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★ REGIONAL ORGANIZATIONAL MODELS
★ FOR THE INTERNATIONALIZATION OF
★ HEALTH SYSTEMS
★ ★ ★ (updated August 2021)

Survey carried out within the framework of the Mattone Internazionale Salute Programme - ProMIS

This document is intended as a contribution to the Regions/Autonomous Provinces to support the processes of internalization of health systems, identifying appropriate and replicable organizational models. The elaboration of the document is the result of a co-creation work with the regional representatives of ProMIS started in the year 2018. The utilized tools are: workshops, interactive labs and online questionnaires. The overall work was inspired by the well-known Change Management model and the Scirocco tool (an e-tool for assessing the maturity of integrated care models) created as part of the project of the homonymous name, funded by the European Commission under the Public Health Program.

Analysed dimensions

Willingness to change

Readiness to change presupposes a direction in which to change and the appropriate motivation to pursue the new goal. Change means being able to modify basic assumptions, as well as recognizing the capacity for influence that a more expectant position mobilizes and interrogates with respect to the capacity to act in dealing with transition.

Structure and governance

Doing governance means defining: the objectives, the management structure, the methodologies and processes aimed at achieving the objectives, the rules through which to monitor processes and objectives.

Support services

Support services are provided by parties external to the organization in order to analyze innovation management, assess strengths and weaknesses and opportunities for improvement. These services are based on past experience and suggest actions to be taken to improve results or concretely contribute to the achievement of objectives.

Supporting funding

Changes require upfront investment and funding; operational funding during the transition to new service models, and ongoing financial support until new services are fully operational and older services are deactivated.

Empowerment of stakeholders

Stakeholder empowerment means awareness of processes and willingness to participate independently and with their own resources in the management of services. Promoting empowerment means providing services and tools that increase awareness of the opportunities arising from internationalization, encouraging self-service and direct engagement in service management.

Assessment methods

These are evidence-based methodologies for assessing the effectiveness, utility, and quality of services. They address the need to ensure that changes have the desired effect on quality, cost of care, access, and stakeholder experience. Assessment methods support the concept of evidence-based investment, in which the impact of each change is evaluated.

