

Nurses' work process in the management of hospital services: An integrative review

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Proceso de trabajo del enfermero en la gestión de servicios hospitalarios: Una revisión integradora

RESUMO

Objetivo: evidenciar na literatura os processos de trabalho desenvolvidos pelos enfermeiros que atuam na gerência dos serviços de enfermagem no âmbito hospitalar. Método: Trata-se de uma revisão integrativa, com levantamento bibliográfico realizado entre fevereiro e março de 2022, nas seguintes bases de dados: PubMed, CINAHL, Embase, LILACS, SciELO e Web of Science. A amostra final foi constituída por 10 artigos. Resultados: foram apresentados e discutidos a partir de duas categorias temáticas: Procedimentos de Trabalho Gerenciais, trazendo organização do processo de trabalho assistencial, administração da estrutura física, ambiente de trabalho e recursos materiais e gestão de pessoas; e Instrumentos Gerenciais abordando planejamento, governança compartilhada, liderança, trabalho em equipe e capacitação. Conclusão: A produção científica analisada possibilitou identificar os procedimentos gerenciais e instrumentos gerenciais, essenciais ao trabalho do enfermeiro. É necessário o aperfeiçoamento no processo de gestão em enfermagem de forma a acompanhar a evolução do cenário epidemiológico, organizacional e tecnológico.

DESCRIPTORES: Fluxo de trabalho. Gerenciamento de Enfermagem. Gestão de recursos humanos. Serviço de enfermagem hospitalar. Trabalho.

ABSTRACT

Objective: to highlight in the literature the work processes developed by nurses who work in the management of nursing services in the hospital environment. Method: This is an integrative review, with a bibliographic survey carried out between February and March 2022, in the following databases: PubMed, CINAHL, Embase, LILACS, SciELO and Web of Science. The final sample consisted of 10 articles. Results: they were presented and discussed from two thematic categories: Management Work Procedures, bringing organization of the care work process, administration of the physical structure, work environment and material resources and people management; and Management Tools addressing planning, shared governance, leadership, teamwork and training. Conclusion: The analyzed scientific production made it possible to identify the managerial procedures and managerial instruments, essential to the nurse's work. It is necessary to improve the nursing management process in order to follow the evolution of the epidemiological, organizational and technological scenario.

DESCRIPTORS: Workflow. Nursing Management. Human resource Management. Hospital nursing service. Work.

RESUMEN

Objetivo: destacar en la literatura los procesos de trabajo desarrollados por enfermeros que actúan en la gestión de los servicios de enfermería en el ámbito hospitalario. Método: Se trata de una revisión integradora, con levantamiento bibliográfico realizado entre febrero y marzo de 2022, en las siguientes bases de datos: PubMed, CINAHL, Embase, LILACS, SciELO y Web of Science. La muestra final estuvo compuesta por 10 artículos. Resultados: fueron presentados y discutidos a partir de dos categorías temáticas: Procedimientos de Trabajo de Gestión, trayendo organización del proceso de trabajo de cuidado, administración de la estructura física, ambiente de trabajo y recursos materiales y gestión de personas; y Herramientas de Gestión que abordan la planificación, la gobernanza compartida, el liderazgo, el trabajo en equipo y la formación. Conclusión: La producción científica analizada permitió identificar los procedimientos e instrumentos gerenciales esenciales para el trabajo del enfermero. Es necesario perfeccionar el proceso de gestión de enfermería para acompañar la evolución del escenario epidemiológico, organizacional y tecnológico.

DESCRIPTORES: Flujo de trabajo. La gestión de enfermería. Gestión de recursos humanos. Servicio de enfermería hospitalaria. Trabaja.

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INTRODUCCION

The work process is defined as a set of procedures performed by man on an object, using instruments, with the aim of transforming it into a certain product; it is something that human beings do intentionally and consciously, with the purpose of producing some product or service. Critical and continuous reflection on the work process and its transformation is an important aspect of building human development¹.

In this way, we can understand work as a human activity, which involves subject and object in a mutual transformation with the purpose of satisfying their needs. As for process, which in Latin means proceeding, a verb that indicates the action of moving forward, going forward (pro +cedere), we can understand it as a way of executing something or, even, a sequential set of actions that aim to carry out a certain operation, achieving a specific result. It can be seen that the work process encompasses the existing relationships between man and his context, modifying it and at the same time modifying the scenario around him².

The concept of work process in he-

alth addressed in this research concerns the definitions and constructions brought by Mendes-Gonçalves, who understands the work process as a set of knowledge, instruments and means, having as subjects the professionals who organize themselves to produce health care services. In order to provide individual and collective assistance to obtain products and results arising from their practice³. Applying the concept in the field of nursing, it is clear that the work process in health has the purpose of enabling means to provide efficient and effective assistance, enabling the satisfaction of the health needs of a clientele⁴. So the product of the health work process is always related to quality care offered to the patient.

