



## MANAGEMENT OF NURSES IN ACCORDANCE WITH THE PRINCIPLES OF THE UHS

### GERENCIAMENTO DOS ENFERMEIROS EM CONSONÂNCIA AOS PRINCÍPIOS DO SUS GESTIÓN DE LOS ENFERMEROS EN CONSONANCIA A LOS PRINCIPIOS DEL SUS

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#### ABSTRACT

**Objective:** to analyze how the nurse manager can guarantee the effectiveness of the UHS through its principles. **Method:** this is a bibliographic study, type integrative review, in the databases LILACS, BDENF, MEDLINE and IBECs. An external source was consulted for the addition of an article on the UHS and Law no. 7,498, dated July 25, 1986. Trilingual articles were selected, available in full, from 2008 to May 2018. The participants were results from a descriptive and from a figure. **Results:** 13 articles were selected for the analysis. It was pointed out the importance of the nurse as a main actor in the management, needing to empower him about the principles and guidelines of the UHS to assure the quality of care. **Conclusion:** the study emerges as a finding for research that involves the management of nurses, allied to UHS principles, considering the importance of this professional, as well as the scarce literature on the subject, evidencing the need for further research in agreement with the qualified management as maintainer of the quality of the care and of the reach of the effectiveness of the UHS principles. **Descriptors:** Management; Nursing; UHS; Principles of UHS; Health Management; Nursing Management.

#### RESUMO

**Objetivo:** analisar como o enfermeiro gestor pode garantir a efetividade do SUS mediante os seus princípios. **Método:** trata-se de estudo bibliográfico, tipo revisão integrativa, nas bases de dados LILACS, BDENF, MEDLINE e IBECs. Consultou-se fonte externa para o acréscimo de um artigo sobre o SUS e a Lei nº 7.498, de 25 de julho de 1986. Selecionaram-se artigos trilingües, disponíveis na íntegra, no período de 2008 a maio de 2018. Discutiram-se os resultados de forma descritiva e a partir de figura. **Resultados:** selecionaram-se 13 artigos para a análise. Apontou-se a importância do enfermeiro como ator principal no gerenciamento necessitando-se empoderá-lo acerca dos princípios e diretrizes do SUS para a garantia da qualidade da assistência. **Conclusão:** surge-se o estudo como um achado para pesquisas que envolvam o gerenciamento do enfermeiro, aliado aos princípios do SUS, tendo em vista a importância desse profissional, bem como a escassa literatura sobre o tema, evidenciando-se a necessidade de mais pesquisas em acordo à gestão qualificada como mantenedora da qualidade do cuidado e do alcance da efetividade dos princípios do SUS. **Descritores:** Gerenciamento; Enfermagem; SUS; Princípios do SUS; Gestão em Saúde; Gerenciamento de Enfermagem.

#### RESUMEN

**Objetivo:** analizar cómo el enfermero gestor puede garantizar la efectividad del SUS mediante sus principios. **Método:** se trata de estudio bibliográfico, tipo revisión integrativa, en las bases de datos LILACS, BDENF, MEDLINE y IBECs. Se consultó fuente externa para el acrecimiento de un artículo sobre el SUS y la Ley nº 7.498, de 25 de julio de 1986. Se seleccionaron artículos trilingües, disponibles en su totalidad, en el período de 2008 a mayo de 2018. Se discutieron los siguientes: resultados de forma descriptiva y a partir de la figura. **Resultados:** se seleccionaron 13 artículos para el análisis. Se apunta la importancia del enfermero como actor principal en la gestión necesitando empoderarlo acerca de los principios y directrices del SUS para la garantía de la calidad de la asistencia. **Conclusión:** surge el estudio como un hallazgo para investigaciones que involucran la gestión del enfermero, aliado a los principios del SUS, teniendo en vista la importancia de ese profesional, así como la escasa literatura sobre el tema, evidenciándose la necesidad de más investigaciones en acuerdo a la gestión calificada como mantenedor de la calidad del cuidado y del alcance de la efectividad de los principios del SUS. **Descriptor:** Gestión; enfermería; SUS; Principios del SUS; Gestión de la Salud; Gestión de Enfermería.

