

**UNIVERSITY OF MILAN**

Selection procedure for recruiting full professors under art.18, paragraph 1, of Law No.240/2010 for competition sector 13/B3 - Organisation and Human Resource Management, (scientific-disciplinary sector SECS-P/10 - Organisation and Human Resource Management) at the Department of ECONOMICS, MANAGEMENT AND QUANTITATIVE METHODS, (announcement published in Official Gazette No. 75 of 21 September 2021) - Competition code 4808.

## **Gianluca Veronesi**

### **CURRICULUM VITAE**

**PERSONAL DATA**

<b>SURNAME</b>	VERONESI
<b>NAME</b>	GIANLUCA
<b>DATE OF BIRTH</b>	[08, April, 1972]

**QUALIFICATIONS****DEGREE**

Master in Business Administration, Leeds University Business School (The University of Leeds), 2006, achieved with Distinction.

Laurea in Giurisprudenza ad indirizzo economico/transnazionale, Facolta' di Giurisprudenza (Universita' di Trento), 1999, achieved with 110/110 cum laude.

**DOCTORAL DEGREE OR EQUIVALENT QUALIFICATION EARNED IN ITALY OR ABROAD**

Doctor of Philosophy (PhD), Leeds University Business School (The University of Leeds), 2011 (part-time). Thesis title: Organisational governance in the National Health Service: The role and functions of the board of directors.

**FURTHER QUALIFICATIONS**

ULTA-2, The University of Leeds, 2014. Teaching quality and professional standard award.

**CAREER PROGRESSION WITHIN ACADEMICA**

09/2017-present	Professor, School of Management (FSSL - University of Bristol).
05/2013-08/2017	Associate Professor, Leeds University Business School, The University of Leeds.
09/2008-04/2013	Assistant Professor, Leeds University Business School, The University of Leeds.
09/2006-08/2008	Research and Teaching Assistant, Leeds University Business School, The University of Leeds.

TEACHING ACTIVITIES

## CLASSES AND MODULES

My teaching activities can be separated into three discreet and, to an extent, unrelated periods. First, from the beginning of my academic career to my promotion to the associate professor level I have mainly taught on topics related to accounting and corporate finance, which linked to my previous professional expertise in the financial services industry. Second, after becoming associate professor I have shifted my attention towards modules looking at management and organisation scholarship, with a specific interest on organisational governance and the role, structure and processes of the senior management team/executive board. Third, since becoming professor I have been able to concentrate my teaching on areas linked to my research interests, namely public and healthcare sector management. Here the main focus has been on understanding the impact of wide-reaching reforms introduced since the beginning of the 1980s under the umbrella of New Public Management. These reforms have had important implication at the system, organisational and individual levels in public sector organisations and in my teaching I look at theoretical and evidence-based consequences of such reforms.

I have taught and led a number of courses at undergraduate, postgraduate and executive levels for management students as well as healthcare professionals. As unit leader, I have had the responsibility to design the course syllabus, the assessment material and coordinate the teaching on units. The student cohorts have been of all sizes, from small (<30) to large (<150) number of participants. I have used a variety of teaching delivery methods, from traditional face-to-face to technology-enhanced approaches including asynchronous sessions, group platforms, message boards and so forth. I have used a range of assessment methods including unseen exam papers, online timed assessments, individual and group assignments, group projects and MCQs. Additionally, I have successfully supervised a large number of UG and PG dissertation projects.

Throughout my academic career I have been nominated for a number of teaching awards and consistently achieved high student satisfaction on the courses that I have led. Significant achievements have been the two master degrees - MSc Law and Finance and MSc Healthcare Management - that I have co-designed and co-directed which are both cross-faculty initiatives. The latter, in particular, represents the culmination of more than a decade dedicated to the training and education of healthcare professionals, within my own institution as well as in collaboration with national and external bodies. The module I have designed for the programme focuses on leadership and management in the healthcare arena and covers topics such as governance and structures, processes and mechanisms at the system, organisational and individual levels. The module is built on scholarship and practical examples from theoretical models and research based on organisation theory and public management.

