Resilience of Hospitals in the COVID-19 Crisis: experiences from four French university hospitals

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The Speakers

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Part 1. *The COvid Pandemic Institutional maNaGement (COPING) study*: fist findings
The COvid Pandemic Institutional Management (COPING) study

- A two years research program funded by the French Ministry of Social Affairs and Health;
- More than 20 researchers and practitioners directly involved (mainly from management science and public health);
- 4 Universities (Lyon Institute of Political Studies, Lyon 1 University, Lyon 3 University, Conservatoire National des Arts et Métiers - Paris);
- The second-largest University Hospital in France (Hospices civils de Lyon) leading the research;
- 1st stage of the research:
  - 200+ interviews with practitioners
  - In 4 University Hospitals:
    - Lyon (more than 23 000 employees)
    - Saint-Etienne (more than 7 500 employees)
    - Grenoble (more than 8 500 employees)
    - Clermont-Ferrand (more than 7 000 employees)

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FIRST WAVE (March-May 2020)

- Deprogramming of many activities (medical examinations, elective surgery, etc.),
- Exhaustion of health workers (lot of pressure, anguish of being infected)
- Unclear political and medical experts communications,
- Discrepancy between national directives and available tools,
- Discrepancy between vision of the management and realities of the field,
- Tension between centralization / decentralization in decision-making,
- Failure of health democracy,
- Pressure on middle management exacerbated by the difficulty of managing from a distance,
- Field perception of information overload and insufficient horizontal & vertical communication,
- Complex and failing supply chains (protective equipment, respirators, drugs),
- Management of reinforcements not always useful (students, untrained or external staff)
COPING: first findings, *problems (2)*

SECOND WAVE (September-November 2020)

- No real crisis exist strategy (exhaustion of health workers)
- No systematic lesson learned workshops in the university hospitals
- Decrease in the availability and motivation of staff,
- Lower acceptability of deprogramming,
- Absenteeism,
- Less trust in the government, in experts.

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COPING: first findings, solutions

- Implementation of crisis management cells,
- Management of information feedback allowing continuous learning and responsiveness,
- Balance of powers revised at the level of management with recourse to internal expertise,
- Recognized flexibility and enhanced decision-making margins at the level of the care units,
- Communication for the creation of a shared representation of work that makes sense for all agents,
- Engagement of professionals despite fear of contamination, identification and analysis of reported errors,
- Managerial and technical innovations,
- Greater fluidity of hierarchical relationships,
- Reinforced circulation of information.

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Part 2
Context is moving
Covid-19, a rehearsal (learning from mistakes)

- The covid crisis allows an awareness of the systemic dimension of crises (ecological, migratory, media, etc.) in a hyperconnected world,
- A major lack of safety culture in risk management by the French administration,
- Lack of understanding of the systemic dimension of the problem (mask and other individual protection equipment, availability of drugs, border closures, etc.),
- A lack of forward-looking vision,
- The illusion of the ‘right solution’ (vs trial and error).
From Risk Management to Black Swan

• **Known Unknown**

• **Unknown Unknown**

Why Black Swan?
- Ludic Fallacy
- Narrative Fallacy

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Managing the Unexpected?

- 5 features of HRO (2001)
  - Preoccupation with failure
  - Reluctance to simplify interpretations
  - Sensitivity to operations
  - Commitment to resilience
  - Deference to expertise

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The return of sensemaking?

Focus on the ability of individuals members of HRO to have an acute awareness of the environment (mindfulness),

i.e. the ability to think about the system and think about oneself in the system (in particular around the collective construction of meaning: sensemaking)


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Part 3
What to do next?
Next steps of our study

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