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MANAGEMENT IN HOSPITAL DENTISTRY: AN EXPLORATORY STUDY

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ABSTRACT

The nursing professionals of the emergency room are fundamental elements in the work process of this sector, not only when they perform emergency care, but because their activities directly influence the reduction of secondary damage to Patients in emergency situations. In view of the above, the study aimed to analyze the quality of care provided by the nursing team to victims of traffic accidents. This is a qualitative-quantitative, exploratory study, using field research, based on the application of a semi-structured questionnaire. Data were collected in the month of April, 2016. The study sample consisted predominantly of the female gender, by nursing technicians, and the age group from 26 to 30 years, with 11 years or more of training, who have been working between 1 and 2 years. Most interviewees do not have specialization and complementary training in urgency and another negative aspect refers to the lack of protocols and a red room to meet situations with imminent life risk. The time of attendance to the accident victim is del minutes and the team interacts with each other and another problematic refers to the inadequate physical structure and lack of equipment and materials. It is concluded that for the good care of the service and for a qualified and humanized care, it is essential that the professionals who work in the hospital in study require the municipal manager better working conditions, in order not to compromise the Quality of service.

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INTRODUCTION

The main source of management in hospital dentistry is Health Management where they address the aspects that must be managed in the health system, in the managerial process the manager of the hospital dentistry sector has to think about the ways to achieve the goals through planning developed and executed effectively. The Brazilian Federal Constitution brings to the fore the knowledge of integrality, whose main objective is to contribute to obtaining the best health status, individually and collectively, with the help of available resources. At present, there has been a growth in the health area throughout Brazil, with the inclusion of new actors in the hospital

scenario, where multidisciplinary becomes the guiding axis of comprehensive patient care. Contextualizing, it presents the dental care with all its actuation needs (MORAIS, 2015). Hospital dentistry can be defined as a practice aimed at dento-maxillofacial care of patients requiring procedures and follow-up of multidisciplinary teams of high complexity in the hospital, extending also for special care ranging from the use of technologies capable of improving or prolonging life to the creation of more comfortable and safe environments. Health management has concerns about economic-financial sustainability, policy, technical effectiveness and impact on population health are pertinent themes and always present those acting in the sphere of management. This point made new strategies for services and the health system begin to integrate clinical and epidemiological knowledge and planning and management.

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The insertion in Hospital odontologia as a specialized service brought the need to establish pacts beyond the own specialties of clinical practice as well as technical knowledge with management tools; create operational feasibility and strategic visibility for the planning and innovation of this sector of fundamental importance within the hospital context. Given the insertion of the hospital dental sector in hospitals, what is the relevance of the professional working in this segment to have specific knowledge and management tools for the best management of the sector?

The specific objectives of this study are to show the importance of planning and management in the hospital dentistry sector; Demonstrate health management tools; To point out the importance of the hospital dentistry sector.

Hospital Oodontology: The accumulation of the new age of the gears of hospital dentistry, the empolour as case of the amount of users and the quantum major to users? system. The good process of searching data and search goals; risk institutions in reflections, giving odds and perceptions to hospital dentistry (MORAIS, 2015). For Gonçalves *et al* (2014), dental care has traditionally been practiced in clinics, public health posts or private health centers. The clients have been the target only of the buco-maxillofacial surgery and the procedure with indication of general anesthesia. According to Silva and Lebrão, hospital dental care is increasingly related to violence, which justifies a greater participation of specialists in traumatology and oral-maxillofacial surgery in dental care within hospitals. In the SUS, the creation of the Dental Specialties Centers (CEO) and the introduction of technology in the. Inpatient specialties clinics, now, with an interaction with CEO CEO, have reached multidisciplinary to a figure of the surgeon is still more present. The insertion, at this moment, is also focused on Dentistry in patients with special needs (PNE). The characteristics of the PNE population meant that dentistry was no longer without the surgical environment and general anesthesia techniques clearly linked to in-hospital care.

Morais (2015), points out that the Service of Hospital Dentistry (SOH). SOH dispenses from the common space, from the nonobservance of the context in which it is inserted, from the mirroring of care only by mirroring care by spontaneous demand in dental offices, but it does need an expanded view on the practices and protocols in the search of the institution ways of promoting, preventing and recovering oral health as an intrahospital thing. This process occurs with the insertion of the Dentistry team in:

- Outpatient clinic: dentistry office for inpatient care with dislocation condition;
- Internment: spaces of coexistence with activity of prevention and instruction of oral hygiene, beds with evaluation, referral, prevention and intervention activities when necessary;
- Surgical Center: when there is a need for solubility in a single session under general anesthesia, in hospitalized patients or with the need for hospitalization.

