
Health Systems, Access and Data division, including the WHO Academy and the Global Traditional Medicine Centre

WHO Member States Information Session (virtual)

21 July 2026, 11:00 - 12:30 CEST

Session overview and agenda

This session will provide an overview of the Health Systems, Access and Data division (HSD) and its constituent departments. It will offer further information on the global technical centres which are part of HSD: the reconfigured WHO Academy, which now integrates WHO's global work related to the health workforce, lifelong learning and the Office of the Chief Nurse; and the Global Traditional Medicine Centre, which is advancing the objectives of the Global Traditional Medicine Strategy 2025–2034 (adopted at WHA 78) on evidence, regulation, integration and cross-sectoral value.

- | | |
|---|--|
| 1. Welcome, and overview of the Health Systems, Access and Data Division | Dr Yukiko Nakatani
Assistant Director-General for Health Systems, Access and Data, and Director a.i., WHO Academy |
| 2. The reconfigured WHO Academy | Dr Yukiko Nakatani |
| 3. The Global Traditional Medicine Centre | Dr Shyama Kuruvilla
Director a.i., Global Traditional Medicine Centre |
| 4. Q&A | |

Health systems, access and data division (HSD): 7 departments

Yukiko Nakatani
Assistant Director-General



Note: Director positions for ACD, AMR & TMC remain vacant at this stage, with the current transitional arrangements.

ACD

WHO Academy
(incl. Health Workforce and Chief Nurse)

Yukiko Nakatani

Director a.i.

nakataniy@who.int



A world where everyone has access to competent, motivated health and care workers enabled by investments in decent jobs and working conditions, high-quality, innovative, and sustainable learning systems, and supported by an empowered WHO workforce.

AMR

Antimicrobial Resistance

Jean-Pierre Nyemazi

Director a.i.

nyemazij@who.int



Lead global efforts to reduce the health burden and threat of antimicrobial resistance and preserve the effectiveness of antimicrobials.

DDA

Data, digital health, analytics and AI

Alain Labrique

Director

labriquea@who.int



Strengthen health systems by ensuring timely, reliable, and trustworthy data and high-quality service delivery harnessing rigorous data science, digital systems and AI, so every country can monitor progress, improve accountability, and deliver people-centered, equitable, sustainable and resilient health for all.

HPS

Medicines and Health Products Policies and Standards

Deus Mubangizi

Director

mubangizid@who.int



Enable a world where every person everywhere benefits from timely access to safe, effective, and quality-assured medicines and other health products, including innovative products and emerging technologies, to attain the highest possible level of health and wellbeing.

PFD

Performance, Financing and Delivery *(Hosting Secretariats for UHC-P, UHC2030, P4H & UHC Knowledge Hub, Japan)*

Kalypso Chalkidou

Director

chalkidouk@who.int



Enable countries reform and progress towards UHC, through self-reliant, resilient, high-quality, affordable, sustainably financed, and effectively governed health systems; rooted in the principles of equity and efficiency, and founded on the PHC approach.

RPQ

Regulation and Prequalification

Rogério Gaspar

Director

gasparr@who.int



Enable a world with reliable regulatory systems, providing equitable and affordable access to quality-assured, safe and effective medical and health products and technologies, supporting and structuring health systems, to provide universal health coverage for all, everywhere.

TMC

Global Traditional Medicine Center

Shyama Kuruvilla

Director a.i.

kuruvillas@who.int



People and planet flourish through traditional medicine that is evidence-based, safe, effective, equitable, and sustainable.

HSD departments and units

WHO Academy (incl. Health Workforce and Chief Nurse)

Health Learning and Capacity Building

- HRH Capacity Building
- Learning Solutions

Health Workforce Policies and Data

- Health workforce policy, planning and standards
- Health Workforce data and learning analytics

Advocacy and Partnerships

- Advocacy, Communications, Resource mobilization and Partnerships
- Chief Nurse

Antimicrobial Resistance

Governance, Coordination and Monitoring, incl. leading QJS-AMR

Research, Access, Stewardship and AMU surveillance

AMR Surveillance and Laboratory Strengthening

Data, digital health, analytics and AI

Data, Standards, and Analytics

- Classification and Terminologies
- Data Management Service Core

Digital Health and Information Systems

- Management Information Systems

Insights, Capacity and Operations

- Health Inequality Monitoring
- Assessment, Planning and Partnerships

AI & Frontier Technologies

Medicines and Health Products Policies and Standards

Product Standards, Specifications and Nomenclature

- INN and Classification of Medical Products
- Norms and Standards for Pharmaceuticals
- Biologicals Norms and Standards and Transplantation

