

FRANCESCA FERRE'

Nationality: Italian

@email: francesca.ferre@santannapisa.it

EDUCATION AND TRAINING

2015 **PhD in Business Administration**, University of Parma (Italy) – PhD thesis “*Three Essays on the Challenges to New Public Management-Style Reforms in an Age of Multiple Crises: Evidence from the Healthcare Sector*” Supervisor: Prof Giovanni Fattore

2014 **Master of Research in Management Sciences (MRes)**, ESADE Business School, Barcelona (Spain)

2012 **Summer School on Modern Methods in Biostatistics and Epidemiology**, Treviso (<http://www.biostatapi.org/>)

2009 **Double Degree Master in Management and Master in Public Administration**, Bocconi University, Milano (Italy) and Rockefeller College of Public Affairs and Policy, SUNY, NY (USA)

2004-2007 **Undergraduate Degree in Management of Public Administration and International Institutions**, Bocconi University, Milano (Italy)

PROFESSIONAL EXPERIENCES

Expert to the European Commission DG REGIO, in charge of advice on priority health investments needed in Italy under the programming period 2021/2027 of the Cohesion Policy. **July 2020 – to date**

Laboratorio Management e Sanità, Scuola Superiore Sant’Anna, Pisa (Italy) **Nov 2018 – to date**
Assistant Professor in Public Management (Ricercatrice a tempo determinato tipo A)

She conducts research in the field of healthcare management and economic evaluations. Her current research focuses on the use of performance management information for improving healthcare quality and governance with a specific interest in cancer and chronic care using both individual patient data and surveys to key stakeholders. She also works on governance models and evaluation of health technologies supporting policy-makers in decision-making processes. Over the years, she developed a deep knowledge and a big network within the Italian healthcare sector.

Her current responsibilities include:

- Coordinating the oncological pathway performance evaluation for Regione Toscana measuring the capacity of the regional health system to be effective and efficient in delivering appropriate services in line with cancer population needs (<https://performance.santannapisa.it/pes/start/start.php>). She works in close collaboration with key stakeholders, such as the regional oncological network and professional and scientific associations (eg. Senonetnetwork).
- Leading the work on breast cancer patient-reported outcomes (PROs) involving the breast units of the Regione Toscana. She is the Italian contact point for the Patient Reported Indicator System (Paris), OECD working group on breast cancer. She is the scientific responsible of the PROs breast cancer study at ASL Biella.
- Coordinating the WP on “Patient value assessment and multi-dimensional performance evaluation of integrated care paths: breast and cardiovascular care” that received a grant from the Italian MoH (Bando Ricerca Finalizzata 2016 CARE-NETS project). The aims are to define measures to assess the performance of care pathways to conduct audit trails; assess the cost-effectiveness of specific medical practices along the care pathways; measure PROs along the care pathways.
- Co-leading the analysis of patterns of treatment and cost of care for chronic care patients using individual administrative data.
- Co-leading the development of the protocol for the early assessment of the organizational impact of an m-health device for chronic patients and the implementation in a hospital site.

Teaching:

- Lecturer on performance management in health for PhD and Master students.
- Lecturer on governance models and evaluation of health technologies for the managerial course for health executives.
- Coordinator of the course “Modelli di Governance e Valutazione delle Tecnologie in Sanità” for the HTA Tuscan group 2017.
- Invited speaker for courses organized by: Bocconi University; Sapienza Università di Roma; Eupolis (Lombardia); Fondazione Scuola Sanità Pubblica del Veneto.

Laboratorio Management e Sanità, Scuola Superiore Sant’Anna, Pisa (Italy) **Mar 2016 – Oct 2018**
Post-doc Researcher in Healthcare Management

She worked on regional and national-sponsored projects in the field of performance management with an interest on exploring the use of performance information within healthcare organizations looking at top management and professionals. She gained expertise on measurement and use of performance indicators in the oncological area with a focus on end-of-life care.

