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## 健康台灣深耕計畫：多元人才培訓全國論壇

### Healthy Taiwan Sprout Project: Forum on Multidisciplinary Talent Development

時間：115年6月28日(星期日) 07:30~13:00  
地點：臺北榮民總醫院 致德樓第二會議室

<b>08:00-08:10</b>	<b>Opening Remarks</b>	王署君副院長 Shuu-Jiun Wang
	座長：王署君 副院長 (Shuu-Jiun Wang) 顏鴻章 主任 (Hung-Tsang Yen) 楊盈盈 教授 (Ying-Ying Yang)	
08:10-08:40	健康台灣：全民參與 Healthy Taiwan: Public Participation	沈靜芬署長 Ching-Fen Shen
08:40-09:10	促進癌症篩檢普及與跨領域整合照護，邁向健康台灣 Promoting Universal Cancer Screening and Integrated Cross-Sector Care toward a Healthy Taiwan	王正旭委員 Cheng-Hsu Wang
09:10-09:20	綜合討論 Panel Discussion	所有與會者 All Attendee
	座長：李偉強 副院長 (Wui-Chiang Lee) 沈青青 部主任 (Ching-Ching Sheng) 李重賓 教授 (Chung-Pin Li)	
09:20-09:50	健康臺灣深耕計畫：多元人才培訓全國論壇《從健康政策到深耕實踐：健康臺灣計畫之策略與願景》 From Health Policy to Implementation: Strategies and Vision of the Healthy Taiwan Plan	陳相國理事長 Hsiang-Kuo Chen
09:50-10:05	從培育到留任：建立清晰職涯發展路徑與導師制度的實踐 From Development to Retention: Building Clear Career Pathways and Mentorship Systems for Healthcare Professionals	鄭浩民教授 Hao-Min Cheng
10:05-10:20	強化醫療人力與永續發展 Strengthening Healthcare Workforce and Sustainable Development	朱宗藍副理事長 Tsung-Lan Chu
<b>10:20-10:30</b>	<b>綜合討論 &amp; Coffee Break</b> <i>Panel Discussion &amp; Coffee Break</i>	所有與會者 All Attendee

座長：洪德仁 理事長 (Te-Jen Hung)  
周千滢 部主任 (Chian-Ying Chou)  
曾芬玲 部主任 (Fen-Ling Tseng)

10:30-11:00	健康台灣，健保新政 Healthy Taiwan and NHI Reforms	陳亮好署長 Lian-Yu Chen
11:00-11:30	數位領航健康台灣，打造智慧生醫新紀元 Digital Piloting for a Healthy Taiwan: Creating a New Era of Smart Biomedicine	姜至剛署長 Chih-Kang Chiang
11:30-11:40	綜合討論 Panel Discussion	所有與會者 All Attendee
座長：陳曾基 院長 (Tzeng-Ji Chen) 何祥齡 主任 (Hsiang-Ling Ho) 余欣儒 組長 (Hsin-Ju Yu)		
11:40-11:55	提供持續教育和專業發展機會 Providing Continuing Education and Professional Development Opportunities	梁仁峯主任 Jen-Feng Liang
11:55-12:10	鏡鑑與前瞻：探訪日本醫學圖書館及特色圖書館 Reflections and Vision: Visit to Japanese Medical Libraries and Special Libraries	蕭靖如組長 Ching-Ju Hsiao
12:10-12:20	綜合討論 Panel Discussion	所有與會者 All Attendee
12:20-12:50	頒獎 Awards	王署君副院長 Shuu-Jiun Wang
<b>12:50-13:00</b>	<b>Closing Remarks</b>	楊盈盈教授 Ying-Ying Yang

## **Healthy Taiwan: Public participation**

### **健康台灣：全民參與**

**Ching-Fen Shen**

沈靜芬

*Health Promotion Administration, Ministry of Health and Welfare, Taipei, Taiwan, ROC*

衛生福利部 國民健康署

To cultivate a healthier populace and advance national wellness in alignment with Sustainable Development Goals (SDGs), Taiwan has launched the "Healthy Taiwan" initiative. This policy seeks to realize a vision in which our citizens are healthier, the nation is stronger, and Taiwan is embraced by the global community. To this end, a concrete eight-year blueprint has been established with specific objectives, including increasing average life expectancy and reducing child mortality.

