

The Impact of COVID-19 on Healthcare Management: International Perspectives

May 26, 2021

Our Hosts



Anthony Stanowski, DHA
President & CEO
Commission on Accreditation of
Healthcare Management Education
Philadelphia, USA

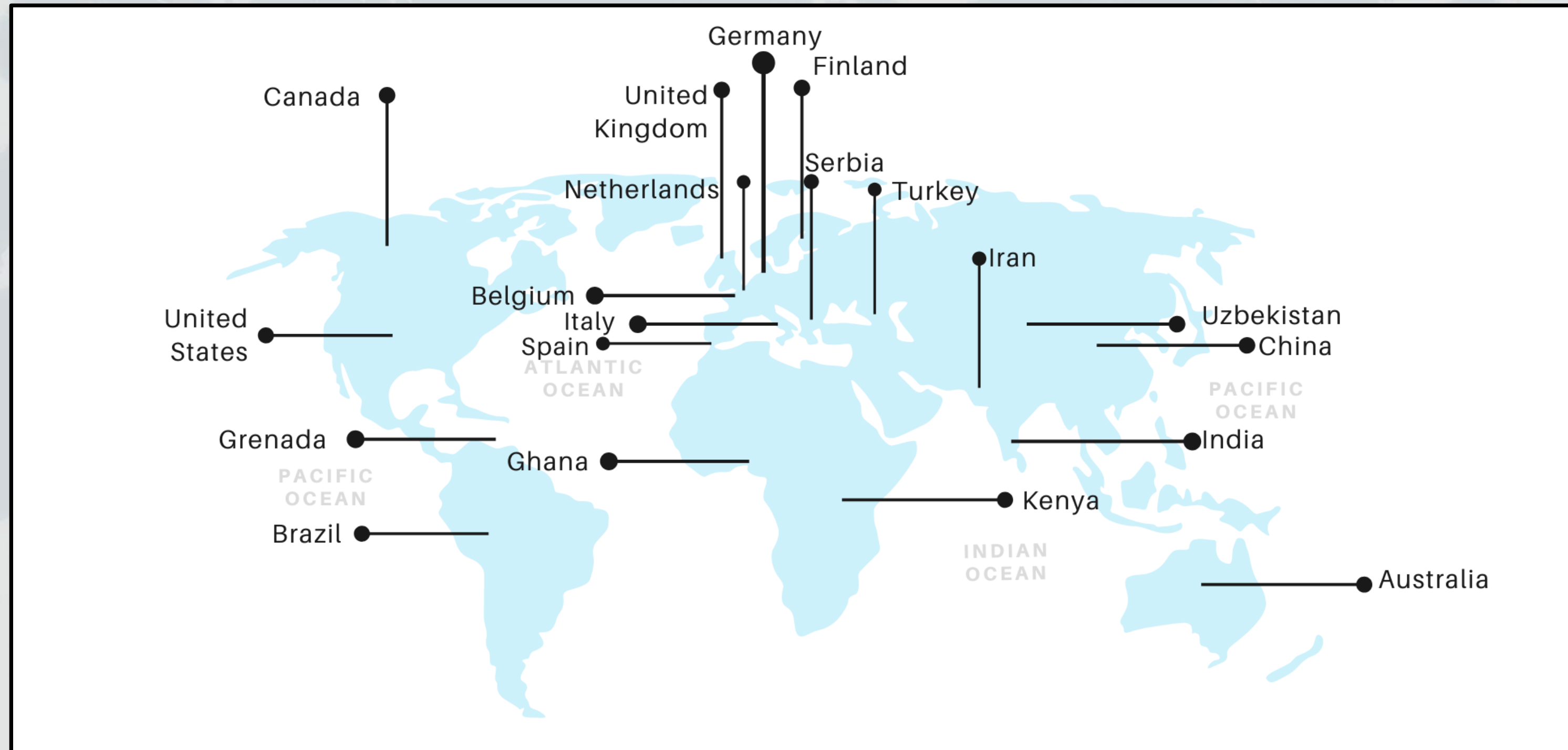


George Valiotis
Executive Director
European Health
Management Association
Bruxelles, Belgium

Why did we do this?



The responses came from around the globe.



