

Hospital management in the context of the COVID-19 pandemic

Gerenciamento hospitalar no contexto da pandemia COVID-19

Gestión hospitalar en el contexto de la pandemia COVID-19

RESUMO

Objetivo: Identificar as principais barreiras no manejo da dor neonatal relatadas por estudos científicos, a fim de criar subsídios para aprimoramento. Objetivo: Descrever os desafios enfrentados pelos enfermeiros na gerência hospitalar no contexto da pandemia COVID-19. Métodos: Trata-se de uma pesquisa descritiva, quantitativa, exploratória que utilizou o método investigativo. Foi desenvolvida na Fundação Hospitalar São Sebastião, município de Três Corações- MG, com aplicação de questionário on-line a 16 enfermeiros. A pesquisa foi conduzida através de 07 etapas respeitando os preceitos da Resolução 466/12 do Conselho Nacional de Saúde. Resultados e Discussão: Inúmeros foram os desafios enfrentados pelos enfermeiros durante a pandemia, como a sobrecarga e desgaste físico e emocional. Tiveram que se superar indo além dos seus limites. Buscando melhorar a cada dia suas habilidades através de capacitações, a equipe logrou domínio do assunto podendo prestar uma melhor assistência à população. Conclusão: Em meio a perdas e sofrimentos, a enfermagem pode ser mais valorizada. Trabalhando na linha de frente, esses verdadeiros heróis hoje se sentem mais preparados para atuar na pandemia.

DESCRIPTORES: COVID-19; Gestão em Saúde; Enfermagem.

ABSTRACT

Objective: To describe the challenges faced by nurses in hospital management in the context of the COVID-19 pandemic. Methods: This is a descriptive, quantitative, exploratory research that used the investigative method. It was developed at Fundação Hospitalar São Sebastião, municipality of Três Corações, MG, with an online questionnaire applied to 16 nurses. The research was conducted through 07 stages respecting the precepts of Resolution 466/12 of the National Health Council. Results and Discussion: There were numerous challenges faced by nurses during the pandemic, such as overload and physical and emotional strain. They had to overcome themselves by going beyond their limits. Seeking to improve their skills every day through training, the team managed to master the subject and provide better assistance to the population. Conclusion: Amidst losses and suffering, nursing can be more valued. Working on the front lines, these true heroes now feel more prepared to act in the pandemic.

DESCRIPTORS: COVID-19; Health Management; Nursing.

RESUMEN

Objetivo: Describir los desafíos que enfrentan las enfermeras en la gestión hospitalaria en el contexto de la pandemia de COVID-19. Métodos: Se trata de una investigación descriptiva, cuantitativa, exploratoria que utilizó el método investigativo. Fue desarrollado en la Fundação Hospitalar São Sebastião, municipio de Três Corações, MG, con un cuestionario online aplicado a 16 enfermeras. La investigación se realizó en 07 etapas respetando los preceptos de la Resolución 466/12 del Consejo Nacional de Salud. Resultados y Discusión: Fueron numerosos los desafíos que enfrentaron las enfermeras durante la pandemia, como la sobrecarga y el estrés físico y emocional. Tuvieron que superarse a sí mismos yendo más allá de sus límites. Buscando mejorar día a día sus habilidades a través de capacitaciones, el equipo logró dominar la asignatura y poder brindar una mejor asistencia a la población. Conclusión: En medio de pérdidas y sufrimientos, la enfermería puede ser más valorada. Trabajando en primera línea, estos verdaderos héroes ahora se sienten más preparados para actuar en la pandemia.

DESCRIPTORES: COVID-19; Gestión Sanitaria; Enfermería.

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Bruna Alzira de Souza Costa

Nurse Graduated from the Universidade Vale do Rio Verde- Unincor.
ORCID: 0000-0003-4886-1718

Daniela Reis Moreno

Student of the Nursing Course at the Universidade Vale do Rio Verde- Unincor.
ORCID: 0000-0002-6050-3035

Guilherme Luís Nascimento Quintiliano

Coordinator of the Nursing Course at Universidade Vale do Rio Verde- Unincor and Master's student in nursing- PPGENF-U-NIFAL line of research: care process.
ORCID: 0000-0003-2470-7943

Joao Paulo Soares Fonseca

Professor of the Nursing Course at the Universidade Vale do Rio Verde- Unincor, Master in Education and Specialist in Intensive and Emergency Care.
ORCID: 0000-0003-4886-1718

Ranile Santos Silva

Professor of the Nursing Course at the Universidade Vale do Rio Verde- Unincor, Master in Education and Doctoral Student in Nursing.
ORCID: 0000-0002-5844-4224

INTRODUCTION

In December 2019, the SARS CoV-2 that causes COVID-19 had its first alert, being a new strain of the coronavirus, being contagious and spreading at an absurd speed around the world. Since then a public health emergency has set in with the pandemic being decreed in March 2020.¹

