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**The Role of Planning in Improving the Quality of Response to Disasters  
and crises in Health Facilities**

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## ABSTRACT

The current research aims to identify the importance of applying planning in health facilities in Kingdom Saudi Arabia, the research also aims to measure the requirements of applying planning in health facilities in order to face the disasters and crises, as well as identify the fact of applying planning in health facilities in order to face the disasters and crises. The research also aims to measure the challenges facing applying planning in health facilities. This is for develop a proposed vision for applying planning in order to reduce crises and disasters in health facilities in Kingdom Saudi Arabia. To achieve this, the research depends on quantative approach through questionnaire as a tool for data collection from sample selected. The research depends on a sample of (250) of individuals working in quality departments and workers in disaster and crisis units in the Kingdom of Saudi Arabia. The results of the research show the role of planning in improving the quality of response to disasters and crises in health facilities as Planning contributes to recognizing the ability of health organizations to deal with change. The research recommends studying successful institutions that were able to face corona pandemic successfully.



## 1. INTRODUCTION

### 1.1. Background:

Planning is considered one of the administrative tools that have priority over other administrative functions, which includes organizing, directing, and controlling internal operations in organizations, which are processes that reflect the planning process in all sectors and in all administrative matters within facilities. Planning is also often referred to as a set of tools, efforts and initiatives that are relied upon as solutions in all fields. Planning is based on basic principles represented in technology, people and the institution, as the homogeneity of the three factors ensures the flow of operations within the facilities effectively, easily and with the highest possible quality (Hassankhani, et al., 2021). Therefore, planning is one of the tools used globally in evaluating the current situation in all fields in order to predict what might happen in the future, depending on the current circumstances and facts. Organizations have become dependent on planning in its various types in order to establish tight systems that include adding quality in all procedures, operations, and all matters related to material and human resources of various kinds. Planning is an effective tool that saves effort, time and money (Ogolo, 2019). As a result, the application of planning in health facilities has become a priority that cannot be denied or ignored, given that the existence of the application guarantees saving many human lives. It has also increased the importance of planning for sustainable management in health care facilities.



This appears in the increasing complexity of administrative processes resulting from long-term strategic thinking (Huebner, Flessa, 2022). In light of this, all health facilities seek to be sufficiently prepared to provide the highest levels of quality in order to respond to the call of people during disasters. Therefore, health facilities work to adopt effective planning methods that enable them to provide the highest quality standards for medical services in facilities during disasters and crises in the world (Ul-Haq, et al., 2022).

In the past periods, the world witnessed many disasters and health and natural crises that endangered the lives of millions and caused the death of millions as well. In times of disasters, the quality of disaster response for health facilities is measured by the degree of response and the quality of response to the risks to which humans are exposed (Esfahani, et al., 2018). As a result of the crises that hit the world continuously, the latest of which was the Corona pandemic, from which the world suffered greatly. Therefore, countries rely on planning in various fields related to dealing with crises and disasters. Planning has become essential in enhancing quality within organizations in various fields. Therefore, relying on planning to enhance the quality of response is a priority that management within institutions is interested in, with the aim of predicting risks and disasters that may be natural or by human mistakes that may lead to disasters. In this regard, attention to the quality of response has become a priority and a necessity that departments seek to activate in order to address all factors that cause disasters and crises



(Cornesse, Blom, 2020).

As a result, the current research is interested in identifying the role of planning in developing the quality of response within health institutions, and the role of planning in improving the performance of health institutions. The study also seeks to identify the challenges facing the implementation of planning in health care institutions. This is in order to reach the optimal application in health institutions in order to address the risks and disasters that may occur and from which health institutions suffer more than any other types of institutions. This is due to the fact that in times of crises and disasters, health care institutions have a great burden to play their role. In this regard, work to enhance the quality of response to crisis management in the health care sector has become a priority sought by all countries.

### **1.2 research problem**

With the rapid development that the world is witnessing in all fields and the emergence of many disasters and crises that threaten the world, especially the health disasters that have faced the world in recent periods, the most prominent of which was the Corona pandemic and the 17 earthquakes and volcanoes that many countries are exposed to. These disasters and crises showed the readiness and readiness of health facilities to face these crises and disasters. With the multiplicity of methods that health facilities rely on in crisis and disaster management, the current research attempts to identify the role of planning in crisis management within these facilities.



### **1.3. Research Significance:**

The practical significance of the current research lies in determining the vital role played by planning in improving the quality of response to disasters and crises in health facilities in Kingdom Saudi Arabia. The current research presents a set of results and recommendations that were 19 collected from the reality of workers in quality departments and workers in disaster and crisis units in government and private hospitals in the Kingdom of Saudi Arabia. The findings of the current research may help the owners of health facilities and millions of patients in disaster and crises time.

### **1.4. Research question:**

2. What is the importance of applying planning in health facilities?
3. What is the fact of applying planning in health facilities in order to face the disasters and crises?
4. What are the requirements of applying planning in health facilities in order to face the disasters and crises?
5. What are the challenges that face applying planning in health facilities in order to face the disasters and crises?
6. What is the proposed scenario for applying planning to reduce crises and disasters within health facilities?

### **6.3. Research objective:**

The current research aims to achieve the following:

- Identify the importance of applying planning in health facilities in Kingdom Saudi Arabia.



- Measure the requirements of applying planning in health facilities in order to face the disasters and crises.
- Identify the fact of applying planning in health facilities in order to face the disasters and crises.
- Measure the challenges that face applying planning in health facilities in order to face the disasters and crises.
- Develop a proposed vision for applying planning to reduce crises and disasters within health facilities.

## 7. Literature review:

### 1. The study of (Karaca, et al., 2014), Titled: **Examining the Role of Transformational Leadership in Emergency Management: The Case of FEMA**

This study aimed to identify the effectiveness of transformational leadership in influencing employees and increasing leadership effectiveness. The study also aimed to identify the role of ideal influence, intellectual stimulation, and inspirational stimulation in transformational leadership on employees' perception of the effectiveness of leadership in crisis management. To achieve this, the study relied on the quantitative approach in presenting the study variables by presenting the literature and applying the Federal Emergency Management Agency as a sample for the study in order to explore the problem and analyze the data statistically in order to verify the hypotheses of the study and answer the study questions. The study concluded that there is





a statistically significant relationship between ideal influence behaviors and transformational leadership in crisis management. There is also a statistically significant correlation between the behaviors of intellectual stimulation and the effectiveness of transformational leadership in crisis management. The study concluded that there is a statistically significant relationship between the behaviors of inspiring motivation and the effectiveness of transformational leadership. The study has proven that the three elements that have been studied have great effectiveness and are valid for crisis management.

