, **Pierre Blaise**, **Guillaume Dedet** and **Stéphane Jacobzone**

This policy lab guides participants through a structured process of designing policy responses that are both evidence-informed and operationally viable. Rather than focusing on ideal solutions, the session emphasizes decision-making under real-world constraints, encouraging participants to engage with complexity, trade-offs, and uncertainty.

Working in small groups on realistic scenarios, participants will progressively transform identified challenges into concrete policy approaches, while being prompted to consider feasibility, stakeholder dynamics, and system-level interactions. The process introduces moments of reflection and constructive challenge to test the robustness of emerging ideas.

The session concludes with an Expert Reform Clinic, where experts will reflect on the proposed solutions in light of current European reforms, and drawing from their own experience expand on ways forward learning from what has not work.

AFTERNOON

14:30 - 17:00

Implementation Lab

Implementation Science

Speaker: **Yhasmine Hamu**

This session introduces implementation science as a vital discipline for bridging the gap between theoretical evidence and practical health system improvements. Participants will explore the field's scientific maturity and its essential role in promoting sustainable, evidence-based interventions on a global scale.

A primary focus is placed on the importance of context, analyzing how organizational, cultural, and structural factors determine the success of any new initiative. The session also provides practical strategies for identifying key stakeholders and building effective implementation teams. Ultimately, attendees will gain the tools necessary to ensure that interventions are successfully adopted, adapted, and sustained over time.

Implementation Lab

Facilitator: **Yhasmine Hamu**

This lab focuses on the practical application of implementation science by analyzing real-world case studies and firsthand experiences. Specific implementation journeys will be examined to identify the unique barriers and facilitators that influenced their success or failure. By reviewing these tangible results, the session bridges the gap between theoretical frameworks and the messy realities of practice. This methodology ensures that key learnings are grounded in evidence, providing a clear roadmap for navigating complex health environments.

EVENING

19:30 - 22:30

Dinner on the Seine

Day2 morning sessions were created by: French Ministry of Health - Fisher Mélanie, Fragny Cécile; National Institute of Public Health of Slovenia - Herceg Azra, Poldrugovac Mircha; and reviewed by the THCS WP5 Working Group

Day2 afternoon sessions were created by: French Ministry of Health - Fisher Mélanie, Fragny Cécile; Biosistemak Institute for Health Systems Research - Hamu Yhasmine, Ugarteburu Zabala Maite, Verdoy Dolores; and reviewed by the THCS WP5 Working Group

Program

DAY 3 - **JULY 2ND**

GOVERNANCE AND STAKEHOLDER ALIGNEMENT FOR SUSTAINABLE TRANSFORMATION OF PRIMARY CARE

THE CORE QUESTION

When faced with promising primary care innovations, how do we identify the key actors, resources, and governance mechanisms—and navigate real-world constraints—to embed, sustain, and scale these innovations across complex health system ecosystems?

DAY OVERVIEW

Day 3 focuses on how to make primary care reforms sustainable and scalable by designing effective governance and aligning stakeholders. Through an interactive case lab and real-world example, participants review practical strategies to overcome fragmentation and ensure innovations endure beyond pilot phases.By the end of the day, participants leave not with abstract insights, but with concrete tools—a policy design canvas, a logic model, and defined indicators—that they can directly reuse in their policy work.

8:30 - 13:00

Morning Café: **Governance and Sustainability as a System Challenge**

Speakers: **Paolo Ursillo** and **Fidela Cascini**

The morning café is designed as a moderate conversation with two experts in health system governance and primary care transformation, including a policy leader with experience in multi-level reforms. It will be a dynamic and interactive exchange aimed at exploring governance challenges from complementary perspectives. By grounding the conversation in concrete examples, the session highlights how governance, data, and stakeholder coordination must be aligned to achieve systemic transformation.

Interactive Case Lab: **Designing Governance for Innovation that Lasts**

Facilitators: **Lorenzo Gios** and **Guilia Malfatti**

This core session invites participants to engage with a realistic transformation challenge focused on the sustainability and scale-up of innovation in primary care. Grounded in the Trentino Salute 4.0 ecosystem, the workshop uses a real-world governance experience as the basis for collective reflection and problem-solving. Working collaboratively, participants will explore how governance arrangements, stakeholder alignment, and data infrastructures can support the transition from pilot projects to sustainable public services. The session highlights governance as an adaptive and iterative process, shaped by trade-offs, constraints, and continuous learning, while offering a structured space to reflect on how similar approaches could be applied in different contexts.

Plenary Synthesis and Take-Home Messages

Moderator: **Juliane Winkelmann**

The concluding session will bring together the key insights from the group work and link them to European evidence, highlighting lessons that can be adapted and applied across diverse contexts.

Day3 sessions were created by: French Minsitry of Health - Fisher Mélanie, Fragny Cécile; Programma Mattone Internazionale Salute ProMIS - Belfiore Emilia, Franzini Bianca, Gastaldon Francesca, Troya Valeria; The Finnish Institute for Health and Welfare - Kainiemi Emma; Tampere University - Sahamies Kaisu, Tuurnas Sanna.

Thank you and Acknowledgements

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Bios – Who's Who?

Conceived, Coordinated and Organized by



Fisher Melanie

French Ministry of Health, Policy Officer

Melanie Fisher is a French-Brazilian-American policy officer at the French Ministry of Health, working within the Directorate General for Healthcare Provision (DGOS). Her work focuses on advancing evidence-based policymaking and supporting health research and innovation initiatives at the European level. She brings experience across the public, private, and non-profit sectors, having previously worked as a Senior Data Consultant and contributed to public health and equity-focused initiatives in the United States, Brazil, and Argentina. Her work has also included projects on climate-sensitive emerging infectious diseases and pathogen genomic data-sharing platforms. She holds a dual Master's degree in Public Policy from Sciences Po Paris and the Hertie School, specializing in global health and policy analysis.



