



Integração e melhoria
dos cuidados baseados
na população por
meio da gestão das ULS
e sua organização



IMPULSO Annual Meeting 2026

09 OCTOBER 2026 | VENUE: LNEC, LISBON

Agenda at a Glance

09:30	Registration & Welcome Coffee	Foyer
OPENING PLENARY SESSION		
10:00 30 min	Welcome remarks André Trindade (ACSS) · Judit Rózsa, SG Reform, EC (video) · Natasha Azzopardi-Muscat, WHO/Europe (video)	Auditorium
10:30 20 min	IMPULSO Project: Lessons Learned and Future Perspectives Melitta Jakab, WHO European Centre for PHC · Francesca Cattarin, SG Reform, EC	Auditorium
10:50 1 hour	Panel: ULS in Portugal — Enablers and Barriers on the Ground Moderator: Júlio Pedro, Deputy Director-General of Health, DGS Speakers: Pedro Cunha (ULS Alto Ave) · Bruno Morrão (ULS Guarda) · Diana Breda (ULS Coimbra) · Elsa Baião (ULS Oeste) · Mónica Santos (ULS Litoral Alentejano)	Auditorium
CELEBRATING EXCELLENCE AND SHARING LOCAL INNOVATION		
11:50 30 min	IMPULSO 2026 Awards Ceremony & Official Photo Melitta Jakab, Francesca Cattarin, Lisbon Psychiatric Hospital – ULS São José,	Auditorium
12:30 30 min	IMPULSO Awards Posters Gallery Viewing Award winners present their posters; audience votes for a People's Choice winner	Foyer
13:00 1 hour	Lunch Gallery viewing and voting continues in parallel	Foyer
PARALLEL WORKSHOPS		
14:00 – 15:30 90 min each, parallel	TRACK 1 Co-creating healthier communities with municipal actors Emilia Aragon de Leon (WHO/Europe), Gonçalo Santinha (U. Aveiro)	Room 2
	TRACK 2 From Questions to Action: LHU Data & Indicator Workflows Damir Ivankovic, Valter Fonseca (WHO Athens), Karapet Davtyan (WHO, Data, AI, Digital Health), João Almeida (WHO Consultant)	Room 6
	TRACK 3 Integrated Care: From Experience to Transformation Arturo Alvarez (IFIC), Adelaide Belo, Vanessa Nicolau Albano (PAFIC), Toni Dedeu (WHO Consultant)	Room 5
	TRACK 4 Strategic Planning & Change Management Rosário Moreira (PBS), Alexandre Lourenço (NOVA School of Public Health), Esteban de Manuel (WHO Consultant)	Auditorium
15:30 30 min	Coffee Break	Foyer
PLENARY SESSION — IMPLEMENTATION ROADMAP		
16:00 1 hour	Presentation by local and international experts Moderator: Melitta Jakab and Miguel Cabral (ULS São João) · WHO/Europe · Francesca Cattarin · Q&A and feedback via PERA AI WHO/Europe tool	Auditorium
STRATEGIC PANEL — FROM BEST PRACTICES TO PUBLIC POLICY		
17:00 40 min	How Can LHUs Be Consolidated? Moderator: André Trindade (ACSS) Speakers: Manuel Pizarro (ULS São João) · Pedro Pita Barros (NOVA SBE) · Rita Sá Machado (DGS) · Manuel Carvalho (ULS Região de Leiria)	Auditorium
CLOSING SESSION — IMPULSO PEOPLE'S CHOICE AWARD & FINAL CONCLUSIONS		
17:40 20 min	Closing remarks Melitta Jakab, WHO European Centre for PHC · Francisco Catalão, Secretary of State for Health Management	Auditorium

Objective of the Meeting

This will be the second Annual LHU Meeting under the IMPULSO project, which concludes this year. It will therefore serve as an important platform for sharing the project's results, facilitating their handover to local stakeholders and building consensus on the way forward.

The objective is to discuss continuity and sustainability of the initiative beyond this project, disseminate good practices and local and international innovations, while reinforcing a culture of excellence, accountability and continuous improvement across Portugal's Local Health Units.

About IMPULSO

The IMPULSO project (*Integração e melhoria dos cuidados baseados na população por meio da gestão das ULS e sua organização*) was launched in 2024 with the support of the **European Commission's Reform and Investment Task Force (SG REFORM)**. It includes **ACSS** as a local lead agency and the **WHO European Centre for Primary Health Care** as its implementing partner. The project is funded under the EU's Technical Support Instrument (TSI) and is running from 1 September 2024 – 30 October 2026.

