

## CV

### 1. Name Surname and role

Federico Lega

Full Professor in Healthcare Management at Department of Biomedical Sciences for Health  
State University of Milan

### 2. Degrees

2000 - Ph.D. in Business Administration & Management, Bocconi University, Milan (September 1999 – February 2000 - *Visiting Fellowship* at Wagner School of Public Management, New York University).

1996 - Degree in Economics and Business Administration (major: Public Management), Bocconi University, Milan (Fall term 1994 - *Visiting Student* at the MBA of York University, Toronto, Canada.)

### 3. Previous employment positions

|   |  |
|---|--|
| Since March 2015                                | Director, Master in International Healthcare Management, Economics and Policy (MIHMEP)                                 |
| 2009 – 2014                                     | Director CLAPI, MSc in Economics and Management of Public Administration and International Institutions.               |
| 2004 – present                                  | Associate Professor, Department of Institutional Analysis and Public Management.                                       |
| 2004 – present                                  | Scientific and Executive Committee, CERGAS, Research Centre on Healthcare Management.                                  |
| 2007 – January 2015                             | Leader of the segment of executive training in healthcare management, SDA Bocconi School of Management.                |
| 2001-2009                                       | Coordinator and Director of the Master in Healthcare Management (MiMS), SDA Bocconi School of Management.              |
| 2009 – present                                  | Coordinator of Healthcare Management Track, MIHMEP, SDA Bocconi School of Management.                                  |
| 2005 – present<br>(renewed in 2014, up to 2017) | Adjunct Professor of the Department of Health Services Administration at the University of Alabama at Birmingham, USA. |
| 2007 – present                                  | Visiting research fellow, York Management School.  |
| 2009 – present                                  | Faculty visiting member, Innsbruck Management Center.  |
| April 2010 – present                            | International fellow, Centre for Innovation in Health Management, University of Leeds.                                 |

### 4. Articles in refereed journals

Lega F., D'Andreamatteo A, Ianni L, Sargiacomo M., Lean in healthcare: A comprehensive review, Health Policy, 2015 Feb 11.

Lega F., Prenestini A, Calciolari S, Grilli R., The relationship between senior management team culture and clinical governance: Empirical investigation and managerial implications, Health Care Manage Review, 2014 Jul 3.

Lega F., Sartirana M., Prenestini A., Medical management : hostage to its own history? ; the case of Italian clinical directors, International journal of public sector management : IJPSM - Vol. 27.2014, 5, p. 417-429.

Lega F., Prenestini A., Spurgeon P., Is management essential to improving the performance and sustainability of healthcare systems and organizations? Value in Health, 2013.

Lega F., I Kirkpatrick, B Bullinger, M Dent, The translation of hospital management models in european health systems: a framework for comparison, British Journal of Management 24 (S1), 48-61, 2013.

Lega F., Prenestini A., Do senior management cultures affect performance? Evidence from Italian public healthcare organizations. Journal of Healthcare Management, September-October 2013.

