



REVIEW ARTICLE

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THE ROLE OF NURSES IN RELATION TO MANAGEMENT IN URGENCY AND EMERGENCY SERVICES: INTEGRATIVE REVIEW

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ABSTRACT

The managerial function is an instrument that allows to organize the work process in a systematic way, making it more efficient and productive. This study aims to identify how the nurse manages emergency and emergency services. The study is characterized as an integrative review of literature in the Latin American Literature in Health Sciences database and in the Scientific Electronic Library Online virtual library, from the keywords 'management'; 'nursing'; 'urgency' and 'emergency' available in the Descriptors in Health Sciences. The search in these databases took place in April and May 2017, and the temporal delimitation was adopted from 2010 to 2017. Of these presented articles emerged two categories: Aspects that interfere in the management in nursing and the relation of the nursing management and the quality of the assistance. It is essential the joint action of the professional nurse and his team to promote an appropriate management that seeks the quality of care provided with a focus on comprehensive and unique care.

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INTRODUCTION

The knowledge built and related to the management of the emergency and emergency services contemplate the health professionals and have relevance in the area of care, becoming part of a quality management. The role of nursing, coordinating, observing, analyzing and controlling the nursing activities stand out among the functions that the nurse performs, as well as the management of services and their supervision (COELHO *et al.*, 2010). Emergency and emergency units are areas that need agile assistance and must have qualified professionals who possess technical and scientific knowledge and demonstrate the ability to perform more complex care. In order to achieve this result, the performance of the nurse manager is fundamental, knowing how to manage the unit and influence the team in a positive way is an indispensable factor for the good performance of teamwork (LEMOES, ROCHA, 2017). Emergency nurses need to combine the theoretical foundation with the capacity for leadership, observation skills and evaluation of the services provided to obtain quality care (Zambiazzi and monastier, 2013).

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According to Health Ministry Ordinance 354/2014, it describes that fixed emergency and emergency units may function as an independent health service or be part of a hospital, with professionals capable of working in urgency and emergencies. Urgencies are characterized by the need for immediate care, with or without risk of death and emergencies are health problems that implies suffering and impending death risk, which require immediate care. In July 2011, the Ministry of Health published Ordinance No. 1600, reformulating the National Policy on Attention to Emergencies, and instituting the Network of Attention to Emergencies and Emergencies in the SUS. In this context, these units are emergency and emergency services of intermediate complexity, established between Basic Health Care and Hospital Attention, have an interdisciplinary team and their attendance are 24 hours a day (BRAZIL, 2013). UPAs are emergency and emergency services that receive critically ill patients and are therefore intended for immediate care in the event of health problems. Most of the time, they are characterized by capacity over capacity and, therefore, by the workload of the professionals (NETO *et al.*, 2013). Overcrowding in the Hospital Emergency Services (SEH) is a situation that reveals the saturated operational limit, characterized by all the beds occupied, patients bedridden in the corridors, high waiting time and tension in the team (BITTENCOURT and HORTALE, 2009). Thus, emergency

and emergency services are complex units that require dexterity and skill in their functions. Thus, as the ability to anticipate possible problems and to reason in a conscious and safe way regarding the environment, professionals and users (ANTONELLI and JUNIOR, 2014). The nursing team, because it is directly interconnected in the care, must offer a safe assistance to the patient, free of damages, adverse events and possible failures, seeking a safe and effective care. In order to do so, it is necessary to invest in studies on the nursing management process that support nursing practices for the qualification of care. In this context, it is questioned what knowledge has been produced and disseminated by nurses related to their management in the emergency and emergency services?

The motivation for this study was justified from the stages in the Nursing Undergraduate Program, and it was strengthened during the Specialization in Emergency and Emergency, which had a greater approximation with the subject and was instigated to deepen the studies on the knowledge of the nurse in the management processes, specifically in the emergency and emergency scenario. This article aims to identify how the nurse manages the emergency and emergency services, through the literature review of articles that addressed this topic in the period from 2010 to 2017.

