



University of Zawia

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Faculty of Economics

Health Management Department

Title

**The Impact of Strategic Planning in Healthcare Crisis Management  
in Health Services Administration in Zawia City**

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## ***Dedication***

*To my husband, who has been my pillar and motivation,*

*To my mother, who has been my prayers have been my strength,*

*To the soul of my father, which continues to illuminate my path,*

*And to my family, who have given me love and support,*

*I dedicate this work in gratitude and appreciation to you all*

## **Acknowledgments**

*All praise is due to Allah, by whose grace all good deeds are fulfilled, and by whose bounty alone all endeavors are completed.*

*It is with immense pleasure that I commence this work by expressing my most sincere gratitude and appreciation to everyone who contributed to enriching my academic journey and the completion of this thesis.*

*Foremost, I wish to express my profound gratitude to my esteemed supervisor, Dr. Ibrahim Belhaj, for his invaluable guidance, insightful advice, and immense patience, which were instrumental in overcoming challenges and navigating the research process. Without his wise counsel and generous support, this thesis would not have come to light.*

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**Zainab Al-Aswad**

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### List of Abbreviations

Abbreviations	Full Term
SP	Strategic Planning
HCM	Healthcare Crisis Management
SPS	Strategic Planning Strategies
RA	Resources Allocation
OF	Organizational Flexibility
SPSS	Statistical Package for the Social Sciences
WHO	World Health Organization
COVID-19	Coronavirus Disease 2019
ICRC	International Committee of the Red Cross
UN	United Nations

# **The Impact of Strategic Planning in Healthcare Crisis Management in Health Services Administration in Zawia City**

By

**Zainab Emhammed Al Aswad**

## **Abstract**

Strategic planning provides a proactive, systematic framework for healthcare crisis management, enabling institutions to transition from reactive responses to prepared, agile, and evidence-based interventions. It fosters resilience by integrating foresight, resource optimization, and continuous learning into the organizational culture, thereby mitigating the impact of crises and safeguarding public health outcomes. This study aimed to investigate the impact of strategic planning dimensions on healthcare crisis management within the health services administration of Zawia City. To achieve the objectives of the study, the study adopted a descriptive analytical method, utilizing a questionnaire to collect data. The questionnaires have been distributed to (200) employees in the health services administrative in Zawia City, and the collected questionnaires were (180), and response rate representing (90 %). A valid statistical analysis form and analysis of the study data was used a statistical program from the software package contained in SPSS V27, and according to percentages and averages arithmetic and standard, Pearson correlation and simple linear regression and other statistical analyzes, the study have reached many results, the most important of these results are the level of strategic planning dimensions including (strategic planning strategies, resource allocation, monitoring and control, and organizational flexibility) in the health services administration of Zawia City were high. Furthermore, the level of health crisis management practices in the health services administration of Zawia City was high. The results also shows that there is a statistically significant effect between strategic planning dimensions including (strategic planning strategies, resource allocation, monitoring and control, and organizational flexibility) and healthcare crisis management in health services administrative in Zawia City. Based on these results, the study presented a number of theoretical and practical recommendations.

## أثر التخطيط الاستراتيجي في إدارة الأزمات الصحية بإدارة الخدمات الصحية الزاوية

زينب امحمد الاسود

### ملخص الدراسة

يُمثل التخطيط الاستراتيجي إطاراً استباقياً ومنهجياً لإدارة الأزمات الصحية، حيث يمكن المؤسسات من التحول من الاستجابات التفاعلية إلى تدخلات مستعدة ومرنة وقائمة على الأدلة. ويعزز التخطيط الاستراتيجي المرونة المؤسسية من خلال دمج التوقع الأمثل للموارد والتعلم المستمر في الثقافة التنظيمية، مما يخفف من آثار الأزمات ويحمي النتائج الصحية العامة.

حيث هدفت هذه الدراسة الى التعرف على أثر أبعاد التخطيط الاستراتيجي على إدارة الأزمات الصحية في إدارة الخدمات الصحية بمدينة الزاوية. ولتحقيق أهداف الدراسة، اعتمدت الدراسة على المنهج الوصفي التحليلي، كما استخدمت الدراسة استبيان لجمع البيانات. وُزعت الاستبيانات على (200) موظف في إدارة الخدمات الصحية بمدينة الزاوية، وتم جمع (180) استبياناً، بنسبة استجابة بلغت (90%). حيث استُخدم نموذج تحليل إحصائي معتمد لتحليل بيانات الدراسة، وذلك باستخدام الإصدار 27. وبناءً على النسب المئوية والمتوسطات الحسابية والمعيارية، ومعامل ارتباط بيرسون، والانحدار SPSS برنامج الخطي البسيط، وغيرها من التحليلات الإحصائية، توصلت الدراسة إلى نتائج عديدة، أهمها ارتفاع مستوى أبعاد التخطيط الاستراتيجي (استراتيجيات التخطيط الاستراتيجي، وتخصيص الموارد، والمراقبة والتحكم، والمرونة التنظيمية) في إدارة الخدمات الصحية بمدينة الزاوية. كما لوحظ ارتفاع مستوى ممارسات إدارة الأزمات الصحية في إدارة الخدمات الصحية بمدينة الزاوية. تُظهر النتائج أيضاً وجود تأثير ذي دلالة إحصائية بين أبعاد التخطيط الاستراتيجي (استراتيجيات التخطيط الاستراتيجي، وتخصيص الموارد، والمراقبة والتحكم، والمرونة التنظيمية) وإدارة الأزمات الصحية في الإدارة الصحية في مدينة الزاوية. وبناءً على هذه النتائج، قدمت الدراسة عدداً من التوصيات النظرية والعملية.

# **Chapter One**

## **Introduction**

## **1.0 Introduction**

Strategic planning is one of the useful and necessary achievements in the modern era for all institution that always seek to achieve their goals. it is considered a basic axis in the administrative process in achieving the institution `s goals within tactics, especially during crises, where Health crises are among the challenges facing the health sector worldwide, especially Libya, which has witnessed economic and political fluctuations that have led to poor health care provision. Under these circumstances, strategic planning becomes a vital tool to enhance the effectiveness and response of health institutions to any crisis. Strategic planning is considered roadmap that guides institutions towards achieving their goals and determining their path. It is also an organized system that works with clear steps and sound methods in order to achieve the organization goals and make all the right decision.

The evolving complexity of global health landscapes, coupled with the increasing frequency and severity of crises from pandemics to political instabilities demands a paradigm shift in administrative approaches within healthcare institutions. In such volatile environments, characterized by uncertainty and resource constraints, strategic planning emerges not merely as a managerial function but as an indispensable framework for organizational resilience and sustainability. It provides a structured methodology for anticipating disruptions, aligning resources with strategic priorities, and enabling adaptive responses that safeguard public health and institutional continuity. This is particularly critical in contexts marked by systemic fragility, where the absence of coherent strategic frameworks can exacerbate vulnerabilities and undermine the delivery of essential health services.

Furthermore, the integration of strategic planning into crisis management processes facilitates a proactive rather than reactive stance. It empowers healthcare administrators to move beyond ad hoc interventions and instead cultivate a culture of preparedness, continuous learning, and systematic evaluation. By embedding foresight and scenario analysis into organizational routines, institutions can enhance their capacity to detect early warning signals, mobilize cross-functional teams, and implement coordinated actions with greater agility and precision. The synergistic relationship between strategic planning dimensions encompassing strategy formulation, resource allocation, monitoring, and organizational flexibility creates a robust foundation for mitigating the impacts of health crises while maintaining operational integrity and stakeholder confidence.

In the specific case of Libya, and notably within Zawia City, the healthcare sector operates under compounded pressures stemming from prolonged socio-political transition, economic volatility, and infrastructural challenges. These conditions amplify the necessity for evidence-based, contextually-grounded strategic planning that is responsive to local realities yet informed by international best practices. Examining the interplay between strategic planning and healthcare crisis management within this setting offers valuable insights not only for local health service administration but also for similar resource-limited and crisis-prone environments globally. This study, therefore, seeks to contribute to both theoretical discourse and practical policymaking by elucidating how systematically developed and effectively implemented strategic planning can enhance the resilience and efficacy of healthcare systems facing multifaceted crises.

It is necessary requirement for all situations and crises.

Previous studies confirm that there is a statistically significant correlation between strategic planning and crisis management healthcare context (Hazem Farwana. 2021, Farah Niaz, 2021, AL-Ahmar and Muhammad 2022, Alafia., 2020). Thus, this study aims to clarify the role of strategic planning in enhancing the ability of health institutions to confront the crises to confront the crises experienced by health sector.

### **1.1 Study Problem**

Strategic planning is an effective comprehensive map in confronting health crises. some previous studies have shown the importance of planning in several other variables, but a small group has studied the relationship between strategic planning and health crises.

Due to the lack of unified strategies to confront health crises, as well as the lack of resources and the changing nature of crises, which requires flexible strategies and organizations to confront health crises, as well as the lack of awareness of the importance of strategic planning and lack of training in this field.

Given the importance of this topic, some international organizations have addressed the importance of strategic planning in the health sector in Libya, such as: World health organization (WHO) report. A report published in 2019 that reviewed the health system in Libya in general and everything it faces and provided recommendations to improve planning and organization in the health sector and enhance crisis response (Libya Health system review- 2019).

Moreover, International committee of red cross(ICRC) report which addresses health care challenges and trends and inducted to important recommendations on strategic planning to ensure the continuity of health services in times of crises (Health care in danger -2019). Additionally, United Nations (UN) report discusses how to develop plans and strategies to deal with health and humanitarian crises in Libya due to the suffering of the health sector (Humanitarian response plan for Libya-2021).

Based on above discussion, it noted that the health sector in Libya requires a strategic planning that deals with crises using the distinctive methods of strategic planning. Therefore, the current study aimed at identifying the impact of a strategic planning in crisis management in the Libya health sector.

The study problem was outlined in the following question: " what is the impact of strategic planning in crisis management in health services administration in Zawia City?" This question is divided into the following sub-questions:

RQ1: To what degree are the administrators working in health services administration in Zawia City using strategic planning processes?

RQ2: To what degree are the administrators working in health services administration in Zawia City using methods of crises management?

RQ3: Is there a statistically significant effect of strategic planning dimensions on health crisis management in health services administration in Zawia City?

RQ4: Is there a statistically significant effect of strategic planning strategies on health crisis management in health services administration in Zawia

RQ5: Is there a statistically significant effect of resources allocation on health crisis management in health services administration in Zawia City?

RQ6: Is there a statistically significant effect of monitoring on health crisis management in health services administration in Zawia City?

RQ7: Is there a statistically significant effect of organizational flexibility on health crisis management in health services administration in Zawia City?

## **1.2 Study Significance**

1-This study assists administrators working in the Ministry of healthcare paying more attention to the methods used for containing crisis and strategic planning operations. it Improves healthcare quality and provide tools for assessing potential risks.

2- The current research will help managers and decision makers to make strategic decisions for any crisis and identify and secure necessary resources for crisis. Additionally, enhance the management `s ability to adapt to changing conditions, and ensure the sustainability of health services in the long term.

3- This study contributes to a critical understanding and exploring how strategic planning contributions to manage crisis though offering practical recommendations that empower decision-makers to proactively address crises and strategically manage risks

4- This study will contribute to scientific library with the important topic through clarifying the impact of strategic planning to enhance organizational performance.

## **1.3 Study Aim and Objectives**

The main aim of this study is investigate the impact of strategic planning dimensions on crises management within the framework of health services administration in Zawia City through achieving the following:

- 1- To evaluate the degree of using crises management from the point of view of the administrators working in health services administration in Zawia City
- 2- To evaluate the level of using strategic planning dimensions from the perspective of the administrators working in the health services administration in Zawia City.
- 3- To examine the impact of strategic planning dimensions on crises management in health services administration in Zawia City.
- 4- To examine the impact of strategic planning strategies on crises management in health services administration in Zawia City.
- 5- To examine the impact of resources allocation on crises management in health services administration in Zawia City.
- 6- To examine the impact monitoring on crises management in health services administration in Zawia City.

7- To examine the impact of organizational flexibility on crises management in health services administration in Zawia City.

### 1.4 Study Model

A research model was developed based on the theoretical background and hypotheses described in the previous section. The research model is shown in Figure (1). This model illustrates strategic planning dimensions including (strategic planning strategies, monitoring strategies, organizational flexibility) as independent variables, whereas health crises management is dependent variable

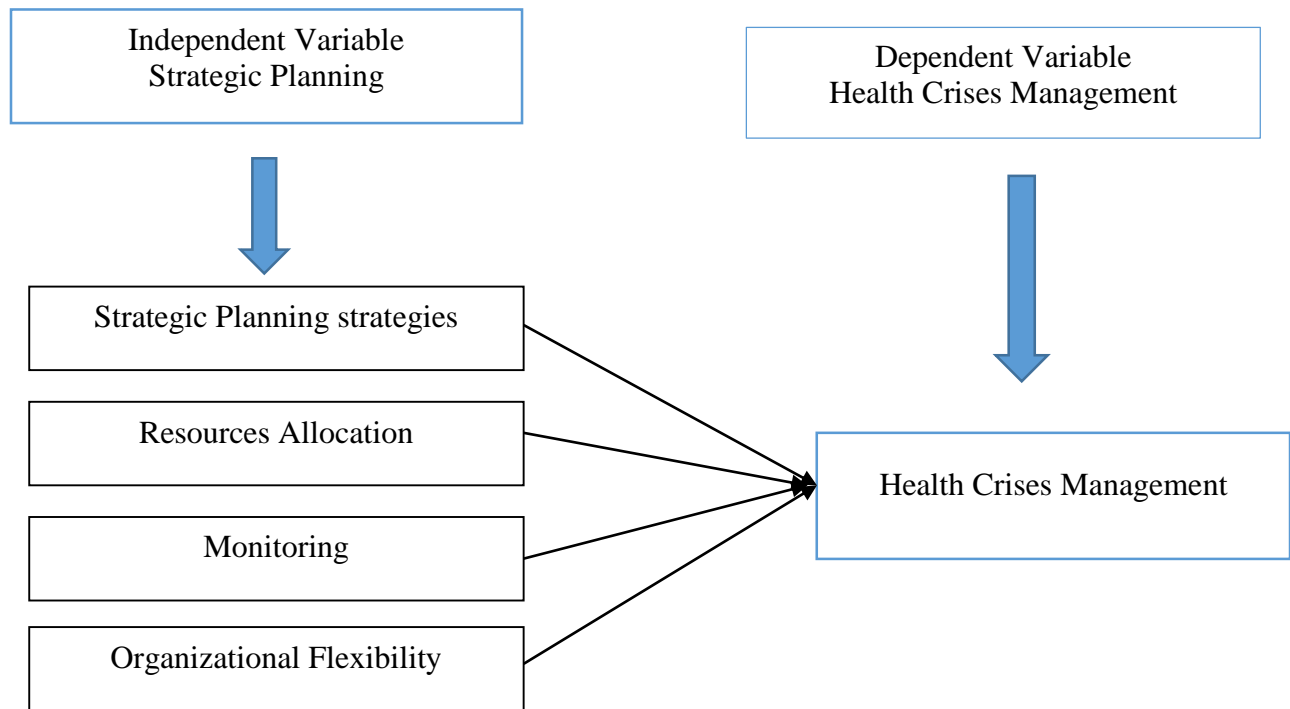


Figure (1.1). Conceptual framework

## **1.5 Study Hypotheses:**

### **Null hypothesis (H<sub>0</sub>)**

the main **study** hypothesis (**H<sub>0</sub>**): There is no statistically significant effect between strategic planning and healthcare crisis management in health services administration in Zawia City.

**Alternative hypothesis (H<sub>1</sub>):** There is statistically significant effect between strategic planning and healthcare crisis management in health services administration in Zawia City. From the previous hypotheses, the following sub- hypotheses would be drawn below.

### **Null hypothesis**

**H<sub>0.1</sub>:** There is no statistically significant effect between strategic planning strategies and healthcare crisis management in health services administration in Zawia City.

**H<sub>0.2</sub>:** There is no statistically significant effect between resources allocation and healthcare crisis management in health services administration in Zawia City.

**H<sub>0.3</sub>:** There is no statistically significant effect between monitoring and healthcare crisis management in health services administration in Zawia City.

**H<sub>0.4</sub>:** There is no statistically significant effect between organizational flexibility and healthcare crisis management in health services administration in Zawia City.

### **Alternative hypotheses**

**H<sub>1.1</sub>:** There is a statistically significant effect between strategic planning strategies and healthcare crisis management in health services administration in Zawia City .

**H<sub>1.2</sub>:** There is a statistically significant effect between resource allocation and healthcare crisis management in health services administration in Zawia City .

**H<sub>1.3</sub>:** There is a statistically significant effect between monitoring and healthcare crisis management in health services administration in Zawia City.

**H<sub>1.4</sub>:** There is a statistically significant effect between organizational flexibility and healthcare crisis management in health services administration in Zawia City.

## **1.6 Study Methodology**

This study is primarily a descriptive analytical research that uses questionnaire survey design. This appropriate approach to gather and analyze a variegated array of information on health services administrative and identify the level of the strategic planning exercise in crisis

management. It also allows to analyze hypothesis using data via questionnaire survey from health services administrative in Zawia City.

### **1.6.1 Survey Population and Employees Selection**

The study population consisted of employees in the health services administrative in Zawia City from whom a simple random sample was chosen. The sample comprise employees in the middle and higher administrative levels and questionnaires will distribute to them.

### **1.6.2 Data Collection**

which are the sources that lead researchers to direct data on the subject matter, through designing a questionnaire that covers all the variables of the study and answers its questions and distributes them to the sample of the study in order to collect the appropriate data.

### **1.6.3 Questionnaire Design and Measures**

Previous literature was the source of the techniques for measuring the variables. strategic planning measures was adapted from Alafi, et al., (2020) and Samson and Terziovski (1999), and health crisis management measurements was adapted from Samson and Terziovski (1999). The questionnaire has three sections. The first section deals with respondents' demographic and organizations' profile variables. and the second part of the questionnaire was measured strategic planning dimensions, and the third part of the questionnaire was measured health crisis management. The A five-point Likert scale was used to measure the responses, ranging from "1" (strongly disagree) to "5" (strongly agree).

### **1.6.4 Data Analysis**

Data analysis was performed using the Statistical Package (SPSS) for the Social Sciences software, version 27. Descriptive statistics such as means and standard deviations will compute for each of the questionnaire items and also use multiple regression coefficient to examine the impact of strategic planning dimensions on health crisis management.

## **1.7 Scope of the Study**

This study focuses only on employees in the middle and higher administrative levels in the health services administrative in Zawia city. The proposed model examines the impact of strategic planning on health crisis management in health services administrative in Zawia City. The study was carried out using quantitative data which was obtained by questionnaire during the year (2024-2025).

## 1.8 Study Concepts and Terminology

**Strategic Planning:** it is a comprehensive process that aims to identify and develop effective strategies to achieve specific goals by allocating resources, developing organizational flexible, and establishing mechanisms for follow up, evaluation, and control to achieve the desired results and sustainable success of any institution.

**Strategic Planning Strategies:** These are methods and steps that institutions follow to achieve their goals and direct them to the right path.

**Resources Allocation:** It is the process of distributing the available resources of the organization effectively to achieve the specified strategic objectives, whether they are financial, human or material resources.

**Monitoring:** It is most important elements of strategic planning. it is an ongoing process that aims to measure the effectiveness of planning strategies.

**Organizational Flexibility:** It is the ability of the organization to adapt and change in response to internal and external variables.

it is a vital element that helps in survival and development in different environments.

**The Crisis:** It is an emergency, an unusual circumstance, or instability that poses a threat to individuals and societies. it divided into health, economic, natural, political and environmental crises.

**Health Crises:** Health crises are an emergency situation that affects the health of the individual and society and includes the outbreak of infectious diseases such as epidemics and natural disasters that lead to a lack of access to health care and the deterioration of public health.

**Health Services Administrative:** It is one of the health institutions affiliated with the ministry of health and includes 25 health units.

## 1.9 Research Gap

1- Limited local studies have explored the relationship between strategic planning and health crisis management in Libya, particularly in Zawia City.

2- Few studies have specifically examined the dimensions of strategic planning (strategic planning strategies, resource allocation, monitoring, and organizational flexibility) in relation to the effectiveness of health crisis management.

3-Previous literature has mainly focused on international contexts or stable health systems, overlooking the realities of health services in unstable or resource-limited environments like Libya.

4- There is a lack of a practical local framework that can be used to enhance the ability of Libyan health service institutions to manage health crises through effective strategic planning.

