PACT FOR SKILLS

The EU Pact for Skills – Regional Partnerships for Digital Skills To Increase Quality And Resilience Of The Health System In Italy

The challenge

In Europe, over 60 million adults have only attained lower secondary education, leaving them unprepared for future workplace demands. To address this issue, the European Union launched the Pact for Skills in 2020. This initiative, a key part of the European Skills Agenda, aims to engage at least 60% of adults in annual training by 2030.

The Pact for Skills fosters collaboration between public and private entities to enhance the skill sets of working-age individuals, ensuring their success in the job market and in society. Members of the Pact have the opportunity to work together on joint initiatives for adult upskilling and reskilling. They gain access to information about funding options that can enhance these efforts and learn about current trends and effective strategies in adult education.

The Pact also offers members pathways to substantial EU funding sources to support these educational endeavours. This includes the European Social Fund Plus, which helps employees and businesses adjust to labour market shifts and trains unemployed individuals; the European Regional Development Fund, aiding in industrial transformation; and the Just Transition Fund, dedicated to retraining workers in regions undergoing economic and environmental changes.

The Italian National Recovery and Resilience Plan (NRRP), through Mission 6 'Health', aims to make Italy's Health System more modern, digital and inclusive, promoting equal access for all citizens to the best health services in our country. In this plan, digital transformation is a fundamental element to unify opportunities and standards throughout the country, with the following objectives:

- **Improve the electronic health record (EHR)** to ensure its dissemination throughout the country (Component 2: Innovation, Research and Digitisation of the National Health Service);

- **Promoting and financing the development of new telemedicine projects** for remote assistance by regional health systems (Component 1: Proximity networks, intermediate facilities and telemedicine for territorial health care).

The bodies responsible for the implementation of these objectives until June 2026 are:

- **The Department of Digital Transformation;**

- **The Ministry of Health;**

- **The Italian Regions and Autonomous Provinces.**

The investments foreseen in the NRRP in both EHR and telemedicine imply the need to develop appropriate **digital skills among health professionals** both in the public and private sectors, who will be called upon to use and disseminate the new digital health tools. The NRRP does not provide for specific actions in this respect.

On the other hand, the average level of digital literacy of health professionals in Italy seems insufficient to meet this challenge.

The local and regional skills gaps or challenges are underlined in several reports:

- Only 4% of the National Health System staff have a sufficient level of digital skills (Digital Innovation Observatory on Healthcare, Polytechnic of Milan, 2021-2022);

- 53% of health professionals claim to make appointments online (Digital Transformation: shaping the future of European Healthcare, Deloitte, 2020)

- Only 37% of clinical reports are digitized and available in the EHR (FSE, MITD, 2022)

- Only 37,6% of public SSN operators have access to the EHR and 48% of GPs with access to the tool used the EHR in the last four months of 2022 (Monitoraggio e Cruscotto FSE, AgID, 2022);

- 60% of citizens do not know about the EHR or do not have a clear idea about it (Outlook Salute Italia, Deloitte, 2022).

The ambition

The ambition of the Regional Partnership for Digital Skills to Increase Quality And Resilience Of The Health System In Italy is to implement the **General Strategy for Improving Digital Skills** delivered by the Technical Support Instrument (TSI) of the Directorate-General for Structural Reform Support (DG REFORM) together with the Italian Ministry of Health, the Italian Department of Digital Transition, AGENAS and ProMIS.

Education in digital healthcare is a crucial issue for the development of the professional skills of all healthcare professionals in a scenario characterised by increasingly digitised, data-driven and networked organisations. Indeed, the digital transformation of healthcare organisations and management is an inescapable phenomenon for which no endpoint can be identified. The exponential innovation dynamics that characterise innovations such as cloud computing, artificial intelligence, big data and many other technological fields, foreshadow a future in which digital skills will be able to assume a similar relevance for a professional as traditional scientific and clinical knowledge has had until now. New technologies will soon be integrated into the care processes of prevention, diagnosis, treatment, and rehabilitation, making it imperative that the skills of professionals are carefully nurtured and cultivated.

