

EHMA 2024

Shaping and managing
innovative health ecosystems

Managerial training in healthcare: a longitudinal analysis on Italian NHS professionals

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01 Introduction

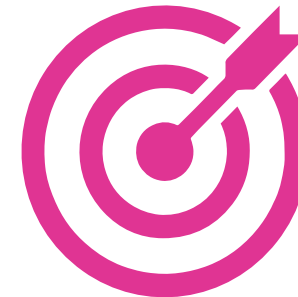
Over the last 30 years, healthcare managers in Western countries needed to acquire increasingly advanced competencies and skills as well as behavioral resources necessary to deal with the challenging context in which they are asked to lead extraordinarily complex organizations.



02 Aim of the study

We aim to investigate the impact of managerial training on the development and implementation of managerial competencies of current and future managers of Italian healthcare organizations.

We longitudinally observed a small group of healthcare professionals attending a Retreat (SCHOLA Summer Camp).



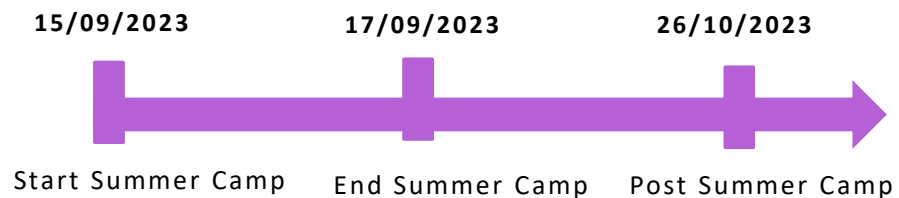
03 Methods 1/2

Participants have been surveyed through a questionnaire, developed on the basis of Spencer and Spencer's (1995) "Dictionary of Competencies". The questionnaire has been projected to investigate their perceptions on the possess of a bundle of competencies.

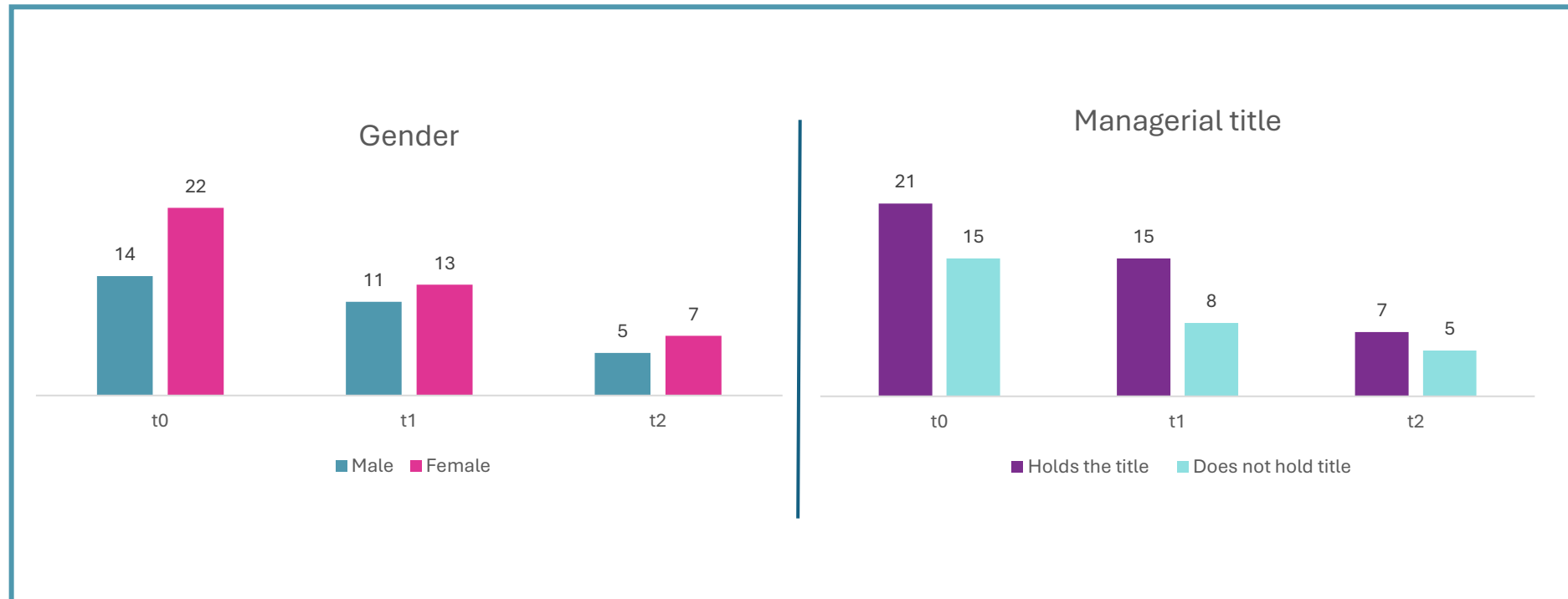
- Implementation and operational skills
- Support and service skills
- Influencing skills
- Organizational management skills
- Cognitive competencies
- Personal effectiveness competencies

