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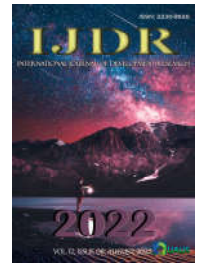
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INNOVATION IN HEALTH MANAGEMENT: THE CASE OF THE REGIONAL HEALTH FOUNDATION OF CEARÁ AND WORKFORCE PROFILE

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ABSTRACT

The Regional Health Foundation is a public foundation governed by private sector law, an indirect state public administration created to bring innovation in management, efficiency, celerity and optimization of public resource spending. This is a descriptive and quantitative study of the Regional Health Foundation, its innovative institutional model and its workforce, analyzing the profile of the employees who carry out their activities in this organization. A total of 43 collaborators allocated to the organization's headquarters participated in this study. The data collection phase took place in January 2022, using a structured online questionnaire, divided into six sections: sociodemographic profile, curriculum, teaching and research experience, registered product and publications. We chose to use tables to present the data of the descriptive and quantitative analysis. The profile of the Funsauúde's employees who carry out their activities at its headquarters is characterized predominantly by females, aged between 40-49 years, with an employment relationship under the labor legislation of the private sector. The identification of the workforce collaborators' profiles revealed that the professionals are highly qualified, owed to their vast experience in teaching and research. We believe that the results of this study bring contributions to the improvement of work processes and innovation in management.

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INTRODUCTION

The Unified Health System (SUS) transformed all Brazilians into citizens with a legal right to health guaranteed by the state, thus constituting the most inclusive of all public policies in Brazil and worldwide. However, despite being in operation for more than thirty years, SUS still presents numerous challenges, especially in relation to management issues. The SUS is recognized as a complex and constantly changing health system in different contexts and levels of health services. Thus, the skills needed by health managers to respond to current and emerging issues are still not fully understood (PAIM, 2018; CASTRO *et al.*, 2019). Furthermore, contemporary issues and emerging needs bring challenges to the global workforce dedicated to health sector management. These challenges are oriented around the economics, quality and efficiency of the system's services and require changes in the management of human resources. The efforts of health managers have been to evolve and expand their capabilities to meet these priorities.

Therefore, it is essential to ensure that health leaders and managers have the required competencies to respond to these challenges (FIGUEROA *et al.*, 2019). In this context, foundations have been gaining prominence as a form of organization in public administration, since they present themselves as a mechanism to modernize health management due to their flexibility, autonomy and for having some legal administrative instruments specific to private sector organizations. It is in this context that the public foundation under private sector legislation (a decentralized state foundation) arises, which is a public structure endowed with legal autonomy - a public entity, created by law to develop non-exclusive state activities in the social area (CONASS, 2016). Faced with the challenge of expanding, decentralizing and qualifying assistance to SUS users, the State of Ceará has invested in the restructuring of the service network based on studies, indicators and goals. The Regional Health Foundation (Funsauúde) is part of this public policy, assuming the mission of providing health services to the population at all levels of complexity; support the improvement of regional federative governance; promote innovation, scientific and technological

development in health; produce knowledge; and promote the valorization of workers (CEARÁ, 2020). Several studies show that valuing people and their work process is crucial for the organization to succeed in its objectives (MACHADO; POZ, 2015). Studies also reveal that in health institutions, especially public ones, there is a high turnover of professionals and informality in most employment contracts, which denotes the system's deficiency in terms of valuing its professionals. Attracting qualified professionals, offering continuous learning opportunity, systematizing evidence-based decision making, developing skills appropriate to real needs and material conditions, guaranteeing rights and evaluating results are continuous efforts that institutions must include in their mission (FUNSAÚDE, 2021). We believe that the relevance of this study lies in the fact that a broad understanding of the motivations that led to the creation of Funsauúde, its mission and organizational values, as well as the profile of its workforce, can contribute to the construction of better strategies for support and for the strengthening of its actions and activities in health care, management, research, innovation and permanent education. Furthermore, this study can be considered a starting point in the perspective of highlighting the technical advantages of implementing the foundational model in the management of health services, considering the possibility of professionalizing the provision of services with the appropriate selection of guiding collaborators of the management model. In view of these facts, the following questions are discussed: Why was a public foundation established under private sector legislation in the health service of the state of Ceará? What is the profile of the workforce that carries out its activities at Funsauúde's headquarters? Given this context, the objective was to describe the Regional Health Foundation and analyze the profiles of its workforce, focusing on the employees who carry out their activities in this institution.