Fragny Cécile

French Ministry of Health, Policy Officer

Cécile Fragny is a senior health manager. With degrees in law and political science, she later studied at the École des Hautes Études en Santé Publique in Rennes before working for 12 years as deputy director in several French hospitals. Since 2017, she has been working at the French Ministry of Health on European and international issues related to social protection and health. Her work at the Directorate General for Healthcare Provision focuses on European-level research funding and the promotion of evidence-based public policies among decision-makers in partner countries.



Matton Charlotte

French Ministry of Health, European Partnerships Intern

Charlotte is a biostatistics engineering student currently completing her end-of-study internship at the French Ministry of Health within the Directorate General for Healthcare Provision (DGOS). She has been supporting work on European research funding initiatives and promoting evidence-based public policies among partner countries through the contribution to the coordination of masterclasses. She also holds an MSc in Population Health from University College London and has previously worked on issues related to dementia and mental health care.

Co-created with WP5 Working Group



Belfiore Emilia

Programma Mattone Internazionale Salute (ProMIS), THCS Coordination Team Member

Emilia Belfiore is a lawyer and senior expert in European policies, research and innovation, with over 30 years of experience supporting public institutions, universities, research organisations and healthcare stakeholders in the design and implementation of EU-funded programmes. She is a member of the Coordinating Team of the European Partnership Transforming Health and Care Systems (THCS) and has a longstanding track record within the Italian IRCCS (Italian Research Hospitals) ecosystem, supporting the strategic development, internationalisation and funding capacity of leading research hospitals. She currently serves as Secretary of the Italian Network of Neuroscience and Neurorehabilitation IRCCSs (RIN), fostering collaboration among 29 research hospitals, and is a Board Member of HEAL Italia, the national precision medicine initiative funded under the Italian National Recovery and Resilience Plan (PNRR), and of the National Quantum Science and Technology Institute (NQSTI). Her expertise spans Horizon Europe, EU Cohesion Policy, health research ecosystems, strategic funding and institutional relations.



Cucu Irina

Department of Public Health, Babes-Bolyai University, Research Assistant

Irina Cucu is a PhD student at Babeș-Bolyai University, pursuing doctoral studies in administrative science and public policy. Building on her training as a graduate of the Department of Public Health, she became interested in understanding how sectors can work together to better the health of the population. As a research assistant in the same department, she is part of the team that contributes to the THCS partnership, supporting research on health system transformation and evidence-informed policy making.



Fevola Gianluca

Università Cattolica del Sacro Cuore UCSC, Medical Doctor Resident

Gianluca Fevola, MD is a Public Health resident at the Università Cattolica del Sacro Cuore in Rome, Italy. His work focuses on preventive medicine, telemedicine, healthcare systems, non-communicable diseases, epidemiology and health policy. He is involved in several national and international research projects, including studies on planetary health, oncological screening, healthy ageing, and health inequalities. Alongside his academic activities, he contributes to vaccination programmes for vulnerable populations at the Fondazione Policlinico Universitario A. Gemelli IRCCS and supports public health activities within a Local Health Authority in Rome. He has experience in stakeholder engagement, public health advocacy, and global health initiatives. He previously served within the Italian branch of the International Federation of Medical Students' Associations (IFMSA) and has been actively involved in projects addressing social determinants of health and health equity.



Franzini Bianca

Programma Mattone Internazionale Salute (ProMIS), Support to the THCS Coordinating Team

Bianca Franzini is a junior professional working on EU-funded projects and partnerships in the health sector. She currently supports projects at ProMIS and contributes to the coordination activities of the THCS Partnership. She holds a MSc in Security Risk Management from the University of Copenhagen and has experience in policy analysis, stakeholder coordination and risk assessment in European and national contexts.



Gastaldon Francesca

Programma Mattone Internazionale Salute (ProMIS), EU Policy Adviser and Project Officer

Francesca Gastaldon is a Policy and Project Officer with over eight years of experience in European health policy, EU-funded programmes, and multi-stakeholder engagement. She currently serves as ProMIS' Brussels contact point, supporting collaboration and dialogue between EU institutions, health stakeholders, and regional authorities, and is a member of the Coordinating Team of the European Partnership on Transforming Health and Care Systems (THCS). She holds a Postgraduate Diploma in Diplomatic Studies and a Master's Degree in International Relations. Her expertise includes policy analysis, evidence-based advocacy, and the coordination of European health initiatives. She has extensive experience in stakeholder engagement, comparative policy monitoring, and the development of strategic health policies and initiatives, with a particular focus on cancer policy.



Herceg Azra

National Institute of Public Health of Slovenia (NIJZ), Specialist Physician

Azra Herceg, MD, FEBO, is a specialist in ophthalmology at the National Institute of Public Health of Slovenia (NIJZ), where she works on health policy, health-system development and the translation of evidence into policy, including within THCS Work Package 5. She continues clinical work at the Eye Hospital of the University Medical Centre Ljubljana. She is also volunteering as the Regional Chair for Europe and a member of the Board of Trustees of the International Agency for the Prevention of Blindness (IAPB). Previously, she served as State Secretary at the Slovenian Ministry of Health and coordinated the Strategic Council for Healthcare at the Office of the Prime Minister of Slovenia.



Kainiemi Emma

The Finnish Institute for Health and Welfare (THL), Researcher

Emma Kainiemi is a Team Manager at the Finnish Institute for Health and Welfare (THL), where she leads a multidisciplinary research team focused on health and social care services. Her team examines service systems, production models, and operational practices to support the development of more effective service delivery.