Detailed Session-by-Session Agenda

09:30	Registration & Welcome Coffee	Foyer
OPENING PLENARY SESSION		
10:00 [30 min]	WELCOME REMARKS André Trindade, President of the Board of Directors, ACSS (15 min) Judit Rózsa, Director, Technical Support Instrument, Reform and Investment Task Force, European Commission (video-remarks, 5 min) Natasha Azzopardi-Muscat, Director, Health Systems, WHO/Europe (video-remarks, 5 min)	Auditorium
IMPULSO PROJECT: LESSONS LEARNED AND FUTURE PERSPECTIVES FOR THE HEALTH SYSTEM		
10:30 [20 min]	Melitta Jakab, Head of the WHO European Centre for Primary Health Care with reflections from Francesca Cattarin, Policy Officer, Health Reforms, SG REFORM, European Commission	Auditorium
Presentation followed by remarks		
OBJECTIVE To report back on the IMPULSO project's achievements over two years and situate them in the wider European context of health systems development		
10:50 [1 hour]	PANEL: LOCAL HEALTH UNITS (ULS) IN PORTUGAL: ENABLERS AND BARRIERS OF OPERATIONALISATION ON THE GROUND Moderator: Júlio Pedro, Deputy Director-General of Health, DGS Pedro Cunha, Chair of the Board of Directors, ULS Alto Ave Bruno Morrao, Clinical Director for Primary Health Care, ULS Guarda Diana Breda, Hospital Administrator, ULS Coimbra Elsa Baião, Chair of the Board of Directors, ULS Oeste Mónica Santos, Hospital Administrator, ULS Litoral Alentejano	Auditorium
OBJECTIVE Surface first-hand, ground-level experience of operationalising the LHU mode from the changemakers themselves: what has enabled implementation, what has held it back, and what this means for the sustainability of the integrated care in the country.		
CELEBRATING EXCELLENCE AND SHARING LOCAL INNOVATIONS		
IMPULSO 2026 AWARDS CEREMONY & OFFICIAL PHOTO		
11:50 [40 min]	ACSS Board, Melitta Jakab, Francesca Cattarin, 10 min presentation from the Lisbon Psychiatric Hospital - ULS São José about the awards' statuettes they created	Auditorium
12:30 [30 min, and available throughout the day]	IMPULSO AWARDS POSTERS GALLERY VIEWING Award winners stand by their posters and share the insights (30 min) Audience votes for People's Choice Awards	Foyer
13:00 [1 hour]	Lunch Gallery continues in parallel, audience votes for People's Choice	Foyer

PARALLEL WORKSHOPS

14:00– 15:30 [90 minutes each in parallel]	TRACK 1 Co-creating healthier communities in partnership with municipal actors Emilia Aragon de Leon, WHO/Europe and Gonalo Santinha, Universidade de Aveiro	Room 2
	TRACK 2 From Questions to Action: Using LHU Data and Indicator Workflows for Decision Support Damir Ivankovic and Valter Fonseca (WHO Quality of Care Athens Office), Karapet Davtyan (Technical Officer, Data, AI, Digital) and Joo Almeida (WHO Consultant)	Room 6
	TRACK 3 Integrated Care: From Experience to Transformation Arturo Alvarez (IFIC), Adelaide Belo and Vanessa Nicolau Albano (PAFIC), Toni Dedeu (WHO Consultant)	Room 5
	TRACK 4 Strategic Planning & Change Management: Developing Competencies for Transformation Rosrio Moreira (PBS), Alexandre Loureno (NOVA School of Public Health), Esteban de Manuel (WHO Consultant)	Auditorium
15:30 [30 min]	Coffee Break	Foyer

Track 1 — Co-creating Healthier Communities in Partnership with Municipal Actors

 Room 2

Moderator / Facilitator: Emilia Aragon de Leon, WHO/Europe, and Gonalo Santinha, Universidade de Aveiro

DURATION	ACTIVITY	GOAL
5 min	A Opening and orientation	<i>Purpose, format and framing question; short speaker introductions</i>
45 min	B “From where you sit...”	<i>Municipal, CCDR, LHU and national perspectives; barriers, enabling conditions and examples of what works, with audience input throughout</i>
30 min	C Looking ahead	<i>What needs to be strengthened, changed or institutionalised: governance, planning, resources, responsibilities, capacity</i>
10 min	D Consolidation	<i>Agree on two or three priorities, and the level at which each should happen</i>

OBJECTIVE To explore how LHUs, municipalities, regional bodies (CCDRs) and national public health actors can collaborate more systematically on prevention and health promotion, and to agree a set of concrete priorities

Track 2 — From Questions to Action: Using LHU Data and Indicator Workflows for Decision Support

 Room 6

Facilitation: Parts A–C, WHO/Europe Athens Office (Damir Ivankovic, Valter Fonseca); Parts E–F, WHO/Europe Data, AI and Digital Health team (Karapet Davtyan, Joo Almeida); Parts D and G delivered jointly.

