



ALTEMS
GRADUATE SCHOOL OF HEALTH
ECONOMICS AND MANAGEMENT

ALTEMS

Annual Report 2018-2019



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

ALTEMS

**Annual Report
2018-2019**



Letter from the Rector

Founded ten years ago to seize on the opportunities offered by the cooperation between the Faculties of Medicine and Surgery and Economy, and in the areas of continuing and tertiary level education, Altems has become, like the other specialised schools of the Catholic University of the Sacred Heart, an authoritative presence in its areas of competence.

Hence the choice, inspired by the sense of responsibility that has accompanied this path of growth, to "give an account" in an accurate and transparent way, to all the social and institutional stakeholders, of the way in which we operate and the objectives we want to reach. This is the second Annual Report, produced on the basis of publicly recognized guidelines.

The breadth and variety of a commitment developed in three main directions is documented in the following pages.

First of all, the development and provision of high-level and up-to-date postgraduate training, resulting in the creation of University Masters,

Advanced Courses and Research Doctorates designed to follow the different stages of the professional growth of public and private health professionals, and in particular those who will manage health systems and organizations. In this context, ALTEMS has stood out for its ability to reformulate some professional profiles and devise new ones to more effectively address the traditional and unprecedented complexities that characterize the widely considered biomedical sector, for example by looking at its structural relations with research and pharmaceutical industry. ALTEMS has a creative and innovative attitude, expressed in this first decade of life, and stimulated by the adoption of a meditated interdisciplinary approach to challenges which, due to their complexity, need to be approached from multiple points of view.

Alongside this first strand, our Department of Specialization of Economics and Management of Health Systems has pursued interesting and fruitful research activity, which has sometimes led to the creation of specific teams to monitor such topical issues as: the role of health

technology assessment in supporting decisions to be taken in hospitals, models and the spread of medical devices in some European countries, and pharmacy services.

The positive interaction between higher education and scientific research, and the solid network of national and international relations built up over time, have encouraged the launch of high-level consulting initiatives that have proved useful for responding to the specific needs of non-profit companies, institutions and organizations.

Recounting in a document the multiple aspects, implications and results

obtained cannot ignore the reference to the ultimate goal that guides and inspires ALTEMS, that is to train managers prepared for the social-health sector and to contribute to the development of the social-health system of our country and to improve the capacity (individual and systemic) to take charge of people and their care needs, starting from those of the most fragile and vulnerable subjects.

Moreover, this is precisely the trait that, more than any other, identifies the action of this Department of Specialization, as an integral and purposeful part of the Catholic University of the Sacred Heart.

When dealing with technical and

specialized topics, ALTEMS has in mind the words of Pope Francis: "the centrality of the patient as a person and his dignity with his inalienable rights, above all the right to life."

For all this, I deeply thank the Director of the Department of Specialization, Professor Americo Cicchetti and all the teachers, researchers and staff who contribute.

Professor Franco Anelli

Magnificent Rector

Catholic University of Sacred Heart



The ultimate goal that guides and inspires ALTEMS is to train managers prepared for the social-health sector and to contribute to the development of the social-health system of our country





Letter from the Director

The idea of drafting the *Annual Report* comes from the desire to represent, in a single document, the contribution offered by ALTEMS to improve the functioning of institutions and organizations that work for the health of Italians and Europeans. We have tried to summarize our interpretation of the university's third mission in just as few pages as possible by showing the impact generated on society by applied research, field training and consulting.

Aware of the many benefits that this dissemination tool can bring, both internally and externally to the University, the *Report* is designed to summarize the activities carried out so far and to better understand the usefulness that ALTEMS's action brings to the company more generally, and in particular to the Italian National Health Service. However, preparing a *Report* is not just an exercise to give an account of what has been done, but also a tool for reflection in a perspective of continuous improvement.

We believe that drawing up the *Report* is the first step in expressing our respon-

sibility towards the numerous stakeholders, so that they can become aware of how ALTEMS is a living and growing reality and how much it commits itself every day in pursuit of the values of its mission in guaranteeing high-level training, nourished and enriched by research activity and by the solid and continuous relationships that ALTEMS has developed over the years at both national and international level.

Thanks to the enrichment of the training offer, today a greater number of professional profiles find solutions for skills development in ALTEMS; the presence of laboratories and observatories makes it possible to address topical issues of both scientific and institutional interest.

We hope that our *Report* will stir the curiosity and interest of those who intend to invest in our activities and join us in expanding our network of collaborations to benefit the quality and variety of the training on offer to support a robust and balanced growth.

Professor Americo Cicchetti
ALTEMS Director

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OVERVIEW

Educational offer

 **26**
 EDUCATIONAL PROGRAMS
 OF LEVEL II AND II MASTER,
 ADVANCED COURSES AND
 SPECIALIZATION COURSES

 **SUMMER
 SCHOOL**

 **COURSES WITHIN
 THE SCHOOLS AND
 COLLEGES PROJECT**

 **44**
 ASSISTANTS

 **+100**
 TEACHERS

 **57**
 RESEARCH PROJECTS
 (OF WHICH 4 ARE
 INTERNATIONAL)

 **79.043**
 HITS ON WWW.
 ALTEMS.IT

 **12.000**
 TEACHING HOURS DELIVERED
 ON THE MASTER PROGRAMS
 PER YEAR

 **1.308**
 HOURS OF ADVANCED COURSES
 DELIVERED PER YEAR

Where our students come from

21%
 ECONOMIC SCIENCES

19%
 LAW

18%
 PHARMACY

16%
 MEDICINE/DENTISTRY

12%
 ENGINEERING/ARCHITECTURE

7%
 PROFESSIONAL HEALTHCARE

3%
 BIOLOGY/BIOTECHNOLOGY

2%
 PHYSICS/CHEMISTRY

2% OTHER



Page Personnel

human resources

Logis

PROFESIONISTI DEL MARKETING

Alto Veronesi

BDO
AUDIT
ADVISORY
OUTSOURCING
TAX & LAW

UMANN

GENERALITY

The **Department of Specialization of Economics and Management of Health Systems - ALTEMS** has decided to write an *Annual Report* for the second time, the first edition in 2016 was a challenge, the second edition is an assessment of progress.

The time frame taken as a reference starts from the last edition of the report, therefore we are examining the 2016-2017 academic years, 2017-2018 up to the current 2018-2019. The two macro-sections of this document are therefore expressed using this time frame.

For the preparation of the *Annual Report*, the following model was used as a reference *Guidelines for the preparation of the Social Report of Non-Profit Organizations*, issued in February 2010 by the Agency for Non-Profit Organizations of Social Utility in collaboration with ALTIS (Department of Specialization for Enterprises and Companies).

ALTEMS is one of the eight Departments of Specializations of the Catholic University of the Sacred Heart. Like every Department of Specialization, ALTEMS is endowed with specific governing bodies, but has no juridical or economic autonomy, but rather it is a teaching structure of the Catholic University of the Sacred Heart. The administration of each activity or initiative is consequent-

ly entrusted to relevant offices of the Catholic University. ALTEMS carries out close collaborations in synergy with the CERISMAS association; the A. Gemelli University Hospital Foundation-IRCCS and its Health Technology Assessment Unit (UVT).

ALTEMS also adheres to national and international networks such as the Italian Association for Management Education (ASFOR); the European Health Management Association (EHMA); the European network for Health Technology Assessment (EU-net-HTA) and the International Hospital Federation (IHF).

We have chosen to compile the document in a synthetic manner to make it more streamlined and easier to understand.

The *Annual Report* consists of **two sections**:

- The first part called «History and Profile» shows broadly how ALTEMS has evolved in the last 10 years of activity, which are the capital values that drive it and its institutional and organizational structure.
- The second part called «Activities» highlights the work that characterizes ALTEMS: the educational offer, scientific research and events.



Vision

ALTEMS offers high-level training characterized by scientific rigor and an international scope to provide future professionals with the appropriate tools to actively contribute to the improvement and strengthening of the Italian National Health Service and International Health.

All training and research activities are carried out in the logic of respecting the absolute centrality of the person in all situations of social and economic life of a community.



To provide future professionals with the appropriate tools to actively contribute to the improvement of the Health Service



Mission

ALTEMS, through the proposal of a qualified educational offer, at different times of the professional growth of public and private healthcare professionals, responds to the needs to train and qualify those who govern and manage health systems, building professional profiles able to effectively deal with the complexities that characterize the extended biomedical sector.

In particular, the mission of ALTEMS is: **“The design and implementation of postgraduate economic-managerial training programs for the updating and further training of all those who work in the health sector and its industrial activities, through masters’ and advanced courses, and research doctorates in the fields of economics and health management, paying particular attention to the world of Christian-inspired health institutions.”**

part one
History
and Profile



10 YEARS OF ALTEMS

Academic year 2009-2010



Before the founding of ALTEMS

- **In 1995**, on the initiative of the Institute of Hygiene and the Directorate of the A. Gemelli University Hospital, IRCCS, the Rome branch of the Catholic University starts the first post-graduate training initiatives in the field of Healthcare management.
- **In the academic year 1999-2000**, the **Interfaculty Degree Course Medicine and Surgery - Economy** of the Catholic University of the Sacred Heart is started at the Rome headquarters.
- **In 2000** in Milan, at the initiative of the Catholic University of the Sacred Heart and the IRCCS Carlo Besta Neurological Institute Foundation, **CERISMAS**: Center of Research and Studies in Health Management, is founded.

- **7 July 2009**: By Rectoral decree N. 6065, **the Department of Specialization of Economics and Management of Health Systems was established** to complement the economic-healthcare training offer at the Rome campus, thus meeting the needs of professional growth of those who already work in public and private healthcare, drawing inspiration from the activities of research in the field of economics and health management present in the context of various structures active in the university.
- The first director of ALTEMS was the Dean of the Faculty of Economy at the Catholic University of the Sacred Heart, Professor **Domenico Bodega**, assisted by Professor **Americo Cicchetti** as Scientific Coordinator and Professor **Gianfranco Damiani**, Manager for research, development and quality.
- ALTEMS takes charge of the level I University Master in Management of Biomedical and Biotechnological Enterprises, already active at the University and now in its 5th edition, and the 2nd level University Master in Health Technology Assessment and Management, already active and now in its 3rd edition.
- For the first time the Master in Organization and Management of companies and health services is offered in the "Executive" formula, the first training program launched in 1995 by the Rome campus in health management and is now in its 14th edition.

A.A. 2010-2011

- ALTEMS, in collaboration with the Italian Federation of Health and Hospital Companies (FIASO), activates the university advanced course in Economics and Management of Health and Social Integration.
- **9th-12th September 2011**: ALTEMS organizes the first **Summer School** on the theme "Measurement of quality of life (the QALYs) and threshold decision-making" with a total of 40 participants.
- ALTEMS adheres to the **"Specialized schools and colleges"** project of the Catholic University of the Sacred Heart, creating a program of seminars on the theme: Interpreting and deciding in complex contexts: professional and behavioral skills to act effectively.
- ALTEMS, in collaboration with CERISMAS, launches the project "Career Paths of the General Managers in the health sector", thanks to the financing of a national project of the National Agency for Regional Health Services (AGENAS).
- The paper: "Looking good or doing better? Patterns of decoupling in the implementation of clinical directories" (D. Mascia, F. Morandi, A. Cicchetti) receives the international Academy of Management award as **Best Paper Award 2011 Healthcare Management Division**.

A.A. 2011-2012

- On the training offer side, two level II Masters, a level I Master and a Advanced course were launched. For the 2011-2012 academic year records, a total of **88 students enrolled** in the Masters and Advanced courses with ALTEMS.
- The 2nd edition of the "Specialized schools and colleges" project is conducted.
- **September 2012:** the second Summer School is activated.
- **On September 3rd 2012** the "**Adopting Hospital Based Health Technology Assessment**" (**AdHopHTA**) project begins, financed by the European Union in the Framework Program of Research. ALTEMS joins the project by entering into a consortium consisting of: the Hospital Clinic of Barcelona / FCRB, Spain; the Business School of the University of Navarra (IESE), Spain; the Odense University Hospital (OUH), Denmark; the University Hospital Vaud Canton (CHUV), Switzerland; the Helsinki and Uusimaa Hospital District (HUS), Finland; the Tartu University Hospital (TUH), Estonia; the Ludwig Boltzmann Institute for Health Technology Assessment (LBI-HTA), Austria; the Ankara Numune Training and Research Hospital (ANH), Turkey; and the Norwegian Knowledge Centre for Health Services (NOKC), Norway.
- **On April 12th 2012** the first "**ALTEMS Graduation Day**" is held: a ceremony for the proclamation and awarding of diplomas for the students of ALTEMS' Masters of 2010-2011.

A.A. 2012-2013

- Two new level II Masters were introduced in the ALTEMS training offer: Juridical Expert for Healthcare and Pharmacy Management - Pharmacy Organization and Management. **Three new Advanced courses** were introduced: Economics and Administration Transfusion Network Coordination and Transplantation Network, Risk Management and Evaluation of Healthcare Technologies and Interventions (FAD) The Professional Update Course in *Economics and Administration Transfusion Network Coordination and Transplantation Network*, was also initiated.
- A total of **154 students registered** for Masters and Advanced Courses for the **2012-2013 academic year**.
- In terms of research activity, ALTEMS, in collaboration with the **National System for Healthcare Verification and Control (SIVEAS)**, undertakes two projects: the first to support monitoring tables; the second on the HTA of robotic surgery systems.
- **September 2013:** the third Summer School was started.
- ALTEMS strengthens important collaborations to pursue research projects with the National Blood Center (CNS) of the Higher Institute of Health, the **Italian Drug Agency (AIFA)** and the **Ministry of Health's Drugs and Devices Department**
- Together with the Merck Serono Foundation, ALTEMS undertakes the project "Eco-

nomical evaluation of disability care models". The paper "*Effect of Hospital Referral Networks on Appropriation of Hospitalization Decisions: A HLM Analysis*" (Daniele Mascia, Federica Angeli, Fausto Di Vincenzo) receives the international award of the Academy of Management as **Best Paper Proceedings 2013 Healthcare Management Division**.

