

Perspectives and challenges in people management in the hospital context

Grazieli de Freitas Santos¹, Larissa Gutierrez Carvalho Silva², Evelin Daiane Gabriel Pinhatti

Corresponding author: Grazieli de Freitas Santos. Rua Florêncio Rodrigues, 146, California. Londrina, PR, Brasil. (43) 98436-0642, grazieli.freitas@uel.br

How to cite this article:

SANTOS, G.F; SILVA, L.G.C; PINHATTI, E.D.G. Perspectives and challenges in people management in the hospital context. **Advances in Nursing and Health**, v. 4, p. 64-66, Londrina, 2022.

The significance of healthcare for society is unquestionable, and the value of life is priceless. The pandemic caused by the new coronavirus, discovered in Wuhan, China, in 2019, provided greater visibility and recognition to health services, which, besides facing the unknown, began to work with an increased number of patients and, many times, insufficient collaborators.

According to the Pan American Health Organization (PAHO), the pandemic caused by COVID-19 (coronavirus disease) goes down in history as the sixth time that a state of public health emergency of international importance has been declared⁽¹⁾. With its unfavorable prognosis, COVID-19 presents high hospitalization rates, requiring health services to work with

maximum power to ensure safe access to health care for all in society.

In Brazil, all levels of health care have been impacted by the pandemic, whether by the increase in services, shortage of materials, or lack of collaborators. In the hospital scenario, recognized by its structural and procedural complexity, the reduction of professionals was intense, either by medical leave, psychological instability, or, unfortunately, by loss of life. In this context, the relevance of people management is reflected upon, considering that human capital is the primary resource for the work in health to be performed with maximum excellence and results.

Managers are expected to recognize the need for teamwork because those who

¹ Enfermeira. Universidade Estadual de Londrina. Residente de Enfermagem. Londrina, PR, Brasil. E-mail: grazieli.freitas@uel.br. ORCID iD: 0000-0003-2265-2344.

² Enfermeira. Doutora em Enfermagem. Universidade Estadual de Londrina. Docente. Londrina, PR, Brasil. E-mail: larissagutierrez@yahoo.com.br. ORCID iD: 0000-0003-0209-930.

³ Enfermeira. Mestre em Enfermagem. Universidade Estadual de Londrina. Docente colaborador. Londrina, PR, Brasil. E-mail: pinhattievelin@gmail.com. ORCID iD: 0000-0002-7626-805.

base their administration on authoritarianism, individualism, and quantitative results are certainly bound to obtain less satisfactory results⁽²⁾.

Dealing with the human factor, in any circumstance, presents many challenges. For this, managers must have some well-known primordial requirements, such as effective communication, sharing of responsibilities, trust in those who work with them, and the vision to recognize individual skills that can foster professional improvement and enhance the actions developed by the service. This challenge has a tangential increase in critical and complex situations, such as in the hospital context, invaded by a pandemic.

Since any proposal's result depends, directly or indirectly, on human resources, collaborators need to be committed to the institution's mission, working towards quality health care. Hence, managers must maintain effective communication with their subordinates and involve the team in the decisions, thus performing transversal management and generating a feeling of appreciation and concern for the collaborator's well-being.

Human resources are indeed primordial to health institutions. Knowing how to manage them facilitates the achievement of institutional and personal

objectives because well-assisted, valued, and satisfied professionals favor the balanced functioning of the service, leading to satisfactory quantitative and qualitative results.

Human dignity is a right assured by the Constitution and covers both those who are assisted and those who assist them. Therefore, the importance of the focus on the worker's health, which includes professional satisfaction, can be evidenced.

The moment of alert that generated unity among health workers and society denotes the relevance of all professionals, emphasizing the need to care for those who care. Likewise, the difficulties, uncertainties, and achievements are solidified into successful practices and strategies for all those involved in hospital services.

REFERENCES

1. Organização Pan-Americana Da Saúde (OPAS). 2021. Histórico da pandemia de COVID-19. Disponível em: <https://covid19.who.int>.
2. Prestes A, organizador. Manual do Gestor Hospitalar. Federação Brasileira dos Hospitais – FBH. Brasília 2019 [Internet]. Disponível em: http://fbh.com.br/wp-content/uploads/2020/11/MANUAL-FBH_web.pdf.