

CURRICULUM VITAE

SABINA NUTI



PROFESSIONAL EXPERIENCE

CURRENT POSITIONS AT SCUOLA SUPERIORE SANT'ANNA

- ◆ Rector of Scuola Superiore Sant'Anna for the mandate 2019-2025.
- ◆ Full Professor of Management at Institute of Management, Scuola Superiore Sant'Anna (since 2014).
- ◆ Faculty member of the PhD in Management - Innovation, Sustainability and Healthcare.
- ◆ Faculty member of the PhD in Health Science, Technology and Management.

PREVIOUS POSITIONS AT SCUOLA SUPERIORE SANT'ANNA AND OTHER INSTITUTIONS

- ◆ Responsible of MeS Lab (Management & Health Laboratory) at Scuola Superiore Sant'Anna (2004-2019). The Laboratory, with more than 50 collaborators, carries out research in the field of health care management, performance evaluation systems, and management training for top management of the regional health systems. The Lab mission is to develop the managerial sciences in support of public health.
- ◆ Deputy Director of the Institute of Management of Scuola Superiore Sant'Anna.
- ◆ Rector's delegate for the School's Prospective Students Project at Scuola Superiore Sant'Anna (2016-2018).
- ◆ Lecturer under contract at the University Luigi Bocconi, Milan in the courses of Business Management, Planning and Control (1990-1999).
- ◆ Scholarship at University Luigi Bocconi in Milan (1985-1987).
- ◆ Visiting Professor at the Institute of Health Policy, Management and Evaluation, University of Toronto (2013).

OTHER RELEVANT APPOINTMENTS

- ◆ Member of the Expert Panel on Effective Ways of Investing in Health of the European Commission for the trienniums 2016-2019 and 2019-2022. The Expert Panel is an interdisciplinary and independent group established by the European Commission to provide non-binding independent advice on matters related to effective, accessible and resilient health systems. The Expert Panel aims to support DG Health and Food Safety in its efforts towards evidence-based policy-making, to inform national policy making in improving the quality and sustainability of health systems and to foster EU level cooperation to improve information, expertise and the exchange of best practices (https://ec.europa.eu/health/exph/overview_en). The following opinions have been published:
 - Benchmarking access to healthcare in the EU
 - Tools and methodologies for assessing the performance of primary care
 - Innovative payment models for high-cost innovative medicines
 - Vaccination programmes and health systems In the European Union
 - Application of the ERN model in European Cross-border healthcare cooperation outside the rare diseases area
 - Assessing the impact of digital transformation of health services
 - Task shifting and health system design
 - Defining value in 'Value-based healthcare'
 - Options to foster Health Promoting Health Systems
 - Organisation of resilient health and social care following the COVID-19 pandemic

- ◆ Member of the Scientific Committee for the Expenditure Review at the Ministry of Economy and Finance - The State General Accounting Department, since 2023.
- ◆ Representative of the Italian Government in the shadow group “European Innovation Council and European Innovation Ecosystems” of the European Commission (since 2020). The group act as ‘shadow’ strategic configuration of the Horizon Europe Programme Committee and provides advice on the Horizon Europe Work Programmes.
- ◆ Member of the Board of Directors of the National Institute of Health (Istituto Superiore di Sanità - ISS) (2020-2022).
- ◆ Member of the Scientific Advisory Committee at Bureau of Health Information, a board-governed organisation that publishes independent reports and data about the performance of the New South Wales (Australia) public healthcare system (since 2018).
- ◆ Member of the Editorial Board of Health, Economics, Policy and Law, of the Cambridge University Press (since 2016).

MOST IMPORTANT INTERNATIONAL PROJECTS OF THE LAST 3 YEARS

- ◆ “Developing Health System Performance Assessment in Croatia” financed by the European Commission, 2020-2022.
- ◆ “Support to the Development of Patient Reported Experience Measures for Health System Performance Assessment in Latvia” financed by the European Commission, 2019-2021.
- ◆ “Developing Health System Performance Assessment for Slovenia and Latvia” financed by the European Commission, 2017-2019.
- ◆ “HealthPros - Healthcare Performance Intelligence Professionals” financed by the European Commission. HealthPros is a Marie Skłodowska-Curie Innovative Training Network for Healthcare Performance Intelligence Professionals, running from January 2018 – 2022, designed to train international analysts that will be able to systematically link health data and strategic planning decisions.

