



Impact of Strategic Vigilance on Health Crisis Management: An Applied Study at Nasser Medical Complex Gaza During Genocide

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Abstract

The healthcare sector in Gaza has faced unprecedented challenges during the 2023-2026 war, necessitating the development of novel resilience and crisis management frameworks. Strategic vigilance, a proactive approach to monitoring and responding to environmental changes, is critical for organizations operating under extreme duress. This study aimed to investigate the impact of strategic vigilance (technological, competitive, commercial, and environmental) on health crisis management (early warning, solution provision, and post-crisis outcomes) at Nasser Medical Complex in the Gaza Strip.

A descriptive analytical approach was employed. Data were collected via a questionnaire administered to a sample of 190 employees holding supervisory positions at the Nasser Medical Complex. Multiple regression analysis was used to test the study's hypotheses.

The findings indicate a high overall level of strategic vigilance application (mean = 3.87), with competitive vigilance ranking the highest. Health crisis management practices were also assessed at a high level (mean = 3.72), with a notable emphasis on post-crisis outcomes rather than early warning systems. Regression analysis revealed that competitive vigilance ($\beta = 0.203$, $p = 0.060$) and environmental vigilance ($\beta = 0.298$, $p = 0.000$) significantly influence health crisis management. Conversely, technological and commercial vigilance showed no statistically significant effect.

The study underscores the critical role of strategic vigilance in navigating health crises in a conflict zone. While Nasser Medical Complex demonstrates robust crisis management, there is a clear need to strengthen early warning systems and technological capabilities. The findings highlight that in a rapidly deteriorating environment, the ability to monitor competitors (competitive vigilance) and the broader political-security environment (environmental vigilance) are paramount for institutional survival and service continuity. The study recommends targeted interventions to enhance employee capacity, institutionalize vigilance practices, and foster a more proactive crisis management culture.

Keywords: Strategic Vigilance, Health Crisis Management, Gaza, Nasser Medical Complex

1. Introduction

1.1. Background

Modern healthcare institutions are witnessing numerous rapid changes in their internal and external environments due to technological development and the increasing severity of health crises. These changes impose on healthcare institutions the necessity of continuous adaptation and the development of their working methods to ensure their ability to continue and achieve

their goals. These transformations also affect various administrative and organizational aspects, requiring high flexibility in decision-making and rapid response to variables, in order to maintain performance efficiency and keep pace with modern developments. Strategic vigilance is considered a modern and pivotal approach to bringing about change within institutions and enhancing their competitiveness. It has become a basic necessity that cannot be dispensed with in various types of institutions. This vigilance contributes to improving the decision-making process through continuous monitoring of the surrounding environment, collecting data and information related to its various aspects. It also represents an information system that enables the institution to proactively read its external environment, aiming to reduce the risks resulting from uncertainty, identify threats and avoid them or mitigate their effects, in addition to seizing opportunities and investing them at the right time. This process includes collecting, analyzing, distributing, and disseminating strategic information to support the strategic decision-making process (Al-Badawi, 2022: 961) ^[7].

Crises are a prominent feature of contemporary organizations in a dynamic environment characterized by accelerating economic, political, and social changes, along with intense competition and challenges facing these organizations. Work crises directly affect their continuity, survival, and competitiveness, which may expose them to collapse or disappearance. Crises have become a source of concern for senior management and employees, due to the difficulty of controlling them in light of sudden and sharp changes in various environments. Their impact increases as a result of the weak ability of administrations to adopt appropriate administrative models that help them adapt to these variables (Salehi *et al.*, 2022: 1444). In light of the above, this study aims to explore the impact of strategic vigilance on health crisis management at Nasser Medical Complex. The healthcare sector in Gaza has faced unprecedented challenges during the 2023-2026 war, which has been characterized as creating conditions that necessitate the development of healthcare insurance and adaptive resilience frameworks (Abu Nada *et al.*, 2026; Buheji & Mushimiyimana, 2023) ^[3, 22]. The destruction of medical infrastructure, including laboratories and cardiac catheterization services, has imposed significant costs of illness on the population (Ahmed *et al.*, 2026; Alaff *et al.*, 2026) ^[5, 6]. The war has also contributed to severe malnutrition among children and created conditions of moral injury among observers of the conflict (Ashour *et al.*, 2025a; Buheji, 2025a) ^[14, 18]. The transition from an occupation economy to what has been termed a "genocide economy" has fundamentally altered the healthcare landscape, demanding new approaches to resilience and crisis management (Buheji, 2025b; Buheji, 2025c) ^[19, 20]. The reality of the Gaza health sector during the 2023-2025 war has demonstrated the critical need for strategic vigilance and proactive health crisis management (Migdad *et al.*, 2025; Shorrab *et al.*, 2024) ^[30, 39].

1.2. Research Problem and Questions

The government health sector in the Gaza Strip is one of the most affected sectors due to the war on Gaza in 2023, the shortage of medicines, and the medical equipment needed to save patients' lives. In light of the rapid population increase in the Gaza Strip, the health sector faces challenges from two

sides: the first side is the lack of material, human, and technical capabilities, and the second side is the increased burden and demand for health services. In light of the challenges facing the health sector, raising the level of cooperation and integration among local community institutions, especially health institutions, may be the optimal way to confront them, in order to ensure the sustainability of the health services provided (Al-Ghoti & Abu Bureik, 2023: 131) ^[8, 4].

The war on Gaza has created new necessities for healthcare system development and has fundamentally altered the healthcare landscape, requiring institutions to develop what Buheji (2025d) ^[21] terms "anti-fragility frameworks" that can absorb disruption and chaos rather than merely bounce back from crises. Healthcare workers in Gaza have experienced significant psychological and moral challenges, navigating what Buheji (2024c) ^[17] describes as "collective pain" while striving to maintain essential services. The destruction of medical laboratories has resulted in substantial economic and health costs, as documented by Ahmed *et al.*, (2026) ^[5], while the collapse of specialized services such as cardiac catheterization has created severe gaps in healthcare delivery (Alaff *et al.*, 2026) ^[6].

