



# HEALTHCARE MANAGEMENT DURING COVID-19 PANDEMIC: PERSPECTIVE AND PRACTICES OF SELECTED PRIVATE HOSPITALS

<sup>1</sup>Morsid Kabang Tulao, <sup>2</sup>Estela Dequito

<sup>1</sup>PhD in Management Candidate, University of Mindanao, Davao City, Philippines

<sup>2</sup>Professor, University of Mindanao, Davao City, Philippines

*Abstract:* The purpose of this qualitative, multiple-case study was to describe the perspective and practices in healthcare management during COVID – 19 pandemic and to probe into the lived experiences of six identified healthcare managers, chosen through purposive sampling. The data collected through one-on-one interviews, observation, and field notes with the help of an interview guide were subject to thematic analysis. The research study's findings revealed that healthcare management during the pandemic accounted for accountability in management, engagement in management solving, and demand management. The challenges and difficulties faced by healthcare managers include loss of income, manpower and staffing shortage, and overwhelming stress. Their coping mechanisms include strong administrative planning, workplace safety measures, and mental health awareness. The insights they shared about their experiences include strengthening administrative-related tasks, prevention is better than cure, and strengthening health awareness and education. The cross-case analysis showed that healthcare management throughout the crisis is recognized in all six cases. The challenges and difficulties are realized in five cases except for overwhelming stress since only four cases recognize it. For the coping mechanisms, only 2 cases recognize strong administrative planning, five admit workplace safety measures, and three appreciate mental health awareness. For the insights they shared, four cases identify strengthening administrative-related tasks and strengthening health awareness and education while two cases realize prevention is better than cure. Along with the realization of healthcare managers, the study emphasized the value of accountability in management, engagement in management solving, demand management, prevention is better than cure, and strengthening health awareness and education, especially during a crisis.

*Keywords:* healthcare management, healthcare managers, perspective, practices, qualitative multiple case study, Davao City, Philippine

## INTRODUCTION

During the pandemic, the healthcare management of the healthcare organizations was really affected, especially for the healthcare managers, staff nurses, and other staff. Indeed, healthcare management in the healthcare organization is really important because it assembles and organizes the resources, integrates the resources in an effective manner to achieve goals, and directs team efforts towards achievement. Furthermore, the COVID-19 pandemic has created a multitude of acute challenges for healthcare delivery organizations and its management. In addition, the healthcare manager's workload becomes heavier and decision-making should be seriously considered during the pandemic. Indeed, successful healthcare management integrated technology approaches, good management, and good healthcare delivery systems (Begun et al., 2020; Mishra et al., 2021; Torrent-Ramos et al., 2021).

Moreover, there are a lot of issues and concerns affecting the entire world due to the COVID-19 pandemic nowadays; specifically, healthcare organizations maintain their healthcare management. Indeed, perceptions of healthcare managers on healthcare management in terms of accountability and engagement really need to determine during the pandemic because this is a significant aspect. In addition, the practices of healthcare managers during the crisis, are also needed to investigate such as challenges and difficulties in terms of loss of income, manpower and staffing shortage and overwhelming stress. Another important aspect that is necessary to explore are coping mechanisms of healthcare managers on healthcare management in terms of administrative planning, workplace safety measures and mental health awareness. With all of these, the insights of healthcare

managers in improving the readiness and response of the healthcare community are considered the most significant contributing factors in the conduct of the study.

Furthermore, the Davao Region has one of the best healthcare delivery systems in the country. Nevertheless, the Region recorded 107,000 individuals affected by the COVID-19 pandemic and some specialists stress the need to assess and evaluate how the region has responded to this pandemic. Indeed, while waiting for this action to be carried out, healthcare managers live the significance of the measures taken immediately and have witnessed the attainable impact on health care management during the pandemic. In fact, it really needs an urgent study as to why the researcher conducts the research in a selected private hospital in Davao City. Besides, COVID-19 is an infectious disease caused by the SARS-CoV-2 viruses. Thus, most people who fall sick with this virus will experience mild to moderate symptoms and recover without special treatment. But some will become seriously ill and require medical attention (Ghebreyesus, 2020).

This study showed a different review of related literature that would support the present study about the perception and practices on healthcare management during the COVID-19 pandemic. Further, the researcher carefully arranged the supporting literature of the study for the readers to have a clearer and better understanding of the articles. Nevertheless, this literature did not set limitations on how they were utilized and explored in the study.

Respectively, an article entitled Primary health care and Hospital management during COVID-19: Lessons from Lombardy discussed and revealed the need to focus on challenges within primary healthcare and hospital organizations, cooperation between primary, and specialist care, and access to health care services. These include the neglected primary healthcare with a comparatively low availability of healthcare providers per client, the initial priority of hospitals during the pandemic while neglecting primary healthcare needs such as personal protective equipment, the availability of testing resources, and even the failure to obtain coordinated support from the hospital management, where the dissolution of traditional units into macro areas may also lead to nosocomial infections during the course of pandemic. Nevertheless, strengthening the primary healthcare sector in terms of manpower, technical resources, and strong coordination between the different levels of healthcare providers may help to lessen overcrowded hospital management, while protecting both patients and healthcare workers (Plagg et al., 2021).

Moreover, front line healthcare managers act on local feedback to improve the patient care every day and will engage with consumers when redesigning and improving services. Also, line managers have an important role to play in developing a positive culture regarding feedback in regards to patient care. Moreover, effective healthcare management simply means consistently having the right nurses and enough of them in the right position Likewise, knowledge about the core principles, health condition of the patients, and key processes in patient safety in healthcare management are essential components in delivering healthcare quality service to meet satisfactions of the patients (Darzi, 2018; McQuerry, 2018; Perioper, 2018).

Furthermore, aside from challenges and difficulties faced by the healthcare managers during the COVID-19 pandemic, their insights and practices are also considered factors as to why the attention of the researcher was called, to the need to conduct a study on their perception on how they utilize the concept of healthcare management and practices in formulating contingency plan in response to this pandemic.

Thus, their insights might have a big contribution to the community to improve the readiness and response of the healthcare community during a public crisis. Besides, more private hospitals fear the desertions have reached a critical point as the COVID-19 numbers of cases soared, as it has done as well worldwide. Indeed, the private hospital association of the Philippines estimated that 40 % of private hospital nurses resigned, but new waves of infections followed. Precisely, public hospitals as well are facing similar challenges (Morales & Lema, 2021).

Besides, healthcare management will have an important role during the surge of the COVID-19 pandemic. Thus, healthcare organizations need to have emphasized the importance of communication, connections as well as innovation that have effectively directed the challenges to adjust capacity, re-design healthcare delivery systems, redeploy man power, and control financial loss. Respectively, an article entitled "Adapting hospital capacity to meet changing demands during the COVID-19 pandemic". Shows that the result of the study was that the national health service in England would not have had sufficient capacity to cater their all COVID-19 patients in March and April 2020 without the hospital provisions management, with significantly shortfalls in the manpower. And, all of their elective surgery will be done at normal pre-pandemic levels provided the other interventions are maintained, but only if the daily cases of COVID-19 are not greater than usual capacity (McCabe et al., 2020). Therefore, the adjusted capacity, redeployed manpower as well as redesigned healthcare service as part of a contingency plan of healthcare managers will be an effective strategy.

Precisely, healthcare workers have extraordinary efforts to deal with the sub crises' that have punctuated the course of the pandemic such as from shortage of personal protective equipment, extreme pressure on critical care bed availability, the need to expedite vaccine roll – out and managing the possible impact of virus variants. Thus, responses to these challenges have required coordination, planning, and implementation at pace, which is where there is an importance of healthcare managers coming to the fore. Besides, nurse managers experienced human resource related challenges during COVID-19, worsened by the fact that vacant posts were frozen. Further, healthcare managers indicated that COVID-19 brought a lot of administrative duties plus an additional duty of patient care (Barrette, 2021; Moyo et al., 2022).

Further, strategic and operational planning are means for healthcare managers to manage crises in all phases including prevention, preparedness, response as well as recovery. During the COVID-19 pandemic, healthcare institutions should switch from the conventional mode of leadership to crisis mode with an appropriate incident command structure. In addition, a comprehensive contingency plan for crisis management, covering emergency preparedness and response plan for public outbreaks, can be considered as one of the strategic tasks whose importance was highlighted during the pandemic (Abdi et al., 2021).

In relation, the COVID-19 pandemic has placed additional challenges on healthcare managers and these challenges are expected to persist in the future. Thus, a higher opinion of organizational support minimizes healthcare managers' perception of being challenged in times of pandemic. Nevertheless, communication is also important, hence the healthcare manager's choices of words used in email and speeches greatly shape the way the team perceived the situation. Further, healthcare managers who practice transparency through open and regular communication are often the key to accessing the physiological and safety needs of the team and ensure that timely psycho-emotional support is being provided to the team (Allah, 2021; Goh et al., 2020).

Moreover, healthcare managers oversee the development and training of staff with respect to hospital protocols for patients with suspected or confirmed COVID-19, to make sure that all patients receive safe, individualized high-quality care. In addition, healthcare managers must ensure the protection of the frontline team, closely monitoring their well-being as well as mental health,

a unique, challenging times of great uncertainty when developing solutions quickly while looking at the huge picture and the consequences at the tiny picture through a social political lens is an imperative (Freitas et al., 2021).

Presently, the world-wide situation during COVID-19 pandemic generated a situation in which healthcare resources like diagnostic kits, drugs, and basic healthcare infrastructure experienced a shortage throughout the period, along with the negative impact on the socio – economic system. Further, standardized public healthcare models were missing in pandemic situations, covering from admitted patients in the hospital to local residents' healthcare management based on monitoring, assessment to diagnosis as well as medicines. Besides, during the COVID-19 pandemic, a healthier healthcare management model is proposed as a source of standardized care having technology support, medical consultation, along with the public health model sanitization, distancing, and contact less practices (Mishra et al., 2021).

Furthermore, this COVID-19 pandemic tested the resilience of the health system worldwide. Thus, the outcome of the pandemic is impacted by health management choices made over the course of the disaster, which in turn are strongly dependent on the underlying healthcare system. This is mirrored by the fact that regional pandemic experience differs considerably. Besides, strengthening the primary health care sector with regard to human and technical resources and supporting the coordination between the different levels of health care providers help to avoid overcrowded hospitals, while protecting patients and healthcare workers during large – scale health emergencies (Oschmann & Eisendle, 2021).

Besides, in an article written by Castro-Conde, Mourino, Falque, and Castro (2021), the authors say differentiated circuits were built throughout the hospital, from the emergency room to the resuscitation area with an availability of 14 double rooms. Further, multiple explanatory sessions were held at the center, mostly carried out by the Occupational Risk Prevention Service and Preventive Medicine, where they explained the epidemiology and transmission of the virus, as well as the necessary protection measures in each action and procedure protocol carried out in the hospital. Thus, hospital management provides continuous training on the placement and removal of personal protective equipment in all areas of the hospital, as well as in the social and health aspects, to the healthcare workers to ensure stability of the hospital healthcare management.

In addition, lockdowns and policy actions to curtail the transmission of COVID-19 have widespread impact on the health system, economy, and society. Further, health systems of low-to-middle-income countries may have fewer buffering resources and capacity against shocks from a pandemic. Perhaps, local health systems reinforced gatekeeping mechanisms for secondary and tertiary care through referral systems and implemented telemedicine services to reduce face-to-face consultation. Thus, the health system impact on the Philippines have been variegated across municipal income class and topography, contributed by long-standing symptoms of inequitable resource allocation (Bayani & Tan, 2021).

Nevertheless, the healthcare industry is wide and has a massive impact all over the globe. Besides, from medical insurance companies to drug manufacturers, there are many areas that require management. Essentially, healthcare management is in place to ensure that operations in the entire healthcare sector are maintained seamlessly, specifically during an emergency crisis. Further, to understand healthcare management, the need to understand the healthcare industry is important as well to describe the group of businesses and companies that provide healthcare services and products to treat patients (Nelson, 2021).

Likewise, the corona virus disease 2019 (COVID-19) pandemic has caused increasing challenges for healthcare workers globally. However, there is a dearth of information about these challenges in many developing countries. A study entitled “Challenges Faced by Healthcare Professionals during the COVID-19 Pandemic: A Qualitative Inquiry from Bangladesh” shows that the common challenges faced by healthcare professionals during the COVID-19 crisis implies the need to support adequate safety kits, protocols, and support for both physical and mental health of the healthcare professionals. Thus, results show healthcare workers experienced higher workload, psychological distress, shortage of quality personal protective equipment, social exclusion/stigmatization, lack of incentives, absence of coordination, and proper management during their service (Razu et al., 2021).

Relatedly, healthcare management bounded the efforts involving planning, directing, and coordinating non – clinical programs within the health care system, organizations, and networks. Further, this is a branch of management that requires specific knowledge of health care operations and technology along with soft skills like the ability to motivate team leaders and members, collaborate with multiple stakeholders, and proactively implement changes needed. Precisely, there are several types of healthcare management such as clinical management, healthcare consulting, medical entrepreneurship, nursing home management, health insurance underwriting management, academia, emergency management (Hubbard, 2019).

Furthermore, starting from first principles, logic tells us that providing quality healthcare service and making things safe for the patients will be very challenging during any pandemic. Further, previous pandemic records the inherent danger of widespread infections and concomitant burdens on healthcare systems. However, in the case of COVID-19 the virus came on suddenly and, despite many health systems having workable pre-pandemic plans, took most countries by surprise, to the justifiable frustration of the World Health Organization, public health practitioners, infectious disease specialists, and community activists. Thus, the situation worsened rapidly, and planning often did not keep up. In response to pandemic-induced pressures, policymakers became reactive. Meanwhile, the quality healthcare service suffered. Whether prepared or not, the virus stretched some health systems to breaking point. There were reports from many countries of wards and intensive care units being overwhelmed. Available resources were deployed away from usual care to the surge in new cases. Moreover, normal quality and safety activities took a back seat in the face of rapidly accelerating disease transmission trends (Braithwaite, 2021).

Health care is a very complex sector, and the delivery of service is fragmented care. Further, quality can be a mutual paradigm to address the need of all groups in health care providers. Thus, quality improvement is the process approach to the organization's operational challenges. In addition, the initiative to address the quality in the health care system has become a global phenomenon. Indeed, a quality revolution for delivery of service with patients at the center and services around it is the demand of the time. Besides, the principles of quality have been implicit in health care. But quality is not a physical attribute service. Precisely, quality management in healthcare is a broad term. Usually, it was perceived as directing the healthcare personnel to what to do. However, its current interpretation is to manage the process of the services (Aggarwal et al., 2019).

