

Performance in Service: managing performance in healthcare

Master of Science in Innovation Management – MAIN

Academic year 2023/24

1. General information on the course

Name of the course	Performance in service: managing performance in healthcare
Degrees	Master (“Laurea Magistrale”) in Innovation Management – <i>MAIN</i>
Type	Mandatory
Cycle/Year/Semester	2nd Year; 1st Semester
Class hours	36h (6 ECTS)
Language of the course	English
Department	Institute of Management (IoM)
Lecturers	<p>Sabina Nuti Office: Rector office e-mail: sabina.nuti@santannapisa.it</p> <p>Milena Vainieri Office: IoM, via San Zeno, 2 (2nd floor) e-mail: milena.vainieri@santannapisa.it</p> <p>Paola Cantarelli Office: IoM, via San Zeno, 2 (Ground floor) e-mail: paola.cantarelli@santannapisa.it</p>
Time and place of lectures	See calendar
Office hours	By email

2. Content of the course, objectives and list of topics

2.1 Contents

The course aims at providing students with the basic and advanced components of health management and their impact on performance. The course will offer to the students an introduction to the feature of the health care sector: financing systems, goals, stakeholders and governance models and their evolution considering the international and the Italian context. Moreover, the course focuses on the main strategies and actions that health managers and policy makers can use to improve performance. In particular, the course aims at providing tools able to make performance measurement systems work and make a difference in complex service systems as healthcare.

Finally, during the course the students will discuss the managerial strategies put in place to cope with COVID-19 outbreak.

The first part and second part of the course will introduce students into the basic information of the governance of health care systems: which are the stakeholders, their interactions and the relationships.

A third part of the course will deal with the fundamentals of behavioral human resources management. The content of this part will include how to set challenging targets, how to select priorities and how to motivate employees in private and public healthcare institutions.

The final part of the course will deal with the innovation characteristics that make a performance measurement system effective in the health care sector. The content of this part will present tools that can help policy makers, managers and professionals to achieve more “value for money”, i.e. to obtain better outcomes with the available resources.

2.2 Objectives

By the end of the course the students should be able to: i) understand the complexity of the governance of health care systems; ii) know the different frameworks in use to analyse performance; iii) how to measure and compare multidimensional results; iv) how to work on the determinants of performance; v) the role of human resources management in healthcare.

2.3 List of topics

The features of healthcare sector and services

- ✓ An introduction to the mission of the health care systems
- ✓ Modes of governance in healthcare

Governance mechanisms in healthcare

- ✓ The evolution of performance measurement systems
- ✓ From performance measurement to performance management in healthcare
- ✓ Incentive and other mechanisms to improve performance

Human performance management strategies in healthcare

- ✓ Work motivation in healthcare organizations
- ✓ Behavioral insights in healthcare management
- ✓ Decision-making in healthcare

Challenges in healthcare

- ✓ Innovative technological solutions in healthcare
- ✓ Innovation in organizational models
- ✓ Effective communication during health emergencies
- ✓ The future of healthcare: The Proximity Care Case

3) Prerequisite

None.

4) Teaching methods

The course is arranged mixing lectures with seminars, project works and case studies. Lectures will include theoretical issues, the recent development in health service research. The course also considers practical sessions in which students are called to read technical documents and discuss the assigned readings as well as discuss their analyses with practitioners and managers of health system.

5) Evaluation method

10% class participation
90% final written exam (closed-ended question, open-ended questions)
A sufficient grade (18/30) is at minimum needed in the final written exam to pass.

Teaching Material – readings:

The features of health care sector and services

Berwick, D. M. (2016). Era 3 for medicine and health care. *Jama*, 315(13), 1329-1330.

Ricciardi, W., & Tarricone, R. (2021). The evolution of the Italian national health service. *The Lancet*, 398(10317), 2193-2206.

Wagstaff, A. (2009). Social health insurance vs. tax-financed health systems-evidence from the OECD. *World Bank policy research working paper*, (4821).

Governance mechanisms in healthcare (key readings)

Bevan, G., Evans, A., & Nuti, S. (2019). Reputations count: why benchmarking performance is improving health care across the world. *Health Economics, Policy and Law*, 14(2), 141-161.

Papanicolas et al. (2022) Health System Performance Assessment framework. Health Policy Series, No. 57 European Observatory – WHO

Vainieri, M., Noto, G., Ferré, F., Rosella, L. C., A Performance Management System in Healthcare for All Seasons?, *International Journal of Environmental Research and Public Health*, 2020.

S.Nuti, G.Noto, F.Vola, M.Vainieri .2018. Let's play the patients music: a new generation of performance measurement systems in healthcare. *Management Decision*

S.Nuti, M.Vainieri,F.Vola. Priorities and targets: a methodology to support the policy-making process in healthcare, forthcoming. *Public Money and Management*. 2017

Human performance management strategies in healthcare (key readings)

Cantarelli, P., Belle, N., & Longo, F. (2020). Exploring the motivational bases of public mission-driven professions using a sequential-explanatory design. *Public Management Review*, 22(10), 1535-1559.

Bellé, N. (2013). Experimental evidence on the relationship between public service motivation and job performance. *Public Administration Review*, 143-153.

Battaglio Jr, R. P., Belardinelli, P., Bellé, N., & Cantarelli, P. (2019). Behavioral public administration ad fontes: A synthesis of research on bounded rationality, cognitive biases, and nudging in public organizations. *Public Administration Review*, 79(3), 304-320.

Innovation challenges in healthcare

De Rosis, S., Cerasuolo, D., & Nuti, S. (2020). Using patient-reported measures to drive change in healthcare: the experience of the digital, continuous and systematic PREMs observatory in Italy. *BMC Health Services Research*, 20, 1-17.

Additional readings and materials will be assigned during the course.