

Transnational and Transdisciplinary Lessons from the Covid-19 Pandemic
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*Resilience of Hospitals in
the COVID-19 Crisis:
experiences from four
french university hospitals*

Philippe MICHEL
Lyon University Hospital

David VALLAT
Lyon Institute of Political Studies



The Speakers



Philippe MICHEL

Public Health Professor (Claude Bernard Lyon 1 University)

Quality and safety director of the Lyon University Hospital,

HESPER research unit (Health Services and Performance research, EA 7425) at University Lyon 1

philippe.michel@chu-lyon.fr



David VALLAT

Strategy and Management Professor (Lyon Institute of Political Studies)

MAGELLAN research unit (EA 3713 – IAElyon School of Management – Lyon 3 University)

david.vallat@sciencespo-lyon.fr

david.vallat@sciencespo-lyon.fr



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)

COPING: first findings, *problems (1)*

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.

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.



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).

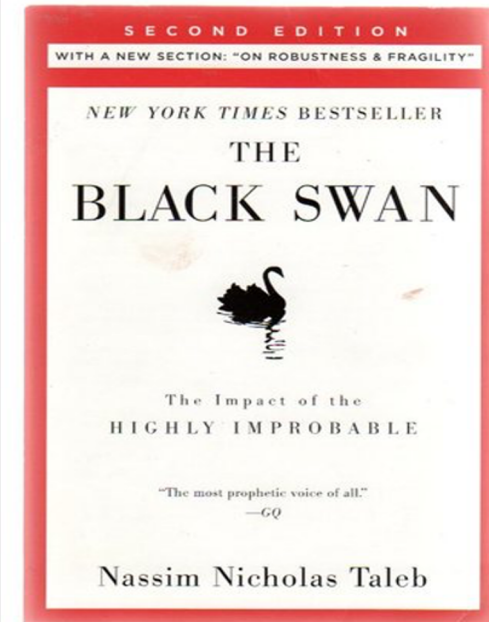
From Risk Management to Black Swan

- **Known Unknown**

Swiss Cheese Model: Reason J. Human error: models and management. *BMJ*. 2000;**320**:768–70



- **Unknown Unknown**

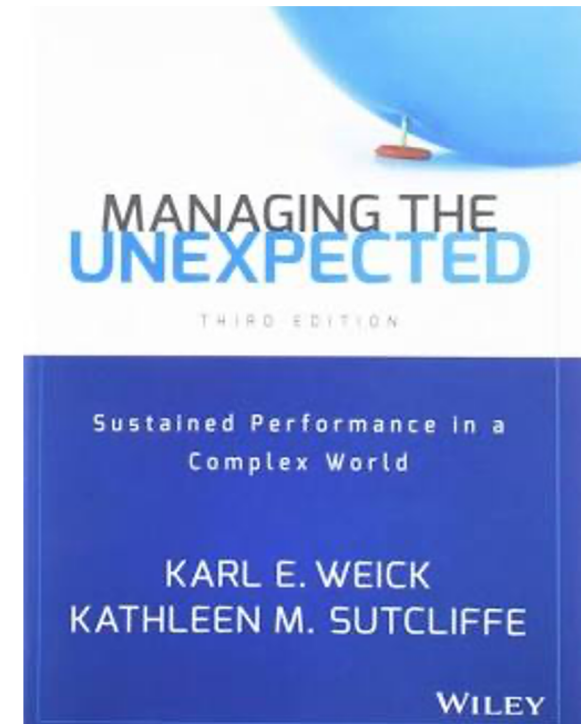


Why Black Swan ?

- Ludic Fallacy
- Narrative Fallacy

Managing the Unexpected ?

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



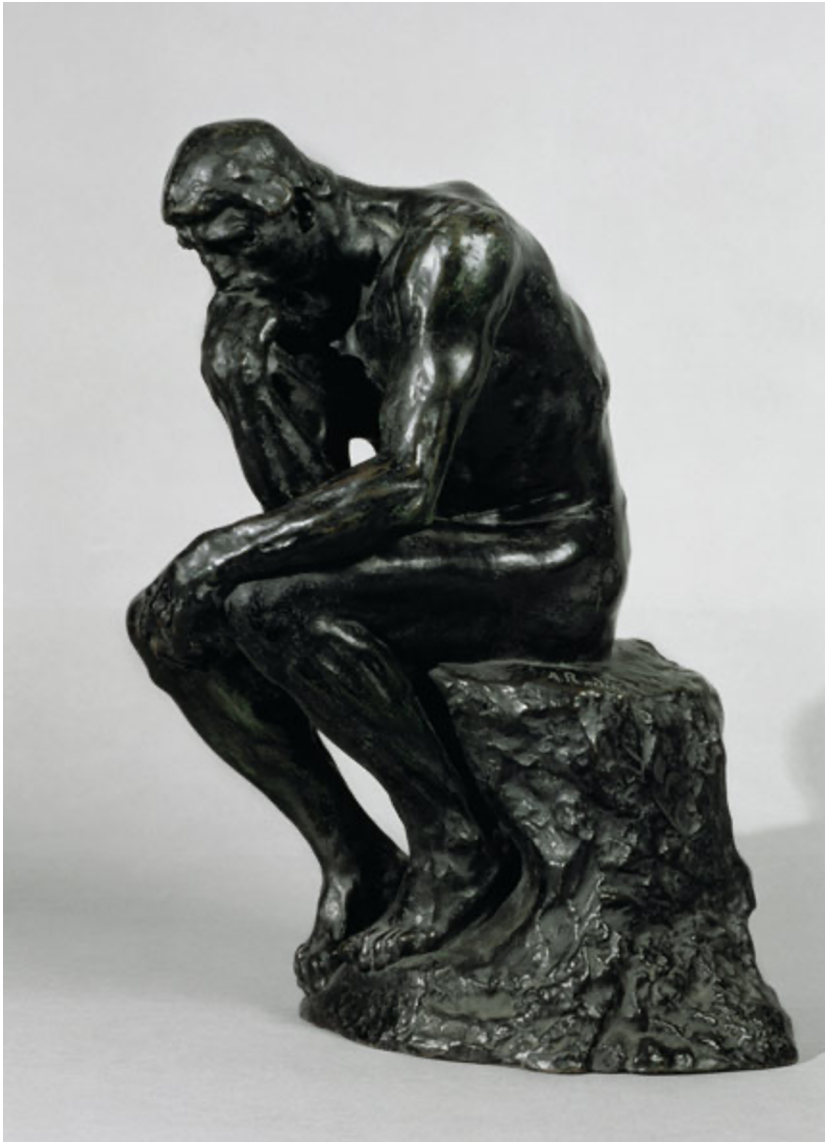
The return of sensemaking?

- 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)



Karl E. Weick (1993). *The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster*, *Administrative Science Quarterly*, Volume 38 (1993): 628- 652





Part 3

What to do next?

Next steps of our study

**Claude
Lévi-Strauss**