Therefore, it is difficult for the patients to know whether they're getting quality healthcare management from their doctors or hospitals. Even medical practitioners cannot judge this at all times. Indeed, quality healthcare management in health care works to quantify the health benefits of its people and improve the patient's outcomes. Further, quality management in healthcare works to lessen errors and improve patient care. Hence, the safety and effectiveness of treatment are two of the most critical measures of quality. However, as the healthcare system navigates challenges built through risk exposure for patient and healthcare providers,

rapidly changing regulatory paradigms and significant financial burden, digital medicine and virtual care are becoming essential tools for maintaining and improving quality healthcare while mitigating those issues and concerns. In addition, organizations become more adept at navigating the pitfalls associated with treating COVID-19 in a digital environment, the knowledge learned now by healthcare providers will drive the adoption of digital strategies for managing chronic disease, health maintenance and wellness (French et al., 2021; Sherman, 2020).

Hence, an article entitled quality improvement during the COVID-19 pandemic written by Oesterreich, Cywinski, Geube, and Mathur (2020) stated that in response to the current pandemic, quality improvement teams at Cleveland Clinic initiated a number of measures to guide the care for COVID-19 patients and protect healthcare providers. Thus, includes increasing the frequency of team meetings from monthly to daily, and creating task forces to create protocols for patient transport, airway management, and management of personal protective equipment, and medication in short supply. Further, enterprise wide, non – essential surgeries are postponed and setting up an overflow intensive care unit in the area, creating a web-based COVID-19 toolkits for all healthcare providers, and emails related to the most recent development, decisions, and recommendations from national and international societies are also done.

An article published by a journal of pharmaceutical policy and practice entitled understanding the factors influencing healthcare providers' burnout during the outbreak of COVID-19 in Jordanian hospitals, revealed that there are three main factors influencing healthcare providers burnout such as job stress, staff and resource adequacy, fear of COVID-19 infection, and inter professional relationships in the healthcare practice thus these factors are really significant and need an attentions of Health sector management in order to strategies necessary actions to sustain and maintain quality healthcare management (Algunmeeyn et al., 2020).

On the other hand, a study entitled an evaluation of factors affecting the management of COVID-19 in Bangladesh, revealed important and relevant dimensions of the health sector in managing the COVID-19 crisis. Further, based on the study the major factors influencing the healthcare management were doctors, nurses, patients, and society. In protecting the healthcare providers, initiative must take into action to protect healthcare professionals. Further, patients or customers are the other half of the service delivery process. Thus, if the patient did not fulfill his/her roles properly, it will not be possible to complete the delivery of good service. But patients are not solely to blame. Precisely, patients do not feel comfortable in hospitals because even in this crisis, thus many people (society) are taking advantage of the pandemic and committing fraud (Akhtar et al., 2021).

CoronaVirus 19 disease is an infectious disease caused by a newly discovered coronavirus. Further, most people infected with the COVID-19 will experience mild to moderate respiratory illness and recover without requiring special treatment. In addition, older people, and those with underlying medical problems like cardiovascular disease, diabetes, chronic respiratory disease and cancer are more likely to develop serious illness. Besides, the best way to prevent and slow down transmission is to be well informed about this virus, the disease it causes and how it spreads. In addition, protecting yourself and others from infection by washing hands and or using an alcohol-based rub frequently and not touching the face is very useful in mitigating coronavirus. Indeed, COVID-19 spreads primarily within droplets of saliva or discharges from the nose of infected individuals through cough or sneezes, so it's important to practice respiratory etiquette (Ghebreyesus, 2020).

Furthermore, COVID-19 pandemic has greatly affected health care delivery system across developing and developed countries. Thus, understanding its impact on various parameters of patient care as regards revised infrastructure and policies in hospitals during the pandemic is really important. Respectively, COVID-19 pandemic has changed much of the face of healthcare delivery systems all over the world, including how healthcare organizations may want to approach improving the patient experience. Yet, patients are recognizing the huge mistakes not caring about their own health and wellness can play in their everyday lives (Heath, 2020; Traiki et al., 2020).

Nevertheless, COVID-19 pandemic demonstrates that bringing salience with a simple question leads to positive changes in both momentary happiness and other components of global life satisfaction. With this, the extrapolating evidence for the application of the mood as information theory to more extreme life circumstances. Given the importance of patient reported evaluations, these aspects have implications for how, when and where accurate and reproducible measurements of life satisfaction should be obtained. Further, exploratory research on what drives patients' satisfaction is still very much relevant today, especially during this time of COVID-19 pandemic presenting new challenges such as patient isolation and lack of communication with families stemming from limited visitation policies. Moreover, more than ever, it's important to consider the voice of the patient (O'Donnell et al., 2020; Romano, 2020).

On the other hand, to provide theoretical bases and support for the present study, the attribution theory by Fritz Heider (1958) and social learning theory by Albert Bandura (1977) are applicable and justifiable to be utilized in this study. The first theory by Heider (1958) was designed to provide a framework and guidelines to determine mechanisms that contribute to blame subsequent to non – routine harmful healthcare delivery services and practices to the patients. Further, whether it is cognitively assembled or formally conducted, adverse events are followed by both immediate and planned investigation to identify the reason.

Furthermore, the second theory that is also relevant to the study is by Bandura (1977), which emphasizes the importance of observing, modeling and imitating the behaviors, attitudes and emotional reactions of others. In addition, social learning theory considers how both environmental and cognitive factors interact to influence human behavior. Respectively, the concept of healthcare management in this study is within the scope of Heider (1958) which emphasizes the relationship of healthcare managers based on perceptions and practices. Precisely, the theory is being applied to healthcare managers to provide guidelines in determining the success and failures of healthcare management through the healthcare quality services. Indeed, giving time to understand attribution can help to understand the patient's population and situation accountable for medical treatment, as well as maximize satisfaction for the healthcare quality services provided.

Meanwhile, the view of COVID-19 pandemic is within the purview of Bandura (1977) in which this pandemic poses challenges to four branches of the said theory such as organizational routines, performance feedback, vicarious learning and coalition. There is an issue that pandemics are rare and unworthy of special attention however, this would be wrong in more ways. First, pandemics are not rare, for instance Spanish flu killed more than 40 million 100 years ago, HIV.AIDS killed 35 million 40 years ago and Ebola, SARS and MERS are recent pandemics that suddenly halted. Second, pandemic reveals assumptions behind our theoretical mechanism that we rarely question, allowing creation of a new theory and integration of new evidence. Nevertheless, social learning theory can help healthcare managers by observing and choosing which behaviors and healthcare practices need to emulated. In addition, the resiliency of healthcare managers can be guided by this theory as well.

Moreover, the research gap in the conduct of study was really significant for the advancement in science, in general and also to develop a complete and sustained study respectively. Therefore, this inquiry was an in-depth qualitative multiple case study design to elicit perspective and practices in the healthcare management involving the study participants who are the healthcare managers of the respective selected private hospitals in Davao City. Besides, this study was conducted in Davao City where no qualitative study has been conducted related to the perspectives and practices of healthcare managers in healthcare management, specifically during COVID-19 pandemic.

Aside from this, there is also a lack of research on the assessment and evaluation of how the healthcare management of the healthcare institution responded to the perspective and practices of the healthcare managers during the pandemic. Indeed, the result of this current research study may help healthcare organizations, both private and public, realize some applicable strategies that can mitigate the virus, stress the need to assess and evaluate how the region has responded to this pandemic. Indeed, this was a great opportunity and a huge challenge to document this dilemma. Besides, the uniqueness of this study was really amazing because of its scope and possible implications to the healthcare community and organizations. Thus, the healthcare management of the selected private hospitals is really affected. Hence, this research was very justifiable to conduct because healthcare managers live the significance of taking immediate actions in the healthcare management.

Nevertheless, the purpose of this qualitative multiple case study was to determine the healthcare management perspective and practices of selected private hospitals in Davao City during COVID-19 pandemic. Specifically, this study presents different views of healthcare managers on healthcare management, challenges and difficulties faced by the healthcare managers, coping mechanisms of healthcare managers with the challenges in healthcare management as well as insights that can be shared by the study participants. Moreover, this study was purely qualitative multiple case study because it explores the similarities and differences that healthcare managers experienced during the pandemic. Indeed, the identified six healthcare managers are the main participants of this inquiry. Besides, Colaizzi's (1978) approach method used in thematic analysis in analyzing collected data as well as finding the meaning in the transcript was utilized.

Respectively, this study sought to attain the following specific research questions, will determine the viewpoints of healthcare managers on healthcare management, and find out what are the challenges and difficulties faced by study participants during COVID-19 pandemic, discover how they cope with the challenges in healthcare management, document the insights that can be shared by the study participants to the community to improve the readiness and response of healthcare community during public crisis; and to identify the similarities and differences in the experiences of the study participants.

Accordingly, the significance of conducting study was really important. Thus, this paper expanded the concept of healthcare management in terms of determining the perspective and practices of healthcare managers during this time of COVID-19 pandemic in selected private hospitals in Davao City. Particularly, challenges and difficulties faced by the healthcare managers during COVID-19 pandemic would really help them to enhance their skills and resiliency. Besides, healthcare managers strategies to cope with the challenges in healthcare management may also serve as guidelines and learnings to all the healthcare frontliners as well as to the entire community. Through this study, readiness and response of the health care community during a public crisis and similarities and differences of healthcare managers experiences would be possibly formulated in order to address and improve current issues and concerns about healthcare management.

The findings of the research may lead to a better improvement as well as resiliency of healthcare managers in formulating contingency plans on healthcare management with their respective hospitals. Also, the findings of the study give benefits for the community healthcare during the public health crisis in terms of ready and improvement. Indeed, this also gives a significant social value and guidance to every individual and or community, thus answering certain questions will have an essential means for present or future patients with a particular illness, especially during COVID-19 pandemic. Further significance of the study relates to its impact on hospital administrators, hospital managers, and their strategies in addressing the healthcare management during COVID-19 pandemic, to quality assurance officers, and infection control nurses. Besides, it is hoped the outcomes of study may be useful to educators, researchers, administrators, managers, healthcare frontlines and communities who are searching for a consistent means of effective healthcare management.

Through this study, the healthcare managers were able to deal with COVID-19 patients with confident and proper quality healthcare services. Further, hospital administrators, quality assurance officers, and nursing service offices may cope with the challenges in healthcare management and enhance hospital operation and quality assurance systems. Also, may improve their strategies in order to sustain and maintain the existing excellence performances in healthcare management. Hence, the basic information and opinions on the evolving phenomenon of quality healthcare service and practice help them guide and endure their strategies. Moreover, another benefit of the study would be the reduction of the spread of the virus among healthcare frontlines, because of appropriate implementation of quality healthcare services and coping up with challenges and difficulties faced during delivery healthcare services. Likewise, the third benefit would be a decrease in the number of COVID-19 infections with the selected private hospitals in Davao City.

As published by Ghebreyesus (2021) World Health Organization head, in order to create culture learning and reduce the number and spread of COVID-19, masks should be utilized as part of a comprehensive strategy of measures to suppress transmission and save lives. Thus, the use of a mask alone is not enough to provide an adequate level of protection against the virus. In addition, proper observance of simple precautions such as physical distancing, wearing a mask, keeping the room well ventilated, avoiding crowds, cleaning hands, and coughing into a bent elbow or tissue would help reduce infections.

Besides, this qualitative multiple case study was intended for the healthcare managers who are directly involved and included in the conduct of this study. Participation of the other stakeholder groups within the selected private hospitals such as staff nurses, other medical staff, and non – medical staff will not be asked. Meanwhile, the study is delimited only to the identified healthcare managers where my present station is situated. Hence, these participants face challenges and difficulties during pandemic as well as strategies on how they cope with the challenges during COVID-19 pandemic wherein they are regularly employed. Similarly, the study did not take into consideration the perspective and practices from external stakeholders like professional organizations as well as medical funding organizations.

Furthermore, one of the weaknesses of research was that it used the qualitative method, which means that the outcomes may lack generalizability. Precisely, another weakness was the small number of participants of the study. In spite of safeguarding the trustworthiness and credibility of the statement of the informants, their small number contribute to the probability of informants'

statements that may not be truly representative of the total population of the healthcare managers in the entire private hospitals in Davao City.

## METHOD

This chapter presents the study participants, materials and instruments, and design and procedure.

### Study Participants

The study participants in the conduct of this research were healthcare managers within the chosen private hospitals in Davao City. Further, these six identified healthcare managers are regularly employed, most of them ages above 35 years old, male or female, regardless of sex, religion, and marital status, and having good hospital experience. They play an important role in the hospital; thus, a healthcare manager mostly monitors the healthcare management and healthcare services of the hospitals. In addition, these participants resided and worked in Davao City and they have an educational background commensurate with their work designation.

Moreover, the researcher chose six participants who were the main subject of this present research since Yin (2009) affirmed that six cases would create substantial outcomes of study. In addition, Creswell (2007) said that to be able to classify themes of the cases and conduct cross – case analysis, the research could only have five or six study participants. Further, purposive sampling technique was utilized in identifying the participants of this study because it would be simpler for the researcher to get information on the current dilemma as the chosen participants are within the Davao City. Besides, Creswell (2007) suggested this sampling technique is appropriate for qualitative multiple case studies.

Respectively, the study participants in this research were the six selected healthcare managers, i.e., three nursing supervisors and three head nurses in selected private hospitals in Davao City. Indeed, the participants were identified by case unit. The participants' case units in this study are as follows:

#### Case Unit 1. Nurse Supervisor A

Nurse Supervisor A is 45 years old, a hospital supervisor for 3 years, and graduated from a private school in Davao City, with a master's degree in nursing and regularly employed in the hospital. Indeed, his current role and responsibility is to oversee the operation of the hospital and he describes the vision, mission and goal of their hospital which is to continue the healing ministry of Jesus Christ and to be renowned as a health promoting and training hospital in south Davao.

#### Case Unit 2. Nurse Supervisor B

Nurse Supervisor B is 37 years old, a hospital supervisor for 4 years, graduated from a private school in Tagum City, with a master's degree in nursing and regularly employed in the hospital. Hence, her current roles and responsibilities is to foresee the hospital operation especially during night times and also, she is designated to make crucial choices or crucial managerial tasks for the entire hospital. Further, she described their hospital vision, mission, and goal as its futuristic goal, to be a world class institution in the future.

#### Case Unit 3. Nurse Supervisor C

Nurse Supervisor C is 38 years old, a hospital supervisor for 3 and half years, graduated from private school in Davao City, with a master's degree in nursing and regularly employed in the hospital. Moreover, she handles the emergency department and the entire process, flow of the department, patients flow, and handling manpower with the help of head nurse under her supervision and monitoring the hospital personnel. Besides, she described their hospital vision, mission, and goal as the parallel health institution beyond borders or the hospital will deliver quality care to their patient through building, nurturing, and strengthening relationships.

