UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Leadership and Professional Development in Health and Midwifery Sciences

2627-1-K0103D005

Aims

The course aims to develop an advanced profile of leadership and governance in midwifery, providing students with the analytical tools needed to guide clinical and organisational processes towards excellence. The educational programme equips students to manage the digital transition by promoting the use of e-health and integrated information systems. These technologies are presented as strategic tools for improving equitable access to care, enhancing patient safety and increasing service efficiency in obstetric, neonatal and gynaecological healthcare.

Furthermore, the course aims to develop strong competencies in relational communication and the management of team dynamics within complex professional settings. Through the analysis of collaborative and horizontal leadership models, the course promotes the development of a synergistic interprofessional working environment. This approach is considered an essential requirement for the integrated management of care pathways, fostering multidisciplinary cooperation that places continuity and quality of healthcare at the centre.

Knowledge and understanding
Students will acquire advanced knowledge of governance systems, including leadership models applied to midwifery and clinical governance strategies within the Italian and European healthcare contexts.
They will understand the functioning and potential of information systems, e-health and telemedicine in optimising care pathways and enhancing patient safety.
Students will become familiar with the theoretical models of interprofessional communication that underpin collaborative and multidisciplinary leadership.

Applying knowledge and understanding
Students will be able to design and implement integrated care pathways in obstetric, neonatal and gynaecological healthcare, using digital data to support continuous improvement.
They will be able to apply technological and digital solutions to monitor service efficiency and ensure continuity of care between hospital and community settings.
Students will be able to implement team management strategies based on horizontal leadership, aimed at achieving health objectives.

Making judgements
Students will be able to critically evaluate the effectiveness of adopted governance models and propose corrective measures based on evidence and sustainability criteria.
They will be able to critically assess the use of digital technologies and health data in terms of security, privacy and their impact on the quality of the care relationship.
Students will integrate ethical, professional and clinical principles into balanced managerial decision-making in highly complex healthcare settings.

Communication skills
Students will develop effective and assertive communication skills to facilitate collaboration among different professional groups, including midwives, physicians, nurses and healthcare managers, overcoming disciplinary silos.
They will also be able to use digital tools and terminology for clinical reporting and institutional communication.
Students will be able to act as facilitators in group decision-making processes, promoting participation and recognising the value of human resources.

Learning skills
Students will acquire the skills needed to develop a commitment to continuous professional development in e-health innovations and emerging healthcare management models.
They will also develop the ability to identify, evaluate and apply new international standards to support professional growth and the continuous improvement of midwifery practice.

Contents

MIDWIFERY LEADERSHIP AND GOVERNANCE MODELS
Transformational vs. transactional leadership. Clinical leadership and professional midwifery leadership. Horizontal and collaborative leadership: strategies for promoting partnership among healthcare professionals and empowering team members. Governance and management of midwifery-led units and integration with high-complexity care units. Hospital–community integration. Strategic planning.

E-HEALTH, DIGITALISATION AND HEALTHCARE INFORMATION SYSTEMS
Fundamentals of digital healthcare. The evolution from electronic health (e-health) to digital and mobile health (m-health). The National Recovery and Resilience Plan (NRRP/PNRR) and Mission 6 – Healthcare. Telemedicine.

Telemedicine models in midwifery, including teleconsultation, telemonitoring and teleassistance, for the management of low-risk pregnancies and postpartum care. The Electronic Health Record (EHR/FSE) and the healthcare dossier. Electronic Medical Records (EMRs). Cybersecurity and data protection. Artificial Intelligence (AI). Health Technology Assessment (HTA).

RELATIONSHIPS, COMMUNICATION AND TEAM DYNAMICS
Interpersonal communication models. Assertive communication. Communication management in difficult situations, such as breaking bad news and providing care during perinatal bereavement, and inclusive approaches to gender diversity. Group dynamics and team building. Conflict management and negotiation. Standardised communication tools.

NURSING FUNDAMENTALS FOR COLLABORATIVE LEADERSHIP
Theoretical foundations and disciplinary integration. Nursing care models. Collaborative and interprofessional leadership. Nurse-sensitive outcomes. Coordination of basic nursing care activities and clinical logistics to optimise the time devoted to direct patient care

Detailed program

MIDWIFERY LEADERSHIP AND GOVERNANCE MODELS
Leadership and management: formal and informal leadership. The concepts of authority. power, influence. The leader and leadership styles. Situational leadership and transformative leadership. The leader's self-assessment. Strategies for promoting partnerships between professionals and employee empowerment. Own and collaborators' motivation: Stress, burnout, and motivation. The organizational redesign. Staff retention strategies: magnet hospitals. The working groups: building, conducting and coaching. The prevention, management of conflicts and negotiation. The solution of problems and decision making.
Governance and management of obstetric units and integration with high-complexity units. Hospital-Territory Integration. Strategic Planning.
Clinical leadership (Clinical leadership). The Evidence-Based Guide (EBM/EBP). The role of the clinical leader in continuously improving the quality of care.

E-HEALTH, DIGITALISATION AND HEALTHCARE INFORMATION SYSTEMS
Electronic Health File (ESF); Clinical-legal differences with the Health Dossier; Electronic Medical Record (CCE): Standardization of languages, traceability requirements, digital signature, and integrity of the healthcare document. Cybersecurity and Data Protection: The GDPR (EU Regulation 2016/679) applied to health and genetic data. Consent management, practitioner accountability, and data breach prevention in obstetric information systems. Telemedicine according to national guidelines and implementing decrees of the PNRR. E-health and digital health applied to the obstetric field for the management of low-risk pregnancies (BRO) and postpartum. L' Artificial Intelligence (AI) in Obstetrics.

RELATIONSHIPS, COMMUNICATION AND TEAM DYNAMICS
Models of interpersonal communication. Communication management in difficult situations.

Prerequisites

As defined by the Academic Regulations.

Teaching form

Seven four-hour face-to-face sessions delivered through lecture-based teaching, including discussions of real-life critical incidents, successful and unsuccessful organisational restructuring initiatives, and group work.

Textbook and teaching resource

- Bellandi G.(2006) Il talento del leader. Crescere nella vita professionale e personale attraverso una leadership etica e responsabile. Milano, Franco Angeli
  -Northouse, P. G. (2025). Leadership: Theory and Practice. 10 th edition
  -Calamandrei, C.,et al. (2025). Manuale di Management per le professioni sanitarie. McGraw-Hill Education.
- Decreto Ministeriale 77 del 23 maggio 2022 - Regolamento recante la definizione di modelli e standard per lo sviluppo dell'assistenza territoriale nel Servizio Sanitario Nazionale.
  -Agenas (Agenzia Nazionale per i Servizi Sanitari Regionali). Piano Nazionale Esiti (PNE) – Report annuale (Sezione Area Perinatale)
  -World Health Organization (WHO). (2016). Standards for improving quality of maternal and newborn care

in health facilities. Geneva: World Health Organization.
-Sandall, J., et al. (2016). Midwife-led continuity models versus other models of care for childbearing women. Cochrane Database of Systematic Reviews

Semester

First year, second semester

Assessment method

Written examination consisting of multiple-choice questions and open-ended questions, followed by an oral examination.

Office hours

By appointment, arranged with teacher via mail

Sustainable Development Goals

QUALITY EDUCATION | GENDER EQUALITY | REDUCED INEQUALITIES