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**Hospital Governance: Should doctors be more often nominated to boards?**Cláudia Iglésias<sup>1</sup>, Pedro Pita Barros<sup>1</sup><sup>1</sup> NOVA School of Business and Economics, Lisboa, PORTUGALContact: [claudia.iglesias@novasbe.pt](mailto:claudia.iglesias@novasbe.pt)

**Objectivos (Objectives):** An issue often discussed informally about hospital governance in Portugal is the presence of medical doctors in the board. However, little is actually known about the performance of hospital management. We intend to contribute to fill this gap, as the literature about hospital governance in Portugal is almost inexistent. Good governance of hospitals implies the need for models of hospital governance with an effective board. Therefore, in the absence of an evaluation of the board, and in order to understand its effectiveness, the evaluation of the quality of the management practices matters should take into account different views from different managers. This is our starting point: what can we learn about the management practices of Portuguese hospitals? Should we favor nomination of doctors to hospital boards?

**Metodologia (Methodology):** The analysis performed has both quantitative and qualitative aspects, based on the use of a survey and interviews. The survey was adapted from Bloom et al (2009). These enable the quantification of the quality of the management practices – through the Management Practice Indicator (MPI) - from the perspective of both middle and top hospital management. We estimate the effect that some variables have on the MPI and also the effect that the MPI has on the hospital performance.

**Resultados (Results):** 1) The subcategories ‘targets’ and ‘people management’ are the weaker from the MPI. Main reasons: hospital and individual targets are not interiorized, hospital targets do not cascade down the organization; inexistent talent management practices along with the lack of talent attraction/retention 2) To have better results in the MPI it does not matter the academic background of the board member. However, having a respondent being member of the board is preferably of not being member of the board – in the sense that they are more knowledgeable about the management practices.

**Conclusões (Conclusions):** The academic background of board members fails to empirically determine management practices. Accordingly, there is no reason to prefer to nominate doctors to hospital boards. We also highlight that two areas in hospital management should receive further attention: talent management and internal communication.