Master level courses

## 2021/22

- Leadership and Management in Healthcare Organisations, MSc Healthcare Management (PT distance learning), 30 hours, 20 credits, module leader
- Healthcare Services, Policy and Finance, MSc Public Health, 8 hours, 10 credits, guest lecturers

## 2020/21

- Leadership and Management in Healthcare Organisations, MSc Healthcare Management (PT distance learning), 30 hours, 20 credits, module leader
- Healthcare Services, Policy and Finance, MSc Public Health, 8 hours, 10 credits, team teaching

## 2019/20

- Healthcare Services, Policy and Finance, MSc Public Health, 8 hours, 10 credits, team teaching

## 2018/19

- Healthcare Services, Policy and Finance, MSc Public Health, 8 hours, 10 credits, team teaching

*No teaching at the master level in 2017/18*

2016/17

- People and Behaviour in Organisations, MBA, 8 hours, 15 credits, team teaching
- Leading in practice, MBA, 8 hours, 15 credits, team teaching

2015/16

- People and Behaviour in Organisations, MBA, 8 hours, 15 credits, team teaching
- Leading in practice, MBA, 8 hours, 15 credits, team teaching

2014/15

- People and Behaviour in Organisations, MBA, 8 hours, 15 credits, team teaching
- Leading in practice, MBA, 8 hours, 15 credits, team teaching

2013/14

- People and Behaviour in Organisations, MBA, 8 hours, 15 credits, team teaching
- Leading in practice, MBA, 8 hours, 15 credits, team teaching

2012/13

- Accounting and Finance for MBA students, MBA, 8 hours, 15 credits, team teaching
- International Business Finance, MSc Finance and Investment and MSc International Finance, 30 hours, 15 credits, module leader

2011/12

- Accounting and Finance for MBA students, MBA, 8 hours, 15 credits, team teaching
- International Business Finance, MSc Finance and Investment and MSc International Finance, 30 hours, 15 credits, module leader

2010/11

- Accounting and Finance for MBA students, MBA, 8 hours, 15 credits, team teaching
- International Business Finance, MSc Finance and Investment and MSc International Finance, 30 hours, 15 credits, module leader

2009/10

- Accounting and Finance for MBA students, MBA, 8 hours, 15 credits, team teaching
- International Business Finance, MSc Finance and Investment and MSc International Finance, 30 hours, 15 credits, module leader

#### Undergraduate level courses

2021/22

- Public Management, unit shared with a number of BSc programmes in the Faculty, 4 hours, 20 credits, team teaching
- Contemporary Issues in Corporate Governance, unit shared with a number of BSc programmes in the Faculty, 4 hours, 20 credits, team teaching

2020/21

- Public Management, unit shared with a number of BSc programmes in the Faculty, 24 hours, 20 credits, module leader
- Contemporary Issues in Corporate Governance, unit shared with a number of BSc programmes in the Faculty, 4 hours, 20 credits, team teaching

2019/20

- Public Management, unit shared with a number of BSc programmes in the Faculty, 24 hours, 20 credits, module leader
- Contemporary Issues in Corporate Governance, unit shared with a number of BSc programmes in the Faculty, 4 hours, 20 credits, team teaching

2018/19

- Public Management, unit shared with a number of BSc programmes in the Faculty, 24 hours, 20 credits, module leader
- Contemporary Issues in Corporate Governance, unit shared with a number of BSc programmes in the Faculty, 4 hours, 20 credits, team teaching

2017/18

- Public Management, unit shared with a number of BSc programmes in the Faculty, 12 hours, 20 credits, team teaching
- Contemporary Issues in Corporate Governance, unit shared with a number of BSc programmes in the Faculty, 4 hours, 20 credits, team teaching

2016/17

- Foundations of Accounting, unit shared with a number of BSc programmes in the Faculty, 30 hours, 20 credits, module leader
- Corporate Governance, unit shared with a number of BSc programmes in the Faculty, 8 hours, 20 credits, team teaching

2015/16

- Foundations of Accounting, unit shared with a number of BSc programmes in the Faculty, 30 hours, 20 credits, module leader
- Corporate Governance, unit shared with a number of BSc programmes in the Faculty, 8 hours, 20 credits, team teaching

2014/15

- Accounting for non-business students, unit shared with a number of BSc programmes in the Faculty, 30 hours, 20 credits, module leader

2013/14

- Accounting for non-business students, unit shared with a number of BSc programmes in the Faculty, 30 hours, 20 credits, module leader

2012/13

- International Business Finance, unit shared with a number of BSc programmes in the Faculty, 30 hours, 20 credits, module leader

2011/12

- International Business Finance, unit shared with a number of BSc programmes in the Faculty, 30 hours, 20 credits, module leader