In the context of the researchers's endeavor to deepen the understanding of the research problem and support it with realistic indicators that contribute to justifying conducting the study, the researchers works at Nasser Medical Complex and initiated a pilot study aimed at monitoring some phenomena related to the research topic. The analysis of the results of this study contributed to revealing a set of preliminary indicators that reinforce the sense of the research problem and highlight its various dimensions. The results of the pilot study showed a deficiency in the complex's management preparing emergency plans to face potential health crises and disasters, where the relative weight of this item reached (57.6%), which represents one of the aspects that may negatively affect achieving the desired goals of applying health crisis management and reinforces the need to conduct this study in a scientific and in-depth manner. For a more precise diagnosis of the problem, the researchers reviewed previous studies that addressed crisis management in the government sector. Abu Daqqa's study (2021: 105) ^[2] indicated that the level of managing the Corona crisis came with a relative weight of (73.20%), which was confirmed by the results of Hamsh's study (2020: 124) ^[26], which showed that the level of approval regarding crisis management came with a relative weight of (71.30%). Similarly, Salamah's study (2019: 144) ^[36] indicated that the level of crisis management came with a moderate degree of approval with a relative weight of (67.3%). Accordingly, the research problem lies in attempting to answer the following main question: What is the impact of strategic vigilance on health crisis management at Nasser Medical Complex?

The following sub-questions branch out from the previous question:

1. What is the degree of applying strategic vigilance at Nasser Medical Complex?
2. What is the level of applying health crisis management at Nasser Medical Complex?
3. Is there an impact of strategic vigilance dimensions (technological vigilance, competitive vigilance, commercial vigilance, environmental vigilance) on health crisis management at Nasser Medical Complex?

1.3. Study Objectives

The current study aims to:

1. Measure the degree of applying strategic vigilance at Nasser Medical Complex.
2. Measure the level of applying health crisis management at Nasser Medical Complex.
3. Determine the impact of strategic vigilance dimensions (technological vigilance, competitive vigilance, commercial vigilance, environmental vigilance) on health crisis management at Nasser Medical Complex.

1.4. Study Importance

The scientific importance of the study stems from its contribution to expanding the scope of academic knowledge related to the concept of strategic vigilance and its practical applications, particularly in government hospitals operating in the Gaza Strip. It also contributes to developing concepts related to health crisis management and strategic vigilance, and provides a deeper understanding of the nature of the relationship between them in light of the study's findings. Additionally, the study provides a knowledge base and data that researchers can benefit from in conducting future related studies, thereby enhancing the accumulation of scientific knowledge in this field, as well as contributing to revealing existing research gaps, which encourages further research and studies to complete aspects of knowledge related to strategic vigilance and health crisis management. The practical importance of the study lies in its contribution to helping Nasser Medical Complex develop more effective strategies for health crisis management, thereby enhancing its ability to respond to future crises and deal with them more efficiently. It also contributes to enhancing the complex's flexibility and ability to adapt to ongoing changes and challenges facing the health sector. The study results are expected to positively reflect on improving the quality of health services provided to the community, especially in light of the exceptional circumstances the Gaza Strip is going through. Additionally, it provides important information and data that decision-makers at Nasser Medical Complex can benefit from when making strategic decisions related to health crisis management and institutional performance development.

Given the unprecedented challenges documented by researchers studying the Gaza health sector (Ahmed *et al.*, 2026; Alaff *et al.*, 2026; Shorrab *et al.*, 2024) [5, 6, 39], the practical implications of this study are particularly significant. The findings can inform the development of resilience frameworks that address what Buheji (2025d) [21] terms "creative destruction" and the need for healthcare institutions to develop anti-fragility approaches that enable them to not only survive but potentially strengthen their capacities in response to disruption.

1.5. Study Hypotheses

There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of strategic vigilance dimensions (technological vigilance, competitive vigilance, commercial vigilance, environmental vigilance) on health crisis management with its combined dimensions at Nasser Medical Complex.

1.5.1. Independent Variable

Strategic Vigilance

- Technological Vigilance

- Competitive Vigilance
- Commercial Vigilance
- Environmental Vigilance

1.5.2. Dependent Variable

Health Crisis Management

- Early Warning (Before Crisis)
- Providing Solutions (During Crisis)
- Outcomes (After Crisis)

1.5.3. Demographic Variables

(Gender, Age Group, Educational Qualification, Years of Service, Job Type)

Source: Developed by the researchers based on previous studies

1.5.4. Study Limitations

1. **Subject Limitation:** The study aims to reveal the impact of strategic vigilance with its dimensions (technological vigilance, competitive vigilance, commercial vigilance, environmental vigilance) on health crisis management.
2. **Human Limitation:** The study was limited to employees holding supervisory positions at Nasser Medical Complex, as they are the group involved and interacting with the research topic.
3. **Spatial Limitation:** The study was applied to Nasser Medical Complex.
4. **Time Limitation:** The study was conducted during June 2026.

1.6. Study Terminology

1.6.1. Strategic Vigilance

A formal organizational arrangement that the institution intentionally and consciously establishes, based on specific tools, methods, and methodologies. It includes a series of processes consisting of searching for, collecting, processing, disseminating, and investing information, with the aim of keeping the institution in a state of alertness and continuous monitoring of the environment in which it operates, helping it make decisions, determine strategic directions, exploit available opportunities, avoid threats, and reduce uncertainty (Omar, 2023: 286) [32].

