

DOI: <https://doi.org/10.36489/nursing.2021v24i275p5592-5597>

Performance assessment in the work management organization in the city of São Tomé-RN

ABSTRACT | Objective: to reflect on the need to implement the performance evaluation of health professionals in the municipality of São Tomé-RN. Method: This is a reflective essay, with a descriptive character and a qualitative approach. Results: There is a need to sensitize management, with a view to implementing a performance evaluation, based on instruments, in view of various needs such as: professional profile, attendance, professional behavior, continuing education skills, enabling effective performance professional, improve working conditions and quality of life at work. Conclusion: In order to implement the performance evaluation, there must be good planning; making diagnoses in management based on the problems raised, finding problems is not enough to cause necessary changes. It is imperative, therefore, to commit to the construction of strategies that can promote changes in the daily life of health services that may contribute to improve management.

Keywords: Performance evaluation; Health education; Health management.

RESUMEN | Objetivo: reflexionar sobre la necesidad de implementar la evaluación del desempeño de los profesionales de la salud en el municipio de São Tomé-RN. Método: Se trata de un ensayo reflexivo, con carácter descriptivo y enfoque cualitativo. Resultados: Existe la necesidad de sensibilizar a la gestión, con miras a implementar una evaluación de desempeño, basada en instrumentos, ante diversas necesidades tales como: perfil profesional, asistencia, comportamiento profesional, capacidades de educación continua, posibilitando un desempeño efectivo profesional, mejorar las condiciones laborales y la calidad de vida en el trabajo. Conclusión: Para implementar la evaluación de desempeño, debe haber una buena planificación; haciendo diagnósticos en la gestión basados en los problemas planteados, encontrar problemas no es suficiente para provocar los cambios necesarios. Por tanto, es imperativo apostar por la construcción de estrategias que puedan promover cambios en la vida diaria de los servicios de salud que contribuyan a mejorar la gestión.

Palabras claves: Evaluación del desempeño; Educación para la salud; Manejo de la salud.

RESUMO | Objetivo: refletir sobre a necessidade de implantação da avaliação de desempenho dos profissionais de saúde do município de São Tomé-RN. Método: Trata-se de um ensaio reflexivo, de caráter descritivo e de abordagem qualitativa. Resultados: Tem-se a necessidade de sensibilizar a gestão, na perspectiva de implantar uma avaliação de desempenho, a partir de instrumentos, tendo em vista várias necessidades tais como: perfil profissional, assiduidade, comportamento profissional, capacitações de educação continuada, viabilizar desempenho eficaz do profissional, melhorar condições de trabalho e qualidade de vida no trabalho. Conclusão: Para concretizar a implantação de avaliação de desempenho é preciso que haja um bom planejamento; realizar diagnósticos na gestão com bases nos problemas levantados, constatar problemas não é o suficiente para provocar mudanças necessárias. Faz-se imperativo, portanto, empenhar-se na construção de estratégias que possam promover mudanças no cotidiano dos serviços de saúde que possam vir a contribuir para melhoria da gestão.

Palavras-chaves: Avaliação de desempenho; Educação em saúde; Gestão em saúde.

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Received on: 11/23/2020

Approved on: 12/01/2020

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INTRODUCTION

Evaluation is an activity that accompanies man's own history, considered to be inherent in the learning process itself, and nowadays it assumes more and more a polysemic

character in its conceptualization, housing multiple realities and multiple references of analysis.

Performance appraisal practices are not new. Since the man gave employment to another, his work has been evaluated.¹ Evaluation is an activity that accompanies man's own history, considered as inherent to the learning process.²

Based on the principles of the National Humanization Policy (PNH - Política Nacional de Humanização), the participation of different subjects, managers, workers, users, researchers, supporters, in the evaluation processes is emphasized. These are essential in all phases of the evaluation designs: identification of situations to be evaluated, conceptualization, demarcation of objectives,

representation criteria/indicators, measurement, interpretation and validation of the data.³

In order to be characterized as a method and device of the Humanization Policy, the evaluation is based on the most central principles of this Policy, including the understanding that health institutions have as their primary purposes to achieve the production/provision of services and also the production of subjects.⁴ In view of its planning and assessment (of services/institutions), therefore, indicators related to the dimensions of health and user satisfaction, as well as institutional movements, and indicative of the professional and personal development and growth of workers/teams should be cut. In short, an evaluation that allows changes in situations/services, and training and development of the subjects involved.

It is this context of complexity of Humanization that must shelter and redirect the use of information and the processes of monitoring and evaluation. Above all, it must be assumed that it is the desired changes in the care and management models that should guide changes in the way of dealing with information and evaluation. The health promotion actions point out challenges and theoretical methodological perspectives of approaches in this area, which makes it a challenge in the field of public policy programs; therefore, there is a growing need for the intervention of a performance evaluation, since it allows a closer approximation to reality.⁵

Institutional health assessment allows to know the sector's performance and improve the results according to the context in which the institution operates, correcting the problems detected and enabling the achievement of new goals.⁶

It is in this context that the present article is inserted, which aims to reflect on the need to implement the performance evaluation of health professionals in the municipality of São Tomé-RN.

METHOD

This is a reflective essay, of a descriptive character and with a qualitative approach, which proposes a discussion about the need to implement the performance evaluation of health professionals in the municipality of São Tomé-RN.

For the search and analysis of the studied framework, a narrative review of the literature was carried out, using the following keywords: Performance evaluation, Health education and Health management.

