PROFILE OF THE NURSE IN THE MANAGEMENT OF HOSPITAL SERVICES
PERFIL DO ENFERMEIRO NO GERENCIAMENTO DOS SERVIÇOS HOSPITALARES
PERFIL DEL ENFERMERO EN LA GESTIÓN DE LOS SERVICIOS HOSPITALARIOS

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ABSTRACT

Objective: to elucidate nurses' profile in the management of hospital services. **Method:** integrative review of articles published from 2007 to 2017 in the databases MEDLINE, LILACS, and BDENF, performed by reading the titles, abstracts and full texts of articles that addressed the proposed objective and summarizing the results of the five selected articles, which were presented in figures and discussed. **Results:** from the analysis of articles, nurses' profiles in the management of hospital services related to the ability of communication in the leadership and supervision relationship, conflict resolution regarding teamwork, planning in organizations of services, technical competence in professionals' qualification, and prevision and provision of material resources. **Conclusion:** the literature is limited regarding the discussed theme and new studies are necessary, as well as the strengthening of teaching and learning at higher education institutions, enabling the formation of transforming nurses at work organizations. **Descriptors:** Nursing; Management; Hospital Administration; Health Planning Organizations; Leadership; Comprehensive Health Care.

RESUMO

Objetivo: elucidar o perfil do enfermeiro no gerenciamento de serviços hospitalares. **Método:** revisão integrativa, de artigos publicados no período de 2007 a 2017, nas bases de dados Medline, LILACS e BDENF, realizou-se a leitura dos títulos, resumos e dos artigos completos que respondessem ao objetivo proposto e apresentaram-se as sínteses dos resultados dos cinco artigos selecionados em figuras e discutidas. **Resultados:** a partir da análise dos artigos, os perfis dos enfermeiros no gerenciamento dos serviços hospitalares relacionaram-se à capacidade de comunicação no relacionamento de liderança e supervisão, solução de conflitos diante do trabalho em equipe, planejamento nas organizações dos serviços, competência técnica na capacitação dos profissionais e previsão e provisão de recursos materiais. **Conclusão:** pode-se considerar que a literatura é escassa quanto à temática discutida e torna-se de grande importância a construção de novos estudos e o fortalecimento do ensino-aprendizagem nas instituições de ensino superior, possibilitando a formação de enfermeiros transformadores em suas organizações de trabalho. **Descritores:** Enfermagem; Gerência; Administração Hospitalar; Organizações de Planejamento em Saúde; Liderança; Assistência Integral à Saúde.

RESUMEN

Objetivo: aclarar el perfil del enfermero en la gestión de servicios hospitalarios. **Método:** revisión integradora de los artículos publicados de 2007 hasta 2017 en las bases de datos MEDLINE, LILACS y BDENF, leyendo los títulos, resúmenes y artículos completos que respondisen al objetivo propuesto y las síntesis de los resultados de cinco artículos seleccionados fueron presentadas en figuras y discutidas. **Resultados:** a partir del análisis de los artículos, los perfiles de los enfermeros en la gestión de los servicios hospitalarios relacionados con habilidades de comunicación en la relación de liderazgo y supervisión, resolución de conflictos frente al trabajo en equipo, la planificación en las organizaciones de servicios, competencia técnica en la capacitación de profesionales y la previsión y provisión de recursos materiales. **Conclusión:** se puede suponer que la literatura es escasa en relación con el tema debatido y pasa a ser de gran importancia para la construcción de nuevos estudios y el fortalecimiento de los procesos de enseñanza y aprendizaje en las instituciones de educación superior, permitiendo la formación de enfermeros transformadores en sus organizaciones de trabajo. **Descriptor:** Enfermería; Administración; Administración Hospitalaria; Organizaciones de Planificación en Salud; Liderazgo; Asistencia Integral a la Salud.

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INTRODUCTION

The management of nursing care mobilizes actions in relations, interactions and associations between people as complex human beings and experiencing the organic nature of the system of complex care, formed by nursing and health teams with competence/skills/managerial powers specific or inherent to nurses' professional activities. The nurse's managerial practice involves multiple actions to manage the caring and educating, to care for managing and educating, to educate caring and managing, building knowledge and articulating the various hospital and parahospital services, in the search for the best care quality, as the citizen's right.¹

Based on these aspects of nursing management, the historical basis contextualizes since the second half of the 19th century, at the time of the institutionalization of nursing through the work of Florence Nightingale in the Crimean War, due to the need to organize and direct the hospitals of Scutari - Turkey, where there was a large part of the wounded and sick of war. Florence stands out in this sense, because, through the administration and assistance, she was able to cause important changes, such as the decreased mortality.²

In this way, the care process differs from the management process; the first one expresses the implementation of nursing care for an integral care aiming at people's health needs, and the second aims at organizing work and human resources necessary for performing such care.³

However, the nurse's managerial activities must aim at achieving a quality care, since this is the main trait of the nursing working process, thus, as nursing management is articulated with care practice, both geared to health needs, it can contribute to the promotion of integral care and comprehensiveness of care.⁴ Within this context, the guiding question of this research is: What is the profile of the nurse in the management of hospital services?

