

Healthcare Leadership in Times of Crisis – An Overview of COVID-19 Crisis Management and Its Effect on Economy

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Abstract

The constantly changing nature of today's health systems, as well as the need to respond to new demands, necessitate the hiring of experienced health crisis managers. Crisis leaders with proper expertise and preparation, as well as the virtues of outstanding management skills, strategic planning, mental stability, and social awareness, will play a critical role in effectively coping with health-care crises. The complex nature of the health industry, international and regional advancements in the health sector, rising demographics, and future health risks, whether expected or not, are all factors that point to the need to coordinate health systems in order to address health crises. The existence of a structured and efficient strategic action plan by certain groups of people which is already put into action in the event of an imposed threat to civilian health and health systems, regardless of the cause or scope.

Introduction

Rapid organizational change, shifting economic conditions, staffing problems, and unforeseen technical changes all lead to insecurity in today's fast-paced environment [1]. Economic disruptions and crises are the result of this uncontrollable instability. A crisis will escalate out of control if it is not managed or controlled properly, resulting in a chain of crises. "Crisis management is a specialty that necessitates a strategy that aims to anticipate events that may have major long-term consequences [2]." It necessitates strategic decision-making, the establishment of a team to carry out these decisions, and the ability to make new decisions as quickly as possible to achieve practice outcomes. A change from a balanced to an imbalanced state, or the superiority of one variable over the others, is what defines a crisis. Natural disasters, significant anthropogenic activities, and disasters, as well as social, communal, and economic challenges, are all examples of crises [3]. They endanger countries, cities, and multinational corporations, as well as individuals, families, and organizations. A crisis can occur at any time, and we have no way of knowing when it will occur, who will be affected, or how serious the effects will be. Around 80% of crises are caused by management

mistakes, unethical or unprofessional behaviour, or a pattern of underestimating or ignoring regulations [4]. It is important to consider, predict, and plan for emergencies. As the number of crises has risen in scale, scope, and complexity, so has the role of leadership in crisis management. One of the most important objectives of healthcare management in terms of ensuring the safety of its citizens is to better plan for large-scale crisis management comprehensively and professionally [5]. The loss of life will result from ineffective crisis management due to a lack of leadership skills. Inter-organizational coordination and collaborative leadership skills are needed for crisis management [6].

According to Simon et al., in times of crisis, fast decision-making and execution are needed. As a result, innovative leadership is needed for crisis management [7]. In today's world, leader management entails developing a strategic vision for the future, identifying clear vision and expectations for the organization's future, and motivating people to achieve these objectives. Visionary leaders should assess their employees' abilities and persuade them that they are capable of more than they previously believed. As a result, visionary leaders and administrators respond quickly when signs of a crisis emerge. The most significant burden in crisis management, according to Aykac et al., is that certain administrators want to obey regulations [8]. They are unable to make quick decisions in uncertain situations because they want all of their actions and operations to be registered, which is injurious to the organization's management. As a result, leader managers will be able to make fast decisions when necessary [9].

Leadership competency framework

Collaborative leadership encourages collaborative cooperation and mobilizes network partners to solve problems effectively. Leaders should share their ideas, encourage people to get involved, and concentrate on the problems and results. The leader should ensure and protect the collaboration's and interaction's success, as well as patiently deal with any frustrations that arise during collaboration and activity [10]. "These core competencies are decisiveness, flexibility, communication (informing), problem-solving, managing innovation and creativity, personnel planning, motivating, building and managing teams, decision-making, networking and partnering, scanning the environment, and strategic planning [11]."