Still according to the theoretical conception constructed by Mendes-Gonçalves, it is understood that, in terms of the specific field of nursing, nursing care and care management are considered as objects of work⁴.

The nurse's work process is identified by the dimensions of assisting, managing, researching and teaching, each with objects, means, instruments and specific activities, coexisting temporally and institutionally, in an articulated way and directly influencing the

quality of care provided to the patient⁵.

In Brazil, the professional practice of nursing is regulated by Law 7,498/1986, which contains the private attributions of nurses, within the scope of administration: direction and leadership of bodies, units and nursing services; organization and direction of technical and auxiliary activities carried out in companies providing nursing services; planning, organization, coordination, execution and evaluation of nursing care services⁶. Law 7,498/1986 also highlights as a private activity of the nurse, composing a multidisciplinary team of health professionals, the participation in the planning, execution and evaluation of the health program⁶. Thus, the nurse is the nursing professional with managerial functions inherent to their professional activity.

Nursing service management is called in different ways within the hospital organizational structure: Division of Nursing, Nursing Coordination, Board of Nursing, Head of Nursing and it is the centralizing body for issues related to Nursing within the organization, directly responding to aspects related to patient and team care⁷.

It is up to the nurse to manage pro-

blems specific to the profession, those that are due to their position in the organizational hierarchy, those that come from their functional responsibilities and those that emanate from the coordinators of the teams they lead⁸. In this context, it is clear that the nurse's work process encompasses management and care, with an intense connection between both dimensions, in order to configure themselves as defining processes of direct assistance and care production⁹. Thus, the nurse becomes capable of providing conditions for care to be carried out efficiently and effectively, which is the product of the "managing" dimension of the nursing work process.

Santos et al.¹⁰ identified in their study a set of actions related to care management enabling the operationalization of nursing care, consisting of diagnosis, planning, execution and evaluation, passing through the delegation of activities, supervision, dimensioning and team orientation. It is then perceived that the managed work process should not be understood as an activity unrelated to nursing care, but as an activity that provides the basis for care⁸.

The "managing" dimension of the nursing work process is an instrument to achieve assistance, and can be used to propose changes, implement them and institute new actions¹¹. There is a set of studies on the nursing work process showing the predominance of managerial activities, mainly with emphasis on service management.

These studies address, for the most part, skills and instruments of the work process to manage; however, there is a scarcity of theoretical studies on the management concept, management models and description of constituent elements of the current work process.

Recently, with the change in the health scenario brought about by the COVID-19 Pandemic and still with the strong influence of globalization, it was necessary to reorganize both

the workforce and the nursing work processes. It became evident the need to adopt less bureaucratic management models, which are able to understand what happens inside the institution and around it, making it possible to elaborate and implement new and feasible solutions for the problem situations that arise. It is important to know the practice of nurses in the "manage" dimension and reach interpretations of the reality of work that can contribute, both with the necessary clarifications for the new imposed scenarios and with the composition of the theoretical body, providing subsidies to broaden the discussions, strengthen the foundations for nursing science and enhance the applicability of the best available practices.

Furthermore, this review aimed to show in the literature constituent elements of the work processes developed by nurses who work in the management of nursing services in the hospital environment. In this research, due to the diversity of nomenclature attributed to these professionals, we chose to identify them as leadership nurses. This diversity is closely related to cultural and organizational aspects, they even fluctuate in institutional organization charts, but there is clearly congruence in the developed work processes.

It is expected, when analyzing the "managing" dimension of the work process of leadership nurses in the hospital area, to contribute to the development and construction of new ways of managing in nursing and, at the same time, to clarify the actions and meanings that involve the constituent elements of this nursing practice.

METHOD

This is an integrative literature review, a method used in evidence-based research and its purpose is to make it possible to obtain knowledge about a delimited topic, phenomenon or issue, through the systematic and or-

dered analysis of previous research¹². This type of review aims to provide an analysis and synthesis of the studied phenomenon, generating knowledge and evidence that can be incorporated into clinical practice and identifying gaps to be studied.

This study followed the integrative review protocol, which includes six stages: identification of the theme and elaboration of the research question; definition of search criteria in electronic databases, resulting in specific search strategies for each database; data collect; exhaustive analysis of the acquired material; careful interpretation of the findings; and presentation by categories of results¹².

The identification of the theme and the research question was carried out according to the PICo acronym, being P: population – nurses in leadership positions, I: phenomenon of interest – identification of the managerial work process, C: context – hospital organization¹³. Based on these elements, the research question was elaborated: What are the work processes developed by nurses in leadership positions in the hospital environment?

