Integrare evidenze di ricerca
nelle scelte manageriali



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SOSTENERE IL PRESENTE
PER COSTRUIRE
IL FUTURO

NUOVE SFIDE CULTURALI E ORGANIZZATIVE
PER IL MANAGEMENT
DELLE PROFESSIONI SANITARIE

26
SETTEMBRE
2025

SIDMI VENETO

Centro Culturale
"G.Marani" Ospedale
Civile Maggiore-Borgo
Trento- AOUI Verona

DOTTORJOB
HEALTH PROFESSIONALS NETWORK

Agenda

- Le evidenze nel campo manageriale: i *tratti* principali
- Il processo di implementazione: le *sfide* aperte

Le evidenze in campo manageriale: i *tratti* principali (1)

- Molta produzione
  - Fire stomping
  - Atomistic orientation
  - Filoni/Trends
  - Approcci descrittivi
  - Nurse Manager
  - Self – reporting
  - Rilevante/non rilevante

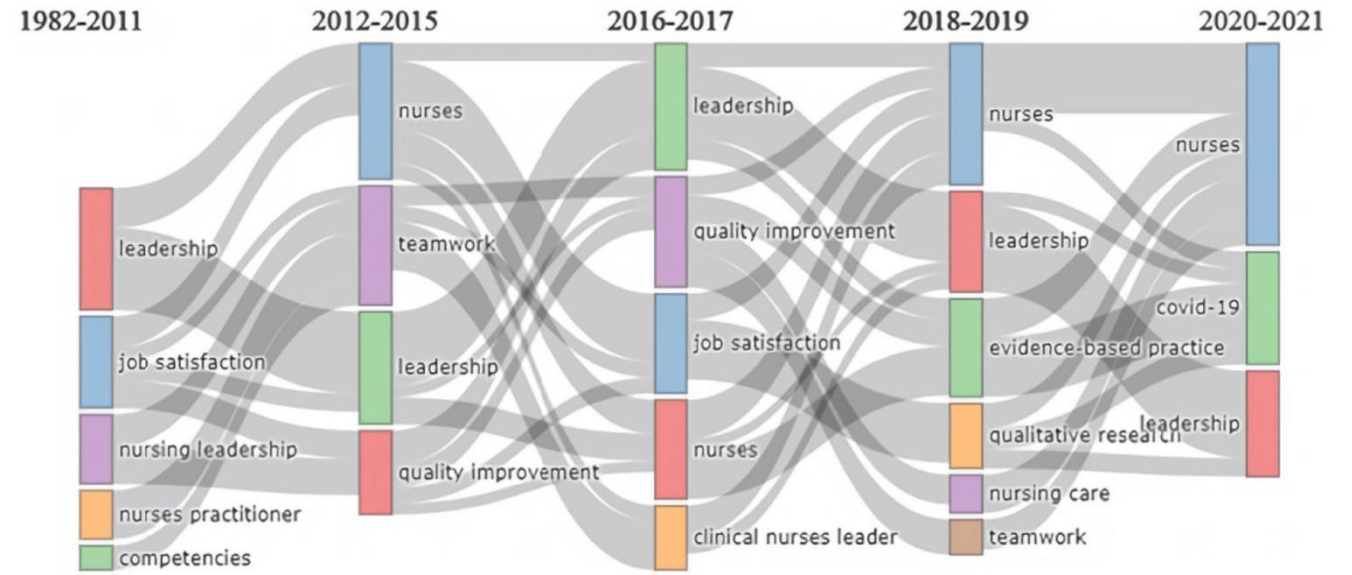


FIGURE 6 Thematic evolution.

Leadership and care in nursing research: A bibliometric analysis

Filiz Kantek[1] | Hande Yesilbas[2] | Tangul Aytur Ozen[3]

Le evidenze in campo manageriale: i *tratti* principali (2)

Progetti di ricerca
Research projects

Nursing Management Research	Health Service Research	Altre discipline

Journal of
Nursing Management

Research Article | Open Access

Values and Workplace Expectations to Facilitate Retention: Perspectives From Nurses at Two Ends of the Career Spectrum

Ourega-Zoé Ejebu, Jaimie Ellis, Liying Sun, Jane Ball, Julia Philippou, Anne Marie Rafferty, Sophie Painter, Joanne Turnbull

HSR Health Services Research

RESEARCH ARTICLE

Impact of Community Health Center Losses on County-Level Mortality: A Natural Experiment in the United States, 2011–2019

Sanjay Basu, Robert Phillips, Hank Hoang

First published: 22 May 2025 | https://doi.org/10.1111/1475-6773.14648

Funding: This work was supported by the Centers for Disease Control and Prevention (U18DP006526) and the National Institutes of Health (P30 DK092924, R01DK116852).

