

## Problems of the use of extreme management by the health care system in the conditions of the pandemic

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### Abstract

Life, existence and activities have become a normal attribute in the conditions of the pandemic. However, the government of Georgia, scientists of medicine and biology, as well as other fields, experienced professional doctors, specialists always act and try to defeat such an enemy with invisible reasons as pandemics. The goal of our research is to use the potential of extreme management in the Georgian health care system for the first time, to develop a plan of measures for the introduction of management methods, to select methods of fighting against the pandemic, to develop a work program for the heads of the government and health care system, thereby assimilating a fundamentally new way of thinking - creative-systemic thinking. The use of creative-systemic approaches to management, managerial-leadership decision-making will allow participants in the fight against the pandemic, especially managers-managers, to effectively connect the management of healthcare facilities and the real conditions of uncertainty. With this event, there will be an effective relationship between managers and the adoption of correct and reasoned extreme management decisions.

**Key words:** pandemic, management, extreme management, classical management, health care, public health, decision making.

### Introduction

The pandemic situation has changed in Georgia in the same way as in many countries of the world. A timely effort by the government averted severe impacts before the outbreak of Covid-19. Government measures against him were pre-drafted in the month of December 2019. From January 2020, an interdepartmental commission will be established under the leadership of the Prime Minister.

Already in 2020 On February 28, the first citizen of Georgia who was infected with Kovid-19 was recorded. Government management was launched, various measures were developed, which were directed against the pandemic. The government used the recommendations of public health

leaders and doctors for action. They plan health facilities and create a unified plan. In connection with the implementation of the action plan, errors have already been identified in the first stage of the pandemic. Despite the efforts of medical personnel and government measures, it was not successful. The second stage (pandemic wave) was more brutal. It should be taken into account here that it is no less the duty of the state authorities to promote the development of economy, business, agriculture, science and technology and other vital fields and activities for the country.

In any country of the world, in the conditions of a pandemic situation, the whole complex of various obstacles becomes surmountable, and the governments, first of all, in the fight against the epidemic, take into account the administrative, intellectual and managerial aspects of health and public health. scientific potential and experience of the whole army of doctors. In order to manage growing uncertainty, crisis situations, market changes, today we have the opportunity to use the principles and methods of extreme management, which are already quite common. Different types of pandemics are periodically spreading around the world, which threaten people's health and life, the economy of countries, development, management, Pandemic attacks are so strong that in many cases the whole world, continents, regions, individual countries are involved in it. It is the duty of the government of every country to protect the health of its citizens, to plan and implement such measures, by the implementation of which the attacks of the pandemic will retreat and the situation will calm down. In the health care system of Georgia, In particular, similar studies have not been conducted in the public health system, and by the way, no such study has been conducted in Georgia. This event gave rise to the need to determine the relevance of this topic. "Extreme management of healthcare facilities under pandemic conditions" represents the first attempt of research in this direction. In the conditions of a pandemic and similar complications, extreme management represents a rather flexible management model of any organization of the healthcare system, the characteristics of which are indeterminacy, uncertainty, unpredictability, multitude of changing situations, etc.

### **Main Text**

The use of extreme management methods in real conditions radically changes the quality of management functions, including: extreme management reacts quickly and is based on unexpected changes, changing circumstances and an environment of uncertainty. At this time, management is reactive, reacting quickly to changes, regardless of previously accepted and approved plans, instead of the rule adopted in classical management, where management is carried out in a stable calm situation in a planned manner, which is based on previously accepted plans and experienced methods. The management decision is made spontaneously, non-standard, where the well-known method of trial and error is used. In classical management, decision-making is necessarily defined, sequence is observed, all rules are observed, planning is moderate, it is subject to forecast, which is