5- Limited empirical evidence exists on the direct impact of implementing strategic planning dimensions on improving the response to health crises in the Libyan context.

In light of above discussion, it noted that, there is a lack of studies that link the same variables of the study, which is clarifying the role of strategic planning to enhance crisis management in the same field of application, is an attempt to bridge the research gap in this topic.

### **1.10 Organization of the Study**

The study is organized in five chapters, as follow:

**The Chapter One:** It dealt with introduction, statement of problem, research significance, research aims and objectives, research model, research hypotheses, research methodology, study concepts and terminology, research gap.

**The Chapter Two:** is structured into three main thematic sections to provide a comprehensive theoretical foundation for the research. Section One: Strategic Planning. This section delves into the conceptual underpinnings of strategic planning. It begins by exploring its definition, tracing its evolution, and elucidating its significance for contemporary organizations. The discussion further outlines the foundational stages of the strategic planning process and examines the primary obstacles that can hinder its effective implementation. Subsequently, the section identifies and elaborates on the specific dimensions of strategic planning that are central to this study. Finally, it analyzes the pertinent impact of strategic planning on the management of health crises, establishing the logical connection between these two core domains. Section two: Health Crisis Management. This section shifts the focus to the domain of health crisis management. It commences by presenting the conceptual understanding of crises and proceeds to classify them according to various typologies. The core concept of crisis management is then defined, and its critical importance, particularly in the healthcare sector, is emphasized. A detailed explanation of the sequential stages of effective crisis management is provided, followed by an analysis of the key factors that influence the overall effectiveness of crisis management efforts and identifying how to evaluate the effectiveness of strategic planning in managing health crises. Section Three:

previous studies related of the subject and Research Gap and examining the relationship between strategic planning and its dimensions (strategic planning strategies, resources allocation, monitoring, and organizational flexibility) and health crisis management.

**The Chapter Three:** Research Methodology outlines the systematic approach employed to conduct this study. It begins by providing a concise contextual background of the Health Services Administration in Zawia City, establishing the specific environment in which the research was undertaken. The chapter then offers a detailed description of the study's procedures and the instruments developed for data collection. A critical component of this section is the rigorous examination of the data collection instrument's validity and reliability, demonstrating the scientific soundness of the research tools. Finally, the chapter specifies the statistical methods utilized for data analysis, detailing the analytical techniques applied to process the collected data and test the research hypotheses.

**The Chapter Four:** Data Analysis and Results of the study. This chapter systematically details the outcomes derived from the statistical analysis of the collected data. It begins with an introduction to the analytical procedures, followed by a descriptive analysis of the sample's demographic profile and responses to the study's variables. The core of the chapter is dedicated to testing the research hypotheses, employing rigorous statistical methods to examine the relationships between strategic planning dimensions and healthcare crisis management. The results are presented clearly through tables and statistical summaries, providing a factual basis for the subsequent interpretation and discussion.

**The Chapter Five:** Research Findings, Discussion, and Conclusions synthesizes the research outcomes and their broader implications. This chapter provides a comprehensive interpretation of the key findings presented in the previous chapter, contextualizing them within the existing body of literature reviewed earlier in the thesis. It involves a critical discussion of the results, exploring their significance, explaining potential reasons for the observed relationships, and addressing the study's research questions. Based on this synthesis, the chapter concludes by presenting a set of practical recommendations for the Health Services Administration and proposing viable avenues for future scholarly research.

# **Chapter Two**

## **Literature Review**

# **Theoretical Foundations of Strategic Planning**

## **2.0 Introduction**

Government institutions today face increasing challenges due to the frequent occurrence of crises and the rapid changes in both internal and external environments. In response, it has become essential to adopt effective management approaches that ensure continuity, stability, and achievement of institutional goals. Strategic planning plays a central role in guiding organizations toward their future direction by defining their vision, setting objectives, analyzing the surrounding environment, assessing available resources, and formulating appropriate plans to respond efficiently to change.

The importance of strategic planning lies in its ability to enhance institutional adaptability and improve response to crises, particularly in public sector organizations that are often more vulnerable due to their complex structures and responsibilities. Effective planning enables sound decision-making during critical periods, minimizes unexpected disruptions, and strengthens organizational resilience, thereby improving the institution's ability to maintain operations and recover swiftly after crises. Furthermore, a well-structured strategic plan allows senior management to prioritize actions, allocate resources more effectively, and coordinate efforts across departments. This contributes to better overall performance and increases the institution's capacity to handle health-related, administrative, and other emerging crises. (shakaf.2023). Given these considerations, there is a clear need to explore the role of effective strategic planning in crisis management, as it remains a vital tool for supporting government institutions and enhancing their ability to function efficiently in the face of ongoing challenges. This chapter therefore divided into five sections. section (2.1), discuss strategic planning. section (2.2), explains healthcare crisis management. section (2.3), describes the previous studies. section (2.4), explain research gaps. section (2.5), presents summary of the chapter.

## **2.1 Strategic Planning**

### **2.1.1 The Concept of Strategic Planning**

The concept of "planning" was first introduced in 1910 through an article by the economist Christian Schwinen. It has been defined by several scholars as follows:

Datestone described planning as a systematic mental process that involves selecting the most suitable available means for an organization to achieve specific objectives.

Henri Fayol viewed it as the process of forecasting the near future and preparing accordingly for what is to come.

Similarly, George Steiner characterized it as a managerial function through which managers determine what should be accomplished and how it should be done.

The conceptual roots of strategy trace back to ancient Greece, originating from the term *strategos*, meaning military general (Mintzberg, 1994; Powell, 1992, aljuhmani,2017).

Strategic planning has been defined by various scholars through complementary perspectives. Harry Cooper (1985) describes it as a methodology that enables an organization to identify relevant variables and trends within its external environment, analyze their potential outcomes, and formulate a comprehensive strategy to anticipate and address these future developments and their emergent changes. Diana Skilder (1997) views strategic planning as a process designed to answer fundamental questions about an organization's trajectory: What is the organization's current status? What resources does it possess? Where does it want to be in the future? And how will it get there? According to Skilder's vision, strategic planning must, therefore, provide a clear yet dynamic vision of the system's desired future, framed within a context of organized change.

Further expanding on the future-oriented nature of the concept, Alexandra Lerner (1999) defines strategic planning as a forward-looking discipline focused on the anticipated future. It is concerned with outlining the contours of global change over the next 5 to 10 years and aims to shape the organization's future based on what that future should look like. This process is grounded in a comprehensive analysis of projected trends, diverse and plausible future scenarios, as well as an examination of both internal and external data.

In a contemporary organizational context, strategic planning serves as a foundational process through which an organization defines its future direction by establishing a vision, articulating its mission, and formalizing its core values and guiding principles. Strategy itself can be understood as the long-term orientation that guides an organization's efforts to accomplish its overarching objectives. This process is inherently collaborative and methodical, integrating the strategic thinking of the organization's members into a cohesive plan and, effective organizational planning

requires a structured approach focused on long-term goals to ensure a sustained and meaningful impact (Aljuhmani,2017).

As a core managerial function, strategic planning focuses on establishing long term organizational direction through vision articulation and objective setting, while systematically considering resource constraints and constraints and contextual factors that influence implementation. This type of planning relies on in-depth analysis of both internal and external environments in order to identify strengths, weaknesses, opportunities, and threats. Such analysis enables decision-makers to formulate strategies that ensure sustainability and competitive advantage.

Strategic planning is a structured process that involves assessing the current situation, envisioning the desired future, and designing actionable plans to translate strategic directions into measurable steps. It is characterized by its comprehensive nature, outcome-focused approach, and flexibility, allowing organizations to adapt effectively to changes and respond efficiently to crises. (Al-Ahmar and Muhammad 2022). Within this framework, strategic planning becomes a guiding tool that supports organizations in setting priorities and allocating resources efficiently. It contributes significantly to enhancing institutional performance and achieving goals in an increasingly dynamic and environment.

Strategic planning is a fundamental task integral to the design and structure of organizational systems. It is a process through which organizations develop methodologies and frameworks to guide their operations and enhance performance. Despite its prominence, debates persist regarding its practical utility and overall importance in the business world, with critiques often highlighting a lack of consistency and consensus on its design and implementation. However, scholars such as Bryson, Crosby, and Stone (2015) contend that strategic planning should be viewed as an adaptive tool. They argue that its design and application must be tailored to the specific context of an organization, making it valuable for fostering flexibility in dynamic environments. The literature emphasizes that an effective strategic planning process requires the thorough participation of all organizational units, followed by diligent implementation and enforcement.

Accordingly, strategic planning can be defined a holistic framework that enables an organization to systematically align its long-term vision with its operational capabilities. It represents a high-level roadmap. Therefore, strategic planning is a systematic and creative endeavor that charts the course for an organization to utilize its resources effectively to achieve desired outcomes. This

framework emerges from a rigorous analysis of internal competencies and external environmental forces, translating insights into a coherent set of actions designed to build and sustain competitive advantage. It further incorporates dynamic adaptation mechanisms, allowing the organization to proactively recalibrate its direction in response to evolving conditions, while preserving the flexibility to adapt to changing circumstances.

### **2.1.2 The Importance of Strategic Planning**

Contemporary management literature characterizes Strategic planning as a dynamic iterative process that enables organizational adaptation and transformation in response to evolving internal capabilities and shifting external environments. (Al Otaibi,2012). This process is characterized by an open-systems approach, enabling the formulation of strategic direction through an assessment of internal conditions, collective organizational skills, and the community values that connect the organization to the interests of its stakeholders (Mintzberg & Lampel, 1999, Aljuhmani 2017). Rooted in a tradition of objectivity, strategic planning provides a systematic framework for management.

Strategy is fundamentally defined as an outcome of a comprehensive analysis of an organization's competitive environment (Anthony, 1965; Hofer & Schendel, 1978; Porter, 1980). Consequently, strategic planning processes incorporate the development of an overarching mission, goals, policies, and specific action plans. These elements are designed to be operationalized across all organizational tiers, from the corporate and business levels down to the various functional units (Andrews, 1980; Ansoff, 1965, 1988; Hofer&Schendel,1978).

Proponents of strategic planning frequently cite its multifaceted benefits for organizational performance and governance. Advocates assert that it holds significant potential to enhance managerial effectiveness, improve decision-making processes, foster greater stakeholder involvement, particularly in public organizations, and ultimately lead to superior performance.

In terms of internal management, strategic planning can unify disparate segments of an organization by improving communication channels (Berry & Wechsler, 1995; Boyne, 2001; Denhardt, 1985; Pindur, 1992). Furthermore, it cultivates an enhanced organizational capacity to respond proactively to environmental shifts, enabling entities to manage crises effectively and capitalize on emerging opportunities (Boyne, 2001; Bryson, 1981, 2004; Bryson & Einsweiler, 1987; Denhardt, 1985; Pindur, 1992). Ultimately, the implementation of strategic planning is

linked to the successful achievement of stated objectives and to improvements in overall organizational performance and efficiency (Bryson, 2004; Pindur, 1992).

Strategic planning represents an essential managerial discipline that significantly contributes to organizational success and sustainability through multiple interconnected mechanisms. Primarily, it establishes a clear direction by systematically defining and formulating strategic objectives, thereby aligning organizational efforts toward common goals (Al-Ahmar & Mohammed, 2022). This directional clarity is further enhanced through improved decision-making processes, as strategic planning provides management with critical analytical insights and information necessary for informed choices (Al-Shuqaf, 2023).

A particularly crucial aspect lies in risk mitigation, where strategic planning enables organizations to anticipate future challenges and reduce potential vulnerabilities (Argilos, 2020). Concurrently, it ensures optimal resource allocation by directing financial, human, and technical resources toward priority areas, thereby maximizing organizational efficiency (Al-Ahmar & Mohammed, 2022). This systematic approach naturally fosters competitive advantage through distinctive positioning and capability development (Al-Qadi, 2012). Al-Shuqaf, (2023) indicates that the process also strengthens organizational cohesion by facilitating cross-departmental communication and collaborative efforts toward shared objectives. Furthermore, it enhances adaptive capacity by preparing organizations to respond effectively to environmental changes and emerging opportunities (Argilos, 2020). Ultimately, these combined benefits ensure long-term organizational viability and sustainable growth, making strategic planning an indispensable tool for contemporary organizations operating in complex business environments.

### **2.1.3 The Foundational Stages of Strategic Planning**

As fundamental management process, strategic planning provides a structured framework for guiding organizational decision making and optimizing resources allocation across various sectors, including healthcare institutions. The process typically unfolds through five interconnected stages, forming a continuous cycle for organizational development (AL Ahmar& Mohammed ,2022, ALmustawfi,2014, ALangari & ALmaaghrabi,2014, AL qahatani et al ,2022, ALafi, AL Tmimi et al 2020, and Tabidi,2010).

### **Phase 1: Foundational Analysis and Preparation**

This initial stage involves comprehensive environmental scanning, examining both internal capabilities and external factors. It establishes the preparatory framework by studying surrounding variables and available human and material resources, serving as the basis for subsequent strategic decisions (Al-Mustawfi, 2014).

### **Phase 2: Direction Setting and Objective Formulation**

The process advances with the articulation of organizational vision and mission statements, followed by the precise formulation of strategic objectives. This phase translates the organizational purpose into specific, measurable targets that align with the established vision (Al-Ahmar & Mohammed, 2022; Tabidi, 2010).

### **Phase 3: Strategic Analysis and Alternative Generation**

A thorough environmental analysis assesses both internal organizational capacities and external contextual factors. Subsequently, multiple strategic alternatives are identified and evaluated according to their potential to achieve the established objectives (Al-Mustawfi, 2014; Al-Ahmar & Mohammed, 2022).

### **Phase 4: Strategic Choice and Implementation Design**

The most viable strategic option is selected from the evaluated alternatives. This phase culminates in developing a comprehensive implementation framework that specifies resource allocation, authority distribution, and execution methodologies (Tabidi, 2010; Al-Ahmar & Mohammed, 2022).

### **Phase 5: Execution and Evaluation**

The final stage involves operationalizing the strategy through task assignment and activity implementation. Concurrently, monitoring systems collect performance data to assess outcomes, identify deviations from planned objectives, and initiate corrective measures to ensure strategic alignment (Tabidi, 2010; Al-Mustawfi, 2014).

#### **2.1.4 Obstacles to Strategic Planning**

The implementation of strategic planning faces a complex array of interconnected obstacles that can be categorized into several key dimensions. Internally, organizations often encounter significant managerial resistance, frequently driven by perceptions of excessive time commitments, ambiguous accountability, and insufficient incentives (Tabidi, 2010). This is frequently compounded by internal deficiencies such as a lack of accountability, inadequate employee training and qualification, and overt resistance to change among staff (Belhaj, 2023). A critical barrier further lies in resource limitations, encompassing inadequate or unsuitable human, informational, financial, and technical assets (Belhaj, 2023). The process itself is vulnerable to disruption from emergent situations that demand immediate, reactive responses, thereby derailing structured, long-term strategic initiatives (Al-Anqari & Al-Maghrabi, 2014).

Externally, organizations must contend with an unstable and unpredictable environment that is largely beyond their control, posing a fundamental challenge to both the formulation and execution of strategic plans (Al-Anqari & Al-Maghrabi, 2014; Tabidi, 2010). This confluence of internal weaknesses, resource constraints, procedural vulnerabilities, and external volatility creates a significant barrier to effective strategic planning. According to the perspectives of several researchers (AL Arif, 2010, ALOtabi,2012, and ALangari &ALmaghrabi, 2014) argued that issues related to strategic planning that create a negative perception among managers, for the following reasons: The challenges and perceived ambiguity in establishing a strategic planning system make managers unreceptive to the concept, the difficulties in data collection and analysis for formulating strategic plans prevent managers from appreciating the concept's importance, and errors in the management of strategic plans lead managers to believe the concept is ineffective.

The significant time and cost requirements of planning, for the following reasons: Discussions regarding the company's mission and objectives require a substantial amount of top management's time, and The need for a vast quantity of information and costly statistical data.

All of these factors constitute obstacles that hinder the implementation of strategic planning process.

### **2.1.5 Dimensions of Strategic Planning**

Strategic planning encompasses multiple dimensions, although researchers and experts in the field may differ in their classifications. This study adopts the following dimensions of strategic planning:

#### **a- Strategic Planning Strategies**

The term "strategy" originated in military contexts, and its meaning has evolved to signify the art of military leadership in confronting challenging circumstances. Subsequently, the concept was adopted into other domains, including social, political, economic, and educational fields. Strategically is defined as a comprehensive and integrated set of ideas and principles designed to guide a specific field of human knowledge. It aims to achieve predefined objectives by determining the methods and means necessary for their accomplishment, followed by establishing appropriate evaluation mechanisms to assess the degree of success in attaining those goals. It is also understood as the general direction or course an organization adopts to reach its ultimate purpose. (Huebner & Flessa ,2022).

Since multiple pathways can lead to achieving an objective, a range of strategic alternatives emerges for any given goal. The selection and prioritization among these alternatives are based on specific criteria, such as: available resources and circumstances, potential obstacles, cost, the speed of achieving the goal, and the expected returns. The preferred strategy may often constitute a blend of several strategies or a sequential series of phased strategies.

#### **b- Resources Allocation**

Organizational resources constitute fundamental enablers that drive program implementation and project execution, facilitating the achievement of strategic deployment and management, ultimate goals, and mission. They are typically classified into financial resources and human resources (skills), which can be either currently available or projected. Some frameworks further categorize them into additional divisions.

Resources allocation It is the process of distributing the available resources of the organization effectively to achieve the specified strategic objectives, whether they are financial, human or material resources. (Ben khalifa &ALniihewi,2023).

#### **c- Monitoring**

Monitoring involves control and measuring actual performance against planned objectives and identifying any deviations. It serves to complete the cycle of managerial functions, ensuring that activities remain aligned with the intended plan and confirming that the organization is progressing in the right direction. (AL janabi ,2021).The main objective of monitoring is to assist top management in accomplishing the fundamental goals of the organization through monitoring and evaluating strategic management processes. Since the strategic management process begins with analyzing the organizational environment, identifying the strategic direction, formulating the appropriate strategy, and implementing it, strategic control provides feedback to ensure that all stages of the strategic management process are appropriate, efficient, and effective, and that they function as intended to achieve success.

According to Wright, Kroll, and Parnell (1996: 244), monitoring refers to determining the extent to which the organization is capable of successfully achieving its objectives and goals, and whether these objectives can be realized as planned. One of the key functions of control is to readjust the organization's strategy to enhance its ability to achieve its objectives. Al-Husseini (2000: 220) defines control as a system that assists managers in assessing the extent of progress made by the organization toward achieving its goals, as well as in identifying areas of implementation that require follow-up and improvement.

#### **d- Organizational Flexibility**

Organizational flexibility denotes the capacity to adapt operational structures and processes in response to environmental dynamics, leveraging innovation in service delivery and operational models to maintain competitive advantage. It reflects a culture that emphasizes continuous learning, adaptation, and renewal to sustain organizational effectiveness and competitiveness. (Al hossein, Salman, 2022).

Organizational flexibility represents an essential managerial capability that enables organizations to effectively coordinate and restructure their resources and functional activities within changing and dynamic environments (Kamasak et al., 2018). It is considered a strategic asset that enhances an organization's ability to adopt alternative courses of action or new approaches to minimize the gap between current conditions and strategic objectives. This is achieved by aligning resources with emerging needs, anticipating unexpected developments, and diversifying the services offered.

Through organizational flexibility, administrative inertia can be reduced, allowing top management to respond more efficiently to environmental challenges (Siyam, 2021).

Moreover, flexibility reflects an organization's capacity to detect environmental shifts, assess their implications, and select appropriate strategic responses to adapt its operations, utilize resources effectively, and maintain organizational success. It plays a vital role in ensuring the organization's survival, renewal, growth, and sustained competitive advantage (Danook, 2021). According to previous studies, strategic flexibility contributes to improving the quality and effectiveness of strategic plans, decisions, and actions. Additionally, it enhances the positive influence of technological capabilities on exploratory innovation, as greater flexibility supports higher levels of technological adaptability and innovation capacity (Al-Kateeb & Al-Hashmawi, 2021).

#### **2.1.6 The Impact of Strategic Planning on Healthcare Crisis Management**

In the contemporary health care system operate in an environment characterized by increasing crisis frequency, driven by rapid globalization, interconnected systems, and heightened expectations for quality care and emergency responsiveness. Consequently, managers and employees within health institutions are compelled to think and act strategically. Traditional decision-making approaches and routine administrative methods are no longer sufficient to address the complex and dynamic challenges they face. Instead, decision-makers must possess a forward-looking vision that enables them to anticipate future events, formulate appropriate goals, and design effective strategies (Al-Ashqar, 2002).

