

MANAGERIAL COMPETENCES: A VIEW FROM THE MANAGEMENT OF THE “FAUSTINO PÉREZ” TEACHING CLINICAL SURGICAL PROVINCIAL HOSPITAL

COMPETENCIAS DIRECTIVAS: UNA MIRADA DESDE LA GESTIÓN DEL HOSPITAL PROVINCIAL CLÍNICO QUIRÚRGICO DOCENTE “FAUSTINO PÉREZ”

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Abstract

The objective of this paper is to analyze the background for the study of managerial competencies in the Hospital Comandante Faustino Pérez. Methods such as: analytical-synthetic, historical-logical, inductive-deductive, bibliographical review, survey, brainstorming, problem and objective, and

MINITAB software are used. As results stand out: a cluster where six groups of management skills are obtained and it is recognized by the management team that there has not always been the necessary preparation in management before entering the position and 66.7% of the decision-making positions are young who have no prior management experience. Management skills in hospital services are vital and among the skills that stand out in the object of study are: teamwork, communication, effective meetings, conflict resolution, decision making, time management and change.

Keywords: directive competences, hospital, hospital services, managers, human capital management

Resumen

El artículo tiene como objetivo analizar los antecedentes para el estudio de las competencias directivas en el Hospital Comandante Faustino Pérez. Se utilizan métodos como: analítico-sintético, histórico-lógico, inductivo-deductivo, revisión bibliográfica, encuesta, tormenta de ideas, árbol de problemas y objetivos y el software MINITAB. Como resultados resaltan: un clúster donde se obtienen seis grupos de competencias directivas, se reconoce por el equipo de dirección que no siempre ha existido la preparación necesaria en dirección antes de insertarse en el puesto y el 66,7% de los cargos decisorios son jóvenes que no han tenido experiencia de dirección. Las competencias directivas en los servicios hospitalarios son vitales y entre las habilidades que se destacan en el objeto de estudio están: trabajo en equipo, comunicación, reuniones efectivas, solución de conflictos, toma de decisiones, gestión del tiempo y el cambio.

Palabras clave: competencias directivas, hospital, servicios hospitalarios, directivos, gestión del capital humano

Introduction

The working environment and the new technologies require the adoption of constant changes and the ability to adapt to them.¹ In organizations and society in general, these changes influence management systems, the organization and its management.^{2,3} Among the approaches that must be assimilated by organizations today is that of labor competencies, which has acquired greater relevance and is included in several international standards.^{4,5}

The skills to be developed by a person to carry out their professional activity go beyond the limits of the pedagogical field⁶⁻⁸ and are a way that facilitates the assimilation of the needs of people, the company and society in general.^{6,9-13} It also constitutes an essential component of human capital management.^{9,14-17} that allows aligning organizational and individual strategic objectives with the required dynamism.¹⁸

In Cuba, managerial competencies or managerial skills (as it is also known in the literature) play an essential role for the development of the manager or manager¹⁸ and the organizations directed by them. This is evident in governing documents related to the cadre policy, which is necessary for consultation in the country.¹⁹

Furthermore, authors such as: Miranda Lorenzo et al,^{10,23} Leal Torres et al,²⁵ Delgado et al,¹⁸ Pérez Corso,²⁵ Diaz-Canel,²⁶ Ascon Villa and García González²⁷ who investigate competencies in the management environment, show their importance and need for development in the current context. These authors highlight self-control, the development of interpersonal and group skills, the need to think with alternatives and creative resistance as necessary skills for improving management in uncertain scenarios. As an aspect that prevails in their concepts, they highlight the coincidence that managerial competencies are those aspects that contribute to the organization fulfilling its purposes based on how the manager, as the driving force of the organization, is capable of making his work team function. an effective form.