OBJECTIVE

- To elucidate the profile of nurses in the management of hospital services.

METHOD

Integrative review of literature⁵, which, for its achievement, followed the following steps: 1. Identification of the theme and selection of the research question; 2. Establishment of inclusion and exclusion criteria of studies in

the literature; 3. Definition of the information to be extracted from the selected studies; 4. Assessment of included studies; 5. Interpretation of results and 6. Presentation of the review/synthesis of the knowledge.⁶

From this principle, the following guiding question emerged: "What is the profile of the nurse in the management of hospital services?"

The databases consulted for the survey of the studies were Medical Literature Analysis and Retrieval System Online (MEDLINE), Latin American Literature on Health Sciences (LILACS) and the Nursing Database (BDENF), using the advanced search method, categorized by title, abstract and subject. Data collection occurred in April 2018, considering publications from the last 10 years (2007-2017) and using the following descriptors DeCS (Descriptors in Health Sciences): Nursing; Management; Hospital Administration, associating with the Boolean operator "AND" in the aforementioned databases.

The inclusion criteria were: original studies in English, Portuguese and Spanish and that met the objective of this research. The exclusion criteria were: repeated publications, course and residency completion work, theses, dissertations, editorials, abstracts, letter of opinion and literature reviews.

Next, the titles of the scientific articles found were analyzed, selecting those that presented relationship with the objective of this research, subsequently submitted to critical and exploratory reading of abstracts, observing the inclusion criteria. The full text of the selected articles that answered the guiding question were read.

Two researchers, independently, read the titles, abstracts and full texts, and the results were compared in order to verify the adequacy of the criteria for eligibility. When there was disagreement between the researchers, a third person read the publications, deciding about the inclusion or not of the study.

Regarding the evidence of studies, these were classified considering the hierarchy of evidence for intervention studies in: Level I - systematic review or meta-analysis; Level II - controlled studies and trials; Level III - non-randomized controlled studies; Level IV - Case-control studies and cohort studies; Level V - systematic review of qualitative or descriptive studies; Level VI - qualitative or descriptive studies and Level VII - opinions or consensus.⁷

The analysis of the articles consisted of an exhaustive reading and interpretation, the final synthesis of the content of the studies, completion of the instrument and, then, the preparation of figures with discussion of the results found in order to answer the question and the objective of the study. The ethical aspects were respected, referencing the authors consulted for building this revision.

In the last step, the presentation of the results was performed by means of the discussion of the relevant findings in the literature, enabling the achievement of critical analysis of the studies and the inclusion of issues relevant to the context of the research. The work discussion related to the thematic categories: communication in the leadership and supervision relationship; conflict resolution regarding teamwork; Planning in organizations of services; technical competence in professionals' qualification and Prevision and provision of material resources.

The results were interpreted according to the content analysis, which comprises the steps of pre-analysis, floating reading and organization of the material selected as corpus, the encoding of data into units of registry and context with the most meaningful terms, categorization of the results into classes by differentiation and regrouping of common elements and, finally, the inference

by identifying information from the categories found.²⁶

RESULTS

Based on the intersection of the descriptors in the selected databases, the initial research resulted in 981 publications. After classifying the inclusion criteria, 133 selected articles remained. The reading of the titles resulted in the exclusion of 103 studies, leaving 30 for reading the abstracts. After performing this step, 15 studies were excluded because they did not meet the objective of this review, leaving 15 articles for full reading. After the analysis, five articles answered the guiding question and structured final framework of the study.

The articles were analyzed, showing that 100% (n=5) were published in Brazilian journals, with scarcity of publications in English and Spanish. Moreover, the publications occurred from 2008 to 2012, and the majority 60% (n=3) was of quantitative nature. All manuscripts were classified with level of evidence VI.

Therefore, the information of the selected studies were structured in a validated instrument that included: authors, title, objective, year and journal, as shown in figure 1. The other used instrument contemplated: title, type of study, level of evidence and synthesis of results, as shown in figure 2.