Product Policies, Access and Manufacturing support

- Essential Medicines and Substances Access and Use
- Medical Devices and Assistive Technology
- Product Development and Manufacturing Support

Performance, Financing and Delivery (incl UHC Hub Tokyo)

Performance, Planning and Economics

- Economic Evaluation, Policy and Analysis
- Planning, Priority Setting, System Performance
- Expenditure Tracking for Policy
- UHC-Partnership

Governance, Policy, Financing

- Financing, Social Protection, Aid Effectiveness
- Governance, Law and Reforms
- Financial Protection and SDG Reporting
- UHC2030; P4H Coordination Desk

Service Delivery and PHC

- Integrated Services and Models of Care
- Quality of Care and Patient Safety
- PHC Approach and Essential PH Functions
- PHC Coalition (Almaty)

Regulation and Prequalification

Prequalification

- Inspections
- Assessment of Medical Products
- Assessment of Medical Devices

Regulation and Safety

- Pharmacovigilance
- Market Surveillance and Control
- Regulatory Systems Strengthening

Global Traditional Medicine Centre

TM Research, Data, and Innovation

TM Norms, Standards, and Systems Integration

TM Partnerships, Advisory, and Sustainability

Global context, health systems priorities & WHO contribution [non-exhaustive examples]

Urgent, evolving challenges	Health systems vision and priorities	WHO mandate & contribution
● Fiscal pressures; constrained and unpredictable global / external health financing	● <u>Equitable</u> – advance progress towards universal health coverage	Normative and technical • <u>Norms and standards</u>: e.g. for medicines, diagnostics, regulatory oversight, clinical protocols, digital health, health data • <u>Classifications, guidelines and assessment frameworks</u>: e.g. ICD (disease classification), INN (medicines naming), quality assurance and regulatory systems (e.g. GMP, GBT) • <u>Implementation guidance</u>: across health systems functions, PHC
● Changing demographics, epidemiology and needs; ageing, NCDs, multi-morbidity	● <u>Sustainable</u> – accelerate transitions to self-reliance and health sovereignty	Global public goods for health • <u>Global health metrics</u>: SDG health indicators, UHC service coverage, equity disaggregation — comparable across all countries • <u>Health systems databases and tracking</u>: e.g. health financing and expenditures data, Global Health Observatory • <u>Data, surveillance platforms/infrastructure & surveys</u>: e.g. GLASS (AMR, Antimicrobial Use), World Health Surveys+
● Climate change, complex emergencies, AMR	● <u>Resilient</u> – contribute to global health security, respond/adapt to emergencies	Coordination and convening • <u>Convene around shared health priorities</u>: Member States, partners (multilaterals, civil society, industry, WHO-CCs, etc.) • <u>Coordinate across GHA ecosystem</u>: collective health systems efficiency & impact; support MOH to convene/align partners • <u>Technical networks, expert groups, advisory bodies</u>: support global health policy directions, expertise and implementation
● Geopolitical tensions; instability and conflict	● <u>Quality-assured</u> – widen access to safe, good quality health commodities and services	
● <u>Health systems bottlenecks & disruptions</u>: services; workforce (shortages, distribution, capacity); products (supply, access); data/surveys; etc.	● <u>Future-ready</u> – adapt to current and emerging health needs and technologies incl. AI	

Implementation of prioritization and realignment: HSD focus and efficiencies

Focus on core WHO mandate and value-add; enable/support strategic HSS collaboration

- **Protect essential functions** (norms/standards, global public health goods, tech. support)
- **Position and drive WHO's leadership and contribution** across the HS building blocks / functions; key collaborations on e.g. UHC Hub, Lusaka Agenda & sustainable financing
- **Emphasize coordination role & partnerships** (MS, WB, GHIs, WHO Collaborating Centres), etc

Drive efficiencies & impact, responsive to country needs & priorities

- **Transfer direct technical support** to ROs/COs and partners where feasible; leverage WHO-CCs
- **Consolidate/defragment** over-complex technical products, tools, databases
- **Streamline and modernize** expert and advisory groups focused on essential topics – e.g. for medicines, health statistics