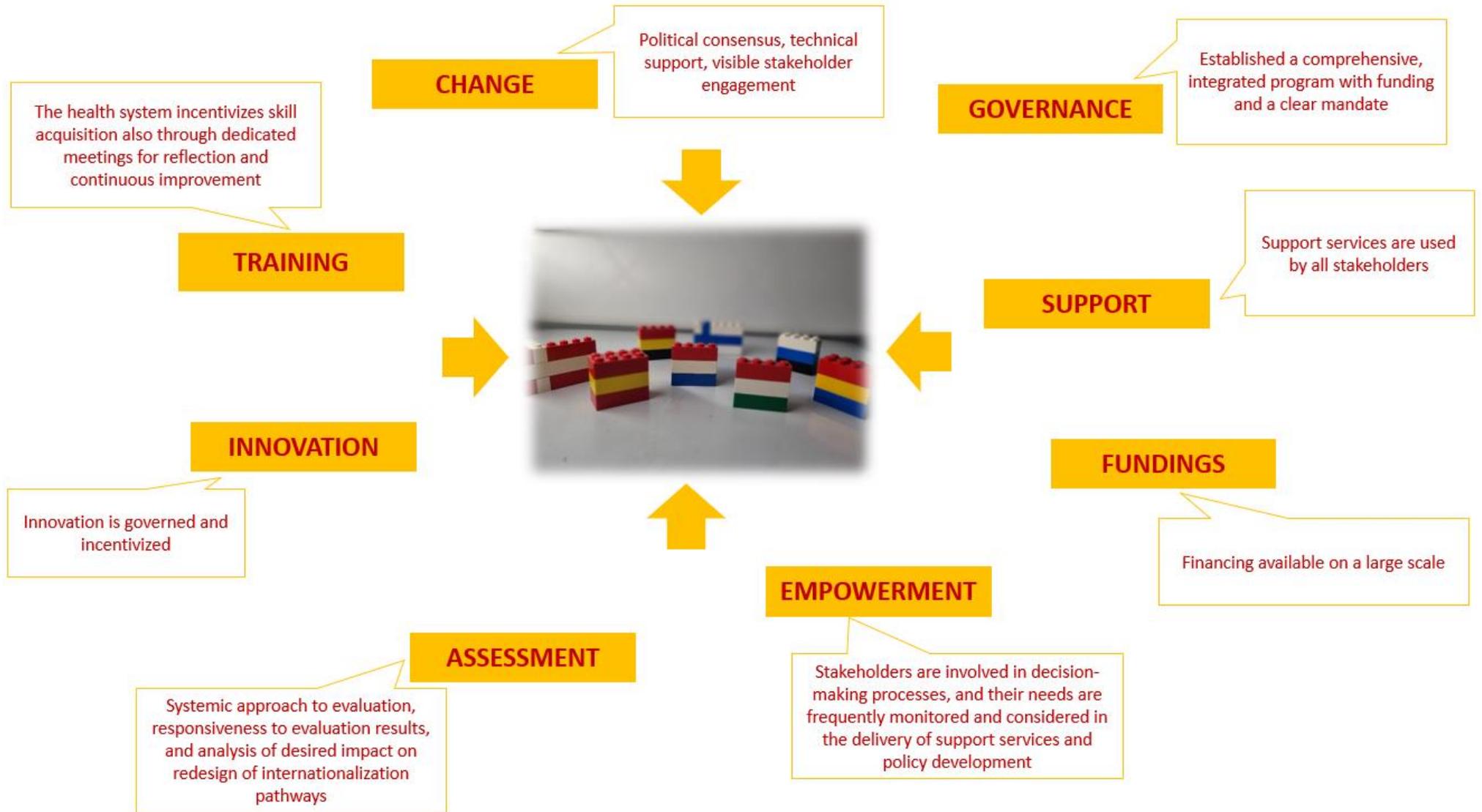
Innovation Management

The introduction of an innovation requires an adaptation of organizational, technological and financial processes. Innovation management refers to all the tools and actions put in place to understand, innovate and adapt processes. This management allows the organization to respond to external or internal opportunities, and to use its creativity to introduce new ideas, processes or products.

Capacity building

Capacity building is the process by which individuals and organizations obtain, improve, and retain the skills and knowledge they need to do their jobs competently. As services transform, new roles will need to be created and new skills developed. Capacity building enables systems to become more adaptable and resilient, whenever internal or external changes occur.

Dimensions: model-specific elements of maturity



Key elements that characterize the internationalization model

Governance

- Inclusion of specific actions in the PSSR (regional social and health plan)
- Centralized coordination
- Connection with the political side
- Flexible design
- Formalization of the SSR network, multistakeholder and multidisciplinary

Links with

- Regional representation office in Brussels
- ProMIS
- National and international industry organizations/networks
- National Contact Points of European Programs



