

Managerial qualities by the nursing coordinators: an umbrella review

S. Di Mario¹, G. La Torre²

¹Sapienza University of Rome, San Filippo Neri Hospital, Rome, Italy; ²Department of Public Health and Infectious Disease, Sapienza University of Rome, Italy

Abstract

Objective. The nursing coordinator plays a crucial role within health organizations. She/he represents the connection between organizational needs, clinical-care needs and company objectives. In order to be a nurse manager one must have acquired managerial characteristics, including strategic, relational and operational skills.

Study design. In this regard, a wide-ranging review was carried out in order to analyze the managerial qualities by the nursing coordinators.

Materials and Methods. The main scientific databases were consulted, such as PubMed, Scopus and Cochrane Library, analyzing all the systematic reviews present in the literature, published in English and Italian in the last ten years. 10 reviews were included in the article. Quality assessment of systematic reviews included in the research were evaluated using the AMSTAR checklist.

Results. The coordinating nurse is the one who guides and directs the activities of other people in order to achieve company's objectives. Empowerment and leadership are the main qualities that a coordinator must possess. They represent essential characteristics for the creation of a work environment that guarantees high quality care.

Conclusions. The coordinating nurse has a crucial role in this: she/he represents the focal point for the motivation of the group. Establishing a possible program of continuing education activities in healthcare directed to healthcare professionals can be an important way for reinforcing leadership aptitude. *Clin Ter 2021; 172 (6):e564-569. doi: 10.7417/CT.2021.2379*

Key words: Management, leadership, skill, direction, nurse coordinator, nurse management

Introduction

Knowledge management is a process in which the management of work tasks is enhanced by acquiring, sharing and creating new knowledge (1). The development of nurses' competency is an investment facilitating safety, quality and effectiveness of patient care. It establishes that the nurse must train and follow specific paths that can enable her/him to perform management functions. The nurse coordinator's

role is essential: it represents the meeting point between the needs of the company and the health needs of the patient. In the last few years, numerous changes have been made regarding the company's organization, placing more and more importance on the role of the coordinator who finds her/himself having to cope with several issues, most of the times difficult to solve. As the healthcare environment responds to the demands of high quality and low cost care, nurse managers must be poised to ensure patient care environments are safe, efficient and effective. In order to accomplish this, nurse managers must have a competent nursing staff available (2). When assuming a management function, nurses must have a clear view of changes in society and how they affect organizations. The traditional nursing administration model does not fit here anymore; people change and nurses are facing difficulties to assimilate this process (3). Nursing managers must have capabilities, skillfulness to oversee many things efficiently and systematically. Ideal managers profile in nursing is judged by their leadership. Managers in nursing will affect the nurses' performance, create strategies in many sectors, and establish a conducive working environment in order to benefit the organizations (4). The figure of the nursing coordinators have been studied a lot in the literature in recent years. It has been analysed from different points of view. The authors carried out a review of the reviews in the literature, which gave a broader view of the topic studied. Umbrella review make it easier to review the evidence and it allow the comparison of results between each of the individual reviews. The managerial qualities of nurse coordinators can be studied from different perspectives: leadership, skills, empowerment, and more. Umbrella review can address a broader issue than a systematic literature review, such as discussing multiple aspects of the same topic. In this regard, an Umbrella Review was conducted in order to analyze the perception of the managerial role by the figure of the nurse care coordinator.

Ethics statement

As the present study was a systematic review, no ethics statement was needed.

Correspondence: Sofia Di Mario, San Filippo Neri – Via Giovanni Martinotti 20, Roma. Email: sofiadimario94@gmail.com

Materials and methods

The present review was conducted by following the recommendations of the PRISMA Statement (*Preferred Reporting Items for Systematic Review and Meta-Analyses*) (5). The protocol for this review has not been registered or published. The objective was to analyze the qualities of the managerial role by the nursing coordinator. According to the purpose of the analysis, the author has drafted a protocol based on the PIOS (Population, Intervention, Outcome and Setting) approach (Tab. 1).