Koren Netta

Chief Scientist Office - Israeli Ministry of Health, ERA-NET and EU Joint Programmes National Lead

Netta Koren is a Scientific Advisor and National Project Lead for European Research Programmes at the Chief Scientist Office of the Israeli Ministry of Health. She coordinates Israel's participation in several European health partnerships, including THCS, ERA4Health, and ECHoS. In this role, she focuses on strengthening international collaboration, supporting research-enabling activities, capacity building, and the monitoring and evaluation of transnational research projects. Within the THCS Partnership, she leads activities related to project monitoring, impact assessment, indicator development, and the evaluation of funded projects, while supporting collaboration between researchers, funding organisations, and other stakeholders across Europe. Netta has a background as a Registered Dietitian and extensive experience in health research management, international cooperation, and the coordination of multidisciplinary research programmes.



Mao Sofia

Università Cattolica del Sacro Cuore, Public Health Resident

Sofia Mao is a medical doctor and Public Health resident at Università Cattolica del Sacro Cuore, Italy, where her research and policy work focus on digital health, health emergency management, and Planetary Health, in close collaboration with regional institutions. She contributes to the European Joint Action CIRCE on the transferability of best practices in Primary Healthcare. She is Advocacy Officer and Board Member of EuroNet MRPH – the European Network of Medical Residents in Public Health, and serves as Vice-Coordinator of the Regulation, Policy and Ethics group at SIIAM - Italian Society of Artificial Intelligence in Medicine. She is also a member of the WHO Youth Council Working Group on Access & Equity.



Poldrugovac Mircha

National Institute of Public Health of Slovenia (NIJZ), Senior Public Health Specialist

Mircha Poldrugovac heads the Centre for Health Care of the National Institute of Public Health in Slovenia. Mircha recently completed his PhD at the University of Amsterdam on the topic of performance indicators in long-term care. In the past he worked at the Ministry of Health of Slovenia, where he co-edited the first manual on healthcare quality indicators monitored in Slovenia. He was one of the coordinators of the first Health System Performance Assessment report in Slovenia. Mircha was a national champion within the WHO initiative EVIPNet (Evidence-informed Policy Network). He is a member of the Health Care Quality and Outcome Indicators Working Party at the OECD, which he chaired in 2025, and is currently the chair of the Quality Council, an advisory body to the Minister of Health in Slovenia.



Sahamies Kaisu

Tampere University, Postdoctoral Researcher

Kaisu Sahamies is a Doctor of Administrative Sciences and a postdoctoral researcher at the Faculty of Management and Business, Tampere University, Finland. Her research focuses on local and regional governance, public service systems, and ecosystem-based approaches to complex societal challenges, with a particular focus on health and well-being, citizen participation, and sustainability.



Troya Valeria

Programma Mattone Internazionale Salute (ProMIS), Project Manager

Valeria Troya is a senior project manager and international development consultant with over 25 years of experience in European cooperation, research and innovation, education, and sustainable development. She has strong expertise in designing, managing, monitoring, and financially reporting complex projects funded by the EC, the ESF, and international cooperation programmes.
Over the course of her career, she has worked with public institutions, universities, NGOs, and SMEs, leading multidisciplinary partnerships and initiatives in areas such as health, digital innovation, social inclusion, culture, and capacity building. She holds a PhD in Sustainable Development Cooperation from Sapienza University of Rome. She currently works as a project manager for ProMIS, where she is responsible for managing European Partnerships and is part of the coordinating team of THCS.



Tuurnas Sanna

Tampere University, Director

Sanna Tuurnas is a Director at Tampere University and an Adjunct Professor (Docent) in administrative sciences, specializing in public service management and governance. Her research focuses on co-production, value co-creation, and the development of collaborative health and social care ecosystems, with a strong emphasis on multidisciplinary approaches and societal impact. She has extensive experience leading international research projects and building partnerships across academia, policy, and practice.



Ugarteburu Zabala Maite

Biosistemak Institute for Health Systems Research, Researcher & Project Manager

Maite Zabala-Ugarteburu Project manager and researcher in Biosistemak Institute for Health Systems Research. Biomedical Engineering graduate by the University Pompeu Fabra – Barcelona and master in Innovation and Entrepreneurship in Biomedical engineering by the University of Barcelona. Currently phD candidate in Public Health by the University of the Basque Country.



Verdoy Dolores

Biosistemak Institute for Health Systems Research, Project Coordinator

Dolores Verdoy. PhD in Biological Sciences, is the Project Coordination Manager at Biosistemak, specializing in digital health and integrated care. With over 15 years' experience managing international R&D projects, she has led multidisciplinary teams, contributed to European initiatives, and co-authored scientific publications. Her work includes key roles in major EU projects contributing to patient-centred models, decision-support systems, population-based prevention strategies, promotion and prevention of mental health and transformation of health system.

Contributors and Speakers



Blaise Pierre

Pays de la Loire Regional Health Agency (ARS), Scientific Director of Health Strategies

Pierre Blaise is a public health physician holding a Master's degree, a DEA (Diplôme d'Études Approfondies), and a PhD in Public Health Sciences. As field practitioner in Africa from 1988 to 1995, he first served as coordinator of a Médecins du Monde program in Guinea, before working as a government district physician and researcher for a European Union project aimed at strengthening district health management in Zimbabwe. From 1996 to 1998, he worked as an international consultant, carrying out assignments in evaluation and strategic planning. In 1998, he joined the Institute of Tropical Medicine in Antwerp, Belgium, as a lecturer and researcher in public health. His work focused on quality improvement in healthcare services. His doctoral research examined the challenge of change within public health systems. His evaluation work on quality improvement initiatives was the first in this field to apply the realist evaluation methodology. In 2007, he joined the Regional Directorate for Health and Social Affairs (DRASS) of the Pays de la Loire region in France as a Public Health Medical Inspector. Following the creation of the Pays de la Loire Regional Health Agency (ARS) in 2010, he was appointed Director of the Regional Health Project (Projet Régional de Santé – PRS). In this role, he developed and led the region's successive Regional Health Plans for 2012–2017, 2018–2022, and currently 2023–2028. When the innovative healthcare experimentation framework known as "Article 51" was established under France's 2018 Social Security Financing Act, he was appointed Regional Coordinator for the Pays de la Loire region. He subsequently led the deployment of approximately thirty regional-scale pilot projects, several of which have since been integrated into mainstream healthcare policy and practice.