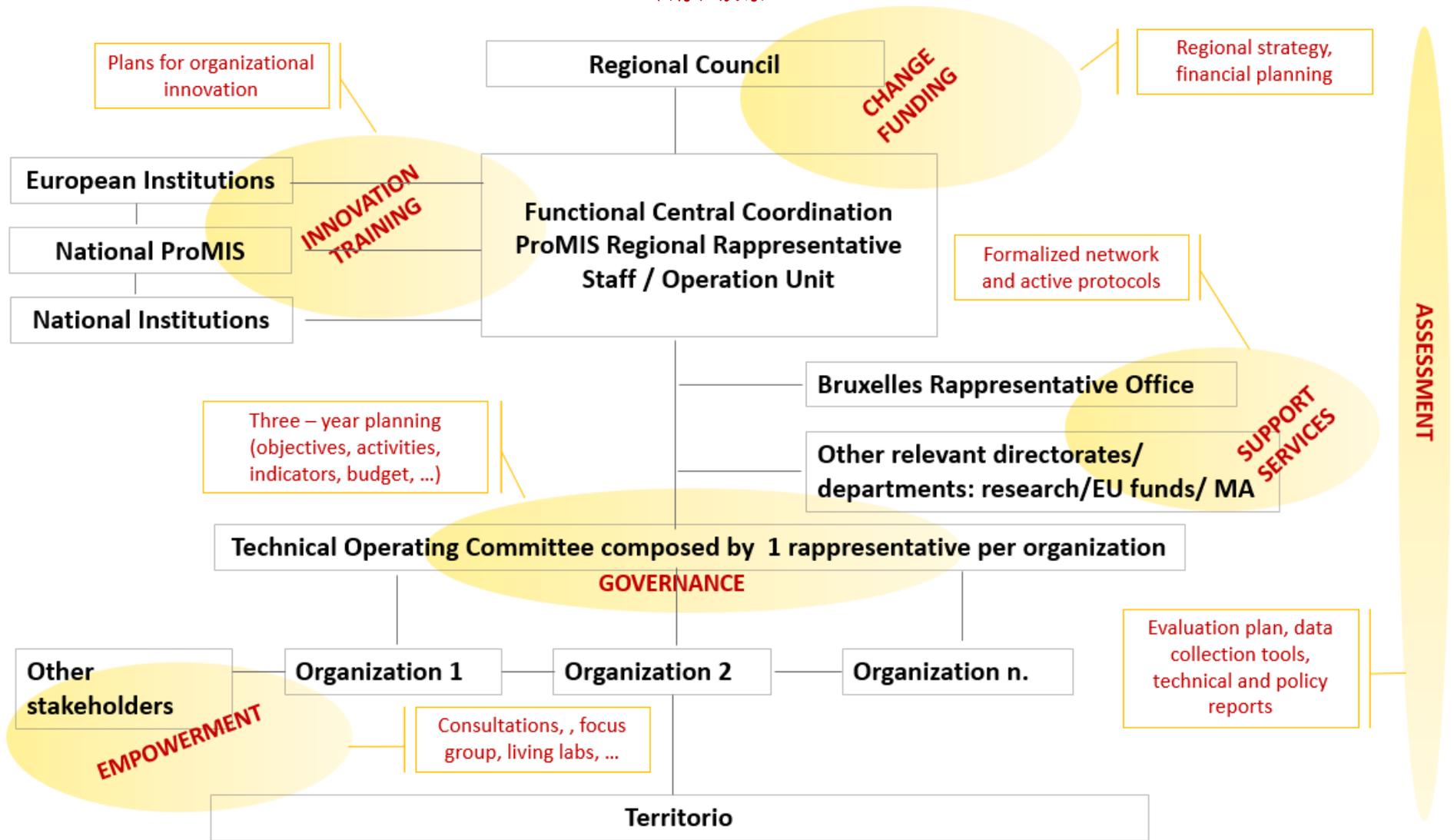
Focus on innovation

- Excellence Promotion
- Processes digitalization
- Staff training

Activities/tools

- Establishment of the regional operational core
- Support to external bodies of the Region/AAPP
- Participation to European calls and initiatives
- Adhesion to European networks
- Establishment of expert and multidisciplinary working groups
- Council Acts deliberation

The Model



Legenda ○ Dimensions □ Actors □ Tools/products

Annex 1 "Preparatory Activities" (year 2018)

Methodology used

Organizational Total Body

(Human body, organization and corporate hierarchy)

Goal

Defining a regional internationalization model (SicilianRegion)

Outcomes

- ✓ State of the art of the regional organizational model (functions of the bodies)
- ✓ Organ functions analysis of (diagnosis)
- ✓ Definition of the «functional flows» inside the model
- ✓ Actions of «care» of the «pathologies» emerged
- ✓ Visualization of the common model to strive towards



Methodology used

ProMIS Organization Line

(System, organization and relationships)

Goal

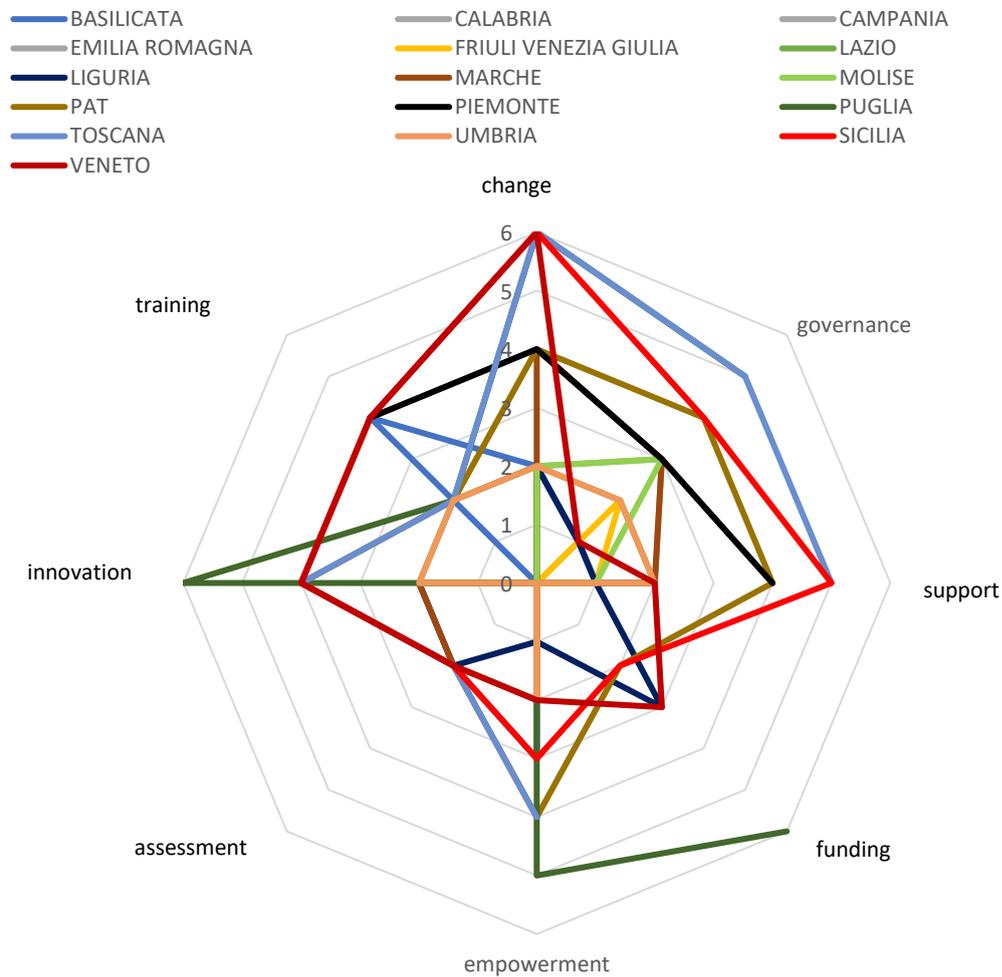
Defining the system of relations of ProMIS in thenational/EU level from the point of view of the Regions

