

**Profiles of Health Professionals and New Public Management of Hospitals**

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**Objectivos (Objectives):** Research Context - Extensive research on change management has revealed conflicting rationalities for managers and medical staff (Bolton, 2004; Pollock, 2004; Oliveira & Holland, 2007). But according to leading HRM specialists such as Bell and Staw (1989), Judge, Cable, Boudreau and Bretz, (1995), Seibert, Crant and Kramer (1999), Schneider and Hough (1995), Bozionelos (2004) it is likely that these will reflect different dispositions in relation to personal backgrounds and professional aims including career success. Objectives - This case study assesses the degree to which conflicting rationalities may relate to earlier professional training or experience of administrators, doctors and nurses as service and unit managers of Portuguese hospitals. It aims to gain an understanding of whether such training and experience, including the composition of different groups and teams of executive managers of hospitals, relates to organizational performance and to consider issues other than clinical practice, such as either performance indicators for NPM or psychological contract (Guest, 2004; Rousseau & Tinsley, 1997) and motivation in terms of purposeful engagement, autonomy and personal development (Arnold, 2008).

**Metodologia (Methodology):** Methodology - Sample: Two hundred and five (n=205) health professionals as higher level managers including administrators, doctors and nurses. Data Collection: Curricula vitae Data Analysis by a newly developed coding system in relation to (1) high school certificates; (2) university education; (3) post high school professional qualifications; (4) Master's degrees or MBAs; (5) diplomas or other post graduate qualifications; (6) attendance at conferences and seminars; (7) presentations to conferences or seminars; (8) publications; (9) length and range of experience of management. using MAXqda2010.

**Resultados (Results):** Results – Evidence of similar and different rationalities of different groups and composition of health professionals and managers in relation to their educational background and experience and profiles.

**Conclusões (Conclusions):** Implications - The results will constitute the basis for (1) one-to-one semi-structured interviews with a representative sample of those of the health professionals who (a) do or (b) do not any background in management training; (2) focus group discussion of the findings and (3) recommendations of the degree to which management training for health professionals (a) should be customized in relation to general hospital administration or (b) the specific needs of different clinical services and units.