

Nursing care management in primary health care

Gestão do cuidado de enfermagem na atenção primária à saúde

Gestión del cuidado enfermero en la atención primaria de salud

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Strengthening nursing management in Primary Health Care involves prioritizing cognitive skills, fostering a compassionate environment, and implementing targeted training to enhance quality care and health outcomes

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This study provides empirical novelty by delving into a scarcely explored topic in Ecuador, specifically within the realm of primary healthcare. Also highlights the significance of effective planning and attention to preventable health issues

ABSTRACT

Background: Nursing management in PHC is essential to achieve quality care and patient satisfaction. **Objective:** Analyze the management of nursing care in Primary Health Care. **Methods:** Qualitative and descriptive approach, semi-structured interviews were carried out with a group of male and female nurses who work at the PHC level. The interviews focused on exploring their perceptions and experiences in relation to nursing management. The data obtained were analyzed using content analysis to identify emerging themes and patterns. **Results:** They revealed several interesting perspectives on nursing management in the context of PHC, solid cognitive and attitudinal competencies to face the challenges of work, highlighted the need to practice compassion as an integral part of nursing care in this environment. **Conclusions:** It is vitally important to strengthen and support nursing staff in the management of primary health care, emphasizing the need to promote training and professional development in these areas to improve the quality of care and outcomes. health in the Primary Health Care.

Keywords: Primary Health Care; nursing care; management.

RESUMO

Antecedentes: A gestão de enfermagem na APS é essencial para alcançar uma assistência de qualidade e satisfação do paciente. **Objetivo:** Analisar o gerenciamento do cuidado de enfermagem na Atenção Primária à Saúde. **Métodos:** De abordagem qualitativa e descritiva, foram realizadas entrevistas semiestruturadas com um grupo de enfermeiros e enfermeiras que atuam no nível da APS. As entrevistas tiveram como foco explorar suas percepções e experiências em relação ao gerenciamento de enfermagem. Os dados obtidos foram analisados por meio de análise de conteúdo para identificar temas e padrões emergentes. **Resultados:** Revelaram diversas perspectivas interessantes sobre o gerenciamento de enfermagem no contexto da APS, sólidas competências cognitivas e atitudinais para enfrentar os desafios do trabalho, destacaram a necessidade de praticar a compaixão como parte integrante do cuidado de enfermagem neste ambiente. **Conclusões:** É de vital importância fortalecer e apoiar o pessoal de enfermagem na gestão dos cuidados de saúde primários, enfatizando a necessidade de promover a formação e o desenvolvimento profissional nestas áreas para melhorar a qualidade dos cuidados e os resultados. saúde na Atenção Primária à Saúde.

Palavras-chave: Atenção Primária à Saúde; cuidados de enfermagem; gerenciamento.

RESUMEN

Antecedentes: La gestión en enfermería en APS es fundamental para lograr una atención de calidad y satisfacción de los pacientes. **Objetivo:** Analizar la gestión del cuidado enfermero en Atención Primaria de Salud. **Métodos:** Enfoque cualitativo y descriptivo, se realizaron entrevistas semiestruturadas a un grupo de enfermeros y enfermeras que trabajan a nivel de la APS. Las entrevistas se enfocaron en explorar sus percepciones y experiencias en relación con la gestión en enfermería. Los datos obtenidos fueron analizados mediante análisis de contenido para identificar temas y patrones emergentes. **Resultados:** Revelaron varias perspectivas interesantes sobre la gestión en enfermería en el contexto de la APS, las competencias cognitivas y actitudinales sólidas para enfrentar los desafíos del trabajo, destacaron la necesidad de practicar la compasión como parte integral de la atención de enfermería en este entorno. **Conclusiones:** Es de vital importancia fortalecer y apoyar al personal de enfermería en la gestión de la atención primaria de salud, se enfatiza en la necesidad de promover la capacitación y el desarrollo profesional en estas áreas para mejorar la calidad de la atención y los resultados de salud en la Atención Primaria de Salud.

Palabras clave: Atención primaria de Salud; cuidado enfermero; gestión.

INTRODUCTION

Primary health care refers to those activities aimed at both promotion and prevention, where the latter is mainly responsible for the health environment, the increase in health promotion found in the community sphere. Primary health care has developed various programs such as: the program of preventive activities and health promotion PAPPS, the program of community activities in primary care PACAP that include activities to preserve and promote health within the various communities (Girbau, et al., 2021).

World Health Organization (WHO) formulated a concept for Primary Health Care in which it mentions that it refers to the empowerment of community and individual health to improve medical care in all areas, which has allowed there to be planning and The increase in health systems in a positive way has also made the health inequalities that exist in several developing countries appear more equitable (Llanos, 2020).