ID	Authors	Title	Objective	Year	Journal
01	Manenti SA; Ciampone MHT; Mira VL; Minami LF; Soares JMS ⁸	The construction process of managerial profile competencies for nurse coordinators in the hospital field	To construct a profile of managerial competencies, based on the consensus of nurse coordinators in the field	2012	Revista da Escola de Enfermagem da USP
02	Santos I; Castro CB ⁹	Styles and dimensions of leadership: initiative and investigation in hospital nursing daily work	To identify the Grid style adopted by nurses, according to leadership, initiative, and research dimensions within the daily work of hospital nursing	2008	Texto & Contexto Enfermagem
03	Furukawa PO; Cunha ICKO ¹⁰	Profile and competencies of nurse managers at accredited hospitals	To identify the profile and competencies of nurse managers of accredited hospitals	2011	Revista Americana Latino-de Enfermagem
04	Nóbrega MFB; Matos MG; Silva LMS; Jorge MSB ¹¹	Management profile of nurses working in a public teaching hospital	To identify the management profile of nurses working as unit managers at a public teaching hospital	2008	Revista Enfermagem UERJ
05	Santos JLG; Lima MADS ¹²	Care management: nurses' actions in a hospital emergency service	To analyze care management actions performed by nurses in a hospital emergency service	2011	Revista Gaúcha de Enfermagem

Figure 1. Synthesis of the studies on the profile of nurses in the management of hodpital services. São Joaquim do Monte (PE), Brazil, 2018.

ID	Title	Research Modality	Level of Evidence	Synthesis of the results
01	The construction process of managerial profile competencies for nurse coordinators in the hospital field ⁸	Exploratory in the research-action modality	VI	The most representative competencies related to <i>knowing to be</i> , attitude and ethical posture, impartiality, flexibility and leadership.
02	Styles and dimensions of leadership: initiative and investigation in hospital nursing daily work ⁹	Descriptive, with quantitative approach	VI	Greater predominance of 5.5 style - Management of the organizational man, in expressive dimensions to exercise leadership: initiative, positioning and conflict solving.
03	Profile and competencies of nurse managers at accredited hospitals ¹⁰	Descriptive, with quantitative approach	VI	The most important competencies for the interviewees to perform managerial activities were: leadership, strategic view, teamwork, focus on client and management of processes.
04	Management profile of nurses working in a public teaching hospital ¹¹	Descriptive, with quantitative approach	VI	Concerning the profile for the managing position, the following characteristics stood out: leadership (80%), technical competence (76%), and good interpersonal skills (48%); power of communication (44%); justice sense (36%); organization (28%); ability to listen (24%), emotional control (24%) and responsibility (24%); humility (20%).
05	Care management: nurses' actions in a hospital emergency service ¹²	Case study with qualitative approach	VI	The managerial and care dimensions of the nurse's work occurs through care planning, prevision and provision of resources and supervision, leadership and qualification of the nursing team.

Figure 2. Synthesis of the studies on the profile of nurses in the management of hospital services. São Joaquim do Monte (PE), Brazil, 2018.

DISCUSSION

From the content analysis of articles and their respective periods of time, the contemporary administration is slowly breaking paradigms from an extensive period of classic administration, with a more flexible, humanized and participatory administration, in which the worker gains importance and quality becomes a goal to be achieved, and not only productivity.¹³

The objects of nurses' managerial work are work organization and nursing human resources. To perform this process, a set of managerial knowledge is used, such as: planning, sizing, selection and recruitment of nursing staff, permanent education and continuous monitoring and evaluation of performance. Means and instruments are also used, such as labor force, materials, equipment and installation.²⁹

Thus, the main nurses' profiles found in the studies were categorized as follows:

♦ **The communication in the leadership and supervision relationship**

Regarding management in health services, the nurse assumes the responsibility of the

leader of his/her team, an extremely important profile in organizations, since this competency enables satisfactory results from a harmonious relationship with the whole team.

Leadership is an indispensable competence to nurses' professional practice and/or nursing in society and in the market of contemporary work, thus, through and from it, nurses direct their work process and lead their team to achieve common goals.¹⁴ For it to become possible to those with this task, some theories are necessary to guide the decision making, having in view the styles of leadership, which can be authoritarian, promoting a sense of stability, but reducing the autonomy of the team, democratic with less control of those coordinates, but providing the individual and liberal growth, which can lead to the group's indifference and apathy due to the manager's lack of follow-up.²⁸

Regarding supervision, it emerges as a management instrument that can enable better planning, implementation and evaluation of integral care to the user, as well as the orientation of the work of the nursing team¹⁵. Supervision may encourage attitudes of cooperation, establishment of partnership,

team collaboration, co-responsibility, promotion of job education, in addition to its motivational and guiding aspect in people management.¹⁶