The importance of having a dental surgeon within the hospital is based on the knowledge that oral adequacy can positively alter the clinical outcome of the patient, minimizing or even avoiding factors that may negatively influence the patient's systemic treatment (GONCALVES *et al*, 2014).

Management: Technological advancement, the possibilities of access to information and different integrations in labor relations - such as the formation of workgroups in a virtual environment - bring companies the need to operate in integrated networks of simplified organizational units, different from those two or three decades ago. In this way, work is integrated in an integrated way where the system continues to gain complexity (MORAIS, 2015). Management practices should broaden and change as organizations ask for new features of complexity management. The work coordination processes are part of the management, from the definition phase, its organization, fulfillment and satisfaction / resolution of the demands that generated it. It is not difficult to deduce the complexity of the managerial system, especially as regards the health system in Brazil, due to its peculiarities, which is directly the reason that generates the work, and its particular nature or, simply, the greater or lesser complexity of the needs to be solved (ANDRADE, 2004).

According to Sordi (2008, p.79), the process manager must have broad responsibility and authority over the processes, and this includes some characteristics:

- Ensure the resources needed to meet the demands of the business process according to its current project;
- Perform continuous measurement of performance of critical aspects of the process;
- Define and coordinate the changes necessary for the continuous elaboration of the process.

Carvalho (2011), due to this responsibility, it is expected that managers should control all stages of the process, as well as designing, monitoring and analyzing the involvement and performance of each professional in order to interact with each other in a synergistic and motivated so that they can obtain significant results and aggregate absolute values in products and services destined to their final clients. According to Paim *et al*. (2009), process management is inserted in process control, in order to coordinate, monitor and reinforce the success of these actions, in order to obtain best practices, diagnosing deviations and adopting possible solutions in the course of operations, implementing the changes and adaptations are necessary to the process and thus integrate values into the production chain.

Processes Management: According to Morais (2015), process management involves activities the material, human and financial resources of an organization, necessary for, for example, to improve the quality of care and to increase the efficiency of the logistics process of a health sector company, in the organization we can cite the importance of this process in the hospital odontology sector on the optics that the dentist responsible for the management of it must use these three principles mentioned above. Among the several models of process management, three specific processes proposed by Sordi (2008) stand out: Organizational Processes, Business Processes and Functional Processes.

- The organizational processes is the set of activities that work the inputs of the organization, so as to add value to them so that they become products or services that satisfy specific customers
- Business processes are actions of specific areas of the organization that are interconnected, and act synergistically, prioritizing the activities developed in

the organization with efficiency and effectiveness, whose final result is the product or service provided to the client. It is considered for this work the citizen equivalent to the role of the client in society.

- The functional processes aim to improve and optimize the internal actions of the organization and improve the functional performance of which they are inserted, thus ensuring a satisfactory performance and continuous improvement of the Quality Management System.

To better understand the characteristics of the processes, the figure 1 design demonstrates its specificities and composition, which underscores the understanding of its stages and its development. It can be observed in figure 1 that the process is composed of several steps or activities to be performed, that is, they involve some peculiarities that characterize each stage of the process, among them, the enormous amount of diversity and information flow; the agility that seeks to meet the needs of demand; its distribution and segmentation that aims at quality in each procedure, in order to correspond to the objectives and goals that were established previously in its entry, adding value to the processes and qualifying the output of a product or service.

Clinical Management: Mendes (2001), the term management of the clinic was adopted and can be conceptualized as a set of micromanagement technologies of the clinic, aiming to promote effective health care aiming at lower risks for users and professionals in a humanized way and cost adequacy, to ensure quality in clinical practice. Some points are extremely important so that the good practices of professionals working in a hospital environment are adequately documented. According to Morais (2015), in this way the work addresses the clinical management of relevant factors such as registration and audit. The patient's medical record is known to be the document that contains the information about the health status of the client, related to the record of the anamnesis and to all the care and assistance provided; is a standardized, organized and concise documentary collection. There are signs of its existence since the Stone Age, which precede 4,500 years before Christ with data of 48 surgical acts recorded in a chart, at that time called papyrus (POSSARI, 2005). The CRP is a legally established area that assesses the quality of the records contained in the medical records and for which any insertion of documents into the forms must be sent. Thus, the inclusion of proper (pre-built) forms of dentistry - such as odontograms or terms of free and informed consent - must pass through the consent of the CRP; which is not necessary when only the annotation of odontological evolution in standard chart of evolution within the hospital. The registration of the clinical information of the client in the medical record is the main vehicle of communication between the members of the health team. It is characterized by being an important tool for assessing the quality of services and an essential requirement for the provision of care and effective management in health care. The data presented allow for adequate and faster diagnosis and treatment; can serve as a dispenser or simplifier of information, reducing the cost and time of the individual's stay in the health service (LABADIA; ADAMI, 2004; POSSARI, 2005). Etymologically, the term auditing comes from the Latin *auditus* "to hear one", from *audire* "to hear" 2, for the official examination of accounts, made by the Romans, was an oral phase, where magistrates or Treasury officials listened to the accountability of the rulers of the provinces and checked for fraud or improper use of the funds. Audit may be