#### Case Unit 4. Head Nurse D

Head Nurse D is 36 years old, a head nurse for 4 years, graduated from a private school in Davao City with ongoing graduate study in masters in nursing and regularly employed in the hospital. Indeed, her current role and responsibilities is to oversee the service rendered by the nursing service. Hence, she described their hospital vision, mission, and goal as a happy destination, renowned as a health promoting and training hospital south of Davao. Further, the goal is to provide exceptional nursing care that honors humanity, dignity of each person while performing nursing as a profession.

#### Case Unit 5. Head Nurse E

Head Nurse E is 37 years old, a head nurse for 3 years, graduated from a private school in Davao City with ongoing graduate study on masters in nursing and regularly employed in the hospital. Further, his current roles and responsibilities is to manage and organize their department as well as making sure that the job of his staff, particularly the healthcare provider, is performing very well. Hence, according to him the vision, mission, and goal of their hospital are a leading healthcare institution in Mindanao. Its mission is to be a family centered healthcare institution and their goal is to provide healthcare at the heart of their hands.

## Case Unit 6. Head Nurse F

Head Nurse F is 37 years old, a head nurse for 4 years, graduated from a private school in General Santos City with master's degree in nursing and regularly employed in the hospital. Moreover, her current roles and responsibilities are to oversee their respective nursing department and ensure the policies and procedures are properly followed. Besides, she described the vision, mission, and goal of their hospital as they care for life.

Furthermore, the study was conducted in Davao City and the participants were six healthcare managers selected from the three private hospitals. Indeed, private hospital A is a tertiary care hospital with a 10,000 square meter area. Precisely, it has open air corridors that look out the garden courtyard. The facade is made up of a glass curtain that gives a panoramic view. Private hospital B is a multidisciplinary tertiary hospital which offers a comprehensive range of medical and paramedical services and a research facility. In addition, it is also equipped with advanced medical diagnostic facilities befitting modern hospitals. The facilities aren't just with high tech equipment with latest features, but also take into consideration the comfort and ease of the patients. Moreover, private hospital C is privately-owned, ISO accredited in the Philippines, tertiary level and multi-specialty hospital in Mindanao.

## Materials and Instrument

The researcher of this study utilized a semi-structured interview guide. According to Beatty (1995) the use of semi-structured interviews is justified if the research problem area and the researcher need to detect and identify the issues relevant to understanding of the situation. Moreover, the central idea of unstructured interviews is that the researcher wants to gain insight into what the participants consider relevant and how they interpret the situation.

Further, the self-made interview guide questionnaire was validated by experts and the average validation rating number of yes marks was 8 - 9 with an interpretation of Good. This was to ensure viability of the research output. Besides, the participant was asked to sign the Informed Consent Form prior to starting the interview. Precisely, the guidelines of the interview were formulated utilizing the research questions and related literature and shared to the study participants prior to the interview. The guidelines were started with questions on the general nature of the participants in order for them to become more agreeable while being interviewed.

## Design and Procedure

This qualitative inquiry utilized multiple case studies to obtain in-depth information about the study participants. According to Creswell (2007) that case study research involves the study of a case within real life, contemporary context or setting. Indeed, this type of qualitative study has various advantages which made the researcher choose this design. Further, a qualitative multiple case study can be composed to illustrate an exceptional case that is of unusual interest in and of itself and needs to be defined and detailed. Hence, a brand of this design is that it presents an in-depth understanding of the case. In order to accomplish this, the researcher collected the data from comprehensive one on one interviews, observation, documents, and audiovisual materials. In addition, one source of information is not enough; thus, the researcher selected six informants who were healthcare managers to provide such information needed.

Moreover, this study utilized Colaizzi (1978) approach method in thematic analysis in analyzing collected data. Thus, thematic analysis is a process of encoding qualitative information in a form of codes, and words that will serve as labels for each section of data. He explains further, that this set of codes may be a list of themes, a complex model with themes, indicators and qualification that are causally relevant (Boyatzis, 1998). Further, after the collection of data, the researcher read all the contents of the interview. After that, researcher did an open coding by way of extracting significant and important statements from the data collected, followed by an axial coding through formulation of meanings. With that, the thematic analysis was done and organized through the collection of meaning into clusters of themes. Then, the researcher integrated the cluster of themes into a saturation description followed by establishing the fundamental structure of the phenomenon which was identified by an unequivocal statement. Then finally, the manuscript returns to the interviewees for any further information.

My main role as the researcher of this study was to be very sensitive to the varied opinions, ideas, and interpretations related to the experiences that the study participants shared. In short, the researcher must have an adequate knowledge of the arguments of the meaning of the data collected. Moreover, the primary data for this study are in-depth interviews that take place in the setting where the study participants are convenient. Indeed, as the primary investigator, the researcher personally collected the data by visiting the study participant's private hospitals affiliation. The researcher assumed that being curious led to creating new knowledge and the appreciation of that knowledge as well. Precisely, in doing qualitative research, normally utilized nature setting as the main base of information. Here, it was the role of the researcher to act as an observer, listener, a story teller, and an interpreter of settings (Patton, 2002).

Before the collection of data, the researcher made a semi-structured interview guide with questions which are within the parameters of the study. This guide was validated by experts to assure viability of expected results. After a thorough validation process, this paper was submitted for a thorough review by the ethics board, the University of Mindanao Ethics Review Committee. Besides a friendly suggestion and recommendations from UMEREC, a final review of the manuscript and interview guide was drawn. Further, a letter of request was sent to the office of selected private hospitals in Davao City asking for permission to conduct the study. After, the permit to conduct the study was approved; the researcher immediately coordinated with the selected private hospital heads to inform the potential participants. After that, the researcher went to the offices of each study participant asking for their availability for the interview.

Now, the key activities in the conduct of an in – depth interview were prepared. The researcher set the mood first so that it makes more comfortable with the conversations with the study participants. Further, the researcher explained to the study participants that this interview was developed in order to explore the perspective and practices in healthcare management of selected private hospitals during a pandemic. With this, the researcher humbly asked them for 30 to 45 minutes of their time for an interview. Indeed, the study participants were requested to read and sign the interview protocol or assent form which clearly states their freedom to decide to participate and also, they can withdraw anytime during the interview process. Since the study participants

were all of legal age, parental consent was no longer necessary to allow the researcher to conduct the interview. Furthermore, the researcher started to gather data through face-to-face interviews with the study participants. After gathering all data, the researcher informed the study participants that if they have any further queries or any additional answers, they were open to suggest and recommend. Finally, wrapping up the in-depth interview was conducted too.

Respectively, the duration of this study covered at the start of classes in August 2022 and ended December 2022. Indeed, the identification of study participants, asking for permission from the selected private hospitals in Davao City, and the conduct of the interview must be done on the state period. But, at some point where there are unavoidable instances and circumstances that may cause the delay to conduct, gather, and analyze data, the period may be extended with the assurance the authenticity and veracity of data were kept intact. Precisely, the value of the qualitative studies was based on the participant's responses on the context of the research question; generalization of the study findings is explored.

Actually, in a qualitative multiple case study, trustworthiness was really considered by a researcher. Thus, it emphasized that the concepts of validity and reliability are relatively foreign to the field of qualitative research. Indeed, the concepts are just not a good fit, but instead of focusing on reliability and validity, qualitative researchers substitute data trustworthiness. Hence, Lincoln and Guba's trustworthiness consists of credibility, transferability, dependability and confirmability (DeVault, 2016).

Further, credibility was highly considered in this study. Thus, the researcher consulted his mentors on how to do the conduct of the study as well as the collection of data by way of listening, prompting, and recording my opinions through the entire conduct of the study. Besides, the researcher did continuous observation to the study participants during the actual interview. He checked the analyses and interpretation to assure that all documents and recordings and interview notes would reflect accurately. In addition, the researcher provides copies of the transcript and translation to the study participants for checking and giving responses to avoid conflicts and contradictions. Further, credibility was defined as confidence in the truth of the findings through prolonged engagement, persistent observation, triangulation, peer debriefing, and member checking (Lincoln & Guba, 1985).

Moreover, dependability of this qualitative study was taken into consideration. Therefore, to have dependability, the researcher organized and kept in a large archival envelope all his field notes, transcripts, translations, audio recorder of all the in-depth interviews conducted from each study participant to ensure that the data collected are true and real. Thus, each envelope was labeled properly and available in case of audit and retrieval. Precisely, the researcher with the help and support of friends, colleagues, and advisers, examine the product to ensure that the data, findings, interpretations were coherent and supported with collected information. According to Ary, Jacobs, and Sorensen (2010), dependability is met by establishing an audit trail. Indeed, in this study, an audit trail was accomplished by involving the researcher classmates and co-researchers and even his adviser and professor to examine the process of collecting, analyzing, and interpreting my data.

To certify confirmability, the researcher made sure that all findings were the results of the experiences and opinions of the study participants. Hence, the researcher analyzed the opinions of the study participants consistently to what they shared and did through the interview and observations. The researcher set aside his personal opinions, assumptions, and judgments in order to guard against the distortion of data. The use of digitally-recorded interviews, note-taking, and journals that were kept throughout the study was one way of ensuring confirmability. The study has been conducted with as little interference as possible to gain a true picture of the personal experiences of the participants. The study's result is the outcome of the engagements and notions of the participants rather than the characteristics and fondness of the as researcher declared by (Korstjens & Moser, 2018).

To attain transferability, the researcher gathered sufficient details and rich description of the opinions of the study participants by conducting an interview with the six healthcare managers to place similarities between situations to ensure that the result of the study would be transferable into another context or with other situations alongside reporting with sufficient details and accuracy. Precisely, Consultores (2020) says transferability is comparable with generalizability and also established to provide readers with more evidence that the outcomes of the study could be applicable to other contexts, situations, and populations. Indeed, in relation to ethical considerations of this qualitative multiple case study this was conducted with a firm adherence to the ethical protocols and guidelines set forth by the University of Mindanao Ethics Committee. Besides, the proper approval and consent were also obtained from the sample of the study, in which they are convince that all their rights would be fully protected, specifically in handling the data namely, but not limited to the following such as voluntary participation of the respondents, privacy and confidentiality which the researcher sincerely adhered to the Republic Act 10173 - Data Privacy Act of 2012, informed consent process, the researcher strictly follow the COVID – 19 IATF guidelines, benefits, plagiarism, fabrication, falsification, conflict of interest, deceit, permission from organization and authorship. Besides, the University of Mindanao Ethics Review Committee certificate was obtained with a protocol number UMERC – 2022-241.

## RESULTS AND DISCUSSION

### Case A: Nurse Supervisor of Private Hospital A

Nurse Supervisor A is 45 years old, a hospital supervisor for 3 years, graduated from a private school in Davao City, with a master's degree in nursing and regularly employed in the hospital. Indeed, his current role and responsibility is to oversee the operation of the hospital and he describes the vision, mission and goal of their hospital as to continue the healing ministry of Jesus Christ and renowned as a health promoting and training hospital in south Davao. Further, Nurse Supervisor was chosen as one of the people to interview for this research since he met the educational requirements for his work experience as well as the position he has now.

#### Viewpoint on Healthcare Management

The point of view of this nurse supervisor is quite inspiring when it comes to healthcare management. He shared his thoughts with confident by saying:

*Effective of course you have to be prepared at all times and know your obligations. Maintaining your expenses is good gauge of having a good management of your hospital. You must be prepared to inform all your workers about the information circulating in your hospital to have a smooth management (HMCPPSPH\_F1\_Q2).*

On the same note, the informant continued sharing about the individual engages in finding the solution to the problems it shows a full strength in the team as he revealed:

*Workers will infect who will man your hospital this is another challenge that management need to engage to solve the problem. Entire hospital dapat prepared at magtulangan (HMCPPSPH\_F1\_Q2).*

Workers will be infected and who will man your hospital, this is another challenge that management needs to engage to solve the problem. The entire hospital needs to be prepared and work together.

Aside from that, informant disclosed that organizing manpower and compensation of organization and its people needs to control the manpower as he says:

*Control your manpower and you will have a good management. Coordinate with LGU and DOH with team efforts. Organize your team on how to deal COVID -19 cases (HMCPPSPH\_F1\_Q2).*

### Challenges and Difficulties of Healthcare Managers

The response of the informant about the challenges and difficulties during the pandemic is really significant and expected because it will affect the entire operation of their hospital. He explained:

*Aside sa manpower your finances challenges also kung kunti lang yong patient na papasok. Income was affected because of the number of the patient decline. It will affect the entire operation of the hospital and we learn from it. Of course, resources will be depleted or affected (HMCPPSPH\_F1\_Q3.1.2).*

Aside from manpower your finances will be challenged as well if you have a smaller number of patient admission. Income was affected because of the number of patients. It will affect the entire operation of the hospital and we learn from it. Of course, resources will be depleted or affected.

Aside from this, the informant sadly shared that their hospital is facing a problem with their manpower. He shared: *Organizing has been one of the difficult tasks also because one of the challenges during the pandemic specially as manager is the shortage of manpower. Definitely, we have a problem in staffing. I believe our challenges during the pandemic is a shortage of manpower (HMCPPSPH\_F1\_Q3.1.2).*

Also, stress among the nurses in the hospital needs attention and to organize in handling COVID-19 patients. As the informant shows overcoming on this as he says:

*Organizing, we have to organize your team on how to deal with COVID -19 patients. Maintaining is very challenging, sustaining is difficult to have a successful management but practices has always been dependent on the regulation of management (HMCPPSPH\_F1\_Q3.1.2).*

### Coping Mechanism of Healthcare Managers

When it comes to coping mechanism, the informant appeared to be confident when he shared his point of view as manifested:

*Hospital management is aggressive in the plans that are being made. Our management is actively guiding and supervising the protocols implemented. Healthcare management in our hospital are effective communication, wholistic strategy planning and monitoring of finances, and staffing is made sure to be adequate (HMCPPSPH\_F1\_Q4.1.1).*

Apart from this, safety in the working environment is really important. Besides, the informant confidently says: *I think organizing and coordinating with everyone for safety is a good way to cope with the challenges in healthcare management (HMCPPSPH\_F1\_Q4.1).*

Further, according to the informant, sharing of ideas and talking to his staff during the pandemic will help them to cope with the challenges. He shared:

*We need to talk to our co – employees and sharing of ideas in order to avoid mental stress. We are promoting imbibe positive attitude towards others and co – nurses. Sometimes we do peer consultations to voice out our feelings (HMCPPSPH\_F1\_Q4.1).*

### Insights of Healthcare Managers

The informant says that there are some concerns on the current protocols on COVID-19 pandemic that need attention and immediate action. He disclosed:

*The only insights that I can share is to improve the current protocols, see the loopholes and bridges the gaps, ensure the planning, directing, organizing, and coordinating are performed and evaluated properly (HMCPPSPH\_F1\_Q5.1.3).*

In fact, informant told me that it is necessary to know any information about the pandemic to promote self-awareness is the best way to avoid any issues as he shared:

*We have to be self – aware about the information regarding COVID-19 pandemic to avoid misinformation (HMCPPSPH\_F1\_Q5.1.3).*

## Case B: Nurse Supervisor of Private Hospital B

Nurse Supervisor B is 37 years old, a hospital supervisor for 4 years, graduated from a private school in Tagum City, with a master's degree in nursing and regularly employed in the hospital. Hence, her current roles and responsibilities is to foresee the hospital operation especially during night times and also, she is designated to make crucial choices or crucial managerial tasks for the entire hospital. Further, she described their hospital vision, mission, and goal as its futuristic goal, to be a world class institution in the future. In addition, Nurse Supervisor B was chosen because of his working experience, familiarization and the position he has now.