**2. The study of (Anwar, 2017), titled: The Role of Effective Leadership in Crisis Management: Study of Private Companies in Kurdistan.**

The main aim of the current study is to investigate the relationship between leadership styles and crisis management in private business. Leaders and managers commercial companies and large institutions permanently make critical decisions and expect good results in achieving the goal they have in mind. Quantitative technique was used for the analysis of this study. It was 130 participants involved in the current study. The researcher developed three main research hypotheses. The results revealed that it was the highest value among all driving styles transformational leadership. larger sample size



including all major races in Kurdistan will save support for further studies.

**3. The study of (Aljuhmani, Emeagwali, 2017), Titled: The Roles of Strategic Planning in Organizational Crisis Management: The Case of Jordanian Banking Sector**

The study aimed to identify the role of planning in crisis management. The study also aimed to measure the internal and external trends in planning for crisis management through four points of view, which are detecting signals, preparing them, preventing them, recovering from crises, and learning. To achieve this, the quantitative approach was relied upon in presenting the study variables by applying it to the banking sector in Jordan. The study concluded that the readiness of employees is one of the reasons that affect effective crisis management. The study also found that employees' ignorance of the stages of crisis management causes crises to exacerbate unexpectedly. The study also presented a set of recommendations that work to enhance the role of employees and managers in crisis management, which is the importance of providing the administration with the necessary training to raise the level of awareness, efficiency and speed of decision-making in crisis management.

**4. The study of (Ghazi, 2017), Titled: The Impact of Strategic Planning on Crisis Management Styles in the 5-star Hotels**

This study aimed to identify the methods of crisis management, which are escape, confrontation, cooperation and containment, and to show the extent of their relationship to planning, in addition to identifying the planning methods that contribute to the improvement and development of crisis management.



To achieve this, the quantitative approach was relied on through a set of tools that are represented in previous studies and literature, as well as building a questionnaire-based framework as a means of collecting data from the study sample. The questionnaire was sent to 190 five-star hotel managers in Egypt. The results indicate that there is a statistically significant relationship based on the impact of planning on crisis management methods. The results also indicate the negativity between planning and escaping, and the positivity between planning, cooperation and containment. Therefore, the study indicated the importance of the role of planning in crisis management and the extent to which planning is able to improve and develop the performance of institutions in crisis management and at other times. The study recommended the importance of generalizing planning in all institutions in order to develop the performance of institutions in crisis management and to prepare optimally for crises that may occur to institutions in the future.

##### **5. The study of (Alkhwilani, et al., 2019), Titled: The Impact of Transformational Leadership Style on Crisis Management in Yemeni Organizations**

This study aimed to identify the impact of the transformational leadership style on crises, and the study also aimed to identify the moderate effect of the manager's experience in crises on the relationship between the transformational leadership style and crisis management in Yemeni institutions. Collecting data from 239 large institutions in Yemen through a questionnaire as a data collection method. The study concluded that the



transformational leadership style has a significant impact on crisis management. The study also found that the experience of the crisis manager calms the relationship between transformational leadership style and crisis management. The study presented a set of recommendations that can shed light on transformational leadership during future studies. The study recommended working on finding a set of new standards that may contribute to the dissemination of the principles of transformational leadership in all institutions.

**6. Study of (Alves, et al, 2020), titled: Crisis challenges of small firms in Macao during the COVID-19 pandemic, Frontiers of Business Research in China**

This research develops a framework that brings together crisis phases, stakeholders, participation and crisis challenges. The framework is applied to small businesses in Macau. During the 2019 novel coronavirus disease (COVID-19) pandemic crisis, we are conducting a qualitative study based on semi-structured interviews with six small leaders' companies in Macau. The results indicate that the COVID-19 pandemic has shifted to the "normal" context, which blurs the traditional stage of ending the crisis. We also find participating companies deal with internal stakeholders more than external ones. Strategies adopted by small businesses include flexible HR practices, reduce cost, strengthen customer relations, and use government subsidies charts. These strategies are effective in the short term; companies need



attention for diversity and long-term learning.

**7. The study of (Chika, Kalu, 2020), Titled: Strategic Planning and Crisis Management Styles in Organizations: A Review of Related Literature**

This study aimed to identify the role of planning in crisis management in different organizations. The study also aimed to identify the basic principles of planning as well as the basic principles of crisis management. To achieve this, the study followed the qualitative approach in presenting the study variables, given that the study was built based on a large number of previous literatures. The study reached a set of results that illustrate the importance of planning in enhancing crisis management. The study also found a multiplicity of planning methods, each of which is appropriate to the nature of crises. The study presented a set of recommendations that work to achieve a balance between the used planning methods and crisis management. Organizations must also provide the necessary planning methods that ensure a way out of crises with the least possible losses. To achieve this, the organization must have a group of employees with high levels of readiness, training and competence during crisis management. Finally, the study reached the importance of adaptation before, during and after crises.

**8. The study of (Rasouli, et al., 2020), Titled: The Importance of Strategic Planning and Management in Health: A Systematic Review**

This study aimed to identify the importance of planning in health institutions and to identify the stages of the planning process that is



appropriate for all situations, in addition to identifying each stage accurately. To achieve this, the study relied on the qualitative approach by examining a large number of databases such as (MagIran), (SID) and (Irandoc) from 2000 to 2017 through the scientific researcher from (Google scholar). English studies and Persian studies were searched by searching with keywords of the current search variables. The study concluded through 30 studies that were found through previous databases that the (RBV) system is used for planning in health institutions, and the (RDT) system has an impact on making appropriate decisions in various administrative situations. The study also found that there are a number of decision-making levels, which are represented in three main levels, which are the strategic, medium and operational levels. Therefore, the study concluded that investment, good use of resources and talent development contribute to the effectiveness of planning in health institutions and increase their effectiveness in facing change and circumstances.

**9. The study of (ALHumeisat, ALBashabsheh, 2020), Titled: The Impact of Transformational Leadership on Crisis Management in the Cellular Communications Sector in Jordan.**

This study aimed to determine the degree of influence of transformational leadership on crisis management. The study also aimed to identify the attributes of transformational leadership, in addition to identifying the dimensions of transformational leadership, as well as identifying crisis management and how to achieve effectiveness in crisis management. To



achieve this, the quantitative approach was relied upon in presenting the study variables. The study was applied to a sample of administrators working in Zain, Orange and Omani Telecom companies through a questionnaire as a data collection tool. The study concluded that there is a statistically significant relationship to the dimensions of transformational leadership represented in (ideal influence, inspiring stimulation, intellectual stimulation, and individual considerations with regard to crisis management in the institutions under study. The study recommended the importance of management relying on previous experiences in order to benefit the organization, in addition to the need for employees, administrators, and managers to create an organizational culture that enhances the application of transformational management in crisis management.