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## INTRODUCTION

It is evident that Nursing, in its essence, approaches from technical and scientific questions in the process of the care, until the management of human, financial or material resources guaranteeing a differentiated position as leader of a team. It is necessary, for this, the development of competences either in relation to the profession itself or to the act of managing resources.<sup>1</sup>

It is understood the perception of the different social actors who participate in the care process, in the different levels of action in health, as a constant challenge to be realized by the manager. It is understood that, in this field, it is fundamental to understand the concept of "Quality" by those who conduct both care and management processes.<sup>2</sup>

It is known that Nursing, since the time of Florence Nightingale, is concerned with the management and quality of services that are presented to the client offering quality care. It aims at improving actions, organization and attitude change, quality management, considering a new management model, as well as ensuring the differential in the competitive market.<sup>3</sup>

In this way, the importance of maintaining UHS principles for the affirmation of the profession regarding the scientific and not only technical character, of the efficiency of the product offered and also of the client as being of extreme importance in this process is perceived, since health is the fundamental right of every human being.<sup>4</sup>

It is understood, therefore, that there is a need to have a comprehensive look at the work developed by this nurse manager, since the technologies make the work mechanic and distance the professional from the real purpose of care: ensuring universality, completeness and equality to the subject.<sup>4-2</sup>

## OBJECTIVE

- To analyze how the nurse manager can guarantee the effectiveness of the UHS through its principles.

## METHOD

The method of integrative review of the literature that has, as a purpose, the synthesis of ideas and articles elaborated on the theme explored was used.<sup>5</sup> Through this method, a systematic and extensive analysis of scientific research has become possible, which makes it possible to identify knowledge gaps that need to be filled with new studies.<sup>6</sup> Therefore, the

following steps were taken: definition of objectives; definition of the inclusion and exclusion criteria; delimitation of the information to be withdrawn from the selected studies; analysis and interpretation of the results and, finally, the presentation of the knowledge summary.<sup>7</sup>

Information was collected from an instrument with level 1 of evidence, proposed by Ursi, in his studies on integrative review, which was filled for each article of the final review sample. The following items are considered by the instrument: identification of the original article; methodological characteristics of the study; evaluation of methodological rigor, applied interventions and results, among other information. The results were presented and the data discussed in a descriptive way and by means of the construction of a synoptic table (Figure 2), considering the following aspects: name of the research; authors; outline and recommendations / conclusions.<sup>8</sup>

The following guiding question was elaborated to guide the integrative literature review: What is the impact of nurse manager activities in maintaining and guaranteeing UHS principles?

The following databases were included in the selection of articles: Latin American Literature (Lilacs), Nursing Databases (BDENF), Online Medical Literature Search and Analysis System (MEDLINE) and Spanish Bibliographic Index in Health Sciences (IBECS). In this way, it was sought to minimize possible biases in this stage of the process of elaborating the integrative review.

The following inclusion criteria were chosen: papers published in Portuguese, English and Spanish; available in the selected and complete databases in their entirety; in the period between 2008 and May 2018; in the scientific article modality. They were established as exclusion criteria: articles in which there was no relationship with the subject matter through the reading of title and abstract; articles that were repeated between editorial databases and review articles. The following cross-descriptors were used with the Boolean "and" tag: Management; Nursing; UHS; Principles of UHS; Health management; Nursing Management, which are part of the Descriptors in Health Sciences - DeCS. It should be emphasized that the research was carried out by two reviewers, independently, until an agreement was reached after the comparison of the different results.

A number of articles were reached through careful reading of titles, abstracts and

themes, defining whether they met the objectives and / or answered the guiding question. For the collection and descriptive analysis of scientific articles that met the inclusion criteria, the instrument for collecting data in scientific articles was used <sup>7</sup> in an adapted form, structured through the Microsoft Office Word program, version 2010, of the considered the following relevant aspects: database; title of the article; authors name; year of publication; methods and results / discussion of research.