AA. 2013-2014

- It is an academic year in which ALTEMS's activities are consolidated.
- A collaboration agreement is signed on staff training between ALTEMS and the A.Gemelli-IRCCS University Hospital Foundation.
- There is an increase in the number of students enrolled in Master and Postgraduate courses, with a total of **179**.
- Among the products of the training offer, ALTEMS stands out with the II level Master in Health Technology Assessment & Management, which is part of the two-year **international project "Ulysses Program"** for a total of 60 credits. The Master, activated in collaboration with the **University of Montreal, the University of Toronto and the University of Barcelona**, provides for the exchange of students and teachers among the different universities, helping to give **an international footprint** to the activity of the ALTEMS.

AA. 2013-2014

- Thanks to the patronage of the Italian Unitary Ambulatory Medicine Union and Professionalism of the Health Area (**SUMAI**), the **Advanced Training Course on Specialized Medicine for Community Care** was launched, which together with ALTEMS, involves the following four Italian universities: Ca' Foscari of Venice, the Alma Mater University of Bologna, the Aldo Moro University of Bari and the Magna Graecia University of Catanzaro.
- **September 2015**: the fifth Summer School is conducted.
- ALTEMS has an agreement with the **Italian Financial Police** for the Master in Organization and Management of Companies and Health Services and the agreement with the Faculty of Pharmacy of the **Federico II University of Naples** for the Master in Pharmacy Management - Organization and Pharmacy Management.
- The Catholic University has an agreement with the **National Social Security Institute** to provide **24 scholarships** for public employees and children of public employees for three ALTEMS Masters in 2014-2015.
- **On April 21st 2015**, on the occasion of the Graduation Day, the first **Elio Guzzanti award** is given to Mr. **Eugenio DI BRINO**. An award dedicated to the memory of Professor Elio Guzzanti, an unforgettable "master" in health organization and planning.

AA. 2015-2016

- The launch of two innovative projects is prepared: the **"National Observatory on Pharmacy of Services"**, with the aim of monitoring the dissemination of the experiences of provision of services included in LEAs by local pharmacies, and the forms of collaboration between pharmacies and Companies of the National Health Service. The **"Laboratory on Health Information Systems"** with the mission of promoting cyber security in healthcare. Among the first activities was a survey to explore the state of I.T. security in Italian healthcare systems.
- ALTEMS becomes a partner of the European Network of Health Technology Assessment (EUNet-HTA) with the Joint Action 3, financed by the European Commission (D.G. Sante).
- In the 2015-2016 academic year, ALTEMS has a total of **51 research projects**.
- ALTEMS presents the new high-level training courses on the theme: "Soft Skills Training: tools and suggestions to act successfully in life and work" for the "Specialized schools and colleges" project.
- **282 students enrolled** for masters, advanced courses and advanced training courses provided by the Department of Specialization.
- From June 30th to July 2nd, the 6th Summer School in **Health Pathway Design** took place.
- The first edition of the Annual Report ALTEMS 2015-2016.
- On April 19th 2016, the **Graduation Day** for Masters students promoted by ALTEMS for the Academic Year 2014-2015 was held.
- The **Elio Guzzanti II Edition Award** was presented and awarded to **Marco LICITRA**.

A.A 2016-2017

- On **December 11th 2017**, the **ALTEMS Alumni Association** was founded with the aim of becoming a meeting point, an exchange point and a relationship between all those who have participated and participate in the Masters and Advanced Courses of the Department of Specialization.
- ALTEMS becomes a member of the Innovation Table of the National Programme of HTA for Medical Devices of the Ministry of Health.
- From **8th to 10th September 2017** the 7th edition of the Summer School took place with the theme: "The organizational models of HTA to support decision-making processes in health systems".
- The members of courses in 2016-2017 were 235, divided into **24 training programs**, of which 6 were newly activated and 2 international.
- The Department of Specialization **social media profiles** have been implemented on Facebook, Twitter, LinkedIn, Youtube and SlideShare.
- The ALTEMS **website** is live.
- The **National Social Security Institute** provides **72 scholarships** to fully cover the ALTEMS Master's enrollment fees for the 2016-2017 academic year.
- The **Italian Federation of Pharmacists** financed **10 scholarships** to fully cover the registration fee for ALTEMS' Masters for the 2016-2017 academic year.
- On **April 4th 2017**, the Graduation Day was held dedicated to the promoters of the Master's programs of 2015-2016.
- The 3rd edition of the **Elio Guzzanti Prize** is awarded to Ms. **Enrica FERRARA**.

A.A 2017-2018

- ALTEMS started three new initiatives: a laboratory dedicated to the development of managerial and managerial skills of those operating in the context of patient organizations and citizens in the health sector. The new structure is called "**Patient Advocacy Lab**" (PAL); A new Observatory dedicated to the study, analysis and monitoring of value-added services offered by pharmaceutical companies and by manufacturers of medical devices in the area, the **Observatory on Value Added Services-OSVA**; a **Laboratory on Personalized Medicine and Innovation (LaMPI)** in collaboration with the AGemelli - Irccs University Polyclinic Foundation. As part of the Irccs Gemelli project, a "business activity accelerator" (Gemelli Life Science Incubator) is being planned which aims to support technology transfer and the promotion of business activities as a result of collaboration between researchers in the field of biomedicine and third parties interested in promoting initiatives with a high scientific and technological content.
- ALTEMS becomes Collaborative Centre of the Higher Institute of Health, supported by the National Centre of HTA.
- From **7th to 8th December 2018** the 8th edition of SUMMER SCHOOL was held on the theme: "**New Governance Models: from the monitoring of innovative drugs to disinvestment**".
- The **National Social Security Institute** provides **49 scholarships** for the 2017-2018 academic year to fully cover ALTEMS Master's registration fee.
- The **Italian Federation of Pharmacists** finances 7 scholarships to cover the registration fee of ALTEMS' Masters for 2017-2018.
- The applications for enrollment for the 2017-2018 year is **243**.
- The sixth edition of the "Department of Specializations & Colleges" Project was held, with a focus on the theme: "Coaching & communication: effective techniques for understanding oneself and others"
- **Three new training courses** have been launched: Management Practices in Community Care, Information Systems for the Government of Healthcare Organizations, Evaluation and Management of Medical Devices from market access to hospital introduction (basic level), the first distance learning program offered by ALTEMS.
- On **April 19th 2018 Graduation Day** was held, the ceremony for the awarding of degrees relative to the masters of the 2016-2017 academic year.
- On the occasion of the Graduation Day 2018, the **Elio Guzzanti Award**, 4th edition, was awarded to Ms. **Tatiana BATTISTA**.

INSTITUTIONAL ASSET



THE DEPARTMENTS OF SPECIALIZATION

The Departments of Specialization of the Catholic University of the Sacred Heart are structures of excellence in research and teaching, initiated to be, in their respective fields of interest, the University's response to the great challenges of the globalization process. These organizations, which make use of the scientific heritage, structures and services of the Catholic University, intend to respond to the needs to educate and prepare the managerial bodies of tomorrow's Europe.

Thanks to a thorough network of international relations and to the collaboration with companies in the private sector, centers of excellence and organizations from all over the world, the **Departments of Specialization operate as true and proper "think tanks"**, meeting places for students, academic scientists, researchers and professionals, that develop through an intense and continuous work of cross-fertilization and exchange of ideas, projects, products always updated and consultancy activities of high cultural value.



Develop through an intense and continuous work of cross-fertilization and exchange of ideas, projects, products



UNIVERSITÀ CATTOLICA del Sacro Cuore



ALTIS
GRADUATE SCHOOL
BUSINESS & SOCIETY

UNIVERSITÀ CATTOLICA del Sacro Cuore



ALTEMS
GRADUATE SCHOOL OF HEALTH
ECONOMICS AND MANAGEMENT

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ALMED
GRADUATE SCHOOL OF MEDIA
COMMUNICATIONS AND PERFORMING ARTS

UNIVERSITÀ CATTOLICA del Sacro Cuore



ALTIS
GRADUATE SCHOOL
BUSINESS & SOCIETY

UNIVERSITÀ CATTOLICA del Sacro Cuore



ASA
GRADUATE SCHOOL
OF ENVIRONMENTAL STUDIES

UNIVERSITÀ CATTOLICA del Sacro Cuore



ASAG
GRADUATE SCHOOL
OF PSYCHOLOGY AGOSTINO GEMELLI

UNIVERSITÀ CATTOLICA del Sacro Cuore



ASGP
GRADUATE SCHOOL FEDERICO STELLA
OF CRIMINAL JUSTICE

UNIVERSITÀ CATTOLICA del Sacro Cuore



ASERI
GRADUATE SCHOOL OF ECONOMICS
AND INTERNATIONAL RELATIONS

UNIVERSITÀ CATTOLICA del Sacro Cuore



SMEA
GRADUATE SCHOOL OF AGRO-FOOD
ECONOMICS AND MANAGEMENT

THE ALTEMS GOVERNMENT BODIES

ALTEMS was founded by the Faculty of Economy of the Catholic University of the Sacred Heart, and is located at the Rome campus and uses the following governing bodies:

■ Management Committee

The Management Committee approves the annual initiatives plan and the final report of the activities performed, verifying the results obtained.

Professor Eugenio ANESSI PESSINA

Professor of Business Economics at the faculty of Economy, and Director of the Centre of Research and study in Health Management (CERISMAS).

Professor Rocco BELLANTONE

Dean of the Faculty of Medicine and Surgery, Catholic University of the Sacred Heart.

Professor Domenico BODEGA

Dean of the Faculty of Economy, Catholic University of the Sacred Heart.

Professor Americo CICHETTI

ALTEMS Director, Catholic University of the Sacred Heart.

Professor Marco ELEFANTI

Administrative Director, Catholic University of the Sacred Heart.

Professor Antonio CRUCITTI

Associate Professor of Surgery, Faculty of Medicine and Surgery, Catholic University of the Sacred Heart.

■ Director

Professor Americo CICHETTI

The Director is a member of the Management Committee and promotes and coordinates the activities of ALTEMS, as well as overseeing its regular operation.

■ Manager for research, development and quality

Professor Gianfranco DAMIANI

The Research, Development and Quality Manager is Manager for ensuring, in synergy with other management roles, the clarity and consistency of the contents and the validity of the methods used in the development of training products and research activities carried out at ALTEMS.

■ Staff

Ms. Federica MORANDI

Coordination of Teaching Activity

Ms. Dina FREZZA

Manager for the Technical and Administrative Secretariat

ORGANIZATIONAL STRUCTURE

The Health Sector is characterized by the multi-dimensional and multi-disciplinary characteristics that make it complex, therefore ALTEMS has developed its teaching and research activity by identifying eight disciplinary areas, each of which is coordinated by an area manager.

The result is a matrix-type organizational structure with a flexible approach.

ACTIVITIES OF THE DEPARTMENT

PROGRAMS OF ACTIVITIES



MANAGEMENT AREAS



EDUCATIONAL TRAINING



RESEARCH



LABORATORIES AND OBSERVATORIES



ACCOUNTING
AND BUDGET AREA



PROGRAMING
AND MANAGEMENT



HEALTH LAW



HEALTH AND ECONOMY
AND HTA



PUBLIC HEALTH



ORGANIZATION AND
MANAGEMENT OF PERSONNEL/HR



LEADERSHIP



OPERATIONS
MANAGEMENT



LABORATORY OF HEALTH
TECHNOLOGY ASSESSMENT



COMMUNICATION
LABORATORY



LABORATORY ON HEALTH
INFORMATION SYSTEMS



LABORATORY ON PERSONALIZED
MEDICINE AND INNOVATION



PATIENT ADVOCACY LAB



NATIONAL OBSERVATORY
ON THE PHARMACY OF SERVICES



OBSERVATORY
ON VALUE-ADDED SERVICES



OBSERVATORY
ON THE HUMANIZING OF CARE

SUBJECT AREAS

Consistent with its Mission, ALTEMS focuses its activities on the following disciplinary areas, each coordinated by a manager.

ACCOUNTING AND BUDGET AREA

Manager: **Professor Elena CANTÙ**

Dealing mainly with aspects concerning accounting, financial statements, balance sheet analysis, and international accounting standards.

PROGRAMMING AND CONTROL AREA

Manager: **Professor Antonella CIFALINÒ**

Focusing on issues related to the functions of both strategic and operational planning, as well as management and management control.

HEALTH LEGISLATIVE AREA

Manager: **Mr. Vincenzo ANTONELLI**

Focusing on the various legal disciplines that govern the health sector, analyzing management aspects from a legal, contractual, financial and human resources point of view.

HEALTH AND ECONOMY AREA AND HTA

Manager: **Mr. Matteo RUGGERI**

Providing a vision of the challenges faced by the health economy and the tools and processes for evaluating technologies in the health sector.

PUBLIC HEALTH AREA

Manager: **Professor Gianfranco DAMIANI**

Examining the complexity of the Italian National Health Service, with reference to the processes of devolution of competences in health.

ORGANIZATION AND MANAGEMENT OF PERSONNEL / HR AREA

Manager: **Professor Americo CICCHETTI**

Analyzing the main organizational and management tools to effectively act in the management of human capital as a distinctive factor for the correct functioning of complex organizational structures.

LEADERSHIP AREA

Manager: **Professor Giuseppe SCARATTI**

Dealing with the adequate management of transformation processes of existing organizational and professional cultures.

OPERATIONS MANAGEMENT AREA

Manager: **Professor Stefano VILLA**

Supervising the main organizational and management tools for the smooth functioning of the logistic chain.

LABORATORIES AND OBSERVATORIES

Laboratories and Observatories represent the formula that ALTEMS uses to foster and develop integral initiatives that are functional to the educational offer and to research activities. All laboratories and observatories are coordinated by one or more managers. The following laboratories and observatories are currently active at the Department of Specialization:

LABORATORY OF HEALTH TECHNOLOGY ASSESSMENT (IN COLLABORATION WITH THE "A. GEMELLI" UNIVERSITY POLICLINIC FOUNDATION - IRCCS)

Manager: **Professor Americo CICCHETTI**

Strengthens the development of the Health Technology Assessment methodologies and its applications for decision-making at management level.

COMMUNICATION LABORATORY

Manager: **Mr. Roberto MORANDI**

Manages the issues related to communication within organizations, experimenting with innovative models and tools.

LABORATORY ON HEALTH INFORMATION SYSTEMS: HEALTH INFORMATION SYSTEMS FOR THE GOVERNMENT OF THE ORGANIZATION

Manager: **Mr. Fabrizio Massimo FERRARA**

The observatory is dedicated to the study, analysis and monitoring of value-added services offered by pharmaceutical companies and by manufacturers of medical devices in Italy.

