

Systematic review of nurses' and physicians' management and leadership competencies

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Background

- In studies management and leadership competence was found to inadequate
- Management and leadership as a career choice
- A holistic perspective is needed for management and leadership

The study aim and methods

- To describe management and leadership competence of health-care leaders and managers in the hospital context
- A systematic review study in accordance with Fink
 - An information specialist was in advisory role
- An inductive content analysis was used in analyzing

The data search

- The databases were Cinahl, PubMed, Cochrane, Scopus, Web of Science, and Medic
- As the search terms were combined leadership*, manage*, competence*, skill*, hospital, hospital administration
- Set criteria were used for article selection

Articles included

- 74 articles met inclusion criteria
- In systematic review included 13 articles from years 2003-2013
- The majority of the studies were surveys, four with the Delphi Method and one with structured interview design

Findings

- Three main categories of management and leadership competencies were found:
 - Health-care context-related
 - Operational
 - General

Health-care context-related competencies' subcategories

Social competence

- Laws, political and social functions

Organisational competence

- Knowledge of organisational functions, relationships and decision-making systems

Business competence

- Knowledge of business skills in clinical and cultural contexts

Financial competence

- Knowledge of financial, marketing and budgeting and considered essential for nursing managers' work

Operational management and leadership competencies

Process competence such as service and quality

Operation competence such as skills to manage a ward, operations, resources and executive duties

Clinical competence

Development competence

General management and leadership competencies

Time management, interpersonal skills, strategic mindset, thinking and application skills

Analytical thinking and target-orientation were included

Human Resource Management were found in nursing studies

Conclusions

- Studies of management and leadership competencies were scarce and lack of holistic perspective was observed
- Systemic, informal training for management and leadership competence in hospital organizations is needed
- In managerial roles reflection and support is needed

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