EHMA
European Health Management Association

LEADERSHIP ACADEMY

Leading health organisations beyond the ordinary

8-11 March 2027
Ghent, Belgium



We know what it takes...

Health organisations are among the most complex and challenging organisations for leaders. Authority is distributed, expertise matters more than hierarchy, and high performance depends on people and professions who need to work together across physical and cultural boundaries.

Leaders cannot simply 'manage' these organisations: they need to create direction, generate vision, facilitate collective sense-making, mobilise people, and turn ambition into organisational goals. Their legacy reflects their capacity to navigate evolving social contexts, technological innovation, political interactions and confrontations with professional lobbies.

Coping with conflicting interests, stakeholder expectations, and resistance to change augmented by the protected job tenure that health professionals often have, is part of what makes every other organisation a child's game compared to health organisations.

This is leadership beyond ordinary management.

We work 360°

The Leadership Academy approaches leadership through three perspectives: **Leading organisations. Leading teams. Leading oneself.**

At organisational level, leadership means navigating complexity, setting directions, building collective aspirations, and creating conditions for developmental and transformational change.

At team level, it means enabling people with different expertise, responsibilities and perspectives to work together and perform.

At individual level, it means understanding what kind of leader you are and could be. What distinguishes you. What gives you credibility, recognition, status. What methods and tools can support your leap to the next level.

It is you before us

The Leadership Academy connects these three perspectives to practice.

Participants will engage with instructors, but above all they will share and challenge their experiences, assumptions and beliefs about leadership and their own ways of making things happen.

The purpose is not to provide a formula for leadership. It is to challenge participants to think beyond the ordinary.

What will you learn?

By the end of the programme, you will be better equipped to:

- **Lead beyond formal authority**, recognising how complexity, professional expertise and different interests shape leadership.
- **Create direction and translate it into action**, connecting ambition with people and choices needed to make it happen.
- **Lead multidisciplinary teams**, understanding how different perspectives can be brought together around shared objectives.
- **Build the conditions for high-performing teams**.
- **Connect leadership with service delivery**.
- **Develop a clearer understanding of your own leadership,** reflecting on behaviours, choices and discipline, and defining what you want to change, build, and ultimately leave behind.

Why should you attend?

A programme built around health organisations, recognising the complexity of this specific professional environment.

A comprehensive perspective on leadership, moving from leading organisations, to leading teams, to leading oneself.

Learning grounded in practice, connecting leadership concepts with high-performing teams, service design and examples of organisational choices.

Direct engagement with leadership in action, through conversations with senior leaders and site visits.

Time and space to think, away from day-to-day operational pressures, with a small cohort of peers facing comparable leadership responsibilities.

An opportunity to turn reflection into personal direction, leaving with a clearer understanding of what you want to do differently in your practice.

Who is this programme for?

The EHMA Leadership Academy is designed for the very top leaders of health organisations — what would commonly be described as the C-suite: CEOs, CMOs, CFOs and clinical leaders of divisions and departments. Managers and professionals who already hold significant organisational, managerial or clinical responsibility. And those who are internally burning to reach that level of responsibility. The next great leaders of health organisations.

What we really look for is:

- Experience
- Curiosity
- Ambition
- Determination
- The humility of Socrates' "I know that I know nothing."

We know we do not have lessons for you. But we can share frameworks and possibilities. And with you generate suggestions and insights that matter to you.



DAY 1 - Leading organisations

12.00-13.00	**Welcome and cohort introduction** An informal opening allowing participants to meet and prepare for the learning experience ahead.
13.00-16.30	**Leading organisations beyond ordinary management** What we know, what we don't know, what we should know. How to leave your mark doing right things and things right. Methods, tools, and your magic power.
16.30-18.00	**Leadership talk: navigating within complexity** A conversation with senior leaders responsible for navigating a complex organisation or system.
18.00-19.30	Free time
19.30	Social dinner

DAY 2 - From organisations to teams

08.30-10.30	**Site visit - Ghent University Hospital** The visit offers an example of how vision and organisational choices can be translated into the physical environment in which care is delivered.
10.30-12.30	**Sense-making. Why any health organisation is more than its professionals, but it will never be better then what they want it to become.** The conversation will provide a practical entry point into the people dimension of organisational leadership and set the scene for the afternoon's work on leading teams.
12.30-14.00	Lunch and transfer back to University of Ghent
14.00-17.00	**Leading people across the team lifecycle** The session will explore how leaders manage the full lifecycle of their teams, how they make their people feel important, how they cope with the sense of fairness in balancing individual incentives with team-based recognition.
17.00-18.30	Free time
18.30-19.30	Guided tour of the city
19.30	Social dinner

DAY 3 - From teams to oneself

9.00-11.00	**Leading teams [continued]** Continuation of the Leading Teams component, complemented by discussions on a performance evaluation plan.
9.00-11.00	**High-performing organisations - Part 1** **Operations and value-based healthcare** What makes some organisations consistently outperform their competitors? What distinguishes excellence from mediocrity? Great from good?
12.30-13.30	Lunch
13.30-15.00	**High-performing organisations - Part 2** **A Service Design Thinking workshop** The emphasis will be practical: how do you design a service, and what can participants take back to their organisations?
15:00-16:00	**Leading oneself** What makes a leader? If you don't have the interior fire, can you still be a great leader? And by which metrics do we define a "great leader"?
16:00-18:00	**Site visit - Leadership in practice: vision and the experience of living** visit to a residential facility for older people that has challenged a conventional care-centred model by starting from the experience of living.
18:00-19:30	Free time
19:30	Social dinner

DAY 4 - Leading oneself: from reflection to direction

9.00-10.30	**Leading oneself [continued]** A few pragmatic reflections on leadership styles, good practices and organisational cultures.
10:30-12:30	**Wrap-up... and hopefully the sharing of epiphanies** Dedicated time to connect the progression from organisation, team, self, allowing participants to reflect on what they want to take back, change, buid, and leave behind.
12:30	Light lunch and fly out



Prof Federico Lega - Full Professor of Healthcare Management at University of Milan, where he teaches healthcare management and policy and leads the Research Centre in Health Administration (HEAD). He has extensive experience in executive education and leadership development, having designed programmes for senior healthcare executives, hospital managers, clinicians and industry leaders. Previously, at SDA Bocconi School of Management, he led executive education programmes and research on healthcare strategy, leadership and organisational development. Alongside his academic work, he advises health systems, hospitals and public institutions on strategic management, organisational transformation and leadership.



Prof Melissa De Regge - Healthcare management expert with over 13 years of clinical experience as a nurse at Ghent University Hospital. Currently serving as Coordinating Staff and Policy Expert within the hospital's Strategic Policy Unit, bridging clinical practice, organisational management and health policy. Chair of the Healthcare Management Research Centre (CuraMa) at Ghent University, where she also teaches organisational management. Her research focuses on healthcare management, operational improvement, governance and service innovation, with particular emphasis on strengthening the role of nurses in patient-centred care. She is actively involved in postgraduate education, academic governance and quality assurance, and has published peer-reviewed research on healthcare management and service delivery.



Prof Federica Morandi - Professor of Management at Università Cattolica del Sacro Cuore, where she is also Director of Academic Programmes at ALTEMS. Her research work focuses on organisational theory, team dynamics, workforce management and organisational models in healthcare, with particular attention to how healthcare professionals work together and how organisations can support effective teamwork. She has received research awards from the Academy of Management and the Italian Association of Organisation Studies and has held visiting research positions at international universities. She has published extensively on healthcare management and organisational challenges, including the book Managerial Solutions to Hospital Challenges, and serves as Associate Editor of Health Services Management Research.



Prof Paul Gemmel - Dean of the Faculty of Economics and Business Administration and Professor of Service and Healthcare Management at Ghent University. His research and teaching focus on service design, healthcare operations management and the relationship between service delivery systems and customer experience, with particular emphasis on improving the organisation and quality of healthcare services. He is co-founder of three research centres dedicated to service innovation and healthcare management. Alongside his academic work, he has extensive experience in healthcare governance, serving on the governing boards of several healthcare organisations, and has published in international business and healthcare management journals.

LOGISTICAL INFORMATION

Duration: 4 days (8-11 March 2027), residential

Location: Ghent, Belgium

Cohort: 12–20 senior participants

Fee: € 3,500* (EHMA Members)
€ 4,300* (non-EHMA Members)

*Prices exclude applicable VAT.

The participation fee covers the residential programme, including:

- 3-night hotel accommodation with breakfast
- 4 lunches and 3 social dinners
- transportation to and from the site visits
- course materials
- certificate of attendance.

Travel to and from Ghent is to be covered by participants.

The EHMA Leadership Academy brings together academic expertise from leading European universities, including the University of Milan, Ghent University and Università Cattolica del Sacro Cuore, alongside the practical experience of senior healthcare leaders. Developed within EHMA's network of members and experts, the programme combines academic rigour with real-world leadership experience, including visits to healthcare and care organisations in Ghent.

More info: www.ehma.org/executive-trainings/leadership-academy/