The health sector continues to be one of the professional activities in which it is necessary to deepen in this sense, due to its importance as a public service and because the patient's life can be affected by incorrect management; This is evidenced by studies by authors such as: Miranda Lorenzo et al,¹⁰ Leal Torres,²⁸ Miranda Fernández et al,²⁹ Jiménez Leyva et al,³⁰ Sánchez Jacas et al,³¹ Sánchez Jacas and Espino La O³² and Izaguirre et al.³³

Organizations that provide hospital services, from their role in social responsibility, must guarantee the mechanisms for decision-making based on the strategies dictated herein. In this sense, the Guidelines for the country's economic and social policy²¹ state that the manager plays a fundamental role in updating it. On the other hand, institutions that offer hospital services operate in turbulent and changing environments, hence the need for their managers to develop the necessary skills to perform in the workplace in that context.²²

In Cuba, specifically in the health sector, an in-depth study of organizations is necessary in order to achieve better results in management systems and their comprehensive management to achieve efficient results. In this sense, the management team of the “Faustino Pérez” Hospital is not immune to these requirements, which is stated in its internal functional regulations, with the necessary preparation of their profiles with the purpose of being trainers of staff, professionals and technicians of the system.

Considering this, this institution requires management teams capable of carrying out the necessary transformations for excellence in health, a transcendental issue in the hospital context. The post-pandemic environment and the limited availability of resources have shown that management skills play a leading role in achieving success, based on timely decision-making.

Preparing Hospital managers to perfect their functions in the administrative process is a requirement for their effective development, since they do not always have the necessary management skills when they assume the position and sometimes, they have not even held another position at the level. base. Therefore, the objective of the article is to identify and analyze the managerial competencies required in the “Faustino Pérez” Provincial Clinical Surgical Teaching Hospital.

Materials and methods

For the development of the research, the materialist dialectical method is used as a general method. The study carried out is classified as a field study, since it is carried out in the environment where it is investigated. Likewise, the research is defined as: explanatory, because it seeks to analyze the background for the study of management competencies in the “Faustino Pérez” Provincial Clinical Surgical Teaching Hospital; quantitative because it refers to characteristics of the variable being evaluated, even though its basis is qualitative.³⁴

Theoretical and empirical methods are used, due to their characteristics, advantages and disadvantages. It should be noted that the research – action – participation method is used, characterized by research and collective learning of reality, based on a critical analysis with the active participation of the groups involved and according to Northfield³⁵ focused on the belief that those most impacted by research should be the ones to take the initiative. This is due to the fact that the work is developed to the extent that a management course is carried out in the center under investigation, where the main protagonists, in addition to the team of teachers who teach the course, are the first level managers of the organization.

The first of the methods is the analytical-synthetic, which is carried out by relating the elements to each other and linking them with the problem situation as a whole. In turn, the synthesis is produced on the basis of the results previously achieved by the analysis. On the other hand, the inductive-deductive method is used to evaluate the results of the variables of this research.

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Table 1. Survey to assess the elements of the competencies in the object of study

Dear manager;

as part of a research work that aims to analyze the background of managerial competencies in the Faustino Pérez Teaching Surgical Clinical Provincial Hospital developed by the Department of Preparation, Staff Improvement and Local Development of the University of Matanzas, asks you to answer, based on your experience and professional knowledge, the following questions:

1. Mention the main management problems of the health sector in the territory of Matanzas.
2. Mention the three main management problems that exist in the hospital.
3. What are the most frequent complaints reported by patients in the hospital and the main causes of these?
4. What changes would you make in the hospital to improve patient care?
5. What skills do you consider should be developed in managers to solve or address the problems that arise in the management of the hospital center?

Source: self made

The tree of problems and objectives is made from the information collected in the brainstorming and the survey applied to know the main causes and effects of the main problem identified. Once the elements that make up the technique are identified, you can have an idea of the complexity of the problem and project solutions from the objective tree.

In addition, the MINITAB software is used, which is statistical software that allows complex data to be analyzed. On this occasion to learn about the clusters that are formed from the generic management competencies identified by ten (10) authors who carry out their research, mainly in the sectors: agriculture, health, governance, non-governmental organizations, sports and new actors in the economy.

