



# Pandemic Management of Coronavirus Disease of 2019: A Kuwait Perspective on the Example of Al-Adan Hospital

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## Abstract

**Objective:** Coronavirus Disease of 2019 (COVID19) as a pandemic could paralyze the operational system of healthcare organizations. However, the crisis management plan of COVID19 implemented in Al-Adan Hospital, Kuwait, has been successful. Therefore, this study aims to present the crisis management plan for COVID19 implemented in our institution. **Design:** Presenting and framing the prescriptive strategy of the crisis management approach adopted. The literature was further critically reviewed to reflect on the plan implemented to enrich the current experience and formulate future recommendations. **Setting:** Al-Adan Hospital, Kuwait. **Main Outcome Measures:** The prescriptive strategy adopted for the crisis management plan consists of three managerial frameworks: COVID19 team, COVID19 management strategy, and strategy for maintaining emergency healthcare services. **Results:** Balancing between the standardization model of implementing governmental regulations, and the personalization model of placing the patients and the employees at the center of the strategy, could explain the success of the plan. The strategy implemented could be further strengthened by elevating the principles of leaderships and encouraging health digitalization. **Conclusion:** This study presents a novel framework of crisis management for healthcare systems by raising the concept of balancing between the standardization and personalization models.

**Keywords:** COVID19, management, healthcare, pandemic.

## Introduction

Coronavirus disease of 2019 (COVID19) is a respiratory illness caused by a new strand of organism from the Coronavirus family [1]. The first case of COVID19 was detected in Wuhan, China, and reported to the World Health Organization (WHO) on the 31st of December 2019 [2]. The outbreak of COVID19 was declared a public health emergency on the 30th of January 2020, and it was declared a pandemic disease [3]. This disease has dramatically spread across countries and reached Kuwait on the 24th of February 2020, when the Ministry of Health (MOH) announced the first cases of COVID19 in Kuwait [4]. However, COVID19 is not the first pandemic crisis to face Kuwait. In 1831, the plaque pandemic was responsible for the death of approximately half of

the population, as the healthcare system was not well-structured in Kuwait and worldwide [5]. Kuwait has also been involved in many emergencies involving preparedness and has responded to multi-country outbreaks such as SARS in 2003 and MERS-CoV in 2013 [6].

Pandemics as unpredictable events could paralyze organizational operation systems, which raises the need for urgent action to manage the crisis efficiently [7]. Crucial action should be undertaken nationally and internationally to minimize the impact and manage the crisis [8]. In medicine, the discipline of emergency hospital management addresses critical catastrophic events and could be used as a framework in crisis situations. For example, during the pandemic of Sever Acute Respiratory Distress Syndrome (SARS), a standard operation procedure was