The flowchart (figure1) was elaborated to visualize the selection process of the articles in the respective databases; screening (related to repeated titles and unrelated topics); reading summaries; eligibility (inclusion and exclusion after reading in full). For the careful analysis of the studies, the reading of the articles selected in full was done. Subsequently, the relevant information in article.

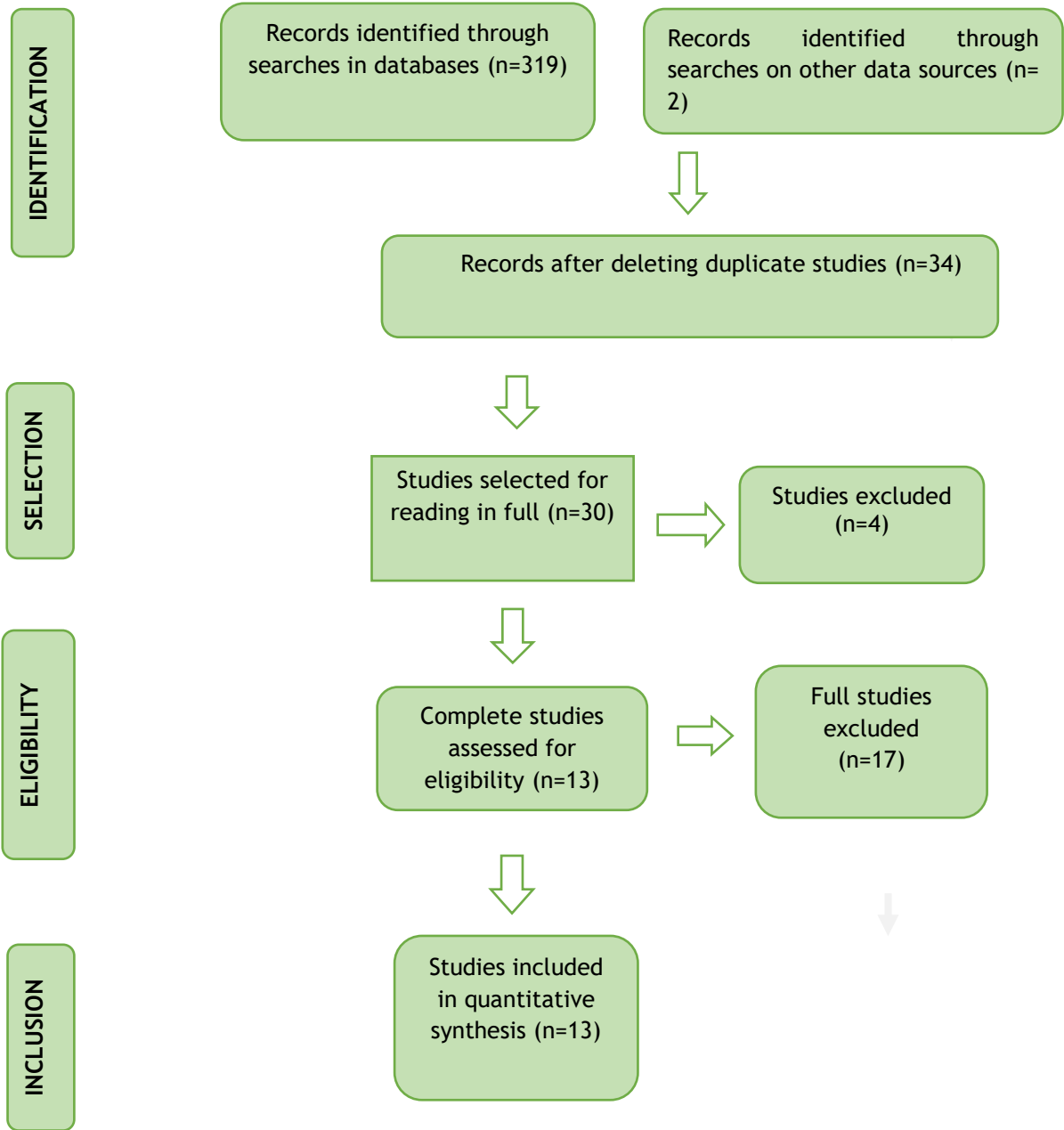


Figure 1. Flowchart of selection of articles from the adapted revision of the PRISMA 2009 model. Caruaru (PE), Brazil, 2018.