Stronger HSS & cross-Divisions coordination; consolidation of expertise

- **Collaboration within HSD** – shared HSS narrative and alignment of priorities
- **Cross-Divisions workgroups & collaborations** for e.g. One Health, health economics, data/digital, guidelines development
- **Leverage HSD data/digital/AI work** with other Divisions

Fulfil potential of Global Technical Centre platforms

- **Relocate, sustain and integrate core WHO norms/standards/guidance functions** in technical centre platforms – Global Traditional Medicine Centre, WHO Academy (incl. sustaining wider functions of Health Workforce and Chief Nurse)
- **Leverage Academy platform across WHO** to support capacity-building and learning

WHO Academy

Health workforce strengthening and lifelong learning



Contact ACD-Director@who.int to visit the
State-of-the-art training and learning campus

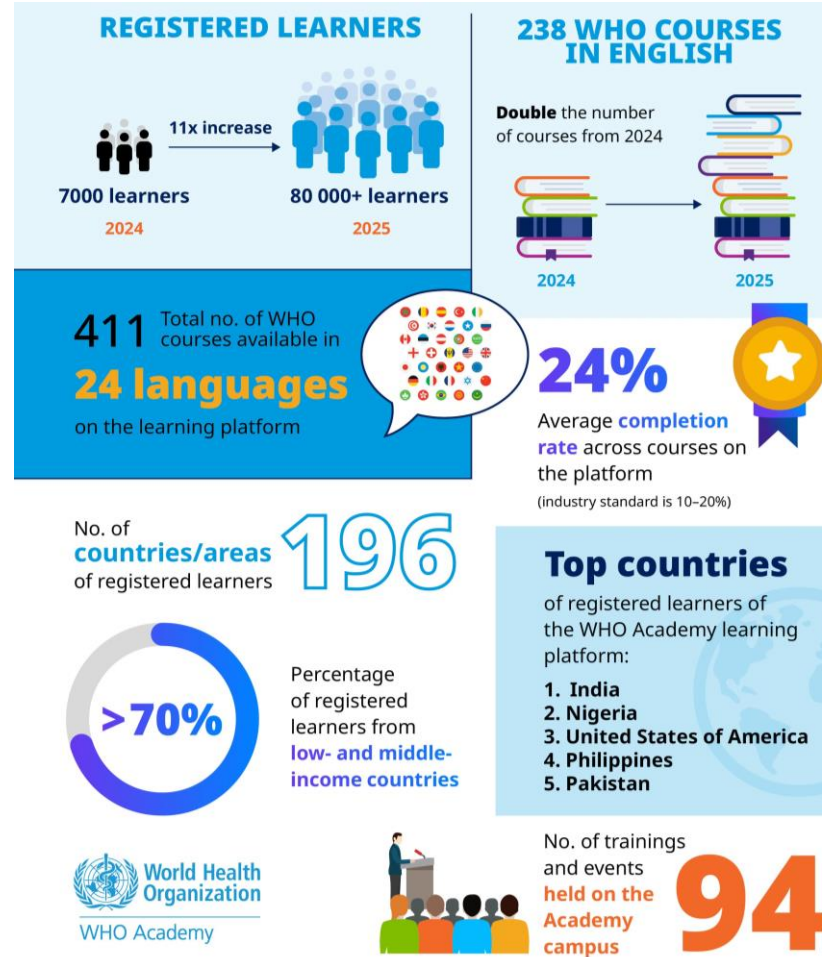
WHO Academy campus, Lyon,
France; image © WHO



2024: opening

2025: scaling up

2026: an expanded mandate

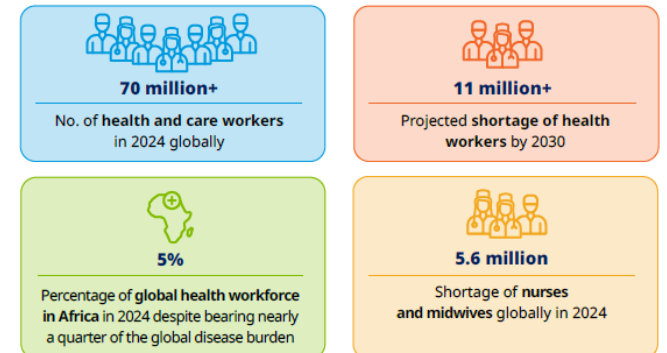


WHO Academy

Bridging the divide from data to policy to practice

The WHO Academy is the WHO global centre of excellence for learning and health workforce strengthening. It advances universal health coverage and global health security by supporting countries to develop, equip and sustain a competent, motivated health and care workforce.