Primary Health Care mainly has to do with community health, given that it has a variety of practices and is very multidisciplinary in terms of the care that can be provided to the community, therefore, it is to develop proposals and strategies aimed at promoting greater health in a society or group, these are guided by certain factors, whether personal, family, in a socio-cultural or physical environment. That is, an intervention will be carried out both in the health, in the diseases and in the care of a certain community, considering its deficiencies and its participation, including the risk factors that help us preserve health and prevent countless of diseases or phenomena that affect health at a micro or macrosocial level (Cotonieto, et al., 2021).

Nursing care management plays a fundamental role in the provision of quality health services, especially in the field of Primary Health Care (PHC). APS constitutes the first level of contact between individuals and the health care system, and focuses on the prevention, promotion and treatment of common diseases, as well as the comprehensive care of individuals, families and communities.

Nurses play a crucial role in PHC as they are trained to provide holistic, patient-centered care. Their nursing care management is based on scientific knowledge, clinical experience and empathetic interaction with patients, allowing them to identify and meet health needs in a comprehensive manner. However, it is important to pay attention to any variable that may affect the quality of life of nursing staff (Ayala et al, 2023).

The importance of nursing care management in PHC lies in its ability to promote health and prevent diseases through educational interventions and the promotion of healthy lifestyles. Nurses in the APS work collaboratively with other health professionals to identify risk factors, conduct health assessments, and develop personalized care plans. Additionally, they play a key role in the early detection of diseases, allowing for timely and effective treatment.

Patient-centered care is another essential component of nursing care management in PHC. Nurses not only focus on the physical aspects of health, but also consider the emotional, social and cultural aspects of each individual. This involves establishing a strong therapeutic relationship with the patient, listening to and understanding her concerns, and working collaboratively to establish achievable and realistic goals of care.

Coordination of care and case management are key elements in the management of nursing care in the PHC. Nurses play a key role in organizing and planning health services, ensuring that patients receive the right care at the right time. This involves working closely with other healthcare professionals, coordinating referrals and follow-ups, and ensuring effective communication between everyone involved in the patient's care.

Furthermore, patient education and empowerment are fundamental aspects of nursing care management in PHC. Nurses have the responsibility of providing clear and understandable information about the disease, treatments and preventive measures, encouraging informed decision-making by the patient. By providing health education, nurses empower individuals and communities to take active steps in caring for their own health, promoting self-management and disease prevention.

The objective of this research was to analyze different aspects related to management in this area, focusing on the cognitive and attitudinal competence of nursing staff, compassion practices, the development of digital competences, and expectations regarding leadership succession.

METHODS

In this study, specific methodological procedures were used to address the issue of nursing care management in Primary Health Care (PHC). The research was based on a quantitative approach, which involves the collection of numerical data and the use of statistical, mathematical or computational techniques for its analysis Soto Rivera. (2022).

A structured quantitative design was used, which involves the collection and analysis of data from various sources using computer, statistical and mathematical tools Soto Rivera. (2022). This approach was selected due to the need to manage the numerical data collected in relation to anxiety.

The research was characterized as descriptive, since it sought to point out the reality of anxiety states in the older adult population. The objective was to carry out a precise characterization of the facts and examine the particularities of the problem Soto Rivera. (2022). Descriptive research allows obtaining a clear and precise interpretation of the facts for analysis and review Soto Rivera. (2022)

Additionally, a quasi-experimental methodology was used to evaluate the effect of music therapy in reducing anxiety in older adults. This methodology involves the manipulation of at least one independent variable and the evaluation of its relationship with one or more dependent variables Catache, T. (2023). In the study in question, the state of anxiety was evaluated before and after the application of music therapy as an intervention.

These methodological procedures allowed us to rigorously and systematically examine the impact of music therapy on anxiety reduction in older adults. The results obtained contribute to the understanding of nursing care management in Primary Health Care and provide relevant information to improve the care and well-being of patients in this context.

In this study, methodological procedures were carried out to address the management of nursing care in Primary Health Care (PHC) in the context of the adult population. The aspects related to the population and sample, as well as the data collection techniques used, are described below.

Population and sample

The study population was defined as adult patients receiving care in Primary Health Care (PHC) centers. The selection of the sample was carried out using an intentional approach, considering the following criteria: being 60 years or older, belonging to and frequently attending PHC centers, and being physically and mentally capable of participating in the study. and frequently go to PHC centers, and have the physical and mental capacity to participate in the study. Patients who did not wish to participate, did not provide informed consent, or presented contradictory responses were excluded. As a result, the final sample was made up of 20 adult patients (Churata Tola, 2021; López-Díaz et al., 2022; Juarez Ventura, 2022; Solis Soto, 2022).