The second stage was carried out between February and March 2022, when the virtual bibliographic survey took place in the following national and international databases: PubMed, Cummulative Index to Nursing and Allied Health Literature (CINAHL), Embase, Latin American Literature and the Caribbean in Health Sciences (LILACS), Scientific Electronic Library Online (SciELO) and Web of Science.

For the development of the search strategy, the specific controlled vocabulary of each database and its related terms were used (Descriptors in Health Sciences [DeCS] for LILACS and SciELO, Medical Subject Headings [MeSH] for PubMed and Web of Science, MH for CINAHL and Emtree for Embase), using English language variations of "workflow",

“process modeling”, “professional practice management”, “hospital administration”, “nursing administration research”, “nursing” and “hospital nursing service”.

To systematize data collection, an advanced search form was used, respecting the peculiarities and distinct characteristics of each electronic database. The descriptors were combined with the Boolean expressions “AND” and “OR”. The search strategy followed a protocol, as shown in Chart 1.

In addition, a manual search was carried out in the reference lists of identified articles and relevant review articles.

To be considered for inclusion, studies met the following criteria: articles available in full versions in Portuguese, English or Spanish and published between 2017 and 2022, which covered the object of study. The temporal cut is justified to allow access to recent publications, with consequent description of knowledge in its current state. Publications in the form of theses, dissertations, monographs, books, editorials, letters to the editor, abstracts, expert opinion, correspondence, experience reports, reviews (narrative, systematic or integrative), reviews, book chapters, duplicate articles in bases and that were not related to the theme.

The publications found were exported to the Mendeley® bibliographic management tool, where duplicated texts were identified. Then, the resulting articles were directed to the Rayyan® application, developed by the Qatar Computing Research Institute (QCRI), and the publications were selected. This application consists of an algorithm to systematize the selection of articles, allowing two or more evaluators to independently include, exclude or remain undecided when reading titles and abstracts¹⁴. Two independent researchers carried out the selection of articles, examining each one of them by title, abstract and full text. To ensure a broad search, the do-

Chart 1. Search strategies developed for the databases selected in this integrative review and the respective number of publications found.

Data base	Search strategy	Number of articles found
PubMed	(((((workflow[Title/Abstract]) OR practice management[Title/Abstract])) OR hospital administration[Title/Abstract])) OR health services administration[Title/Abstract])) AND ((nursing[Title/Abstract]) OR nursing service hospital[Title/Abstract]))	1268
LILACS	(workflow) OR (practice management) OR (hospital administration) OR (health services administration) AND (nursing) OR (nursing service hospital)	304
CINAHL	((MH "Workflow") OR (MH "Health Services Administration")) AND ((MH "Nursing Staff, Hospital") OR (MH "Nursing Service") OR (MH "Nurse Administrators"))	117
Web of Science	(((((AB=(workflow)) OR AB=(practice management)) OR AB=(hospital administration)) OR AB=(health services administration)) AND AB=(nursing service hospital))	1297
Embase	('workflow':ab,ti OR 'hospital management':ab,ti OR 'health service':ab,ti) AND 'nursing staff':ab,ti OR 'nurse administrator':ab,ti	770
SciELO	(ti: (workflow)) OR (ti: (practice management)) OR (ti: (health services administration)) AND (ti: (nursing) OR (ti: (nursing service hospital))	402

Source: Own elaboration

uments were accessed through the journal portal of the Coordination for the Improvement of Higher Education Personnel (CAPES), recognized by the Federal University of Rio Grande do Norte.

The following data were extracted and organized in a table: study characteristics (authors, year, country and journal of publication, study design) and results found related to the object of study.

4158 publications were found through the electronic search, of which 28 potentially relevant abstracts were examined. Of these, 08 publications met the eligibility criteria, that is, they met the inclusion criteria and did not meet the exclusion criteria. Subsequently, the references of the studies initially included and of literature reviews already published on the subject

were consulted, identifying 02 more articles that met the eligibility criteria, thus totaling 10 manuscripts included in this integrative review. The included studies were arranged using the PRISMA- Preferred Reporting Items for Systematic Reviews and Meta-Analyses¹⁵ model. Figure 1 shows the flowchart with the stages of identification and selection of studies for the integrative review.

Data analysis was carried out by placing the extracted information in summary tables and subsequent analysis by similarity of content.