Table 1. Clinical research question identified through the PIOS methodology.

P (population)	Nurse coordinators
I (intervention)	Assessment of managerial qualities
O (outcome)	To identify the manager's knowledge in terms of management and leadership
S (setting)	Hospital setting

The characteristics that constitute the eligibility criteria used to include or exclude the studies collected for the present research have been defined. To answer the research question, a broad-spectrum review (*Umbrella Review*) was carried out during the month of December 2020, consulting the main electronic databases of scientific interest such

as Pubmed, Scopus and Cochrane Library. All the essays found in the literature, published both in English and Italian between January 2010 and December 2020, were collected. To carry out the search, the following keywords were combined using the Boolean operators “AND” and “OR”: *management, leadership, skill, direction, nurse coordinator, nurse management, nursing administration, Chief Nurse, Chief Nursing Officer*. In the first phase, the results obtained from the research were imported into Zotero, a software for the management of bibliographic references, and duplicates were eliminated. In the second phase, each article uploaded to the database was carefully and independently examined. Initially, they were analyzed by reading their title and abstract and, according to the previously established eligibility criteria, the irrelevant ones were excluded while those relevant for full-text reading were selected. Thanks to the in-depth reading, it was possible to exclude the articles that did not answer the research questions. Quality assessment of systematic reviews included in the research were evaluated using the AMSTAR checklist (*Assessing the Methodological Quality of Systematic Reviews*). The quality rating score is shown in the data extraction table (Tab. 2). The studies had low quality rating.

Results

10 articles were included in the review. The procedure for their selection has been graphically summarized in the PRISMA flowchart (Fig. 1).

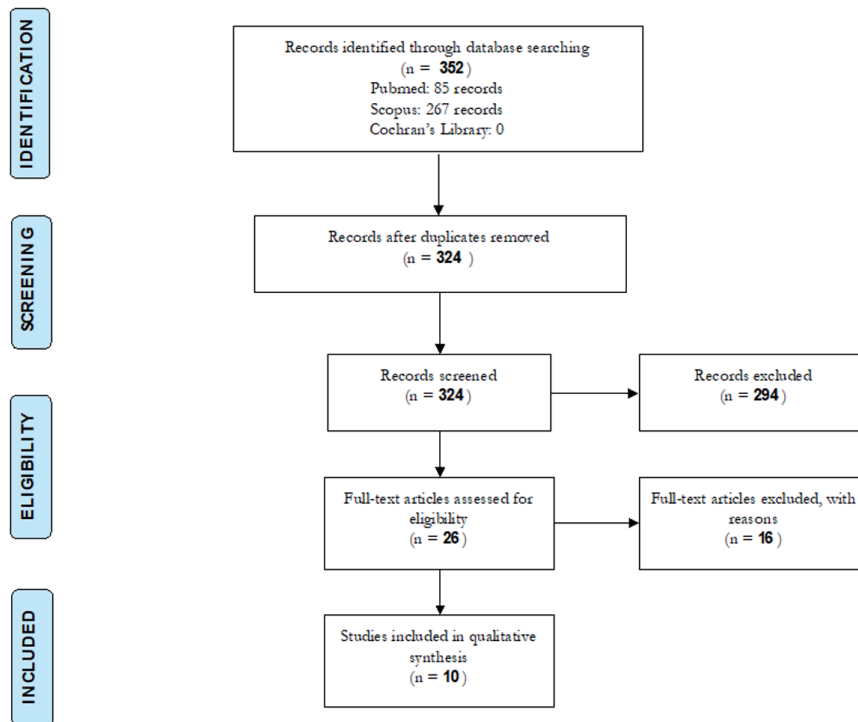


Fig. 1. PRISMA flowchart.

The main characteristics of the 10 studies included in the systematic review are summarized in the Data Extraction Table (Tab. 2). For each review, the following points are

reported: first author and year of publication, title, objective, number of articles selected and main results.