Quintiles Italia, Milano (Italy) **Mar 2015 – Feb 2016**
Senior Consultant Market Access & Health Economics Outcomes Research

She covered national and regional market access strategies for innovative drugs and medical devices and applied health economics skills in different therapeutic areas, including oncology, prenatal screening and pain management. She has been involved in a range of business projects including payer surveys, advisory board meeting and focus groups with clinical experts, workshops and health economic model development.

SDA Bocconi, Milano (Italy)

Sept 2011 – July 2013

Research collaborator in the area of Public Management and Policy

She was assigned teaching activities on healthcare management and principles of health economic evaluation and health technology assessment within the Master in Healthcare Management. She coordinated the annual short courses in the area of health economics and health technology assessment and developed customized education programs for major pharma and medical device companies on the same topic. She was the coordinator of the executive education program POLE “Programme for Oncology Leaders in Europe” sponsored by Novartis Oncology and European School of Oncology.

Feb 2010 – Dec 2014

CERGAS Università Bocconi, Milano (Italy)

Research Fellow

She worked in the area of healthcare management with specific interest on the organization and financing of Italian regional healthcare systems, regional outsourcing governance mechanisms for service delivery, turnaround strategies for deficit management, and comparative healthcare reforms in the era of fiscal and economic crisis. She was part of the core team of a permanent Observatory that provide annual evidence-based picture of the Italian healthcare system outlining its future evolution in close cooperation with healthcare professionals and policy-makers. She also worked in the area of health economics reviewing the international governance models for medical device and worked on cost-effectiveness and budget impact evaluations for innovative technologies. Furthermore, she was assigned teaching assistant activities within the Dept. of Public Policy and Management.

MAIN INTERNATIONAL PROJECTS

- Member of the research team of the EU-FP7 MedtechTA (2013-2105) Methods for Health Technology Assessment of Medical Devices: a European Perspective, Grant agreement n.305694 (lead partner Università Bocconi)
- Member of the research team of the EU-FP7 COCOPS (2011-2013) Coordinating for Cohesion in the Public Sector of the Future, Grant agreement n.266887 (lead partner Erasmus University Rotterdam)
- Member of the research team of the EU-FP7 ECHOUTCOME (2010-2013) European Consortium in Healthcare Outcomes and cost benefit research, Grant agreement n.242203 (lead partner UNIVERSITE LYON 1 CLAUDE BERNARD)

NATIONAL AND INTERNATIONAL MEMBERSHIPS

2018 to date: Associazione Italiana di Economia Sanitaria (AIES)

2018 to date: Società Italiana di Management (SIM-SIMA-AIDEA)

2016 to date: European Health Policy Group (EHPG)

2015-2017: International Society for Pharmacoeconomics and Outcomes Research (ISPOR)

2014-2016: Academy of Management (AOM) Healthcare Management Division

2010-2015: WHO/European Observatory on Health Systems and Policies and member of the Health Systems and Policy Monitor (HSPM) Network

AWARDS

- SDA Bocconi Innovative Education Program Award 2012 for the executive education program POLE “Programme for Oncology Leaders in Europe” with R. Tarricone.
- Farmafactoring AIES 2018 Best Paper Award for the article M. Vainieri, F. Ferrè, G. Giacomelli and S. Nuti “Explaining performance in health care: how and when top management competencies make the difference” in *Healthcare Management Review*.

OTHER INFORMATION

She serves as Secretary General of Associazione Italiana di Economia Sanitaria (AIES) for the 2021-2023 term.

She serves as ad hoc reviewer for: BMC Health Services Research, Health Policy, Public Management Review, Plos one, Academy of Management Conference meeting 2014, 2015, 2016, 2017, Int J of Cardiology and Mecosan.

She participates to national and international scientific conferences on health services research, healthcare management, health policy, health economics and outcome research. In the last three years, she has been invited to national and international workshops/lectures on topics related to managing variation in the oncological pathway, patient reported-outcomes in breast cancer and use of performance information for healthcare system improvement.

