



## Review

Alves VLS, Feldman LB, organizers. *Managers of Health in the Scope of Quality: Acting and Competences*, multi-disciplined approach. São Paulo (SP): Martinari; 2011.

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The changes of the contemporaneity demanded that the professionals in the area of health, besides contemplating the scope of care, also absorbed the managing area. The authors of the reviewed work reaffirmed that, in these two decades of XXI century, there is a close relation between care and management.

The book 'Gestores da Saúde no Âmbito da Qualidade: Atuação e Competências abordagem multidisciplinar' (Managers of Health in the Scope of Quality: Acting and Competences, multi-discipline approach) is available in the market bringing some reflections on health management in several areas of acting. It was published in 2011, with 247 pages, and these nurses were the organizers: Vera Lucia de Souza Alves, Doctor Student in Sciences of Health by the Universidade Federal de São Paulo (UNIFESP), Consultant in Risk Management, Quality and Services of Nursing and Liliane Bauer Feldman, Doctor in Sciences of Health by UNIFESP, Consultant, Assessor and Hospital

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The organizers, considering their practical experiences in health institutions, the acquired learning, the exchange of knowledge and the development of researches, have as proposition for the work, to offer the readers the opportunity to reflect on the professional competence in the area of Health Management.

The work is composed by 12 chapters. Its elaboration is made up by different authors with varied education: administrators, physicians, managers, pharmacists, physiotherapists, nurses, nutritionists, clinical and civil engineers, with qualifications which range from specialists to doctors in the area of health management or in consulting. They share their professional experiences as managers in each chapter.

The objective of the work in each chapter is to have a radiography of the theme presented describing the competences required from the professionals

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regarding their capacity and what is expected after years in this profession, which is to contribute and aggregate values in current times.

Having as proposal to subsidize the demand of the market on the theme approached in the work, the organizers present and discuss the managerial tools as important tools to be applied according to the knowledge and ability of each manager, but, clarifying the need of apprehension of other forms of using such tools, therefore the knowledge and the domain of such tools is indispensable.

At each moment the readers are invited to reflect on the necessary competences to each professional category, his capacity of management, and also which the necessary tools are for the resolution of problems that are brought about from practical situations or situations resulting from the research groups.

Each chapter was divided in topics, because according what organizers report, this provides a better understanding of each profession in the area of health. Chapter one entitled 'The Competences in the Scenario of Quality and the Health Management' was subdivided in the following topics: valuing the human capital in the organizations; health quality; the awakening of the competences in the managerial scenario and the management of modernity.

The other chapters are subdivided in contextualization with a brief description of the areas on Medicine, Nursing, Physiotherapy, Gastronomy and Nutrition, Pharmacy, Hotel Management, Clinical and Technological Engineering, Engineering of Security and Occupational Medicine, pointing out: focus on acting; attributions, responsibilities and relevance of the area in the service of health; legislations or pertinent recommendations used in the services in the assistential and managerial scope; tools, modeling, guidelines

and/or instruments used by the professionals in their respective areas of acting; models of management; tendencies; managerial competences referred by knowledge, ability, attitude and commitment of the manager.

The authors pointed out that the managers can not live in feuds within the same institutions as an isolated island. They emphasize that the managers must administrate it as if it were an archipelago of multiple faces, highlighting and favoring the necessary and complementary competences emerging from the scenario of quality.

It is shown that the authors, throughout the text, incentivize the permanent formation and this is linked to the acquisition of new knowledge and the use of the managerial tools, becoming a differential to the professionals who propose health management with quality.

An almost unanimous experience throughout the book was the use of the cycle of PDCA (Plan; Do; Check; Act) as the main tool for the direction, resolution and success of the management. This cycle is a method which has as objective the maintenance and the improvement of the processes. However, each professional must use the evaluation tool which is more suitable to his knowledge, his practice and his service.

Another relevant point in the work is that the authors, as professionals who work together, stand out the importance of the multi-discipline team, but indicating the need of a great leap for the inter-discipline team. This work proposes the visibility of the several categories, relating them to protocols, service routines or even the use of tools such as: PDCA cycle; Working with ideas (5W2H), planning of the actions; Brainstorming; Diagram of affinity, collecting and grouping ideas; Tree Diagram, mapping the tasks for

implementation; Diagram of cause and effect or Fishbone Diagram or Ishikawa Diagram which place and correct the causes, not the symptoms; Matrix Diagram, finding relations; Flowchart which describes the process; Matrix of prioritization, among other tools without abandoning the professional principles.

Another indication present in this publishing is that it is up to the responsible managers the management of the unit to incentivize the right doings and to help correcting the errors, whether in his area of professional acting or in other correlated areas.

The book is outstanding for its holistic focus with which it approaches the area of health management, instigating us to reflect on our managerial practices based on competences. It presents clear and objective language which favors the understanding of the contents by the reader. It is directed to all health professionals in similar areas who are directly or indirectly involved with the management of quality, and it can be used in the most varied scenarios and level of the area of health, both in private or public services.

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