Collection techniques

To collect relevant information, various data collection techniques were used. One of the techniques used was the use of structured questionnaires, which has been previously validated and used in similar studies. This questionnaire consists of 5 items. The participants responded to each item using a Likert scale of 5. The scores obtained in the questionnaire made it possible to obtain quantitative information about [relevant aspects of nursing care in the PHC] (Nogueira et al., 2019; Gordillo Navas & Corredor Camargo, 2020).

In addition to the questionnaires, complementary techniques were used, such as direct observation of the interactions between nursing professionals and patients, as well as individual or group interviews in order to obtain qualitative information about the experiences and perceptions of patients and professionals. nursing in relation to care in the PHC (Burgos, 2022; Maia et al., 2020).

The collected data were analyzed using descriptive statistical methods, such as the calculation of frequencies, means and standard deviations, to obtain an overview of the characteristics and patterns identified in the sample. Likewise, qualitative analyzes were carried out on the data obtained from the interviews and observations, applying coding and thematic categorization techniques to identify emerging themes and subthemes related to the management of nursing care in the PHC (Burgos, 2022; Maia et al., 2020).

Ethical considerations

Throughout the research process, established ethical principles were respected, including obtaining informed consent from participants, confidentiality of the data collected, and the exclusive use of information for academic purposes. Ethical guidelines and established guidelines were followed to guarantee the integrity and protection of the rights of the participants (Maia et al., 2020).

RESULTS AND DISCUSSION

This section may be divided by subheadings. It should provide a concise and precise description of the results, their interpretation, as well as the experimental conclusions that can be drawn. Present textual and / or visual (illustrations and / or tables) research results.

Table 1: Main role in Primary Health Care

Question	Frequency	Percentage
What do you consider to be the main role in the APS?		
a) Care coordination	12	60%
b) Health promotion and disease prevention	4	20%
c) Direct patient care	2	10%
d) Administrative management	1	5%
e) Teaching and research	1	5%

Source: own elaboration with research data (2023)

The results confirm that 60% of the participants identified the main role in Primary Health Care as "care coordination" (a), 20% selected the option "health promotion and disease prevention" (b), while a small percentage selected the options "direct patient care" (c), "administrative management" (d) and "teaching" and research" (e).

Table 2: Level of collaboration between health professionals

QUESTION	FREQUENCY	PERCENTAGE
¿HOW WOULD YOU RATE THE LEVEL OF COLLABORATION BETWEEN HEALTH PROFESSIONALS?		
A) VERY LOW	5	25%
B) LOW	10	50%
C) MODERATE	3	15%
D) HIGH	1	5%
E) VERY HIGH	1	5%

Source: own elaboration with research data (2023)

The results indicate that 50% of the participants consider that the level of collaboration between health professionals is "low" (b). 25% selected the "very low" option (a), while 15% selected the "moderate" option (c). A small percentage selected the options "high" (d) and "very high" (e).

Table 3: Perception of the level of job satisfaction

Question	Frequency	Percentage
¿ How would you rate your level of job satisfaction?		
a) Very dissatisfied	6	30%
b) Dissatisfied	5	25%
c) Neutral	4	20%
d) Satisfied	3	15%
e) Very satisfied	2	10%

Source: own elaboration with research data (2023)

According to the results, 30% of participants reported being "very dissatisfied" (a) with their level of job satisfaction. 25% selected the "dissatisfied" option (b), while 20% selected the "neutral" option (c). 15% and 10% of participants selected the options "satisfied" (d) and "very satisfied" (e), respectively.

Table 4: Experience in the implementation of care protocols

Question	Frequency	Percentage
¿Do you have experience implementing care protocols?		
a) Yes	8	40%
b) No	6	30%
c) In progress	3	15%
d) Does not apply	2	10%
e) Other	1	5%

Source: own elaboration with research data (2023)

The results show that 40% of the participants reported having experience in implementing care protocols (a). 30% selected the "no" option (b), while 15% and 10% selected the "in process" (c) and "not applicable" (d) options, respectively. A small percentage selected the "other" option (e).

Table 5: Knowledge of technological tools in care management

Question	Frequency	Percentage
¿ What is your level of knowledge of technological tools in care management?		
a) Very low	5	25%
b) Low	7	35%
c) Moderate	4	20%
d) High	3	15%
e) Very high	1	5%

Source: own elaboration with research data (2023)

It was evidenced that, 35% of the participants indicated having a "low" (b) level of knowledge of technological tools in care management. 25% selected the "very low" option (a), while 20% and 15% selected the "moderate" (c) and "high" (d) options, respectively. A small percentage selected the "very high" option (e).