COMPUTER AND LANGUAGE SKILLS

Computer

- Microsoft Office
- Data management: STATA

Language

- Italian mother tongue
- English full professional proficiency

SCIENTIFIC WORK

She has published 18 peer-reviewed scientific products in English with more than 260 Scopus citations to her work (*h-index* 7).

Peer-reviewed international articles

1. Vainieri M., Noto G., **Ferrè F.**, and Rosella. L.C. (2020), "A Performance Management System in Healthcare for All Seasons?" *Int. J. Environ. Res. Public Health*, 17(15): 5590.
2. De Rosi, S., Guidotti, E., Zuccarino, S., Venturi, G., & **Ferrè, F.** (2020). Waiting time information in the Italian NHS: A citizen perspective. *Health Policy*, 124(8):796-804.
3. Nuti S., **Ferrè 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: 44-51.
4. Ghilli M., Mariniello M. D., Camilleri V., Murante A.M., **Ferrè F.**, Colizzi L., Gennaro M., Caligo M.A., Scatena S., Del Re M., Nuti S., Caramella D., Roncella M. (2019), "PROMs in post-mastectomy care: Patient self-reports (BREAST-Q™) as a powerful instrument to personalize medical services", *European Journal of Surgical Oncology*, ISSN: 0748-7983.
5. **Ferrè F.**, Vinci B., Murante A.M. (2019), "Performance of care for end-of-life cancer patients in Tuscany: The interplay between place of care, aggressive treatments, opioids, and place of death. A retrospective cohort study", *The International Journal of Health Planning and Management*, ISSN: 1099-1751.
6. Giacomelli G., **Ferrè 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*, 32 (4).
7. Vainieri M., **Ferrè F.**, Giacomelli G. e Nuti S. (2019), "Explaining performance in healthcare: how and when top management competencies make the difference", *Healthcare Management Review*, 44 (4): 306-317.
8. Seghieri C., Calovi M., **Ferrè F.** (2018). Proximity and waiting times in choice models for outpatient cardiological visits in Italy *PLoS one*, 13(8), e0203018.
9. Frusca T., Gervasi M.T., Paolini D., Dionisi M., **Ferrè F.** e Cetin I. (2017), "Budget impact analysis of sFlt-1/PIGF ratio as prediction test in Italian women with suspected preeclampsia", *The Journal of Maternal-Fetal & Neonatal Medicine*, 1-7.
10. Ongaro E., **Ferrè F.** and Fattore G. (2015), "The fiscal crisis in the health sector: patterns of cutback management across Europe", *Health Policy*, 119(7): 954-963.
11. **Ferrè F.**, De Belvis A.G., Valerio L., Longhi S., Fattore G., Ricciardi W. and Maresso A. (2014), Italy: Health System Review, *Health Systems in Transition*, 2014, 16(4): 1–168.
12. Fattore G., **Ferrè F.**, Merzaglia M., Fattore E. and Agostoni C. (2014), "Critical review of economics evaluation studies of interventions promoting healthier diets", *Nutrition Reviews*, 72(11): 691–706.
13. Tarricone R., Torbica A., **Ferrè F.** and Drummond M. (2014), "Generating Appropriate Clinical Data for Value Assessment of Medical Devices: What Role Does Regulation Play", *Expert Review of Pharmacoeconomics and Outcomes Research*, 14(5): 707-718.
14. Angus C., Scafato E., Ghirini S., Torbica A., **Ferrè F.**, Struzzo P., Purshouse R. and Brennan A. (2014), "Cost-effectiveness of a programme of screening and brief interventions for alcohol in primary care in Italy", *BMC Family Practices*: 15-26.
15. De Belvis A.G., **Ferrè F.**, Specchia M.L., Valerio L., Fattore G. and Ricciardi W. (2012), "The financial crisis in Italy: implications for the healthcare sector" *Health Policy*, 106:10-16.
16. **Ferrè F.**, Lega F. and Cuccurullo C. (2012), "The challenge and the future of health care turnaround plans: evidence from the Italian experience" *Health Policy*, 106: 3-9.