**RESULTS**

57 articles in MEDLINE were identified, but only one was selected. Five of the 105 articles found were selected from the Lilacs database. A total of 91 articles were found in the BDEF, of which four were used and three of the 66 articles found in the IBECS were selected. Thirteen articles that met the inclusion and exclusion criteria.

It is attentive, in the magazines where the articles included in the review were published: Revista Brasileira de Enfermagem (Reben); Gaúcha Journal of Nursing; Cigitare Nursing Journal; Latin American Journal of Nursing; USP Nursing School Journal; Acta Paulista of Nursing and Electronic Nursing Journal; Primary Care and Global Nursing.

In relation to the type of research design of the evaluated studies, are highlighted: an

article of experience report; one with a quantitative approach; four with a qualitative approach; an article of reflection; two with exploratory character; a field survey; one of transversal character; two descriptions; a law and a documentary.

It was noticed that, despite the large number of articles in relation to the nurse as manager, when referring to this management

in the medium and high complexities, the literature becomes scarce, not finding any article that directly addresses such as nursing management can implement the UHS principles. It was necessary, then, the addition of an article related to the Unified Health System and Law no. 7,498, of July 25, 1986, totaling 14 articles and one law used in the discussion, according to figure 2.

Database	Title	Authors	Year	Methods	Results
	Health Management in Brazil: dialogue with public and private managers/Gestão em saúde no Brasil: diálogo com gestores públicos e privados	Jorge Lorenzetti et al.	2014	Qualitative research	It is known that the Unified Health System (UHS) is a State policy that considers health as a "Right of citizenship and a duty of State, assuming and enshrining strategic and finalistic principles, always aiming at improving health care".
LILACS	The managers' discourse on equity: a challenge for UHS	Gabriela Ferreira Granja; Elma Lourdes Pavone Zoboli; Lislaine Aparecida	2013	Field research with a qualitative approach	The existence of different ethical values that influence the decisions of the allocation of resources in health is demonstrated by the managers' discourses and literature analysis. It is suggested that all those involved (UHS professionals, researchers and users) be heard and participate in the planning of health actions.
IBECS	Gestión del equipo de enfermería: factores asociados a la satisfacción en el trabajo	Cristiana Dias-Silveira; Amanda Trindade Teixeira-de-Bessa; Graciele Oroski-Paes; Marlucci Andrade Conceição	2017	Cross-sectional descriptive research	It is understood that each team is a reflection of their leadership, however, managers need to understand that leadership is not only to determine tasks, but rather to set an example and direction for your team.
LILACS	The Challenges of the Manager Nurse in Health Services	Cruz et al.	2016	Exploratory descriptive research	Nursing management is not considered as static, but rather as a dynamic process that involves many variables and, to know and apply them, it is necessary a constant planning of the actions preceded by the important methodology of decision-making.
IBECS	Evaluación de la gestión enfermera de la demanda en atención primaria	Alba Brugués Brugués; Antonio Peris Grão; Francisca Pávón Rodrigues; Enric Mateo Viladomat; Jordi Gascón Ferret; Gemma Flores Mateo	2016	Cross-sectional descriptive research	It is essential for managers to incorporate and become involved in health problems, since this strategy strengthens the profile of this professional implying important changes in the