Outcomes

- ✓ Analysis of the current system
- ✓ Vision of a system to strive for
- ✓ Reflections for the definition of the new ProMIS programming (2020-2022)

Annex 2 Self-assessment chart on "dimension maturity" (year 2019)

The graph represents the overall outcome of a questionnaire administered to all ProMIS Regional Referents from the Scirocco Tool (a product of a European project to measure the maturity of integrated care models) based on the principles of Change Management theory.



Strengths

- ✓ Willingness to change: political consensus, technical support, visible stakeholder commitment
- ✓ Presence of a defined Governance
- ✓ Existence of internationalization support tools
- ✓ Recognition of stakeholder empowerment and presence of useful tools/incentives to motivate and support the creation of internationalization paths
- ✓ Innovations are active and some mechanisms are in place to incentivize knowledge transfer, in some cases innovation is governed and incentivized

Weaknesses

- ✓ Lack of funding to support internationalization
- ✓ Absence of training courses to support skills in the field of internationalization
- ✓ Lack of evaluation activities in internalization pathways

Annex 3 Table "Key elements from the point of view of the Regions" - state of the art (year 2020)

The table represents the result of an in-depth study carried out with only those Regions/APs that have obtained a value equal to or greater than 4 in at least one of the various dimensions.

The analysis was carried out through the administration of a second questionnaire to which, among the Regions/APs that responded to the criteria, the Regions of CAMPANIA, MARCHE, TUSCANY, VENETO and the Autonomous Provinces of Bolzano and Trento responded.

Region/Autonomous Provinces	List those essential elements that characterize the internationalization model implemented by the Region/AP:
Campania Region/ UNINA Department of Public Health	<ul style="list-style-type: none"> • Presence of the local, multistakeholder and multidisciplinary network, connected in a structured way to the national ProMIS network and to several international networks • Flexible architecture • Support from the University for Capacity Building actions • Liaison with the Representative Office in Brussels <div style="text-align: right;">  Ongoing </div>
Marche Region	<ul style="list-style-type: none"> • Establishment of multidisciplinary working groups • Support for entities outside the Region • Adhesion to the network of Reference Sites within the European Partnership on Healthy and Active Ageing • Liaison with the Representative Office in Brussels • Inclusion of specific actions in the PSSR • Membership and participation in ProMIS activities <div style="text-align: right;">  Implementation </div>
Tuscany Region	<ul style="list-style-type: none"> • Deliberation of council acts that define objectives, subjects, modes of operation and designation of representatives of the entities and subjects involved • Establishment of the model hinged in the Directorate responsible for health • Liaison with the reference department and the Brussels Office • Involvement of the competent regional sectors • Participation of SSR entities (companies, agencies, bodies) and subjects whose presence is considered strategic with designated representatives of the respective company managements <div style="text-align: right;">  Ongoing </div>
Veneto Region	<ul style="list-style-type: none"> • Participation in the main European partnerships of healthcare institutions, as ideal venues for sharing experiences, capitalizing on best practices and seeking a general vision of future care and assistance scenarios • Membership and participation in ProMIS activities <div style="text-align: right;">  Programming </div>
Autonomous Province Bolzano – South Tyrol	<ul style="list-style-type: none"> • Connection with the Austrian/German cultural/university world • Promotion of centers of excellence in medical research • Reduction of bureaucratic and language barriers for the reception of foreign doctors/students/researchers

- Promotion of scientific collaboration contracts with research institutes abroad
- Publication and promotion of international projects co-financed by regional authorities
- Participations in European Joint Actions
- International mobility of incoming and outgoing researchers
- Increasing the attractiveness of the territory as a land of research and innovation
- Liaison with Representative Office in Rome and Brussels
- Membership and participation in ProMIS activities



Programming

Autonomous Province of Trento

- Coordination, by the Innovation and Research Office of the Health and Social Policies Dept., of internationalization activities with other provincial structures
- Participation to European projects and call for proposals
- Construction of the nucleus of European planning within the TS4.0 ecosystem involving the Province, the FBK Foundation and the Provincial Agency for Health Services
- Establishment of a JRU (Joint Research Unit) for joint participation in European programs
- Membership and participation to ProMIS activities
- Adhesion to the network of Reference Sites within the European Partnership on Healthy and Active Ageing



Ongoing

Annex 4 Regional sheets "insights into dimensions" (years 2020/21)

The table summarizes the values (≥ 4) in the different dimensions referred to in the in-depth forms of the responding Regions/Aps.

