

## SCHEDA DI PROGRAMMA 1

### **Title of the research program:**

The evolution of Performance Management Systems in the healthcare sector

### **Description (MAX 5000 CHARACTERS EXCLUDING SPACES):**

Healthcare organizations are intrinsically complex as they are characterized by a multiplicity and heterogeneity of resources, processes and services. In order to address this complexity, it is necessary to adopt a holistic perspective that allows us to understand the overall functioning of the business. The measurement, evaluation and management of performance (the so-called performance management) is the main tool adopted by healthcare companies and aimed at pursuing this goal.

Performance management systems (PMSs) offer decision makers – who act at various organizational levels (e.g. top managers, head of departments) – information, suitably processed, aimed at supporting a series of functions such as the design and implementation of strategies, managerial control and accountability.

Performance management systems in healthcare must have certain characteristics (Nutti et al., 2018; Noto et al., 2019): multidimensionality, data collection and use of evidence, systematic benchmarking of results, shared design, transparency and timeliness.

In recent years, we have seen the development of PMSs including the aforementioned features. However, the introduction of new technologies and the transformation of the socio-health context in which these organizations operate requires an evolution of PMSs aimed at seizing the new opportunities offered by emerging technologies and addressing the new needs of the community in terms of provision of care.

In fact, the Covid-19 pandemic has had the effect of accelerating the change towards a cultural paradigm that promotes the pursuit of the objectives of economic, environmental and social sustainability also with reference to the management of healthcare companies. This challenge requires a reorientation of the design and implementation of PMSs in order to support decision-makers towards achieving the objectives connected to it. In addition, it emerges a need to promote the reporting of the results achieved with respect to every dimension of sustainability (e.g. integrated reports, sustainability reports, gender budgets, etc.). The introduction of new technologies can offer an important contribution in this area through innovative methods of collecting, processing and feeding back performance information.

Based on the above premises, this project aims to deepen the study of the evolution of PMSs in order to understand how new technologies and existing practices combine with the aim of pursuing sustainability, economic, social and environmental healthcare organization.

To meet this research objective, the research project includes various activities including: i) the review of the literature on performance management and sustainability in healthcare; ii) understanding the state of the art of the adoption of innovative performance management practices by Italian and foreign healthcare organizations; iii) qualitative investigations aimed at exploring the evolutionary trends of PMSs in the healthcare sector; iv) quantitative empirical analyses aimed at identifying the main relationships existing between the main variables considered.

Through these activities, the research project intends to contribute to the improvement of the management and the performance of healthcare organizations, promoting sustainable development goals and enhancing the contribution of emerging technologies in healthcare.

The results achieved can be exploited within the public healthcare organization involved in the project and then transferred - through dissemination and dissemination activities - to other healthcare administrations of the regional and national health system. The dissemination activities of the results include: the organization of workshops and seminars; the publication of articles in specialized reviews and magazines; the publication of scientific articles.

For the purposes of the development of the research project, the PhD student will be supported through a training activity that involves the attendance of some basic courses provided by the University of Messina, (Mathematics-Linear algebra, Statistics, Econometrics, Introduction to STATA and Engaging in Research). Subsequently, the PhD student will have to successfully attend courses related to the research topic. These courses include those of Technology and Innovation Management, Health Economics and Performance

Management. The training provided by the Messina University will then be accompanied by additional training activities provided by external parties (in the form of workshops and / or summer schools).

**PERIOD IN BUSINESS - RESEARCH CENTERS - PA:**

The research program will be carried out in collaboration with the following subject:

*Company name:* Messina Local Health Authority

*Registered office:* Via G. La Farina 263 / n 98123 Messina

*Legal representative:* Dr. Bernardo Alagna

**PERIOD ABROAD:**

The research program includes a period abroad of no. 6 months (min 6 max 18) at the following institution:  
University of Malta - Department of Health Systems Management and Leadership.