**10. The study of (Al Batniji, et al., 2020), Titled: Leadership Styles in Health Crisis among Non-Governmental Hospital in Gaza Strip a Case Study: Al-Quds Hospital in Palestinian Red Crescent Society**

The study aimed to identify leadership styles represented by transformational and interactive leadership and leadership based on inspiration in crisis management in health care institutions in the Gaza Strip. The study also aimed to provide a set of recommendations for health institutions that must be taken into account when crises occur, as well as to develop a set of gaps in leadership styles in order to benefit from future research and studies that can enhance the effectiveness of leadership in crisis management in health institutions. To achieve this, the quantitative approach



was relied upon in presenting the study variables, as it is the approach that is commensurate with the study variables. The study was applied to a group of 87 health care providers, of whom only 82 responded in the emergency department, operating rooms and intensive care units. Approved. The study concluded that there is a statistically significant relationship in the transformational leadership of the emergency department compared to the intensive care unit and operating rooms. The study also found the effectiveness of transformational leadership in crisis management in health institutions. The study also demonstrated that the most effective leadership style is charismatic leadership, interactive leadership, and transformational leadership, respectively.

**11. The study of (El Gharib, El Nahas, 2021), Titled: Evaluate the Role of Leadership in Crisis Management: A Field Study in Psychiatric Hospitals in Egypt**

This study aimed to determine the readiness of hospitals and health institutions in dealing with crises. The study also aims to determine the relationship between crisis management and the relationship between crisis management and different leadership styles. The study also seeks to identify the impact of staff demographics (age, gender, education, and work experience) on the effectiveness of crisis management in hospitals and health institutions. To achieve this, the quantitative approach was relied upon in presenting the study variables. The questionnaire was used as a means of collecting data in order to achieve the objectives of the study. The





questionnaire was distributed to a random sample of 350 employees in 4 health institutions. After collecting the questionnaire from the sample, it was found that there were 300 questionnaires that were answered correctly. The study concluded that there should be special units for crisis management in health care institutions. The study also concluded that the presence of qualified staff with a high degree of training and supervised by effective leadership is one of the most important reasons for crisis management in health institutions. The study also concluded the importance of having the necessary equipment and tools for positive and effective crisis management.

#### **12. The study of (Abdalla, et al., 2021), Titled: Crisis Management Art from the Risks to the Control: A Review of Methods and Directions**

This study aimed to identify the damages and negative effects of crises on institutions. The study also aimed to identify the effective tools in crisis management, as well as to identify the causes and consequences of the occurrence of crises without planning for crisis management. The study also sought to provide a set of suggestions and recommendations that contribute to improving the planning mechanism for crisis management. To achieve this, the qualitative approach was relied upon in presenting the study variables by relying on presenting the literature that dealt with the study variables. The study concluded that there is a set of proposals that help decision makers to take appropriate decisions and actions in order to manage crises, return to normal life and continue to work. These proposals are represented in crisis management before and during, learning from the existence of crises,



monitoring economic growth rates, anticipating the occurrence of crises, and providing quick and accurate solutions in order to manage crises, based on smart remote work approaches.

**13. The study of (Hu, et al., 2022), Titled: Effective Crisis Management during Adversity: Organizing Resilience Capabilities of Firms and Sustainable Performance during COVID-19**

This study aimed to identify the role of organizational resilience in achieving sustainable performance in crisis management. The study also aimed to identify the dimensions of crisis management as well as to identify the capabilities of organizational resilience in crisis management. To achieve this, the study relied on the quantitative approach in presenting the study variables through the presentation of the literature, as well as the statistical analysis applied to 100 Chinese film and television institutions. The study concluded that organizations need to apply organizational resilience capabilities in order to respond to crises and respond to them optimally. The study also found that there is a group of factors that affect crisis management, namely communication skills and the impact on recovery from crises, in addition to the ability of the institution to withstand and withstand crises. The study also found the importance of organizational resilience dimensions as an auxiliary element in crisis management through financial, cognitive and behavioral dimensions. The study also shows that collecting these dimensions



in crisis management leads to achieving better results.

**14. The study of (Chen, et al., 2022), titled: Managing Hospital Employees' Burnout through Transformational Leadership: The Role of Resilience, Role Clarity, and Intrinsic Motivation**

“This study aims to fill this knowledge gap by investigating the role of TL in reducing the risk of burnout among hospital employees. At the same time, this study also tests the mediating effects of resilience and role clarity with the conditional indirect effect of intrinsic motivation in the above-proposed relationship. To test different hypotheses, a hypothetical model was developed for which we collected the data from different hospital employees (n = 398). Structural equation modeling (SEM) was considered for statistical validation of hypotheses confirming that TL significantly reduces burnout. The results further indicated that resilience and role clarity mediate this relationship significantly. Lastly, the conditional indirect effect of intrinsic motivation was also confirmed. Our results provide meaningful insights to the hospital administrators to combat burnout, a critical reason for medical errors in hospitals. Further, by incorporating the TL framework, a hospital may reduce the risk of burnout (and, hence, medical errors); on the one hand, such a leadership style also provides cost benefits (reduced medical errors improve cost efficiency). Other different theoretical and practical contributions are discussed in detail”.



## 8. Methodology

### 3.1. Study design.

**The independent variable:** The independent variable of the current research is planning in health facilities.

**The dependent variable:** The independent variable of the current research is response of quality in disasters and crises.

### 3.2. Study setting:

Participant working in quality departments and workers in disaster and crisis units in the Kingdom of Saudi Arabia,

#### **Study population & participants:**

The random sampling method was used to select the study sample. Where the questionnaire was applied electronically through social networking sites to obtain the study sample, and the study sample consisted of (250) individuals working in quality departments and workers in disaster and crisis units in the Kingdom of Saudi Arabia, and the following table shows the characteristics of the sample.

### 3.3. Data collection tools:

The data were collected using a questionnaire distributed to selected patients attending the smoking cessation clinics. The questionnaire included two sections: the first section contained sociodemographic information (age, economic status, and educational level). The second section related to the

items of the questionnaire, and it was divided into five sub-axes, as follows:

1. What is the importance of applying planning in health facilities?
2. What is the fact of applying planning in health facilities in order to face the disasters and crises?
3. What are the requirements of applying planning in health facilities in order to face the disasters and crises?
4. What are the challenges that face applying planning in health facilities in order to face the disasters and crises?
5. What is the proposed scenario for applying planning to reduce crises and disasters within health facilities?