Expert Global Panel



Shelly A. Buck, DNP, MBA
President
Main Line Health
Riddle Hospital
Philadelphia, USA



Dr. Markku Mäkijärvi
Chief Medical Officer
Hospital District of Helsinki
and Uusimaa
Helsinki, Finland



Sandra C. Buttigieg, MD, PhD
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MAIN LINE HEALTH OVERVIEW—ABOUT US

FY19 Data



Main Line Health®

LANKENAU MEDICAL CENTER | BRYN MAWR HOSPITAL
PAOLI HOSPITAL | RIDDLE HOSPITAL | BRYN MAWR REHAB HOSPITAL
MIRMONT TREATMENT CENTER | HOMECARE & HOSPICE
LANKENAU INSTITUTE FOR MEDICAL RESEARCH



11,000+ Employees



7,348 Births



1,800+ Volunteers

177,716 ER visits



2,000+ Medical staff members



229,737 HomeCare & Hospice visits



1,355 Licensed beds



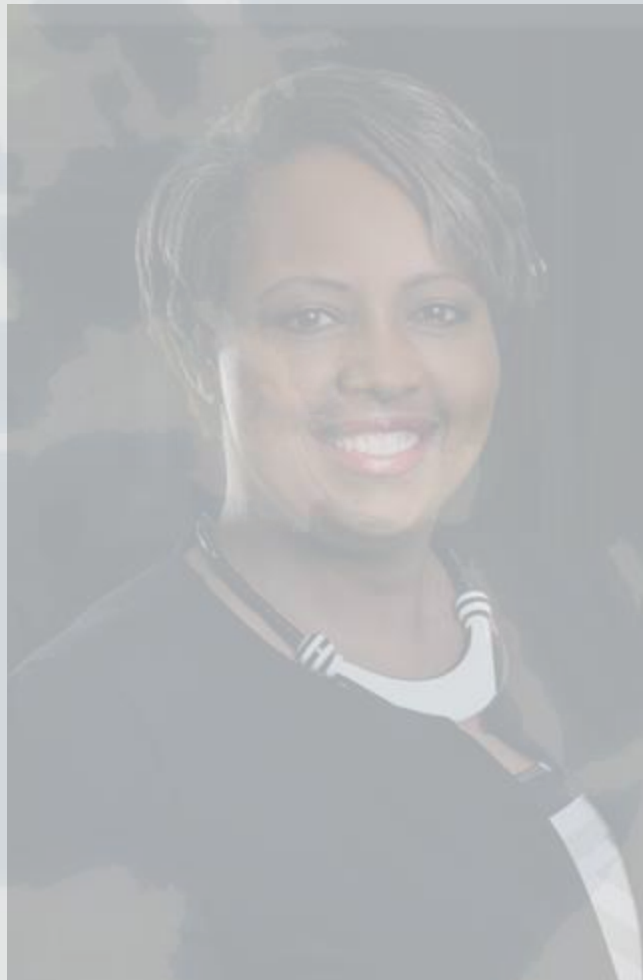
955,331 Outpatient visits



62,753 Inpatient discharges



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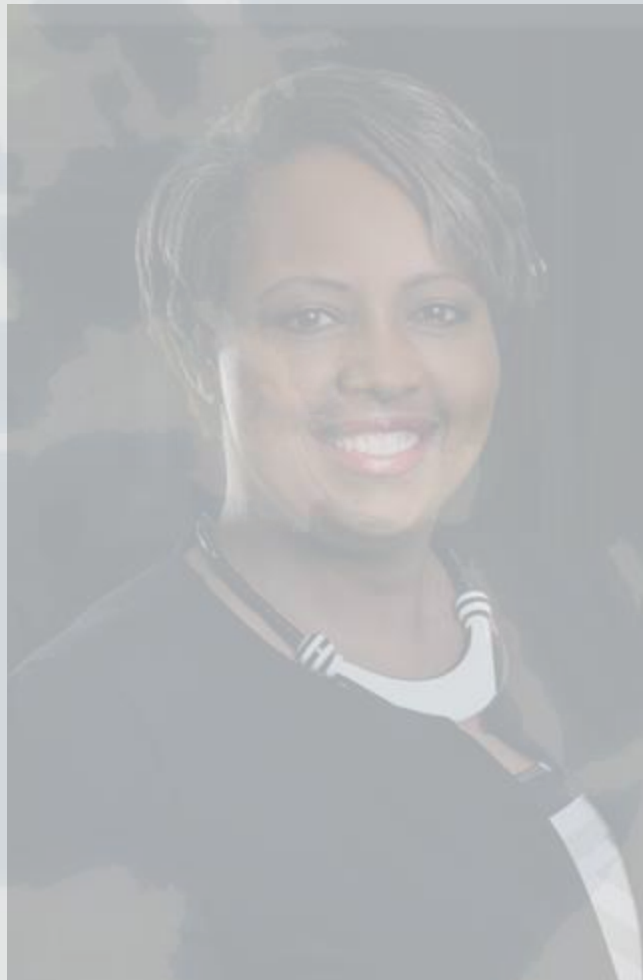