2010/11

- International Business Finance, unit shared with a number of BSc programmes in the Faculty, 30 hours, 20 credits, module leader

2009/10

- International Business Finance, unit shared with a number of BSc programmes in the Faculty, 30 hours, 20 credits, module leader

2008/09

- International Business Finance, unit shared with a number of BSc programmes in the Faculty, 30 hours, 20 credits, module leader

2007/08

- Seminars/Workshops on a number of accounting-oriented units for a suite of BSc programmes, 60 hours, teaching assistant

#### Executive Education

From 2015 to date

- Short courses and ad hoc training events for Healthcare Professionals, including Darzi Fellows, Leeds Health Senate and Bristol Health Partners

**COMPLEMENTARY TEACHING ACTIVITIES AND SERVICE ACTIVITIES TO STUDENTS****MENTORING BACHELOR'S DEGREE, MASTER'S DEGREE, PhD, AND SPECIALISATION SCHOOL DISSERTATIONS AND THESES**

2015-present Supervised 8 PhD students to completion.

2017-present Supervised around 15 Master dissertations, MSc Management, School of Management (FSSL- University of Bristol).

2017-present Supervised around 10 Undergraduate dissertations, BSc in Management, School of Management (FSSL- University of Bristol).

2008-2017 Supervised around 60 Master dissertations (MSc Management, Accounting & Management, Law & Finance, International Finance), Leeds University Business School (The University of Leeds).

2008-2013 Supervised around 20 MBA projects Leeds University Business School (The University of Leeds).

**TUTORING BACHELOR'S DEGREE, MASTER'S DEGREE, AND PhD STUDENTS**

2020-present Personal Tutor Master Students, MSc in Healthcare Management (PT distance learning), School of Management (FSSL, University of Bristol).

2017-present Personal Tutor Undergraduate Students, BSc in Management/Economics/Accounting & Finance, School of Management (FSSL, University of Bristol).

2008-2011 Personal Tutor Undergraduate Students, BSc in Management/Accounting & Finance, Leeds University Business School (The University of Leeds).

**SEMINARS**

2017-present Seminars for first year PhD students, Title: The use of (big) data in public management research, Faculty of Social Sciences and Law (University of Bristol).

2008-present Seminars/workshops attached to classes and modules described above.

**SCIENTIFIC RESEARCH ACTIVITIES****OVERVIEW OF SCIENTIFIC RESEARCH ACTIVITIES**

My current scientific research activities are firmly in line with the research I have conducted since my doctoral studies. These align with three main areas of interests predominantly focused on public sector organisations: the relationship between governance characteristics and organisational structures, processes and mechanisms with organisational performance, the impact of public sector reforms on organisational-level structures and management practices, and the effect of leadership and knowledge management and sourcing on organisational performance. Specifically, in relation to the first theme, I look at whether governance characteristics and organisational structures, processes and mechanisms have any effect on a range of organisational performance indicators, both from the financial as well as quality perspectives. The second theme concentrates on analysing the impact of public sector reforms driven by the New Public Management ideology (for instance, the introduction of new organisational forms or changes in organisational structures) on the efficiency and effectiveness of public sector organisations. The third theme focuses, on the one hand, on the impact of human and social capital on organisational performance and, on the other hand, on the relationship between the use of professional service firms and the performance of public sector organisations. I concentrate the

vast majority of my projects within the healthcare sector, but I also conduct research on private sector organisations (see more recent publications in this Annex). My research mostly adopts a quantitative approach based on a longitudinal panel data design, preferably via dynamic models. However, I have also employed qualitative and mix-quali/configurational approaches.

As shown by my publication record, I have pursued strong disciplinary excellence within the broad field of business and administration studies. My strategy has consistently been to publish high quality research that is relevant and makes a significant contribution to both academia and the outside world. With reference to the 15 publications included with my job application, I have published 9 articles at the 4/4\* level according to the 2021 CABS AJG lists (3 in FT50 journals) and 5 at the 3 level. 14 of the outputs are also ranked at the Q1 level according to the GEV list and all are 'Classe A' in the ANVUR list. I currently have an h-index of 13 and i10-index of 17 (respectively 11 and 14 since 2016) and a total of 619 citations (523 since 2016). My RG score stands at 20.66. Essentially, the contribution of my research has been mainly generated in the past five years and is growing steadily. I have won two best papers awards at international conferences (see details below). In terms of grant applications, the projects I have been involved with have attracted funding for around £1.7m. I have been able to build a strong network of collaborators across different countries including established academics as well as early career researchers. I take pride in participating and mentoring the development of new academics.

