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# Nursing management in the hospital service: challenges and potentialities

Gestión de enfermería en el servicio hospitalario: retos y potencialidades

Gerenciamento de enfermagem no serviço hospitalar: desafios e potencialidades

## ABSTRACT

**Objective:** the general objective of this investigate in the literature whether the nurse leader performs the management function satisfactorily when directed to the hospital environment. **Method:** It is a cross-sectional study, with a qualitative approach, with an exploratory character, elaborated from the literature review of the Integrative Review type. The research was carried in the databases PubMed (National Library of Medicine), no Site da SciELO (Scientific Eleetronic Library online) e no Lilacs (Literatura Latino-Americana e do Caribe em Ciências da saúde) out between the months of August and September of the year 2020, using the keywords Management, nursing and hospital. **Results:** The authors agree with each other, that continuing education should always exist within the hospital environment, and it is essential that the whole team learns new knowledge every day. **Conclusion:** The development of this study made it possible to identify that being a nurse manager, this position requires the necessary skills to continue with what is considered essential for a nursing manager in the hospital environment.

**DESCRIPTORS:** Management; Nursing; Hospital.

## RESUMEN

**Objetivo:** Buscar en la literatura si el enfermero líder desempeña satisfactoriamente la función gerencial cuando es dirigido al ámbito hospitalario. **Método:** Se trata de un estudio transversal, con enfoque cualitativo, de carácter exploratorio, basado en la revisión de la literatura del tipo Revisión Integrativa. Las búsquedas se realizaron en las bases de datos PubMed (National Library of Medicine), en el sitio SciELO (Scientific Eleetronic Library online) y en Lilacs (Literatura Latino-Americana e do Caribe em Ciências da saúde) entre los meses de agosto y septiembre del año 2020, utilizando las palabras clave Gestión Y enfermería Y hospital. **Resultados:** Los autores coinciden en que la educación continua debe existir siempre dentro del entorno hospitalario, y es fundamental que todo el equipo aprenda nuevos conocimientos todos los días. **Conclusión:** El desarrollo de este estudio permitió identificar que ser enfermero gerente requiere de las habilidades necesarias para continuar con lo que es primordial.

**DESCRIPTORES:** Gestión; Enfermería; Hospital.

## RESUMO

**Objetivo:** Pesquisar na literatura se o enfermeiro líder desempenha a função de gerenciamento de forma satisfatória quando direcionado ao ambiente hospitalar. **Método:** Trata-se de um estudo transversal, com abordagem qualitativa, de caráter exploratório, a partir da revisão de Literatura do tipo Revisão Integrativa. Realizou-se buscas nos bancos de dados PubMed (National Library of Medicine), no Site da SciELO (Scientific Eleetronic Library online) e no Lilacs (Literatura Latino-Americana e do Caribe em Ciências da saúde) entre os meses de Agosto e Setembro do ano de 2020, utilizando os descritores Gerenciamento AND enfermagem AND hospital. **Resultados:** Os autores concordam entre si, que a educação continuada deve existir sempre dentro do ambiente hospitalar, sendo fundamental que toda equipe aprenda novos saberes cada dia mais. **Conclusão:** O desenvolvimento desse estudo possibilitou identificar que, ser um enfermeiro gerente exige competências necessárias para que seja dada continuidade ao que se designa primordial.

**DESCRITORES:** Gerenciamento; Enfermagem; Hospital.

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**INTRODUCTION**

**L**eadership is a reality for nursing professionals, since it is in direct patient care or service management, nurses need to continually exercise their leadership skills. Therefore, it is necessary for nurses to master the skills applied in the management and service management actions.<sup>1</sup>

The pertinent functions of the nurse are not limited to assistance care, however, it covers the management of services as a whole. Care is the main focus of nursing, but management activities maintain a satisfactory level of quality in care.<sup>1</sup>

