ROLE OF THE PERIOPERATIVE NURSE MANAGER IN THE OPERATING ROOM
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ABSTRACT
The role of the perioperative nurse manager was complex and the content and focus of the role was unclear. Perioperative nurse managers are responsible for leading and managing the operating room at an operational and tactical level. As research in this area is limited, further discussion is needed to describe the role of the perioperative nurse manager. This viewpoint aims to identify the role of the perioperative nurse manager in the operating room. To answer the role of the perioperative nurse manager, there are several skills and tasks in the operating room. These required skills are coordination skills, collaboration skills, communication skills, decision making skills, leadership skills, management skills, nursing skills, and recruitment skills. These required tasks are aligned with the organizational goal, client-centered care management, daily unit operations management, perioperative care development, financial management, human resource management, and standard of care. Research lacks a clear description of the role of the perioperative nurse manager in the perioperative settings. However, the role of the nurse manager develops through knowledge, skills, and experience in the perioperative setting. Through these aspects, it is possible to develop competence in the skills and tasks undertaken while working in the perioperative setting.

INTRODUCTION
Perioperative nurse managers play a critical role in overseeing the quality of care and profitability of the hospital. Perioperative nurse managers are responsible for leading and managing the operating room at the operational and tactical levels.1 According to recent research, perioperative nurse managers oversee areas of practice in the perioperative environment that are beneficial to the safe care of surgical patients and a means to improve efficiency and reduce costs.2–3 As patient demand for healthcare increases, the number of healthcare professionals decreases and the cost of care increases, the development of perioperative nursing is essential for patient access to healthcare. Patient safety in the perioperative environment is an ongoing challenge.

The role of the nurse manager in the perioperative setting is to manage the unit at the operational level and tactical procedures according to current regulations.4–5 In this study, the nurse manager is defined as the person responsible for coordinating and organizing the operating room or day surgery unit. The term role is often used to refer to the distinctive behaviors, norms, and expectations of others in a social system. Determinants include lack of clear role definition, lack of education/training, communication issues, leadership behavior and support, organizational culture, working environment conditions, experience, group cohesion and preferred working environment.6–9 Therefore, the specific roles and responsibilities of the interdisciplinary team vary by profession within the team.

The healthcare provider has a unique and distinct role within the context of their capacity and competence. As personal and professional experience increases, adjustments are made based on new knowledge and skills, new roles, new responsibilities, and new attitudes.9 Therefore, the role of nurse managers also has several different perspectives in different care settings.10–12 In general, the role of the nurse were complex and the content and focus of the role was unclear. This viewpoint aims to identify the role of the perioperative nurse manager in the operating room. In addition, new roles and changing practices, critical and analytical thinking, problem-solving and decision-making are essential for effective care. As a result, the role of the perioperative nurse manager is unique compared to other areas of healthcare. Several of issues related to perioperative nursing remain to be resolved, such as the clarity of the...
role of the perioperative nurse manager, which is still under discussion.

DISCUSSION

Nurse Manager Perioperative Skills

Coordination skills

The perioperative nurse manager organizes the daily operations of the operating room. The nurse coordinator will manage a large multidisciplinary staff and overcome poor communication and collaboration between and within disciplines. The nurse manager also coordinates the instruments and equipment in the operating room and coordinate the preparation of patients for surgery. The nurse manager is expected to coordinate the daily unit operations of the operating room with the perioperative nurses or other professionals, provide the instruments and equipment, and even prepare patients for surgery.

Collaboration skills

Improving interprofessional collaboration (IPC) can be an important factor in achieving health care quality and safety goals. Interprofessional collaboration helps to find solutions to ensure that surgery can be performed. Although the perioperative environment requires a high-level surgical team, and the complexity of patient needs and surgical procedures requires interprofessional collaboration. Interprofessional collaboration requires trust and respect from all professions involved. Equal treatment and mutual respect among different disciplines, colleagues and peers will promote the best quality of care.