- F Lega, F Longo, A Rotolo Decoupling the use and meaning of strategic plans in public healthcare, BMC health services research 13 (1), 5, 2013.
- Lega F., Cuccurullo C., Ferre F., The challenge and the future of health care turnaround plans: evidence from the Italian experience, Health Policy, vol. 106, issue 1, june 2012, 3-9.
- Lega F. Calciolari S., Coevolution of patients and hospitals: how changing epidemiology and technological advances create challenges and drive organizational innovation, Journal of healthcare management, vol. 57, n.1 february 2012.
- Lega F., Kirkpatrick I., Dent M., Bullinger B., The development of medical-manager roles in European hospital systems: a framework for comparison, IJCP, vol. 66, 124-124, February 2012.
- Lega F., Marsilio M., Villa S., An evaluation framework for measuring supply chain performance in the public healthcare sector: evidence from the Italian NHS, in press with Production Planning and Control, 2012.
- Lega F., Sartirana M., Managed Clinical Networks: scope, evidences and feasibility, IJCP, vol. 65, july 2011, 7-9.
- Lega F., Beyond rhetoric: inquiry on the essence of strategic management in public healthcare organizations, in press with International Journal of Clinical Leadership, 2012.
- Lega F. Cuccurullo C., Effective strategizing practices in pluralistic settings: the case of academic medical centers, Journal of Management and Governance, 14 december 2011, 1-21.
- Lega F., Ianni L., Sargiacomo M., The rise of governmentality in the Italian NHS: physiology or pathology of a decentralized and (ongoing) federalist system?, Health Services Management Research, 2010, 23: 172-180.
- Lega F., Villa S., Barbieri M., Restructuring patient flow logistics around patient care needs: implications and practicalities from three critical cases, in Health Care Management Science, 2009; 12:155-165
- Lega F., Mengoni, A., Why non urgent patients choose emergency over primary care services? Empirical evidence and managerial implications, in press, Health Policy, 2008.
- Lega F., Lights and shades in the managerialization of Italian National Health Service, Health Services Management Research 21: 248–261.
- Lega F., The rise and fall(acy) of clinical directorates in Italy, Health Policy 85, 252–262, February 2008
- Lega F., Vendramini E., Budgeting and performance management in the Italian National Health System (INHS): assessment and constructive criticisms, vol. 22 n. 1, Journal of Health Organization and Management, 2008.
- Lega F., Organisational design for health integrated delivery systems: theory and practice, Health policy, 81 (2), p.258-279, May 2007
- Lega F., Organizational and strategic choices for multi-hospital networks: a framework, Health Service Management Research, Vol. 18, n. 2, may 2005.
- Lega F., DePietro C., Converging patterns in hospital organization: beyond the professional bureaucracy, Health Policy, n. 74 2005. (shortlisted for the Karolinska award 2005)
- Lega F., Developing a marketing function in public healthcare systems: A framework for action, Health Policy, Volume 78, Issue 2-3, 1 October 2006, Pages 340-352.
- Lega F. Emerging trends in hospital organizational structure: an international perspective, in Yfantopoulos J. (ed.), The economics of health reforms, Atiner, 2005.
- Lega F., Reorganising healthcare delivering in hospital: structure and processes to serve quality, in Davies H. and Tavakoli M. (eds.), Strategic Issues in Health Care Management, ed. Ashgate, Aldershot UK, 2003.

#### **Articles in Italian journals:**

- Lega F. M. Pia Fantini, C. Randazzo, E. Rustic, D. Tedesco, Le Direzioni Sanitarie ospedaliere: sfide e traiettorie di rinnovamento, in press in Politiche Sanitarie, 2015.
- Lega F., F.M. Hiedemann, Turismo della salute: definizione, driver e opportunità di business per l'Italia, Rapporto OASI 2014, EGEA.
- Lega F. Carbone C., Marsilio M., Mazzocato P., Lean on lean? Indagine sul perchè e come il lean