### Viewpoint on Healthcare Management

The shared perception of Nurse Supervisor B about the healthcare management during the pandemic is simply factual. She shared:

*In terms of coordination and planning I can manage this kind of responsibilities because this is my tasks as their manager. So, it there be might difficulties but with proper coordination and proper knowledge we can go through this crisis (HMCPPSPH\_F1\_Q2).*

Moreover, she also revealed that working with their staff during the pandemic is really important to boost motivation for their staff as she shared:

*There are a lot of things just have to think about to go through that would somehow test you to understand protocols and process that the healthcare management address the plan and need an engagement. To tell you frankly never been easy during the pandemic but as a manager I need to go beyond on this. Directing, is always been one of the most challenging ways because as I've said that this pandemic is sudden involvement in finding ways to get solution is really important (HMCPPSPH\_F1\_Q2).*

Furthermore, the informant also mentioned the significance of having communication and coordinating with other health agencies during the pandemic. She shared:

*In terms coordinating, I can say and I can manage this kind of obligations because we are not alone in this era or crisis we have the government, we have co-workers, and we have supervisors, we have our president, we have our management who has been working every now and then to adjust the process and the protocols for us to enhance team's efforts. So, a lot of institution I believe not just the hospital that I'm working with but also with other private hospital needs unity during this pandemic (HMCPPSPH\_F1\_Q2).*

### Challenges and Difficulties of Healthcare Managers

The loss of income during the pandemic cannot really be avoided since most of the healthcare industry workers were experiencing it. Informant shared the same view as she says:

*Loss of income in the hospital is also a challenge and difficulty that we faced during the pandemic you cannot avoid it (HMCPPSPH\_F1\_Q3.1.2).*

Another challenge and difficulty shared by the informant appeared to be necessary and even before he pandemic their hospital already experienced it as she imparted:

*Our problem is the staffing in the hospital as always problem is manpower. And this would be another problem is manpower when they get infected of COVID – 19 (HMCPPSPH\_F1\_Q3.1.2).*

### Coping Mechanism of Healthcare Managers

Nurse Supervisor B 3 shared her view on how they will cope with the challenges during the pandemic. She believes the proper wearing of protective is the way how they will cope with it as she said:

*The implementation of wearing a personal protective equipment and all staff is available is one of the ways that we can cope with the challenges (HMCPPSPH\_F1\_Q4.1).*

Likewise, informant also believes that having a healthy mental state during the pandemic is another way to cope the challenges they faced during the crisis as she stated:

*We should maintain our mental health to cope with the challenges during pandemic. and actually, our human resource office has a program intended for the staff for psychological debriefing (HMCPPSPH\_F1\_Q4.1).*

### Insight of Healthcare Managers

The informant believes that prevention of any illness is really significant during the crisis. Also, she narrates that self-satisfaction during the public health crisis cannot be used as an example since we are still in the pandemic situation. She shared:

*As I have said we don't have to be complacent because the problem still there, the virus still there. We are responsible enough to take care of our self being protected is the discipline in hygiene. We are having now a booster doses of the vaccine but we don't have to be complacent it doesn't mean that the sever cases are low*

compared to the previous year it doesn't mean that the virus are gone. Always wear face mask every now and then and follow health and safety protocols (HMCPPSPH\_F1\_Q5.1.3).

### Case C: Nurse Supervisor of Private Hospital C

Nurse Supervisor C is 38 years old, a hospital supervisor for 3 and half years, graduated from private school in Davao City, with a master's degree in nursing and regularly employed in the hospital. Moreover, she handles the emergency department and the entire process, flow of the department, patients flow, and handling manpower with the help of head nurse under her supervision and monitoring the hospital personnel. Besides, she described their hospital vision, mission, and goal as the parallel health institution beyond borders or the hospital will deliver quality care to their patient through building, nurturing, and strengthening relationships. Indeed, she was chosen because of her familiarization on healthcare management in their hospital.

#### Viewpoint on Healthcare Management

The informant perception on healthcare management during the pandemic is quietly remarkable. As she disclosed: *As healthcare managers, they have to plan well, we really have to plan on what are the things that is in line with the DOH as we are always accountable on our responsibilities. Directing plan, we have to focus on the preventive measures on how to handle such cases because that is our obligations* (HMCPPSPH\_F1\_Q2).

On the same token, the response of the informant is really notable and consistent as she shared: *The need for real time for redesigns the care models for our patients even the highly contagious nature like the crisis now the managers need to engage with their staff or people. Healthcare management during the pandemic will be challenge to suddenly adjust capacity because of lack of adequate capacity due to high volume of COVID-19 cases thus this really needs involvement from the top management* (HMCPPSPH\_F1\_Q2).

Further, it is also mentioned by the informant that team effort during the pandemic is important and the need to coordinate with other health agencies is essential. She stated:

*We have to coordinate with the government and the infection control disease consultant. We have to align in the DOH mandated specially in Davao Region because this fight is not only us, this is globally pandemic that we need team efforts to implement* (HMCPPSPH\_F1\_Q2).

#### Challenges and Difficulties of Healthcare Managers

The Informant say there are a lot of challenges and difficulties during the pandemic. However, the only thing that caught her attention was having money problems, as she says:

*We are facing financial lost in our hospital and we need to manage financial loss and re deploy staff because we will also be affected* (HMCPPSPH\_F1\_Q3.1.2).

On the same token, narratives shared by the informant also revealed other challenges and difficulties that needs an attention is staffing shortage and these were evident by:

*Well one of the challenges that we have right now is the manpower shortage so, it is really difficult because our nurses are going abroad specially now pandemic some of them were infected with COVID – 19. Nurses is very important now a days* (HMCPPSPH\_F1\_Q3.1.2).

Likewise, she also shared sentiment about their feeling of stress and anxiety during the pandemic as she said:

*We are experiencing lack of adequate bed capacity for COVID – 19 patients and shortage of supplies that this could cause to our staff to a stressful event and feeling of anxious* (HMCPPSPH\_F1\_Q3.1.2).

#### Coping Mechanism of Healthcare Managers

During the one-on-one interview, there was a little bit of confusion with the informant as she is thinking how they will cope with the challenges in the pandemic but I believe that she understands the question. Thus, she was thinking may be about her answer but she did not elaborate to me further as she just simply says:

*Use of proper personal protective equipment is a big point for us to cope as healthcare providers because it will protect yourself and even your family* (HMCPPSPH\_F1\_Q4.1).

#### Insight of the Healthcare Managers

The Informants directly answer my question during the one-on-one interview without any further delay but in fact, her feedback is useful information on my study. She shared her own opinion about the insight on improving the readiness and response of healthcare community as she says:

*Kailangan natin not to be complacent sa ating mga ginagawa. Kailangan din natin mag suot or wear a face mask and follow the protocols from the government* (HMCPPSPH\_F1\_Q5.1.3).

We need not to be complacent in what we do. We also need to wear or wear a face mask and follow the protocols from the government.

Informant also revealed the need to enhance health awareness education in public as she shared:

*We will be able to aware about this COVID-19 and we would understand how this infection goes and the things that we are going to do and not to do if we have proper promotion of health awareness program (HMCPPSPH\_F1\_Q5.1.3).*

#### **Case D: Head Nurse of Private Hospital A**

Head Nurse D is 36 years old, a head nurse for 4 years, graduated from a private school in Davao City with ongoing graduate study in masters in nursing and regularly employed in the hospital. Indeed, her current role and responsibilities is to oversee the service rendered by the nursing service. Hence, she described their hospital vision, mission, and goal as a happy destination, renowned as a health promoting and training hospital south of Davao. Further, the goal is to provide exceptional nursing care that honors humanity, dignity of each person while performing nursing as a profession. Being a head nurse, she considerably qualifies to take part in the study as one of the informants because her professional experience and the position she holds in the hospital are one of the essential criteria.

#### **Viewpoint on Healthcare Management**

Head Nurse D expressed her own viewpoint on healthcare management with confident as she shared:

*Covering all areas in healthcare management scope is really significant and need to be familiarize. Directing, management in actively guiding and supervising the protocols implemented for COVID – 19. Achieving successful healthcare management during the crisis is important. Organizing and coordinating had been the main core in the implementation of the management in the healthcare (HMCPPSPH\_F1\_Q2).*

Aside from that, she also shared additional perceptions on healthcare management with a calm voice during my one-on-one interview. Looking at her beautiful face, hope is really manifested as she disclosed:

*Crisis is not easy as like a simple process. However, I believe that we will achieve it though involvement and engagement (HMCPPSPH\_F1\_Q2).*

Another, perception on healthcare management that would really contribute to my study as she revealed:

*I believe that we will achieve a better healthcare management through unity and teamwork's. Compensation to our staff and for the hospital is really significant (HMCPPSPH\_F1\_Q2).*

#### **Challenges and Difficulties of Healthcare Managers**

During my one-on-one interview, I asked Head Nurse D about the challenges and difficulties that she encountered during the pandemic. Indeed, her feedback to me is direct to the point, in fact these feedbacks are really useful to my study. She said:

*The big challenges and difficulties are staffing and loss of income in the hospital. (HMCPPSPH\_F1\_Q3.1.2).*

On the same token, she repeatedly shared her sentiments on the challenges and difficulties as she believes that shortage in manpower is a huge concern during the pandemic. She stated her sentiments with calm voice while smiling at me as she says:

*The big challenges and difficulties are staffing in the hospital (HMCPPSPH\_F1\_Q3.1.2).*

#### **Coping Mechanism of Healthcare Managers**

Informant's response during the interview it really caught my attention that she mentioned management review as well as monitoring would help them to cope with the challenges and difficulties during the pandemic. Yes of course, I do believe that doing these would contribute in the creation and formulation of strategies that will serve as their coping mechanism. Informant stated:

*We do regular management review and establish a regular monitoring of implemented policies and procedures. It's a matter of management so you have to organize middle manager. We are making strategies or formulating plan in order to be prepared (HMCPPSPH\_F1\_Q4.1.1).*

Definitely, informant revealed that their actions and practices should be based on what the hospital management want to implemented and with this, they were always ready for making themselves better for any health practices as she said:

*Our practices have always been dependent on the regulations by the management because it will help us to face the challenges. We are making our self – healthy those are the practices (HMCPPSPH\_F1\_Q4.1).*

#### **Insights of Healthcare Managers**

Besides, Head Nurse D's sharing insight during this pandemic was not easy as just like a process flow thus, this needs a proper exploration since almost all members of the health agency are medical experts and even then, their opinions were not agreed with each other's as she shared:

*To ensure protocols as mandated such as health and safety protocols set by the government because it might not be followed (HMCPPSPH\_F1\_Q5.1.3).*

To ensure protocols as mandated such as health and safety protocols set by the government because it might not be followed.

**Case E: Head Nurse of Private Hospital B**

Head Nurse E is 37 years old, a head nurse for 3 years, graduated from a private school in Davao City with ongoing graduate study on masters in nursing and regularly employed in the hospital. Further, his current roles and responsibilities is to manage and organize their department as well as making sure that the job of his staff, particularly the healthcare provider, is performing very well. Hence, according to him the vision, mission, and goal of their hospital are a leading healthcare institution in Mindanao. Its mission is to be a family centered healthcare institution and their goal is to provide healthcare at the heart of their hands. Since, he is a head nurse, he is highly qualified to participate in the study as one of the informants, as evidenced by her professional experience and the position in the hospital that he occupies.

**Viewpoint on Healthcare Management**

Head Nurse E shared a simple narrative but showed a better impact that would really support the development of my research. He is a simple guy but talented because when I asked him of what is his viewpoint on healthcare management, he just simply gets directed to answer my question as he says:

*We will have a better healthcare management by providing strategies and formulating plan to mitigate possible problem as what our hospital management doing as well as our accountability (HMCPPSPH\_F1\_Q2).*

In fact, he said that it is necessary to get involved in any plans in the hospital so that he could help their organization as he says:

*From the start of the pandemic I can say it is really it took troll on us as healthcare provider in this reason you really need to engage in order to know and how you can plan well to face this pandemic (HMCPPSPH\_F1\_Q2).*

Besides, he shared sentiments about team unity. As he believes that during the pandemic unity and effort of the team is really necessary as well as each member have to be aware on their tasked as he said:

*One of our managers and or a member was tasks to lead the COVID -19 Team so in that way we will be able to coordinated with them necessary instructions smoothly and we can communicate with the COVID -19 team to provide for their supplies and needs in this way we can maintain team unity (HMCPPSPH\_F1\_Q2).*

**Challenges and Difficulties of Healthcare Managers**

Head Nurse E believes that the most challenging and difficult circumstances during the pandemic is their feeling of stress and anxiety. Besides, he did not mention about financial as well as staffing shortage as I believe that he will not be considered as a challenge and difficulties. This is manifested with his statement as he says:

*Directing is always been one of the most challenging because this pandemic is novel and even you do not know what you are going to do. We cannot prevent here in our hospital causing for us to feel more stress. Not the fact na kapag COVID ay kailangan ka mag isolate kasi even our staff if they heard that their co – workers are Positive of COVID they will feel anxious and stress (HMCPPSPH\_F1\_Q3.1.2).*

Directing has always been one of the most challenging because this pandemic is novel and even you do not know what you are going to do. We cannot prevent here in our hospital causing us to feel more stress. Not the fact that when you have COVID you have to be isolated because even our staff if they heard that their co – workers are Positive of COVID they will feel anxious and stressed.

**Coping Mechanism of Healthcare Managers**

Head Nurse E shared limited feedback on my queries about coping mechanisms during the pandemic and even though I have prepared follow up questions he just simply answers what he really thinks is necessary. However, he has a calm voice and looks attentively and friendly as he says:

*Sometimes we do consultation with peers in order for us to know and evaluate the performance we have during the pandemic (HMCPPSPH\_F1\_Q4.1).*

**Insights of Healthcare Managers**

The feedback of Head Nurse E was really direct to the point, in fact I believe that his narratives are also useful in my study. When I asked him about his insight in improving the readiness and response of healthcare community during the public health crisis he just simply says:

*Medyo matitigas kasi iyong ulo ng iba at ayaw maniwala sa impomasyon tungkol sa COVID – 19 at sana sa mga susunod ay ma ee spread pa nila iyong awareness sa mga tao (HMCPPSPH\_F1\_Q5.1.3).*

Because others are a bit hard-headed and don't want to believe the information about COVID-19 and I hope that in the future they will be able to spread awareness to people.

