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THE IMPACT OF STRATEGIC PLANNING ON THE EFFECTIVENESS OF HEALTH IN STITUTIONS IN PALESTINE.

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Master of Science

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Istanbul, 2021

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Yasser Ghaleb AL-NATSHEH

DEDICATION

I would like to dedicate this message to the wonderful woman who stood by my dear mother and dear father, and I would like to remind my sister Liana that those who sacrificed for me were my best supporters and best helpers.

I would also like to thank my brothers who share my joy and sorrow

I would also like to express my great love and appreciation to my friends and loved ones

From my heart thank you

Researcher: Yasser Ghaleb Al-natsheh.

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I extend my heartfelt thanks to the wonderful people who helped me complete this letter Dr.sameer aljamal and Dr. Mehmet Gurel TEKELIOGLU for this continuous support, help

I would also like to thank Altinbas University, which I am proud to be a student at.

ABSTRACT

THE IMPACT OF STRATEGIC PLANNING ON THE EFFECTIVENESS OF HEALTH IN STITUTIONS IN PALESTINE.

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The study aimed to identify the impact of strategic planning on the effectiveness of health institutions in Palestine, according to several variables: (gender, age, academic qualification, job title, nature of work, years of service, location of the institution, type of institution). The study population consisted of all workers in health institutions in the southern West Bank, and the questionnaire was used as a tool to collect data. The sample included all decision-makers (general manager, director / deputy director, head of department / head of division) in the health institutions in the Bethlehem and Hebron governorates, and their number reached (293) decision-makers, as the comprehensive survey of the target community was conducted, and the percentage of the sample recovered from the field was (180) Questionnaires with (61.4%) of the target population. The results of the study indicated: Health institutions have knowledge and familiarity with the concept of strategic planning. Health institutions in Palestine also practice strategic planning extensively. Health institutions study and analyze the internal and external environments in a large way, and strategic planning has greatly contributed to reducing the effects of Covid 19, there are many obstacles to strategic planning. The results also indicated that the effectiveness of health institutions in Palestine was high, and many factors were available in health institutions that helped improve their effectiveness The results also showed a high impact of strategic planning on the effectiveness of the health institution. Finally, the results indicated that there were no statistically significant differences when Level ($\alpha \leq 0.05$) on the reality of strategic planning in health institutions in Palestine according to variables: gender, age, educational qualification, nature of work, years of service, type of institution. While it was found that there are statistically significant differences at the level ($\alpha \leq 0.05$) regarding strategic planning in health

institutions in Palestine according to the job title variable in favor of a general manager and director, and the existence of differences according to the institution's location and in favor of health institutions in the Bethlehem governorate.

It also showed that there were no statistically significant differences at the level ($\alpha \leq 0.05$) regarding the effectiveness of health institutions in Palestine according to the variables: gender, age, educational qualification, nature of work, years of service, type of institution.

When it was found that there were statistically significant differences at the level ($\alpha \leq 0.05$) about the effectiveness of health institutions in Palestine according to the job title variable and in favor of a manager, and the existence of differences according to the institution's location and in favor of health institutions in Bethlehem governorate. The study concluded with several recommendations, including: (Enhancing full knowledge of the internal and external environments because of its role in the success of strategic plans at the enterprise level, monitoring the implementation of strategic plans and studying their effectiveness on an ongoing basis, working on evaluating previous experiences and knowing their strengths and weaknesses levels and employees in effectively formulating strategic plans, reducing the obstacles to strategic planning).

Keywords: Strategic Planning, Effectiveness , Health Institutions.

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1. CHAPTER ONE INTRODUCTION

Strategic planning considered the most important elements of the organization because it focuses on the future of the organization and its main activities. Strategic planning also helps the organization to perform its work well and works on taking into account the internal and external environment of the organization in order to obtain highly effective outputs (Azzawi, 2009).

Strategic planning is one of the most substantial tools in dealing with changes and with the future in general. It is an important and vital component of the organizations effectiveness by planning their resource needs and defining the specifications for those resources (Ital 1996).

The formality strategic planning processes that include internal and external analyses and the formulation of goals, strategies, and plans is necessary to enhancing organizational performance. Strategic planning is particularly potent in enhancing organizational effectiveness, but it should not necessarily be undertaken in the hope of achieving efficiency gains (George, Walker, &Monster, 2019).

Quality improvements are noticed by everyone through continuous improvements and accumulated developments within institutions of all kinds. Meta-analysis study conducted by George and colleagues in 2019 reported In order to obtain effective results within the organization, strategic plans must be monitored and performance evaluated at all levels, as performance measurement is one of the most important elements of assistance to private and public organizations. (George, Walker, &Monster, 2019).

The strategic planning method should be used as a method in order to achieve the goals of the organization (Johnson, Scholes, & Whittington, 2008). Strategic planning works to reduce the negative impact of the external environment and take advantage of internal strengths in order to work on the development of the organization (Junior & Vital, 2004).

David (2011) defined strategic planning as the art of formulating wise decisions that work to achieve the goals of the organization" Where his definition included all the stages of strategic planning, starting with the formulation of the strategy, the implementation of the strategy and the evaluation of the strategy, where the strategic plans must include studying the strengths, weaknesses, opportunities and threats, and finding flexible and alternative plans in order to obtain effectiveness in strategic planning.

In order to achieve success of the strategic plans, continuous evaluation must be carried out by setting specific indicators and criteria that will be adhered to during the evaluation process. These criteria will be taken from the details of the strategic goals at different levels. Typically operationalized as an approach to strategy formulation, SP includes elements such as analysis of the organization's mandate, mission, values; analysis of the internal and external environment; and identification of strategic issues based on these analyses and the formulation of strategies, goals, and plans to address the issues (Bryson 2011).

Organizational effectiveness is one of the important issues in studying and analyzing the performance of various administrative units and their ability to achieve the set goals. Many researchers such as Bernard, Weber, Wick, Stairs and others viewed it as determining the extent of the organization's success in the business world and its fields, given that the organizations represent rational units made up of a group of individuals and resources that seeks to achieve certain goals (Dulaimi, 1994).

Strategic planning helps to integrate a range of activities within the organization and also works to study the relationships between the organization and the surrounding environment in all respects. (Sieged .2006,8)

1.1 DEFINITIONS:

We will present some key definitions and terms in this study, the most important of which is strategic planning it is possible to define strategic planning as the concerted efforts of all parties within the organization in order to obtain disciplined, sound and effective decisions for the organization (Bryson, 2011). It can also be defined as the effort that the organization makes in order to benefit from external factors, which helps to reduce their effects and take advantage of the strengths and weaknesses of the organization (Junior & Vital, 2004).

We also discussed the issue of effectiveness is doing the things required of you correctly, and it is measured according to its fulfillment of the output requirements (Manisha Kumar, 2011).

And one of the most important topics to know is its circumstances COVID- 19 corona viruses are a group of viruses that can cause diseases such as the common cold, severe acute respiratory syndrome (SARS) and the Middle East Respiratory Syndrome (MERS), but in 2019 a new type of this group was identified that requested and spread Significantly around the world, and

through this spread, the importance of reformulating strategic plans in line with the developments of this disease has been shown (who).

1.2 THE STUDY PROBLEM AND ITS QUESTIONS:

The application of strategic planning has become an urgent and necessary necessity for institutions and organizations in our society, which leads to the effectiveness of the institution, increase its competitiveness and develop its performance. To ensure its survival and continuity, and to respond to crises according to strategic plans, and as a result of the crises that the world is going through in general, and Palestinian society in particular due to the spread of the Corona epidemic, and that the continuous pursuit of increasing effectiveness requires continuous updating to suit future events, and this update is done through sound strategic planning commensurate with In all stages and in all circumstances, this indicates the existence of a research problem that has been developed based on the literature of studies that have shown the effect of strategic planning and continuous improvement in increasing the effectiveness of health services in health institutions. Hence, the problem of the study emerges in that health institutions in Palestine face many challenges that affect the quality of the services they provide, as these institutions suffer from a lack of financial resources, tools and medical devices, and human resources such as doctors, experts, and specialists in some medical fields, and other Areas due to the continuous increase in the population, due to external factors that helped affect the quality of health services provided and the effectiveness of health institutions in Palestine.

This study is expected to assess the extent of the impact of the effective strategic planning process and the continuous improvement of administrative operating systems on providing services to health institutions with the required efficiency and effectiveness. The study problem can be identified through the following main question:

What is the effect of strategic planning on the effectiveness of health institutions in Palestine?

Do health institutions have knowledge and familiarity with the concepts and methods of strategic planning?, What is the degree to which health institutions in Palestine practice strategic planning methods?, Does the health institutions study and analyze the internal environment to identify weaknesses and strengths?, Does the health institutions study and analyze the external environment to identify opportunities and threats?, Is there an effect of implementing strategic planning on the effectiveness of Palestinian health institutions?, Are there training programs for

all levels of senior and middle management in the field of strategic planning?, Has strategic planning helped reduce the effects of Covid 19? , What are the obstacles to implementing and practicing strategic planning in Palestinian health institutions?, What is the degree of effectiveness of health institutions in Palestine?, What are the factors that helped improve the effectiveness of health institutions in Palestine?, Is there a statistically significant impact on the application of strategic planning and the effectiveness of health institutions in Palestine?.

1.3 SPECIFICATIONS AND STUDY OBJECTIVES:

This study aims to determine the impact of strategic planning on the effectiveness of health institutions in Palestine. To answer the research questions, and in order to reach the main objectives of the study, it was necessary to know the concepts and methods of strategic planning and the extent to which health institutions in Palestine practice strategic planning methods. And threats to know the impact of strategic planning implementation on the effectiveness of Palestinian health institutions and the extent of training programs for all senior and middle management levels in the field of strategic planning. Especially in the Corona pandemic, to know the role of strategic planning in reducing the effects of Covid 19, and to know the obstacles to implementing and practicing strategic planning in Palestinian health institutions, and to identify the degree of effectiveness of health institutions and the factors that help improve the effectiveness of health institutions, and to know the factors that helped improve the effectiveness of health institutions in Palestine and study The extent of the difference in respondents' responses to the reality of implementing strategic planning in Palestinian health institutions according to demographic variables, and the extent of the difference in respondents' responses to the level of effectiveness of Palestinian health institutions according to demographic variables.

1.4 STUDY JUSTIFICATION AND SIGNIFICANCE

This research is important because it contains important aspects, especially strategic planning is recent in developing countries in general, and is still accompanied by ambiguity, so research and studies show it in practice and have importance by identifying the concepts and methods of strategic management, and seeking to practice them. And its application in organizations to know the expected impact of the practice, as the researcher believes that the field of strategic planning needs many applied, research and scientific studies, because the research and studies conducted in Palestine specifically are few. This research can be a practical contribution that can be made, and this research can also benefit Practitioners and researchers, and may open the way for future research projects and studies. The importance of applying and practicing strategic planning in Palestinian health institutions should be highlighted. The advantages and benefits of applying strategic planning may positively affect the efficiency and effectiveness of this performance. The results of this research may contribute to persuading the management of Palestinian health institutions working in Palestine, the need to implement strategic planning in its institutions.

1.5 THE METHODOLOGY AND STUDY HYPOTHESES:

In order to answer the research questions a quantitative descriptive analytic cross-sectional design will be adopted. Data will be collected by using a predesigned self-administered questionnaire. The questionnaire will include (socio-demographics, questions on strategic planning components, barriers, questions on efficiency and effectiveness). All data will be analyzed using the Statistical Package for Social Sciences SPSS (Version 23.0). In addition chi-square, compare means (t-test and one-way Enova) tests will be used to compete relations and estimate associations between variables this research is based on testing the following hypotheses:

There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) in strategic planning in all its dimensions in health institutions on the effectiveness of the institution?

There is no effect of statistically significant differences at the level of significance ($\alpha \leq 0.05$) in respondents' responses about the reality of strategic planning in health institutions in Palestine according to variables: (gender, academic qualification, specialization, years of service, job title).

There is no effect of statistically significant differences at the level of significance ($\alpha \leq 0.05$) in the respondents' responses about the effectiveness of health institutions in Palestine according to the variables: (gender, academic qualification, specialization, years of service, job title).

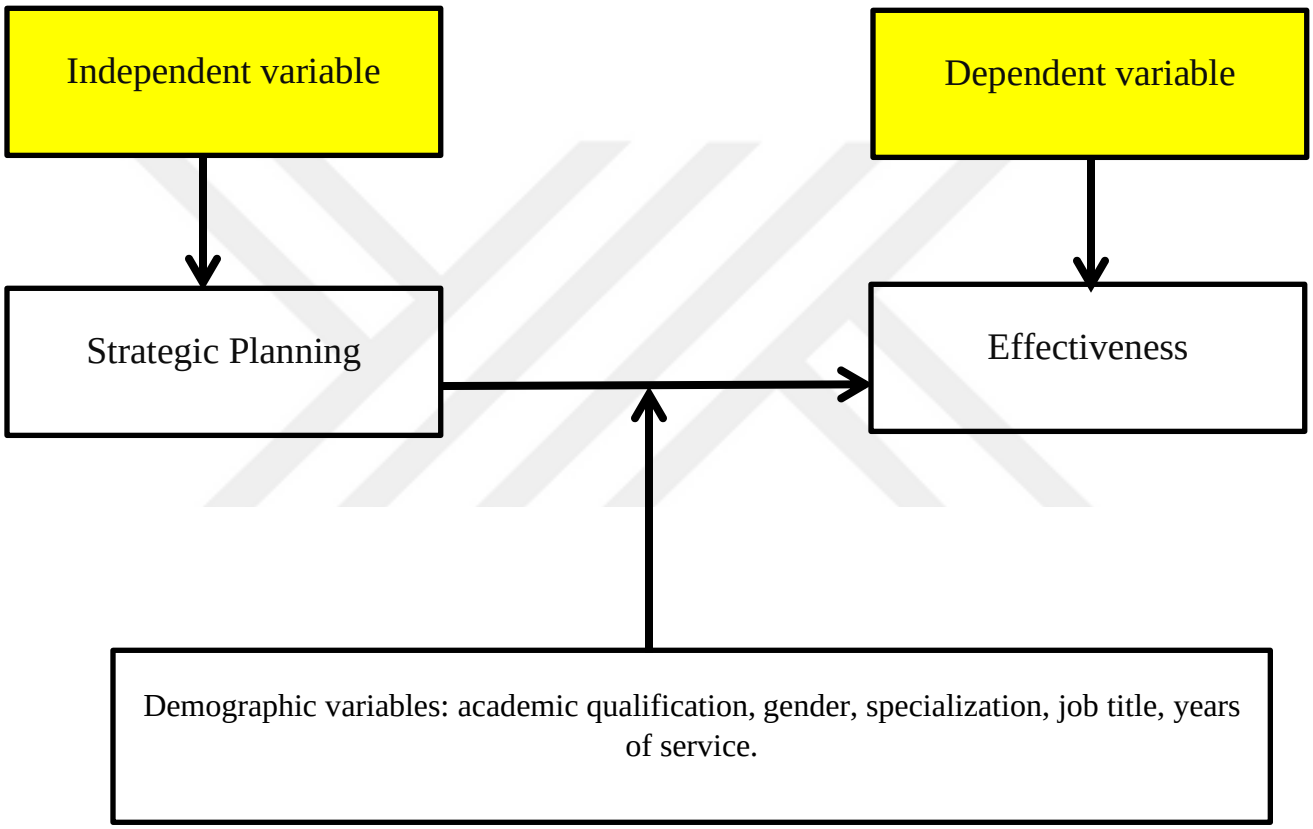

Figure 1.1: Study model

1.6 THE LIMITATIONS OF STUDY:

The study will be conducted in health centers in the West Bank in Palestine, and the population will focus on the administrative departments. The sample will consist of the upper and middle administrative level. The study also addressed the impact of strategic planning on the effectiveness of health institutions in Palestine. Specifically, health institutions in the southern West Bank (Hebron and Bethlehem) in order to complete. The requirements for this study are from the first semester of the academic year 2020/2021.

1.7 SETTINGS AND FEASIBILITY OF STUDY:

Health centers (Hospitals and Primary Health Care Centers) in southern rejoin of West Bank, Palestine.

The study approved by the research and ethical committee at University, Turki Facilitations will be obtained from Palestinian Ministry of Health to gain an access to health institution administrators. Participation in the study is completely voluntary, and the participants will be assured that their responses are completely confidential.

2. CHAPTER TWO: INTRODUCTION

Strategic planning helps to integrate a range of activities within the organization and also works to study the relationships between the organization and the surrounding environment in all respects. (Siegerdt .2006,8) Organizational effectiveness is of particular importance due to the role that health institutions play in the renaissance of societies and the growth and development of their health system to preserve the health of humans and society through the results of the measure of the effectiveness of these institutions knowing the level of organizational effectiveness of health institutions helps those in charge of these institutions to identify the extent of success achieved by the institutions they head, and it is also an advanced way to improve and develop the level of effectiveness by identifying the strengths and weaknesses in the internal environment of the institution, as well as identifying opportunities and threats in the External environment of the institution, which constitutes a major starting point in the development of these institutions by preparing good planning and developing plans and strategies.

Little is known about the reinvention of strategic planning on the effectiveness and efficiency of health services in in Palestinian organizations. This study aims to assess the effect of strategic planning on the effectiveness of health institutions in Palestine in light of the challenges on the ground.

2.1 STRATEGIC PLANNING:

Strategic planning is defined as the method by which available materials (individuals, materials, tools etc.) are used for the sake of similarity between the organization and its own environment and the environment of activity or work, whether economic, health, or industrial, in order to achieve long term goals, and the strategy of the organization clarifies the main area of the organization through the knowledge of the work that it does and the awareness of the action steps that the it will simulate, such as improving quality or expanding sales in line with the service consumer (Al-Allaq, 1998). And Bradison believes that strategic planning is a set of procedures, concepts, and tools that exist in order to assist leaders and decision-makers to carry out their work. (Bryson, 1995)

The definitions that included strategic planning vary, with the comprehensiveness of the topic covered by the researcher, we may note that there is a difference in the definitions, but the focus of discussion is that it is a process as it begins with defining the goals, determining the strategy to be worked on, and making decisions about the type of effort required to work on. (Georgi Steiner, 1979)

In general, the researcher believes that the definition of strategic planning can be summarized as: Strategic planning can be defined as the process of determining the objectives of the organization and the resources that will be used to achieve these objectives, as well as the policies that govern the acquisition, use, and disposal of these resources. Examples of strategic planning in the organization include the diversification of business to new lines and a plan for the growth rate in sales and the type of products that will be offered, also include strategic planning in all functional areas of the business and is affected by what is happening in the present time and the long run, furthermore the period of strategic planning ranges between three and five years in most cases.

2.1. 1 Stages Of Strategic Planning:

Identifying broad and long-term pathways and defining policies is key to seizing these far-reaching goals. A strategic vision is defined as a future vision for the targeted change and improvement of the development approach that society aspires to achieve and the means and procedures necessary to achieve it in the future. “The strategic vision is an important pillar within the necessities of achieving comprehensive and sustainable development without the strategic vision. The state (or organization or ministry) is heading towards the unknown, for an ambiguous future. Problems and imbalances may worsen the situation as wealth and energies are lost, thus, important achievements are not achieved in reality, we will mention the most important stages of strategic planning:

2.1. 1.1 Parse: (Swot)

The analysis of strengths, weaknesses, opportunities and threats is an important tool for analyzing the internal and external environment of the organization.

When analyzing the internal and external environment, human, material and moral factors must be taken into account (Moroccan Abdel Hamid 1999), and the following table shows the most important elements of the inner analysis of the institution.

