

## Integral Administrative Competencies for Effective Hospital Management: Nurses' Perspective

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### Abstract

Knowledge of the complex list of skills found in the articles in this review bibliography is only part of the construction of knowledge. The mapping process highlighted the challenges to develop skills management. The reading of the texts revealed that the authors' perception competences are plural and it is difficult to concentrate the various versions found. So, one can infer that although there are concordances between researchers, there is still no consensus on the all the competencies of the nurse manager, that are indispensable to the current context of hospital services. More than describing competencies, debates and research need to point out directions for develop them in nurses. This knowledge base can be dealt as a study protocol and as a review of authentic literature. Primarily, there augments will be highlighted, Nurses' concept of nursing management, identify the nurses' understanding of the nursing management work process and check the importance attributed by nurses to the work of the nursing manager.

**Keywords:** Management, Nursing Administration, Hospital Management, Competencies, Nursing Management.

## **Introduction**

Nursing, science of care, is characterized by continuity, which requires not only the collaboration of all team members but also managers, who are responsible for taking steps to maintain the service in a favorable way (Christopher J., 2007). Managerial action must join efforts aimed at achieving the objectives proposed in the provision of nursing care. Some authors refer that the word management can be replaced by administration or management. However, its use depends on who uses it, the time it is in and the value that each term mentioned is given (Tanon et al., 2011). When thinking about nursing management, the ideas are associated: forecast, acquisition, transport, receipt, storage, conservation, distribution and control, which remind us of the famous set of keys that is in the nurse's pocket. The nursing management that is known today has gone through and still undergoes transformations that result in studies, theories that scientifically support nursing management, and must be able to coordinate care, human potential and material resources (Kmet et al., 2017). Thus, we delimited the administrative competencies of nurses for effective hospital management as an object of study. To this end, the following objectives were outlined:

1. Nurses' concept of nursing management.
2. Identify the nurses' understanding of the nursing management work process.
3. Check the importance attributed by nurses to the work of the nursing manager.

## **Nurses' Concept of Nursing Management**

Administrative techniques are understood as clear definitions of plans, standards, routines, functional assignments that condition behaviors, making the administrator a systematic planner and an efficient coordinator and supervisor of organizational activities (Motta PR., 2002). Included in the administrative techniques are the instruments, which subsidize the administrative action, favoring access to the necessary information for decision making, as much as possible, emphasizing the improvement of its form, construction and reassessment, in order to update them so that properly used (Parra MT., 2004). In this sense, some of the nurses, when asked how they would conceptualize nursing management, related administrative techniques to the managerial action developed by nursing managers: Process of, or set of processes by which the hospital or sector organization is made feasible, aiming to promote, in a harmonious way, the development of nursing activities. It is a science that portrays the administrative part in relation to the nursing team and patient care in a hospital. The nursing manager is an administrator of nursing care, with activities geared not only to the admission of employees and the work schedule, but also to the well-being at the place of service, with favorable conditions for the execution of activities and well-being. Be with patients until discharge. It is the process of directing and assigning activities and / or functions within the work context, from the forecast, provision of materials to the promotion of nursing care quality.

Administrative nursing, that is, the one that organizes the teams, provides the supply of materials for the sector, as well as the maintenance of the equipment. It is also who makes the connection between the shifts, with past information. It is observed that the idea of forecasting, provisioning, storage of materials and control is rooted in the thoughts of almost all nurses who

participated in the study when it comes to nursing management. However, there is a growing concern, which is present in some statements, in the search for quality in nursing care (Albeit D., 2011). Others were directly linked to the leadership position held by nursing managers and stated that, I understand that nursing management is similar to service leadership. It is a current nomenclature; it would be the leader in a leadership position. During the interviews, some interviewees revealed that they were not familiar with the term nursing management, a difficulty that was overcome by some and not by others. Despite this observation by some nurses, the study participants verbalized their conceptions about the term nursing management (Bardin L., 1979)

### **Knowledge about the Nursing Management Work Process**

When asked what can you say about how the nursing management work process is constituted? The following statements from the nurses were received: It will depend on the type of organization adopted, but it depends on the distribution of tasks. In the case of nursing, management work is constituted through an overview of sectors or parties in search of offering, as far as possible, support to solve problems and assist in the sector's structural organization. The nursing management work process must consist of the nurse's assessment. Diagnostics of the nursing practice areas to implement the appropriate team. The nursing management process should be centered on the care of the basic needs of man, favoring an emotional balance between the nursing teams, with the valorization of their complaints, opinions and experiences. Planning, coordination, providing materials: material and human resources for activities to be performed. Promote educational activities so that the steps and tasks performed have a pattern. Promote qualitative actions to maintain the quality of care. He directs nursing actions, plans, executes, supervises, is the great advisor who keeps the team cohesive. It consists of the forecast, provision of materials until the search for the promotion of nursing care quality.