LABORATORY ON PERSONALIZED MEDICINE AND INNOVATION (LaMPI) (IN COLLABORATION WITH THE "A. GEMELLI" UNIVERSITY POLICLINIC FOUNDATION - IRCCS)

Manager: **Professor Gianni LORENZONI**

As part of the Irccs Gemelli project, a "business activity accelerator" (Gemelli Life Science Incubator) is being planned which, together with the laboratory on Personalized Medicine and Innovation (LaMPI), aims to support technology transfer and the promotion of business activities as a result of the collaboration between biomedical researchers and third parties interested in promoting initiatives with a high scientific and technological content.

PATIENT ADVOCACY LAB

Manager: **Ms. Teresa PETRANGOLINI**

The objective is the development of managerial and managerial skills of those working in the context of patient organizations and citizens in the health sector. The "trademark" of the laboratory is the attention dedicated to the development of a model of competences that sees in the behavioral abilities the central and qualifying aspect of the professional profile of the "manager" of the organization of patient advocacy.

NATIONAL OBSERVATORY ON THE PHARMACY OF SERVICES

Manager: **Ms. Maria Diana NATURALE**

Aims to monitor the dissemination of experiences of provision of services included in LEAs by local pharmacies and the forms of cooperation between pharmacies and companies of the Italian National Health Service. In addition, the Observatory has the objective of evaluating the different regional and local experiences, and what steps can be taken to achieve better implementation of the Legislative Decrees on Pharmacy Services.

OBSERVATORY ON VALUE-ADDED SERVICES

Manager: **Professor Gian Franco GENSINI**

The Observatory is dedicated to the study, analysis and monitoring of value-added services offered by pharmaceutical companies and by manufacturers of medical equipment in Italy. The OSVA therefore pursues a dual objective: first and foremost is to gain a complete image of the diffusion of value-added services, secondly, the Observatory will constitute a platform for reflection and discussion with the institutions of the National Health Service.

TEACHERS AND OTHER COLLABORATORS

Directors of Higher Education Courses and Masters		13
Area managers		10
Collaborators on research projects		32
PhD students		01
Research fellows		04
Administrative Technical Staff		01
Prevalent collaborators		44
Teachers		+100

OBSERVATORY ON THE HUMANIZING OF CARE

Managers: **Mr. Roberto MORANDI, Professor Antonio Gioacchino SPAGNOLO**

The Observatory was formed from the realisation that our Health System must increase its awareness towards the humanizing of care, in order to welcome all patients in a holistic sense. The objective of the Observatory is therefore to create a model of competences related to what to do and how to do it, to guarantee the effectiveness of the humanizing process within healthcare facilities.

TEACHERS AND OTHERS COLLABORATORS

ALTEMS benefits from the valuable contribution of many professionals from different organizational contexts. Integration with the Catholic University of the Sacred Heart has allowed for close sharing of human resources, including teachers, researchers and other professionals who have contributed to adding value to the activities of the Department of Specialization.

Since we consider it important to link a resource to its responsibility in the organization, it seemed appropriate to include categories that reflect what kind of role people play in the Department of Specialization.

Numerous resources have transformed into multi-role as the organizational structure itself implies that a person is able to utilize their skills both on teaching and research aspects. For this reason, a unit can be included in more than one category of staff. In order to avoid a distorted representation of the total number of human resources per academic year, an adjustment has been calculated which makes it possible to reflect the actual total of human resources for the academic year considered.

■ Accreditations

ACCREDITATION ASFOR (Italian Association for Managerial Training) for the II level University Master in Organization and Management of Companies and Health Services

On April 8th 2019, the Executive Council of the Italian Association for Managerial Training (ASFOR), at the end of a long evaluation process, decided to grant accreditation with a five-year duration (2019-2024) to the University Master level II in: "Organization and Management of Companies and Health Services".

Being able to benefit from the brand: "Asfor Accredited Specialist Master" is a prestigious award for the Department of Specialization as it is given to only a few master programs in Italy in the field of managerial training. Accreditation is synonymous with guarantee, quality certification and the significance of the training program.

In the system of the eight Department of Specialization of the Catholic University of the Sacred Heart, ALTEMS is the second Department of Specialization, after SMEA, the Department of Specialization of Management and Agro-food Economy to have received ASFOR accreditation for the provision of a specialist master's degree.

MEMBERSHIP

In a perspective of internationalization, sharing of experiences and constant development of its activities, ALTEMS has joined the following networks:

ASFOR (Italian Association for Managerial Training)

Established in 1971 under the name of the Association for the Training of Company Management, its objective is to develop

the management culture in Italy, to qualify the supply of managerial training by adapting it continuously to the dynamics of demand. www.asfor.it

EHMA (European Health Management Association)

Network of health institutions from all over Europe, whose goal is to improve quality and build managerial skills in European countries. www.ehma.org

EUnethTA (European network for Health Technology Assessment)

The European network of Health Technology Assessment Agencies - EUnethTA - was established in 2006 and stems from the desire to support effective collaboration in Health Technology Assessment activities at European level, in order to provide added value both nationally and regionally. www.eunethta.eu

International Hospital Federation

The International Hospital Federation founded in 1929 is an international non-governmental non-profit organization, based in Geneva. Its members are hospitals and health organizations around the world and its role is to help international hospitals improve the level of health services they provide to the population with the primary objective of improving the health of society. ALTEMS is a member of the Healthcare Management Special Interest Group (HM-SIG), which is working to improve Healthcare Management globally by identifying and making available the use and application of the Global Competencies Directory as a base reference for continuous development of Healthcare Managers training. The Working Group is considering various initiatives to encourage the dissemination of common basic skills as a catalyst to improve the professionalisation of health managers' functions.

INSTITUTIONAL NETWORK

Ministry of Health - National Medical Device HTA Program

ALTEMS is a member of the Innovation Table of the National program of medical Devices of HTA (PNHTA-DM) of the Ministry of health. The Programme was started in 2015 and resulting from the Finance Law. The program is coordinated by the Ministry of Health with the collaboration of the Regions, the National Medicines Agency (AIFA) and the National Agency for Regional Health Services (Age.Na.S.).

Ministry of Health PON-GOV health, Institutional Capacity 2014-2020

ALTEMS is a member of the Scientific Panel of the "Analysis of production factors for resilience and development of the National Health Service" program of the Ministry of Health. ALTEMS is part of the program management working health group for the preparation of a predictive model of the cost and quality of the National Health Service. The objective is to improve the sustainability of the National Health Service, promoting new strategies and models by finding new resources, both in a community and international field.

Protection of personal data according to the EU Regulation 2016 / 679- Code of conduct for health

In May 2018, the EU Regulation 2016/679 on the protection of personal data ("GDPR") came into force, which determines significant obligations and responsibilities for healthcare facilities. In order to facilitate the identification of the criteria according to which the general principles established by the regulation are declined in its context, the GDPR itself provides for the definition of the "Codes of conduct", that is, rules that detail the correct

application of the regulation according to the specificities and needs of a type of organization. The peculiarities of the health field, both from a clinical and organizational standpoint, make it particularly important to define common criteria among the various organizations, also to facilitate collaboration in the territory, in the interest of the citizen and the health system as a whole. To meet this need, the Department of Specialization of Economics and Management of Health Systems (ALTEMS) of the Catholic University of the Sacred Heart and the "Italian Community" of the Healthcare Information and Management Systems Society (HIMSS), after several consultations with the 'Guarantor Authority' and with its approval, in April 2018 they launched an initiative aimed at defining a code of conduct for the health context.

■ Synergy with the Catholic University

As part of the overall strategy of the Catholic University of the Sacred Heart, which intends to provide complete coverage to the chain of research and training activities in the field of economics and healthcare management, ALTEMS has carried out the following synergistic and complementary activities:

Interfaculty degree courses (Rome campus)

From the academic year 2000-2001, the educational proposal of the Catholic University is characterized by the presence of three-year and Master's Degree Courses in Business Economics and Management, Companies and Health Services, thanks to the "interfaculty" collaboration between the Faculty of Economy (Milan) and the Faculty of Medicine and Surgery (Rome). All courses are held at the Rome Campus. The professional profile formed through this path is still "unique" in Italy.



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

INAUGURAZIONE ANNO ACCADEMICO 2018-2019

Roma, 31 gennaio 2019



The Research Center in Health Economics and Management (CERISMAS)

CERISMAS is an association that aims to promote studies and research in the disciplines of management of healthcare companies. Established in 2000 by the Catholic University and the IRCCS Carlo Besta Neurological Institute Foundation, CERISMAS aims to promote the development of managerial systems to support the clinical-assistance and administrative processes of health and social care organizations.

The Agostino Gemelli University Hospital Foundation - IRCCS

The Center of excellence for highly complex treatments is the hub of numerous health care networks at regional, extra-regional, national and international levels. Thanks to the convergence of competences between the Faculty of Medicine and Surgery and the Faculty of Economy of the Catholic University of the Sacred Heart, the A. Gemelli University Hospital Foundation established a solid and multi-year collaboration with ALTEMS in order to pursue the objectives of enriching research on the management of health systems and training of healthcare professionals.

Health Technology Assessment Unit (UOC Health Technologies)

The Technology Assessment Unit was established in 2001 at the Agostino Gemelli University Polyclinic Foundation with the aim of developing extensive know-how on the topics of the Health Technology Assessment.

In particular, it carries out:

- Assessment of technologies and quality within the General Hospital and the health facilities related to it, both as support to the Management and to other bodies in charge of

"technological" choices, so that they are consistent with the needs and specific institutional goals, respectful of economic constraints and capable of promoting the quality and appropriateness of services;

- Research and training activities in the specific fields of interest conducted in conjunction with other Italian and non-Italian institutions.

The Health Technology Assessment Unit is staffed by the Directorate of the A. Gemelli University Hospital Foundation - IRCCS and operates under the direct responsibility of the General Manager, bringing together multidisciplinary skills. This unit was the first hospital-level company institution in the world to have been admitted to the International Network of Agencies for Health Technology Assessment (INAHTA): the international company that includes all HTA agencies at government level.

ENGAGEMINDS HUB

(Consumer and Health Research Center)

This is the first Italian multidisciplinary research center aimed at promoting and carrying out scientific activities, inspired by the principles of the psychology of consumption related to the topic of engagement in health behaviors (eg. primary and secondary prevention, health promotion, care management) and study of people's engagement in food choices and styles. www.engagemindshub.com

IMPACT HTA (Health Technology Assessment)

Impact HTA is a research project that examines new and improved methods in ten thematic areas that aims to understand the variations of costs and health outcomes within and between countries, and to integrate clinical and economic data from different sources to improve economic

evaluation methods in the context of HTA and measurement of health system performance. www.impact-hta.eu

SIHTA (Italian Society of Health Technology Assessment)

Founded in 2007 as a multidisciplinary scientific society, SIHTA shares the mission and objectives of the Scientific Society Health Technology Assessment International (HTAi) and is inspired by the principles of the Italian Network of Health Technology Assessment established in the 2006 Trento Charter. SIHTA is the only one scientific society that provides for multidisciplinary members and which includes in its governance representatives of scientific, institutional, citizen / patient organizations and companies. www.sihta.it/web/

The ALTEMS Alumni Association

The Association pursues, in conjunction with the Catholic University of the Sacred Heart, the mission of being a positive force in society capable of mobilizing people who have developed professionally and culturally within the UCSC world. The Alumni Altems Association intends to create an Alumni community that contributes, through projects, activities, studies and exchanges, to the development and enhancement of the university, students and civil society, in accordance with the founding values of the University. In carrying out the mission, the Altemni Alumni Association intends to foster the development of cultural and professional relations among the Associates in order to increase and strengthen the membership base and collaborate in maintaining contacts between ALTEMS' Alumni, the Members, the Catholic University of S. Cuore - ALTEMS and the other Schools of the UCSC.

Gemelli Life Science Incubator - GeLSI

The A. Gemelli-IRCCS University Polyclinic Foundation has initiated the design of a "business activity accelerator", the Gemelli Life Science Incubator-GeLSI which aims to support technology transfer and the promotion of business activities resulting from collaboration between researchers in the biomedical field and third parties interested in promoting initiatives with a high scientific and technological content. In launching this initiative, ALTEMS and GeLSI intend to deal with interlocutors who already have experience, or are about to follow similar paths or who are interested in entrepreneurship in the bio-medical and scientific fields. In this regard, ALTEMS has recently established the Laboratory on Personalized Medicine and Innovation (LaMPI).

VIHTALI (Value In Health Technology and Academy for Leadership & Innovation s.r.l).

A spin-off of the Catholic University of the Sacred Heart created in 2016 to promote innovation and research on health services by providing a highly qualified contribution in terms of improving the health outcomes of the population and the evolution of management models of pathologies respecting the delicate relationship between innovation and sustainability of the system. The purpose of VIHTALI is to guarantee support for the realization of evidence-based, reliable and reproducible health interventions, spreading the approach of population medicine in organizations and promoting the innovations of personalized medicine within the health sector. Furthermore, objectives of VIHTALI are the systematic transfer of knowledge and skills through the identification of the most important questions of biomedical research and the realization of projects inclusive of the perspective of all stakeholders on the given health problem, disseminating the results in a transparent and

methodologically based way to support of decision makers and end users.

VIHTALI therefore intends to provide an unconventional basis for health-related research activities by promoting the exchange of skills, perspectives and experiences among experts from a vast network of different Institutions and actors, from the public and private sector, at global and local level, of developed and developing countries.

Molipharma Srl

Molipharma Srl is the first Academic spin-off of the Faculty of Medicine of the Catholic University of the Sacred Heart, founded in 2011 following the awarding of a European funding dedicated to the start-up of academic spin-offs. Molipharma carries out R&D activities as innovative start-up in the sector in its research laboratories, located in the Policlinico A. Gemelli-IRCCS of Rome and at the Giovanni Paolo II Research and Treatment Foundation in Campobasso. Molipharma's core business is the research and development of new drugs and diagnostics aimed mainly at the prediction, identification and treatment of female oncological diseases, studying new solutions that exploit new generation genomic analysis and personalized drug therapies (target therapies). Molipharma acts as a trait d'union between the world of University and that of industry, carrying out scouting activities for inventions worthy of patent protection and entrepreneurial enhancement within its offices, providing the necessary support to researchers to carry out at better experimental development and industrialization of their ideas. In addition to research, Molipharma is also involved in engineering and managing ultra special training projects dedicated to medical professionals, particularly focused on oncology, organizing residential training courses, FAD and Webinars.