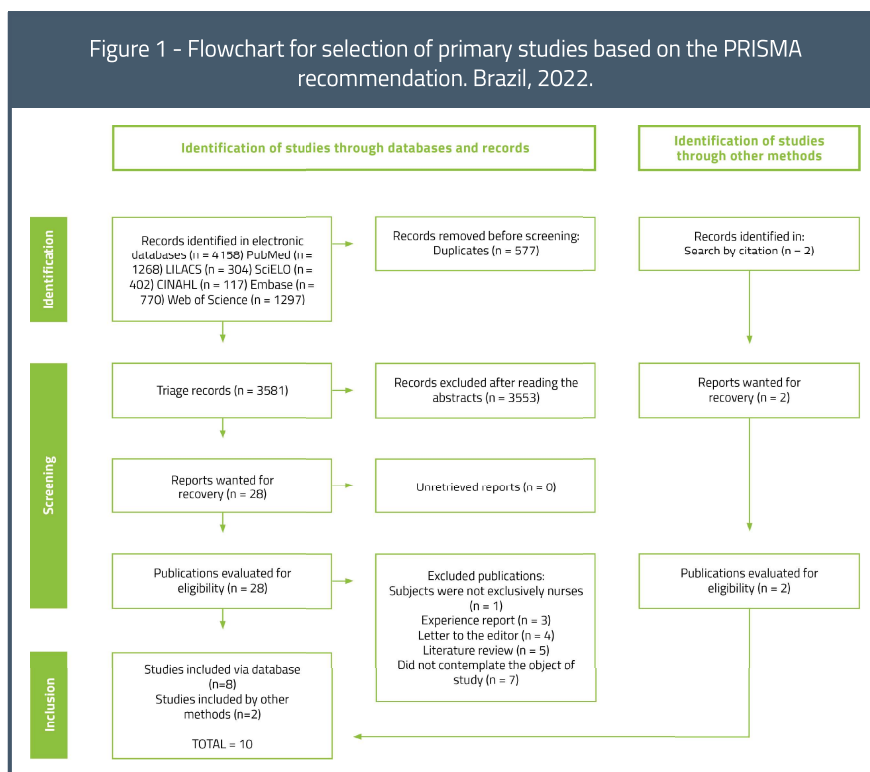
RESULTS

The final sample consisted of 10 articles. Of the articles analyzed, it was observed that 02 were published in international journals, one of them in

a specific magazine on Nursing Management, the Journal of Nursing Management. Among Brazilian journals, the Revista Brasileira de Enfermagem stood out, with five publications. The largest number of studies was published in 2018, a total of four and in 2017 there were three studies published. Table 1 presents the synthesis of the articles selected for the integrative literature review.

We based the analysis of the results in the light of Mendes-Gonçalves' theoretical framework on the health work process. In the “manage” dimension, within the nursing work process, we chose to study its variable elements, since the objects and objectives are common. The object will always be care, and management actions will be related to the environment, teams and the organization of work itself. The objective will always be the therapeutic action in health, the quality nursing care offered. For better organization,

Figure 1 - Flowchart for selection of primary studies based on the PRISMA recommendation. Brazil, 2022.



Source: Own elaboration, 2022

Chart 1 - Description of the studies included in the integrative review. Brazil, 2022.

Authors	Title	Country/ Year of publication	Data base/ journal	Objective	Results
Copelli et al.16	Care management and nursing governance in a maternity hospital: grounded theory	Brazil/2017	SciELO/ Brazilian Journal of Nursing	Understanding the care management strategies used by nurses for the governance of nursing practice in a maternity hospital	The care management strategies used by nurses in the hospital were: planning of professional practice, leadership of the nursing team, search for scientific knowledge and training.
Ducharme et al17	Leader Influence, the Professional Practice Environment, and Nurse Engagement in Essential Nursing Practice	USA/2017	PubMed/ The Journal of Nursing Administration	Examine the relationships between leaders and the perception of influence on work environments professional practice	Nursing managers play a fundamental role in establishing an adequate professional practice environment, aiming to improve patient care in the hospital. Managers' access to adequate resources is essential to provide nurses with the tools to deliver essential care.
Silva et al. 18	Leadership practices in hospital nursing: a self of nurse managers	Brazil/2017	SciELO/ Journal of the USP School of Nursing	Evaluate the frequency of leadership practices performed by the nurse managers of hospital institutions, as well as its association with the variables of the socio-professional profile	The most frequent behavioral leadership statements among nursing managers in the hospital field are related to the practice of empowering leadership, which is mainly concerned with encouraging collaboration and empowering others. In this practice, the leader must increase collaboration, awakening the confidence of workers and helping in interpersonal relationships; it should also encourage the development of skills in the team and use communication as an essential tool in the work process