Table 2.1 : strengths and weaknesses

Analysis SWOT(Strategic Analysis)	
Exterior conditions (opportunities and risks)	**Interior conditions (strengths and weaknesses)**
Political / Legal factors: Instructions to protect workers, environmental protection laws, tax laws, Special incentives, Instructions for dealing with pharmaceutical companies, the leaning towards foreign companies, employment laws, government stability, the trends of the ruling regime, other parties on the political scene, stakeholders, the state's relationship with the outside world, the historical circumstance.	Administrative factors: Social responsibility, use of strategic plans and strategic analysis, estimation and foretelling of the factors of the environment, speed of response to the changeable circumstances. Flexible institutional structure of the institution, efficiency of the communication system and speed of information circulation in the center, ability to persevere and deal with crises, ability to retain competencies with creative capabilities, ability To adapt to technological changes, flexibility in dealing with environmental variables.
Economic factors: Unemployment rates, wage and price monitoring, health service provision, currency appreciation and devaluation, energy availability and cost, per capita income level, competition, suppliers, alternative services such as alternative medicine and charities	**Financial factors:** Degree of financial stability, ability to purchase materials at reasonable prices, ability to expand and attain to the increasing demand, average costs of required materials, ability to pay short-term obligations, ability to pay long-term obligations.

Social, cultural and educational factors:	Human factors:
Change in lifestyle, career orientations, Consumer activity, rate of family formation, Age distribution of the population, regional transformation in population, life expectancy and population growth rate, birth rates, value systems, educational and cultural levels, and cultural legacies.	Administrative experiences and qualifications, capabilities Trends, motivation, enthusiasm, potential, Level of qualification, possibilities of rehabilitation, level of training and methods of staff training
Technological factors:	**Technological factors:**
Total government spending on the health field and its development, focus technological efforts, improve productivity and efficiency through mechanization.	Technical and technological skills, resource use, level of technology used in medical services, capacity, efficiency and quality of services provided, values, modernity of medical devices use

2. 1.1.2 External Environment Analysis:

The environment surrounding the organization is the sum of the forces, things, and factors surrounding it with current influence, the external environment is divided into two groups:

The first group, the general external environment It is the forces that affect the entire institution and are outside the institution and within which administrative work is practiced, and it includes all economic, technological, political and cultural factors.

The second group work environment variables: It means the work environment and the activity environment that directly affects the organization, such as competitors, customers, and suppliers. It can be said that the work environment is the general organizational environment of the organization that determines its directions.

2.1.1.3 Analysis Of The Internal Environment:

The internal environment means all the internal materials, capabilities, energies and capabilities that the organization uses in exercising its functions and creating competitive advantages, resources and capabilities that are located within the organization and can be controlled, and internal resources and capabilities can be divided into three sections or groups, namely: tangible resources. Intangible resources. Organizational energy and steps can be shown to analyze the internal environment of the organization the process of analyzing the internal environment of the organization for identifying weaknesses and strengths within the organization goes through three stages (Al-Sanhouri, 2013):

The first stage: Gathering information about the internal environment.

The second stage: Discovering the scope of strength and weakness in the internal environment of the organization.

The third stage: analysis of strengths and weaknesses.

2.1. 1.4 Future Vision:

A vision is a desirable long-term future vision of a society, institution, or facility that answers the question of what the institution need to be in the future? The vision is adopted in a participatory manner so that everyone can contribute to building the future and be partners in it. The vision focuses on the essential elements of the future, such as sustainability, freedom, justice, and integration with the outside world where the most important elements of the strategic vision can be identified in many points.

Future institutions that define the method of governance and manage the relationships of individuals and groups within society, such as democracy as a method of government, the adoption of protection of property, freedoms, transparency, participation, and others.

This includes the role of the government, the private sector, and civil society in development. The global and regional position of the country and its treatment with the outside world, an example of choosing a society open to other cultures and an integrated economy, or vice versa.

And determine the position on social justice, fair opportunities and living conditions for individuals the desired level of human and intellectual development.social harmony and national unity drawing up a vision for economic development, such as high productivity, sustainable growth, high competitiveness, knowledge economies, and others. And environmental sustainability, including reducing pollution and conserving resources.

2.1.1.5 Setting Strategic Objectives And Goals:

The concept of goals refers to the results to be achieved in order to translate the organization's mission and mission into practical reality.

Objectives are the desire that the organization works to achieve. This definition agrees with where he classified the goals into general goals, which are related to decision makers and are called strategic goals and specific goals, which are related to middle management, which in turn are based on general goals. (Al-Abed, 2003).

The importance of strategic objectives can be shown Objectives help the organization know the environment in which it works and It helps to take decisions in proportion to the situations faced by senior management assist senior management in defining the powers and responsibilities of individuals and departments and defining their roles in the organizational structure of the organization it provides the goal designer with criteria for evaluating organizational performance, i.e., setting quantitative formulas and measures whenever possible towards achieving the goal, and within a time frame commensurate with the possibility of achieving the goal and the goals represent the focal point on which the educational process inputs are based, as well as the endpoint at which the various inputs meet during the comprehensive evaluation of the educational process during the school year (Zainab Al-Jabr, 2002)

2.1.1.6 Formulation Of Objectives:

Many find it difficult to formulate goals, and some fall into the maze of general formulas and loose expressions, which makes it difficult to achieve, measure and achieve them. Here, some terms such as knowing the goals of the organization must be studied: they are closely related to the achievement of the basic goals of the organization and the analysis of its internal and external environment, where innovation helps Creativity in this case increases the effectiveness of plans and makes them easier, clearer, and practical for the goals: the goals must be linked to each other in order to obtain the desired values and obtain the results that the organization has worked to achieve. Contrasting or complementary relationships in order to study all areas of goals and add and modify these goals in line with the requirements of the organization and analyze the formula of achievable goals: It is necessary to know the resources and means that the organization possesses to ensure the ability of these resources to meet the requirements of the institution in all circumstances and in proportion to the requirements of all stages.

2.1.1.7 Strategy Implementation Phase:

The strategy implementation process is an important stepin translating general visions and objectives into practice, and the application of the strategy is defined as "A set of activities through which strategic requirements are formed." (League, 2005).

The process of implementing the strategy requires five steps (Morsi, 2002) Reviewing the general framework for developing the strategic plan, selecting strategic objectives and preparing requirements for their implementation. Reviewing the culture of the organization. Create a regulatory environment to implement the strategic plan. Timetable and identification of responsibilities for the implementation of the strategic plan.

2.1.2 Importance Of Strategic Planning:

Strategic planning is characterized by great importance because it is one of the most important administrative processes in the work environment and its importance is since it helps to preserve the resources of the organization as it works to review all the resources of the organization and is

always keen to provide the appropriate developments that achieve the best results as it helps in the progress of the plan on the right path of the public vision.

Strategic planning also contributes to determining the time period for implementing the set plan.

In terms of participation between workers within the organization, it helps to create innovation within the organization and harmony between employees to develop work and in cases of exposure to various risks in order to maintain the plan to implement the goals and maintain its place and values of the organization for progress and development, provide the best services and complete its requirements to the fullest. In line with the standards established within the country, and its importance can be summarized in strategic planning As for the importance of strategic planning, it is represented in its importance in assisting decision makers in making sound decisions and coordinating between the various activities within the organization. (Burgess, 2008, 36) . according to the following points:

Predicting the current and future changes surrounding the organization and working to find appropriate ways to keep pace with them. Vibration of variables and taking into account the flexibility of the plan, putting leaders, decision-makers and senior management within the organization in its true form for the possibility of making appropriate decisions in line with the organization and strategic planning evidence of the future vision and a reference for all administrative levels inside and outside the organization Helping to define a time frame for work within the organization through accreditation The strategic plans used to participate in transforming the planned procedures and the expected results into measurable statistical formulas shall work to provide additional services to consumers of services in proportion to the emergency variables and to all circumstances, to preserve the capital of the institution through directing the consumption of resources and adherence to the guiding procedures established through strategic plans. corner, 2017).

2.1.3 Objectives Of Strategic Planning:

Strategic planning facilitates communication between the different layers of management, identifies opportunities for responding to expected risks, ensures continuity of institutions, and helps to develop future plans for organizations in all their forms, whether governmental or private organizations and improves the performance of their employees. In addition, strategic planning intensifies efforts and focuses on points according to priority and better return. The organization works on the convergence of collective views (Maher, 2001).

From here, we must clarify the main objectives of strategic planning for organizations, which are summarized as follows (Al-Arif, 2013) as it helps the organization to make decisions and anticipate future changes and a guide for senior management to achieve the results and goals it seeks and help direct the consumption of materials within the organization In a controlled manner, Ola helps to raise the spirit of initiative and creativity among students and decision-makers. Finally, the role and importance of the organization is highlighted by drawing attention to its activities that help in community development and to show the services provided to the public

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2.1.4 Benefits Of Strategic Planning:

The strategic planning process includes anticipating the future and future changes and deep contemplation to choose the optimal and strong strategies that face challenges and withstand future changes, thus developing a comprehensive strategy for the organization. Strategic thinking helps to enable the organization to turn its vision into reality, and to achieve a better position that leads to an increase in its productivity and raising its internal and external efficiency. The most applied strategic plans are those that all managers and employees participate in making. Therefore, it is imperative to spread the culture of strategic thinking in institutions, especially those whose management depends on expanding participation and agreement on decisions. Dissemination of this culture requires a comprehensive program in which most of the stakeholders involved in the organization are involved through discussions and workshops, and everyone's participation in developing the future vision and mission of the organization and

devising strategies to achieve that vision from here shows the benefits of Strategic Planning (Al-Karkhi 2014)

It helps the organization to use rational and better methods to reach its goals, and it promotes teamwork where everyone participates in building strategies and acquires experiences and skills that in turn give the results and returns required for their positivity to the organization. It helps to reveal the main issues that must be worked on within the organization and outlines the In order to start the planning process, it also helps to take appropriate decisions in line with the interest of the institution and build its future vision and works to expand the horizons of institutions and build a clear future vision as it helps integration between the parties and the administrative layers within the organization away from intersection and conflict, where the plan is clear for everyone to start work on her.

2.1.5 Health Planning In Palestine:

Looking at the health situation in Palestine in general during the last decade, there is a noticeable improvement in the indicators of the rate of survival of mothers and children and a decrease in the incidence of communicable diseases. Which contributed to the high burden On the financial and human needs of the health sector, in addition to the continuous rise in the cost of health services nationally and globally I am conducting this research in strategic planning methods in Palestine, specifically strategic planning for Palestinian health institutions. After contacting the Palestinian Ministry of Health, I was able to obtain the most important foundations and strategies pursued by the Palestinian Ministry of Health, represented by the adequacy of its departments, and a detailed explanation of the most important plans pursued by the Palestinian Ministry of Health.

The process of health planning and policy-making in the Palestinian health system is a fundamental pillar in defining the contours of the future of this system and ways to optimize the utilization of available resources, as it defines the strategic programs and their associated objectives as well as sheds light on health needs and priorities in line with the directions of the strategic national plan of the Palestinian National Authority.

that the resources and competencies need to be protected from exploitation by competitors through imitation and substitution (Smith, 2011). The strategic planning process in the ministry is based on the principle of expanded participation, coordination and cooperation with all parties and partners in the ministry and abroad, taking into account the limited resources in the health sector and the main determinants of health. Whereas, the planning process is considered a participatory process by the concerned authorities, and the achievements that result from it, whether it is the strategic plan or its operational plans, it reflects the viewpoint of the Palestinian health system "with all its components", which is led by the Palestinian Ministry of Health.

2.1.6 Obstacles To Strategic Planning In Palestine:

The researcher believes that one of the most important obstacles to strategic planning and the problems it faces are the problems of follow-up and implementation of plans, as many well-formulated and integrated plans do not succeed in implementing administrations for many considerations, the most important of which - according to what the researcher sees through his practical experience - the lack of culture in the importance of planning The strategic planning, and the lack of experience and administrative qualifications related to the tools of strategic management. The obstacles to strategic planning were identified as follows (Rida, 2006):

Obstacles to the occupation in terms of land confiscation, construction of the separation wall, racism, closure and separation between governorates, control of water resources, and the lack of prospects for a solution and political stability. Weakness of the existing infrastructure, which is insufficient and needs further development to make it conducive and suitable for the development planning process. The lack of financial resources for planning and reconstruction, dependence on funding from donor countries, and the weakness of the Palestinian economy resulting from political instability and economic secrecy, which is a condition for achieving independence. Unprogrammed spending and financial and administrative corruption, which negatively affected the planning process, the conditions of financiers and donor countries, which are often used as a political pressure card to make more political concessions by the Palestinian Authority and the Palestinian people in favor of the occupation policy. A state of conditional and conditional development support, most of which have political and not developmental orientations. Expending a lot of money provided by donor countries and financiers by imposing

high salaries, experts, technicians and foreigners, the multiplicity of references in the Palestinian National Authority and the lack of effective and sufficient coordination between the institutions of the Authority in implementing the priorities of plans, i.e. weakness and failure The performance of the authority The lack of commitment by donor countries and funders to the money LG pledged to them.

A strategic plan was prepared for the Palestinian Ministry of Health based on the Strategic Management Instructions Manual. The government launched a strategic plan according to what was mentioned in the strategic plan prepared for the year 2017-2022.

2.2 EFFECTIVENESS:

The organization effectiveness criterion is one of the important indicators in measuring the extent to which the organization achieves its goals inline or in adaptation to the environment in which it operates in terms of utilizing available resources. The concept of organizational effectiveness, like other managerial concepts, may expose the difference in intellectual views, in terms of defining its comprehensive meaning. Accurate, Hamad defines it "the degree to which in which the organization can achieve its goals and the ability to survive and adapt and is effective when it can achieve its goals and grow regardless of the goals it achieves (Bouchamal, 2011) It is also described as “the range in which an organization as a social system can obtain The necessary resources and proven and appropriate means in order to achieve its goals "(Rodio, 2009).

It is a general form that the author believes that it can be said that the general definition of effectiveness through the previous definitions can be defined briefly as the ability of the organization to achieve long and short-term goals, which reflects the balance of power of the influential bodies and the interests of those concerned with the evaluation and the stage of growth or development that the organization is going through.

2.2.1 Types Of Effectiveness:

The activity is divided into three main types, namely: (Al-Masaid, 2010) Administrative Effectiveness: It is the effectiveness associated with the activities and special tasks of administrators, and their skills in achieving the required goals and results.

Personal Effectiveness**:** It is the activity that depends on the achievement of the organization's goals that working on achieving its success, but the personal goals of the staff should not contradict the goals of the organization.

Apparent Effectiveness: it is the judgment on the external appearance of the employee without taking into account the achievement of his goals and achievements, as it is difficult to know the extent of effectiveness in this case.

2.2.2 Steps To Increase Organizational Effectiveness

The organizational effectiveness of what must be done is achieved and is done, as it is required by the right person, and in the right place, taking into account the time factor. (Duncan w, 2004).We must use the latest results of scientific research in the field of social and behavioral sciences to make organizations truly effective. The application of new knowledge must be supported by careful investigation in development research, and a great deal of creative imagination on the part of management, to organize human efforts in service industrial organizations alike, However, there are several steps used to increase organizational effectiveness, the most important of which are the following:

Decentralization and delegation: they are two ways to liberate workers from strict oversight, especially in classic organizations, and this includes a degree of freedom to direct activities, assume responsibility, and most importantly, satisfy their psychological and social needs.

In this context, we find what is provided by the flat organization of the two institutions, "Serezropek and their partners, as an important example, as they impose" Company and Roebuk Sears "and inflate the number of workers who review the manager so that he does not have time to review or guide them.

Expanding work**:** it encourages acceptance of responsibility at the lowest levels of the organization, provides the opportunity to satisfy social and psychological needs, and eliminates boredom and alienation.

Organizational evaluation and performance evaluation: the organizational evaluation of the organization as a whole from the organizational economic as well as psychological, social, and behavioral aspects, and the application of classic performance evaluation programs that tend to treat the individual as if he is a productive machine subject to continuous supervision and inspection, and the transition to applying modern methods of evaluation Similar to what you do Modern business organizations, such as General Mills and Insol Chemicals Company, follow approaches that involve the individual in setting the subjective and objective goals of the organization as a whole and in evaluating his performance periodically or annually, the highest official plays the leading role in this process. Also, the effects accompanying this approach on the needs for self-realization are very great.

Management by consultation and participation: this method provides the appropriate conditions to encourage workers to direct their creative energies towards the goals of the organization, allowing them to participate in the decision-making process that concerns them provides an important opportunity to satisfy their psychological and social needs. (Noureddine, 2006).

Underline goals and decision-making: The goals are underlined by individuals or groups within the organization, which makes these goals subject to change from time to time, which may impede the decision-making and decision-making process. Other goals are related to the actual performance within them, and whether the realistic operational goals coincide with the official goals or not, they are derived from them because they are the product of realizing those goals.

The official goals of the human resource through the continuous patterns of interaction within them and which are characterized by change, which consequently leads to a change in goals. (Noureddine, 2006).

2.2.3 Effectiveness Of Health Institutions:

The health system It is the provision of health care to citizens so that the official authorities support and follow-up it as one of the most important human rights, so it must include provisions aimed at promoting the health of citizens through the use of effective methods as health care differs from one country to another according to different local cultures, as some countries are interested in health care and treatment in While some other countries pay attention to disease prevention and awareness (Ansirat, 2008) that an effective health system must pay attention to two basic elements:

Public health services and programs directed to the community or specific groups of the population and include the promotion of health services are services that are consumed to raise awareness among individuals about the importance of healthy food and the importance of exercis Community health services, health and environmental services (services concerned with environmental pollution, health housing issues, and factory accidents) Public health services also focused on the following methods to protect community members from infectious diseases and to control them. (Nuseirat, 2008).

The equitable distribution of health services depends largely on the availability of the basic tools, devices and vaccines that are necessary and used in scientific and effective methods at a low cost One of the priorities of the Ministry of Health is to provide material support, especially in developing and poor countries, and in order to comprehensively address treatment and reach the general public, the following must be taken into account:

Legislation of regulations on the basis of price control, efficiency and quality of medical materials, provision of equipment, identification of protocols for diagnosing diseases and epidemics, training of medical personnel, establishing a distribution system that ensures access to resources to all segments of society and strengthening national programs to direct the consumption of medical resources (Health Organization. Website).

One of the most important points to talk about Medical care services (refers to personal health services provided to an individual in relation to his health as it focuses on the health of the individual, as opposed to public health services that focus on community health and this service includes personal care, starting with health promotion and disease prevention services, early

detection and diagnosis, and ending rehabilitation) the discussion crystallized that medical care should not depend only on the application of measures necessary for the recovery of patients through medical treatment and rehabilitation services, but should include specific measures aimed at promoting health and protecting it from disease and early detection of symptoms of disease.

2.3 PREVIOUS STUDIES:

Many scientific studies talked about the subject of strategic planning, but there are a few studies that talked about strategic health planning. The researcher was able to obtain many similar studies. These are some studies that the researcher believes dealt with a topic similar to the subject of the study, which is related to:

A study by Nogi, et al. (2018) entitled “The Impact of Strategic Planning on the Performance of Institutions. Case Study of Public Institutions Al-Noor. Nuji and Abdul Azim Seiman Al-Mahl, Al-Taher Ahmad Muhammad Ammi and Yusuf Abdullah Hamad, Sudan University of General and Technology - Quantity of Business Studies (Journal of Economic Sciences Administrative 2018) (Sudan). The study aimed to discuss the philosophy of strategic planning as a methodology and a process that could affect the functioning of public institutions. Data were collected through questionnaires and a descriptive statistical method was used. The research vocabulary was chosen from the study population and the sample size was 230 individuals. The study concluded that there is a positive effect of strategic planning on the functioning of public institutions. The study recommends deepening interest in strategic planning within public institutions. And Al-Zuaibi study (2014) entitled "The impact of strategic planning on the performance of Algerian higher education institutions from the perspective of the balanced scorecard"Prepared by Rahma Zuaibi (2014) (Algeria) This study aimed to find out the attitudes of the administrative staff at Biskra University towards the impact of strategic planning on the level of Biskra University's performance and to test the differences in those directions according to the difference in their personal and functional characteristics. The study included a random sample of (180 employees of the university's employees, where the questionnaires were distributed to them through field visits and the number of retrieved questionnaires valid for

statistical analysis was (103 questionnaires), and their data analysis was based on descriptive statistics measures and the analysis of variance of regression (Analysis of variance), analysis of variance, One Way Anova, and Independent Samples T Test.The study concluded with many recommendations, the most important of which are: university should analyze its external environment to identify the variables that may affect it in the future, Also, all responsible parties must participate in formulating the university's goals and take advantage of strategic planning and performance measures to provide continuous improvement efforts in large urban school areas: Dahnke, Christine C. 2019 Harvard University College of Graduate Studies (Florida) The study aimed at how school systems can be more effective, benefiting from strategic planning and management to drive Continuous improvement has applied the Change management theory.