Results and discussion

The management activity arises in the social sphere from the Primitive Community, when men group themselves into tribes. It emerges as an independent work activity with the social division of labor.³³ Managerial competencies, in an organization, are vital to ensure that managers contribute to the achievement of organizational goals. These competencies, in the opinion of the authors of the article, are essential to achieve timely management in the current complex context that the country faces.

As a result of the bibliographic review, it can be stated that management competencies are highly studied¹⁸ and contribute decisively to the successful development of organizations. Currently researching this topic is very necessary in the context caused by COVID-19 worldwide and specifically in Cuba in the health sector, as it is directly related to the quality of medical care. In hospital services, although there are studies related to the subject, these are mostly directed at professional skills; Therefore, it is demonstrated that in this sense there are still gaps that must be worked on in greater depth.¹⁰

The authors of this research, to define the term managerial competencies, take into account the aspects analyzed by Miranda Lorenzo et al,¹⁰ where, based on the study and deepening of 15 concepts and a

broad approach, they corroborate that the key words related to the term are: knowledge, skills, attitudes, values, capacity and superior performance of the worker and the organization. Hence, they understand managerial competencies as those behaviors that the manager manifests to carry out the managerial function successfully in accordance with the organizational objectives.

From a specific level of analysis for the management of health services, management competencies are identified as: the set of knowledge, skills, attitudes, aptitudes, behaviors, values and medical ethics that a person possesses in the exercise of the management function. successfully. Being able to show mastery of the activity, abilities to form management teams (reserves), as well as encourage the work of their group in order to meet the organization's objectives.

To reach the selection of the most used generic management competencies from various studies, it was found that the most identified are 66. For these competencies, their presence or absence is analyzed explicitly in the ten (10) sample studies. With this result, a cluster analysis¹⁸ is carried out based on the absolute correlation, with the help of the MINITAB version 17.0 statistical support. **Table 2** reflects the analysis of the results of each group in the clusters for the identified competencies.

Table 2. Analysis of the results of each group in the clusters to the identified competencies.

Grupo	Cantidad de competencias	%
I	12	18.18
II	22	33.33
III	7	10.61
IV	15	22.73
V	9	13.64
VI	1	1.52
Total	66	100

Source: Self made

In the study, six groups are obtained for a similarity level of 27.36%, as seen in the Dendrogram in Figure 1. For similarity levels greater than 66.67%, a dispersion is obtained with the formation of more than 12 groups on the complexity and the diversity in which the sample studies use the different competencies identified. The statistical results obtained for the six groups are:

- Group I is made up of 12 competencies, which represents 18.18%, where the competencies predominate (Leadership, Effective Meetings, Change Management, Creativity, Time Management, Agile, timely and effective decision making, Negotiation, Emotional Intelligence, Customer orientation, Motivation, Coordinate resources, Assertiveness).
- Group II is made up of 22 competencies, which represents 33.33%, where the competencies predominate (Orientation towards objectives, results and quality, Prospective and strategic approach to management, Public servant, Trainer of staff and transmitter of knowledge , Coordination and collaboration, Efficient and effective management of resources, Demonstrated leadership capacity, Technical/professional/management experience, Knowledge of management activity, Effective decision

making, Management of the culture of the profession (medical ethics, comprehensive cultural training), Ability to adapt to adverse situations and obtain positive results, Ability to generate leadership in the sector to articulate the intersection, Management and conduction of processes, Strategic management of the organization, Management of information and communications technologies, Knowledge of methods and techniques specific to their work, Delegation of authority, Planning and organization, Capacity for control, Capacity for analysis and synthesis, and Learning and self-preparation).

Group III is made up of seven (7) competencies, which represents 10.61%, where the competencies predominate (Teamwork, Technology and computational thinking, Information and data management, Learning capacity, Adaptability and frustration management, Innovation and creativity, and Critical thinking).

- Group IV is made up of 15 competencies, which represents 22.73%, where the competency predominates (Problem solving and conflict management, Strategic action, Multicultural self-administration, Problem solving with a creative and innovative approach, Planning and management, Social responsibility , Personal management, Integrity, Personal development, Proactivity, Quality of the information requested, Professional ethics, Development of economic management skills and Relationships and social skills).

