



The importance of management by nurses in the sectors of a hospital unit

A importância da gestão pelo enfermeiro nos setores de uma unidade hospitalar

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ABSTRACT

The nurse in hospital management is becoming a broader area in the midst of nursing, people are becoming more interested in the profession and in the position, in which it is highly disputed. The purpose of the position is to bring improvements to the hospital unit, in assistance, for profit, economic and social purposes. Seeking to bring the organization of the sector worked, promote lectures on adequacy to other nurses so that everyone in the unit has a minimum of knowledge. The objective of this research is to investigate the importance of the nurse manager in a hospital unit in the city of Rio de Janeiro. The study method was chosen qualitative in nature and field research, researching scientific articles and data collection was also carried out from a questionnaire, seeking to acquire information from nursing professionals who work in the field of hospital management, so that they can pass on a little of their knowledge, bringing us the negative and positive points of this position. in the hospital unit.

Keywords: Nurse, Management, Hospital.

1 INTRODUCTION

The importance of the nurse as a manager in the sectors of the hospital unit is evident, for knowing how to conduct and administer the care and managerial activities in the main objective of coordinating the work team, braiding strategies and conducts in the health system in search of excellence in the service, which implies in planning, organizing, directing, charging the results and for examining the processes involved in the quality of patient/customer care in the increased demands for the provision and forecasting of materials and personnel (RODRIGUES et al., 2019).

The importance of efficient and improved nursing management reflects in the reduction of costs, minimization of complaints, and greater satisfaction for patients, as it aims at the need to organize the environment, the resources, in the constant attempt to increase the quality of service (RAMOS; LILIANA, 2020).

Amestoy et al. (2014) report that nursing has been transforming a lot in the country, in order to meet the requests generated, with the entanglement of care, care models and advancement of technology. With this, they bring the changes in academic training. As Sanches, Christovam; Silvino (2006) point out, the "objective of the nurse in management is to understand what the assigned obligations are at work.

The healthcare field has been requiring many innovations from the nurse manager, which is a positive point when it comes to motivating healthcare professionals to keep themselves updated and to review management concepts. Innovating management is primordial in the market, considering that the world is in constant evolution.



According to Aragão et al. (2016), nursing has been preparing to assume new responsibilities and, in light of this, education researchers have proposed a science base so that future nurses can be prepared according to the new demands of the labor market.

The nurse manager plays an important role, checking his team's assistance; resolving conflicts and proposing solutions; holding meetings and promoting updates to the assistance team with courses and lectures; planning schedules and rest times; preparing the hospital sector to receive certificates and qualifications.

For Camelo, Soares, Chaves, Rocha, and Silva (2016), the "market demands that the nurse manager has the ability to identify and face problems, proposing changes with strategies. In this context, the professional needs to update and train, since new pathologies arise, demanding new planning methods, care conducts, PPE management, and team redirection.

According to Carvalho et al. (2020), it is necessary to "act in a logical and rational way, where there are more innovations than repetitions, directing the sector in which it is allocated, without forgetting its rights and duties.

According to Monteiro and Paula (2020), nursing management directly and indirectly influences the health bases, reviving cost control, profitability, and care management. And, concomitantly, highlighting the importance of the nurse manager's role, in which he or she intends to fulfill the goals and objectives aimed at improving the institution.

The research has as a guiding question: What is the importance of management by the nurse in the sectors of a hospital unit in the city of Rio de Janeiro? The present study has the objective of evidencing the importance of management by the nurse in the sectors of a hospital unit in the city of Rio de Janeiro.

2 METHODOLOGY

This is qualitative research of exploratory nature, because it is not modeled on measurement, as in the natural sciences; the research situation is not standardized, it is designed to be as open as possible, integrating small numbers of cases following their relevance (Uwe Flick, 2009) and aims to explain the problem and facilitate the construction of hypotheses. The vast majority of these surveys involve bibliographic research, interviews with people who have had practical experiences with the chosen theme (GIL, 2010).

For the elaborated questions, content analysis in the form of thematic analysis, in which I will be able to point out the relevant aspects that will generally group similar speeches.

Data analysis was performed based on the selected articles, in which it was possible to observe, count and add, describe and qualify the data, to agglomerate the knowledge produced through the theme in this review (SOUZA; SILVA; CARVALHO, 2010).

The sixth step demonstrated the review and synthesis of the knowledge that was seen in articles analyzed on the topic (SOARES, 2014).