Le evidenze in campo manageriale: i *tratti* principali (3)

Progetti di ricerca
Research projects

- Nursing Management Research
- Health Service Research
- Altre discipline

Progetti di Miglioramento
Improvments project

Progetti di Sviluppo
Development projects

> Int J Qual Health Care. 2025 Jul 4;37(3):mzaf049. doi: 10.1093/intqhc/mzaf049.

Safety rounds as a strategy for continuous quality and safety improvement in healthcare processes

Julio J Lopez-Picazo [1 2], Inmaculada Vidal-Abarca [2], Juana M Marín-Martínez [1 2], Mercedes López-Ibáñez [2]

> Int Nurs Rev. 2025 Sep;72(3):e70039. doi: 10.1111/inr.70039.

Evolution and Future Prospects of Nurse Anaesthetists in Catalonia: Inception, Upskilling and Scope of Practice

Montserrat Sanclemente-Dalmau [1 2], Esther Rubinat Arnaldo [3 4 5], Joan Blanco-Blanco [3 4 6], Xavier Palomar-Aumatell [7], Guillermo Pedreira-Robles [1 2], Paola Galbany-Estragués [8 9]

Le evidenze in campo manageriale: i *tratti* principali (4)

Clinica

Studi primari
Revisioni sistematiche
Linee guida

Le tante decisioni dei Nurse Manager
(implicite o esplicite)

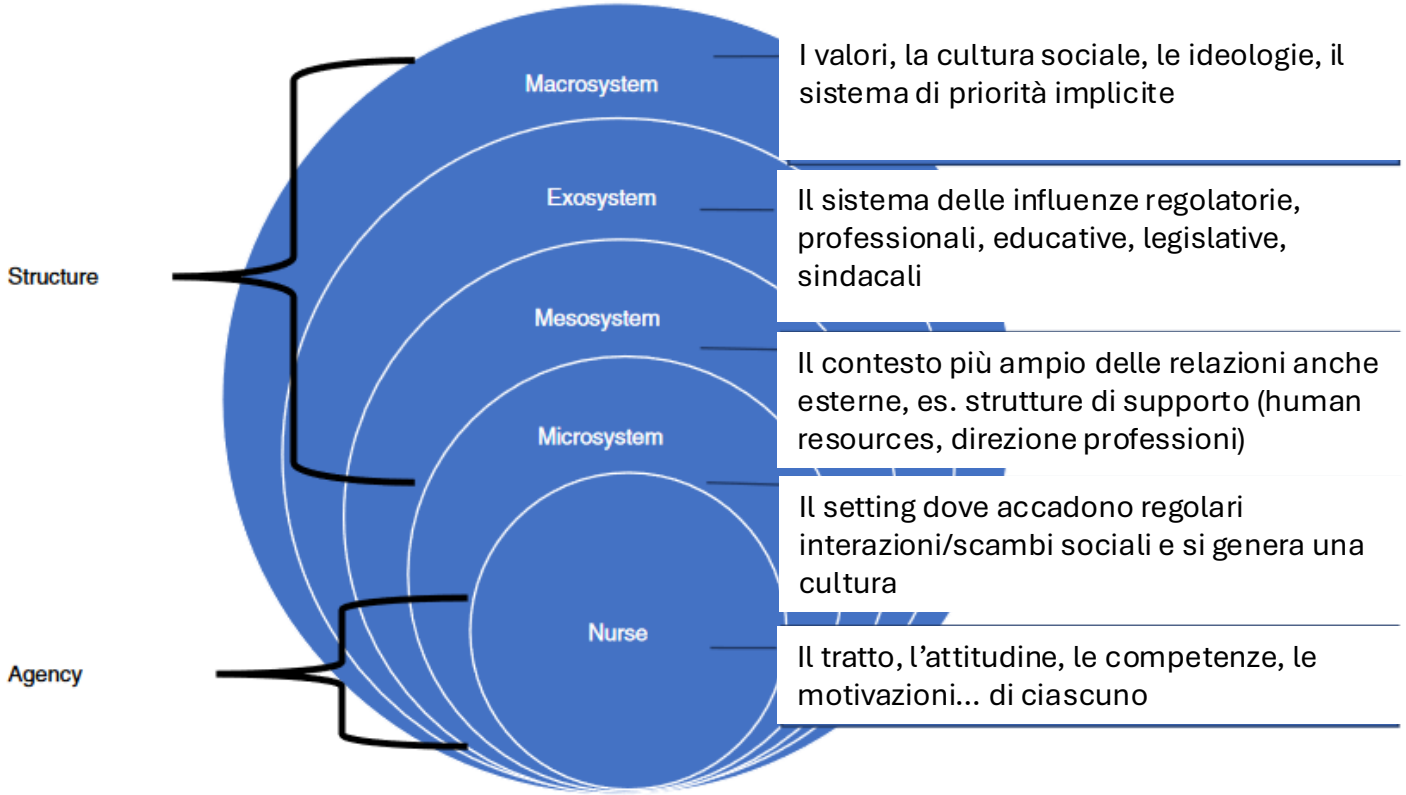
- Pianificare i turni
- Sostituire un'assenza improvvisa
- Fare un colloquio difficile di valutazione della performance
- Facilitare una 'digitalizzazione' difficile
- Gestire un conflitto potenziale tra operatori
- Espandere/rivedere i modelli organizzativi
- Delegare attività
- Determinare 'quale' risorsa cedere
- Definire quanti studenti accogliere
- Ridurre non-nursing tasks
- …