- management si sta diffondendo nelle aziende sanitarie italiane, OASI – 2013, EGEA.
- Lega F., Faletti G., Filannino C.; Sartirana M., Prime ricognizioni sul fenomeno del cambiamento dello skill mix nel SSN, OASI 2013, EGEA
- Lega F., Carbone C., Prenestini A., Gestire la complessità strategica degli ospedali universitari, *Economia & Management* 3, 2012.
- Lega F., Villa S., Alesani D., “La reingegnerizzazione dei processi nelle aziende pubbliche nell’ottica del “valore”. Il caso dei processi amministrativi di una ASL”, *Azienda Pubblica* Vol. 3, 2007.
- Lega F., Villa S., Stagni M.G., “Aspetti concettuali ed operativi della logistica nelle aziende sanitarie: il caso del presidio ospedaliero di Forlì” *Mecosan*, N. 61 gennaio-marzo 2007, pp. 127-158.
- Lega F., C. Carbone, L. Cosmi, D. Salvatore, Ricognizione sullo stato dell'arte e sulle tendenze della normativa regionale in materia di organizzazione delle aziende sanitarie, *Organizzazione Sanitaria*, n.1 - Gennaio-Marzo 2006.
- Cattabeni L., Lega F., Vendramini E., Primi cenni sulla valutazione multidimensionale delle performance delle aziende ospedaliere tra fini esterni ed usi interni, *Sanità pubblica e privata*, 11-12, 2004.
- Lega F. Orientare all’innovazione l’ospedale: aspetti strategici, organizzativi e gestionali, *Mecosan* n. 47, 2003.
- Lega F., Verme G., L’Ospedale polispecialistico tra presente e futuro. Assetto istituzionale, organizzativo e gestionale, *Mecosan* n. 45, 2003.
- Lega F., Il marketing in sanità: una questione di prospettive, *Sanità Pubblica e Privata*, n. 4, 2003.
- Longo F., Lega F., Programmazione e governo dei sistemi sanitari regionali e locali: il ruolo della regione e delle aziende a confronto, *Mecosan*, 2002, n. 41.
- Lega F. Vendramini E., Committenza vs. produzione dei servizi sanitari territoriali: analisi e valutazione dei possibili assetti organizzativi di riferimento, *Sanità Pubblica* n. 11-12, 2001.
- Lega F., Organizzazione, strategia e gestione dei dipartimenti ospedalieri nelle aziende sanitarie multi-ospedale: proposta, analisi e discussione di possibili assetti di riferimento, *Organizzazione Sanitaria*, 2001, n. 1.
- Lega F., Strategie di rete per i sistemi multispedalieri: analisi e valutazione, *Economia & Management*, 2001, n. 2.
- Lega F., L’applicazione delle matrici di portafoglio alla pianificazione strategica nelle aziende ospedaliere, *Mecosan* n. 34, 2000.
- Borgonovi E., Lega F., Analisi sinottica dei modelli organizzativi adottati dalle aziende sanitarie lombarde a seguito del recepimento della LR 31/97, *Organizzazione sanitaria*, 2000, n. 2/3.
- Lega F., Dalla struttura alle persone: considerazioni su natura, finalità e ruolo del dipartimento ospedaliero, *Mecosan*, 1999, n. 30.
- Lega F., Il controllo della spesa sanitaria regionale: una prima valutazione dell’impatto dei diversi modelli di finanziamento attuabili, *Sanità pubblica*, 1999, n. 3.
- Lega F., Il marketing dell’azienda sanitaria: compatibilità, ruolo, natura ed obiettivi, *Organizzazione Sanitaria*, 1999, n. 2.
- Lega F., L’assetto organizzativo delle aziende sanitarie locali, *Salute e Territorio*, giugno 1999.
- Lega F., Meneguzzo M., Dal New Public Management al rinnovamento della pubblica amministrazione: un’analisi comparata del ruolo dei premi all’innovazione, *Azienda Pubblica*, 1999, n. 4.
- Lega F., Gestire il personale delle aziende sanitarie pubbliche: dal criterio della legittimità ad una possibile imprenditorialità governata, *Sanità Pubblica*, 1998, n. 7-8.
- Lega F., Il process re-engineering nelle aziende di servizi sanitari, *Organizzazione Sanitaria*, 1998, n. 4.
- Lega F., Scelte strategiche e ridefinizione dei confini dell’ospedale: dalla struttura focalizzata all’organizzazione a rete, *Organizzazione Sanitaria*, 1998, n. 1.
- Lega F., Activity-based costing & management nelle aziende sanitarie: la gestione integrata per attività dei processi produttivi sanitari, *Mecosan*, 1997, n. 22.
- Lega F., Il giudizio di economicità nelle aziende sanitarie pubbliche: primi cenni alla luce della transizione dalla contabilità finanziaria alla contabilità economica", *Sanità Pubblica*, 1997, n. 7/8.
- Lega F., Prospettive e limiti per un approccio dialettico alla pianificazione strategica nelle aziende

sanitarie pubbliche, Mecosan, 1997, n. 24.

Lega F., Sviluppo e controllo della conoscenza quali determinanti del vantaggio competitivo nelle aziende sanitarie pubbliche: dalla teoria alla pratica, Organizzazione Sanitaria, 1997, n. 5.

## 5. Articles in non-refereed journals

Lega F., Angeli F., Building european reference networks: Italy, Observatory Studies Series – WHO, 2013.

## 6. Working papers

Lega F., Beyond new public management: a comparative analysis of the role of inter-organisational mechanisms in government modernisation, W.P. DIR, n. 93/03, June 2003.

Lega F., Il ruolo dei meccanismi di diffusione dell'innovazione nel rinnovamento della Pubblica Amministrazione, Working Paper Ph.D., 1998, Bocconi University.

*Several papers in pipeline and under submission. Among these:*

S. Calciolari, L. Gonzalez, F. Lega - Health professionals' cooperation and management capacity,

Lega F., S. Calciolari, A. Prenestini, The role of dominant culture type in aligning organizational performance with system-level goals.

F. Lega, M. Rosso., A. Prenestini, Leadership Research in Healthcare: A Realist Review.

Same papers presented successfully in different top level congress:

Stefano Calciolari, Laura Gonzalez, Federico Lega - Health professionals' cooperation and management capacity, IRSPM 2014

AOM 2014, The role of dominant culture type in aligning organizational performance with system-level goals, Lega F., S. Calciolari, A. Prenestini (*Shortlisted for best international paper*).

ISA 2014 ISA World Congress of Sociology, Leadership Research in Healthcare: A Realist Review, F. Lega, M. Rosso., A. Prenestini

Euram 2014. An Organizational Culture for All Seasons? The relationship between culture and performance in the Italian NHS, Lega F., S. Calciolari, Prenestini A.