( appendix A)

The questionnaire will be used in order to collect data through the five point Likert scale, which can be expressed through the following table:

**Table (2) The five- point Likert scale**

Term	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Answer degree	5	4	3	2	1

### 3.4. Data analysis:

The data collected from the sample were entered using the program (SPSS-V.22). The statistical methods that were used to process the data varied, including the following:

- Cronbach's Alpha coefficient to ensure consistent performance.
- Use frequencies and percentages to determine the significance of the sample's responses to the questionnaire items.
- Correlation coefficient for the calculation of honesty.
- Regression analysis.

#### 4. Result

##### 1 Results of the first Question:

Mean and standard deviation were used in order to identify the importance of applying planning in health facilities. The results were found as the following:

**Table (5): Shows the results of the first question**

No	Term	Mean	Standard deviation	Rank
1	Planning contributes to identify strengths and weaknesses in health organizations.	4.51	0.669	2
2	Planning contributes to recognizing the ability of health organizations to deal with change.	4.52	0.610	1
3	Planning is used for evaluating different strategies within health organizations in managing the organization.	4.26	0.738	6
4	Applying planning is useful in choosing the best options that suit dealing with	4.40	0.743	3

	challenges and changing conditions within health organizations in different circumstances.			
5	Planning is important in preparing, implementing and evaluating of planning fundamentals laid down within the organization:	<b>4.40</b>	<b>0.768</b>	<b>4</b>
6	Planning is important in identifying the readiness of health institutions to face crises	<b>2.51</b>	<b>1.514</b>	<b>9</b>
7	Planning is important in measuring the ability of health institutions to deal with recent changes and developments.	<b>4.17</b>	<b>0.995</b>	<b>8</b>
8	Planning is used for identify the different challenges facing health institutions in crisis management.	<b>4.17</b>	<b>0.975</b>	<b>7</b>
9	Planning is used for anticipating crises, preparing, and providing the effective responses for crises.	<b>4.34</b>	<b>0.732</b>	<b>5</b>
<b>Total</b>		<b>37.19</b>	<b>4.015</b>	

From the previous table, it is clear that applying planning in health facilities in Kingdom Saudi Arabia is very important. This is clear in mean and standard



deviation of the terms of the second question in the questionnaire. The results show that the total mean and standard deviation were (37.19) and (4.015) respectively. The term “Planning contributes to recognizing the ability of health organizations to deal with change” took the highest mean with (4.52) and standard deviation with (0.610). The term “Planning contributes to identify strengths and weaknesses in health organizations” took the second place with mean of (4.51) and standard deviation with (0.669). Term “Applying planning is useful in choosing the best options that suit dealing with challenges and changing conditions within health organizations in different circumstances” came third with mean of (4.40) and standard deviation with (0.743). Finally, the term “Planning is important in preparing, implementing and evaluating of planning fundamentals laid down within the organization” took the fourth place with mean (4.40) and standard deviation with (0.768).

Hence, the results of the study indicate that applying planning in health facilities in Kingdom Saudi Arabia is very important as planning contributes to recognizing the ability of health organizations to deal with change. This enables health facilities to apply planning in health facilities in Kingdom Saudi Arabia.



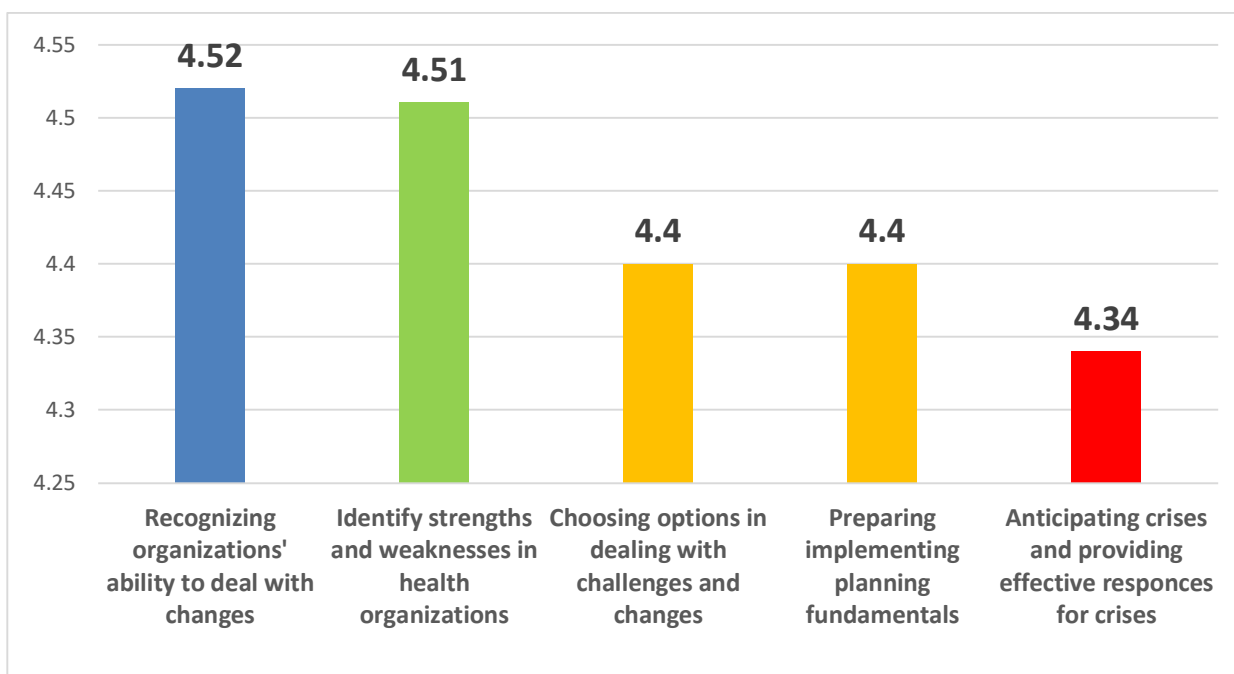


Figure (1.1): Top 5 mean results of the first questions

### 5.1.2 Results of the second questions

Mean and standard deviation were used in order to identify the fact of applying planning in health facilities in order to face the disasters and crises.

