



Curriculum Vitae Europass

CURRICULUM MADE IN THE FORM OF A SUBSTITUTE DECLARATION OF AN NOTATORY DEED PURSUANT TO ARTICLES. 46 and 47 Presidential Decree 445/2000

The undersigned COSTA MARIA ELENA is aware that false declarations entail the application of the criminal sanctions provided for by the art. 76 of the D.P.R. 445/2000, declares that the information reported in the following curriculum vitae, drawn up in European format, corresponds to the truth:

Personal informations

Name/surname	MARIA ELENA COSTA
Address	Via Zeppelin 11 – 42122 Reggio Emilia
Telephone	338.8236651
E-mail	costa.mariaelena@ausl.re.it pec: mariaelenacosta65@pec.it
Citizenship	ITALIAN
Date of birth	18 GENNAIO 1965

Professional experience

Date	From September 1989 to October 1991
Work and position held	Permanent employment at the General Management of the Universo Assicurazioni company as a statistician for the LIFE sector
Date	From November 1991 to June 1992
Work and position held	Annual substitute teaching in Mathematics at the IPSIA professional institute in Parma
Date	From July 1992 to today
Work and position held	In role as Statistical Manager at USL 9 of Reggio Emilia until 1995, from 1995 to 2017 at the Reggio Emilia Hospital and from 2017 to today at the Reggio Emilia USL company

Main duties and responsibilities

- From July 1992 to December 1996 – Statistical Manager at the Organizational Development Office of the USL 9 of Reggio Emilia as part of the Total Quality Management project to support surveys and processing of statistical surveys and in methodological support (PDCA techniques) and operational to the improvement groups started;
- From January 1997 to December 1999 – Statistical manager at the Management Control Office of the Reggio Emilia hospital with functions in the budgeting process, processing and analysis of activity data, economic cost evaluation, analytical accounting;
- From September 2000 to June 2017 - Director of the complex "Management Control Service" structure of the Reggio Emilia hospital which has been responsible for the corporate management functions of freelance work and debt collection since 2007 with the renaming of the SOC to "Control of Management and Marketing";
- From March 2017 to today - Director of the complex "Planning and Control" structure of the single USL-IRCCS company in Reggio Emilia, which includes the Management Control, Freelance and Debt Collection functions;
- Between 2013 and 2017, position of Coordinator of the Administrative Area (March-December 2013), Director of the Technical-Administrative Department (January 2014-December 2015), Coordinator of structures, services and staff offices at the General Directorate (January 2016 – June 2017)

Education and training	
Qualifications	
Date	1979 - 1984
Name and type of education or training institution	Ulivi Scientific High School – Fidenza section (PR)
Title of qualification awarded	Scientific high school diploma
Date	1984-1989
Name and type of education or training institution	Facoltà di Scienze Statistiche, Demografiche e Attuariali di Bologna
Title of qualification awarded	Degree in Statistical and Demographic Sciences (old system) with final grade 110/110 with honors
Training	
Date and Course	<ul style="list-style-type: none"> - September-December 1992 - Total Quality in Health Services – IBM SEMEA - May 1993 - Leadership for Quality - IBM SEMEA at USL RE – IBM SEMEA - September 1995 - The measurement of quality perceived by the external customer - AICQ Milan - November 1995 - Introduction to audits for certification – IBM - February-June 1996 – Advanced course in Statistics – Emilia Romagna Region - February 1996 - Audits for certification – IBM - April – November 1999 – SAS System Course – Galman - December 1999 – Logics, Tools and Functions of Management Control in healthcare companies in the Emilia Romagna Region - November-December 2000 – Course for Administrative Managers - Emilia Romagna Region - June 2001 – Training for individual performance assessors – ASMN - October 2001 – Analysis of hospital admission costs – 6th Italian conference on patient classification systems - January 2003 – Cost calculation and analysis techniques in healthcare - May-June 2005 – Management training course in healthcare (I, II and III module – SDA Bocconi - September 2005 – Appropriateness of hospital admissions - May 2008 – Course on intramural freelance activity and personnel consultancy activities – Study Center for Local Authorities - November 2010 – Governing the Freelance Profession and the Paid Area – SDA Bocconi - June 2014 – Patient logistics in hospital: tools and solutions to optimize patient flows – Cerismas - September 2014-June 2015 – Management training course for managers of complex structures, Ed. XVI – Management and Healthcare Laboratory S.Anna School of Advanced Studies in Pisa - September 2019 – The Controller as business partner – Cerismas - February 2020 – The sustainability of the National Health System: not just economics – University of Parma - March-April 2022 - Performance evaluation and development of collaborators - USL RE - February-December 2022 – Community of Practice for experts in healthcare planning and control – Cerismas. - November 2022 - 1st Open Meeting of Large Hospitals – Florence - February-December 2023 – Community of Practice for experts in healthcare planning and control – Cerismas. - Participation in the Community of Practice for Healthcare Planning and Control Experts – Cerismas in 2022-2023-2024-2025 - November 2022 - 1st Open Meeting of Large Hospitals – Florence - October-December 2024 - VBHC Pelvic Floor Surgery Project – residential training organized by the Reggio Emilia Local Health Authority.