Based on this awareness, the TSI has developed an operational strategy for the digital upskilling of health and social care professionals, which includes **a comprehensive operational model for the development and strategic management of digital competences**. This model is defined as the **Digital Upskilling Life Cycle Model** and aims to provide a solid conceptual infrastructure to support the implementation of a sustainable digital health education system through the definition of

a) a **national portfolio of digital competences** that every health professional or social health professional should have in order to practise their profession in organisational contexts increasingly characterised by digitalised processes and in contact with patients who are increasingly used to using digital technologies in different areas of their daily lives;

b) a **profiling methodology** to define the most appropriate digital competence requirements for individual professionals, tailored to the professional order to which they belong, the role they play within the organisation in which they work and the generation to which they belong;

c) a **national catalogue of training initiatives in digital health**, aimed at collecting the best practices implemented in the different regions and health authorities, in order to promote the reuse of such content throughout the country;

d) a **system for evaluating the degree of increase in digital literacy**, with the aim of analysing not only the aspects related to the use of training initiatives, but also, and above all, their ability to have a relevant impact on the behaviour of professionals, as well as the possible

existence of correlations between the digitalisation of health organisations, the development of professionals' digital literacy and health outcomes.

The Regional Partnership for Digital Skills has the **vision** to implement in all the Italian Regions and Autonomous Provinces the Education in Digital Healthcare as envisioned in the TSI Strategy that can foster a unified approach to the development of digital skills of health professionals.

The proposal

The proposal starts from the ongoing TSI on Digital Skills in Health supporting the digitalisation process and the complementarity with the NRRP.

The Regional Pact for Digital Skills will have to support each Region and the Autonomous Province in evaluating and adopting, within its specific organisational set-up and in the most functional way for its needs, the Digital Upskilling Lifecycle Model governance system as proposed in the TSI Strategy.

The Digital Upskilling Lifecycle Model represents a **conceptual and operational infrastructure to support the implementation of a sustainable approach to digital health education** within the NHS, based on the method of planning and programming, on national-regional integration, on the involvement of health professionals and their representatives, and oriented towards the monitoring of the development outcomes of knowledge, competences and digital skills. It consists of 6 phases:

1. **Governance**: indications, proposals, and recommendations of a general nature that each region/PPAA is invited to evaluate and adopt, within its specific organisational structure, in the most functional way for its needs.

2. **Design**: the design phase envisages the adoption, at national level and possible adoption at regional level, of the National Digital Competence Portfolio, i.e. a catalogue of digital competences that health and socio-medical professionals must possess and develop. The portfolio will be updated every three years.

3. **Addressing**: The addressing phase provides for the use of a set of tools (Digital Competence Addressing Matrices and Digital Personas) which, on the basis of the general content of the National Digital Competence Portfolio, allow the development of appropriate training guidelines for each profession, customised with respect to the key characteristics of each professional (organisational role and generation).

4. **Planning**: This phase concerns the planning of the training phases, the identification of the training needs and the orientation of the training offer, as well as the formalisation of the learners' objectives, starting from the prioritisation of the National Portfolio of Digital Competences and the definition of the National Catalogue of Education in Digital Health.

5. **Execution**: The Execution Phase consists of the grounding of the initiatives planned at regional and company level, based on the inputs provided by the Design and Address Phases. The aim of this phase is to provide the various levels of government with timely indications in order to periodically verify the progress of the digital health education programme.

6. **Monitoring**: the aim of this phase is to evaluate and control the results achieved, as well as to identify corrective actions to support the launch of the next cycle of digital health education.

The Regional Pact for Digital Skills will support each phase of the Lifecycle by achieving the following objectives:

A. **ENHANCEMENT OF COMMUNICATION AND PROMOTION OF TSI DIGITAL SKILLS STRATEGY CONTENT.** The aim is to provide the right communication and information about the strategy to all Italian Regions for its effective implementation.

B. **INCREASED SUPPORT IN EACH REGIONAL STRATEGY DEFINITION.** The aim is to provide tailored support to all Italian Regions to help them in the effective definition of the regional strategies, which is derived from the national one.

C. **ENHANCEMENT OF A DETAILED MONITORING SYSTEM.** The aim is to provide a system/tool to allow the monitoring of expected KPIs by all the Regions involved. ProMIS will provide support in the system/tool delivery and indicators control.

D. **INCREASED CAPACITY OF REGIONS TO USE EUROPEAN FUNDS TO CO-FINANCE TRAINING INITIATIVES.** The aim is to provide concrete support through webinars, training events and modules to help all the Italian Regions to improve their capacity to use EU funds. The final objective is to have an increased number of training initiatives in the healthcare sector in line with the TSI Digital Skills Strategy.

E. **INCREASED CAPACITY OF THE USE THE SKILLS INTELLIGENCE METHODS AND DISSEMINATION OF THE RELATED RESULTS.** The aim is to help Italian Regions to learn and use more methods related with skills intelligence, to design a better training offer and meet the current healthcare market needs.