The study concluded that the education system can benefit from the continuous change in the plans that educational institutions acquire from improvement on the ground and that is reflected on students Countries' strategies in facing crisis and disasters during the Corona Virus pandemic- The case of the Kingdom of Bahrain - Baligh Ali Hasan Beshr College of Administrative and Financial Sciences || Gulf University || The Kingdom of Bahrain: Where this study aimed to know the ways that countries follow in order to confront the Corona crisis and ways to overcome it from an economic and political point of view, and to know the consequences, the damages and the gaps that may occur. Knowing the procedures and measures that you have worked on, as the descriptive analytical approach was used in order to describe this situation and study its effects. One of the most important results is that the economy has collapsed in some countries of the world and an increase in unemployment rates has exceeded 1.2%. It was also found that Bahrain has a stable base that helped it overcome Corona disease with the least possible damage. The study also recommended increasing spending on scientific research and finding another source to support the local economy and not relying on oil resources in Bahrain. Strategic planning and effectiveness of organization in social service Organizations in Portugal:

The study aimed to know the reality of social institutions and the extent to which strategic plans are applied within those organizations, and the application of strategies affects the effectiveness of these institutions, and to know if strategic planning is implemented within those organizations or not, and the degree of commitment to it. It also touched on the importance of organizational effectiveness within the institution. The study concluded that there is a relationship between The

levels of planning adopted within those organizations and the level of organizational effectiveness. She also emphasized that the organization is affected by strategic planning according to the decisions that are taken by the administrators. A sample of 220 decision makers were used within the organizations as it was summarized, but there is great interest in strategic planning in the organization the role of strategic planning in career development from the viewpoint of health center employees (Libya) Habib Rafea Mahfouz 2017.

The study aimed to development of health services in the city of Sebha in nour of the functional development of the city and the development of proposals and strategies that help in the development and planning of services in the future. The researcher relied on the descriptive analytical approach because it is appropriate to the nature of the research and the argument of the sample was 155. The study concluded: Seeking to apply the strategic planning method with all its components in its scientific concept in a serious manner in health centers as an urgent requirement and to take advantage of its advantages in raising the organization's performance and that the necessary tools must be provided in order to complete the resulting deficiency in strategic planning in Libya.

Factors Influencing the effectiveness of laboratory information systems through strategic planning in Shiraz Teaching Hospitals Bahador, Fa, Sharifian, Rb, Farhadi, Pd, Jafari, Ab, Nematolahi, Mb, Shokrpour, N, Madima Shiraz (Iran) in 2015 Shiran University of Science Medical. the study aimed to study a model so that this model consisted of many factors that helped to increase the effectiveness of the laboratory ant system for all employees and managers within the laboratory centers and teaching hospitals in the city of Shiraz. The results revealed that there is no positive relationship with statistical indications between job return and decisions based on cost analyzes. As expected, the attention in the strategic planning process helps to guide the effectiveness of the institution and works to develop it.

The effectiveness of strategic planning in improving the performance of industrial enterprises, a case study of Amouri complex - Biskra (Algeria) 2019 Dr. Ahmed bin Khalifa. the study aimed to identify the attitudes of the workers in an Amouri complex in Sukkar towards the prevailing level of planning and also to identify the level of the complex's performance or this study place, in addition to knowing the effect of strategic planning with its different dimensions in the performance of an Amouri complex in Sukkar. The study targeted the administrative workers of

the complex, which numbered 135, and the information was collected. Through the questionnaire, the study concluded that the prevailing level of strategic planning in the complex was moderate as the performance of the complex was high, and it was found that there is a statistically significant effect of the strategic planning of the independent variables in initialization, preparation, plan development and implementation.

Evaluating the effectiveness of strategic spatial planning: A study of the municipalities of Sardinia (Italy) 2015: emauela abis and chiara garau. the aim of this article is to propose a qualitative assessment methodology capable of comparing different spatial strategic plans, in order to understand the extent to which the stated goals of the plans are achieved, and to assess what changes in the implementation of these goals have been achieved in the external environment in the medium and long term. The study concluded that strategic planning did not provide any solutions to the problems of the current regional governments, but it allowed the development of reliable forecasts from a cultural point of view. According to Peroli (2010), strategic planning for southern Italy, and thus also for Sardinia, was characterized by the desire to spread "European best practices already known to Italian cities in the northern center. The result, however, is an uncontrolled proliferation of urban strategic plans that seem to be their sole function is the distribution of public resources.

Correlation of strategic and operational activity in achieving enterprise effectiveness Polyanska Alla Stepanivna (Ukraine) 2016.

This article aims to investigate the relationship between an organization's strategic competency and its operational activity. It is proposed to conduct an evaluation of the effectiveness of the enterprise on the basis of considering the criteria for the strategic activity of the enterprise, which deal with creating competitive advantages and achieving sustainability and the potential for the development of the enterprise in future periods, as well as criteria for operating effectiveness. Evaluation A systematic approach to assess the effectiveness of strategic activities on the basis of computing the resulting integrated indicator using the fuzzy logic method has been proposed. The study concluded the opinion that the described problem is placed before scientists from various fields as well as before practicing specialists the task related to identifying the main directions of theoretical and practical work related to establishing effective strategic and operational management systems and providing their interactions. The skilled organization of

this work will help expedite the resolution of a number of related tasks and will ultimately ensure the appropriate level of competency of strategic management as an effective tool in managing organizations.

Korea Standard Quality Index for Strategic Quality, Planning and Improvement Nina Shina, Sangwook Park ∗ and Soongeun Lee 2016 (Korea) As a continuous pursuit of quality excellence, Korea continues to conduct an annual product quality assessment, based on the Korea Standard Quality Index of Quality Excellence (KSQEI), It is also measured across multiple industries by representative customers and experts in each industry. In this study, I aimed to analyze the current level of product quality in Korea, and further investigate the effect of quality elements on consumer satisfaction. This study was based on the 2015 KSQEI Survey, in which the national quality levels of more than 72 companies, across 20 industries, were measured. Comparisons were made between weighting methodologies, using Analytical Hierarchy Processing (AHP), entropy decisions, and a penetrating weighting approach. Multiple linear regression analyzes were also performed to determine the effectiveness of the elements of product quality and pleasure on consumer satisfaction. The study concluded that the quality levels of Korean products have reached a satisfactory level in most industries. An additional contribution of this study is to highlight the importance of weighting methodologies and a prioritization strategy. When using the KSQEI results, one should take into account the balance between objective and subjective evaluation methods before planning for quality improvement. In addition, companies need to develop improvement strategies by taking into account the satisfactory groups of consumers, as well as the unique characteristics of specific companies.

Success Factors of Strategic Change Initiatives: A Qualitative Study from the Perspectives of Healthcare Officials Bita Arbab Kash @ Aaron Spaulding > Larry Gamm 2014 (United States of America).

The aim of the thesis is to determine the reasons for success related to change based on the data collected through interviews with decision-makers in health institutions, where interviews were conducted with 61 decision-makers within health organizations, where the qualitative analysis method was used, where 13 principles of change were studied. Comparing and analyzing their results, the study concluded with a set of literature and rules that must be observed within health institution have been identified for implementing change initiatives. The top three success factors

were (1) culture and values, (2) business processes, and (3) people and participation. The letter concluded that with the advent of healthcare reform and the focus on moving from volume-based payment models to value-based payment models, Cash et al .'s article is timely and relevant. The authors surveyed 61 healthcare leaders and identified the three most important success factors for implementing change initiatives: (1) culture and values, (2) business processes and (3) people and participation. generally ,. However, it has been found that all three factors are equally important and that communication and access to data are also important for success.

The importance of strategic alignment in healthcare systems governance structure Marianne Bush, Albert L. Lederer ∗, Xun Li, Jay Palmisano, Shashank Rao (USA) 2009.

The study aimed to present a modern model for strategic management of the healthcare system - the network management structure. The network management system will assist the Ministry of Health in creating strategic alignment throughout the system, clarifying the prepared strategic objectives, and allowing the goals to be coordinated for the minister and his team, separate administrative institutions, etc. in a more effective manner. Use the questionnaire and the systematic scientific literature analysis, general and logical analysis, comparison and generalization methods. I used the interview method with 15 decision makers.

The study concluded that it is important to highlight positive synergies not only in the activities of the Ministry of Health, but also in its surroundings with other systems. An administrative structure has also been established that will help the network management structure in the health care system to form, amend and implement the competitive policy. This management structure clearly reveals how to effectively implement strategic management in the healthcare system.

The Importance of Strategic Planning and Management in Health: A Systematic Review: Hamad Hussain Ketabji Khonsari Shahrazad Asja Ardalan forough saraee 2 Fatima Zahra Al-Ahmadi (Iran) 2020.

The study aimed to conduct a review of strategic planning in the field of health. Embase, PubMed / MEDLINE, ISI / Web of Science (WOS), Scopus and Iranian databases, such as MagIran, SID and Irandoc, were searched from 2000 to 2017. Also, gray literature searched (via Google Scholar). I searched, Studies written in English or Farsi were researched, and keywords used included strategic management, strategic health planning, and strategic health management.

Results: Based on inclusion criteria, the database search yielded 30 articles that fully covered studies that carried out complete strategic management and planning in the field of health. The results of the present study indicated that RBV is used for strategic health planning and that RDT has a strong influence on strategic decision making. Strategic planning is one of the most important issues in a productive healthcare center. Decision-making levels in the health sector can be divided into three categories: strategic, medium and operational.

The impact of strategic planning on the performance of organizations: Organizational leadership as a mediating variable) An applied study on NGOs operating in the Gaza Strip (2017).

The aim of the research is to study the relationship between strategic planning and the performance of NGOs operating in the Gaza Strip, taking into account the extent of the organizations ’need to create a state of leadership as a mediating variable and their role in achieving the excellence of the organizations’ performance. The descriptive and analytical approach was used by applying the random sample method of social organizations working in the Gaza Strip, amounting to 250 individuals. 200 questionnaires were retrieved with a response rate of 82.9 percent, one of the most important results presented by the researcher is the existence of a positive correlation between all dimensions of strategic planning: objectives, formulation, preparation, implementation, monitoring and evaluation of strategic planning and the performance of NGOs operating in the Gaza Strip, with an emphasis on the role of leadership as a mediator and reinforcer of impact between strategic planning and the performance of organizations.

The Impact of Knowledge Management and the Role of Human Resources in Strategic Planning and Organizational Performance: A Study in North Sulawesi Hospitals (Indonesia) 2019 Armanu Nurmegati, Sudero Ahmed, Muningke Grace.

The aim of this study is to identify and evaluate the impact of knowledge management and the role of human resources as a strategic partner in strategic planning and organizational performance. The study was conducted in public and private hospitals in the North Sulawesi region with the respondent being the head of the hospital at the upper and middle levels. In each hospital three participants are given who represent the organizations and the unit of analysis is the organization. Data collected directly from the respondents using research tools. Techniques of PLS were used. The result demonstrates knowledge management and the role of human

resources as a strategic partner to improve the accuracy of strategic planning. The study concluded that the better knowledge management is, the better or more appropriate strategic planning is, and the role of strategic partners for human resources has a positive and important impact on strategic planning. These results provide evidence that the better the strategic role of the executive authority for human resources in the organization, the more accurate the strategic planning. This study also proved that strategic planning had a significant positive impact on organizational performance. This result can be interpreted as better or more accurate strategic planning, better and better organizational performance.

Strategic Planning Practices and Performance of Private Hospitals in the City of Nairobi, Dr. Reuben Njuguna (Kenya) 2019.

The study aimed to know the impact of strategic decision-making on the organization. The study was carried out in Nairobi hospitals. There were important objectives of the study that were summarized in four main points. The first goal is to know the impact of strategic issues on the functioning of health institutions in Nairobi and to know the impact of the business environment on the performance of the institution and how this environment affects the performance The organization is hostile to conducting the study and conducting a survey of hospitals in Nairobi. The study targeted a brother of a private hospital in Nairobi. The study concluded that there is an impact of strategic planning on hospitals, and that hospitals worked to find an administrative system in line with the established strategy.

The study concluded that the allocation of resources and their business environment has an impact on the hospital's performance, as it concluded, but that institutions must pay attention to the surrounding environment. He also stressed that strategic planning is the basis for success in all institutions, whether they are health institutions or public institutions.

Effective factors in implementing and developing health-enhancing hospitals: a systematic review of Mazyar Karamali2, , and Mohammadkarim Bahadori (Iran) 2018 One of the requirements for implementing health promotion hospitals (HPHs) is the comprehensive integration of health promotion (HP) activities and programs into the hospital quality management system. Therefore, this systematic review was performed using a comprehensive European Foundation for Quality Management (EFQM) model.

The study aimed to determine appropriate standards for implementing and developing HPH, this systematic review looked at the published literature on factors affecting the implementation and development of HPH during 1997 – 2016, twenty-three articles were completed for further investigation. The EFQM was used as a guide to the investigation and analysis of studies conducted in relation to HPH. Regarding our findings, real needs analysis, accurate needs assessment, attention to infrastructure factors, standardization of HPH, enhanced self-care, knowledge enhancement, patient and staff skills training, improvement of quality indicators, continuous HPH committee involvement, design of HP interventions, attention to clinical outcomes, health equity, The promotion of a healthy work environment, continuity and collaboration, etc. are among the factors contributing to the implementation and development of HPH. In the case of a high capacity for successful implementation of HPH, overall capacity building and development of HPH resources is undertaken. This systematic review was conducted with regard to published papers on factors affecting the implementation and development of HPH. In order to meet the criteria required in the methodology of this review, the study concluded that the number of articles verified in hospitals committed to HP has increased significantly over the past ten years. Using a conceptual framework, the establishment of HPH criteria and indicators Fig.1was considered alongside other factors that were examined in other studies, including health education and HP funding, HPH declaration in publications, and HP's integration in QMS regulation, promote health centers and transform them into healthy work environments, HP indicators and benchmarks, attention to indicators of HP intervention, interest in clinical outcomes, health equity and focus on SDH. Emphasis is placed on capacity building and overall development of HPH implementation resources and HPH programs. It is recommended that it be implemented in hospitals based on one of the frameworks emphasized by WHO such as EFQM.

Strategic health planning and its role in achieving efficiency and fairness in providing health services in the Algerian Health Organization 2018 (Algeria) Ayyash, Zobir, khalaf Allah, bin Yusuf; Obaid, Farid Zakaria.

This research paper aimed to show the status and reality of strategic health planning in hospitals, as it is one of the most important places in the provision of health services, and in the practice of the medical profession. Hospitals usually accommodate many individuals and therefore they are

required to provide current and future services, and to operate and manage these different expectations.The hospital requires the use of means or functions that contribute to the hospital's reaching the desired goal, and among these functions is strategic health planning in the first place because of its great importance in identifying and directing the resources of the hospital institution towards providing effective and high-level health services. Using the descriptive approach in the theoretical part of the research paper, through Desk survey of some Arab and foreign references and scientific means, as well as working papers presented at conferences related to our topic, in a way that contributes to forming a scientific background that can be useful in enriching the various aspects of the research; - As for the applied part, the analytical approach will be used in the case study by distributing a questionnaire to health service providers in the hospital institution, then analyzing these questionnaires through the use of SPSS statistical programs. The study concluded that a lack of awareness of the true concept of the strategic planning function in this institution, because the strategic planning adopted here is the central planning issued by the Directorate of Health, Population and Hospital Reform. - The lack of good implementation of the strategic process by officials, because there are factors that impede the use of medical devices due to lack of good planning, to determine the needs of specialized manpower There is availability of financial liquidity, but the lack of control over its disbursement has led to the emergence of deficiencies in other aspects, and this indicates that financial planning is not well used. - There is provision of health services, but ineffective due to lack of optimal use of resources; Lack of interest in spatial strategic planning made it impossible for the hospital to expand geographically.

The Impact of Strategic Planning on Crisis Management an Empirical Study: Public Institutions in the Jerusalem Suburbs District (Jerusalem) 2017.

The study aimed to identify the impact of strategic planning in reducing the crises faced by employees in public institutions, to identify the importance of strategic planning and its dimensions in addition to the elements of effective strategic planning, and to identify the factors that must be taken care of by the management. Which helps mitigate the effects of crises, with the aim of reducing the risks and crises that face in public institutions in the West Bank, the descriptive analytical method was used, depending on the questionnaire.

As a data collection method, it was distributed to all the study population of public sector employees in a suburban Jerusalem area, where the size of the study population reached 850 employees. The results of the study show that strategic planning in public institutions contributes to reducing potential problems, and that its lack of clarity to employees reduces the effectiveness of crisis management. The lack of involvement that reveals the strengths of employees in strategic planning is an obstacle to solving problems, as well as weaknesses in the organization. And that strategic planning provides. Information useful in making decisions and solving problems, and increases the clarity of workers' vision in crisis management. The results of the study also revealed that the implementation of strategic planning requires highly qualified employees and long experience in the field of strategic planning.

2.4 COMMENTING ON PREVIOUS STUDIES:

By looking at previous studies, the researcher found the studies dealt with most of the main points concerned with strategic planning, such as the study of Abdullah Hamad (2018), the study of Rahma Zoabi (2014), and the study of 2019 D. Ahmed bin Khalifa, who dealt with the role of strategic planning and its effects on the performance of organizations in general, and showed the positives of strategic planning and the development of its performance through commitment to clear strategic plans.

It turned out that some studies focused on continuous improvement resulting from strategic planning, such as the study of Dahnke, Christine C. (2019) and others, which worked to show one of the results of strategic planning, which is continuous improvement within the organization.

Some studies had taken the decision-makers as the cornerstone of strategic planning. Interviews were conducted with the decision-makers who worked to contribute to the development of strategic plans and their views, such as the study of Karen E. Kun (2013).

The researcher also noticed that one of the studies dealt with the subject of studying the factors that influences effectiveness within health institutions, such as the study of Shokrpour, N (2015) and the study of Marisa R. Ferreira, which targeted the potency component.

Some studies have shown that there is a partnership between strategic planning and operational planning within the organization, which ultimately leads to raising the effectiveness and efficiency of the institution, such as the 2016 study Polyanska Alla Stepanivna.

Some studies were based on the study of the impact of strategic planning on the quality of services provided within the organization and showed the importance of strategic planning and commitment to it on increasing the quality of products and services provided to the public inside and outside the organization, such as the study, Sangwook (2016).

Aaron Spaulding and others' 2014 study dealt with identifying the main factors and basic conditions in order to obtain strategic planning in line with the requirements of the institutions and the most important factors that must be taken into account when developing strategic plans.

Some studies have dealt with the staff within the organization and the importance of strategic planning for human resources and the role of commitment to making a directive and training plan of human resources within the organization and the reflection of these results on the organization, such as the study of Sodero Ahmed (2019).

Some studies have dealt with the issue of justice in distributing resources within health organizations and drawing up plans that help organize resources and staff in order to obtain distinguished health services, such as the study of Khalaf Allah bin Yusuq (2018).

Through the studies that were viewed and knowledge of all the general frameworks that were dealt with, many ideas and theorems that helped the researcher complete the requirements of this research were crystallized; the previous studies helped the researcher to do the following: Setting the general framework for the study and drafting its objectives and theories and Determine the category to be targeted in order to obtain effective results that contribute to the development of the research.

Determine the points that were overlooked or neglected by some previous studies and work to focus on them.

Previous studies helped the researcher formulate the questionnaire questions and complete the details that achieve the objectives of the current study.

Previous studies have shed light on some of the gaps that former researchers faced and work to bridge these gaps. This study is distinguished from previous studies by the following:

It touched on an important and distinct topic, which is strategic planning within health institutions, by targeting decision-makers, knowing their opinions and studying their theories in developing strategic plans.

This study came to meet the requirements of the current period and in line with what the global health conditions are going through, especially after the spread of the virus as a COVID 19.

This study has identified some of the gaps facing health planning.

This study sheds light on some of the obstacles facing strategic planning inside the Palestinian territories, which have special situations different from the rest of the world.