Table 2. Data Extraction Table

N°	Authors and Year	Title	Rating of Quality	Objective	Main results
1	Ana Lusiayana, et al. 2019	The strategies of bureaucratic caring implementation by nurse manager: a systematic review	Low Quality	The systematic review was designed to obtain research on bureaucratic caring implementation by the nurse coordinator.	Unity and harmonization between the humanistic and administrative aspects of the organization will create an organized health system. This system goes from service units to organizational and management ones as a unified whole in bureaucratic care. In this way, bureaucratic care can improve the competence of the nurse manager to improve the quality of nursing care.
2	Meylona Verawaty Zendrato, et al. 2019	Description of an effective manager in nursing: a systematic review	Low Quality	The purpose of the review is to describe the efficiency of the nurse manager.	The nurse manager can be described as effective if she/he has an adequate level of competence.
3	Panagiotis E Prezerakos, 2018	Nurse managers' emotional intelligence and effective leadership: a review of the current evidence	Low Quality	The aim of the research was to analyze how emotional intelligence may help enhancing leadership.	The results suggest that Emotional Intelligence is a useful tool for nursing guides and it makes a decisive contribution in achieving effective management in healthcare.
4	Luden Anne, et al. 2017	A systematic review of factors influencing knowledge management and the nurse leaders' role	Low Quality	The aim is to describe the factors influencing knowledge in nurse coordinators.	Despite the long tradition of research on nursing leadership, the findings indicated that there continues to be little information available on knowledge management. It may be argued that there is a need for research about how knowledge management in nursing can be used to influence organization-related obstacles in implementing evidence-based practices.
5	Joko Gunawan, et al. 2017	Factors contributing to managerial competence of first-line nurse managers: a systematic review	Low Quality	The objective of the review is to determine the factors that contribute to managerial competence.	Understanding the factors that contribute to managerial competence can help organizations create strategies to train competent nurse managers. 18 influential factors were identified and summarized into 3 general categories of organizational factors, personality traits and role-related factors of first-line nurse managers.
6	Verschueren Marc, et al. 2013	A review on leadership of head nurses and patient safety and quality of care	Low Quality	The aim of the study was to explore which leadership styles and coordinator behaviors positively influence the quality of care.	In these studies, a trend can be observed suggesting that a trusting relationship between the head nurse and subordinates is an important driving force in achieving positive outcomes for patients.
7	Carol A. Wong, et al. 2013	The relationship between nursing leadership and patient outcomes: a systematic review update	Low Quality	The goal was to analyze the relationship between nursing leadership and patient outcome.	Current evidence suggests relationships between positive relational leadership styles and higher patient satisfaction as well as lower patient mortality, fewer medication errors, restraint use and hospital-acquired infections.
8	Marija Trus et al, 2012	Work-related empowerment of nurse managers: a systematic review	Low Quality	The objective of the study is to examine how the empowerment of managers affects their work.	The empowerment of nurse managers is positively correlated with job satisfaction, perceived organizational support, role satisfaction and managerial self-efficacy, while it is negatively correlated with emotional exhaustion and one's own health results.
9	Pamela Brown et al., 2011	Factors influencing intentions to stay and retention of nurse managers: a systematic review	Low Quality	The purpose of the review is to explore the factors that influence nurse coordinators in their position.	The research results show that the factors influencing the intention of a nurse coordinator to leave or fill the managerial role are multifactorial and not yet clearly defined and studied in various contexts.
10	Pamela Brady Germain et al, 2010	The influence of nursing leadership on nurse performance: a systematic literature review	Low Quality	The aim is to explore the characteristics of nursing leadership that influence nurse performance.	Nurse managers and executives can improve the performance of their nurses by understanding and addressing the factors that affect their ability and motivation to operate.