ORGANIZATIONS WITH WHICH ALTEMS COOPERATES

Associations

- AIIC, Italian Association of Clinical Engineers
- AIMA, National Association of Alzheimer's Patients
- AIMAC, Italian Association of Cancer Patients
- AIOP, Italian Association of Private Hospitality
- AISC, Italian Association of Heart Failure
- AISM, Italian Multiple Sclerosis Association
- FRIENDS LAZIO, Association of Chronic Bowel Inflammatory Diseases
- FRIENDS Onlus, National Association
- ANIA, National Association of Insurance Companies
- ANMAR, National Association of Rheumatic Diseases
- ASFOR, Italian Association for Management Education
- ASSOBIOTEC, National Association for the Development of Biotechnology
- Association of Kidney Diseases, Charity
- ASSOGENERICI, National Association of Generic Drugs
- CERISMAS, Center for Research and Studies in Health Management
- EPAC, Patients with Hepatitis and Liver Diseases
- EUROPA DONNA, Prevention and Treatment of Breast Cancer

Confederations and Federations

- ASSOBIOMEDICA
- Confcooperative Healthcare
- F.I. Bio, Italian Biotechnology Federation
- Farmindustria
- Federchimica
- Federfarma
- Federsanità ANCI - (National Association of Italian Municipalities)
- FENAGIFAR, National Federation of Young Pharmacists Associations
- FIASO, Italian Federation of Healthcare Agencies and Hospitals
- FNOMCeO, National Federation of Medical Orders
- FNOVI, National Federation of Italian Veterinary Orders
- FOI, Federation of Italian Pharmacists Orders
- UNIAMO, Federation of Associations of Patients with Rare Diseases
- UTIFAR, Italian Technical Association of Pharmacists

Public Bodies

- European Agency for Health and Consumer Protection
- Italian Drug Agency
- National Agency for Regional Health Services
- Foggia Local Health Authority
- National Blood Center
- National Transplant Center
- European Commission Directorate-General for Research

- Finance Police
- Innovative Medicine Initiative
- National Institute of Social Security
- Ministry of University Education and Research
- Ministry of Health
- National Observatory on Health in the Italian Regions
- Campania Region
- Lazio region
- Puglia region
- Veneto region
- Italian Union of Outpatient Medicine and Professionalism of the Health Area (SUMAI)
- Interregional Structure of Affiliated Healthcare

Foundations

- Alma Mater Foundation
- MSD Foundation
- Pfizer Foundation
- Agostino Gemelli University Hospital Foundation - IRCCS
- Foundation of Healthcare and Research

Companies

- Abbot Medical SpA
- Allergan SpA
- Altis Omnia Pharma Service S.r.l.
- Amgen S.r.l.
- AstraZeneca SpA
- B. Braun SpA
- Baxalta S.r.l.
- Baxter SpA
- Bluebird bio Inc.

- Boehringer Ingelheim Spa
- Celgene S.r.l
- Covidien SpA
- Creativ-Ceutical S.A.R.L
- Edwards Lifesciences SpA
- Eli Lilly SpA
- Fater SpA
- Fri Communication Group S.r.l
- Gilead Sciences Inc.
- Grunenthal S.r.l
- Incyte Biosciences Srl
- Intexo S.r.l
- Johnson & Johnson SpA
- Kedrion SpA
- Lundbeck SpA
- Ma Provider S.r.l
- Medtronic SpA
- Merck Serono SpA
- Merck Sharp & Dohme S.r.l
- Molipharma S.r.l
- Novartis Farma SpA
- Otsuka Pharmaceutical S.r.l
- Pfizer S.r.l
- PLS Educational S.r.l
- Roche SpA
- Sanofi SpA
- Sirtex Medical Ltd
- Takeda SpA
- Telesio Sistemi S.r.l
- UCB Pharma SpA
- Vihtali S.r.l
- Yghea Cro

Scientific Societies

- AIES, Italian Association of Healthcare Economy
- AIDEA, Italian Academy of Company Economy
- ASSIOA, Italian Association of Teachers and Researchers of Corporate Organization
- SIAR, Italian Regulatory Activities Society
- SIF, Italian Society of Pharmacology
- SIFO, Italian Society of Hospital Pharmacy and Pharmaceutical Services of Health Agencies
- SIHTA, Italian Society of Health Technology Assessment
- SIM, Italian Society for Preventive Hygiene Medicine and Public Health

Universities

- Andalusian School of Public Health (Spain)
- Institut za Ekonomska Raziskovanja (Slovenia)
- Instituto Superior Técnico (Portugal)
- Jefferson Medical College, Philadelphia, Pennsylvania (USA)
- London School of Economics (United Kingdom)
- Luiss Business School, LUISS Guido Carli division of Rome
- Luiss - Free International University of Social Studies "Guido Carli" (Rome)
- The National Institute for Health and Care Excellence (UK)
- Paris School of Economics - Hospinomics (France)
- Poznam University of Medical Sciences (Poland)

- "G. d'Annunzio "of Chieti-Pescara (Italy)
- Aldo Moro University of Bari (Italy)
- Universität Bielefeld (Germany)
- Ca "Foscari University of Venice (Italy)
- Luigi Bocconi Commercial University (Italy)
- University of Rome "Tor Vergata" (Italy)
- Federico II University of Naples (Italy)
- University of Barcelona (Spain)
- University of Milan-Bicocca (Italy)
- University of Montreal (Canada)
- University of Toronto (Canada)
- Magna Graecia University of Catanzaro (Italy)
- University of Castilla - La Mancha (Spain)
- University of Edinburgh (United Kingdom)
- University of Italian Switzerland (Switzerland)



Part Two
Activities

THE TRAINING OFFER



ALTEMS is diverse in that it offers a wide range of training programs in the field of economics and health management, which see professionals and managers in the sector alternate between a structured and multidisciplinary faculty. The teaching methodology chosen by the Department of Specialization is aimed at maximizing the transfer of knowledge and skills to the participants, based on both traditional and interactive learning activities through case studies and simulations, as well as distance learning. The educational offer of ALTEMS can be structured on the basis of two different lines of activity in relation to the reference target:

1) Higher Education: includes training activities aimed primarily at new graduates or those who have just entered the world of work. In application of the principle of "solidity" of the competences to be built in order to work well in the world of work, all the **University Masters** of I and II level and also the initiatives of **Research Doctorates** flow into this area.

2) Executive Education: includes the training lines dedicated to the managerial qualification of those who already work in the health sector with important positions in the structures of public and private health companies and in other institutions of the health system.

This area offers different training methods associated with appropriate institutional forms. The **Executive Masters** and the **Higher Education Courses**, are precise programs aimed at sector operators (medical, administrative, graduates in the health professions) who are willing, at a specific time of professional development, to dedicate a significant portion of time to professional re-qualification that can

ensure a substantial change in one's professional model, by integrating new knowledge / skills / abilities to the starting skill-mix. This form is particularly suitable and attractive for medical personnel as it guarantees the exemption from the acquisition of the credits provided by the ECM program (Continuous Education in Medicine) for the year corresponding to the course.

In detail, ALTEMS' training offer is divided as follows:

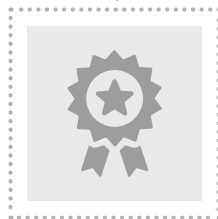
MASTER OF FIRST AND SECOND LEVEL (RESIDENTIAL OR EXECUTIVE) governed by the Decree of 22nd October 2004, n.270. Their aim is to transfer specific knowledge to the participants in the field of healthcare economics and management and to strengthen the skills already acquired in the professional field.

HIGHER EDUCATION COURSES, AND IN PARTICULAR THE ADVANCED COURSES, governed by the D.P.R. 10th March 1982, n. 162. They are provided on a weekend formula, aimed at sector operators (doctors and non-doctors) who intend to study specific economic and managerial issues. The Advanced Training Courses constitute a high investment for health professionals, as they guarantee the exemption of credits provided by the Continuing Medical Education (ECM) program for the year corresponding to the course according to the CNFC Determine of 17th July 2013 available for consultation on the website www.Agenas.it

The Educational training offer



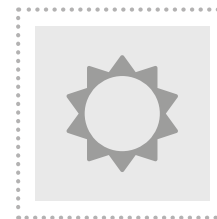
FIRST AND SECOND
LEVEL MASTER
(RESIDENTIAL OR
EXECUTIVE)



ADVANCED COURSES/
SPECIALIZATION
COURSES



RESEARCH DOCTORATE



SUMMER SCHOOL



RESEARCH DOCTORATES, governed by the Decree 8th February 2013 n.45, from the Law of 30th December 2010 n. 240 (art. 19) from the Decree 30th April 1999 n. 224, by the Decree June 18th 2008, by the Decree 11th September 1998, by the Law 21st February 1980 n. 28, by the Law of 3 July 1998 n. 210 and the Decree 11th July 1980 n. 382 and by the rectoral decree of the Università Cattolica del Sacro Cuore n. 1867 of June 2015.

The research doctorate has a duration of three years and aims to train graduates in an interdisciplinary field, so that they are prepared to tackle the themes of health economics, organization and health management from the point of view of technical knowledge, examination methodologies, problems and research in the field.

SUMMER SCHOOL

To integrate, consolidate and enhance its training offer, ALTEMS organizes Summer Schools. The courses are delivered on a weekend formula during the summer season and address specific issues each year, focusing on some details inherent to the characteristics of the Health Sector.



Graduates are prepared to tackle the themes of health economics, organization and health management



SUMMER SCHOOL 2018-2019

For the year 2018-2019, the 6th to 8th September was proposed: **HTA Summer School: The participation of citizens, patients and associations of the sick of the HTA paths - IX Edition.**

The activities are planned during meetings and discussions on the different aspects of citizen and patient participation in the HTA pathways, both in relation to the Italian reality and with regard to international experiences.

The Catholic University of the Sacred Heart has been training for several years in the field of Health Technology Assessment. Following the 2015 Stability Law, institutionalized activities by AIFA for the use of HTA in drug evaluation processes and by Agenas and the National Center for Health Technology Assessment are planned and in the start-up phase (National HTA Program of medical Devices). The Summer School proposed for the academic year 2018-19 aimed to strengthen the primary role and retain the participants of the various HTA courses of different years, putting them at the center of a National Network of professionals working in institutions and companies. The initiative is mainly addressed to former students of the HTA training programs carried out over the years by the Catholic University, and in particular by the Department of Specialization of Economics and Health Systems Management. It is possible that requests from former ALTEMS students can be considered for initiatives on different topics of HTA, but which have developed over the years, for professional and / or cultural reasons, a specific interest in HTA. **The objective of the Summer School**, now in its ninth edition, is to create and maintain over time a community of HTA topics that are among the most important at national level and that potentially counts on a number of **over 200 former students**.

ORGANIZATION AND MANAGEMENT AREA

■ Master

1. ORGANIZATION AND MANAGEMENT OF HEALTH COMPANIES AND SERVICES (XXIII EDITION)

Level II Master's degree delivered in both residential and executive format, aims to provide participants with a professional preparation that allows them to successfully cover managerial roles in the field of public and private health companies, in public and private institutions interested in the planning and research activities in the health field and in all industrial companies in the related sector.

Location: Rome

Language: Italian

Duration: One academic year for a total of 60 credits, equal to 1500 hours.

Internship: At partner companies, agencies and institutions.

Master promoted in collaboration with: the faculties of Economy and Medicine and Surgery of the University, the A. Gemelli University Hospital Foundation-IRCCS, the National Social Security Institute.

Master sponsored by: Italian Association of Clinical Engineers, Italian Society of Health Technology Assessment, Italian Drug Association, Italian Association of Private Hospitality, Farmindustria, Italian Federation of Healthcare Companies and Hospitals.

Final title: To those who have completed the training course and passed the relevant assessment tests, the title of second level University Master in Organization and Management of Companies and Health Services will be issued. The university Master's degree ensures the exemption from credits provided by the national CME program for one year. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

2. MARKET ACCESS: DRUGS AND MEDICAL DEVICES FROM THE LABORATORY TO THE PATIENT (III EDITION)

Level II Master in Market Access aims to provide the knowledge, skills and tools necessary for the development of levers and activities that favor the access, adoption and enhancement of a healthcare technology by the market.

Location: Rome

Language: Italian

Duration: One academic year for a total of 60 credits, equal to 1500 hours.

Internship: At partner companies, agencies or institutions.

Master promoted in collaboration with: the faculties of Economy and Medicine and Surgery of the University, the University Policlinico Foundation A. Gemelli-IRCCS.

Master sponsored by: Italian Association of Clinical Engineers, Italian Society of Health Technology Assessment, Italian Pharmaceutical Association, Farmindustria, Assobiomedica, Assogenerici, Italian Regulatory Activities Society

Final title: Those who have completed the training course and passed the relevant assessment tests will receive the title of level II University Masters in Market Access.

3. PHARMACY MANAGEMENT: ORGANIZATION AND MANAGEMENT OF THE PHARMACY (VI EDITION)

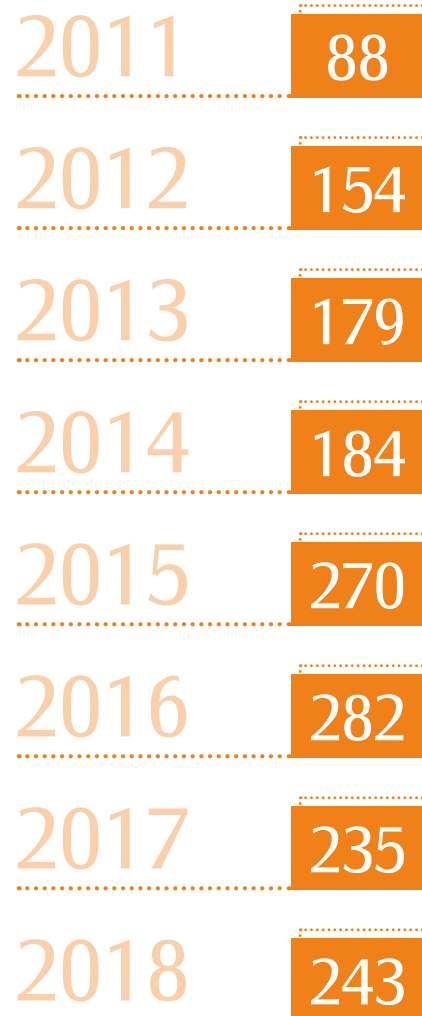
The II level Master's degree delivered in executive formula, provides the tools and skills necessary to govern the economic and organizational problems of pharmacies and other organizations in charge of preparing and distributing pharmaceutical and parapharmaceutical products.