						organizational level and the redistribution of professional roles, including a more rational redistribution of tasks with more participation of the professionals in the service area.
	Lei nº: 7.498, de 25 de Julho de 1986	President	1986	Law		The regulation of the Nursing practice is made available and other measures are taken.
IBECS	Gestión de recursos humanos y su interfaz en la sistematización de la asistencia de enfermería	Mirelle Inácio Soares; Zélia Marilda Rodrigues Resck; Silvia Helena Henriques Camelo; Fábio de Souza Terra	2016	Qualitative research		It concludes the existence of new possibilities for the work process of the management in Nursing, as well as the difficulties and facilities for the development of a systematized Nursing assistance. It is evidenced the importance of a management in Nursing committed to proposals that seek the systematization of care.
BDENF	Methodology for implementation of quality care in a dialysis center/Metodologia para implementação de um sistema de Gestão de qualidade em um Centro de Diálise	Lima et al.	2009	Experience Report		It is necessary to develop methodologies to implement a quality management system so that it is possible to achieve the continuous improvement of the processes where the main focus is the satisfaction of customers who use this service.
BDENF	Nursing care management for children hospitalized with chronic conditions/Gerenciamento do cuidado de Enfermagem a crianças em condições crônicas	Thiago Privado da Silva; Marcelle Miranda da Silva; Glaucia Valente Valadares; Ítalo Rodolfo Silva; Joséte Luzia Leite	2015	Descriptive research of qualitative approach		It is possible to manage Nursing care through multiple interactions, being the multidimensional connections of the patient and the family, allied to the situations of order and disorders, responsible for characterizing this practice as complex.
BDENF	Profile and competencies of nurse managers in accredited Hospitals	Patrícia de Oliveira Furukawa; Isabel Cristina Kowal Olm Cunha	2011	Descriptive research of a quantitative approach		It is necessary to map the necessary competencies to the companies, according to organizational strategies, also trying to integrate them with the other management processes.
LILACS	Management and care actions of the nurse in an intensive care unit	Lucieli Dias Pedreschi Chaves; Ana Maria Laus; Silvia Henriques Camelo	2012	Descriptive and exploratory study with a qualitative approach		It is noticed that in the ICUs, a service that is characterized as being of high complexity, nurses have a preponderant role for the assistance to be effective, as well as about the organization and management of the care environment,



						an activity that consists of the prediction , provision, maintenance, control of material and human resources for the operation of the service.
LILACS	A reflection upon an organizational model for nursing care centered on best practices / Reflection on an organizational model of nursing care system focused on best practices	Silvana Silveira Kempfer; Ioná Vieira Bez Birolo; Betina Homer Schlindwein Meirelles; Alacoque Lorenzini Erdmann	2010	Reflection Article		It is necessary, in order for Nursing to evolve, to keep in the new perspective of a complex thought and this must be based on new methodologies that involve challenges before the appreciation for diversity, improving the practice of systemic form, of management, in a corporate way, combining the innumerable social, individual and cultural factors of individuals.
BDENF	Nursing care management to men with cancer/Gerenciamento do cuidado de Enfermagem em homem com Câncer	Maria Gefé da Rosa Mesquita; Graciele Oroski Paes; Marcelle Miranda da Silva; Sabrina da Costa Machado Duarte; Alacoque Lorenzini Erdmann; Joséte Luzia Leite.	2015	Qualitative research		The nurse is responsible for the management of care, whose main focus is the quality of care and the improvement of working conditions of health professionals.
LILACS	Entrepreneurial characteristics of the future nurse	Gímerson Erick Ferreira; Célia Alves Rozendo; Regina Maria dos Santos; Eduardo Araújo Pinto; Antonio Carlos Silva Costa; Adrize Rutz Porto	2013	Exploratory and descriptive study, with qualitative approach		Traits of entrepreneurs were identified in the future nurses who recognized the need to act differently in the face of the possibility of entering the labor market.
MEDLINE	Comprehensiveness and humanization of nursing care management in the Intensive / Integrality and humanization in the management of nursing care in the Intensive Care Unit	Medeiros et al.	2016	Documental research with descriptive, exploratory and qualitative approach		It is understood that the management of Nursing care faces challenges in relation to the complementarity of actions in a broad and integrative way. For this reason, the need to perform creative and innovative managerial actions capable of integrating in practice more flexible, dynamic and cooperative processes, based on results more favorable to the production of care, including the user and the family in this process.

Figure 2. Distribution of articles included in the integrative review according to the database, title, authors, year, methods and results. Caruaru (PE), Brazil, 2018.

