



## STRATEGIC PLANNING FOR THE ORGANIZATION OF HEALTH CARE OF A PUBLIC UNIVERSITY SERVER

### PLANEJAMENTO ESTRATÉGICO PARA A ORGANIZAÇÃO DA ATENÇÃO À SAÚDE DO SERVIDOR DE UMA UNIVERSIDADE PÚBLICA

### PLANIFICACIÓN ESTRATÉGICA PARA LA ORGANIZACIÓN DEL CUIDADO EN SALUD DEL SERVIDOR DE UNA UNIVERSIDAD PÚBLICA

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#### ABSTRACT

**Objective:** developing strategic planning in health care unit of a server of a Brazilian public university. **Method:** action research of a qualitative and quantitative approach. Data collection took place in three stages by semi-structured interviews with 11 managers and two syndicate leaders of the university, retrospective documentary analysis of reports and spreadsheets of the unit of Security and Occupational Health of the university between 1997 and 2012 and six seminars with 11 professionals. The data were interpreted respectively according to the Content Analysis, by simple descriptive statistics. The project was approved by the Research Ethics Committee, CAAE 07910712.5.0000.0102. **Results:** data from the first and the second stage allowed the recognition of the situational reality and were discussed in the first seminar, which outlined the themes to the formulation of the Situational Strategic Planning. **Conclusion:** the planning enabled the identification of the problem in the situational reality and directed the discussion to facilitating the operationalization of actions. **Descriptors:** Occupational Health Services; Labor Nursing; Strategic Planning; Management of Professional Practice.

#### RESUMO

**Objetivo:** elaborar o planejamento estratégico em unidade de atenção à saúde do servidor de uma universidade pública brasileira. **Método:** pesquisa-ação, de abordagem quali-quantitativa. A coleta de dados ocorreu em três etapas, por entrevistas semiestruturadas com 11 gestores e dois dirigentes sindicais da universidade, análise documental retrospectiva em relatórios e planilhas da unidade de Segurança e Saúde Ocupacional da universidade entre 1997 e 2012 e, seis seminários com 11 profissionais. Os dados foram interpretados respectivamente segundo a Análise de Conteúdo, por estatística descritiva simples. O projeto foi aprovado pelo Comitê de Ética em Pesquisa, CAAE 07910712.5.0000.0102. **Resultados:** os dados da primeira e segunda etapa permitiram o reconhecimento da realidade situacional e foram discutidos no primeiro seminário, que delineou os temas para a elaboração do Planejamento Estratégico Situacional. **Conclusão:** o Planejamento possibilitou a identificação do problema na realidade situacional e direcionou a discussão para viabilizar a operacionalização das ações. **Descritores:** Serviços de Saúde do Trabalhador; Enfermagem do Trabalho; Planejamento Estratégico; Gerenciamento da Prática Profissional.

#### RESUMEN

**Objetivo:** desarrollar la planificación estratégica en la unidad de cuidado de la salud de un servidor de la universidad pública brasileña. **Método:** investigación-acción de enfoque cualitativo y cuantitativo. La recolección de datos se llevó a cabo en tres etapas por entrevistas semi-estructuradas con 11 gerentes y dos dirigentes sindicales de la universidad, el análisis documental retrospectivo en informes y hojas de cálculo de la unidad de Seguridad y Salud Ocupacional de la Universidad entre 1997 y 2012 y seis seminarios con 11 profesionales. Los datos fueron interpretados respectivamente según el Análisis de Contenido, por las estadísticas descriptivas simples. El proyecto fue aprobado por el Comité de Ética en Investigación, CAAE 07910712.5.0000.0102. **Resultados:** los datos de la primera y segunda etapa permitieron el reconocimiento de la realidad de la situación y se discutieron en el primer seminario, que esbozó los temas para la formulación de la Planificación Estratégica Situacional. **Conclusión:** la Planificación permitió la identificación del problema en la realidad situacional y dirigió la discusión para permitir la implementación de las acciones. **Descriptor:** Servicios de Salud Ocupacional; Enfermería del Trabajo; Planificación Estratégica; Administración de la Práctica Profesional.