In line with the above described five key objectives, the Regional Pact for Digital Skills will also support **the creation and start-up of a "Digital Health Education Steering Committee",** which, as established in the TSI Digital Skills Strategy, will promote requests to the National Commission for Continuous Professional Development (CPD/LLL), with specific reference to the definition and updating of a National Strategy to Improve Digital Skills.

The proposed Regional Pact for Digital Skills, focusing on the implementation of the Digital Upskilling Lifecycle Model within the framework of the TSI Strategy, opens up opportunities for a diverse range of stakeholders and a variety of activities to ensure its success. Here's a breakdown of potential stakeholders and related activities:

Stakeholders:

A. **Italian Regions and Autonomous Provinces**: These are key decision-makers and policy implementers at the regional level. They play a crucial role in adapting the Digital Upskilling Model to their respective regions.
B. **Public and Private Hospitals**: These stakeholders are essential in integrating digital skills into the healthcare sector, ensuring that healthcare delivery is modernized and efficient.
C. **Public Local Health Authorities**: They are crucial in implementing digital upskilling at the community health level, making sure that local health services are digitally adept.
D. **National Federations of Health Professionals Orders and Chambers**: these stakeholders are key to define training needs for each professional group.
E. **National and Regional Training Providers, both public and private**: these stakeholders are key to design the training activities.

By involving these stakeholders in such a range of activities, the Regional Pact for Digital Skills can effectively support each Region and Autonomous Province in Italy in enhancing digital skills in line with the goals of the TSI Digital Skills Strategy.

Activities

In order to reach the five key objectives, the Regional Pact for Digital Skills is committed to implement the activities as described below organized in 6 work packages:

1. **Work Package 1: Management and Coordination of the Partnership (ProMIS)**

- o **Task 1.1:** WP1 is in charge of coordinating and supervising the partnership, monitoring quality and timing of the results and to carry out the operational management of the partnership. Stakeholder meetings and workshops will be organized on a regular base discuss the implementation strategies, challenges, and progress of the Digital Upskilling Lifecycle Model. Feedback and evaluation mechanisms will be established to gather opinions from stakeholders and to evaluate the effectiveness of the digital upskilling initiatives.

  - o **Task 1.2:** WP1 is also responsible for the creation and start-up of the "Digital Health Education Steering Committee" (see previous section).

2. **Work Package 2: Enhancement of Communication and Promotion of TSI Digital Skills Strategy Content (ProMIS)**

  - o **Task 2.1:** Develop a comprehensive communication plan which includes actions for the promotion and dissemination of the content of the TSI Digital Skills strategy. The communication plan could also include the launch of campaigns to raise awareness about the importance of digital skills in healthcare among the general public and healthcare professionals.

  - o **Task 2.2**: Implement the communication plan, including to create easy-to-understand communication materials (brochures, infographics, videos) and to disseminate them throughout different media (websites, social media, webinars, and newsletters).

3. **Work Package 3: Increased the Support in Each Regional Strategy Definition (3 Italian Regions selected by a call for action)**

  - o **Task 3.1:** Definition of useful actions to guarantee the development of a Regional Strategy in each Region / Autonomous Province to be tested in pilot projects. To deliver guidelines of the Regional Strategy definition based on the pilot results.

  - o **Task 3.2:** to launch, monitor and evaluate pilot projects in local settings of selected Regions/ Autonomous Provinces to test and refine the regional digital skills strategies.

  - o **Task 3.3:** To support Regions and Autonomous Provinces in design the Regional Strategy based on the guidelines delivered by task 1. The support will include:

    - regional customization sessions with representatives of Regions and Autonomous Provinces to tailor the Digital Upskilling Model to meet the unique needs of each region;

    - peer-learning opportunities where regions can share experiences and best practices (for example, twinning between two regions);

    - an online collaborative platform for continuous collaboration and knowledge sharing among stakeholders.

4. **Work Package 4: Enhancement of a Detailed Monitoring System (The Department of Digital Transformation; The Ministry of Health;The Italian Regions and Autonomous Provinces.**

  - o **Task 4.1:** Design and implement a user-friendly tool to be used by each Region / Autonomous Province to monitor the implementation and progress of its regional strategy, including training regional stakeholders in using the monitoring system effectively.

  - o **Task 4.2:** Establish regular reporting protocols and feedback mechanisms from regional level to the national Digital Health Education Steering Committee and to conduct periodic review meetings to evaluate progress and address challenges in monitoring.