## SCIENTIFIC PUBLICATIONS

Note: the following are the 15 scientific publications submitted with this application. For further publications refer to [my Google Scholar profile](#).

1. E.Panayi, K.Bozos, G.Veronesi (2021) Corporate governance “bundles” and firm acquisitiveness. *Corporate Governance: An International Review*, 29, 402-426. DOI: <https://doi.org/10.1111/corg.12371>.
2. A.Blanco-Oliver, N.Reguera Alvarado, G.Veronesi (2021) Credit risk in the microfinance industry: The role of gender affinity, *Journal of Small Business Management*, 59, 2, 280-311. DOI: <https://doi.org/10.1080/00472778.2020.1844487>.
3. AJ.Sturdy, I.Kirkpatrick., N.Reguera Alvarado, A.Blanco-Oliver, G.Veronesi (2020) The management consultancy effect: Demand inflation and its consequences in the sourcing of external knowledge, *Public Administration*, 1-19. DOI: <https://doi.org/10.1111/padm.12712>.
4. I.Kirkpatrick, AJ.Sturdy, N.Reguera Alvarado, A.Blanco-Oliver, G.Veronesi (2019) The impact of management consultants on public service efficiency, *Policy and Politics*, 47, 1, 77-95. DOI: <https://doi.org/10.1332/030557318X15167881150799>.
5. F.Sarto, G.Veronesi, I.Kirkpatrick (2019) Hybrid professional roles and organisational performance: The case of Italian public health doctors, *Public Management Review*, 21, 7, 1029-1251. DOI: <https://doi.org/10.1080/14719037.2018.1544270>.
6. G.Veronesi, A.Altanlar, I.Kirkpatrick (2019) Are public sector managers a ‘bureaucratic burden’? The case of English public hospitals, *Journal of Public Administration Research and Theory*, 29, 2, 193-209. DOI: <https://doi.org/10.1093/jopart/muy072>.
7. A.Blanco-Oliver, G.Veronesi, I.Kirkpatrick (2018) Board heterogeneity and organizational performance: The mediating effect of line managers and staff satisfaction, *Journal of Business Ethics*, 152, 2, 393-407. DOI: <https://doi.org/10.1007/s10551-016-3290-8>.
8. I.Kirkpatrick, F.Vallascas, G.Veronesi (2017) Business experts on public sector boards: What do they contribute? *Public Administration Review*, 77, 5, 754-765. DOI: <https://doi.org/10.1111/puar.12754>.
9. I.Kirkpatrick, G.Veronesi, A.Altanlar (2017) The emergence of (under-managed) managed professional organisations: Evidence from the English National Health Service, *Organization Studies*, 38, 12, 1687-1708. DOI: <https://doi.org/10.1177/0264017693273>.

10. F.Sarto, G.Veronesi, I.Kirkpatrick, C.Cuccurullo (2016) Exploring regionalism in public management reforms: the case of the Italian hospital sector, *Policy & Politics*, 44, 4, 525-545. DOI: <https://doi.org/10.1332/030557315X14375501589913>.
11. F.Sarto, G.Veronesi (2016) Clinical leadership and performance: assessing the evidence base, *BMC Health Services Research*, Supp 2: 169. DOI: <https://doi.org/10.1186/s12913-016-1395-5>.
12. I.Kirkpatrick, G.Veronesi, A.Altanlar (2015) The changing governance of public hospitals and the implications for patient experience. Evidence from the English National Health Service, *Public Administration*, 93, 4, 1031-1048. DOI: <https://doi.org/10.1111/padm.12183>.
13. G.Veronesi, K.Keasey (2015) Patient and public participation in the English NHS: An assessment of implementation processes, *Public Management Review*, 17, 3-4, 543-564. DOI: <https://doi.org/10.1080/14719037.2013.822526>.
14. G.Veronesi, I.Kirkpatrick, F.Vallascas (2013) Clinicians on the Board: What difference does it make?, *Social Science and Medicine*, 77, 147-155. DOI: <https://doi.org/10.1016/j.socscimed.2012.11.019>.
15. G.Veronesi, K.Keasey (2011) National Health Service boards of directors and governance models, *Public Management Review*, 13, 6, 861-885. DOI: <https://doi.org/10.1080/14719037.2010.539113>.