MATERIALS AND METHODS

This is a descriptive and quantitative study on the creation of Funsauúde. The study analyzes the profile of the workforce that performs its activities at the headquarters of Funsauúde, starting from the challenges of public health management and of state foundations, and describing the organization of this specific Foundation. Funsauúde is legally defined as a public foundation under private sector legislation, created through the State Law n° 17.186, of March 24th 2020, affiliated with the Health Department of the State of Ceará (SESA). For the description of the creation of Funsauúde, we conducted documentary research, including related legislation, internal reports and several unpublished documents that dealt with topics related to this research. Finally, a literature review was carried out in relevant books and scientific articles on Administrative Law and Public Foundations. For the analysis of the workforce profiles, a questionnaire was applied using an electronic form structured through the virtual environment (Google Forms). The access link to the questionnaire was sent by email to the 44 employees who carried out their activities at Funsauúde's headquarters, who voluntarily accepted to participate in the study, regardless of race, age, religion or marital status. As for the number of participants, the plan was to carry out a census, collecting data from all employees who work at the headquarters, only one employee did not answer the questionnaire. Data collection took place in January 2022. The questionnaire was divided into six sections: sociodemographic profile, curriculum, teaching and research experience, registered product and publications. For the sociodemographic profile, the following were considered: sociodemographic variables (sex, age, race/skin color and existence of disability), type of employment relationship, and position on the board to which the professional was associated.

For the location of the position, the following categories were considered: Executive Board (DIREX), Personnel Management and Development Board (DIGEP), Administrative and Financial Board (DAF), Health Care Board (DAS) and Research Board, Business and Technological Innovation (DPNIT). In the description of the curriculum, the questionnaire considered the following aspects: academic education, level of education and active registration on the

LinkedIn social network and on the Lattes Platform the latter being a national platform which provides an information service to researchers, students, institutions and research groups in Brazil. Regarding teaching experience, we collect data about: area of knowledge, level of teaching activity and teaching time. As for research: research development area, type of professional association, participation in study groups, research and publications. We also asked about publications related to scientific production and the registration of developed products and patents. Data analysis was implemented following procedures based on the literature in the area, considering studies that described sociodemographic profiles in general, and studies on the profile of the workforce in Brazil and globally. As for the instruments and techniques applied in the quantitative analysis, we chose to use tables to present data and develop the descriptive analysis. It should be noted that the research project of this study was approved by the Ethics Committee of the Hospital Geral de Fortaleza, according to the issuance of the Approval Opinion: n° 5.430.046 and CAAE: 58710522.3.0000.5040, thus complying with the recommendations of Resolution n° 196/96, of the National Council of Health-Ministry of Health, referring to research developed with human beings.