Location: Rome

Language: Italian

Duration: One academic year for a total of 60 credits, equal to 1500 hours.

Enrollment in ALTEMS' programs by year



Master promoted in collaboration with: the faculties of Economy and Medicine and Surgery of the University, the University Policlinico Foundation A. Gemelli-IRCCS.

Master sponsored by: Federation of Italian Pharmacists Orders, National Federation of Young Pharmacists Associations, Italian Society of Hospital Pharmacy and Pharmaceutical Services of Health Agencies, Italian Association of Private Hospitality.

Final title: Those who have completed the training course and passed the relevant assessment tests, the title of level II University Master in Pharmacy Management will be issued. The University Master's degree ensures the exemption from credits provided by the national CME program for one year. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

4. MANAGEMENT OF BIOMEDICAL AND BIOTECHNOLOGICAL COMPANIES (XV EDITION)

Level I Master delivered in residential formula ensures the construction of a professional profile specifically suited to the management of product/service innovation processes within the companies operating in healthcare.

Location: Rome

Language: Italian

Duration: One academic year for a total of 60 credits, equal to 1500 hours.

Internship: At companies, agencies or partner institutions of the Master.

Master promoted in collaboration with: the Faculties of Economy and Medicine and Surgery of the University, the University Policlinico Foundation A. Gemelli IRCCS, the National Social Security Institute.

Master sponsored by: Italian Association of Clinical Engineers, Assobiomedica, Assogenerici, Farmindustria, Italian Society of Health Technology Assessment.

Final title: To those who have completed the training course and passed the relevant assessment tests, the title of first level University Master in Management of Biomedical and Biotechnological Enterprises will be issued. The university Master's degree ensures the exemption from credits provided by the national CME program for one year. On the subject of ECM exemptions, please refer to the CNFC document of 17 July 2013 consulted at the AGENAS website.

■ Advanced Courses

1. STRATEGY MANAGEMENT OF STAFF IN HEALTH (V EDITION)

The course, organized in collaboration with CERISMAS, provides the theoretical bases and operational tools for effective planning and implementation of human resource management processes in the particular and specific context of healthcare companies.

Location: Rome

Course delivery language: Italian

Duration: 60 hours

Course promoted in collaboration with: A. Gemelli University Hospital Foundation IRCCS, Center for research and studies in health management.

Final title: At the end of the course, to those who have passed the final assessment for the evaluation of the educational and learning level achieved, according to the art. 6 of law 341/1990, a certificate will be issued. The course assigns 8 credits (university credits). On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, which can be consulted on the AGENAS website.

2. INFORMATION SYSTEMS FOR THE GOVERNMENT OF HEALTH ORGANIZATIONS (II EDITION)

The course provides skills and tools for the evaluation and ma-

agement of health information systems by analyzing functional and safety organizational aspects.

Location: Rome

Course delivery language: Italian

Duration: 80 hours

Course promoted in collaboration with: Healthcare Information and Management Systems Society Italian Community, Italian Society of Health Technology Assessment.

Final title: At the end of the course, to those who have passed the final assessment for the evaluation of the educational and learning level achieved, according to the art. 6 of law 341/1990, a certificate will be issued.

3. LEADERSHIP IN MEDICINE (IV EDITION)

The course, capturing the essence of leadership: vision, sharing of values, strategic planning and implementation, empowerment and motivation of people, offers a qualification opportunity for key figures in healthcare organizations.

Location: Rome

Course delivery language: Italian

Duration: 100 hours

Final title: At the end of the course, to those who have passed the final assessment for the evaluation of the educational and learning level achieved, according to the art. 6 of law no. 341/1990, a certificate will be issued. The course assigns 12 CFU (university training credits). On the subject of ECM exemptions, please refer to the CNFC document of 17 July 2013, which can be consulted on the AGENAS website.

4. THE NEW MANAGEMENT CHALLENGES: THE INTERNATIONAL DIMENSION OF HEALTH (I EDITION)

The course aims to investigate issues concerning management in the international arena. In particular, the objective of the course is to provide not only an overview of the various



operators, both public and private, but also to offer clarity on the scenarios and areas of responsibility related to professional activities.

Location: Rome

Course delivery language: Italian

Duration: 60 hours

Final title: At the end of the course, to those who have passed the final assessment for the assessment of the educational and learning level achieved, pursuant to art. 6 of law no. 341/1990, a certificate will be issued. The course assigns 8 CFU (university training credits). On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013 on the subject of: Exemptions, Exemptions, Individual Tutoring, Training abroad, Self-learning, Registration and Certification, which can be consulted on the AGENAS website.

ECONOMIC EVALUATION AREA AND HTA

■ Master

1. ASSESSMENT AND MANAGEMENT OF HEALTH TECHNOLOGIES (X EDITION)

The main objective of the II level Master's degree delivered in executive formula is to provide an in-depth knowledge of the Health Technology Assessment, its operational tools and applications in the national and regional health situation. In particular, the areas of application, methods and experiences of the Health Technology Assessment are presented to facilitate its full understanding and application.

Location: Rome

Language: Italian

Duration: One academic year for a total of 60 credits, equal to 1500 hours.

Master promoted in collaboration with: the faculties of Eco-

nomy and Medicine and Surgery of the University, the A. Gemelli University Hospital Foundation-IRCCS, the National Social Security Institute.

Master sponsored by: Italian Society of Hospital Pharmacy and Pharmaceutical Services of Health Agencies, Italian Association of Clinical Engineers, Italian Medicines Agency, Italian Society of Health Technology Assessment, Italian Association of Private Hospitality, Italian Federation of Healthcare Companies and Hospitals, Farmindustria.

Final title: The program, in addition to being recognized as a Master's Degree in Health Technology Assessment and Management, ensures the exemption from credits provided by the national CME program for one year according to the CNFC Determine of 17 July 2013 concerning: Exemptions, Exemptions, Individual Tutoring, Training abroad, Self-learning, Registration and Certification, which can be consulted on the AGENAS website.

■ Advanced Courses

1. EVALUATION AND MANAGEMENT OF MEDICAL DEVICES: FROM ACCESS TO THE MARKET TO INTRODUCTION IN THE HOSPITAL (course delivered through distance training; I EDITION)

The course aims to provide the skills and tools to understand the world of medical devices, manage the practical aspects of introducing care practices at various decision levels, considering the different perspectives of stakeholders (clinicians, decision makers, clients, industry, patients) in an attempt at reconciliation.

Location: Rome

Language: Italian

Duration: 60 hours

Final Title: at the end of the course, to those who have passed the final assessment for the assessment of the educational and





learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

2. ECONOMIC EVALUATIONS AND DECISION-MAKING MODELS FOR THE HEALTH TECHNOLOGY ASSESSMENT (VI EDITION)

The course provides an updated overview on the main methods for the economic evaluation of health technologies and the tools for understanding economic assessments, and for building and implementing decision models.

Location: Rome

Language: Italian

Duration: 60 hours

Final Title: At the end of the course, to those who have passed the final assessment for the assessment of the educational and learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

OPERATION MANAGEMENT AREA

■ Advanced Courses

1. EMERGENCY MANAGEMENT (III EDITION)

The course aims to provide the technical, health and managerial elements for planning emergency operations and emergency assistance to all operators involved in the emergency and major events sector.

Location: Rome

Language: Italian

Duration: 70 hours

Final Title: At the end of the course, to those who have passed the final assessment for the assessment of the educational and learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

2. OPERATIONS MANAGEMENT IN HEALTH CARE COMPANIES (III EDITION)

The aim of the course is to transfer the logics and tools of operations management to professionals, who work within healthcare organizations, presenting analysis tools and possible design solutions useful for setting coherent and effective change projects.

Location: Milan

Language: Italian

Duration: 120 hours

Final Title: At the end of the course, to those who have passed the final assessment for the assessment of the educational and learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

ACCOUNTING AREA

■ Advanced Courses

1. THE BUDGET OF PUBLIC HEALTH AGENCIES (I EDITION)

The advanced course aims to develop the skills related to financial accounting and balance sheet analysis in light of the ongoing institutional and management evolution of the National Health Service which poses important challenges for all those working in this sector.

Location: Rome

Language: Italian

Duration: 60 hours

Final Title: At the end of the course, to those who have passed the final assessment for the assessment of the educational and learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

2. STATISTICAL METHODS AND DATA SCIENCE FOR DECISION-MAKING IN HEALTH (I EDITION)

The aim of the course is to provide the statistical tools necessary for the analysis of different types of health data with particular reference to the analysis of Big Data. Course participants will be instructed in the use of econometric models and in the implementation of procedures for the analysis of supervised and unsupervised data.

Location: Rome

Language: Italian

Duration: 128 hours

Final Title: at the end of the course, to those who have passed the final assessment for the assessment of the educational and

learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

AREA HEALTH POLICY AND PLANNING

■ Master

1. RISK MANAGEMENT: ERROR DECISIONS AND TECHNOLOGY IN MEDICINE (V EDITION)

Level II Master's degree delivered in executive formula, provides healthcare professionals with greater knowledge of health risk management, of its operational tools and of its possible applications in national and regional healthcare.

Location: Rome

Language: Italian

Duration: One academic year for a total of 60 credits, equal to 1500 hours.

Master promoted in collaboration with: the faculties of Economy and Medicine and Surgery of the University, the University Policlinico Foundation A. Gemelli-IRCCS.

Master sponsored by: Italian Association of Clinical Engineers, Italian Association of Private Hospitals, Italian Federation of Healthcare Companies and Hospitals.

Final title: To those who have completed the training course and passed the relevant assessment tests, the title of second level University Master in Risk Management will be issued: decisions, errors and technology in medicine. The University Master's degree ensures the exemption from credits provided by the national CME program for one year. On the subject of ECM exemptions, please refer to

the CNFC document of 17th July 2013, available on the AGENAS website.

2. PATIENT ADVOCACY MANAGEMENT (I EDITION)

The II level Master, delivered in both residential and executive terms, aims to provide professional preparation aimed at ensuring the development of the managerial and managerial skills of those who work in the context of organizations representing patients 'and citizens' interests in the health sector.

Location: Rome

Language: Italian

Duration: One academic year for a total of 60 credits, equal to 1500 hours

Internship: At companies, agencies or institutional partners of the Master.

Master promoted in collaboration with: the faculties of Economy and Medicine and Surgery of the University, the A. Gemelli University Hospital Foundation IRCCS, the EngageMinds Hub research center - Consumer & Health Engagement Research Center of the Catholic University, the Department of Specialization of Psychology Agostino Gemelli.

Final title: A second level University Master's Degree in Patient Advocacy Management will be awarded to those who have completed the planned training and passed the related assessment tests. The Master's degree ensures the exemption from credits provided by the CME program for one year. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available at the AGENAS website.

■ Advanced Courses

1. PROGRAMMING, ORGANIZATION AND MANAGEMENT OF COMPANIES AND HEALTH SERVICES (XXIV EDITION)

The course supports the growth of professionals who hold key roles in the organization and management of public and

private healthcare activities, providing tools for the acquisition and strengthening of knowledge and skills directly applicable to professional activity.

Location: Rome

Language: Italian

Duration: 100 hours

Final Title: At the end of the course, to those who have passed the final assessment for the assessment of the educational and learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

2. MANAGEMENT PRACTICES IN THE CARE COMMUNITY (II EDITION)

The objective that the course intends to pursue is to train professionals who can perform or already play a managerial role in territorial assistance, providing tools for the acquisition and the strengthening of knowledge and skills directly applicable to professional activity.

Location: Rome

Language: Italian

Duration: 80 hours

Final Title: At the end of the course, to those who have passed the final assessment for the assessment of the educational and learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

3. RISK MANAGEMENT: DECISIONS, ERRORS AND TECHNOLOGY IN MEDICINE (XII EDITION)

The course transfers the general notions on the subject of risk management in healthcare and provides the practical-appli-

cation tools for starting and managing an integrated health risk management program. The training program deals with the various aspects related to clinical risk management, from clinical and organizational to legal-medical and insurance.

Location: Rome

Language: Italian

Duration: 90 hours

Final Title: At the end of the course, to those who have passed the final assessment for the assessment of the educational and learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

LEGISLATION AND HEALTH LAW AREA

■ Master

1. EXPERTISE AND LEGAL SERVICES IN HEALTH (V EDITION)

The level II Master's degree, provides those who aspire to play a managerial and managerial role in the field of health protection and social welfare services, the cognitive and operational tools essential for the continuous updating of their skills.

Location: Rome

Language: Italian

Duration: One academic year for a total of 60 credits, equal to 1500 hours

Internship: At companies, organizations or institutional partners of the Master

Master promoted in collaboration with: the faculties of Economy and Medicine and Surgery of the University, the A. Gemelli University Hospital Foundation-IRCCS, the National Social Security Institute.

Master sponsored by: Federation of Italian Pharmacists Or-

ders, Confcooperative-Health Federation, Federsanità National Association of Italian Municipalities, Farindustria, National Federation of Surgeons and Dentists' Orders, Italian Association of Medication, Italian Association of Private Hospitals.

Final title: The program, in addition to being recognized as a II level Master in Competences and Legal Services in Health, is accredited by the professional orders for the relative educational obligations.

■ Advanced Courses

1. ANTI-CORRUPTION, ETHICS AND TRANSPARENCY IN HEALTH (III EDITION)

The course intends to offer a training course aimed at guaranteeing participants not only professional updating, but also the acquisition of an attitude to governance in managing relationships with other subjects involved in the anti-corruption system and the enhancement of the ethical profile professional activity.