National articles

17. **Ferrè F.**, Bettelli C. e Torbica A. (2017), "Breve rassegna dei modelli di governance e l'uso dell'Health Technologies Assessment in Europa", *Salute e Territorio* n. 213 anno 38, Pacini Editore.
18. Vainieri M., **Ferrè F.**, Vinci B. (2017), "Il ruolo del NICE International nella promozione e supporto dei processi di valutazione basati sulle evidenze", *Salute e Territorio* n. 213 anno 38, Pacini Editore.
19. **Ferrè F.** and Ricciardi W. (2016), "Risposta dei sistemi sanitari europei alla crisi: alcuni esempi tratti dal report "Economic crisis, health systems and health in Europe. Country experiences", *Health Policies in Non-communicable diseases* 3(1): 15-18.
20. Struzzo P., Angus C., Scafato E., Ghirini S., Torbica A., **Ferrè F.**, Scafuri F., Purshouse R. and Brennan A. (2014), "Lo screening e l'intervento breve in medicina generale: un modello di analisi economica sui bevitori a rischio" *Politiche Sanitarie* 15(2):77-83
21. Longo F, Carbone C., **Ferrè F.** e Ricci A (2013), "La presa in carico dei pazienti cronici: il disegno dei CREG lombardi e i possibili scenari di governance", *Mecosan* 86: 25-44
22. Anessi Pessina E., **Ferrè F.** e Sicilia M. (2011), "La mobilità dei pazienti nei conti economici delle aziende sanitarie pubbliche", *Monitor* 9 Supplemento al numero 29, Roma

Book chapters in English

23. **Ferrè F.**, Noto G., Vola F. (2018), "Italy's health care system and the crisis: overview of policy actions and their implementation" (pg. 47-58) in: (a cura di): ANAIS Universidade Nova de Lisboa - Instituto de Higiene e Medicina Tropical, Contributions to the International Seminar Healthcare and the crisis A case study in the struggle for a capable welfare state. vol. 17. ISSN 2184-2310
24. Ongaro E., **Ferrè F.**, Galli D. e Longo F. (2016), "Italy: set along a Neo-Weberian trajectory of administrative reform?", (pg.185-293) in *Public Administration Reforms in Europe. The view from the top*, edited by Gerhard Hammerschmid, Steven Van de Walle, Rhys Andrews, and Philippe Bezes, Edward Elgar Publishing. ISBN 9781783475391

25. **Ferré F.** (2016), “VHI Italy”, (pg.83-87) in Voluntary health insurance in Europe: country experience, edited by A. Sagan and S. Thomson in 43 Observatory Studies Series, WHO Regional Office for Europe & European Observatory on Health Systems and Policies. ISBN 9789289050371
26. **Ferré F.** and Ricciardi W. (2015) “Italy: Country profiles of health system responses to the crisis”, (pg.414-418) edited by Maresso A. et al. in 41 Observatory Studies Series, WHO Regional Office for Europe & European Observatory on Health Systems and Policies. ISBN 9789289050340