The nursing manager assumes the coordination of care and coordinates the entire nursing team. To be a manager of a team, the professional has to be alert at all times, because if there is any change in the daily routine he has to seek measures and solutions to this problem, aiming not to harm neither the team nor the customers. A manager is expected to have technical-scientific knowledge, skills to manage his team and attitudes to meet the needs that exist during the workday, as difficulties and challenges may be present in service management. For this reason, this professional has to act responsibly and skillfully in front of

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his team, in order to successfully fulfill every demand that requires work.<sup>5</sup>

In Brazil, the nurse manager started to manage in a more modern way, leaving aside classical management, starting a more flexible, humanized administration and with the participation of the entire nursing team. To be a nursing manager, some managerial knowledge is necessary and the main ones are: planning, dimensioning, knowing how to select people for the team, maintaining continuing education, knowing how to supervise and evaluate work in general.<sup>2</sup>

In the literature, the following profiles of nurse managers were found: To be communicative in the relationship of leadership and supervision, to know how to resolve conflicts that may occur between team members, to plan service organizations, have technical competence in the training of professionals in addition to previewing and providing material resources.<sup>2</sup>

Given the above, this study starts from the following guiding question: how has the occupation of nurses been taking place in health management spaces, be it in the public and/or private service, their limitations and potential in the occupation of this position based on the available studies in literature?

Therefore, the general objective of this research is to investigate in the literature whether the leading nurse performs the management function satisfactorily when directed to the hospital environment.

**METHOD**

It is a cross-sectional study, with a qualitative approach, with an exploratory character, elaborated from an Integrative Review.

To search for articles in the databases, a search was performed on the PubMed website (National Library of Medicine), on the SciELO website (Scientific Electronic Library online), and the VHL data platform (Virtual Health Library) was also searched, and in Lilacs (Latin American and Caribbean Literature in Health Sciences), PubMed and SciELO found no articles compatible with the theme. The descriptors were searched on the Health Sciences Descriptors (DeCS) website: "Gerenciamento", "Enfermagem" and "Hospital", combined with the Boolean operator "AND".

The research was carried out from August 2020 to September 2020. The selected articles should fulfill the following inclusion criteria: articles of

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a descriptive and exploratory type carried out in hospital units, addressing the topic of nursing management in the last 6 years, among 2014 and 2020, in Portuguese and Spanish. At the end, 04 review articles were excluded.

Of the 14.343 studies identified, 13.292 were excluded after using the free full text and Portuguese filters, thus leaving 1.051 articles for analysis, after reading the titles and abstracts 22 articles remained, 13 were excluded because they did not address the proposed theme and were duplicated and finally, 06 articles met the requirements of the inclusion criteria and were analyzed, categorized and interpreted. The databases were searched in pairs.

**RESULTS**

For a better understanding of the results found, these were distributed in the form of a table. The table below shows the articles found, stratified according to the published journal, author of the research, the title of the work, the year of publication, objectives and main results.

**DISCUSSION**

Below we will conduct a detailed

**TABLE 01: Characterization of the articles studied, according to Journal Name, Authors, Title, Year of the study, Objective of the Study and Main results. Campina Grande, 2020.**

JOURNALS	AUTHORS	TITLE OF THE ARTICLE	YEAR	AIM OF STUDY	MAIN RESULTS OF THE STUDY
Revista de Enfermagem UFPE on line	MULLER et al.	Nurses' perception of the management process in a university hospital	2017	To know the perception of nurse managers about the management process in nursing	Know the managerial skills and functions of the nurse manager; Shared management: decentralized decisions and Care management: dichotomy or dialectic between management and care?
Revista Brasileira de Enfermagem	SOARES et al.	Managerial knowledge of nurses in the hospital context	2016	Analyze the managerial knowledge of nurses in the hospital context, the perception of their academic training and the relevance of training to work in professional praxis.	Know the managerial knowledge of the nurse to work in the hospital context; to know about the training centers and the managerial practices of the nurse and to know the training of the nurse for the managerial practices.