## 7. Editorial activities

Several publications on popular journals and newspapers (sole 24 ore, specialized journals such as l'ospedale, mondo sanitario, occhio clinico, journals of scientific societies, prospettive sociali e sanitarie, Via Sarfatti, popular books on doctor-manager, pharmacist-manager, etc.)

## 8. Books

*International:*

Lega F., Cristofoli D., Strategic Public Management, EGEA 2009. (2<sup>nd</sup> revised edition of Lega F., Cristofoli D., Strategic Management of Public Sector Organizations, McGraw-Hill, 2005).

Lega F., Organizational design and development for healthcare services, McGraw-Hill, 2005 (shortlisted for the Baxter award 2005).

*National:*

Lega F., Management della Sanità, Egea, 2013

Lega F., Lecci F., Dirigere la Farmacia ospedaliera: dal ruolo al sistema direzionale di controllo delle performance, Egea 2013.

Lega F., Savorelli E., La sanità pubblica veterinaria in Italia. Sfide e scenari del XXI secolo, Egea 2013.

Governance e organizzazione delle aziende ospedaliero-universitarie (con Carbone C. e Prenestini A.), BEA Egea, 2010

La sanità futura: Come cambieranno gli utenti, le istituzioni, i servizi e le tecnologie, Università Bocconi 2010 (con Longo F. e Del Vecchio M.)

Lega F., Management dell'azienda brain-intensive. Schemi interpretativi e profili evolutivi delle burocrazie professionali, Milano, Egea, 2008.

Lega F., Gruppi e reti aziendali in sanità. Strategia e gestione, Milano, Egea, 2003.

Lega F., Logiche e strumenti di gestione per processi in sanità. Il caso dell'azienda ospedaliera L.Sacco di Milano, McGraw-Hill, Milano, 2001.

## 9. Major research grants

Leader and recipient of several grants for research, as scientific coordinator and executive and principal investigator. Among the most recent:

- 2014-2015: Clinical engagement of doctors and impact on management (75.000 euro)
- 2015: The future of medical directors in healthcare organizations (75.000 euro)
- 2013-2015: Managing Patient Flow Logistic (40.000 euro)
- 2011-2012: Impact and future of psychology in health care system (55.000 euro)
- 2011-2012: Organizational design of teaching hospitals (26500 euro)
- 2009-2011: Exploring governance and organization of academic medical centers, Minister of Health, Italy (50.000 euro)
- 2008-2010: Assessing the Italian hospital system, CERBA foundation (60.000 euro)
- 2012: A "white paper" for the XXI century hospital, Emilia Romagna Regione (25.000 euro)
- 2009-2010: Drafting a new model for the regional health system of Marche, Asur (48.000 euro)

Lead and coordination of several long-term research projects. Currently I'm working on three major stream of research.

*Management in medicine and professionalism.* Researches investigate how doctors are developed into managers across all modern countries and benefits or pitfalls of such decision. Clearly there is a contested terrain in health management, and several turf wars among professional families are emerging. Implications on governance of health organizations, human resource management, clinical governance issues are also investigated. Researches are conducted with national and international partners.

2014: clinicians engagement in management – Region Emilia Romagna

2013-2009: COST Action n. IS0903 "Enhancing the role of medicine in the management of European health systems: implications for control, innovation and user voice".

2010-2011: national programme for the development of clinical governance, Minister of Welfare, Emilia Romagna Health Agency and CERGAS.

2010 - Outcome measures in The Netherlands, with Nyenrode University.

2010 – Impact of individual and organizational performance management and evaluation system in healthcare, Region Umbria.

### *Health futures, decision-making and policy implications*

Researches investigate the expected trends of health sectors in developed countries and implications for policy-makers and management. Specific focus is on how to generate better understanding of the processes by which social value is created, through a better management and governance of health systems. Strategic management in health organizations, as well as decision-making and its correlation to performance appraisal are investigated in-depth. Researches are conducted with national and international partners.

2012 - European Observatory on Health Systems and Policies, scope report for the European Commission on networks of reference hospitals in Europe.

2010 – Defining a metrics for the appraisal of social value and programme impact, Shaping Health System Project, with University of Leeds.

2010-2012 From strategy-making to performance management: determinants of effective decision-making and management in health organizations, Academy Novartis, DIR SDA Bocconi..

2010-2009: Scenario for the future of healthcare in Italy, LHA Bologna - CERGAS

2009-2008 – Rationale for the use of emergency care in Italy, pilot research for Marche Health Agency.