The researchers defines it as: The administrative approach adopted by Nasser Medical Complex to determine its vision, mission, and future goals, and to develop the necessary plans and programs to achieve those goals, ensuring the efficient and effective direction of its resources and capabilities toward achieving its mission and developing its performance. In the context of the ongoing war on Gaza, strategic vigilance encompasses the capacity to monitor and respond to rapidly evolving threats to healthcare infrastructure and personnel, as documented by Shorrab *et al.* (2024) [39] and Migdad *et al.* (2025) [30].

1.6.2. Health Crisis Management

The ability to plan, organize, and coordinate among various health entities to reduce damage resulting from emergency events, whether natural or health-related, and ensure a return to normalcy in the shortest possible time (Al-Suhaimi, 2026: 8) [12].

The researchers defines it as: The set of procedures and activities followed by Nasser Medical Complex to prepare for crises and deal with them when they occur, by organizing efforts, making appropriate decisions, and utilizing available

resources, contributing to reducing the effects of crises and ensuring the continuity of operations and achieving the complex's goals efficiently and effectively. This definition is particularly relevant in the context of the war on Gaza, where healthcare facilities have faced systematic destruction and healthcare workers have experienced what Buheji (2025a)^[18] terms "moral injury" while continuing to provide essential services. The concept also aligns with the notion of "agile resilience" proposed by Buheji and Mushimiyimana (2023)^[22] for healthcare systems operating under extreme duress.

2. Strategic Vigilance

2.1. Concept of Strategic Vigilance

Strategic vigilance is considered an essential element for the success of any institution or society seeking continuity and development in an environment full of changes and risks. It helps to detect challenges early and seize opportunities before they are lost, thereby enhancing the ability to adapt and make timely decisions. The Holy Quran affirms this meaning in the verse: "O you who have believed, take your precaution" (Surah An-Nisa: 71), which calls for vigilance, attention, and constant preparedness that enables institutions to protect their path, enhance their competitiveness, and ensure their readiness to face crises before they occur.

Talah (2023: 126)^[40] defines it as: A continuous and ongoing process that enables the organization to monitor and anticipate changes in its internal and external environment, aiming to predict early warnings and prepare for them in a timely manner, ensuring the necessary readiness and contributing to achieving strategic goals.

Khalifa *et al.* (2022: 1071)^[29] view it as: A continuous process based on searching for and monitoring information related to changes occurring in the organization's environment, then processing, analyzing, and disseminating it, with the aim of enabling decision-makers to benefit from it in seizing available opportunities, reducing threats, and minimizing their effects.

Tende (2020: 3)^[41] defines it as: The many opportunities that companies use for their own benefit, recognizing difficulties, evaluating them, and the company's ability to work towards reducing them.

The researchers defines it as: The administrative approach adopted by Nasser Medical Complex to determine its vision, mission, and future goals, and to develop the necessary plans and programs to achieve those goals, ensuring the efficient and effective direction of its resources and capabilities toward achieving its mission and developing its performance. In the context of the Gaza war, strategic vigilance must also encompass awareness of the broader political and economic environment that shapes healthcare delivery, including what Buheji (2025b)^[19] describes as the "genocide economy" and its impact on healthcare systems.

2.2. Dimensions of Strategic Vigilance (Hussein, 2024: 15-17)

2.2.1. Technological Vigilance

In light of the rapid transformations in the business world, technological development has become a crucial element requiring organizations to invest in understanding their internal capabilities and competitors' positions. From this perspective, the importance of adopting effective methods for monitoring the technical environment and building continuous knowledge that contributes to developing technical capabilities locally and globally and protecting the

organization's future emerges. This requires establishing a technological vigilance system that ensures continuous monitoring of all developments and changes.

2.2.2. Competitive Vigilance

The path that relies on collecting information and data related to current and potential competitors, then analyzing and evaluating them according to an organized scientific method. This path aims to provide decision-makers and stakeholders with accurate and useful information about competitors, their behaviors, strengths, and weaknesses, enabling them to invest this information in enhancing the organization's ability to achieve a competitive advantage.

2.2.3. Commercial Vigilance

Relates to searching for information related to the organization's core interests, including customers, markets, suppliers, and human resources available in the labor market. This type of vigilance aims to understand the needs, desires, and behavior of current consumers, monitor the development of those needs and their loyalty, to achieve and earn their satisfaction. It also focuses on identifying suppliers' conditions and monitoring their financial status and what they offer in terms of new products or services.

2.2.4. Environmental Vigilance

Applying environmental vigilance in organizations is considered a complex function due to the breadth and interconnectedness of external variables surrounding their activities, which imposes high precision in monitoring, analyzing, and communicating sensitive information to decision-makers for adoption. Despite this complexity, this aspect should not be neglected but rather managed with awareness and proactivity; due to its critical strategic impact on the efficiency of the organization's current activity and its future ability to face crises.

Environmental vigilance in Gaza requires monitoring of not only health and environmental indicators but also the broader political and security environment that profoundly affects healthcare delivery (Shorrab *et al.*, 2024; Buheji, 2024a)^[39, 16]. The concept of addressing human factors in Gaza, including the needs of healthcare workers and patients, is central to effective environmental vigilance (Buheji, 2024a)^[16].

Based on the above, the researchers believes that strategic vigilance dimensions contribute in an integrated manner to enabling Nasser Medical Complex to understand its internal and external environment, enhancing its flexibility in adapting to surrounding changes, which positively reflects on the efficiency of dealing with challenges and seizing opportunities. These dimensions also support the decision-making process by providing accurate and timely information, which enhances the complex's efficiency in achieving its goals and ensuring the sustainability of its medical services.

3. Health Crisis Management

3.1. Concept of Health Crisis Management

Health crisis management is considered one of the fundamental pillars for ensuring the continuity of health service delivery during emergencies. It is an integrated strategic process that includes planning, organizing, directing, and controlling human, financial, and logistical resources (Al-Suhaimi, 2026: 8)^[12].

