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# Transparency and accountability

## Who are the boards of directors from corporatized public portuguese hospitals (period 2005-2010)



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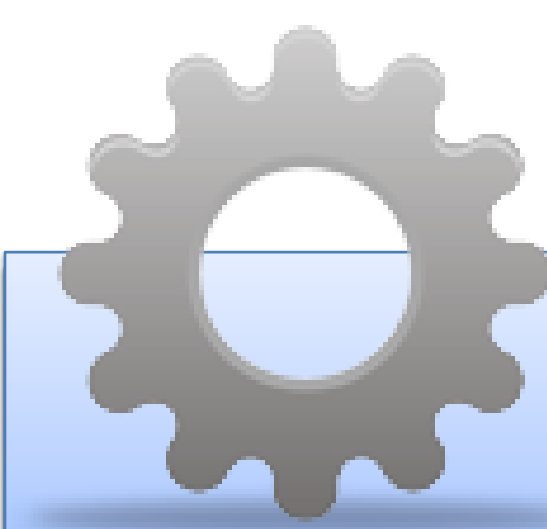


### OBJECTIVES

Since 2002, in the context of health system reform, most of the public portuguese hospitals have been corporatized. From 2002 to 2005, hospitals were transformed into limited companies (named in Portuguese as “*Hospitais SA*”) with exclusively public capital and subsequently, from 2005 till now, converted into Public Enterprise Entity Hospitals (PEEH).

Governing bodies: Board of Directors (clinical director and nurse director are mandatory; may include a non-executive member by proposal of the municipality where the hospital is located), Auditor (control of the legality, regularity and sound financial and asset management), Advisory Council and Technical Support Committees (ethical, humanization and quality of services, hospital infection control, pharmacy and therapeutics among others)

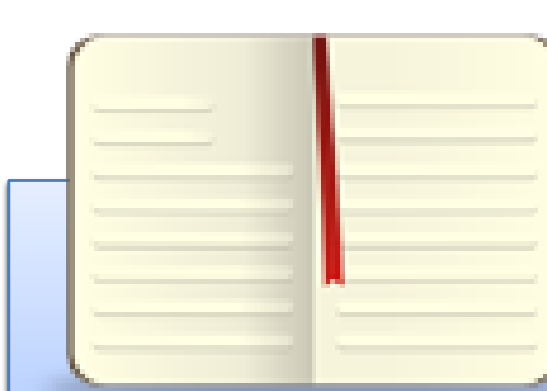
Characterize the structure (composition, size and origin), turnover, skills/expertise and experience of Boards of Directors of corporatized public Portuguese hospitals for the period 2005-2010.



### METHODS

Data from 40 units (hospitals, hospital centres and local health units) obtained at the website of the State-Owned Companies Sector (Directorate General of Treasury and Finance), created in 2007 by legal resolution (RCM nº 49/2007) under the adoption of good corporate governance practices in public state owned companies.

Data related with the governance model/governing bodies was used to characterize the composition, size and turnover; analysis of 208 individual curricula (members of governing bodies) was used to characterize the origin, background and experience (using coding classes in the areas of administration/management and clinical).



### CONCLUSIONS

The majority of boards have 5 elements, larger boards (6/7 elements) are associated with hospital centres and local health units (more complex). In about half (45%) of hospitals, the CEO is a doctor. There are no non-executive members appointed by the municipalities. Since 2005, most hospitals had 2 boards having mostly been renewed the mandate.

Medicine degree predominates in the board (because CEO is a doctor and the clinical directors), followed by law and, with lower representation, economics and management (those latter predominate in executives).

Specific skills/expertise in health management is dominated by post-graduate and specialization courses, especially hospital administration (inside executives) and management of health services (medical directors and nurses directors).