What is the global health workforce challenge?



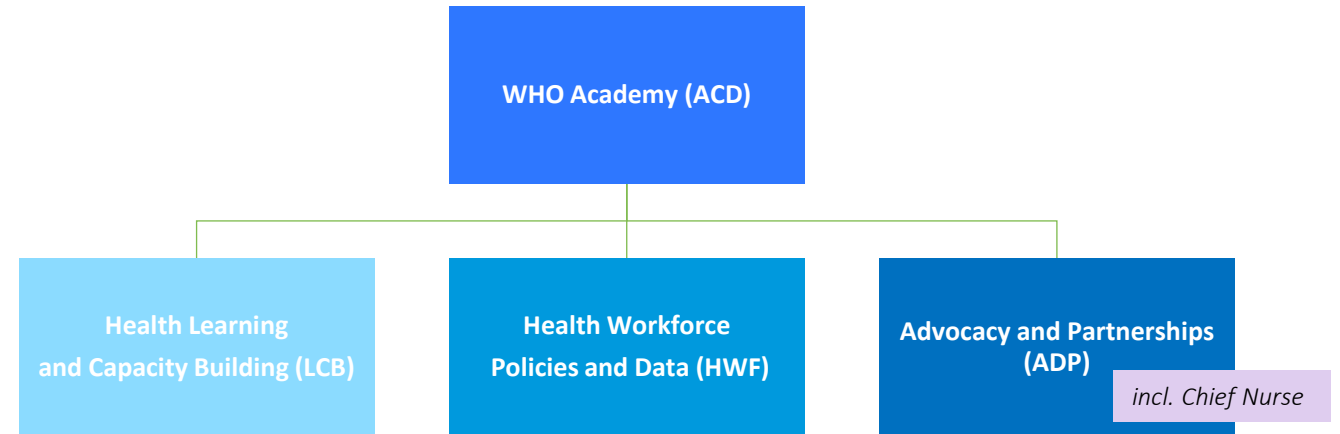
Why invest in the global health workforce?



Sources: WHO National Health Workforce Accounts, 2025; GBD 2023; McKinsey Health Institute 2025; ILO calculation 2016; Jamison et al. 2013

WHO realignment and the reconfigured Academy

In 2025, as part of the WHO realignment, the Director-General brought together the Health Workforce Department, the Office of the Chief Nurse and the WHO Academy, **forming a consolidated HQ department within the Health Systems, Access and Data Division.**



Vision

A world where everyone has **access to competent, motivated health and care workers** enabled by **investments in decent jobs and working conditions, high-quality, innovative, and sustainable learning systems**, and supported by an **empowered WHO workforce** – accelerating progress toward equitable, resilient and gender-responsive health systems contributing to a healthier and fairer future for all.

The WHO Academy is a **global centre of excellence for health workforce strengthening and learning** – spanning learning and capacity-building, health workforce policies and data, and advocacy and partnerships.

The WHO Academy supports countries to plan, produce, deploy, and retain the health workers needed to deliver essential services and advance universal health coverage. It provides **evidence-based policies, tools, and technical support** that help governments strengthen their health workforce as a core component of resilient health systems.

- Global normative leadership through guidelines, frameworks, and policy standards
- Labour-market intelligence, projections, and workforce analytics
- Gender-responsive and equity-focused workforce policies



Convening power to build global momentum

State-of-the-art training and learning campus

The WHO Academy provides **trusted, evidence-based, competency-driven lifelong learning** that strengthens the capacity of health workers, decision makers, ministries, and partners to implement WHO guidance effectively. It translates technical norms into practical skills that improve performance at scale.