Strategic planning has emerged as one of the most significant managerial concepts in modern administrative thought. Essentially, it serves as a proactive mechanism to prepare for potential future changes, fostering collective efforts toward the achievement of clearly defined objectives. Moreover, strategic planning involves creating the necessary conditions to adapt to and manage change effectively, ensuring that such transformations contribute positively to organizational outcomes (Abu Hashem, 2007). The growing level of risk in decision-making, the substantial costs associated with errors, heightened competition, and rapid technological advancements have motivated both public and private health institutions to adopt strategic planning approaches. This orientation aims to strengthen internal capabilities, enhance resilience, and preserve competitive advantage in an environment characterized by uncertainty and volatility. (ALjuhmani,2017).

The importance of strategic planning lies in its role as a vital instrument for top management, enabling organizations to navigate environmental changes and uncertainties that influence their ability to achieve institutional objectives. It also provides a foundation for shaping long-term directions and for making critical decisions that affect organizational sustainability, performance, and overall effectiveness (Al-Ashqar, 2002). Given the multitude and complexity of crises confronting health institutions, strategic planning functions as a safeguard and guiding framework that supports these institutions in managing crises efficiently and ensuring continuity in service delivery.

## **Healthcare Crisis Management**

### **2.2.0 Introduction**

Global health crises are typically manifest as large scale phenomena with extensive geographical reach and profound systemic implications for healthcare delivery and population health outcomes. They present significant challenges to nations and the diverse alliances—political, economic, military, or otherwise, that bind them. Ultimately, the most profound impact of any crisis is felt at the individual level, affecting persons irrespective of their institutional affiliations or societal obligations (WHO, 2020 ; AL-Ghamdi, 2023; AL-Hanafi, 2017).

The stability of international agreements during such periods is often tested. As noted by the distinguished chemist and peace advocate Linus Carl Pauling, the adherence of nations to treaties is contingent upon the continued benefits such agreements confer. However, during global crises, maintaining these contractual relationships may no longer be perceived as advantageous. Crises are characterized by profound uncertainty, the disruption of systemic interactions, and rapid dynamics. A critical facet of their development is the violation of the core values held by various social groups. Importantly, the genesis of a crisis does not commence at the moment visible balances are disrupted, but rather from the point at which a society's organizational structure begins to prepare for such eventualities (Ansoff,1975; AL- Samarria,2020).

The principles of effective crisis management are consequently oriented toward speed, comprehensive risk assessment, meticulous analysis, strategic planning, and impact mitigation (Bryoson,2020;Coombs,2004) . The implementation of any strategy must be fundamentally guided by the imperative to preserve the maximum possible value for the public good. The evaluation of actions and potential outcomes is objectified through specific criteria and indicators; however, the perceived fairness and accuracy of such assessments may vary significantly across different population segments and even for individuals. This inherent subjectivity introduces considerable complexity into the formulation and execution of strategic steps, whether in relatively stable conditions or in environments of intense and active change (AL- Hasseb,2025).

In all contexts, the application of strategic management necessitates the establishment of objective, measurable, and realistic goals. This is a task of paramount importance and high complexity, as it directly informs the planning of actions required to meet strategic objectives to the greatest extent feasible. Crisis circumstances compel societies to rapidly reconceptualize their approaches and develop adequate strategies, which involves formulating new strategic goals and planning

processes. In many scenarios, particularly those involving natural disasters or novel crises, preliminary analysis and assessment are virtually impossible. This demands an alternative, operational mode of problem-solving that involves formulating unconventional goals and implementing planning that is not initially grounded in concrete, precise data (Argilos,2020; Bryson,2011).

Such conditions rigorously test the resilience of entire systems and societies. Those entrusted with managing these processes operate under immense pressure from unforeseen circumstances and judgments that are not always objective, which in turn can generate subsequent critical issues within the management framework. Nevertheless, this does not render the process non-strategic; rather, it situates strategy within a distinct and volatile environment. The strategic nature is affirmed by the direct or indirect impact on very large populations and by the fact that it determines the actions of one or more complex systems (AL-Hieb &AL-Naif ,2023; Pal, Andersson & torstenson,2012; Dias & Esquivel,2014) .

A salient example of such a global crisis in recent years is the COVID-19 pandemic. This event compelled societies worldwide to enact strategic decisions to mitigate a situation that threatened global health and safety. It is evident that the strategic approaches applied were multifaceted, involving numerous factors that evolved throughout the different phases of the crisis (WHO, 2021; AL-Krabsheh & AL-heet,2022; Huebner& Flessa,2022).

### **2.2.1 The Concept of Crisis**

A crisis represents an unexpected emergency situation that disrupts the normal functioning of an organization, generating significant threats and risks to its fundamental material and symbolic interests (Argilos, 2020). It constitutes a dangerous, tense, and critically uncertain condition by all standards, producing substantial impacts on the social, cultural, and economic dimensions of society (Boubaker & Bouhadish, 2024).

From an organizational standpoint, a crisis manifests as an unforeseen problem that triggers substantial systemic changes and alterations in operational paradigms (Al-Ghamdi, 2023). Essentially, it represents a fundamental deviation from the planned trajectory toward achieving desired organizational objectives (Al-Sheikh, 2009). This complex phenomenon typically emerges through multiple phases, beginning with initial warning signs, escalating into acute disruption, and

ultimately requiring comprehensive recovery and learning processes. The multidimensional nature of crisis necessitates sophisticated management approaches that address not only immediate operational challenges but also broader societal implications and long-term strategic consequences for affected entities.

### **2.2.2 Types of Crises**

The academic literature presents various crisis typologies based on different classification criteria. Where scholars have developed diverse classification systems for crises based on various analytical considerations and perspectives (Al-Lami & Al-Issawi, 2015). These typologies reflect the complex nature of crises and enable more systematic study and management approaches across different contexts. One primary classification dimension relates to temporal characteristics, distinguishing crises according to their duration and frequency patterns (Al-Ghamdi, 2023). Another fundamental categorization differentiates between tangible crises involving physical resources and intangible crises affecting symbolic or moral dimensions (Al-Lami & Al-Issawi, 2015).

Further classification systems examine crises through the lens of scope and impact area. This includes categorization by functional domains such as political, economic, cultural, and health crises, reflecting their pervasive influence across societal sectors (Al-Lami & Al-Issawi, 2015). Additionally, crises can be classified according to intensity levels, ranging from violent to moderate manifestations, and by geographical scope, differentiating between internal organizational crises and external environmental crises (Al-Ghamdi, 2023). The frequency-based typology identifies recurring cyclical crises versus non-recurrent exceptional crises, providing important insights for preparedness planning and response mechanism development. This multi-dimensional framework allows for comprehensive understanding and systematic analysis of crisis phenomena, facilitating more effective organizational responses and strategic interventions.

### **2.2.3 Healthcare Crisis**

Health is a fundamental pillar of comprehensive societal development. Consequently, nations establish and maintain health policies designed to preserve human life and deliver optimal healthcare services. This commitment must extend beyond ordinary circumstances to include emergencies and health crises, which are characterized by the widespread and rapid proliferation of epidemics and diseases. These crises are often difficult to control due to their unpredictable

trajectories and the initial absence of effective containment tools. The repercussions of such events extend beyond individual health, negatively impacting community well-being and the broader environment. This reality necessitates the establishment of dedicated health emergency and crisis systems tasked with the critical functions of early detection, impact assessment, and forecasting the pathways and consequences of outbreaks. The primary objective of these systems is to manage and mitigate the effects of crises, thereby alleviating the burden on healthcare infrastructure and ensuring public safety (BalKhair, 2021).

From a public health perspective, a health crisis constitutes a significant threat to the health status of a population. Specific characteristics allow for the official declaration of a health emergency or a pandemic. These triggers can be pathogen-driven, such as the H1N1 influenza virus; substance-related, like a drug or food contamination crisis; or environmental, including events like heatwaves or tsunamis (World Health Organization, n.d.). Effectively managing a novel crisis requires a thorough understanding of its unique properties to mitigate its impacts or prevent its occurrence entirely (Quria & Boudarbala, 2018). By definition, a health crisis is a sudden and unexpected event, marked by rapidly unfolding developments that increase uncertainty and the level of threat (Khemis, 2016).

This situational complexity is compounded by a critical lack of information and severe time constraints, which simultaneously increase the demand for sound decision-making (Al-Sayed, 2003). A pervasive state of uncertainty emerges from deficiencies in information and knowledge, leading to a diminished capacity to predict the crisis's future direction. This environment generates confusion, ambiguity, and significant difficulty in identifying and selecting the most optimal alternative response (Quria & Boudarbala, 2018).

#### **2.2.4 Crisis Management**

Crisis management encompasses systematic organizational processes for threat identification, risk assessment and impact mitigation, employing structured approaches to maintain operational continuity during disruptive events. The strategies employed within this process generally aim to avoid, transfer, or reduce the adverse effects of these threats. Etymologically, the term "crisis" finds its origin in the Greek word "Krisis," which conveys the sense of a decisive moment or a critical juncture. Academically, a crisis is often defined as an anomalous and disruptive situation that falls outside the realm of routine business operations, thereby posing a significant risk to an organization's functionality, safety, and public image. It is further conceptualized as a period of instability that portends a decisive change.

Organizational crises are inherently challenging, characterized as low-probability but high-impact events that jeopardize both the viability of the organization and the interests of its critical stakeholders. Their unpredictable and often unforeseen nature makes it impractical to provide leaders with experiential training through direct exposure. Consequently, developing effective crisis leadership requires systematic, non-experiential development efforts. This involves a focus on robust training, well-defined procedures, and rigorous planning to prepare leaders to manage these non-routine events effectively.

In essence, crisis management is an organized and methodical process designed to quantify and mitigate specific threats facing an organization. It is closely coupled with the principle of sustainability, ensuring the organization's long-term resilience. Crisis management comprises a systematic set of procedures and processes designed to control and contain crises across their various points of occurrence (Boubaker & Bouhadish, 2024). It represents a strategic organizational capability that enables overcoming crises through scientific and administrative methods while mitigating negative impacts and leveraging potential opportunities (Argilos, 2020). As a sophisticated managerial discipline, crisis management involves the art and science of dealing with emergent critical situations through structured approaches (Al-Sheikh, 2009). This comprehensive process encompasses multiple critical dimensions: proactive risk prevention, early detection of potential obstacles, systematic solution development, and corrective intervention to prevent escalation (Al-Sheikh, 2009).

The integrated framework of crisis management operates through three fundamental pillars: preparatory measures focusing on risk assessment and prevention, responsive actions during active

crisis situations, and recovery initiatives in the post-crisis phase. This holistic approach ensures organizational resilience by addressing crises throughout their entire lifecycle, from initial emergence to final resolution, while maintaining operational continuity and strategic alignment.

### **2.2.5 The Significance of Crisis Management**

In the contemporary organizational landscape, the occurrence of a crisis is not a matter of possibility but an eventuality regarding its timing and origin. Consequently, the formulation of a comprehensive and detailed action plan is paramount for organizational resilience. Such preparedness is a critical determinant of an organization's ability to withstand and recover from disruptive events, ultimately influencing its long-term viability and survival (Pheng et al., 1997; Kash & Darling, 1998). A crisis, characterized as a low-probability, high-consequence incident, possesses the capacity to threaten the core operations and overall stability of an enterprise. These events challenge fundamental stakeholder perceptions of safety, organizational integrity, and societal values (Alas et al., 2010; Hale, 1997; Pearson & Clair, 1998; Larsson & Rudwall, 2010).

The scope of effective crisis management extends beyond mere reaction. As articulated by Coombs (1999), it encompasses a systematic process involving key phases such as detection, prevention, preparation, containment, and recovery. This underscores the necessity of proactive planning to mitigate potential threats. Therefore, organizational leadership is compelled to cultivate a capacity for anticipating, recognizing, and managing crises, which includes formal preparation and the development of organizational vigilance (Barton, 2001; Mitroff et al., 1997).

The primary objective of crisis management is twofold: to avert crises where possible and to manage those that occur with maximum efficacy. Achieving this requires the active endorsement and participation of senior executives, even in the absence of an imminent threat. Ultimately, successful management involves halting adverse developments, navigating the situation towards a decisive turning point, and establishing a foundation for subsequent recovery and renewed growth. (Jafeer,2017).

Crisis management plays a vital role in organizational sustainability through its systematic approach to potential threats. Its significance primarily manifests in the systematic collection and analysis of critical data, enabling the identification and continuous monitoring of potential threats to organizational integrity (Al-Sheikh, 2009). This analytical process facilitates the development

of strategic solutions aimed at controlling and minimizing the impact of emerging challenges. Furthermore, crisis management serves to streamline and simplify operational procedures during difficult circumstances, ensuring organizational functionality under adverse conditions (Al-Ahmar & Mohammed, 2022). It establishes a structured framework that mandates scientific methodology in crisis response, promoting disciplined and evidence-based approaches throughout the organization. The integration of these functions enables organizations to maintain operational continuity while effectively mitigating potential damages. By transforming chaotic situations into managed processes, crisis management not only addresses immediate threats but also contributes to long-term organizational resilience and learning. The discipline ultimately empowers organizations to navigate uncertainties while preserving core functions and strategic objectives.

### **2.2.6 The Stages of Crisis Management**

The crisis management process encompasses both organizational management and the management of the crisis itself. This is achieved through the implementation of a set of principles tailored to the specific nature of each stage of the crisis.

According to established models, crisis management consists of five primary stages: signal detection, preparation and prevention, containment/damage limitation, recovery, and learning. The stages of signal detection and preparation/prevention represent proactive forms of crisis management. Effective and successful implementation of these two stages can prevent many crises from occurring in the first place. In contrast, the stages of containment and recovery are reactive activities initiated after a crisis has struck, often collectively termed "crisis damage control." The learning stage represents the reflective aspect of crisis management, which may arise either as a component of a pre-existing crisis management plan or as a direct result of experiencing a previous crisis. (AL Sahli,2020; AL Hafini,2017).

Learning from crises involves understanding their root causes and identifying appropriate methods to avoid the recurrence of such rare events. This learning process refers to the actions and reforms that result from analyzing crises and deriving lessons from them, ultimately aimed at enhancing the resilience of organizations and their systems. (Ibrahim, 2018). Where crisis management encompasses a systematic progression through distinct developmental phases that enable organizations to effectively navigate emergency situations. Drawing upon established scholarly

work, this process can be conceptualized through five integrated stages that represent the complete crisis lifecycle (Al-Ahmar & Mohammed, 2022; Al-Lami & Al-Issawi, 2015; Al-Shuqaf, 2023).

### **Stage 1: Signal Detection and Precrisis Awareness**

The initial phase involves the systematic monitoring and identification of early warning indicators that suggest potential crisis emergence. This stage includes developing organizational sensitivity to recognize precursors and assessing the probability of crisis occurrence, establishing the foundation for proactive intervention (Al-Lami & Al-Issawi, 2015; Al-Shuqaf, 2023).

### **Stage 2: Preparedness and Prevention**

This critical preparatory phase focuses on developing comprehensive response capabilities and implementing preventive measures. Organizations establish crisis management protocols, conduct training exercises, and implement safeguards to mitigate potential impacts, thereby enhancing organizational resilience (Al-Ahmar & Mohammed, 2022; Al-Lami & Al-Issawi, 2015).

### **Stage 3: Containment and Damage Control**

During the active crisis phase, efforts concentrate on immediate response and impact limitation. This involves implementing containment strategies to prevent further escalation while managing and minimizing adverse effects on organizational operations and stakeholders (Al-Ahmar & Mohammed, 2022; Al-Shuqaf, 2023).

### **Stage 4: Recovery and Normalization**

The post-crisis phase emphasizes restoring organizational stability and operational continuity. This stage focuses on revitalizing normal activities, reestablishing equilibrium, and addressing the residual effects of the crisis to facilitate organizational healing (Al-Lami & Al-Issawi, 2015; Al-Shuqaf, 2023).

### Stage 5: Learning and Evaluation

The final transformative phase involves systematic assessment of the crisis management experience. Organizations analyze response effectiveness, identify improvement opportunities, and integrate lessons learned to enhance future crisis preparedness and management capabilities (Al-Lami & Al-Issawi, 2015; Al-Shuqaf, 2023).

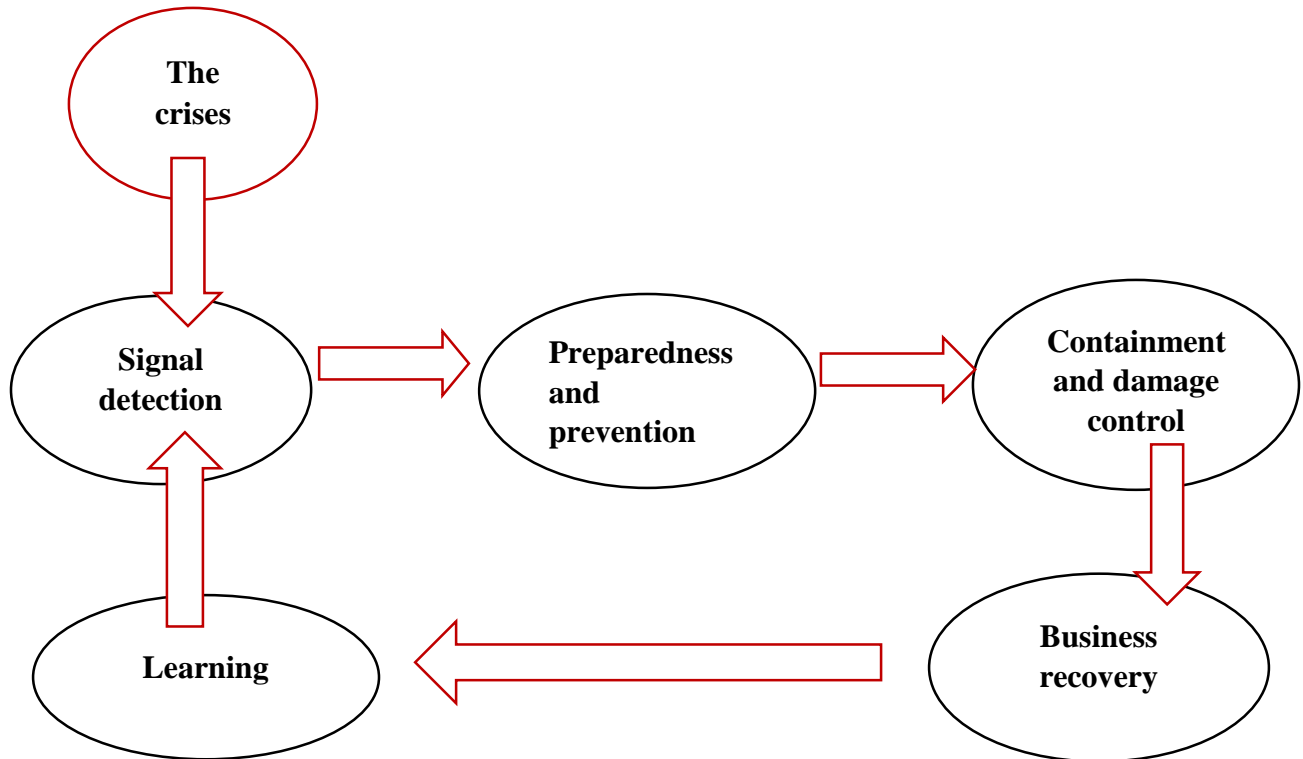


Figure (2.1): Stages of Crisis Management.

(Source: Al-Ahmar & Mohammed, 2022; Al-Sahli, 2020).

### 2.2.7 Factors Influencing Crisis Management

Effective crisis management is a critical organizational capability, the success of which is influenced by a complex interplay of multiple factors. Research indicates that a primary obstacle is inadequate information management, manifesting as a deficiency in data, a failure to detect early warning signals, and even the deliberate withholding of information, which severely impedes timely response (Al-Lami & Al-Essawi, 2015; Ibrahim, 2018).