CHAPTER 3

3.1 STUDY METHODOLOGY:

To achieve the objectives of the study represented in identifying strategic planning and its impact on the effectiveness of health institutions in Palestine and its relationship to some demographic factors, this part of the study will include an explanation of the method used and the community as well as the sample, it will also talk about the tool and its validity and stability, and it will also include research steps and statistical procedures that the researcher used.

3.1.1Studyapproach:

The researcher used quantitative study, using the Descriptive and Analytical Approach program to find out the effect of strategic planning on the effectiveness of health institutions in Palestine, for its suitability for this type of studies, this approach is concerned with how the phenomenon occurs, this approach can be conducted for each of the social researches that are concerned with the present and the past.

3.1.2 Study Population:

The Study population consists of workers in health institutions in Palestine, which include governmental hospitals and health directorates in the West Bank.

3.1.3 Target Population:

Given the size of the study, and the difficulty of obtaining the information required for the study from governmental hospitals, a partial community were chosen from the total community, represented by the selection of decision-makers in hospitals and health directorates in the southwestern West Bank (Hebron and Bethlehem), it includes Hebron Governmental Hospital, Abu Hospital Al-Hassan Al-Qassem, Muhammad Ali Al-Muhtaseb Hospital, Beit Jala Governmental Hospital, Public Health Hospital, Hebron Health Directorate, North Hebron Health Directorate, South Hebron Health Directorate, Yatta Health Directorate, Bethlehem Health Directorate. Where the number of workers from decision-makers in these hospitals reached 293 employees. Table (3-1) and Figure (3-1) illustrate the description of the study population according to the type of institution.

Table 3.1 : Description of the study population and the type of institution.

Type of institution	Number of decision makers
Hospital	199
Health Directorate	94
Total	293

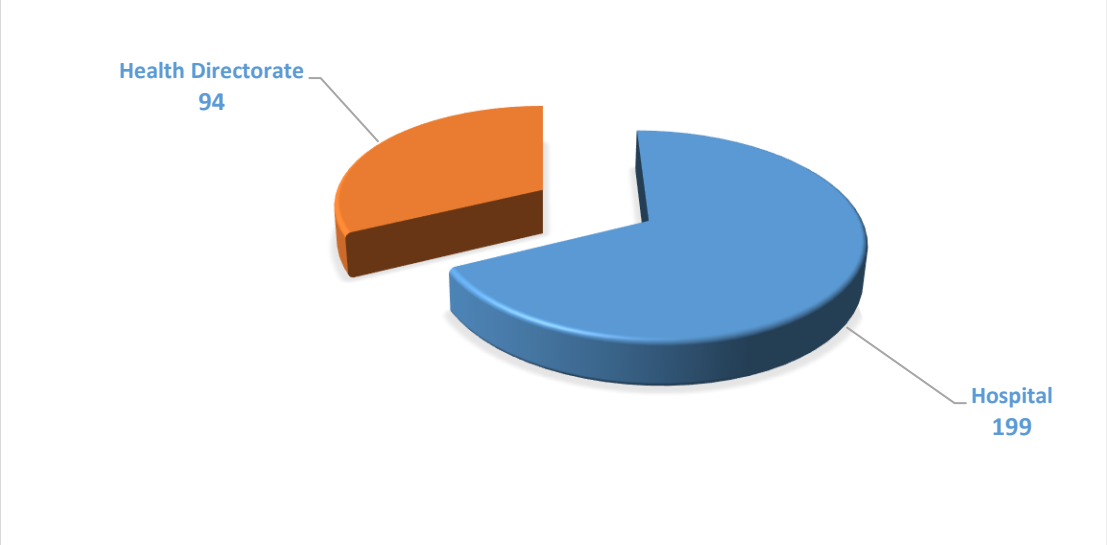

Figure 3.1 : Distribution of the target community according to the type of institution.

3.2 STUDY SAMPLE:

For the purposes of this study, a comprehensive survey of the study population was conducted, whereby the questionnaire was distributed to the decision-makers working in the Palestinian Ministry of Health in the southern West Bank (General Director, Director / Deputy Director, Head of Department), (293) questionnaires were distributed, from which (180) were recovered ,which represented (61.4%) of the size of the study population, which is a statistically representative sample, and Table (2-3) shows the characteristics of the study sample according to demographic variables.

Table 3.2 : the characteristics of the demographic sample

Variables		Number	Percentage
Gender	Male	100	55.55%
	Female	80	44.45%
	Total	180	100%
Age	Under 25 year	22	12.22%
	25-less than 35 year	47	26.11%
	35-less than 45 year	64	35.55%
	45-less than 55 year	40	22.22%
	55 year and more	7	3.9%
	Total	180	100%
Qualification	Diploma	13	7.22%
	BA	121	67.22%
	Postgraduate	46	25.56%
	Total	180	100%
Position	General Manager	15	8.33%
	Manager	48	26.67%
	Head of department	117	65%
	Total	180	100%
Nature of work	Administrative	85	47.22%
	Technical	34	18.88%
	Both	61	34%
	Total	180	100%
Years- service	Less than 10 years	84	46.67%
	10-20 years	59	32.77%
	More than 20 years	37	20.56%
	Total	180	100%
Institution location	Hebron	126	70%
	Bethlehem	54	30%
	Total	180	100%
Type of Institution	Hospital	66	36.67%
	Health Directorate	114	63.33%
	Total	180	100%

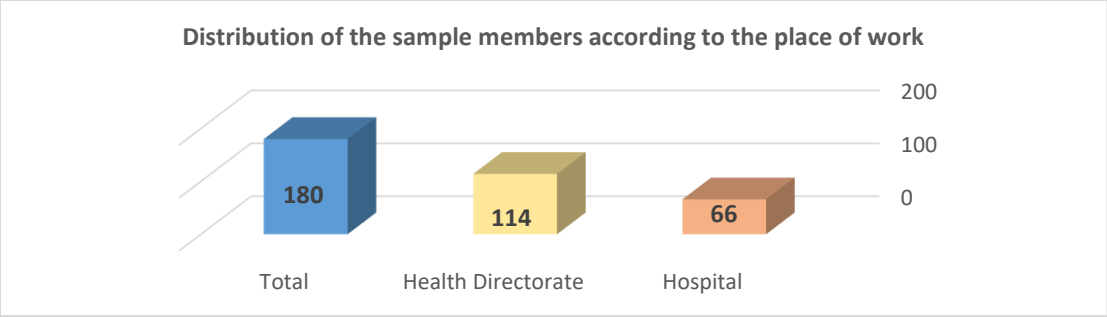

Figure 3.2 : Distribution of the sample according to the place of work.

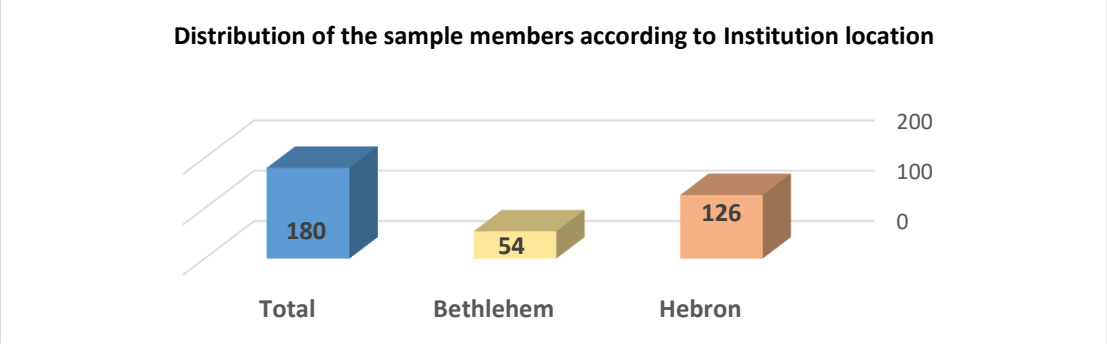

Figure 3.3 : Distribution of the sample according to Institution location.

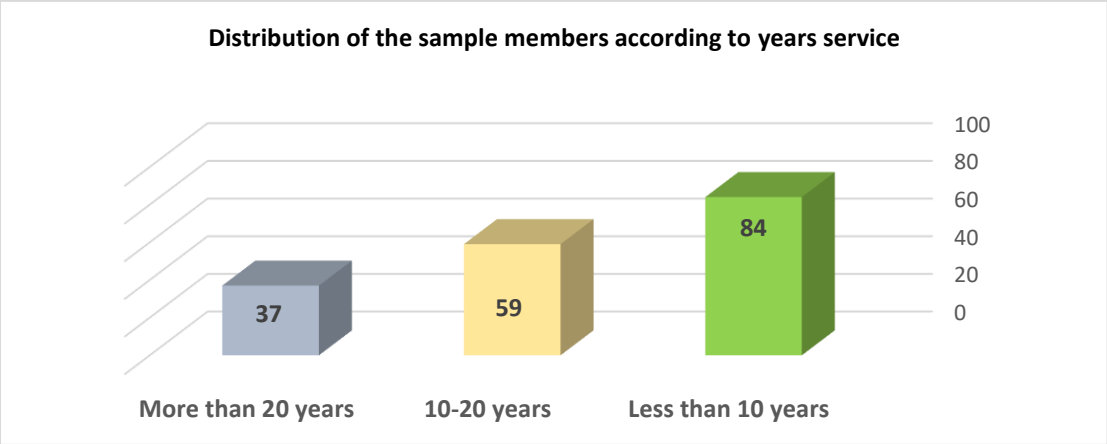

Figure 3.4 : Distribution of the sample according to Years of service.

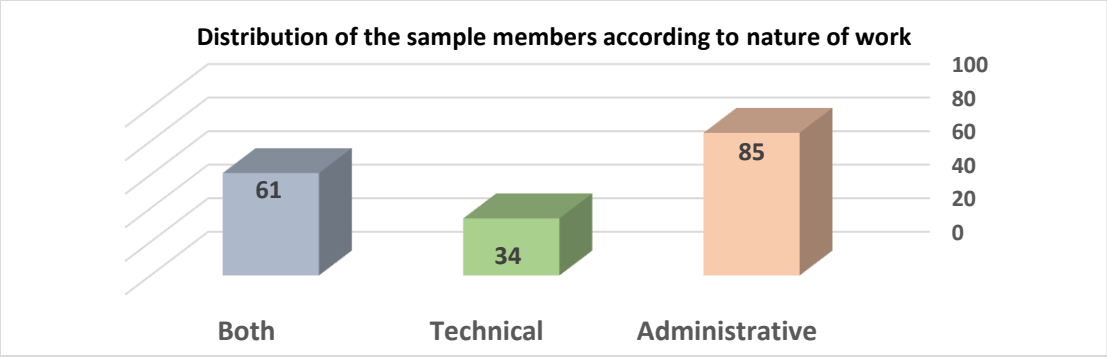

Figure 3.5 : Distribution of the sample according to Nature of work.

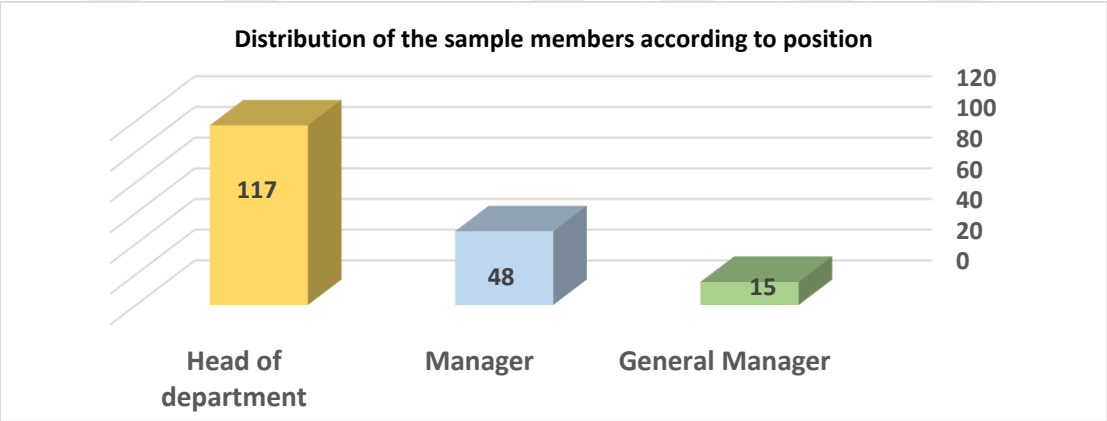

Figure 3.6 : Distribution of the sample according to Position.

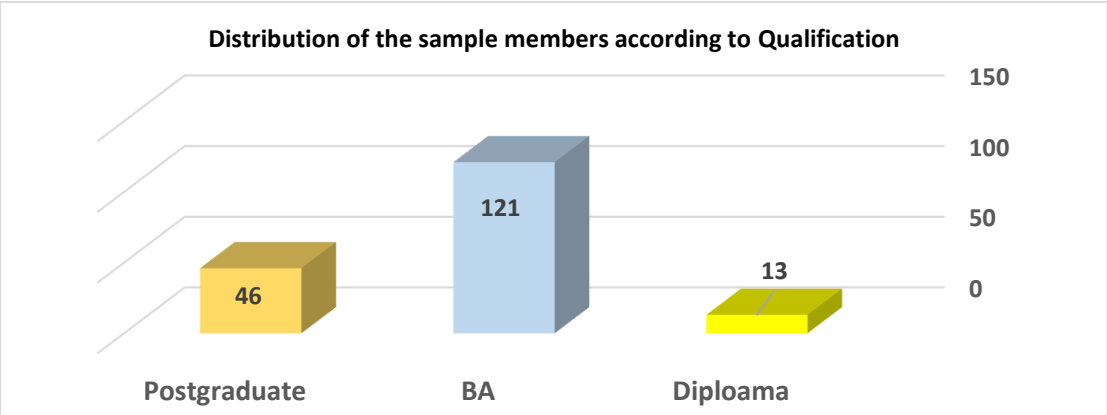

Figure 3.7 : Distribution of the sample according to Qualification.

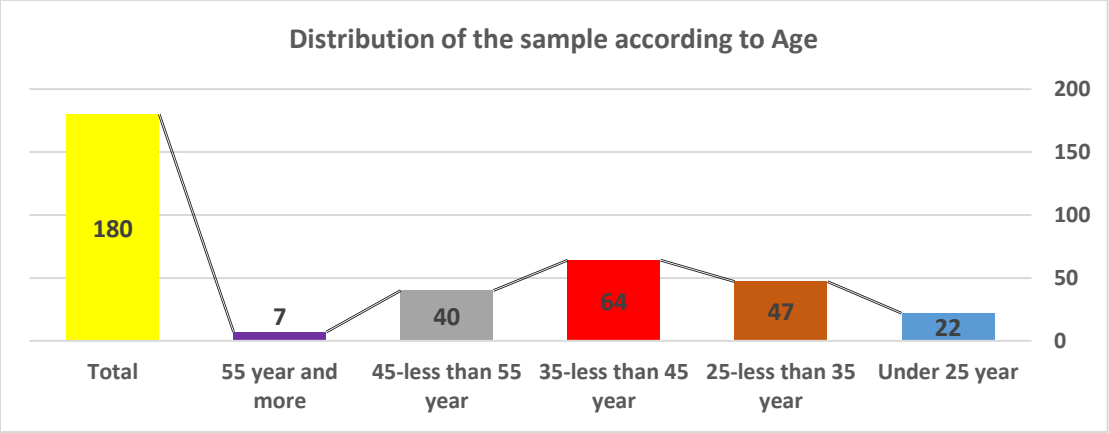

Figure 3.8 : Distribution of the sample according to Age.

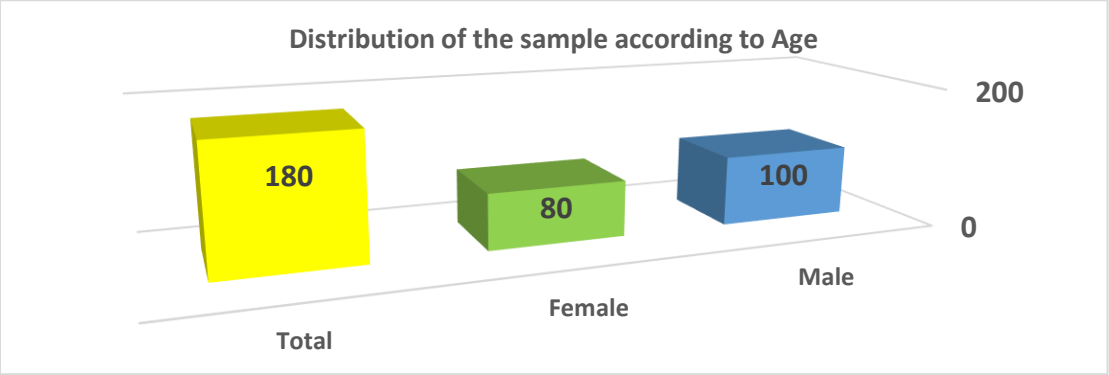

Figure 3.9 : Distribution of the sample according to Gender.

3.3 STUDY TOOL:

The researcher prepared a questionnaire to measure strategic planning and its impact on the effectiveness of health institutions in Palestine, based on educational literature and previous studies and the assistance of the supervising doctor for the research, and the questionnaire consisted of two parts:

First Section: This section contains the variables of the personal study, which are:

(gender, age, educational qualification, job title, nature of work, years of service, location of the institution, type of institution).

Second Section: It consists of two main axes:

The first axis: It measures strategic planning in health institutions, and it consists of (57) paragraph distributed into nine areas, which are:

First field: It includes knowledge and familiarity with the concept of strategic planning, and it consists of (6) paragraphs.

Second field: It includes the degree of strategic planning practice, and it consists of (7) paragraphs.

The third field: It includes the study of the internal environment, and it consists of (5) paragraphs.

Fourth field: It includes the study of the external environment, and it consists of (5) paragraphs.

Fifth field: It includes training programs in the field of strategic planning, and it consists of (6) paragraphs.

Sixth field: It includes future directions for strategic planning, and it consists of (7) paragraphs.

Seventh field: It includes the role of strategic planning in reducing the effects of Covid 19, and it consists of (7) paragraphs.

Eighth field: It includes the requirements for successful strategic planning, and consists of (5) paragraphs.

Ninth field: It includes obstacles to strategic planning, and consists of (9) paragraphs.

The second axis: It measures the effectiveness of health institutions, and it consists of (33) paragraphs distributed into six field, which are:

First field: It includes the effectiveness of working conditions within the institution, and it consists of (6) paragraphs.

Second field: It includes the effectiveness of supportive health services, and it consists of (5) paragraphs.

Third field: It includes interest in the effectiveness of the staff, and it consists of (5) paragraphs.

Fourth field: It includes the availability of medicines and medical equipment, and it consists of (6) paragraphs.

Fifth field: It includes the availability of a safe environment for the provision of health services, and it consists of (5) paragraphs.

Sixth field: It includes the availability of job security, and it consists of (6) paragraphs.

After the amendment, adding and deleting some paragraphs according to the opinions of the arbitrators (Appendix (1)), the questionnaire dealt with the study's questions and answers and were determined according to Liker's five-point scale (1-degree strongly disagree, 2-degree disagreeing, 3-degree neutral, 4-degree 5 - agree, strongly agree).

3.4 THE VALIDITY OF THE TOOLS:

The validity of the tool expresses the validity of the tool used to measure what was developed to measure it, and the researcher presented the questionnaire to a number of arbitrators and specialists who hold a doctorate in the field of management science, sociology, statistics, and scientific research methods, and those with experience in a number of Palestinian and Arab Universities, where the number reached Arbitrators (10) and are Arbitrators with doctoral degrees (Appendix (2)). The paragraphs of the questionnaire were amended according to the notes and proposed amendments, and the questionnaire was reformulated in its final form accordingly. The purpose of that was to judge the degree of appropriateness of the paragraphs, their clarity and affiliation to the field, and the soundness of the linguistic wording. some paragraphs were deleted and others added so that the number of paragraphs becomes (90) paragraphs (Appendix ()).

3.5 TOOL VALIDATE:

Table 3.3/a : Matrix of correlation coefficients for strategic planning paragraphs with their overall score.