Cordeiro et al.19	Structural capital in the management of nurses in hospitals.	Brazil/2018	SciELO/ Text & Context – Nursing	Describe how structural capital components are used in the management of nurses in hospital organizations	Structural capital was used by nurse managers to produce technology that represented innovation for the care process: improvement of work processes; implementation of programs; development, implementation and updating of protocols; use of hard technology to speed up the care process. As for administrative technology, the managers used: decentralized management model, elaboration and implementation of a strategic action plan; implementation of various committees as forms of technical assistance
Santos et al.20	Nurse's work environment in the Maternal-Infant Nursing Division of a University Hospital	Brazil/2018	LILACS/ Journal of Nursing from the Midwest of Minas Gerais	To analyze the nurse's work environment in the maternal-infant nursing division of a university hospital	Nurse managers must direct actions for support, support and guidance of clinical nurses, aiming at achieving institutional goals and better quality of care. The strategies with the greatest influence on controlling the environment are: holding meetings to discuss and solve the unit's problems; communication and teamwork and adoption of shared management models
Siqueira et al.5	Knowledge of technically responsible nurses about managerial skills: a qualitative study.	Brazil/2019	SciELO/ Brazilian Journal of Nursing	Identify the knowledge of technically responsible nurses regarding the general and managerial skills needed to perform this function	Nurse managers exercise, in hospital units, the coordination of groups, through leadership competence, and must provide a favorable environment for the development of activities, the promotion and stimulation of cooperation between interdisciplinary and multidisciplinary teams, in order to guarantee humanized care. It is expected to decrease conflicts, increase employee involvement in work processes, improve resource utilization and decrease turnover rates
Moraes e Spiri21	Development of a book club on the management process in nursing	Brazil/2019	SciELO/ Brazilian Journal of Nursing	Develop a book club on nursing management topics	Evidence-based management involves organizational aspects and team aspects. Within the organizational aspects, planning is contemplated, brought as a care and management tool for the nurse; the work process, addressing the establishment of routines and the organization of the daily work of the nursing team in the hospital institution; finally, people management, including nursing staff management, carrying out work schedules and managing absenteeism
Pereira et al.22	Transformational Leadership: A Book Club for Urgent and Emergency Nurse Managers	Brazil/2020	SciELO/ Brazilian Journal of Nursing	Understand the meaning of transformational leadership and develop an educational intervention on leadership	Necessary care management actions performed by nurses in the hospital environment were identified: dimensioning the nursing team; exercise leadership in the work environment; plan nursing care; educate and train the nursing team; manage material resources; coordinate the care delivery process; evaluate the results of nursing actions; and manage conflicts
Martins et al.23	Conflict management strategies used by Portuguese nurse managers	Brazil/2020	SciELO/ Brazilian Journal of Nursing	To analyze the perception and conflict management strategies used by nurses in the management of people in Portuguese health services	Activities carried out in the management of people in hospitals by manager nurses are described: staff dimensioning; employee performance evaluation; manage work environment; conflict mediation; promote commitment and team motivation; create and maintain conditions for cooperative work among team members
Ofei e Paarima24	Exploring the governance practices of nurse managers in the Greater Accra Region of Ghana	Ghana/2021	Web of Science/ Journal of Nursing Management	Examine the governance practices of nurse managers at the unit level in the Accra region, Ghana	Practice of shared governance carried out by nurses in hospitals as a management work process: it involves decentralization and participatory management, requiring training and support from professionals responsible for governance at the level of the care unit, in a decentralized manner; and coordination of groups involved in the direct provision of care. It results in an impact on the management and resolution of conflicts and on the management of absenteeism of nursing professionals

Source: Own elaboration

we present the results in two thematic categories: Managerial Work Procedures and Managerial Instruments.

DISCUSSION

Management Work Procedures

In this first category, aspects brought by studies related to work procedures in the “manage” dimension were grouped, understood as an ordered set of activities and work routines, performed in an interrelated way, oriented to generate results²⁵.

The organizational structure and culture define the design of the work, which involves the activities carried out by employees, the hierarchical relationships and the practice relationships present in a hospital institution^{11,26}. When the nurse acts in the manage dimension, he develops actions aimed at the organization of work and human resources, whose purpose is to enable the appropriate conditions both for the provision of care to the patient and for the performance of the nursing team²⁶.

The studies presented as a point of congruence that the managing dimension of the Nursing Process has as objects the organization of the work process and the human resources of Nursing. It involves aspects related to the establishment of care routines and flows, work organization, physical structure, work environment and people management.

From the analysis of the included studies, it was possible to identify and highlight work management procedures, as service management actions carried out by leadership nurses in their daily work, namely: 1) Work organization; 2) Management of material, physical and environmental resources; 3) Dimensioning of the nursing team and creation of scales; 4) Management of absenteeism; 6) Conflict management; 7) Performance evaluation.

As for work organization, the esta-

blishment of routines, care flows and the systematization of the daily work of the nursing team^{19,21-22} were addressed. Associated, the studies point out as differentiated components in the construction and reassessment of nursing work processes: discussion and elaboration of institutional protocols, of action plans directed to care and management obstacles, implementation of service evaluation programs and stimulus to research activities involving the production of assistance^{19,21-22}.