Abasi (2026: 792) ^[1] defines it as: A serious health condition that may result from unsafe health practices committed by an individual or group of people, or may originate from natural factors such as the spread of diseases among animals, severe climatic fluctuations, or natural disasters.

Salamah (2026: 3) ^[37] defines it as: An integrated process that includes a set of systems and procedures, starting before the crisis occurs and extending until after it ends, including estimating the resulting losses, extracting lessons and learning from them, and collecting related data, with the aim of raising the level of readiness and preparedness, and avoiding any negative effects or repercussions that may affect the organization and stakeholders.

Al-Najjar *et al.* (2026: 1817) ^[10] define it as: The process of dealing with a problem, condition, situation, or event characterized by threat and danger to the organization's interests and goals, requiring moving away from traditional and routine methods of treatment, and making quick and sound decisions that ensure the preservation of the organization's resources and properties, while providing a set of material and moral requirements and capabilities that constitute basic pillars for crisis management and effective handling.

Sababah (2023: 50) ^[34] defines it as: The process through which the side effects of the crisis are controlled and attempts are made to contain it, analyzing the reasons that led to the emergence of these crises, and then developing appropriate policies and procedures that ensure they are not repeated in the future and reduce their future occurrence.

Al-Janabi *et al.* (2022: 10) ^[9] define it as: A distinguished administrative process characterized by dealing with a sudden event, requiring decisive and rapid actions that align with the crisis developments, so that crisis management takes the initiative in leading events, influencing them, and directing their course according to the requirements of the situation.

The researchers defines it as: The set of procedures and activities followed by Nasser Medical Complex to prepare for crises and deal with them when they occur, by organizing efforts, making appropriate decisions, and utilizing available resources, contributing to reducing the effects of crises and ensuring the continuity of operations and achieving the complex's goals efficiently and effectively.

3.2. Dimensions of Crisis Management (Hamdallah, 2025: 17)

1. Pre-Crisis Stage

Involves applying the avoidance and confrontation approach, representing preparation for confrontation, during which planning processes and documentation of work mechanisms, systems, simulation practices, training, early warning, risk management, and emergency response are conducted. In this stage, early warning signs appear that alert to the possibility of a crisis occurring.

2. During-Crisis Stage

In this stage, the containment approach is applied by identifying the crisis, responding to it, and activating the crisis management system. The existence of the crisis is acknowledged, and resources begin to be allocated to deal with it.

3. Post-Crisis Stage

This stage involves applying the cooperation approach and conducting post-crisis treatment, by evaluating, adjusting, and correcting situations, in order to revive confidence among beneficiaries and restore activity. It is worth mentioning that individuals during their cooperation in this stage begin to learn and benefit from the lessons and experiences they went through.

The researchers believes that crisis management is not merely a reactive response, but rather a dynamic integrated process that begins with early sensing and proactive preparation to prevent escalation, then flexibly transitions toward effective containment and resource mobilization during the event, reaching intelligent recovery and turning challenges into lessons learned that ensure performance sustainability and future development of the system.

4. Previous Studies

This section presents a summary of the most important previous studies, which can be presented as follows:

4.1. Studies Related to Strategic Vigilance

4.1.1. Study by Hajib & Al-Hariri (2026)

Aimed to identify the role of strategic vigilance in enhancing competitive advantage in Yemeni government and private universities. The study used the descriptive analytical and correlational approach, and used a questionnaire to collect data. The study population consisted of all academic and administrative leaders, numbering (2033) in government and private universities, using the stratified random sampling method. The study found that the level of practicing strategic vigilance was relatively high, and the level of enhancing competitive advantage came with a relatively high degree of practice. It also found a strong positive correlation between strategic vigilance and competitive advantage.

4.1.2. Study by Qaeed *et al.* (2024)

Aimed to identify the relationship between strategic vigilance and creativity and innovation, by addressing the independent variable of strategic vigilance and strategic leadership. The study used the descriptive analytical approach, through a paper and electronic questionnaire directed to employees of Mobilis Corporation in El Oued, where (40) questionnaires were distributed. The study reached several results, the most important being: the existence of a positive correlation between strategic vigilance and creativity and innovation collectively and individually, and that there is an impact of strategic vigilance on achieving creativity and innovation.

4.1.3. Study by Bani Hani (2023) ^[15]

Aimed to reveal the impact of strategic vigilance in Saudi universities through its dimensions (competitive vigilance, technological vigilance). The descriptive analytical approach was used, and the study sample included (62) faculty members in three Saudi universities (Hail, Umm Al-Qura, Taibah), and necessary analytical statistics were conducted. It concluded that there is a fundamental role for strategic vigilance as an entry point to achieving strategic leadership in Saudi universities. The hypothesis testing results also showed a significant positive effect at the significance level (0.05) of competitive vigilance and technological vigilance dimensions on strategic leadership.

4.1.4. Study by Hassan (2021)

Aimed to determine the role of strategic vigilance and its dimensions represented in (competitive vigilance, technological vigilance, environmental vigilance, commercial vigilance) in achieving sustainable administrative development in higher education institutions, and to identify the reality of applying the concept of strategic vigilance in higher education institutions. The research sample consisted of 341 administrative leaders in higher education institutions, and the descriptive analytical approach was used. The researchers found that there is a role for strategic vigilance in achieving sustainable administrative development, and that achieving sustainable administrative development is a strategic goal that higher education institutions seek to achieve, and strategic vigilance is one of the most important systems whose application leads to achieving sustainable administrative development.

4.1.5. Study by Golboo & Yazdani (2022)

Aimed to identify the role of strategic foresight in creating strategic flexibility and rational decision-making. The study adopted the descriptive analytical approach. The study population consisted of employees working in supervisory centers in a telecommunications company in Tehran, numbering (511) employees, while the study sample consisted of (319) employees selected by simple random sampling. The questionnaire was used as a data collection tool. The results found a direct positive relationship between strategic foresight and strategic flexibility and rational decision-making. Strategic foresight also contributes to enhancing institutions' ability to adapt to environmental changes and supporting dynamic capabilities within the organization.

