

# NURSING LEADERSHIP AND SUSTAINABILITY OF THE HEALTH SYSTEM

*Liderança do enfermeiro e a sustentabilidade do sistema de saúde*

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The competence of *leadership* has been increasingly required from nurses<sup>1</sup>. Several reasons corroborate this fact, such as: speed of information, changes in the epidemiological profile of the population, new internal and external customer requirements, market pressure, among others. Moreover, in a competitive world with different types of crises, *sustainability*, in its three levels<sup>2</sup> — environmental, social and economic —, gains special attention from managers.

In the surgery center, this reality is also present. Nurses are concerned about the conscious use of resources, which should be part of the work routine; and the institution where they operate must subsidize them with specific policies and procedures for this purpose. Waste reduction, the proper destination of materials, recycling and conscious consumption are some concepts that refer to their performance.

The social impact of their work is also another point of concern. Actions developed during the work shift and by the institution that promotes a collective wellness network, such as videoconferences with other colleagues in the field, orientation to the team under their management, public-private partnerships, information sharing among diverse sectors and participation in special commissions are examples of such a practice.

However, financial sustainability has gained prominence given the political and economic events that took

place in Brazil this year. Nurses are key to make sure that financial resources be properly used. In this sense, there is a movement for the search of continuous improvement in the work processes, including the optimization of time and resources. Several projects have been led by nurses at the surgery center: patient flow, reduction in the number of surgery cancellations, idleness of the rooms and nursing staff scaled to the busiest hours are among some of the many existing practices.

The delivery of results is highly anticipated for new workflows to take place. The role of the leader is crucial<sup>3</sup>. Thus, nurses' leadership and their constant learning and improvement ensure that many goals can be achieved. Self-knowledge, individual development plan, study, research and practical learning are some paths that need to be covered. In the surgery center, there is a fertile field of opportunities that can favor the leadership of this professional and guarantee the sustainability of the system. Therefore, it is necessary for the nurse to appropriate the management of the unit and to play its role as a leader.

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