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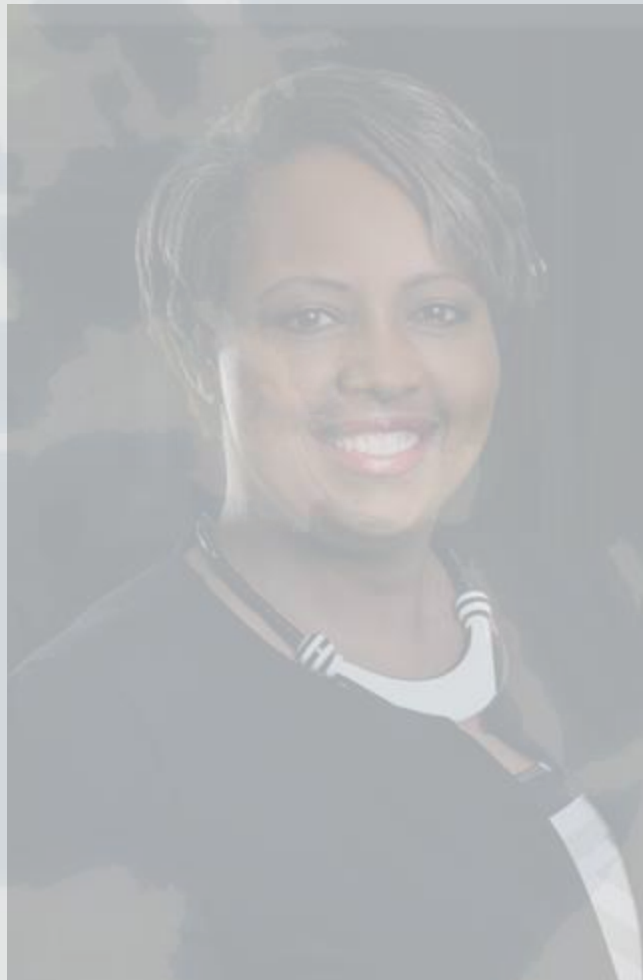