	CAMPANIA	MARCHE	TUSCANY	VENETO	APB	APT
Change		4	6	6	4	4
Governance		4	5			4
Support		4	5			
Funding						
Empowerment			4			4
Assessment						
Innovation	4	4	4	4	4	4
Training				4		

DIMENSIONS	CAMPANIA REGION / UNINA DEPARTMENT OF PUBLIC HEALTH
INNOVATION MANAGEMENT	Elements included in the plan or in regional documents/strategies Technology
DIMENSIONS	MARCHE REGION
WILLINGNESS TO CHANGE	<p>Need of internationalization Implement specific actions for the participation in European initiatives.</p> <p>Tools/methodologies In the framework of the European Innovation Partnership on Active and Healthy Ageing, the candidate Region, and subsequently selected) as Reference Site (RS) for the European Commission, carried out a collection of activities related to the field of internationalization by the members of the regional ecosystem. This activity was carried out by sending to participants a simple data collection form.</p> <p>Strategy The strategy is under development. The primary goal is to align the internationalization process with regional health priorities and to promote a 'health in all policies' and 'health across the lifespan' approach. It starts by taking into account key themes and then it focuses on the internationalization initiatives. At the same time, it identifies good practices in the area and supports their growth, promoting their importance at national and European level. Finally, it promotes multi-disciplinary and multi-stakeholder working groups in order to foster the exchange of knowledge, the identification of needs and the creation of synergies which increase the final impact of the interventions.</p> <p>Political Commitment The President of the Region appointed the ProMIS Regional Representative and his delegate. The nomination for RS was communicated by the Regional President to the Regional Council. Regional political leadership has changed recently and is still defining its priorities.</p> <p>Technical Commitment The ProMIS contact person and delegate work to achieve the objectives indicated above and implement specific actions to stimulate internationalization. Key actions are active participation in ProMIS activities and European consultations, as well as participation in European calls and promotion of capacity building activities. These actions are carried out by the Region as main actor or through the involvement of the reference actors of the territory, providing adequate support.</p>
STRUCTURE AND GOVERNANCE	<p>Actors involved The organization is currently made up of a regional ProMIS contact person, a delegate, and a contact person in Brussels, who are responsible for sending materials to stakeholders with an informal network. As part of the RS activities,</p>

	<p>a specific Decree was issued in order to identify the cross regional working group to manage local and international activities. A transversal decree was issued in order to identify the health working group for national and international research. The network of regional ProMIS representatives is going to be reorganized.</p> <p>A support for Marche Region is: the. National and Community Programming Unit, which cooperates with the ProMIS Regional Referent on various topics. At the same time, there is Svim - Sviluppo Marche S.r.l. - the development company of the Marche Region established by regional law no. 17 of 1 June 1999, currently being redefined.</p> <p>Organizational chart</p> <ul style="list-style-type: none"> ▪ ProMIS regional contact person; one delegate and one contact person in Brussels ▪ Cross regional working group for the management of local and international activities regarding to RS-related activities (identified by Decree) ▪ Health Working Group for National and International Research (identified by Decree) ▪ Collaborations with other regional sectors <p>Internationalization Service (or Office or Unit)</p> <p>The ProMIS regional contact person is the Director of the Health Service. In support the National and Community Programming in cooperation with the Health Service; Svim - Sviluppo Marche S.r.l. - the development company of the Marche Region instituted by regional law no. 17 of June 1st 1999, currently being redefined.</p> <p>Complete and integrated program</p> <p>NO</p>
<p>INTERNATIONALIZATION SUPPORT SERVICES</p>	<p>Services/Offices/Support units</p> <p>The Hospital Care, Emergency-Urgency, Research Unit has the mandate to promote the internationalization in the healthcare environment in the regional area and towards external stakeholders. The F.P. collaborates regularly with the contactperson in Brussels. The Unit coordinates national and international activities in the area of research and provides support to interested regional stakeholders. There is a regional internationalization service that deals primarily with productive activities. Svim - Sviluppo Marche S.r.l. supports the Unit</p>
<p>INNOVATION MANAGEMENT</p>	<p>Elements included in the plan or regional documents/strategies</p> <p>Technology Organizational Innovation Health systems transformation Integration with other policies/environments Research</p>

WILLINGNESS TO CHANGE**Need for internationalization**

Optimizing the proactive capacity to affect European policies in the relative areas

Promoting the exchange, adoption and systemization of good practices and innovative models.

Developing the attractiveness through the efficiency of procedures for participation in calls.

Promoting transnational health research.

