

ORGANIZATIONAL CULTURE AND MANAGERS PROFILES IN THE PORTUGUESE MENTAL HEALTH SERVICES

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Introduction: There is emerging evidence that organizational culture and leadership profiles influence the way health services implement their systems of care. Studies regarding organizational culture of services are widespread in economical and managerial areas but very few evaluate mental health care contexts. Most of these studies aim to help in the management of human resources.

Objectives: To assess the organizational culture and leadership profiles in the Portuguese mental health services.

Methods: Cross-sectional study, made in public and private mental health services. Evaluation was made by means of the competing values framework tool (Quinn, 1990) (Portuguese version - MJ Felício, 2007), which includes dimensions such as organizational culture and leadership profiles in the framework of more open or close systems and with more control or flexibility strategies.

Results: There is no organizational or leadership profile clearly outstanding in the Portuguese mental health services. However Director and Coordinator leadership profiles scored higher in the results. These higher scores profiles were linked with assignment of duties, delegation of tasks and planning activities. Innovation profiles had the lowest scores, linked with the ability to cope with change and to manage change.

Conclusions: Further studies are critical to develop a clearer view regarding the influence of organizational culture and leadership profiles in the organization of mental health services. Low scores on innovation components may influence the way evidence based practices are welcomed and implemented in services.