DURATION	ACTIVITY	GOAL
5 min	A Opening and orientation	<i>Purpose, expected outcomes and working method</i>

DURATION	ACTIVITY	GOAL
10 min	B From indicators to action	<i>M1.2 KPI framework and M2.2 decision-support concept</i>
25 min	C Scenario-based work	<i>Select three indicators, one comparison and one next step</i>
15 min	D Plenary bridge	<i>Present and compare choices; Open discussion</i>
15 min	E Indicator workflow mapping	<i>Introduce the indicators and findings, using example LHUs</i>
15 min	F Live audience session	<i>Rank changes and identify challenges; Open discussion</i>
5 min	G Joint wrap-up	<i>Connect both perspectives and wrap up</i>

OBJECTIVE *Connect the Milestones/Results 1.2 and 2.2 performance-intelligence framework to the ground-level reality of indicator data flows, so participants leave able to trace a management question through to the data and decision it requires, and to prioritise concrete fixes to the workflows that produce LHU indicators.*

Track 3 — Integrated Care: From Experience to Transformation

 Room 5

Participants: Arturo Alvarez (IFIC), Adelaide Belo and Vanessa Nicolau Albano (PAFIC), Toni Dedeu (WHO Consultant)

DURATION	ACTIVITY
25-30 min	Experience: Where are we now? Purpose: Establish a shared baseline of how LHUs perceive the integrated care reform to date
25-30 min	Transformation: From structures to culture Purpose: Explore the cultural, relational and behavioural dimensions of transformation beyond structural reform
25-30 min	Transformation: What next for Portugal? Purpose: Identify shared priorities for the next phase of integrated care transformation, using the IFIC Nine Pillars

OBJECTIVE *To move from implementation experience to the to the identification of priorities for further transformation on integration of care based on a self-reflection tool based on the [IFIC Nine Pillars of Integrated Care](#).*

Track 4 — Strategic Planning & Change Management: Developing Competencies for Transformation

 Auditorium

Participants: Rosário Moreira (PBS), Alexandre Lourenço (NOVA School of Public Health), Esteban de Manuel (WHO Consultant)

DURATION	ACTIVITY
5 min	A Opening and framing
30 min	B From capacity-building to organisational capability: key lessons from IMPULSO on strategic planning and change management.

DURATION	ACTIVITY
	With audience participation and dynamics, and individual reflection
35 min	C Structured plenary: from current barriers to the conditions needed for transformation, distinguishing between within-LHU and system-level factors. With audience participation and dynamics, and individual reflection of the most critical conditions
15 min	D International reflection by Esteban de Manuel
5 min	E Closing synthesis and key messages for the post-IMPULSO phase

OBJECTIVE To develop a small set of prioritised organisational and system-level conditions for sustaining transformation in LHUs.

The session will be guided by the question: *What needs to be in place for transformation to become an organisational capability of LHUs, rather than depend on individual initiatives or time-limited projects?*

PLENARY SESSION - IMPLEMENTATION ROADMAP

Presentation by local and international experts

Moderators: Melitta Jakab, WHO European Centre for Primary Health Care and Miguel Cabral, Public Health Medical Doctor, LHU São João

16:00

[1 hour]

Emilia Aragon de Leon, Technical Officer, WHO/Europe
 Esteban de Manuel, WHO Consultant, and José Cerezo, WHO/Europe
 Damir Ivankovic, WHO Consultant, and Valter Fonseca, WHO/Europe
 João Almeida, WHO Consultant, and Karapet Davtyan, WHO/Europe
Open floor discussion and digital feedback collection via WHO PERA AI tool

Auditorium

OBJECTIVE To present the findings and implementation considerations for the next phase of integration of care, particularly in the areas of stewardship and accountability, performance monitoring, interoperability, and continuous capacity-building. To present how the lessons learned, good practices identified, and recommendations produced throughout the project can be translated into policy decisions and institutional commitments

STRATEGIC PANEL - From Best Practices to Public Policy: How Can LHUs Be Consolidated?

Moderator: André Trindade, President of the Board of Directors, ACSS

17:00

[40 minutes]

Manuel Pizarro, Internal Medicine Physician, ULS São João
 Pedro Pita Barros, Full Professor of Health Economics, NOVA SBE
 Rita Sá Machado, Director-General of Health
 Manuel Carvalho, Chair of the Board of Directors, ULS Leiria

Auditorium

OBJECTIVE This session will explore the role of diverse stakeholders in translating evidence into concrete public policies. The discussion will focus on the strategic priorities for the next phase of LHU development.

CLOSING SESSION - IMPULSO People's Choice Award and Final Conclusions

17:40

[20 minutes]

Melitta Jakab, Head of the WHO European Centre for Primary Health Care
 Francisco Catalão, Secretary of State for Health Management

Auditorium