Furthermore, strategic and procedural shortcomings play a significant role, including the selection of an inappropriate crisis management team, the lack of a clear and well-communicated crisis plan, and the use of ineffective management methodologies (Al-Hanafi, 2017; Ibrahim, 2018). These challenges are often compounded by human and behavioral factors, such as counterproductive leadership behaviors, a tendency to deny the existence of the crisis, fear of failure, overly stereotypical thinking, excessive enthusiasm, or overconfidence (Al-Sanousi, 2015; Al-Sahli, 2020; Al-Lami & Al-Essawi, 2015). Finally, the effectiveness of the response is constrained by resource and structural limitations, including the number of available alternatives, a lack of specialized skills, poor coordination between participating entities, insufficient qualified personnel, failure to keep pace with technological developments, and the high costs associated with crisis management, all within an increasingly complex and dynamic external environment (Al-Lami & Al-Essawi, 2015; Al-Sahli, 2020; Ibrahim, 2018).

### **2.2.8 Evaluating the Effectiveness of Strategic Planning in Health Crisis Management**

Strategic planning serves as a fundamental component in health crisis management, providing a structured framework that enables healthcare organizations to navigate complex emergencies systematically. The dynamic nature of the contemporary healthcare landscape, characterized by rapid changes and increasing complexity, necessitates robust planning mechanisms to address potential crises effectively (Avery & Graham, 2016). Within this context, strategic planning functions as a proactive approach that allows healthcare institutions to anticipate potential threats, develop responsive strategies, and allocate resources efficiently, thereby minimizing the impact of health emergencies on service delivery and patient outcomes.

The effectiveness of strategic planning in health crisis management is significantly enhanced through the integration of strategic vigilance principles. Strategic vigilance represents a systematic and disciplined approach to monitoring both internal and external environments, analyzing critical information, and anticipating emerging health threats before they escalate into full-scale crises (Lenzka & Lenzka, 1990). This proactive stance enables healthcare organizations to detect weak signals in the environment and develop appropriate countermeasures, transforming strategic planning from a reactive process to a forward-looking capability (Ansoff, 1975). The integration of strategic vigilance into planning processes ensures that healthcare institutions maintain

continuous awareness of potential risks while simultaneously identifying opportunities for systemic improvement and innovation.

In operational terms, strategic vigilance manifests through four distinct dimensions within health risk management. The monitoring dimension encompasses systematic tracking of epidemic patterns and infectious disease spread, utilizing sophisticated early warning systems to predict potential health threats. The decision-making dimension emphasizes the strategic integration of comprehensive health data analysis into organizational planning, increasingly incorporating artificial intelligence methodologies to enhance response accuracy. The coordination dimension requires establishing effective communication channels across health departments and strengthening partnerships with international health organizations. The technological dimension focuses on implementing cutting-edge solutions for risk analysis and developing advanced health information systems to support evidence-based decision-making (Al-Baqmi, 2024).

The comprehensive impact of strategic awareness further strengthens the strategic planning process in health crisis management. Strategic awareness directs organizational efforts toward proactive planning, priority identification, and efficient resource allocation, enabling healthcare institutions to comprehend potential crises fully and develop responsive scenarios (Al-Hieb & Al-Naif, 2023). This awareness enhances cooperation among various stakeholders including governmental, private, and community entities by facilitating information exchange and clarifying responsibility distribution. Furthermore, strategic awareness contributes significantly to developing institutional capacities through health system enhancement, medical staff training, and public education regarding prevention and preparedness measures.

The conceptual foundation of strategic planning in health crises encompasses multiple dimensions of awareness that collectively contribute to planning effectiveness. Internal environmental awareness enables healthcare organizations to understand and analyze institutional factors affecting crisis response, including human competencies, technological resources, and organizational structures (Sulaiman, 2020). External environmental awareness facilitates comprehension of factors outside the institution that influence operational systems and response capabilities (Al-Samarrai, 2020). Strategic objectives awareness ensures alignment with long-term goals and implementation strategies, while vision and mission awareness maintains directional focus throughout crisis response operations (Rashwan, 2022; Al-Haseeb, 2025).

The synergistic relationship between strategic planning, strategic vigilance, and strategic awareness creates a comprehensive framework for effective health crisis management. Strategic planning provides the structural foundation, strategic vigilance offers the proactive monitoring mechanism, and strategic awareness ensures the contextual understanding necessary for informed decision-making. This integrated approach enables healthcare organizations to transform potential crises into opportunities for systemic improvement and organizational learning, ultimately strengthening the overall resilience of healthcare systems and enhancing their capacity to protect public health during emergencies.

## Previous Studies

### 2.3 Previous Studies

The researcher reviewed numerous previous studies related to the subject of the study in order to benefit from the topics that the researchers have explored. Among these studies are the following:

In a study conducted by Shagaf (2023) titled "An Analytical Study on the Role of Effective Strategic Planning in Crisis Management in Government Institutions in Bani Walid," the researcher investigated the role of strategic planning as an organizational tactic for managing strategic objectives in government institutions. The main objective of the study was to identify the role of effective strategic planning in human resource management and to reveal statistically significant differences in strategic planning effectiveness attributed to gender and job title variables. The researcher employed an analytical descriptive methodology and selected a sample of 150 employees from government institutions in Bani Walid, Libya. The study results indicated that the percentage of effective strategic planning among employees in government institutions reached 70%, which represents a medium level. The study also found that the presence of a strategic plan to achieve work outputs reached 72.6% (medium level), while the implementation of the strategic plan to achieve work outputs reached 64.8% (medium level). The monitoring of the strategic plan to achieve work outputs reached 65.6% (medium level), and human resource management effectiveness reached 68.1% (medium level). The study concluded that there were no statistically significant differences in the role of effective strategic planning in human resource management attributed to gender, job title, or years of experience variables.

In a study conducted by Al-Khrabsheh, Sakher. , Al-Khrabsheh, and Alheet (2022) titled "The Strategic Role of Human Resources Management in Performing Crisis Management: The Mediating Role of Organizational Culture and Human Capital During Covid-19 (An Applied Study on the Jordanian Ministry of Health)," the researchers examined the critical role of strategic human resource management (HRM) in crisis management within the healthcare sector. The study aimed to define the strategic effects of HRM for handling crises and to evaluate the significance of organizational culture and human capital as key mediator variables in this relationship. The

research employed an analytical methodology and was applied to the Jordanian Ministry of Health, its associated government hospitals, and health centers. From a population of 600 individuals, a random sample of 234 participants was selected, achieving a 39% response rate. Data were collected via questionnaire, distributed electronically to accommodate restrictions during the Coronavirus pandemic. The findings provided statistically significant outcomes, revealing that human capital and organizational culture have statistically significant effects on the ability of human resources to address crises effectively. The study concluded that strategic human resource management plays a vital role in performing crisis management, mediated significantly through the development of human capital and a supportive organizational culture. These conclusions offer valuable insights for the Jordanian Ministry of Health and other nations seeking to enhance their crisis management capabilities.

In a study conducted by Oludele (2021) titled "Impact of Strategic Planning on Organizational Performance of Health Care Services in Nigeria," the researcher examined the influence of strategic planning processes on organizational development and growth within Nigeria's public health institutions. The study aimed to investigate whether strategic planning could deliver improved performance results in Nigeria's healthcare sector, which is characterized by inefficiency and underdevelopment. The research analyzed strategic planning as a comprehensive approach that includes analyzing organizational mandates, missions, and values; assessing internal and external environments; formulating strategic issues; and developing strategies, goals, and implementation plans. The study found that strategic planning directly impacts the efficiency and effectiveness of health institutions, leading to increased departmental performance and institutional longevity. The findings demonstrated that strategic planning significantly enhances organizational performance in healthcare services, contributing to improved service delivery, operational efficiency, and institutional effectiveness. The study concluded that for healthcare organizations to thrive in the contemporary era, they must fully embrace strategic planning processes to achieve their organizational goals and address the challenges facing Nigeria's health sector.

In a study conducted by Ben Khalifa and Al-nihewi (2023) titled "Strategic Planning for Human Resources and its Impact on Employee Performance (Field Study at Misurata Medical Center),"

the researchers examined the critical role of strategic human resource planning in influencing employee performance. The study aimed to reveal the reality of strategic planning for human resources and its impact on employees at Misurata Medical Center. The study Adopted a descriptive approach, the researchers utilized a questionnaire as the primary data collection tool. The study population comprised 56 individuals, with all 56 questionnaires being suitable for analysis, achieving a 100% response rate through a comprehensive survey method. Data were analyzed using the Statistical Package for the Social Sciences (SPSS), employing appropriate statistical tests for the study's quantitative data. The findings revealed a positive impact of the strategic human resources plan on employee performance at the medical center. The study demonstrated that the strategic planning process for human resources relies on determining the center's employee needs and strongly utilizes the outputs of this process to identify strengths and shortcomings while achieving integration among staff. The results further indicated that strategic planning for human resources forms an integral part of the center's overall strategy to secure high competencies who can perform their work to the fullest extent. The study concluded that employees possess capabilities that enable them to innovate new work methods, and they express their opinions and submit suggestions that influence work decisions, ultimately enhancing their efficiency in performing job responsibilities.

In a study conducted by Bahussain (2024) titled "The Impact of Strategic Planning on Crisis Management: A Study on the UAE Oil and Gas Sector," the researcher examined the crucial relationship between strategic planning and effective crisis management. The study aimed to uncover how strategic planning influences crisis management within oil and gas organizations, with particular focus on ADNOC as a representative case study in the UAE sector. The research followed a quantitative methodology, adopting a deductive approach with positivism philosophy and descriptive analytical techniques. A survey questionnaire was designed and distributed to 500 participants to investigate their perceptions of strategic planning and crisis management practices. The collected data underwent both descriptive and inferential statistical analysis to derive meaningful insights. The findings revealed remarkably high levels of participant perception regarding strategic planning's importance. The analysis demonstrated that strategic planning accounts for 86.1% of the variation in crisis management effectiveness within ADNOC, while acknowledging that other factors might also influence crisis management outcomes. The study

incorporated personal and functional factors as significant variables affecting both strategic planning and crisis management. Utilizing SWOT analysis to synthesize both primary and secondary data, the researcher developed robust strategic recommendations for policymakers and practitioners in ADNOC and the broader UAE oil and gas sector. The study concluded that strategic planning serves as a fundamental determinant of effective crisis management, emphasizing the importance of organizational perception in crisis situations. It recommended implementing informed intervention strategies to foster organizational culture and employ sensemaking as a method for creating resilient planning frameworks that enhance crisis response capabilities.

In a study conducted by Al-Qahtani, Abdel Fattah, and Mahmoud (2023) titled "The Impact of Strategic Planning in Dealing with the Corona Crisis (An Applied Study on Bisha Health)," the researchers examined the role of strategic planning in managing the COVID-19 pandemic within the Bisha Health Directorate. The study aimed to identify the impact of strategic planning in confronting the coronavirus crisis through analyzing its requirements and implementation levels. The researchers employed an analytical descriptive methodology, utilizing a questionnaire developed from previous literature as the primary data collection tool. The study sample consisted of 201 employees from the Bisha Health Directorate, selected through simple random sampling. The findings revealed a high level of strategic planning implementation within the health directorate, with strong consensus among participants regarding strategic planning requirements. The results demonstrated that strategic planning significantly contributed to confronting the COVID-19 pandemic, particularly in providing crucial information for decision-making and problem-solving during crises. The study concluded with several recommendations, including conducting training courses and workshops for Bisha Health leaders to enhance their strategic planning skills and capabilities, providing material and moral incentives for leaders practicing strategic planning to encourage continuity, and promoting crisis management participation through encouraging new ideas that enhance effective crisis response.

In a study conducted by Paul (2024) titled "Strategies for Effective Crisis Management in Healthcare Systems: Patient Safety and Lessons Learned," the researcher examined the critical role of crisis management plans in helping U.S. healthcare systems withstand the enormous

pressures of the COVID-19 pandemic. The study aimed to explore the significance of crisis management in healthcare organizations and to detail the foremost institutional best practices and strategies for overcoming the issues caused by the pandemic, with a focus on maintaining patient safety and clinical operations. The study used a systemic literature survey methodology, the study conducted a comprehensive search across PubMed, Research Gate, Scopus, and Google Scholar databases. The gathered articles underwent a double screening process, and the eligible articles were included to formulate the review. The findings revealed that major U.S. healthcare systems with proper crisis management plans were able to continue departmental clinical operations by upholding basic principles. These organizations acknowledged the crisis, approached it responsibly, and overcame it by reformulating appropriate plans. The study identified that clear communication, effective delegation, and a focus on sustainability were the foundational principles for managing crises. Crisis team leaders developed intranet pages for rapid communication and conducted electronic discussion boards and virtual town hall meetings. They also adopted the Responsible, Accountable, Consulted, and Informed (RACI) framework to manage the crisis, focusing on community, people, and sustainability. The study concluded that a time-sensitive crisis management plan is critical for every institution's reputation and survival. The best strategies for effective crisis management include making bold decisions, developing well-outlined policies, thorough planning, informing stakeholders in a timely manner, and taking rapid action to avoid disaster. The author emphasized that organizations must establish suitable crisis management teams, well-structured strategic plans, robust communication channels, clear implementation procedures, and rigorous evaluation methods to successfully overcome a crisis.

In a study conducted by Al-Ahmar and Mohammed (2022) titled "The Impact of Strategic Planning on crisis Management: A Study at Tripoli Diabetes Hospital," the researchers examined the effect of strategic planning on crisis management within healthcare institutions. The study aimed to identify whether strategic planning is effectively applied in crisis management at the hospital and to understand its role in mitigating crisis impacts. The study found that management actively takes all necessary measures to reduce the effects of crises and limit their recurrence. The results emphasized that hospital management engages in advance planning to deal with employees immediately when crises occur, and senior management demonstrates a clear understanding of the strategic planning process. The study concluded that strategic planning plays a crucial role in

enabling organizations to adapt to their internal and external environments, ensuring their continuity and growth. The researchers recommended that management should maintain its focus on implementing all necessary measures to mitigate crisis impacts and prevent their recurrence. Additionally, they emphasized the importance of using advance planning for employee management during crises to properly address effects and manage situations as required. The study highlighted that in our rapidly evolving world, organizations must adopt strategic planning to keep pace with changes in their operational environments, making it an essential tool for organizational survival and development.

In a study conducted by Farwana (2021) titled "The role of strategic planning in crisis management at the Gaza Ministry of Health," the researcher aimed to identify the relationship between strategic planning and crisis management in the challenging context of Gaza's healthcare system. The study sought to reveal the level of strategic planning implementation and its correlation with effective crisis management at the Ministry of Health. The results indicated a statistically significant correlation at the 0.05 level between various dimensions of strategic planning including planning formulation, flexibility, implementation, monitoring, and evaluation, and effective crisis management. The findings revealed statistically significant gender-based differences in perceptions of strategic planning's role in crisis management, with males reporting higher estimates. However, the study found no significant differences based on educational qualifications or years of experience. The research concluded that strategic planning plays a crucial role in enhancing crisis management capabilities even in highly challenging environments like Gaza, demonstrating that systematic planning approaches can significantly improve organizational resilience during crises.

In a study conducted by Sadeq (2023) titled "The role of strategic contingency planning in managing the COVID-19 crisis in Qatar," the researcher examined how Qatar achieved impressive success in overcoming the pandemic without collapse of its economic, health, and educational organizations. The study aimed to identify the role of strategic contingency planning in Qatar's approach to the COVID-19 crisis and understand the specific procedures and policies that contributed to this success. The research found that Qatar's effective crisis management stemmed from careful strategic planning that established necessary foundations for maintaining population

health. The study revealed that Qatar proved its capability during the COVID-19 crisis through effective coordination between the state and all sectors. The strategic contingency planning enabled Qatar to manage the crisis with minimal casualties while maintaining its vital infrastructure. The author concluded that Qatar's experience provides valuable lessons in strategic planning and crisis management cycles, offering important insights for learning from the pandemic response

Moreover, Niaz (2021) conducted a study entitled "The impact of strategic planning on crisis management from perspective of the employees in the public Jordanian hospitals". This study aimed to identify the impact of strategic planning in facing crises. The study used the descriptive analytical approach. The study sample consisted of 700 doctors, the questionnaire was used as a tool for collecting data. This study concluded that there is an impact of strategic planning in its various dimensions in crisis management in Jordanian government hospital. This study recommended the necessity of involving doctors in the strategic planning process due to their role in providing sufficient information about the working environment in hospitals.

Furthermore, study by Alafia (2020), entitled " The impact of strategic planning on the methods of crises management in the Jordanian Ministry of Health". This study aimed to assess the relationship between strategic planning and the methods used in crises management. In order to achieve the objective of the study, a descriptive approach was adopted. A questionnaire was distributed to the sample of the study consisting of 70 employees in the Jordanian Ministry of Health. The results showed that There is a high level of strategic planning and crises management in the Jordanian Ministry of Health. The study also revealed That there is a significant relationship at the level of significance between the implementation of strategic planning processes and crises management methods in the Jordanian Ministry of Health. The results indicate there is a significant effect at the level of significance for strategic planning in the degree of use of crises management methods from the perspective of administrators working in the Jordanian Ministry of Health.

Table (2.1) Comparative Previous Studies of Strategic Planning and Healthcare Crisis

No	Writer /Year	Variables	Methodology	Results
1	Shagaf (2023) titled "An Analytical Study on the Role of Effective Strategic Planning in Crisis Management in Government Institutions in Bani Walid,"	Independent: strategic planning Dependent: Crisis management	The researcher employed an analytical descriptive methodology and selected a sample of 150 employees from government institutions in Bani Walid, Libya.	. The study results indicated that the percentage of effective strategic planning among employees in government institutions reached 70%, which represents a medium level.
2	Al-Khrabsheh, Sakher. ,Al-Khrabsheh, and Alheet (2022) titled “The Strategic Role of Human Resources Management in Performing Crisis Management: The Mediating Role of Organizational Culture and Human Capital During Covid-19 (An Applied Study on the Jordanian Ministry of Health),”	Independent: strategic human resource management (HRM) Dependent: crisis management	analytical methodology and was applied to the Jordanian Ministry of Health, its associated government hospitals, and health centers. From a population of 600 individuals, a random sample of 234 participants was selected	The findings provided statistically significant outcomes, revealing that human capital and organizational culture have statistically significant effects on the ability of human resources to address crises effectively .
3	Oludele (2021) titled "Impact of Strategic Planning on Organizational Performance of Health Care Services in Nigeria,"	Independent: Strategic planning Dependent: Organizational performance	The research analyzed strategic planning as a comprehensive approach that includes analyzing organizational mandates, missions, and values; assessing internal and external environments; formulating strategic issues; and developing strategies, goals, and implementation plans	The findings demonstrated that strategic planning significantly enhances organizational performance in healthcare services, contributing to improved service delivery, operational efficiency, and institutional effectiveness.
4	Bahussain (2024) titled "The Impact of Strategic Planning on Crisis Management: A Study on the UAE Oil and Gas Sector,"	Independent: Strategic planning Dependent: Crisis management	The research followed a quantitative methodology, adopting a deductive	The findings revealed remarkably high levels of participant perception regarding strategic planning's importance.

			approach with positivism philosophy and descriptive analytical techniques	
5	Al-Qahtani, Abdel Fattah, and Mahmoud (2023) titled "The Impact of Strategic Planning in Dealing with the Corona Crisis (An Applied Study on Bisha Health),"	Independent: strategic planning dependent: managing the COVID-19 pandemic	The researchers employed an analytical descriptive methodology, utilizing a questionnaire developed from previous literature as the primary data collection tool.	The findings revealed a high level of strategic planning implementation within the health directorate, with strong consensus among participants regarding strategic planning requirements.
6	Paul (2024) titled "Strategies for Effective Crisis Management in Healthcare Systems: Patient Safety and Lessons Learned,"	Independent: strategies crisis management Dependent : patient safety and lessons learned	Using a literature survey methodology, the study conducted a comprehensive search across PubMed, Research Gate, Scopus, and Google Scholar databases.	. The findings revealed that major U.S. healthcare systems with proper crisis management plans were able to continue departmental clinical operations by upholding basic principles.
7	Firwana (2021) titled "The role of strategic planning in crisis management at the Gaza Ministry of Health,"	Independent: Demission of strategic planning Dependent: Crisis management	The researcher employed an analytical descriptive methodology	The results indicated a statistically significant correlation at the 0.05 level between various dimensions of strategic planning - including planning formulation, flexibility, implementation, monitoring, and evaluation - and effective crisis management.
8	, (Niaz, 2021) conducted a study entitled "The impact of strategic planning on crisis management from perspective of the employees in the public Jordanian hospitals	Independent: strategic planning Dependent: Crisis management	. The study used the descriptive analytical approach. The study sample consisted of 700 doctors, the questionnaire was used as a tool for collecting data.	. This study concluded that there is an impact of strategic planning in its various dimensions in crisis management in Jordanian government hospital
9	(Alafia., 2020), entitled " The Impact of Strategic Planning on the Methods of Crises	Independent: strategic planning	, a descriptive approach was adopted. A	The results indicate there is a significant effect at the level of significance

	Management in The Jordanian Ministry of Health	Dependent :method of crisis management	questionnaire was distributed to the sample of the study consisting of 70 employees in the Jordanian Ministry of Health.	for strategic planning in the degree of use of crises management methods from the perspective of administrators working in the Jordanian Ministry of Health.
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Table (2.1) Prepared by Researcher

## 2.4 Research Gap

The current study is distinguished from previous research in the following key aspects:

**Research Environment:** While previous studies on strategic planning in healthcare crisis management were conducted in various international and stable contexts, this study focuses specifically on the health services administration in Zawia, Libya. This represents a unique case study of a healthcare system operating in a challenging post-conflict environment with limited resources.