external or internal to the service. The latter may be service-specific, in the sectors of achievement, or be included in the audit of each sector. The ideal situation is where we can undergo external and internal audits. The internal audit should be the one that is carried out periodically, ideally by dentists with training in auditing and with service knowledge. Analytical audit actions will evaluate reports or documents for the purpose of monitoring data and collecting information, giving arguments when conducting external audits of the service (MORAIS, 2015). The Code of Dental Ethics - CFO shows the current application of dental auditing in companies, considering the audit by its nature (external and internal), constitutes the pillar for quality improvement. The external audit acts as an external arm of the organization, enforcing its norms and rules, working for the best applicability of the proposed procedures and the conformity of its execution. On the other hand, internal auditing produces analyzes of managerial data and indicators for decision making and process improvement, indicating corrective actions and conducting data collection to analyze the results obtained. A preponderant factor for the effective performance of the internal audit is to have a computer system with resources capable of generating data and reports that will allow the internal auditors to perform.

Financial Management: The structure that is observed of prices and costs of a hospital and, therefore, in hospital dentistry, suffers the need of implantation of new technologies, with the increasing inflation of the inputs, of the remuneration system and with the pressure of the values transferred in the private sphere or governmental organization. Morais (2015) still emphasizes the importance of technological development applied to Hospital Dentistry brings the growing need for new ways to offer the desired excellence service. The budget cycle in the Unified Health System is an interesting production so that we can observe the points of action of the public manager against the health needs. Here we find a stage of preparation and forecasting of plans, followed by a schedule and elaboration of the budget proposal, approval of the budget law, the execution phase, and the control and evaluation phases. Morais (2015) also comments that the budget is an authorization of expenses, not constituting their obligation, nor the guarantee that the resources will exist for the implementation of the goals. Even if we understand that our service is of relevance and the creation of spaces for dentistry in the hospital, integral care is fundamental, considering that budget execution (with the financial flow - of money - and the budget flow) is important for feasibility of implementation, the understanding of the budget cycle creates us the possibility of a strategic agenda for the performance in hospital management and the health care network itself. Located at the tertiary economic level, hospitals operate through internal processes that present great complexity and interdependence. Due to this fact, hospital organizations rely on highly specialized professionals (doctors, nurses). On the other hand, these professionals are not qualified to specifically perform the financial management of hospitals (SOUZA *et al.*, 2008a). Another consideration of services refers to the need to establish standards and quality criteria, as well as performance indicators for each of the internal processes (ROONEY; OSTENBERG, 1999).

Costs Management: The Fiscal Responsibility Law (Supplementary Law No. 101, of May 4, 2000, which establishes public finance norms for fiscal responsibility, in its

§3 of article 50 states: "The public administration shall maintain cost systems that allow evaluation and monitoring of budgetary, financial and asset management" (Almeida, Borba, Flores, 2009)

To better understand cost management, Crepaldi (2010) stresses that it is important to understand some definitions presented below:

Expenditure: It is the sacrifice that the entity arca to obtain a product or any service, sacrifice represented by delivery or promise of delivery of assets (usually money) financial sacrifice. Investments - All expenditures are activated based on the future usefulness of goods or services obtained. One can conclude that every cost is an investment, but not all investment is a cost.

Costs: These are the expenses related to goods or services used in the production of other goods or services. It is also an expense, only recognized as cost at the time of manufacturing a product or performing a service.

Expenses: Expenditure on goods and services not used in productive activities and consumed directly or indirectly to obtain revenues, which cause a reduction in equity.

Loss: Goods or services consumed in an abnormal and involuntary way. They are unintentional expenses due to external factors, fortuitous or the normal productive activity of the company.