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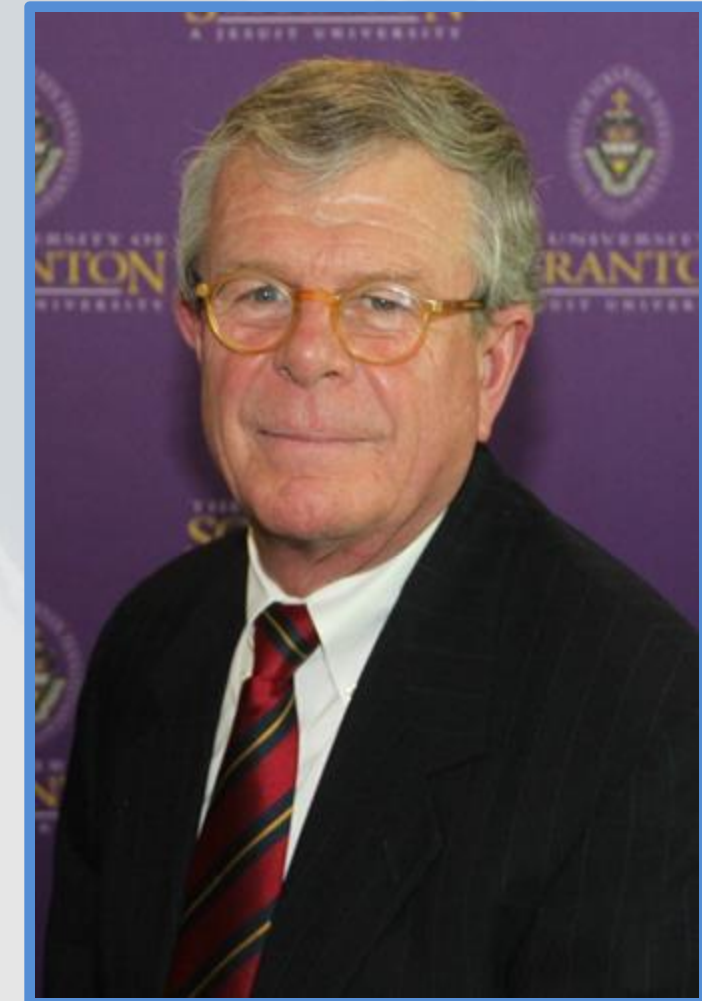
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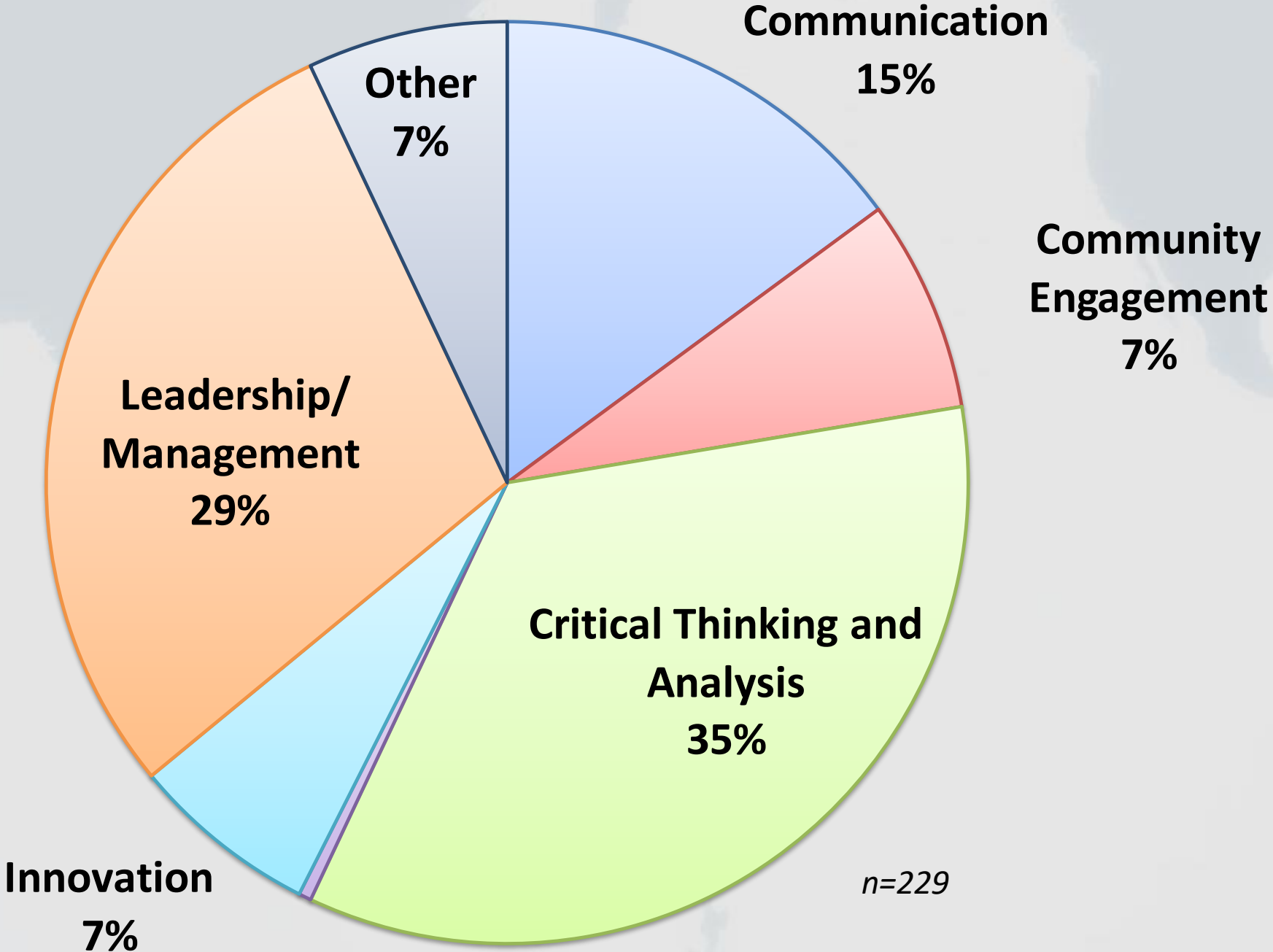
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Worldwide, critical thinking & analysis, and leadership/management were considered the most important competencies in the pandemic.