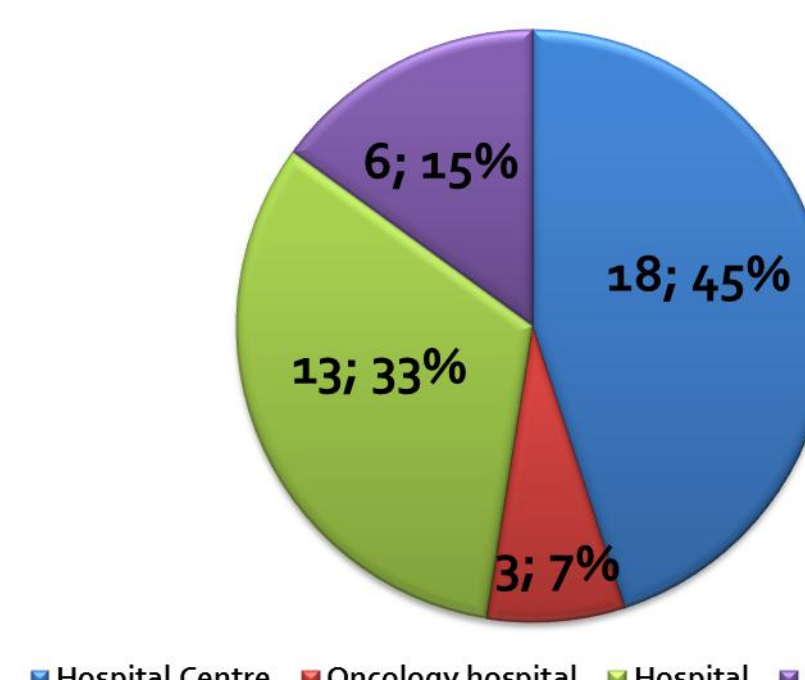
The board members come mainly from the public sector. Only a small number of its members, before integrating the board, had only experience in the private sector (banking / finance and other services).

On average, nursing director and the executives have an effective greater experience (in the health sector) than the CEO and medical directors.