Management competence provided by the nurse in the emergency and emergency service: Nurses have great importance in management models and health services organizations, since they are complex activities that require restructuring of care processes (SANTOS, 2013). The professional nurse is considered the professional responsible for the organization of his team (ZAMBIAZI and MONASTIER, 2013). Health organizations are considered complex due to the production of the services, requiring a restructuring of the management project. Quality management to promote a better organization in the work process should use instruments that improve human, physical and material resources, offering a well-structured planning, designing adequate personnel and promoting continuous and permanent education for better improvement of educational methods (ZAMBIAZI and MONASTIER, 2013). The nursing staff dimensioning is characterized by a systematic and organized process that bases the planning and evaluation of the qualitative and quantitative personnel needed to promote the quality of care provided (Fugulin and Gaidzinski, 2010). The issues that involve quality in the provision of nursing care in emergency and emergency care, are part of a qualified management, preserving patient safety, well being and rehabilitation as one of the main focus of the health team. When dealing with emergency and emergency care, the management process needs to be clear and objective, because in these services, the flow of patients being attended, as well as the daily turnover, is intense. The nursing staff dimensioning becomes necessary in this scenario. According to Gaidzinski, fugulin and Castilho (2010), the dimensioning is a management tool for a quality assistance, in order to produce results that allow an adequate staffing. The flow of patients to the emergency and emergency service requires that the action be effective. According to Zambiazzi and Monastier (2013), there is no room for confused managerial performance, since professionals need skill, leadership, initiative and emotional stability in order to offer qualified care. In this sense, the implementation of actions proposed by nurse managers contributes to the professional appreciation of the team, resulting in a restructuring of the management models in the emergency and emergency services (ANTONELLI, JUNIOR, 2014). In this perspective nurses must have strategies that promote innovations and that glimpse the protection of the values of the profession, that is, distinguishing nursing actions from the interventions of other health

professionals. The relative quantity and quality of nurses and the valorization of nursing are issues related to the managerial process that have important relevance in the care area (ANTONELLI, JUNIOR, 2014). Therefore, health institutions, besides adequate working conditions, should also strengthen Human Resources policies and qualify managers, invest in health services evaluation, participatory management, permanent education, valuation of the professional nurse, efficient communication and strengthen the ethics in the work environment.

MATERIALS AND METHODS

The study is characterized as an integrative literature review. The integrative review is a systematic method of research that includes the studies related to questions guiding research in an orderly and comprehensive way, aiming to synthesize them (ERCOLE; MELO and ALCOFORADO, 2014). Thus, searches were conducted for scientific articles in the LILACS (Latin American Literature in Health Sciences) database and in the Scientific Electronic Library Online ("Scientific Electronic Library Online"), from the keywords 'management'; 'nursing'; 'Urgency' and 'emergency' available in the Descriptors in Health Sciences (DeCS). The search in these databases took place in April and May 2017, and the temporal delimitation was adopted from 2010 to 2017. In the development of the study, the six steps proposed by Mendes, Silveira and Galvão (2008) were followed, identifying the theme and selecting the hypothesis or research question to prepare the review; establishment of criteria for inclusion and exclusion of studies; definition of the information to be extracted from the selected studies / categorization the studies; evaluation of studies included in the integrative review; interpretation of the results and presentation of the knowledge review / synthesis. In this way, the paper will be included in the format of a scientific paper format available in full text; free access and online availability; published in national and international journals, in Portuguese, English and Spanish. Thesis chapters, dissertations, monographs, book chapters, annals of congresses and / or conferences were excluded from the study. The initial search resulted in a total of 222 articles being used the following search strategies in the first moment: "Management" [subject descriptor] AND "nursing" [subject descriptor] AND "urgency" [subject descriptor] was performed by modifying the last key word "urgency" by "emergency" [descriptor of subject], of which, 163 were available in full text and with summaries in Portuguese, English or Spanish. When analyzing the articles in relation to the objective of the study, the final sample totaled 9 papers, of which 7 were available in the LILACS database and 2 in the SciELO virtual library. For the analysis of the scientific productions, a synoptic picture was constructed containing information such as: article, author, year of publication, main objective, type of study, main results and conclusions.

RESULTS AND DISCUSSION

Next, the synoptic table will be presented, initially, the general data of the articles that resulted from the search of literature followed by the discussions of these scientific articles, as presented in Table 1.

As the data indicated in the table indicate, the bibliographic search resulted in 9 articles, which met the inclusion criteria and the purpose of the study. The selected articles were analyzed from in-depth readings of the articles for the collection of data important to the discussion of this study. It can be identified that nursing does not yet have enough scientific research that portrays strong evidence related to nurses' management in relation to emergency and emergency services.

