

# Review Article on the Role of Effective Leadership in Crisis Management

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## ABSTRACT

Effective leadership is critical in various domains, including healthcare, small-scale enterprises, and crisis management. In the healthcare sector, competent leadership is vital for improving patient care quality, achieving targeted health outcomes, and managing crises effectively. Studies highlighted the positive impact of effective leadership on patient satisfaction, reduced health risks, and improved overall healthcare delivery. In addition, effective leadership played a pivotal role in managing the COVID-19 pandemic by directing responses and ensuring public health protection. In small-scale enterprises, research emphasized the importance of leadership style in determining organizational performance. Transactional leadership showed a significant positive effect on performance, while transformational leadership, though positive, did not have a strong influence. The studies recommended prioritizing transactional leadership in the early stages and gradually transitioning to transformational leadership as businesses mature. Overall, these research articles underscore the indispensable role of effective leadership in addressing challenges, inspiring confidence, and fostering resilience. Leadership emerges as a critical driver of positive outcomes, be it in providing quality healthcare, enhancing organizational performance, or navigating crises. The findings offer valuable insights into the significance of strong leadership across various domains and its impact on individual lives and organizational success.

**KEYWORDS:** Effective leadership, crisis management, quality care

## INTRODUCTION

The healthcare sector is paramount for the health of individuals and the nation's progress. Still, it faces various challenges, including human resource shortages, digital technologies, limited resources, and economic pressures. Healthcare organizations (HCOs) must adopt quality control and crisis management strategies to provide high-quality healthcare delivery. Effective leadership is crucial to an organization's ability to navigate challenges, mitigate risks, and ensure continuity. The significance of competent leadership during a crisis cannot be overstated since it establishes the approach for decision-making, communication, and resource allocation. This study delves into the significance of strong leadership during times of crisis, exploring how leaders can inspire confidence, provide direction, and foster resilience within their teams. By understanding the key attributes and strategies contributing to effective crisis management, organizations can better prepare themselves to tackle adversity and emerge stronger from challenging situations. This research sheds light on the indispensable role of leadership in effectively managing crises and safeguarding organizational success. Effective leadership in healthcare facilities is vital for improving patient care quality and achieving targeted health outcomes. Competent leaders can

positively impact patient satisfaction, reduce health risks, and improve mortality rates by supporting and using various leadership styles. The involvement of diverse professionals further enhances a Healthcare Organization's complex standards and intangible outcomes (Reddy et al., 2009).

#### **AIMS AND OBJECTIVES:**

To review the role of effective leadership in crisis management

#### **METHODOLOGY**

For systemic review, we used secondary sources like books, previously published paper, highly impacted journals. We selected 25 papers out of 36 papers.

#### **REVIEW OF ARTICLES**

##### **Evaluate The Role of Leadership in Crisis Management: A Field Study in Psychiatric Hospitals in Egypt.**

The study's overarching purpose necessitated an evaluation of each hospital's crisis preparedness and leadership style. Hospital crisis management was also examined in relation to the demographics of hospital employees (e.g. age range, gender, educational attainment, and prior job experience). More than 350 employees of four hospitals were randomly selected to participate in the study by the researchers and given two questionnaires. Once all the data had been acquired, only 300 surveys had the right response to summaries, the study's mental capabilities aren't equipped to handle a crisis. The establishment of crisis management units in mental hospitals that are staffed by highly qualified and well-trained experts is also recommended. The necessary tools and techniques, as well as comprehensive training, should be available in mental health facilities to guarantee successful crisis management at all levels. Insofar as we can tell, this study paper is completely unique to us. This study has not been submitted to any journals for consideration for publication. (Gharib 2021)

##### **Improving the Quality of Health Care in the United Kingdom and the United States: A Framework for Change**

There have been concerns about the quality and efficacy of treatment in the United Kingdom and the United States owing to a rise in the number of therapeutic errors. As a result of these problems, the two nations have devised a variety of remedies. There must be a full-scale effort to make these activities succeed. Organizational difficulties relating to leadership, culture, and team development are all being handled by the whole organization. If both nations make the proper choices, high-quality development can be sustained. The framework may be used to evaluate the impact of multi-level change. (Stephen 2011)

##### **COVID-19 and Its Impact on the Indian Economy.**

One of the most major influences on Indian culture is Covid-19. Covid-19's impact does not suggest that things were any worse prior to its arrival, even if they had been. The US economy has been severely harmed by the long-term shutdown. A lockdown's resolution and subsequent events will have a long-term economic effect. Before a financial crisis, this year's Covid-19 examines economic and RBI-government actions (Reserve Bank of India). (Barbate 2021)