Cascini Fidelia

Italian National Institute of Health, Head of the Scientific Secretariat

Fidelia Cascini, MD, PhD, is Associate Professor of Hygiene and Public Health at University S. Raffaele, Rome, Italy. She holds several institutional roles at the national and international level: Head of the Scientific Secretariat, Presidency of the National Institute of Health, Italy. Digital health advisor, Ministry of Health, Italy. Italy's representative, Committee on the European Health Data Space (EHDS), European Commission. Former Chair of the Steering Board, Community of Practice of the European Health Data Space for secondary use, European Commission. From 2022 to 2024, she has been designated by the Ministry for Foreign Affairs and International Cooperation as the expert, national delegate at the Working Party on Public Health of the EU Council, for the negotiations on the EHDS regulation entered into force in 2025. Co-Chair of the Clinical and Human Engagement WorkStream, Global Digital Health Partnership. Member of the working group on Clinical Research, Ministry of Health, Italy. Member of the National Coordination Centre of Ethics Committees for clinical trials on medicinal products and medical devices, Italian Medicines Agency (AIFA), Italy. Author of 4 monographies and of more than 90 scientific papers in the field of public health, digital health, health information systems, risk management; the last book, published in 2025 by Springer, is entitled «Secondary Use of Electronic Health Data: Public Health Perspectives, Use Cases and Challenges».



Dedet Guillaume

Organization for Economic Co-Operation and Development (OECD), Senior Economist

Guillaume Dedet is a public health physician and health economist. He works as a senior analyst in the OECD Health Division, where he is primarily responsible for the comparative analysis of health system performance across OECD countries. He previously worked for the French Ministry of Health and the WHO Regional Office for Europe. Guillaume is a former Harkness Fellow and a visiting instructor at Stanford University. He also teaches at the Paris School of International Affairs, part of Sciences Po Paris.



Figueras Josep

European Observatory on Health Systems and Policies, Director Emeritus

Josep Figueras, MD, MPH, PhD (Econ), FFPH, is Director Emeritus of the European Observatory on Health Systems and Policies and currently serves as Ambassador for the European Health Union Fellowships program. He was the founding director of the Observatory and, in addition to his work with the World Health Organization, has served major multilateral organizations such as the European Commission and the World Bank. He has served as a policy advisor in over forty countries across the European region and beyond. Josep is a member of several governance, advisory, and editorial boards, including the Governing Board of the European Health Forum Gastein. His research focuses on health systems and policy, including comparative health systems, performance assessment, public health policy, and knowledge translation. He is an Honorary Fellow of the UK Faculty of Public Health and has received numerous awards, including the Edward Kennedy Health Policy Award from Trinity College, the Spanish Ministry of Health Award, the European Health Forum Gastein Star, the Andrija Stampar Medal for Excellence in Public Health, and a Doctorate Honoris Causa from Semmelweis University. Currently, he is a Visiting Professor at the London School of Economics and the NOVA National School of Public Health in Lisbon. He previously directed the MSc in Health Services Management and lectured at the London School of Hygiene & Tropical Medicine. He obtained his PhD in health policy and financing from the University of London (LSE/LSHTM) and began his career as a specialist in Family and Community Medicine in Spain.



Gios Lorenzo

Fondazione Bruno Kessler - TrentinoSalute4.0, Project Manager

Lorenzo Gios (PhD) is a Project Manager at Fondazione Bruno Kessler and TrentinoSalute4.0, the digital health competence centre of the Autonomous Province of Trento (Italy). He works at the intersection of healthcare innovation, research and public policy, supporting the design and implementation of initiatives that connect research, healthcare services and policymakers. Certified in Project Management and with a background in psychotherapy and health research (PhD on Public Health and Master's degree in Pre-Clinical and Clinical Research), he contributes to the design and implementation of initiatives that connect research, healthcare services and policymaking, supporting the translation of innovation into sustainable public services.



Hamu Yhasmine

Biosistemak Institute for Health Systems Research, European Project Manager in Health Systems

Yhasmine Hamu is a Project Coordinator and Researcher at Biosistemak Institute (Basque Health System, Spain), where she works on health policy, integrated care, organisational innovation and implementation science. Her work focuses on supporting the adoption, scale-up and evaluation of evidence-based interventions and good practices within health systems, with a particular interest in knowledge translation, health system transformation and public health. She has contributed to several European collaborative initiatives, including JADECARE, JACARDI and JANE, working with health authorities, research institutions and international organisations across Europe. Yhasmine is also a member of the Biosistemak Implementation Research Group, where she contributes to the design, implementation and evaluation of complex interventions aimed at improving health services and population health outcomes.