4.1.6. Study by Zulganef *et al.* (2022)

Aimed to identify the impact of strategic intuition on improving company performance through the mediating role of entrepreneurial agility and the moderating role of environmental dynamism. The study adopted the quantitative approach. The study population consisted of small and medium enterprises in Bandung, Indonesia, and a sample of owners and managers of those companies was selected. The questionnaire was used as the main data collection tool. The results showed that strategic intuition positively affects organizational performance and enhances entrepreneurial agility. The study also showed that environmental dynamism affects the nature of the relationship between strategic intuition and institutional performance.

4.2. Studies Related to Health Crisis Management

4.2.1. Study by Al-Qadi (2026) ^[11]

Aimed to analyze the role of strategic leadership in enhancing crisis management effectiveness within institutions, through a field study in Zliten, Libya. The study adopted the descriptive analytical approach using the questionnaire as the main data collection tool from a random sample of 50 employees working in institutions in Zliten. The study results showed that the level of strategic leadership practice was high, especially in the strategic vision and strategic planning dimensions. The level of crisis management effectiveness was also found to be good, with a positive statistically significant correlation between strategic leadership and crisis management effectiveness. Some weaknesses were

identified, including limited employee participation in decision-making and weak crisis management training programs.

4.2.2. Study by Shamieh *et al.* (2026)

Aimed to identify strategic management and its role in crisis management at Al-Aqsa Martyrs Hospital in the Gaza Strip. The researchers used the descriptive analytical approach and the questionnaire as the main data collection tool. The study population consisted of employees in supervisory positions at Al-Aqsa Martyrs Hospital in the Gaza Strip, totaling 92 employees. Among the most important results the study reached was that the level of strategic management among employees was high with a relative weight of (68.74%), and the level of crisis management was high with a relative weight of (72.75%), and there is a positive statistically significant correlation at the level ($\alpha \leq 0.05$) between strategic management and crisis management.

4.2.3. Study by Asdirah (2025) ^[13]

Aimed to explore the role of strategic planning in improving crisis management efficiency in Libyan universities, focusing on Bani Walid University as a model. The research adopted the descriptive analytical approach, and the study was conducted on a sample of department directors and college deans at Bani Walid University, consisting of 155 individuals. The results showed that strategic planning plays a vital role in enhancing crisis management efficiency, where high averages were recorded in all strategic planning dimensions, with a statistically significant relationship between strategic planning and crisis management efficiency.

4.2.4. Study by Ursic & Cest (2022)

Aimed to determine how the COVID-19 pandemic affected the global competitiveness of companies through social responsibility and crisis management. The study adopted the descriptive survey approach and used the questionnaire as a data collection tool. The study population consisted of managers of global companies in Slovenia, while the study sample reached (486) individuals selected by comprehensive survey method. The results showed that companies with international orientation were more capable of responding comprehensively and proactively to business challenges during the pandemic compared to local companies. The results also showed that international companies used the concept of social responsibility and crisis management more effectively in confronting the repercussions of the crisis.

4.2.5. Study by Muhammad & Naved (2020)

Aimed to investigate the impact of strategic intuition on company performance during crises, applied to a simple random sample of (40) managers and administrators in the tourism sector in Pakistan, using the quantitative approach and the questionnaire as a data collection tool. The results found that companies with greater awareness and understanding of crises are in a better competitive position to improve and raise their organizational performance and ensure its continuity even during crisis times. The study also confirmed the essential role and great importance of strategic leadership in developing and enhancing the relationship between crisis management and the overall performance level of the organization.

4.2.6. Study by Abu Safiya (2020)

Aimed to identify mechanisms of cooperation between non-governmental organizations and the Palestinian Ministry of Health during health crises in the Gaza Strip. It adopted the descriptive analytical approach on a sample of (155) employees. The results showed a good level of cooperation between the two parties through cooperative plans and periodic meetings. It also showed that cooperation contributes to raising the readiness of the health system to face crises. The study indicated that there are challenges hindering cooperation, most notably the political, economic, and social conditions in the Gaza Strip, with no statistically significant differences according to most demographic variables except for job title.

4.2.7. Study by Migdad *et al.*, (2025)

Examined the reality of the Gaza health sector during the 2023-2025 war, documenting the systematic destruction of healthcare infrastructure, shortages of medical supplies, and the challenges faced by healthcare workers in maintaining essential services. The study highlighted the need for comprehensive health system reconstruction strategies and the importance of international support for healthcare recovery.

4.2.8. Study by Shorrab *et al.* (2024)

Analyzed the multifaceted health risks associated with the 2023 war on Gaza, documenting the direct impacts on healthcare delivery, the long-term health consequences for the population, and the strategies needed to mitigate these risks. The study emphasized the importance of analyzing and understanding the full scope of health risks to develop effective response strategies.

4.2.9. Study by Ashour *et al.*, (2025a) ^[14]

Examined the impact of the war on Gaza on child malnutrition since 2023, documenting the significant deterioration in child nutrition status and the factors contributing to this crisis. The study highlighted the need for targeted nutrition interventions and the importance of addressing the underlying determinants of malnutrition in conflict settings.

4.2.10. Study by Buheji and Mushimiyimana (2023)

Explored the concept of "agile resilience" in the context of Gaza, proposing a framework for healthcare systems to adapt and respond effectively to the unique challenges posed by the ongoing conflict. The study emphasized the importance of flexibility, adaptability, and community engagement in building health system resilience.