	<ul style="list-style-type: none"> - November 2024 – Check-up of economic and organizational control systems: diagnosis and improvement interventions – Cerimas Milan - May 2025: The company evaluation system for the non-managerial staff area: process, actors, methods, and tools – Module 1 – organized by the Reggio Emilia Local Health Authority - October 2025: Follow-up - Company evaluation for non-managerial staff area– Module 2 – organized by the Reggio Emilia Local Health Authority 				
NATIVE LANGUAGE	ITALIAN				
Self evaluation <i>European level (*)</i>	Comprehension		Spoke		Written
	I listen	Reading	Oral interaction	Oral production	
ENGLISH	B1	B1	B1	B1	B1
FRENCH	B2	B2	B2	B2	B2
	<i>(*)Common European Framework of Reference for Languages</i>				
Computer skills and competence	Excellent knowledge of Microsoft Office, SAS, Business Object Application Tools and internet packages				
Other skills and competences					
TEACHINGS					
Date	12-13 September 1996				
Course	Course on measurements in the healthcare sector				
Location	Ausl Trento				
Date	21-22 October 1996				
Course	Course for training animators in the nursing and technical area on the topic of measurements				
Location	Nursing School – Reggio Emilia				
Date	3 March 1998 e 10 March 1999				
Course	Management training course in healthcare on management control organized by the Perugia association for the promotion of neuroscience				
Location	Perugia				
Date	10-11 October 1998				
Course	Training course on Budget and Management Control aimed at healthcare companies in Calabria				
Location	Lamezia Terme (CS)				
Date	3 – 4 April 2001				
Course	Training course on Budget and Management Control organized by the nephrology and dialysis company				
Location	Sciaccia				
Date	June 1999				
Course	One-week residential internship in Reggio Emilia as part of the Calabria Region training project on Budget and Management Control				
Location	Reggio Emilia				
Date	AA 2019-2020				
Course	Contract teacher of the master's degree course in nursing and midwifery sciences - Management control module				
Location	University of Modena and Reggio Emilia				
Date	AA 2020-2021				
Course	Contract teacher of the master's degree course in nursing and midwifery sciences - Management control module				
Location	University of Modena and Reggio Emilia				
Date	AA 2021-2022				

Date Course Location	Contract teacher of the master's degree course in nursing and midwifery sciences - Management control module University of Modena and Reggio Emilia
Date Course Location	AA 2022-2023 Contract teacher of the master's degree course in nursing and midwifery sciences - Management control module University of Modena and Reggio Emilia
Date Course Location	AA 2023-2024 Contract teacher of the master's degree course in nursing and midwifery sciences - Management control module University of Modena and Reggio Emilia
Date Course Location	AA 2024-2025 Contract teacher of the master's degree course in nursing and midwifery sciences - Management control module University of Modena and Reggio Emilia
Date Course Location	AA 2025-2026 Contract teacher of the master's degree course in nursing and midwifery sciences - Management control module University of Modena and Reggio Emilia
PUBLICATIONS	<p>"The perspective of quality", Journal "Social and Health Perspectives, Year XXVII, July 1997</p> <p>Research conducted in Emilia-Romagna on growth in the first five years of sight in those born from ART: methodological introduction to the research", proceedings of the international conference "Special Children and Parents? From the desired child to the real child" – October 1998</p> <p>"Projection on the cost of DRG 14 (Vascular Diseases) in the Neurology division of Reggio Emilia", Neurobiology journal n. 44, year 1998</p> <p>"Monitoring of absences and workloads in the Reggio Emilia hospital", Mecosan magazine - n. 62 – year 2007</p> <p>"The experience of the S.Maria nuova hospital: evaluation of effectiveness with the cost per point method", Il Sole 24 ore Sanità magazine n. 43 – year 2008</p> <p>"The management of biomedical technologies at the Reggio Emilia hospital: use of process indicators", Mecosa magazine n. 75 – year 2010</p> <p>"Devices and appropriateness - The results of monitoring the costs incurred, Il Sole 24 ore Sanità magazine n. 21 – year 2017</p>
Patente	B

I authorize the processing of my personal data pursuant to Legislative Decree 30 June 2003, n. 196 "Code regarding the protection of personal data

I declare that the information contained in this Curriculum vitae is accurate and truthful.

I declare that I am aware of what is involved in affirming the truthfulness of the above and that I am aware of the criminal sanctions referred to in art. 76 of the Presidential Decree 28/10/2000 No. 445 "Consolidated text of legislative and regulatory provisions regarding administrative documentation" and in particular of the provisions of the art. 495 of the penal code in case of false declarations or false certifications. The above is presented in the form of a self-certification (declaration in lieu of certification and declaration in lieu of affidavit) pursuant to articles. 19,46,47 of the Presidential Decree No. 445/2000.

Reggio Emilia, 27/05/2026

Maria Elena Costa