Location: Rome

Language: Italian

Duration: 60 hours

Final Title: At the end of the course, to those who have passed the final assessment for the assessment of the educational and learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

2. CONTRACTS, PURCHASES AND PROCUREMENT IN HEALTH (II EDITION)

The course aims to investigate the issues concerning the multiple profiles of public and private healthcare contracts. In particular, the aim of the course is to provide an overview of the relevant legislation, of the actors and economic subjects invol-



ved, in-depth analysis of the procedures for awarding public contracts and the choice of contractors by the National Health Service agencies .

Location: Rome

Language: Italian

Duration: 60 hours

Final Title: At the end of the course, to those who have passed the final assessment for the assessment of the educational and learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

3. RESPONSIBILITY, COMPENSATION AND INSURANCE IN HEALTH (II EDITION)

The course aims to investigate the issues concerning the multiple profiles of responsibility of the various public and private operators in the health sector.

In particular, the objective is to provide an overall view of the relevant legislation and the most significant jurisprudential guidelines, also in order to clarify to the public and private operators the areas of responsibility linked to the professional activity carried out.

Location: Rome

Language: Italian

Duration: 60 hours

Final Title: At the end of the course, to those who have passed the final assessment for the assessment of the educational and learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

4. THIRD SECTOR AND HEALTH (I EDITION)

The course aims to provide an overview of the legislation addressed to the Third Sector entities that exercise exclusively or principally one or more activities of general interest for the pursuit, without profit, of civic, solidarity and utility purposes social, with particular reference to those concerning: interventions and performance health services and socio-health performance.

Location: Rome

Language: Italian

Duration: 60 hours

Final Title: At the end of the course, to those who have passed the final assessment for the assessment of the educational and learning level achieved, pursuant to art. 6 of law 341/1990, a certificate will be issued. On the subject of ECM exemptions, please refer to the CNFC document of 17th July 2013, available on the AGENAS website.

ADVANCED COURSES

Edition	Advanced Course	Manager	Teaching Coordinator
5th	Risk management: decisions, errors and technology in medicine	A. Crucitti	P. Oppedisano A. Fiore
4th	Skills and legal services in healthcare	M.C. Malaguti	A. Tattoli V. Antonelli
23rd	Organization and management of healthcare technology	A.Cicchetti	I. Gabutti D. Dimonte
10th	Evaluation and management of healthcare technology	A.Giordano	M. Oradei
7th	Pharmacy Management: organization and management of the pharmacy	S. Bozzi	V. Iacopino
3rd	Market Access: drugs and medical devices from the laboratory to the patient	A.Cicchetti	L. Giorgio
1st	Patient Advocacy Management	G. Graffigna	E.D. Brino F. Morandi
15th	Management of Bio-medical and Bio-technological enterprises	A. Sgambato	L. Leogrande M. Basile

Edition	Advanced Course	Manager	Teaching Coordinator
4th	Emergency Management	A. Sgambato	A. Fiore
4th	Leadership in Medicine	G. Damiani	A. Ceccarelli
3rd	Anti-corruption, Transparency and Ethics in Health	V. Antonelli	F.G. Cuttaia
2nd	Operations Management in Health	S. Villa	S. Laratro
2nd	Contracts, Purchases and Procurement in Health	V. Antonelli	L. Giuliano
24th	Programming, organization and management of companies and health services	G. Damiani	M. Cosentino
1st	Third sector and health	V. Antonelli	G. Carpani F.G. Cuttaia
1st	Strategic management of personnel in health	A. Cifalinò	A. Tattoli
1st	Statistical methods and data science for decision- making in health	G. Arbia	A. Berrino M.L. Pace F. Rumi

Edition	Advanced Course	Manager	Teaching Coordinator
1st	The new challenges of management: the international dimension in health	M.C. Malaguti	L.E.P. Noia
2nd	Responsibility, compensation and insurance in health	V. Antonelli	F.G. Cuttaia
12th	Risk management: decisions, errors and technology in medicine	G. Damiani	A. Fiore P. Oppedisano
1st	Evaluation and management of medical devices: from access to the market to introduction in the hospital	G. Costamagna	C. Furno
6th	Economic evaluations and decision-making models for the Health Technology Assessment	A. Cicchetti	M. Ruggeri
2nd	Practical management in the care community	A. Cicchetti	D. Adesso
2nd	Information systems for the government of health organizations	A. Cicchetti	L. Giorgio
1st	The budget of public health agencies	M.S. Macinati	M.G. Rizzo

THE NEW TRAINING PROPOSALS FOR 2019-2020

■ Master's Degree

1. LEVEL I MASTER IN ECONOMY AND HEALTH POLICY (M.E.P.Sa) (I EDITION)

The Master aims to train professionals able to carry out planning, analysis and evaluation of economic policy interventions in the health sector. The training course is organized in such a way as to put the participant in a position to understand the functioning of the markets and health systems so as to face the problems of the sector with a managerial mentality, proposing appropriately selected solutions within a range of possible alternatives.

2. LEVEL II MASTER IN OPERATIONS MANAGEMENT IN HEALTH CARE COMPANIES (I EDITION)

In a situation of contraction of available resources and the emergence of new models of care organization (see hospital for care intensity and value based healthcare model) it is critical for healthcare managers to acquire methodologies and tools for a more effective management of company operations.

The aim of the Master is to transfer the logics and tools of Operations Management (OM) to professionals, working within healthcare organizations, by presenting analysis tools and possible design solutions useful for setting coherent and effective change projects.

3. LEVEL II MASTER IN BIO EXECUTIVE ACCOUNT MANAGER (I EDITION)

The Master provides a professional preparation aimed at ensuring the development of the skills of the Key Account Manager in the health field. Topics useful for understand-

ing the customer as part of a complex ecosystem will be addressed and the necessary tools will be provided to ensure the definition of value and growth strategies, and to guarantee the implementation of the consequent action plans.

■ Advanced Courses

HEALTH MANAGEMENT OF HOSPITAL UNITPRESIDIO (I EDITION)

In light of current legislation, the work of the Unit Health Director must increasingly take on a managerial side. The complex management of the hospital organization must be guaranteed not only by the acquisition of hygienic-sanitary functions, but also by the planning and management-organizational functions.

The course aims to develop the skills and to provide the fundamental operational tools, for the three types of functions required, to those who intend to fill the office of Unit Health Director.

PROGRAMMING, ORGANIZATION AND MANAGEMENT OF PATHS OF HUMANIZING OF TREATMENT (I EDITION)

The concept of humanizing of health services addresses the complexity of the patient, paying particular attention to physical, emotional and psychological dimensions.

A healthcare organization is measured not only by economic efficiency, with the effectiveness of outcomes, with the availability of welfare, technological and therapeutic innovations, but also by the capacity to welcome patients in their entirety, along with their psychological and social needs. The aim of the course is therefore to create a model of competences related to what to do and how to do it, to ensure the effectiveness of the Humanizing process within health facilities.

**STRATEGIES AND POTENTIAL OF THE PHARMACY
OF THE FUTURE, AGGREGATION OF SERVICES AND ADVICE
(I EDITION)**

The Advanced course aims to provide the tools and skills necessary to govern the economic and organizational problems of community pharmacies. The main objective is to increase the skills and design skills together with the scientific and managerial training of those who work in community pharmacies.



SCIENTIFIC RESEARCH



The Catholic University of the Sacred Heart supports, encourages and contributes to scientific research.

18.2% of the University's research is represented by ALTEMS research activity with a weight of 11% on the global financing that includes the University's Rome H.Q. and the A. Gemelli University Polyclinic Foundation IRCCS.

RESEARCH PROJECTS

The research activities of ALTEMS are limited to those directly related to training that represent the core business of the Department of Specialization. The following are ALTEMS research projects completed or underway from 2017 to 2019:

■ Projects with public bodies and non-profit organizations

Definition of a project to support continuity of care and telemedicine in the Local Health Agency of Foggia

Client: Foggia Local Health Authority

Law 21 October 2005 n. 219: support for regulatory paths and system actions with economic-financial implications, related to the activities of the Italian blood transfusion network and the related funding funds.

Client: National Institute of Health - National Blood Center

Detection of technical and scientific evidence emerging in the transfusion area for the purpose of adapting the rules on the quality and safety of blood and its products.

Client: Higher Institute of Health - National Blood Center

Development of methodologies for "decision making", through the deepening of economic-managerial health issues, in sup-

port of the National Center for Health Technology Assessment of the same Higher Health Institute.

Client: Higher Institute of Health – National HTA Center

Health Technology Assessment: identification of a strategy and methodology for disinvestment in the National Health Service integrated between the national, regional and company level.

Client: National Institute of Health – National HTA Center

Diagnostic accuracy and cost-effectiveness of next generation sequencing (NGS) strategies in the genetic testing of rare orthopedic diseases.

Client: Rizzoli Orthopedic Institute – IRCCS

Evaluation of the impact on the health of the population and on the costs of the National Health Service of innovation in medical devices in the cardiovascular field.

Client: Ministry of Health

Development of a methodology for the assessment and promotion of the security of medical device management information systems (Cybersecurity and Privacy).

Client: Ministry of Health

Development of a strategy to combat medical devices and cosmetics counterfeiting, support for the definition of the structure and governance of the mixed anti-counterfeiting Task Force.

Client: Ministry of Health

Proposals for the governance of medical devices and the overcoming of the pay back system.

Client: Ministry of Health

Definition of a methodology for measuring the impact of technological innovation on the pathways of diagnosis and treatment in terms of health and costs.

Commissioner: Ministry of Health

Design and implementation of a cost-saving health technology monitoring system.

Client: Ministry of Health

Support to activities to combat the phenomenon of online counterfeiting of medical devices and assessment of the economic impact in the National Health Service.

Client: Ministry of Health

Impact on health expenditure of poor adherence to physician prescriptions and its evolutionary trend.

Client: Ministry of Health

Evaluation of Health Technology Assessment (HTA) of suspected adverse drug reactions (ADR); clinical, economic and organizational impact of ADRs reported in hospitals of the Lazio Region.

Client: Lazio Region

■ Projects with Private Companies

The CardioMEMS medical device - development of a mini-HTA report

Client: Abbot Medical SpA.

Adaptation of the cost-effectiveness and budget impact model for the evaluation of eluxadoline in the irritable disease with diarrhea in the Italian context

Client: Allergan SpA.

Drafting of an HTA report as part of the project entitled "Toward an HTA Ecosystem: from local needs to global opportunities"

Client: Allergan SpA.

Technological innovation in Healthcare. Effects on the prevention and treatment of various diseases and new methods of financing.

Client: National Association of Insurance Companies

Budget Impact analysis on the use of turbo and electronic monitoring devices in patients suffering from chronic respiratory diseases.

Client: AstraZeneca SpA.

Scientific dissemination of the results of the Italian hospital-level impact assessment of the use of Floseal® in the operating room in cardiac surgery and spinal surgery.

Client: Baxter SpA.

Master Contract Services Agreement-Validation of pricing strategy and financial model for LENTIGLOBIN.

Client: Bluebird Bio INC.

Analysis of the management models and optimization of the path of the patient suffering from idiopathic pulmonary fibrosis.

Client: Boehringer Ingelheim SpA.

Application of HTA methodology to assess the Transcatheter Aortic Valve Implantation (TAVI) for the management of patients affected by severe symptomatic aortic valve stenosis.

Client: Edwards Lifesciences SpA.

Use of Anti-Odor System TM demo-protective lotion in urinary incontinence aids.

Development of the Mini HTA Report

Client: Fater SpA

RESEARCH PROJECTS

57
RESEARCH
PROJECTS



18,2%

18.2% OF FINANCING COLLECTED BY THE CATHOLIC UNIVERSITY OF THE SACRED HEART (ROME CAMPUS) IS DERIVED FROM RESEARCH ACTIVITIES CONDUCTED BY ALTEMS.

11%

11% IS THE FIGURE REPRESENTING THE FINANCING COLLECTED BY THE CATHOLIC UNIVERSITY OF THE SACRED HEART (ROME CAMPUS) AND THE GEMELLI FOUNDATION (ROME).



6

WITH CERISMAS



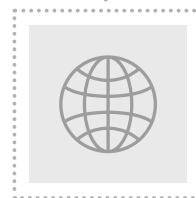
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WITH PRIVATE
COMPANIES



15

WITH NON-PROFIT
BODIES



4

INTERNATIONAL

Collaboration activities for the management development and enhancement of the skills of the National Health Service middle management for the improvement of business performance.

Client: Italian Federation of Healthcare Companies and Hospitals

Rationalization of the use of drugs for HIV anti-retroviral therapy; analysis of the scenario of the Lazio Region.

Client: Gilead Sciences S.r.L

Budget impact analysis on the use of Duzallo.

Client: Gilead Sciences S.r.L

Analysis of mini HTA and cost-minimization of the drug Qutenza in comparison with the therapeutic alternatives used in the management of patients suffering from peripheral neuropathic pain.

Client: Grunenthal S.r.L

Impact budget analysis on the use of the drug Ponatinib patients with chronic myeloid leukemia.

Client: Incyte Biosciences S.r.L

Cost-effectiveness and stock management analysis of Selexipag® Vs PDE-5, era and prostanoids in patients with pulmonary arterial hypertension.

Client: Intexo S.r.L

Adherence to therapy and patient engagement

Client: Merck Serono SpA

Cladribina Report HTA

Client: Merck Serono SpA

The economic and fiscal impact of adult vaccination in Italy: a cost-of-illness survey on three diseases.

Client: Merck Sharp & Dohme Italia S.r.L

Cost-consequence analysis of second generation DAA therapy for the management of chronic Hepatitis C in F0-F4 patients in Italy.

Client: Merck Sharp & Dohme Italia S.r.L

Real life report on the costs of treatment of intra-abdominal infections in the context of a large university hospital.

Client: Merck Sharp & Dohme Italia S.r.L

The economic and fiscal impact of public health programs for diabetic patients in Italy.

Client: Merck Sharp & Dohme Italia S.r.L

HTA analysis to identify and implement strategies to promote the control and elimination of HPV diseases in Italy.

Client: Merck Sharp & Dohme Italia S.r.L

Economic and fiscal impact of adult vaccination in Italy: development of the model for estimating the value of immunization programs.

Client: Pfizer S.r.L

Compass: The right therapy between efficacy and sustainability in IBD.