MOST IMPORTANT NATIONAL PROJECTS OF THE LAST 5 YEARS

- ◆ PNRR Mission 4 (componente 2 Investimento 1.5) – “THE - TUSCANY HEALTH ECOSYSTEM”, Scientific Responsible of the spoke 10 “Population health”.
- ◆ Scientific Responsible of the project “*Proximity Care*” (Prossimità, Innovazione tecnologica per la rete di protezione socio-sanitaria delle aree interne nella Provincia di Lucca), financed by Fondazione Cassa di Risparmio di Lucca (30/11/2021 – 30/11/2026).
- ◆ Scientific Responsible of the Project “Sperimentazione osservatorio sugli esiti e sull’esperienza dei pazienti cronici”, financed by the Minister of Health, 2021 (€ 200.000).
- ◆ Scientific Responsible of the project “Collaborazione finalizzata alla ricerca scientifica e tecnologica a supporto dello sviluppo e del consolidamento di strumenti per il monitoraggio e la valutazione della performance dei servizi sanitari regionali”, financed by AGENAS 2020-2023 (€ 300.000 per year).
- ◆ Co-PI of the Project “CoNtAcT-Chronic Network Accountability Tuscany” financed by Tuscany Region (Bando Ricerca Salute 2018), 2020-2023 (€ 222.000).
- ◆ Co-PI of the Project Rete NET-2018-12368077 “Definition and testing of a new model of clinical governance based on the integration of tools such as Health Technology Assessment, Clinical Practice Guidelines, Clinical Pathways, and healthcare performance measurement for planning, implementation and management of healthcare interventions in different settings”, financed by the Minister of Health, 2020-2023 (€ 254.000).
- ◆ Co-PI of the Project Rete NET-2016-02363853 “Performance evaluation and value assessment for cardiovascular and oncological care paths in a regional network context: challenges and opportunities”, financed by the Minister of Health, 2019-2022 (€ 448.000).
- ◆ Project “Mobilità Sociale e Merito” financed by the Minister of Education, University and Research, 2013-2016.
- ◆ Scientific Responsible of Performance Evaluation System in Healthcare of Tuscany region, since 2004 (€ 800.000 per year).

- ◆ Scientific Responsible of Performance Evaluation System in Healthcare for a network of Italian Regions: Toscana, Basilicata, Emilia-Romagna, Friuli Venezia Giulia, Liguria, Lombardia, Marche, Provincia Autonoma di Bolzano, Provincia Autonoma di Trento, Puglia, Umbria, Veneto, since 2008 (€ 500.000 per year).

TEACHING

- ◆ Scientific Responsible of the management training for CEOs' and other managers of the Tuscan health care agencies organized by Scuola Superiore Sant'Anna.
- ◆ Director of the Master's program in "Management and Health" at Scuola Superiore Sant'Anna.
- ◆ Professor of Health management in The International Ph.D. in Management - Innovation, Sustainability and Healthcare at Scuola Superiore Sant'Anna.
- ◆ Professor of Health management for the students in Medical, Economical and Managerial Sciences at Scuola Superiore Sant'Anna for undergraduated students.
- ◆ Teaching assignments for Health management from many Italian Universities, i.e. Università Bocconi, Università di Bologna, Modena e Reggio Emilia, Venezia, Genova, Roma, Bergamo, Milano, Pisa.

PATENTS

- ◆ “Metodo per la gestione di indicatori multidimensionali di performance di aziende di servizi” patent for Industrial inventions granted on the 14th of June 2011 from the Ufficio Italiano Brevetti e Marchi. Patent holders Tuscany Region and Scuola Superiore Sant'Anna – Patent number 0001389298.
- ◆ “Sistema di valutazione della performance di Aziende Sanitarie” patent for Industrial inventions granted on the 10th April 2009 from the Ufficio Italiano Brevetti e Marchi. Patent holders Tuscany Region and Scuola Superiore Sant'Anna - Patent number 0001358839.

PUBLICATIONS

I have published a more than 70 articles in journals, 88 contributions in volumes, 8 monographs and I have followed the editing of 90 volumes and research reports. On Scopus, my h-index is 15, with 556 citations; on Google Scholar, h-index is 19 with 1428 citations.

MAIN INTERNATIONAL ARTICLES (2018-2023)