Jacobzone Stephane

Organization for Economic Co-Operation and Development (OECD), Senior Adviser

Stéphane is a senior adviser in public management and budgeting at OECD with responsibility for work on policy evaluation, evidence Informed policy making and restoring public finances. He co-led a multi-country project on building capacity for Evidence Informed Policy Making with the European Commission in 2022-2025 covering Belgium, Latvia, Estonia, Lithuania, Greece, the Czech Republic and the Netherlands. He also led a cross country report of evaluation in over 42 countries "Improving governance with Policy Evaluation". Stephane also organised ab international workshop on Rigorous Impact Evaluation with the Australian Centre for Evaluation in 2024, conducting a review of the Irish Government Economic Evaluation Service (IGEES) in 2024, and engaged with countries such as Colombia, Italy, Mexico, Peru, Lithuania and Poland. Stephane has also worked on integrating distributional considerations in spending decisions. He coordinated the Public Governance Committee from 2010 until 2018 with responsibility for two Ministerial Meetings in Venice and Helsinki and developed a stream of work on disaster risk management. Prior to this, Stephane worked on health and ageing both at the OECD from 1997 until 2002 and in the French government from 1992 until 1997. He led work on ageing related diseases, long term care, hospital efficiency, drug pricing, mixed health insurance system, public attitudes to prevention, and the future of social protection. Prior to OECD, he started at the French Treasury and CREST INSEE. Stephane is a former alumnus of the Ecole Polytechnique and ENSAE (French National Academy for Statistics and Economics). He is the author of over 50 books/reports and 30 journal articles."



Lambert Cécile

French Ministry of Health, General Rapporteur for Article 51

Cécile Lambert is a senior French public official specializing in healthcare policy and public finance. A graduate of the French National School of Administration (ENA) and Sciences Po Paris, she has worked within the French Ministry of Health and served as a policy advisor in ministerial cabinets between 2014 and 2015, contributing to the development of national health and disability policies. She served as Secretary General of the Haute Autorité de Santé (2018–2021) and later as Head of Department and Deputy Director General at the Directorate General for Healthcare Provision (DGOS). In 2024, she became an advisor to the Prime Minister on healthcare organization, financing, and ageing. She is currently General Rapporteur of the "Article 51" program at the Ministry of Health, where she leads over 175 innovative healthcare experiments involving hospitals, start-ups, associations, and other key stakeholders. These initiatives aim to transform the French health system through improved resource allocation, digital innovation, and patient-centered care, while aligning with the Ministry's strategic priorities.



Malfatti Giulia

Fondazione Bruno Kessler - TrentinoSalute4.0, Project Manager

Giulia Malfatti (PhD) is a Project Manager at Fondazione Bruno Kessler and TrentinoSalute4.0, the digital health competence centre of the Autonomous Province of Trento (Italy), where she works at the intersection of healthcare innovation, digital transformation and public policy. She collaborates closely with regional health authorities and policymakers to design, implement and scale innovative health services. With a PhD in Cognitive and Brain Sciences and a Master's degree in Healthcare Management 4.0, certified in Project Management, she combines a strong research background with practical experience in health system transformation. Her work focuses on governance models, stakeholder engagement and the sustainable integration of innovation into healthcare services.



Mair Alpana

Scottish Government, Head of Prescribing and Therapeutics

Professor Alpana Mair is the Head of Effective Prescribing and Therapeutics Division, Scottish Government. EU Project coordinator for SIMPATHY & iSIMPATHY, Scotland Lead iMPROVE project. In addition to advising Ministers on the safe and sustainable (environmental and financial) use of medicines, Professor Mair leads national programmes including Scotland's National Polypharmacy Guidance, steering clinical decision support initiatives, and embedding shared decision-making tools that empower patients and reduce harm. Their role includes gathering evidence and preparing analyses, and recommendations intended for political policymakers. In the research context, Professor Mair's current role includes leading the iMPROVE project. iMPROVE is a 4-year, 10-partner initiative across Northern Ireland (NI), Ireland, and Scotland. The objectives for this project include developing care pathways to improve prescribing and reducing pressures in primary care. Internationally, Professor Mair's contributions include as an expert adviser to WHO Geneva and WHO EMRO, contributing to global frameworks on medication safety and patient harm reduction.



McGuire Hugh

National Institute for Health and Care Excellence (NICE), Senior Adviser

Hugh is a Senior Adviser within the NICE International and NICE Advice team. Hugh leads technically on the NICE International services, with specialist knowledge of guideline development. He also contributes to NICE International's strategic objectives and the delivery of different international engagements through workshops, educational seminars, and international consultancy projects. He has extensive experience in delivering these services at both a national and international level. Hugh holds an MSc in Health Psychology from the University of Westminster and is a Certified INGUIDE Training Instructor (https://inguide.org/). Before joining NICE, he was involved in evidence-based decision making with over 10 years in Cochrane at King's College London and 6 years as a Senior Research Fellow developing guidelines for NICE at the National Collaborating Centre for Women's and Children's Health.



Rajan Dheepa

European Observatory on Health Systems and Policies, Health System Adviser

Dr Dheepa Rajan joined the European Observatory on Health Systems and Policies in July 2022, before which she spent over 15 years at WHO headquarters in various health system roles, covering national health planning, health system performance, participatory governance, and primary health care. She led various key WHO and European Observatory publications on those topics such as the WHO Handbook on Social Participation, the Primary Health Care Primer, and Health System Performance Assessment: A Framework for Policy Analysis. She did an MD at the University of Göttingen in Germany, followed by a Master's degree in health economics and policy from the UK, and completed her doctorate on traditional medicine in India.



Ursillo Paolo

Italian National Agency for Regional Health Services (AGENAS), Medical Doctor - Senior Officer - Territorial Health Organizational Models

Medical Doctor, specialized in hygiene and public health. National Agency for Regional Healthcare Services (Age.Na.S. Rome), professional assignment from 2024 in "Territorial health organizational models", "Digital Health and Telemedicine" unit. Project manager in monitoring the 2022 territorial health reform.