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## INTRODUCTION

Attention to workers' health needed to be expanded and adapted to the advances of capitalism, due to changes in the organization and work processes, which in turn, will cause further health problems. Within this conception, Occupational Health has a multidisciplinary approach that shares the perspective of the whole, which enables employee participation as subjects able to contributing to their expertise in understanding the impact of work on the health-disease process and position them politically with a view to promoting health.<sup>1</sup>

The Brazilian Government established the Care Policy Health and Safety of the Federal Civil Servants (PASS). To perform it, instituted in 2009, Integrated Subsystem Health Care of the Federal Civil Servants (SIASS). This is under the Ministry of Planning, Budget and Management and a member of the Civilian Personnel System of the Federal Administration (SIPEC). The SIASS proposes measures for the implementation of health care actions in order to coordinating and integrating activities and programs in the areas of assistance, official expertise, surveillance and health promotion of federal civil servants.<sup>2</sup>

The actions proposed by SIASS are in the process of implementation and adaptation in various federal universities. Although configure significant advances, there are still many challenges. Thus, given the changes in the world of work and current ways of organizing work, this study is justified by the need to plan actions related to server health in order to achieve objectives such which described in SIASS.

This study is planning as a management tool, the logic of the Situational Strategic Planning (PES), which enables problem solving in which social actors are inserted into the problem situation and participate in the process to identify the causes and find appropriate solutions in order to promote changes.<sup>3</sup> In turn, consists of a challenge for nursing work, since it is intended intervention in the management of this process, through the promotion of participatory planning by the multidisciplinary team of the unit.

This study aims to developing strategic planning in health care unit of a Brazilian public university server. For this, it aims to

recognize the situational reality; propose action plan of the multidisciplinary team to attend to the server health, opposite the situational reality and adopt the proposal with the team collectively constructed of action planning.

## METHOD

Article drawn from the dissertation << **Attention to server health: planning at a public university** >> submitted to the Professional Master's Degree in Nursing Graduate Program of the Health Sciences Sector of the Federal University of Parana/UFPR. Curitiba (PR), Brazil, in 2013.

For the research used the qualitative and quantitative approach, as action research. This consists of method that requires transformation, in which people with social representation and involved in the problem situation to the researchers involved in the diagnosis of reality in which they operate, in order to identify problems collectively and build solutions. Action research, applied in the context of organizations, it appears useful in improving working conditions, the redefinition of management priorities and introduction of new technologies.<sup>4</sup>

It is considered as an empirical basis of research and participatory nature, promoting extensive interaction between researchers and people representatives of the situation investigated. It is noteworthy to plan actions identified in the early stages of investigation. Its implementation requires a clear definition of objectives and the policy commitment into reality; also, establishing interdisciplinary conditions that grant the participation of different professionals in the analysis of this situation to outline future actions. Action research allows developing research through stages: exploration, main, action and evaluation, which were adapted to the stages of the research.<sup>4</sup>

The setting chosen for study purposes was a public university in southern Brazil, specifically in the unit responsible for health care and security of the server of this institution. Data collection consisted of three stages, comprising the following techniques: **interviews, document analysis and seminars**, conducted between March and October 2013.

In the first stage, the semi-structured **interviews** with issues related to server health longed to identify the perspectives of

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11 people responsible for managing the university and two leaders of the unions representing the employees of the university, as the attention to server health. The second stage of the study consisted of a retrospective **documentary analysis** of reports and spreadsheets safety and health unit of the university server from 1997 to 2012, with the purpose of recognizing the activities developed in order to support the planning of health-related actions server.

In the third stage there were performed six **seminars**, in which researchers and participants gathered to guide the investigation, on a voluntary basis, depending on the interest on the problems and objectives of the research.<sup>4</sup> At this time, the results obtained in the first and second stage research, documentary and interviews were presented to the 11 professional team in the first seminar, which comprised the exploratory phase of reality recognition of action research. With the challenge of drafting the proposal for planning the activities in the unit, the other seminars corresponded to the stages, main and action research action. Due to time limitation, the evaluation stage proposed in the action research methodology will be addressed after the development of pilot actions taken by the facility staff, continuing to this research.

Participants selected in the first and third stage are intentional, since the sample refers to a small group of people chosen according to criteria of social representation.<sup>4</sup> Inclusion criteria were: work as a manager in the care area to the server health in university, trade union representative of the university or professional unit for more than one year; they are not on leave during the period of data collection; and accept sign the Informed Consent Form (ICF).

