



Irene Gabutti

I am a post-doctoral researcher and professor in healthcare management. My research interests cover new organizational models to provide patient-centered care and emerging professional roles and competencies in the healthcare sector. I have studied organizational response models of healthcare systems to the current COVID-19 pandemic. I teach in undergraduate, graduate, and post-graduate courses in the departments of management and of medicine, both in traditional and blended classrooms. I have published in peer-reviewed top journals and have presented my work in various international conferences. I have successfully applied for various research grants, including projects financed by the European Commission.

CONTACT DETAILS

Affiliation: Post-doctoral researcher at and adjunct professor at the Catholic University – Faculty of Economics, Rome, Italy

Visiting Scholar at University of Central Florida, School of Global Health Management and Informatics, Orlando, USA

Ph.:

Website: www.altems.unicatt.it

SKILLS

DIGITAL

Expert user of Office Suite and of main research and statistical software (e.g. Endnote, STATA, NVivo)

LANGUAGES

Italian (mother tongue)
English (proficient)
French (fluent)
German (fluent)
Portuguese (basic)

PROFESSIONAL

Good teaching, communication, and research skills

PROFESSIONAL EXPERIENCE

AFFILIATION

Nov. 2022: Researcher (RTDA) at the Faculty of Economics, Università Cattolica del Sacro Cuore, Milan

2022 – 2022: Post-doctoral researcher at Department of Biomedical and Neuromotor Sciences, Alma Mater Studiorum – University of Bologna

2021 – present: Visiting Scholar at University of Central Florida, School of Global Health Management and Informatics, Orlando, USA

2017-2021: Post-doctoral researcher at the Faculty of Economics, Università Cattolica del Sacro Cuore, Rome

MAIN RESEARCH PROJECTS

2021- present: Project leader in the “Digitalization in support of “health pathways”: a new perspective in managing integrated care” Research: joint research of Università Cattolica del Sacro Cuore (Rome), University of Central Florida (Orlando), University of Scranton Pennsylvania (Scranton)

2021- present: Joint Action for International health workforce planning strategies (Health Workforce to Meet Health Challenges (HEROES)) (Funded by the EU Commission within the EU4Health programme) – Co-coordinator of JA and researcher

2020-2021: ALTEMS Instant Reports on the Covid-19 emergency: organizational responses to the outbreak of the pandemic (<https://altems.unicatt.it/altems-covid-19>) – Researcher

2018–2021: Improved methods and actionable tools for enhancing HTA (IMPACT HTA - funded by the EU Horizon 2020 research and innovation program) – Coordinator of Work Package 8 - Analysis of economic evaluation methods for hospital-based assessment

2018- present: Developing healthcare management competencies through a competencies directory – in cooperation with International Hospital Federation (IHF), Switzerland

2018-2021: Project leader in the project “Developing professional profiles and competencies in emerging roles within the Italian National Healthcare System”, funded by the Italian Federation of Hospitals and Healthcare Organizations (FIASO)

2014-2016: Organizational Innovation in Healthcare – funded by the Research Center for Healthcare Management (CERISMAS), Italy

2013-2015: An Analysis of CEOs’ career pathways within the Healthcare Sector - funded by the Research Center for Healthcare Management (CERISMAS), Italy

2010-2015: Creation of a monitoring system for the performance of clinical directorates (SIVEAS) – funded by the Italian Ministry of Health

PERSONAL

Ambitious and highly passionate
Networking and International contexts

HOBBIES AND INTERESTS

I like travelling, reading, and learning languages. I love animals infinitely and am very active in rescuing those in danger or difficulty. I sustain vegan lifestyles and love hiking in the woods.

TEACHING

Executive courses:

2015–present: MSc in Management in Healthcare Organizations, Graduate School of Health Economics and Management (ALTEMS), Catholic University, Rome, Italy.
Role: Instructor of Record, Teacher, Thesis supervisor

2016–present: MSc in Management in Healthcare Organizations, Fondazione Alma Mater (University of Bologna, Faculty of Medicine), Bologna, Italy
Role: Teacher, Thesis supervisor

Graduate courses:

2017–2019: Course in “Health Policy” (course in English) within the master course in Political Sciences, LUISS Guido Carli University, Rome, Italy
Role: Teacher

2017-2019: Course in “Human Resource Management in Complex Organizations” (course in English) within the master course of Management, Faculty of Economics, Catholic University, Rome, Italy
Role: Teacher, Thesis supervisor

2013-2017: Course in “Human Resource Management” within the Master course in Management, Faculty of Economics, Catholic University, Rome, Italy
Role: Teacher, Thesis supervisor

Undergraduate courses:

2020-present: Course in “Pharmacy Management” within the undergraduate course of Pharmacy, Faculty of Medicine, Catholic University, Rome, Italy
Role: Teacher

2015-present: Course in “Organizational Theory” within the undergraduate course of Management, Faculty of Economics, Catholic University, Rome, Italy
Role: Teacher, Thesis supervisor

2014-2016: Course in “Advanced Organizational Theory” within the undergraduate course of Management, LUISS Guido Carli University, Rome, Italy
Role: Teacher, Thesis supervisor

Ad hoc courses for other institutions:

2016: The creation of new professional profiles - course taught to Policlinico Universitario A. Gemelli (university hospital in Rome)
Role: Instructor of Record, Teacher

2015: Evaluation Methods for Human Resources – course taught to: Opera Santa Maria della Carità di Venezia (network of primary care settings in Venice) and IRCCS Associazione Oasi Maria SS. Di Troina (research hospital in Palermo)
Role: Instructor of Record, Teacher

PROFESSIONAL AND SERVICE ACTIVITIES

International visiting experiences:

Oct. 2021 - present: Visiting scholar in the University of Central Florida (UCF), School of Global Health Management and Informatics, Orlando FL, USA

Editorial appointments in peer-reviewed journal:

December 2021- present: Member of the Editorial board of the journal World Medical & Health Policy

Consultancy:

2022-present: Consultant of the Italian National Agency for Regional Healthcare Services (AGENAS) in the project "Definition of a Methodology to determine Health Workforce Needs".

Role: Consultant and researcher

Main responsibilities: Research and dissemination of project's results

2018-present: Consultant in the project "Developing professional profiles and competencies in emerging roles within the Italian National Healthcare System", funded by the Italian Federation of Hospitals and Healthcare Organizations (FIASO)

Role: Project leader, Consultant

Main responsibilities: Development of professional profiles through the involvement of healthcare professionals' associations and hospital CEOs; Dissemination and publication of results; Cooperation in development of new training pathways for hybrid professionals in the healthcare sector

2018: Member of the Organizing Committee of the scientific annual meeting of the Italian Workshop of Business Organization (WOA), Catholic University, Rome, Italy

Role: Organizer, Paper reviewer

Main responsibilities: general organization of conference, paper review, session chair, member of commission for prize assignment

2010-2012: Design of an organizational model for "Casa di Cura Addominale Eur" (private nursing home), Rome, Italy

Role: Main consultant

Main responsibilities: SWOT analysis, definition of an organizational model, road map for model implementation

2010-2012: Design of an organizational model for "Casa di Cura Villa dei Pini" (private nursing home), Anzio, Italy

Role: Main consultant

Main responsibilities: SWOT analysis, definition of an organizational model, road map for model implementation

Peer Review:

2015 – present: Invited reviewer for the following scientific journals:

Health policy

Health Services Management Research

Journal of health, organization and management

International journal of healthcare management

Medical care research and review

Epidemiology, biostatistics and public health

Creativity and Innovation Management

2014-present: Invited reviewer and/or session chair for the following conferences:

European Academy of Management (EURAM) annual conference

European Group for Organizational Studies (EGOS) annual conference

European Health Management Association (EHMA) annual conference

Academy of Management (AOM) annual conference

Italian Workshop of Business Administration (WOA) annual conference

Italian Health Economics Association (AIES) annual conference

EDUCATION

University Education:

2013-2016: PhD (winner of full scholarship) in Healthcare Management and Public Health (evaluation: very good), Faculty of Medicine, Catholic University, Rome, Italy

2011-2012: MSc in Healthcare Management (evaluation: 50/50) – Graduate School of Health Economics and Management (ALTEMS), Catholic University, Rome, Italy

2007-2010: Graduate Degree in “European Economy and Business Law” (Evaluation 109/110) – Faculty of Economics, Tor Vergata University – Rome, Italy

Other courses:

2021: Beyond OLS: Categorical, Choice and Count Models. Essex Summer School in Social Science Data Analysis, University of Essex, Colchester, UK

2021: Introduction to R. Essex Summer School in Social Science Data Analysis, University of Essex, Colchester, UK

2021: Mixed Methods. Essex Summer School in Social Science Data Analysis, University of Essex, Colchester, UK

2018: Introduction to Survey Data Analysis. Essex Summer School in Social Science Data Analysis, University of Essex, Colchester, UK

2013: Econometrics and statistics for economics, University of Calabria, Arcavacata (Cosenza), Italy

PUBLICATIONS AND PRESENTATIONS

Books:

Driving Hospitals Towards Performance: Practical Managerial Guidance to Reach the “Perfect Symphony”. 2021, Nova Science Publisher, NY. DOI: <https://doi.org/10.52305/DLSN5885>

