UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Healthcare Systems, Organization and Management

2627-1-K0103D004

Aims

The course aims to provide students with the theoretical, organizational, and managerial knowledge necessary to understand how healthcare organizations and social-healthcare services operate, with particular reference to community-based and hospital settings.
The course aims to develop skills related to the planning, organization, and management of healthcare services; the analysis of organizational and decision-making processes; the management of professional resources; and the promotion of quality and appropriate care.
The course also explores the economic, organizational, psychological, and legal-administrative foundations of healthcare management, fostering an understanding of the managerial and coordinating roles within the healthcare professions, with a particular focus on the fields of midwifery and nursing.

Specifically:
Knowledge and Comprehension
Students will gain knowledge of the organizational models of healthcare and social-healthcare organizations, the principles of service planning and management, economic concepts applied to healthcare, the regulatory framework of healthcare organizations, and the main management models for healthcare professions.
They will also understand the organizational and relational dynamics in healthcare work settings, leadership and professional coordination processes, and tools for quality management and human resources management.

Applied knowledge and comprehension
The student will be able to apply organizational and managerial tools to the planning of healthcare services, use economic and administrative principles in decision-making processes, and analyze the functioning of healthcare and social care facilities.
They will also be able to identify the organizational needs of care settings, collaborate in the management of workgroups, use tools for service planning and evaluation, and contribute to processes aimed at improving the quality of care and organizational performance.

Independence of Judgment
The student will be able to critically evaluate organizational models, management processes, and healthcare

planning strategies, formulating independent assessments of the effectiveness, appropriateness, and sustainability of healthcare services. They will also be able to identify organizational challenges, professional needs, and opportunities for innovation in care pathways and service management models.

Communication Skills
Students will be able to communicate effectively with professionals, managers, and work groups, using appropriate technical and organizational language and participating in decision-making and coordination processes in healthcare and social-healthcare settings.
They will also be able to present organizational analyses, proposals for improvement, and service planning tools in a multiprofessional setting.

Learning Skills
Students will acquire the skills needed to independently explore topics related to healthcare management, service organization, and healthcare planning, developing the ability to stay current on innovative organizational models, healthcare regulations, and clinical and care governance processes.

Contents

ECONOMIC ASPECTS OF HEALTH CARE PLANNING AND MANAGEMENT - Principles of health economics. Planning and sustainability of health care services. Resource planning and management control in health care organizations.

ORGANIZATIONAL STRUCTURE OF HEALTH CARE SERVICES - Organizational models of health care and social-health care agencies. Decision-making processes, quality management, hospital-community integration, and the organization of care services.

ELEMENTS OF WORK PSYCHOLOGY IN THE HEALTHCARE SETTING - Interpersonal and organizational dynamics in healthcare settings. Leadership, motivation, teamwork, conflict management, and organizational well-being.

HEALTHCARE ADMINISTRATIVE LAW - Regulatory foundations of the national and regional healthcare systems. Professional and organizational liability. Administrative principles applied to healthcare services.

INTRODUCTION TO NURSING MANAGEMENT - Management principles for the nursing profession. Coordination, staff organization, care planning, and management of clinical and organizational processes.

INTRODUCTION TO OBSTETRIC MANAGEMENT - The managerial role of the midwife in community and hospital settings. Organization of birth care pathways, professional coordination, continuity of care, and quality promotion in maternal and child health services.

Detailed program

The Fundamentals of Health Economics and Financing Systems. A general overview of the economic dynamics applied to the healthcare market. Strategic Planning, Management Control, and Accounting. Operational tools for managing financial resources within healthcare organizations and the administrative departments of social and healthcare professions.
Understanding the general landscape and the principles governing the National Health System (SSN) and its regional variations. Organizational Design of Healthcare Organizations.
Key concepts of occupational psychology applied to healthcare settings, with particular attention to the

organizational, relational, and managerial dynamics that characterize the nursing and midwifery professions.
Understanding the basic elements of administrative law. The concepts of individual and institutional liability. Methods of interacting with other managerial figures within the organization of a healthcare facility. Prospects for the evolution of the National Health System and the managerial role of nurses and midwives in public and private healthcare facilities.
Understanding organization according to H. Mintzberg's model. Knowledge of the basic elements of organizational design. Distinguishing between technical and professional organizational models. Understanding organizational models of obstetric care. The concepts of complexity of care and intensity of care. Hospitals organized according to the "hub-and-spoke" model.

Prerequisites

As defined by the Academic Regulations.

Teaching form

10 ECTS credits, organized into 20 interactive, in-person lessons of 4 hours each (totaling 80 hours). The lessons will involve the analysis of organizational case studies and guided discussions on management models applied to healthcare and health-social care settings

Textbook and teaching resource

Calamandrei C., Orlandi C., Pennini A., Porcelli B., Casati G. Manuale di management per le professioni sanitarie (2025) Milano: McGraw-Hill;
Auteri E. Management delle risorse umane. Fondamenti professionali (2009) Milano: Edizioni Angelo Guerini ed associati SpA;
Bonazzi G. (1998) Storia del pensiero organizzativo. Milano: Franco Angeli.
The relevant regulatory elements for the healthcare sector will be communicated by the teachers.

Semester

First year, second semester

Assessment method

Written test with multiple-choice and/or open-ended questions, alongside the assessment of assignments or practical activities concerning the organizational and managerial analysis of healthcare services.
The final assessment will take into account the knowledge acquired, the ability to apply organizational and managerial models, and the capacity for critical analysis of healthcare settings.

Office hours

By appointment, scheduled with the teachers via email.

Sustainable Development Goals

GOOD HEALTH AND WELL-BEING | QUALITY EDUCATION | GENDER EQUALITY | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE