

**Narcis COPCĂ**

**On the Hospital Leadership  
Toward a Modern Vision**

**Editura ASE  
București  
2026**



ACADEMIA DE STUDII ECONOMICE DIN BUCUREȘTI

**Copyright © 2026, Editura ASE**

Toate drepturile asupra acestei ediții sunt rezervate editurii.

**Editura ASE**

Piața Romană nr. 6, sector 1, București, România

cod 010374

[www.ase.ro](http://www.ase.ro)

[www.editura.ase.ro](http://www.editura.ase.ro)

[editura@ase.ro](mailto:editura@ase.ro)

**Descrierea CIP a Bibliotecii Naționale a României**

**COPCĂ, NARCIS**

**On the Hospital Leadership Toward a Modern Vision / Narcis Copcă. -**

**București : Editura ASE, 2026**

Conține bibliografie

ISBN 978-606-34-0585-3

005

61

**Redactor:** Luiza Constantinescu (Editura ASE)

**Verificare limba engleză:** Ruxandra Argatu (Editura ASE)

**Tehnoredactor:** Alexandra Barbu (Editura ASE)

**Coperta:** Marian Oancea

Autorii noștri își asumă întreaga responsabilitate pentru ideile exprimate, corectitudinea științifică, originalitatea materialului și sursele bibliografice menționate.

# Contents

<b>Foreword .....</b>	<b>7</b>
<b>Introduction .....</b>	<b>9</b>
<b>Chapter 1. Leadership in healthcare – Theoretical foundations and research approaches .....</b>	<b>13</b>
1.1 Defining leadership: evolution, theories, and contemporary approaches .....	13
1.2 Leadership in healthcare: principles, challenges, and best practices .....	17
1.3 Motivating healthcare professionals: strategies and organizational impact.....	26
1.4 Health systems and leadership: managing change and improving performance.....	37
1.5 Researching leadership in healthcare: methodology and analytical frameworks .....	57
<b>Chapter 2. Analysis of the profile of the Romanian healthcare services system, within the European context .....</b>	<b>61</b>
2.1 General relevant characteristics of the healthcare services system in Romania.....	61
2.2 Analysis of health services needs of the population of Bucharest and the health services market in the serviced territory .....	66
2.2.1 Demographic analysis and its impact on the medical field.....	66
2.2.2 Analysis of the main structures and resources of the hospital services system in Bucharest .....	71
2.3 Analysis of the morbidity in the Bucharest – Ilfov Region .....	75
<b>Chapter 3. Analysis of the management system of the Clinical Hospital “Sfânta Maria” .....</b>	<b>83</b>
3.1 Institutional Curriculum Vitae.....	83
3.2 Analysis of the activities and performance of the hospital in the period 2008-2018.....	87
3.3 Analysis of the hospital’s human resources.....	90
3.4 Evaluation of the hospital performance in 2018, 2019, and 2024 .....	93
3.4.1 Evaluation of hospital management during the period analysed.....	99
3.4.1.1 Forecasting and planning .....	100
3.4.1.2 Organizing.....	101
3.4.1.3 Attracting, motivating, training, and retaining staff.....	102
3.4.1.4 Coordination .....	104

3.4.1.5 Control and evaluation .....	105
3.4.1.6 Management actions undertaken for the hospital’s development, quality improvement, and efficiency increase .....	107
3.5 Managerial challenges for increasing hospital performance .....	110
<b>Chapter 4. Concepts and characteristics of leadership in healthcare</b>	
<b>Case study: Clinical Hospital “Sfânta Maria” .....</b>	<b>116</b>
4.1 Healthcare Leadership Models .....	117
4.2 The leadership factor at the Clinical Hospital “Sfânta Maria” in Bucharest .....	121
4.2.1 Analysis of the current situation and performance of the hospital in leadership .....	121
4.2.2 The personnel, the most important resource of our hospital .....	131
4.2.3 Analysis of hospital performance indicators .....	132
4.2.4 Analysis of the financial situation .....	140
4.3 The SWOT analysis of the hospital .....	141
4.4. The prospective challenges of the hospital .....	142
4.4.1 The evaluation of the personnel motivation and professional satisfaction within the Clinical Hospital “Sfânta Maria” .....	143
4.5 Developing a Multi-organ Transplantation Center in Romania within the Clinical Hospital “Sfânta Maria” in Bucharest: between controversy and necessity .....	149
4.6 Multi-organ Transplantation Center at the Clinical Hospital “Sfânta Maria” in Bucharest, a project of regional importance for Southeast Europe .....	161
<b>Chapter 5. Research on leadership in healthcare .....</b>	<b>177</b>
5.1 Methodology for conducting the study .....	177
5.2 The characterization of the study participants .....	185
5.3 The analysis of the leadership style at the level of the transplant teams of the Clinical Hospital “Sfânta Maria” and MHH Hannover Hospital .....	190
<b>Discussions and conclusions .....</b>	<b>207</b>
<b>Bibliography .....</b>	<b>213</b>
<b>Annexes .....</b>	<b>225</b>
<b>Tables list .....</b>	<b>261</b>
<b>List of figures .....</b>	<b>263</b>
<b>List of annexes .....</b>	<b>265</b>

## Foreword

The central idea of the present monography emerged from the observation that the Romanian healthcare system is in a state of continuous transition – positioned between reform pressures, financial constraints, and the imperative of modernization. In such a context, the ability of healthcare leaders to inspire, motivate, and coordinate teams becomes decisive.

My experience in the Romanian medical system, along with direct contact with the daily challenges faced by hospital managers and medical staff, has shaped the conviction that effective leadership is one of the essential conditions for organizational performance, quality, and institutional stability. From this perspective, this work has not been merely an academic exercise, but also a personal exploration of how leadership can transform healthcare organizations from within. Therefore, the analysis seeks not only to revisit classical leadership concepts but also to adapt them to the current realities of the health sector. It aims to analyse the impact of different leadership styles on medical staff motivation, organizational culture, and ultimately, hospital performance.

The theoretical framework is complemented by an applied component grounded in field realities. The present monography attempts to capture the specificities of the Romanian hospital environment and to offer a balanced view between managerial efficiency and the human dimension of medical practice.

During the research process, I encountered extensive international literature, but also a visible gap regarding recent studies on healthcare leadership in Eastern Europe. Consequently, this work aspires to make a relevant contribution to the literature by contextualizing global theories within regional realities.

Undoubtedly, this research has been a journey of continuous learning. Beyond gathering data and theories, it has been an opportunity for self-reflection on professional practice – on how values, ethics, and communication can influence an organization's culture. My intention is for the outcomes of this work to be useful not only in the academic sphere but also in practical managerial contexts within Romanian hospitals.

Lastly, I would like to express my gratitude to all those who made this book possible. I owe special thanks to my colleagues and friends for their constant encouragement, and to the healthcare professionals who generously shared their experiences and insights. Without their support, this work would not have achieved the same depth and relevance.

This monography does not mark an end, but rather an invitation to dialogue and reflection. In a healthcare system under continuous transformation, leadership cannot be reduced to a fixed formula – it is a living, adaptable, and profoundly human competence. I hope that this book will serve as a starting point for further research and for more thoughtful decision-making in the management of healthcare organizations in Romania.

## Introduction

Throughout my professional journey — as a surgeon, head of hospital department, researcher, academic, and hospital manager — I have remained deeply dedicated to people, through leadership. I have been particularly drawn to those subtle, yet very powerful aspects that gather individuals around a common purpose: delivering the right and good quality care to their patients, even amid uncertainty, institutional constraints, systemic shortcomings, and many professional challenges. While clinical excellence and professionalism are essential in medicine, they are not sufficient to inspire top-tier specialists to join in achieving ambitious, often seemingly unattainable, objectives — especially within an under-resourced, constantly evolving healthcare system.

From the beginning, I understood that without a clear vision and elevated goals, true performance would remain elusive — especially when working with the best minds. Medical progress, driven by scientific and technological innovation, significantly shapes outcomes. My path forward has not always been swift; it has involved incremental progress and inevitable delays. Yet, I have remained focused on cultivating a future-oriented perspective — for the team, the organization, and, most importantly, the patients we serve.

I place trust in people. I seek to learn from every colleague, foster open dialogue across differing views, and maintain perseverance. My experience confirms that a team united by a higher purpose can overcome even the most complex divergences. This realization led me to deepen my understanding of leadership and management, complementing my medical education with advanced studies in economics and administration. Eventually, I chose to pursue a second doctoral degree, distinct from my clinical doctorate, in the management of medical organizations — closely aligned with my surgical practice.

During my career, I observed a critical gap: medical professionals often dedicate insufficient attention to communication, organizational strategy, and administrative coordination. This shortfall impacts both the working environment and the perception of medical services by patients and subordinates alike. It underscored the importance of integrating leadership development into medical careers.

This work explores how emerging leadership models can be adopted to revitalize Romanian healthcare institutions. It examines how leadership — when supported by interdisciplinary tools and social science insights — can redefine

performance in the hospital setting. A new leadership paradigm must include real-time collaboration, mutual respect, feedback mechanisms, and continuous learning within multidisciplinary teams.

Romania continues to grapple with the migration of medical professionals, particularly toward the private sector and foreign healthcare systems. In such a climate, effective leadership and sound human resource strategies are essential for motivating and retaining talent. Healthcare personnel are the most valuable resource within any hospital.

Simultaneously, there is increasing emphasis on aligning healthcare organizations with sustainable values and strengthening their relationships with communities and stakeholders. This calls for a reimagining of leadership models and the creation of participatory decision-making processes.

With over 17 years of experience in managing a clinical hospital in Bucharest, while also performing daily surgical practice, I bring a dual perspective to this study — one grounded in both administrative leadership and clinical realities. The institution I lead has undergone significant development in recent years, supported by committed clinical and administrative teams, as well as consistent engagement from local authorities. These efforts, coupled with my ongoing commitment to professional development, underscore the relevance of this research endeavor.

The Bucharest hospital services market is highly competitive, marked by innovation and a growing presence of private providers. This context necessitates a strategic, flexible, and innovative approach to hospital leadership. Additionally, new data on hospital morbidity and performance — both national and European — provide a valuable foundation for comparative research and evidence-based analysis.

Given these dynamics, I identified the study of hospital leadership as both timely and original. This monography represents an opportunity to synthesize and share the lessons learned from leading a major public hospital in Bucharest while deepening the theoretical and practical understanding of leadership in the healthcare sector.

The initial findings of this research confirmed that leadership in medicine — despite its critical importance — is comparatively underexplored. Applying general leadership theories to high-performance clinical environments poses unique challenges, requiring adaptation, innovation, and the development of context-specific management tools. Moreover, this research presents a structured opportunity to reflect academically on a decade and a half of hospital leadership within a continuously shifting political, economic, and technological landscape.

The overarching goal of this book is to articulate and promote a new vision for hospital leadership — one that meets patient needs, aligns with high professional standards, and is consistent with European healthcare trends. This vision draws not only from personal experience but also from the work of leading experts in hospital management and relevant research in the field.

*The objectives* of the paper have been formulated as follows:

- to present a well-argued discussion on the importance of health issues and health systems in today's globalized society, facing various challenges, highlighting the relevance of the topic;
- to conceptualize the leadership factor in general, and specifically at the level of the health system and hospital organizations;
- to broadly analyze the profile of Romania's health service system according to the criteria developed by the World Health Organization; to examine the evolving structural and managerial aspects, including actors, legislative framework, indicators, and reforms;
- to analyze the healthcare service needs and the relevant market in Bucharest;
- to develop a case study for situational analysis and lessons learned from the leadership exercised at the Clinical Hospital “Sfânta Maria” Bucharest, including an analysis of the professional satisfaction levels of the employees; and to create the first multi-organ transplant center at a national level and in Southeast Europe within the hospital;
- to conduct a comparative evaluation of the leadership styles within the transplant teams of Clinical Hospital “Sfânta Maria” from Bucharest and the Transplant Clinic in Hannover, Germany;
- to develop conclusions and recommendations, based on the analyses and studies conducted in the research, regarding a new vision for hospital service leadership in the capital, aimed at redefining performance and thus changing public perceptions.

The research methodology included a mix of methods, techniques, and research tools, including: bibliographic research, identification and analysis of secondary data, designing a methodology for incorporating leadership into decision-making processes, participating in meetings and events with stakeholders on new performance standards in hospital organizations, designing data collection instruments (discussion topics for questionnaires), disseminating the questionnaire, data collection, and statistical data analysis.

The novelty of the field and approach also lies in the fact that the author undertakes the presentation and analysis of the conceptual-methodological benchmarks for designing leadership in the involved entities, in the context of issues related to political control and the legislative process specific to the medical sector.

The current research does not aim to formulate or analyze specific solutions associated solely with the medical field; instead, it targets the impact of implementing new leadership models and promotes a consultative approach with stakeholders in the context of improving performance.

Based on the presented theoretical framework, the hypothesis is that more sustainable solutions can be achieved by considering leadership as a proactive tool.

The conclusions of the research open new perspectives on how leadership could be leveraged in various components of the medical field.