A Brazilian study carried out in Salvador, with 12 managers from different hospital institutions, described care technology as a component of structural capital in the nursing management dimension, produced and conducted by nurses, representing innovation for the care process, namely: improvement of care processes work, essential to keep up with technological evolution and changes in the organizational context; implementation of programs to guide actions to be performed as a technical intervention to produce assistance; development, implementation and updating of care protocols as collective constructions, involving the entire team, since they are actions that systematize, guide care and transform practice based on scientific evidence¹⁹.

There is then the intention to promote the development and innovation of Nursing work, allowing the product of its performance to result in significant repercussions on the economic and social values of the hospital organization. In this sense, nursing activity is intense in knowledge and it permeates most customer service systems, in all their stages, being a permanent source of innovation and differentiation and generating a direct impact on the basis of organizational productivity.

In the evaluated studies, actions performed by leadership nurses were described, in order to foresee and provide the necessary conditions for the production of nursing work, resulting in the provision of qualified assistan-

ce to patients and service users. These activities, developed by professionals who are often specialized, are the result of permanent innovations and adaptations, based on the daily practice of these individuals and generate a direct impact on the productivity of hospital institutions, optimizing services and contributing to the achievement of institutional goals. It is important to discuss different strategies used to ensure the participation of the nursing team, individually and collectively, in the construction and reconstruction of their work processes.

The manage dimension in the nurses' work process also involves the analysis of the physical structure and the environment for the best reception of patients and the team²¹⁻²². It is necessary to ensure adequate working conditions to meet both the needs of clients and professionals, enabling the development of care activities safely. According to Castilho and Baptista²⁷, this activity encompasses the management of material, physical and environmental resources. It is essential to meet the requirements established by municipal and state laws, by the Ministry of Health and by inspection bodies, including Health Surveillance.

A Brazilian study carried out at a university hospital in Florianópolis showed that the structural dimension in the hospital context, covering technical, material and infrastructure resources, is one of the main aspects related to the development of strategies to improve the quality of care²⁰. The management of material resources involves forecasting, acquiring, transporting, receiving, storing, conserving, distributing and controlling²⁷. Nursing is a major customer of the service of material resources in hospital institutions, being responsible for forecasting, providing, organizing and controlling inputs in the units, aiming to guarantee continuity of care, with adequate quality, and the best working conditions for the team. . The leader-

ship nurse also advises the administrative area, responsible for material resources, in technical aspects, due to the diversity and complexity of the materials used in the hospital environment. Likewise, the leadership nurses ensure the adequacy of the physical environment, with regard to lighting, cleaning, conservation and the availability of materials and equipment necessary for the execution of care procedures by the nursing team and other health professionals.

The management of people and the work environment are approached in parallel by the studies, with a clear perception of strong articulation between them. The work environment has a direct influence on the quality of nursing care offered in the hospital environment²⁰. As for people management, studies identified aspects related to staff dimensioning, making scales, managing absenteeism and conflicts, as well as evaluating the team's performance^{19,21,23-24}.

The dimensioning of nursing staff is an important and complex point within management because it directly interferes with the effectiveness, quality and cost of health care. Garcia, Tronchin and Fugulin²⁸ state that the dimensioning of nursing aims to predict the number of employees per category required to provide quality nursing care free of harm to patients. It is unanimous among studies that adequate sizing facilitates the establishment of a favorable environment for the development of activities, improves teamwork and multidisciplinary work^{19,21,23-24}.

The sizing calculation must comply with what is recommended by the class council of the category and specific current legislation of the Ministry of Health, but it is known that it is also necessary to consider structural and organizational aspects of the institution, in addition to the mission and values. In the current literature, there are proposals for instruments that allow a better dimensioning of human resources

in nursing. The leadership nurse needs to equip himself, developing knowledge, skills and competences that allow better planning, allocation, distribution and control of the nursing team, guaranteeing the implementation of an adequate human resources policy in health institutions.

Absenteeism management, which is attendance and attendance control, is considered a critical point in ensuring the continuity of health care. Absenteeism interferes with the quality of care provided, as it results in work overload and can culminate in a cascade of illness in workers²¹. It is necessary for management to establish strategies for preventive actions to avoid the absence of these workers, including a welcoming environment, good working conditions and better staffing^{21,24}. Managing in nursing involves negotiating with the team and developing their collaboration, encouraging the team to carry out pleasant activities, fostering fraternization, promoting positive reinforcement through feedback and thanking them for the work done. These actions are brought by the literature as a way to improve the work environment and minimize absenteeism.