Revista Cogitare Enfermagem	AMESTOY et al.	Nurses' understanding of exercising leadership in the hospital environment.	2014	To know the nurses' understanding of leadership, and the strategies used to facilitate their exercise in the hospital environment.	To know the nurses' understanding of leadership and to know about the strategies that facilitate the exercise of leadership.
Revista de Enfermagem UERJ	CAMELO et al.	Nurses who manage a teaching hospital: professional training, responsibilities and challenges.	2016	Know the profile of the hospital manager nurse according to the socio-demographic and professional training aspects, identifying the challenges faced.	Know about the Training for the duties of nursing manager; How to become a nurse manager and know the challenges for nursing management.
Revista Ciência y Enfermería XXII	CAMELO et al.	Professional skills and organizational strategies of nursing managers.	2016	To characterize the competencies of nurse managers of a large teaching hospital, and the organizational strategies to mobilize such competencies.	Know the challenges for nursing management; To know the professional skills of nurse managers and to know about organizational strategies.
Revista de enfermagem UFPE on line	DAMAS-CENO et al.	Managerial nursing work: knowledge of professional nurses about their managerial skills.	2016	Know the skills of nurses in the field of management in public health institutions.	Definition of nursing management from the nurses' point of view; Importance of managerial work in nursing; Challenges in nursing management; Improvements in hospital management and facilities relevant to the nurse manager.
Revista Online de Pesquisa Cuidado é fundamental	DRAGO et al.	Moral suffering of nurse managers in a university hospital.	2020	Describe generating situations and elements involved in the process of moral suffering in the experience of nurse managers of a public hospital in southern Brazil.	Three categories emerged: Organization and Working Conditions, People Management and The Being Manager.
Revista de Enfermagem UFPE Online	DIAS et al.	Nurses' perception of their managerial role in the hospital environment	2017	Understand nurses' perception of their role in the manager's role.	The data were grouped into five categories: profile of the nurse; expression and impressions about nursing management in the hospital context; understanding of managerial skills; difficulties and interfaces of professional practice; and professional preparation: certainties and challenges.
Source: Own authorship, 2021.					

discussion of the selected studies. According to Muller's studies, nursing management was divided into three topics: In the first topic, managerial skills and functions of the nurse manager were addressed. The second theme, on the other hand, talks about shared management, where nurse managers share management with the nursing team, and the third theme points to care management,

some professionals affirm that there is a difference between the nurse manager and the assistant nurse.<sup>3</sup>

The study by Soares et al. (2016), was also divided into three topics, namely: Managerial knowledge of nurses to work in the hospital context; the training centers and the nurse's managerial practices and the nurse's training for managerial practices.<sup>4</sup>

The study by Camelo et al. (2016), was divided into three categories: Training for nursing manager assignments; becoming a nurse manager and Challenges for nursing management.<sup>5</sup>

In the first category, the nurses interviewed affirm that to act as a manager of a hospital unit it is necessary to have knowledge, skills and attitudes, these being the fundamental requirements to

be a manager, therefore, this professional must have availability and initiative to develop his functions with efficiency. Unlike what the author Soares et al. says, Camelo et al., reveals that the nurse manager affirms the lack of academic training and specific training to assume the position of manager, they also state that during graduation, there was no specific discipline focused on the management field and that the learning takes place with the length of service.<sup>5</sup>

The second category emphasizes how to become a nurse manager. Most of the professionals interviewed stated that they became managers at the recommendation or invitation of their superiors.<sup>5</sup>

The third category addresses the challenges for nursing management. Nursing management addresses the assistance, pedagogical, technical-scientific, political and interpersonal relations aspects, making the planning and organization for a good assistance to the patient. In this category, respondents report that one of the challenges encountered is having to know all the service that is provided by the hospital, the service that the manager performs and the institutional mission, because the lack of knowledge of these factors makes management difficult.<sup>5</sup>

