

REFERENCES

- Aggarwal, R., & Swanwick, T. (2015). Clinical leadership development in postgraduate medical education and training: Policy, strategy, and delivery in the UK national health service. *Journal of Healthcare Leadership*, 7, 109–122.
- Amin, Y., Grewcock, D., Andrews, S., & Halligan, A. (2012). Why patients need leaders: Introducing a ward safety checklist. *Journal of the Royal Society of Medicine*, 105(9), 377–383.
- Anderson, P., & Pulich, M. (2002). Managerial competencies necessary in today's dynamic health care environment. *The Health Care Manager*, 21(2), 1–11.
- Ardent Learning. (2020). What is the Kirkpatrick model? Learn the 4 levels of evaluation. 19 February 2020. <https://www.ardentlearning.com/blog/what-is-the-kirkpatrick-model>. Accessed on June 24, 2020.
- Arthur, W., Jr., Bennett, W., Jr., Edens, P. S., & Bell, S. T. (2003). Effectiveness of training in organizations: A meta-analysis of design and evaluation features. *Journal of Applied Psychology*, 88(2), 234–245.
- Bakertzis, E., & Myloni, B. (2020). Profession as a major drive of work engagement and its effects on job performance among healthcare employees in Greece: A comparative

- analysis among doctors, nurses and administrative staff. *Health Services Management Research*, 9, 80–91.
- Barley, S. R. (1986). Technology as an occasion for structuring: Evidence from observations of CT scanners and the social order of radiology departments. *Administrative Science Quarterly*, 31, 78–108.
- Berg, O. (2008). The demise of the ‘iatrocracy’. *Journal of Management and Marketing in Healthcare*, 1(2), 117–119.
- Berwick, D. M., Nolan, T. W., & Whittington, J. (2008). The triple aim: Care, health, and cost. *Health Affairs*, 27(3), 759–769.
- Bloom, N., Propper, C., Seiler, S., & Van Reenen, J. (2009). Management practices in hospitals. In *Working Paper 09/23 Health, Econometrics and Data Group*, University of York.
- Bloom, N., Sadun, R., & Van Reenen, J. (2013). *Does management matter in healthcare*. Working paper, London School of Economics.
- Blumenthal, D. M., Bernard, K., Bohnen, J., & Bohmer, R. (2012). Addressing the leadership gap in medicine: Residents’ need for systematic leadership development training. *Academic Medicine*, 87(4), 513–522.
- Bode, I., Dent, M., & Maerker, M. (2014). Management in medicine or medics in management? The changing role of doctors in German hospitals. *International Journal of Public Sector Management*, 27(5), 395–405.
- Braithwaite, J., & Westbrook, M. (2004). A survey of staff attitudes and comparative managerial and non-managerial views in a clinical directorate. *Health Services Management Research*, 17, 141–166.

- Braithwaite, J., & Westbrook, M. (2005). Rethinking clinical organisational structures: An attitude survey of doctors, nurses and allied health staff in clinical directorates. *Journal of Health Services Research and Policy*, 10(1), 10–17.
- Bury, E., Carter, K. S., Feigelman, M., & Grant, J. M. (2008). How service-line management can improve hospital performance. *Health International*, 7, 54–65.
- Chantler, C. (1989). Be a manager. *British Medical Journal*, 298, 1505–1508.
- Claessens, B. J. C., Van Eerde, W., Rutte, C. G., & Roe, R. A. (2007). A review of the time management literature. *Personnel Review*, 36(2), 255–276.
- Clark, J., Spurgeon, P., & Hamilton, P. (2008). Medical professionalism: Leadership competency—an essential ingredient. *The International Journal of Clinical Leadership*, 16(1), 3–9.
- Cochran, J., Kaplan, G. S., & Nesse, R. E. (2014). Physician leadership in changing times. *Healthcare*, 2(1), 19–21.
- Correia, T., & Denis, J. L. (2016). Hybrid management, organizational configuration, and medical professionalism: Evidence from the establishment of a clinical directorate in Portugal. *BMC Health Services Research*, 16(Suppl. 2), 161.
- Crosby, L. E., Parr, W., Smith, T., & Mitchell, M. J. (2013). The community leaders institute: An innovative program to train community leaders in health research. *Journal of the Association of American Medical Colleges*, 88(3), 335–342.
- Cuccurullo, C., & Lega, F. (2011). Effective strategizing practices in pluralistic settings: The case of academic medical centers. *Journal of Management & Governance*, 17(3), 609–629.