#### **ORGANISATION, SUPERVISION AND COORDINATION OF NATIONAL AND INTERNATIONAL RESEARCH CENTRES OR GROUPS, OR PARTICIPATION IN THEM**

- 2021-2023 Visiting professor, School of Business and Social Sciences, Aarhus University (Denmark).
- 2018-present Member of the Society for Studies in Organizing Healthcare.
- 2015 Visiting Scholar, The University of Sydney and Australian National University (Australia).
- 2013-2018 Member and co-chair of the permanent track in 'Governance of public and non-profit organizations', International Research Society for Public Management.
- 2012-2014 Member of the European Science Foundation COST Action IS0903 on medicine and management (led by own institution, The University of Leeds).
- 2011 Visiting Scholar, The University of Sydney (Australia).
- 2009-2012 Member and co-chair of the permanent track in 'Governance of public and non-profit organizations', European Academy of Management.
- 2007-2017 Research Fellow, Centre for Innovation in Health and Management (CIHM), The University of Leeds.

#### **SUPERVISION OF OR PARTICIPATION IN PUBLISHING COMMITTEES OF SCIENTIFIC MAGAZINES**

- 2018-present Associate Editor, *Health Services Management Research*.
- Reviewer for a number of outlets including *Journal of Management Studies*, *Journal of Public Administration Research and Theory*, *Public Administration Review*, *International Public Management Journal*, *British Journal of Management*, *British Medical Journal*, *Health Policy*, *Social Science and Medicine*, *Public Management Review*, *Public Money & Management*, and *Public Administration*.

**INVITED TALKS OR PRESENTATIONS**

- Corporatization, administrative intensity and the performance of public sector organizations (2021), presented at University of Bolzano (Italy).
- Occupational interests and external knowledge sourcing: Consultants as allies and adversaries of managers (2021), presented at Montpellier Business School (France) (online).
- Regulatory change and the (defensive) adaptation of professional status hierarchies: The case of English public hospital (2020), presented at Manchester Business School (Manchester, United Kingdom).
- Outsourcing to management consultants: Demand inflation and its consequences for performance (2019), presented at Aarhus University (Aarhus, Denmark).
- Recent organisational reforms in the English NHS: Fitting a square peg into a round hole (2019), presented at the University of Verona (Verona, Italy).
- The English NHS needs changing: Policies and strategies to move forward a septuagenarian institution (2019), Workshop at HPOD - University of Montreal (Montreal, Canada).
- Management consultancy in the NHS - externals, internals and managers - a view from research (2018), Health Policy Team - NHSI (London, United Kingdom).
- Management Consultants and the NHS? Part of the Solution or Part of the Problem? (2018), Panel event at CASS Business School (London, United Kingdom).
- Are public sector managers a 'bureaucratic burden'? The case of English public hospitals (2018), presented at CRAFiC Seminar Series (Sheffield, United Kingdom).
- Governing for innovation: Is 'management' the answer? 7th Colloque Sante' (2017), presented at Kedge (Marseille, France).
- Human capital in health: Sector expertise vs. Business knowledge (2017), presented at Audencia (Nantes, France).
- Business experts on public sector boards: What do they contribute? (2016), presented ESC Rennes (Rennes, France).
- Governance and Management in Health Care: Structures and Performance (2016), presented at CER GAS Bocconi (Milan, Italy).
- Governing boards and of healthcare organizations: Using routine data to investigate performance (2016), presented at Department of Health (Canberra, Australia).
- Health care boards of directors and the performance of acute hospitals (2015), presented at Scuola Superiore Sant'Anna (Pisa, Italy).
- Clinical leadership and the changing governance of public hospitals: Implications for patient experience (2015), presented Australian National University (Canberra, Australia).
- Health care boards of directors and organizational performance: Evidence from the English National Health Service (2015), presented at University of Technology Sydney (Sydney, Australia).
- The Emergence of (under-managed) 'managed' professional organizations?: Evidence from the English NHS (2014), presented at University of Newcastle (Newcastle, UK).
- The role of non-sector business expertise on the boards of public organisations: What difference does it make to performance? (2014), presented at NIVEL (Utrecht, The Netherlands).