### *Organizational innovation and governance in hospitals*

Hospital systems in all developed countries are undergoing a radical reconfiguration. Teaching hospitals are everywhere under major transformation. Researches investigate what are the impact of proposed and implemented organizational innovations, which governance models are most effective and what challenges lay ahead of hospital systems. Among the output we expect a proposal for a new law in the Italian NHS.

2011-2012: Organizational design of teaching hospitals

2009-2011: Exploring governance and organization of academic medical centers, Minister of Health, Italy

2008-2009: Project SIVEAS, Minister of Welfare, Introduction of clinical directorates in teaching hospitals.

2008-2010: Assessing the Italian hospital system, CERBA foundation

2009 - Innovation in administrative functions in the Italian NHS – DIR – SDA Bocconi

Several papers and books have originated from the above research streams.

I have also applied very recently for projects with PRIN 2009 and “Futuro in ricerca 2010 and 2012”. Past participation to PRIN and FIRB programmes, years 2005 and 2007.

## **10. Invited Lectures**

### *Invited speaker in several international workshop and seminars*

Cass business school (London) on Leadership in healthcare

ECHO Amsterdam on leadership and management for doctors

Innsbruck Management Centre (MCI) on strategic management in healthcare

Sharif University IRAN on performance management in healthcare

Zurich University on Strategic management of healthcare organizations

Hamburg healthcare management center

and many others...

*And several others. Among the oldest:*

Spring-summer term 2007 - *Visiting Researcher* at INSEAD and *Instructor* at the European Health Leadership Programme.

July-September 2009, may-october 2010, May 2011 and May 2102, King's Fund (UK) international module, Leadership programme "Stretch to the Board".

March 2009, *Comparative Health Systems*, Department of Health Administration, UAB, USA.

May 2009, *academic roundtable*, Life Sciences & Healthcare Institute of Nyenrode Business University, Netherlands.

January-February 2011, April 2005, University of Stellenbosch, South Africa

2009-2010 – *Instructor*, Strategic management, Master in Non-profit, Social & Health Care Management, Management Center of Innsbruck.

Invited speaker, CAPIO international congress, Can we learn from international experience? Meaning and impact of patient empowerment., Frankfurt, 12 June 2010.

Invited speaker, 1st International hospital management congress, Theran, Iran, 8-11 July 2009.

Invited speaker, Restructuring patient flow logistics around patient care needs: implications and practicalities from three critical cases, 2nd South Eastern Europe Conference on Health Service Management, Beograd, 20. – 22. November 2008.

Invited speaker, seminar on The 21st century public manager: a new meaning for strategic public management? Remarks from an Italian research , York University, 27 september 2007.

Invited speaker, Beyond professional bureaucracies: converging patterns in hospital organisation and management, international hospital federation (IHF) annual conference, Nice, June 2005.

January 2010 and March 2012, *Instructor*, Organizational behaviour and design, NET-MEGS healthcare management master, USI, Lugano.

March 2010, *Instructor*, International programme *Shaping Health Systems Network*, University of Leeds.

November 2005, *Instructor*, CMC Graduate School of Business, Prague.

September 2003 – January 2004 - *Visiting professorship* at the Health Services Management Centre, School of Public Policy, Birmingham University, UK.

July - August 2001 - *Visiting professorship* at the Master in healthcare services administration (Maestria en administracion de servicios de salud), ICDA (Istituto de Ciencias De la Administracion), Catholic University of Cordoba, Argentina.

May 1998 – *Instructor*, Master in Healthcare Management and Economics, University of Malta.

Also, guest speaker for high level executive training programmes and masters, targeted at NHS and top public managers and delivered by SSPA, Villa Umbra, MES S. Anna Pisa, Daosan University of Salerno, University of Florence, La Sapienza University Rome, USI Lugano, Iref Lombardy.

## **11. Scientific Committee membership**

From June 2015 Chair of the Scientific Advisory Board of Ehma, European healthcare management association.

Member of Network AOM, IRSPM, NISPA, Public Management (IPMN) e European Group for Public Administration (EGPA), and EGOS.

2008-2012 Member of the Board of the AIES, Italian Association of Healthcare Economists

## **12. Editorial membership**

From 2015: Chief Editor of the journal Health Services Management Research (review list B) Since 2012: Associate Editor BMC – Healthcare Services (review list A)

Currently member of the editorial board of MECOSAN

2008: present: International referent of the editorial board of the International journal of clinical leadership (Journal of the British Association of Medical Managers – BAMM).