bureaucratic. On the basis of the analysis of the activity in the conditions of the pandemic conducted by us, we determined that the government program did not take into account many factors, the experience of foreign countries, and therefore, the result turned out to be negative. We consider the following relevant. The whole system of management of both government and health system objects, especially public health, had to use the potential of widespread directions of modern management - extreme management, which, in turn, is a very effective direction to solve the most difficult management task. In the case when the control event is unclear, unpredictable and highly variable, an environment of increasing uncertainty is formed. Sectors, organizations, the country's economy, which operates under market conditions, activities are planned, organized, subject to control, but in all cases, situations arise: risky, crisis, force majeure, extreme, about which it is not known in advance. In many cases, the situation is unclear, undefined, unplanned and unexpected. Any level of management operates under extreme situations and uses classical management methods, which is natural. Such as planning activities and leadership are also relevant. This is where the worst mistake happens, as a result we receive a certain amount of loss, even worse, the company may go bankrupt.

Government and Public Health Management's management activities against Covid in the first stage of the pandemic were subject to classical management methods, but when the second stage of the pandemic started in July-August 2020 the situation became extreme, the management did not change. It remained within the framework of classical management, and if it were not for the efforts of experienced doctors and scientists of the healthcare system, the situation would have become more complicated. Using their experience, public health professionals were able to manage and neutralize the situation. By the way, during 2020, the picture of the pandemic situation was repeated in 2021. Despite the fact that vaccination has already started in Georgia. In modern conditions of management of organizations, especially when dealing with increasing uncertainty and rapidly changing situations, extreme management has found wide application, which is directly used to manage complex challenges. The healthcare system and its integral part, public healthcare, are areas where extreme situations are often encountered, when it is necessary to use extreme management methods and potential. During the operation of extreme management, managers of all levels of the management hierarchy should actively participate in management activities. Due to the extreme situation, it is necessary to take a non-standard, sometimes extreme decision in the shortest possible time, thus organizing the employees of the organizations. In order to effectively manage market demands, the instability and unpredictability of the created extreme situations, the high speed of market changes, and most importantly, such attention should be paid to the principally appropriate features of extreme management, methods and recommendations,

but also provides new features and methodological ways to manage each situation, to develop creative solutions.

Extreme management is based on a new approach to the study of the organizational structure of management, namely on the use of systematic creative thinking. This way of thinking is compatible with the characteristics of the organization's internal and surrounding environment, which are manifested in the conditions of change. In order to create epidemic conditions by the covid virus in Georgia and transform the directions of government management against it into extreme management, it is necessary that all measures, efforts to respond should be aimed at managing extreme situations. This attempt would be profitable or an epidemic situation.

It would not have cost us so much material, financial and human losses if the government and health and public health specialists had worked out measures in a short period of time with the methodology of extreme management and accordingly used the system-creative potential, thus making it possible to make effective creative decisions on time and guide their implementation.

With our approach, we would like to point out that classical and extreme management are significantly different from each other, therefore the valuable product of management is decision-making and the process of making them is fundamentally different. In this case, the difference in activity processes is highlighted, which is based on the main processes. In particular, the main interest of the activity process of extreme management is to serve people, while in classical management, people should serve the process. This is a fundamental difference, and if managerial decision-making in extreme management is based on unexpected uncertainty, randomness, constantly changing situations, and therefore the decision is also extreme. The acceptance period is extremely short, it consists of non-standard measures and the activity is characterized by extreme features, which is accompanied by a fairly high level of risks. We consider it natural that management solutions for managing such constantly changing extreme situations include creative methods and technologies. Processing and preparation for implementation of extreme managerial decisions is the responsibility of the main figure of the management system, the manager, who should be distinguished by his commitment to work, have activity and charisma, it should be normal for him to manage the process that is impossible for others to achieve.

We consider the lack of managers who possess extreme management methods and directions to be the reason for the failure of government and public health programs against the Covid-19 epidemic in Georgia. They are able to prepare and make a reasoned decision in the shortest possible time and effectively lead the measures for its implementation in non-standard extraordinary conditions, when they are guided creatively, with creative activity and emotions in situations and in an environment of unexpected uncertainty. The achievements of the greatest successes of extreme management are always based on the ability to lead the process skillfully, creatively. Therefore, in

today's conditions, when the fight against the pandemic continues, we consider it urgent to use extreme management methods. But at the same time training managers who will be able to manage extreme situations based on making and implementing effective extreme managerial decisions.