The study met the guidelines and regulatory requirements of Resolution No 466/12 of the National Health Council about research involving human subjects and was approved by the Research Ethics Committee of the university study setting on December 5<sup>th</sup>, 2012, under the registration number CAAE 07910712.5.0000.0102. The IC was signed by the research participants after the information: the objectives and methodology of the study; the anonymity and confidentiality of responses; consent for recording interviews and seminars, as well

as the right to voluntarily not participate in the study.<sup>5</sup>

Data from the first stage were interpreted according to Bardin Content Analysis.<sup>6</sup> The second stage, on the desk research, data were analyzed using simple descriptive statistics, using Microsoft Office Excel 2007 program. In the third stage we chose if not by the use of a specific technique for analysis, but for a sustained discussion in the literature from the results obtained in the Situational Strategic Planning.<sup>3</sup>

## RESULTS

The results will be presented in analogous sequence the collection of research data on the health care of the server, so the **interviews, document analysis and seminars**. At the same time, they comprise the stages of action research and this study aimed to recognizing the situational reality and carrying out participatory planning.

Data from the **first stage** were obtained from responses to the interview guide developed by the authors, with issues related to health care for the university server, for the recognition of reality from the perspective of the research participants. This stage enabled the identification of relevant aspects, through expressions of respondents. In this sense, as the conditions and the work process, considered as factors that interfere directly in the server health.

*I report both working conditions and the work process as two essential conditions for health and wellness in the server work. (E1)*

*[...] Work process is one of the key parts of the server health, is not the only, but it is a contributory part. (E5)*

The actions and challenges of attention to server health were identified by respondents. Thus, evidence of continuing education directed to both servers watching the server health, and for the server on his desktop based on the prevention of occupational risks.

*Regarding the educational part, demand a problem that we see is the need for continued training of servers watching server health. (E1)*

*[...] Education focused on worker health, an education employee's care*

*this really is little, his health care, to prevent the risks of work, I think this lack. (E4)*

With regard to conducting research on the health of the university server, participants reported that there is little, also expressed the importance of the same be applied to the practice and the partnership between administrative staff and teachers.

*[...] We found very little production at the University about the University server. There are several researches related to health, but few look at the inner reality. (E2)*

*[...] I see the University itself using the whole research knowledge, reversed within the institution. (E8)*

*Who is ahead of the health of the server are technicians, but there has to be a partnership with faculty. (E5)*

Regarding the management of SIASS at the University, there was mentioned about the challenge to implement the National Policy on Care Worker Health.

*There is a need that the coordinator has more autonomy to articulate improvements, [...] and better intervention by the Ministry of Planning to be acquired better conditions of human resources, physical space, furniture and equipment. (E1)*

*Managerially, the proposals are not effectively put into practice in the various units within the coordination that aims to meeting the server's health. It is no interference, but the structure that still does not give effective conditions that manager make the unit operating within 100% of the expected. (E13)*

The commitment; however, was voiced management in the care of server health.

*[...] There is a wish of management to promoting, investing, so that we have health care activities from the server. (E5)*

The **second stage** involved the **documentary analysis** of reports and spreadsheets allowed the identification of the following activities in the care unit to the server health: the periodic medical examination, accident records in service, the admission examination, evaluation of working capacity (ACL) server and

promotion programs to health and safety and educational activities.

The total of periodic medical examinations, from 1997 to 2012, was of 3.762. The data showed an annual oscillation between 20-860 exams. This finding reflects periods of strikes and management changes at the University. It also coincides with changes in the constitution of the team that performs the tests, among other institutional demands, for example, periods of admission examinations.

The reported accidents in service totaled 1504, 633 these were biological material, which corresponds to 42,08% of all reports. However, the results revealed a reduction in the number of reports of such accidents from 2009, when he succeeded the introduction of sharps with safety device at the university hospital.

The admission examinations in the health care unit of the university server comprised 5.324 examinations. These are equivalent to the vacancies available in public tenders. Therefore, the records in reports and spreadsheets showed variations between 10 - 654 tests performed annually.

Data Assessment of working capacity (ACL) showed 2.430 visits servers that needed to be rehabilitated for reintegration to work. In 2012 the servers started to be followed in another unit, and the ACL does not compose more the activities of the unit in question. Therefore, these data are not included in the discussion because not part of the topics covered in the seminars.