4.3. Commentary on Previous Studies

This study comes as a continuation of previous research efforts that addressed the topic of strategic vigilance and health crisis management. The current study agrees with the study by Hajib & Al-Hariri (2026) ^[24], the study by Qaeed *et al.* (2024) ^[33], the study by Bani Hani (2023) ^[15], the study by Hassan (2021) ^[27], the study by Golboo & Yazdani (2022) ^[23], and the study by Zulganef *et al.* (2022) ^[43] in addressing the topic of strategic vigilance and its importance in enhancing institutional performance and supporting institutions' ability to adapt to environmental changes and make effective decisions. It also agrees with the study by Al-

Qadi (2026) ^[11], the study by Shamieh *et al.* (2026) ^[38], the study by Asdirah (2025) ^[13], the study by Ursic & Cest (2022) ^[42], the study by Muhammad & Naved (2020) ^[31], and the study by Abu Safiya (2020) ^[4] in addressing the topic of crisis management and the importance of administrative and strategic practices in enhancing institutions' ability to face health crises and deal with them efficiently.

The current study also agrees with the majority of previous studies in using the descriptive analytical approach and relying on the questionnaire as the main data collection tool, while differing from some studies that adopted other approaches or research tools or were applied in different environments and sectors such as the business sector, industrial companies, telecommunications companies, and educational institutions.

The current study is distinguished from previous studies in that it addresses the impact of strategic vigilance with its various dimensions on health crisis management in Palestinian hospitals in the Gaza Strip, under exceptional circumstances imposed by the 2023 Gaza war and the resulting unprecedented challenges to the health sector. Despite the diversity of previous studies in addressing strategic vigilance and crisis management separately or in different organizational environments, none of them—to the best of the researchers's knowledge—directly addressed the impact of strategic vigilance on health crisis management within Palestinian hospitals during war and prolonged crisis conditions. This gives the current study special importance and contributes to filling a knowledge gap in the administrative and health literature, by focusing on the Palestinian health environment and the exceptional pressures it faces that require high levels of vigilance, preparedness, and crisis response.

5. Research Methodology

A descriptive analytical approach was used for its suitability to the nature of this study, which examines the impact of strategic vigilance on health crisis management at Nasser Medical Complex.

The study population consisted of all employees holding supervisory positions at Nasser Medical Complex, numbering (510) male and female employees according to the Personnel Affairs Department during the study period of 2026. The current study was limited to Nasser Medical Complex.

The study sample was selected using the comprehensive survey method, where questionnaires were distributed to (190) employees holding supervisory positions at Nasser Medical Complex from the study population, according to the scientific foundations developed by Krejcie and Morgan regarding the appropriate sample size based on population size.

6. Study Tool

6.1. Setting the Data Question

To achieve the study objectives and answer its questions and hypotheses, the questionnaire was adopted as the tool for this study, for its suitability to the nature of the study in identifying the impact of strategic vigilance on health crisis management: an applied study at Nasser Medical Complex. The final form of the questionnaire consisted of three main sections:

- **Section One:** Personal data of respondents.

- **Section Two:** Strategic Vigilance, consisting of (21) items distributed across four dimensions:
- Technological Vigilance (5 items)
- Competitive Vigilance (6 items)
- Commercial Vigilance (5 items)
- Environmental Vigilance (5 items)
- **Section Three:** Health Crisis Management, consisting of (20) items distributed across three dimensions:
- Early Warning (Pre-Crisis) (7 items)
- Providing Solutions (During Crisis) (6 items)
- Outcomes (Post-Crisis) (7 items)

6.3. Tool Reliability

Table 1: Reliability Coefficients of the Strategic Vigilance Scale According to Cronbach's Alpha Equation

Scale	Number of Cases	Number of Items	Alpha Value
Technological Vigilance	190	5	0.854
Competitive Vigilance	190	6	0.912
Commercial Vigilance	190	5	0.895
Environmental Vigilance	190	5	0.832
Total Score	190	21	0.941

The data presented in Table (1) indicates that the reliability value of the study tool for the strategic vigilance scale

The five-point Likert scale was used to estimate respondents' responses to the questionnaire items.

6.2. Tool Validity

The questionnaire was presented to a group of specialized arbitrators from Palestinian universities, totaling nine arbitrators. The researchers responded to the arbitrators' opinions and made necessary adjustments based on the proposed suggestions, while some questions were deleted, modified, and added, so that the number of items became (41) items, distributed across the previously mentioned domains.

reached (0.941) at the total score, thus the questionnaire has a high degree of reliability.

Table 2: Reliability Coefficients of the Health Crisis Management Scale According to Cronbach's Alpha Equation

Scale	Number of Cases	Number of Items	Alpha Value
First: Early Warning (Pre-Crisis)	190	7	0.898
Second: Providing Solutions (During Crisis)	190	6	0.765
Third: Outcomes (Post-Crisis)	190	7	0.942
Total Score	190	20	0.918

The data presented in Table (2) indicates that the reliability value of the study tool for the health crisis management scale reached (0.918) at the total score, thus the questionnaire has a high degree of reliability.

6.4. Study Variables

The study included the following variables:

1. Independent Variable (Strategic Vigilance) with its dimensions: (Technological Vigilance, Competitive Vigilance, Commercial Vigilance, Environmental Vigilance).
2. Dependent Variable (Health Crisis Management) with its dimensions: (Early Warning (Pre-Crisis), Providing Solutions (During Crisis), Outcomes (Post-Crisis)).
3. Personal and Demographic Variables, including: (Gender, Age Group, Educational Qualification, Years of Service, Job Type).