**Case F: Head Nurse of Private Hospital C**

Head Nurse F is 37 years old, a head nurse for 4 years, graduated from a private school in General Santos City with master's degree in nursing and regularly employed in the hospital. Moreover, her current roles and responsibilities are to oversee their respective nursing department and ensure the policies and procedures are properly followed. Besides, she described the vision, mission, and goal of their hospital as they care for life. Due to her position as a head nurse, she is uniquely suited to serve as one of the study's informants, as demonstrated by her professional experience and position she holds within the hospital.

### Viewpoint on Healthcare Management

Head Nurse F was really confident during my one-on-one interview with her. Besides, her eagerness and participation in the study was manifested. When I asked her about her viewpoint on healthcare management, she immediately smiled at me and answer my question with her calm voice as she said:

*Sa directing iniensure namin na after planning na yon sempre ecomuniar na naming dun sa mga staff naming kung papaanu ang kanilang gagawing lalo pat pandemic ngayon kasi accountable kami du eh! At sempre inorganize ko ang paghawak sa mga staff kasi kailangan iyan lalo pa't ako ay kanilang manager (HMCPPSPH\_F1\_Q2).*

In directing, we assured that after planning that, we will always communicate with our staff on how they will deal with the pandemic, especially now, because we are accountable and I always organize the handling of the staff because that is necessary, especially since I am their manager.

In relation, she also revealed that involvement of the manager during the pandemic is really significant thus this will help to boost and motivate their people. This were evident when she shared:

*Marami talagang changes ang nangyari sa panahon ng pandemic ang process flow at ang mga guidelines sa mga procedures. Isa sa pinakamahirap din ang pag oorganize lalo na kung kulang ang iyon tao kailangan mo talaga mag engage sa trabaho kasama ang iyong mga staff na inspire or motivate mo pa sila (HMCPPSPH\_F1\_Q2).*

A lot of changes happened during the pandemic in the process flow and the guidelines in the procedures. One of the most difficult things is organizing, especially if there are not enough people, you really need to engage in work with your staff, inspire or motivate them.

Another, sentiment that she wanted to share to me that would further elaborate her perception on healthcare management as she says:

*Ang masasabi ko lang magiging effective ung healthcare organization or management namin sempre is anu team work then meron kaming proper channeling of communication kailangan kasi dito ung effort ng bawat isa (HMCPPSPH\_F1\_Q2).*

All I can say is that our healthcare organization or management will always be effective if it is teamwork then we have proper channeling of communication because everyone's effort is needed here.

### Challenges and Difficulties of Healthcare Managers

Challenges and difficulties during the pandemic are significant to know and to address in order to maintain and ensure the quality of service delivered to the patients. Also, to sustain the operation of the hospital as well as the expenses. With this, Head Nurse F shared sentiments on this and she says:

*Sempre ang pinaka number one jan is ung financial lost ng hospital, and then ung expenses na or ung budget naming for supplies nagkakaubusan (HMCPPSPH\_F1\_Q3.1.2).*

The number one thing is always the financial loss of the hospital, and then the expenses or our budget for supplies is running out.

Also, she shared further sentiments about the challenges and difficulties that they have encountered during the pandemic as she revealed:

*Ung manpower naming is very shortage talaga especially nagkakaproblema kami kung paanu naming ecoconvienece ung mga staff nurse mag joins sa COVID-19 Team Nurse na mag alaga sa COVID -19 cases (HMCPPSPH\_F1\_Q3.1.2).*

Ung manpower naming is very shortage talaga especially nagkakaproblema kami kung paanu naming ecoconvienece ung mga staff nurse mag joins sa COVID-19 Team Nurse na mag alaga sa COVID – 19 cases.

Another shared response from her that would contribute to challenges and difficulties during the pandemic was:

*Rapid changes ng hospital dahil sa pandemic is stressful event kasi nag lead us siya sa atin ng something feeling of powerlessness na kung anu ba talaga ang gagawin mo. At grabe kahirap kasi iyong pagpaplanu palang tapos stress na iyong mga kasamahan mo (HMCPPSPH\_F1\_Q3.1.2).*

Rapid changes in the hospital due to the pandemic is a stressful event because it led us to something feeling of powerlessness that what are you really going to do. And it's very difficult because you're just planning and then your colleagues are stressed.

### Coping Mechanism of Healthcare Managers

Head Nurse F described concerns on challenges and difficulties during the pandemic as challenging. She stated that this concern makes her more confident because of their human resource strategies. Besides, she did not mention any other ways to cope except the program of their human resource management as she stated:

*Actually, human resource naming ay meron programa na intended for the staff, meron kami stress debriefing HR helps us para mag cope with any challenges (HMCPPSPH\_F1\_Q4.1).*

Actually, our human resource has a program intended for the staff, we have stress debriefing. HR helps us to cope with any challenges.

### Insights of Healthcare Managers

Head Nurse F believes that strengthening the health education awareness about COVID-19 pandemic in the healthcare community would really help the healthcare providers, especially the public. During my interview, I noticed a little bit of disappointment from her because of the people in the community who still don't believe in the virus. This were manifested when she says:

*Meron pa rin kasi tayong mga tao hindi talaga ma convince so siguro we have to strengthen pa iyong health education program natin para ipaintindi para pa marealized sa kanila how important iyong vaccination (HMCPPSPH\_F1\_Q5.1.3).*

There are still some people who are not really convinced, so maybe we have to strengthen our health education program to make them understand how important vaccination is.

**Table 1**  
Nature of the Study Participants

Case	Hospital/Location	Age/Sex	Position	Educational Background	Years of Experience	Employment Status
Nurse Supervisor A	Private/Davao City	45/M	Supervisor	Bachelor of Science in Nursing, Master of Arts in Nursing	3 Years	Regular
Nurse Supervisor B	Private/Davao City	37/F	Supervisor	Bachelor of Science in Nursing, Master in Nursing	4 Years	Regular
Nurse Supervisor C	Private/Davao City	38/F	Supervisor	Bachelor of Science in Nursing, Master in Nursing	3 Years and 6 Months	Regular
Head Nurse A	Private/Davao City	36/F	Head Nurse	Bachelor of Science in Nursing, Master in Nursing	4 Years	Regular

Head Nurse B	Private/Davao City	37/F	Head Nurse	Bachelor of Science in Nursing,  On Going Master in Nursing	3 Years	Regular
Head Nurse C	Private/Davao City	37/F	Head Nurse	Bachelor of Science in Nursing,  Master of Arts in Nursing	4 Years	Regular

### Cross Case Analysis

This study focuses on the perceptions and practices of healthcare managers on healthcare management during COVID-19 pandemic. Further, parts contain the with-in-case analysis of each of six identified participants who qualified as the informants in accordance with the inclusion criteria set in this study. Besides, their profile is reflected in Table 1.

Aside from the profile stated in Table 1 each of these six informants has an exceptional situation in their personal and professional lives. The nurse supervisor A is married with 3 children. He is also a business owner while employed in the hospital. On the other hand, he likes to play basketball every weekend with his friends. The nurse supervisor B is married with 2 children. Further, she lives with her parents. She is also a part time clinical instructor while employed in the hospital. Besides, she likes to play volleyball and tennis. Moreover, nurse supervisor C is a single mother living with her parents. She is also a part-time clinical instructor while employed in the hospital. She likes to play volleyball as well. The head nurse D is married with 2 children. She likes to travel during weekends with her family. The head nurse E is married with 2 children, living with his parents. He likes to travel during weekends with his family as well. Finally, head nurse F is a single mother with 1 daughter living with her parents. A part time clinical instructor while employed in the hospital. She enjoys playing guitar and singing.

### Viewpoint of Healthcare Managers on Healthcare Management

The cross analysis of the six study cases revealed three common essential themes: *accountability in management, engagement in management solving and demand management*. As shown in Table 2, there are core ideas underscoring each essential theme. Further, these core ideas usually called as significant statements are a compressed overview of the shared meanings that reappear throughout the data where patterns are classified in coming up with essential themes. These themes are as follow:

*Accountability in Management*. For this essential theme, thirteen significant statements were gathered as shown in Table 2. In some cases, the study participants presented more than one statement related to accountability. Moreover, the implication of this theme was really significant since the accountability of the healthcare managers during crisis will help them increase their confidence. Further, Cases A, B, C, D, E and F had their own narratives to share as the accountability of healthcare managers on their responsibilities will achieve successful healthcare management. In fact, Case E had this to say:

*As healthcare managers, they have to plan well, we really have to plan on what are the things that is in line with the DOH as we are always accountable on our responsibilities. Directing plan, we have to focus on the preventive measures on how to handle such cases because that is our obligations (HMCPPSPH\_F1\_Q2).*

*Engagement in Management Solving*. As a general description of the healthcare managers this is appreciated by Case A, B, C, D, E and F. Indeed, seven significant statements were obtained from this particular theme as reflected in Table 2. Hence, this theme signifies lots of advantages if the healthcare managers will engage in the management in order to solve the problems, especially during the pandemic as they will motivate their staff. On this regard, Case A gladly remarked:

*Workers will infect who will man your hospital this is another challenge that management need to engage to solve the problem. Entire hospital dapat prepared at magtulongan (HMCPPSPH\_F1\_Q2).*

Workers will be infected and who will man your hospital, this is another challenge that management needs to engage to solve the problem. The entire hospital needs to be prepared and work together.

*Demand Management*. This theme emerged from twelve significant statements and all of the study participants had positive commentaries on the enhancement of team efforts in healthcare management. Indeed, the implication of this theme will help

healthcare managers to be as one in fighting against the pandemic. Indeed, all six Cases A, B, C, D, E and F expressed team unity and efforts on their healthcare management. Case B demonstrated this by emphasizing:

*I believe that we will achieve a better healthcare management through unity and teamwork's. Compensation to our staff and for the hospital is really significant (HMCPPSPH\_F1\_Q2).*

### Challenges and Difficulties Faced by Healthcare Managers

One of the purposes of the study was to determine the challenges and difficulties faced by the healthcare managers during the pandemic. Hence, a one-on-one interview was conducted in order to obtain the sentiments of selected healthcare managers. Indeed, from the conducted interviews, the challenges, and difficulties of the study participants were analyzed into essential themes. The significant statements from the informants were gathered that generated three essential themes. Definitely, it could be assembled in Table 3, the three generated essential themes are: *Loss of income, Manpower and staffing shortage, and Overwhelming stress.*

*Loss of Income.* On this first theme generated, Cases A, B, C, D and F shared common views about their worries not just of their safety but also of the financial stability of their hospitals since they were mostly restricted to accept COVID-19 patients in the early months of pandemic and also the implementation of quarantine done by the government. Precisely, it brought financial struggles as they needed to ask some employees to do furlough and or even terminate others since compensation and other functions are no longer sustainable. Besides, this theme is pertaining to the revenue of the private hospitals which were really hit by the

**Table 2**

*Essential Themes and Significant Statements on Viewpoint of Healthcare Managers on Healthcare Management*

Essential Theme	Significant Statements
Accountability in Management	- Covering all areas of the healthcare management
	- Management in actively guiding and supervising
	- Achieving successful healthcare management
	- Coordinating have been the main core
	- Effective of course you have to be prepared
	- Good management of your hospital
	- You must be prepared
	- I can manage this kind of responsibilities
	- With proper coordination
	- Providing strategies
	- They have to plan well
	- Directing, plan we have to focus
	- Inoorganize ko ang paghawak sa mga tao
	- Another challenge
	- Entire hospital dapat prepared
- Crisis is not easy	
Engagement in Management	- A lot of things just have to think
	- To tell you frankly never been easy
	- One of the most challenging way
	- I can say it is really it took troll on us
	- Control your manpower
	- Coordinate with LGU and DOH
	- Organize your team
	- We achieve it through unity and team work
- Compensation to or staff	
Demand Management	- We are not alone
	- Lot of institution
	- One team member was tasks to lead
	- We have to coordinate with the government
	- We have to align with DOH
	- Teamwork kasi you are providing quality healthcare
- Effective ang organization sempre is anu team work	

pandemic. Indeed, the usual monthly income of the hospitals is decreasing compared to its previous income. Precisely, this will be the implication, if there is a loss of income the manpower wages and benefits will be affected too. Case C illustrates this by putting emphasis on the following:

*Loss of income in the hospital also a challenges and difficulties that we faced during the pandemic you cannot avoid it (HMCPPSPH\_F1\_Q3.1.2).*

**Manpower and Staffing Shortage.** The second generated essential theme, this has been developed since Cases A, B, C, D and F shared common views that staffing concern was really a problem that needs urgent attention. Yes, before the pandemic healthcare organization actually already experienced a shortage of manpower. In fact, this dilemma has been doubled or tripled during the COVID-19 pandemic. Besides, the possible reasons for the lack of employees are low salary and benefits, health and safety concerns, workloads, and pandemic choices. Indeed, the implication of this theme to the healthcare organization globally will be more difficult for them to deliver quality healthcare service to their patients during the crisis. Hence, these were perceptible on the shared narratives of Case C as she shared:

*Well one of the challenges that we have right now is the manpower shortage so, it is really difficult because our nurses are going abroad specially now pandemic some of them were infected with COVID – 19. Nurses is very important now a days (HMCPPSPH\_F1\_Q3.1.2).*

**Overwhelming Stress.** The third generated an essential theme on the challenges and difficulties faced by healthcare managers. Indeed, this theme emerged because it was commonly shared by Cases A, C, E and F. Particularly, overwhelming stress is a state of emotional, mental, and physical exhaustion caused by extreme and expanded stress. Thus, it occurs when individuals feel overwhelmed and unable to meet constant demands. Indeed, COVID-19 pandemic is really a contributing factor leading to a physical exhaustion of the Healthcare managers and nurses. Besides, stress management can help healthcare managers to cope up with this, thus stress management is the tools or a strategy that help individuals to lessen their stress as well as the negative impacts that stress has on your physical wellbeing. Hence, the effect of this stress in the working area, especially during the pandemic is very difficult to manage causing overwhelming stress, especially if you have a lot to think about and a lot of work. With this, these were manifested on the responses of the study participants, by Case E as he said:

*Directing is always been one of the most challenging because this pandemic is novel and even you do not know what you are going to do. We cannot prevent here in our hospital causing for us to feel more stress. Not the fact na kapag COVID ay kailangan ka mag isolate kasi even our staff if they heard that their co – workers are Positive of COVID they will feel anxious and stressed (HMCPPSPH\_F1\_Q3.1.2).*

Directing has always been one of the most challenging because this pandemic is novel and even you do not know what you are going to do.