Analysis of the reports on programs to promote health and safety and educational activities identified greater number of occupational groups (27,27%), which are organized for the pursuit of activities and inspections in the environment and work processes (25,45%).

The **third stage** consisted of **seminars**. In the **first seminar** there were presented the results of the previous stages, in order to show participants situational reality within the University and support the discussion in preparing the Situation Strategic Planning (PES) for the activities developed in the unit. The themes discussed for the development of PES were based on the results of the first and second stage of the study, proposed by researchers and accepted among the participants and defined as follows: **periodic medical**

**examination, work accident, entrance exam, to promote health and safety programs and educational activities.**

PES made up by the moments that constitute<sup>3</sup> from completing the matrix shown in Figure 1.

| Situational Strategic Planning Project:                 |             |            |   |
|---|-------------|------------|---|
| Explanatory Moment                                      |             |            |   |
| Problem   | Responsible | Indicators | We (pros and cons) and Potential Weaknesses |
| Normative time: deadlines and goals                     |             |            |   |
| Strategic Moment: making the plan                       |             |            |   |
| Tactical-operational Moment: implementation of the plan |             |            |   |

**Figure 1.** The Situational Strategic Planning Matrix (PES), used in the seminars for the planning of actions in health care of a public server university in Southern Brazil, 2013.

The seminars were listed the strengths and weaknesses found in performing activities. Weaknesses identified the causes attributed to the problem, among them are those that will be the points of face them nodes-critical. From these centers of practical action, participants and researchers have developed participatory planning to operationalize the actions, the normative, strategic and tactical-operational time, in order to intervene and bring about changes in problem indicators. In the PES development were measured: those responsible for the action; the deadline for implementation and motivation (not favorable or indifferent favorable). We also analyzed the feasibility, considered the control or governance that the responsible actor has on the resolution of the problem.

In this context it was introduced the development of participative planning for the **periodic medical examination (second seminar)**. In the explanatory moment it was prioritized as a problem the difficulty of holding periodic medical examinations annually provided for all of the university. The indicator selected by the participants aims to achieve 100% of the proposed legislation by the population and reduce the harm to the server health by the knowledge of the results of these tests.

In the periodic medical examination was identified as weakness the lack of specific team of professionals to carry out periodic examinations that are involved with the journals and other activities related to the unit. Among the difficulties of management, it became clear: planning for the examinations; low server accession; the absence of Environmental Risk Prevention Program (PPRA); not using the computerized system of the Integrated Human Resource Management (SIAPE Health).

The **accidents at work (third workshop)** prioritized the problem was underreporting and the difficulty of their investigation. The indicators are intended to educate 100% of

the servers to notify accidents at work and meet 100% of the investigations. Regarding the weaknesses, mentioned the lack of research to characterize the accident in service, they are investigated only serious accidents. The university hospital is the investigation of the accident with biological material, when it involves perforating, but the group expressed the importance of expanding research into accidents with exposure to body fluids that affect servers in this hospital and in other sectors of the university.

In respect of the proposals, it was decided: enhancing the dissemination of the rules and procedures in the event of accidents; continuing education related to the prevention of occupational accidents and diseases; the statistical monitoring of possible damage to server health; and do research based on reports of accidents and results of laboratory tests (serology).

In pursuance of the **admission examinations (seminar room)**, the identified problem situation was to make the demand admission examinations concurrently to the other unit's shares, so it does not interfere with the conduct of the same. The indicator was to make the exams in the period determined by the university administration according to law. The weaknesses mentioned by unit staff were planning for the exams while the other activities; the adequacy of the flow of information relating to implementation of such examination for the candidate at the time of the call.

In the Situational Strategic Planning for programs to promote health and safety and educational activities (fifth seminar) participants prioritized as a problem, the lack of traveling and permanent educational actions programs. As an indicator, provide continuing education programs in health and safety for at least 50% of the servers in the various sectors of the university. It highlighted the following weaknesses: no

partnership between the units in the planning of health and safety programs; reduced adhesion of the servers in the activities of educational programs and activities, with an annual planning is inadequate.

The **sixth seminar** included the review of the planning done for each of the unit's activities, in which participants collaborated with the settings of some issues, which resulted in the adoption by the team. Also in this seminar, it was built up the plan of the monitoring process with a schedule in order to review, improvement and adaptation to the needs. Participants emphasized the importance of communication to discussing the information and accountability, and teamwork. There was suggested conducting an evaluation seminar, after the implementation of actions.