### **LEADERSHIP IN TIMES OF CRISIS: A FRAMEWORK FOR ASSESSMENT.**

People tend to make hasty judgments because they feel that public leadership is important. By overcoming difficulty, Giuliani is able to lead (Bush). Observation is the only method to evaluate a leader, thus judgments obtained should be taken with a grain of salt. You may measure the efficacy of crisis leaders by their symbolic performance. This section will focus on crisis-assisted leadership. (Kuipers 2013)

### **Public Leadership in Times of Crisis: Lessons from the Covid-19 Pandemic in Malaysia.**

Leaders need to be tested more than ever in these challenging times. Because of current regional and global economic and social problems, our leaders' performance in times of crisis may be scrutinized. The Covid-19 pandemic was effectively dealt with the Malaysian authorities, according to overwhelming evidence. This investigation requires early detection, sense-making, critical judgement, collaboration, and communication. In the end, our research provides local public authorities and politicians with critical crisis management knowledge. (Abderrahmane 2020)

### **LEADERSHIP AND DECISION MAKING IN CASES OF UNCERTAINTY AND RISK - THE CASE OF THE EMERGING CORONAVIRUS (COVID-19) CRISIS.**

Risk and uncertainty in leadership and decision-making are discussed using COVID-19 as a case study. Based on previous studies, an analytical hypothesis has been developed. It is possible to put what you learn here to use in solving current research problems and laying the groundwork for future endeavors. As a result of the COVID-19 scenario, governments and businesses face cultural shifts and supply chain issues at every turn. Some leaders make hasty judgments as a result of their lack of knowledge and unwillingness to share it.

In the wake of the COVID-19 accident, this study stands out from the crowd. Research on this issue is currently at an early stage. The research has grown more distinct as a result of formalization. (Malkawi)

### **Risk perception and depression in public health crises: Evidence from the covid-19 crisis in China.**

In the event of a public health crisis, people's emotional well-being may be affected. This investigation has three main objectives. In order to provide policy suggestions for addressing mental health difficulties during public health emergencies and to better understand how people's mental health is affected by their feeling of risk, Methods: In the end, it was a great idea to use online surveys. Among the 1115 participants, 1081 were verified to be authentic. Structural equation modeling was used to examine the data. Mental health is strongly influenced by one's attitude toward risk and the circumstances that contribute to that attitude. Evidence suggests that persons who suffer from depression are more inclined to favour preventive measures, maybe due to their disassociation with issues of public health and safety. According to the findings of this study, people's mental health is impacted by their sense of risk during a public health crisis. People's perceptions of risk may be affected by public health emergencies, which may be incorporated in the formation of health policy. (Ding Y 2020)

### **Crisis, unemployment and psychological wellbeing in Canada**

<sup>4</sup>Long-term Canadian data might be used to examine the impact of unemployment on mental health. In order to account for the study's participants' unobservable variability, the researchers used complex financial approaches. Unemployment's intangible implications exceed its financial ones, according to several studies. According to study, those between the ages of 15 and 54 who are jobless are more likely

to have mental health issues.. In the battle against unemployment, governments should, according to this study, make use of all the tools at their disposal. (Latif E)

### **The use of a surveillance system to measure changes in mental health in Australian adults during the global financial crisis**

During the global financial crisis of 2002, researchers in South Australia started examining mental health in order to better understand the impact on different mental health indicators (GFC). The information was gathered via the usage of a risk factor monitoring system. To research depression, suicidal thoughts, and anxiety in adolescents and young adults, the CATI approach was utilized (CATI). Between 2002 and 2009, the incidence of Parkinson's disease (PD) decreased. Since 2004, there has been a decline in stress, but an increase in anxiety. Because of the economic crisis, part-time workers were more concerned about losing their jobs than full-time employees. Researchers observed that a wide range of demographic characteristics impact people's stress levels in the study. (Shi Z *et al*)

### **Crisis-induced depression, physical activity and dietary intake among young adults: Evidence from the 9/11 terrorist attacks**

Grieving adolescents in the National Longitudinal Study of Adolescent Health tend to be less active and consume less calories. An example of external variation in the crisis-induced depressive sickness was September 11, 2001. In the days preceding up to and after September 11th, the number of persons reporting depressive symptoms rose significantly. There seems to be no correlation between the month of September and the results of previous studies. (Wang Y)