Most Important Competency Domains



The Most Important Competencies in the Pandemic

Leadership & Management

- Mobilize Teams & identify resources
- Stand up new structures in order to meet logistical and operational needs
- Set expectations for knowledge sharing and communication
- Demonstrates adaptability, emotional stability, resiliency. Inspires others, supports well-being of the healthcare team, and instills hope.

Critical Thinking & Analysis

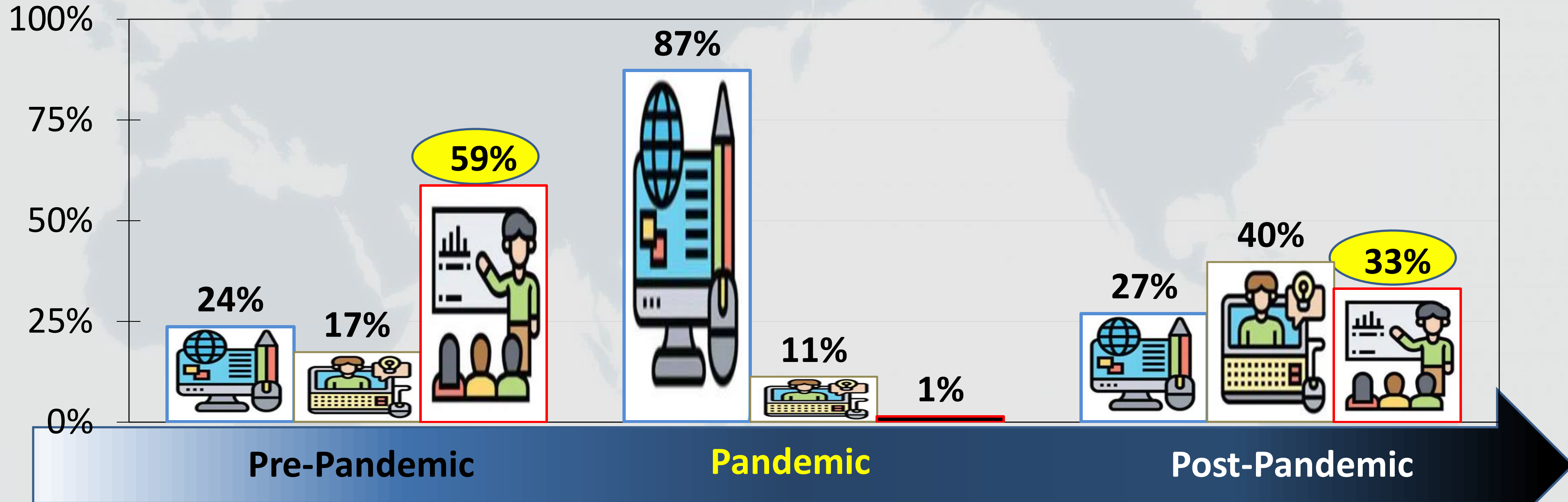
- Continuous Performance Improvement Methodology
- Data obtained from various trusted sources
- Multidisciplinary analytics teams
- Data transparency

Communication

- Toolkits and Resources
- Main Line Health Intranet – Coronavirus (COVID-19) Information page
- Instructional videos (ex. PAPR, PPE use.)
- Weekly Townhalls
- Weekly email updates with COVID dashboard
- Daily Operations and Logistic Huddles
- Zoom, Web Ex and Teams meeting platforms made available to all employees
- In person discussions with frontline staff, Ambassadors and Trusted influencers