Communication skills

Good communication skills can be seen in the content of the communication and in the effectiveness of the communication. The focus of communication is where the nurse manager communicates to coordinate instrument and equipment needs, patient preparation, surgical team allocation, room allocation, and scheduling and rescheduling of surgical procedures. Communication in the perioperative environment is expected to be effective so that miscommunication does not occur. Conversely, ineffective perioperative communication can lead to delays or adverse events. In addition, nurse managers typically communicate frequently with operating room nurses, technicians, clerks, surgeons, or equipment managers.

Decision-making skills

Perioperative nurses described extensive decision-making skills, particularly concerning responsibility for setting up the theatre and positioning and preparing patients. Factors influencing nurses’ independent decision-making are related to different conditions such as client-related conditions, client-specific conditions and conditions outside the scope and organization of the surgical environment. Therefore, independent decision-making should be based on scientific evidence and the best available standards, integrated with clinical expertise and patient values or preferences.

Leadership skills

Excellent leadership is important for quality patient care, patient satisfaction, effectiveness, and efficiency. Many perioperative nurse managers persevere despite the challenges of the job in various healthcare environments. According to one study, 80% of implementation efforts depend on changing the attitudes, practices, and behaviors of leaders who serve as role models for their staff. A major challenge is that perioperative nurse managers are responsible for patient care and the dignity of their staff.

Management skills

Structured management skills are required in the perioperative settings. These are quite complex and include human behavioral qualities such as trustworthiness, personal development, time management, and decision-making. In addition, perioperative nurse manager are expected to minimize risk through the development of a safety culture, risk awareness, effective risk management and strong leadership. This reinforces the role of the perioperative nurse and that effective management structures and support systems are essential to promote a culture of safety in the perioperative environment.

Nursing skills

Perioperative nurse managers are expected to be able to demonstrate a range of nursing skills and be able to make accurate assessments of clinical competence. They are also expected to understand the specific characteristics of perioperative care and be able to ensure patient dignity in the operating room. It is also a challenging to find interventions that are appropriate for specific workplaces, as interventions work differently in different contexts. One study found that some people were concerned that perioperative nurse education placed too much emphasis on technical skills at the expense of other important skills such as communication, teamwork, and situational awareness.

Recruitment skills

Recruiting and retaining experienced perioperative nurses to maintain staffing levels can be a challenge for perioperative managers. This is due to several factors, including the relatively high cost of training perioperative nurses, the inadequacy of the perioperative nursing curriculum in some countries, and plans for future training. Recruitment and retention strategies are essential to address the current shortage and increased demand for perioperative nurses. Therefore, perioperative nurses need to master recruitment skills related to the recruitment process, from candidate selection, skills test, qualifications, and interview process.
Table 1: The perioperative nurses’ roles in operating room

<table>
<thead>
<tr>
<th>Nurse Manager Perioperative Skills</th>
<th>Coordination skills</th>
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<tbody>
<tr>
<td>Coordinate the daily unit operations</td>
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<tr>
<td>Collaboration with other healthcare providers</td>
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<tr>
<td>Communicates all requirements in operating context</td>
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<tr>
<td>Independent decision-making to solve problems</td>
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<tr>
<td>Responsible for patient care and the dignity of their staff</td>
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<tr>
<td>Improving quality of human behavioral qualities</td>
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<tr>
<td>Demonstrate a range of nursing skills</td>
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<tr>
<td>Recruiting and retaining experienced perioperative nurses</td>
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<tr>
<td><strong>Nurse Manager Perioperative Skills</strong></td>
<td><strong>Coordination skills</strong></td>
</tr>
<tr>
<td><strong>Nurse Manager Perioperative Tasks</strong></td>
<td></td>
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<tr>
<td>Personal goals are aligned with organizational goals</td>
<td>Aligned with organizational goal</td>
</tr>
<tr>
<td>Provided nursing care based on client-centered care</td>
<td>Client-centered care management</td>
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<tr>
<td>Support the daily unit operations</td>
<td>Daily unit operations management</td>
</tr>
<tr>
<td>Improving the quality of nursing care</td>
<td>Development of perioperative care</td>
</tr>
<tr>
<td>Competent in financial management</td>
<td>Financial management</td>
</tr>
<tr>
<td>Human resource and capacity management</td>
<td>Human resources management</td>
</tr>
<tr>
<td>Clinical competency standards for patient safety</td>
<td>Standards of nursing care</td>
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</table>