First identified in Wuhan (China), where a number of cases of atypical pneumonia have been reported. On January 7th, the causative agent of these signs and symptoms was identified, the new coronavirus.^{2,3}

This pandemic brought significant changes to the health area in general, which masterfully knew how to overcome and overcome barriers to continue providing differentiated care for each patient. One of these changes was the exponential growth in the number of visits and admissions caused by COVID-19. As a result, there was an imbalance between the demand and the number of professionals to meet this demand. At first there was a collapse in several hospitals, where supplies and equipment began to be lacking, in addition to putting a physical and mental strain on health professionals.⁴

Therefore, management is essential once nursing understands its role in management, and with the pandemic, this professional had a significant role, where he and his team faced a new virus that spread uncontrollably, needing to integrate the heal-

First identified in Wuhan (China), where a number of cases of atypical pneumonia have been reported. On January 7th, the causative agent of these signs and symptoms was identified, the new coronavirus

th management with health regulatory bodies to combat the spread of COVID-19.⁵

Currently, the nurse manager has the primary role to implement in their management, scientific foundations dominating their professional capacity.⁶ The nurse is responsible for coordinating and making decisions in the hospital environment, as well as, it is essential that this professional has the skill and consistency both in care, as in the management and clinical area. The articulated management allows the professional to develop essential skills in the work process, but given what is presented, this professional experiences several obstacles to be faced.⁷

The professional nurse must seek to carry out the management effectively and with guidance, meeting the needs of the institution and the client, adding safety and efficiency. However, it is essential that managing is composed of decision-making, interaction and the ability to manage people.⁸

In this sense, it is essential to carry out studies that show the management in times of COVID-19. Then, the following question arose: What was it like to manage a hospital unit in the COVID-19 pandemic?

Therefore, based on this, the core of the work was chosen, in order to describe the challenges faced in hospital management in the new global context: the COVID-19 pandemic and to assess the current scenario.

METHOD

This is an exploratory, descriptive research, with a quantitative approach, exploring and/or using the investigative method, through the application of an online questionnaire on the Google Forms platform, involving human beings. Review with the Health Sciences databases, SCIELO® (Scientific Electronic Library Online), LILACS® (Latin American and Caribbean Literature on Health Science), MEDLINE® (National Library of Medicine - USA). Description and theoretical framework on Nursing and hospital management in the context of the COVID-19 pandemic. The descriptors will be: COVID-19. Gestão em Saúde (Health Management), Enfermagem (Nursing).

The research was carried out at Fundação Hospitalar São Sebastião (FHSS), municipality of Três Corações-MG over a period of 1 month and questionnaires were applied online, through the Google Forms platform, with the professional nurses directly involved in management. The survey was carried out from June to November of this year. Data collection took place in October and early November.

The sample of the study included the application of a questionnaire to 16 professional nurses from Fundação Hospitalar São Sebastião. The inclusion criteria were all those who develop activities related to management and the exclusion of professional nurses who were on vacation or maternity leave. In this case, the instrument used was the application of the questionnaire prepared by the authors themselves, made available to research participants through Google forms. The questionnaire was managed through the Google forms platform and the answers were analyzed quantitatively, through Excel, to formulate graphs and tables that numerically express the results that were later compared with the relevant literature.

The Research Authorization Term was elaborated and sent to the researched institution. After authorization from the Institution's Chief Executive Officer, the project was submitted for approval by the Research Ethics Committee (CEP -

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Comitê de Ética e Pesquisa) of the Vale do Rio Verde University (UninCor) and only after approval was an interview conducted with the professionals selected in the inclusion criteria. Approval in CEP (CAAE 52944021.60000.5158). This study respects the ethical precepts established by Resolution No. 466 of the National Health Council – CNS of December 12th, 2012. All participants signed the Informed Consent Term (ICF), thus consenting to participate in the research. The principles of anonymity, privacy and professional secrecy were respected. Risk of data loss, however, these risks are minimal, as the data was safely stored in a digital file under exclusive access by researchers. The benefits are linked to the theoretical and practical knowledge provided by the results from the research. There is no direct benefit for the participant. The subject himself was free to withdraw his consent at any time and cease participating in the study, without any prejudice to the service provided.

