



# COVID-19 and the Responses of Healthcare Organizations Managers

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Sometimes organizations face critical situations or disasters that may bring dire or even catastrophic consequences in case of making wrong decisions. The topic of crisis management seems to be flown under the case studies, with studies that often confronted communicated or even contradictory suggestions. Directing organizations that face a disaster to overcome the condition is a major challenge. In addition, no particular consideration or recommendation has been considered on different aspects of organizational design and work environment as well as their impact on the organizational performance in critical situations (1, 2).

Managers often make changes in their organizations. Studies conducted in the public sector provide evidence of the fundamental role of managers in making organizational changes (3). COVID-19 has affected all organizations, but, unfortunately, some are doomed. Those who perceive the new situation and make appropriate decisions will survive (4, 5). The following includes some of the most important actions of managers of health care organizations during the COVID-19 crisis:

(1) Understanding the new situation: Managers must prepare the organization to understand the new situation and the changes that have been occurred. They should explain the need for change to the organization members and convince them. This preparedness announcement is a roadmap for the organization and a guide on how to achieve the desired situation, identify obstacles, and provide corrective actions. They need to build internal support to change and overcome resistance.

(2) Social responsibility: Social responsibility is neglected in developing countries, and many companies do not have any plans for it. Organizations must play a role in the community and the social sphere and strive to maintain, care for, and help the community in which they are

working.

(3) Supportive culture: Increasing the staff morale through psychological support plays a key role in the success of organizations in new conditions. Such organizations form unofficial and intimate teams and ensure the mental health of their staff.

(4) Environmental Scanning and Evidence-Based Foresight: Successful organizations during COVID-19 are those that monitor effective environmental events and factors and clear their new path by careful observations, analyses, and foresight. Changes are sudden and numerous, especially in developing countries. Thus, it is important to map the future based on the organizational evidence, and this may lead to changes in some organizational jobs and even may alter services/products provided by the organization.

(5) Flexible planning for flexible organizations: Organizations need to have up-to-date programs and keep them eternal. Learning organizations will be more successful in the new environment.

Regarding the responsibility of managers for the performance of organizations, it is necessary for them to make essential organizational changes during the new conditions and developing an appropriate response to guide the organization towards achieving the best performance.

## Footnotes

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