The practice of those skills requires communication, which is an important element in the nurse's leadership process, once his/her way of transmitting messages will affect the desired outcome.¹⁷ Furthermore, it allows the nurse to get closer to his/her team aiming at sharing ideas and visions.¹⁸

◆ Conflict resolution regarding teamwork

The integrality points to the breakdown of traditional values in healthcare, such as hierarchy, distribution of professional categories and compartmentalization of knowledge.¹⁹ This logic, the nurse, in his/her management work, needs to consult professionals before making a decision and seek to understand each worker's needs, for being attitudes that may influence the performance of each worker and, consequently, the team work.²⁰

Maintaining a healthy work environment is responsibility of the manager and his/her way to manage the health service, through the stimulation of empathic and harmonious relations between members of the team, which will certainly be reflected in the care provided to the patient.¹⁷

However, in some experienced situations, conflicts in the work team are notorious, which need to be appropriately conducted by the nurse responsible for the team in order to avoid contrary results. Therefore, in this perspective, the nurse, as manager of the service, has great importance in mediating these problems, in which he/she should be able to negotiate with the various professional categories in order to ensure assertive resolutions.²¹

◆ Planning in organizations of services

The nurse, in his/her daily work, assumes many tasks that need to be well structured, implemented and evaluated to obtain the expected result in his/her organizations. The planning and organization of actions as a managerial knowledge is one of the technical instruments of the working process that support decision making and consist of elaborating strategies that aim to achieve a defined objective.³⁰

The Situational Strategic Planning (SSP) is a tool that must be incorporated in the management of health services as a method to solve problems detected in reality, faced with a inadequate or non-tolerable standard and

that motivate social actors to confront them.²²

Generally, the planning contributes to identifying strengths and weaknesses, as well as favoring the construction of positive interventions in this monitoring, focused on improvements in care and management.²²

◆ Technical competence in professionals' qualification

The nurse who assumes the position of manager at his/her health service must have competence, i.e., the ability to mobilize cognitive resources, coupled with the ability to articulate and mobilize knowledge, skills and attitudes for solving problems of the team.²³

In this logic, the strategy to qualify the health professional arose in 2004, when the Federal Government instituted the Health Permanent Education National Policy (PNEPS - *Política Nacional de Educação Permanente em Saúde*), according to decree GM/MS 198, of the Ministry of Health.²³ By means of training, they develop qualities in human resources to enable them to be more productive and contribute to the achievement of organizational goals.²⁴

Nevertheless, nurses are responsible for developing each one, providing training and encouraging continuous improvement. They are also responsible for dialoguing with them in order to identify the proper attitudes in people dimensioning, such as dividing responsibilities and promoting the individual involvement, which will be the sum to reach the final results.²⁷

◆ Prevision and provision of material resources

When considering the complexity of the materials used in the healthcare area, the nursing staff participation in the process of managing material resources is of utmost importance, advising the administrative area in technical aspects. This management is no different from other organizations, once it consists of having the necessary resources to work with appropriate quality and quantity, at a lower cost and at the right time.²⁵

An important role of the nurse in the management of material resources consists of knowing and monitoring the consumption of materials of the unit under his/her responsibility. In addition, the nurse's update regarding products and technologies introduced in the market is of utmost importance, always assessing the cost-benefit of using a new product and the impact of new care technologies, aiming at ensuring the care quality.²⁵

The professional should take care not to turn the administration of materials into a bureaucratic activity aimed solely at keeping the financial interests of the institution, but rather as an achievement that highlights nurses' important role in the technical-administrative dimension, which is part of the care and management processes.²⁵

CONCLUSION

The published studies little discuss the nursing management in health services. According to the analysis of the profiles found in studies, the leadership assumes great importance when it comes to initiative and being firm to solve existing conflicts. Work organization requires an ethical posture and attitude from the nurse to achieve goals and excellence in teamwork; for this, the interpersonal communication is crucial. In the organizations, nurses' assignment to plan their activities stands out, in order to be flexible and responsible to listen to their team and obtain a quality assistance.

The study may contribute to the care scenario, because it allows considering that the knowledge acquired from the nurse manager allows expanding the care quality at different levels of attention, in addition to allowing lossless care actions in relation to increased costs. In this way, greater production of knowledge addressing nurses' role in the management of hospital services becomes relevant. Moreover, higher education institutions need to strengthen the teaching-learning process in management, enabling the formation of nurses able to be protagonists and transformers in their organizations.

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