- Ferré, F., Seghieri, C., Nuti, S. (2023) Women's choices of hospital for breast cancer surgery in Italy: quality and equity implications. *Health Policy*, Volume 131, 2023, 104781, DOI: 10.1016/j.healthpol.2023.104781.
- Vainieri, M., Nuti, S., Mantoan, D. (2022) Does the healthcare system know what to cut under the pandemic emergency pressure? An observational study on geographic variation of surgical procedures in Italy. *BMJ open*, 2022, 12(11), pp. e061415.
- Vola, F., Benedetto, V., Vainieri, M., Nuti, S. (2022) The Italian interregional performance evaluation system. *Research in Health Services & Regions* 1:10 2022, DOI: 10.1007/s43999-022-00010-6.
- Damone, A., Vainieri, M., Brunetto, M.R., Bonino, F., Nuti, S., Ciuti, G. (2022) Decision-Making Algorithm and Predictive Model to Assess the Impact of Infectious Disease Epidemics on the Healthcare System: The COVID-19 Case Study in Italy. *IEEE Journal of Biomedical and Health Informatics*, 2022, 26(8), pp. 3661–3672.
- Quattrone F., Aimo A., Castiglione V., Passino C., Bergamasco M., Barsanti S., Nuti S., Emdin M. (2022) Using co-creation to develop a cardiology online open course: an effective approach for implementing digital learning. *Journal of Cardiovascular Medicine* 23(7):p 481-483, July 2022. DOI: 10.2459/JCM.0000000000001307.
- Barbazza E., Ivanković D., Davtyan K., Poldrugovac M., Yelgezekova Z., Willmington C., Meza-Torres B., Bos V.L.L.C., Brito Fernandes O., Rotar A., Nuti S., Vainieri M., Carinci F., Azzopardi-Muscat N., Groene O., Novillo-Ortiz D., Klazinga N., Kringos D. (2022) The experiences of 33 national COVID-19 dashboard teams during the first year of the pandemic in the World Health Organization European Region: A qualitative study. *Digital Health*, 2022, 8.

- Pennucci F., De Rosis S., Murante A., Nuti S. (2022) Behavioural and social sciences to enhance the efficacy of health promotion interventions: redesigning the role of professionals and people. *Behavioural Public Policy*. DOI: 10.1017/bpp.2019.19.
- Bellé N., Giacomelli G., Nuti S., Vainieri M. (2021) Factoring in the human factor: experimental evidence on how public managers make sense of performance information. *International Public Management Journal*, DOI: 10.1080/10967494.2021.1975856.
- De Rosis S., Pennucci F., Lungu D.A., Manca M., Nuti S. (2021) A continuous PREMs and PROMs Observatory for elective hip and knee arthroplasty: study protocol. *BMJ Open*, 2021;11:e049826. DOI:10.1136/bmjopen-2021-049826.
- De Rosis S., Pennucci F., Noto G., Nuti S. (2020) Healthy Living and Co-Production: Evaluation of Processes and Outcomes of a Health Promotion Initiative Co-Produced with Adolescents. *International Journal of Environmental Research and Public Health*, 17(21), doi: 10.3390/ijerph17218007
- Horenberg F., Lungu D.A., Nuti S. (2020) Measuring research in the Big Data Era: the evolution of Performance Measurement Systems in the Italian Teaching Hospitals. *Health Policy*, 124 (2020) doi: 10.1016/j.healthpol.2020.10.002.
- De Rosis S., Cerasuolo D., Nuti S. (2020) Using patient-reported measures to drive change in healthcare: the experience of the digital, continuous and systematic PREMs observatory in Italy. *BMC Health Services Research* 20:315, doi: 10.1186/s12913-020-05099-4.
- Nuti S., Ferré F., Seghieri C., Foresi E., Stukel T.A. (2020) Managing the performance of general practitioners and specialists referral networks: A system for evaluating the heart failure pathway. *Health Policy* 124 (2020) 44–51. DOI: 10.1016/j.healthpol.2019.11.001.
- Ghilli M. et al. (2020) PROMs in post-mastectomy care: Patient self-reports (BREAST-Q™) as a powerful instrument to personalize medical services. *European Journal of Surgical Oncology*, Volume 46, Issue 6, pp. 1034-1040, doi: 10.1016/j.ejso.2019.11.504.
- Lungu D., Grillo Ruggieri T., Nuti S. (2019) Decision making tools for managing waiting times and treatment rates in elective surgery. *BMC Health Services Research*. DOI: 10.1186/s12913-019-4199-6.
- Pennucci F., De Rosis S., Murante A., Nuti S. (2019) Behavioural and social sciences to enhance the efficacy of health promotion interventions: redesigning the role of professionals and people. *Behavioural Public Policy*. DOI: 10.1017/bpp.2019.19.
- Noto G., Corazza I., Kļaviņa K., Lepiksone J., Nuti S. (2019) Health system performance assessment in small countries: The case study of Latvia. *The International Journal of Health Planning and Management* 2019; 1– 15. DOI: 10.1002/hpm.2803.
- Giacomelli G., Ferré F., Furlan M., Nuti S. (2019) Involving hybrid professionals in top management decision-making: How managerial training can make the difference. *Health Services Management Research*. DOI: 10.1177/0951484819844778.
- Seghieri C., Berta P., Nuti S. (2019) Geographic variation in inpatient costs for Acute Myocardial Infarction care: Insights from Italy. *Health Policy* Volume 123, Issue 5, 2019, pp. 449-456, DOI: 10.1016/j.healthpol.2019.01.010.
- Bevan RG., Evans A., Nuti S. (2019) Reputations Count: Why benchmarking performance is improving health care across the world. *Health Economics, Policy and Law*, Volume 14 Special Issue 2, pp. 141-161 doi:10.1017/S1744133117000561.
- Vainieri M., Ferré F., Giacomelli G., Nuti S. (2019) Explaining performance in health care: How and when top management competencies make the difference. *Health Care Management Review*, vol. 44, Issue 4, pp. 306-317, doi: 10.1097/HMR.000000000000164.
- De Rosis S., Pennucci F., Nuti S. (2019) From Experience and Outcome Measurement to the Health Professionals' Engagement. *Micro & Macro Marketing*, 3/2019, pp. 493-520, doi: 10.1431/95040.
- Cafagna G., Seghieri C., Vainieri M., Nuti S. (2018) A turnaround strategy: improving equity in order to achieve quality of care and financial sustainability in Italy. *International Journal for Equity in Health*, 17:169. DOI: 10.1186/s12939-018-0878-x.
- Kringos D., Nuti S., Anastasy C., Barry M., Murauskiene L., Siciliani L., De Maeseneer J. on behalf of the members of the Expert Panel on Effective Ways of Investing in Health (2018) Re-thinking performance assessment for primary care: Opinion of the expert panel on effective ways of investing in health. *European Journal of General Practice*, DOI: 10.1080/13814788.2018.1546284.
- Nuti S., Noto G., Vola F., Vainieri M. (2018) Let's play the patients music: A new generation of performance measurement systems in healthcare. *Management Decision*, [https:// doi.org/10.1108/MD-09-2017-0907](https://doi.org/10.1108/MD-09-2017-0907)