Based on the focus of classical and contingency theories, the administrative work process consists of common attributions such as: planning, organization, direction and control; despite having different emphases. It can be seen from the testimonies that the basis used for the answers is based on the classic model of administration, already rooted in nurses. For Teixeira 9, management should be understood as an organized effort to perform tasks, in all areas and at all levels of the organization and hierarchy, so that all the proposed objectives are achieved, which, in this case, is nursing care itself. It is observed, based on the testimonies and the cited author, that the emphasis on tasks predominates and the principles of scientific administration as well.

Only one nurse mentioned the diagnosis as a means for the nursing manager to act; this diagnosis allows, regardless of the manager's preference theory, to start from a reality for the implementation of a set of effective actions, that is, to carry out the planning. The managerial work process understood as consisting of more complex skills than that of an administrator did not appear in any of the answers. One interviewee replied that she did not understand how the manager's work process is constituted; however, we understand that the management work process occurs at any hierarchical level of the nursing organization, as the required skills facilitate the management of customer care, that is, the management of care. After all, nurses must be able to mobilize their knowledge and information to apply it, with judgment, in real and concrete situations, individually and with their work team in directing the assistance provided,

thus bringing together a set of skills. Two nurses answered about the work process, but referring to the organizational design of nursing in the hospital under study: It consists of nurses, who are part of a board and hospital administration. Coordinates the work developed in the sections under his responsibility and is a link between the sections and the board.

### **The Importance of the Nursing Manager's Work**

When asked about the importance of the nursing manager's work, we obtained the following answers: If the manager 'works', or performs his tasks harmonizing human and material resources, his importance in the institution is wide. Responsible for the nursing practice area, team supervision, recruitment and selection of people, hospital administration, as well as all continuing education activities. Check if the attributes of the assistance itself are being put into practice, purchase materials for hospital use, keep track of personnel regarding vacations, leave, attributes that may occur with nursing staff, etc. Streamline communication and resolutions between sections and the board. The work of the nursing manager has the importance of the dynamics of nursing care that enables all care to keep the nursing team together and influencing the quality of patient care. Management coordinates services, uses standardization and qualification of assistance. It allows evaluating and reassessing the actions, always aiming at the quality of assistance and mainly a macro view on the health system. There has to be someone coordinating; someone in the group who gives guidance is very important. The importance is fundamental, mainly regarding the organization and good progress of the shifts. There is a concern with the good progress of the shifts, the standardization of assistance from nursing services and some difficulty in reporting the importance of the manager's work (Parra M. and Melo M., 2004).

Supervision and coordination are emphasized as important parts of the manager's work process, as supervision is an educational and continuous process, which essentially consists of motivating and guiding the supervised in the execution of activities based on standards, in order to keep the quality of the services provided high. Coordination aims to harmonize all the actions of an institution, seeking its success, balancing physical, material and human resources.

When nurses talk about the importance of the nursing manager's work, they do so by characterizing the work process. They consider each stage to be important for assistance as a whole. However, a nurse reached the key point about the importance of managerial work: It is fundamental. If the management is not adequate, the entire physical, operational, team and nursing care structure can be compromised ((Parra M. and Melo M., 2004)).

### **Fundamental Competencies of Nurse Manager**

It has been observed that the demand for the preparation of professionals who carry out the administrative and managerial activities is increasing especially who occupies a management position. Competitiveness and resolution was associated with safety and quality of care and are the goals sorted by all the directors of these health insinuations. It is up to the professionals to seek the necessary qualification to give the expected results. Professional nurses knowledge about management is essential for them to perform their activities. It is the responsibility of the administration to provide assistance in all areas of service provision developed at the hospital it is he who plans, organizes, directs, connect results and processes the work.

The managerial function is an instrument that allows to organize politically and technically the work processes with the objective of making it more qualified and productive in this context then nurses become a communication link that AIMS attitude management connected to the Expectations of the Institutions managers and those of the operation and I manager as it is up to the health Institutions to encourage and provide the managerial profile of the nurses in order to obtain an advantage of scientific Li spotted management practice essay for professionals in the performance of the activities which contributes to guarantee the quality of the care provided as well as contributes to the professional satisfaction and building teamwork

It is also worth mentioning here they need that nurses themselves need on an ongoing basis to seek knowledge to scientifically support managerial performance in their work process it is true knowledge that the professional develop skills that make him more secure in his decisions and in conducting the work processes in my view Management by competence is a management model that allows in to win individual performance and drawing plans for professional and institutional growth competence is understood as a set of knowledge skill attitude and behavior that allow the individual to perform certain task efficiently and effectively in any situation.

