Healthcare Management Workshop

The IHF - Healthcare Leadership Alliance
The Mediterranean Cluster

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Previous experiences with FIASO (Italian Federation of Hospital Managers)

<table>
<thead>
<tr>
<th>Role Description</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Directors, Nurse Directors</td>
<td>FADOI, SIMM, CID  Università Cattolica</td>
</tr>
<tr>
<td>Hospital Directors, District Directors</td>
<td>AMNDO, SITI, CARD  Unimi</td>
</tr>
<tr>
<td>Hospital Pharmacists, Clinical Engineers</td>
<td>SITI, AIIC  Unimi</td>
</tr>
<tr>
<td>Director of procurement, Director of IT, Director of HRM</td>
<td>FARE, SIAIS, AISIS, Net Pers  Tor Vergata</td>
</tr>
<tr>
<td>Risk managers, Head of Prevention &amp; protection</td>
<td>SIHRMA, HCRM e AIREPSA  Università Cattolica</td>
</tr>
</tbody>
</table>

**Technical competencies**

**Behavioural competencies**

**Role profiles**

**Job description**
The competencies dictionary

**Behavioural**
- Accuracy and quality of work
- Self-control
- Communication and listening abilities
- Organizational awareness
- Self-confidence in own capacities
- Identification (with the organization)
- Impact and influence
- Managerial attitude
- Objectives-related attitude
- Service attitude towards stakeholders
- Proactivity
- Propensity to change
- Propensity to develop collaborators
- Team leadership
- Team work

**Technical**
- Computer skills
- Linguistic skills
- Managerial techniques and models
- Knowledge of organizational procedures
- Knowledge of organizational structure
- Theoretical knowledge
- Dexterity skills
- Knowledge of specialist terminology
Emerging Roles in Healthcare: a New Approach Based on Managing Competencies

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Abstract: The need to provide integrated patient-centered care is causing a large-scale reconfiguration of healthcare systems worldwide, prompting policy makers and managers to question deeply ingrained ideas about how a healthcare system should be managed. In this evolving scenario, there is an impressive number of new professional profiles emerging in hospital and primary care settings. In order to tackle the challenge of managing these new professional profiles, this article proposes the adoption of a “Competencies Dictionary.” This dictionary provides a list of key professional competencies. In addition to their definitions and level ranges, applied to the Italian EEA coordinator role, the dictionary provides a clear description of the characteristics.

Introduction
It is well known that our healthcare organisations (HCOs) are extremely complex. The evolution of patients’ needs, the progressive ageing of the population and vast technological innovations are some of the main factors creating a great degree of pressure on HCOs, requiring increasing standards of care and stringent cost constraints [1,2]. Moreover, the need to provide an integrated and patient-centered care is causing a large-scale reconfiguration of healthcare systems worldwide, prompting policy makers and managers to question deeply ingrained ideas about how a healthcare system should be managed [3]. In this evolving scenario, there is an impressive number of new professional profiles emerging. Practically, all the typical professional figures that belong to the system are affected by change, to a greater or lesser extent, which means they also must change. HCO managers face greater levels of organizational accountability, physicians are frequently required to re-think their role in less hierarchical, and more team-oriented ways; other healthcare providers need to take on new environmental care settings as well, which would lead to a homogeneous and coherent approach to the whole healthcare system. Therefore, there is an urgent need to design effective ways of managing HCOs, and it is even more so when it comes to managing human resources. A structured approach to managing competencies may make a big difference, at both the organizational and policy levels.

Methodological Approach
This article proposes the adoption of a “Competencies Dictionary.” This tool, which consists of a list of key competencies along with a specific definition for each (hence the term dictionary), was introduced in the 1980s by D.G. McClelland [4] and further developed in the 1990s by Sparrow and Sparrow [5]. Nonetheless, its structured adaptation to managerial roles in the healthcare sector is very recent. In Italy, it has been carried out by the European Institute of Oncology (IEO) in Milan. EIO made a thorough review of the crucial key competencies for the area in question. EIO then constructed the dictionary with the help of
The competencies in the Competency Directory are derived from those in the Healthcare Leadership Alliance (HLA) Competency Directory. The HLA competencies were developed from job analysis surveys conducted to determine the relevant tasks typically performed by healthcare managers regardless of work setting or years of experience. The global competencies have been validated by the organizations that contributed to the Competency Directory and represent documented skills and abilities of thousands of healthcare managers from a variety of settings. The Competency Directory may be used to show the depth and breadth of knowledge healthcare managers need to know to ensure that their organizations and the healthcare system are operating effectively in providing optimal care to the population served.
**Top 10 ranking in Relevancy**