Cunningham, F. C., Ranmuthugala, G., Plumb, J., Georgiu, A., Westbrook, J. I., & Braithwaite, J. (2012). Health professional networks as a vector for improving healthcare quality and safety: A systematic review. *BMJ Quality and Safety*, 21, 239–249.

Currie, G., Lockett, A., Finn, R., Martin, G., & Waring, J. (2012). Institutional work to maintain professional power: Recreating the model of medical professionalism. *Sage Journals*, 33(7), 937–962.

Day, D. V., Fleenor, J. W., Atwater, L., Sturm, R. E., & McKee, R. (2014). Advances in leader and leadership development: A review of 25 years of research and theory. *The Leadership Quarterly*, 25, 63–82.

Day, P., & Klein, R. (1983). Two views on the Griffiths report. The mobilisation of consent versus the management of conflict: Decoding the Griffiths report. *British Medical Journal*, 287(6407), 1813–1816.

Dowton, S. B. (2004). Leadership in medicine: Where are the leaders? *Medical Journal of Australia*, 181(11/12), 6–20.

Edelman, A., Taylor, J., Ovseiko, P. V., & Topp, S. M. (2017). The role of academic health centres in building equitable health systems: A systematic review protocol. *BMJ Open*, 7(5), 29.

Firth-Cozens, J., & Mowbray, D. L. (2001). Leadership and the quality of care. *BMJ Quality and Safety*, 10, ii3–ii7.

Flynn, R. (2004). Remodelling hospitals and health professions in Europe. *Sociology of Health & Illness*, 26(7), 1037–1040.

French, C. E., Ferlie, E., & Fulop, N. J. (2014). The international spread of academic health science centres: A

scoping review and the case of policy transfer to England. *Health Policy*, 117(3), 382–391.

Friedson, E. (1970). *Professional dominance: The social structure of medical care*. Routledge.

Giordano, R. (2010). Leadership needs of medical directors and clinical directors. *The King's Fund*.

Goldsmith, M., & Morgan, H. (2004). Leadership is a contact sport: The “follow-up” factor in management development. *Strategy + Business*. <https://www.strategy-business.com/article/04307>. Accessed on June 21, 2021.

Goodall, A. (2011). Physician-leaders and hospital performance: Is there an association? *Social Science & Medicine*, 73(4), 535–539.

Goold, M., & Quinn, J. J. (1990). The paradox of strategic controls. *Southern Medical Journal*, 11, 43–57.

Ham, C. (2003). Improving the performance of health services: The role of clinical leadership. *Lancet*, 361(9373), 1978–1980.

Ham, C. (2008). Doctors in leadership: Learning from international experience. *The International Journal of Clinical Leadership*, 16(1), 11–16.

Ham, C., & Dickinson, H. (2008). *Engaging doctors in leadership: What we can learn from international experience and research evidence?* NHS Institute for Innovation and Improvement; University of Birmingham and Academy of Medical Royal Colleges.

Hancock, H., Campbell, S., Bignell, P., & Kilgour, J. (2005). The impact of leading empowered organisations (LEO) on leadership development in nursing. *International Journal of*

- Health Care Quality Assurance Incorporating Leadership in Health Services*, 18(2–3), 179–192.
- Hayden, J. (2017). Tomorrow's leaders-the role of leadership in medical-education and training. *Future Hospital Journal*, 4(1), 49–50.
- Hoff, T., Lee, D. R., & Prout, K. (2020). Organizational commitment among physicians: A systematic literature review. *Health Services Management Research*, 6, 951484820952307.
- Ingebrigtsen, T., Georgiou, A., Clay-Williams, R., Magrabi, F., Hordern, A., Prgomet, M., Li, J., Westbrook, J., & Braithwaite, J. (2014). The impact of clinical leadership on health information technology adoption: Systematic review. *International Journal of Medical Informatics*, 83(6), 393–405.
- Ileri, S. K., Walshe, K., Benson, L., & Mwanthi, M. (2017). A comparison of experiences, competences and development needs of doctor managers in Kenya and the United Kingdom (UK). *The International Journal of Health Planning and Management*, 32(4), 509–539.
- Iszatt-White, M., & Mackenzie-Davey, K. (2003). Feeling valued at work? A qualitative study of corporate training consultants. *Career Development International*, 8(5), 228–234.
- Kak, N., Burkhalter, B., & Cooper, M. A. (2001). Measuring the competence of healthcare providers. *Operations Research Issue Paper*, 2(1), 1–28.
- Kelly, D., McErlean, S., & Naff, K. (2018). Outcomes of a clinical leadership training program amongst hospital doctors. *Irish Medical Journal*, 111(4), 733.