- Researching healthcare governance: What can we learn from routine data? (2013), presented at University Federico II (Naples, Italy).
- Does clinical leadership matter? Evidence from the English NHS (2012), presented at EU Cost Action Summit (Brussels, Belgium).
- Using routing data sources to explore the relationship between medicine and management: the English experience (2012), presented at Universidad Carlos Tercero (Madrid, Spain).
- Clinicians in management: Does it make a difference? (2012), presented at V SIMM Congress (Rome, Italy).
- The characteristics of UK sub-prime homeowners (2010), presented at House of Commons Treasury Select Committee (London, United Kingdom).

#### **NATIONAL AND INTERNATIONAL AWARDS AND ACCOLADES FOR RESEARCH ACTIVITY**

2020 Winner of the best paper award, OBHC Conference, Manchester (online).

2018 Winner of the best paper award, OBHC Conference, Montreal.

#### **SPEAKING AT CONFERENCES AND CONVENTIONS OF INTERNATIONAL INTEREST**

- Professional Re-Stratification and the (Defensive) Adaptation of Status Hierarchy: Medical Management in English Public Hospitals (2020), presented at the Academy of Management Meeting (online).
- Regulatory change and the (defensive) adaptation of professional status hierarchies: The case of English public hospital (2020), presented at OBHC (online).
- Collegiality as political work: Professions in today's world of organizations (2019), presented at the 35<sup>th</sup> EGOS Colloquium (Edinburgh).
- Collegiality as political work: Professions in today's world of organizations (2019), Workshop on Collegiality in Professions (Glasgow).
- Management consultants as agents of privatisation: Implications for service quality and organisational efficiency (2018), presented at the PMRC (Singapore).
- Are public sector managers a 'bureaucratic burden'? The case of English public hospitals (2018), presented at the OBHC (Montreal, Canada). Winner of the Best Paper Award.
- Management consultants as agents of privatisation: Implications for service quality and organisational efficiency (2018), presented at the XXII IRSPM Conference (Edinburgh, United Kingdom).
- Management consultancy use and reduced efficiency in public sector reform: The case of UK hospitals (2017), presented at the 33<sup>rd</sup> EGOS Colloquium (Copenhagen, Denmark).
- Do management characteristics influence hospital performance? Evidence from the English NHS acute care sector (2017), presented at the XXI IRSPM Conference (Budapest, Hungary).
- Doctors in management: Challenging or reinforcing the professional status order? (2016), presented at the 32<sup>nd</sup> EGOS Colloquium (Naples, Italy).
- Board heterogeneity and organizational performance: The mediating effect of line managers and staff satisfaction (2016), presented at the XX IRSPM Conference (Hong Kong, China).

- Board human capital, business expertise and the performance of public service organizations (2015), presented at the Academy of Management Meeting (Vancouver, Canada).
- The emergence of under-managed professional organisations? Evidence from the English National Health Service (2015), presented at the 31<sup>st</sup> EGOS Colloquium (Athens, Greece).
- The (under-managed) managed professional organisations: The case of public hospitals in the English National Health Service (2015), presented at the XIX IRSPM Conference (Birmingham, UK).
- The impact of political factors on NPM: Antecedents and degree of reform implementation in the Italian National Health Service (2014), presented at the 30<sup>th</sup> EGOS Colloquium (Rotterdam, The Netherlands).
- Public management and the importance of non-sector expertise: The case of the English NHS (2014), presented at the XVIII IRSPM Conference (Ottawa, Canada).
- NPM antecedents and degree of implementation in the Italian hospital sector (2014), presented at the XVIII IRSPM Conference (Ottawa, Canada).
- Involving patients and clinicians in hospital leadership: Consequences for patient satisfaction (2013), presented at the XVII IRSPM Conference (Prague, Czech Republic).
- Clinician or non-clinician: Who is the most effective hospital CEO? Evidence from the Italian ‘third way’ (2013), presented at EHMA Conference (Milan, Italy).
- Clinicians on the board: What difference does it make? (2012), presented at the XVI IRSPM Conference (Rome, Italy).
- Does clinical leadership improve patient satisfaction? (2012), presented at EURAM 12<sup>th</sup> Conference (Rotterdam, Italy).
- A (new) model of board of board of director: Evidence from the National Health Service (2011), presented at EURAM 11<sup>th</sup> Conference (Tallinn, Estonia).
- The voice of patients and the public in the National Health Service: Issues of implementation (2010), presented at EURAM 10<sup>th</sup> Conference (Rome, Italy).
- A framework for public sector incentives and accountability (2010), presented at WOA (Bologna, Italy).
- Power in the boardroom: Beyond agency perspectives of power relationships (2010), presented at BAM Conference (Harrogate, UK).
- Public governance and NHS boards (2009), presented at EURAM 9<sup>th</sup> Conference (Liverpool, UK).

