Covid19 crisis as a trigger to rethink hospital management and organization context: a mixed methods study

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Introduction
Many studies have addressed the consequences of public health crises [1,2]. However, very few authors have explored the impact of these crises on hospitals organization. The aim of this study was to identify changes in the organizational and managerial context in the hospital environment following the Covid crisis.

Materials and Methods
A mixed methods approach with a convergent design was adopted. For the quantitative phase (n=98), the validated COMEt questionnaire was administered to a convenience sample of physicians, nurses and caregivers to measure the managerial and organizational context before and after the crisis. For the qualitative phase (n=102), a convenience sample of the same healthcare workers and managers were recruited to attend interviews. Questions were asked about the hospital crisis management using the plus/delta method. Data were then integrated through a data transformation model.

Results
Results showed multiple tendencies following the first wave of the Covid crisis. These changes may have impacted Covid and Non-Covid units differently. Interprofessional relationships tended to improve (β = 0.062, p = 0.042, η²p = 0.025), as well as relationships with managers (β = 0.091, p = 0.010, η²p = 0.035). Interviewees stated a fracture between lower and top-level management. Staff satisfaction (β = -0.270, p < 0.001, η²p = 0.092) and perceived performance of the unit (β = -0.273, p < 0.001, η²p = 0.175) also seemed to decrease while burnout was felt higher after the crisis (β = -0.361, p = 0.001, η²p = 0.056). Although there is no consensus, the results highlighted a better crisis management and resilience among Covid units compared to Non-Covid (β = -0.323, p = 0.015, η²p = 0.030).

Conclusions
The Covid crisis seemed to have changed the hospital organizational and managerial context. This experience should encourage improved communication within hospitals management levels and better team spirit. The multidisciplinary approach should also be given more consideration to improve work environment to speak as teams rather than functions.

References