Field	Paragraph no	Correlation	Sig. (2-tailed)	Field	Paragraph no	Correlation	Sig. (2-tailed)
Knowledge and familiarity with the concept of strategic planning	1	0.785**	00.00	Degree of strategic planning practice	7	0.676**	00.00
	2	0.731**	00.00		8	0.795**	00.00
	3	0.784**	00.00		9	0.795**	00.00
	4	0.805**	00.00		10	0.760**	00.00
	5	0.822**	00.00		11	0.791**	00.00
	6	0.810**	00.00		12	0.763**	00.00
					13	0.719**	00.00

Field	Paragraph no	Correlation	Sig. (2-tailed)	Field	Paragraph no	Correlation	Sig. (2-tailed)
Study the internal environment	14	0.796**	00.00	Study the external environment	19	0.793**	00.00
	15	0.820**	00.00		20	0.814**	00.00
	16	0.774**	00.00		21	0.710**	00.00
	17	0.701**	00.00		22	0.718**	00.00
	18	0.716**	00.00		23	0.773**	00.00
Field	Paragraph no	Correlation	Sig. (2-tailed)	Field	Paragraph no	Correlation	Sig. (2-tailed)
Training programs in strategic planning	24	0.779**	00.00	Future directions for strategic planning in the organization.	30	0.732**	00.00
	25	0.778**	00.00		31	0.799**	00.00
	26	0.802**	00.00		32	0.759**	00.00
	27	0.744**	00.00		33	0.731**	00.00
	28	0.654**	00.00		34	0.779**	00.00
	29	0.594**	00.00		35	0.758**	00.00
					36	0.716**	00.00
Field	Paragraph no	Correlation	Sig. (2-tailed)	Field	Paragraph no	Correlation	Sig. (2-tailed)
The role of strategic planning in minimizing the effects of COVID-19	37	0.762**	00.00	Requirements for successful strategic planning	44	0.822**	00.00
	38	0.756**	00.00		45	0.793**	00.00
	39	0.768**	00.00		46	0.763**	00.00
	40	0.737**	00.00		47	0.834**	00.00
	41	0.743**	00.00		48	0.793**	00.00
	42	0.748**	00.00				
	43	0.742**	00.00				

Field	Paragraph no	Correlation	Sig. (2-tailed)	Field	Paragraph no	Correlation	Sig. (2-tailed)
Obstacles to strategic planning in the organization	49	0.619**	00.00	Obstacles to strategic planning in the organization	54	0.694**	00.00
	50	0.567**	00.00		55	0.705**	00.00
	51	0.688**	00.00		56	0.690**	00.00
	52	0.677**	00.00		57	0.685**	00.00
	53	0.715**	00.00				

**Correlation is significant at the 0.01 level (2-tailed).

By looking at Table 3.3/a, it is evident that there is a strong and statistically significant correlation between all the strategic planning paragraphs and their fields at the significance level (0.01).

Table 3.3/b : Matrix of correlation coefficients for the effectiveness of the health institution with its overall degree.

Field	Paragraph no	Correlation	Sig. (2-tailed)	Field	Paragraph no	Correlation	Sig. (2-tailed)
The effectiveness of working conditions within the institution	1	0.795**	00.00	The effectiveness of supportive health services	7	0.801**	00.00
	2	0.852**	00.00		8	0.851**	00.00
	3	0.829**	00.00		9	0.788**	00.00
	4	0.750**	00.00		10	0.821**	00.00
	5	0.796**	00.00		11	0.735**	00.00
	6	0.728**	00.00				

Field	Paragraph no	Correlation	Sig. (2-tailed)	Field	Paragraph no	Correlation	Sig. (2-tailed)
Interest in the effectiveness of human staff.	12	0.823**	00.00	Availability of medicines and medical equipment	17	0.785**	00.00
	13	0.840**	00.00		18	0.815**	00.00
	14	0.757**	00.00		19	0.813**	00.00
	15	0.800**	00.00		20	0.869**	00.00
	16	0.777**	00.00		21	0.785**	00.00
					22	0.737**	00.00
Field	Paragraph no	Correlation	Sig. (2-tailed)	Field	Paragraph no	Correlation	Sig. (2-tailed)
Provide a safe environment for providing health services.	23	0.761**	00.00	Job security	28	0.828**	00.00
	24	0.784**	00.00		29	0.875**	00.00
	25	0.847**	00.00		30	0.812**	00.00
	26	0.783**	00.00		31	0.827**	00.00
	27	0.773**	00.00		32	0.772**	00.00
					33	0.783**	00.00

**Correlation is significant at the 0.01 level (2-tailed).

By looking at Table 3.3/b, it is evident that there is a strong and statistically significant correlation between all the health institutions' effectiveness items and their fields at the significance level (0.01).

Table 3.4/a : Matrix of correlation coefficients for the areas of strategic planning with the overall score.

	field	Correlation	Sig. (2-tailed)
Areas of strategic planning	Knowledge and familiarity with the concept of strategic planning	0.797**	00.00
	Degree of strategic planning practice	0.869**	00.00
	Study the internal environment	0.790**	00.00
	Study the external environment	0.806**	00.00
	Training programs in strategic planning	0.827**	00.00
	Future directions for strategic planning in the organization.	0.846**	00.00
	The role of strategic planning in minimizing the effects of COVID-19.	0.559**	00.00
	Requirements for successful strategic planning	0.814**	00.00
	Obstacles to strategic planning in the organization	0.216**	00.00

**Correlation is significant at the 0.01 level (2-tailed).

By looking at table 3.4/a, it becomes evident that there is a strong and statistically significant correlation between all areas of strategic planning and the overall score of the scale at the significance level (0.01), while the field of correlation for obstacles to strategic planning in health institutions was weak, which indicates the availability of truthfulness based on the study tool.

Table 3.4/b : Matrix of correlation coefficients for the areas of Effectiveness with the overall score.

	Field	Correlation	Sig. (2-tailed)
Areas of Effectiveness	The effectiveness of working conditions within the institution	0.838**	00.00
	The effectiveness of supportive health services	0.839**	00.00

	Interest in the effectiveness of human staff.	0.840**	00.00
	Availability of medicines and medical equipment	0.848**	00.00
	Provide a safe environment for providing health services.	0.853**	00.00
	Job security	0.732**	00.00

**Correlation is significant at the 0.01 level (2-tailed).

By looking at Table 3.4 /b, it is evident that there is a strong and statistically significant correlation between all areas of the effectiveness of health institutions and the total score of the scale at the significance level (0.01), which indicates the availability of validity based on the study tool.

3.6 STABILITY OF THE STUDY TOOL:

To verify the stability of the measuring instrument, the internal consistency and stability of the paragraphs of the questionnaire were examined by calculating the Cronbach alpha coefficient, and that is according to Table 3.5 :

Table 3.5 : Matrix of stability coefficients for the study dimensions of strategic planning, health institution effectiveness, and overall score according to Cronbach Alpha coefficients.

Field	Number of Items	Cronbach's Alpha
Total score of strategic planning	57	0.958
Total score of effectiveness	33	0.959

It is evident from Table 3.5 that the value of the stability coefficient of strategic planning according to Cronbach Alpha on the total score was (0.958), while the value of the reliability coefficient for the effectiveness of health institutions on the total score was (0.959). They are generally high coefficients of stability indicating the precision of the measuring instrument.

3.7 STUDY VARIABLES:

Intermediate (demographic) and independent variables: It includes six levels:

1. Gender, includes two levels: (male, female).
2. Age, includes five levels: (under 25 years old, from 25 -less than 35 years old, from 35-less than 45 years old, from 45 -less than 55 years old, from 55 years and over).
3. Academic qualification, includes three levels: (diploma, bachelor's, postgraduate).
4. Job title, includes three levels: (General Manager, Director / Deputy Director, Head of Department / Head of Division).
5. The nature of work, includes three levels: (administrative, medical, administrative, and medical).
6. Years of service, includes three levels: (under 10 years, from 10-20 years, more than 20 years).
7. The location of the institution, includes two levels: (Hebron, Bethlehem).
9. The type of institution, includes two levels: (Hospital, Health Directorate).

-Independent variable: strategic planning in health institutions.

-Dependent variable: the effectiveness of health institutions.

3.8 STATISTICAL TREATMENT:

After collecting the study data, the researcher reviewed it in preparation for entering it into the computer, to perform statistical processing of the data, and it was entered by giving it specific numbers according to the five Likert scale, so that the higher the score, the greater the scale's importance and the greater the degree of acceptance and approval.

Scale correction:

In order to estimate the response scores according to the study scale, the researcher adopted the following ranking that divides the extent of the response into five estimated categories, as follows:

$$\textbf{Category length} = \frac{5-1}{5} = 0.8$$

Accordingly, the table of estimates for the degrees of response was formed as a standard key, so that it is relied upon in estimating the degrees of response, as follows:

Table 3.6 : the key to the estimated categories of response scores

Category	Estimation	Indication in the questionnaire
1 To ‹ 1.8	Very Low	Strongly Disagree
1.8 To ‹ 2.6	Low	Disagree
2.6 To ‹ 3.4	Medium	Neutral
3.4 To ‹ 4.2	High	Agree
4.2 To -5.0	Very High	Strongly Agree

In order to answer the study's questions and hypotheses, the Statistical Packages for Social Sciences (SPSS) program was used, through the use of the following statistical measures and Tests: checking the validity of the questionnaire content, by using the Pearson correlation coefficient**.**

Checking the stability parameter of the instrument, using Cranach Alpha2

Descriptive statistics: by using tables of frequency distributions and graphs to. describe the data related to the study population and its sample. Also, measures of central tendency (especially the arithmetic mean) and measures of dispersion (especially the standard deviation) were used to describe the responses of the study sample towards strategic planning and its effect on the effectiveness of health institutions in Palestine.

Inferential statistics: through the use of measures of correlation and regression, with the aim of examining the strength and direction of correlation and regression between specific components. Also, measures of comparison of averages (T-test for independent samples and one-way analysis of variance) were used to examine the differences in the responses of the sample members towards strategic planning. And its impact on the effectiveness of health institutions in Palestine is due to personal, demographic and functional variables.

CHAPTER 4: RESULTS

4.1 VIEW AND ANALYZE RESULTS:

This chapter deals with a presentation of the findings of the researcher through the response of the study sample individuals about strategic planning and its impact on the effectiveness of health institutions in Palestine, according to the study's questions and hypotheses.

Presentation of the results of the study questions:

4.2 HEALTH INSTITUTIONS HAVE KNOWLEDGE AND FAMILIARITY WITH THE CONCEPTS AND METHODS OF STRATEGIC PLANNING.

To answer this question, the arithmetic means and standard deviations were extracted, as is evident in tables 4.7 :

Table 4.7 : means and standard deviations of the responses of workers in health institutions about the extent of their knowledge and familiarity with the concepts and methods of strategic planning in order of importance.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
p2	1	The management of the enterprise is convinced of the importance of strategic planning.	3.8444	.81756	High
p1	2	The top management of the organization has a clear understanding of the strategic planning process.	3.8222	.87903	High
p3	3	The top management is committed to strategic planning to develop its performance	3.6056	.98308	High
p6	4	The management of the institution encourages workers in all departments to become familiar with the concept of strategic planning.	3.4778	1.11092	High
p4	5	The management of the enterprise provides the human and logistical resources necessary for strategic planning.	3.4111	1.05592	High

p5	6	The institution has a culture of strategic planning.	3.4111	1.05592	High
Knowledge and familiarity with the concept of strategic planning.			3.5952	.77945	High

The data in table 4-7 indicate that the degree of knowledge and familiarity with the concept of strategic planning in health institutions in Palestine was generally high, with an arithmetic mean (3.59) and a standard deviation (0.779). The highest paragraphs came the paragraph that states (The management of the organization has a conviction in the importance of strategic planning.) with an arithmetic average (3.84) and a standard deviation (0.817), While the lowest paragraphs came the paragraph that states (the institution has a culture of strategic planning) with an arithmetic mean (3.41) and a standard deviation (1.05).

4.3 THE DEGREE OF STRATEGIC PLANNING PRACTICED BY HEALTH INSTITUTIONS IN PALESTINE.

To answer this question, the arithmetic means and standard deviations were extracted, as is evident in Tables 4.8:

Table 4.8 : means and standard deviations about the degree of strategic planning practiced by health institutions in order of importance.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
p9	1	The Foundation has a clear mission that addresses the nature of its work and the tasks it performs.	3.7722	.97929	High
p7	2	Internal and external environmental factors are recognized.	3.6500	.94824	High
p8	3	The organization has a clear vision of strategic planning.	3.6056	.95424	High
p12	4	The institution chooses the appropriate strategy to achieve its goals and mission in a manner consistent with its study and knowledge of the internal and external environment of the institution.	3.5722	.98043	High
p11	5	Each department in the organization participates in preparing the goals of the short and medium term organization.	3.5278	.92411	High
p10	6	The institution sets clear and written interim goals that it seeks to achieve within the capabilities and conditions available to it.	3.5222	.93627	High

p13	7	The organization has a clear, understandable and written strategic plan.	3.5056	.97165	High
Degree of strategic planning practice			3.5934	.72419	High

The data in Table 4.8 indicate that the degree of strategic planning practice in health institutions in Palestine was generally high, with an arithmetic mean (3.59) and a standard deviation (0.724). The highest paragraphs of the practice of strategic planning, with a high degree, are the paragraph that states (A clear message dealing with the nature of its work and the tasks it performs) with an arithmetic average (3.77) and a standard deviation (0.979). While the lowest paragraphs came the paragraph that states (the organization has a clear understandable and written strategic plan) with an arithmetic mean (3.50) and a standard deviation (0.971).

4.4 HEALTH INSTITUTIONS STUDY AND ANALYZE THE INTERNAL ENVIRONMENT TO DETERMINE WEAKNESSES AND STRENGTHS.

To answer this question, the arithmetic means and standard deviations were extracted, as is evident in Tables 4.9 :

Table 4.9 : means and standard deviations about Study the internal environment by health institutions in order of importance.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
p18	1	The knowledge and study of the external environment contributes to the development of the institution's future vision in the strategic planning process and how to develop it.	3.7556	.98379	High
p14	2	The institution is interested in monitoring and knowing qualified and trained human resources and trying to attract them.	3.6111	.97676	High
p16	3	The institution is keen, according to a clear vision, to deal with its weaknesses and strengths, to invest in its strengths and reduce weaknesses.	3.5611	1.01477	High
p15	4	The institution monitors its strengths and weaknesses in order to reinforce the positive and eliminate the negative and avoid it.	3.4778	.99975	High
p17	5	The data and information of the institution is difficult to obtain.	3.4333	1.08365	High

Study the internal environment	3.5678	.76958	High

The data in table (4-9) indicate that the degree of health institutions in Palestine studying and analyzing the internal environment was generally high, with an arithmetic mean (3.56) and a standard deviation (0.769). The highest paragraphs of the internal environment analysis were followed with a high degree, the paragraph that states (Knowing and studying the external environment in developing the future vision of the institution in the strategic planning process and how to develop it) with an arithmetic mean (3.75) and a standard deviation (0.983), While the lowest paragraphs came the paragraph that states (The data and information of the institution is difficult to obtain) with an arithmetic mean (3.43) and a standard deviation (1.08).

4.5 HEALTH INSTITUTIONS STUDY AND ANALYZE THE EXTERNAL ENVIRONMENT TO IDENTIFY OPPORTUNITIES AND THREATS.

To answer this question, the arithmetic means and standard deviations were extracted, as is evident in Tables 4.10 :

Table 4.10 : means and standard deviations about Study the external environment by health institutions in order of importance.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
p22	1	The technological and knowledge boom around the world has made it imperative for those in charge of this institution to adopt strategic planning in it.	3.6889	.97045	High
p21	2	The geographic location of the institution helps in opening communication channels with its external surroundings, including institutions and individuals.	3.6111	1.03237	High
p20	3	The institution is concerned with identifying the areas of risk and the difficulties facing strategic planning.	3.5944	.97852	High
p23	4	The institution takes into account the trends of members of the local community when analyzing the external environment.	3.5889	1.05061	High
p19	5	The institution seeks to understand and study the external environment to identify the various variables to assist officials in the strategic planning process.	3.5389	1.05367	High
Study the external environment			3.6044	.77502	High

The data in table (4-10) indicate that the degree to which health institutions in Palestine studied and analyzed the external environment was generally high, with an arithmetic mean (3.60) and a standard deviation (0.775). The highest paragraphs of the analysis of the internal environment came in a high degree the paragraph that states (The technological and knowledge boom around the world necessitate on those in charge of this institution to adopt strategic planning in it) with an arithmetic mean (3.68) and a standard deviation (0.970), While the lowest paragraphs came the paragraph that states (The institution seeks to understand and study the external environment to identify the various variables to assist officials in the strategic planning process) with an arithmetic mean (3.53) and a standard deviation (1.05).

4.6 TRAINING PROGRAMS FOR ALL LEVELS OF UPPER AND MIDDLE MANAGEMENT IN THE FIELD OF STRATEGIC PLANNING.

To answer this question, the arithmetic means and standard deviations were extracted, as it is evident in Tables 4.11 :

Table 4.11 : means and standard deviations about Training programs in strategic planning by health institutions in order of importance.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
p29	1	Training creates new horizons for cooperation with external institutions and exchange of experiences.	3.8389	.85980	High
p24	2	The institution is keen to train its employees on how to implement strategic plans in it.	3.7778	.96622	High
p28	3	Training helps create new ideas that contribute to the development of the future strategic plans of the organization.	3.7444	.90388	High
p25	4	The institution has prepared and trained users on all expected possibilities within it.	3.5333	.91175	High
p26	5	The institution is keen to attract scientific and trained competencies leaders to qualify the training staff in flexible scientific ways to obtain the required results.	3.3944	1.12611	Medium
p27	6	The institution continues to evaluate training programs and their results on the ground	3.3889	1.06435	Medium

Training programs in strategic planning	3.6131	.70989	High

The data in Table (4-11) indicate that the degree of the existence of training programs in the field of strategic planning in health institutions was generally high, with an arithmetic mean (3.61) and a standard deviation (0.709). The highest paragraphs of training programs in the field of strategic planning came in a high degree. It states (Training creates new horizons for cooperation with external institutions and the exchange of experiences) with arithmetic mean (3.83) and a standard deviation (0.959), While the lowest paragraphs came the paragraph that states (The institution continues to evaluate training programs and their results on the ground) with an arithmetic mean (3.38) and a standard deviation (1.06**).**

4.7 THE FUTURE DIRECTIONS FOR STRATEGIC PLANNING IN HEALTH INSTITUTIONS IN PALESTINE.

Table 4.12 : means and standard deviations about future directions for strategic planning in health-by-health institutions in order of importance.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
P30	1	A clear and approved vision for strategic planning is developed and adopted within the organization.	3.6444	.93128	High
P32	2	The institution is concerned with achieving a balance between the capabilities and requirements needed when formulating strategic objectives.	3.6056	.96008	High
P31	3	The institution seeks to continuously and continuously develop its strategic objectives.	3.5500	.99313	High
P34	4	The institution follows clear policies for its employees, which contribute to and ensure their implementation and thus achieve the set and planned goals in the organization.	3.5389	1.02136	High
P36	5	The institution contributes to formulating strategic plans emanating from the Palestinian Ministry of Health.	3.5000	1.09085	High
P35	6	The institution adopts a number of appropriate policies and procedures to achieve the planned goals.	3.4611	1.04301	High

P33	7	The institution uses outside experts and specialists to prepare its strategic plans.	3.2222	1.12640	Medium
Future directions for strategic planning in the organization			3.5029	.77081	High

The data in table 4.12 indicate that future directions for strategic planning in health institutions were generally high, with an arithmetic mean (3.50) and a standard deviation (0.770), and the highest paragraphs of future directions for strategic planning came with a high degree the paragraph that states (A clear and approved vision for strategic planning within the organization) with an arithmetic mean (3.64) and a standard deviation (0.931), While the lowest paragraphs came the paragraph that states (The institution uses outside experts and specialists to prepare its strategic plans) with an arithmetic mean (3.22) and a standard deviation (1.12).