- Grillo Ruggieri T., Berta P., Murante AM., Nuti S. (2018). Patient satisfaction, patients leaving hospital against medical advice and mortality in Italian university hospitals: a cross-sectional analysis. *BMC Health Services Research*, 18:51, ISSN: 1472-6963, doi: 10.1186/s12913-018-2846-y.
- Aimo A., Seghieri C., Nuti S., Emdin M. (2018) Building medical knowledge from real world registries: The case of heart failure. *IJC Heart & Vasculature*, Volume 19, Pages 98-99, ISSN 2352-9067, <https://doi.org/10.1016/j.ijcha.2018.03.008>.
- Vainieri M., Lungu D.A., Nuti S. (2018) Insights on effectiveness of reward schemes from ten years longitudinal case studies in two Italian Regions. *The International Journal of Health Planning and Management*, 2018;1-11. <https://doi.org/10.1002/hpm.2496>.
- Tocchioni V., Seghieri C., De Santis G., Nuti S. (2018) Socio-demographic determinants of women's satisfaction with prenatal and delivery care services in Italy, *International Journal for Quality in Health Care*, <https://doi.org/10.1093/intqhc/mzy078>.
- Nuti S. (2018) Performance Measurement at Work: How Can It Be an Effective Management Tool, in "The Myths of Healthcare - Towards New Models of Leadership and Management in the Healthcare Sector", edited by Adinolfi P., Borgonovi E., Springer International Publishing AG, Cham (ZG), pp. 183-187.

MAIN NATIONAL ARTICLES (2016-2020)

- Vainieri M., De Rosis S., Nuti S., Spataro V., Bellentani M. D., Carbone S., Quattrone F., Visca M., Urbani A. (2022) Da un'iniziativa internazionale a un osservatorio nazionale per monitorare l'esperienza dei pazienti cronici in Italia. *Sistema Salute*, 66, 2 2022.
- Nuti S., Vinci A., Vola F. (2021) Stato e Regioni: le performance dei Sistemi sanitari regionali. *La Rivista delle Politiche Sociali*, vol. 2, pp. 99-125.
- Pennucci F., De Rosis S., Nuti S. (2018) Quando promuovere stili di vita sani diventa un'esperienza professionale per gli adolescenti: il progetto beFood. *Politiche Sanitarie*, 19(1):10-22 | DOI 10.1706/2894.29181.
- Nuti S., Seghieri C., Casalini F. (2017) Nuovi strumenti di management per la gestione integrata dei percorsi assistenziali dei pazienti cronici, *Mecosan*, vol.102/2017, pp. 35-57.

PERSONAL SKILLS AND COMPETENCES

Mother tongue	Italian
Other languages	English, Spanish