Core leadership competencies

The leader's **decisiveness** indicates how far he or she wants to make decisions and act authoritatively. This quality has been described as a crucial leadership trait, and it may be related to insistence. A decisive leader's behaviour is expressed with continuity and meticulousness in decision-making, whereas indecisive acts are seen as a cause of organizational failure. Strong and decisive leadership, according to Bonnstetter et al., is becoming increasingly important as crises arise [12]. **Flexibility** in crisis management, according to Bennins et al., is defined as the ability and willingness to react in various ways depending on the circumstances [13]. A leader should be able to gather a wide range of responses and apply the most suitable solution to the situation. **Communication**, according to Bartlett et al., is described as the transfer of information, ideas, and emotions from one person to another [14]. As a result, all management activities rely on the smooth operation of a communication system, since any managerial decision, its results, and the organization's future vision can only be understood and evocative if they are conveyed to employees and other stakeholders. Based on task-oriented leadership behaviours, people-oriented leadership behaviours, and organization-oriented leadership behaviours, there is a positive relationship between leadership characteristics and skills and the professed effectiveness of collaborative crisis leadership. Explaining work-related challenges, analysing issues in a timely and reasonable manner, recognizing reasons for problems and finding lasting and intelligible solutions, acting decisively to achieve solutions, and overcoming major problems are all part of **problem-solving**, according to Murat et al. [15]. In the literature, different descriptions of problem-solving competency can be found. Even a perceived obstacle, a discrepancy between an outcome and a desired circumstance, or even an adverse situation can be overcome with problem-solving skill [12].

Organization oriented behaviours

Networking and partnering, strategic planning, and decisive management are examples of organisational centred behaviours and leadership skills. In a healthcare system, a leader's job is to inspire individuals and organizations to work together [16]. As a result, the network will be established, and the flow of resources, such as information, expertise, and technology, between mutually dependent entities will be ensured. Various levels of commitment and intervention are required for each crisis. As a consequence, there is still some uncertainty in crisis situations, creating anxiety and stress in the community. Devastating disasters,

according to Meldrum et al., are characterised by a sudden or unprecedented scale, disruptions in the emergency response system's coordination and decision-making capabilities, and a preliminary breakdown in harmonisation and communication [17]. Leaders, particularly during the response stage, should execute a various task, including search and rescue operations, collaboration between rescue teams and other stakeholders, food, and shelter provision, and, most importantly, making quick and accurate decisions with minimal information in a time-sensitive setting. The term "strategic planning" refers to a set of planning and strategic elements. Strategic planning, according to Goldsmith et al., is a systematic effort that results in fundamental decisions and activities that form and lead the organization's goals, behaviours, and working practices [18]. There is a connection between organizational-oriented leadership attributes and cooperative crisis leadership's efficiency.

Leader Management in Crisis

Crisis management encompasses all actions taken in a coordinated, structured, and logical manner is known as a crisis. The systematic nature allows for a step-by-step decision-making process as well as the formation of a team to execute these decisions and make new ones based on the results of the exercise. According to Bayazit et al., three types of process management are commonly used to address a crisis in an organisation: pre-crisis, crisis, and post-crisis management [19]. The pre-crisis method is structured to help management comprehend crisis indicators and transform crises into opportunities. Crisis management refers to the stage where a potential state of crisis is anticipated and necessary measures are taken to avoid a crisis. The post-crisis process starts after the crisis has ended. At this point, management leaders should find appropriate solutions that are adaptable to vicissitudes and incorporate new elements into their events and approaches. According to Peker et al., the most critical element of crisis management is not trying to get out of or fix a crisis, but rather stopping it from happening in the first place or turning a crisis into an organizational success [20].

Leadership in a crisis: Responding to the corona virus outbreak

The pandemic due to corona virus has put extraordinary demands on industry and other government officials. The COVID-19 humanitarian toll is a source of concern for the labour force and other players. Administrators would be unable to react to the massive size and unpredictability of the result. In reality, the epidemic is characterized by a landscape crisis, which is described as an unexpected event or series of events of enormous magnitude and

frequency that causes widespread panic, disorientation, a sense of loss of control, and severe emotional distress [21]. The SARS epidemic in 2002-03, as well as the corona virus pandemic, are two examples of these emergencies. Leaders must resolve the standardizing trend, which encourages them to disregard both the danger of an issue and its potential implications in the face of a slowly rising crisis. Leaders begin to react when they accept a scenario. They cannot however, respond as they would in a regular emergency by sticking to pre-drawn emergency plans. Effective responses are largely improvised in an unclear and ambiguous situation. It may cover a wide variety of practices and solutions, covering not just short-term fixes but also long-term improvements for efficient outcomes. During crisis management, there is no need for a pre-determined action plan; instead, they must incorporate attitudes and think in ways that prevent them from overreacting and help them predict yesterday's events. Setting shared goals and allowing others to define and implement plans to achieve these goals would help leaders more efficiently mobilize their organizations. In challenging and uncontrollable situations, leaders should organize a network of teams to aid rapid problem solving and execution. Despite the fact that the network of teams is a well-known structure, it should be noted that it is still followed by many healthcare organizations [22].