The study by Amestoy et al. (2014), was divided into two categories, namely: Nurses' understanding of leadership and Strategies that facilitate the exercise of leadership.<sup>6</sup>

The study by Camelo et al. (2016), was divided into three categories, where the second category was subdivided into 6 subcategories. The first category addresses the challenges for nursing management, Camelo et al., Reveals the main challenges experienced by nurse managers, one of the biggest challenges being having to know the entire hospital unit, knowing all the activities that a manager performs and to know about the mission of the institution where they work.<sup>7</sup>

The second category brings us the

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professional skills of nurse managers and was divided into 6 subcategories: Technical knowledge and an expanded view of the clinic, where nurses affirm that it is necessary for them to have the technical knowledge of the procedures, acquiring scientific basis in order to teach their team; Permanent education, since nurses are attentive to their subordinates; Leadership, knowing how to be a leader is paramount, since by setting your example the whole team will follow; Decision making, it is necessary for the nursing manager to evaluate the best path to follow; Management of financial and material resources is a primary function of the nurse, as he who plans, executes and organizes the acquisition of material from the unit; Relational or interpersonal competence to manage conflicts, conflict management is the competence of the nursing manager.<sup>7</sup>

Finally, the third category shows us the organizational strategies that encompasses the issues of permanent education, training for managers and having more courses for conflict management, since with this knowledge, the nurse will be better able to manage a team.<sup>7</sup>

Damasceno et al. (2016), divided his study into 5 categories, namely: Definition of nursing management in the view of nurses; Importance of managerial work in nursing; Challenges in nursing management; Improvements in hospital management and facilities relevant to the nurse manager.<sup>8</sup>

In the first category, nursing management was defined in the view of nurses, for the interviewees, nursing management is one of the main duties of the nurse, as he coordinates and manages all services related to nursing.<sup>8</sup>

The second category emphasizes the importance of managerial work in nursing. For the interviewees, being the leader means being the voice of the whole team, thus guaranteeing better working conditions, a good dimensioning of the staff and supervising the team for better results.<sup>8</sup>

The third category brings us to the

challenges that nursing managers face, the main challenges are: insecurity, lack of communication by parts of the team, conflict resolution, having to organize the work of other professionals, having to make important decisions, inexperience in the function and difficulties in administrative decisions.<sup>8</sup>

The fourth category emphasizes improvements in hospital management, to improve this management, nurses affirm that it is necessary to invest in training in human resources, improvement in health services, greater quantity of materials, increase the number of employees, training for employees and improvement of financial resources.<sup>8</sup>

Finally, the fifth category brings the facilities that managers find, which are: the smooth running of the service, being well accepted in the institution, being recognized for their work, already knowing their place of

work, having a good relationship with the team nursing staff and the entire management team.<sup>8</sup>

Regarding the studies by Drago et al. (2020), the nurses who manage the service teams, according to their research, reported many episodes of moral suffering, due to conflicts between the components of the teams, in addition to the lack of autonomy, and moral harassment, making explicit the various aspects that such position has.<sup>11</sup>

In addition, Dias et al. (2017) pointed out in their studies that the vast majority of nurses who were part of their research sample, did not demonstrate sufficient knowledge about their managerial role in the field of work, demonstrating that, although many claim to know their role as manager, there are many who do not play this role clearly, often making the work progress ineffective. Based on these facts, it is im-

portant to emphasize the importance of always stressing the real role of the nurse manager, offering continuing education for them.<sup>10</sup>

## CONCLUSION

The development of this study made it possible to identify that being a nurse manager is much more than occupying a position of trust, this position requires the necessary skills to continue with what is considered essential for a nursing manager in the hospital environment.

The nursing manager finds several challenges to perform an effective management, and the main ones are: the lack of physical and material resources, conflicts between the team members, overload of service, lack of incentive for continuing education, deficit of employees, and the inexperience to take the job. ■

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