Articles in peer-reviewed journals:

- I. Gabutti Designing the role of middle managers: An empirical perspective in the hospital sector. International journal of healthcare management, 2022
<https://doi.org/10.1080/20479700.2022.2125021>

- I. Gabutti, C. Colizzi, T. Sanna. Assessing Organizational Readiness to Change through a Framework Applied to Hospitals. Public Organization Review, 2022.
<https://doi.org/10.1007/s11115-022-00628-7>

-I. Gabutti, C. Barneschi. Understanding the gap between policy and facts: the Italian experience on federal decoupling in the implementation of breast units World Medical & Health Policy, 2021

-I. **Gabutti**. Driving health technologies towards performance: a contextualization within the hospital setting, *International Journal of Technology, Policy and Management*, 2021, Vol. 21, No. 4,

-I. **Gabutti**. Filling the gap between theory and practice: a pilot study on parents' perceptions of integrated care for patients with borderline personality disorder. *International Journal of Health Planning and Management*, 2021, Vol 36, Issue 6, pp. 2366-2375. DOI: 10.1002/hpm.3307

- A. Grossi, I. Hoxhaj., I. **Gabutti**, M. Specchia, A. Cicchetti, S. Boccia, C. de Waure. Hospital contextual factors affecting the implementation of health technologies: a systematic review. *BMC Health Serv Res* 2021 May 1;21(1):407. doi: 10.1186/s12913-021-06423-2

- E. Carini, I. **Gabutti**, E.M. Frisicale, A. Di Pilla, A.M. Pezzullo, C. de Waure, A. Cicchetti, S. Boccia, M. Specchia. Assessing hospital performance indicators. What dimensions? Evidence from an umbrella review. *BMC Health Serv Res*. 2020 20(1):1038. doi: 10.1186/s12913-020-05879-y

- I. **Gabutti**. Hiring the right CEO: A pilot explorative study of the most innovative CEOs' career pathways in the healthcare sector. *International Journal of Healthcare Management*, 2019 DOI: 10.1080/20479700.2018.1562613

- I. **Gabutti**, D. Dimonte, S. Iaia, A. Cicchetti. The application of a competencies dictionary to the management of a socio-health company. *Mecosan* vol. 105, FrancoAngeli, 2018

- I. **Gabutti**, F. Morandi. HRM practices and organizational change: Evidence from Italian clinical directorates. *Health Services Management Research*, 2018, <https://doi.org/10.1177/0951484818790213>

- I. **Gabutti**, A. Cicchetti. "Translating strategy into practice: A tool to understand organizational change in a Spanish university hospital. An in-depth analysis in Hospital Clinic", *International Journal of Healthcare Management*, 2017, DOI: 10.1080/20479700.2017.1336837

- I. **Gabutti**, D. Mascia, A. Cicchetti. Exploring "patient-centered" hospitals: a systematic review to understand change. *BMC Health Serv Res*. 2017, 17:364

- I. **Gabutti**, D. Mascia, "Innovative approaches to evaluate CEOs: evidence from a pilot study in the Italian healthcare sector", *Mecosan* vol. 96, FrancoAngeli, 2015

Articles submitted in 2021 and currently under review:

-I. **Gabutti** . Designing the role of middle managers: an empirical perspective in the hospital sector (submitted to the *International Journal of Healthcare Management*)

Articles and book chapters in non-peer-reviewed journals:

- A. Cicchetti, I. **Gabutti** et al., "Analysis of the organizational models of response to Covid-19 in Italy: evidence from 32 Altems' Instant Reports", *GIHTAD 14:Suppl. 1*, 2021

- I. **Gabutti**, A. Cicchetti, D. Mascia. "Emerging roles in healthcare: a new approach based on managing competencies". *World Hospitals and Health Services. The Official Journal of the International Hospital Federation*. Vol 55, Number 2, 2019

-A. Cicchetti, I. **Gabutti**. "Innovation or disaster: the organizational challenges in the "Healthcare Theatre". *Prospettive in Organizzazione* n.7, 2017

- A. Cicchetti, I. Gabutti, D. Mascia, F. Morandi. "The Clinical Directorate Organizational Model in the NHS: an analysis in 2008-2010", in A. Cicchetti, Hospital Clinical Directorates in the NHS: origins, evolutions and developments, Milano: Franco Angeli, 2012

- F. Morandi, A. Cicchetti, I. Gabutti, F. Lenzi, D. Mascia. "The impact of organizational planning on the performance of clinical directorates", in A. Cicchetti Hospital Clinical Directorates in the NHS: origins, evolutions and developments Milano: Franco Angeli, 2012

Oral presentations in national (Italian) and international conferences (peer-reviewed):

- EURAM 2022 (paper accepted for oral presentation). Digitalization in support of "health pathways": a new perspective in managing integrated care

-LILLY Conferences, Evidenced Based Teaching and Learning 2022 (accepted), San Diego, California, USA. "Global Mentorship: Sharing Innovative Practices for a Sustainable Future"

-Annual Marshall Business Research Conference 2021, Huntington, West Virginia USA. "Assessing career pathways and Competency Acquisition: do they match?"