### **Social trust in the midst of pandemic crisis: Implications from COVID-19 of South Korea.**

To better understand how a pandemic calamity impacts public faith in government, researchers plan to conduct this study. South Korea's COVID-19 research relied on this unique dataset to examine societal trust differences across various businesses and government entities. More South Koreans have trust in government and social institutions than they do in the law or the media. [South Korean] After the epidemic, the public had a low opinion of both government and religious organizations. There must be an increase in South Korea's capacity for risk management to be taken seriously by the international community. (Kye B)

### **Organizational factors associated with high performance in quality and safety in academic medical centers**

The clinical departments of medical schools have a challenging job to ensure the safety and quality of patient treatment. Researchers have devised a method for evaluating the safety and efficacy of AMCs based on data collected from patients. 79 AMC discharge papers from 2003 and 2004 were reviewed for safety and mortality, therapeutic efficacy, and treatment equity. When the team went on site inspections, they had no idea how well the six institutions were doing (three were high performers, and three were ordinary performers). Interviews and documents may be used to learn about the present state of the institution. In order to assess the 79 AMCs, a number of methods were used. Hospitals might save 150 lives a year if they were improved from substandard to outstanding. The transcripts of the interviews reveal a broad spectrum of abilities. High-performing companies have a clear emphasis on outcomes and a friendly working atmosphere. (Keroack MA)

**Role of hospital leadership in combating the COVID-19 pandemic.**

A global outbreak of COVID-19 needs rapid intervention by all healthcare professionals. Many hospital administrators are being forced to do tasks they are not used to because of epidemics. In times of crisis, certain leadership characteristics are more crucial than others.. Some of the most critical issues will be addressed in this section of the site. Conventional health-care training methods have been less effective than expected in managing epidemics. It is critical, in light of this pandemic, to rethink our expectations of CEOs and how we educate, analyses (and evaluate) them. (Abdi Z)

**A comprehensive model of organizational leadership: the leadership action cycle.**

Here are a few suggestions to help public sector managers develop their leadership capabilities. Instructors and practitioners will benefit from a thorough explanation and elimination of causal linkages connected to basic leadership principles and practices.. That's how you achieve your objectives, see? Isn't that the way to get what you want? Each and every one of these elements should be included in a leader's investigation about a firm and its surrounds. Each of the four components is listed in depth in the following table. Assess your ability to focus and pay attention in light of the information you've gathered. A leader's capacity to successfully communicate with others is one of their most important traits (4 elements). The success of one individual does not always signify the failure of another. CEOs have a wide range of tools at their disposal to help them accomplish their goals. Here's an illustration of how a leader's personality traits might impact how well they manage their team. Our work is primarily concerned with people, programs, and organizations (21 elements). On a daily basis, executives keep tabs on their personal and the business's success. Adopt this style of leadership since it incorporates a wide range of abilities (50 including goal setting and leader evaluation). (Van Wart M)

**Hospital administration and nursing leadership in disasters: An exploratory study using concept mapping.**

Use these tips to improve your leadership and management abilities. These ideas and practices may be linked or disconnected as you see fit. This is the most effective way to achieve your objectives, isn't it? Isn't this the best strategy for achieving your goals? The CEO is responsible for a broad variety of responsibilities both within and outside of the business. Detailed descriptions of each of the four components may be found in the following table. In light of the new facts, take a look at your capacity to focus and stay concentrated on the task. With your team and other stakeholders, you need to be able to effectively express your ideas (4 elements). Even if the rest of the team succeeds, one person cannot fail. People may benefit from a broad variety of services to help them achieve their objectives. To motivate and inspire your team, you must be aware of your own personality quirks as a leader. People, programs, and organizations are the primary focus of our work (21 elements). Executives monitor their own and the company's progress on a daily basis. The capacity of these leaders to rely on a broad variety of skills and resources is a key factor in their success (50 including goal setting and leader evaluation). (Veenema TG)