- Group V is made up of nine (9) competencies, which represents 13.64%, where the competencies predominate (Communication, Political, ideological, ethical and professional preparation, Thinking, analyzing contexts and proposing alternatives, Ability to lead, not waiting for instructions , nor be told what they have to do, They must know how to act, how to convene, plan, direct and act, Sensitivity to people's problems and go to the base to look for problems, Modesty and humility, overcoming the we me, Willingness to listen and debate, ability and willingness to seek advice, Tenacity and firmness, standing up to the enemy and overcoming adversity).

- Group VI is made up of one (1) competence, which represents 1.52%, where the competence (Work Organization) predominates.

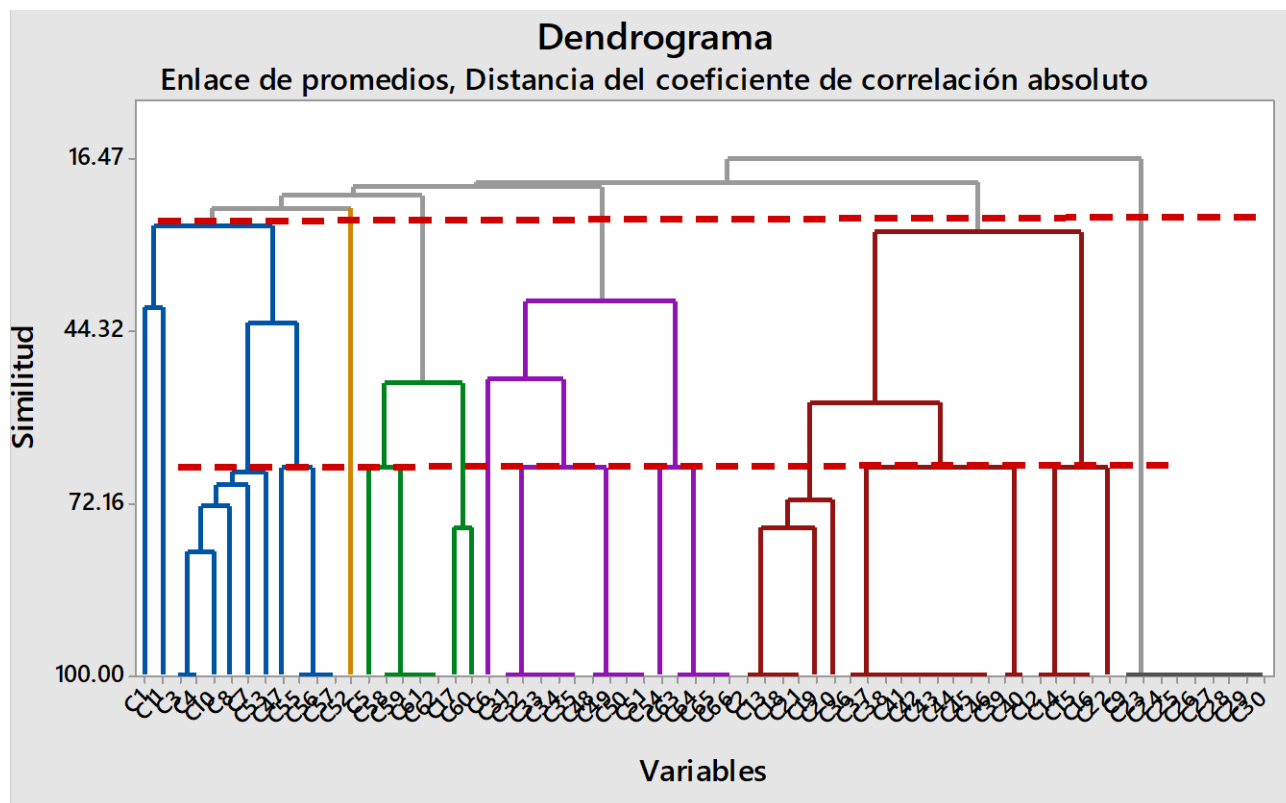


Figure 1. Dendrogram of the cluster analysis with the identified competencies
Source: prepared with the use of MINITAB 17.0

When analyzing the background of management competencies in the Hospital under study, it can be seen that the management team needs to develop them. This is reflected in situations presented in the organization's management policy, in which there has been a need to make movements of management without having experience in other positions in the organization and without being a reserve for the management position. The complex activities carried out by the hospital and the confrontation with the COVID-19 pandemic did not allow the staff to receive the necessary preparation before taking up the position and in many cases the sense of belonging to the organization and had to be taken as a starting point. the willingness to take on the task (values), rather than the managerial skills that would show that the person could perform successfully.