4.8 PRESENTATION OF THE RESULTS OF QUESTION SEVENTH: STRATEGIC PLANNING HELPED REDUCE THE EFFECTS OF COVID 19.

To answer this question, the arithmetic means and standard deviations were extracted, as is evident in Tables 4.13 :

Table 4.13 : means and standard deviations about the role of strategic planning in minimizing the effects of COVID-19 in order of importance.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
P37	1	A misunderstanding of the strategic plan reduces its effectiveness in times of crisis.	4.1556	.97924	High
P43	2	Failure to involve employees in the planning process is an obstacle to solving problems within the institution.	4.1111	.93288	High
P40	3	Strategic planning highlights the role of senior management in facing future risks.	4.0667	.91297	High
P42	4	Strategic planning reveals strengths and weaknesses within the organization.	4.0556	.91981	High
P39	5	Strategic planning increases the chances of minimizing the impact of COVID-19	4.0222	.96274	High
P38	6	Strategic planning provides information that is useful in making decisions in times of crisis.	4.0167	.91831	High

P41	7	Strategic planning increases the visibility of employees in times of crisis.	3.9500	.92920	High
The role of strategic planning in minimizing the effects of COVID-19			4.0535	.70340	High

The data in table 4.13 indicate that strategic planning has greatly contributed to reducing the effects of Covid 19 in general, with an arithmetic mean (4.05) and a standard deviation (0.703). The highest paragraphs of the role of strategic planning in reducing Covid 19 and with a high degree came the paragraph that states (A misunderstanding of the strategic plan reduces its effectiveness in times of crisis (with an arithmetic mean (4.15) and a standard deviation (0.979), While the lowest paragraphs came the paragraph that states (strategic planning increases the clarity of workers' visibility in times of crisis occurrence) with an arithmetic mean (3.95) and a standard deviation (0.929**).**

4.9 THE REQUIREMENTS FOR THE SUCCESS OF STRATEGIC PLANNING IN HEALTH INSTITUTIONS IN PALESTINE.

To answer this question, the arithmetic means and standard deviations were extracted, as is evident in table (4-14):

Table 4.14 : means and standard deviations about The Requirements for successful strategic planning in order of importance.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
P45	1	Contributes to full knowledge of the internal and external environments assists and contributes to the success of strategic plans at the enterprise level.	3.8500	1.00543	High
P48	2	The implementation of strategic plans is monitored and their effectiveness studied on an ongoing basis	3.6333	1.14774	High
P46	3	Previous experiences are evaluated and their strengths and weaknesses are recognized.	3.5944	1.09696	High
P47	4	A number of alternatives are put in place when strategic planning in the organization and adopting the best of them	3.5444	1.12524	High

P44	5	All levels of administration and employees are involved in drafting strategic plans.	3.3090	1.20734	Medium
Requirements for successful strategic planning			3.5789	.90152	High

The data in table 4.14 indicate that the requirements for successful strategic planning were generally high with an arithmetic mean (3.57) and a standard deviation (0.907). The highest paragraphs of the requirements for successful strategic planning came in a high degree. It helps and contributes to the success of strategic plans at the enterprise level) with an arithmetic mean (3.85) and a standard deviation (1.00), While the lowest paragraphs came the paragraph that states

(All administrative levels and employees are involved in the formulation of strategic plans) with an arithmetic mean (3.30) and a standard deviation (1.20).

4.10 THE OBSTACLES TO IMPLEMENTING AND PRACTICING STRATEGIC PLANNING IN PALESTINIAN HEALTH INSTITUTIONS.

To answer this question, the arithmetic means and the standard deviations were extracted, as is evident in table (4-15):

Table 4.15 : means and standard deviations about Obstacles to strategic planning in the organization in order of importance.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
P52	1	Focusing on day-to-day operations and practices and neglecting strategic planning.	4.0056	.83564	High
P51	2	Lack of encouragement to use strategic planning.	3.9778	.83201	High
P50	3	Lack of financial resources and the lack of special budgets for the strategic planning process	3.9500	.91709	High
P57	4	High central decision-making.	3.9278	.96318	High
P53	5	A dearth of efficient information needed to practice strategic planning.	3.9167	.96807	High
P49	6	Lack of commitment to the set plan	3.8833	.89239	High
P55	7	The scarcity of regulations and laws that assist in the strategic planning process.	3.8500	.99986	High

P54	8	The scarcity of trained and qualified personnel for the strategic planning process.	3.8389	.98686	High
P56	9	Failure to implement pre-set plans.	3.8222	.92244	High
Obstacles to strategic planning in the organization			3.9083	.62109	High

The data in table (4-15) indicate that the obstacles to strategic planning were generally high, with an arithmetic mean (3.90) and a standard deviation (0.621), and the highest paragraphs of strategic planning obstacles came with a high degree, the paragraph that states (Focus on daily operations and practices and neglecting strategic planning)) With an arithmetic mean (4.00) and a standard deviation (0.835), followed by the paragraph that states (lack of encouragement to use strategic planning) with an arithmetic mean (3.97) and a standard deviation (0.831), followed by the paragraph that states (lack of financial resources and not adopting special budgets for the operation Strategic planning) with an arithmetic mean (3.95) and a standard deviation (0.917), followed by the paragraph that states (high centralization in decision-making) with an arithmetic mean (3.92) and a standard deviation (0.963), followed by the paragraph that states (a scarcity of efficient information necessary for strategic planning practice) with an arithmetic mean (3.91) and a standard deviation (0.968), followed by the paragraph that states (lack of commitment to the established plan) with an arithmetic mean (3.88) and a standard deviation (0.892), followed by the paragraph that states (the scarcity of systems and laws that help in the strategic planning process) with an arithmetic mean (3.85) and a standard deviation (0.999), followed by the paragraph that states (the scarcity of trained and qualified personnel for the strategic planning process) with an arithmetic mean (3.83) and a standard deviation (0.986), and finally the paragraph that states (not implementing the previously set plans) With an arithmetic mean (3.82) and a standard deviation (0.922).

4.11 THE DEGREE OF EFFECTIVENESS OF HEALTH INSTITUTIONS IN PALESTINE.

To answer this question, the arithmetic means and standard deviations were extracted, as is evident in table 4.16 .

Table 4.16 : means and standard deviations of workers' responses about the degree of effectiveness of health institutions in order of importance.

Areas of effectiveness	Mean	Std. Deviation	Degree
The effectiveness of working conditions within the institution	3.7469	.82556	High
Provide a safe environment for providing health services	3.6444	.81097	High
Job security	3.6382	.86504	High
Interest in the effectiveness of human staff	3.6311	.82036	High
The effectiveness of supportive health services	3.5267	.84507	High
Availability of medicines and medical equipment	3.4328	.91634	High
The overall degree of effectiveness of health institutions	3.6043	.69906	High

The data in table 4.16 indicate that the effectiveness of health institutions in Palestine was generally high, with an arithmetic mean (3.60) and a standard deviation (0.916), the highest areas of effectiveness came with a high degree: the area of effectiveness of working conditions within the organization with an arithmetic mean (3.74) and a standard deviation (0.82), While the lowest paragraphs came the paragraph that states (availability of medicines and medical equipment) with an arithmetic mean (3.43) and a standard deviation (0.916).

4.12 THE FACTORS THAT HELPED IMPROVE THE EFFECTIVENESS OF HEALTH INSTITUTIONS IN PALESTINE.

Arithmetic means and standard deviations were extracted, as is evident in Tables (4-17):

Table 4.12 : averages and standard deviations of workers' responses about the factors that helped increase the effectiveness of health institutions in order of importance.

Paragraph	Paragraph	Paragraphs of the effectiveness of	Mean	Std.	Degree

number	rank	health institutions		Deviation	
E1	1	The institution has a quiet place to provide the required medical services.	4.0833	.97382	High
E2	2	The available lighting is suitable for providing health services.	3.8889	1.02423	High
E23	3	The services are provided according to well-known and previously circulated instructions that ensure adequate health service.	3.8167	.95995	High
E3	4	Provide adequate ventilation and heating devices to provide medical services.	3.7889	1.06749	High
E16	5	There is a positive and effective impact on the ground of the training courses that have been received.	3.7333	1.03352	High
E14	6	Training contributes to developing the working cadre, which leads to an increase in the effectiveness of the institution.	3.7278	.92047	High
E24	7	There is follow-up to provide services as planned in terms of patient and nurse safety.	3.7111	.96583	High
E31	8	Employee injuries are documented at the Records Department and the circumstances of the injured employee are taken into consideration.	3.7111	1.07531	High
E32	9	The employee's condition is being followed clinically and the necessary remedial measures are taken.	3.7056	.98988	High
E11	10	Epidemiological teams and equipment are provided for cases caused by Covid	3.6556	1.05873	High

		19.			
E28	11	The employee is informed of the risks that he may be exposed to during work.	3.6444	1.07601	High
E6	12	Provides sanitary and hygienic toilets.	3.6389	1.05578	High
E25	13	Services are provided safely, especially during crises.	3.6389	1.01257	High
E18	14	The necessary preventive tools are available for Corona patients.	3.6167	1.17362	High
E30	15	The employee receives all necessary vaccinations to prevent infection and diseases.	3.6167	1.06375	High
E33	16	The employee is transferred for the required physical and laboratory examinations.	3.6056	1.02209	High
E12	17	Training is received periodically inside and outside the government institution.	3.5833	1.10800	High
E27	18	There are clean places to provide service to prevent the spread of infection and transmission of the virus.	3.5778	1.13332	High
E9	19	The necessary examinations and tests are carried out for service recipients easily.	3.5722	.96896	High
E13	20	Sufficient tools and expertise are provided to develop the competence and effectiveness of the medical staff.	3.5722	1.00851	High
E17	21	The basic medicines needed to treat various conditions are available in the pharmacies.	3.5611	1.11948	High
E5	22	The beds and equipment are commensurate with the size of the	3.5556	1.09963	High

		patient rooms.			
E29	23	The employee is trained to avoid injury on the job.	3.5444	1.12027	High
E15	24	The management continuously monitors the results of the training process.	3.5389	1.05367	High
E4	25	The employee's location is commensurate with his scientific and practical experiences.	3.5278	1.03800	High
E8	26	Sufficient number of providers and administrators are available 24 hours.	3.5111	1.10605	High
E26	27	There is a large enough space to properly provide the services.	3.4778	1.06470	High
E7	28	A sufficient number of doctors and nurses are available 24 hours to provide medical services.	3.4556	1.04278	High
E10	29	Appropriate resources and treatments are available for service recipients.	3.4389	1.10440	High
E21	30	There is a full periodic maintenance of medical devices.	3.4056	1.16128	High
E22	31	Ambulances reach all areas within the scope of work without obstacles.	3.3722	1.15807	Medium
E20	32	There are modern devices that suit the requirements of the situation.	3.3611	1.11748	Medium
E19	33	The possibility exists to provide trained technicians during working hours.	3.2778	1.13873	Medium

The data in table 4.17 indicate that the factors helping to improve the effectiveness of health institutions in Palestine came in succession: the paragraph that states (there is a quiet place in the

institution to provide the required medical services) with an arithmetic mean (4.08) and a standard deviation (0.973), followed by the paragraph that states (The available lighting is suitable for providing health services) with arithmetic mean (3.88) and a standard deviation (1.02), While the lowest paragraphs came the paragraph that states (The possibility exists to provide trained technicians during working hours) with an arithmetic mean (3.27) and a standard deviation (1.13).

4.13 IMPACT OF APPLYING STRATEGIC PLANNING ON THE EFFECTIVENESS OF HEALTH INSTITUTIONS IN PALESTINE.

"There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for applying strategic planning on the effectiveness of health institutions in Palestine.

To test this hypothesis, unary regression analysis was used:

Table 4.18/a : mean and standard deviation of the role of strategic planning and the effectiveness of health institutions.

Vriabels	Mean	Std. Deviation	Sample size
Strategic Planning	3.6475	.60031	180
Effectiveness of institutions	3.6043	.69906	180

Table 4.18 / b : (R) values for the correlation coefficient of strategic planning and the effectiveness of the institution.

Model	R value	R square	Adjusted R square	Std error of the estimate
1	0.716	0.513	0.510	0.48920

It is clear from table 4.18/b that the correlation coefficient of strategic planning and the effectiveness of health institutions is (0.716), which is a high correlation coefficient, while the value of R square indicates the ratio of what the independent factor explains from the dependent factor, Or the proportion of what the dependent factor can be explained by the independent factor.

Table 4-21 : Analysis of variance to find out the relationship between strategic planning and effectiveness.

ANOVA[a]

Model	source of contrast	Sum of Squares	Df	Mean Square	F	Sig
A	Regression	44.876	1	44.876	187.517	.000[b]
	Residual	42.599	178	.239		
	Total	87.475	179			

The data presented in table 4.19 indicate the significance of the regression, that is, there is a significant relationship between strategic planning and the effectiveness of health institutions, where the statistical significance was < 0.05.

Table 4.20 : Transactions that illustrate the role of strategic planning in achieving the effectiveness of the health institution.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std error	Beta		
(Constant)	.562	.225	.716	2.496	.013
AVSTRATEGIC	.834	.061		13.694	.000

It is evident from table 4.20 that the effectiveness of the health institution changes according to the practice of strategic planning so that whenever the strategic planning changes in one degree, the effectiveness of the health institution changes by (0.834) degree, and here is the effect of the exercise of strategic planning can be summarized in achieving the effectiveness of the health

institution, that is, if Strategic planning increased by one degree, the effectiveness of the health institution increased by (0.834) degree, and vice versa**.**

Presentation of the results of the second main hypothesis:

There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) in the respondents' responses about the reality of strategic planning in health institutions in Palestine according to the variables: (gender, age, academic qualification, Position, nature of work, years of Service, institution location, type of institution). To answer this hypothesis, the T-test was used to indicate the differences between the averages, as well as the single-test analysis of variance to indicate the differences between the averages.

4.14 ACCORDING TO THE GENDER VARIABLE

Table 4.21 : The results of the "T" test on strategic planning in health institutions according to the gender variable:

Gender	N	Mean	Std. Deviation	df	t	Sig. (2-tailed)
Male	100	3.5966	.63872	99	-1.27	0.204
Female	80	3.7111	.54582	.79		

* A function at the level of significance ($\alpha \leq 0.05$).

It is evident from table 4.21 that there are no statistically significant differences at the level ($\alpha \leq 0.05$). about the reality of strategic planning in health institutions in Palestine according to the gender variable, as the statistical significance was> 0.05, which is not statistically significant.

4.15 ACCORDING TO THE AGE VARIABLE:

The one-way analysis of variance test was used to indicate the differences between the averages, as shown in tables 4.22 / a , and 4.22 / b :

Table 4.22/a : Arithmetic means and standard deviations of strategic planning in health institutions according to the age variable.

Variables	N	Mean	Std. Deviation
Less than 25 years old	22	3.7305	.47861
From 25 to less than 35 years	47	3.7602	.50330
From 35 to less than 45 years old	64	3.5205	.67185
From 45 - less than 55 years old	40	3.7090	.61489
From 55 years and over	7	3.4400	.66174
Total	180	3.6475	.60031

Table 4.22/b :one-way analysis of variance test on strategic planning in health institutions according to the age variable.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.234	4	.558	1.569	.185
Within Groups	62.273	175	.356		
Total	64.507	179			

It is evident from tables 4.22 /a and 4.22 / b that there are no statistically significant differences at the level ($\alpha \leq 0.05$) regarding strategic planning in health institutions in Palestine according to the age variable, where the statistical significance was >0.05 , Which is not statistically significant

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4.16 ACCORDING TO THE EDUCATIONAL QUALIFICATION VARIABLE:

The single-factor analysis of variance test was used to indicate the differences between the averages, as shown in Tables 4.23/ a and 4.23/ b:

Table 4.23/a: Arithmetic means and standard deviations of strategic planning in health institutions according to the Qualification variable.

Variables	N	Mean	Std. Deviation
Diploma	13	3.7108	.54381

BA	121	3.6702	.62015
Postgraduate	46	3.5700	.56603
Total	180	3.6475	.60031

Table 4.23/b: one-way analysis of variance test on strategic planning in health institutions according to the Qualification variable.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.390	2	.195	.539	.584
Within Groups	64.116	177	.362		
Total	64.507	179			

It is clear from table (4-23/ a) and (4-23 / b) that there are no statistically significant differences at the level ($\alpha \leq 0.05$) regarding strategic planning in health institutions in Palestine according to the educational qualification variable, where the statistical significance was > 0.05, which is not statistically significant.

4.17 ACCORDING TO THE JOB TITLE VARIABLE:

The mono-analysis of variance test was used to indicate the differences between the averages, as shown in Tables 4.24 / a , 4.24 / b:

Table 4.24/a : Arithmetic means and standard deviations of strategic planning in health institutions according to the Position variable.

Variables	N	Mean	Std. Deviation
general Director	15	3.9167	.45522
Director / Deputy Director	48	3.7875	.55231
Section Head / Division Head	117	3.5556	.61764
Total	180	3.6475	.60031

Table 4.24/b :one-way analysis of variance test on strategic planning in health institutions according to the Position variable.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.017	2	1.508	4.342	.014
Within Groups	61.490	177	.347		
Total	64.507	179			

It is evident from tables 4.24/ a and 4.24/ b that there are statistically significant differences at the level ($\alpha \leq 0.05$) regarding strategic planning in health institutions in Palestine according to the job title variable, where the statistical significance was < 0.05, which is a statistically significant function. To find out the source of the differences, the LSD test was used, and this is shown in Table 4.24/ c:

Table 4.24/ c : LSD test to indicate differences according to the Position variable:

(I) Position	(J) Position	Mean Difference (I-J)
general Director	Director / Deputy Director	.12917
	Section Head / Division Head	.36111*
Director / Deputy Director	general Director	-.12917-
	Section Head / Division Head	.23194*
Section Head / Division Head	general Director	-.36111-*
	Director / Deputy Director	-.23194-*

*. The mean difference is significant at the 0.05 level.

It is clear from table 4.26 /c that the differences were between a general manager and a director / deputy director and in favor of a general manager with a difference of (0.36111), and there were also differences between a director / deputy director and a head of a department / head of a division and a director / deputy director with a difference. (0.23194).

4.18 ACCORDING TO THE NATURE OF WORK:

The one-way analysis of variance test was used to indicate the differences between the averages, as shown in Tables 4.25/ a and 4.25/ b :

Table 4.25/a: Arithmetic means and standard deviations of strategic planning in health institutions according to the nature of work variable.

Variables	N	Mean	Std. Deviation
Administrative	85	3.6528	.66278
Technical	34	3.6365	.34190
Both	61	3.6462	.62907
Total	180	3.6475	.60031

Table 4.25/b :one-way analysis of variance test on strategic planning in health institutions according to the nature of work variable.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.007	2	.003	.009	.991
Within Groups	64.500	177	.364		
Total	64.507	179			

It is evident from tables 4.25/ a and 4.25/ b that there are no statistically significant differences at the level ($\alpha \leq 0.05$) regarding strategic planning in health institutions in Palestine according to the variable of the nature of work, where the statistical significance was > 0.05, which is not statistically significant.

4.19 ACCORDING TO YEARS OF SERVICE :

The single-factor analysis of variance test was used to indicate the differences between the averages, as shown in Tables 4.26/ a , 4.26/ b:

Table 4.26/a : Arithmetic means and standard deviations of strategic planning in health institutions according to Years of service variable.

Variables	N	Mean	Std. Deviation
Less than 10 years	84	3.6683	.58048

10-20 years	59	3.5919	.60009
More than 20 years	37	3.6889	.65342
Total	180	3.6475	.60031

Table 4.26/b :one-way analysis of variance test on strategic planning in health institutions according to Years of service variable.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.283	2	.141	.389	.678
Within Groups	64.224	177	.363		
Total	64.507	179			

It is evident from tables (4-26 / a) and (4-26 / b) that there are no statistically significant differences at the level (α≤0.05) regarding strategic planning in health institutions in Palestine according to the variable of years of service. > 0.05, which is not statistically significant.

4.20 ACCORDING TO INSTITUTION LOCATION:

Table 4.27 : The results of the "T" test on strategic planning in health institutions according to the Institution location variable.