To achieve these goals, the government will focus resources into five foundational pillars: advancing the national cancer prevention program, implementing the "888" plan for the control of the "three highs" (hypertension, hyperglycemia, and hyperlipidemia), strengthening national mental health resilience, promoting the "Healthy Taiwan Deep Cultivation Project," and strengthening the long-term sustainability of the National Health Insurance system. The Health Promotion Administration is dedicated to crafting health policies tailored to distinct life stages, with plans to expand eligibility and enhance services for health check-ups and cancer screenings in 2025.

This vital work is implemented by local health bureaus and medical institutions in collaboration with community-based family physicians, to deliver person-centered, holistic health services. Through these efforts, we aim to achieve the "Healthy Taiwan" goal of reducing the standardized mortality rate for major chronic diseases and cancer by one-third by 2030. The prevention plan for the "three highs" is structured around early detection, timely intervention, and measurable improvement, empowering individuals to adopt healthier lifestyles for effective disease management. Building a "Healthy Taiwan" requires cross-sector collaboration, the support from the medical community, and the active public participation to create a healthier, safer, and higher-quality living environment for all.

## **Promoting universal cancer screening and integrated cross-sector care toward a healthy Taiwan**

### **促進癌症篩檢普及與跨領域整合照護，邁向健康台灣**

**Cheng-Hsu Wang**

王正旭

*Legislator Legislative Yuan, Taipei, Taiwan, ROC*

立法院立法委員

The "Healthy Taiwan Deep Cultivation Project," an initiative derived from President Lai Ching-te's national vision, is structured around four pillars: optimizing working conditions for medical professionals, planning for diverse talent cultivation, integrating smart technology into healthcare, and promoting social responsibility for medical sustainability. Through systematic reforms, this project aims to comprehensively upgrade the healthcare ecosystem and establish Taiwan as a leader in medical development in the Asia-Pacific region.

During a recent meeting of the "Healthy Taiwan" Promotion Committee, President Lai underscored the urgency of advancing our national cancer prevention strategy, establishing a clear objective to reduce the standardized cancer mortality rate by one-third by 2030. He noted that this committee serves as a vital platform for consolidating collective strength and fostering the cross-disciplinary collaboration necessary to achieve such an ambitious goal. To realize this vision, various government ministries will actively engage in cancer prevention efforts.

Key actions include expanding the age eligibility for screenings, incorporating new types of cancer screenings, and increasing screening rates in workplaces. Furthermore, adjustments to screening subsidies will be made to ensure these public health measures are both effective and sustainable. It is imperative that we proactively target high-risk populations and make the necessary financial adjustments to support these critical interventions. This national forum on talent cultivation will address the educational needs and developmental pathways for various medical professions. Using cancer screening and care as a prime example, we will explore the construction of a new paradigm for cross-disciplinary, integrated care in the AI era. This involves leveraging technologies like digital twins and navigating associated regulatory frameworks to innovate our healthcare delivery models and advance toward a healthier Taiwan.

## **From health policy to implementation: Strategies and vision of the healthy Taiwan plan**

**健康臺灣深耕計畫：多元人才培訓全國論壇 《從健康政策到深耕實踐：健康臺灣計畫之策略與願景》**

**Hsiang-Kuo Chen**

陳相國

*President, Taiwan Medical Association (TMA), Taipei, Taiwan, ROC*

中華民國醫師公會全國聯合會

In the post-pandemic era, constructing a resilient and sustainable healthcare system has become a critical imperative for advancing the "Healthy Taiwan" initiative. Our nation confronts a confluence of challenges, including surging medical demands, severe shortages of healthcare personnel, and the rapid evolution of digital technology. In response, the Taiwan Medical Association has proposed a blueprint built upon four pillars: stabilizing the medical workforce, cultivating professional talent, harnessing digital technology, and committing to sustainable practices. Through systemic reforms and integrated policies, we aim to safeguard public health and foster the long-term development of Taiwan's medical sector.