**Research Objectives:** Existing literature has primarily examined strategic planning and crisis management as separate domains, or their relationship in general terms. This study specifically investigates the impact of strategic planning dimensions (including strategies, resource allocation, monitoring, and organizational flexibility) on healthcare crisis management effectiveness within the Libyan context.

**Methodological Approach:** Regarding the study methodology, the current study can be designed as a descriptive-analytical study, as it is based on the perspective of administrators in the Al-Zawia Health Services Administration. This approach provides insights into both strategic decision-making and operational implementation challenges.

**Study Variables and Framework:** Unlike previous studies that often used generalized measures of strategic planning, this research develops a specific framework examining four distinct dimensions of strategic planning and their individual and collective impact on healthcare crisis management capabilities.

**Contextual Relevance:** The study addresses the significant research gap in understanding strategic planning implementation in resource-constrained environments and conflict-affected regions,

providing valuable insights for similar healthcare systems facing chronic crises and emergency situations.

**Practical Applications:** The findings offer evidence-based recommendations tailored to the Libyan healthcare context, enabling policymakers and health administrators to develop more effective crisis management strategies through improved strategic planning practices.

**Theoretical Contribution:** This research extends existing theoretical frameworks by testing their applicability in a unique operational environment, potentially leading to new conceptual models for strategic planning in crisis-prone healthcare systems.

The study's distinctive focus on the intersection of strategic planning dimensions and healthcare crisis management within the challenging Libyan context represents a significant contribution to both academic knowledge and practical healthcare management in conflict-affected regions.

#### **2.4.1 The Relationship Between Strategic Planning and its Dimensions (Strategic Planning Strategies, Resources Allocation, the Monitoring and Organizational Flexibility) and Healthcare Crisis Management:**

The contemporary global environment, characterized by volatility and unforeseen health threats, necessitates a robust approach to health crisis management. The effectiveness of such management is fundamentally rooted in the principles of strategic planning. The COVID-19 pandemic demonstrated that systemic unpreparedness, including logistical failures and resource shortages, can severely compromise a nation's ability to protect its population (Andrieiev et al., 2024). Consequently, a proactive and integrated strategic framework is indispensable for mitigating the impacts of health crises, ensuring operational continuity, and building resilient healthcare systems that can adapt and respond to emergent challenges.

The formulation of clear and coherent strategies constitutes the primary dimension of strategic planning for health crises. This process involves a systematic analysis of both internal and external environments to identify potential threats, from pandemics to biological hazards. A well-defined strategy translates this analysis into actionable plans, which may include the establishment of comprehensive public health policies and the integration of digital technologies for enhanced surveillance and communication (Andrieiev et al., 2024). Furthermore, a strategic mindset allows

organizations to perceive a crisis not merely as a disruption but as a potential catalyst for innovation and systemic improvement (Hargins & Watt, 2010).

Strategic resource allocation is a critical dimension that determines the tangible capacity of a healthcare system to withstand a crisis. This involves the prudent investment in financial, human, and material resources to build necessary infrastructure. A key aspect is developing a resilient domestic capacity for producing essential medical supplies, equipment, and pharmaceuticals, ensuring supply chain transparency and efficiency (Andrieiev et al., 2024). Equally important is the strategic investment in human capital through targeted education and international collaboration to address shortages of skilled healthcare professionals, who are the cornerstone of any effective crisis response (Andrieiev et al., 2024).

Strategic control provides the essential mechanism for monitoring and guiding organizational activities during a crisis. This dimension focuses on evaluating the broader strategic direction and outcomes rather than operational minutiae (Certo & Peter, 1991). It offers critical feedback on the performance of crisis management strategies, helping to identify deviations, diagnose root causes of problems, and initiate timely corrective actions (Al-Jubouri, 2015; Al-Nusairi, 2009). By ensuring accountability and detecting errors early, strategic control prevents minor issues from escalating into critical failures during a health emergency, thereby safeguarding organizational integrity and public trust.

Organizational flexibility is the dimension that enables a healthcare system to adapt rapidly to the dynamic and unpredictable nature of a health crisis. Strategic planning must intentionally foster this agility by creating structures and a culture that can manage change effectively. This includes decentralizing decision-making authority where appropriate and empowering dedicated crisis response teams to take swift and autonomous action (Paul, 2024). This flexibility allows healthcare systems to pivot quickly in the face of a novel threat, reallocating resources and adapting protocols to maintain operational continuity under pressure.

The integration of these strategic dimensions creates a synergistic relationship with health crisis management. A proactively developed strategic plan, incorporating comprehensive risk assessments, enables a more coordinated and effective response when a crisis occurs. The mechanisms of strategic control ensure that response efforts remain aligned with overarching

objectives, allowing for real-time calibration based on performance feedback (Schermerhorn, 2005). Simultaneously, organizational flexibility, supported by a skilled and empowered workforce, allows for the agile execution of these calibrated plans, ensuring that the system remains responsive to the evolving situation (Paul, 2024).

In conclusion, the relationship between strategic planning and health crisis management is profound and symbiotic. The dimensions of strategic planning strategies, resource allocation, strategic control, and organizational flexibility are not isolated functions but are deeply interconnected components of a resilient system. The experience of managing a health crisis provides invaluable lessons that must be systematically integrated back into the strategic planning process, fostering a learning organization that is progressively more resilient. Therefore, the deliberate and integrated application of these strategic dimensions is fundamental to protecting public health, ensuring societal well-being, and building a healthcare system capable of withstanding future challenges.

## **2.5 Summary of the Chapter**

This chapter provides a comprehensive theoretical background for the core concepts and It begins by exploring the concept, importance, foundational stages, and potential obstacles of strategic planning. The four key dimensions under study (strategic strategies, resource allocation, monitoring, and organizational flexibility) are defined.

Second, the chapter then shifts to healthcare crisis management, covering its definition, significance, various typologies of crises and concept of healthcare crisis, and the stages of effective crisis management (e.g., signal detection, preparation, response, recovery) and factors influencing of the crisis management and evaluating the effectiveness of strategic planning in healthcare crisis management.

Third section thorough review of related previous studies is presented, highlighting their findings and, crucially, establishing the research gap that this thesis aims to fill—specifically, the lack of focused studies on this relationship within the resource-constrained and unstable environment of Zawia, Libya. The relationship between strategic planning and its dimensions and healthcare crisis management is also clarified. The following chapter considers the methodology and methods adopted in order to test and answer the proposed hypotheses and research questions.

# **Chapter Three**

## **Research Methodology**

### **3.0 Introduction**

This chapter details the field study component of the research, outlining the methodological framework adopted to investigate the impact of strategic planning on health crisis management in the Health Services Administration of Zawia city. This chapter is organized into four main sections. The first section describes an overview of the health services administration in Zawia City, the second section discuss the methodology and procedures, including the research design, study population and sample, data collection tool, and assessment of the tool's validity and reliability. The third section explains statistical methods used in analyzing primary data, Finally, a summary of the chapter is presented.

#### **3.1 An Overview of the Health Services Administration in Zawia City**

The Health Services Administration in Zawia City is one of the institutions operating under the umbrella of the Ministry of Health. This administration was established in 2012 pursuant to Decree No. (38). Its service network comprises (25) health units distributed across various parts of the city and provide comprehensive health services. The administration is tasked with providing comprehensive health services through a workforce of approximately (2,000) medical and paramedical personnel, in addition to nearly (600) employees working within the administration's offices and its various health units.

#### **3.2 Study design**

To achieve the research objectives, the descriptive and analytical methodology was adopted. This study design was deemed most appropriate as it allows for a comprehensive description of the current state of strategic planning and crisis management at the Health Services Administration of Zawia City. Furthermore, this methodology facilitates a detailed analysis of the relationship between the independent variable (strategic planning) and the dependent variable (health crisis management), which is essential for testing the research hypotheses. The descriptive aspect involves collecting data to accurately portray the variables, while the analytical aspect focuses on examining the relationships and effects between these variables.

### **3.3 Study Population**

Study population based on the available data from the Health Services Administration in Zawia City, the study population consisted of 412 employees working in senior and middle management positions. A simple random sampling technique was employed to select a sample of 200 employees from these administrative levels. Questionnaires were subsequently distributed to all selected participants.

#### **3.3.1 Study Sample**

The sample was limited to senior and middle management from the study population, as they are the most capable of dealing with the study variables. Upon distributing the questionnaire to all members of the sample, questionnaires with random or illogical responses, as well as those unsuitable for analysis, were excluded. The researcher made efforts to encourage the participants to complete the questionnaire accurately and thoroughly. Due to the impracticality of conducting a comprehensive census of the entire study population, a sampling approach was adopted. To ensure the sample size was statistically representative, it was determined using Krejcie and Morgan's (1970) table for sample size determination. A simple random sampling technique was subsequently employed to select a well-represented sample from the target population.

$$n = (X^2 \times N \times P \times (1 - P)) / (d^2 \times (N - 1) + X^2 \times P \times (1 - P))$$

Where:

n = Required sample size

N = Total population size

X<sup>2</sup> = Chi-square critical value at 1 degree of freedom (3.841 at the 95% confidence level)

P = Population proportion (often set at 0.5 for maximum variability)

d = Margin of error (standard value = 0.05)

#### **3.3.2 Response Rate**

A total of (200) questionnaires were distributed, and (183) were retrieved. Of these, (3) were excluded for being unsuitable for analysis, resulting in (180) valid questionnaires, representing a percentage of (90 %).

**Table (3.1). Distribution and Retrieval of Study Questionnaires**

<b>Category</b>	<b>Number</b>	<b>Percentage</b>
Distributed Questionnaires	200	100%
Retrieved Questionnaires	183	91.5%
Excluded (Invalid) Questionnaires	3	1.5%
Valid questionnaires for Analysis	180	90%

### **3.4 Study Procedures**

The sequence of steps undertaken by the researcher from the beginning of distributing the questionnaires to the completion of the process is as follows:

The researcher contacted the independent institutions relevant to the study project in writing to request permission to distribute the questionnaires to the sample. A total of (200) questionnaires were distributed to the study sample. A comprehensive explanation of the questionnaire content was provided to the participants. The questionnaires were fully distributed over a period of approximately one week. (183) questionnaires were collected over a period of approximately two weeks, of which (180) were deemed valid.

### **3.5 Study Instrument**

The study relied on the questionnaire as the primary tool for measuring the study variables. It consists of four parts as follows:

1-Part One:

This section addresses the demographic variables of the study sample through seven items, including gender, age, educational level, years of service in the institution, level of participation in strategic planning, level of participation in health crisis management, and a description of the study sample.

2-Part Two:

This section focuses on the independent variable strategic planning which consists of four

dimensions: strategies, resource allocation, monitoring, and organizational flexibility, with a total of (21) items.

3-Part Three:

This section relates to the dependent variable health crisis management, with a total of (11) items. The Likert scale was used to measure each variable, employing a five-point scale for the respondents' answers, ranging from (1 to 5) as follows:

- 1 - Strongly Disagree
- 2 - Disagree
- 3 - Neutral
- 4 - Agree
- 5 - Strongly Agree

**Table (3.2) Likert's five-point scale**

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>Numerical Weight</b>	5	4	3	2	1

### **3.6 Questionnaire Validity**

Validity of the study questionnaire refers to the extent to which the questionnaire measures what it is intended to measure. We ensured the validity of the questionnaire through the following types of validity:

#### **3.6.1 Face Validity of the Questionnaire (Validity of Experts)**

The researcher tested the validity of the study questionnaire by using the expert validity method. The questionnaire was reviewed by three experts (Appendix A, p 96) who have experience in the field of the study. The researcher considered the of the experts' comments to finalize the questionnaire's formulation.

#### **3.6.2 Discriminant Validity**

Discriminant validity, also known as concurrent validity, is calculated using an independent samples t-test to determine the difference between two extreme groups. The calculated t-value for the significance of the difference between the two extreme groups in the total score represents the discriminant validity of the scale. To achieve this, the total scores of the questionnaire items are arranged in descending order from the highest score to the lowest score. The two extreme groups

are identified in the total score with a percentage of 27% in each group. By conducting an independent samples t-test, a calculated significance value of  $< 0.001$  was obtained for overall of the questionnaire, which is less than 0.05. This indicates that the Questionnaire has discriminant validity, meaning it has a high discriminatory ability.

**Table (3.3) Illustrates the Results of the t-test for Testing the Difference between the Two Groups**

Dimension	Group	Mean	Std	Means difference	T value	P-value
Strategic Planning Strategies	Upper group	27.90	1.874	8.19	15.060	< 0.001
	Lower group	19.71	3.310			
Resource Allocation	Upper group	23.22	1.649	7.44	17.818	< 0.001
	Lower group	15.78	2.418			
Monitoring and Control	Upper group	22.82	1.833	8.29	21.133	< 0.001
	Lower group	14.53	2.042			
Organizational Flexibility	Upper group	22.80	1.633	7.64	14.209	< 0.001
	Lower group	15.16	3.387			
Planning Strategies	Upper group	94.53	6.724	27.02	16.908	< 0.001
	Lower group	67.51	8.940			
Health Crisis Management	Upper group	49.55	4.179	18.53	18.371	< 0.001
	Lower group	31.02	5.692			
<b>Overall</b>	Upper group	142.71	11.407	43.02	16.911	< 0.001
	Lower group	99.69	13.674			

### 3.6.3 Reliability of the Questionnaire

To test the reliability of the study tool, Cronbach's alpha test was used to measure the internal consistency of the questionnaire. The results shown in Table (3.4) indicate a reliability level of 91.6% in the responses of the study sample, which is an acceptable percentage since alpha values above 70% are considered reliable. Therefore, it can be concluded that this scale is reliable, meaning that the respondents understand its items in the same way as intended by the researcher. Consequently, it can be relied upon in this field study, as the likelihood of obtaining consistent results upon reapplication is estimated at 91.6%.

**Table (3.4) Results of the test for the reliability of the study questionnaire (Cronbach's Alpha)**

Dimension	Number of statements	Cronbach's Alpha
Strategic Planning Strategies	6	0.851
Resource Allocation	5	0.863
Monitoring and Control	5	0.872
Organizational Flexibility	5	0.889
Health Crisis Management	11	0.851
<b>Overall</b>	32	0.916

### 3.7 Statistical Methods used in Analyzing Data

To analyze the data collected in this study, both descriptive and inferential statistical methods were employed using SPSS V27. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize the demographic characteristics of the participants and their responses regarding strategic planning and healthcare crisis management.

For hypothesis testing, Pearson correlation coefficients were calculated to examine the strength and direction of relationships between the independent variables (strategic planning strategies, resource allocation, monitoring and control, organizational flexibility) and the dependent variable (healthcare crisis management). Additionally, simple linear regression analyses were conducted to

determine the predictive effect of each strategic planning dimension on healthcare crisis management, as well as the overall effect of strategic planning. The coefficient of determination ( $R^2$ ) was used to assess the proportion of variance in healthcare crisis management explained by the independent variables, while t-values and p-values were used to evaluate the statistical significance of the regression estimates.

A significance level of  $p < 0.05$  was adopted for all analyses. This combination of descriptive and inferential techniques allowed for a comprehensive understanding of both the patterns in the data and the strength of the relationships between strategic planning practices and healthcare crisis management outcomes in Zawia City.

### **3.8 Summary of the Chapter**

This chapter outlines the systematic approach adopted to conduct the study. It describes the research as descriptive-analytical, utilizing a questionnaire as the primary data collection tool. The study population and sampling procedure are detailed, specifying a sample of middle and senior-level staff from the Zawia Health Services Administration. The research instrument is described, including its sections on demographic data, strategic planning dimensions, and healthcare crisis management, all measured on a five-point Likert scale. The data analysis plan using SPSS version 27 is explained, encompassing both descriptive statistics and inferential techniques like correlation and regression analysis to test the hypotheses. The chapter also establishes the validity and reliability of the questionnaire, confirming its suitability for the study. The next chapter present the data analysis and finding of the study.

# **Chapter Four**

## **Result**

## 4.0 Introduction

This chapter presents a comprehensive analysis of the data collected to investigate the impact of strategic planning on healthcare crisis management within the Health Services Administration of Zawia City. Following the descriptive-analytical methodology, the data obtained from the distributed questionnaires were processed and examined using statistical software. The presentation of findings proceeds in a structured sequence, beginning with the demographic profile of the study sample to provide context. This is followed by a descriptive analysis of the respondents' perceptions regarding the study's core variables: strategic planning strategies, resource allocation, monitoring, organizational flexibility, and healthcare crisis management. The core of this chapter is dedicated to testing the research hypotheses through inferential statistical analyses, including Pearson correlation and simple linear regression. The results are systematically presented and interpreted to determine the nature and strength of the relationships posited in the research model, ultimately addressing the primary research question and its subsidiary inquiries.

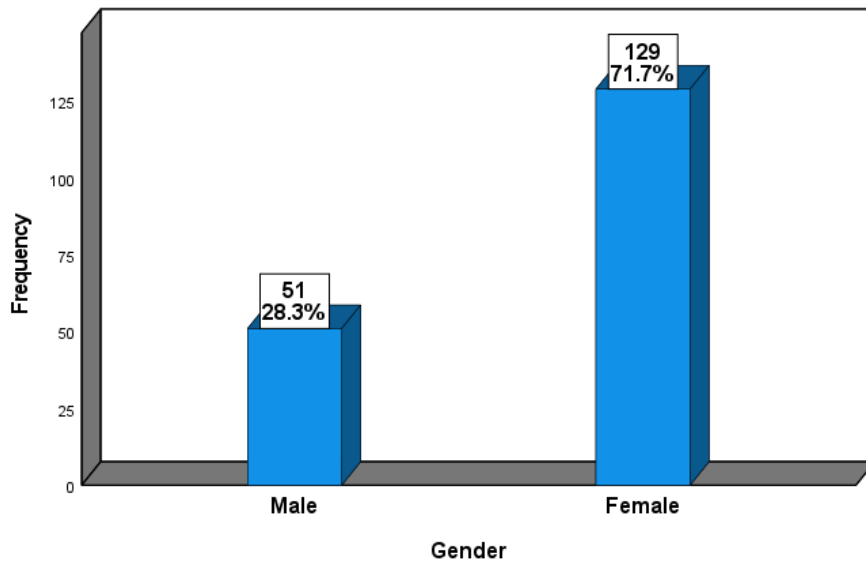
### 4.1 Demographic Information

#### a) Gender

Table (4.1) shows that the majority of the sample were female (71.7%), while males constituted 28.3% of the participants. This indicates a gender imbalance, with females representing more than two-thirds of the health services administrative workforce surveyed in Zawia City.

**Table (4.1) Sample distribution based on gender**

Gender	Count	%
Male	51	28.3
Female	129	71.7
Total	180	100.0

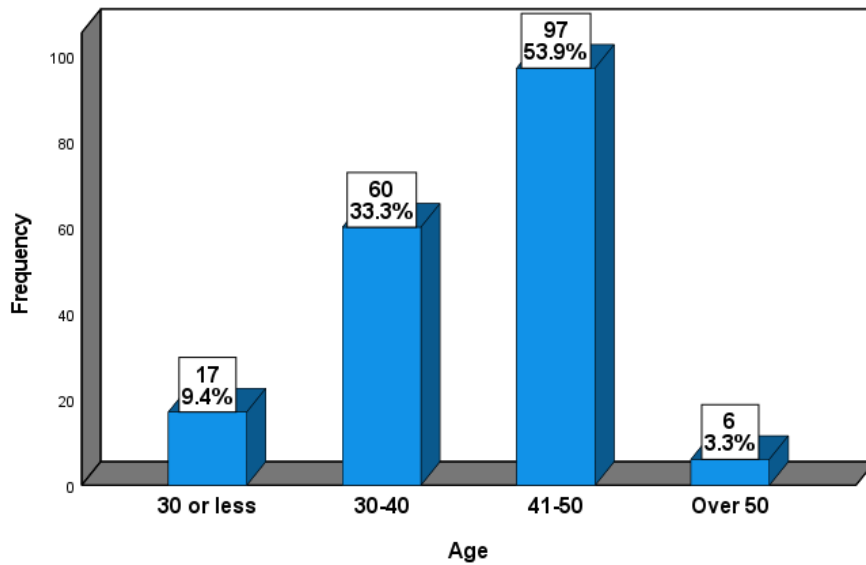


**b) Age**

Table (4.2) **shows** that the majority of participants were between 41 and 50 years old (53.9%), followed by the 31–40 age group (33.3%). A smaller proportion were 30 or younger (9.4%) or over 50 (3.3%), indicating that the workforce is largely middle-aged.