The results were found as the following:

**Table (6): Shows the results of the second question**

No.	Term	Mean	Standard deviation	Rank
1	Health facility depends adopts and deals with organizational changes as required determines the extent to	4.06	0.818	5

	which organizations are successful, sustainable, and able to survive as long as possible			
2	Health facility works on capturing the initial signs of crises is one of the most important steps and stages that work to identify crises and clarify solutions to solve them.	<b>4.11</b>	<b>0.847</b>	<b>2</b>
3	Health facility works on prepare for and prevent crises through planning and caring with technical and environmental problems.	<b>4.09</b>	<b>0.966</b>	<b>4</b>
4	Health facility works on achieving fast recovery from crises through developing a wide range of plans and alternative plans.	<b>4.13</b>	<b>0.878</b>	<b>1</b>
5	Health facility works on learning from previous crises in order to be able to face any possible crises.	<b>4.09</b>	<b>0.904</b>	<b>3</b>
<b>Total</b>		<b>20.48</b>	<b>3.665</b>	

From the previous table, it is clear that there is an application of planning in health facilities in kingdom Saudi Arabia. The results show that



the total mean and standard deviation were (20.48) and (3.665) respectively. This is clear as seen in the questionnaire terms, high means and standard deviations were recorded. The term of “Health facility works on achieving fast recovery from crises through developing a wide range of plans and alternative plans” had the highest mean with (4.13) and standard deviation with (0.878). The term of “Health facility works on capturing the initial signs of crises is one of the most important steps and stages that work to identify crises and clarify solutions to solve them” took the second place with mean of (4.11) and standard deviation with of (0.847). The term “Health facility works on learning from previous crises in order to be able to face any possible crises” took the third place with mean of (4.09) and standard deviation of (0.904). The term “Health facility works on prepare for and prevent crises through planning and caring with technical and environmental problems” took the fourth place with mean of (4.09) and standard deviation with (0.966).

Hence, the results of the study indicate that there is an application of planning in health facilities in kingdom Saudi Arabia. This is clear as health facility works on achieving fast recovery from crises through developing a wide range of plans and alternative plans. As seen, planning is applied and it is helpful in facing crisis in health facilities in Kingdom Saudi Arabia.

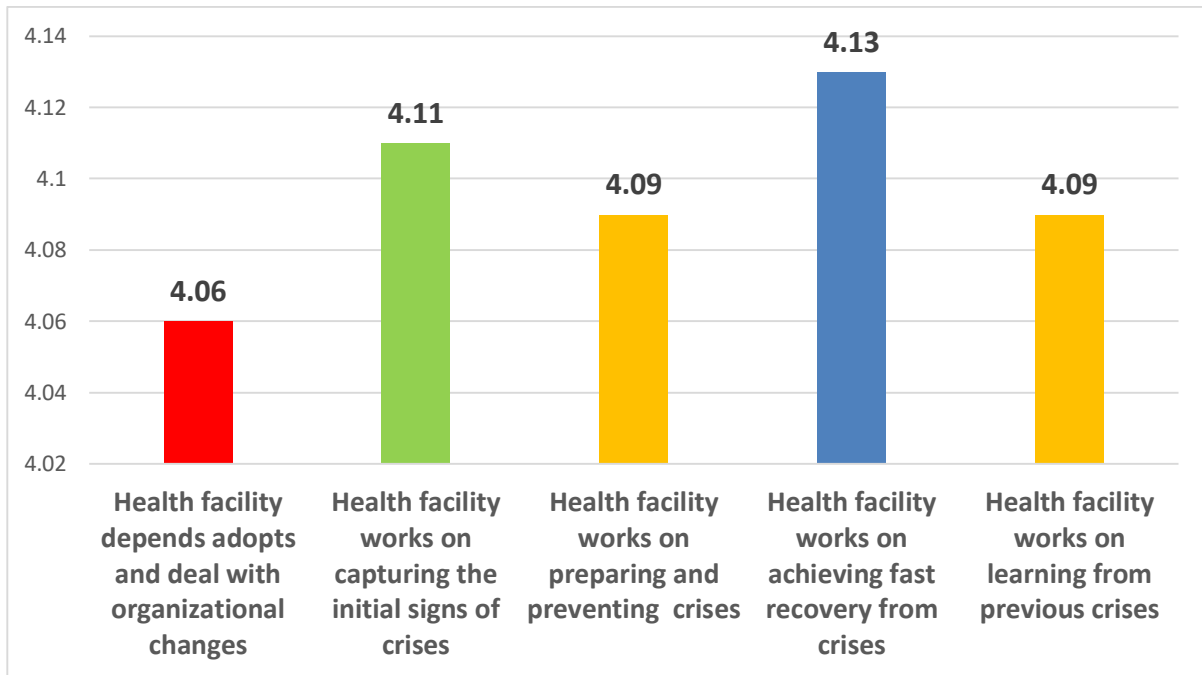


Figure (5.2): Results of the second question

### 5.1.3 Results of the third question:

Mean and standard deviation were used in order to identify the requirements of applying planning in health facilities in order to face the disasters and crises. The results were found as the following:

**Table (7): Shows the results of the third question**

No	Term	Mean	Standard deviation	Rank
1	Financial capability is required in facing the expected and unexpected crises.	<b>2.81</b>	<b>1.415</b>	<b>6</b>
2	Financial capacity is required to reduce the problems that may occur due to the lack of basic needs.	<b>4.25</b>	<b>0.677</b>	<b>1</b>
3	Cognitive capability is required as it contributes to identifying solutions that are commensurate with the current crises and their suitability for the current situation	<b>4.09</b>	<b>0.658</b>	<b>3</b>
4	Behavioral capability is required as it implement innovative plans and provide ideas.	<b>4.21</b>	<b>0.717</b>	<b>2</b>
5	Behavioral capability is required as it can predict crises as possible through flexible management.	<b>3.15</b>	<b>1.392</b>	<b>5</b>

6	Contextual criteria are required as it deals with the previously mentioned criteria positively in order to get out of crises with the least possible losses.	4.09	0.883	4
<b>Total</b>		<b>22.60</b>	<b>3.034</b>	

Mean and standard deviation were used in order to identify the requirements of applying planning in health facilities in order to face the disasters and crises in health facilities in Kingdom Saudi Arabia. The results show that the total mean and standard deviation were (22.60) and (3.034) respectively. The term of “Financial capacity is required to reduce the problems that may occur due to the lack of basic needs” took the highest mean and (4.25) standard deviation with (0.677). The term of “Behavioral capability is required as it implement innovative plans and provide ideas” took the second place with mean of (4.21), and standard deviation with (0717). The term of “Cognitive capability is required as it contributes to identifying solutions that are commensurate with the current crises and their suitability for the current situation” took the third place with mean of (4.09) and standard deviation of (0.658).

Hence, the results of the study indicate that there are several requirements of applying planning in health facilities. The most effective requirement is the financial capacity is required to reduce the problems that may occur due to the lack of basic needs.