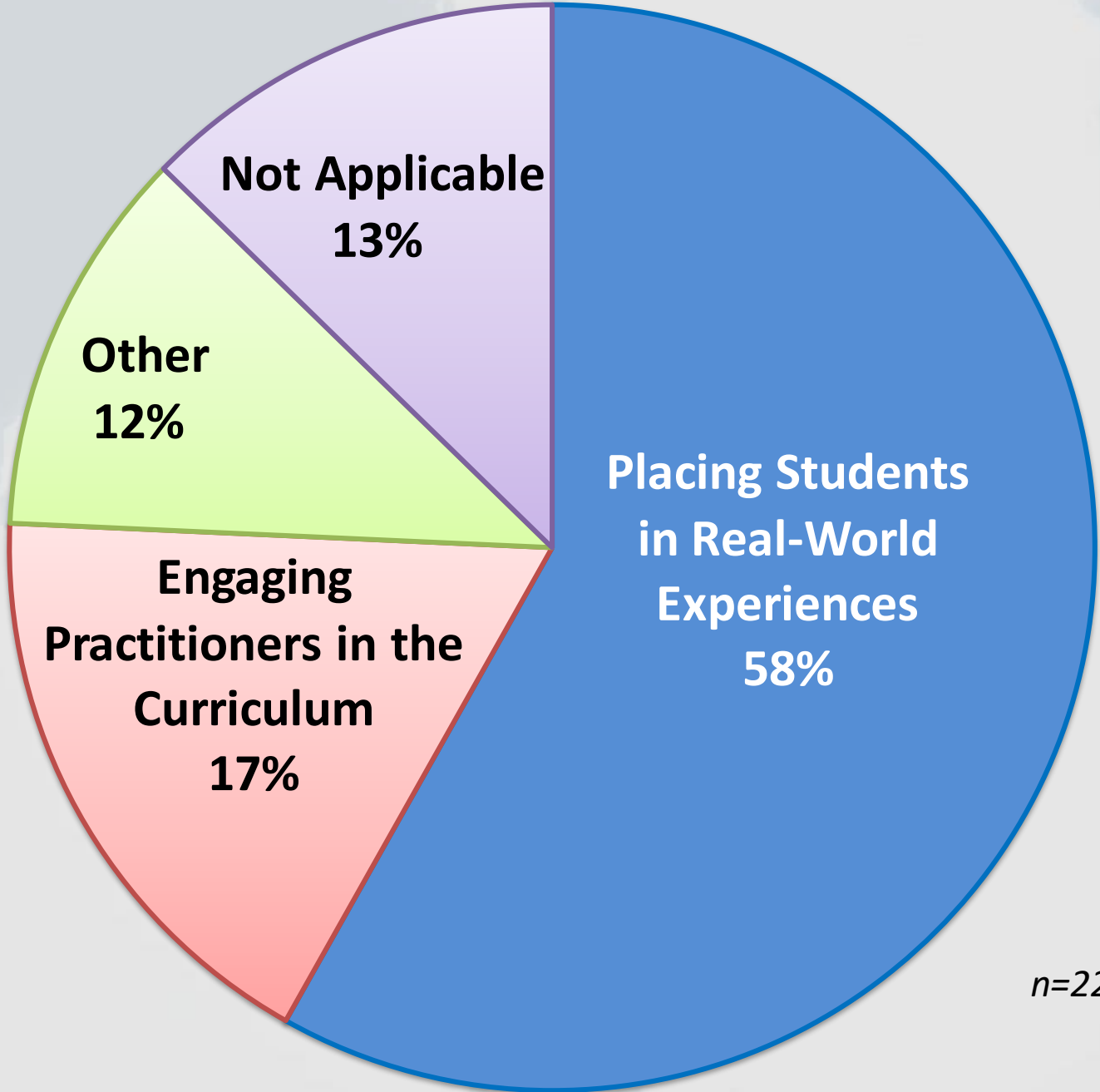
Pre-pandemic, 59% of programs were traditional face-to-face. Post-pandemic, programs expect to be evenly split between modalities.

Class Modality Comparison
Offered Mostly Online, Hybrid, Mostly In Person



58% of Programs were Challenged in Placing Students in Real-World Experiences.