The profile is the competitive differential of each person of professional following the line of reasoning it can be said that in this management model Institutions are creating their own competitive style the purpose of this text is to encourage nurses to reflect on the theme Management by competence and its importance in professional practice at the same time instigate the constant search for knowledge aiming to make them increasingly safe from their practice

### **Nursing Management/ Administration: The Core**

The constant transformations and advances in the scenarios of health practices, especially in the hospital environment, have perceived how the teams organize themselves to pay attention to clients. This panorama requires professionals, especially nurse, specialized knowledge of his general knowledge as well as experience in the administration area (Souza et al., 2013). Nursing care management mobilizes actions in relationships, interactions and associations between people as complex human beings, constituted by teams of training and health with competencies / skills / general powers own or inherent in the professional activities of the nurses (Erdmann et al., 2008). Thinking about it, the nurses' knowledge has increased in the managerial dimension, due to the new management models based on participatory planning, which progressively reflects the demand for readjustment of the formative process (Peres et al., 2011). The managerial work objects of the nurse are the organization work organization and nursing human resources. To execute this process a set of knowledge is used management, among them: planning, dimensioning, selection and recruitment of nursing staff, education permanent and continuous supervision and performance pledge. Means and instruments are also used, such as workforce, materials, equipment and installation (Kurcgant et al., 2010).

Recommendations for best management practices are focused on the process of training future nurses and indicate the need to give students an opportunity so that they understand in theory and envision and experience in practice the possibilities of articulation between management and care in professional practice (Santos et al., 2013). In this way, universities have

the role of preparing professionals capable of mastering theoretical knowledge and practice to subsidize human aspects in quality nursing care provided to the patient (Koeppel et al., 2009). In that sense, considering that one of the work processes of the nurse is management and that this professional historically has assumed managerial positions in health services de, becomes relevant for institutions, including education, define and develop their managerial knowledge (Furukawa et al., 2010)

Health organizations, as well as training centers have an essential role in the training of nurses first, representing an essential sphere in the construction of future professionals. In addition, ethical issues permeate personal experiences, experiences in teaching settings and work, contemplating their own doubts and conflicts of the training process. In this context, teachers are the professionals responsible for providing spaces and build strategies that give visibility to general knowledge of nursing students at all-time straining, in addition to promoting the reflection of these individuals those from practical problems (Ramos et al., 2013).

In this context, academic training can interfere positive or negative way in the construction of managerial knowledge necessary for their professional performance. Thus, health managers, responsible for service management hospitals, they must rethink strategies to train these professionals in order to meet customer demands for effectively. Therefore, this study presents the following questions: What are the managerial practices or knowledge developed by nurses in their professional practice? The centers ensure professional nurses with managerial knowledge for your practice? How do these professionals perceive the preparation to work in the hospital setting? Regarding the relevance of this subject, it is justified to carry out of the present study in order to contribute to the reflection of nurses, managers and training centers, on the need for professionals qualified for the managerial function, who have autonomy and seek their space when using their knowledge, in an attempt to break the dichotomy between what is recommended and what is performed in daily nursing, collaborating for the planning and organization of the practice managerial and assistance.

### **Conclusion**

Nurses have knowledge about nursing administration, although their concepts are not formally based on administrative theories. The literature that supported this study, seeking to differentiate / approximate administrative work from management, shows us that the knowledge of nurses is still shy, small, given the complexity of the management work process. However, they point out a significant concern with the results of management, with regard to the quality of nursing care, focusing on supervision and coordination to achieve this objective. Starting from the premise that knowing does not transform, there is a need to understand, we cannot envision major changes in the management work process since the interviewees do not understand it.

The work process of nursing management still seems to be unknown. Although the purpose, according to most nurses, is the same, providing nursing services, there is no single way to manage. Everybody needs a head, this is the idea portrayed in the importance of the nursing manager's work, someone responsible for streamlining communication, making decisions, coordinating the nursing service to qualify the assistance provided, with the objective of making it efficient and effective. Nursing, science of care, is in constant movement, as is all science, with its researchers and scholars who tirelessly seek answers to their desires, overcoming barriers and overcoming difficulties. Managing depends on more than goodwill and an innocent desire to



want to help. It is necessary to be sensitive to the client and recognize in the other a human potential full of mysteries and a treasure trove of inexhaustible knowledge and experiences. It is to realize that, from your ability to manage, the best can be done or not.

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