Currently involved as co-editor and contributor for a special issue on BMC Health Services Research and for an international Book on professionalism in healthcare

Referee for several international and national journals; the European Journal of Health Economics, European Management Review, Health Policy, Journal of quality in healthcare, Health service management research, The international journal of public sector management, Public Management Review, Academy of Management and Euram annual conference, Journal of management and governance, The international journal of clinical leadership, Mecosan, Economia & Management, Organizzazione Sanitaria, Politiche Sanitarie, Sanità pubblica e privata, Azienda Pubblica.

### **13. Main teaching activities**

Instructors in three courses, three masters, Ph.d:

- Public Administration (undergraduate)
- Strategic Public Management (graduate – English)
- Healthcare Management and Policy (graduate – English)
- Scenarios for public sector (graduate – English)
- Emmas (postgraduate)
- MiMS (postgraduate)
  - Pianificazione strategica in sanità
  - Problemi di gestione della sanità private
  - Gestione per progetti e consulting skills in sanità
- Ph.D in public management and policy
  - Advanced topics in healthcare (English)
- MIHMEP (postgraduate)
  - Foundations of management in healthcare organizations (English)

Since 2001 I have taught the following courses, undergraduate, graduate, postgraduate and ph.d level:

- Public Administration Management (undergraduate).
- Strategic Public Management (graduate).
- Management of Human Capital Services (undergraduate, English).
- Strategic management of Public Sector Organizations (graduate, English).
- Healthcare management and policy (graduate).
- Public and non profit management (Ph.D, English).
- Advanced Public Management (Ph.D, English).
- Healthcare management and organizational development (master, both English and Italian).

### **14. Comments on teaching activity**

2013 Award excellence in teaching - Bocconi

Production of innovative teaching materials (2010-2011-2014)

Several changes in courses taught over the years to meet teaching needs of the Department, with consequent efforts to planning and delivering new contents.



## 15. Institutional roles and services in Bocconi

Since 2009 Director MSc CLAPI. I managed the reconfiguration of CLAPI into Government and International Organizations (GIO)

Since 2013 faculty leader for the topic Public Management and International Organizations. I managed its inception.

Local organizer of the EHMA 2013 and 2017 annual conference in Bocconi

Currently Director of MIHMEP

Member of the scientific and executive committee of CeRGAS

Recruiting committee department PAM 2008-2010

2004/2012 Head of Strategy and Organization Unit CeRGAS

From 2008 to 2015 Leader segment healthcare SDA Bocconi

2007 – 2010 Faculty committee, Ph.D in Business Administration & Management

Organization of several department seminars, the most recent with prof. Peter Spurgeon, Prof Michelle Issel (editor HCMR), prof. Zoe Radnor, Prof. Tim Hoff

## 16. Other non-academic activities

2014 – present: Member of the high commission and technical group for the reform of the healthcare system of Region Lombardia

2014 – present. Member of the independent evaluation committee of Region Emilia Romagna

2013 – present: member of the think tank Action Institute

2010-2012: development of a performance appraisal system for the health professionals of the Umbria Region

February 2010 – audition as expert on health futures, commission “Italiadecide” of the Chamber of Deputies, Italian parliament

2010-2011 advisor of Region Piemonte and Province of Trento for the reconfiguration of the regional/provincial health system

Currently advisor of the Minister of welfare (health minister) for the planning and regulation of teaching hospitals

Currently advisor of Region Umbria and Emilia Romagna on health management and policy issues

## 17. Other useful info to evaluate the candidate professional career

Invited as panel/session chair in several top level conferences: among the latest Academy of Management, EURAM, IRSPM, ISO, ecc.. This year at AOM involved in PDW on future trajectories of research in healthcare management and policy.

*Bocconi awards and other awards:*

2013 The article “Is Management Essential to Improving the Performance and Sustainability of Health Care Systems and Organizations? A Systematic Review and a Roadmap for Future Studies” is the most downloaded for the review Value in Health for first half 2013

2013 Excellence in teaching Bocconi award

2013 Points VQR: 3

2013 Excellence research award Bocconi

2012 Winner of the award best international paper at the Healthcare Management Division of the Academy of Management

- 2010 Research profile for academic years 2010-2012
- 2009 Excellence research award Bocconi
- 2008 Excellence research award and Research profile for academic years 2008-2010
- 2008 Excellence in custom programs - department PMP SDA Bocconi School of Management.
- 2007 Excellence research award Bocconi.
- 2005 Excellence research award Bocconi.
- 2005 Shortlisted for the Karolinska best paper in healthcare management.
- 2005 Shortlisted for the Baxter best book in healthcare management.
- 1997 Bocconi University scholarship, Ph.D in business administration & management.DFG

2013, 2014, 2015 – member of the jury for the Porter Prize (value-based healthcare) of the Nyenrode Business University – The Decision Group

2015 - I've just been invited to join the Economist's Value-Based Healthcare in Italy Roundtable

2014 to present – member of the scientific board of the Hamburg University and Columbia University center on healthcare management

*Ph.D supervision / review:* Pamela Mazzocato, Towards Informed Design and Implementation of Patient-centered Care Processes. How can Operations Management contribute?, Karolinska Institutet Department of Learning, Informatics, Management and Ethics (LIME), Medical Management Centre, 2008-2013.