"Intensity and completeness of action motivated by the result"

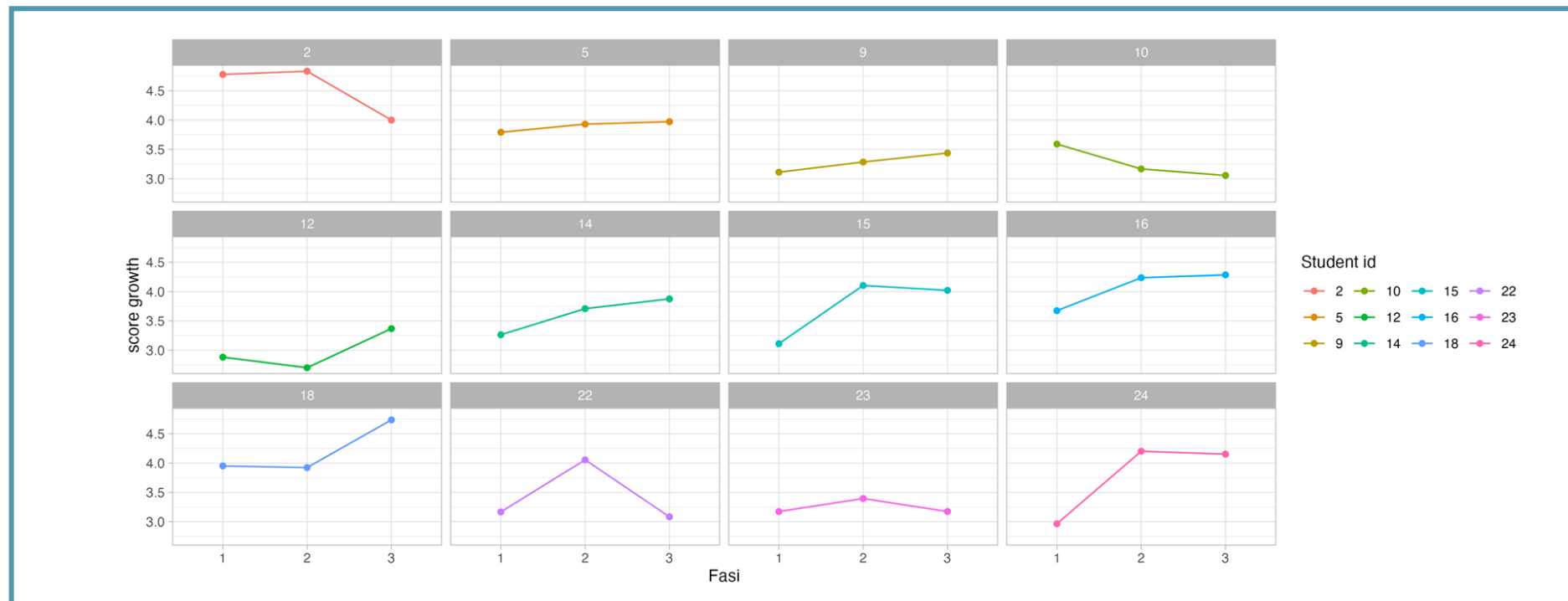