Institution location	N	Mean	Std. Deviation	Df	t	Sig. (2-tailed)
Hebron	126	3.5488	.53133	125	-3.337	0.001
Bethlehem	54	3.8672	.69068	53		

* A function at the level of significance (α≤0.05).

It is evident from table 4.27 that there are statistically significant differences at the level (α≤0.05) about strategic planning in health institutions in Palestine depending on the institution's location variable, where the statistical significance was < 0.05, which is a statistically significant one. The differences were in favor of decision makers in health institutions in Bethlehem governorate, with an average of (3.86) compared to (3.54) for decision-makers in health institutions in Hebron.

4.21 ACCORDING TO TYPE OF INSTITUTION:

Table 4.28: The results of the "T" test on strategic planning in health institutions according to Type of Institution variable.

Type of Institution	N	Mean	Std. Deviation	df	T	Sig. (2-tailed)
Hospital	66	3.6670	.71607	65	0.330	0.742
Health Directorate	114	3.6362	.52494	113		

* A function at the level of significance (α≤0.05).

It is evident from Table (4-28) that there are no statistically significant differences at the level (0.05 α≤) about strategic planning in health institutions in Palestine according to the type of institution variable, as the statistical significance was> 0.05, which is not statistically significant.

Presentation of the results of the third main hypothesis:

There are no statistically significant differences at the level of significance (α≤0.05) in the respondents' responses about the effectiveness of health institutions in Palestine according to the variables: (gender, age, academic qualification, job title, nature of work, years of service, location Organization, type of institution). Presentation of the results of the third main hypothesis: There are no statistically significant differences at the significance level (α≤0.05) in the respondents' responses about the effectiveness of health institutions in Palestine according to the variables: (gender, age, academic qualification, Position, nature of work, years of service, institution location, type of institution).

To answer this hypothesis, the T-test was used to indicate the differences between the means, as well as the single-test analysis of variance to indicate the differences between the means.

4.22 ACCORDING TO THE GENDER VARIABLE

Table 4.29 : The results of the "T" test on Effectiveness in health institutions according to the gender variable:

Gender	N	Mean	Std. Deviation	df	T	Sig. (2-tailed)
Male	100	100	3.5751	.76788	-0.626	0.532
Female	80	80	3.6409	.60493		

* A function at the level of significance (α≤0.05).

It is evident from Table (4-29) that there are no statistically significant differences at the level (α≤0.05) about the effectiveness of health institutions in Palestine according to the gender variable, as the statistical significance was > 0.05, which is not statistically significant.

4.23 ACCORDING TO THE AGE VARIABLE:

The one-way analysis of variance test was used to indicate the differences between the averages, and this is shown in Table 4.30 / a and 4.30 / b.

Table 4.30/a : Arithmetic means and standard deviations of Effectiveness in health institutions according to the age variable.

Variables	N	Mean	Std. Deviation
Less than 25 years old	22	3.7623	.56735
From 25 to less than 35 years	47	3.6545	.59115
From 35 to less than 45 years old	64	3.5103	.81007
From 45 - less than 55 years old	40	3.7097	.66412
From 55 years and over	7	3.0286	.59170
Total	**180**	**3.6043**	**.69906**

Table 4.30/b :one-way analysis of variance test on Effectiveness in health institutions according to the age variable.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.998	4	.999	2.095	.083
Within Groups	83.478	175	.477		
Total	87.475	179			

It is evident from tables 4.30 / a and 4.30 / b that there are no statistically significant differences at the level ($\alpha \leq 0.05$) about the effectiveness of health institutions in Palestine according to the age variable, where the statistical significance was >0.05, which is Not statistically significant.

4.24 ACCORDING TO THE EDUCATIONAL QUALIFICATION VARIABLE:

The one-way analysis of variance test was used to indicate the differences between the averages, as shown in Tables 4.31/ a and 4.31/ b :

Table 4.31/a : Arithmetic means and standard deviations of Effectiveness in health institutions according to the Qualification variable.

Variables	N	Mean	Std. Deviation
Diploma	13	3.4785	.72932
BA	121	3.5861	.72817
Postgraduate	46	3.6878	.61280
Total	180	3.6043	.69906

Table 4.31/b :one-way analysis of variance test on Effectiveness in health institutions according to the Qualification variable.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.567	2	.283	.577	.563
Within Groups	86.908	177	.491		
Total	87.475	179			

It is evident from table 4.31/ a and 4.31/ b that there are no statistically significant differences at the level ($\alpha \leq 0.05$) about the effectiveness of health institutions in Palestine according to the

educational qualification variable, where the statistical significance was >0.05, It is not statistically significant.

4.25 ACCORDING TO THE JOB TITLE VARIABLE:

The one-way analysis of variance test was used to indicate the differences between the averages, as shown in tables 4.32/ a and 4.32/ b.

Table 4.32/a : Arithmetic means and standard deviations of Effectiveness in health institutions according to the Position variable.

Variables	N	Mean	Std. Deviation
general Director	15	3.8227	.49641
Director / Deputy Director	48	3.8888	.57000
Section Head / Division Head	117	3.4597	.72936
Total	180	3.6043	.69906

Table 4.32/b :one-way analysis of variance test on Effectiveness in health institutions according to the Position variable.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.047	2	3.523	7.754	.001
Within Groups	80.428	177	.454		
Total	87.475	179			

It is evident from tables 4.32/ a and 4.32/ b that there are statistically significant differences at the level ($\alpha \leq 0.05$) regarding the effectiveness of health institutions in Palestine according to the job title variable, where the statistical significance was <0.05, Which is a statistically significant function. To find out the source of the differences, the LSD test was used, and this is shown in table 4.32 / c :

Table 4.32 / c : LSD test to indicate differences according to the Position variable:

(I) Position	(J) Position	Mean Difference (I-J)
general Director	Director / Deputy Director	-.06608-
	Section Head / Division Head	.36301
Director / Deputy Director	general Director	.06608
	Section Head / Division Head	.42909*
Section Head / Division Head	general Director	-.36301-
	Director / Deputy Director	-.42909-*

*. The mean difference is significant at the 0.05 level.

It is clear from table 4.32/ c that the differences were between director / deputy director and head of department / division head and in favor of director / deputy director with a difference of (0.42909).

4.26 ACCORDING TO THE NATURE OF WORK:

The one-way analysis of variance test was used to indicate the differences between the averages, as shown in Tables 4.33 / a and 4.33 / b:

Table 4.33/a : Arithmetic means and standard deviations of Effectiveness in health institutions according to the nature of work variable.

Variables	N	Mean	Std. Deviation
Administrative	85	3.6832	.78800
Technical	34	3.4582	0.54024
Both	61	3.5759	.63746
Total	**180**	**3.6043**	**.69906**

Table 4.33/b :one-way analysis of variance test on Effectiveness in health institutions according to the nature of work variable.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.303	2	.652	1.339	.265
Within Groups	86.172	177	.487		
Total	87.475	179			

It is evident from tables (4-33/ a) and (4-33/ b) that there are no statistically significant differences at the level ($\alpha \leq 0.05$) about the effectiveness of health institutions in Palestine according to the variable of the nature of work, where the statistical significance was >0.05, Which is not statistically significant

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4.27 ACCORDING TO YEARS SERVICE:

The one-way analysis of variance test was used to indicate the differences between the averages, as shown in Tables 4.34 / a and 4.34 / b

Table 4.34/a : Arithmetic means and standard deviations of Effectiveness in health institutions according to Years of service variable.

Variables	N	Mean	Std. Deviation
Less than 10 years	84	3.6583	.62053
10-20 years	59	3.6224	.80838
More than 20 years	37	3.4530	.67706
Total	180	3.6043	.69906

Table 4.34/b :one-way analysis of variance test on Effectiveness in health institutions according to Years of service variable.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.112	2	.556	1.139	.322
Within Groups	86.363	177	.488		
Total	87.475	179			

It is evident from tables 4.34 / a and (4.34 / b that there are no statistically significant differences at the level (α≤0.05) about the effectiveness of health institutions in Palestine according to the variable of years of service, where the statistical significance was >0.05, Which is not statistically significant.

4.28 ACCORDING TO INSTITUTION LOCATION:

Table 4.35: The results of the "T" test on Effectiveness in health institutions according to the Institution location variable.

Institution location	N	Mean	Std. Deviation	Df	t	Sig. (2-tailed)
Hebron	126	3.4716	.66271	125	-3.915	00.00
Bethlehem	54	3.9015	.68953	53		

* A function at the level of significance (α≤0.05).

It is evident from table (4-35) that there are statistically significant differences at the level (α≤0.05) about the effectiveness of health institutions in Palestine according to the variable of the institution's location, where the statistical significance was <0.05, which is a statistically significant one. The differences were in favor of decision-makers in health institutions in the Bethlehem governorate, with an average of (3.90) compared to (3.47) for decision-makers in health institutions in the Hebron governorate.

4.29 ACCORDING TO TYPE OF INSTITUTION:

Table 4.36 : The results of the "T" test on Effectiveness in health institutions according to Type of Institution variable.

Institution location	N	Mean	Std. Deviation	df	T	Sig. (2-tailed)
Hospital	66	3.5561	.81580	65	-0.704	0.482
Health Directorate	114	3.6323	.62381	113		

* A function at the level of significance (α≤0.05).

It is evident from Table (4-36) that there are no statistically significant differences at the level (α≤0.05) about the effectiveness of health institutions in Palestine according to the type of institution variable, as the statistical significance was> 0.05, which is not statistically significant**.**

Chapter 5:

5.1 DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS:

This chapter discusses the results of the study arranged according to its questions, which aim to know strategic planning and its impact on the effectiveness of health institutions in Palestine. This chapter also includes conclusions and recommendations.

5.1.1 Health Institutions Have Knowledge And Familiarity With The Concepts And Methods Of Strategic Planning.

The results contained in table 4-7 indicated that the degree of knowledge and familiarity with the concept of strategic planning in health institutions in Palestine was high, and the results shows that the organization has a clear understanding of the strategic planning process, and The management of the organization has a conviction in the importance of strategic planning. This is due to the Palestinian Ministry of Health's interest in training workers in health institutions to clarify the concept of strategic planning because of its importance in improving service quality and facing crises. The results of the study were in agreement with the study of strategic planning practices and the performance of private hospitals in the city of Nairobi. The study concluded that strategic planning has effects on the performance of hospitals while it disagreed with the study of evaluating the effectiveness of strategic spatial planning: the study of the municipalities of Sardinia (Italy). The strategic planning did not provide any solutions to the problems of the current regional governments.

5.1.2 The Degree Of Strategic Planning Practiced By Health In Stitutions In Palestine :

The results in table (4-8) indicated that the degree of strategic planning practice in health institutions in Palestine was high in general, the organization has a clear message dealing with the nature of its work and the tasks it performs, This is due to the Palestinian Ministry of Health's interest in training workers in health institutions to clarify the concept of strategic planning because of its importance in improving service quality and facing crises. The results of

the study were in agreement with the study of strategic planning and the effectiveness of organization in social service organizations in Portugal, which concluded that institutions are interested in following all methods to reach sound strategic planning, while they differed with the study of the impact of strategic planning on the performance of Algerian higher education institutions, which concluded that the institutions are interested More analyzes its external environment in order to obtain positive results in strategic planning.

5.1.3 Health Institutions Study And Analyze The Internal Environment To Determine Weaknesses And Strengths:

The results contained in table (4-9) indicated that the degree of health institutions in Palestine studying and analyzing the internal environment was generally high, Knowledge and study of the internal environment contributes to the development of the institution's future vision in the process Strategic planning and how to develop it. This is attributed to the Palestinian Ministry of Health's interest in improving the internal environment at work because of its importance in improving employee satisfaction, enhancing loyalty and affiliation, and thus improving performance, which is positively reflected in improving service quality and facing crises. The results of the study were in agreement with the study of the relationship of strategic and operational activity in achieving the effectiveness of the Ukrainian institution, which confirmed that there is a positive relationship in the analysis of the external environment and its impact on strategic planning while It disagreed with the study of the effectiveness of strategic planning in improving the performance of industrial enterprises in Algeria, which focused on the importance of reviewing previous experiences in identifying points of strength and weakness.

5.1.4 Health Institutions Study And Analyze The External Environment To Identify Opportunities And Threats:

The results contained in table (4-10) indicated that the degree of health institutions in Palestine studying and analyzing the external environment was generally high, and the technological and knowledge boom around the world made it imperative for those in charge of this institution to Adopting strategic planning in it. This is attributed to the interest of the Palestinian Ministry of Health in studying and knowing the external environment that it has importance in taking advantage of opportunities and confronting threats that may face the health institution, and this

was evident in light of the Corona crisis.The results of the study were in agreement with the study of the impact of strategic planning on crisis management (Al-Quds), which concluded that the interest in strategic planning works to find solutions and increases the chances of anticipating future crises, while they differed with the study of the use of strategic planning and performance measures to provide continuous improvement efforts in school areas Urban metropolitan areas: Dahnke, Christine C. 2019 University, which stipulated that the process of improvement in strategic planning can be used in changing plans during the occurrence of problems.

5.1.5 Training Programs For All Levels Of Upper And Middle Management In The Field Of Strategic Planning.

The results in table (4-11) indicated that the degree of the existence of training programs in the field of strategic planning in health institutions was generally high, and the training creates new horizons for cooperation with external institutions and the exchange of experiences.This is attributed to the Palestinian Ministry of Health's conviction of the importance of training in achieving effective strategic planning, which in turn leads to achieving service quality, improving employee performance, and so on, and thus increasing the effectiveness of the organization. The results of the study were in agreement with the study of the impact of strategic planning on crisis management (Jerusalem), which concluded that the lack of participation of employees and decision-makers in training courses and the development of plans reduces the effectiveness of the institution when it disagreed with the study of factors affecting the effectiveness of laboratory information systems through strategic planning in hospitals Shiraz Educational (Iran) 2015 that the highest levels of management in the ability to find solutions to organizational problems.

5.1.6 The Future Directions For Strategic Planning In Health Institutions In Palestine.

The results contained in table (4-12) indicated that future directions for strategic planning in health institutions were generally high, and there is a clear and approved vision for strategic planning is developed and adopted within the organization. By achieving a balance between the capabilities and requirements necessary when formulating strategic goals, the corporation seeks to continuously develop its strategic objectives, This is attributed to the Palestinian Ministry of

Health's conviction of the importance of developing a strategic plan based on clear future directions that lead to achieving effective strategic planning, which in turn leads to achieving service quality, improving employee performance, and so on, and thus increasing the organization's effectiveness.The results of the study are in agreement with the study of the relationship of strategic and operational activity in achieving the effectiveness of the institution (Ukraine) 2016 Polyanska Alla Stepanivna, which talked about the skillful organization of strategic planning works in the end to produce effective and efficient strategic planning.

5.1.7 Strategic Planning Helped Reduce The Effects Of Covid 19.

The results in table (4-13) indicated that strategic planning has greatly contributed to reducing the effects of Covid 19 in general, and a misconception of the strategic plan reduces its effectiveness in times of crisis. This is attributed to the importance of strategic planning, which is based on (swot) analysis by identifying the strengths and weaknesses in the internal environment of the institution, identifying opportunities and threats in the external environment, and thus taking advantage of the available opportunities and strengthening the strengths, and trying to confront the threats facing the institution. The results of the study are consistent with studying the strategy of countries in facing crises and disasters during the Corona pandemic in the importance of intensifying efforts in studying crisis and disaster management because of their positive results in facing the crisis.

5.1.8 The Requirements For The Success Of Strategic Planning In Health Institutions In Palestine.

the results contained in table (4-14) indicated that the requirements for successful strategic planning were generally high, and a full knowledge of the internal and external environments helps and contributes to the success of the strategic plans at the enterprise level. This is attributed to the awareness of workers in health institutions of the concept of strategic planning and its requirements, and this is due to the Palestinian Ministry of Health's interest in training workers on what strategic planning is, and the interest in achieving strategic planning through knowing the requirements of successful strategic planning. The results of the study were in agreement with the study of Alnuwr Nouji (2018) stated that there are results of having a statistically significant effect of the availability of the requirements of strategic planning in terms of knowledge and study of the surrounding environment,

while it disagreed with a study of the impact of strategic planning on the performance of organizations (2017), which emphasized the link Strong between preparing the plan and formulating the correct goals and its consequences for the organization.

5.1.9 The Obstacles To Implementing And Practicing Strategic Planning In Palestinian Health Institutions.

The results contained in table (4-15) indicated that the obstacles to strategic planning were high in general, and the highest obstacles to strategic planning were of a high degree and according to importance: (Focus on daily operations and practices and neglect of strategic planning, lack of encouragement to use strategic planning, lack of financial resources the failure to adopt special budgets for the strategic planning process, highly centralized decision-making, a dearth of efficient information needed to practice strategic planning, a lack of commitment to the established plan, a scarcity of regulations and laws that help in the strategic planning process, a scarcity of trained and qualified personnel for the strategic planning process, lack of implementation of pre-established plans). This is due to the absence of clear and regulatory laws for the process of practicing strategic planning, and the scarcity of financial resources constitutes a major obstacle for health institutions to achieve effective strategic planning. The results of the study are in agreement with the study of the impact of strategic planning on the performance of Algerian higher education institutions From the perspective of the Balanced Scorecard prepared by Rahma Zuaibi 2014 (Algeria), which emphasized the importance of studying the external environment in order to avoid the obstacles that the outside world had, and also coincided with the study of strategic planning practices and the performance of private hospitals in Nairobi, Dr. Reuben Njuguna (Kenya) 2019, which affirmed that commitment to the set plan and the presence of sufficient human cadres within the organization helps to develop it, while the lack of these cadres and the lack of commitment to planning is considered a hindrance and its rationale must be reconsidered.

5. 1.10 The Degree Of Effectiveness Of Health Institutions In Palestine.

The results presented in table (4-16) indicated that the effectiveness of health institutions in Palestine was high in general, and the effectiveness of working conditions within the institution,

the availability of a safe environment for the provision of health services. This is attributed to the concern of the Palestinian Ministry of Health to improve service quality, by improving working conditions, providing a safe environment, achieving job security, and paying attention to the effectiveness of the human element, despite the fact that these services did not reach the required level that meets the needs of the public. The results of the study are in agreement with a study of the impact of strategic planning on the performance of institutions, a study of the state of public institutions (Sudan) and a study of the utilization of strategic planning and performance measures to provide continuous improvement efforts in large urban school areas: Dahnke, Christine C. 2019 and a study of the relationship of strategic and operational activity in achieving effectiveness The institution (Ukraine) 2016 Polyanska Alla Stepanivna and most other studies as these studies considered that the availability of the appropriate internal environment and commitment to the implementation of strategic planning and work on continuous improvement within the organization every year and the flexibility of the strategic plans generally work to increase the effectiveness of any institution and these studies confirmed that monitoring And follow-up management is working to produce proper administrative and strategic planning that achieves the required level of effectiveness within the organization.

5. 1.11 The Factors That Helped Improve The Effectiveness Of Health Institutions In Palestine.

The results presented in table (4-17) indicated that the factors helping to improve the effectiveness of health institutions in Palestine came in succession: (The institution has a quiet place to provide the required medical services, the available lighting is suitable for providing health services, services are provided based on instructions The well-known and previously circulated that ensures the provision of appropriate health service, the availability of adequate ventilation and heating devices to provide medical services, there is a positive and effective effect on the ground of the training courses that have been received, the training contributes to the development of the working staff, which leads to the increase of the institution’s effectiveness, there is a follow-up to provide services according to It is planned in terms of patient and nurse safety, employee injuries are documented at the Records Department and taking into account the conditions of the injured employee, the employee's condition is followed up clinically and taking the necessary treatment measures, epidemiological teams and equipment

are provided for cases caused by Covid 19, the employee is informed of the risks that he may be exposed to during work, clean and sterile sanitary toilets are provided, services are provided safely, especially during crises, the necessary preventive tools are available for patients Coronavirus, the employee receives all the necessary vaccinations to prevent infection and diseases, the employee is transferred to the required physical and laboratory examinations, the training is received periodically inside and outside the government institution, there are clean places to provide the service to prevent the spread of infection and the transmission of the virus, the necessary examinations and tests are conducted for the recipient of services easily and conveniently, sufficient tools and expertise are provided to develop the efficiency and effectiveness of the medical staff, the pharmacy has the basic medicines needed to treat different cases, the beds and equipment are commensurate with the size of the rooms designated for patients, the employee is trained to avoid injury at work, the administration continuously follows the results of the training process, commensurate job site with his scientific and practical experiences, a sufficient number of service providers and administrators are available throughout At the time, there is a wide enough space to provide services properly, a sufficient number of doctors and nurses are available around the clock to provide medical services, appropriate resources and treatments are available for the recipient of services, a full periodic maintenance of medical devices is available).