We cannot prevent here in our hospital causing us to feel more stress. Not the fact that when you have COVID you have to be isolated because even our staff if they heard that their co – workers are Positive of COVID they will feel anxious and stressed.

## Coping Mechanism of the Healthcare Managers

In the light of how healthcare managers cope with the challenges in healthcare management during the pandemic, there are only 3 essential themes that emerged which are reflected in Table 4 and these are: *strong administrative planning, workplace safety measures, and mental health awareness*. Further, the section of the healthcare management amid healthcare manager's experience represents very challenging realizations that they could share, disclose, and reveal to their co - healthcare managers and staff. Moreover, coping with any challenges and difficulties will feel overwhelming. Indeed, our coping mechanisms will help us bring them back under control. Actually, we are doing this by either managing the emotions and actions or even trying to set up the problem. Besides, the said themes are as follow:

**Strong Administrative Planning.** The first essential theme that occurred. It was common among Case A and D that they shared their sentiments not just of their experience but also their opinions in the administrative planning of the hospital. Furthermore, the meaning of this theme is pertaining to how the hospital management runs their daily operation and having a better preparation which is intended to be utilized to help the healthcare managers in coping with the challenges in healthcare management of the hospital. Yes, of course the implication of having a good administrative planning will help the healthcare organization in decision making and allows setting a time frame by predicting when the company can achieve its goal. Hence, the study participants are really confident when they share their views. Precisely, I anticipated that they have a better coping mechanism in facing challenges in healthcare management. Thus, these were noticeable in their response, as Case A shared:

*Hospital management is aggressive in the plans that are being made. Our management is actively guiding and supervising the protocols implemented. Healthcare management in our hospital are effective communication,*

**Table 3**  
 Essential Themes and Significant Statements on Challenges and Difficulties Faced by Healthcare Managers

Essential Theme	Significant Statements
Loss of Income	- And loss of income in the hospital
	- Finance challenge
	- Income was affected
	- Affected the entire operation of the hospital
	- Resources will be depleted or affected
	- Financial loss hospital
Manpower and Staffing Shortage	- Organizing has been one of the difficult
	- Problems in staffing
	- Shortage of manpower
	- Problems in manpower
	- The physical exhaustion
	- Another problem is manpower who are infected with virus
Overwhelming Stress	- Organizing, we have to organize
	- Maintaining is very challenging, sustaining is difficult to
	- Directing is always been one of the most challenging ways
	- Adequate capacity
	- Supply shortage
	- Financial lost
- Grabe kahirap kasi ung sa pagpapaluan palang	

*Workplace Safety Measure.* The second essential theme that has emerged. Hence, this theme has occurred because Case A, B, C, D and E disclose that one of the best ways to cope with the challenges in healthcare management when your working place is prepared, safety measures of your working area are sure that you are free from all risks. and also, the equipment and supplies are prepared and enough. Indeed, the implication of having safety measures in the workplace, we will lose our fear that something might happen to us. Besides, keeping the information and getting to obtain more knowledge will also contribute to safety measures. precisely, we can prove this with the responses of Case B as she imparted:

*The implementation of wearing a personal protective equipment and all stuff is available is one of the ways that we can cope with the challenges (HMCPPSPH\_F1\_Q4.1).*

**Table 4***Essential Themes and Significant Statements on the Coping Mechanism of Healthcare Managers*

Essential Theme	Significant Statement
Strong Administrative Planning	- Aggressive in the plans
	- Management is actively guiding and supervising
	- Wholistic strategic planning and monitoring of finances
	- Regular management review
	- It's a matter of management
	- Strategic of formulating plan
Workplace Safety Measures	- Organizing and coordinating with everyone for safety
	- Been dependent on the regulations by the management
	- Making our self – healthy those are the practices
	- Implementation of PPE's and all stuff
Mental Health Awareness	- Maintain our mental health
	- Stress debriefing from HR helps
	- Talking to co employees
	- HR naman naming ay meron program intended for the staff
	- Consultation with peers

*Mental Health Awareness.* The third essential theme on coping mechanisms of the healthcare managers, this theme is really significant since its implication will provide a timely reminder that mental health is very essential not only during the pandemic. Indeed, there are a lot of individuals, not only the healthcare providers that have been really affected by the COVID-19 pandemic. Also, it is true that the effect COVID-19 pandemic causes of psychological distress and symptoms of depression. However, there are also some individuals that they can really fight with this. Besides, it was common among Case A, B and F that they shared their sentiments about mental health concerns since COVID – 19 pandemic can cause mental health issues causing them to resign and they cannot concentrate or focus on their work. Indeed, these were evident on the shared responses of Case B as she mentioned:

**Table 5***Essential Themes and Significant Statements on the Insights of Healthcare Managers*

Essential Themes	Significant Statements
Strengthen Administrative Planning	- To improve the current protocols
	- See the loopholes and bridges the gaps
	- Ensure the planning, directing, organizing, and coordinating
Prevention is better than Cure	- Ensure protocols as mandated
	- Should not be complacent
	- Take care of our self
	- Not to be complacent
	- Wear mask and follow protocols
Strengthen Health Awareness and Education	- Ma spread nila ung awareness
	- We have to be self – aware
	- Will be able to aware about this
	- Strengthen pa ung health education programs

*We should maintain our mental health to cope with the challenges during pandemic. and actually, our human resource office has a*

*program intended for the staff for psychological debriefing (HMCPPSPH\_F1\_Q4.1).*

### Insights of Healthcare Managers

In view of the insights of the healthcare managers in improving the readiness and response of the healthcare community during a public health crisis, there are three essential themes that have been developed which are shown in Table 5 and they are as follows: *strengthen administrative related tasks, prevention is better than cure, and strengthen health awareness and education*. In addition, the shared ideas of the healthcare managers in improving the readiness and response of the healthcare community during the pandemic is very valuable, since it helps in the development of policies, rules and regulation, and implication. Thus, these aspects will initiate us to adjust the healthcare management of the healthcare community during the pandemic. Indeed, the said essential themes are as follow:

*Strengthen Administrative Related Tasks.* The first essential theme that appeared after the analysis. Indeed, it was common shared by Case A, C, D and E, thus the study participants believe that there is a need to improve some protocols and or ensuring that healthcare protocols implemented by the government will be obeyed by the people. Further, we can see right now that no matter how strict the government is, there are still people who do not follow the guidelines of the government related to health and safety protocols during the pandemic. In addition, the implication of this theme will ensure the current health and safety protocols will be improved and properly obeyed by the people. These were evident in the feedback of the study participants, as Case E mentioned:

*The only insights that I can share is to improve the current protocols, see the loopholes and bridges the gaps, ensure the planning, directing, organizing, and coordinating are performed and evaluated properly (HMCPPSPH\_F1\_Q5.1.3).*

*Prevention is Better Than Cure.* The second essential theme on the insights of healthcare managers. It was a common response from Case B and C that they disclosed about their views and concerns not just their safety but also of the prevention strategies and planning of their hospitals on how to stop and contain the spread of the coronavirus, especially to their employees. Further, having infected employees will bring to manpower and financial struggles as they need to man their hospital. Likewise, infected employees will be admitted to their hospital free of everything. With this, healthcare managers need to re-enforce and remind their staff that they should always bear in their mind that prevention is better than cure is really significant as its implication is for the betterment of the public as well as in fighting against the virus. Besides, this was manifested on the shared narrative of Case C as he revealed:

*As I have said we don't have to be complacent because the problem still there, the virus still there. We are responsible enough to take care of our self being protected is the discipline in hygiene. We are having now a booster doses of the vaccine but we don't have to be complacent it doesn't mean that the sever cases are low compared to the previous year it doesn't mean that the virus are gone. Always wear face mask every now and then and follow health and safety protocols (HMCPPSPH\_F1\_Q5.1.3).*

*Strengthen Health Awareness and Education.* Came out as the last essential theme developed during the thematic analysis for the insights of healthcare managers. Definitely, this theme can also be an instrument for promotion, to influence policy makers of the necessity of a certain issue, backed up by a whole section of the healthcare community. Undeniably, the implication of this theme is very influential in this study since it educates people about issues which are modern to them and inspire them to observe in getting into change. Further, health awareness and education are most likely to nurture an individual's knowledge about physical, mental, prevent diseases, and get out of unfit behaviors. Nevertheless, it seems like the community needs more information about health awareness and education related to COVID-19 pandemics. These were manifested from Case A, C, E and F responses, As Case F shared:

*Meron pa rin kasi tayong mga tao hindi talaga ma convince so siguro we have to strengthen pa iyong health education program natin para ipaintindi para pa marealized sa kanila how important iyong vaccination (HMCPPSPH\_F1\_Q5.1.3).*

There are still some people who are not really convinced, so maybe we have to strengthen our health education program to make them understand how important vaccination is.

### Similarities and Differences Between Cases

The data on the similarities and differences of Healthcare Management during COVID-19 Pandemic: Perspective and Practices of Selected Private Hospitals is encapsulated in Table 6, which can be located at the bottom of this page, based on twelve themes that appeared from the informant's themes on Viewpoint on Healthcare Management, Challenges and Difficulties, Coping Mechanism and insight of Healthcare Managers. Additionally, common remarks are presented to emphasize the comments provided by the healthcare managers.

**Table 6**

*Similarities and Differences on Healthcare Management During COVID – 19 Pandemic: Perspective and Practices*

Themes	Case Unit		Remarks
	Similar	Different	
<b>Viewpoint on Healthcare Management:</b>			
Accountability in Management	A, B, C, D, E, F		All six cases believe that managers will be accountable on their responsibilities to help increase team members skills and confidence.

Engagement in Management Solving	A, B, C, D, E, F	All six cases recognized that the engagement of managers with their staff, especially during the pandemic could help them improve and be more likely to be motivated.
Demand Management	A, B, C, D, E, F	All six cases consider that unity and team effort during the public health crisis is really important in order to achieve a successful healthcare management
<b>Challenges and Difficulties:</b>		
Loss of Income	A, B, C, D, F	Five cases recognized that the financial problem during the pandemic is really a challenge and difficulties since it will affect the entire operation of the hospital as well as the employee's compensation.
Manpower and Staffing Shortage	E	Case E did not consider financial problems as challenges and difficulties during the pandemic since their hospital was still able to give the necessary compensation to their employees.
	A, B, C, D, F	Five cases recognized that manpower and staffing shortage during the pandemic is really a huge challenge and difficulties for them.
Overwhelming Stress	E	Case E did not recognize staffing shortage during the pandemic since even before the crisis their hospital already had this concern.
	A, C, E, F	Four cases consider that overwhelming stress and physical exhaustion of the staff during the pandemic is one of the contributing factors on the challenges and difficulties.
Coping Mechanism:	B	Case B demonstrates stress and feeling anxious is not a challenge and difficulties during the pandemic.
	D	Case D believes that stress and anxiety is a part of their work as a healthcare provider.
Strong Administrative Planning	A, D	Case A and D consider that improving the administrative planning during the pandemic is one of the contributing factors that would help them to cope with any challenges.
	B	Case B did not admit a strong administrative planning during the crisis can help them to cope with challenges.
	C	Likewise, Case C believes that good administrative planning is not a way to cope with difficulties and challenges during a crisis.
	E	Case E demonstrates strong administrative planning is not a coping mechanism.
	F	Case F understands that having good planning is a big point during the pandemic but it will not help them to fight challenges.

A, B, C, D, E

Five cases demonstrate strong acceptance that safety in the workplace and safety measures during the pandemic are really significant and can help them to face challenges and difficulties.

Workplace Safety Measure

F

But Case F considers workplace safety measures to be just a part of their responsibilities as healthcare providers.

A, B, F

Three cases believe that mental health awareness during the pandemic could really help them to cope with challenges and difficulties.

Mental Health Awareness

C

Case C believes that Mental health awareness is just a part of our daily lives.

D

Case D shows no comment related to mental health since D believes that mental health is a requirement for employment as a healthcare provider.

E

However, Case E agrees that mental health is not a coping mechanism.

**Insights of Healthcare Managers:**

A, C, D, E

Four cases recognized that improving the administrative related tasks during the pandemic can really help the healthcare community to implement health programs for the public.

Strengthen Administrative Related Tasks

B

Case B considers strengthening the administrative tasks is not justifiable during a pandemic.

F

Case F acknowledges the need to improve administrative tasks but it is not most beneficial for the public.

B, C

Two cases realize that application of prevention is better than cure during the pandemic is justifiable.

A

Case A believes prevention is not bad but this is not a priority for now.

D

Case D understands that prevention could help the public not to spread viruses however, D still doesn't believe it will help, especially many people don't believe.

Prevention is Better Than Cure

E

Case E did not comment or elaborate further about prevention.

F

Case F denies that prevention during the pandemic could really help the public and healthcare providers since even if they wear proper PPE, they still get infected.

Strengthening Health Awareness and Education

A, C, E, F

Four cases acknowledge the need to improve and promote the health awareness and education program of the healthcare community since many of the people still don't believe in COVID – 19.

- B Case B described health awareness and education programs during the pandemic cannot help the public.
- D Case D did not mention health awareness and education programs since D believes that through social media and the internet public will be informed.

## Viewpoint on Healthcare Management

It could be viewed in Table 6 that all of the six cases believed that accountability in management is a better way for the healthcare managers to improve and increase the team members skills and confidence, especially during the pandemic. Indeed, Case A was stand out as regards to accountability in management as he shared:

*You must be prepared to inform all your workers about the information circulating in your hospital and responsible for any responsibilities and action to have a smooth healthcare management and confidence staff (HMCPPPSPH\_F1\_Q2).*

Six cases similarly disclosed the significance of engagement in management solving. Indeed, all of them recognize that engagement in management solving could help them improve skills and be more likely to be motivated, especially Case D as she affirmed:

*Crisis is not easy as like a simple process. However, I believe that we will achieve it though involvement and engagement (HMCPPPSPH\_F1\_Q2).*

Likewise, six cases also recognized that demand management during the pandemic is really important. All of them considered that unity and team effort during the public health crisis is really significant in order to achieve successful healthcare management. This were manifested as Case E shared his narratives:

*Our managers and member were tasks to lead the COVID -19 Team so in that way we will be able to coordinated with them necessary instructions smoothly and we can communicate with the COVID-19 team to provide for their supplies and needs in this way we can maintain team unity and successful management (HMCPPPSPH\_F1\_Q2).*

Furthermore, all six cases recognized that accountability in management indicates commitment and responsibilities in the institution. Indeed, it shows an acceptance of responsibility for honesty with ethical conduct toward others. Further, this essential theme manifests support on the theoretical lens utilized in the study like the social learning theory, thus this theory emphasizes the importance of modeling playing a role in how and why people learn to establish good organization. Moreover, the article entitled What are responsibility and accountability in management emphasize that organizations thrive when the managers are accountable that these actions contributed to goal attainment and great things happen (Brown, 2021).