*Several papers and researches presented at international conferences*

*Among the latest:*

Stefano Calciolari, Laura Gonzalez, Federico Lega - Health professionals' cooperation and management capacity, IRSPM 2014

AOM 2014, The role of dominant culture type in aligning organizational performance with system-level goals, Lega F., S. Calciolari, A. Prentini.

ISA 2014 ISA World Congress of Sociology, Leadership Research in Healthcare: A Realist Review, F. Lega, M. Rosso., A. Prentini.

Euram 2014. An Organizational Culture for All Seasons? The relationship between culture and performance in the Italian NHS, Lega F., S. Calciolari, Prentini A.

Many others in 2013, 2012 and 2011 at AOM, Euram, Ehma, EGOS, AIDEA.

*Oldest:*

F. Lega, Anatomy of the XXI century public (crisis) manager: re-thinking strategic public management, IRSPM 2010, Bern, CH, April 2010.

Invited speaker, annual conference CNETO 2010, Management innovations for the hospital of the future, Rome, May 7, 2010.

Invited chair and speaker, Exposanità 2010 Bologna, Challenges in managerial executive training in the Italian NHS: where we are after 15 years of managerialization? May 27, 2010.

Invited speaker, CAPIO international congress, Can we learn from international experience? Meaning and impact of patient empowerment., Frankfurt, 12 June 2010.

F. Lega, C. Cuccurullo, Effective Strategizing Practices in Pluralistic Settings: The Case of Academic Medical

Centers, Strategic Management Society, Rome, September 13-15, 2010.

F. Lega, F. Ferre, C. Cuccurullo, I Piani di Rientro della spesa sanitaria: un'analisi comparativa, 15° national conference AIES, Moncalieri, 1 October 2010.

F. Lega, C. Carbone, Prenstini A., La governance delle Aziende Ospedaliero-Universitarie italiane: evidenze e prospettive per gli stakeholders, national conference AIDEA 2010, Bocconi.

Invited speaker, Network nazionale delle aziende ospedaliero universitarie: integrazione assistenza didattica e ricerca, Missione istituzionale ed Assetti Organizzativi dell'A.O.U., Catania, 22 October 2010.

Invited chair and speaker, National conference SIN, I processi di governance nel panorama della sanità regionale, Catania, 26 October 2010.

Invited speaker, Consensus conference on the hospital management, Lombardy Region, "Massima efficienza o caos garantito? Storia, ragioni, aspettative, convenienza dell'innovazione organizzativa. Il punto di vista dell'economista.", 29 October 2010.

Invited speaker, 1° Summit per la Salute: Affrontare le sfide del futuro "Percorsi di cura tra ospedale e territorio", Casiglio 4-5 Novembre 2010.

Invited speaker, Convegno internazionale - Integrazione tra Assistenza, Didattica e ricerca nell'azienda ospedaliero-universitaria: opportunità e vincoli per il SSN e per l'Università, AOU di Modena, 27-28 March 2010.

Invited speaker, conference FIASO Veneto-Lombardy, Le reti cliniche, Bardolino (VR) 15-16 May 2009.

Invited speaker, 1st International hospital management congress, Theran, Iran, 8-11 July 2009.

Invited chair, 14° national conference AIES, Bergamo, 29-30 October 2009.

Invited speaker, seminar on I modelli organizzativi per l'integrazione: evoluzione del Dipartimento ospedaliero nel SSN, Catholic University, Rome, 11 December 2009.

Invited speaker, International seminar on hospital redesign, with NHS south central and Oxford University, Bologna, AOU, April 12, 2008.

F. Lega, E. Vendramini, Public Management and competitiveness: the role of government in economic development using the diamond cluster approach, Wineland international conference, Stellenbosch University, SA, 16-19 April 2008.

F. Lega, Innovation, entrepreneurship and intrapreneurship in hospital context: strategic, organizational and managerial issues, annual conference EHMA (European Healthcare Management Association), The Politics of Health, Athens, Greece, June 2008, .