RESULTS AND DISCUSSION

Regional Health Foundation (Funsauúde): Funsauúde is characterized as a public foundation under private sector legislation, created to bring innovation in management, efficiency, celerity and optimization of the expenditure of public resources. Its creation took place through State Law n° 17.186, of March 24th 2020, with the purpose of developing and executing, in a regionalized and non-exclusive way, within the scope of SUS, state health actions and services, support to municipalities in its reference services within the health regions and initiatives for the development of scientific and technological activities in the health area (CEARÁ, 2020). The creation of Funsauúde took place in the face of the first cases of SARS-CoV2 infection in Ceará, based on the understanding, by the State Government of Ceará, of the importance of valuing civil servants and the need to organize a public tender for hiring civil servants in order to provide quality assistance to the population (CEARÁ, 2020). The Government of Ceará has made increasing investments in the health area. Faced with the challenges of expanding, decentralizing and qualifying the assistance provided to SUS users, the State has invested in the restructuring of the service network based on studies, indicators and goals. The Regional Health Foundation (Funsauúde) was created to integrate the efforts of this policy, assuming the task of providing health services to the population at all levels of complexity; supporting the improvement of federative governance in the region; and promoting innovation, scientific and technological development in the health sector. The processes for implementing the foundation began in 2019 and also involved changing the board of the Ceará State Health Department (SESA), as part of the policy called Health Modernization Plan.

This foundation is also legally constituted as a Scientific, Technological and Innovation Institute (ICT) under the terms of the Federal Law N° 10.973, 2004, with the autonomy to establish its own research and development programs as well as programs for in-service education, aimed at increasing effectiveness and quality of the services provided (CEARÁ, 2020; BRASIL, 2004). Funsauúde's actions are implemented under the terms and conditions established in agreement by means of a formal contract with Sesa and/or other public authorities. The transfer of resources is linked to the contracts, which bring agreed objectives, goals, deadlines, evaluation criteria, obligations and responsibilities of their managers. In the health sector, the government of the State of Ceará realized the importance of valuing public servants and, especially, when it comes to offering quality care to the population of Ceará. One of the tools used for this purpose was the creation of Funsauúde, a public foundation under private sector legislation with the mission of bringing innovation in health management, efficiency, celerity and optimization of the expenditure of public resources. Therefore, Funsauúde is part of the

State's Health Modernization Plan where its main focus is to care for the citizen in a comprehensive, timely manner and with the human dignity one deserves. Funsau de's purpose is to develop and execute, within the scope of SUS, state actions and services, in accordance with the Law, and is also responsible for developing activities of a scientific and technological nature in health. It emerged with the aim of decentralizing and qualifying assistance to SUS users, restructuring the service network based on studies, indicators and goals. The management contract signed between Funsau de and SESA aims to establish a new form of contracted financing of public services, within the State itself, in addition to defining the criteria for evaluating the services. Based on the recognition of the value of health professionals, one of Funsau de's first activities was the elaboration and implementation of the policy for management and development of personnel, in which strategies for provision, retention and qualification of these professionals were defined, considering the objective of responding to the health needs of the population, in accordance with principles and guidelines of SUS. In the conceptual matrix of this Policy, governance is at the center, surrounded by organizational intelligence and learning, institutional development and policy effectiveness, where several other topics are inserted, including research, innovation, community of practice, continuing education and evidence-based management (CEAR , 2020). As described in this policy, the concept of organizational intelligence contributes to strengthening a culture of data governance and analysis, providing scientific and technological evidence for decision-making and offering adequate and updated information to enable the definition of priority actions and monitoring indicators. It also makes it possible to formulate the Workforce Map, an instrument that outlines the profile of professionals and relates this information to the needs of the service, indicating possible changes in routines, transfers according to skills and development and training strategies (CEAR , 2020). For this contribution to be effective, information on the workforce needs to be generated, monitored and evaluated, including sociodemographic and economic aspects, training, as well as experience. It's also a necessary competency to develop management strategies appropriate to the professional body and its capabilities (CEAR , 2020). For the good use of information, it is important to create an evidence-based management culture, valuing the knowledge produced in the service articulated with scientific production and public policies.