**Hospital surge capacity in a tertiary emergency referral centre during the COVID-19 outbreak in Italy.**

On February 21, 2020, a new coronavirus caused one of the worst outbreaks outside of Asia. Since northern Italy lacked critical-care facilities, we prepared for the worst. Coronavirus necessitated an examination of our response to prior pandemics. A task force assisted design pre-triage,

diagnostics/susceptibility testing, and isolation methods for COVID-19 cases that were either suspected or proven Surge capacity planning necessitates cross-departmental and interdisciplinary cooperation in defining space, procuring supplies, staffing positions, and delivering ad hoc training. A variety of procedures have been put in place to guarantee the safety of all personnel, patients, and venues. It will need a multidisciplinary approach to build this facility and design a hospital-wide emergency response plan. Hospitals must have contingency plans in place in the case of a significant disaster. (Carenzo L)

### **Priorities and challenges for health leadership and workforce management globally: A rapid review**

Because of the rapid pace at which health care is changing, predicting the future is almost impossible. There are a number of issues that need to be addressed in healthcare administration and leadership. The absence of a global viewpoint and other factors has hampered scholars up to now. As part of our research, we interview a broad variety of health executives and managers. Only a small portion of the existing literature on health care administration and leadership was used in this analysis. In order to assist students better understand healthcare administration and leadership, these words have been devised. From January 2010 to July 2018, we searched MEDLINE®, PubMed®, and Scopus® for the most relevant publications. It was also used to do manual searches of journals and reference lists. There were no issues with papers that met the inclusion criteria, according to three independent reviewers. The most significant discoveries from the dataset were described in narrative form Sixty-three articles were included. To highlight the three levels of healthcare, administrative concerns and new innovations were used. The healthcare industry's structure and performance indicators have developed in tandem with changes in healthcare management's roles and expectations. (Figueroa CA)

### **Guidance for Health Care Leaders during the Recovery Stage of the COVID-19 Pandemic: A Consensus Statement**

Healthcare employees confront a variety of challenges in 2019. The COVID-19 is one of them. It's vital for a company's resurgence to be led by a capable leadership team. After the epidemic is gone, leaders will need to rely on facts and information to guide them. A literature search for the phrases "catastrophe, pandemic, and emergency" turned up 10,910 hits. It was designed by a team of specialists from 17 countries to identify the most critical leadership objectives. In order to adequately plan for disasters, analyses goals, and enhance overall team performance, all of them need to be examined. (Geerts JM)

### **Challenges and recommendations for mental health providers during the COVID-19 pandemic: The experience of China's First University-based mental health team.**

Corona viruses, for example, may be found all over the world. China's early involvement in this disease was amazing and very useful. Once COVID-19 hit China, an immediate mental health treatment team was set up at a university to aid the Chinese people. Examples of our accomplishments may be found in the following list. A wide range of views, including organizational, technological, therapeutic, and ethical, must be taken into account in order to find a solution to these issues. As a result, our recommendations include both short-term and long-term solutions. (Chen S)

### **Leadership in a time of crisis: Lessons learned from a pandemic.**

In light of the present worldwide outbreak of COVID-19, crisis communication, leadership, and planning are all being evaluated. National reactions to supply network difficulties may be influenced by media and

politics in various ways. Health and civil freedoms are threatened by this pandemic. A shortage of funding makes it difficult for scientists to collaborate and carry out research. Physicians and other health care workers face an increasing number of ethical and psychological pressures. Many people have the impression that government and other institutions are capable of learning from their mistakes and adapting to new challenges. (Beilstein CM)

### **Leadership in Times of Crisis: The Example of Ebola Virus Disease in Liberia.**

More than a billion people throughout the world are affected by one of the most serious public health crises in recent memory. In order to have an effective pandemic response, you need to get everyone on their feet as soon as possible. If an effective solution is to be developed, a thorough examination of the pandemic issue is required. It is possible to utilize context theory to differentiate between different forms of leadership. The illness spread more swiftly because of the power systems of the time. More people get infected as a consequence. The organization's senior leadership took a more active role in reacting while the outbreak was at its worst. There has been a major overhaul of the decentralization system. To keep stakeholders informed and involved, the leadership was spread out throughout the organization. Hierarchical leadership practices were re-established when governments regained power and influence after the epidemic. Future crises may need the usage of crisis management systems and distributed leadership styles. (Nyenswah T)