## DISCUSSION

It is understood, through the studies included in the research, that the Unified Health System (UHS) is a State policy, and a decision was adopted by the National Congress in 1988. Health actions and services were institutionalized as public policy and health was established as a right of all and a duty of the State. It is a project that assumes and enshrines the principles of universality, equity and integrality of health care, which implies designing, as a goal, a process of health system reform inherited from an earlier period. A health system is then introduced to guarantee universal access to goods and services that guarantee health and well-being in an equitable and integral way.<sup>9</sup>

The so-called finalistic principles are added, which relate to the nature of the system that intends to conform the so-called strategic principles on political, organizational and operational guidelines that point out how the system that it wants to shape and institutionalize must be built. It is reported that such principles are decentralization, regionalization, hierarchy and social participation.<sup>10</sup>

It is believed that the nurse is one of the most adequate professionals to perform the management activities, for having a training both for administrative activities and for assistance activities, being this connection a strong attribute for the optimization of services. However, it is necessary to make possible the implementation of the principles of the UHS, which recognizes the challenges that a leader has to face in order to improve the care provided in health services.<sup>11</sup>

It should be noted that Nursing management should not be considered as static, but rather as the dynamic process involving many variables and, in order to know and apply them, it is necessary to constantly plan the actions for a better decision-making in which the needs encountered should be clearly stated so that there can be necessary interventions and guarantee the effectiveness of the UHS, through its principles, by preventing increasingly acute impasses.<sup>12</sup>

It is essential for managers to incorporate and engage in health problems, as this strategy strengthens the profile of this professional, which implies important changes in the organizational level and redistribution of professional roles, including a more rational redistribution of tasks, with the most active participation of the professionals in the service area.<sup>13</sup>

It is also necessary, in the nurse's role as manager, the development of knowledge and skills that are essential in the practice of their duties as care manager. It is understood that these functions are private and regulated by Law Num. 7,498 of July 25, 1986, which, in article 11, says that the responsibility of the professional is related to the direction and leadership of the Nursing organs in public institutions or private partnerships; the organization of technical and auxiliary activities and the planning, coordination, execution and evaluation of services provided by Nursing.<sup>14</sup>

It is increasingly noted that health institutions have adopted methods of assessing their services on the basis of indicators. It is inferred, therefore, that one of the important questions for the nurse to be characterized as manager is the quality indicator, which analyzes the assistance provided, the scientific knowledge for the use of good practices and the direction of the actions of continuing education according to with the user's view on the assistance. It is believed that this tool is of extreme importance when faced with the great load of activities of responsibility of the manager.<sup>15</sup>

In another study, it is reported that the principles of quality management are used by an organization to plan, identify and control processes, promote environmental organization, train human resources, conduct critical analysis and meet customer requirements, and improve the management system through more consistent control of processes, more reliable indicators and improvement of the organizational climate with the consequent continuous improvement of the services.<sup>16</sup>

It is necessary to have a qualification of health care in the UHS for a better organizational structure of the services in order to meet the needs evidenced according to the social transformations. In this regard, as in other sectors, it can be seen that the management of health services starts to operate with quality, in a way that promotes greater autonomy and better integration of workers, in order to increase the productivity of services.<sup>15</sup>

It is shown that care for patients in high complexity is in the context of the country's current health policy. High complexity care is defined as the set of procedures that, in the context of the Unified Health System, involves high technology and high cost, aiming to provide the population with access to qualified services and integrate them to other

levels of health care (attention basic and medium complexities).<sup>18</sup>

It is emphasized, in this sense, that nurses are responsible for the management of units, an activity that consists in the forecasting, provision, maintenance and control of material and human resources for the functioning of the service and for the management of care that includes diagnosis, planning, execution and evaluation of the assistance, which passes through the delegation of supervision activities and orientation of the Nursing team.<sup>18</sup>

It is also shown that the nurse, as manager, must also commit to the work of the team in order to objectify the quality of care.<sup>13</sup> Thus, it can be said that the Nursing manager has assumed an important role in the health services, especially in the hospital, which is configured as a point of support for the team, whether it refers to education in the preparation or coordination of the service of nursing.<sup>19</sup>

It is known that sometimes he is responsible for the management of services and for taking measures that integrate administrative, care and teaching / research areas, seeking quality care, which requires these professionals not only knowledge of Nursing or Nursing management, but rather a broad knowledge and interaction with the entire organizational environment, which allows greater effectiveness in the service provided.<sup>20</sup>