Tools/Methodologies

NO

Strategy

A working group composed by the Tuscany Region, a few affiliated companies and entities of the regional system, the Regional Health Agency, Toscana Life Sciences Foundation, began to meet informally in 2016. Once synergic actions have started to grow up (RS status recognition, new membership of the S3 MedTech platform, joint projects, etc.), it was necessary to support the informal work initiated through the definition of objectives, roles, stakeholders to be involved, working methods, and to give it an appropriate attention, as well as to find qualified personnel for following the internationalization activities full-time.

A regional network has been set up, the European and International Affairs Presidium in the health, socio-health and social fields (DGR 232/2017). The network meets on a regular basis, via videoconference with the Brussels office. Regular information sent by the regional coordination allows a continuous flow of information; a newsletter is produced every two months by the Brussels office and disseminated through the network. A dedicated web page allows you to find information on the contact persons, on the working groups, on the main activities. The Regional Sector that coordinates the Presidium network also takes care of the participation of the Health, Welfare and Social Cohesion Directorate in the European networks and in PromIS.

Political Commitment

Integrated Regional Health and Social Plan PSSIR 2018-2020 (Resolution of the Regional Council n.73 of 9 October 2019: Operational sheet n.23) Internationalization of the Tuscan integrated health and social system: a closer Europe (DGR 273/2020 Determinations on the actions for the implementation of the PSSIR 2018-2020).

Resolution of the Regional Council n. 232/2017, Constitution of the European and international affairs presidium network in the health, socio-health and social fields.

Resolution of the Regional Council n. 663/2020, Presidium Network for European and international affairs in the health, socio-health and social fields. Transnational research: EJPRD memberships, Eranet Co-found on rare diseases, EraPerMed, Eranet co-found on personalized medicine, Transcan III, Eranet co-found on cancer research; a total investment of 1,280,000 euros for three years to finance Tuscan participation in transnational research in this context. Membership of ICPeMed, the European consortium for personalized medicine.

Structural Funds 2014 - 2020: the Directorate responsible for health (Social Innovation Sector) becomes Head of Activities for part of the measures related

to AXIS B - Social inclusion and fight against poverty of the European Social Fund. The Department, supported by the European and International Affairs Presidium and the Brussels Office, carried out research and exchange work on innovative models of use of the ESF (connection and comparison with the competent DGs, with dedicated platforms, participation in European projects aimed at exchanging good practices, participation in European Semester meetings).

Technical Commitment

A unit in regional staff dedicated to the activities of the Presidium network + a competent manager + a reference officer at the Brussels office, reference for specific number of areas, including the health sector.

Collaboration and constant connection with the Health research Officer for the management of the Joint Transnational Calls of the Eranet programs.

S3 platforms on MedTech, MEGA and ESTHER. The activities of the ICPeMed consortium are followed thanks to the support of UVAR.

Tuscany Region is member of Euregha, EuroHealthNet and REVES.

The Brussels office operates as link with ERRIN.

STRUCTURE AND GOVERNANCE

Actors involved

Coordination: Director in charge of the Research and Investment Sector in the health sector.

Membership: Representatives of:

- Tuscany Region Office in Brussels,
- Health, Welfare and Social Cohesion Department,
- Companies and Entities of the Regional Health Service,
- Regional Health Agency and other bodies
- Clinical Management Bodies
- Toscana Life Sciences Foundation
- Management and Health Laboratory of the Institute of Management of the Scuola Superiore Sant'Anna in Pisa
- Monasterio Foundation and Institute of Clinical Physiology - National Research Council (CNR-IFC)
- ESTAR
- Experimental Zooprophyllactic Institute of Lazio and Tuscany
- IRCCS Don Gnocchi
- IRCCS Stella Maris
- University of Florence
- University of Pisa
- University of Siena

Working Groups

- ProMIS Group
- Reference Site Tuscany on Active & Healthy Ageing Group
- Research Group
- Collaborations with China group

Organizational Chart

Representative's tasks: guaranteeing the necessary connection and adequate information flow on growth and financing opportunities.

Organizational methods: meeting/videoconference of the Presidium Coordinator with the representative offices of the Region of Tuscany in Brussels at least every 3 weeks. Meeting/videoconference of the network every 6-8 weeks.