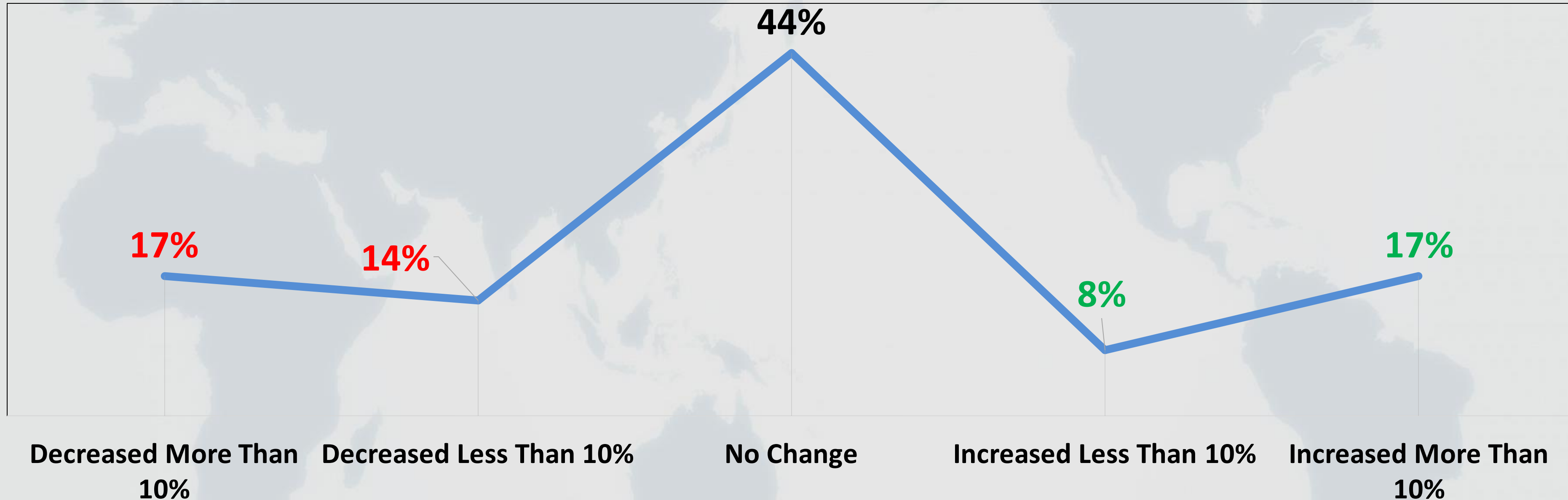
Experiential Learning Opportunity Challenges Due to COVID-19



n=229

Worldwide 31% of programs decreased students in their program, 44% stayed the same, and 25% increased.

Average Change in Number of Students in a Program During COVID-19



The Setting up of Public Health and Healthcare Management COVID19 RESPONSE TEAMS

Increased recognition of the relevance of public health and healthcare management as specialties.

Huge Challenges:

1. High pressure from policy makers in public health advice-economy trade off
2. Interaction between and within departments across health systems and across sectors
3. Redeployment of healthcare professionals
4. Re-training and re-skilling
5. Changing work patterns
6. Team Building – Forming, Storming, Norming and Performing
7. Use of technology
8. High turnover with input from students, new graduates and those in training
9. Dealing with public
10. Burnout, work stress and psychological strain