Client: PLS Educational S.r.L

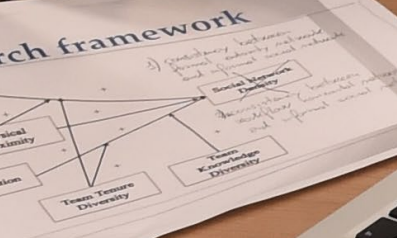
Analysis of the economic and social impact of short and long-term therapies in onco-hematology.

Client: Roche SpA

Definition of a model for the exploitation of clinical trials in the perspective of the National Health Service.

Client: Roche SpA

Research framework



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Emergence and Emergence, An Integrated.pdf

Strumenti Firma Commenti

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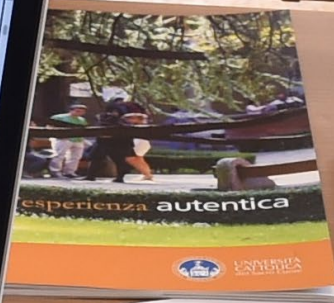
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incorporate complex adaptive system theory (Holland, 1975; Holland & Miller, 1991) in understanding emergent phenomena (e.g., Kozlowski & Chao, 2012). However, a unified complexity theory about emergence has yet to be developed (Anderson, 1999), and different researchers tend to choose different features to emphasize. Thus, we highlight the fundamental premises underlying emergence theory to provide additional clarity about the meaning of emergence and keywords used in emergence research.

The notion of emergence has a long history with roots in the philosophy of science and mind, biology, and social psychology, and more recently has been integrated with complexity theory. One of the earliest reviews of emergence was by Abbot (1979), who stated that the theory of emergence, in brief, holds that the whole is more than the sum of the parts, whereby entities combine to create a new entity with a more complex composition and new qualities due to the confluence of the parts. In more recent reviews, Goldstein (1999, 2000) identified six properties of emergent phenomena across disciplines: radical novelty (features not previously observed in the system), coherence (integrated wholes that maintain an identity), macro level (locus of the phenomena at a higher level), dynamical (arising as the system that evolves over time), extensive (recognizable phenomena), and supervenient (having downward causation).

While numerous definitions of emergence have been offered (see Table 1 for examples), there are several commonalities. First, emergent processes create a higher-level "whole" that is formed from the individual "parts" in the system. Second, some degree of interaction among the individual elements occurs, which fosters a convergence. Third, it is the interaction among the individual elements that allows a new pattern or form to emerge as a collective, higher-level phenomenon. Finally, emergence is a dynamic process that occurs over time.

Despite these commonalities, what defines an emergent property remains the subject of several intertwined debates (Comrie, 2012). One source of confusion stems from top-down effects that limit lower-level elements and relationships and bottom-up emergent processes whereby lower-level elements combine to manifest as the collective construct (e.g., Rouseau, 1985). Recently, Kozlowski (2012) and Kozlowski and Chao (2012) expounded that bottom-up coalescence is an emergent process and pertains to the interaction patterns among individuals that, over time, allow the higher-level property to emerge. The resultant higher-level construct is an emergent property that can then have a top-down effect on individuals.



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Social Networks

of between formal project membership and informal

ing in knowledge-intensive firms: A multilevel network

(stud in Rome)

Budget impact analysis and cost-effectiveness analysis of Atezolizumab vs therapeutic alternatives in the treatment of patients with locally advanced or metastatic lung cancer (NSCLC).

Client: Roche SpA

Cost-effectiveness analysis and budget impact of Atezolizumab vs therapeutic alternatives in use in patients with urothelial carcinoma.

Client: Roche SpA

Evaluation of Emicizumab in the treatment of patients with haemophilia A with inhibitors: HTA methodology.

Client: Roche SpA

Budget impact analysis of CX601 vs therapeutic alternatives for the management of complex perianal fistula in Italy.

Client: Takeda SpA

Definition of care process model to support the implementation of an information system in the perspective of protecting personal data as required by the GDPR.

Client: Telesio Sistemi S.r.L.

■ Scientific Collaboration ALTEMS - CERISMAS

ALTEMS and CERISMAS support independent research activities grant funding to researchers working in the fields of the two centers. Activities have been carried out during the last 3 years in the following areas:

The contribution of pharmacy services to the management of chronic patients with telemedicine tools (in collaboration with the Pfizer Foundation)

The project set the following objectives:

- develop a model for analyzing the management models of te-

lemedicine services with particular reference to those supporting the management of chronic diseases;

- outline a model for the application of telemedicine solutions for the management of the main chronic diseases in the Italian regions with particular reference to the role that the community pharmacist can play in the context of these models;
- draw up a positioning document (Report)

Prevention resources at the time of the spending review.

Authors: Ruggeri, M., Ciccetti, A., Coretti, S.,
ALTEMS-CERISMAS, Collana Policy Brief, N.1. 2016

Health Technology Assessment for the management of healthcare organizations: evidence from the European AdHopHTA project

Authors: Cicchetti, A., Marchetti, M., Iacopino, V.
ALTEMS-CERISMAS, Collana Policy Brief, N.1. 2017

The need for a strategic approach to the governance of educational processes in healthcare and the contribution of strategic maps.

Author: Cifalinò, A.
ALTEMS-CERISMAS, Collana Policy Brief, N.2. 2017

Are hospital companies really in economic balance?

Authors: Pessina, E. A., Cantù, E.
ALTEMS-CERISMAS, Collana Policy Brief, N.1. 2018

Healthcare 4.0: the digital revolution at the service of man?

Author: Cicchetti, A.
ALTEMS-CERISMAS, Collana Policy Brief, N.1. 2019

■ International projects

IMPACT HTA (HEALTH TECHNOLOGY ASSESSMENT)

Research Area: Health Technology Assessment

Client: European Commission, Horizon 2020 Program

External research bodies involved: The London School of Economics (United Kingdom), The Andalusian School of Public Health (Spain), University of Castilla-La Mancha (Spain), Universität Bielefeld (Germany), National Institute for Health and Care Excellence (United Kingdom), Instituto Superior Técnico (Portugal), Paris School of Economics - Hospinnomics (France), Assistance Publique-Hôpitaux de Paris - Hôpital Henri Mondor (France) National Institute of Health (Italy), Commercial University Luigi Bocconi (Italy), University of Edinburgh (United Kingdom) Inštitut za Ekonomska Raziskovanja (Slovenia), Agencja Oceny Technologii Medycznych i Taryfikacji, (Poland), Tandvårds-och läkemedelsförmånsverket (Sweden).

Research objectives: the project examines new and improved methods in ten thematic areas that aim to understand changes in costs and health outcomes within and between countries, and to integrate clinical and economic data from different sources to improve methods of economic evaluation in the context of HTA and the measurement of health system performance.

EUNETHTA JOINT ACTION 3 HEALTH TECHNOLOGY

Research Area: Health Technology Assessment

Client: European Commission - DG Sante.

External research bodies involved: 78 partners from 28 countries.

National Partners: Health Technology Evaluation Unit of the A. Gemelli University Hospital Foundation - IRCCS, Age.Na.S, AIFA, Veneto Region and Emilia Romagna Region.

Research objectives: implement a sustainable mechanism for scientific and technical cooperation on HTA in Europe.

SPRINT-T PROJECT (SARCOPENIA AND PHYSICAL FRAILTY IN OLDER PEOPLE: MULTI-COMPONENT TREATMENT STRATEGIES) ECONOMIC EVALUATION OF FRAILTY AND SARCOPENIA IN ELDERLY PATIENTS

Research area: Health Policy

Client: Innovative Medicines Initiative (IMI).

External bodies involved: Center Hospitalo-Universitaire de Toulouse (France), Univerzita Karlova v Praze, Prague, (Czech Republic), Roessingh Research and Development BV, Enschede, (Netherlands), Helsingin yliopisto (University of Helsinki), Helsinki (Finland), Servicia Madrilenio de Salud, Madrid (Spain), Université Paris Descartes, Paris (France), University of Florence, Florence (Italy), Friedrich-Alexander-Universität Erlangen-Nürnberg, Erlangen (Germany), Uniwersytet Jagiellonski, Kraków (Poland), National Institute of Rest and Care for the Elderly-INRCA, Ancona (Italy), University Medical Center Göttingen (Germany), Caretek, Turin (Italy), EU-Open SRL, Vernella (Italy), Roessingh Research and Development BV, Enschede (Netherlands), Sanofi, GSK, Novartis, Servier, Eli Lilly

Research objectives: To evaluate the cost-effectiveness of health programs and preventive strategies to improve knowledge and treatment of physical frailty and sarcopenia (loss of muscle mass and strength) in elderly people.

ECONOMIC EVALUATION OF VACCINATION PROGRAMS: EXPLORING MULTIPLE METHODS

Research Area: Health Policy Commissioner: ISPOR-The International Society for Pharmacoeconomics and Outcomes Research.

External Parties involved: Sanofi, Pzifer, Merck Sharp & Dhome.

Research objectives: expanding economic analysis for HTA: the fiscal impact of vaccination in the Italian context

REPORT HEALTH TECHNOLOGY ASSESSMENT

Year	Title	Authors
2019	Application of HTA methodology to assess the transcatheter aortic valve implantation (TAVI) for the management of patients affected by severe symptomatic aortic valve stenosis	Rumi, F., Orsini, F., Palmieri, M., Cicchetti, A.
2019	Health Technology Assessment and cost-minimization analysis of casaicina (8%) patches in patients affected by peripheral neuropathic pain	Basile, M., Fiore, A., Cicchetti, A.
2018	Application of the HTA methodology to evaluate potential cost-saving of the Masimo Rainbow® system	Fiore, A., Corona, L., Basile, M., Cicchetti, A.

Year	Title	Authors
2018	Budget impact of implementing platelet pathogen reduction into the Italian blood transfusion system.	Cicchetti, A., Coretti, S., Sacco, F., Rebullà, P., Fiore, A., Rumi, F., Di Bidino, R., Urbina, L.I., Refolo, P., Sacchini, D., Spagnolo, A.G., Midolo, E., Marano, G., Farina, B., Pati, I., Veropalumbo, E., Pupella, S., Liembruno, G.M.
2018	Full HTA Evaluation Report of "emicizumab (Hemlibra) in the treatment of patients affected by hemophilia A with inhibitors	Cicchetti, A., Berrino, A., Castaman, G., Rumi, F., Cortesi, P., Mantovani, L., Urbina, I., Midolo, E., Navarra, P., Refolo, P., Sacchini, D., Spagnolo, A.G.
2018	Full HTA Report of "Guglielmi Detachable Coils" for the treatment of patients suffering from broken intracranial aneurysm	Fiore, A., Corona, L., Basile, M., Cicchetti, A.
2018	Full HTA Report of the inactivation methods of the platelets for the treatment of patients with thrombocytopenia based on IPTAS data	Cicchetti, A., Coretti, S., Sacco, F., Rebullà, P., Fiore, A., Rumi, F., Di Bidino, R., Urbina, L.I., Refolo, P., Sacchini, D., Spagnolo, A.G., Midolo, E., Marano, G., Farina, B., Pati, I., Veropalumbo, E., Pupella, S., Liembruno, G.M.

Year	Title	Authors
2018	Mini HTA Report on "Solitaire Revascularization Device" for the management of patients suffering from acute ischemic stroke	Fiore, A., Corona, L., Basile, M., Cicchetti, A.
2017	Mini HTA Report for the evaluation of potential cost saving of the Amplatzer Cardiac Plug (ACP) device	Fiore, A., Cicchetti, A.
2017	Mini HTA Report for the evaluation of potential cost saving of the Percusurge Guardwire Plus device	Fiore, A., Cicchetti, A.
2017	Mini HTA to evaluate the potential cost-saving of the Prosigna prognostic test	Fiore, A., Cicchetti, A.
2017	Full HTA Report di Cladribina (MAVENCLAD®) in the treatment of patients with Multiple Sclerosis	Cicchetti, A., Basile, M., Comi, G., Coretti, S., Di Bidino, R., Di Brino, E., Midolo, E., Navarra, P., Radaelli, M., Refolo, P., Ruggeri, M., Rumi, F., Sacchini, D., Spagnolo, A.G.
2017	Mini HTA SIR-Spheres® Y-90 resin microspheres for the treatment of chemotherapy refractory or chemotherapy intolerant liver	Coretti, S., Fiore, A., Codella, P., Rolli, FR., Rumi, F., Sacchini, D., Cicchetti, A.
2017	Full HTA Report di elbasvir - grazoprevir (Zepatier)	Kheiraoui, F., Favaretti, C., Poscia, A., Marino, M., Stojanovic, J., Zace, D., Fontana, F., di Pietro, ML., Posteraro, B., Ruggeri, M., Cicchetti, A., Rolli, FR.

Year	Title	Authors
2016	Mini-HTA Report, Apparatus and method for the diagnosis, prognosis and pharmacological monitoring of the thrombotic-ischemic and hemorrhagic pathologic of the cardiovascular system	Fiore,A, Iacopino,V, Cicchetti,A.
2016	Full HTA Report of pathogen reduction technologies applied to plasma for clinical use.	Cicchetti, A., Berrino, A., Casini, M., Codella, P., Coretti, S., Facco, G., Fiore, A., Marano, G., Marchetti, M., Midolo, E., Minacori, R., Refolo, P., Romano, F., Ruggeri, M., Sacchini, D., Spagnolo, A.G., Urbina, I., Vaglio, S., Grazzini, G., Liunbruno, G.

THE NEW INITIATIVES



Blended learning

The Department of Specialization is investing in the updating of its blended learning formula, or a "mixed or hybrid" learning system, of distance learning. The highlight of blended learning didactics is the clever combination of two approaches that complement each other: the traditional frontal classroom method with online activities in different forms. This blended learning structure is characterized by high flexibility and modernity, proximity to the training needs of learners, efficiency and effectiveness.

The Elio Guzzanti Award

The "Elio Guzzanti" Award was established for the first time in 2015 in honor of Professor Elio Guzzanti: Doctor, Italian politician and "master" in health organization and planning. The prize is intended for the best publication of theses and/or project work of an economic and/or juridical nature carried out as part of the II level University Masters promoted by the Department of Specialization of Economics and Management of Health Systems.