## IMPACT/KNOWLEDGE TRANSFER ACTIVITIES

2018-present Knowledge Translation advisory role AHSN South West (United Kingdom).

2015 KTP Visiting Fellow, University of Technology Sydney (Australia).

2010-2014 Member of a KTP team with Leeds Teaching Trust University Hospital on clinical leadership and governance in healthcare.

2008-2014 Development and submission of Impact Case ‘Enhanced medical leadership: increasing clinicians’ involvement in health management’ for REF 2014 with I. Kirkpatrick (lead), Leeds University Business School (The University of Leeds).

**FUNDED PROJECTS**

- NIHR HS&DR researcher-led call: Strengthening clinical leadership on governing boards to improve staff wellbeing and patient care - Responsible for WP2 (2021). £830,000 - first stage application (Co-Investigator).
- ESRC IAA (2020), £3,000.
- IRF Denmark: Leadership in healthcare settings: An experimental approach (2020). DKR100,000 (Collaborator - Expenses funded).
- CIHR MOP-142179: Tacking stock of healthcare reforms: Transformative capacity of healthcare systems in Canada (2019). CAD13,000.
- Internationalisation Fund (2019), University of Bristol, £1,500.
- ESRC IAA Impact Travel Award (2018), £1,500.
- Internal Funding, DoM (2018), University of Bristol £3,000.
- NIHR HS&DR call 15/144: Relationship between care home staffing and quality of care: a mixed methods approach - Responsible for WP3 (2017). £843,909 (Co-Investigator).
- KTP fellowship - University of Technology Sydney (2015), AUD10,000.
- Visiting fellowship - Australian National University (2015), AUD3,000.
- European Science Foundation COST Action IS0903 on medicine and management (2012-2014), €400,000 (member of the leading team at The University of Leeds).
- World University Network (2012), £10,590, project on the emergence of innovative health care organisations (with the universities of Sydney and Alberta).
- Institute for Small Business and Entrepreneurship RAKE Funding (2010), £10,000, a project analysing the impact of Yorkshire Forward on companies' value.
- Northern Leadership Academy (2009), £2,000 to support PhD studies on leadership.
- PhD scholarship (fees plus maintenance) from the ESRC (2007-2011).

**MANAGING, ORGANISATIONAL, AND SERVICE ACTIVITIES**

**MANAGING TASKS AND DUTIES UNDERTAKEN AT COLLEGIATE BODIES AND COMMITTEES, AT CONSIDERABLE PUBLIC AND PRIVATE INSTITUTIONS AND SCIENTIFIC AND CULTURAL ORGANISATIONS, OR AT THE UNIVERSITY OF MILAN OR AT OTHER UNIVERSITIES**

- 2020-present Member of the Covid-19 Task Force, School of Management (FSSL - University of Bristol).
- 2019-present Member of the Data Science Board, Elizabeth Blackwell Institute for Health Research (University of Bristol).
- 2019-present Member of the Faculty Research Committee (FSSL - University of Bristol).
- 2019-present Member of the Faculty Promotion Committee (FSSL - University of Bristol).
- 2019-present School Research Director, School of Management (FSSL - University of Bristol).
- 2019-present Member of the Senior Management Team, School of Management (FSSL - University of Bristol).

2018-present Member of the DTC Digital Health advisory board (FoE - University of Bristol).

2018-present Programme Co-director, MSc Healthcare Management - PT distance learning (University of Bristol).

2018-present External examiner PG Cert/Master programmes, University of Birmingham.

2017-present External reviewer for the ESRC, Research Grant Council of Hong Kong, Cyprus Research and Innovation Foundation, and Fellowships Evaluator La Caixa Foundation

2017-2019 School Impact Director, School of Management (FSSL - University of Bristol).

2016-2020 External examiner Master programmes, University of Warwick.

2013-2017 Board member Professional Services HUB, The University of Leeds.

2012-2017 Programme Director, MSc Law and Finance, Leeds University Business School (The University of Leeds).

2009-2014 Organiser of Departmental Seminar Series (with S. Amini and N. Wilson), Leeds University Business School (The University of Leeds).

2010-2011 Programme Director, MSc Finance and Investment and MSc International Finance.

Date

12/10/2021

Place

Bristol, United Kingdom