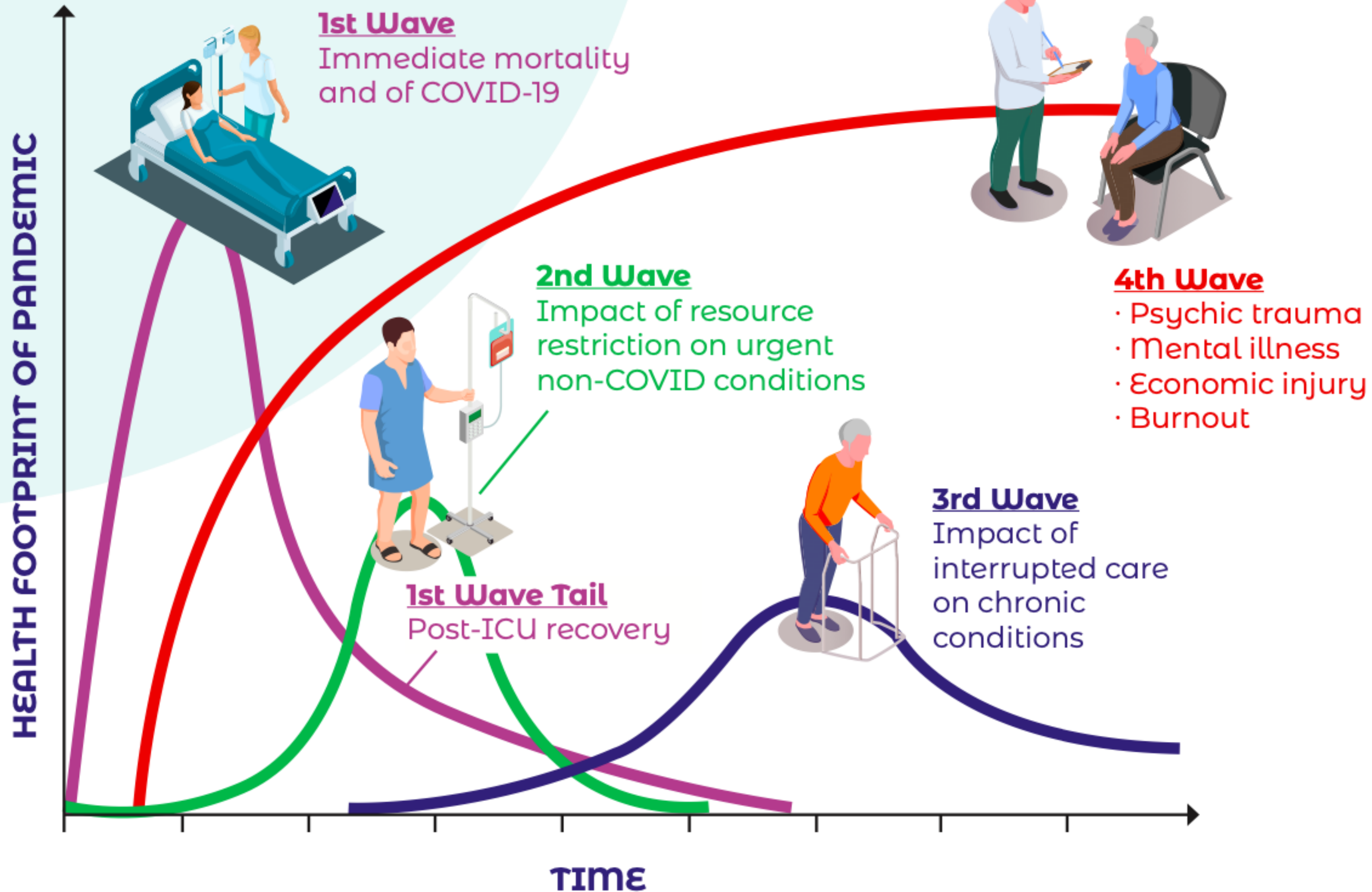
Positive Outcomes:

1. **Public health, healthcare management and clinicians got closer together – understood that working in silos is not the right response!!**
2. **Organized teams with optimal within and between team communication**
3. **Improved communication and definition of roles**
4. **Well-functioning teams – becoming more resilient**
5. **Understood the need to be supported on coping with stress, but developing resilience**
6. **Regular meetings for all involved – understood the importance of visibility of information**
7. **Sharing bad news but also celebrating success**

Increased recognition of the relevance of public health and healthcare management as specialties.

? Healthcare professionals are recognizing the importance of taking up postgraduate studies in leadership and management, patient safety, risk management etc.

The Big Picture





frontiers Research Topics

Health Service Management and Leadership: COVID-Style

Submission Deadlines
Abstract: June 30, 2021
Manuscript: August 31, 2021

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Frontiers in Public Health

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COVID-19 – the term that changed the world – how we live, work, learn, socialize, and more importantly, deliver and receive healthcare. Following government and organizational directives, it has shaped: who can interact with who; when they can do it; and how, including the information they are (not) privy to, the resources they can(not) access, and when. These changes can compromise: the organizational practices of a health service; morale; and the wellbeing of those affiliated with the service, be they staff members (including volunteers), patients, or carers. Yet, in the midst of this global pandemic, brilliance happens.

In response to the rapid spread of COVID-19, this Research Topic represents a rapid opportunity to capture, learn from, and inspire leadership and managerial practices that have helpfully navigated this precarious period. Specifically, it will include international exemplars to demonstrate what it takes and can take to lead and manage a health service to ultimately weather storms, like COVID-19. This is important given the expected rise of global crises, like pandemics.

The importance and urgency of this Research Topic follow extant research, from which three key points are apparent. First, there are likely to be COVID-19-like pandemics in the future, partly due to the Anthropocene epoch. Second, although health services are certainly familiar with, if not accustomed to crisis management, many are ill-prepared for the system-wide effects – if not, seismic shift – associated with instances like COVID-19. Third, relative to clinical research, there is limited scholarship on how to lead and manage health services, particularly during global pandemics.

Accepting: Original Research, Systematic Reviews, Methods, Review, Mini Review, Hypothesis and Theory, Perspective, Brief Research Report, General Commentary, Opinion, Study Protocol.



Questions?