- Khan, U., & Lega, F. (2021). *Health management 2.0: Transformational leadership for challenging times*. Emerald Publishing Limited.
- Khoshhal, K. I., & Guraya, S. Y. (2016). Leaders produce leaders and managers produce followers. A systematic review of the desired competencies and standard settings for physicians' leadership. *Saudi Medical Journal*, 37(10), 1061–1067.
- King's Fund. (2011). *The future of leadership and management in the NHS: No more heroes*. <http://www.kingsfund.org.uk/sites/files/kf/future-of-leadership-and-management-nhs-may-2011-kings-fund.pdf>. Accessed on June 23, 2021.
- Kippist, L., & Fitzgerald, A. (2009). Organisational professional conflict and hybrid clinician managers: The effects of dual roles in Australian health care organisations. *Journal of Health, Organisation and Management*, 23(6), 642–655.
- Kirkpatrick, I., Bullinger, B., Lega, F., & Dent, M. (2013). The translation of hospital management models in European health systems: A framework for comparison. *British Journal of Management*, 24, S48–S61.
- Kirkpatrick, I., Jepsen, P. K., Dent, M., & Neogy, I. (2009). Medicine and management in a comparative perspective: The case of Denmark and England. *Sociology of Health & Illness*, 31(5), 642–658.
- Kirkpatrick, I., Kuhlmann, E., Hartley, K., Dent, M., & Lega, F. (2016). Medicine and management in European hospitals: A comparative overview. *BMC Health Services Research*, 16, 171.

Kodner, D. L., & Spreeuwenberg, C. (2002). Integrated care: Meaning, logic, applications, and implications—a discussion paper. *International Journal of Integrated Care*, 2(4), e12.

Krogstad, U., Hofoss, D., Veenstra, M., & Hjortdahl, P. (2006). Predictors of job satisfaction among doctors, nurses and auxiliaries in Norwegian hospitals: Relevance for micro unit culture. *Human Resources for Health*, 4(3), 43–44.

Lega, F. (2008). The rise and fall(acy) of clinical directorates in Italy. *Health Policy*, 85, 252–262.

Lega, F., & Calciolari, S. (2012). Coevolution of hospitals and patients: How changing epidemiology and technology advances drive organisational innovations and lay new challenges. *Journal of Healthcare Management*, 57, 17–33.

Lega, F., & Palumbo, R. (2021). Leading through the ‘new normality’ of health care. *Health Services Management Research*, 34(1), 47–52.

Lega, F., Prenestini, A., & Rosso, M. (2017). Leadership research in healthcare: A realist review. *Health Services Management Research*, 30(2), 94–104.

Lega, F., Prenestini, A., & Spurgeon, P. (2013). Is management essential to improving the performance and sustainability of health care systems and organizations? A systematic review and a roadmap for future studies. *Value in Health*, 16, S46–S51.

Lega, F., & Sartirana, M. (2015). An international perspective on medical leadership. *Future Hospital Journal*, 2(3), 1–3.

Lega, F., & Sartirana, M. (2016). Making doctors manage... but how? Recent developments in the Italian NHS. *BMC Health Services Research*, 16, 170.

Liberati, A., Altman, D. G., Tetzlaff, J., Mulrow, C., Gotzsche, P. C., Ioannidis, J. P. A., Clarke, M., Devereaux, P. J., Kleijnen, J., & Moher, D. (2009). The PRISMA statement for reporting systematic reviews and meta-analyses of studies that evaluate healthcare interventions: Explanation and elaboration. *BMJ*, 339, b2700.

Liberatore, F., Schätzle, J., Räwer, H., Homayounfar, K., & Lindenmeier, J. (2021). The impact of preferences for clinical and managerial leadership roles on the willingness to apply for a medical leadership position: Analysis of gender differences among a sample of German senior physicians. *Health Services Management Research*, 19, 27–36.

Longenecker, C., & Ariss, S. (2002). Creating competitive advantage through effective management education. *The Journal of Management Development*, 21(9), 640–654.

Longenecker, C., & Simonetti, J. (2001). Getting results—five absolutes for high performance. *European Management Journal*, 21(1), 131.

McNulty, T., & Ferlie, E. (2004). Process transformation: Limitations to radical organizational change within public service organizations. *Organization Studies*, 25(8), 1389–1412.

Mettler, T., & Rohner, P. (2009). Performance management in health care: The past, the present, the future. *Wirtschaftsinformatik*.

Meyer, A. D., Brooks, J. R., & Goes, J. B. (1990). Environmental jolts and industry revolutions: Organizational responses to discontinuous change. *Strategic Management Journal*, 11, 93–110.