3 RESULTS

Table 01: Crossing descriptors

DESCRIPTORS	TOTAL	FILTER	SELECTION	2017	2018	2019	2020	2021
Nursing and Administration and Hospital Management	5. 633	46	6	0	0	0	2	4
Nursing and Administration	39. 788	72	7	2	0	2	2	1
Nursing and Hospital Management	7. 508	146	9	1	0	2	2	4
Hospital Administration and Management	42. 641	21	3	1	0	1	0	1
Total	95570	285	25	4	0	5	6	10

When using the descriptors Nursing and Administration and Hospital Management, 5633 results were found, and when using the filters, 46 were identified, and only 6 met the inclusion and exclusion criteria and were selected. With the descriptor Nursing and Administration, 39788 results were found, and with the filters 72 results were found, and of these only 7 met the criteria to be selected.

With the descriptive Nursing and Hospital Management, 7508 results were identified, 146 were filtered, and only 9 were selected that were within the inclusion and exclusion criteria. And with the descriptive Hospital Administration and Management we found 42641 results, being filtered 21 and selected 3.

With this, the study selected 25 studies that assisted in the research and collection of information in the search for the results.

Chart 02: Isolated Descriptors

DESCRIPTORS	TOTAL	FILTER	SELECTION	2017	2018	2019	2020	2021
Nursing	632. 895	1. 693	9	1	0	2	2	4
Administration	1097862	5955	0	0	0	0	0	0
Management	162177	88	7	2	0	2	2	1
			03	01	0	01	01	0

With the descriptive Nursing, we found a total of 632895 results, and after applying the filters we obtained a total of 1693, with the selection of 9, which met the criteria.

With the descriptive Administration, 1097862 were found, and when applying the filters, 5955 were left, none of which met the inclusion criteria. And when searching with the descriptive Hospital Management, we found the result of 162177 studies, being filtered 88 and selected only 7.

Chart 03: Theme or Cross-Reference of Google Scholar descriptors

STUDY TITLE	TOTAL	FILTER	SELECTION	2017	2018	2019	2010	2021
The importance of management by nurses in the sectors of a hospital unit in the city of Rio de Janeiro	16.000	516	2	2	0	0	0	0

When searching with the above descriptive in the Google Academy platform, 16000 results were found, 516 were filtered and only 2 were selected. In the third step we used a data collection instrument, which extracts the key information from each selected article.

Chart 04: Validation of the selected articles and the evidence levels

TITLE	OBJECTIVES	Research Type	EVIDENCED DATA	LEVEL OF EVIDENCE
Article 1 From human resources to labor management: An analysis of the literature on work in the SUS	To present the results of an integrative literature review on labor management in the Unified Health System, aiming to analyze the different scientific contributions in the area, and the experiences and strategies developed by the municipalities.	Integrative Literature Review	We verified the evolution of the term human resources to the concept of labor management; the expansion process of public jobs in the municipal sphere and the various forms of selection adopted; the lack of job security in the labor market since the 2000s; difficulties in attracting and retaining professionals, and the lack of consolidation of the career plan, positions, and salaries as a strategic instrument for labor management.	4

Article 2: Interfering factors in the nursing management in a healthcare unit	To know the sensitive management competencies present in the practice of the nurse as manager of the Family Health Unit.	Integrative Literature Review	Sensible management actions, with emphasis on leadership, motivation, creativity, communication, teamwork, and conflict management, of the nurse in the Family Health Unit, as well as the challenges in managerial practice.	4
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To the type of research, we identified that they were Integrative Literature Review (2) and the studies evidenced that the research design and analysis was based on level 4, evidence of descriptive studies or with a qualitative approach.

The fifth stage consisted of interpreting the results of the articles related to the research question, in which the analysis was performed following the steps of Bandim's thematic analysis described by Minavo (2010), which is divided into three stages.

The first step was the reading of all articles for the impregnation of the content, allowing the construction of the corpus, which validates the qualitative approach. Thus, it was possible to delimit the understanding of the texts, to highlight the registration units, because from the parts that identify with the study of the material it became possible to form the thematic unit, in which we coded and used the theoretical concepts raised to guide the stage analysis.