Table 1. Description of publications according to author, year of publication, main objective, type of study, main results and conclusions

	Author / Year	Goal	Kind of study	Results	Conclusions
AA1	MESQUITA <i>et al.</i> , (2014).	Analyze the manager / nurse's view about the need to implement psychological support to professionals	Qualitative	The results of this research indicate that although they have not performed an evaluation of the stress level in the professionals, nurses / managers consider it important to implement strategies of psychological support.	It is noticed that, although they did not carry out any strategy to identify occupational stress, the managers / nurses consider important psychological support of the professionals who work in emergency / emergency units. of care management, articulating the dimensions of care and management of work.
AA2	AZEVEDO <i>et al.</i> , (2013).	To analyze nursing care and management actions in a hospital unit of traumatic urgencies	Qualitative	It was observed that the assistance and management are dimensions imbricadas in the practice of the nurse, which, based on the health needs of the users, uses specific knowledge regarding the forecast and provision of human and material resources and articulation actions of the team, to organize and ensure care, in order to provide comprehensive care.	The practice of the nurse in a traumatic emergency service approaches the perspective of care management, articulating the dimensions of care and work management.
AA3	MONTEZELLI <i>et al.</i> , (2011).	To characterize as managerial activities of the nurse in an emergency room.	Qualitative	The nurse faces difficulties in interweaving the different sub-processes to care, among them, the management, since the nurse's managerial view required by the institution differs from that constructed during the initial training. Even with such an obstacle, the study participants recognize care as the focus of managerial activity, the core of the nurse's administrative activities.	The cleavage between management and care, as well as the management performed only with the logic and mechanical control of the activities, often performed by other agents, does not echo the actions of the nurse in an emergency room.
AA4	SANTOS <i>et al.</i> , (2014).	Understand the meanings attributed to organizational context configurations and to nurses' performance in care management at a Care Unit.	Qualitative	Specifically in relation to the nurses' performance in the management of care in the emergency service, it is necessary to constantly seek the development of better strategies to overcome the challenges imposed by a work environment marked by constant demand for care.	The nurses inserted in these care settings stand out for the performance of the managerial dimension of their work, assuming the responsibility for the management of the care and articulation of the professional actions in favor of better care practices.
AA5	ZAMBAZI (2013).	To identify the difficulties and challenges related to nursing management in an Emergency Unit, as well as to report the managerial activities developed by the nurses.	Qualitative	The results indicate that nurses' activities are focused almost exclusively on care, leaving aside the supervision and managerial role of the professional, justified mainly by the lack of labor correlated with the high demand.	The professional nurse has been facing constant barriers regarding the quality of care and work developed, in which the lack of professionals and the level of stress become problems of difficult solution.
AA6	BUENO and BERNARDES, (2010).	To characterize the management / supervision of the nurse in the APM, according to the vision of the nursing team, in a municipality of the interior of Minas Gerais.	Qualitative	The technical aspects stood out among the themes, associating the management to the control / inspection of the activities. It was evidenced a relation between the distance between team and supervisor, as well as the lack of education in service .	In addition to being an entrepreneur, it must be ethical to turn to the social objectives of your organization and / or institution and seek to master management techniques, act as a facilitator of results that value and give meaning to your work and team. It is hoped that through the transformation of the practice of nursing management in this service, increase in technical-scientific knowledge and improvement in the quality of the assistance.
AA7	BELLUCCI and MATSUDA, (2011).	To analyze publications related to the performance of nurses in quality management in Emergency Hospital Service	Integrative literature review	The participation of the hospital's top management in the planning of the implementation of programs aimed at humanization; the allocation of incentives to the training of clinical skills and the formation of nurse's managerial practice are also fundamental issues for the development of health quality.	In this sense, it is concluded that the implementation of programs / devices / guidelines, especially those whose actions are directed to the direction of the flow of customer service in SHE are the main strategies used by the nurse to promote and manage quality in this service.
AA8	GEHLEN, (2013).	To characterize the nurses' work process in the production of care in Emergency Units.	Quantitative and Qualitative.	The derivation of users to adequate levels of care was emphasized by nurses as the purpose of their work (70%). The most frequently used instruments were clinical decision-making (87%), listening and follow-up (83%) and the risk assessment protocol (68%).	The work of nurses in Emergency Units is predominantly care, but has a great burden of management activities, related to the forecast and provision of resources for the production of care.
AA9	COELHO <i>et al.</i> , (2010).	To identify and analyze the characteristics of care in the medical specialty, in the emergency service of a general teaching hospital of the city of Ribeirão Preto, in 2007, according to organizational variables.	Quantitative	The results subsidize nursing management in aspects of human resources, sizing materials and equipment, favoring reorganization of the microspace of attention to urgency in the hospital. It is believed that the results of this study may provide subsidies for the reorganization and management of emergency and emergency services.	Considering that unpredictability is inherent to this type of service, this information can be used as a tool to assist in the organization and management, facilitating the elaboration of work schedules, request of equipment and materials, favoring the exchange of information with other services.