Independent of their functionality, effective team networks have a number of capabilities. Experts would simply solicit feedback and collect information before developing, executing, and strengthening plans. Furthermore, when teams are aware of crises and situational changes, they may adapt, reorganize, expand, or contract their resources [23]. In the team network, team leaders should promote teamwork and openness. The distribution and exchange of authority is one approach that demonstrates how the team's work. The instinct of a crisis leader can be solely trained in order to develop decision-making abilities and monitor the facts. Another critical aspect of leadership is to foster psychological wellbeing such that ideas, problems, and issues can be freely addressed in a tense emotional atmosphere free of crises. This encourages a common understanding and management of the situation among the various teams in the network. At the outset of a crisis, senior leaders must appoint policymakers to organise the crisis response [24]. Awareness is probably the most critical attribute in everyday crises. Character, on the other hand, is extremely important in new, landscape crises. Crisis managers must be prepared to bring teams together and raise issues in the name of a common purpose that will be investigated. One is to remove yourself from a potentially dangerous situation and learn how to deal with it. The virtues of "binding hope" or

confidence, as well as realism, are often significant. Leaders will build confidence that the company can find a solution faster by demonstrating that they understand the issue and are taking steps to address it by gathering more information [25].

COVID-19 had horrific events that killed thousands of people by mid-March 2020. The pandemic has a lot of negative implications. Governments have implemented travel and quarantine limits, which are vital for public health protection but also prohibited people from visiting relatives or friends or finding shelter in community groups or places of worship. In some jurisdictions, school openings put a burden on working parents. Since any disaster has a direct impact on civilians, politicians should pay close attention to how people fight and behave in order to help them. Finally, leaders must demonstrate empathy, as well as react to other people's empathy and be aware of their own interests. This is widely acknowledged that admin played a crucial role in the development of overall productivity management. Innovations and changes in a company must be addressed immediately in order to address the leadership roles in total quality management practice. In order to accomplish the ultimate objective, the administration strives to ensure that citizens are linked together. Providing a balanced and optimistic perspective will have a huge impact on staff and customers. We see policymakers become more critical of what officials know and how well they are coping with the crisis in the early stages of an emergency. Time and time again, we see leaders adopting a highly hopeful and uplifting message. Long-term announcements may also be postponed by officials until more information and decisions become available. The corona virus pandemic has taken hold of executives in all sectors around the world. This will have far-reaching and dynamic effects that no one can expect. Because of the continued uncertainty, it is much more important for leaders to consider the activities outlined in this study. Many of those who do so will work to improve or reinforce their organisations' and communities' attitudes and principles through the crisis, no matter how long it lasts, and will be well positioned for the next big challenge [26].

The most valuable human value is at stake when dealing with a health crisis. Health emergencies can stigmatise people's lives for a long time and have a wide variety of social implications. The crisis leader should communicate with the public with great caution and consideration. The leader's actions should reflect social awareness and interest, based on the requirements of the people and the society [27]. According to Garfield, it is critical to determine the level of need among affected communities, as well as to be able to track assistance, identify humanitarian needs, and approach equity in aid distribution [28].

Furthermore, decisions must consider the human factor while avoiding emotional interaction with human pain and loss. In times of crisis, the health crisis manager must take the lead and take responsibility for individuals and the public. In addition, extra care must be taken to avoid revealing sensitive personal information, preserve confidentiality, and safeguard human privacy [29].

Conclusion

During the rapid progression of a health crisis, the leader must determine the severity of the situation and prioritize the immediate needs. The common aim is to ensure the population's wellbeing. However, since health risks differ in nature and effect, careful management of a health crisis necessitates a well-balanced resource distribution. The health crisis manager's strategy must be meticulous, his thinking must be algorithmic, his decisions and behaviour must be orchestrated, and expectations must be rational. With good training and planning, the leader will remain on top of the situation and effectively deal with the challenges. Flexibility, adaptability to changing situations, and the ability to make swift decisions are all important attributes of health crisis managers. Health emergencies may be very complicated, regardless of the cause; whether they are caused by natural disasters, communicable diseases, incidents, or daily disputes involving the health system's work.

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