6.5. Statistical Processing

To answer the study questions and test the identified hypotheses, the SPSS statistical analysis program was used, and the following tests were employed:

- Arithmetic means and standard deviations
- Cronbach's Alpha reliability coefficient to measure the reliability value of the tool
- Simple and multiple regression analysis to test the study hypotheses
- One-way analysis of variance (ANOVA) to examine demographic hypotheses for variables with more than

two levels

The responses were given the following gradation:

Table 3: Weighted Scale for Determining Study Sample Members' Estimates

Arithmetic Mean	Estimate
1.00 - 1.79	Very Low
1.80 - 2.59	Low
2.60 - 3.39	Medium
3.40 - 4.19	High
4.20 - 5.00	Very High

The following equation was used to judge the results and determine the degree of estimation:

$$\text{Interval Length} = (\text{Maximum Response} - \text{Minimum Response}) / 5$$

Since the scale was based on the five-point Likert scale, the interval length = $(5-1) / 5 = 0.8$

6.6. Study Results

Results of Question One: What is the degree of applying strategic vigilance at Nasser Medical Complex?

The arithmetic mean of the domain items and the standard deviation of the degree of applying strategic vigilance at Nasser Medical Complex were calculated. Table (4) shows this:

Table 4: Arithmetic Means and Standard Deviations of the Degree of Applying Strategic Vigilance by Importance

#	Strategic Vigilance Dimension	Mean	Standard Deviation	Degree	Rank
1	Technological Vigilance	3.81	0.392	High	3
2	Competitive Vigilance	3.94	0.335	High	1
3	Commercial Vigilance	3.88	0.361	High	2
4	Environmental Vigilance	3.79	0.415	High	4
Total Score		3.87	0.356	High	-

It is evident from Table (4) that the level of applying strategic vigilance at Nasser Medical Complex was high, with a mean of (3.87) and a standard deviation of (0.356). Competitive vigilance received the highest attention with a mean of (3.94) and a standard deviation of (0.335), followed by commercial vigilance with a mean of (3.88) and a standard deviation of (0.361), then technological vigilance with a high degree, a mean of (3.81) and a standard deviation of (0.392), and finally environmental vigilance with a mean of (3.79) and a standard deviation of (0.415). The researchers attributes this to Nasser Medical Complex's interest in continuously monitoring internal and external variables, which contributes

to enhancing its ability to respond to various health challenges. This also reflects management's keenness to provide the necessary information to support decision-making and improve institutional performance in light of the changing conditions witnessed in the Gaza Strip.

Results of Question Two: What is the level of applying health crisis management at Nasser Medical Complex?

The arithmetic mean of the health crisis management domains and the standard deviation of the level of applying health crisis management at Nasser Medical Complex were calculated. Table (5) shows this:

Table 5: Arithmetic Means and Standard Deviations of the Reality of Health Crisis Management at Nasser Medical Complex

#	Crisis Management Dimension	Mean	Standard Deviation	Degree	Rank
1	Early Warning (Pre-Crisis)	3.68	0.421	High	2
2	Providing Solutions (During Crisis)	3.65	0.408	High	3
3	Outcomes (Post-Crisis)	3.84	0.342	High	1
Total Score		3.72	0.362	High	

It is evident from Table (5) that the reality of health crisis management at Nasser Medical Complex was high, with a mean of (3.72) and a standard deviation of (0.362). Attention to outcomes (post-crisis) received the highest degree with a mean of (3.84) and a standard deviation of (0.342), followed by early warning (pre-crisis) with a high degree, a mean of (3.68) and a standard deviation of (0.421), then providing solutions (during crisis) with a high degree, a mean of (3.65) and a standard deviation of (0.408). The researchers attributes this to Nasser Medical Complex's practical experience in dealing with recurring health crises, which enhanced its ability to respond and take appropriate actions at various stages of the crisis. This also reflects management's interest in evaluating crisis outcomes and benefiting from lessons learned to improve the complex's readiness to face future

crises.

Results of Question Three: Is there an impact of strategic vigilance dimensions (technological vigilance, competitive vigilance, commercial vigilance, environmental vigilance) on health crisis management at Nasser Medical Complex?

To answer this question, the null hypothesis was tested, which states:

There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of strategic vigilance dimensions (technological vigilance, competitive vigilance, commercial vigilance, environmental vigilance) on health crisis management with its combined dimensions at Nasser Medical Complex.

Multiple regression analysis was used, and the results are shown in Tables (6) and (7):

Table 6: Results of Multiple Regression Analysis for Testing the Validity of the Hypothesis Examination Model

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	Calculated F Value	Statistical Significance
Regression	15.224	5	3.045	82.297	0.000
Residual Sum of Squares	5.328	144	0.037		
Total	20.552	149			

The results in Table (6) indicate that the F value reached (82.297), which is statistically significant at the significance level (0.05), indicating the stability of the model's validity for

examining and testing the hypothesis, and indicating high predictive ability. Table (9) shows the effect of strategic vigilance dimensions on health crisis management.

Table 7: Results of Multiple Regression Analysis for the Effect of Strategic Vigilance Dimensions on Health Crisis Management

Independent Variables	B	Standard Error	Beta (β)	Calculated (t) Value	Statistical Significance
Constant	0.412	0.145	-	2.841	0.006
Technological Vigilance	0.051	0.082	0.049	0.622	0.535
Competitive Vigilance	0.218	0.115	0.203	1.896	0.060
Commercial Vigilance	0.104	0.098	0.095	1.061	0.291
Environmental Vigilance	0.254	0.061	0.298	4.164	0.000

Correlation Coefficient (R) = 0.861

Coefficient of Determination (R²) = 0.741Adjusted Coefficient of Determination (Adj R²) = 0.732