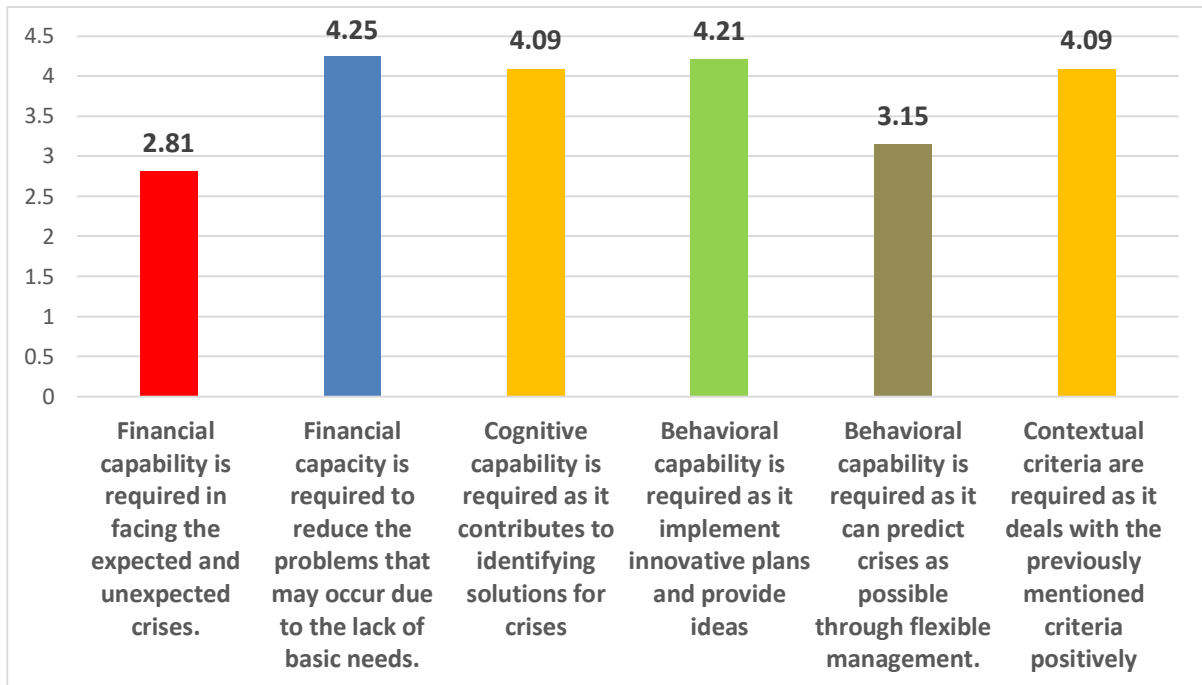


Figure (5.3): Results of third question

#### 5.1.4 Results of the fourth question:

Mean and standard deviation were used in order to identify the challenges that face applying planning in health facilities to face the disasters and crises. The results were found as the following:

**Table (8): Shows the results of the fourth question**

No	Term	Mean	Standard deviation	Rank
1	Time pressure is one of the challenges that affect the quality of work, especially in crises.	<b>4.04</b>	<b>1.143</b>	<b>1</b>
2	Lack of response options to deal with crises puts management and organizations in general in trouble	<b>3.04</b>	<b>1.467</b>	<b>5</b>
3	Losing control is a great challenge that can put management in great trouble.	<b>3.21</b>	<b>1.524</b>	<b>3</b>
4	The nature of crisis is a great challenge as it defines which organizations are ready to face crises or not.	<b>3.06</b>	<b>1.433</b>	<b>4</b>
5	Lack of resources is a great challenge as it can make crises more dangerous.	<b>3.38</b>	<b>1.431</b>	<b>2</b>
<b>Total</b>		<b>16.72</b>	<b>5.021</b>	





Mean and standard deviation were used in order to identify the challenges that face applying planning in health facilities in order to face the disasters and crises. The results show that the total mean and standard deviation were (16.72) and (5.201) respectively. The term “Time pressure is one of the challenges that affect the quality of work, especially in crises” had the highest mean and standard deviation with (4.04) and (1.143) respectively. The term “Lack of resources is a great challenge as it can make crises more dangerous” had the second place with mean of (3.38) and standard deviation with (1.431). The term “Losing control is a great challenge that can put management in great trouble” had the third place with mean of (3.21) and standard deviation with (1.524).

Hence, the results of the study indicate that there are several challenges that face applying planning in health facilities in order to face the disasters and crises. The most influential challenge is time pressure as it affects the quality of work, especially in crises.

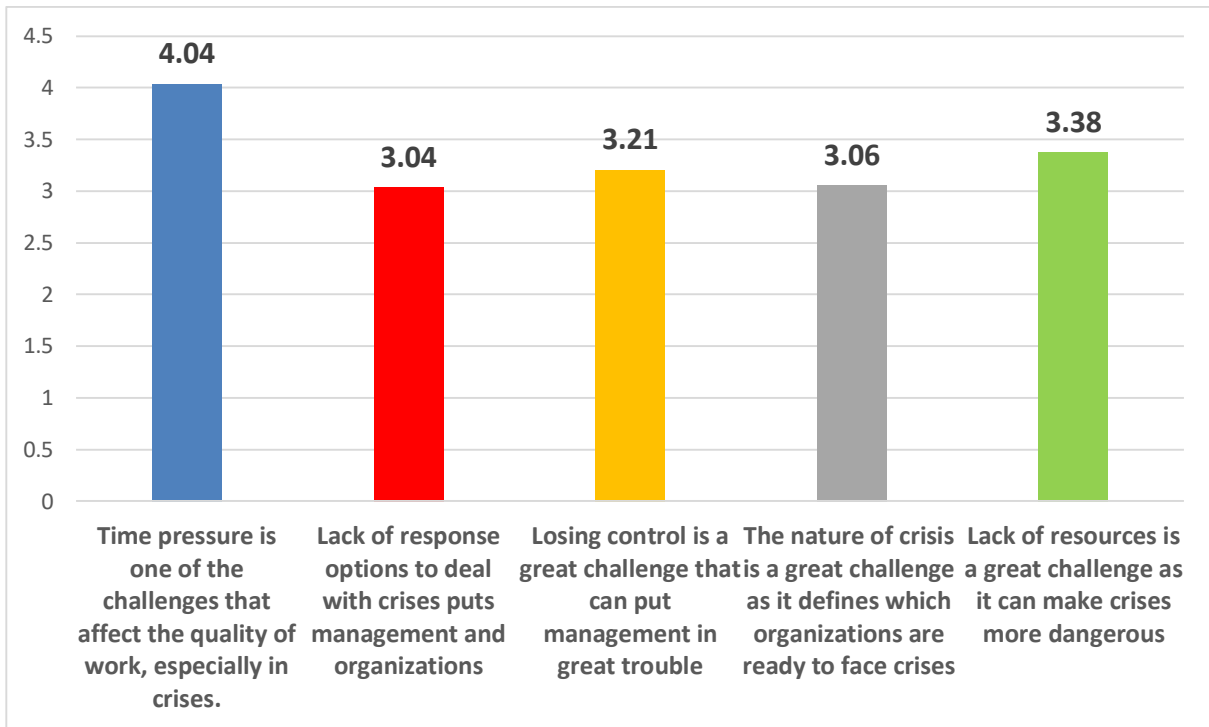


Figure (5.4): Results of Fourth question

### 5.1.5 Results of the fifth question

Mean and standard deviation were used in order to identify the proposed scenario for applying planning to reduce crises and disasters within health facilities. The results were found as the following:

**Table (9): Shows the results of the fifth question**

<b>N o.</b>	<b>Term</b>	<b>Me an</b>	<b>Standard deviation</b>	<b>Rank</b>
1	Management must create a department for crises management.	<b>4.13</b>	<b>1.110</b>	<b>3</b>
2	There is a must to depend on up-to-date scientific researches in facing crises.	<b>4.13</b>	<b>0.833</b>	<b>2</b>
3	Management must create a prepared scenario to measure the readiness of the crew to face crises.	<b>2.77</b>	<b>1.613</b>	<b>6</b>
4	Management must provide the suitable training programs to enhance the quality of response for doctors.	<b>2.98</b>	<b>1.658</b>	<b>5</b>
5	Management must study corona paramedic to measure weak points that the institution suffered from.	<b>4.09</b>	<b>0.966</b>	<b>4</b>
6	Management must study successful institutions that were able to face corona pandemic successfully.	<b>4.25</b>	<b>0.939</b>	<b>1</b>
<b>Total</b>		<b>22.3</b>	<b>3.675</b>	
		<b>6</b>		



Mean and standard deviation were used in order to identify the proposed scenario for applying planning to reduce crises and disasters within health facilities. The results show that the total mean and standard deviation were (22.36) and (3.675) respectively. The term “Management must study successful institutions that were able to face corona pandemic successfully” had the highest mean and standard deviation with (4.25) and (0.939) respectively. The term “There is a must to depend on up-to-date scientific researches in facing crises” had the second place with mean and standard deviation with (4.13) and (0.833) respectively. The term “Management must create a department for crises management” had the third place with mean and standard deviation with of (4.13) and (1.11) respectively.

Hence, the results of the study indicate that the proposed scenario for applying planning to reduce crises and disasters within health facilities lies in management which must study successful institutions. Then health facilities will be able to face corona pandemic and other disasters successfully.

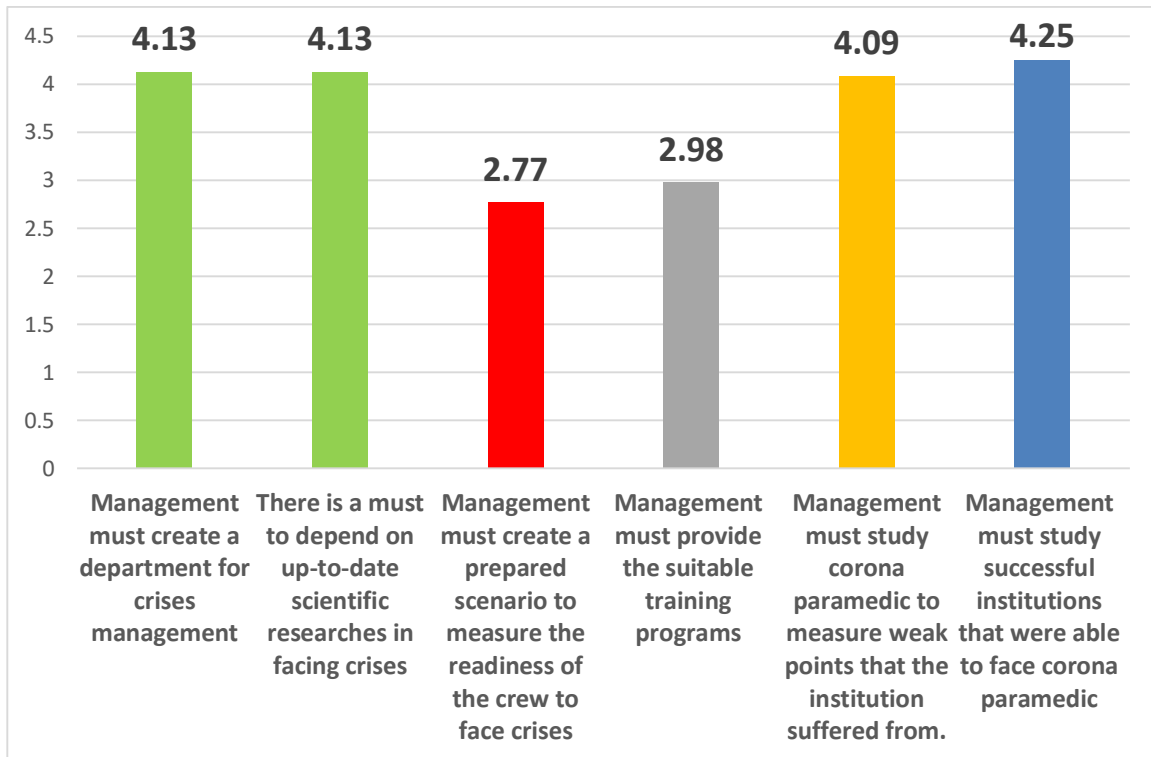


Figure (5.5): Results of fifth question

## 5. Discussion

the application of this research, the results showed that the role of planning in improving the quality of response to disasters and crises in health facilities in kingdom Saudi Arabia. Health facilities in Kingdom Saudi Arabia are taking rapid and advanced steps towards facing the crises and disasters. The current study agrees with the results of the studies of (Zhang, 2022) and (Pruteanu, Nita, 2020), as the studies found that the importance of applying planning in health facilities relies in identification of strengths and weaknesses in organizations and recognizing the ability of health



organizations to deal with change. The results of the study agree with the results with the studies of (Celik, et al., 2016) and (Al Batniji, et al., 2020) as health facility depends adopts and deals with organizational changes as required determines the extent to which organizations are successful, sustainable, and able to survive as long as possible. The results of the study agreed with the studies of (Hu, et al., 2022) and (Williams, et al., 2017) in the requirements of applying planning in health facilities in order to face the disasters and crises. The studies show that the requirements are financial capability, cognitive Capability, behavioral Capability and contextual Criteria. The results of the current study agree with the results of the study of (Abbas, 2018) and with the results of the study of (Naser, Saleem, 2018) in the illustrating the role of planning in crisis management in order to establish the basic principles upon which planning is based, as well as to identify the most prominent problems facing planning and implementation. The current study agreed with the results of the study of (Gazi, 2018) in the challenges that face the applying planning in crisis management in health facilities. Both studies found that time pressure is the most influenceable challenge. This disagree with the results of the study of (Farooq, et al., 2021) as it considered the nature of crisis is the most influenceable challenge.