The nurse coordinator represents a bridge between the clinical-organizational assistance part and the company objectives. There are different characteristics that a nurse manager must possess. Emotional intelligence is one of them. In fact, according to the review conducted by Prezerakos (6), emotional intelligence is essential for achieving efficient leadership in healthcare organizations and contributes effectively to their functioning and success. Individuals have the ability to identify and experience a wide range of emotions in everyday life. However, some of them are unable to use, understand and manage these feelings. This suggests that their social and emotional skills need to be improved (6). As is clear from the review by Trus, et al (7), empowerment represents the achievement of self-awareness and control over one's choices, decisions and actions, both in the context of personal and social relationships. Empowerment is positively correlated with job satisfaction, perceived organizational support, role satisfaction and managerial self-effectiveness, and negatively correlated with emotional exhaustion (6). Nursing empowerment is one of the fundamental elements of managerial and organizational effectiveness, and it is important that it is studied in managerial practice.

What other factors do influence the figure of the coordinator? Gunawan, et al (8), through their revision, investigated the factors that contribute to the characterization of the nurse coordinator's figure. Understanding them can help organizations to establish strategies for training nurse managers. In this regard, the authors identified eighteen influencing factors, which were summarized into three general categories: organizational factors (variable within the organization), personality traits and characteristics (personal preferences) and role-related factors (including those variables related to the nurse manager's role). The results of this systematic review show that the factors influencing the managerial competence of nurses are multifactorial and not yet clearly understood or studied in various contexts (8). Brown, et al (9), through their review, also explore what are the factors that influence the decisions of nursing coordinators. Job satisfaction, organizational commitment, organizational culture and values, the feeling of being valued and the lack of time to complete tasks that lead to work-life imbalance, were highlighted in all categories, including that of manager. The factors that influence the coordinator's choices are divided by themselves into three main themes: organizational, role-related (organizational position) and individual (personal) factors. In accordance with the previous review, the results show how the factors that characterize a behavior or a choice by the coordinator can be multifactorial and not yet well-known in the literature (9). Lunden, et al (10), in their review, aim to describe the factors that facilitate, or conversely inhibit, the development of skills by coordinating nurses in knowledge management. Findings indicated that, despite the long tradition of research on nursing leadership, we still lack sufficient research available on knowledge management. Nursing leaders need evidence-based interventions to support shared learning and to create infrastructures that facilitate skills development (10). The leadership provided by nurse managers is invaluable in promoting the quality of nursing care and positive outcomes for patients. The leadership of the nursing coordinator plays a crucial role in creating a work environment that facilitates nursing

care of quality. It is a complex role which is difficult to describe. Three different authors (11-13) investigated the role and importance of leadership in the nursing coordinator. Verschueren, et al (11) analyze which leadership styles and head nurse behaviors have a positive influence on the quality of care perceived by the patient.

The results of the review led to the conclusion that there are a wide range of styles and practices associated with the different outcomes. Despite this, it can be deduced that the quality of the relationship between the coordinator and the nurse represents an important driving force for the achievement of care objectives and a positive perception of nursing care quality. Trust is needed to achieve nurses' commitment to behave in accordance with high quality and safety standards of care. Wong, et al (12) agree with these results. Effective nursing leadership ensures that adequate staff and other resources are available to deliver safe care and optimal patient outcomes. Leadership influences not only the outcome of care, but also nursing performance, as explained in the review conducted by Germain, et al. (13). Nursing performance is essential to quality care outcomes, and nursing leadership behaviors have been linked to nursing performance. The review suggests that nurses' performance can be improved by motivating nurse autonomy, relationships and accessibility of resources. Nursing managers and executives can also improve nurses' performance by understanding and addressing the factors that affect their ability and motivation to operate. Thoughtful behavior in an organization is generated by the value, norms and beliefs of the staff (13). The implementation of bureaucratic assistance with systematic planning can significantly increase clinical involvement and support patient safety practices. The nurse has the main obligation to implement quality of nursing care. Nurses' skills and performances become the necessary basis to achieve the goal of this organization. According to the review by Lusiyana, et al (14), the ability of nursing managers to access the bureaucratic and organizational hierarchy system aims at achieving recognition and a better appreciation of the organizational system (14). Managers are essential in building an organization. The role of the nursing coordinator has an effective impact on the quality of patient services. One of the various skills of the managers, as suggested by the review by Zandrato, et al (15), is their ability to lead and to unite activities, so that every aspect of organizations works effectively. Nursing managers must have the ability to supervise many things efficiently and systematically. The ideal profile of nursing managers is judged by their leadership.