Also according to Crepaldi, 2010, regarding the application of costs, these can be:

Direct Costs: The cost of any material directly identifiable with the product or service that becomes an integral part of it.

Indirect Costs: These are those that can not be identified directly with the products or services, an apportionment is necessary to make the appropriation. In this case, it is any cost that is not directly linked to the product or service, but to the production process.

Strategic Management: The strategy and art by which we can have more effective responses is that it will have the essential task of directing the whole set of organizational resources represented in people's efforts (gifts, talents, interests and natural aptitudes) and in the application of available material resources to do what the company does - to achieve a collective desire for the future of that "group of people with an objective" - that is the very definition of the organization (MORAIS, 2015). Public organizations, when faced with the difficulty of mobilizing their efforts, directing them towards the effective improvement of the services offered, have opted to define a strategic plan. Strategically managing a public organization means planning the most feasible possibility of achieving the desired institutional objectives. Governance over the actions, the time of execution and the actors responsible for it in the face of the time of management and the available financial and logistical resources are to be considered in the plan. Because of the high market concentration and strong competition, companies are unable to seek better results through price increases, as this would lead most of their customers to competition. Therefore, to obtain better profitability and competitive advantages, companies are left to

improve their management, reduce their operational, financial and administrative expenses. And strategic is an effective tool to achieve success in this search for continuous improvement (LOBATO, 2006). Within strategic management, people are the driving force behind the process both in the formulation of planning and in the motivation and adherence to the actions to be carried out. The performance management of each member of your workforce and key importance to predict the success of the process and consequent growth of your organization. Understanding which skills, profiles and performance of each member of your team is understanding the future of your company, the shortcomings and potentialities. Morais (2015) for the good manager must develop in his abilities conditions of:

- Assess skills effectively;
- Identify clear comparative parameters to define the contribution level of employees;
- Clearly define the gaps and the distance between expected performance and actual performance;
- Derive concrete actions that strengthen employees' competencies in order to achieve the expected level of performance.

The strategic vision focuses on people as an important center in this process and should observe internal external organizations and legal aspect in human resources management: select, evaluate, train employees and promote the career plan of employees.

MATERIALS AND METHODS

The study was defined as exploratory research with a bibliographic research design, is defined by the aid of books and scientific articles on the subject Hospital Dentistry, Management, Clinical Management Financial management. It can involve a bibliographical survey, interviews with experienced people in the researched problem, search to explore and know the characteristics of a phenomenon to later allow the proposal of further studies (GIL, 2008). According to Beurem (2007), exploratory research may arise hypotheses during or at the end of the research, the research is conducted in an area in which there is little accumulated knowledge and systematized. According to Souza *et al* (2007), the process of data collection through a bibliographical research, making studies in books, scientific articles, dissertations, monographs, theses and journals is used. When a research is formulated, the researcher must make choices as to the research methods and inquisition techniques to be used, which are naturally conditioned to the character of the problem. Because it is a scientific research, the researcher requires a systematic approach, in the face of the application of scientific methods that will meet the demands of the problem researched. In a second moment, a comparison between the theoretical framework and the researched reality is necessary. For this, a field research was carried out (MINAYO, 2010). Also used were the sources from the Ministry of Health as an auxiliary of this article for the understanding of Management in Hospital Dentistry.

Final Considerations

The study demonstrated the importance of the professional in dentistry acquiring the knowledge of the management tools for the improvement in the management process and seeking the

quality efficacy in the management in the sector of Hospital Dentistry. The dental surgeon can not only limit himself to being the professional who carries out the preventive, diagnostic, therapeutic and palliative actions in oral health, in harmony with the mission of the hospital. The dentist, in a hospital environment, needs training that enables him to act in different conditions in relation to his office. Training is necessary both for the attendance routines and for the managerial ones. In management, the dentist with specific knowledge and training in hospital management needs to know indicators are tools used to evaluate performance, involving organization, resources and work methodology. A dentist who possesses these management tools, process management and process analysis, financial management, cost management, strategic management and people has the possibility of success in the management of the Hospital Dentistry sector. Management in hospital dentistry, as noted, must be dimensioned in several aspects such as assistance, management and training, among many. However, it must be remembered that the moment of insertion of the dentist must bring adequacy of management processes or be propulsive of adequations in these processes where workers can intervene in the management and decisions that affect the quality of work. The strategy - management tool - needs to be dimensioned in the search for greater autonomy and decision power to the dentist in this environment with many tensions (of hierarchies, services, spaces and power), which is the hospital.

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