The clever combination
of two approaches
that complement each other



ELIO GUZZANTI AWARD V EDITION ACADEMIC YEAR 2017-2018

On April 16th 2019, as part of the GRADUATION DAY of the Department of Specialization of Economics and Management of Health Systems, ceremony for the delivery of the diplomas of the Masters and Advanced Courses for the academic year 2017-2018 held at the University's Auditorium in Rome, **the first 10 years of ALTEMS were celebrated**, with the participation of those from within the Catholic University who contributed to the founding and development of ALTEMS from 2009 to the present. After the opening greetings of the Magnificent Rector Franco Anelli and the introduction by Professor Americo Cicchetti, ALTEMS Director, Professor Lorenzo Ormaghi, President ASERI and the Rector of the Catholic University from 2002 to 2012, spoke with an introductory reflection on politics, the economy and management in the service of health over the past 10 years; the speeches of the University guests followed and the awarding of the prize dedicated to the memory of Professor Elio Guzzanti. The proclamation ceremony opened with a speech by the Under secretary of State for Health, Mr. Luca Coletto. A particularly exciting moment was the awarding of the "Elio Guzzanti" Award to Ms. Valentina Santucci (Ministry of Health), a graduate of the Master in Organization and Management of the ALTEMS, for the best project work, entitled: Lombardy and Veneto: Two new social-health systems and differentiated autonomy.

Department of Specializations & Colleges Project

The Catholic University of the Sacred Heart has always paid special attention to its Colleges. Since their establishment, they have developed an intense educational relationship with students who, coming from different regions of our country, attended the University courses and stay at these facilities. In view of a further qualification of the educational project, a proposal of high education was designed for particularly deserving students, thus connecting the System of Colleges to Department of Specializations to centers of excellence included in a prestigious international network. Sponsored by the Istituto G. Tonio- lo di Studi Superiori, a founding institution of the University, the "Department of Specializations & Colleges Project" was initiated, a program of excellence through which some winners of the Admissions Competition for Colleges could participate in a course of study in complementary continuity with the University's curricular training offer.

For the academic year 2018-2019 ALTEMS proposed the Higher Education course: Recognizing, developing and communicating one's potential.

Within modern organizations people are a strategic factor of success both because of the skills and the value they bring, and because they are themselves capable of influencing the working context in which they are inserted. The specific area of health organizations is a critical example in this sense.

Constituting a sector in which the human factor appears indispensable for the realization of care processes, characterized by high uncertainty, the need for integration between multidisciplinary skills, and attention to human and ethical aspects. In light of these considerations the course intends to stimulate the reflection and debate of the participants on issues concerning individual behavior in organizations.

The study of the interactions of individuals and groups in health organizations will also be addressed to understand and predict the determinants of individual, group performance and organization, and to explain how it works by identifying areas for improvement. Finally, the course will be able to offer the tools to explore the dynamics of interaction between individuals and groups, and to understand the role of individual responsibility within the complex bureaucratic pyramids.

Market Access Award 2019

On 16th May 2019 ALTEMS was given second place at the awards ceremony "Market Access Award 2019" with the Project **"Appropriate use and Health Technology Assessment (HTA) in hospital practice: a focus on Crohn's disease and ulcerative colitis"**.

Project carried out with the Campania Region and with an unconditional sponsorship of Takeda Italia.

Scientific Manager: Professor Americo Cicchetti.

ALTEMS Working Group: Mr. Eugenio Di Brino, Mr. Michele Basile, Mr. Filippo Rumi.



VISIBILITY



PUBLICATIONS



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THE EVENTS



1st February 2018**The future of supplementary funds in healthcare**

ALTEMS organized a seminar conducted in collaboration with the Italian Workers' Federation of CISL and the Energeia Foundation.

23rd February 2018**Inaugural lesson: Training programs ALTEMS A.A.2017-2018**

On the occasion of the inauguration of the academic year 2017/2018, ALTEMS and the Center for Research and Studies in Health Management (CERISMAS), presented the meeting "Managing innovation in healthcare, why is it such a problem?". Guest of the meeting was James Barlow, Professor of Technology and Innovation Management, Imperial College Business School, London

8th March 2018**The first 40 years of the Italian National Health Service. The new challenges for Agenas**

As part of the II level Master in Competences and Legal Services in Health for the academic year 2017-2018, ALTEMS organized a seminar on "The first 40 years of the National Health Service: the new challenges for Agenas".

4th April 2018**The protection of personal data - code of conduct for health**

The aim of the conference was to facilitate the identification of uniform criteria with which to

declare the general principles established by the EU regulation 2016/679 according to organizational, clinical and social workers in the health context, associations and companies collaborate in an initiative aimed at defining a "code of conduct".

12th April 2018**ALTEMS meets ... Zahirul Hoque "Opportunities and challenges of an integrated reporting system in an organizational context"**

Integrated reporting systems represent an important development in terms of corporate sustainability and, if widely adopted, require changes significant in numerous organizational processes, including accounting and financial management. In his contribution in this field, Professor Hoque highlighted the distinctive features of integrated reporting, but also the challenges that an organization must necessarily face when implementing such a strategy with a view to sustained value creation in the short, medium and long term.

19th April 2018**Graduation Day 2018**

Ceremony of proclamation for the students of the Masters promoted by ALTEMS for the academic year 2016-2017. The graduation ceremony is introduced by Prof. Americo Cicchetti, Director of the High School of Economics and Management of Health Systems (ALTEMS) and focused on the concluding lecture by Prof. Claudio Costamagna, President of the Italian Institute for Savings and Loans.

23rd April 2018**The health and social costs of diabetes in Italy**

This conference presented some results of a study aimed at estimating the economic weight and the social impact of diabetes. The study was conducted by ALTEMS and CEIS working groups of the Catholic University of the Sacred Heart and the University of Rome Tor Vergata in collaboration with the SIMMG, SID, AMD and the Ministry of Health. The goal is to make the need to implement treatment plans and, in general to manage the pathology, which is ever more focused on achieving objectives not only of health, but also of economic efficiency, even more evident.

10th May 2018**Question Time Altems Students and Professors Altems interviewing the National Policy**

The "Question Time" is a newly conceived Altems event that revisits the parliamentary procedure of the same name that allows deputies and senators to carry out questions with immediate response to members of the Government. In this case, the interlocutors, exponents of national politics - one at the meeting - are available to interact with Altems students and teachers on current political and institutional issues of interest to the School. The event was attended by the Italian Senator Armando Siri.

17th May 2018

Technological innovation, organizational innovation and new professional profiles in healthcare

On the occasion of the 2018 Cattolica Career Day, guests of the event were Dr. Andrea Urbani, Director of Health Planning, Ministry of Health; Dr. Francesco Ripa di Meana, President of FIASO; Dr. Massimo Scaccabarozzi, President of FARMINDUSTRIA and Dr. Luca Talarico, President of the Mazzali Foundation.

8th June 2018

Risk management: an integrated approach for application in the field

ALTEMS, in collaboration with the Cristo Re hospital in Rome, organized the training course for doctors, pharmacists and nurses on the subject of risk management.

5th July 2018

The first 40 years of the National Health Service: the new challenges for the pharmacy system

As part of the II level Master in Competences

and Legal Services in Health a.a. 2017-2018, ALTEMS organized a seminar on the new challenges for the pharmacy system.

13th July 2018

Patient Advocacy Lab

Launch event for the new Laboratory called "Patient Advocacy Lab" (PAL). The new Laboratory was created to foster the development of skills and technical skills of those working in patient and citizen organizations in the various areas of the health sector.

14th September 2018

The new regulation for the protection of personal data and the implementation in Italy in the health sector

Within the Specialization Course in "Information systems for the governance of health organizations" and of the II level Master in "Skills and Services Legal in Healthcare" aa 2017-2018, ALTEMS organized a seminar on "The new regulation for the protection of personal data and implementation in Italy in the health sector".

12th October 2018

The first 40 years of the National Health Service: the new challenges for cooperation and primary assistance

As part of the II level Master in "Competences and Legal Services in Health" for the academic year 2017-2018, the High School of Economics and Management of Health Systems - ALTEMS organizes a seminar on "The First 40 years of the National Health Service: The new challenges for cooperation and Primary Care". Introductions were made by Cons. Guido Carpani, President of the scientific council of the Master, followed the report of the President of Confcooperative Sanità Giuseppe Milanese, and concluded by Prof. Vincenzo Antonelli, Professor of administrative law of the Catholic University of the Sacred Heart.

5th November 2018

Open Evening 2018

Event to present the formative offer for the 2018-2019 academic year. Armando Bartolazzi, Under-secretary of State for the Ministry of Health was guest and spoke on "The National Health Service between innovation and sustainability".

9th November 2018

40 years after Law 833 of 1978: health and health challenges

Concluding event of the Master's degree in "Jurisdiction and legal services in health". Among the speakers and moderators of the



Opportunities to meet and discuss with people and professionals with different skills, to share ideas and solutions to problems



conference, opened by Domenico Bodega, Dean of the Faculty of Economics at the Catholic University, and Americo Cicchetti, Director of ALTEMS, we highlight Guido Carpani, Chief of Staff of the Ministry of Health, and Renato Balduzzi, Professor of Constitutional Law of the Catholic University, formerly Minister of Health. "The conference, according to Vincenzo Antonelli, coordinator of the Master and involving qualified exponents of the academic world and institutions, "intends to not only to take stock of the first 40 years of the National Health Service, but above all to envisage and deepen the challenges that the Italian health service is called to face in the future. These challenges range from the reorganization of healthcare companies to the reorganization of primary care, from a new role for private individuals to the international and European dimension of health care, from the effects of new technologies on health to the rethinking of the doctor-patient therapeutic relationship".

8th March 2019

Inaugural Lesson of Educational Programs for academic year 2018-2019

On the occasion of the inauguration of the academic year 2018/2019, ALTEMS presented the meeting "Consumption, Economy and Health: the challenges of the next decade". Among the guests of the meeting was Franco Sasso, Full Professor of International Health Policy and Economics, Imperial College Business School - London.

8th March 2019

ALTEMS meets...Federico Gelli

The Honorable, Health Risk Officer of Federsanità Anci and Director of Maxi Emergencies in the USL Toscana Centro Company, held a lecture within the 2nd level university master's degree in Risk Management entitled "Errors in medicine: the dimensions of the phenomenon".

27th March 2029

Presentation of the first annual report on the diffusion of value-added services

Conference in the context of the activities carried out by the Observatory on Value Added Services (OSVA), a new structure of the Department of Specialization of Economics and Management of Health Systems, to present the results of the first annual report on the diffusion of Value Added Services.

16th April 2019

Graduation Day 2019

Ceremony for the delivery of the diplomas of the Master's Degree Courses and Specialization Courses for the academic year 2017-2018 at the University's Auditorium in Rome. As part of the ceremony, presided over by the Magnificent Rector Franco Anelli, the 10 years of ALTEMS were celebrated with the participation of those who contributed to the start and development of the Department of Specialization of Economics and Health Systems Management from 2009 to the present.

7th May 2019

Knowingly vaccinating, +50

Seminar on the importance of vaccinations in adulthood by analyzing this issue not only from the point of view of individual and public health, but also from that of sustainability for the National Health Service.

9th May 2019

ALTEMS meets...Filippo Anelli

As part of the II level University Master in "Jurisdiction and Legal Services in Health", ALTEMS organized a seminar on "The new challenges for the medical profession and health", held by Professor FILIPPO ANELLI - President of the Federation National Order of Medical Surgeons and Dentists (FNOMCEO).

16th May 2019

Professional profiles in healthcare: evolving scenarios

On the occasion of the Career day 2019, organized by the Catholic University of the Sacred Heart of Rome, at the Giovanni XXIII University department, Altems organized a meeting dedicated to "Professional profiles in health: evolving scenarios", to which Ms. Rossana Ugenti, Director General of the Health Professions and Human Resources of the Ministry of Health, Mr. Daniele Piacentini, Director of Human Resources of the Policlinico Foundation "A.Gemelli" IRCCS, Ms. Amelia Parente Director of Human Resources at ROCHE SpA and Professor Cicchetti as moderator.

16th May 2019

Market Access Award 2019 Award Ceremony

ALTEMS, the Campania Region and Takeda Italia take second place with the Project: "Appropriate use and Health Technology Assessment in hospital practice: a focus on Crohn's Disease and Ulcerative Colitis".

20th May 2019

II Technological Innovation Workshop for personalized medicine

II Workshop promoted by ALTEMS and GeLSI on technological innovation for personalized medicine with the theme: 3D Printing and 3D bio-printing experiences and development perspectives in the personalized medicine.

23rd – 24th May 2019

Workshop Patient Advocacy Network 5th edition

With the reform law of the Third Sector, which establishes that only the associations registered in the Single National Register of the Third Sector (RUNT) can access public funding, with the right to sit at institutional tables to make their voices heard. For the first time patients have entered into the decisions concerning the sustainability of the health system and access to new drugs. The fifth edition of the Patient Advocacy Network was dedicated to the legal reform of the Third Sector, which took place on May 24th and 25th at the Congress Center of the Catholic University in Rome.

24th May 2019

ALTEMS Hackathon Day

A moment of discussion and debate between people with different stories and skills who face problems and propose ideas regarding their solution. Digital innovation runs fast and trained people are needed to face the challenges of modernity. ALTEMS organized the first HACKATHON DAY with students from the Faculty of Economy.

13th June 2019

Evaluation of the use of FLOSEAL®

Presentation of the HTA Report evaluating the use of FLOSEAL®, with the aim of investigating the issue related to the use of hemostatic agents in cardiac surgery with a view to HTA paying particular attention to the dimensions of effectiveness, safety as well as economic and organizational aspects.

24th June 2019

ALTEMS meets Bernardo Ramirez M.D., M.B.A. Associate Professor, Director of Global Health Initiatives, University of Central Florida

Meeting on the topic: "Health Management Competencies and Education for Value-Based Healthcare". The objective of the initiative is to address the issue of developing the skills of health managers by comparing professional growth paths between Italy and the United States.

5th July 2019

ALTEMS meets Jan Adelmo Lusi Commander of the Carabinieri Command for the Protection of Health - NAS

Seminar held within the activities of the 2nd level University Master in Competences and Legal Services in Health, with an intervention by the Gen. Lusi on the theme: The Commitment of the Carabinieri Command for the Protection of Health for the fight against fraud in healthcare.

Edited by

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Editorial coordination and graphic design
VITA Società Editoriale SpA in liq. Società Benefit
www.vita.it



Printed august 2019
AGF SpA Unipersonale
Via del Tecchione, 36 - 20098 Sesto Ulteriano (MI)



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