Winkelmann Juliane

European observatory on Health Systems and Policies, Technical Officer

Juliane Winkelmann (PhD) is a Technical Officer at the European Observatory on Health Systems and Policies, based in Brussels. Her work focuses on mental health, primary care, health workforce, dental care, long-term care and integrated care. She is an author and editor of Health System Reviews (HiTs), policy briefs and Observatory studies and supports the State of Health in the EU programme and the Health Systems in Action Insights.

Participants



Breton Léa

Inserm's Institute of Public Health (ISP), Public Health Project Manager

Léa Breton holds an engineering degree from AgroParisTech. She began her career in the private sector in the Netherlands, where she worked in research and development in food science, specializing in sensory and consumer science. In 2023, she transitioned to public health and completed an MSc in International Public Health at Vrije Universiteit Amsterdam. Since October 2024, she has been based in Paris at Inserm's Institute of Public Health, where she contributes to key initiatives including the Exposome and Climate Change & Health Booster Programs, as well as research-to-policy activities such as the THCS Partnership.



Cherno Dina

Israeli Ministry of Health, Senior Manager - Department for the Supervision of (HMOs) and Complementary Health Services

Dina Cherno serves as Senior Division Manager for Entitlements, Co-payments, and Supplementary Insurance at the Health Maintenance Organizations (HMOs) Supervision Division, Israel Ministry of Health. In her role, she is responsible for establishing and implementing operational policies for health maintenance organizations while ensuring adherence to legal principles that guarantee accessible, quality healthcare services within reasonable timeframes and geographic proximity for all Israeli residents.



Diez Ozaeta Iñaki

Health Ministry of Basque Country, Technician of Planning Service

Biotechnologist and PhD in Food Quality and Safety from the University of the Basque Country (EHU). Early research career focused on functional microorganisms and probiotics, including predoctoral and postdoctoral positions at AZTI, the Spanish National Research Council (CIB-CSIC), the Faculty of Chemistry of the University of the Basque Country, and BCC Innovation, with research centred on the selection, characterisation and application of microorganisms with potential health benefits. Since 2024, working as a Health Planning, Research and Evaluation Officer at the Basque Government's Department of Health. Main responsibilities include the design, implementation and evaluation of strategic health plans in priority healthcare areas, as well as participation in European collaborative initiatives. Currently involved in the implementation of the European initiative EUnetCCC (European Network of Comprehensive Cancer Centres), supporting the development of the Basque Country Comprehensive Cancer Centre (CCC) model. This initiative aims to create an integrated network that combines clinical excellence, advanced research, innovation and education under a common framework for cancer care, ensuring equitable access to high-quality oncology services across the Basque Country. Areas of interest include health planning, patient participation in health system, implementation of evidence into healthcare practice, quality improvement, and the translation of research and innovation into health policy and service delivery.



Frisicale Emanuela Maria

Italian Ministry of Health, Medical Doctor (PhD), Public Health Officer

Emanuela Maria Frisicale is a medical doctor with experience in public health and international health. She works in cross-border healthcare, international prophylaxis for travelers and migrants, and maritime medicine. During her specialty training and PhD, she focused on primary health care, healthcare leadership, and value-based medicine. Before joining the Ministry of Health, she worked at the district level, gaining hands-on experience and developing a practical, patient- and community-centered approach to healthcare



Gervasi Giuseppe

Italian Ministry of Health, Health Manager - Medical Doctor

Dr Giuseppe Gervasi is a medical officer at the Italian Ministry of Health, specialized in neuropsychopathology as well as hygiene and preventive medicine, and holds a PhD in Neurobiological Sciences. His main areas of interest are epidemiology and research methodology. Over the past four years, he has been extensively involved in the selection and evaluation procedures of research project proposals submitted under national competitive research calls funded by the Ministry of Health. He has also overseen the monitoring of project implementation and the evaluation of outcomes for research projects financed by the Ministry, through both national and international funding sources.



Hodgins Orlaith

Irish Department of Health, Economist

Orlaith is an economist in the Strategic Research and Evaluation unit in Ireland's Department of Health. She works across a range of policy areas including primary care and pharmaceutical expenditure using research and data analysis to support evidence informed policymaking. Her work involves translating data and research into practical insights for health policy and service planning. She has worked in the department of health for over three years and holds a Master's degree in Quantitative Economics.



Iordache Gratiela-Denisa

Romanian National Authority for Quality Management in Healthcare, Coordinator of Projects' Implementation Unit

Grațiela-Denisa Iordache is a senior policy and project management expert with more than 20 years of experience in public policy, economic governance, healthcare quality management with extensive experience in healthcare system reform and governance. She currently serves as the Coordinator of Projects' Implementation Unit (National Authority for Quality Management in Healthcare, Romania) and she leads international cooperation projects with organizations such as the OECD, WHO, World Bank, and European Commission. Her work focuses on healthcare quality, patient safety, long-term care systems, health data governance, and performance measurement in healthcare. She is the National Manager for the OECD PaRIS project in Romania and represents National Authority for Quality Management in Healthcare, Romania, in several OECD health working formats and WHO networks related to quality of care and patient safety. Ms. Iordache combines strong academic and managerial expertise. She holds an MBA from the joint international program of Case Western Reserve University (USA) and IMC Graduate School of Business (Budapest), and a PhD in Economics at the Romanian Academy. She previously held high-level public positions, including Secretary of State within the Romanian Ministry of Finance and Member of the Romanian Parliament gaining extensive experience in public governance, international negotiations, and institutional reforms.