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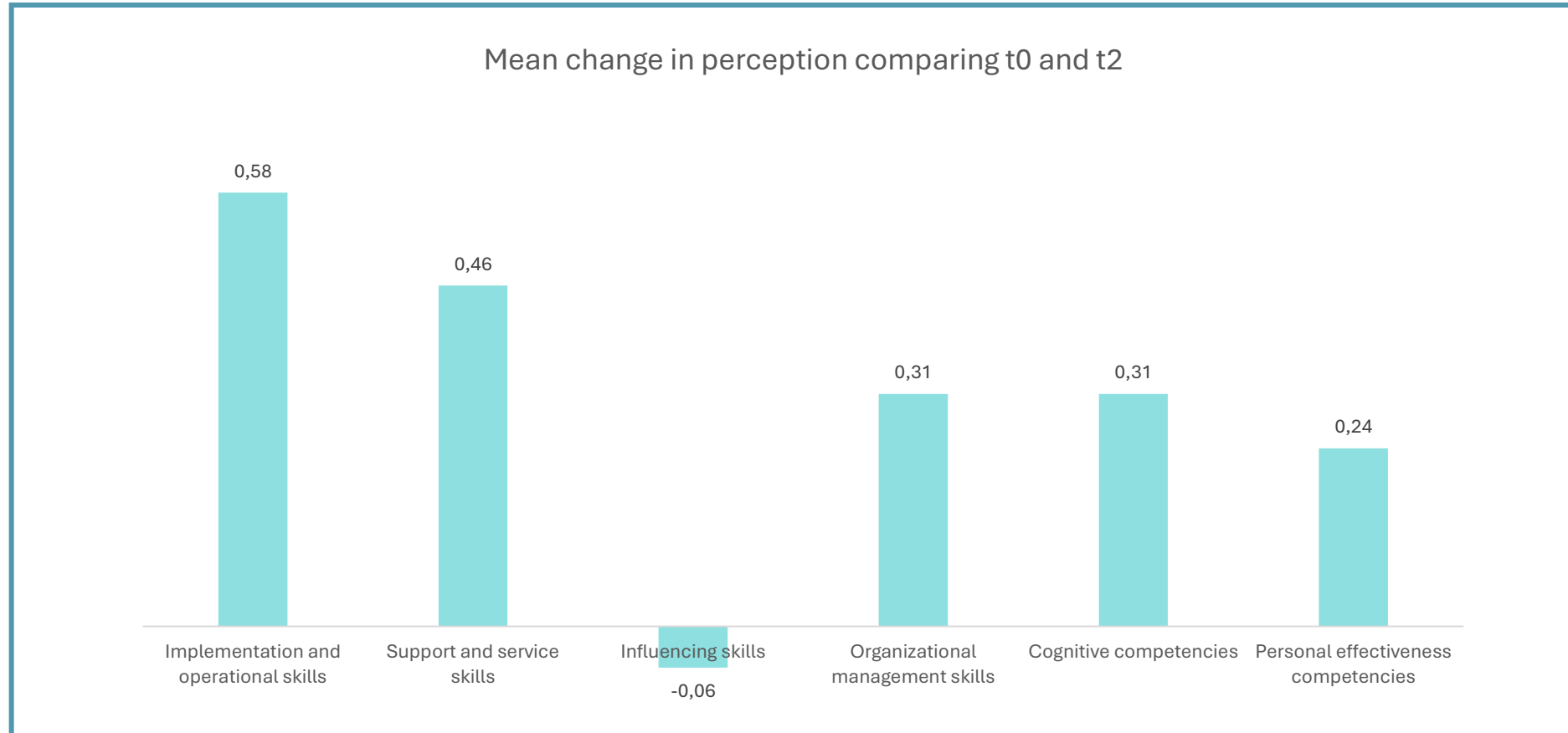
03 Methos 2/2