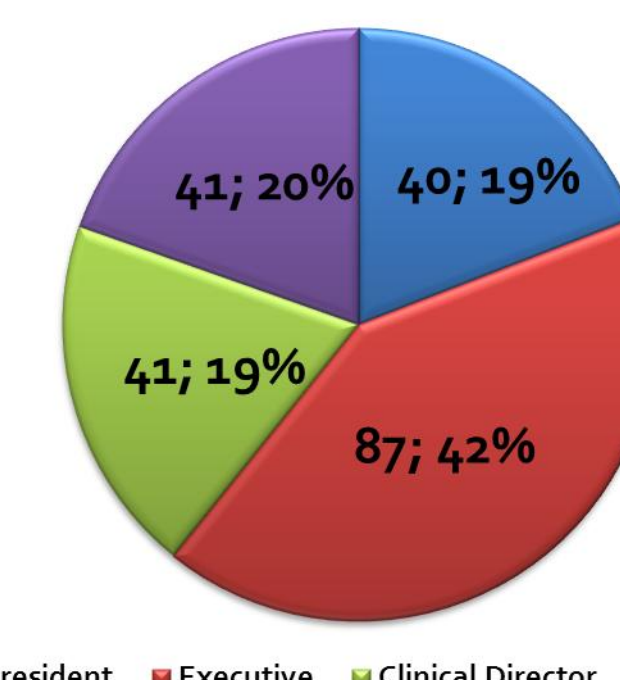


### RESULTS

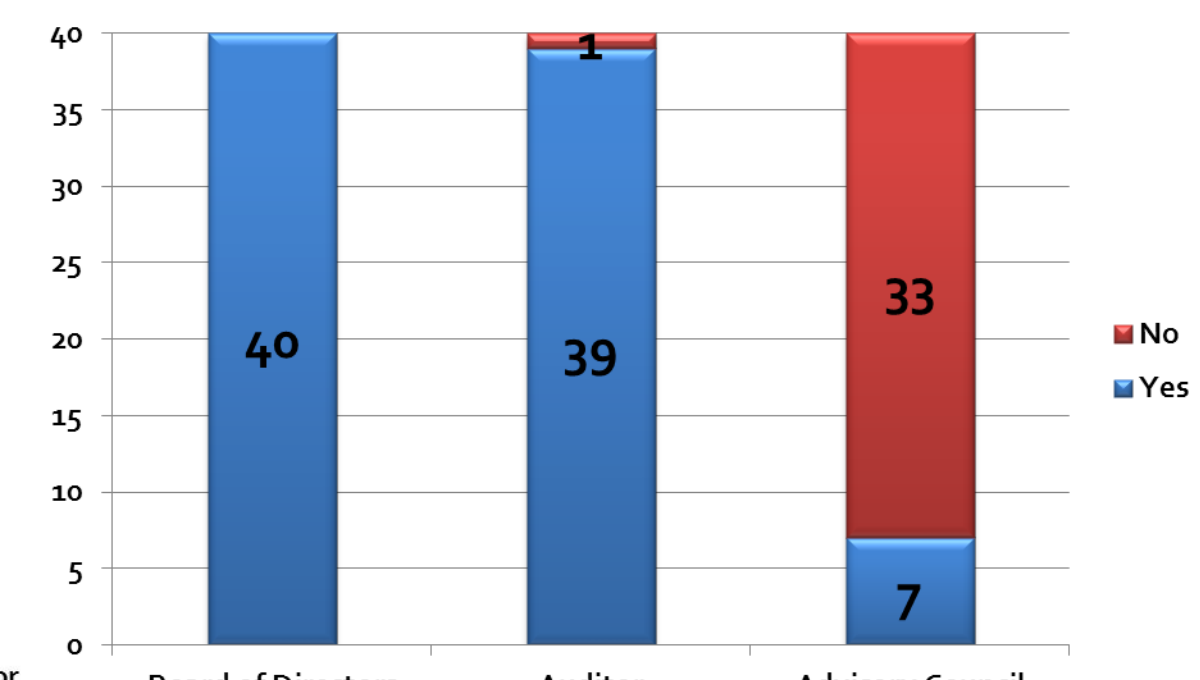
Type of hospitals



Type of board members



# Information –governing bodies



#### Board turnover

- Units had a total of 70 boards (min: 1; max: 3).
- Most units had 2 boards (65%).
- Only 42 boards (60%) underwent more than one mandate (2 mandates – 14 ; 3 mandates – 1 ).



#### Board size and composition

- Average members age is 52 years.
- Mostly male gender (63.5%).
- Number of board members between 4 elements (22.5%) to 7 (17.5%), mode is 5 (47.5%).
- Higher size (6 and 7) associated mainly to hospital centres and local health units.
- In 18 boards (45%) the CEO is a doctor.
- No non-executive members appointed by the municipalities.

Unity	Size					Total
	4	5	6	7		
Hospital Centre	2	6	5	5		18
Hospital Centre	6	7				13
Oncology hospital	1	1		1		3
Local Health Unit		5		1		6
Total	9	19	5	7		40



#### Basic qualifications

- Degree in medicine (31.8%), nursing (19.4%), law (17.5%), economics (11.8%) and management (8.1%).
- In 40 CEOs predominate medicine (45%), economy (23%), law (18%) and management (8%).
- In 87 executives dominate the law (24.5%), economics (18.4%) and management (16.1%).



#### Specific skills/expertise in health management

- Prevalence of post-graduate (49%), specialization courses (32%) and MSc (10%).
- In CEOs and executives predominates graduate degree in hospital administration.



#### Background

- Mainly from the public health sector
- Few members (5.4%) had only experience in the private sector (banking / finance and other services).

#### Experience in health care sector

	Average	Min	Max	STD
Board members	15,4	0	32	9,8
President	10,8	5,5	16	4,4
Executive	15,7	0	32	10,4
Clinical Director	11,2	10	20	1,1
Nurse Director	15,5	9	28	3,7



### CONTACTS



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