- Competency-based learning that continuously improves practice, skills and service delivery
- Tailored technical assistance to ministries, training institutions, and partners
- Digital (whoacademy.org) and blended learning at scale to expand access and efficiency

Academy strategic priorities for 2026-2027

AREA OF WORK	Leadership	Technical Guidance	Learning Programmes	Research and evidence generation	Advocacy and Partnerships
	OBJECTIVE	OBJECTIVE	OBJECTIVE	OBJECTIVE	OBJECTIVE
	<i>Support Member States decisions, resolutions and lead WHO high-level engagements related to health workforce and learning</i>	<i>Develop guidance, tools and provide technical support to countries to plan, manage and strengthen health workforce and continuous learning systems</i>	<i>Design, produce and provide online courses and extensive, cohort-based blended or in-person learning programmes to health workforce and WHO staff</i>	<i>Produce, analyze and share data and evidence to underpin normative guidance and learning programmes</i>	<i>Enhance relations with partners, mobilize resources and advocate for the health workforce, incl. for Nursing & Midwifery</i>

Activity workplan 2026-2027 at a glance

Health Learning & Capacity Building

- 35–50 e-learning courses produced/localised per year
- Special learning programmes (e.g. AMR, nursing)
- Quality norms and standards for continuous learning
- AI-enabled learning platform
- WHO staff development and learning (iLearn, leadership)

Health Workforce Policies & Data

- WHO Global Code of Practice & Safeguards List
- Norms, standards, toolkits and policy guidance
- Health Labour Market Analysis and country support
- National Workforce Accounts & HRH information systems
- Working for Health programme
- Roadmap for strengthening public health and emergency workforce

Cross-cutting initiatives

- Co-investment initiatives, in the context of the WHO Global Code of Practice implementation, incl learning programmes
- Credentialing systems for lifelong learning in health
- Learning analytics
- Fellowships
- + Support to EBVD outbreak response

Advocacy & Partnerships

- Resource mobilization with enhanced donor base and sources of income
- Partnerships with WHO Collaborating Centres and academic institutions
- Nursing & Midwifery global networks and Taskforce
- Global Council of Deans and Researchers for Nursing and Midwifery
- Communications and advocacy

WHO Global Traditional Medicine Centre



Scan to visit the WHO GTMC overview page
who.int/teams/who-global-traditional-medicine-centre



Why TCIM matters now: vast growth outpacing public stewardship

GLOBAL DEMAND & DEMONSTRATED VALUE

90%

of countries report TCIM use, by 40–90%+ of their populations

\$9.8T

global wellness economy by 2029 — TCIM is the #2 fastest-growing sector

40%+

of remaining biodiversity is stewarded by Indigenous Peoples & local communities

2M

scientific records in the WHO TM Global Library; AI & omics drive innovation

10+

global agreements: UNGA UHC, WHO TM Strategy, WIPO, CBD/Nagoya, UNDRIP, Pandemic Agreement

CRITICAL CHALLENGES FOR PUBLIC STEWARDSHIP

Funding gap

<1% of global health research funding reaches TCIM — despite worldwide use and a prioritized need for evidence

Erosion of public trust

Disinformation & fake claims flood an unregulated market — demand outpaces credible, safe options

Equity gaps

Fair benefit-sharing for Indigenous Peoples & source countries is not yet secured

Safety & regulatory gaps

20% of US drug-induced liver injury is linked to supplements — use aligned with neither evidence nor authentic TM practice; no global standards, quality assurance or capacities

Weak systems support

Little integration into national health systems — workforce, referral & quality gaps for the millions relying on TM as primary or preferred care

Protect people and planet. Promote flourishing. Without stronger evidence, regulation and stewardship, fast-growing TCIM markets may increase risks, erode public trust and shift value away from source countries and Indigenous communities.

WHO Global Traditional Medicine Strategy 2025 – 2034

Adopted by the 78th World Health Assembly

VISION

A world with universal access to safe, effective, people-centred traditional medicine for the health and well-being of all.