**Nurse manager perioperative tasks**

**Aligned with organizational goal**

The perioperative nurse manager must have personal goals that are aligned with organizational goals. It should also meet regulatory requirements and be aligned with the vision, mission, and values of the healthcare organization. Therefore, an interdisciplinary team with a perioperative nurse and a nurse informaticist represents the nursing record. The goal in any operating room should be to maximize the amount of time spent in surgery and/or procedures during staffed hours. This can lead to targeted system-level changes or targets to improve operating room efficiency by targeting the largest contributors to operating room underutilization.

**Client-centered care management**

Nurse managers ensure that the care provided on their unit is client-centered care. The nurse manager is responsible for ensuring that these needs are met. In one study, experienced perioperative nurses found it easier to fit time to meet with patients and therefore were able to provide client-centered care. Another study found that managing children’s care and having a dedicated full-time nurse was invaluable in providing a patient- and family-centered approach. A family-centered approach to children’s healthcare is increasingly recognized as an important aspect of medical care.

**Daily unit operations management**

The system must support the daily unit operations with real-time information. There are several factors involved: patient care processes, surgical procedures, human resources, and physical resources, which are closely related to the key areas that nurse managers focus on in the daily operation of the unit. It is all about staffing, ensuring adequate staffing, rescheduling surgical procedures, confirming physical resources, and tracking daily unit operations. This relates to the nurse manager’s ability to use and optimize various information systems and applications to support the nursing process.

**Development of perioperative care**

The development of nursing care through perioperative nursing care is a task for nurse managers. This involves improving the quality of nursing care in the perioperative environment in the operating theatre. Academic degrees and work experience in perioperative nursing were important in the development of clinical competence. In addition, academic degrees and work experience appeared to influence the leadership and collaboration of theatre nurses in the surgical team, as well as consultation with other professionals.

**Financial management**

Financial management involves knowledge of healthcare economics and its application to the delivery of patient care, as well as knowledge of unit and departmental budgeting processes for both capital and operational purposes. In addition, expenses that may be included are staffing costs, operating costs, physical plant costs, and the cost of necessary equipment and supplies. In this case, the nurse is expected to be competent in financial management, able to make sound financial decisions, and to have a good understanding of the financial implications.

**Human resources management**

The nature of the perioperative environment makes it difficult for human resource managers, administrative managers, and perioperative managers to fill vacant staff and management positions. Creating a good atmosphere was seen as a key element in supporting nurses’ well-being. Therefore, resilience was expressed in terms of the ability of professionals to prepare for, respond to, and adapt to expected and unexpected situations.
situations in the perioperative environment.

Standards of nursing care

Standards of care can be achieved in specific clinical settings and according to applicable standards. This requires scientific and standardized knowledge that can be integrated with clinical expertise and patient values and preferences. Perioperative nurse managers ensure that the delivery of care is aligned with higher quality of care. Therefore, understanding the key quality and safety improvement measures, leading staff training to ensure the safest care for patients, and ensuring that staff have access to necessary equipment.

CONCLUSION

The role of nurse managers in the perioperative setting has not been studied, although perioperative nurse managers play an important role in the daily operations of the unit. As a perioperative nurse manager, the skills required include coordination skills, collaboration skills, communication skills, decision-making skills, leadership skills, management skills, nursing skills, and recruitment skills. In the provision of care, some of the tasks performed by the perioperative nurse manager in the operating room are aligned with organizational goal, client-centered care management, daily unit operations management, development of perioperative care, financial management, human resources management, and standard of care. The skills and tasks that nurse managers have in the perioperative settings provide insight into the actual role of nurse managers in the perioperative settings.

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