Jablonicka Elena

Ministry of Health of the Slovak Republic, Coordinator - Strengthening NCDs Prevention and Health Promotion - Swiss-Slovak Health Program

Mrs Elena Jablonická is the Coordinator, Prevention of Noncommunicable Diseases and Strengthening Health Promotion, Ministry of Health, Slovakia. She was the WHO National Counterpart from 2006, and the first Health Attaché in 2019-2024 and led the successful launch of the Slovak health diplomacy in Geneva.

Jochum Christin Margit

Swiss Federal Office of Public Health, Scientific Collaborator - Head of the National Dementia Platform

Margit Jochum Christin, Master in political science, MAS in Health sciences & organisation. Since 2020 she is responsible for the specialist area "dementia" and the National Dementia Platform at the Federal Office of Public Health (FOPH), Switzerland. She is also involved in the FOPH's Primary Care Agenda and the Efficiency in Primary Care funding programme. Prior to her current position, she worked for almost nine years as a staff member of the Chief Medical Officer in a somatic acute care hospital and subsequently as Head of Hospital Planning in a cantonal administration.



Josar Dusan

Slovenian Ministry of Health, Head of Division

Dušan Jošar is an expert in health care economics with experience in cooperation with international experts and institutions (WHO, OECD, Observatory for Health Systems and Policies etc.), former health attaché, currently heading the division for organizing health processes in the directorate for accessibility and economics. Scope of his work comprises overlooking and coordinating work in following fields: planning and managing financial flows in public healthcare, health service economics and modelling, benefit package design, monitoring accessibility and efficiency indicators, support in developing health policies, team management and stakeholder coordination, eu projects and cooperations.



Keermann Ceilis

Estonian National Health Insurance Fund (Tervisekassa), Family Medicine Service Manager

She is the Family Medicine Service Manager at the Estonian Health Insurance Fund (Tervisekassa). That means leading the management and development of the service, covering contracts, financing, capacity planning, and future initiatives, including policy development and implementation. Her role includes service ownership, team leadership, and ensuring that all components of the service work together as a coherent system. Her background combines public policy, system-level development, and strategic communication. Previously, I worked as a Consultant in Government Relations at META Advisory, where I gained hands-on experience in policy processes, stakeholder advocacy, and working with complex public-sector environments. I hold a Master's degree in Change Management in Society from the University of Tartu.



Koponen Erja

Finnish Ministry of Social Affairs and Health, Senior Specialist

Mrs. Erja Koponen works as a senior specialist in the strategy unit of the Ministry of Social Affairs and Health in Finland. I hold a Master's degree in Social Sciences, with a major in social policy. My main responsibilities currently include the performance management of the Finnish Institute for Health and Welfare, as well as the development of performance management across the administrative sector. In addition, I serve as an expert secretary in a group tasked with strengthening evidence-based decision-making in our ministry.



Krapež Podobnik Petra

Slovenian Ministry of Health, Policy Officer

Petra Krapež Podobnik is a Registered Nurse with a Master's Degree in Nursing and has extensive experience in emergency departments and emergency centers at primary level of health care. She is also a member of the worldwide ATCN network and a member of executive board for The Association of Nurses and Medical Technicians in ER and member of BRAVE – WOW board.



Malichi Moriah

Israeli Ministry of Health, Deputy Director General for Supervision of HMOs

Moriah serves as Deputy Director General for Health Plans Supervision at Israel's Ministry of Health. In this role, she leads strategic initiatives and system-wide reforms aimed at improving the quality, accessibility, and efficiency of healthcare services. Her work focuses on shaping health policy, strengthening community-based healthcare services, and enhancing the regulatory and oversight framework for Israel's health plans. She is also responsible for budgeting, financial oversight, and the development of healthcare infrastructure and services. With extensive experience in healthcare policy, regulation, and public-sector management, Moriah promotes innovation and data-informed decision making to reduce health disparities and ensure equitable, high-quality healthcare for all.



Nevo-Telem Ravid

Israeli Ministry of Health, Senior Director - Strategy and Work Planning

Ravid Nevo-Telem is a strategy and work planning professional at the Ministry of Health, leading cross-organizational planning processes under conditions of uncertainty and resource constraints. In this position, Ms. Nevo Telem leads the ministry's annual and multi-year planning cycle, from the formulation of goals and objectives, through developing of work plans aligned with available resources, and upto monitoring and control of their implementation. At the core of her work is the implementation of data-driven decision-making processes. These enable informed prioritization, effective resource allocation, and continuous improvement in performance and outcomes. Ms. Nevo Telem develops and applies measurement and evaluation frameworks, strengthens outcome-oriented planning processes, and promotes the systematic use of data and performance indicators as a central management tool. Leading by example, she guides and trains units in planning their activities, provides tools for efficiency improvement, and supports the adoption of results-driven thinking across the system. Her work includes translating policy and strategic concepts into actionable work plans, presenting data-driven situational analyses to the ministry's senior management and external stakeholders, and advancing processes that support ongoing system-level improvement and the creation of measurable value within the healthcare system.



O'Brien Anne

Irish Department of Health, Assistant Principal Officer - Primary Care Policy Unit

Anne O'Brien is an Assistant Principal Officer in the Primary Care Policy Unit of the Department of Health in Ireland, where she leads on the development and implementation of policy across community health services. Her work focuses on the reform of primary care services including the delivery of the Enhanced Community Care programme and the development of Primary Care Centres, in line with Ireland's 10-year healthcare reform strategy - Sláintecare. Anne works closely with the Irish Health Service Executive (HSE) and colleagues in the Department of Health to support the design and delivery of more accessible and integrated care systems.