Throughout the search, it was necessary to look for articles outside the inclusion and exclusion criteria, to support the discussion

Table 05: Commercial and Non-Scientific Grey Literature Productions for the Discussion of the Data

Title	Year	Periodicals / Publisher / Educational Institution	Authors	Document Type
Characterization of the authority that nurse managers exercise in health institutions in Mexico and Portugal	2016	Cogit. Enferm. (Online)	Gómez-Torres et al.	Article
Facilities and difficulties of nurse managers in implementing care management in the hospital setting.	2016	Rev. Pesqui. (Univ. Fed. State Rio J. , Online)	Fernandes et al.	Article
Managerial knowledge of nurses in the hospital context.	2016	Rev. bras. Enferm.	Soares et al.	Article



In the second stage there was the exploration of the material to find the units of register by the expressions and significant words, to classify and aggregate the data in order to reach the core of understanding of the text in an organized and systematic way, according to the following chart.

In the third stage, with the data from the analysis, it was possible to articulate the theoretical framework.

4 DATA DISCUSSION

The qualitative integrative literature review method was chosen, with the objective of specifying what is being studied, in order to analyze, collect the primary studies, and scientifically evidence the study. Thus, there is greater reliability in the research result, having as a parameter the professionals in the researched area.

In order to find content that would collaborate with the theme, some studies and research were chosen that pointed in the same direction as the defined theme, contextualizing it and showing coherence between the approached theme and the author's point of view.

When starting the research, it was expected to find content that was far from the research objective, because it is a specific theme and little explored by professionals in the area, but when analyzing the chosen topics, it was possible to find ample content to support the research, whether favorable or contrary to the initial idea of the work. And, based on these studies, it was possible to find parameters that pointed in the same direction. Thus, the study ends up becoming not only necessary for a broad knowledge of the area, but also a compilation of information that adds to the understanding of the information presented.

With this, the understanding and comprehension of the importance of the studies referred to here becomes clearer, as well as the support in the clarification of the issue guided by the work.

The results of this were a greater objectivity on the subject and adding other views and results on the same research topic. Bringing a large number of references and published studies that we can say that each experience described by the authors is unique and has its truth, not only for being a serious and original article, but also for taking into account the willingness of its authors to always seek an improvement for nurses and their work day.

We were able to observe points of view that would not be able if there were no such studies, as when Teixeira; Silva; Draganov; say that the nurse is always in the middle of several problems in the routine of the nursing team, especially when they involve patient care. Or, for example, the idea of Lessa and Silva, when they say that the nurse, when acting as a manager and leading teams,



should always practice vision, in order to perceive and see other views of the same point, thus mobilizing their creativity.

From the understanding that management and administration are synonyms and their meaning include action, thinking, and decision, it leads us to understand them as the art of making things happen and obtaining results that can be defined, predicted, analyzed, and evaluated. Thus, management or administration can be treated as something scientific and rational, from which analyses and cause and effect relationships are made. Yet, understood as something subject to unpredictability and human interactions, which gives it an intuitive, emotional, and spontaneous dimension. (MORORÓ, 2017)

We also found that some nurses not only can disengage from their activities with patients, but they must, since their participations in the management and administration decision of hospital units is fundamental, since there is always an improvement for customers and for the work environment when nurses' voices are heard in hospitals.

As well as we can also see that there is still a fear on the part of most professionals to make this decision. Many times we notice a lack of understanding of the area by the professional, making the career very challenging and difficult, and also that they think that their mission as nurses is restricted to patient care and attention.

That is why it is important to spread the word that the administrative function is as important as the direct patient care part, because the nurse who works in this area is responsible for the supply of material and infrastructure so that the professional on the front line doesn't have to suffer with the scarcity of resources or lack of necessary equipment.

Regardless of the type of health service, private or public, the nurse is the professional responsible for managing care and coordinating care activity, and is responsible for determining the quantity and quality of material for the execution of care.

Thus, nurses must be able to meet the demands of health services, concerned with the increasing rise of costs, rationalization of resources, waste control and optimization of results, thus assuming an effective role in the economic management of nursing services (FRANCISCO; CASTILHO, 2006)

Having this work as one more publication that reaffirms the importance of the nursing professional in the management area, thus confirming the initial idea of the project.

Now, we can clearly state that the nurse working in the administrative and managerial areas only brings benefits to all parts of a health care unit, and that nurses should always seek their space in the management of these units.



What can be expected from the actions of a nurse in the daily work field within a hospital unit, we have as answers, the guiding questions that make us reflect on his role as a leader before his team. It's not only in the moments that he is with his followers inside the health unit, but also in the absent moments, that even if he is distant, he is willing to answer their requests and doubts about their questions and the execution of services in the sectors.