Conflict management also directly interferes in the work environment and was discussed in four of the studies included in this review. A study with Portuguese leadership nurses identified that 60% of respondents mediate conflicts on a daily basis²³. Conflicts are inevitable in spaces where there is interaction between people, resulting from differences in ideas, values, cultures or feelings between two or more individuals²³. Strategies that should be adopted by leadership nurses in order to minimize and avoid conflict situations were mentioned in the studies: they must create, maintain and develop cohesion, team spirit and a welcoming work environment; promote the commitment and motivation of the team; build and maintain conditions for cooperative work among its members; and

also ensure effective communication mechanisms²³⁻²⁴.

Conflict management should be based on impartial attitudes and attentive listening, characterizing it as a nurse's competence and one of the pillars of support for management²³. The researchers bring other strategies to improve conflict management, such as: training programs in conflict management, development of emotional intelligence and development of leadership potential; development and implementation of integration programs to welcome new team members, seeking to improve the organizational climate; establishment of positive working relationships and enhancement of the collective capacity to face problems^{5,22-23}.

Ineffective conflict management is a potential threat to teamwork, the organizational climate and the nursing care offered. It is necessary to adopt assertive and efficient strategies to resolve conflicts and minimize the negative consequences of their occurrence.

The results found reinforce the importance of building a concept of nursing management that can guide the actions developed by nurses in the hospital context, both in service management and in care management.

In care practice, it appears that the nurse manages care when planning and executing it, dimensioning the nursing team assigned at that time, building and implementing the Systematization of Nursing Care for their patients, delegating and supervising the team's activities under its management and training this team to fill gaps identified during the day's activities. Associated, it also acts in the forecast and provision of resources necessary to guarantee the continuity of care, providing direct assistance to the client, interacting with other professionals of the multidisciplinary team and occupying spaces of articulation and negotiation in search of improvements in care.

In view of what was exposed in this thematic category, it is possible to un-

derstand that the dimension of managing in nursing is articulated with the purposes of the work process, with procedures to aid in the planning, development and coordination of nursing activities.

Management Instruments

In this category, studies were grouped that showed instruments or tools used in the operationalization of managing in nursing. These tools are used in order to create and implement suitable conditions for the production of care and the performance of the nursing team, that is, they have a direct impact on the product of the work process, being developed and implemented to improve it.

From the analysis of the included studies, it was possible to identify and disclose instruments or managerial work tools, namely: 1) Planning; 2) Training and Qualification; 3) Shared governance; 4) Leadership; 5) Effective communication; 6) Teamwork and 7) Care management.

Within the organizational aspects, planning is contemplated, brought as a care and management tool by three articles, two of which were developed in Brazil and one in Portugal. Authors Ciampone, Tronchin and Melleiro²⁹ point out that planning comprises a set of practical and theoretical knowledge arranged in such a way as to enable interaction with reality and program the strategies and actions necessary to achieve the desired and pre-established objectives and goals. Two of the articles point out that planning is a process present in the daily life of managerial and care work, being a private activity of nurses^{16,21}. Daily planning is essential, as without it nurses find it difficult to start their tasks and start their work by managing crises^{21,23}.

Planning was discussed as an important element in daily nursing management, but the three articles bring the lack of knowledge about this process

and the increased demand for work as difficult points for its practical implementation^{16,21,23}.

The leadership nurse is subjected, on a daily basis, to demands that require planned actions. Planning, as a working tool, is recognized as an essential tool for managing health services, and it is necessary to invest in knowledge and training of professionals to correctly use this tool. It is necessary to exercise the process of elaboration of the planning, including working on the possibilities used in the face of the difficulties for operationalizing the tool. Sometimes, it is necessary to evaluate and re-plan actions, as a way to maintain control in the face of adversities and ensure the implementation of the best available practice. Therefore, training and daily practice can be the way to institute planning in the routine of nursing management.

The improvement of nursing management tools is essential to keep up with technological evolution, changes in the organizational context and ensure the quality of customer care. In this scenario, five studies proposed the adoption of a management model based on the practice of shared governance, which concerns decentralization and participatory management^{5,16,18-19,24}. This model is characterized by the coordination of the groups involved in the direct provision of care, in a decentralized manner, at the level of the care unit, in the figure of a nurse, team leader.

Researchers from Ghana discuss shared management, including the concept of decentralization, which consists of distributing power to other hierarchical levels, which enables faster decision-making and is more appropriate to the reality experienced in each specific sector and greater participation and commitment of employees. Complementarily, studies carried out with technically responsible nurses showed that horizontal control, a result of decen-

tralization, requires a combination of cooperation, coordination and autonomy, which encourages flexible and fluent relationships throughout the hospital, thus improving organizational performance^{5,24}.

The tools needed to implement the decentralized management model are discussed in a Brazilian study, which addresses the structural capital in a hospital institution¹⁹. The following strategies were cited by this study: elaboration and implementation of a strategic action plan; implementation of various committees as a form of technical assistance to managers; use of indicators in care and administrative processes, which should guide the periodic analysis of actions for decision-making, continuous improvements and the resolution of administrative and care problems, also facilitating the socialization of knowledge; and communication process with formal and face-to-face meetings for decision-making, valuing ideas and attitudes coming from professionals during the exercise of work in innovation and problem solving.