Book chapters in Italian

27. De Rosis S., **Ferré F.**, Lungu D.A., Murante A.M., Pennucci F., Pelagagge K., Nuti S. (2019), “Indagine PROMs Patient-Reported Outcome Measures. Rilevazione sistematica dell’esperienza e degli esiti riportati dai pazienti nella sanità Toscana”, (pg. 1-204) Firenze: Litografia IP Ed. ISBN: 978-88-944128-3-3
28. Carbone C. e **Ferré F.** (2014), “Stato dell’arte e prospettive di sviluppo delle aziende sanitarie private accreditate operanti in Italia”, (pg.15-35) in La sanità privata accreditata in Lombardia. Politiche regionali e esperienze aziendali, Milano, EGEA. ISBN 9788823844148
29. Cavazza M., **Ferré F.** e Ricci A. (2014), “Strumenti pubblici per regolare il ruolo degli attori privati accreditati: il caso della Regione Lombardia”, (pg. 37- 83) in La sanità privata accreditata in Lombardia. Politiche regionali e esperienze aziendali, Milano, EGEA. ISBN 9788823844148
30. Armeni P. e **Ferré F.** (2014), “La spesa sanitaria: composizione ed evoluzione”, in L’aziendalizzazione in sanità in Italia. Rapporto OASI 2014, Milano, EGEA. ISBN 9788823851221
31. Armeni P., Costa F. e **Ferré F.**(2014), “I settori contigui alla sanità: struttura e performance delle imprese farmaceutiche, di dispositivi medici e delle farmacie in Italia”, in L’aziendalizzazione in sanità in Italia. Rapporto OASI 2014, Milano. EGEA. ISBN 9788823851221
32. Armeni P., **Ferré F.** e Sommariva S. (2014), “Il confronto dei sistemi sanitari in una prospettiva internazionale”, in L’aziendalizzazione in sanità in Italia. Rapporto OASI 2013, Milano, EGEA. ISBN 9788823851221
33. Armeni P. e **Ferré F.** (2013), “La spesa sanitaria: composizione ed evoluzione”, in L’aziendalizzazione in sanità in Italia. Rapporto OASI 2013, Milano, EGEA. ISBN 9788823851221
34. **Ferré F.**, Armeni P., Lorenzoni L. e Sommariva S. (2013), “Il confronto dei sistemi sanitari in una prospettiva internazionale”, in L’aziendalizzazione in sanità in Italia. Rapporto OASI 2013, Milano, EGEA. ISBN 9788823851221
35. Fattore G. e **Ferré F.** (2012) “I tempi di attesa per le prestazioni del SSN: lo stato dell’arte e alcune riflessioni” in Cantù E. (a cura di), L’aziendalizzazione della sanità in Italia. Rapporto OASI 2012, Milano, EGEA. ISBN 978823851146
36. Armeni P. e **Ferré F.** (2012) “La spesa sanitaria: composizione ed evoluzione” in Cantù E. (a cura di), L’aziendalizzazione della sanità in Italia. Rapporto OASI 2012, Milano, EGEA. ISBN 978823851146
37. **Ferré F.** e Ricci A. (2012) “La struttura del SSN” in Cantù E. (a cura di) L’aziendalizzazione della sanità in Italia. Rapporto OASI 2012, Milano, EGEA. ISBN 978823851146
38. **Ferré F.** e Ricci A. (2011) “La struttura del SSN” in Cantù E. (a cura di), L’aziendalizzazione della sanità in Italia. Rapporto OASI 2011, Milano, EGEA. ISBN 9788823851108
39. **Ferré F.**, Lecci F. e Longo F. (2011) “Analisi comparativa delle traiettorie evolutive dei sistemi sanitari regionali” in Cantù E. (a cura di), L’aziendalizzazione della sanità in Italia. Rapporto OASI 2011, Milano, EGEA. ISBN 9788823851108
40. Longo F., **Ferré F.**, Russo Valentini R. e Sartirana M. (2011) “I livelli retributivi del top management: un’analisi comparata” in Cantù E. (a cura di), L’aziendalizzazione della sanità in Italia. Rapporto OASI 2011, Milano, EGEA. ISBN 9788823851108
41. Cantù E, **Ferré F.** e Sicilia M. (2010) “Regioni e aziende sanitarie private accreditate: quali meccanismi di governo?” in Cantù E. (a cura di), L’aziendalizzazione della sanità in Italia. Rapporto OASI 2010, Milano, EGEA. ISBN 9788823851061
42. Carbone C., **Ferré F.** e Liotta A. (2010) “La struttura del SSN” in Cantù E. (a cura di), L’aziendalizzazione della sanità in Italia. Rapporto OASI 2010, Milano, EGEA. ISBN 9788823851061
43. Cuccurullo C., **Ferré F.** e Lega F. (2010) “I Piani di Rientro sanitari: un’analisi comparativa” in Cantù E. (a cura di), L’aziendalizzazione della sanità in Italia. Rapporto OASI 2010, Milano, EGEA. ISBN 9788823851061

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