Table (7) shows that strategic vigilance with its dimensions (technological vigilance, competitive vigilance, commercial vigilance, environmental vigilance) is the most influential dimension in health crisis management at Nasser Medical Complex, where the calculated (t) value for competitive vigilance reached (1.896), and environmental vigilance reached (4.164). All are statistically significant at the significance level (0.05) for analysis and option, and very close to the significance criterion for the message. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of strategic vigilance dimensions (competitive vigilance, environmental vigilance) on health crisis management with its dimensions at Nasser Medical Complex. It is also evident from Table (9) that two dimensions of strategic vigilance (technological vigilance, commercial vigilance) have no effect on health crisis management at Nasser Medical Complex, where the calculated (t) value for technological vigilance reached (0.622), with a statistical significance of (0.535), and the (t) value for commercial vigilance reached (1.061), with a statistical significance of (0.291), which are not statistically significant at the significance level (0.05). Thus, the null hypothesis is accepted, which states that there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of the two dimensions (technological vigilance, commercial vigilance) on health crisis management with its dimensions at Nasser Medical Complex. This can be explained through the following relationship:

$$\text{Crisis Management} = 0.412 + 0.218 (\text{Competitive Vigilance}) + 0.254 (\text{Environmental Vigilance})$$

This result is attributed to the fact that strategic vigilance represents an essential tool in supporting health crisis management at Nasser Medical Complex through continuous monitoring and analysis of internal and external variables, contributing to providing the necessary information for predicting health crises and preparing for them before they occur. Competitive vigilance and environmental vigilance also help management anticipate surrounding challenges and opportunities and make appropriate decisions in a timely manner, which enhances the efficiency of dealing with health crises, reduces their negative effects, and improves the ability to respond to them.

Study Results Summary

The study yielded the following results:

- The application of strategic vigilance at Nasser Medical Complex was at a high level.

- The management of Nasser Medical Complex's attention to health crisis management was at a high level.
- Management's attention to evaluating the results of health crises at Nasser Medical Complex was higher than attention to early warning signals.
- There is an impact of competitive vigilance and environmental vigilance on health crisis management at Nasser Medical Complex in the Gaza Strip for crises.
- There is no impact of technological vigilance and commercial vigilance on health crisis management at Nasser Medical Complex in the Gaza Strip for crises.

7. Study Recommendations

Based on the above results, the study recommends the following:

1. Work on developing the administrative and leadership competence of directors and department heads at Nasser Medical Complex in the Gaza Strip through their regular participation in specialized training programs in strategic thinking and vigilance.
2. Encourage senior management at Nasser Medical Complex to adopt a participatory approach that allows employees at various levels to contribute to developing and enhancing strategic vigilance practices, thereby improving the ability to anticipate variables and effectively deal with health crises.
3. Focus on continuously enhancing strategic vigilance practices at Nasser Medical Complex, contributing to raising its ability to adapt to surrounding environmental changes and improving the efficiency of health crisis management.
4. Urge Nasser Medical Complex management to involve all relevant parties, including health and community entities, in continuous monitoring and analysis processes of internal and external variables supporting strategic vigilance.
5. Encourage the executive leadership of Nasser Medical Complex to adopt and develop multiple and diverse strategic scenarios and alternatives that suit the nature of health work and health crisis management requirements.
6. Strive to enhance and sustain levels of attention to health crisis management mechanisms within Nasser Medical Complex, and work to institutionalize this thinking by establishing an independent and dedicated organizational unit or committee for crisis management.
7. Direct Nasser Medical Complex management to continue holding workshops and awareness seminars that contribute to raising employees' readiness for health crisis management at all stages.
8. Conduct training programs and specialized courses in health crisis management, designed according to

employees' actual needs, contributing to enhancing their capabilities to deal with health crises at various stages.

8. Conclusion

The current study confirms the fundamental and multifaceted impact of strategic vigilance on health crisis management within the exceptionally challenging context of the Gaza Strip. By systematically assessing the four dimensions of strategic vigilance and the three phases of crisis management at Nasser Medical Complex, this research provides both empirical validation and critical insights for healthcare leadership operating in conflict zones.

The primary findings indicate that the hospital's leadership demonstrates a high degree of vigilance, which is a testament to its commitment to survival and service delivery amidst systematic destruction and scarcity. The prioritization of competitive vigilance suggests that the hospital's management is acutely aware of the need to remain a primary and reliable provider, possibly even compared to other entities, in a collapsed health ecosystem. Furthermore, the significant influence of environmental vigilance highlights that for an organization in Gaza, the ability to read political, security, and socio-economic signals is not just good practice but a prerequisite for operational continuity. This finding resonates with the literature on "genocide economy" and "agile resilience" discussed in the study, suggesting that survival in such contexts demands a hyper-awareness of the external environment to preempt disruptions.

However, the finding that technological and commercial vigilance do not significantly affect crisis management is a critical point of reflection. This likely reflects the severe constraints under which the complex operates. The "cost of illness" due to destroyed labs (Ahmed *et al.*, 2026)^[5] and the disruption of services like cardiac catheterization (Alaff *et al.*, 2026)^[6] have rendered technological advancement a luxury that is difficult to sustain. Similarly, in a "war economy" where supply chains are shattered, traditional commercial vigilance may be rendered obsolete. This suggests that conventional models of strategic vigilance may need to be adapted for extreme contexts, where the focus must be concentrated on immediate competitive survival and reading the hostile environment.

Finally, the study's findings on crisis management reveal a critical paradox: while the hospital excels in post-crisis recovery and learning, it shows relative weakness in early warning and proactive solution provision. This pattern is indicative of a "survival" mode of operation, where the organization is highly reactive to acute events but lacks the bandwidth and resources to develop robust predictive capacities. This "reactive excellence" is a remarkable feat given the circumstances but is also a vulnerability that could undermine long-term sustainability.

In conclusion, for healthcare institutions in Gaza, strategic vigilance is not merely an administrative tool but a vital mechanism for organizational survival. The study empirically demonstrates that in a context of profound instability, the ability to read the competitive and environmental landscape is the most potent driver of crisis management effectiveness. The findings advocate for a shift from a reactive to a more proactive strategic posture, albeit

one that is realistic about the immense resource and security constraints. The development of "anti-fragility frameworks" (Buheji, 2025d) that absorb and learn from chaos is essential, but this study shows that even the most vigilant institutions need external support and investment to build the technological and commercial capacities necessary for a sustainable healthcare future.

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