The above is reflected in the fact that currently 66.7% of the decision-making positions in the organization are young people who have not had previous experience as cadres and who were selected for the position due to their willingness to take on the task and their performance as a doctor within the organization, but without previously analyzing management skills. Furthermore, in addition to this, they are all medical graduates and that in the profile of this professional, the training in administration of hospital services received is not sufficient for performance as managers.

The survey applied to the board of directors of the “Faustino Pérez” Teaching Surgical Clinical Provincial Hospital with a Cronbach's Alpha and R2 greater than 0.70, reflects that when investigating item 1 about the main management problems of the health sector in the territory Matanzas hospital

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managers report that they are fundamentally related to: control (88.9%); resource planning and lack of emotional self-control (77.8%); stability in work systems (61.1%); lateness in decision-making, insufficient management to guarantee computerization and medical equipment (50%); insufficient encouragement for workers and insufficient office resources to work (38.9%).

In question 2 “Mention the three main management problems that exist in the hospital”, managers attribute them to: insufficient control and communication by 88.9% (either between managers at the same level and between managers and subordinates), a lot of bureaucracy (50%), non-compliance with elements identified in the internal functional regulations and an insufficient sense of belonging (38.9%). In this regard, in a previous exchange with the respondents, it is evident that not all of them have clarity in the concept of management, which is why it is difficult for them to collaborate in the research in that sense.

Regarding the question corresponding to item 3, respondents respond as shown in **Figure 2**. The main causes argued for complaints are considered to be related to lack of knowledge and cleanliness.

Figura 2. Quejas más frecuentes señaladas por los pacientes en el hospital
Source: self made