<table>
<thead>
<tr>
<th>Domain</th>
<th>Subdomain</th>
<th>Competency</th>
<th>Average Self-rate</th>
<th>Average Relevancy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business</strong></td>
<td>Strategic Planning and Marketing</td>
<td>Adhere to procurement regulations in terms of contract management and tendering guidelines</td>
<td>3.891</td>
<td>4.517</td>
</tr>
<tr>
<td><strong>Professional &amp; Social Responsibility</strong></td>
<td>Personal and Professional Accountability</td>
<td>Promote quality, safety of care and social commitment, in the delivery of health services</td>
<td>3.803</td>
<td>4.476</td>
</tr>
<tr>
<td><strong>Communication &amp; Relationship Management</strong></td>
<td>Facilitation and Negotiation</td>
<td>Demonstrate strong listening and communication skills</td>
<td>4.075</td>
<td>4.449</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Engaging Culture and Environment</td>
<td>Hold self and others accountable to surpass organizational goals</td>
<td>3.966</td>
<td>4.429</td>
</tr>
<tr>
<td><strong>Business</strong></td>
<td>Quality Improvement</td>
<td>Develop and implement quality assurance, satisfaction, and patient safety programs according to national initiatives on quality and patient safety</td>
<td>3.847</td>
<td>4.429</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Leading Change</td>
<td>Promote ongoing learning and improvement in the organization</td>
<td>3.864</td>
<td>4.391</td>
</tr>
<tr>
<td><strong>Communication &amp; Relationship Management</strong></td>
<td>Communication Skills and Engagement</td>
<td>Demonstrate problem solving and problem-solving skills</td>
<td>3.874</td>
<td>4.381</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Engaging Culture and Environment</td>
<td>Create an organizational climate built on mutual trust, transparency and a focus on service improvement that encourages teamwork and supports diversity</td>
<td>3.864</td>
<td>4.35</td>
</tr>
<tr>
<td><strong>Business</strong></td>
<td>Quality Improvement</td>
<td>Develop and track indicators to measure quality outcomes, satisfaction and patient safety, and plan continuous improvement</td>
<td>3.759</td>
<td>4.35</td>
</tr>
<tr>
<td><strong>Communication &amp; Relationship Management</strong></td>
<td>Relationship Management</td>
<td>Demonstrate effective interpersonal relationships and the ability to develop and maintain positive stakeholder relationships</td>
<td>3.915</td>
<td>4.323</td>
</tr>
</tbody>
</table>
The «Mediterranean Cluster»

- Portugal (Portuguese association of healthcare managers), Mr Alexandre Lourenço
- Catalonia (Hospital Association of Catalonia): Dr Anna Riera
- Greece (Hellenic Health Services Management Association): Dr Georgia Oikonomopoulou
- Jordan (Health Care Accreditation Council): Dr Omaima Nassar
- Italy (FIASO - Italian Federation of Hospital Managers): Dr. Nicola Pinelli
The «Mediterranean Cluster»

Online survey to assess:

• 36 (out of 80) competencies
• Training pathways
• Career pathways

...to create a match between the three...

Welcome

The changing features of the healthcare (hc) sector and its organizations are debated in countless occasions. That numerous factors are transforming our hc organizations is well known. So is the fact that the people called to manage them are required to cover new roles and accept new responsibilities. Interestingly, though, there seems to be a surprising lack of awareness about how professional roles could and should evolve in time to meet the challenges emerging from these changes.

This research is aimed at assessing training and career pathways of hc top managers, in order to develop a truly effective job fit in the future. To this end, we will ask you to fill in this survey (about 15’) then complete a hc management competencies self-assessment (about 30’) on another platform. The link to this platform will be provided by the end of this survey.

For any question, feel free to contact the contact person for your country/region, or Sylvia Basterrechea (IHF) at sylvia.basterrechea@ihf-fihs.org and Irene Gabutti (ALTEMS) at irene.gabutti@unicatt.it.
Looking forward

• The project is aimed at providing new knowledge regarding competence models of CEOs, CMOs, COOs, CNOs in the Mediterranean cluster

• Understand how much traditions, cultures of the cluster impact competence models

• Shed a light upon the correlation between competence models and career paths in healthcare organizations