Discussion and Conclusions

The broad-spectrum review allowed me to analyze the systematic reviews present in the literature that analyzed the perception of the managerial role in the figure of the nursing coordinator. There were different characteristics that the various reviews analyzed and that must be specific to a coordinator in order to fulfill his role in the best possible way. Different topics are presented in the results: the characteristics of the coordinator, the empowerment, the factors that influence the figure of the coordinator, the influences of

leadership on the quality of care, the quality of the nurse-coordinator relationship. An umbrella review allowed the authors to analyze different topics which characterize the figure of the nurse coordinator in a comprehensive manner. Empowerment, which represents awareness of oneself and one's own abilities, linked to leadership, which plays a crucial role in creating a positive working climate and which allows to improve nursing care in many aspects: reducing malpractice and increasing patient safety. Nursing empowerment is defined as a condition in which the individual nurse takes control of his/her own practice, successfully fulfilling the responsibilities within an organization (16). Empowerment allows individuals more control in decisions and actions involved in the construction of their practice. For this reason empowerment is associated with a minor susceptibility to burnout and job strain (17). Nurse managers need to understand that a healthier work environment can increase nurses' productivity, satisfaction, turnover, fight work stress and provide sufficient staffing to manage patient care needs (16). The coordinating nurse is the one who guides and directs the activities of other people in order to achieve company's objectives. From this it is clear that her/his responsibilities are mainly related to the resolution of complex issues rather than to direct nursing care. Nursing managers influence nursing performance, and must be able to delegate and provide influence in many areas of the organization. The nursing coordinator must have acquired typical characteristics of a managerial position, including:

- strategic skills (being able to take risks), that is taking responsibility for every decision by being accountable for oneself and one's collaborators, proposing actions and implementing them, having economic sensitivity to correctly measure plausible costs and revenues of each investment.
- relational skills (knowing how to negotiate and manage conflicts), namely knowing how to motivate collaborators by stimulating involvement and participation in the objectives of the group, knowing how to delegate tasks and responsibilities by giving trust and achieving the development of her/his collaborators.
- operational skills (knowing one's technical profession), being able to command and be obeyed, knowing how to program others and oneself, knowing how to work hard.

Nursing management is experienced at a corporate level by the head nurse, at middle management level by the nursing directors, and at the practical interface by the nursing managers (18). However, the management of the care is exercised by each nurse in her/his care practice, listing attendance priorities, allocating roles in the team, and relocating materials and resources for quality care (19). In the field of healthcare, numerous legislative changes have been made and many others will happen over the years. Changing requires time and will. One of the first changes that we must go through is certainly that of knowing how to lead the group to achieve its objectives. The coordinating nurse has a crucial role in this: she/he represents the focal point for the motivation of the group, and with an attitude aimed at effectiveness and efficiency she/he will certainly be able to lead the group towards the expansion of its interests and

share the corporate mission. So, establishing a possible program of continuing education activities in healthcare directed to senior and junior healthcare professionals, as well as the training on managerial issue directed towards undergraduate students, can be an important way for reinforcing leadership aptitude and approaches that are consistent with the desired organizational settings (3).

Sources of financing

The authors declare that no funding has been provided for the drafting of this systematic review, and that they have no financial interest in the subject matter or in the results obtained.