## DISCUSSION

In the **first stage, for the discussion of the interviews** it was considered relevant aspects identified in the statements of the respondents. First, it was confirmed that the process and the work environment interfere with the server's health. The work is perceived as a means to acquire identity and yield values; and, as its organization and relationships, this can affect both positively and negatively on the lives of workers.<sup>7</sup>

On the management in the public service, it emerged that the Public Administration has made efforts with regard to issues related to health and server security. In this perspective, the implementation of Health Care Policy and Server Work Safety (PASS) can be characterized as a way to value the work of the server, provide healthy working relationships and equitable.<sup>2</sup>

Respondents cited that among the challenges faced by federal agencies to implement the policy, is the promotion of lifelong education of professionals working in the care of server health, as well as for the server on his desktop, in order to prevent occupational hazards. Thus, it is for people managers insert possibilities and opportunities for learning and in-service training, not only for those working in the health of the server, but also for the own server in his professional practice. The continuing education activity for servers is necessary in practice spaces and scenarios;

however, not only in the specific training of professionals, but the other activities designed to maintain the quality of the work process and more security in overcoming the challenges.<sup>8</sup>

Some reports; however, show limitation of decision-making power and autonomy of the Integrated Subsystem Manager Care Worker Health University, a fact that interferes with the implementation of the proposals of the National Policy and difficult to obtain improvements in the physical infrastructure and human resources. The autonomy to make decisions regarding the management of human resources in federal institutions is relatively small, as institutions are subject to federal laws governing its operation, and the decisions of higher courts, which determine the role of this area in universities.<sup>9</sup>

Survey participants also expressed that the university there is little research related to server health and although the research is an action that is inserted mainly within the education department, who is ahead in the service to the server health is the technical professional administrative; thus, the evidence of the relevance of the integration of teachers and administrative staff, in order to search and apply the results to the benefit of servers. As an example, the Professional Master's in Nursing, aims at training professional using research to add value to his activities, that is, its production enables meeting the population's needs, as part of the reality of the problems services.<sup>10</sup>

In the **second stage, the document analysis** served as a methodological tool that complements the information obtained by the other data collection techniques used in this study. This analysis allowed the identification of the activities performed in the care unit to the health and safety of the university, which will be discussed below.

The objective periodic medical examination the promotion of health and prevention of injuries, assessing the health status of servers and early detection of related and non-work-related diseases. This examination is complemented by clinical and general and specific laboratory tests based on risks (physical, chemical, biological, ergonomic, mechanical, psychosocial, etc.) they are exposed to the servers in the various activities carried.<sup>2</sup>

Data from reports and spreadsheets for the periodic review, as well as to other activities in the unit, reflect their specific time. However, one must know the reality in its historical context, and to consider public service features, such as strikes and management changes. The use of research documents allows you to add the dimension of time to understand the social, also allows the seizure of objects whose understanding requires a historical and sociocultural context.<sup>11</sup>

The work accident that causes injury or not and any suspected occupational disease (occupational disease or work-related) must be communicated by the server using the form Accident Report in Service (CAS), to the knowledgeable staff review the conditions in which the accident occurred and allow the intervention in order to reduce or prevent new cases, and ensure the rights of the injured server service.<sup>2</sup>

Records of unit spreadsheets showed that the number of accidents with biological material represents approximately 50% of all other accidents. This is justified by the fact that 33% of the university servers are crowded at the university hospital. In fact, comes from the environmental conditions and work processes in which they are inserted, so it becomes visible the relationship between the labor activity and the incidence of accidents. In this scenario, it is worth considering not only health professionals, but all those involved in service to the user/patient activities.

The entrance exam for possession and exercise is to assess the candidate's health approved in open or redistributed server other government agencies. To this end, the candidate is submitted to the examination before taking up of the office activities, it aims to assess both the physical and mental fitness, as to identify existing health changes that may limit performance, or be aggravated by exercise of the labor activity.<sup>12</sup>

By analyzing the activities related to promotion programs of health and safety and educational activities organized by the year of occurrence, it was found that they do not have continuous character because every year there were identified new activities, and the previous were discontinued. In this context, the evidence of inequality in many years was detected,

both in diversity and in the intensity of the shares.