Shared management is closely associated with strengthening leadership, both as a competency and as an institutional function^{5,18,24}. The leaders are the figures that represent the capillarity of management in the care units, called, according to the specific organizational structure of the hospital institution, as unit heads, reference nurses, leadership nurses, coordinators, among other nomenclatures. These actors make it possible for management to identify and assess the contexts of different hospital units with the aim of implementing good health practices aimed at specific work processes. Associated, it becomes possible to have a greater adaptive capacity, allowing the acquisition of new skills that allow responding to untimely demands, so common today. The nomenclature is similar to that used in this study to refer to the nurse manager, but it is possible to see that we are,

at this moment, referring to the actors who play team leadership roles and use the managerial leadership instrument.

The Nurse Manager, who occupies a leadership position, must promote teamwork, help create a climate of trust, share power and value his/her subordinates¹⁸, contemplating autonomy as a leadership capacity, implementing the decentralization of management²¹. It should be noted that this possibility exists through leadership competence, which provides a favorable environment for the development of activities, the promotion and stimulation of cooperation between interdisciplinary and multidisciplinary teams, in order to guarantee humanized care.

With the adoption of this practice, it is possible to reduce conflicts, increase the involvement of employees in work processes, improve the use of resources and reduce staff turnover rates⁵. For the exercise of leadership, effective communication is essential, making it possible to influence people to achieve common goals⁵. The communication process with formal, dialogued and critical-reflective meetings, help in decision-making, and enable involvement and appreciation of professionals, who can expose their ideas for solving problems¹⁹, bringing positive results. It is necessary to adopt a more humanized, open, flexible administrative posture that values continuous learning.

Through the exercise of leadership, it is possible to reconcile the organizational objectives with those of nursing, resulting in the improvement of professional practice and adequate and qualified nursing care²². Leadership is closely related to effective communication and teamwork¹⁸. It brings in its essence the need to establish a direction and synchronize efforts, configuring itself in strategic and instrumental revitalization, providing skills and perspectives to managers, thus enabling the achievement of concrete results and performance improvement.

It was also noticed, in this integra-

tive review, the need to stimulate, improve and monitor teamwork, as this is a determining factor of quality of care²⁴ and is also configured in a management instrument. Nurses, managers and leaders of the nursing team are expected to be able to integrate the team in carrying out activities, favor a healthy work environment, establishing trust and minimizing conflicts¹⁶.

The nurse's practice in managing care and promoting teamwork results in acting as a leader. Leadership must be developed through training and updating, in order to enhance skills and abilities¹⁶.

Scientific knowledge equips nurses with greater confidence for clinical and managerial decision-making in the hospital context and enhances the advancement and practice of more qualified care, that is, the domain of best practices. The conscious decision-making process based on knowledge supports nurses' governance of care practice.

Care management is configured as one of the main fields of nurses' professional activity in hospital institutions, as it comprises the articulation between the care and management dimensions in the execution of their practice. When managing nursing care, the nurse promotes the provision of better quality care.

The function of managing is an instrument that enables the organization of the work process with the aim of making it more qualified and productive in offering universal, egalitarian and comprehensive nursing care³⁰. There is no nursing care possible if there is no coordination of the care work process, which is configured in the purpose of the management process.

FINAL CONSIDERATIONS

The analyzed scientific production made it possible to identify activities in the management dimension that are essential for the nurse's work: the organization of the care work process,

administration of the physical structure, work environment and material resources, and people management. As for management tools, planning, shared governance, leadership, teamwork, training, effective communication and care management were identified.

It is necessary to improve the dimension of managing in nursing in order to follow the evolution of the epidemiological, organizational and technological scenario. New practices must be included in work processes using the best available scientific evidence. Managing has to go beyond the act of directing so that the team can reach the objectives, the manager must create the conditions for the human resources of the organization to respond individually and creatively, to an environment that requires permanent adaptations.

There must be a management culture firmly based on scientific evidence in order to help professionals develop skills to apply instruments that enable critical reflection and the transformation of their work process.

Evidencing the remodeling of managerial and care work processes, new leadership and supervision practices, practices with an impact on establishing teamwork and interdisciplinary work, absenteeism and conflict management, and quality management should be prioritized as proposals for new studies, in order to contribute to the science of nursing and support the necessary changes towards a practice built collectively, aiming at improving patient care.

The aim is to offer nurses the opportunity to effectively participate in discussions and constantly improve their work process, with autonomy to develop projects and new work methods; and to the nursing manager the possibility of assembling and leading a team with competent professionals, technically and scientifically, and capable of managing care.

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