### **Conclusion**

In this research, the role of planning in improving the quality of response to disasters and crises in health facilities in kingdom Saudi Arabia was studied. The current study sheds the light on the importance of applying planning, the



fact of applying planning in Kingdom Saudi Arabia, the requirements of applying, the challenges and propose a scenario for applying planning to reduce crisis and disasters in health facilities. To achieve this, the study was applied on a sample of (250) workers in quality departments and workers in disaster and crisis units in government and private hospitals in the Kingdom of Saudi Arabia. The study shows that planning contributes to recognizing the ability of health organizations to deal with change. The study also shows that health facility works on achieving fast recovery from crises through developing a wide range of plans and alternative plans. The study recommends that management must study successful institutions that were able to face corona paramedic successfully.

### **Managerial Relevance**

The administrative relevance of this research is evident through the benefit of the owners of hospitals and crisis department in health facilities in Kingdom Saudi Arabia. This study contributes in identifying the role of planning in health facilities and identify the challenges of application. The administrative relevance of the study appears in the contribution of planning in solving the problems facing crisis management in health facilities.

### **Scientific Implications**

The scientific implications of this research are evident by shedding light on the role of the applying planning in health facilities. Through the current study, the importance of the applying planning, the challenges and requirements of applying planning in health facilities. Research researchers



can later participants will learn about the theoretical framework of planning in order to achieve a better understanding of the concept and research its impact on the crisis management in health facilities.

### **Limitations and Scope for Future Research**

The current research depended on the quantitative approach, this is because it has many advantages, including accuracy in the results and its ability to test and examine, where anyone can repeat this test and reach close results, which made this methodology more reliable, but one of the disadvantages of the chosen methodology is the large number of mathematical data and numbers that may distract the searcher from entering it. During this research, it is easy to access scientific sources in order to collect information and data about the variables of the research, but this research took a period of time in order to apply it to the research sample.

### **Research Recommendations**

The current of the research provides a number of recommendations, these recommendations can be shown as the following:

- Management in health facilities must create a special department for crises management in order to raise the degree of readiness to face crises and disasters.
- There is a must to depend on up-to-date scientific researches and trusted data in facing crises and disasters in health facilities.
- Management must create a prepared scenario to measure the readiness of the crew to face crises, and then raise the degree of readiness to face these crises





and disasters.

- Management in health facilities must provide the suitable training programs to enhance the quality of response for doctors during crises and disaster time.
- Management must study the previous crises, disaster and all emergencies like corona paramedic to measure weak points that the institution suffered from and the degree of readiness of health facilities to face these crises.
- Management must study and collect information about successful institutions that were able to face corona paramedic successfully.
- More scientific researches must be performed on successful and non-successful health facilities in order to measure the strength and weakness points in health facilities.



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## **Appendix (A)**

**Dear Employee,**

Through the current study, we seek to study **“The Role of Planning in Improving the Quality of Response to Disasters and crises in Health Facilities”** in order to obtain a master's degree, and therefore data will be collected through your answers to the questions of this questionnaire are very important in achieving the desired goals of the study.

Therefore, your contribution to conducting this questionnaire through your practical experience by answering the questionnaire items clearly and impartially has its own appreciation. This will contribute to reach reliable scientific results, and it must be emphasized that your answers will be in strict confidentiality as it will be used for the sake of the study Scientific only.

**Thank you.**

## 1. Demographic data

Please answer the following questions

<i>Age:</i>			
<i>Gender:</i>			
<i>Department:</i>			
<i>Educational level:</i>	High education	Master degree	Doctorate degree
<i>Seniority at work:</i>	less than 5 years	From 5 to 10 years	From 11 to 15 years

## 2. Questionnaire terms

Please, mark with (✓) on your selection.

1. What is the importance of applying planning in health facilities?						
No.	Term	Strongly agree	Agree	Neutral	disagree	Strongly



						disagree
1	Planning contributes to identify strengths and weaknesses in health organizations.					
2	Planning contributes to recognizing the ability of health organizations to deal with change.					
3	Planning is used for evaluating different strategies within health organizations in managing the organization.					
4	Applying planning is useful in choosing the best options that suit dealing with challenges and changing conditions within health organizations in different circumstances.					
5	Planning is important in preparing, implementing and evaluating of planning fundamentals laid down within the organization:					

6	Planning is important in identifying the readiness of health institutions to face crises.					
7	Planning is important in measuring the ability of health institutions to deal with recent changes and developments.					
8	Planning is used for identify the different challenges facing health institutions in crisis management.					
9	Planning is used for anticipating crises, preparing, and providing the effective responses for crises.					
2. What is the fact of applying planning in health facilities in order to face the disasters and crises?						
1	Health facility depends adopts and deals with organizational changes as required determines the extent to which organizations are successful, sustainable, and able to survive as long as possible					

2	Health facility works on capturing the initial signs of crises is one of the most. important steps and stages that work to identify crises and clarify solutions to solve them.					
3	Health facility works on prepare for and prevent crises through planning and caring with technical and environmental problems.					
4	Health facility works on achieving fast recovery from crises through developing a wide range of plans and alternative plans.					
5	Health facility works on learning from previous crises in order to be able to face any possible crises.					
3. What are the requirements of applying planning in health facilities in order to face the disasters and crises?						
1	Financial capability is required in facing the expected and unexpected crises.					

2	financial capacity is required to reduce the problems that may occur due to the lack of basic needs.					
3	Cognitive capability is required as it contributes to identifying solutions that are commensurate with the current crises and their suitability for the current situation					
4	Behavioral capability is required as it implement innovative plans and provide ideas.					
5	Behavioral capability is required as it can predict crises as possible through flexible management.					
6	Contextual criteria is required as it deal with the previously mentioned criteria positively in order to get out of crises with the least possible losses.					

4. What are the challenges that face applying planning in health facilities in order to face the disasters and crises?						
1	Time pressure is one of the challenges that affect the quality of work, especially in crises.					
2	Lack of response options to deal with crises puts management and organizations in general in trouble.					
3	Losing control is a great challenge that can put management in great trouble.					
4	The nature of crisis is a great challenge as it defines by which organizations are ready to face crises or not.					
5	Lack of resources is a great challenge as it can make crises more dangerous.					
5. What is the proposed scenario for applying planning to reduce crises and disasters within health facilities?						

1	Management must create a department for crises management.					
2	There is a must to depend on up-to-date scientific researches in facing crises.					
3	Management must create a prepared scenario to measure the readiness of the crew to face crises.					
4	Management must provide the suitable training programs to enhance the quality of response for doctors.					
5	Management must study corona paramedic to measure weak points that the institution suffered from.					
6	Management must study successful institutions that were able to face corona pandemic successfully.					