-EURAM 2021, Reshaping capitalism for a sustainable world (online conference). "Designing the role of middle managers: an empirical perspective in the hospital sector"

- EURAM 2019, Exploring the Future of Management, Lisbon-Portugal. "Hospital contextual factors affecting the use of health technologies: a systematic review".

- WOA 2019, Identity and Pluralism across Organizational Studies and practices, Palermo - Italy. "Profili e competenze del middle management nel SSN"

- EURAM 2018, Research in action: Accelerating knowledge creation in management – Reykjavík, Iceland. "HRM practices and organizational change: evidence from Italian clinical directorates"

- WOA 2018, The resilient organization: design, change and innovation in the globalized economy – Rome, Italy. "Adopting a competencies dictionary in a primary healthcare setting: new frontiers in managing people"

- WOA 2018, The resilient organization: design, change and innovation in the globalized economy – Rome, Italy. "Why doctors-managers invest in MBA programs: an empirical discussion"

- WOA 2018, The resilient organization: design, change and innovation in the globalized economy – Rome, Italy. "Dealing with borderline personality disorder: organizational implications of an integrated provision of care"

- FHME workshop event "The role of the Future Healthcare Manager" (organized by IESE) – Barcelona, Spain. "Performance management development in healthcare organizations: "Analysis of CEOs' Role and Career conditions"

- EURAM 2017, Making knowledge work – Glasgow-Scotland. "Translating strategy into practice: a tool to understand organizational change in a Spanish university hospital."

- WOA 2017, Organizing between reality and appearance in times of change- Pisa, Italy. "Translating strategy into practice: a tool to understand organizational change in a Spanish university hospital"

- AIES 2016, Integrating services for a better health– Bologna, Italy. "Translating strategy into practice: a tool to understand organizational change in a Spanish university hospital"

- AIES 2015, Promouvere e governare l'innovazione in sanità sulla base di evidenze – Alghero, Italy. “Exploring “patient-centered” organizational models in hospitals: A systematic review”
- EGOS 2015, Organizations and the Examined Life: Reason, Reflexivity and Responsibility, Athens-Greece. “Exploring “patient-centered” organizational models in hospitals: A systematic review”
- WOA 2015, Back to basics: searching for new forms of organizing, Padova, Italy. “Human Resource Management tools in healthcare: are they driving change?”
- AIES 2014, Finanziamento della sanità e modelli di welfare nell’era della longevità, Venice, Italy. “Human resource management tools in healthcare: are they driving cultures?” e “Catching the right CEO: an explorative study of the best performing CEOs in the Italian healthcare sector.”
- WOA 2014, Organising for growth, Udine, Italy. “Catching the right CEO: an explorative study of the best performing CEOs in the Italian healthcare sector.”
- AIES 2013, Oltre la crisi economica, sociale e politica: il ruolo dei sistemi socio-sanitari, Trento, Italy. “Soddisfazione lavorativa e performance nei dipartimenti ospedalieri”
- EHMA 2013, What healthcare can we afford? Better, quicker, lower cost health services, Milan, Italy. “Catching the right CEO: an explorative study of the best performing CEOs in the Italian healthcare sector” (poster)
- EHMA 2012, Public Health Care: who pays, who provides? Bern – Switzerland. “The Performance of Clinical Directorates: Empirical Evidence from the Italian NHS”
- AIES 2011, Diritti nazionali, Differenze regionali e Federalismo. Il Sistema Sanitario Italiano a 150 anni dall’Unità, Naples, Italy. “Il Decreto Legislativo 8 Giugno 2001, N. 231 nel Settore Sanitario Italiano: Facoltativo o Obbligatorio?”

Oral presentations by invitation (non peer-reviewed):

- University of Trento, Dep. of Economics and Management Trento, Italy. “Emerging organizational trends in the healthcare sector”, June 2021
- Scuola Superiore S. Anna Pisa, Italy. “Organizational trends and emerging professional roles in the healthcare sector”, June 2021
- EITHiEN 2019 EIT Health Innovation Educators Network, London, UK “Innovative learning experiences in healthcare”
- EECC (EURAM early Career Colloquium) – Rome, Italy. “HRM practices and organizational change: evidence from Italian clinical directorates”