Challenges of Public Health Management and State Foundations:

It is known that health systems are complex and constantly changing in different contexts and levels of health services. However, the competencies needed by managers and health professionals to respond to current and emerging issues are still not well understood. Considering this circumstance, contemporary challenges and emerging demands for the global health management workforce revolve around economic efficiency, sustainability, and personnel management and development. The efforts of health managers have been to evolve and expand their capabilities to meet these priorities. Therefore, it is essential ensuring that contemporary health managers have the technical and managerial expertise to respond to the current scenario. (FIGUEROA *et al.*, 2019). In many public service scenarios, the direct public administration model has shown signs of being unable to keep up with the growing demands and the corresponding transformations required in the form of new management models. The direct public administration model faces mainly difficulties in expanding the care capacity of hospitals, developing more robust health units and preparing for new and changing times, without giving up the principles of SUS. Given this scenario, foundations have been gaining prominence in the context of public administration since they present themselves as an alternative for modernizing management due to their flexibility and autonomy and for having administrative instruments of a private sector nature (CONASS, 2015). In early 2005, the Federal Government began a series of studies and analyses on the legal-institutional forms of public administration, articulated by the Ministry of Planning, Budget and Management (MPOG), particularly aimed at overcoming obstacles in the hospital area. The objective of this process was to propose adjustments in public management, using legal mechanisms

that would allow greater autonomy while maintaining the supervision of the Brazilian State. (BRASIL, 2007; CAVALCANTE FILHO; FRANCO, 2015). As a result of this public debate, the "State Foundation" project was proposed, arising from the need to provide the Government with agility and effectiveness in meeting the country's social demands. The proposal was to have an institution within the State capable of incorporating innovations in management processes, such as performance evaluation with goals appropriate to different realities, professionalization of leadership with commitment of its leaders to the agreed goals and mandates linked to the achievement of objectives, while maintaining the supervision of the external and internal controls of the public administration as well as the social control. (BRASIL, 2007; CAVALCANTE FILHO; FRANCO, 2015). The State Foundation is a legal category existing in public administration since 1967, when it was defined in the Decree-Law n  200. In order to provide legal certainty to the statute of the Public Foundation under private sector legislation, in 2007, the Federal Executive Branch forwarded to the National Congress the Complementary Law Project n  92, a bill to supplement the constitution, defining the areas of activity where public entities could be established under this legal format, according to constitutional guidelines. What was intended with the Complementary Law Project n  92/07 was to redefine its field of action and a new administrative regime, giving it characteristics consistent with the current needs of public administration (BRASIL, 2007).

During this period, there was much controversy over the suitability of government foundations to be governed by private sector legislation. Representatives of many organizations such as the National Health Council (CNS), Unified Workers Union (CUT), from the legal community, the Federal Public Ministry, the Brazilian Bar Association (OAB) and even sectors of the Courts of Auditors, were critical. These criticisms highlighted the possibility that structures that should be public could be occupied by organized political groups, affecting the commitment of professionals and the efficiency of the institution. In addition, it was pointed out that the application of private sector legislation might not resolve the issue of precarious employment relationships and would not guarantee the stability and job security needed for workers. To date, the complementary bill has not yet been voted on in the National Congress, it is still waiting to be appreciated by the plenary of the Federal Chamber of Deputies (CAVALCANTE FILHO; FRANCO, 2015; SANTOS; SALGADO, 2018). Despite the Bill, PLP n. 92/2007 has not completed its processing in the Federal Legislative Branch, some states and municipalities have instituted state foundations, especially to provide public health services.

The essential purpose of a State Foundation is to enhance the management of public services and improve the State's service in areas that are primarily social. It is on this background that the public foundation governed by private sector legislation (state foundation) emerges, which is a public structure, endowed with its own legal identity, created by virtue of the Law to develop non-exclusive state activities in the social area. It has administrative autonomy, its own assets managed by a board of directors and operations funded by direct public resources, from the treasury of the entity of the federation that created the foundation, and/or by other sources. (CONASS, 2016). The legal regime of the private sector applies to foundations, especially to the administrative management of the public entity, regarding the labor regulation of its personnel, which follow the general rules of the Consolidation of Labor Laws (CLT); the remuneration of staff, payment and execution of credits and debits; and also, to civil, commercial and tax rights and obligations. The public foundation is subject to the supervision of the public administration, in terms of legality and efficiency.