First, stabilizing the healthcare workforce is our most urgent priority. We must address personnel attrition by improving salary structures, optimizing the practice environment, and cultivating a supportive workplace culture. Regarding talent cultivation, we recommend the Executive Yuan establish a cross-ministerial task force to promote a unified approach to education, examination, training, and employment. Concurrently, we must optimize the use of auxiliary healthcare staff and technological tools to enhance service efficiency and quality.

Second, in digital transformation, the rise of AI necessitates a human-centric, risk-managed framework that includes robust regulatory oversight and strengthened information security to alleviate the administrative burden on clinicians. Finally, to promote sustainability, the healthcare system must advance toward net-zero emissions through energy-efficient infrastructure and smart care models, supported by government incentives. These four pillars are indispensable; only through a collaborative effort between the government and the medical community—advancing workforce policies, technological applications, and sustainable governance in tandem—can we build a more resilient and forward-looking healthcare system to continuously protect the health of our nation.

## **From development to retention: Building clear career pathways and mentorship systems for healthcare professionals**

### **從培育到留任：建立清晰職涯發展路徑與導師制度的實踐**

**Hao-Min Cheng**

鄭浩民

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臺北榮民總醫院 教學部 教師培育科

The retention of healthcare professionals has emerged as a central institutional priority amid rising clinical workload, generational shifts in workforce expectations, and the post-pandemic erosion of professional commitment. Within the framework of Taiwan's Healthy Taiwan Deep-Cultivation Plan, Taipei Veterans General Hospital (VGHTPE) has implemented an integrated strategy that links transparent career-development pathways with structured mentorship to convert recruitment investment into sustained professional engagement. This presentation reviews the design and first-quarter implementation of a hospital-wide career-ladder system covering five core allied health professions: nursing (N0–N4), nutrition (D1–D4), respiratory therapy (RRT registered through RRT3 specialist), medical technology (MT0–MT4), and pharmacy (P0–P4). For each profession, advancement criteria—years of service, certification, research output, and teaching contribution—were tailored to discipline-specific competencies and integrated with performance incentives. In parallel, a tiered mentorship system was deployed across nursing, nutrition, respiratory therapy, medical technology, pharmacy, and physical therapy, with one-to-one models for pharmacy, medical technology, and physical therapy, and one-to-many models for nursing, nutrition, and respiratory therapy. A 100% mentor-assignment rate was achieved for all post-graduate-year (PGY) trainees, supported by formal counseling, structured interviews, and feedback mechanisms. To ensure mentor quality, the Department of Medical Education delivered twelve faculty-development sessions in the first quarter—five workshops and seven topical lectures—covering cross-generational communication, leadership, psychological resilience, mindfulness, and feedback techniques. Early outcomes demonstrate measurable impact: new-hire nursing retention rose to 90.1%, compared with 79.9% in 2023 and 83.7% in 2024, while onboarding training satisfaction reached 95.8%. International benchmarking through ACGME faculty-development training and the planned launch of a competency-based medical education (CBME) platform will further extend mentorship reach from new hires to mid-career professionals. This integrated framework offers a replicable institutional model for converting workforce development into long-lasting retention.

## **Strengthening healthcare workforce and sustainable development**

### **強化醫療人力與永續發展**

**Tsung-Lan Chu**

朱宗藍

*Taiwan Union of Nurses Association, Taipei, Taiwan, ROC*

中華民國護理師護士公會全國聯合會

In the context of an aging population and the continuous growth of healthcare demands, the stability and sustainability of the healthcare system critically depend on the establishment of a robust and resilient healthcare workforce. In Taiwan, the current nursing workforce participation rate is only 62.88%, and the significant increase in turnover rates following the COVID-19 pandemic reflects persistent structural challenges in workforce allocation, work environments, and career development systems. Therefore, strengthening nurse retention, improving working conditions, and developing attractive and sustainable career pathways have become essential priorities for ensuring healthcare quality and enhancing system resilience.