### **The relationship between nursing leadership and patient outcomes: a systematic review update**

The relationship between nursing leadership and patient outcomes was explored through a systematic review, which means researchers gathered and analyzed information from multiple studies. They wanted to understand how the way nurses lead and manage their teams affects patient results. The review included studies conducted between 1999 and 2012, and they found evidence that effective nursing leadership can positively impact patient outcomes. Good leadership means better patient care and better results for patients, like fewer mistakes and infections. This research highlights the importance of strong nursing leadership in providing safe and high-quality care to patients. The research, which involved a systematic review of studies between 1999 and 2012, revealed that nursing leadership plays a crucial role in patient outcomes. Effective nursing leadership positively impacts patient care, leading to improved results, such as reduced medication errors, hospital-acquired infections, pressure ulcers, and falls. Good leadership ensures proper staffing and resources, contributing to safe and optimal patient care. This study emphasized the significance of strong nursing leadership in healthcare settings to improve patient outcomes, especially in challenging situations like economic downturns, workforce shortages, and stressful work environments. It highlights the need for healthcare organizations to prioritize and implement strategies that foster effective leadership to ensure the best possible patient care. (WONG C.A.)

### **Challenges of global public health emergencies: Development of a health crisis management Framework**

Challenges of global public health emergencies are addressed by developing a health crisis management framework. To respond effectively to crises such as pandemics, natural disasters, or disease outbreaks, frameworks like these are necessary. The challenges faced during these emergencies are numerous and complex, including coordination issues, resource shortages, information gaps, and communication barriers between various stakeholders and countries. Additionally, political, cultural, and logistical obstacles may

hinder the timely and efficient response to the crisis. The health crisis management framework aims to provide a structured approach to overcome these challenges by establishing clear roles, responsibilities, and protocols, enhancing collaboration, and ensuring a coordinated and well-prepared response to protect public health on a global scale. The research outcomes are the development of a health crisis management framework that addresses the challenges of global public health emergencies. This framework aims to tackle issues related to coordination, resource shortages, information gaps, and communication barriers during crises. Providing clear roles, responsibilities, and protocols enhances collaboration and ensures a well-prepared and coordinated response to protect public health on a global scale. The research helps healthcare systems and organizations to manage and respond to different health crises effectively. This reduces the adverse impact of emergencies on populations and saves lives. (Frederick M)

### **Developing a model for effective leadership in healthcare: a concept mapping approach**

The research study aims to create a model for effective leadership in the healthcare industry. The researchers use a concept mapping approach, which involves gathering ideas and opinions from various stakeholders, such as healthcare professionals, administrators, and patients. These ideas are then organized and analyzed to identify key themes and concepts of effective leadership. By developing this model, the research seeks to provide valuable insights into the essential qualities and strategies required for successful healthcare leadership, ultimately improving healthcare delivery and patient outcomes. The outcomes of this research are developing a model that shows what makes a good healthcare leader. It identifies the essential qualities and strategies a leader should have to succeed in healthcare. Implementing this model can lead to improved healthcare quality and patient outcomes as healthcare organizations are guided in identifying and cultivating influential leaders who can positively impact patient care and healthcare delivery. (Hargett1)

### **Effects of leadership style on organizational performance: a survey of selected small scale enterprises in ikosi-ketu council development area of lagos state, nigeria**

This survey investigated how leadership styles impact the performance of selected small-scale enterprises in Ikosi-Ketu Council Development Area, Lagos State, Nigeria. The study focused on two main leadership styles: transformational and transactional. Transformational leadership inspires and stimulates employees, while transactional leadership sets clear expectations and offers rewards. The research aimed to understand which leadership style is more effective in enhancing organizational performance. By analyzing data from a structured Multifactor Leadership Questionnaire (MLQ), the study provides valuable insights to help small-scale businesses in the area improve their performance through effective leadership practices. The study found that transactional leadership significantly and positively affects performance in small-scale enterprises, while transformational leadership had a positive but insignificant impact. The researchers recommend prioritizing transactional leadership for better results in the early stages, with a gradual transition to transformational leadership as the business grows and matures. Overall, leadership style plays a crucial role in determining organizational performance in small-scale enterprises, with transactional leadership proving more effective in improving performance. (Timothy C.)

### **Conclusion**

Effective leadership is pivotal in diverse contexts, from healthcare to small-scale enterprises and crisis management. The COVID-19 pandemic positively impacted the quality of patient care, health outcomes,

and crisis response. Small-scale enterprises benefit significantly from transactional leadership in the early stages, with a gradual transition to transformational leadership as they grow. There is no doubt that leadership influences organizational performance and individual lives, inspiring confidence and fostering success. A competent leader improves healthcare, reduces health risks, and increases patient satisfaction. In crisis management, effective leadership guides decision-making, communication, and resource allocation. Understanding leadership's crucial role empowers organizations to overcome challenges and ensure continuity.

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