UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

SYLLABUS DEL CORSO

Organizzazione della Professione Infermieristica

2526-3-I0101D015-I0101D047M

Aims

1. Knowledge and Understanding:
   The student will acquire solid and in-depth knowledge of the general principles of organizations and their functioning, with particular reference to nursing services. The course covers organizational models and tools specific to nursing care, as well as methods for quality assessment and their practical application.

2. Applying Knowledge and Understanding:
   The student will be able to use and apply organizational models and specific tools of nursing care in real contexts. They will know how to implement quality assessment methods in nursing care, contributing to the continuous improvement of care processes.

3. Making Judgements:
   The student will develop the ability to critically analyze organizational dynamics and nursing care processes, formulating informed evaluations about the effectiveness and efficiency of adopted strategies. They will be able to make responsible decisions to ensure the quality of nursing care.

4. Communication Skills:
   The student will be able to clearly and appropriately communicate concepts and information related to the organization of nursing care and quality, both in professional settings and multidisciplinary environments, fostering collaboration and knowledge sharing.

5. Learning Skills:
   The student will acquire tools and competences for autonomous and continuous learning, essential for keeping up to date with organizational developments and quality assessment methods in nursing care, thereby supporting professional growth and adaptability to change.

Contents

The course aims to provide students with general principles connected to Health Organizations and their performance, with attention to health services, nursing organization and related tools. Analysis of quality assessment instruments and their implementation

Detailed program

- Organization: definition of organization and historical evolution, general basics of the organization (division of work, coordination, effectiveness, efficiency, outcome), the systemic approach to organizational phenomena, the organizational variables, the framework (hierarchical, functional, both hierarchical and functional, matrix, project of work. The organizational chart and staff, job description, operating mechanisms (communication, decision making, coordination, control), the organizational power (ways to manage power).
- Nursing organization: international documents and national / regional regulations concerning nursing organization in a changing healthcare system, purpose and framework (with different levels of responsibility) in a company context, organizational nursing models (technical and professional, and their variations in nursing practice: functional, small teams, modular, primary care, case management models).
- Territorial health care reform (PNRR, LR 23/2015, DM 77/2022).
- The organizational tools to plan activities (flow chart, GANTT) and procedures and to assess nursing complexity in different context; reference to regional regulations and to the different ways to define nursing requirements (SIPI).
- Quality and accreditation. Quality: historical, theoretical and regulatory background (regional and national), stakeholder and phases of quality process, measuring quality: criteria and indicators, certification (UNI-EN-ISO), accreditation process (institutional / authorization, professional/ to excellence) and program for the organization improvement, Nursing Sensitive Outcomes.
- The clinical risk management: definition and theoretical elements, adverse events and sentinel events.

Prerequisites

Contents learned during the previous two years concerning legal, organizational and responsibilities elements related to nurse activity.

Teaching form

Five lessons of 4 hours each are planned, mainly delivered in a lecture format. Some lessons, at the instructor’s discretion, include individual and/or group exercises, educational videos, and narrative contributions. All activities are conducted in person.

Textbook and teaching resource

- Calamandrei C., Pennini A., Porcelli B. (2025) Manuale di management per le professioni sanitarie. Milano: Mc Graw-Hill.
- For individual insights:

- Pontello G. (2004) Il management infermieristico
- Masson; Moiset C., Vanzetta M. (2009) Misurare l’assistenza. Il SIPI: dalla progettazione all’applicazione, McGraw-Hill
- Mongardi M., Bassi E., Di Ruscio E., Ospedale per Intensità di cura: strumenti per la classificazione dei pazienti. DGSPS, Servizio Presidi Ospedalieri, Regione Emilia-Romagna, Febbraio 2015

Semester

3rd year, 1st Semester

Assessment method

There will be no tests in itinere but a single final written test consisting of:

- 12 closed-answer tests (multiple choice), in order to evaluate the extensive control of the preparation
- 4 open questions (equivalent to very short essays) for an intensive control of the ability to autonomously reflect on critical points of the programme.
  (For details, please refer to the Teaching Syllabus)

Office hours

On appointment

Sustainable Development Goals

GOOD HEALTH AND WELL-BEING | QUALITY EDUCATION | GENDER EQUALITY