**Table (4.2) Sample distribution based on age**

Age	Count	%
30 or less	17	9.4
31-40	60	33.3
41-50	97	53.9
Over 50	6	3.3
Total	180	100.0

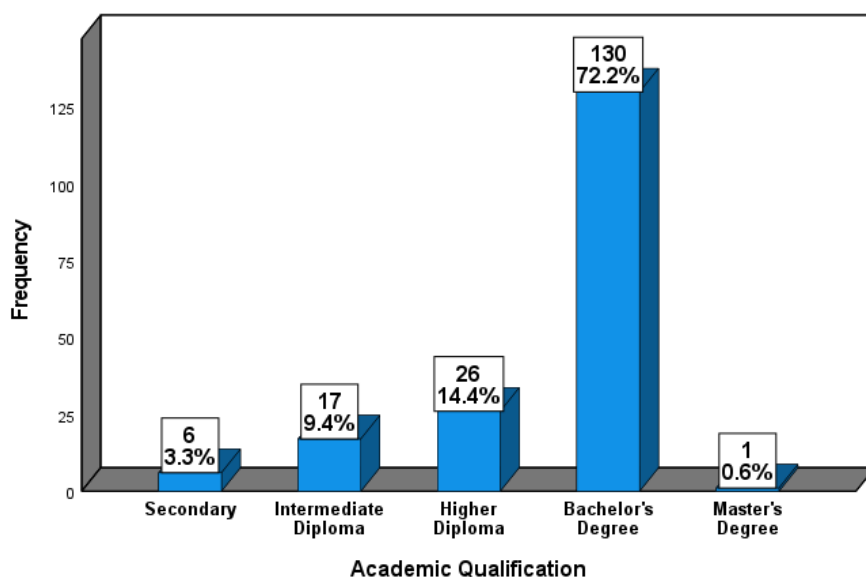


### c) Academic Qualification

Table (4.3) indicates that the majority of participants hold a Bachelor’s degree (72.2%), followed by higher diplomas (14.4%) and intermediate diplomas (9.4%). Very few participants had a secondary education (3.3%) or a Master’s degree (0.6%), suggesting that the workforce is generally well-educated, with a strong foundation in formal higher education.

### Sample Distribution Based on Academic Qualification

Academic Qualification	Count	%
Secondary	6	3.3
Intermediate Diploma	17	9.4
Higher Diploma	26	14.4
Bachelor's Degree	130	72.2
Master's Degree	1	0.6
Total	180	100.0

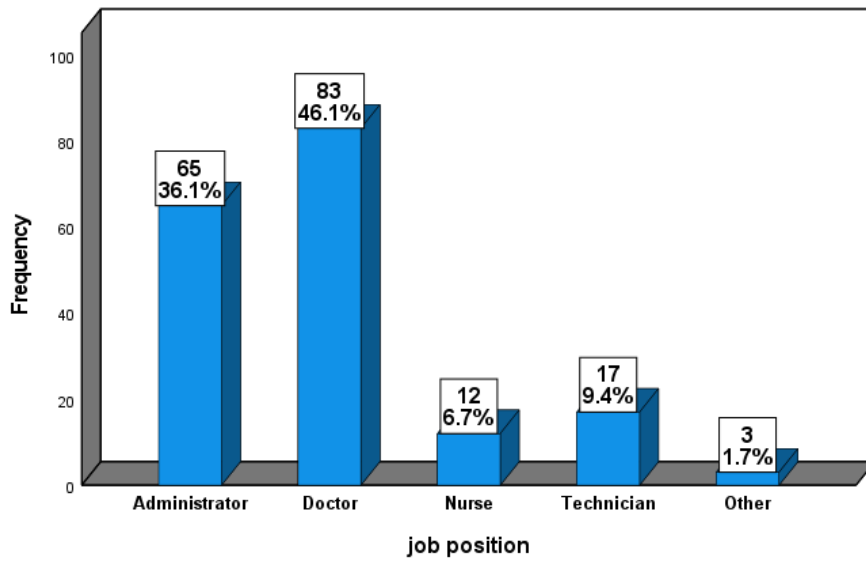


#### d) Job Position

Table (4.4) shows that the majority of participants were doctors (46.1%) and administrators (36.1%), while nurses (6.7%), technicians (9.4%), and other positions (1.7%) comprised smaller proportions. This indicates that the sample primarily consisted of clinical and administrative staff, reflecting the central roles in healthcare services management.

**Table (4.4) Sample Distribution Based on Job Position**

Job Position	Count	%
Administrator	65	36.1
Doctor	83	46.1
Nurse	12	6.7
Technician	17	9.4
Other	3	1.7
Total	180	100.0

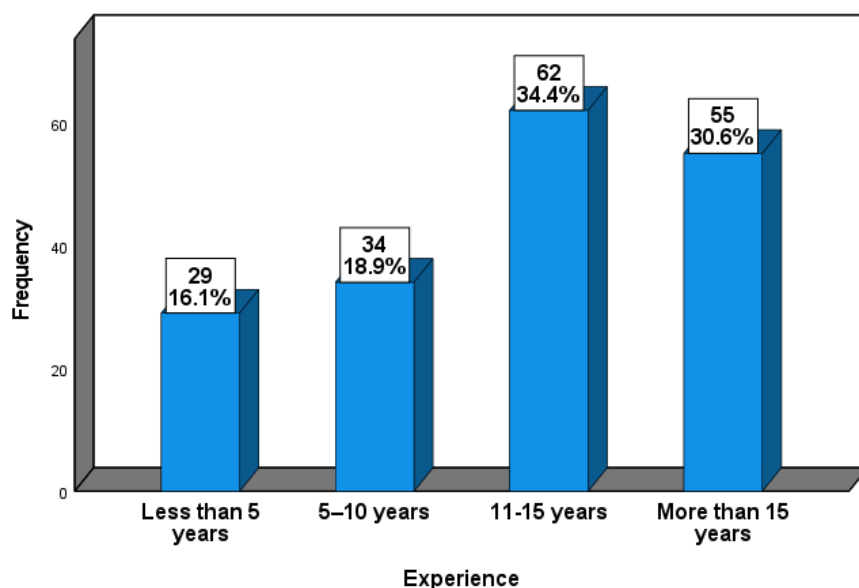


#### e) Experience

Table (10) shows that most participants had 11–15 years of experience (34.4%) and more than 15 years (30.6%), indicating a workforce with substantial experience in health services administration. Fewer participants had 5–10 years (18.9%) or less than 5 years (16.1%) of experience, suggesting a relatively experienced sample overall.

**Table (4.5) Sample Distribution Based on Experience**

Experience	Count	%
Less than 5 years	29	16.1
5-10 years	34	18.9
11-15 years	62	34.4
More than 15 years	55	30.6
Total	180	100.0



## 4.2 Descriptive Statistics

### The Relative Importance Scale of the Arithmetic Mean

A ranking scale was developed for the arithmetic mean according to its level of importance for use in analyzing the results as follows:

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	1-1.79	1.8-2.59	2.6-3.39	3.4-4.19	4.2-5

**Table (4.6) The Relative Importance Scale of the Arithmetic Mean**

Athematic Mean	Relative importance
1-1.79	Very Low
1.8-2.59	Low
2.6-3.39	Moderate
3.4-4.19	High
4.2-5	Very High

**Table (4.7) Sample’s Responses on Statements about Strategic Planning Strategies**

No	Statement	Mean	SD	Level of agreement
1	Strategic planning is essential in the modern era for all institutions striving to achieve their goals.	4.27	0.587	Very high
2	Strategic plans are developed with clear vision and mission to guide organization`s activities and overall	4.02	0.805	High
3	Strategies are clearly defined for long-term objectives in the health services administration.	3.98	0.794	High
4	The administration relies on internal and external environment analysis when formulating strategies.	3.92	0.739	High
5	Alternative plans are prepared for each stage of planning process	3.91	0.907	High
6	Employees are involved in the development and implementation of strategies.	3.79	0.914	High
	<b>Over all</b>	<b>3.98</b>	<b>0.604</b>	<b>High</b>

Table (4.7) presents the participants’ responses regarding strategic planning strategies within healthcare crisis management in health services administration in Zawia City. The overall mean score ( $M = 3.98$ ,  $SD = 0.604$ ) indicates a high level of agreement, suggesting that strategic planning practices are generally well-perceived and effectively implemented within the institutions studied.

The statement with the highest mean score was “Strategic planning is essential in the modern era for all institutions striving to achieve their goals” ( $M = 4.27$ ,  $SD = 0.587$ ), which reflects a very high level of agreement. This result emphasizes that participants strongly recognize the fundamental role of strategic planning in achieving institutional objectives, especially in the context of healthcare management.

Statements related to the clarity of vision and mission ( $M = 4.02$ ,  $SD = 0.805$ ) and definition of long-term objectives ( $M = 3.98$ ,  $SD = 0.794$ ) also scored highly, indicating that participants believe their organizations have well-defined strategic directions. Moreover, the relatively high mean for environmental analysis in strategy formulation ( $M = 3.92$ ,  $SD = 0.739$ ) suggests that both internal

and external factors are adequately considered during planning, which is critical for effective crisis management.

The lowest mean was observed for the statement “Employees are involved in the development and implementation of strategies” (M = 3.79, SD = 0.914), though it still indicates a high level of agreement. This implies that while staff participation exists, there is room for improvement in engaging employees more actively in the strategic planning process.

Overall, these findings suggest that strategic planning in the health services administration of Zawia City is strongly embedded, with clear goals, analytical planning processes, and proactive strategy development. However, greater employee involvement could enhance the comprehensiveness and effectiveness of the strategic planning framework, particularly in managing healthcare crises.

**Table (4.8) Sample’s Responses on Statements about Resource Allocation**

No	Statement	Mean	SD	Level of agreement
1	Resources are allocated based on the priorities of the strategic plan in your administration.	4.03	0.672	High
2	Necessary capabilities are provided to respond to health crises in your administration.	3.92	0.921	High
3	Efficiency is considered in resource distribution within the administration.	4.02	0.776	High
4	There is flexibility in reallocating resources when necessary.	3.87	0.733	High
5	The use of resources is regularly evaluated in your administration.	3.87	0.821	High
	<b>Over all</b>	<b>3.94</b>	<b>0.634</b>	<b>High</b>

Table (4.8) displays the participants’ perceptions regarding resource allocation within the framework of strategic planning in healthcare crisis management in the health services administration of Zawia City. The overall mean score (M = 3.94, SD = 0.634) reflects a high level

of agreement, indicating that respondents generally perceive resource allocation practices as effective and aligned with strategic objectives.

The highest mean score was observed for the statement “Resources are allocated based on the priorities of the strategic plan in your administration” (M = 4.03, SD = 0.672). This suggests that decision-making related to resources is strongly guided by strategic priorities, ensuring consistency between planning and implementation processes. Similarly, the statement “Efficiency is considered in resource distribution within the administration” (M = 4.02, SD = 0.776) also received a high rating, implying that resource utilization is approached with attention to cost-effectiveness and productivity.

The statements concerning providing necessary capabilities to respond to health crises (M = 3.92, SD = 0.921) and flexibility in reallocating resources when necessary (M = 3.87, SD = 0.733) were also rated highly. These results reflect a positive perception of the administration’s ability to adapt resource allocation to meet emerging needs during crises an essential element in healthcare crisis management.

Finally, the statement “The use of resources is regularly evaluated in your administration” (M = 3.87, SD = 0.821) indicates that performance monitoring is practiced, though slightly less emphasized compared to planning-based allocation.

Overall, these results demonstrate that resource allocation in Zawia City’s health services administration is strategically driven, efficient, and adaptable, contributing significantly to effective healthcare crisis management. However, continued enhancement in monitoring and evaluation mechanisms could further strengthen the optimal use of available resources.

**Table (4.9) Sample’s Responses on Statements about Monitoring and Control**

No	Statement	Mean	SD	Level of agreement
1	Clear mechanisms exist to monitor the strategic plan in your administration.	3.82	0.847	High
2	Performance indicators are used to assess progress toward strategic goals.	3.75	0.804	High

No	Statement	Mean	SD	Level of agreement
3	Deviations in performance are corrected as soon as they are detected.	3.88	0.886	High
4	Performance is reviewed regularly and systematically in your administration.	3.83	0.838	High
5	Monitoring operations and reports are documented in a systematic manner.	3.74	0.861	High
	<b>Over all</b>	<b>3.80</b>	<b>0.690</b>	<b>High</b>

Table (4.9) presents the participants' responses concerning monitoring and control practices within the strategic planning framework of healthcare crisis management in the health services administration of Zawia City. The overall mean score ( $M = 3.80$ ,  $SD = 0.690$ ) indicates a high level of agreement, suggesting that monitoring and control mechanisms are generally well-established and effectively implemented across the administration.

Among the individual items, the statement "Deviations in performance are corrected as soon as they are detected" recorded the highest mean ( $M = 3.88$ ,  $SD = 0.886$ ), highlighting that corrective actions are promptly taken to address issues that may arise during the implementation of strategic plans. This reflects a responsive and adaptive management approach an essential element in maintaining performance standards, particularly during healthcare crises.

The statements "Performance is reviewed regularly and systematically" ( $M = 3.83$ ,  $SD = 0.838$ ) and "Clear mechanisms exist to monitor the strategic plan" ( $M = 3.82$ ,  $SD = 0.847$ ) also received high ratings, indicating that structured and continuous evaluation processes are in place to track progress toward strategic objectives.

Slightly lower, but still high, mean scores were reported for "Performance indicators are used to assess progress toward strategic goals" ( $M = 3.75$ ,  $SD = 0.804$ ) and "Monitoring operations and reports are documented in a systematic manner" ( $M = 3.74$ ,  $SD = 0.861$ ). These results imply that while monitoring practices are implemented, there may be room for improvement in the systematic documentation and utilization of performance indicators to enhance evidence-based decision-making.

Overall, these findings suggest that monitoring and control activities in Zawia City’s health services administration are robust and effectively support the implementation of strategic plans. Nonetheless, strengthening the use of measurable performance indicators and documentation systems could further improve accountability and enhance the administration’s ability to respond efficiently during healthcare crises.

**Table (4.10) Sample’s Responses on Statements about Organizational Flexibility**

No	Statement	Mean	SD	Level of agreement
1	There is readiness to handle health crises within your administration.	3.96	0.864	High
2	The administration can adapt to sudden changes in the health environment.	3.91	0.760	High
3	The administration encourages its staff to innovate in responding to crises.	3.84	0.914	High
4	Procedures are easily modified when needed.	3.76	0.855	High
5	The administration handles rules and regulations flexibly without compromising quality.	3.85	0.766	High
	<b>Over all</b>	<b>3.86</b>	<b>0.694</b>	<b>High</b>

Table (4.10) illustrates the participants’ responses regarding organizational flexibility within the context of strategic planning and healthcare crisis management in the health services administration of Zawia City. The overall mean score (M = 3.86, SD = 0.694) indicates a high level of agreement, suggesting that the administration demonstrates a considerable degree of adaptability and responsiveness in handling dynamic healthcare challenges.

The statement with the highest mean, “There is readiness to handle health crises within your administration” (M = 3.96, SD = 0.864), reflects a strong perception of institutional preparedness and proactive crisis management capabilities. Similarly, the high mean score for “The administration can adapt to sudden changes in the health environment” (M = 3.91, SD = 0.760) underscores the organization’s capacity to respond effectively to emerging health situations, an essential characteristic in maintaining service continuity during crises.

Participants also expressed high agreement with the statement “The administration handles rules and regulations flexibly without compromising quality” (M = 3.85, SD = 0.766), suggesting that managerial flexibility is balanced with adherence to quality standards and regulatory compliance. Meanwhile, the statement “The administration encourages its staff to innovate in responding to crises” (M = 3.84, SD = 0.914) highlights a supportive environment for innovation and creative problem-solving, though the relatively higher standard deviation indicates some variation in perceptions among respondents.

The lowest-rated item, “Procedures are easily modified when needed” (M = 3.76, SD = 0.855), still falls within the high agreement level, indicating that while procedural adaptability exists, it could be further enhanced to improve responsiveness and reduce bureaucratic rigidity.

Overall, these results suggest that the health services administration in Zawia City exhibits strong organizational flexibility, characterized by readiness, adaptability, and support for innovation. To further strengthen this capacity, the administration could focus on streamlining procedures and empowering staff with greater decision-making autonomy to ensure more agile and effective responses during healthcare crises.

**Table (4.11) Sample’s Responses on Statements about Health Crisis Management**

No	Statement	Mean	SD	Level of agreement
1	The plans established by your administration contribute to the early detection of potential	3.82	0.801	High
2	The health staff has been trained to handle crises.	3.83	1.101	High
3	Your administration possesses a system for assessing potential risks	3.67	0.908	High
4	Your administration develops effective protocol for crisis management	3.57	0.934	High
5	Resources are distributed rapidly and efficiently during any crisis within your administration	3.81	0.826	High
6	Your administration has an accurate and effective continuous monitoring system that operates during crises	3.77	0.864	High

No	Statement	Mean	SD	Level of agreement
7	Your administration is characterized by operational flexibility and ability to adapt changing circumstances during crisis.	3.87	0.812	High
8	Your administration has development plans for ensure the continuity and restore health service in aftermath of a crisis	3.82	0.820	High
9	Your administration allocates resources for recovery and post crisis development programs	3.68	0.895	High
10	Your administration plans to benefit from past crisis to improve future performance	3.79	0.852	High
11	Your administration conducts regular evaluations to measure the extent to which its crisis management objectives have been achieved.	3.73	0.894	High
	<b>Over all</b>	<b>3.76</b>	<b>0.727</b>	<b>High</b>

Table (4.11) presents the participants' perceptions regarding health crisis management practices within the health services administration in Zawia City. The overall mean score ( $M = 3.76$ ,  $SD = 0.727$ ) reflects a high level of agreement, indicating that respondents generally believe their administration implements effective measures to prepare for, respond to, and recover from health crises.

The highest mean score was reported for the statement "Your administration is characterized by operational flexibility and ability to adapt to changing circumstances during crises" ( $M = 3.87$ ,  $SD = 0.812$ ). This finding highlights the administration's strong adaptive capacity a crucial component for effective crisis management, allowing quick adjustments to evolving health emergencies. Similarly, high agreement was observed for statements relating to staff training ( $M = 3.83$ ,  $SD = 1.101$ ) and early detection of potential crises ( $M = 3.82$ ,  $SD = 0.801$ ), suggesting that proactive preparedness and human resource readiness are key strengths of the administration.

Statements concerning the development of continuity and recovery plans ( $M = 3.82$ ,  $SD = 0.820$ ) and efficient resource distribution during crises ( $M = 3.81$ ,  $SD = 0.826$ ) also received high

ratings. These results reflect that the administration prioritizes maintaining essential health services during crises and ensuring rapid mobilization of resources when emergencies occur. Meanwhile, the items with relatively lower mean scores such as “Your administration develops effective protocols for crisis management” (M = 3.57, SD = 0.934), “Your administration possesses a system for assessing potential risks” (M = 3.67, SD = 0.908), and “Your administration allocates resources for recovery and post-crisis development programs” (M = 3.68, SD = 0.895) suggest areas where additional improvement is needed. These findings imply that while strategic and operational responses are generally strong, formalization of risk assessment systems and post-crisis recovery mechanisms could be further enhanced to ensure long-term resilience.

Overall, these findings demonstrate that health crisis management in Zawia City’s health services administration is effective and strategically oriented, supported by flexible operations, trained personnel, and proactive planning. Nonetheless, reinforcing structured crisis protocols, risk assessment frameworks, and recovery planning would further strengthen the administration’s ability to manage future health crises more comprehensively and sustainably.