OBJECTIVE 01

Strengthen evidence

Research, methods, technology

OBJECTIVE 02

Regulate safety & efficacy

Products, practice, practitioners

OBJECTIVE 03

Integrate into systems

National frameworks, life course

OBJECTIVE 04

Promote cross-sector value

Policy, SDGs, benefit-sharing

GUIDING PRINCIPLES

Evidence-based

Holism & Health

Right to Health

Indigenous Rights

Health Equity

Sustainability

Culture & Health

People-centred Care

WHO prioritization: GTMC gains focus and strength

***Vision:** enable people and planet to flourish through traditional medicine that is evidence-based, safe, effective, equitable and sustainable.*

GTMC POSITIONING

Merger Consolidation of WHO HQ traditional medicine structures and functions in the GTMC

Designation A WHO Global Technical Centre — one of four worldwide

Position Outposted to Jamnagar, India — cost efficiency & global ecosystem

GTMC STRUCTURE



FIVE CROSS-CUTTING GTMC PRIORITIES FOR THE 2026–27 BIENNIUM

P1

Evidence-informed TM choices

- TM Global Library & Data Network
- Decision frameworks & IP toolkit

P2

Regulation capacities & herbal medicines

- WHO Herbal Pharmacopoeia & standards
- Benchmarking & IRCH network

P3

Clinical guidance & systems integration

- TM guidelines: pain, mental health, anaemia
- Evidence grading & WHO Academy

P4

Partnerships & 3rd Global TM Summit (2027)

- Advocacy: WHA, G20, BRICS, AU, TCIH
- Expert groups & Summit programme

P5

Country leadership & global cooperation

- Support for the Global TM Strategy
- Impact assessments & Jamnagar ecosystem

WHO GTMC: global role and accomplishments to date

HOW WHO GTMC SUPPORTS MEMBER STATES AND PARTNERS

- Leads** global technical coordination on traditional, complementary & integrative medicine
- Supports** MS on evidence, regulation, policy, health-system integration, and promoting cross-sectoral value
- Connects** countries, regions, & partners through global TCIM, health and sustainable development platforms
- Delivers** the Global TM Strategy 2025–2034 as evidence-informed action and transformative impact

KEY GLOBAL ACCOMPLISHMENTS & MILESTONES · 2023–2026

194

Member States endorsed the Global TM Strategy 2025–2034

107

countries at the 2nd WHO Global TM Summit 2025 — 750+ delegates, plus 21,000 online

116

TCIM research institutes shaped the global research roadmap

2M

scientific records in the TM Global Library, AI functionality developed

40K

GTMC e-newsletter subscribers in 2026 — up from 1K in 2025

2023

- Inaugural Global TM Summit, Gandhinagar — alongside G20 Health & Finance Ministers
- TM in UNGA, G20, BRICS & AU declarations for the first time
- Technical Experts Network on TM & Group of Friends of TM established

2024

- Global consultations across all 6 WHO regions on the 10-year TM strategy
- GTMC global technical coordination meeting — 65 experts from 31 countries
- Global Technical Meeting on AI for health & TM, with ITU and WIPO

2025

- Global TM Strategy 2025–2034 adopted at WHA78 by all 194 Member States
- 2nd Global TM Summit, New Delhi — 25 ministers, 27 SMART country commitments
- TM Global Library launched (2M records); STAG on TCIM appointed by WHO DG

2026 · to date

- 2026–27 workplan & budget finalised across 3 WHO levels
- WHO Global TCIM Research Priorities and Agenda finalised;
- 12 pathfinder countries advance the Global TM Data Network
- MS expressions of interest to host the 3rd Global Summit (2027)
- New Collaborating Centres; e-newsletter reaches 40K subscribers

WHO GTMC campus in Jamnagar: a platform for global engagement



Designed view of the new WHO GTMC campus, Jamnagar, Gujarat; inauguration with global leadership being planned for Dec 2026 / Jan 2027

A living global ecosystem for traditional medicine

- 75-acre Global TM Ecosystem with WHO GTMC alongside ITRA's eight-decade institutional legacy (est. 1946) & new super-speciality hospital being developed
- WHO TM Discovery Experience — immersive public education and engagement, on campus & online
- Medicinal gardens, well-being & global TCIM clinics
- Science, innovation & digital-health park

OPPORTUNITIES FOR GLOBAL ENGAGEMENT

Countries & TCIM networks

Study visits & delegations; engagement through the TM global cooperation network, IRCH & WHO regions

Fellowships & secondments

Hosted placements at GTMC & ITRA for researchers, regulators & practitioners from all regions

Collaborations

Joint research & multi-centre validation, WHO Collaborating Centres, integrative care & tele-consultation partnerships

Knowledge exchange

TM Global Library & Discovery Experience open to visitors, students & researchers — on campus and online

Global convening

Campus inauguration with the WHO Director-General (Dec 2026 / Jan 2027) & other major international events

Thank you