Organizzazione

Studi primari Revisioni sistematiche	Policies/Raccomandazioni/Normative
Progetti di miglioramento	Progetti di sviluppo/pilot

Le evidenze in campo manageriale: i *tratti* principali (5)

- Determinanti
  - Antecedenti



Le evidenze in campo manageriale: i *tratti* principali (6)

- Influenze
  - *Contesti*
  - *Intensità*
  - *Velocità*

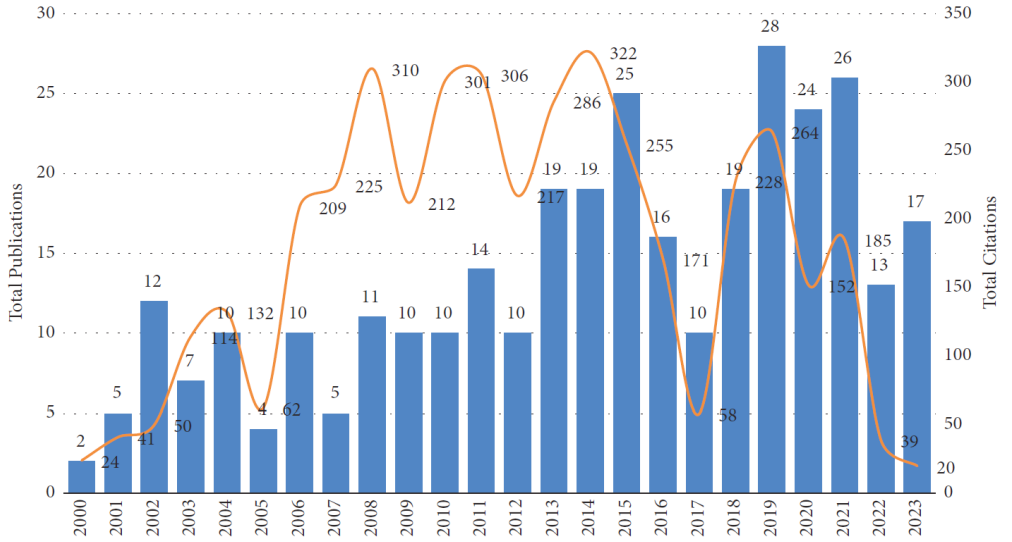


FIGURE 2: Total publication and citation per year. *Note.* Succession planning and leadership development in nursing publications per year from 2000 to 2023 ($n = 326$).