Profile of the workforce at Funsau de's headquarters: The profile of the workforce at Funsau de's headquarters is presented in tables according to sociodemographic profile, curriculum, teaching and research experience, registered product and publications. We can see in Table 1, that of the 43 workers who answered the questionnaire, most are female (65.1%).

Table 1. Sociodemographic and training profile of collaborators in terms of gender, age group, race, disability, education and postgraduate area. Regional Health Foundation. Fortaleza-CE (n=43), 2022

Variables	No	%
Sex		
Feminine	28	65.1
Male	15	34.9
Age		
20-29 years	3	7.0
30-39 years	16	37.2
40-49 years	18	41.9
50-59 years	5	11.6
60-64 years	1	2.3
Breed		
White	28	65.1
brown	11	25.6
black	4	9.3
Deficiency		
Yes	1	2.3
No	42	97.7
Education*		
Technical Course	4	9.3
University education	43	100
Graduate (higher degree)		
MBA or Specialization	20	46.5
Master's degree	9	20.9
Residence	3	7.0
Doctorate degree	two	4.7
Postgraduate Area		
Management	11	25.6
Health	11	25.6
health management	10	23.3
Right	6	14.0
Engineering	two	4.7
Education	1	2.3

Source: Authors *Variables are not mutually exclusive.

Table 2. Work profile of employees in terms of related management, profession, contract/employment relationship and curriculum vitae (Lattes and LinkedIn). Regional Health Foundation. Fortaleza-CE (n=43), 2022

Variables	No	%
Board of Directors		
DIREX	12	27.9
DIGEP	11	25.6
DAF	9	20.9
DAS	8	18.6
DPNIT	3	7.0
Profession		
Administrator	8	18.6
Attorney	8	18.6
Nurse	6	13.9
Psychologist	4	9.3
Counter	3	7.0
Doctor	3	7.0
Others	11	25.6
Contract/bond		
CLT / public employment	39	90.7
Public server	4	9.3
Curriculum lattes		
Yes	26	60.5
No	17	39.5
LinkedIn resume		
Yes	26	60.5
No	17	39.5

Source: Authors

Adding the age groups between 30 and 39 years old (37.2%) and between 40 and 49 years old (41.9%) we have almost 80%. Of the total, 65.1% self-declared white and one employee reported motor disability (2.3%). According to data from the Continuous National Household Sample Survey (PNAD) 2019, the number of women in Brazil (51.8%) is higher than that of men (48.2%). The same survey shows that, 42.7% of Brazilians declared themselves as white, 46.8% as brown, 9.4% as black and 1.1% as yellow or indigenous.

The Economically Active Population (PEA) covers what the Brazilian Institute of Geography and Statistics (IBGE) classifies as the sum of the employed and unemployed population, aged 16 or over. According to the last 2010 census, approximately 56% of the PEA are men and 44% are women (IBGE, 2010). In Brazil, 46.6% of the population aged 25 and over are concentrated in the education levels up to completed elementary school or equivalent; 27.4% had completed high school or equivalent; and 17.4%, had completed higher education. As for education, all workers at Funesaúde headquarters have completed higher education with 9.3% having a technical course. Of the total, it was found that 79.1% have a postgraduate degree, with 46.5% having an MBA/specialization. The postgraduate academic fields highlighted were Management (25.6%), Health (25.6%), followed by Health Management (23.3%). The postgraduate academic fields are consistent with the professional profile, type of positions and work performed at Funesaúde headquarters, which are mostly management and technical activities, and no health care positions. The data showed that the team of collaborators is qualified, almost 80% of them have postgraduate degrees at both *latosensu* and *strictosensu* levels, notice that ¾ (67.4%) of respondents have an MBA/specialization and/or master's degree. In a study carried out in 2016 by the Center for Management and Strategic Studies (CGEE), in Brazil, in 2010, we had 516,983 people with a master's degree and 109,953 with a doctorate. These numbers corresponded to, respectively, 0.5% and 0.1% of the Brazilian population aged 25 to 65 years.