Focusing on discussions guided by administrative theories, corporate management and a better development of Nursing in the role of management through a new administrative model that is based on sustainability and social responsibility.<sup>21</sup>

It is required that the training of nurses, to act in the current management perspective, not only in the medium and high complexities, but in the system as a whole, offers educational, assistance, administrative and political skills, all of them engaged in the sharing of information and constructions that nurses have in the process of health management and the triggering of social processes in order to integrate collective actions between health care services and the evaluation of the results in order to improve the quality of the service.<sup>15</sup>

Care should be exercised by the nurse, focusing on an integral care, humanized and focused on the needs of the user. The technician model is surpassed and it follows towards the integrality of the attention. Nurses are given the opportunity to reconnect

with the care that contributes to the production of pleasure, improve satisfaction levels and reduce stress in their work process through the articulation between management actions and the care process.<sup>22</sup>

Nursing managers are more likely to perform than they plan. On the other hand, it is assumed that most of the planned activities are not always carried out, so there are gaps. It reduces the number of actions performed without forecast by a good planning and, consequently, the quality of the nursing assistance improves. Therefore, the organization must offer the necessary support to qualify the employees to better develop their activities, which benefits the organization, the clientele and society.<sup>19</sup>

It is necessary, in order to realize the principles of the UHS, within the medium and high complexities, of professionals intellectually prepared and with skills to deal with people, both those in health vulnerability and those who compose the team, in order to cultivate feelings motivation and optimism in providing the effective execution of delegated actions.<sup>9</sup>

One must be aware that dealing with people at the apex of the disease attributes to professionals the need to adopt a strategic articulation not only with the patient and family, but with the care team, managers and entities, in order to create a network of propulsive relations, with the purpose of persuasion and articulation with people who can assist in the therapeutic design of the user.<sup>23</sup>

It is pointed out that Nursing plays an essential role in the needs of users and its efficiency in care comes through its consonance with public policies and UHS principles, which bring technical, technological and organizational components. In this way, essentially, the political-philosophical dimensions are involved, which give it an ethical, solidary and humanized sense. The importance of rescuing the singularities and complexities of the users is generated, since it is necessary to understand their multidimensionalities.<sup>9</sup>

It was verified that management should be anchored in the theoretical-philosophical and organizational knowledge, for the public policy documents, in order to establish compliance with norms and regulations to govern the operation of care, within the medium and high complexities, to the benefit users and health workers. It is recommended, therefore, that the nurse should appropriate knowledge capable of fostering the understanding of the interrelationships and



influences of each of the elements that interconnect and participate as a whole in the health-disease-care process.<sup>23</sup>

## CONCLUSION

It is certified, in view of this professional scenario, that, when he positions himself as a manager, the nurse organizes and seeks to reduce the differences in his work. It is understood that he can, through his knowledge, provide more specific options and needs for each patient, as well as the family, and thus respect the principle of equity. It is also possible to stimulate actions aimed at the planning and management of health services so that it is possible to propose changes, assess the quality of the system and contribute to positive changes in the health system/user relationship.

It is noticed that the function of the nurse manager involves several areas starting in their work team always with a view to the final result in their clients.

It is considered, as the responsibility of the nurse manager, the professional empowerment of the principles and guidelines of the UHS, as a guarantee of the establishment of practical skills and issues related to light technologies, through technical and scientific knowledge, in order to achieve a quality management, which directly reflects on the quality of service provided to the user by the entire Nursing team.

It is concluded that more scientific productions related to the nurse are needed as manager in the scope of the average and high complexities due to the scarce literature that corresponds to the theme. It confirms the importance that the nurse manager represents in the hospital context, therefore, it is necessary to have a quality management, exercised by the same one, for the effectiveness of what UHS advocates.

It is hoped that this study served as a kick in the studies related to the UHS and the nurse manager, since the coordination of all the team depends on this professional. This study is shown as an important source for the beginning of discussion about the different roles of the nurse, as well as the techniques used so that UHS can be established and improved.

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