In addition to reflection, a methodology for evaluating health services is proposed, understanding it as a permanent and systematic process, linked to the actions implemented, with a view to subsidizing the definition of problems, measuring the impacts of actions and reorienting health practices.

RESULTS

The municipality of São Tomé (RN) is the tenth largest in the state of the state RN, and its current population according to the Brazilian Institute of Geography and Statistics (IBGE) is 11.501 inhabitants, divided into 51,90% residents in the urban area and 48,10% resident in the rural area, with a development index of 0,613. The main economic activities are agriculture, extraction and trade.

The municipality has around one hundred and fifty effective and contracted health professionals, comprising in its organizational structure of 08 (eight) health units, a small hospital, where a number of beds exist to supply emergency needs and through the Unified Health System there are 32 (thirty-two) beds, with professionals on call 24 hours. For this purpose 05 teams of the Family Health Program are destined for these units, 02 in the rural area and 03 in the urban area. The municipality has a Support Center for Family Assistance (NASF - Núcleo de Apoio ao Atendimento da Família), in addition to having more doctors.

The evaluation of health services has obstacles, both conceptual and operational, ranging from the complexity of the object, from the difficulty in systematizing tools that can contribute to its apprehension, to obtaining reliable data, sources, documents and information.

It is suggested to use an instrument in order to establish priorities, which is participatory in the system itself, contributing decisively to highlight the political and interpersonal aspects of performance evaluation. The following markers will be used for evaluation: 1) Health Determinants (Environmental, Socioeconomic and Demographic); 2) Health Conditions of the Population (Mortality, Morbidity); 3) Health System (Resources, Structure); 4) Performance of Health Services (Efficiency, Effectiveness, Effectiveness, Access).

A model of performance evaluation to be successful, must respect the cultural characteristics of the organization that adopts it.⁷ Ideally, a performance evaluation model should bring benefits to all its users.

Possible weaknesses found: 1) not sensitizing the management of the system; 2) lack of information from the municipal health department; 3) Quality of service; 4) precarious employment relationship; 5) Turnover of health professionals.

As for the evaluation process, it has to be carried out by the responsible team, as well as the responsibility of health management to apply the performance evaluation. It will be necessary to provide information, since performance evaluation and feedback are a game of perceptions and need to be a management and managerial tool. The evaluation process, discussed by several authors, necessarily involves a judgment, an attribution of a value, a measure of approval or disapproval of a policy or program. Evaluation is an instrument that will contribute to improving the performance of social programs, becoming an instance of learning that allows redesigning and improving these programs.

DISCUSSION

The pursuit of quality health care is no longer an isolated attitude and has now become a technical and social imperative. Society is increasingly demanding the quality of services provided to it, mainly by public bodies. This requirement makes it essential to create standards and mechanisms for assessing and controlling quality of care. Evaluation is, in particular, a fundamental part of health system planning and management. An effective evaluation system must reorder the execution of actions and services, resizing them in order to contemplate the needs of its public, giving greater rationality to the use of resources.

Authors 8 refer that the new responsibilities with the management of the health system require the incorporation of evaluation as a component of the planning process, as an activity capable of subsidizing decision-making and as an auxiliary element in initiatives aimed at changing the care model. Its adoption as a systematic activity within the municipal management, and we have completed state and federal, can be considered one of the indicators of modification of the assistance model.

In this way, evaluating is a responsibility and institutions cannot refrain from exercising it. Institutionalizing the evaluation means incorporating it into the system, making it possible to monitor the services' capacity to respond to health needs; monitor the effects of interventions; identify and correct problems;

finally, feedback to health teams, managers, politicians and communities.⁹

In this sense, for this process to be instituted effectively, agreed mechanisms for monitoring and evaluating SUS management must be implemented in all federal units, establishing the responsibility of states and municipalities and the federal manager within the scope of SUS, with a view to strengthening public health management capacity.

In the scope of management, it is clear that the practices of monitoring and evaluation constitute a carrier of responsibilities and actions towards previously defined objectives, where decisions must be made in the midst of different situations and imposed by circumstances that managers and teams that advise them often do not choose, requiring the establishment of mechanisms and strategies that enhance and consolidate their institutionalization.

In addition, monitoring and evaluation are critical tools for management.¹⁰ Monitoring is essential for the routine monitoring of priority information, both for the process of implementing a program, that is, for monitoring its performance. The evaluation in turn brings the view of judgment, the practice of interventions that assist in decision making, an action capable of supporting changes in the construction and/or implementation of health programs, projects or policies.

CONCLUSION

Valuation is conceptualized, as is-

suing judgment on a project by means of defined parameters. In order to implement the performance evaluation, it is necessary to have a good planning, make diagnoses in management based on the problems raised.

Finding problems is not enough to bring about the necessary changes, it is essential, therefore, to commit to the construction of strategies that can promote changes in the daily life of health services that can contribute to the improvement of management, such as: establishment of health plans. action with indicators and identifiers, to train health teams through permanent education programs. This can be accomplished through the adoption of new practices, skills, managerial competences and interpersonal skills.

Regardless of the performance evaluation mechanism applied by health service organizations, its use should be understood not only as a necessity imposed by the current requirements of the sector, but as a reality implicit in the new culture of evaluation that promotes continuous improvement of quality in the provision of health services.

It will be important to highlight that the indicators, when used properly, should only be seen as "markers" that enable the identification of problems and not as elements used in the judgment of health service providers. In addition, variations in data should be analyzed very carefully, analyzing the causes, as they may reflect variations in the quality of the provision or variations in the quality of the data. 🐦

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