Invited speaker, Restructuring patient flow logistics around patient care needs: implications and practicalities from three critical cases, 2nd South Eastern Europe Conference on Health Service Management, Beograd, 20. – 22. November 2008.

Invited chair, 13° national conference AIES, Matera, 9-10 October 2008.

Invited speaker, seminar on The 21st century public manager: a new meaning for strategic public management? Remarks from an Italian research , York University, 27 September 2007.

F. Lega, Between principles and actions: a (critical) review of frameworks for strategy-making in public sector, EURAM 2006, May 17th to 20th 2006 in Oslo, Norway.

F. Lega, Forms Of Organizing In Health-Care Services, EGOS annual conference, Bergen, 2006.

F. Lega, S. Villa, D. Alesani, La reingegnerizzazione dei processi nelle aziende pubbliche nell'ottica del "valore". Il caso dei processi amministrativi di una ASL, National conference AIDEA 2006, Cagliari.

F. Lega, Nurturing and governing innovation processes in hospital, conference EHMA (European Healthcare Management Association), June 2005, Barcelona, Spain.

Invited speaker, Beyond professional bureaucracies: converging patterns in hospital organisation and management, international hospital federation (IHF) annual conference, Nice, June 2005.

F. Lega, E. Vendramini, Increasing the focus on patients: the introduction of the client perspective in two Italian non profit Hospitals using the Balanced scorecard approach, ANZAM 2004, Dunedin University, NZ.

F. Lega, Tendences et perspectives dans le developpement des policliniques universitaires, CALASS 2004, Bucarest.

Invited speaker, Salute e sanità in Toscana Infermieri, politici e sindacalisti a confronto, I nuovi modelli organizzativi e la reingegnerizzazione dei processi assistenziali AOU Siena, 15 October 2004.

Invited speaker, stati generali della sanità Piemontese, Il cambiamento strategico ed organizzativo e gli strumenti

di gestione delle risorse, Pollenzo, 16 december 2004.

Brusati L., Lega F., Tedeschi P. and Vendramini E., Health services delivery patterns in the oil and gas industry: a benchmarking study, annual conference EHMA (European Healthcare Management Association), june 2003, Cefpas, Caltanissetta, Italy.

Lega F. and Vendramini E., Measuring the performance: the Balanced Scorecard experience in two Italian Health Organizations, 9th International Winelands Conference, University of Stellenbosch, South Africa, september 2003.

Lega F., Orientare all'innovazione l'ospedale aspetti strategici, organizzativi e gestionali, annual conference AIES (Italian association of health economics), next october 2003, Roma, Università Tor Vergata.

Lega F., Tedeschi P. and Carbone C., Analisi della produzione (variabilità, diffusione, specificità) e ricadute organizzative: il caso del Policlinico Universitario di Palermo, annual conference ALASS (Associazione Latina per lo studio dei sistemi sanitari), september 2003, Università della Svizzera Italiana, Lugano.

Lega F., The role of medical & clinical directors in trust management, University of Birmingham, UK, september 2003.

Lega F., The development and control of intellectual capital as determinants of sustainable competitive advantage: the case of italian public hospitals, annual conference EHMA 2002, University of G'Dansk, Poland, june 2002.

Lega F., Reorganising healthcare delivering in hospital: structure and processes to serve quality", biannual conference SIHCM 2002, University of St. Andrew, Scotland, april 2002..

Lega F., Role and impact of multihospital networks on cost containment, quality and strategic positioning, annual conference EHMA, Granada, Spagna, june 2001.

Lega F., Patient-focused process re-engineering in hospitals: a comprehensive approach based on the profile of care tool, biannual conference SIHCM 2000, Univesity of St. Andrew, Scotland, april 2000.

Lega F., Meneguzzo M., From the principles of new public management to the reform of public administration. the role played by the mechanisms for transferring and spreading innovation, III IRSPM (Internation Research Symposium on Public Management), Aston University, Birmingham, april 2000.

Lega F., Dai principi del new public management al rinnovamento della pubblica amministrazione, annual conference AIDEA-Giovani, Università di Castellanza, may 1999.

Lega F., Competitive advantage and hospitals: the role of intellectual capital and organisational knowledge, biannual conference SIHCM 1998, University of St. Andrew, Scotland, april 1998.

Lega F., Governing knowledge in hospitals: the impact on quality and costs of health services, annual conference EHMA 1998, University of Dublin, Ireland, june 1998.

Lega F. and Motta L., First Steps in Process Re-Engineering in Italian Healthcare Organizations: a comprehensive approach based on two complementary pilot projects, annual conference EHMA 1997, Scheveningen, Holland, june 1997.