The impact of applying strategic planning on the effectiveness of health institutions in Palestine.
"There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for applying strategic planning on the effectiveness of health institutions in Palestine.
The results contained in table (4-20) indicated that the effectiveness of the health institution changes according to the practice of strategic planning, so that whenever strategic planning changes by one degree, the effectiveness of the health institution changes by (0.834) degrees, and here is the effect of the exercise of strategic planning in achieving the effectiveness of the health institution, That is, if the strategic planning increased by one degree, the effectiveness of the health institution increased by (0.834) degree, and vice versa

.

There are no statistically significant differences at the level of significance (α≤0.05) in the respondents' responses about the reality of strategic planning in health institutions in Palestine according to the variables: (gender, age, academic qualification, Position, nature of work, years of service, institution location, type of institution).

The results presented in table (4-21) indicated that there are no statistically significant differences at the level (α≤0.05) about the reality of strategic planning in health institutions in Palestine according to the gender variable, This is due to the fact that strategic planning is done centrally in the Ministry of Health, and workers in health institutions must set operational plans regardless of their gender, whether male or female.

The results contained in table (4-22/ b) indicated that there are no statistically significant differences at the level (α≤0.05) regarding strategic planning in health institutions in Palestine according to the age variable. This is due to the fact that strategic planning is done centrally in the Ministry of Health, and workers in health institutions must develop operational plans, regardless of their age.

The results contained in table (4-23/ b) indicated that there are no statistically significant differences at the level (α≤0.05) regarding strategic planning in health institutions in Palestine according to the educational qualification variable. This is due to the fact that strategic planning is done centrally in the Ministry of Health, and workers in health institutions must set operational plans regardless of their academic qualifications.

The results contained in tables (4-24/ b) and (4-24/ c) indicated that there are statistically significant differences at the level (α≤0.05) regarding strategic planning in health institutions in Palestine according to the job title variable, and the differences were between a general manager and a director / deputy director and in favor of a general manager with a difference of (0.36111), and there were also differences between a director / deputy director and a head of department / head of a division and a director / Deputy Director with a difference (0.23194). This is due to the fact that strategic planning is done centrally in the Ministry of Health, whereby the General Directors and Directors participate in formulating the strategic plans in the Ministry.

The results contained in table (4-25 / b) indicated that there are no statistically significant differences at the level (α≤0.05) regarding strategic planning in health institutions in Palestine according to the variable of the nature of work. This is due to the fact that strategic planning is

done centrally in the Ministry of Health, and workers in health institutions must set operational plans regardless of the nature of their work, whether they are administrative or technical.

The results contained in table (4-26/ b) indicated that there are no statistically significant differences at the level ($\alpha \leq 0.05$) regarding strategic planning in health institutions in Palestine according to the variable years of service. This is due to the fact that strategic planning is done centrally in the Ministry of Health, and workers in health institutions must develop operational plans regardless of their years of service and the experiences they acquire.

The results contained in table (4-27) indicated that there are statistically significant differences at the level ($\alpha \leq 0.05$) regarding strategic planning in health institutions in Palestine according to the institution's location variable, The differences were in favor of decision-makers in health institutions in Bethlehem governorate, with an average of (3.86) compared to (3.54) for decision-makers in health institutions in Hebron governorate. This is due to the fact that strategic planning is done centrally in the Ministry of Health, whereby workers in health institutions in Bethlehem are more involved in formulating strategic plans in the ministry, due to the geographical location of the governorate, as well as the availability of appropriate infrastructure in Bethlehem Governorate, such as hotels and others.

The results contained in table (4-28) indicated that there are no statistically significant differences at the level ($\alpha \leq 0.05$) regarding strategic planning in health institutions in Palestine according to the type of institution variable. This is due to the fact that strategic planning is done centrally in the Ministry of Health, and workers in health institutions must set operational plans regardless of the type of institution, hospital or health directorate.

There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' responses about the effectiveness of health institutions in Palestine according to the variables: (gender, age, academic qualification, Position, nature of work, years of service, institution location, type of institution).

The results presented in table (4-29) indicated that there are no statistically significant differences at the level ($\alpha \leq 0.05$) about the effectiveness of health institutions in Palestine according to the gender variable. This is attributed to the fact that the effectiveness of the health institution results from improving the quality of service through improving the internal and external environment, regardless of the gender of the employee, male or female.

The results mentioned in table (4-30/ b) indicated that there are no statistically significant differences at the level (α≤0.05) about the effectiveness of health institutions in Palestine according to the age variable. This is attributed to the fact that the effectiveness of the health institution results from improving the quality of service through improving the internal and external environment, regardless of the nature of the employee's age and years of service.

The results contained in table (4-31/ b) indicated that there are no statistically significant differences at the level (α≤0.05) regarding the effectiveness of health institutions in Palestine according to the educational qualification variable. This is attributed to the fact that the effectiveness of the health institution results from improving the quality of service through improving the internal and external environment, regardless of the nature of the employee's educational qualification.

The results contained in tables (4-32/ b) and (4-34 / c) that there are statistically significant differences at the level (α≤0.05) regarding the effectiveness of health institutions in Palestine according to the job title variable, the differences were between a director / deputy director and a department head / division head, in favour of a director / deputy director with a difference of (0.42909). This is due to the fact that the effectiveness of the health institution results from improving the quality of service through improving the internal and external environment. General Managers as well as managers appreciate and try to show the quality of service more than others do.

The results mentioned in tables (4-33/ b) indicated that there are no statistically significant differences at the level (α≤ 0.05) about the effectiveness of health institutions in Palestine according to the variable of the nature of work. This is due to the fact that the effectiveness of the health institution results from improving the quality of service through improving the internal and external environment, regardless of the nature of the employee's work.

The results contained in table (4-34/ b) indicated that there are no statistically significant differences at the level (α≤ 0.05) regarding the effectiveness of health institutions in Palestine according to the variable of years of service This is due to the fact that the effectiveness of the health institution results from improving the quality of service through improving the internal and external environment, regardless of the years of service of the employee.

The results in table (4-35) indicated that there are statistically significant differences at the level (α≤ 0.05) about the effectiveness of health institutions in Palestine according to the institution's

location variable, The differences were in favor of decision-makers in health institutions in Bethlehem governorate, with a mean of (3.90) compared to (3.47) for decision-makers in health institutions in Hebron governorate. This is due to the fact that the effectiveness of the health institution results from improving the quality of service through improving the internal and external environment, and this is evident through the quality of service provided in the Bethlehem governorate due to the small population compared to the Hebron governorate.

The results presented in table (4-36) indicated that there are no statistically significant differences at the level ($\alpha \leq 0.05$) about the effectiveness of health institutions in Palestine according to the type of institution variable. This is due to the fact that the effectiveness of the health institution results from improving the quality of service through improving the internal and external environment, regardless of the type of institution, hospital or health directorate

5.2 CONCLUSIONS:

There is a high degree of knowledge and familiarity with the concept of strategic planning in health institutions in Palestine through: (the existence of conviction for the institution's management the importance of strategic planning, a clear understanding of the strategic planning process). The study also improved that Health institutions in Palestine has practice strategic planning largely through a clear vision and mission that addresses the nature of its work and the tasks it perform, Knowing the internal and external environment factors. The Foundation sets clear and written interim goals that it seeks to achieve within the capabilities and conditions available to it. Health institutions in Palestine has a clear, understandable and written strategic plan. There is difficulty for workers in obtaining data and information about the institution. Health institutions in Palestine study and analyze the external environment largely. There is an existence of training programs in the field of strategic planning in health institutions. There is directions for strategic planning in health institutions are large. Strategic planning has greatly contributed to reducing the effects of Covid 19. The requirements for successful strategic planning included the following:(Full knowledge of the internal and external environments helps and contributes to the success of strategic plans at enterprise level, monitor the implementation of strategic plans and study their effectiveness on an ongoing basis, Evaluating previous

experiences and knowing their strengths and weaknesses, Developing a number of alternatives when strategic planning in the organization and adopting the best of them). Not all administrative levels and employees are actively involved in formulating strategic plans. There are many obstacles facing strategic planning such as: (Focusing a daily operations and practices and neglect strategic planning, Lack of encouragement for the use of strategic planning, lack of financial resources, lack of budgets for the strategic planning process, High centralization in decision-making, Scarcity of efficient information needed to practice strategic planning, lack of commitment to the set plan, The scarcity of regulations and laws that assist in the strategic planning process, The scarcity of trained and qualified personnel for the strategic planning process, Failure to implement pre-set plans). The results of the study also proved that the effectiveness of health institutions in Palestine was generally high through many factors such as quiet place, suitable lighting, circulated instructions that guaranteed the provision of an appropriate health service, Provide adequate ventilation and heating equipment to provide medical services. There is a positive and effective impact on the ground of the training courses. Training contributed to the development of the working staff, which leads to increase the effectiveness of the institution. There is a high impact of strategic planning on the effectiveness of the health institutions, so that whenever strategic planning changes by one degree, the effectiveness of the health institution changes by (0.834) degrees. Vice versa. The results are proven that there are no statistically significant differences regarding the reality of strategic planning in health institutions in Palestine according to the variables: (gender, age, educational qualification, nature of work, years of service, type of institution). While there are statistically significant differences according to the job title in favor of a general manager and director, and the institution's location in favor of health institutions in the Bethlehem governorate.

Finally The results are proven that there are no statistically significant differences about the effectiveness of health institutions in Palestine according to the variables: gender, age, educational qualification, nature of work, years of service, type of institution, While it was found that there are statistically significant differences according to the job title variable and in favor of a manager, and the existence of differences according to the institution's location and in favor of health institutions in Bethlehem.

5.3 RECOMMENDATIONS:

In light of the results of the study, the researcher recommends the following:

enhancing the full knowledge of the internal and external environments because of its role in the success of the strategic plans at the enterprise level .monitoring the implementation of strategic plans and studying their effectiveness on an ongoing basis working on evaluating previous experiences and knowing their strengths and weaknesses.

Developing a number of alternatives when strategic planning in the organization and adopting the best of them. Involving all administrative levels and employees in formulating strategic plans effectively reducing obstacles to strategic planning, through: (Focusing on day-to-day operations and practices and an interest in strategic planning, Increased encouragement of the use of strategic planning, Approving special budgets for the strategic planning process, Moving away from high central decision-making, Providing efficient and necessary information to practice strategic planning, Promote adherence to the set plan, Enacting laws and regulations that aid in the strategic planning process, Train and encourage employees to practice strategic planning, Work to implement the plans previously set).

Continuing to apply the steps and procedures that increase the effectiveness of the institution while evaluating it continuously work to provide trained technicians around the clock, permanently and continuously work to provide the modern equipment necessary to provide health services with high quality.

Reducing obstacles that hinder the arrival of ambulances within their scope of work, through coordination and cooperation with the relevant institutions.

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LIST OF APPENDICES

Study Questionnaire

"THE IMPACT OF STRATEGIC PLANNING ON THE EFFECTIVENESS OF HEALTH IN STITUTIONS IN PALESTINE."

The researcher is conducting a field study entitled "Strategic Planning and its Impact on the Effectiveness of Health Institutions in Palestine," so please fill out the questionnaire carefully and accurately by placing an X in the appropriate box, noting that the data will be completely confidential and will only be used for scientific research purposes. Thank you for your kind cooperation.

Researcher: Yasser Galeb Al- Natsheh

Supervisors: Dr. Mehmet Tekil Oglu & Dr. Sameer Sulayman Al- Jamal

Section one: personal information.

Kindly tick (✔) the correct information.

Gender	1. Male ( ) 2. Female ( )
Age	1. Under 25 ( ) 2. 25- 35 ( ) 3. 35-45 ( ) 4. 45-55 ( ) 5. Above 55 ( )
Qualification	1.Diploma. ( ) 2.Bachelor. ( ) 3.Higher education. ( )
Position	1.General manager. ( ) 2.Manager ( ) 3.Head of department. ( )
Work environment	1. Administrative. ( ) 2. Technical ( ) 3. Both ( ) 4. Other ( )

Years of service	1. Less than 10 years. ( ) 2. 10- 20 years. ( ) 3. More than 20 years. ( )
Institution location	1. Hebron ( ) 2. Bethlehem ( )
Type of institution	1.Hospital. ( ) 2.Health Directorate. ( ) 3.Outpatient clinic. ( )

Section two:

The concept of strategic planning: a process aimed at supporting leaders to be aware of their goals and means. Thus, strategic planning is a management tool, and it is only used for one purpose - like other administrative tools - which is to help the organization do a better job. Strategic planning can help the organization focus its view and priorities in responding to the changes occurring in the environment around it and ensure that the organization's personnel work towards achieving the same goals.

The first field: knowledge and familiarity with the concept of strategic planning:	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
The top management of the organization has a clear understanding of the strategic planning process.					
The management of the enterprise is convinced of the importance of strategic planning.					
The top management is committed to strategic planning to develop its performance					
The management of the enterprise provides the human and logistical resources necessary for strategic planning.					
The institution has a culture of strategic planning.					
The management of the institution encourages workers in all departments to become familiar with the concept of					

strategic planning.					
The second field: Degree of strategic planning practice:					
Internal and external environmental factors are recognized.					
The organization has a clear vision of strategic planning.					
The Foundation has a clear mission that addresses the nature of its work and the tasks it performs.					
The institution sets clear and written interim goals that it seeks to achieve within the capabilities and conditions available to it.					
Each department in the organization participates in preparing the goals of the short and medium term organization.					
The institution chooses the appropriate strategy to achieve its goals and mission in a manner consistent with its study and knowledge of the internal and external environment of the institution.					
The organization has a clear, understandable and written strategic plan.					
The third field: Study the internal environment					
The institution is interested in monitoring and knowing qualified and trained human resources and trying to attract them.					
The institution monitors its strengths and weaknesses in order to reinforce the positive and eliminate the negative and avoid it.					
The institution is keen, according to a clear vision, to deal with its weaknesses and strengths, to invest in its strengths and reduce weaknesses.					

The data and information of the institution is difficult to obtain.					
The knowledge and study of the external environment contributes to the development of the institution's future vision in the strategic planning process and how to develop it.					
The fourth field: Study the external environment.					
The institution seeks to understand and study the external environment to identify the various variables to assist officials in the strategic planning process.					
The institution is concerned with identifying the areas of risk and the difficulties facing strategic planning.					
The geographic location of the institution helps in opening communication channels with its external surroundings, including institutions and individuals.					
The technological and knowledge boom around the world has made it imperative for those in charge of this institution to adopt strategic planning in it.					
The institution takes into account the trends of members of the local community when analyzing the external environment.					
The fifth field: Training programs in strategic planning					
The institution is keen to train its employees on how to implement strategic plans in it.					
The institution has prepared and trained users on all expected possibilities within it.					
The institution is keen to attract scientific and trained competencies leaders to qualify the training staff in flexible					

scientific ways to obtain the required results.					
The institution continues to evaluate training programs and their results on the ground					
Training helps create new ideas that contribute to the development of the future strategic plans of the organization.					
Training creates new horizons for cooperation with external institutions and exchange of experiences.					
The fifth field: Future directions for strategic planning in the organization.					
A clear and approved vision for strategic planning is developed and adopted within the organization.					
The institution seeks to continuously and continuously develop its strategic objectives.					
The institution is concerned with achieving a balance between the capabilities and requirements needed when formulating strategic objectives.					
The institution uses outside experts and specialists to prepare its strategic plans.					
The institution follows clear policies for its employees, which contribute to and ensure their implementation and thus achieve the set and planned goals in the organization.					
The institution adopts a number of appropriate policies and procedures to achieve the planned goals.					
The institution contributes to formulating strategic plans emanating from the Palestinian Ministry of Health.					
The seventh field: The role of strategic planning in minimizing the effects of COVID-19					
A misunderstanding of the strategic plan reduces its effectiveness in times of					

crisis.					
Strategic planning provides information that is useful in making decisions in times of crisis.					
Strategic planning increases the chances of minimizing the impact of COVID-19					
Strategic planning highlights the role of senior management in facing future risks.					
Strategic planning increases the visibility of employees in times of crisis.					
Strategic planning reveals strengths and weaknesses within the organization.					
Failure to involve employees in the planning process is an obstacle to solving problems within the institution.					
The eighth field: Requirements for successful strategic planning					
All levels of administration and employees are involved in drafting strategic plans.					
Contributes to full knowledge of the internal and external environments assists and contributes to the success of strategic plans at the enterprise level.					
Previous experiences are evaluated and their strengths and weaknesses are recognized.					
A number of alternatives are put in place when strategic planning in the organization and adopting the best of them					
The implementation of strategic plans is monitored and their effectiveness studied on an ongoing basis					
The ninth field: Obstacles to strategic planning in the organization.					
Lack of commitment to the set plan					
Lack of financial resources and the lack of special budgets for the strategic					

planning process					
Lack of encouragement to use strategic planning.					
Focusing on day-to-day operations and practices and neglecting strategic planning.					
A dearth of efficient information needed to practice strategic planning.					
The scarcity of trained and qualified personnel for the strategic planning process.					
The scarcity of regulations and laws that assist in the strategic planning process.					
Failure to implement pre-set plans.					
High central decision-making.					

Open question: From your point of view, what are the obstacles facing the strategic planning in the Palestinian Ministry of Health, which were not mentioned previously?

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Section Three: Effectiveness of Health Institutions.

Fields	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The first field: The effectiveness of working conditions within the institution					
The institution has a quiet place to provide the required medical services.					
The available lighting is suitable for providing health services.					
Provide adequate ventilation and heating devices to provide medical services.					

The employee's location is commensurate with his scientific and practical experiences.					
The beds and equipment are commensurate with the size of the patient rooms.					
Provides sanitary and hygienic toilets.					
The second part: The effectiveness of supportive health services					
A sufficient number of doctors and nurses are available 24 hours to provide medical services.					
Sufficient number of providers and administrators are available 24 hours.					
The necessary examinations and tests are carried out for service recipients easily.					
Appropriate resources and treatments are available for service recipients.					
Epidemiological teams and equipment are provided for cases caused by Covid 19.					
The third part: Interest in the effectiveness of human staff.					
Training is received periodically inside and outside the government institution.					
Sufficient tools and expertise are provided to develop the competence and effectiveness of the medical staff.					
Training contributes to developing the working cadre, which leads to an increase in the effectiveness of the institution.					
The management continuously monitors the results of the training					

process.					
There is a positive and effective impact on the ground of the training courses that have been received.					
The fourth field: Availability of medicines and medical equipment					
The basic medicines needed to treat various conditions are available in the pharmacies.					
The necessary preventive tools are available for Corona patients.					
The possibility exists to provide trained technicians during working hours.					
There are modern devices that suit the requirements of the situation.					
There is a full periodic maintenance of medical devices.					
Ambulances reach all areas within the scope of work without obstacles.					
The fifth field: Provide a safe environment for providing health services.					
The services are provided according to well-known and previously circulated instructions that ensure adequate health service.					
There is follow-up to provide services as planned in terms of patient and nurse safety.					
Services are provided safely, especially during crises.					
There is a large enough space to properly provide the services.					
There are clean places to provide service to prevent the spread of infection and transmission of the virus.					

The sixth field: Job security					
The employee is informed of the risks that he may be exposed to during work.					
The employee is trained to avoid injury on the job.					
The employee receives all necessary vaccinations to prevent infection and diseases.					
Employee injuries are documented at the Records Department and the circumstances of the injured employee are taken into consideration.					
The employee's condition is being followed clinically and the necessary remedial measures are taken.					
The employee is transferred for the required physical and laboratory examinations.					

Open Question: From your point of view, what are the factors that helped improve the effectiveness of health institutions in Palestine?

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