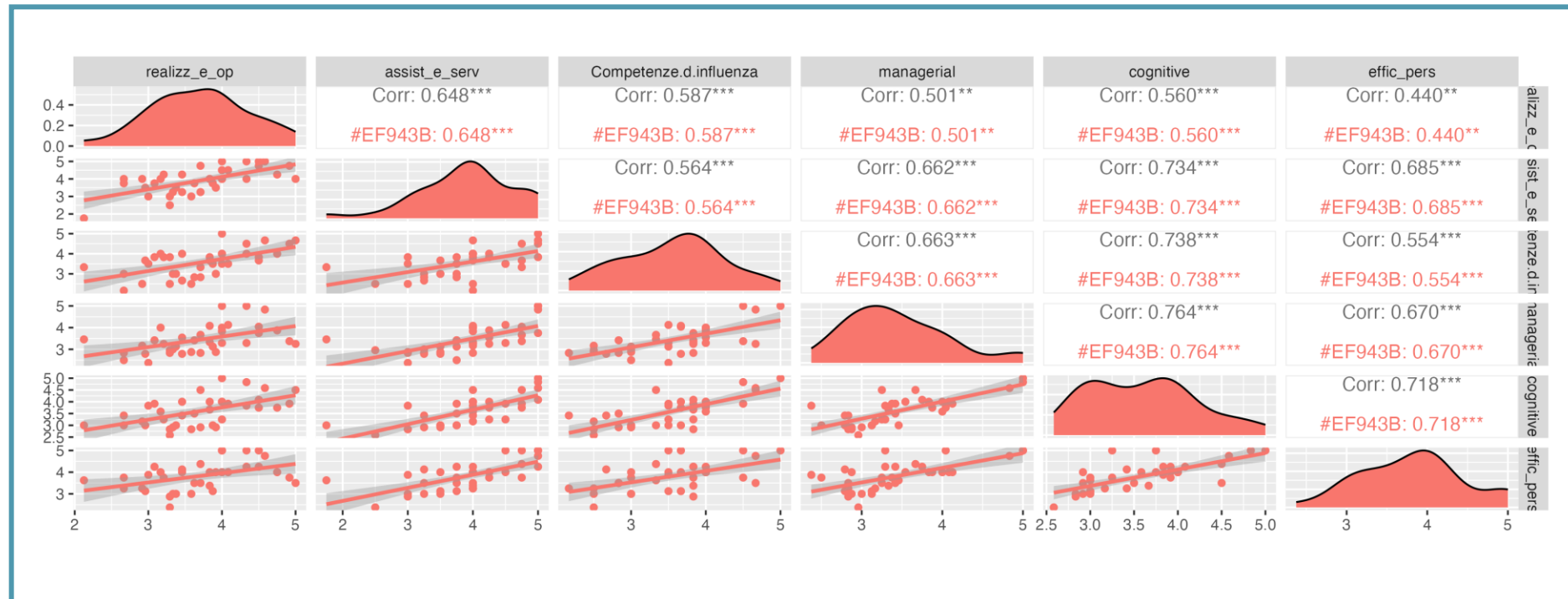
04 Results 1/4



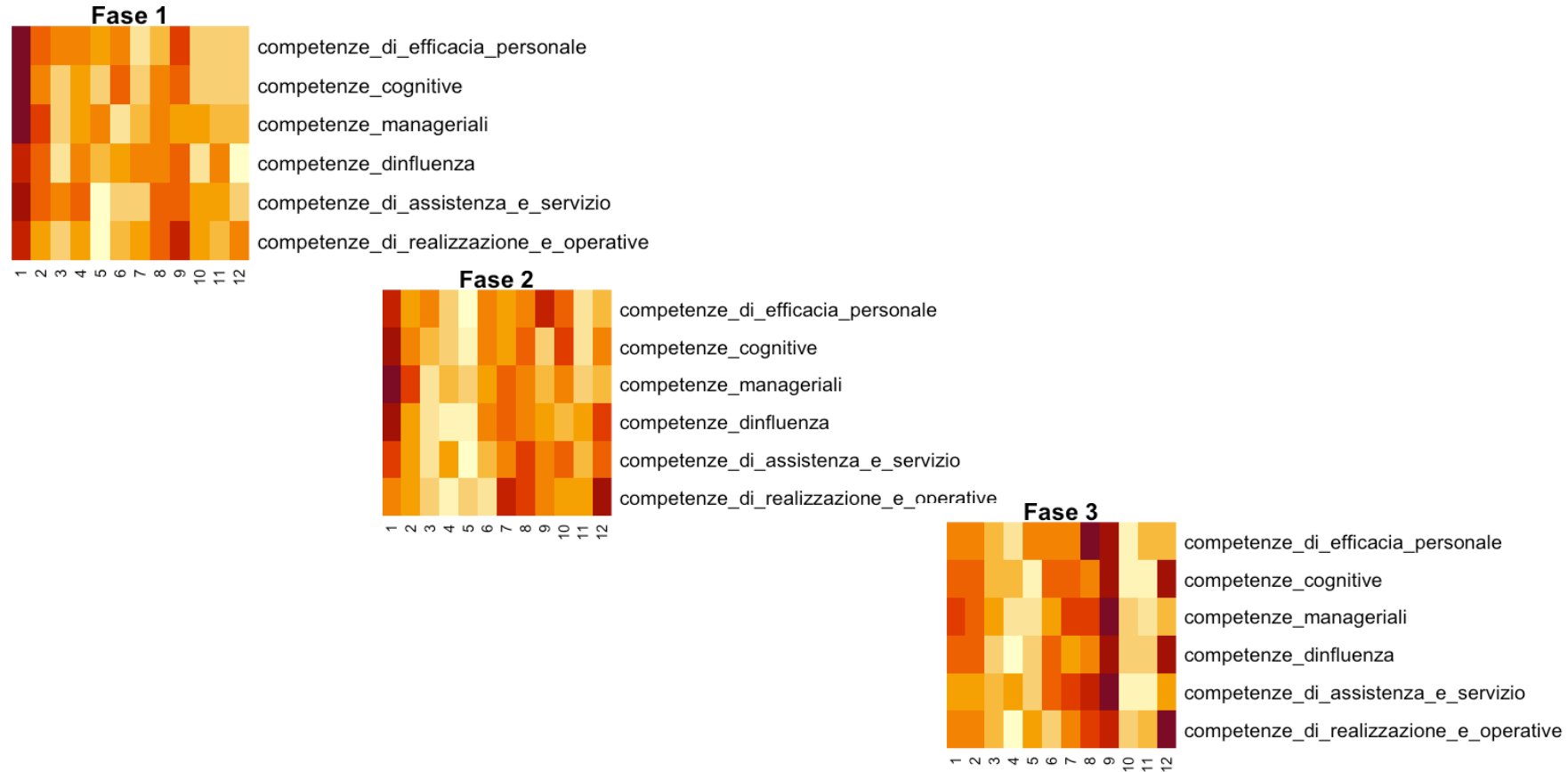
04 Results 2/4



04 Results 3/4



Results 4/4



05

Conclusions

Managerial training affects the perceptions about the degree of managerial skills possessed.

In order affect managerial competencies it is necessary to employ specific and dynamic training techniques and methodologies;

Managerial competencies evolve and change as a bundle;

Soft skills should be included in the job role of future healthcare CEOs: future studies will be aimed at individuating which are these transversal (soft) competencies



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Thank you

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