Further, engagement in management solving is applicable based on the theory used in this study namely social learning theory thus this theory also suggested the importance of observing as well as modeling. Observing is most likely related to how the individual engages in their responsibilities in order to find a good outcome. Besides, engagement in management solving is not an easy task to do, thus it needs strong leadership and management skills because you are more likely to invest in the work that leads to high performance or good result. According to Poland (2021) engagement in management solving is about involvement, inclusion, mutual respect and trust. When an individual engages in finding the solutions to the problems it shows a full strength in the team.

It is not far, that yes! Healthcare management demands team efforts especially during the pandemic because without team effort, without teamwork the healthcare management of an organization will be deflected as the all six cases says through team effort and engagement, they will have better outcomes and better hospital management. Besides, demand management requires unity and cooperation as team efforts. Moreover, the theory of Bandura (1977) a social learning theory shows support on the generated theme demand management. Again, social learning theory makes knowledge sharing and sharing relevant knowledge and skills that would help individuals and a group or team to work together leading to unity and team efforts. Further, an article entitled What is demand management: function, process and example elaborated the importance of demand management like it improves connection between operation and outcome, tighter coordination of strategy from other organizations or departments, manage and organize manpower and compensation of organization and its people (Jenkins, 2022).

## Challenges and Difficulties Faced by the Healthcare Managers

Trials and difficulties during the pandemic are really important to determine since it will help to formulate and create strategies in order to cope with it. Indeed, five cases show recognition that the financial concern of the healthcare community during

the pandemic is one of the contributing factors of the challenges and difficulties. Thus, the pandemic has really affected the number or admission in the hospitals that leads to loss of income. Besides, Case D shared narratives on this as she says:

*The big challenge and difficulties are loss of income in the hospital. (HMCPPSPH\_F1\_Q3.1.2).*

On the other hand, Case E demonstrated different response about financial concern during the pandemic as he revealed:

*Sa tingin ko hindi ko ma ko consider ang financial issue sa ngayon dahil naibibigay naman sa amin ang tamang salary. (HMCPPSPH\_F1\_Q3.1.2).*

I think I can't even consider the financial issue at the moment because we are given the right salary.

Similarly, five cases also support that manpower and staffing shortage during the pandemic is a challenge in their hospital as well. In fact, staffing shortage is a huge concern globally. Besides, this were evident by the narrative shared by Case D:

*The big challenges and difficulties are staffing in the hospital (HMCPPSPH\_F1\_Q3.1.2).*

In a different way, Case E did not recognize staffing shortage during the pandemic as a challenge because even before the pandemic staffing shortage, especially healthcare providers are really in demand, as he say:

*Staffing issue ay matagal na iyan wala pa man pandemic that is already a problem ng mga hospital (HMCPPSPH\_F1\_Q3.1.2).*

Staffing issues have been around for a long time even without a pandemic that is already a problem for most of the hospitals.

Further, overwhelming stress of the nurses, especially the health care managers during the pandemic cannot be avoided since COVID-19 is a novel. Indeed, everything is new and sometimes can cause stress and anxiety. With this, four cases consider that overwhelming stress during the pandemic is one of the contributing factors on the challenges and difficulties faced by them. This were evident by Case C shared narratives:

*We cannot prevent here in our hospital causing for us to feel more stress. Not the fact na kapag COVID ay kailangan ka mag isolate kasi even our staff if they heard that their co – workers are Positive of COVID they will feel anxious and stress (HMCPPSPH\_F1\_Q3.1.2).*

We cannot prevent here in our hospital causing us to feel more stress. Not the fact that when you have COVID you have to be isolated because even our staff if they heard that their co – workers are Positive of COVID they will feel anxious and stressed.

However, Case B believe that overwhelming stress and a feeling of anxious is not a challenge during the pandemic as she says:

*Feeling of anxious and stress ay normal lang hindi po challenge para sa akin (HMCPPSPH\_F1\_Q3.1.2).*

Feeling anxious and stressed is normal, not a challenge for me.

Likewise, Case D also verbalized that stress and feeling of anxiety during the pandemic is not a worrisome. But in a different way as she said:

*Stress and anxiety are a part of our duty as healthcare provider kaya hindi ko maituturing na challenge (HMCPPSPH\_F1\_Q3.1.2).*

Stress and anxiety are a part of our duty as healthcare providers so I can't consider it a challenge.

Nevertheless, five cases show recognition that the financial concern of the healthcare community during the pandemic is one of the contributing factors of the challenges and difficulties. Thus, the pandemic has really affected the number or admission in the hospitals that leads to loss of income. Case E demonstrated a different response about financial concern during the pandemic as he revealed that did not consider financial problems as challenges and difficulties during the pandemic since their hospital was still able to give the necessary compensation to their employees. Besides, America's hospitals faced significant, ongoing financial insecurity as the damage of the COVID-19 pandemics continue to aggravate. Indeed, hospitals are experiencing deep net income losses that likely will continue throughout the rest of year 2021 (Hall, 2021).

Similarly, five cases also support that manpower and staffing shortage during the pandemic is a challenge in their hospital as well. In fact, staffing shortage is a huge concern globally. Yes, before the pandemic healthcare organization actually already experienced a shortage of manpower. In fact, this dilemma has been doubled or tripled during the pandemic. Besides, the possible reasons for the lack of employees are low salary and benefits, health and safety concerns, workloads, and pandemic choices. In a different way, Case E did not recognize staffing shortage during the pandemic as a challenge because even before the pandemic staffing shortage,

healthcare providers were really in demand. According to Rodier (2022) since the pandemic happened, hundreds of thousands of people, specifically healthcare workers, are no longer hesitating to seek better working conditions in jobs, sectors, and other industries. In addition, there are a lot of reasons as to why the healthcare providers choose to stay at their home rather than working in the hospital during the pandemic and others are looking for better compensation in order to balance the needs of their family.

Further, overwhelming stress of the nurses, especially the health care managers during the pandemic cannot be avoided since COVID-19 is a novel. Indeed, everything is new and sometimes can cause stress and anxiety. With this, four cases consider that overwhelming stress during the pandemic is one of the contributing factors on the challenges and difficulties faced by them. However, Case B believes that overwhelming stress and a feeling of anxiety is not a challenge during the pandemic. Likewise, Case D also verbalized that stress and feeling of anxiety during the pandemic is not worrisome. Further, providing a supportive environment through crisis management training, providing adequate supplies and equipment as well as manpower, and motivating nurses to achieve psychological growth during the pandemic can help them manage overwhelming stress. Indeed, the healthcare managers utilize effective communication skills in their communications with the staff was found to be a successful method to manage overwhelming stress (Moghaddam et al., 2022).

### Coping Mechanism of Healthcare Managers

Unfortunately, when it comes to coping mechanisms of healthcare managers. Strong administrative planning garnered only two supports from the cases, they are Case A and D. They believe that improving the administrative planning during the pandemic is one of the contributing factors that would help them to cope with the challenges they have faced. As Case A says:

*I think organizing and coordinating with everyone for safety is a good way to cope with the challenges in healthcare management (HMCPPSPH\_F1\_Q4.1).*

Nevertheless, Case B have different point of view as B doesn't believe that strong administrative planning during the crisis can help them to cope with the challenges, as she says:

*Sa tingin ko hindi naman nakaka tulong ang good administrative planning sap ag harap sa mga trials (HMCPPSPH\_F1\_Q4.1).*

I think that good administrative planning is not helpful in the face of trials.

Likewise, Case C believes that good administrative planning is not a way to cope with difficulties and challenges during a crisis. This was manifested as she said:

*Good administrative planning is not a way to cope difficulties and bad experiences (HMCPPSPH\_F1\_Q4.1).*

Good administrative planning is not a way to cope difficulties and bad experiences.

Meanwhile, Case E demonstrates that strong administrative planning is not a form of coping mechanism that needs to be promoted during the pandemic. This was manifested when she shared:

*Administrative planning hindi naman ma eeconsidera na coping mechanism (HMCPPSPH\_F1\_Q4.1).*

Administrative planning cannot be considered as a coping mechanism.

Further, Case F shared almost the same point of view about coping mechanisms. This were evident when she says:

*Good planning is a big point during the pandemic but it will not help them to fight challenges (HMCPPSPH\_F1\_Q4.1).*

Further, workplace safety measures are one of the best ways on how to cope with challenges and difficulties during the pandemic. Yes of course, undeniable safety measures would have a great impact on coping mechanisms. With this, five cases show support for this. The shared narratives of Case B would appreciate it:

*Safety workplace and safety measure during the pandemic is really significant and can help us to faced challenges and difficulties (HMCPPSPH\_F1\_Q4.1).*

However, Case F has a different way of perception about coping mechanism in terms of safety measure as she said:

*Safety measure is just a part of our responsibilities as healthcare providers (HMCPPSPH\_F1\_Q4.1).*

On the other hand, mental health awareness is really important not only during the pandemic since this will help individuals to cope with their day to day living. A shown in the table Three cases believe that mental health awareness during the public health crisis could help them to face challenges and will serve as their coping mechanism. This were evident by the shared narratives of Case A as he said:

*We should maintain our mental health to cope with the challenges during pandemic. Actually, our human resource office and other departments has a program for the staff for psychological debriefing to improve their mental health awareness (HMCPPSPH\_F1\_Q4.1).*

However, Case C shows different responses about coping mechanisms. Case C believes that mental health is a part of our individuals' lives. As she said:

*Mental health awareness is just a part of our daily livings (HMCPPSPH\_F1\_Q4.1).*

Mental health awareness is just a part of our daily lives.

Meanwhile, Case D also shared different views about coping mechanisms that would not be supported as mental health awareness is a way to cope challenges. As she said:

*Healthy mental status is a number one requirement for employment as healthcare worker, coping mechanism I don't think so (HMCPPSPH\_F1\_Q4.1).*

Definitely, the response of Case E is almost the same with the other case but that thought is different his feedback is direct to the point as he shared:

*For me mental health is not a surviving machinery, especially the situation now (HMCPPSPH\_F1\_Q4.1).*

Unfortunately, when it comes to coping mechanisms of healthcare managers, strong administrative planning garnered only two supports from the cases, they are Case A and D. They believe that improving the administrative planning during the pandemic is one of the contributing factors that would help them to cope with the challenges they have faced. In addition, Begun & Jiang (2020) said an effective administrative management plan emphasized good communication, collaboration, innovation, and all carried out expeditiously and well informed by frontline information and evidence. Also, it can help the healthcare organization to increase their agility, resilience, and learning in order to more effectively face future challenges and difficulties. Nevertheless, Case B has a different point of view as B doesn't believe that strong administrative planning during the crisis can help them to cope with the challenges. Likewise, Case C believes that good administrative planning is not a way to cope with difficulties and challenges during a crisis. Meanwhile, Case E demonstrates that strong administrative planning is not a form of coping mechanism that needs to be promoted during the pandemic. Further, Case F shared almost the same point of view that good planning is a big point but it will not help them to fight challenges.

Furthermore, workplace safety measures are one of the best ways on how to cope with challenges and difficulties during the pandemic. Yes of course, undeniable safety measures would have a great impact on coping mechanisms. With this, five cases show that workplace safety measures disclose that one of the best ways to cope with the challenges in healthcare management when your working place is prepared, safety measures of your working area are sure that you are free from all risks. and also, the equipment and supplies are prepared and enough. However, Case F shows a different way of perception about coping mechanisms in terms of safety measure since safety measure is just a part of their responsibilities as healthcare providers. Precisely, according to McKenzie (2020) supplemental guidelines on workplace safety prevention and control of COVID-19 in the Philippines, the healthcare institution is required to comply with the standard guidelines in the safety workplace to provide psychosocial support for the employees.

On the other hand, mental health awareness is really important not only during the pandemic since this will help individuals to cope with their day to day living. Three cases believe that mental health awareness during the public health crisis could help them to face challenges and will serve as their coping mechanism. However, Case C shows a different response about coping mechanisms as she claimed is just a part of their daily lives. Meanwhile, Case D also shared different views about coping mechanisms that would not support mental health awareness instead it is a number requirement for employment as a healthcare provider. Definitely, Case E suggests that mental health is not a surviving machinery during the pandemic. Besides, *mental health awareness* was interrelated in social learning theory of Banduras (1977) thus; this theory explores the people learning behaviors by watching others. Further, it was revealed that nowadays we live in turbulent times and compressed by the COVID-19 pandemic, the issues and concerns of mental health are not only relevant but very crucial. Indeed, mental health is more than the presence or absence of a mental illness (Vavrecanova, 2020).

### **Insights of Healthcare Managers**

Insights connect our head and heart with knowledge, information as well as inspiration. Indeed, insights from the cases is very useful information to come up with a better finding of the study. Definitely, strengthen administrative related tasks in one of the insights from Case A, C, D and E. As they believe that improving the administrative related tasks during the pandemic can really help the healthcare organization to implement health programs for the public. Especially the Case of A as he affirmed:

*The insights I can share is to improve the current protocols, see the loopholes and bridges the gaps, administrative function, ensure the planning, directing, organizing, and coordinating are performed and evaluated properly (HMCPPSPH\_F1\_Q5.1.3).*

However, Case B shared different views that it would not support improving administrative related tasks as she said:

*Improving government tasks during the pandemic is not justifiable for now (HMCPPSPH\_F1\_Q5.1.3).*

On the other hand, Case F also shared different perception about government tasks, which I believe that F is awareness on this but not priority as one, as she said:

*To improve the government tasks during the crisis is not the beneficial one, napakaraming medical expert sa government (HMCPPSPH\_F1\_Q5.1.3).*

To improve the government tasks during the crisis is not the beneficial one, there are so many medical experts in the government.

Moreover, prevention is better than cure is one of the insights from the cases. It is known that prevention is really important in order to avoid harmful circumstances. Besides, only two cases show support for this, they are Case B and C. This were evident by the shared narrative of Case C as she says:

*Kailangan natin not to be complacent sa ating mga ginagawa. Kailangan din natin mag suot or wear a face mask and follow the protocols from the government (HMCPPSPH\_F1\_Q5.1.3).*

We need not to be complacent in what we do. We also need to wear or wear a face mask and follow the protocols from the government.

However, Case A shared a different perception that would not indicate support on prevention is better than cure, though he knew that it is really important. As he says:

*Prevention ay hindi masama na palawigin sa panahon ng pandemya pero anjan na tayo kaya sa ngayon hindi siguro priority ito (HMCPPSPH\_F1\_Q5.1.3).*

Prevention is not a bad thing to extend during the pandemic, but we are already here so for now it may not be a priority.