References

1. Orzano J, McInerney CR, Scharf D, et al. A knowledge management model: implications for enhancing quality in health care. *Journal of American Society for Information Science and Technology*, 2008; 59(3):489–505
2. Phillips J, Harris J. Emotional intelligence in nurse management and nurse job satisfaction and retention: a scoping review protocol. The Joanna Briggs Institute, 2017; 2651-8
3. La Torre G, Di Mario S. Perception and knowledge of managerial roles: a validation of a questionnaire. *Sense Sci* 2020; 7(3):1044-51. 16/sands- 2020-3-10441051
4. Zandrato MV, Hariyati RTS, Afriani T. Description of an effective manager in nursing: a systematic review. *Enferm Clin* 2019; 29(Suppl 2): 445-8. English, Spanish. doi: 10.1016/j.enfcli.2019.04.065. Epub 2019 Jul 12
5. Moher D, Liberati A, Tetzlaff J, et al. PRISMA Group. Preferred reporting items for systematic reviews and meta-analyses: the PRISMA statement. *PLoS Med* Jul 21 2009; 6(7): e1000097. doi: 10.1371/journal.pmed.1000097. Epub 2009 Jul 21
6. Prezerakos PE. Nurse Managers' Emotional Intelligence and Effective Leadership: A review of the current evidence. *Open Nurs J* 2018 May; 12:86-92. doi: 10.2174/1874434601812010086
7. Trus M, Razbadauska A, Doran D, et al. Work-related empowerment of nurse managers. *Nurs Health Sci* 2012 Sep; 14(3): 412-20. doi: 10.1111/j.1442-2018.2012.00694.x. Epub 2012 Jun 8
8. Gunawan J, Aunguroch Y, Fisher ML. Factors contributing to managerial competence of first-line nurse managers: a systematic review. *Int J Nurs Pract* 2018; 14(1). doi: 10.1111/ijn.12611. Epub 2017 Nov 16
9. Brown P, Fraser K, Wong CA, et al. Factors influencing intentions to stay and retention of nurse managers: a systematic review. *J Nurs Manag* 2013 Apr ; 21(3): 459-72. doi: 10.1111/j.1365-2834.2012.01352.x. Epub 2012 Mar 7
10. Lunden A, Teräs M, Kvist T, Häggman-Laitila A. A systematic review of factors influencing knowledge management and the nurse leaders' role. *J Nurs Manag* 2017 Sep; 25(6): 407-20. doi: 10.1111/jonm.12478. Epub 2017 Jun 4
11. Verschueren M, Kips J, Euwema M. A review on a leadership of head nurses and patient safety and quality of care. *Adv Health Care Manag* 2013; 14: 3-34. doi: 10.1108/s1474-8231(2013)0000014006

12. Wong CA, Cummings GG, Ducharme L. The relationship between nursing leadership and patient outcomes: a systematic review update. *J Nurs Manag* 2013 Jul; 21(5):709-24. doi: 10.1111/jonm.12116
13. Germain PB, Cummings GG. The influence of nursing leadership on nurse performance: a systematic literature review. *J Nurs Manag* 2010 May; 18(4): 425-39. doi: 10.1111/j.1365-2834.2010.01100.x
14. Lusiyana A, Yetti K, Kuntarti K. The strategies of bureaucratic caring implementation by nurse manager: a systematic review. *Enferm Clin* 2019; 29(Suppl 2): 41-6. English, Spanish. doi: 10.1016/j.enfcli.2019.05.003. Epub 2019 Jun 21
15. Zandrato MV, Tutik Sri Hariyati Rr, et al. Description of an effective manager in nursing: a systematic review. *Enferm Clin* 2019 Sep; 29(Suppl 2):445-8
16. Rega ML, Diano P, Damiani G, et al. The meaning of empowerment within Italian nursing care settings. *J Nurs Manag* 2017 Nov; 25(8): 608-15. doi: 10.1111/jonm.12520. Epub 2017 Oct 9
17. Bradbury-Jones C, Sambrook S, Irvine F. Power and empowerment in nursing: a fourth theoretical approach. *J Adv Nurs* 2008 Apr; 62(2): 258-66. doi: 10.1111/j.1365-2648.2008.04598.x
18. Ferguson-Paré M. What is leadership in nursing administration? *Nurs Leadersh* 2003; 16(1):35-7. doi: 10.12927/cjnl.2003.16240
19. De Melo Lanzoni GM, Schlindwein Meirelles BH. Leadership of the nurse: an integrative literature review. *Rev Latino-Am Enfermagem* 2011 May; 19(3): 651-8. doi: 10.1590/S0104-11692011000300026