RESULTS AND DISCUSSION

Data collection was performed with a total sample of 16 nurses involved in the management of sectors of the FHSS, in Três Corações-MG. Among the total number of respondents, half of them have been in the profession for more than 5 years and the other half for less than 1 year. This can be attributed to the fact that, due to the increase in demand during the pandemic, it was also necessary to increase the hiring of more health professionals in order to meet the needs that arose. Newly graduated professionals had the opportunity to enter the job market, thus being able to demonstrate the knowledge acquired during graduation, although many did not have the previously required experience. 8

It is a challenge for the entire team to expand recruitment in a short period of time, meeting health recommendations. This endeavors to implement a series of actions, including the reorganization of micro processes for recruiting professionals, technical improvements and the combination of effective care for needs, seeking to offer qua-

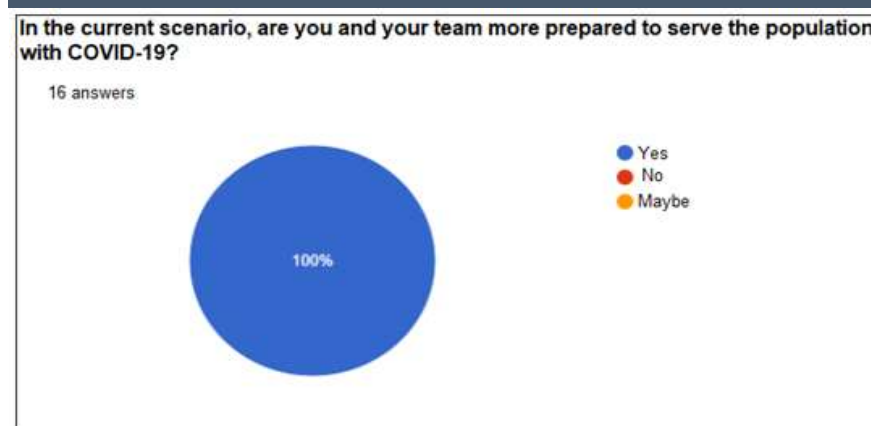
lity in healthcare with professionals that meet the demand in the last two years. 9 In a study carried out by Guimarães et al. (2020) they point out that the measures to face a pandemic are not closing units and withdrawing from the population, but coordinating care and understanding the flow of care in the network. 10

Among the various sectors in which the participants work, the following were cited: Adult CTI (6.25%), CTI COVID-19 (18.75%), CCIH (6.25%), Internal Medicine (31.25%), Urgency and Emergency (6.25%), Maternity (25.0%) and Surgical Center (6.25%). These were the sectors where COVID-19 was most present, as many had complications from the disease, thus requiring more specific care, as is the case with the ICUs. The Surgical Center was also widely explored in terms of intubation and tracheostomy. The posts at the Medical Clinic acted as temporary wards, where patients with moderate cases were under surveillance, receiving the appropriate treatment until they were discharged. With the growing number of cases confirmed daily, this was the sector with the greatest demand for health professionals. And finally, the Emergency Room was at the forefront of this pandemic, welcoming everyone without exception. 11

When respondents were asked if they were prepared for the COVID-19 pandemic, 81.3% said no and 18.8% yes. Most did not even imagine going through all of this and clearly lacked physical and emotional preparation. Accordingly (Barbosa et al., 2020)12 the pandemic brought hysteria and paranoia to the general public. In outbreaks, fear is common and can lead to behavior that fluctuates, affecting everyone and for COVID-19 this is even more noticeable since little was known and much was speculated. The spread was very fast and there was no specific treatment, bringing countless challenges in this new scenario. 8

According to Santos (2021) 13, in the execution of the training, there was a strengthening of permanent education within the health institutions, a fact that used to happen on a one-off basis. This was proven in our study where 93.8% of them partici-

Graph 2- Perspective of care today in COVID-19 patients



Source: Google Forms

pated in some course or training related to the subject.

Knowledge is always valid because it makes us more prepared people. There were trainings on attire and undressing, intubation protocols, Cardiopulmonary Arrest (CPA), hand hygiene, oxygen therapy at COVID-19, pronation and supination of intubated patients and mechanical ventilation. Many of them were in person, given by the hospital staff and others were offered by the Ministry of Health and Coren. In a study carried out in Rio de Janeiro, it was observed that during training, health professionals showed great interest and also great doubts related to various procedures. 16 In agreement, Gomes et al. (2020) 15 says that theoretical and practical training is necessary so that care can be safely provided to professionals and patients.

Today, for more than 1 year since the beginning of the pandemic in our country, it can be said that there have been significant advances in the rates of infected, hospitalized, death and vaccinated people. Although these data make us happy, they do not assure us of the spread of the disease. All precautionary measures must be followed until, in the near future, these numbers no longer exist. 16

Therefore, adding all this acquired experience, the training carried out and the hope, the study participants reported that they now feel more prepared to serve the population of COVID-19, as we see in the

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graph below:

Graph 2- Perspective of care today in COVID-19 patients

CONCLUSION

In agreement with the results obtained, the reports of greatest insecurity on the

part of the professional nurse were dealing with high rates of death. With this, the importance of the professional nurse in relation to management became evident, where they were forced to remodel the way in which health care is managed and committed to training so that care could be safely provided for the professional,

team and patient. Amidst so much loss and suffering, nursing can have better visibility and be more valued. When acting on the front lines, they were true heroes. Today, participants feel more prepared to act in the pandemic, which unfortunately is not over yet. ■

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