Review Article

Succession Planning and Leadership Development in Nursing: A Bibliometric Analysis (2000–2023)

Le *sfide* dell'implementazione (1)

- Generalizzazione
- Trasferimento
- Contestualizzazione

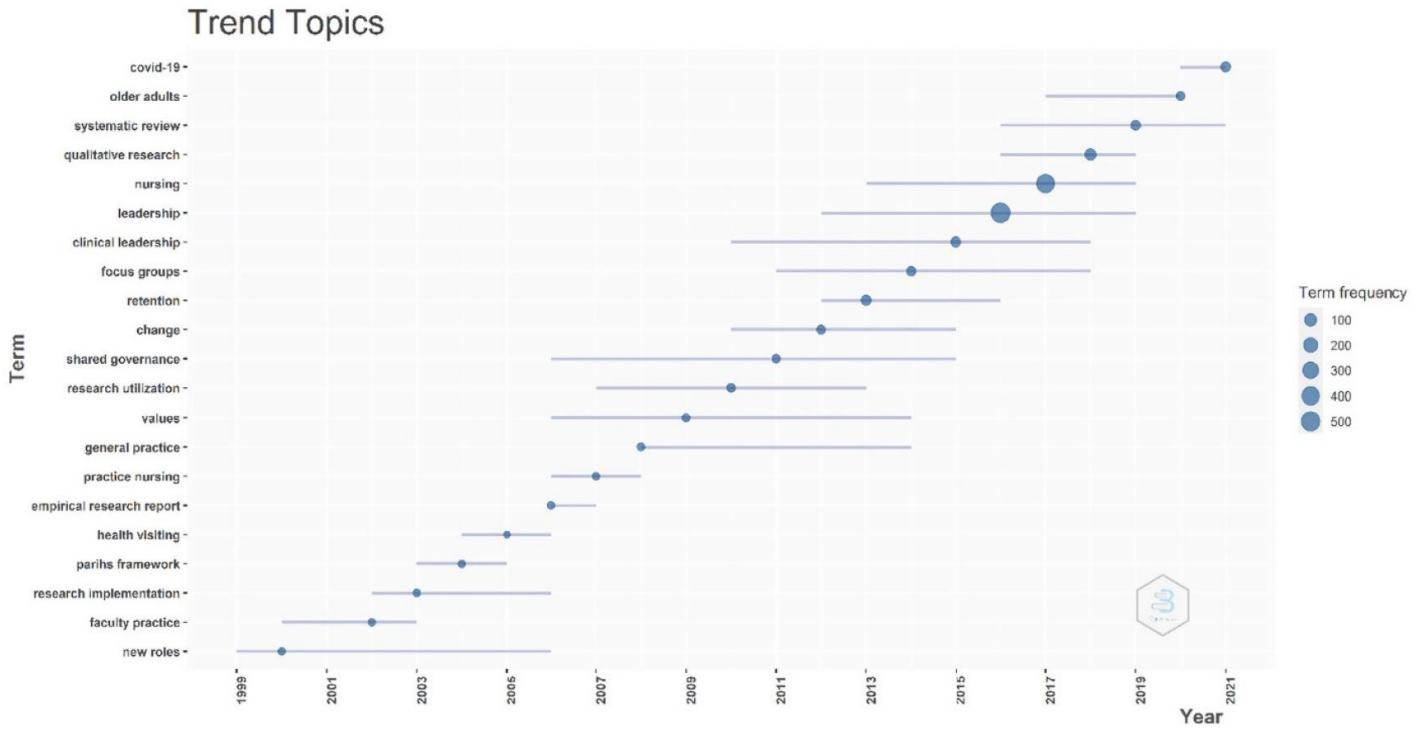


FIGURE 7 Trend topics.

Le *sfide* dell'implementazione (2)

Concepts	Definitions
Adaptability	"the degree to which an intervention can be adapted, modified, or tailored to meet the needs of various contexts and populations while retaining its essential elements" [7].
Scalability	Scalability is defined by the World Health Organisation and ExpandNet [8] as "deliberate efforts to increase the impact of health service innovations successfully tested in pilot or experimental projects so as to benefit more people and to foster policy and programme development on a lasting basis".
Sustainability	Scheirer and Dearing [9] (2011) defined sustainability as the "Continued use of intervention components and activities for the continued achievement of desirable health outcomes within the population of interest."