Mintzberg, H. (1997). Toward healthier hospitals. *Health Care Management Review*, 22(4), 9–18.

Moher, D., Tetzlaff, J., Tricco, A. C., Sampson, M., & Altman, D. G. (2007). Epidemiology and reporting characteristics of systematic reviews. *PLoS Medicine*, 4(3), e78.

Mostofian, F., Ruban, C., Simunovic, N., & Bhandari, M. (2015). Changing physician behavior: What works? *American Journal of Managed Care*, 21(1), 75–84.

Mumford, M. D., Marks, M. A., Connelly, M. S., Zaccaro, S. J., & Reiter-Palmon, R. (2000). Development of leadership skills: Experience and timing. *The Leadership Quarterly*, 11, 87–114.

Naidoo, S., Mothagae, M., Kistnasamy, B., & Jinabhai, D. (2017). A hospital management training programme in South Africa. *South American Journal of Public Health*, 2, 34–39.

Nieuwboer, M. S., Van der Sande, R., Van der Marck, M. A., Olde Rikkert, M. G. M., & Perry, M. (2019). Clinical leadership and integrated primary care: A systematic literature review. *The European Journal of General Practice*, 25(1), 1–12.

Noe, R., & Schmitt, N. (1986). The influence of trainee attitudes on training effectiveness: Test of a model. *Personnel Psychology*, 39, 497–523.

Omar, M., Gerein, N., Tarin, E., Butcher, C., Pearson, S., & Heidari, G. (2009). Training evaluation: A case study of training Iranian health managers. *Human Resources for Health*, 7, 20.

Onyura, B., Crann, S., Tannenbaum, D., Whittaker, M. K., Murdoch, S., & Freeman, R. (2019). Is postgraduate leadership education a match for the wicked problems of health systems leadership? A critical systematic review. *Perspectives on Medical Education*, 8, 133–142.

- Pollitt, C., & Boukaert, G. (2011). *Public management reform: A comparative analysis*. Oxford University Press.
- Porter, M., & Kellogg, M. (2016). Kaiser permanente: An integrated health care experience. *Revista de Innovación Sanitaria y Atención Integrada*, 8(1), 85.
- Prebble, T., Hargraves, H., Leach, L., Naidoo, K., Suddaby, G., & Zepke, N. (2007). *Impact of student support services and academic development programmes on student outcomes in undergraduate tertiary study: A synthesis of the research*. Ministry of Education.
- Prenestini, A., Sartirana, M., & Lega, F. (2021). Involving clinicians in management: Assessing views of doctors and nurses on hybrid professionalism in clinical directorates. *BMC Health Services Research*, 21(1), 350.
- Price, D. W., Overton, C. C., Duncan, J. P., Wamsley, D. A., Havens, C., Steinbruegge, J., Tan, K., Klau, M., Hellerstein, A., Klein, F., Mipos, D., & Francis, L. (2002). Results of the first national Kaiser permanente continuing medical education needs assessment survey. *The Permanente Journal*, 6(1), 76–83.
- PubMed Database. <https://pubmed.ncbi.nlm.nih.gov/>. Accessed on March 10, 2021.
- Quince, T., Abbas, M., Murugesu, S., Crawley, F., Hyde, S., Wood, D., & Benson, J. (2014). Leadership and management in the undergraduate medical curriculum: A qualitative study of students' attitudes and opinions at one UK medical school. *BMJ Open*, 4(6), e005353.
- Ravaghi, H., Beyranvand, T., Mannion, R., Alijanzadeh, M., Aryankhesal, A., & Belorgeot, V. D. (2020). Effectiveness of training and educational programs for hospital managers: A

systematic review. *Health Services Management Research*, 4, 113–126.

Reay, T., German, K., & Golden-Biddie, K. (2006).

Legitimizing a new role: Small wins and microprocesses of change. *Academy of Management Journal*, 49(5), 977–998.

Sadowski, B., Cantrell, S., Barelski, A., O'Malley, P. G., & Hartzell, J. D. (2018). Leadership training in graduate medical education: A systematic review. *Journal of Graduate Medical Education*, 10(2), 134–148.

Sahlin-Andersson, K. (1996). Imitating by editing success: The construction of organizational fields and identities. In B. Czarniawska & G. Sevón (Eds.), *Translating organizational change* (pp. 69–92). Walter de Gruyter.

Saravo, B., Netzel, J., & Kiesewetter, J. (2017). The need for strong clinical leaders-transformational and transactional leadership as a framework for resident leadership training. *PLoS One*, 12(8), e0183019.