5. **Work Package 5: Increased Capacity of Regions to Use European Funds to Co-finance Training Initiatives (ProMIS)**

   o **Task 5.1:** Develop and conduct webinars focused on the practical aspects of accessing and utilizing EU funds (see the Module 10 of National Training Programme delivered by ProMIS).

   o **Task 5.2:** Create training modules and resources that provide step-by-step guidance on funding application and management. (see the Open Labs delivered by ProMIS).

   o **Task 5.3:** Establish a mentorship or support program connecting regions with experienced funding managers. (see the Open Labs delivered by ProMIS).

   o **Task 5.4:** Organize collaborative forums for regions to share experiences and strategies in funding utilization. (see the tailored events delivered by ProMIS).

6. **Work Package 6: Increased Skills Intelligence among Stakeholders (3 Italian Regions selected by a call for action)**

   o **Task 6.1:** Provide training programs on skills intelligence methods, focusing on data collection, analysis, and application.

   o **Task 6.2:** Develop case studies and best practices documents showcasing successful implementation.

   o **Task 6.3:** Collaborate with academic institutions or experts to continuously update and refine skills intelligence methodologies.

Tracking your impact

WP / Task		Outcome / process indicator	KPIs	Deadline
WP1				
	Task 1.1	Number of members included in the partnership	30	June 2026
	Task 1.2	Number of meetings of the Digital Health Education Steering Committee	6	June 2026
WP2				
	Task 2.1	Number of partnership members involved in the review of the Communication Plan	4	September 2024
	Task 2.2	Number of posts published in the social media channels	100	June 2026
WP3				
	Task 3.1	Number of partnership members involved in the review of the regional strategy guidelines	4	June 2024
	Task 3.2	Number of pilot projects implemented	3	December 2024
	Task 3.3	Number of the Regions / Autonomous Provinces supported in delivering the regional strategy	10	June 2026
WP4				
	Task 4.1	Number of Regions / Autonomous Provinces using the monitoring tool	10	June 2026
	Task 4.2	Number of periodic review meetings organised	15	June 2026
WP5				
	Task 5.1	Number of webinars delivered	6	December 2025
	Task 5.2	Number of Open Labs delivered	6	December 2025
	Task 5.3	Number of Open Labs delivered	6	December 2025
	Task 5.4	Number of Events delivered	6	December 2025
WP6				
	Task 6.1	Number of training programs delivered	5	June 2026
		People trained on the skills intelligence	42	June 2026
	Task 6.2	Number of case studies delivered	6	June 2026
	Task 6.3	Number of academic institutions / experts involved to develop / review the skills intelligence materials	40	June 2026

Sustainabilty

The partnership will support the implementation of the Digital Skills Strategy during its testing phase (the first lifecycle of the strategy), which will end in June 2026. The partnership aims to involve around 100,000 professionals in digital skills training during this phase.

Subsequently, based on the results of the testing phase, the second life cycle of the strategy will be launched. In order to ensure the sustainability of what has been tested during the first life cycle, the Digital Health Education Steering Committee will define a sustainability plan during the last six months of the partnership (January-June 2026), with the aim of involving 100% of health professionals in the digital education programme by 2030.

Partnership arrangements

The following synergies have been already activated:

- H-PASS- Health Professionals' And The "Digital Team" Skills Advancement **EU4Health, evidence of creating synergies with the TSI Digital Skills in the description call!**
- National Programme **Health Equity** (4 cross cutting strands: Mental Healthcare, Increased Cover of Cancer Screening, Gender Centred Care, Tackling Health poverty) **Increase healthcare and health equity, Cohesion Policies**
- Joint Action Healthier Together- work force initiative – Heroes (WP **EU4Health** 2021)
- TSI - Digital Skills For Digital Transformation Of Health and Care Systems **TSI INSTRUMENT DG REFORM**
- THCS - Partnership On Transforming Health and Care Systems **HORIZON EUROPE**

Supported by:

National Entities:

1) ProMIS (Programma Mattone Internazionale Salute);
2) Dipartimento per la trasformazione digitale (Presidenza del Consiglio dei Ministri);
3) Ministero della Salute;
4) AgeNAS (Agenzia nazionale servizi sanitari regionali).

Regions and Autonomous Provinces:

- Regione Abruzzo
- Regione Basilicata
- Regione Calabria
- Regione Campania
- Regione Emilia Romagna
- Regione Friuli Venezia Giulia
- Regione Lazio
- Regione Liguria
- Regione Lombardia
- Regione Marche
- Regione Molise
- Regione Piemonte
- Regione Puglia
- Regione Sardegna
- Regione Sicilia
- Regione Toscana
- Regione Trentino Alto Adige
- Regione Umbria
- Regione Val d'Aosta
- Regione Veneto
- Provincia autonoma di Trento
- Provincia autonoma di Bolzano

Contact and more information: [Insert email and contact details] of coordinating organisation

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