

RACCOLTA DI ARTICOLI SCIENTIFICI CON GLI ATTI DELLA

V CONFERENZA SCIENTIFICA E PRATICA INTERNAZIONALE

**«Ricerche scientifiche e metodi della loro realizzazione:
esperienza mondiale e realtà domestiche»**



Bologna
Repubblica Italiana



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AGILE TRANSFORMATION IN A HEALTHCARE ENVIRONMENT: THE METHODOLOGY OF PROJECT-ORIENTED MANAGEMENT

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In medical facilities, the inevitability and intensity of turbulent conditions necessitate a reconsideration of approaches to personnel selection and the formation of specialized groups. This is essential for ensuring the flexibility and resilience of workers providing medical assistance. Human resource management in such conditions requires attention to personnel and patient migration, prompting the need for resource redistribution amid limited financial capabilities. Additionally, medical personnel should be viewed as a limited resource that cannot be easily replenished, considering the challenges of attracting additional qualified staff [1].

In stable conditions, it is wise to utilize selection methods aimed at forming highly effective teams. However, in wartime conflicts, epidemics, or pandemics,



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significant challenges arise, such as rapid reductions in medical personnel, quick changes in the specialization of medical workers considering local conditions, difficulties in accessing workplaces, and the formation of brigades considering medical personnel transportation capabilities. Additional challenges arise due to staff shortages and difficulties in separating patients with infectious and non-infectious diseases.

Agile transformation is becoming increasingly popular among medical institutions as it promotes innovation and enhances efficiency in complex adaptive healthcare systems. This method fosters sustainable innovations focused on clients in complex adaptive healthcare systems. To ensure the reliability of medical institutions, it is necessary to review human resource management processes based on strategic flexibility, organizational resilience, and stability as elements of safety-oriented systems. The network of medical facilities can be viewed as a multi-project environment, where the application of project-oriented resource management methodology facilitates flexible resource redistribution within and among institutions.

The advantages of Agile transformation include rapid problem identification and resolution, stimulation of innovation, and improvement of communication. This approach helps ensure safety and quality in the medical environment and enhances treatment outcomes. However, successful implementation of Agile transformation requires adequate material and human resources, as well as time and patience for iterations [1].

A methodology has been devised to enable Agile redistribution of human resources within medical settings, employing a donor-acceptor interaction approach and considering options for functional preservation when forming or reorganizing project teams within the medical environment. This Agile resource redistribution method has been tailored for use in a multi-project medical environment, aiming to allocate resources effectively while adhering to principles of resilience, adaptability, and functional preservation.

Implementing this method will enable the management of human resources to adapt to the dynamic nature of changes and requirements within medical facilities. To standardize and streamline management processes, an Agile resource redistribution process model (IDEF0) has been developed. A scenario-based approach has been proposed to ensure Agile resource redistribution, taking into account constraints, regulatory requirements, and organizational culture [2]. Furthermore, an IDEF3 model of the resource redistribution process, based on scenario-based approaches, has been created. We demonstrated the application of this developed methodological support in executing Agile human resource redistribution within a medical context [2]. Utilizing this developed support in a

multi-project healthcare environment allows for the selection of a redistribution strategy that aligns with defined preservation requirements, while considering the specific scenario at hand.

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