Likewise, Case D also shared some sentiments which were not suggested that prevention during pandemic is really needed and effective, as she shared:

*Ang pag iwas sa panahon ng pandemya ay hindi masama at ito pa ay lalong nakakatulong sa karamihan na hindi mapakalat ang virus subalit minsan hindi na nakakapaniwal na ito ay mabisa pa dahil na rin sa karamihan ng tao hindi naniniwal at titigas pa ng ulo (HMCPPSPH\_F1\_Q5.1.3).*

Avoidance during the pandemic is not bad and it also helps most people not to spread the virus, but sometimes it is not possible to stop the spread of the virus because most people do not agree with it that it can stop the spread of the virus and people are stubborn.

Meanwhile, I observed during the one-on-one interview that Case E doesn't want to elaborate or to talked about prevention though he mentioned it, as he shared:

*Ok man ang prevention Sir lalo pa ngayong pandemic pero ayaw ko ng mag comment pa tungkol dito (HMCPPSPH\_F1\_Q5.1.3).*

Prevention is better Sir, especially in this pandemic, but I don't want to comment about it.

Nevertheless, Case F shared a different perception though she mentioned prevention is better however she still does not agree with it. This were evident by her statement:

*Prevention during the pandemic could really help the public and healthcare providers since even if they wear proper PPE, they still get infected (HMCPPSPH\_F1\_Q5.1.3).*

Lastly, strengthening health awareness and education is a better insight from the cases. Yes, it is true, health awareness and education during the pandemic is really important since most of the people still don't believe in COVID-19 diseases. Through the promotion of health awareness and education it may help the public to be knowledgeable on the virus. Besides, it indicates that four cases realized that strengthening health awareness and education during the pandemic is significant. This were manifested on the shared narratives of Case F as she says:

*Merong pa rin kasi tayong mga tao hindi talaga ma convince so siguro we have to strengthen pa iyong health education program natin para ipaintindi para pa marealized sa kanila how important iyong vaccination (HMCPPSPH\_F1\_Q5.1.3).*

There are still some people who are not really convinced, so maybe we have to strengthen our health education program to make them understand how important vaccination is.

However, Case B shared a different perception during the one-on-one interview. Indeed, she is aware that concern in the public about COVID-19 needs to be addressed, however she believes that promoting health education cannot help to attend the concern. This was manifested by her response:

*For me health education to the public for now is not necessary, eh parang palagay nila hindi naman totoo ang pandemic kaya hindi rin sila makikinig (HMCPPSPH\_F1\_Q5.1.3).*

For me, health education to the public for now is not necessary, it seems they think the pandemic is not real so they won't listen.

Case D shared another point of view which is not related to health awareness programs. Indeed, D said:

*Today, social media and any platform on the internet can really give information to the public about the COVID-19 (HMCPPSPH\_F1\_Q5.1.3).*

In fact, an insight's purpose is to connect our head and heart with knowledge, information as well as inspiration. Indeed, insights from the cases are very useful information to come up with a better finding of the study. Definitely, strengthen administrative related tasks in one of the insights from Case A, C, D and E. As they believe that improving the administrative related tasks during the pandemic can really help the healthcare organization to implement health programs for the public. However, Case B shared different views that it would not support improving administrative related tasks as she said improving administrative tasks nowadays is not justifiable. On the other hand, Case F said government tasks are not a priority. Further, the government also implemented a guideline about health and safety protocols in collaboration with the Department of Health and Inter Agency Task Force on Emerging Infectious Disease in order to stop the spread of coronavirus and to enhance government related responsibilities (Talabis et al., 2021).

Moreover, prevention is better than cure is one of the insights from the cases. It is known that prevention is really important in order to avoid harmful circumstances. Besides, only two cases show support on this, they are Case B and C as they believe that the public should not be complacent because the pandemic is not yet over. However, Case A shared a different perception that would not indicate support on prevention is better than cure, though he knew that it is really important but a priority. Likewise, Case D did not suggest that prevention during pandemic is really needed and effective. Meanwhile, Case E doesn't want to discuss prevention. Nevertheless, Case F signifies prevention is better however she is not agreeing with it. Precisely, a simple step people can take to help prevent the spread of COVID-19 and protect their self and others are know how it is spread, practice social distancing, wash your hand at all times, wear a mask, and watch your symptoms and not to be self – satisfied (Goldberg et al., 2022).

Lastly, strengthening health awareness and education is a better insight from the cases. Yes, it is true, health awareness and education during the pandemic is really important since most of the people still don't believe in COVID-19 diseases. Through the promotion of health awareness and education it may help the public to be knowledgeable on the virus. Besides, it indicates that four cases realized that strengthening health awareness and education during the pandemic is significant. However, Case B suggested that the concern in the public about COVID-19 needs to be addressed, however promoting health education cannot help to attend to this concern. Case D shared another point of view which is not related to health awareness programs as she suggests social media and any platform on the internet can really give information to the public about the COVID-19. Besides, strengthening health awareness and education of the community, promotion of health awareness and education, developing program, monitoring, and evaluation of health systems is really significant in order to give enough information about COVID-19 pandemic (Ghaffar et al., 2021).

## IMPLICATION AND CONCLUDING REMARK

This part of the study presents the implication for practice, implication for future research and concluding remark.

### Implication for Practice

Through this study the researcher has realizations and glowing reflections about the current situation of the healthcare managers who were in the battle against the COVID-19 pandemic as well as on their healthcare management. The researcher learned from them the value of healthcare management during the pandemic and how they understand it. Further from the shared narratives of the study participants, it was really significant for them to have preparation in facing the current situation. Moreover, the perception of the healthcare managers on healthcare management was really significant as well as the challenges and difficulties faced by the healthcare managers during the pandemic are not a simple funny story since they were dealing with a life and also their health and their families will be at risk as well.

Hence, the researcher really understands the perception of the study participants on healthcare management in terms of accountability in management, engagement in management solving and demand management. Definitely, demand management has played an important role in healthcare management thus, demand management improves team efforts to achieve one goal as well as objectives. Besides the challenges and difficulties faced by the participants such loss of income, manpower and staffing shortage, and overwhelming stress are also very important facts of perceptions that we need to attend, remember, and understand because these challenges and difficulties gave so much struggles in the healthcare organization.

Furthermore, coping with the challenges and difficulties during the pandemic is certainly significant to comprehend and need to reminisce. Besides, coping skills of the healthcare managers will increase resilience since it will help them learn how to properly handle challenges and difficulties. Precisely, based on the result of the study there are only three significant aspects of how the healthcare managers cope with the challenges in healthcare management during the pandemic and they are as follows: strong administrative planning, workplace safety measures, and mental health awareness. Yes of course, strong administrative planning such as proper monitoring, assessment and evaluation of policies, practices, procedures, and supervising the protocols implemented during the COVID-19 pandemic would actually help the healthcare organization disclose the gaps or issues, which requires resources to address. In this sense, we can maintain proper implementation of healthcare practices, planning, and healthcare management.

On the other side of the coin, workplace safety measures were an aspect that must be followed, for instance guidelines set by the government thru the Inter Agency Task Force for the Management of Emerging Disease in collaboration with Department of Health and Local Government Unit and wearing of proper personal protective equipment were the best way to contest the existing public health crisis. Moreover, another challenge and difficulties that needed attention was mental health awareness. This was very significant because it provides a timely reminder for all healthcare workers that mental health was indeed very essential to maintain and sustain, specifically during the pandemic because these are the common concerns that are usually experienced by the healthcare workers.

Nevertheless, sharing of insights was a virtuous way to connect with others, function better, and become resilient as professionals, especially as healthcare managers. Anyway, improving the readiness and response of the healthcare community during the pandemic, in fact, is not an easy task to be done because there are a lot of interference, challenges, and limitations waiting for you. However, in the result of the research, the researcher realized that there was still actually a good way to help improve the readiness and response of the healthcare community such as to strengthen administrative related tasks, prevention is better than cure, and strengthen health awareness and education. Indeed, with all these significant aspects, prevention is better than cure and strengthening health awareness and education really needs to pay attention because these will improve the healthcare practice protocols, a safe way to remain away from any issues and concerns and illnesses, and improve the health awareness and education of the community during the public health crisis. In this sense, the differences of ideas, misinterpretations, malpractices, wrong information, and confusions of the public during the pandemic can be avoided.

Moreover, the researcher suggestions were offered for considerations on how the healthcare management will improve not only during the pandemic such as the healthcare managers should emphasize the importance of accountability in management, enhance their involvement in solving management problems and concerns, motivate their people to get involve in team efforts, should maintain prevention is better than cure and strengthening health awareness and education within their organization.

### **Implication for Future Research**

Future research into healthcare management perspective and practices of selected private hospitals in Davao City may have better outcomes when the study participants may be intensified into a higher number to obtain substantive patterns, similarities, and differences. Indeed, the points of view of the study participants on healthcare management revealed accountability in management, engagement in management solving and demand management were really an important aspect in healthcare management thus, the researcher believes that having these aspects in healthcare management reduces the time spent of the healthcare managers, improved the quality of work and motivation to enhance team efforts especially during the pandemic. Besides, researchers anticipated that there would be challenges and difficulties during the pandemic such as loss of income, manpower and staffing shortage, and overwhelming stress. However, these could not be a basis for further research study because that's really expected challenges and difficulties during the pandemic and that's unavoidable.

Yet, from the insights of healthcare managers in improving the readiness and response of the healthcare community during the public health crisis, the researcher found out that there were actually two insights that could be possible a basis for research study such as strengthening administrative related tasks and strengthening health awareness and education. Indeed, modifying the administrative related tasks of the health research system during the COVID-19 pandemic: experiences, challenges and future vision and healthcare management: strengthening health awareness and effective learning education during the COVID-19 pandemic and beyond would be a better substance for research study. Besides, more longitude study is recommended to strengthen the body of knowledge and information, and for the development of theoretical models of healthcare management.

Furthermore, researchers may contain not only healthcare managers in the hospitals but also in the community health centers who are managing the healthcare programs of the government during the pandemic. Precisely, based on the limited outcomes of the computer information search and the human complexities associated with the perspectives and practices in healthcare management, further qualitative research study is necessary. Nevertheless, there is a need to oversee more in-depth inclusive reviews and analysis of qualitative studies to avoid unwarranted recurrence and to reveal areas that demand additional investigation.

Moreover, glowing healthcare management produces a significant part in healthcare organization and challenges to healthcare managers and has implications for all healthcare professionals. Thus, given the complexity of this concern, healthcare professionals working in an advantageous healthcare management may develop a wide range of practical healthcare practices,

interpersonal skills, and leadership and managerial abilities. Hence, future research should build upon results of the present study and findings of other investigators, suggesting the efficiency of a thriving healthcare management approach during the public health crisis.

## Concluding Remarks

Healthcare management is a comprehensive management that involves planning, directing, organizing, and coordinating within health care systems, organizations as well as networks. Indeed, as a healthcare manager, understanding the process of thriving healthcare management is very valuable as well as the perceptions and practices, specifically during the COVID-19 pandemic. Definitely, writing this section to subsidize the body of knowledge and information, the researcher recognizes much contemplation too much about the consideration and encouragement of health education programs; my co – healthcare managers and the public with much reflection on the perceptions and practices in healthcare management. Precisely, healthcare managers main concern is how to help their people and the public realize the effect of COVID-19 pandemic.

Definitely, the researcher has learned and realized the importance of accountability in management, engagement in management solving, demand management. Indeed, these are very important aspects and perspectives in healthcare management that would really help the organization to fight the struggles and problems brought by the pandemic. Aside from this are strong administrative planning, mental health awareness, and workplace safety measures for healthcare professionals and managers during the pandemic since these will help them to a successful approach in mitigating the COVID-19 cases. Yes of course, loss of income, manpower and staffing shortage, and overwhelming stress during the pandemic cannot be avoided. Thus, the effect of pandemic is global but the researcher learned from them that we need to go beyond this pandemic because it is not lasting, either.

Nevertheless, the challenging part of the healthcare community today is how to convey the right information, health awareness, and education to the people since most of the people today are persistent and what's worse is that they still don't believe in COVID-19. Indeed, the complexity of this concern needs to be realized through the promotion of health awareness and education programs. Certainly, this realization challenges me as a healthcare manager, thus the researcher also needs to convey to the researcher's colleagues and to the public as a disciple of health advocacy, that the health awareness and education program, so that, the public will not be left behind about COVID-19 as well as in improving the readiness and response of the healthcare community throughout the public health crisis.

In addition, the researcher realized that the attention of the healthcare institution should not only be focused on the current pandemic that we are facing. Further, the healthcare organizations should also have a risk contingency plan for a pandemic, if ever there is a pandemic again as well as to develop a contingency plan for crisis management towards calamities such as earthquake, flooding, typhoon and tropical cyclone because having a contingency plan for crisis management is very important or valuable management. In fact, the healthcare management of the healthcare institution can easily deal with any problems if they have a contingency plan for crisis management aside from pandemic. Precisely, this also can attest how the healthcare management of the healthcare organizations is resilient.

Lastly, the overall realization in this study about the perspective and practices on healthcare management during pandemic in a selected private hospitals in Davao city are offered for consideration for the healthcare community especially on the healthcare management of the respective private hospitals in Davao City such as encouragement to uplift the accountability and engagement in management of their managers as well as motivation for them to work together leading to team effort; Enhance workplace safety measure and mental health awareness of the healthcare managers; promoting prevention is better than cure and strengthen health awareness and education about the pandemic; and formulating crisis management plan for other calamities such as but not limited to earthquake, flooding, typhoon and tropical cyclone.

## ACKNOWLEDGMENT

My journey in this research study has been lengthy and interesting. Indeed, reaching this point could not have been achievable without the much-appreciated help from the following individuals; my adviser, Dr. Estela R. Dequito, for her valuable time and for accurately and carefully checking the manuscript at numerous stages, giving me valuable ideas and strategies; my panel review members: Dr. Joel B. Tan, Dr. Vicente Salvador E. Montaña, Dr. Kymwell R. Hinlayagan, Dr. Reynaldo C. Castro, and Dr. Christian Paul S. Moyon for their intellectual recommendation to enhance and improve the totality of the research output through its numerous stages, to my panel validators for their momentous and substantial proposals to improve the research questions, to my analyst Dr. Jerlyn Balones for providing the necessary treatment to complete this study, and to my grammarian Dr. Mary Ann E. Tarusan for helping and checking of the grammar of the manuscript.

Further, I was grateful to my wife, Norhaya B. Liman, RN for helping me to communicate with my study participants; my informants for their faith, trust, assurance, and confidence to share with me their personal experiences during the pandemic; my friends and classmates who have shared with me the momentous experience in preparing and searching justifiable knowledge; my son BAM-BEM for giving me a massage and drinking water during my writing; UMPS staff members, my family, relatives and in laws for their support; and above all to the Almighty God (ALLAH) who is my source of strength, power, knowledge, skills and guidance.

M.K.T.

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