This research focused on analyzing nursing management in the context of Primary Health Care (PHC). The results obtained revealed different aspects related to management in this area, highlighting the importance of efficient management to guarantee the quality of care and patient satisfaction.

The cognitive and attitudinal competence of the nursing professional in adverse events, the results showed that an adequate level of cognitive competence is essential for effective management of these events. This finding is consistent with research by Churata Tola (2021), who found that greater cognitive competence in nursing is associated with a better response to adverse events.

Compassion practices for administrative nurses in Colombia, the results highlighted the importance of promoting a work environment based on compassion and patient care. López-Díaz et al. (2022) They found that compassion practices in the nursing administrative field contribute to improving the quality of care and strengthening the relationship between nursing professionals and patients.

The development of digital competencies in nursing students, the results indicated the importance of providing training and training opportunities in the use of information and communication technologies. Juárez Ventura (2022) found that the development of digital competencies in nursing students is crucial for their performance in the field of PHC management.

In relation to the management of human talent and work competence of nursing staff, the results highlighted the need to implement effective management strategies to optimize the performance and job satisfaction of the staff. Solis Soto (2022) found that adequate management of human talent in the hospital context is positively related to the job competence and performance of nursing staff.

Nurses' expectations about leadership succession in the hospital context, the results highlighted the importance of establishing nursing leadership development and succession programs. Nogueira et al. (2019) They found that nurses' expectations about leadership succession influence their motivation and work commitment, which impacts the quality of management in PHC.

The management of nursing care in Primary Health Care (PHC) refers to the actions and strategies implemented by nursing professionals to guarantee comprehensive and quality care to patients at this level of care. The management of nursing care in PHC ranges from disease prevention to patient treatment and monitoring. Its primary goal is to provide patient-centered care, promote health holistically, and coordinate care effectively (Huicavil et al., 2023).

Nursing care management plays a fundamental role in Primary Health Care, since it contributes to improving the quality of care provided to patients. Nurses play a key role in health promotion and disease prevention in the community, conducting health education activities, identifying risk factors and promoting healthy lifestyles. In addition, nursing care management involves the coordination of care and case management, ensuring that patients receive appropriate and timely care, as well as continuity of care between different levels of the health system (Cabinda, et al., 2021).

Within the management of nursing care in Primary Health Care, different theories and models are applied that guide the practice of nursing professionals. Nursing Systems Theory highlights the importance of understanding the patient as a complex system, considering the physical, emotional and social aspects of her health. This theory provides a framework for planning and coordinating care in PHC (Cabinda, et al., 2021).

In addition, there are various nursing care management models in PHC that are used to organize and provide effective care. These models include patient-centered approaches, interdisciplinary teamwork, and active patient participation in decision-making about their care (Huicavil et al., 2023).

The management of nursing care in Primary Health Care faces important challenges and considerations. These include high workload, coordination of care between different levels of care, and the need for adequate resources to provide quality care (Cabinda, 2021; Huilcavil et al., 2023).

In the field of nursing care management in Primary Health Care, it is essential to take ethical considerations into account. Nursing professionals must respect the ethical principles of autonomy, beneficence, non-maleficence and justice when providing care to patients in PHC. This involves ensuring informed consent, preserving the confidentiality of patient information, and equitably addressing the health needs of the community (Saldias-Fernández & Parra-Giordano, 2022).

The management of nursing care in Primary Health Care requires continuous professional development and continuing education on the part of nurses. Staying current on advances in nursing practice and acquiring new skills and knowledge is essential to providing quality care and adapting to changes in the healthcare environment (Atehortúa, Castaño-Pineda, & Villa, 2019). The integration of technology in the management of nursing care in Primary Health Care can be of great help to improve the efficiency and quality of care services. The use of electronic patient record systems, telemedicine, and mobile applications can facilitate communication and care coordination, as well as access to information relevant to clinical decision making (Robles-Calle et al., 2022).

To guarantee the effectiveness of nursing care management in Primary Health Care, it is important to carry out continuous evaluation. This evaluation may include the measurement of quality indicators, patient feedback, and review of health results obtained. By evaluating care management, areas for improvement can be identified and corrective measures taken to optimize the care provided (Rivera-Pico, Montes-Moreira, Moreira-Parrales, & Matute-Santana, 2022). The management of nursing care in Primary Health Care requires close collaboration with other health professionals. Working as an interprofessional team allows for comprehensive and coordinated care, where each professional contributes their experience and knowledge for the benefit of patients. Interprofessional collaboration promotes a holistic view of care and improves health outcomes (Macedo et al., 2019).