### **4.3 Hypotheses Testing**

#### **Main Hypothesis**

H<sub>0</sub>: There is no statistically significant effect between strategic planning and healthcare crisis management in health services administrative in Zawia City

H<sub>1</sub>: There is statistically significant effect between strategic planning and healthcare crisis management in health services administrative in Zawia City

From the main hypothesis, we test the following partial hypotheses:

#### **First Partial Hypothesis**

H<sub>0</sub>: There is no statistically significant strategic planning strategies in health services administrative in Zawia City.

H<sub>1</sub>: There is statistically significant effect between strategic planning strategies and healthcare crisis management in health services administrative in Zawia City.

To test the above hypothesis, Pearson correlation and simple linear regression have been used and the results as shown in the following table:

**Table (4.12) Results of Testing the Effect of Strategic Planning Strategies on Healthcare Crisis Management**

Variable	Estimate	S.E.	T value	P value	Correlation	Coefficient of determination
Strategic Planning Strategies	0.651	0.076	8.596	< 0.001	0.542	0.293

Table (4.12) presents the results of testing the first partial hypothesis, which examines the effect of strategic planning strategies on healthcare crisis management within the health services administration in Zawia City. The results were analyzed using Pearson correlation and simple linear regression.

The findings reveal a statistically significant positive relationship between strategic planning strategies and healthcare crisis management, as indicated by a correlation coefficient ( $r = 0.542$ ) and a p-value  $< 0.001$ . This means that improvements in strategic planning strategies are strongly associated with better performance in managing healthcare crises.

The regression estimate ( $\beta = 0.651$ ) further confirms that strategic planning strategies have a substantial predictive effect on healthcare crisis management. The t-value = 8.596, which is significant at  $p < 0.001$ , supports the rejection of the null hypothesis ( $H_0$ ) and the acceptance of the alternative hypothesis ( $H_1$ ). Therefore, it can be concluded that strategic planning strategies significantly influence healthcare crisis management in the studied context.

Moreover, the coefficient of determination ( $R^2 = 0.293$ ) indicates that approximately 29.3% of the variance in healthcare crisis management can be explained by variations in strategic planning strategies. This suggests that while strategic planning plays an important role, other factors also contribute to the overall effectiveness of crisis management.

In summary, the results provide strong empirical support for the importance of strategic planning strategies as a key determinant of successful healthcare crisis management in Zawia City's health services administration.

### **Second Partial Hypothesis**

$H_0$ : There is no statistically significant effect between resources allocation and healthcare crisis management in health services administrative in Zawia City.

H<sub>1</sub>: There is statistically significant effect between resources allocation and healthcare crisis management in health services administrative in Zawia City.

To test the above hypothesis, Pearson correlation and simple linear regression have been used and the results as shown in the following table:

**Table (4.13) Results of testing the Effect of Resources Allocation on Healthcare Crisis Management**

Variable	Estimate	S.E.	T value	P value	Correlation	Coefficient of determination
Resources Allocation	0.745	0.065	11.444	< 0.001	0.651	0.424

Table (4.13) presents the results of testing the second partial hypothesis, which investigates the effect of resource allocation on healthcare crisis management in the health services administration of Zawia City. The analysis was conducted using Pearson correlation and simple linear regression techniques.

The results show a strong positive and statistically significant relationship between resource allocation and healthcare crisis management, as evidenced by a correlation coefficient ( $r = 0.651$ ) with a p-value  $< 0.001$ . This indicates that more effective and strategically aligned resource allocation is strongly associated with improved management of healthcare crises.

The regression estimate ( $\beta = 0.745$ ) demonstrates that resource allocation has a substantial direct effect on healthcare crisis management. The t-value = 11.444, which is highly significant at  $p < 0.001$ , provides strong evidence to reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ). Thus, it can be concluded that resource allocation significantly contributes to the effectiveness of healthcare crisis management.

Furthermore, the coefficient of determination ( $R^2 = 0.424$ ) indicates that 42.4% of the variance in healthcare crisis management can be explained by differences in resource allocation. This relatively high value reflects the critical role that efficient allocation, flexibility, and evaluation of resources play in determining the success of crisis management efforts.

In summary, the results confirm that resource allocation is a key determinant of effective healthcare crisis management in Zawia City's health services administration. Ensuring that resources are prioritized according to strategic plans, distributed efficiently, and reallocated

flexibly when needed enhances institutional preparedness and response capacity during health emergencies.

### Third Partial Hypothesis

H<sub>0</sub>: There is no statistically significant effect between monitoring and healthcare crisis management in health services administrative in Zawia City.

H<sub>1</sub>: There is statistically significant effect between monitoring and healthcare crisis management in health services administrative in Zawia City.

To test the above hypothesis, Pearson correlation and simple linear regression have been used and the results as shown in the following table:

**Table (4.14) Results of Testing the Effect of Monitoring on Healthcare Crisis Management**

Variable	Estimate	S.E.	T value	P value	Correlation	Coefficient of determination
Monitoring	0.775	0.054	14.474	<0.001	0.735	0.541

Table (4.14) presents the findings related to the third partial hypothesis, which examines the effect of monitoring on healthcare crisis management within the health services administration of Zawia City. The hypothesis was tested using Pearson correlation and simple linear regression analyses.

The results indicate a strong and statistically significant positive relationship between monitoring and healthcare crisis management, as shown by the correlation coefficient ( $r = 0.735$ ) and the  $p$ -value  $< 0.001$ . This implies that effective monitoring processes are closely associated with improved performance in crisis management, highlighting the importance of continuous assessment and control mechanisms.

The regression estimate ( $\beta = 0.775$ ) further confirms that monitoring has a strong predictive effect on healthcare crisis management. The  $t$ -value = 14.474, which is significant at  $p < 0.001$ , provides robust evidence to reject the null hypothesis (H<sub>0</sub>) and accept the alternative hypothesis (H<sub>1</sub>). Therefore, monitoring significantly influences the effectiveness of crisis management operations.

Additionally, the coefficient of determination ( $R^2 = 0.541$ ) shows that 54.1% of the variance in healthcare crisis management can be explained by the monitoring variable. This relatively high

value demonstrates that systematic monitoring, including performance evaluation, documentation, and corrective feedback mechanisms, plays a central role in shaping crisis management outcomes.

In conclusion, the results provide compelling evidence that monitoring is a critical determinant of successful healthcare crisis management in Zawia City’s health services administration. Strengthening monitoring frameworks—through regular evaluations, performance indicators, and timely corrective actions—can further enhance the institution’s ability to anticipate, respond to, and recover from health crises effectively.

**Fourth Partial Hypothesis**

H<sub>0</sub>: There is no statistically significant effect between organizational flexibility and healthcare crisis management in health services administrative in Zawia City.

H<sub>1</sub>: There is statistically significant effect between organizational flexibility and healthcare crisis management in health services administrative in Zawia City.

To test the above hypothesis, Pearson correlation and simple linear regression have been used and the results as shown in the following table:

**Table (4.15) Results of Testing the Effect of Organizational Flexibility on Healthcare Crisis Management**

Variable	Estimate	S.E.	T value	P value	Correlation	Coefficient of determination
Organizational Flexibility	0.855	0.045	18.832	<0.001	0.816	0.666

Table (4.15) displays the results of testing the fourth partial hypothesis, which investigates the effect of organizational flexibility on healthcare crisis management in the health services administration of Zawia City. The relationship was analyzed using Pearson correlation and simple linear regression.

The findings reveal a very strong and statistically significant positive relationship between organizational flexibility and healthcare crisis management, as evidenced by the correlation coefficient ( $r = 0.816$ ) with a  $p$ -value  $< 0.001$ . This indicates that as organizational flexibility increases through adaptability, innovation, and procedural responsiveness healthcare crisis management effectiveness also improves markedly.

The regression estimate ( $\beta = 0.855$ ) further demonstrates that organizational flexibility exerts a substantial direct effect on healthcare crisis management outcomes. The t-value = 18.832, which is highly significant at  $p < 0.001$ , provides clear statistical evidence to reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ).

Moreover, the coefficient of determination ( $R^2 = 0.666$ ) shows that 66.6% of the variance in healthcare crisis management can be explained by organizational flexibility. This represents the highest explanatory power among all examined variables, highlighting flexibility as the most influential factor in determining crisis management performance.

In summary, these results confirm that organizational flexibility plays a decisive role in enhancing healthcare crisis management within Zawia City's health services administration. Institutions that are capable of rapidly adapting to changes, encouraging staff innovation, and modifying procedures when needed are significantly better equipped to manage crises effectively. Strengthening flexibility while maintaining quality and compliance can therefore serve as a strategic priority for improving resilience and operational responsiveness in healthcare settings.

**Main Hypothesis:**

$H_0$ : There is no statistically significant effect between strategic planning and healthcare crisis management in health services administrative in Zawia City

$H_1$ : There is statistically significant effect between strategic planning and healthcare crisis management in health services administrative in Zawia City

To test the above hypothesis, Pearson correlation and simple linear regression have been used and the results as shown in the following table:

**Table (4.16) Results of Testing the Effect of Strategic Planning on Healthcare Crisis Management**

Variable	Estimate	S.E.	T value	P value	Correlation	Coefficient of determination
Strategic Planning	1.047	0.058	17.961	<0.001	0.803	0.644

Table (4.16) presents the results of testing the main hypothesis, which examines the overall effect of strategic planning on healthcare crisis management in the health services administration of Zawia City. The analysis was conducted using Pearson correlation and simple linear regression.

The results indicate a strong and statistically significant positive relationship between strategic planning and healthcare crisis management, as shown by a correlation coefficient ( $r$ ) = 0.803 and a  $p$ -value < 0.001. This strong correlation suggests that the more effectively strategic planning is applied including strategy formulation, resource allocation, monitoring, and organizational flexibility the more capable the administration becomes in managing health crises successfully. The regression estimate ( $\beta$  = 1.047) further demonstrates that strategic planning has a substantial and direct positive effect on healthcare crisis management. The  $t$ -value = 17.961, significant at  $p$  < 0.001, provides clear statistical evidence to reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ), confirming that strategic planning significantly influences the effectiveness of healthcare crisis management in the studied context.

Additionally, the coefficient of determination ( $R^2$  = 0.644) indicates that 64.4% of the variance in healthcare crisis management can be explained by strategic planning. This means that nearly two-thirds of the administration's crisis management performance can be attributed to how well strategic planning processes are designed and executed.

In conclusion, the results provide strong empirical evidence that strategic planning is a key determinant of effective healthcare crisis management within Zawia City's health services administration. Institutions that invest in comprehensive strategic planning encompassing clear objectives, efficient resource allocation, robust monitoring, and adaptive flexibility are significantly better prepared to anticipate, respond to, and recover from health crises efficiently and sustainably.

#### **4.4 Summary of the Chapter**

This chapter presents and interprets the results of investigation. Descriptive findings indicate a high level of agreement among participants regarding the implementation of strategic planning dimensions and crisis management practices. The hypotheses testing, conducted through correlation and regression analyses, confirms a statistically significant positive impact of each strategic planning dimension on healthcare crisis management. Organizational flexibility emerged as the most influential predictor, followed by monitoring and control, resource allocation, and strategic planning strategies. The next chapter present the findings discussion of the study, conclusion and recommendations.

# **Chapter Five**

## **Discussion & Recommendations**

## **5.0 Introduction**

This chapter presents the findings of the study and their discussion, in addition to the scientific and practical recommendations pertinent to the research.

### **5.1 Findings of Research and Discussion**

The present study investigated the impact of strategic planning on healthcare crisis management in health services administration in Zawia City. The analysis focused on four dimensions of strategic planning: strategic planning strategies, resource allocation, monitoring and control, and organizational flexibility and their influence on effective crisis management.

The descriptive results indicate that participants generally perceive strategic planning as highly important for institutional effectiveness. Specifically, strategic planning strategies were rated highly ( $M = 3.98$ ,  $SD = 0.604$ ), with respondents emphasizing the importance of having clear goals, well-defined long-term objectives, and alignment with organizational vision and mission. However, employee involvement in strategy development was slightly lower, indicating potential room for enhancing participatory planning processes. This finding aligns with prior literature emphasizing that stakeholder engagement strengthens the implementation of strategic initiatives (Bryson, 2018).

Resource allocation also received a high overall rating ( $M = 3.94$ ,  $SD = 0.634$ ). Participants indicated that resources are generally distributed according to strategic priorities, with efficiency and flexibility considered in allocation decisions. Nevertheless, consistent monitoring and evaluation of resource utilization showed slightly lower agreement, suggesting that continuous assessment could be reinforced to maximize responsiveness during crises.

The monitoring and control dimension was rated at a high level ( $M = 3.80$ ,  $SD = 0.690$ ). Participants acknowledged the existence of mechanisms to track progress toward strategic goals and correct deviations in performance. Although performance indicators and documentation were slightly lower in agreement, these findings underscore the importance of systematic monitoring in ensuring timely interventions during healthcare emergencies.

Regarding organizational flexibility, participants agreed at a high level ( $M = 3.86$ ,  $SD = 0.694$ ) that the administration is capable of adapting to sudden changes, encouraging staff innovation, and modifying procedures when necessary. Flexibility was identified as a key strength for effective crisis management, particularly in responding to unpredictable health emergencies.

With respect to healthcare crisis management ( $M = 3.76$ ,  $SD = 0.727$ ), respondents indicated that their administration maintains operational readiness, trains staff adequately, and distributes resources efficiently during crises. However, risk assessment systems, formalized crisis protocols, and post-crisis recovery plans received slightly lower ratings, suggesting areas where the administration could further strengthen preparedness and resilience.

The hypotheses testing confirmed the significant positive effects of all four strategic planning dimensions on healthcare crisis management. Specifically, Pearson correlation and regression analyses revealed:

- 1) Strategic planning strategies significantly affected crisis management ( $r = 0.542$ ,  $R^2 = 0.293$ ,  $p < 0.001$ ).
- 2) Resource allocation had a strong positive effect ( $r = 0.651$ ,  $R^2 = 0.424$ ,  $p < 0.001$ ).
- 3) Monitoring and control demonstrated a very strong influence ( $r = 0.735$ ,  $R^2 = 0.541$ ,  $p < 0.001$ ).
- 4) Organizational flexibility showed the highest impact ( $r = 0.816$ ,  $R^2 = 0.666$ ,  $p < 0.001$ ).

The overall effect of strategic planning as a whole on healthcare crisis management was also significant ( $r = 0.803$ ,  $R^2 = 0.644$ ,  $p < 0.001$ ), highlighting that nearly two-thirds of crisis management performance can be explained by effective strategic planning. These results suggest that while all dimensions are important, organizational flexibility and monitoring are particularly critical in ensuring timely, adaptive, and effective responses to health crises.

Strategic planning is highly valued in the health services administration of Zawia City and significantly contributes to effective healthcare crisis management.

1. All four dimensions of strategic planning strategies, resource allocation, monitoring, and organizational flexibility have statistically significant positive effects on healthcare crisis management.
2. Organizational flexibility and monitoring are the most influential factors in determining the success of crisis management operations.
3. Resource allocation aligned with strategic priorities enhances institutional preparedness, efficiency, and adaptability during crises.
4. While overall strategic planning practices are strong, employee involvement, risk assessment, and formalized post-crisis recovery planning need further strengthening.

Where the findings of this study demonstrate a clear alignment with existing literature, confirming a statistically significant positive relationship between strategic planning and effective healthcare crisis management. This result reinforces the conclusions of prior studies by scholars such as Firwana (2021), Al-Ahmar and Muhammad (2022), and Niaz (2021), indicating a growing recognition of strategic planning's vital role in the healthcare sector.

Similarly, this finding strongly supports the theoretical emphasis on adaptability found in studies like Paul (2024) and Sadeq (2023). Similarly, the significant role of Monitoring and Control confirms the importance of continuous evaluation and corrective action, as highlighted in the work of Alafia (2020).

The logical and imperative connection between strategic planning and crisis management is thus clearly validated. In the turbulent environment facing Libyan healthcare institutions, strategic planning is not a luxury but a necessity for building resilience. It enables organizations to anticipate potential threats, prepare for emergencies, and respond with greater effectiveness. Therefore, for health service administrations seeking to enhance their crisis management capabilities, investing in and strengthening these dimensions of strategic planning particularly organizational flexibility and robust monitoring systems is essential for maintaining service delivery and achieving organizational objectives under the most challenging conditions.

## **5.2 The Main Conclusion**

This study set out to investigate the impact of strategic planning on healthcare crisis management within the Health Services Administration of Zawia City, Libya based on the review of the literature review and using statistical package for social sciences (SPSS) for descriptive statistics . The findings provide robust empirical evidence that strategic planning is not merely a theoretical exercise but a critical determinant of operational resilience and effectiveness in times of crisis. The analysis confirms that the core dimensions of strategic planning strategic planning strategies, resource allocation, monitoring, and organizational flexibility collectively and individually exert a significant positive influence on the administration's ability to manage health crises.

The results unequivocally demonstrate that organizational flexibility is the most influential factor, explaining the largest proportion of variance in crisis management effectiveness. This underscores the paramount importance of adaptability, rapid decision-making, and procedural

agility in a volatile healthcare environment. Furthermore, the strong impact of monitoring and control mechanisms highlights the necessity of continuous performance evaluation and timely corrective actions to navigate the uncertainties inherent in a crisis.

While all dimensions were significant, the study also revealed specific areas for enhancement. The comparatively lower scores related to systematic risk assessment, formalized crisis protocols, and comprehensive post-crisis recovery planning indicate critical junctures where strategic efforts can be further fortified. Additionally, increasing the participation of administrative and medical staff in the strategic planning process could foster greater ownership and improve the implementation of crisis response plans.

In conclusion, this research bridges a significant gap in the literature by providing a contextualized framework and empirical validation from a resource-constrained, post-conflict setting. It affirms that in the face of complex challenges, a proactive, structured, and flexible strategic approach is indispensable for health service institutions aiming to safeguard public health, ensure service continuity, and achieve sustainable organizational objectives. The recommendations offered serve as a practical roadmap for the Health Services Administration in Zawia City, and similar institutions, to systematically strengthen their crisis preparedness and response capabilities through enhanced strategic planning.

Table (5.1), Alignment of Research Questions, Objectives, Study Hypotheses and Study Results

Study Questions (RQ)	Study Objectives (RO)	Study Hypotheses	Corresponding Results
<p><b>Main Research Question:</b> what is the impact of strategic planning in crisis management in health services administration in Zawia city?</p>	<p><b>RO:</b> To investigate the impact of strategic planning on healthcare crisis management in health services administration in Zawia city .</p>	<p><b>Main Null hypotheses (H0):</b> there is no statistically significant effect between strategic planning and healthcare crisis management in health services administration in Zawia city  <b>Alternative hypotheses(H1):</b></p>	<p><b>Accepted and Supported H1.</b> The strategic planning has statistically significant, strong impact on healthcare crisis management. The data provided strong evidence to support this hypothesis</p>

		there is statistically significant effect between strategic planning and healthcare crisis management in health services administration in Zawia city.	
<b>Sub Research Question</b> <b>RQ1:</b> to what degree are the administrator using strategic planning processes?	<b>RO1:</b> To evaluate degree the level of using strategic planning processes in health services administration in Zawia city.		The utilization is at a high level. Strategic planning is recognized as essential, with clear vision and environmental analysis ,through employee involvement can be improved.
<b>RQ2:</b> to what are the degree administrator in health services administration in Zawia city using methods of crisis management?	<b>RO2:</b> To evaluate degree the level of using healthcare crisis management methods in health services administration in Zawia city		Crisis management practices are implemented at a high level .strengths include operational flexibility and staff training ,while risk assessment and formal protocols need enhancement .
<b>RQ3:</b> is there a statistically significant effect of strategic planning dimensions on healthcare crisis management in health services administration in Zawia city ?	<b>RO3:</b> to examine to the impact strategic planning dimensions on healthcare crisis management in health services administration in Zawia city.		<b>Supported</b> Four dimensions have statistically significant individual and collective effect.