Pozzato Silvia

Italian Ministry of Health, Scientific Officer

Dr. Silvia Pozzato is a Public Health Physician and health policy professional at the Directorate-General for Health Research and Innovation of the Italian Ministry of Health, where she contributes to the planning, monitoring and evaluation of national health research programmes supporting the Italian National Health Service. Dr. Pozzato has extensive experience across public health, healthcare management, health services evaluation, infectious disease prevention, health system performance assessment and food safety. She has also participated in national and international working groups on health policy and research. Her professional interests include evidence-informed policymaking, health communication, research governance, healthcare innovation, and health system strengthening. She is particularly interested in bridging scientific evidence, public policy, and communication to support informed decision-making and improve population health outcomes.



Rajapakse Renata

Slovenian Ministry of Health, Policy Officer - Division for the Coordination of Strategic Activities of Primary Health Care

Renata Rajapakse is a medical doctor with a scientific master's degree in biomedicine and specialist training in family and emergency medicine. Her professional background combines long-standing clinical work in emergency care with leadership responsibilities in primary care management.



Seppälä Santeri

South-Savo Wellbeing Services County, CEO

Santeri Seppälä is a medical doctor and specialist physician with an MBA in health and social care management. Santeri Seppälä serves as a Director at the Wellbeing Services County of South Savo in Finland, where responsibilities include strategic leadership and development of integrated health and social care services. Professional interests focus on strengthening primary care, evidence-based policymaking, and improving system-level effectiveness in public health services.



Takaluoma Kati

Finnish Ministry of Social Affairs and Health, Ministerial Adviser

Kati Takaluoma works at the Ministry of Social Affairs and Health, Finland. HEr responsibilities include coordinating RDI (research, development and innovation) matters within the ministry's administrative sector, as well as collaborating at the Government level on RDI policy and activities, and acquiring and utilizing research-based knowledge to support decision-making.



Tornero-Patricio Sebastián

Servicio Andaluz de Salud, Head of Operational Planning Service

Sebastián Tornero Patricio is a paediatrician with a PhD in Health Sciences from the University of Seville, a Master's degree in Healthcare Management and Public Health, and a Master's degree in Health Economics and Management of Healthcare Organizations from the University of Granada and the Andalusian School of Public Health. He has worked in humanitarian aid with various organizations in different countries since 2009 and has held positions of responsibility in management teams of the Andalusian Health Service, specifically in the Osuna Healthcare Management Area. Since 2021, he's the Head of the Operational Planning Service at the Central Services of the Andalusian Health Service, where he manages and organizes the 1,518 primary care centers in Andalusia.



Troxler Joëlle

Swiss Federal Office of Public Health, Programme Manager

Joëlle Troxler is a health economist with experience in healthcare delivery, policy, and international cooperation. She began her career in hospital lean management before contributing to palliative care and mental health pilot projects at the cantonal Ministry of Health in Bern. She later worked in Albania on a Swiss-funded initiative to strengthen primary healthcare in rural and peri-urban areas. For the past four years, she has been with the Federal Office of Public Health, where she focuses on advancing the nursing profession and supporting innovative primary care models.



Unukainen Tiina

Estonian Ministry of Social Affairs, Expert and Head of Primary Health Care Policy

Tiina Unukainen is the Head of Primary Health Care Policy at the Estonian Ministry of Social Affairs. Her main area of responsibility is the development of primary health care policy to ensure that services respond effectively to people's changing needs. She has experience in the healthcare sector as a funder, service provider, and policymaker.



Ursu Simona Carmen

Italian Ministry of Health, Scientific Officer

Dr. Simona Carmen Ursu is a Medical Officer at the Italian Ministry of Health, currently holding a coordination position within Office 5 of the Directorate-General for Health Research and Innovation. In this role, she contributes to the scientific and methodological assessment, monitoring, and management of nationally and internationally funded health research projects, supporting strategic planning and evidence-based decision-making. She is a medical doctor specialized in Health Statistics and Biometry, with advanced expertise in epidemiology, quantitative methods, and the evaluation of scientific quality. She also holds a Second-Level Master's Degree in Health Technology Assessment (HTA), with a specific focus on horizon scanning and the evaluation of emerging health technologies. Across her professional career, she has operated at the interface of research evaluation, methodological rigor, and public health policy, thereby contributing to the Ministry's mission to advance high-quality, evidence-informed, and impactful health research at both national and European level.



Zeltner Cinzian

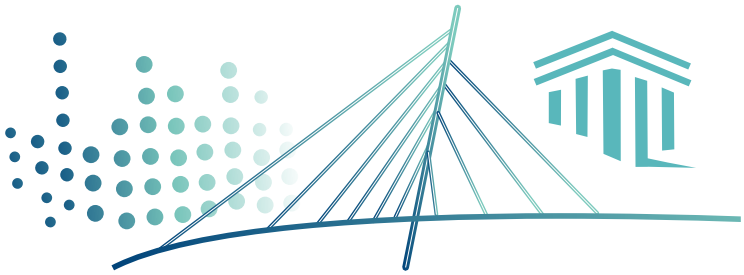
Swiss Federal Office of Public Health, Head of Section

Cinzia Zeltner is Head of the Health Professions Development Section at the Federal Office of Public Health (FOPH) in Switzerland. In her role at the FOPH, she is involved in the legal regulation of Advanced Practice Nurses (APNs) under the Health Professions Act. This regulation provides the foundation for the future independent practice of APNs and their lawful reimbursement. In her free time, Cinzia is pursuing a PhD at the University of Lucerne, Switzerland, where she is developing a grounded theory of how medical practices already integrate APNs into their services despite the absence of a formal legal framework.

Notes

MINISTÈRE
DE LA SANTÉ, DES FAMILLES,
DE L'AUTONOMIE
ET DES PERSONNES HANDICAPÉES

Liberté
Égalité
Fraternité



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