Despite the benefits and advances in the management of nursing care in Primary Health Care, there are challenges to face. These include the lack of adequate resources, high workload and the need for greater recognition and appreciation of nursing work. However, opportunities also arise, such as the incorporation of technological innovations and the promotion of policies that strengthen primary health care (Velasco, 2021). Throughout the implementation of nursing care management in Primary Health Care, successful experiences have been documented that have demonstrated its positive impact on the quality of care. These experiences include the implementation of chronic disease management programs, the promotion of active participation of patients in their care, and the strengthening of health education in the community (Franco, Solís, Loor, & Castro, 2023).

To continue advancing in the management of nursing care in Primary Health Care, it is important to consider some future perspectives and recommendations. This includes the need for greater investment in the education and training of nurses in management and leadership skills, as well as the promotion of policies that value and recognize the role of nursing professionals in PHC. Likewise, additional research should be promoted on the effectiveness of nursing care management interventions in improving health outcomes in the community (Montecinos-Guíñez, Nachar, Jaque, Vallejos, & Sánchez, 2023). The management of nursing care in Primary Health Care is a relevant topic worldwide. In different countries, strategies and policies have been implemented aimed at strengthening the management of nursing care in PHC, recognizing its central role in the provision of quality health services. These initiatives have demonstrated positive results in terms of improving patient satisfaction, reducing costs and optimizing health outcomes (Liudmila, Dayetsi, & Yasnari, 2022).

The transfer of knowledge and good practices in the management of nursing care in Primary Health Care is essential to guarantee the continuous improvement of services. Nursing professionals and health institutions can share successful experiences, lessons learned, and management tools that have been effective in improving the quality of care. This encourages collaboration and knowledge sharing, allowing best practices to be adapted and applied in different contexts (Velasco, 2021).

CONCLUSIONS

Management in the field of nursing in Primary Health Care (PHC) plays a fundamental role in the provision of quality health services and patient satisfaction. Throughout this research, various aspects related to nursing management in PHC were explored, including the cognitive and attitudinal competence of nursing staff, compassion practices, the development of digital competences, human talent management and expectations about leadership succession.

In relation to the cognitive and attitudinal competence of nursing staff, it was evident that an adequate level of cognitive competence is essential for effective management of adverse events and care situations in PHC. The ability to make

informed decisions, assess risks, and implement appropriate protocols is crucial to ensuring patient safety and providing quality care. Likewise, an empathetic and compassionate attitude on the part of nursing staff contributes to strengthening the therapeutic relationship with patients and improving their care experience.

Regarding compassion practices, their importance is recognized in the nursing administrative field. Compassion toward patients and their families, as well as one's colleagues, promotes a positive work environment and contributes to quality of care. The implementation of programs to develop emotional skills and effective communication can strengthen these practices and foster a culture of compassion in nursing teams in PHC.

The development of digital competencies has become essential in the current healthcare context. Incorporating information and communication technologies into PHC nursing practice provides opportunities to improve efficiency and accuracy in data collection and analysis, as well as interprofessional communication and patient education. Education and training in digital skills must be priorities in education and professional development programs to ensure effective management in APS.

Human talent management in nursing is a determining factor for staff performance and job satisfaction. The implementation of talent recruitment, selection, training and retention strategies contributes to creating a favorable work environment and maximizing the potential of nursing professionals. Likewise, recognition and appreciation of the work done by leaders and the institution are essential to promote the motivation and commitment of nursing staff in PHC.

Expectations about nursing leadership succession also influence management in PHC. The identification and development of future nursing leaders, as well as the implementation of mentoring and succession programs, ensure an appropriate transition and continuity in management. Transformational leadership, based on motivation, inspiration and shared vision, can enhance management in PHC and promote a favorable work environment for nursing staff.

The study identifies limitations, including a lack of participant diversity, a narrow focus on PHC, limited citations for external studies, and a predominantly quantitative approach. Future studies are suggested to delve into demographics' influence, conduct comparative research, employ qualitative methodologies, implement interventions, explore cross-cultural perspectives, and assess the impact of ethical considerations and technology integration.

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	A1	A2	A3	A4	A5	A6*
A. theoretical and conceptual foundations and problematization:	25%	25%	20%	5%	20%	5%
B. data research and statistical analysis:	25%	5%	20%	15%	20%	15%
C. elaboration of figures and tables:	25%	25%	5%	20%	20%	5%
D. drafting, reviewing and writing of the text:	20%	25%	25%	10%	10%	10%
E. selection of bibliographical references	25%	20%	20%	25%	5%	5%
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