Service (or Office or Unit) of Internationalization

	<p>Personnel involved: Manager in charge of health research and investments, coordination of activities in the framework of the Recovery and Resilience Fund in the health context for regional, national and international projects, in collaboration with the European Union and international level entities. One staff unit at 100% Collaboration and connection with the Health Research and UVAR (Office for the Valorization of Biomedical and Pharmaceutical Research) Officers for international research activities. Complete and integrated program Only partially</p>
INTERNATIONALIZATION SUPPORT SERVICES	<p>Services/Offices/Support Units Brussels Office: an officer who deals with the health issues (in a non-exclusive manner) and who works for linking Tuscany Region with the EU institutions, the GIURI, the ERRIN network, the Tour4EU Association, prepares bimonthly newsletters, participates in bimonthly meetings with the European Affairs Presidium network. Realizes ad hoc actions on specific requests. Health Research Officer Regional Research Office UVAR Office (Valorization of Biomedical and Pharmaceutical Research)</p>
STAKEHOLDER EMPOWERMENT	<p>Internal/External Stakeholders The entities participating in the European and International Affairs Presidium are involved for specific initiatives, according to specific skills, needs and opportunities. In accordance with the Memorandum of Understanding between Tuscany Region and the Universities of Florence, Pisa and Siena, pursuant to Art. 13 LR 40/2005, these three Tuscan universities also participate in the Presidium network. The Presidium network also works in conjunction with the Tour4EU Association (Tuscan Organization of Universities and Research for Europe), which has its operational headquarters at the Brussels Office of the Tuscany Region and participates in the periodic meetings of the Presidium network. Through the UVAR Office and the TLS (Toscana Life Sciences) Foundation, the Presidium network interfaces with the Toscana Life Sciences Cluster, which bring together all the public and private entities that operate in biotechnology, pharmaceuticals, medical devices, nutraceuticals and cosmeceuticals and ICT applied to Life Sciences. The Cluster was founded in 2011 thanks to Tuscany Region with the aim of contributing to the growth of the territory competitiveness by planning integrated research and development activities around innovative projects, creating a integrated system made up of companies and the network of excellent groups included in the field of life sciences research and technology transfer. The players in the Tuscany Life Sciences Cluster are the affiliated companies (startups, spin-offs, SMEs and large players in the pharmaceutical industry); Tuscan universities (Florence, Pisa, Siena); Advanced Study Schools (Scuola Universitaria Superiore Sant'Anna, Scuola Superiore Normale in Pisa and Istituto Superiore di Studi Avanzati IMT in Lucca); National Research Centre institutes, university hospitals, local health authorities, foundations, service centers, other public and private research structures.</p>
INNOVATION MANAGEMENT	<p>Elements included in the plan or regional documents/strategies Organizational Innovation Health systems transformation Research</p>

WILLINGNESS TO CHANGE	<p>Need for internationalization</p> <p>The health system of Veneto Region responds to the objective of ensuring a modern, competitive and socio &-healthcare system in line with the most advanced health realities through a regional strategy of "internationalization", given the importance of identifying common actions in the health field in order to define a common strategic framework for the citizens' health (PSSR RV 2019-2022 - LR 48/2018).</p> <p>Tools/Methodologies</p> <p>It is essential to encourage the dialogue between the local and regional health dimension with the international and multicentric vision of the European Union, the World Health Organization (WHO) and other sectorial international agencies. This sound link is strengthened by the presence in Venice of the WHO office. Through this collaboration, e, in the framework of the new Agreement between the Italian Government, the Veneto Region and the WHO, the objectives is to promote health and to reduce inequalities, according to the European policy "Health 2020" and the Agenda 2030, approved by the United Nations that underline the importance of the Global Agenda and its 17 Sustainable Development Goals, linking different dimensions of action including the environment, education, access to safe water, employment for all (PSSR RV 2019-2022 – LR 48/2018).</p> <p>Strategy</p> <p>It is essential to pay attention to the public health and welfare policies of the European Union, to stimulate the development of innovation and research in the biomedical and in e-health fields, as well as to promote the comparison and integration of the Veneto Health System with the European excellences, in particular with the cross-border areas.</p> <p>This strategy allows to further increase the degree of competitiveness of the SSSR (Regional Social and Health System) in relation to the best European and international systems, with the objective of identifying a shared model of government that ensures it full sustainability, through the optimization of resources and the high-quality level of services provided (PSSR RV 2019-2022 – LR 48/2018).</p> <p>Political Commitment</p> <p>In the Regional Socio-Health Plan (LR. 48/2018) the Legislature has provided a special paragraph dedicated to "international comparison".</p> <p>Technical Commitment</p> <p>The Region is partner of the main European networks in the health sector and participates in technical working groups coordinated by European Observatory on Health Systems and Policies, EUREGHA - European Regional and Local Health Authorities, Regions for Health Network - RHN-WHO, EuroHealthNet - The European network for public health, health promotion and disease prevention.</p>
INNOVATION MANAGEMENT	<p>Elements included in the plan or regional documents/strategies</p> <p>Technology</p> <p>Organizational Innovation</p> <p>Health systems transformation</p> <p>Integration with other policies/environments</p> <p>Research</p>
SKILLS TRAINING	<p>Training & capacity building actions</p> <p>The Region encourages:</p> <ul style="list-style-type: none"> ▪ The organization and promotion of activities of continuous training and updating of health professionals, encouraging in particular the relations of synergistic collaboration established with the European Observatory on Health Systems and Policies, where

Veneto Region is the unique Italian partner, in order to jointly achieve important opportunities for discussion, study and debate as well as participating in training / information initiatives concerning the main Healthcare issues, such as the annual event "European Observatory Venice Summer School" focused on the most current issues of the reforms of European Health Systems

- The promotion and dissemination through the regional dimension if the ProMIS, coordinated by the Veneto Region itself in order to coordinate at national level the European policies and the opportunities to access to European Research and Public Health Programs
- The implementation of ways of collaboration between the Regions and the regional and local health authorities of the European Union, in particular through cross-border cooperation (PSSR RV 2019-2022 – LR 48/2018).