Most of the articles used qualitative methods for their development, with techniques and approaches such as: field research and bibliographic research. s and conclusions. Two categories emerged from these articles: Aspects that interfere in nursing management and the relationship of nursing management and the quality of care, which will be addressed as follows:

Aspects that interfere in nursing management: The discussions of the articles in question generally show that the nurses / managers of the emergency and emergency services should be focused on promoting quality in health by articulating work management and care. Nursing research can be seen as a parameter on innovative aspects of care and even different approaches to understanding the phenomena studied by nursing in a broad and creative way that inspires new research in the Brazilian reality. Regarding quality care in emergency and emergency services, study A¹ states that nurses' performance in the processes of continuous quality of services needs to be directly linked to the management of human resources, so that appropriate psychological support can be promoted professional, promoting the psychic and physical balance. Occupational stress can be identified, avoiding the physical, psychological and emotional exhaustion of the professionals, intervention strategies directed to these diseases can present good results (MESQUITA *et al.*, 2014). One can relate to this subject the one that brings the study A5 which also refers to the stress of the professional as to his work overload which makes difficult in the care delivery during his assistance process, it presents tendency for the professional nurse to leave the managerial process a little sideways, for this reason it is necessary to have adequate staffing for the assistance and management process to be optimized. To this end, study A9 covers the organizational aspects of services that influence the way nurses operate and the management of nurses, some characteristics of the system such as: overcrowding, lack of human resources, attendance distribution, demands with lower levels of complexity and lack of beds for hospitalizations, interfere directly in the management of the nursing team and care. Management is an activity of the nurse that requires skill, knowledge and has fundamental importance in the articulation among the professionals of the team, since an adequate management will strengthen the nursing work process, helping to promote a quality assistance (ZAMBIAZI, COSTA, 2013). All this process must be recognized and observed by the professionals to be able to implement or implement strategies in order to achieve the ultimate goal of emergency services, quality patient care.

The relationship of nursing management and the quality of care: During the analysis of the articles it was also possible to identify the importance of the articulation of the dimensions of care and management in the process of care management. Some articulation models can be checked in articles A2, A3, A4, A8. In relation to the A2, this refers that the management and the assistance need to be articulated, since they are categories that are fully associated with the practice of the nurse, so that full care is promoted from the perspective of the management of care (AZEVEDO *et al.*, 2013). The A3 study is a semi-structured interview with eight nurses from an emergency room in a school hospital, the study participants recognize managerial activity focusing on the care process, associated with care practices and management. At A4, we discuss the constant search for improvement in the development of strategies that will promote better care practices and that will assist nurses in the development of the care management process. A8 emphasized in the conclusion of the study that the activities of the nurses in emergency and emergency units are predominant in the care work, but that these are related to the management activities that vision to the production of the care (MONTEZELLH *et al.*, 2011, SANTOS *et*

al., 2014, GEHLEN, LIMA, 2013). The evidence gathered in the articles under analysis shows that certain actions carried out in the area of health, specifically in emergency and emergency are bases that guide the issues that involve the process of management and care of the quality of care provided by nursing professionals. According to the subject presented in A6 it was clear the distant relation of the team with its supervisor, the nurse must be entrepreneurial and ethical in the development of his actions, which should promote the ease of the search for results that value and make sense to the work of the team, since in contemporary models of management an innovative management that allows the search of the improvement of the quality of nursing care must be performed (BUENO and BERNARDES, 2010). In this way, the nurse needs several skills and competencies to organize and lead the spaces of the emergency and emergency services, since the quality provided to the user depends directly on the health team, which the nurse is also interconnected. According to Junior and Matsuda, 2011, they discuss the importance of nurses' strategies used to manage health services, being one of the active participants in promoting and articulating actions based on the quality of care provided to the user, but other tools of pacts in interdisciplinary teams are adequate to improve the quality of care, especially in emergency services.

FINAL CONSIDERATIONS

From the above, it can be concluded that the theme "nurses' management in emergency and emergency services" deserves to be highlighted, since it is directly linked to the professional's actions towards these services, but few studies deal with management in this area with a focus on the professional nurse, were found other studies that focused on the management of the health team or the nursing team as a whole, not presenting the nurse as a focus in their process of managing this health service. The thematic was approached in the scientific production in a period of seven years and no current studies on this topic were found. Thus, it is necessary for nurses professionals to improve their management processes through refresher courses and training, within the proposal of improving the quality of these services. Therefore, it is essential the joint action of the professional nurse and his team to promote an appropriate management that seeks the quality of care provided with a focus on integral and singular care. The study carried out showed the need for new researches for publication in this subject, with the intention of researching and publishing the concerns and unveiling new forms of management of the nurse before emergency services with a focus on management in a way that preserves their team patient safety and quality of nursing care.

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