Among the types of numerically synthesized actions, we highlight the work of groups that comprised the activities carried out jointly by the team, in order to improve organizational performance and introduce professionals in the upgrade process. In this sense, review of article about the book "Improvement model: a practical approach for development of organizational performance" the authors report that the success of an organization depends on the integration of their team and not the individual performance of its employees, providing opportunities for knowledge of the team members is shared.<sup>13</sup>

It was found that monitoring the environment and work processes was present in the activities of all the years analyzed, characterized as a preventive and promotional action, and carried out by inspections in the workplace. Surveillance corresponds to the activities carried out by different professionals; however, it configures in the same goal of health care and server security. The evaluation of environments and work process considers all risk situations gifts that could compromise the health of servers and the instruments to be applied should be appropriate to local conditions and defined by the surveillance team.<sup>2</sup>

In the **third stage, the workshops** enabled the analysis of the situational reality and provide the discussion to decision making about investigation<sup>4</sup> that in the case of this action research, make up the exploratory stage, the main phase and the action stage.

In the **first workshop**, participants contributed placements regarding the results of document analysis and interviews, demonstrating knowledge and involvement in the questions presented. As well, the proposed development planning team for the actions of attention to server health carried out in the unit in work perspective was responsive by the participants, since the action research has a participatory character and allows interaction between the researcher and the stakeholders of the situation investigated in order to carry out the planned action on the problems detected.<sup>4</sup>

The development of the Situational Strategic Planning (PES) began in the

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**second seminar** with the theme periodic medical examination. In this sense, regarding the management for its achievement, an evidence of the problem of human resources, with reference to the number of doctors, considered by participants an insufficient demand of the university. According to the Regulatory Standard (NR)<sup>4</sup>, the sizing of professionals working in Occupational Health services is linked to the level of risk the main activity and the total number of employees of the establishment.<sup>12</sup>

The group said that the schedule of the examination will be organized according to the enforceability of doctors. Also mentioned that should be intensified membership of the servers on the need to invest in quality of care and promotion of the periodic medical examination at appropriate times.

It stands out among the weaknesses, a lack Program Environmental Risk Prevention (PPRA). Thus, there is no identification of risks in the various work environments, damaging the definition of laboratory or tests specific to be ordered at the time of the periodic medical examination. The PPRA is expected in NR 9, Ordinance 3214, which establishes the obligation to design and implementation by the institutions. This standard aims to promoting health and the health of workers through recognition, evaluation and subsequent control of the occurrence of existing environmental risks or which may exist in the workplace.<sup>12</sup>

The implementation of the computerized system in the drive to achieve the periodic medical examinations has been identified as crucial as data for this examination should be included in SIAPE Health, official website of the information of the Integrated Human Resource Management (SIAPE) in periodic module for collective purposes of epidemiological surveillance and improvement of processes and work environments. It was decided that the health surveillance and promotion activities will be based on epidemiological information collected by this system.<sup>2</sup>

The implementation of electronic medical records will allow the integration of data captured in other modules, feature that will facilitate the planning of examinations. For this new routine will need to train professionals and manage possible resistance to change. The team undertook

to prepare a report with the updated and necessary data, which facilitates programming the convocation of the servers for examination, and conduct proper monitoring of server health, while not the case the implementation of the system.

In this construction process of participatory planning was observed that some actions are already developed by the team, with positive results. The other actions identified that need to be made possible were discussed at the seminar, in which participants demonstrated commitment to its operation, since experience this reality. However, there are proposed actions that are outside the governance of the Technical Director of the unit, which had a favorable forwarding the relevant negotiations.

**In the third seminar**, the topic was the accident in service. Underreporting of accidents with the servers of the University appointed among the participants of the seminar includes not only a domestic issue, but a problem for the health of workers in general, because prevents the knowledge of reality and thus makes the planning of preventive actions.

It can be seen through research that there are several factors that contribute to the under-reporting of accidents and occupational diseases. A study conducted in a university hospital showed an underreporting rate of 55,1% among accident occurrences with exposure to biological material, since, among the main causes cited were: judge that the accident did not offer risk to the injured worker; knowledge of seronegative patient source, and the lack of information about the accident reporting procedure also reported excessive bureaucracy as a factor that hinders the process of notification. It is noteworthy that underreporting rates are variable depending on the type of exposure, the professional category and the institution's reporting standards.<sup>14</sup>

Proposals verbalized at the seminar were on the use of various media to disseminate and educate servers on the importance of communication of the accident and their attendance in clinical evaluations for proper monitoring. They also suggested providing continuing education directed to groups of servers operating in similar environments and are inserted in the same work process,

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in order to convey relevant information and meet the expectations of these servers.