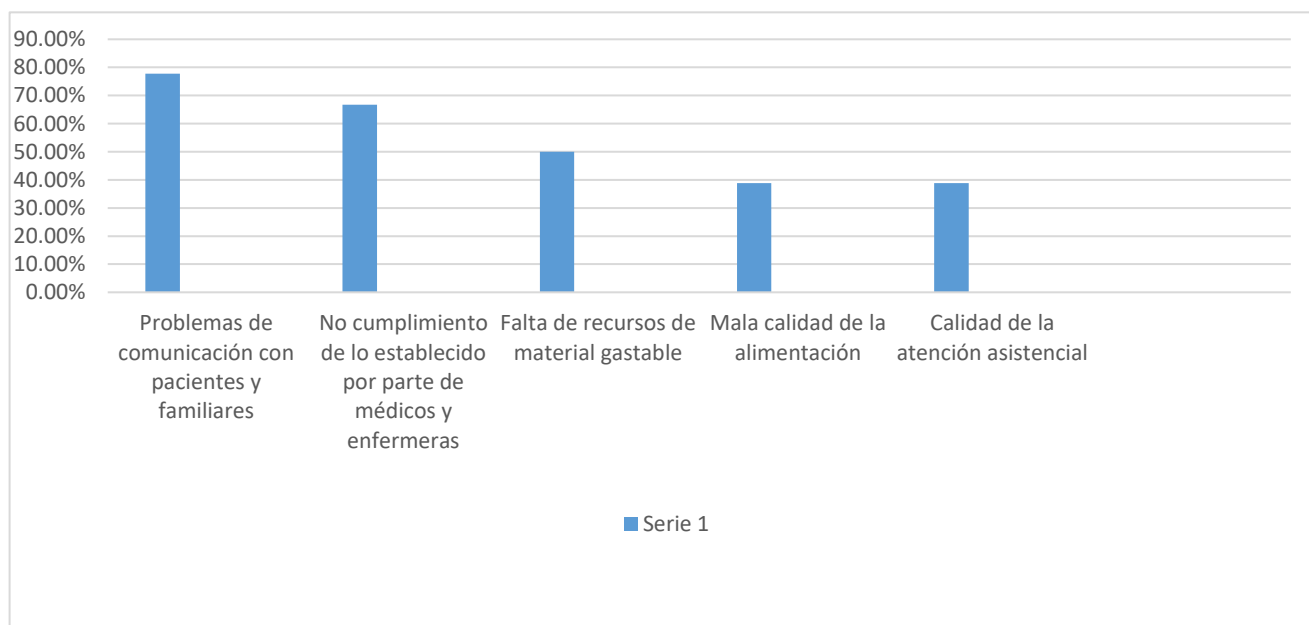


Figure 2. Most frequent complaints reported by patients in the hospital
Source: self made

En la pregunta sobre los cambios que los directivos harían en el hospital para mejorar la atención de los pacientes (ítem 4), estos responden en un 88,9 % a una mayor distribución de insumos, mejoraras en la planificación de la asistencia médica para lograr atención continua y de calidad, así como contar con un personal asistencial con mayor vocación y humildad; en un 66, 7 % en mejorar la relación médico paciente; en un 50 % con el control de la asistencia médica (en cuanto a la supervisión y las encuestas

al estado de opinión de pacientes y acompañantes) y en un 44,3 % a eliminar el burocratismo a la hora de gestionar los recursos, mejorar la limpieza y la alimentación.

In the question about the changes that managers would make in the hospital to improve patient care (item 4), 88.9% of them respond to a greater distribution of supplies, improvements in the planning of medical care to achieve continuous and quality care, as well as having healthcare personnel with greater vocation and humility; by 66.7% in improving the doctor-patient relationship; by 50% with the control of medical care (in terms of supervision and surveys of the opinion of patients and companions) and by 44.3% to eliminate bureaucracy when managing resources, improve cleaning and feeding.

It is the authors' opinion that a large number of the changes that the managers surveyed would make involve the behavior of the institution's staff and their competencies, which is why the need to give workshops and carry out on-the-job training is evident, in addition. of in-depth protocol courses.

The skills that are considered to be developed in managers to solve or address the problems that arise in the management of the hospital center (item 5), the respondents state that the main managerial skills to be developed are: communication (mainly in listening) 94.4% of respondents, problem solving and decision making 77.8%, planning and leadership 50% and change management 44.3%.

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It is necessary to highlight that the authors agree with the respondents when considering that these skills should be developed in managers at all levels of the hospital. In addition, other skills closely related to the aforementioned aspects must be worked on, such as: visionary or management capacity, ability to motivate and develop the potential of subordinates and workers, delegation, negotiation, as well as planning and organizing work, taking into account takes into account the competencies of subordinates.

By brainstorming with the hospital directors and four professors from the Department of Preparation, Staff Improvement and Local Development of the University of Matanzas, the results shown in **Figure 3** are obtained.

What management skills are necessary today for the management of the hospital service?					
Communication	Innovation, creativity and emotional intelligence	Team work	Problem solving and decision making	Effective meetings	Time and change management

Figura 3. Brainstorming results
Source: self made

Note that the aspects stated as results of the brainstorming coincide (mostly) with those obtained in the surveys applied to the directors of the “Faustino Pérez” Provincial Clinical Surgical Teaching Hospital and with the aspects addressed in the bibliography consulted.

By taking into account the results of the survey applied and in group dynamics through brainstorming, the problem tree is developed, which shows how the causes of the problem are identified, as well as its effects on the organization, thereby which can contribute to identifying actions to improve the situation in the organization through the objectives tree. These trees are shown in **Figures 4 and 5** respectively.