We conducted a research based on expert assessments of the 2011-2021 period [1-5] and came to the results that it is necessary to combine state regulation with the skillful management of private healthcare companies, and for this purpose, we should create scientific councils with the participation of the best specialists in each branch, which, in extreme situations play an invaluable role.

### **Conclusion**

According to our approach, processing and preparation for implementation of extreme managerial decisions is entrusted to the main figure of the management system, the manager, who should be distinguished by his commitment, dedication, activity and charisma, it should be normal for him to manage the process, which is impossible for others to achieve.

We consider the lack of managers who possess extreme management methods and directions to be the only reason for the failure of government and public health programs against the Covid epidemic in Georgia.

In non-standard extraordinary situations and unexpected uncertainty, they can lead creatively, with creative activity and emotions, prepare and make a reasoned decision in the shortest possible time, and effectively lead the measures for its implementation. The greatest success in extreme management is always based on the ability to manage the process skillfully and creatively.

Therefore, in today's conditions, when the fight against the pandemic continues, we consider it urgent to use extreme management methods. But at the same time training managers and creating a creative and extreme management course for students in medical universities. Managers trained by this program will be able to manage extreme situations based on making and implementing effective extreme managerial decisions.

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## პანდემიის პირობებში ჯანდაცვის სისტემის მიერ ექსტრემალური მართვის გამოყენების პრობლემები

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### აბსტრაქტი

პანდემიის პირობებში ცხოვრება და საქმიანობა ნორმალურ ატრიბუტად იქცა. თუმცა, საქართველოს მთავრობა, მედიცინის, ბიოლოგიისა და სხვა დარგების მეცნიერები, გამოცდილ პროფესიონალ პრაქტიკოს-ექიმებთან და დარგში დასაქმებულ სხვა სპეციალისტებთან ერთად, არ აღუნიშნავს ყურადღებას და ცდილობენ საბოლოოდ დაამარცხონ ისეთი უხილავი მიზეზების ვერაგი მტერი, როგორც კორონავირუსული პანდემიაა.

ჩვენი კვლევის მიზანია საქართველოს ჯანდაცვის სისტემაში ექსტრემალური მართვის პოტენციალის საუკეთესოდ გამოყენება, მართვის მეთოდების დანერგვის ღონისძიებების გეგმის შემუშავება, პანდემიასთან ბრძოლის მეთოდების შერჩევა, ფუნქციონირების სტილის შემუშავება. საზოგადოებას ვთვამთ რეკომენდაციებს მთავრობის ხელმძღვანელთათვის და ჯანდაცვის სისტემისთვის, რითაც შეითვისება ფუნდამენტურად ახალი აზროვნება - შემოქმედებით-სისტემური აზროვნება.

მენეჯმენტის კრეატიულ-სისტემური მიდგომების გამოყენება, მენეჯერულ-ლიდერული გადანაცვლებების მიღების უნარებთან ერთად, საშუალებას მისცემს პანდემიასთან ბრძოლაში მონაწილეებს, განსაკუთრებით პრაქტიკოს მენეჯერებს, ეფექტიანად დააკავშირონ ჯანდაცვის დანერგულებების მართვა და გაურკვევლობის რეალური პირობები. მენეჯერებს შორის დამყარებული გონივრული კავშირ-ურთიერთობებით, არსებითად მალდება ეფექტიანობა და წარმოებს სწორი და არგუმენტირებული ექსტრემალური მენეჯერული გადანაცვლებების მიღება.

**საკვანძო სიტყვები:** პანდემია, მენეჯმენტი, ექსტრემალური მენეჯმენტი, კლასიკური მენეჯმენტი, ჯანდაცვა, საზოგადოებრივი ჯანმრთელობა, გადანაცვლებების მიღება.