The need to investigate the causes of accidents at work, pointing at the seminar, is justified because of accidents and occupational diseases to cause absence from work server-age, medical treatment costs, extend the physical and psychological damage to their families and often lead to the death of the individual.<sup>15</sup> In turn, those resulting from accident analysis information potentiate the problem solving capacity and increase the quality of security management and server health. Indeed, the identification of hazards associated with work activities contributes to the transformation of working conditions.<sup>16</sup>

In respect of the investigation of the accident with biological material, the group proposes the creation of a specific Commission. Although sharps injuries are investigated at the university hospital because they constitute the majority of accidents with exposure to biological material and higher occupational risk, other accidents involving blood and other body fluids commonly occur with health professionals. Thus, it is appropriate to implement the investigation of these types of accidents in the hospital and extend to other sectors of the University, in order to enlarge the specific strategies of exposure to blood and other body fluids.

In the **fourth seminar**, to develop the PES to perform the candidate's admission exam, participants revealed that its implementation should be planned together with the other administrative units involved. Therefore, establish information flows and actions for this process to occur in a pre-determined period. The flow of information is **essential** in this action, both for the candidate and for the teams that will operationalize it, that we take ownership of the necessary information. Structured flows and associated to the persons responsible for its conduct for recognizing the stages of the process and subsidize decision-making in achieving result quality.<sup>17</sup>

The **fifth seminar** theme was planning for the promotion of health and safety programs, and educational activities in the unit for skilled workers. Thus, in the exploratory moment weaknesses were identified, which as they are repaired can provide reach the goal in achieving the planned form of programs in order to

increase membership of the servers to the activities provided by the university.

Identifies the need to plan educational programs and actions that consider the specificities and vulnerabilities of the target audience, guided by the data of the information SIAPE Health system, which enables the collection of data of diseases and disorders that affect the servers.<sup>2</sup> This design, it is considered that the actions as programs, training and health education should be continuous and targeted to the specific needs of each server group, in order to obtain a permanent change in everyday work practice.

In the **sixth seminar**, the participants approved the Situational Strategic Planning for the activities of the care unit health and safety of the university, next to the researchers. At the same time, elaborated the plan of management, with suggestions requirements for the successful implementation of the proposed actions.

The success of the plan depends on the controllable variables of the scenario, the definition of responsibilities, provision of regular and systematic accounts systems, communication skills and flexibility on the changes. Among the variables to be monitored according to the PES, there are the problem indicators, critical descriptors, resources, and time and surprises opportunities.<sup>18</sup>

The responsible actors should report regularly on the progress of actions that make up the plan because it allows evaluating its development both in relation to other intermediaries such as the final process results. In this sense, favors the periodic modification of certain aspects that drive to the objectives set.<sup>18</sup>

## CONCLUSION

In the seminars we noticed that the participants understand how to perform the activities through a planning model. Similarly, were receptive, motivated and optimistic about the possibility of future improvements.

Planning seminars supported by the recognition of the reality provided by the incorporation of the results of interviews and documentary analysis allowed the scope of the research objectives. In the first seminar, the synthesis of the data transmitted to participants who composed the exploratory stage of action research was

fundamental in understanding the situational reality, in order to proposing intervention in the work process through planning.

Regarding the other seminars that have been the main stage and the action research action, it is added that the option of the use of Situational Strategic Planning Model (PES) provided introduce and lead the discussions of the participants during its preparation. It is noteworthy that this construction allowed sharing the experiences, because faced the seminars as a way of learning, reflection and resume discussions on the team habits. Also participated in the decision-making and were interested and engaged in the execution of actions.

The use of PES appears to be appropriate because it contributes to the learning of the actors / participants related to organizational skills in the performance of activities. Its adoption by the Management Unit will assist in the improvement of work processes and therefore in the service available to the server qualification.

Since the importance of the application of PES in the unit's activities, it is recommended that this participatory planning technique become permanent and expanded to the other units that meet the university server. In addition, teams regularly provide seminars in order to socializing the experiences resulting in mutual collaboration in achieving the goal of greater attention to the server's health.

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