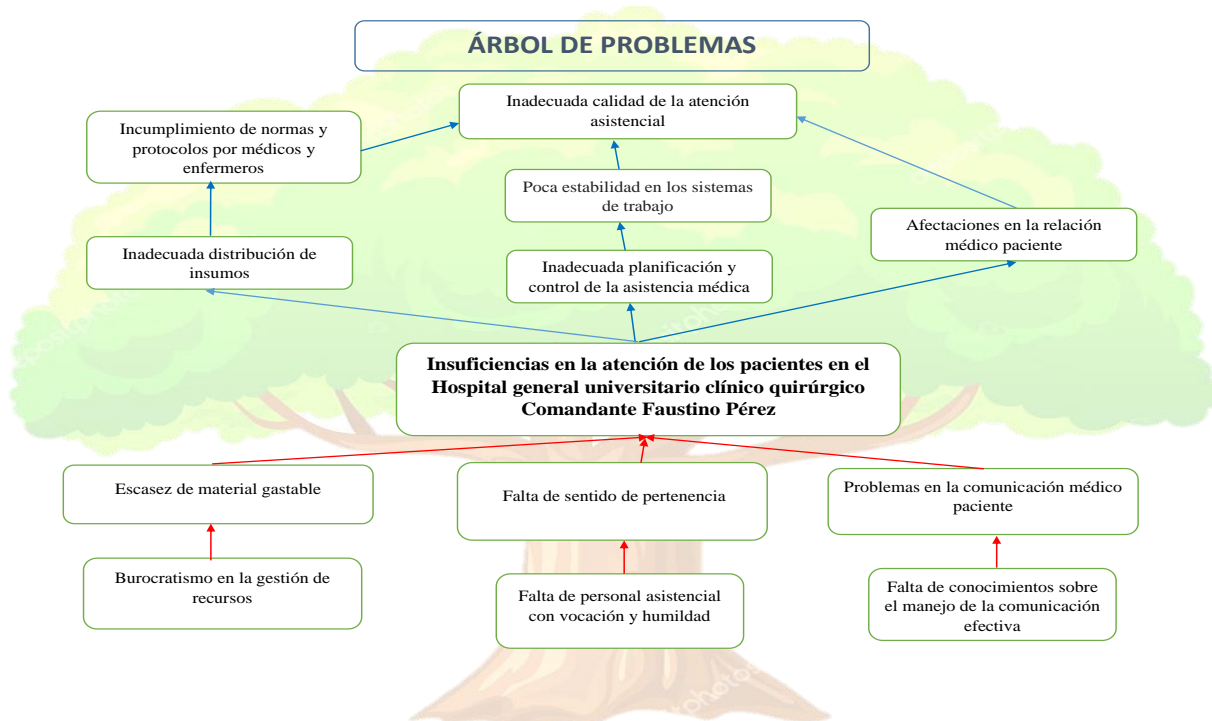


Figura 4. Árbol de problemas
Fuente: elaboración propia

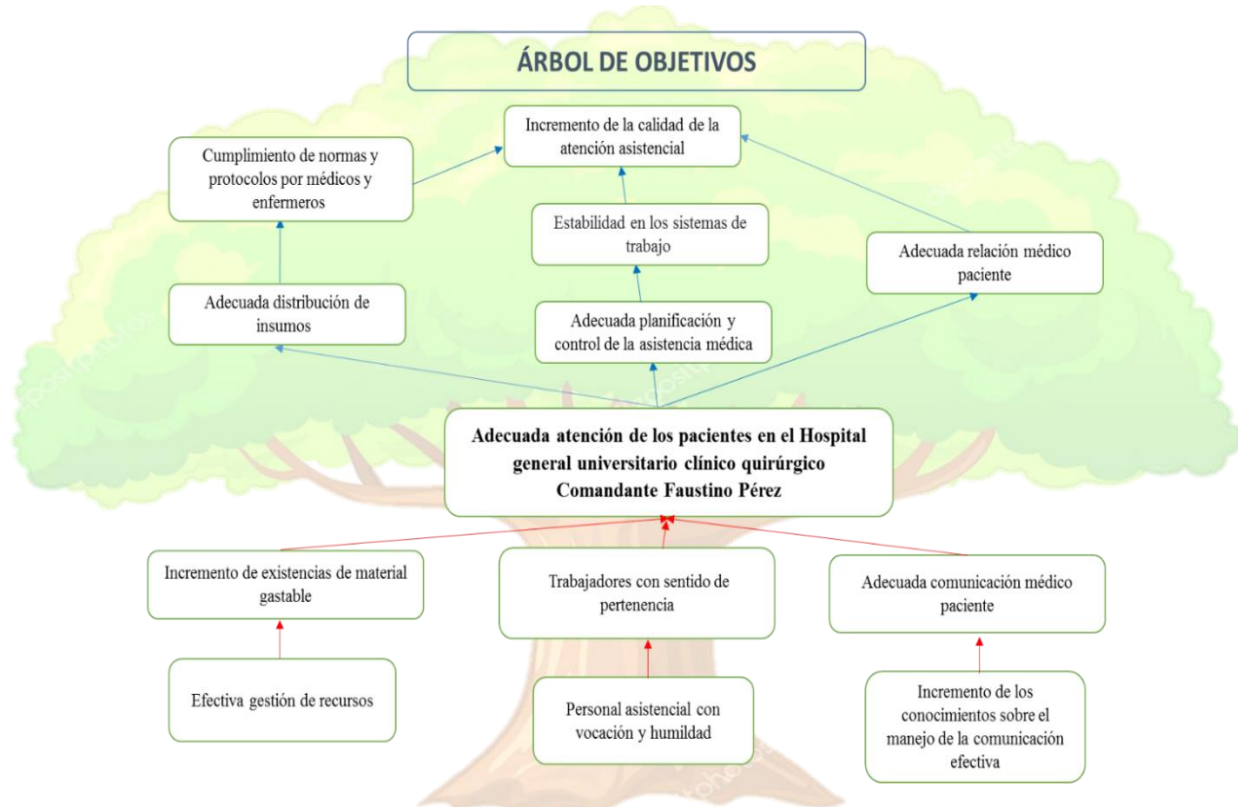


Figura 5. Árbol de objetivos
Fuente: elaboración propia

As can be seen in **Figures 4 and 5**, there are problems that are related to managerial competencies and it is evident how these problems generate unwanted effects in the organization that affect the quality of healthcare care.

It is necessary to highlight that the professors selected to participate in the brainstorming have more than ten years working in Higher Education and more than five years in the department that attends to the preparation of managers at the University of Matanzas. In addition, some of the professors have carried out research of interest in hospital services, so their knowledge about the aspects discussed is of great value for the study. 50% of the professors hold the category of Assistant Professor and 25% of Full Professor. At the same time, these professors selected in the course of the research are teaching a course titled "Innovation in the management of hospital services", which was requested by the center's management because the hospital had instability among its managers. in the period of the COVID-19 pandemic peak.

Currently, it is evident that there is a need to study management competencies in hospital services, especially in the current environment, since these services are in constant change, including those derived from the effects of the COVID-19 pandemic. Likewise, it can be seen in the literature consulted that the competencies have been widely addressed from a professional point of view, but in the case of managerial competencies they still need to continue to be deepened to ensure that the management of the manager guarantees satisfactory results in the organizations of health.

Conclusions

From the bibliographic review, it is confirmed that research on managerial competencies has increased in the last years of this century, its identification being an essential element to take into account for its correct management and the adequate implementation of the management policy in the context. Cuban organizational

It is evident from the results obtained in the research that working on management skills is essential for the management team of the Provincial Clinical Surgical Teaching Hospital “Faustino Pérez” and the elements analyzed serve as a diagnosis in relation to the priorities and gaps in the skills.

The hospital's management team recognizes that there has not always been the necessary preparation before taking on the management position and currently 66.7% of the decision-making positions in the organization are young people who have not had previous experience as managers, which is why they It is urgent to work on issues related to management skills and their training in hospital services, which will facilitate the adoption of systematic changes and the demands of the environment.

Among the managerial skills that must be enhanced for the management of the organization are: teamwork, communication, effective meetings, conflict resolution, decision making, time and change management.

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