SOSTENERE IL PRESENTE
PER COSTRUIRE
IL FUTURO
Sinergie, prospettive, trasformazioni:
il management che crea futuro

SYSTEMATIC REVIEW Open Access

A systematic review of experimentally tested implementation strategies across health and human service settings: evidence from 2010-2022

Laura Ellen Ashcraft[1,2*], David E. Goodrich[3,4,5], Joachim Hero[6], Angela Phares[3], Rachel L. Bachrach[7,8], Deirdre A. Quinn[3,4], Nabeel Qureshi[6], Natalie C. Ernecoff[9], Lisa G. Lederer[3], Leslie Page Scheunemann[9,10], Shari S. Rogal[3,11†] and Matthew J. Chinman[3,4,6†]

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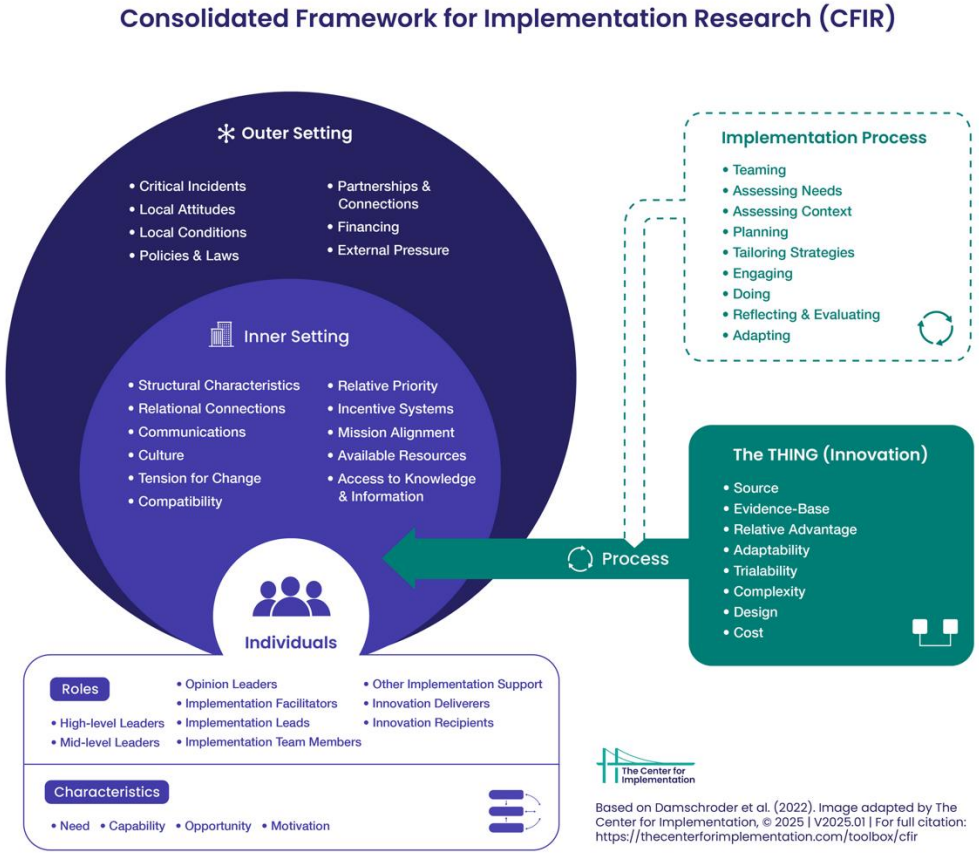
Le *sfide* dell'implementazione (3)



Le *sfide* dell'implementazione (4)

Table 3. Top 5 commonly used strategies in the Experimental Arm and their 10 most common pairings, organized by cluster

Implementation Strategy	Audit and provide feedback^ [76 studies]	External Facilitation^ [59 studies]	Tailor Strategies [43 studies]	Assess for readiness and identify barriers and facilitators^ [43 studies]	Organize clinician implementation team meetings [42 studies]
Distribute educational materials^	57	48	36	36	35
Conduct educational meetings^	55	52	33	39	36
Audit and provide feedback^	0	38	27	28	22
External Facilitation^	38	0	27	30	31
Tailor strategies	27	27	0	25	19
Assess for readiness and identify barriers and facilitators^	28	30	25	0	22
Organize clinician implementation team meetings	22	31	19	22	0
Develop a formal implementation blueprint	24	27	20	25	26
Promote adaptability	22	22	19	22	19
Conduct ongoing training	15	20	15	15	15
Purposefully reexamine the implementation^	27	24	15	24	20
Develop and implement tools for quality monitoring^	22	13	10	14	13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Agenda

- Le evidenze nel campo manageriale: *tante*
- Il processo di implementazione: *va meglio affrontato*
  - Nella formazione
  - Nella pratica
  - Nella ricerca