This conference adopts a clinical practice perspective to address key issues in the sustainability of the nursing workforce and proposes three core strategies:

First, establishing safe and appropriate staffing systems to ensure care quality and balanced workloads. Second, developing diverse career pathways and interdisciplinary talent development mechanisms. As the future healthcare system evolves from a single-discipline model to an interdisciplinary, team-based approach—encompassing clinical care, advanced practice nursing, community health, long-term care, public health, and smart healthcare—workforce policies must shift from a “single-track” model to a “multi-pathway” framework. Through Advanced Practice Nursing (APN), interdisciplinary training, and continuing education, healthcare professionals can pursue specialized roles at different career stages, such as Nurse Practitioners (NPs), Clinical Nurse Specialists (CNSs), and Nurse Anesthetists (NAs). This approach strengthens interprofessional collaboration and expands opportunities for professional growth while enhancing overall care effectiveness.

Third, creating a supportive and enabling environment for professional development. The sustainability of the healthcare workforce depends on robust policy and institutional support, including reimbursement systems that appropriately reflect the value of healthcare services and workforce costs. In addition, policies should incentivize healthcare institutions to establish supportive work environments, implement appropriate nurse-to-patient ratios, invest in workforce development, and strengthen professional advancement systems. Through these structural and environmental enhancements, workforce retention can be improved, and the resilience and sustainability of the healthcare system can be further strengthened.

In alignment with the vision of “Healthy Taiwan,” this conference will also explore how to integrate education, policy support, and a global perspective to build a resilient and sustainable healthcare workforce. Through institutional reforms and policy initiatives, healthcare professionals can be supported to remain engaged in long-term clinical practice, thereby strengthening system resilience, ensuring healthcare quality and patient safety, and advancing the long-term goal of a healthier Taiwan.

## **Healthy Taiwan and NHI reform**

### **健康臺灣，健保新政**

**Lian-Yu Chen**

陳亮好

*National Health Insurance Administration, Ministry of Health and Welfare, Taipei, Taiwan, ROC*

衛生福利部 中央健康保險署

Taiwan’s National Health Insurance (NHI) program has operated for 31 years, providing equitable access to high-quality healthcare through the dedication of medical professionals and strong public support. As Taiwan enters a super-aged society marked by rapid population aging and low fertility, healthcare demand and expenditures continue to rise. Alongside workforce mobility, new drug adoption, and rapid technological advances, these pressures underscore the need for ongoing NHI reforms to strengthen system resilience and ensure sustainability.

Approximately 8.5 million people in Taiwan live with chronic diseases, with hypertension, hyperglycemia, and hyperlipidemia serving as major risk factors for cardiovascular and renal diseases. To support the “888 Plan for Prevention and Control of the Three Highs,” the NHI Administration has implemented a digital, family physician–centered care model that integrates data-driven clinical decision support, lifestyle counseling, risk stratification, value-based payment, and AI-enabled personalized health education to improve disease management and promote patient empowerment.

In cancer care, the “National Cancer Prevention and Treatment Program” focuses on expanding early screening, advancing precision medicine, and establishing a dedicated NT\$10 billion cancer drug fund to reduce mortality. Policies such as coverage for next-generation sequencing (NGS), alignment with international treatment guidelines, and provisional reimbursement for new therapies ensure continuous, appropriate care across the patient journey. Efforts to strengthen health technology assessment (HTA) capacity further accelerate access to innovative treatments.

To advance digital transformation, the NHI Administration promotes telemedicine for rural and homebound populations and strengthens the integration of big data and health IT systems, including MediCloud and My Health Bank. Adoption of FHIR standards and support for cloud-based hospital information systems aim to build a precision medicine ecosystem and deliver integrated, patient-centered care.