DIMENSIONS

AUTONOMOUS PROVINCE OF BOLZANO

WILLINGNESS TO CHANGE	<p>TO</p> <p>Need for internationalization</p> <ul style="list-style-type: none"> • Implementation of the provincial network for international activities • Implementation of new study protocols, transnational research groups (multicenter clinical trials in different countries that allow conclusions of broader impact), European projects (focus on territorial / cross-border cooperation) • Making the province attractive as a land of research and innovation and allowing an increased transition between research and the business world. <p>Tools/Methodologies</p> <p>Participation in European and international projects. Euregio EGTC, regional parliaments that meet regularly ("Dreierlandtag"). Networking, international conferences, international research. Participation in European and international networks. Agreements with foreign universities.</p> <p>Strategy</p> <p>The strategy is in its development phase. Nowadays the South Tyrol health group has been set up for the internationalization of research and pooling of concrete experience/expertise (public-private).</p> <p>Political Commitment</p> <p>Allocation of funds dedicated to international research foreseen in the Provincial Plan for Scientific Research and Innovation approved annually by the Provincial Council and in the Provincial Innovation Strategy for Smart Specialization (RIS3). EGTC Euregio and "Dreierlandtag".</p> <p>Technical Commitment</p> <p>Commitment to bilateral funds.</p>
INNOVATION MANAGEMENT	<p>Elements included in the plan or regional documents/strategies</p> <p>Research</p>

WILLINGNESS TO CHANGE	<p>Need for internationalization Comparison and exchange of best practices. Monitoring funding to support the implementation of provincial strategies in thenational and international level</p> <p>Tools/Methodologies Continuous exchange with its Brussels office and with the Provincial Strategic Planning and European Programming Service. Participation in the ProMIS network. Membership in European networks (ERRIN, Vanguard, RSCN, EARLALL, Security Research Community of Users). Main internal governance tool: TrentinoSalute4.0-JRU (Joint Research Unit).</p> <p>Strategy Systemic approach to internationalization starting with the alignment of the programming of various entities involved in order to implement the general strategic guidelines issued by the Provincial Council. Among the various strategies</p> <ul style="list-style-type: none"> • Participation in European partnerships: E.g., EIP AHA, S3 / Candidacy to become EDIH • Participation in European programming and calls for proposals • Promoting the development of enterprises and the Trentino ecosystem towards the European market <p>Political Commitment The general theme of internationalization is included in the Provincial Development Plan o the 16th Legislature. The S3 strategy, which among its priority areas includes innovation in the fields of healthcare, targeted research, biotechnology, etc., is also a key element of the plan. Provincial Law 16/2010 "Health protection in the Province of Trento promotes health research and innovation, including through participation and European initiatives".</p> <p>Technical Commitment The establishment of TrentinoSalute4.0-JRU that collaborates with other structures / bodies of the provincial, national and European territory. The Province participates in technical working groups coordinated by the WHO Regions for Health Network - RHN-WHO.</p>
STRUCTURE AND GOVERNANCE	<p>Actors Involved Autonomous Province of Trento, Representative Office in Brussels, Bruno Kessler Foundation, Provincial Health Authority, University of Trento, Enterprises/Market</p> <p>Organizational Chart PA of Trento, through its various structures has a role in planning, guidance, financing, coordination and management of structural and European funds. The Azienda Provinciale per i Servizi Sanitari (APSS), is mainly involved in the collection of innovation and research needs, and is the site of experimentation and pilot site for project initiatives. Fondazione Bruno Kesler (FBK) represents the research and innovation center of the Province. University of Trento is involved through its various academic competences in general, and the School of Medicine in European projects. Enterprises/Market are often involved in the provincial partnership activated within the different projects, also through the involvement of HIT (Hub Innovazione Trentino) which supports the synergic development at provincial</p>

	<p>level of the research and market system by promoting technology transfer activities.</p> <p>Internationalization Service (or Office or Unit) Autonomous Province of Trento: Dept. of Health and Social Policies, Innovation and Research Office, Strategic Planning and European Programming Service, Brussels Office, TrentinoSalute4.0 JRU</p> <p>Complete and integrated program No</p>
STAKEHOLDER EMPOWERMENT	<p>Internal/External Stakeholders Internal and external stakeholders are engaged by the Health Department's coordination structure to ensure necessary input in the relevant content.</p>
INNOVATION MANAGEMENT	<p>Elements included in the plan or regional documents/strategies Technology Organizational Innovation Health systems transformation Integration with other policies/environments Research</p>