



HEALTHCARE LEADERSHIP COMPETENCE DURING COVID-19 CRISIS IN TANJUNG PINANG, RIAU ARCHIPELAGO

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ABSTRACT

The study was conducted at the height of the pandemic when Indonesia was facing a steep rise of Covid-19 infections and the nation was grappling with various constraints. The key focus of this inquiry is to identify the major challenges faced by the health workers who provided health services, especially in Tanjung Pinang, the capital city of the Riau Archipelago province during such unprecedented health crisis. Data was collected via an online survey posing open-ended questions. Seventy-one healthcare personnel from the Riau Archipelago hospitals and healthcare institutions responded. The data was analysed using content analysis technique. The key findings revealed that the top three major challenges faced by the healthcare personnel, and the healthcare systems in general are citizen compliance to rules and procedures enforced to curb the spread of Covid-19, limited PPE and contagious disease medical supplies, and hospital readiness in treating patients related to COVID-19 infection. The findings also showed that healthcare leadership competence is very crucial when managing chaos during such healthcare crisis.

Keywords: *Leadership; Healthcare; Competence; Covid-19*

RESEARCH HIGHLIGHTS

- The obstacles faced by Indonesia, especially by health workers, include the availability of rooms in hospitals, PPE, social distancing, safety of health workers and welfare.
- There is still a lack of public awareness and ignorance of the community about this pandemic. The community's overall health is in danger due to the quick transmission of COVID-19 through human contact. (Jiang et al., 2020; Lupia et al., 2020)
- It requires competent healthcare leadership as well as decisive in decision making, quick and agile in generating solutions, knowledgeable and innovative, highly alert to change and coordinating excellence in chaotic situations. According to Kepmenkes Number 066/MENKES/SK/II/2006 concerning Guidelines for Management of Health Human Resources in Disaster Management, planning for the placement of health human resources for health services in disaster events is very necessary to pay attention to disaster management competencies owned by local health human resources, especially those who work in Community Health Centers. (Puskesmas), especially in disaster-prone areas. (Susilawati et al., 2019). For this reason, an effective, significant, and good impact disaster management is needed with careful planning for disaster mapping, placement of health workers, and a clear division of labor (Faradilla, 2018).

Research Objectives

The main objective of this study is to identify the main challenges faced by health workers who provide health services, particularly in Tanjung Pinang, the capital city of the Riau Archipelago Province during this unprecedented health crisis. This research is also to identify what characteristics or competencies are needed or must be possessed by Health

service leaders in dealing with Health crises that were never predicted before, such as the case of the Covid-19 pandemic.

Methodology

Data was collected through an online survey that asked open-ended questions. In social research, the survey is a well-known tool. Although mixed-method versions occasionally acquire qualitative data, the great potential that these data might bring is frequently not achieved through data collection and/or analysis (Braun et al., 2017; Terry & Braun, 2017). The main goal of qualitative surveys is to take advantage of the potential that qualitative data present for complex, in-depth, and occasionally novel understandings of social issues (Braun, et al, 2021).

Seventy-one health workers from Riau Islands hospitals and health institutions responded. However, of the seventy-one health workers, after screening, only fifty-five met the respondent's criteria. Data analysis used content analysis techniques.

Results

Of the fifty-one respondent data, most of the health workers strongly complained about the lack of personal protective equipment for health workers, in which health workers were at very high risk of being exposed to Covid-19 because they were the front line in dealing with Covid-19 cases.

In addition, public awareness and understanding of Covid-19 is very low, so some people are not honest about their health conditions. This makes it difficult for health or medical personnel to handle Covid-19 cases, so that the spread of Covid-19 is difficult to overcome.

The facilities and infrastructure of hospitals and health clinics are also unable to accommodate the increasing number of Covid-19 patients and this is also not supported by the alertness of hospital leaders in making decisions regarding Covid-19 cases.

Findings

The top three major challenges faced by the healthcare personnel, and the healthcare systems in general :

1. Citizen compliance to rules and procedures enforced to curb the spread of Covid-19.
2. Limited PPE and contagious disease medical supplies.
3. Hospital readiness in treating patients related to Covid-19 infection.

The healthcare leadership competence is very crucial when managing chaos during such healthcare crisis. Among the healthcare leadership competencies highlighted are firm in decision making, fast and nimble in producing solutions, knowledgeable and innovative, highly alert to changes and coordinating excellence in chaotic situation. Managing the challenges effectively means the healthcare leaders must be exemplary.

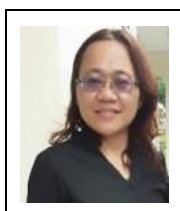
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Author's Biography



Tubel Agusven is a lecturer / teaching staff. Born in Pariaman on August 17, 1976, West Sumatra, Indonesia, with his last master's degree at Magister Management, Gajah Mada University, Yogyakarta. His occupation is as a lecturer at the Tanjungpinang College of Economic Development (STIE Pembangunan Tanjungpinang) and also as an honorarium teacher at Tanjungpinang Senior High School (SMAN 4) in the field of counseling. Currently pursuing a Doctoral (Ph.D.) program at UTM Johor Bahru, Malaysia, in the field of human resource management. Research carried out is more directed to the field of human resource management, specifically competence and often participates in seminars or workshops related to the research field or those that support it.



Assoc. Professor Dr. Helen holds a Ph.D. in Management, MBA (Strategic Management), LLB (Hons) Bachelor of Law, and receives Executive Education in Leading with Big Data Analytics at the National University Singapore (NUS). Prior to her career as academia, she worked in the corporate sector in Singapore and then joined UTM-Azman Hashim International Business School in April 2016.

A featured TEDxUTM speaker, she lectures and conducts research on strategic management, future thinking, and strategic risks; undertakes roles as a lead strateaic advisor and consultant to ministries, government agencies and companies. She is currently the university's Director of Strategy Management.



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