## **Digital piloting for a healthy Taiwan: Creating a new era of smart biomedicine**

### **數位領航健康台灣，打造智慧生醫新紀元**

**Chih-Kang Chiang**

姜至剛

*Director-General, Taiwan Food and Drug Administration (TFDA), Ministry of Health and Welfare (MOHW), Taipei, Taiwan, ROC*

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Guided by national strategies including the "Healthy Taiwan" initiative, the "National Project of Hope," the 2035 Ministry of Health and Welfare White Paper on Science and Technology, and the overall observations and recommendations of the Bio Taiwan Committee (BTC), Taiwan is entering a transformative stage of precision medicine and high-resilience healthcare. By consolidating resources across industry, government, academia, and research, we are cultivating interdisciplinary talent and aligning our regulatory frameworks with international norms to fortify our biomedical ecosystem.

#### **1. Vision and Strategies for a Healthy Taiwan**

Our overall development is centered on five core strategies: policy leadership, regulatory adaptation, technological innovation, industrial promotion, and global market expansion. This integrated approach is building a comprehensive biomedical innovation ecosystem, translating research and development outcomes into tangible solutions that protect public health and propel Taiwan's biomedical industry onto the global stage.

#### **2. Emerging Trends in Biomedical Product Development**

In response to global supply chain restructuring and the AI revolution, Taiwan is accelerating transformation in three key directions:

- (1) **Intelligent Development:** Integrating AI and big data to drive personalized health management and enhance the quality of medical decision-making.
- (2) **Adoption of Emerging Technologies:** With the legislative framework for the "Regenerative Medicine Act" and "Regenerative Medicinal Products Act" nearing completion, the development of cell and gene therapies is poised for a critical growth phase.
- (3) **Strengthening Supply Chain Resilience:** Implementing the "National Medical Products Resilience Preparedness Plan" to enhance the autonomy and stability of our supply chain for critical medicines and medical devices.

### **3. Regulatory Innovation and Digital Transformation**

To accelerate market entry and enhance oversight efficiency, we are pursuing digital transformation through:

- e-Submission: Streamlining review processes through digital filing.
- AI-assisted reviews: Simplifying administrative procedures through intelligent automation.
- Transparent governance: Establishing clear frameworks for AI and cybersecurity to ensure innovative products meet clinical needs rapidly while adhering to the highest safety standards.

### **4. Talent Training and a Sustainable Future**

The "Healthy Taiwan Cultivation Plan" places talent cultivation at its core. We are committed to fostering professionals who possess digital literacy, regulatory expertise, and a global mindset. By continuously strengthening these training mechanisms, we will support the innovative growth of the biomedical industry and guide Taiwan toward a sustainable and globally competitive new era in biomedicine.

## **Providing continuing education and professional development opportunities**

### **提供持續教育和專業發展機會**

**Jen-Feng Liang**

梁仁峯

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臺北榮民總醫院 實證醫學科

The sustainable development of an organization is closely linked to its systems and strategies for talent development. Healthcare settings have long been regarded as workplaces characterized by long working hours and high levels of stress. How to effectively organize and implement professional development activities within such an environment remains a challenge for all healthcare institutions. This presentation will briefly share the strategies, experiences, and outcomes of Taipei Veterans General Hospital in providing various continuing professional development opportunities for its staff.

## **Reflections and vision: Visit to Japanese medical libraries and special libraries**

### **鏡鑑與前瞻：探訪日本醫學圖書館及特色圖書館**

**Ching-Ju Hsiao**

蕭靖如

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臺北榮民總醫院 教學部醫學圖書組

With the generous support of the Japan Medical Library Association (JMLA) and the Taiwan Medical Library Association (TMLA), we completed an intensive 8-day study tour, visiting 13 libraries in Tokyo and the JMLA headquarters. Notable medical libraries included the Keio University Shinanomachi Media Center (Kitasato Memorial Medical Library), St. Luke's International University Library, Toranomon Hospital Library, the Jikei University Center for Academic Resources and Library, and the University of Tokyo Medical Library. This comprehensive report is structured around observations in six key areas: Space and Environment, Collections and Resources, Technology and Innovation, Service and User Experience, Community Engagement and Promotion, and Organization and Management.