<p><b>RQ4:</b> is there a statistically significant effect of strategic planning strategies on healthcare crisis management in health services administration in Zawia city?</p>	<p><b>RO4:</b> to examine the impact strategic planning strategies on healthcare crisis management in health services administration in Zawia city.</p>	<p><b>Sub hypotheses:</b> <b>H0.1:</b> there is no statistically significant effect between strategic planning strategies and healthcare crisis management in health services administration in Zawia city.</p>	<p><b>Rejected .</b> a significant effect was found (p&lt;0.001). <b>H1.1</b> is <b>accepted</b></p>
<p><b>RQ5:</b> is there a statistically significant effect of the resources allocation on healthcare crisis management in health services administrations in Zawia city?</p>	<p><b>RO5:</b> to examine the impact resources allocation on healthcare crisis management in health service administration in Zawia city.</p>	<p><b>Sub hypotheses:</b> <b>H0.2:</b> there is no statistically significant effect between resources allocation and healthcare crisis management in health services administration in Zawia city.</p>	<p><b>Rejected.</b> a significant effect was found (p&lt;0.001). <b>H1.2</b> is <b>accepted</b></p>
<p><b>RQ6:</b> is there statistically significant effect of the monitoring on healthcare crisis management in health services administration in Zawia city?</p>	<p><b>RO6:</b> to examine the impact the monitoring on healthcare crisis management in health service administration in Zawia city.</p>	<p><b>Sub hypotheses:</b> <b>H0.3:</b> there is no statistically significant effect between the monitoring and healthcare crisis management in health services administration in Zawia city.</p>	<p><b>Rejected.</b> a significant effect was found (p&lt;0.001). <b>H1.3</b> is <b>accepted</b></p>
<p><b>RQ7:</b> is there statistically significant effect of the organizational flexibility on healthcare crisis management in health services administration in Zawia city?</p>	<p><b>RO7:</b> to examine the impact the organizational flexibility on healthcare crisis management in health service administration in Zawia city .</p>	<p><b>Sub hypotheses:</b> <b>H0.4:</b> there is no statistically significant effect between organizational flexibility and healthcare crisis management in health services administration in Zawia city.</p>	<p><b>Rejected.</b> a significant effect was found (p&lt;0.001). <b>H1.4</b> is <b>accepted</b></p>

### **5.3 Recommendations**

Based on the findings of this study, particularly the significant impact demonstrated by strategic planning dimensions on the effectiveness of healthcare crisis management, this research presents a set of practical and scientific recommendations, along with suggested directions for future researchers.

#### **5.3.1 Theoretical implications**

These recommendations strengthen the conceptual and organizational understanding of strategic planning within healthcare institutions:

- Develop a unified theoretical framework that integrates strategic planning dimensions' strategic formulation, resource allocation, monitoring, and organizational flexibility into a single, coherent model applicable to healthcare crisis contexts.
- Promote a shift from reactive management approaches to a fully proactive, anticipatory planning culture based on continuous environmental scanning.
- Encourage the adoption of analytical tools (e.g., risk assessment matrices, SWOT, scenario planning) as formal components of decision-making processes.
- Embed scientific evidence, data-driven forecasting, and health intelligence systems into strategic planning methodologies.
- Establish structured learning loops that link crisis experiences to future planning, ensuring mistakes, successes, and critical incidents are formally documented and translated into revised plans.
- Promote a culture of reflective practice, where teams regularly assess strategic performance and adapt their strategies based on evolving conditions.
- Reinforce the theoretical understanding of flexibility as a strategic capability rather than a spontaneous reaction, emphasizing its role in adapting structures, redistributing resources, and modifying policies during crises.

#### **5.3.2 Practical Implications**

These recommendations address operational, managerial, and policy-level practices within the Health Services Administration of Zawia City:

- Develop comprehensive crisis response plans that include clear roles, communication channels, contingency procedures, and resource mobilization pathways.

- Establish a permanent emergency management unit responsible for coordination, rapid assessment, and activation of response plans.
- Implement structured communication systems that ensure timely information flow between units, health centers, and decision-makers.
- Adopt digital platforms for real-time reporting, surveillance, and monitoring of operational indicators during crises.
- Provide continuous training programs in crisis management, strategic planning, risk mitigation, and leadership for administrative and clinical staff.
- Encourage simulation exercises and scenario-based drills to enhance readiness for public health emergencies.
- Introduce transparent, data-driven mechanisms for distributing financial, human, and material resources based on priority needs and risk levels.
- Invest in improving infrastructure readiness, including emergency equipment, medical supplies, and logistical support systems.
- Develop performance dashboards that track indicators related to crisis response, resource utilization, and operational efficiency.
- Activate real-time auditing and assessment procedures to ensure continuous alignment between strategic plans and actual performance.
- Introduce adaptive protocols that allow rapid adjustment of procedures, workforce distribution, and service delivery methods during crises.
- Encourage decentralized decision-making to enable faster responses at the level of health units.

### **5.3.3 Recommendations for Future Researchers**

- Examine the role of leadership styles, organizational culture, digital transformation, and human resource competencies as mediating or moderating variables.
- Compare strategic planning practices between different Libyan cities or between Libyan and neighboring countries' health systems to identify context-specific and shared challenges.
- Combine quantitative and qualitative approaches to provide a richer understanding of strategic planning processes and their practical challenges in crisis settings.

- Conduct longitudinal studies to measure how improvements in strategic planning contribute to long-term crisis preparedness and system resilience.
- Explore how public participation, community awareness, and inter-sectoral collaboration influence the effectiveness of crisis management in health services.
- Study the impact of digital health systems, early-warning technologies, and artificial intelligence tools on strategic planning and crisis response capacities.

#### **5.4 Summary of the Chapter**

This chapter presents the final interpretation and comprehensive conclusions of the study's results, addressing the research questions and testing its hypotheses in light of the theoretical framework and statistical analysis. The results confirmed a statistically significant impact of strategic planning dimensions (strategies, resource allocation, monitoring, and organizational flexibility) on improving the effectiveness of healthcare crisis management. Organizational flexibility emerged as the most influential factor, followed by monitoring and control systems, highlighting the critical importance of adaptability and rapid response in complex crisis environments. This chapter concludes by providing a consolidated summary of the research questions, objectives, hypotheses, and the corresponding findings in a comprehensive table. Based on these conclusions, the study provides a set of practical recommendations aimed at enhancing the proactive capabilities of health institutions. Among the most prominent recommendations are: activating staff participation in strategic planning processes, adopting precise performance indicators for monitoring, establishing flexible crisis management protocols, developing health service continuity plans, and investing in building specialized human capacities. Finally, the chapter concludes by presenting suggestions for future research, such as conducting comparative studies across multiple cities, exploring the role of digital transformation in supporting strategic planning, and examining the impact of political and economic factors on the effectiveness of crisis management in the health sector.

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## Appendix A

### قائمة بأسماء محكمي الاستبيان

ت	الاسم	الدرجة العلمية	التخصص
1	د. حاتم عبدالقادر خبيزة	أستاذ مساعد	إدارة صحية
2	د. أسامة عمار كشادة	أستاذ مساعد	إدارة
3	د. ندى عبدالله هويصة	أستاذ مساعد	صحة مجتمع

## Appendix B: Questionnaire Form in Arabic version



دولة ليبيا  
وزارة التعلم والبحث العلمي  
جامعة الزاوية  
إدارة الدراسات العليا والتدريب  
كلية الاقتصاد / قسم الإدارة الصحية  
استمارة استبانة

السادة الكرام بعد التحية :

تقوم الباحثة بإجراء دراسة بعنوان: (أثر التخطيط الاستراتيجي في إدارة  
الازمات الصحية بإدارة الخدمات الصحية الزاوية) وذلك لاستكمالاً لمتطلبات الحصول على درجة  
الاجازة العليا الماجستير في الإدارة الصحية.  
لذا ارجو منكم التكرم ومنحي بعضاً من وقتكم بالإجابة على الأسئلة في هذه الاستبانة علماً ان اجاباتك  
ستعامل بسرية تامة وستستخدم لغرض البحث العلمي فقط.

ولكم مني جزيل الشكر على حسن تعاونكم في خدمة البحث العلمي

الباحثة

أولاً: البيانات الديموغرافية:

- النوع : ذكر  انثى
- العمر : اقل من 30  31-40  41-50  اكثر من 51
- المؤهل العلمي : ثانوي  دبلوم متوسط  دبلوم عالي  بكالوريوس  ماجستير  دكتوراه
- المسمى الوظيفي: اداري  طبيب  ممرض  فني  غير ذلك
- سنوات الخبرة : اقل من 5 سنوات  6-10 سنوات  11 - 15 سنة  من 16 سنة فأكثر

ثانياً: التخطيط الاستراتيجي: 1- استراتيجيات التخطيط الاستراتيجي: ضع علامة (√) امام العبارة التي تعبر عن وجهة نظرك:

ت	العبارات	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	يعد التخطيط الاستراتيجي من الأمور الضرورية في العصر الحديث لجميع المؤسسات التي تسعى لتحقيق أهدافها					
2	تستخدم الخطط الاستراتيجية ذات رؤية ورسالة واضحة لتوجيه العمل داخل ادارتكم					
3	يتم تحديد استراتيجيات بشكل واضح لأهداف طويلة الاجل في إدارة الخدمات الصحية					
4	تعتمد الإدارة على تحليل البيئة الداخلية والخارجية في وضع الاستراتيجيات					
5	توجد خطط بديلة في كل مرحلة من مراحل التخطيط					
6	تشارك الإدارة الموظفين في صياغة وتنفيذ الاستراتيجيات					

ارجو وضع علامة (√) امام العبارة التي تعبر عن وجهة نظرك:

### 2-تخصيص الموارد:

ارجو وضع علامة (√) امام العبارة التي تعبر عن وجهة نظرك:

ت	العبارات	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
7	تخصص الموارد بناء على بناء على أولويات الخطة الاستراتيجية داخل إدارتكم					
8	يتم توفير الإمكانيات اللازمة لمواجهة الازمات الصحية داخل ادارتكم					
9	تراعى الكفاءة في توزيع الموارد داخل الادارة					
10	توجد مرونة في إعادة توجيه الموارد عند الضرورة					
11	يتم تقييم طريقة استخدام الموارد بشكل دوري داخل ادارتكم					

### 3- الرقابة:

ارجو وضع علامة (√) امام العبارة التي تعبر عن وجهة نظرك:

ت	العبارات	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
12	توجد البيانات واضحة لمراقبة الخطة الاستراتيجية داخل ادارتكم					
13	تستخدم مؤشرات الأداء لتقييم تقدم الأهداف الاستراتيجية داخل الادارة					
14	يتم تصحيح الانحرافات في الأداء فور اكتشافها					
15	تتم مراجعة الأداء بصفة دورية و منتظمة داخل ادارتكم					
16	توثق عمليات الرقابة والتقارير بشكل منهجي					

4- المرونة التنظيمية:

ارجو وضع علامة (√) امام العبارة التي تعبر عن وجهة نظرك:

ت	العبارات	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
17	يوجد استعداد للتعامل مع الازمات الصحية داخل ادارتكم					
18	تستطيع الإدارة التكيف مع التغيرات المفاجئة داخل البيئة الصحية					
19	تشجع الإدارة موظفيها على الابتكار في مواجهة الازمات					
20	يتم تعديل الإجراءات بسهولة عند الحاجة					
21	تتعامل الإدارة بمرونة مع اللوائح والأنظمة دون الاخلال بالجودة					

ثالثاً: إدارة الازمات الصحية

ارجو وضع علامة (√) امام العبارة التي تعبر عن وجهة نظرك:

ت	العبارات	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
22	تساهم الخطط التي تضعها ادارتكم في الاكتشاف المبكر لأي ازمة					
23	يتم تدريب الكادر الصحي وتأهيلهم بشكل دوري لضمان جاهزيتهم لأي ازمة					
24	تمتلك ادارتكم نظاما مرنا لتقييم المخاطر قبل تفاقمها					
25	تستخدم ادارتكم بروتوكولات فعالة لإدارة أي ازمة					
26	يتم توزيع الموارد بسرعة وكفاءة عند حدوث أي أزمة داخل ادارتكم					
27	تمتلك ادارتكم نظام رصد ومتابعة مستمر يعمل بدقة وفاعلية اثناء أي أزمة					

					28	تستطيع أدارتكم تكييف هيكلها التشغيلي و تفويض الصلاحيات بمرونة لمواجهة متطلبات الازمة
					29	تمتلك ادارتكم خطط لاستمرارية العمل واستئناف الخدمات الصحية بعد انحسار الازمة
					30	تخصص ادارتكم موارد كافية لبرامج التعافي والمتأثرين بعد الازمة
					31	تستفيد ادارتكم من الازمات السابقة لتحسين خططها واستراتيجياتها المستقبلية
					32	تجري ادارتكم تقييما منهجيا بعد انتهاء الازمة لقياس مدى تحقيق اهداف خطة ادارتها

شكرا على حسن تعاونكم والسلام عليكم ورحمة الله وبركاته

الباحثة

## Appendix C : Questionnaire Form in English version



**State of Libya**  
**Ministry of Education and Scientific Research**  
**University of Al-Zawia**  
**Department of Postgraduate Studies and Training**  
**Faculty of Economics / Department of Health Management**

### **Questionnaire Form**

Dear Respected Participants,

**Greetings,**

The researcher is conducting a study entitled:

**"The impact of Strategic Planning in Managing Health Crises in the Health Services Administration of the Zawia"**

This study is in partial fulfilment of the requirements for the Master's degree in Health Management.

I kindly ask you to spare a moment of your time to answer the questions in this questionnaire. Please note that your responses will be treated with strict confidentiality and will be used solely for academic research purposes.

Thank you very much for your kind cooperation in serving scientific research.

**First: Demographic Information**

- **Gender:** Male  Female
  
- **Age:**
  - Under 30
  - 31–40
  - 41–50
  - Over 51
  
- **Academic Qualification:**
  - Secondary
  - Intermediate Diploma
  - Higher Diploma
  - Bachelor's Degree
  - Master's Degree
  - Doctorate
  
- **job position:**
  - Administrator
  - Doctor
  - Nurse
  - Technician
  - Other

- **Experience:**
  - Less than 5 years
  - 6–10 years
  - 11-15
  - More than 16 years

**Second: Strategic Planning:**

**1. Strategic Planning Strategies**

Please indicate the extent to which you can describe strategies strategic planning in your administration by placing a (✓) or (X) next to the statement that reflects your point of view.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1-Strategic planning is essential in the modern era for all institutions striving to achieve their goals.					
2-Strategic plans is develop with clear vision and mission to guide organization`s activities and overall					
3-Strategies are clearly defined for long-term objectives in the health services administration.					
4-The administration relies on internal and external environment analysis when formulating strategies.					
5-Alternative plans are prepared for each stage of planning process					
6-Employees are involved in the development and implementation of strategies.					

## 2. Resource Allocation

Please indicate the extent to which you can describe resource allocation in your administration by placing a (✓) or (✗) next to the statement that reflects your point of view.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
7-Resources are allocated based on the priorities of the strategic plan in your administration.					
8-Necessary capabilities are provided to respond to health crises in your administration.					
9-Efficiency is considered in resource distribution within the administration.					
10-There is flexibility in reallocating resources when necessary.					
11-The use of resources is regularly evaluated in your administration.					

## 3. Monitoring and Control

Please indicate the extent to which you can describe monitoring in your administration by placing a (✓) or (✗) next to the statement that reflects your point of view.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
12-Clear mechanisms exist to monitor the strategic plan in your administration.					

13-Performance indicators are used to assess progress toward strategic goals.					
14-Deviations in performance are corrected as soon as they are detected.					
15-Performance is reviewed regularly and systematically in your administration.					
16-Monitoring operations and reports are documented in a systematic manner.					

#### 4. Organizational Flexibility:

Please indicate the extent to which you can describe organizational flexibility in your administration by placing a (✓) or (X) next to the statement that reflects your point of view.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
17-There is readiness to handle health crises within your administration.					
18-The administration can adapt to sudden changes in the health environment.					
19-The administration encourages its staff to innovate in responding to crises.					
20-Procedures are easily modified when needed.					
21-The administration handles rules and regulations flexibly without compromising quality.					

### Third: Health Crisis Management

Please indicate the extent to which you can describe health crisis management in your administration by placing a (✓) or (X) next to the statement that reflects your point of view.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
22-The plans established by your administration contribute to the early detection of potential					
23-The health staff has been trained to handle crises.					
24-Your administration possesses a system for assessing potential risks					
25-Your administration develops effective protocol for crisis management					
26-Resources are distributed rapidly and efficiently during any crisis within your administration					
27-Your administration has an accurate and effective continuous monitoring system that operates during crises					
28-Your administration is characterized by operational flexibility and ability to adapt changing circumstances during crisis .					
29-Your administration has development plans for ensure the continuity and restore health service in aftermath of a crisis					
30-Your administration allocates resources for recovery and post crisis development programs					

31-Your administration plans to benefit from past crisis to improve future performance					
32-Your administration conduct regular evaluations to measure the extent to which its crisis management objectives have been achieved.					

**Thank you for your kind cooperation.**

**Best regards and peace be upon you.**

Appendix D

State of Libya  
Ministry of Health  
Az Zawiya Health Services  
Department Center



دولة ليبيا  
وزارة الصحة  
إدارة الخدمات الصحية  
الزاوية المركز

التاريخ : / /

الرقم الإشاري : 5484

**إلى من يشهده الأمر ....**

**تهية طيبة وبعد ..**

**تفيسدكم** إدارة الخدمات الصحية الزاوية بأن  
الباحثة // زينب إمام ميلاد الأسود قد تواصلت خلال الفترة الماضية مع  
إدارتنا وقامت بتوزيع استمارات استبيان لجمع المعلومات والبيانات حول  
مناقشتها لاستكمال متطلبات حصولها على درجة الاجازة العليا  
( ( الماجستير )) في الإدارة الصحية وقد تم تعميمه على العاملين وقاموا  
بتعبئة الاستمارة وإعادتها إليها .  
أعطيت لها هذه الإفادة بناء على طلبها لاستعمالها فيما يخوله القانون .

وتقبلوا فائق الاحترام والتقدير ...

**\*\*والس عليكم لأم\*\***

**جمال سالم السانح**  
مدير إدارة الشؤون الإدارية والمالية بإدارة  
الخدمات الصحية الزاوية



موجهة إلى :-  
الشؤون الإدارية والمالية .  
الملف الشخصي .  
التدوير العام .  
بم السانح أحلام

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📠 (023) 7628221

الموقع على الأنترنت : [www.zhaa.ly](http://www.zhaa.ly)  
صفحة الفيسبوك : " إدارة الخدمات الصحية بالزاوية "



الرقم الإشاري: 1835/ع.د.ر

الموافق: 14 هـ

التاريخ: 7/4/2025م

السيد المحترم / مدير إدارة الخدمات الصحية - الزاوية  
تحية طيبة وبعد...

في الوقت الذي نحيكم فيه على الجهود التي تبذلونها لخدمة العملية التعليمية وبناء  
على الطلب المتقدم من الطالبة / زينب محمد ميلاد الاسود أحد الطالبة  
المسجلين بالدراسات العليا كلية //الاقتصاد -- قسم // الإدارة الصحية وهيا في  
مرحلة إعداد الرسالة الذي مناداه تسجيل محتمبا في الحصول على البيانات الخاصة  
برسالتها .

عليه ...

نأمل ... مساعدة الطالبة المعنية للاطلاع والحصول على البيانات والمعلومات ذات  
العلاقة بموضوع رسالتها.

شاكرين لكم حسن التعاون  
والسلام عليكم ورحمة الله وبركاته

د حمزة الهادي كشلاف  
مدير إدارة الدراسات العليا بالجامعة

عنه

مسئولة الس.  
مكتب الدراسات  
الدراسات العليا  
توكم 2025



التاريخ : / /

الرقم الإشاري : .....

**السادة المحترمين ...**

مدير مجمع عيادات ضي الهلال ...  
مدير عيادة الاسنان المركزية ...  
مدراء المراكز ووحدات الرعاية الصحية الأولية ...

**بعد التحية ،،،**

**بالإشارة إلى كتاب السيد المحترم // مدير إدارة الدراسات العليا  
بجامعة الزاوية رقم ( أ . د . ع / 740 / 1 ) بتاريخ 2025 / 06 / 23م  
بشأن السماح للباحثة // زينب امحمد ميلاد الاسود في الحصول على  
البيانات والمعلومات ذات العلاقة بموضوع مناقشة مشروع الرسالة في  
الإدارة الصحية .  
عليه ،،، يطلب منكم مساعدة المعنية في الحصول على البيانات  
والمعلومات الخاصة بمشروع رسالتها .**

**\*\*والس عليكم لآم\*\***  
**جمال سالم السائح**  
مدير الشؤون الإدارية والمالية بإدارة  
الخدمات الصحية الزاوية



مدير مكتب التفتيش والمتابعة بالإدارة .  
مدير دوري العظام .  
مدير الجلسات .  
تاريخ الإصدار : 2025 / 09 / 29 م