Author's response to reviews

Title: Capacity of Middle Management in Health Care Organizations for Working with People--A Case of Slovenian Hospitals

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Author's response to reviews: see over
Dear editor,

I sent you an article which is my work and work of co-author. I work as a dean of College of Nursing Jesenice in Slovenia, in past I was director of Nursing in Institute of Oncology Ljubljana and leader for Business Excellence in this institution. My Phd was on area of change management in Slovenian hospital and the results of research were published in international journals. The second author is retired secretary for quality at the Ministry of Health Slovenia. At the time when we made this research he was already retired. More information about both authors is in short CV below.

The paper presents, in part, the results of a broader study entitled “Definition of skills and competences for hospital middle management”. The study was financed by the Ministry of Health of the Republic of Slovenia (contract no. C2711-07Y000217 with the Ministry of Health).

We send this article in Human Resources for Health, because this journal is well known, with good access and it publishing manuscripts on all aspects concerning management and governance of human resources for health. Slovenia is part of EU and some members from east European countries have the same health care systems in the past and they have a lot of problems with management and leadership development. Articles shows on some future tasks in the future to improve human resource in hospitals with same history of development. There are not any potential competing interests in article.

Slovenia is very small country and it is difficult to make list of 5 potential peer reviewers for our paper. Persons who works and research in this area are and that both authors don’t have common publication with them:

- Dr. Saša Kadivec, sasa.kadivec@klinika-golnik.si
- Dr. Marija Bohinc, marija.bohinc@guest.arnes.si
- Dr. Janko Kersnik, janko.kersnik@ozg-kranj.si

Thank you for your time and future information.

Kind regards,

Brigita Skela Savič
Short CV:

**Dr. Brigita Skela Savič** is the Dean of the College of Nursing Jesenice (CNJ), Head of the Research Institute for Health Care and Nursing at the CNJ, and the head of research group Health Care and Nursing CNJ at the Slovenian Research Agency. She is responsible for the CNJ development projects financed by the European Social Fund, in addition to being a member of research groups involved in inter-institutional Slovenian and international research projects. She is a lecturer at the CNJ in the subjects of research methodology, organization, and leadership. She is also a mentor for master's students at the Faculty of Management Koper, University of Primorska.

Her bibliography in the COBISS system (cooperative online bibliographic system) consists of 238 entries. She has publications in international journals: Health care management review, Stress and Health, Health Policy, Croatian Medical Journals. Brigita Skela Savič is a member of the Slovenian Health Care Board for Nursing at the Ministry of Health and a member of the working group for ensuring and monitoring the implementation of the Action Plan and the Slovenian Palliative Care Program at the same ministry. As a member of the working group for specialization in Slovenian nursing and a member of the Honorary Court of Arbitration, she is also included in the work of the Nurses and Midwives Association of Slovenia. From June 2012 she is a member of strategic council of minister for health Slovenia. In 2007, Brigita Skela Savič was awarded the highest recognition of the Nurses and Midwives Association of Slovenia, the Golden Mark. Since 2010, she has been a member of the international association 'The Honor Society of Nursing, Sigma Theta Tau International' and member of Advisory board FINE (European Federation of Nurse Educators).

**Dr. Andrej Robida** is a pediatrician, pediatric cardiologist, and a private higher education teacher. His main area of focus for the last 10 years has been quality in healthcare and patient safety. He is a lecturer at the CNJ, the Health Sciences Faculty, University of Ljubljana and a mentor for Master's students at the Faculty of Health Sciences, University of Maribor. He was the head of the Quality in Healthcare Department at the Ministry of Health and a co-chair of the Patient Safety Working Group at the European Commission where he helped with the establishment of the European Network for Patient Safety. Most of the projects at the Center for the Improvement of Quality and Safety in Healthcare are under his leadership. On master degree study programme at CNJ he is a holder on subjects Basics of management and quality in health care and nursing care and Design of a clinical microsystem and continuous quality and patient safety improvement. His book "A Pathway to Healthcare Excellency" is valuable study material and represents a practical tool for clinical audit.