The nurse is seen as a symbol of authenticity within his work sector along with his team, when the doctor expects his attitudes to be promptly effective when asked to intervene with a patient in need of care, whether immediate or even palliative and post treatment.

In the question that concerns the direction in the hospital management within the hospital, its execution and control actions need to be strategic and well defined, in order to insert well-aligned protocols in the act of care, on a daily basis, in their shifts. To manage the facing actions of their team, as well as to take care and to make sure that everything happens well within the shift; it has been a technique seen within many health units by many nurses.

In the search for this support it was perceived in many articles of literature review researched with relevant scientific publications, that it is still necessary a qualification of a good part of these nursing professionals, as well as the hospital management as a precursor object of ample development in the scope of health within the units, being them: primary, secondary and tertiary; it is a well-known fact that has become a great challenge for these professionals who will still need to face many challenges and resistance for their walk and professional trajectory. The closed system that does not allow many interferences and that connects this fixed bridge to the ideas of a precise "trigger", in the implementation of public policies that make this health system of our Brazil work effectively, together with the support of the government and starting from a project that can even be created by the professional nurse "Health Manager".

Because of this, it is necessary to understand that the company provides reliability and greater satisfaction to patients in the treatments that will be done, and for the professional collaborators it promotes quality of life and productivity in the work environment, considering that it also favors the greater interaction with the sector that is being worked on, and valorization in the curriculum, because it offers certificates. However, not all hospitals are accredited, we can't say that it's because of the value, however, it really is an investment, every improvement has a price, a cost. "Health services in Brazil also have many inefficiencies related to their management: of the more than 6,000 Brazilian hospitals, only 259 have received the hospital accreditation certification granted by the National Accreditation Organization (ONA, 2017).



Hospital units are fundamental to the society's health and the efficient management of their resources enables a greater service to the demand, since the offer of a greater number of beds, supply of medicines and capacity of professionals in an adequate way. The management of materials in hospitals represents a major driver of operations in a unit, due to capillarity with other areas and the cost associated with its management (LISBOA; VASCONCELOS, 2020).

Therefore, the role of management becomes so fundamental in both public and private management, making the passage of patients in these health units something positive, improving the quality of care and managing with greater humanization and focusing on improving the entire work environment.

5 CONCLUSION

The present work, a qualitative study, presented guiding questions about the importance that nurses have as hospital managers in a given sector of a unit, in their day-to-day work.

It is not new that this theme has been specifically addressed in the performance of these professionals, many of them in their daily tasks still find it difficult to manage their hospital teams in their shifts.

As these questions are very important for an accurate diagnosis to be made, a survey of the activities of these professionals in their work practice and also a survey of bibliographic data on how these professionals would act with their teams, managing and providing dialogue and interaction among them in the work environment were carried out.

It is concluded that being a nurse ahead of his team as a manager brings to this professional, responsibilities pertinent to his function, since his arrival in the hospital to start his routine shift, even the implementation of activities, proposing interdisciplinary relationships and performing tasks and protocols defined by the hospital institution. It is also concluded that managing people and also the processes with these people, shows us in a social way, the ambiguous contrasts that we have in relation to our fellow man when the biggest issue is to comply with the order of someone who is above us in the nursing hierarchy.

Today we have the concept of Management governed by the nurse present that one must fulfill and execute the proposed actions in order to improve the development of work providing good care to our patients. When it comes to the nursing area, we cite humanization as an involved and restructured part of this process.

The daily routine of nurses is mostly governed by pressures governed by superiors in a higher hierarchical scale, being subordinated to the understandings and setting goals of their



technicians as well. The process of managing a team is not as simple as it seems, because the internal and complex system of a hospital provides a lot of knowledge that needs to be acquired along the way, such as training and qualification of the whole team.

The transcription of the data reported through the questionnaires reported that most health professionals do not feel motivated or encouraged by their superiors to implement new techniques, because they have been forgotten and left aside more and more each day, since health has not been an issue valued by our governments, which can not even maintain their public policies to provide better care to the population of a region as is the case of Rio de Janeiro.

It is known that healthcare is still a challenge, where many things need to be reviewed and done in the long term. So it is also within the hospital sectors with nurses, who have a heavy routine every day from one hospital to the next, trying to survive through an outdated salary and a health system full of flaws.

In the scope of hospital management, the role of the nurse concerns not only the assumed tasks but also the creation of projects, implementation of rules, organization, innovative and effective techniques, team training and qualification of both. The nurse creates and teaches how to execute, while developing the actions he/she also participates actively, as a hospital manager.



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