According to the Institute Ethos(2016) survey titled: "Social, Racial and Gender Profile of the 500 Largest Companies in Brazil and Their Affirmative Actions", women are less present in management positions than men, with 38.8% in supervision, 31.3% in management, 13.6% in the executive staff and 11% in the board of directors. At Funesaúde, the opposite is observed: 14 employees hold the position of coordinator, 78.6% women and 21.4% men; and among the five directors, two are men and three are women. This shows that Funesaúde has valued the participation of women and promoted gender equity in the work environment. As for the managers category, in Table 2, it is observed that the Executive Board (DIREX) and the People Management Board (DIGEP) constitute more than 50% of the total number of respondents. Regarding the professions of staff members, administrators (18.6%) and lawyers (18.6%) had the highest percentage among the employees at Funesaúde's headquarters. These percentages demonstrate that the profile of professionals fits within the main actions of Funesaúde for the year 2021 and the 1st semester of 2022, which was to promote a public contest to fill more than six thousand vacancies in the assistance, administrative and medical areas, as well as to develop and implement the planning for the transition of professionals in health facilities. The professionals from the contest are being hired as public employees with a CLT employment relationship and are progressively assuming positions at the Hospital Geral de Fortaleza (HGF) and at the Mobile Emergency Care Service (SAMU) 192 - Ceará, which were the units included in the contract with SESA, so that Funesaúde would take over the management in 2022. Regarding the contract/employment relationship, it can be observed that the vast majority (90.7%) have an employment relationship based on the Consolidation of Labor Laws (CLT), which is the general labor law of Brazil. It is worth mentioning that this legislation establishes rules that regulate labor relations, the rights and duties of both the employer and the employee. The Lattes curriculum is a record of the past and current life of students and researchers in the country, and adopted by most funding institutions, universities and research institutes in the country. In relation to the Lattes curriculum, 60.5% of the respondents have it. The same percentage (60.5%) is observed for the presence in LinkedIn, which is the largest professional social network, focused on generating connections, creating resumes, searching for jobs and contacting people from all over the world. In line with Table 3, it is noted that employees at Funesaúde's headquarters are highly qualified, reinforcing what had already been observed in Table 1. Referring to education and graduate studies, more than half of the respondents have teaching experience (51, 2%) and a little less than half (41.9%) have research experience.

Table 3. Profile of employees in terms of teaching experience, teaching area, research experience, research area and registered product and publications. Regional Health Foundation. Fortaleza-CE (n=43), 2022