Satiani, B., Sena, J., Ruberg, R., & Ellison, C. (2014). Talent management and physician leadership training is essential for preparing tomorrow's physician leaders. *Journal of Vascular Surgery*, 59(2), 542–546.

Scott, W. R., Ruef, M., Mendel, P. J., & Caronna, C. A. (2000). *Institutional change and healthcare organizations: From professional dominance to managed care*. University of Chicago Press.

Shortell, S. M., Bennett, C. L., & Byck, G. R. (1998).

Assessing the impact of continuous quality improvement on clinical practice: What it will take to accelerate progress. *The Milbank Quarterly*, 76(4), 593–624.

- Sonnino, R. E. (2016). Health care leadership development and training: Progress and pitfalls. *Journal of Healthcare Leadership*, 8, 19–29.
- Spurgeon, P., Barwell, F., & Mazelan, P. M. (2008). Developing a medical engagement scale (MES). *The International Journal of Clinical Leadership*, 16(4), 213–223.
- Spurgeon, P., Mazelan, P. M., & Barwell, F. (2011). Medical engagement: A crucial underpinning to organizational performance. *Health Services Management Research*, 24(3), 114–120.
- Stoller, J. K. (2009a). Developing physician-leaders: A call to action. *Journal of General Internal Medicine*, 24(7), 876–878.
- Stoller, J. K. (2009b). Developing physician-leaders: Need and rationale. *The Journal of Health Administration Education*, 25, 307–328.
- Stoller, J. K. (2014). Help wanted: Developing clinician leaders. *Perspectives on Medical Education*, 3(3), 233–237.
- Stoller, J. K. (2017). The clinician as leader: Why, how, and when. *Annals of the American Thoracic Society*, 14(11), 1622–1626.
- Stoller, J. K., Berkowitz, E., & Bailin, P. (2007). Physician management and leadership education at the Cleveland clinic foundation: Program impact and experience over 14 years. *The Journal of Medical Practice Management*, 22, 237–242.
- Supic, Z. T., Bjegovic, V., Marinkovic, J., Milicevic, M. S., & Vasic, V. (2010). Hospital management training and

improvement in managerial skills: Serbian experience. *Health Policy*, 96(1), 80–89.

Taylor, R. B. (2006). What You need to know about the academic medical center. In R. B. Taylor (Ed.), *Academic medicine: A guide for clinicians* (pp. 53–89). Springer.

Taylor, C. A., Taylor, J. C., & Stoller, J. K. (2009). The influence of mentorship and role modelling on developing physician-leaders: Views of aspiring and established physician-leaders. *Journal of General Internal Medicine*, 24, 1130–1134.

Terzic-Supic, Z., Bjegovic-Mikanovic, V., Vukovic, D., Santric-Milicevic, M., Marinkovic, J., Vasic, V., & Laaser, U. (2015). Training hospital managers for strategic planning and management: A prospective study. *BMC Medical Education*, 26(15), 25.

Thornton, P. (1995). Accounting for acquisition waves: Evidence from the US college publishing industry. In W. R. Scott & R. Christensen (Eds.), *The institutional construction of organizations* (pp. 199–225). Sage.

Veronesi, G., Kirkpatrick, I., & Vallascas, F. (2013). Clinicians on the board: What difference does it make? *Social Science & Medicine*, 77, 147–155.

Wawrzenczyk-Kulik, M. (2015). Transversal managerial competence: In search of new methods of education. In Managing intellectual capital and innovation for sustainable and inclusive society: Managing intellectual capital and innovation. Proceedings of the MakeLearn and TIIM joint international conference (pp. 1205–1210).

Weiner, B. J., Shortell, S. M., & Alexander, J. (1997). Promoting clinical involvement in hospital quality improvement efforts: The effects of top management, board,

and physician leadership. *Health Services Research Journal*, 32, 491–510.

West, M. A., Eckert, R., Steward, K., & Pasmore, W. A. (2014). *Developing collective leadership for health care* (Vol. 36). The King's Fund.

Wilson, K. (2014). Why are doctors so reluctant to be leaders in the NHS? *The Guardian*, 1 September. <https://www.theguardian.com/healthcare-network/2014/sep/01/nhs-leadership-doctors-reluctant-manage-lead>. Accessed on February 23, 2021.

Xu, J. H. (2017). Leadership theory in clinical practice. *Chinese Nursing Research*, 4(4), 155–157.

Zucker, L. G. (1987). Normal change or risky business: Institutional effects on the “hazard” of change in hospital organizations. *Journal of Management Studies*, 24, 671–700.