Variables	No	%
teaching experience		
Yea	22	51.2
No	21	48.8
Area of teaching experience*		
Labor Management and Education in Health, HR Management, Scientific Methodology, Health Promotion	4	9.3
Right to health; Epidemiology; Quality Management in Health; General Data Protection Act (LGPD); Violence and Health; Formulation, Implementation and Evaluation of Health Policies, Systems and Programs	3	7.0
Health Technology Assessment – HTA; Communication and Health; Processes Management; Project Management; Information and Health; Health Planning and Management; Health of Women, Children and Adolescents; Worker's health; Mental health; Epidemiological Surveillance	2	4.7
Logistics Management; Financial Management; Risk Management; Compliance; Attention to Urgencies and Emergencies; Pharmaceutical care; Health Economics; Policy and Management of Science, Technology and Innovation (ST&I) in Health; Applied Ethics and Bioethics; Innovation in Health; Biosafety and Environment; Health Surveillance; Statistical, Mathematical and Computational Modeling Applied to Health	1	2.3
Other areas	15	
Level of teaching experience		
University graduate	16	37.2
Short duration courses	11	25.6
Postgraduate studies	10	23.2
Technical courses	7	16.3
Other	6	14.0
research experience		
Yes	18	41.9
No	25	58.1
Area of Research Experience*		
Innovation in Health	5	11.6
Women's, Children's and Adolescents' Health	4	9.3
Clinical research; Formulation, Implementation and Evaluation of Health Policies, Systems and Programs; Health Planning and Management	3	7.0
Health Technology Assessment – HTA; Right to health; Management of Work and Education in Health; Mental Health, Business Intelligence - BI	2	4.7
Pharmaceutical Assistance, Health Economics, Statistical Modeling, Mathematics and Computational Applied to Health, Information and Health, Health and Work, Violence and Health, Artificial Intelligence, LGPD, Compliance, Data Science, Epidemiology, HR Management	1	2.3
Development-level research experience*		
University graduate	12	27.9
<i>Strictosensu</i> postgraduate	7	16.3
<i>Latosensu</i> postgraduate	6	14.0
Technical graduation	1	2.3
Other	7	16.3
registered product		
Yes	3	7.0
No	40	93.0
Publications in national and international journals		
Yes	20	46.5
No	23	53.5

Source: Authors *Variables are not mutually exclusive

Funsaúde took over the management of the HGF, the largest public hospital in the state of Ceará, which is certified as a Teaching Hospital, meaning it develops teaching, research besides high-complexity service activities, therefore, requiring quality and integrality in its actions, based on the principles and guidelines of SUS (BRASIL, 2015a). An expressive percentage of collaborators with experience in teaching and research was observed, they can act in the formulation and management of policies and programs related to teaching and permanent education, and even as professors and researchers in these programs, within the scope of Funsaúde headquarters, HGF, SAMU, and other institutions. Regarding the variable teaching experience, special attention should be given to the field of the experience the respondents have which are predominantly: management and health education, HR management, scientific methodology and health promotion. Regarding research experience, the areas of innovation in health and women's, children's and adolescents' health stand out. As for the experience in teaching and research, in terms of education level, 37.2% have experience at the undergraduate level, 25.6% in short-term courses and 23.2% in graduate studies. Concerning research experience, in terms of education level, it was noticed that most professionals (27.9%) have experience with undergraduate research, followed by experience in *strictosensu* graduate studies (16.3%) and graduate *latosensu* studies (14.0%).

Regarding registered products, it is observed that the vast majority (93%) do not have any registered product and, while almost half of the respondents (46.5%) have a scientific publication in national and/or international journal. Finally, the study made it possible to know the Regional Health Foundation of Ceará, which is a public foundation under private sector legislation, created to bring innovation in management, efficiency, celerity and optimization of the expenditure of public resources. The profile of Funsaúde's employees who carry out their activities at its headquarters is characterized predominantly by females, aged between 40-49 years, with an employment relationship under the labor legislation of the private sector-CLT. All workers have completed higher education, the vast majority have postgraduate degrees, both at the *latosensu* and *strictosensu* levels. The analysis of the profile of Funsaúde's employees made it clear that the professionals are highly qualified, given their vast experience in teaching, with more than half of the employees having their experience in areas related to the formulation, implementation and evaluation of health policies. Regarding research experience, those related to health planning and management, innovation and technology in health, at undergraduate and graduate levels, and publications in national and international journals stand out. As a limitation of the study, there is a scarcity of previous studies in the literature addressing state foundations and research on the profile of workers in this field of professional activity.

It is believed that the results of this study offer contributions to the improvement of the work process aimed at innovation in management intended by Funsaué. Based on these findings, we suggest the creation of study and research groups, based on the expertise of professionals and the identified demands of the services. These groups can bring new proposals for solutions to the problems identified as priorities, both in the area of teaching and research and in health care management, as well as fostering partnerships with researchers and/or institutions for the development of new scientific research.

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