
Contents

Foreword. Building Meta-Resilience in Healthcare Organizations	xi
Annie BARTOLI	
Foreword. Resiliency	xv
Yves CHARPAK	
List of Acronyms	xix
About the Authors	xxv
Introduction	xxxix
Aline COURIE-LEMEUR	
Part 1. Organizational Resilience in the Healthcare Field	1
Introduction to Part 1	3
Aline COURIE-LEMEUR	

Chapter 1. Resilience in Healthcare Organizations: Bibliometric Analysis	7
Olena Yuriivna CHYGRYN and Liliia Mykolaivna KHOMENKO	
1.1. Context and issues	7
1.2. Literature review	9
1.2.1. Methodology	9
1.2.2. Results	10
1.3. Lessons learned	21
1.4. References	23
Chapter 2. Response to Exceptional Health Situations at the Meso-Level: CPTs in the Covid-19 Crisis	25
Sylvain GAUTIER	
2.1. Context and questions	25
2.2. Conceptual framework	28
2.3. Case studies	31
2.4. Lessons learned	34
2.5. References	35
Chapter 3. Dynamic Capabilities and Resilience of a Health Organization: The Case of an EHPAD-Medicalized Retirement Home	37
Benoît NAUTRE	
3.1. Background context and questions	37
3.2. Conceptual framework	38
3.2.1. Resilience in the field of health organizations	38
3.2.2. From the concept of resilience to that of dynamic resilience capacity	40
3.3. Case studies	42
3.3.1. The field of study	42
3.3.2. The research process	44
3.3.3. Building a dynamic capacity for resilience in a crisis context	48
3.4. Lessons learned	53
3.5. References	55

Chapter 4. The Health Pathway: A Resilient Model for Transforming the Governance of Health Authorities?	57
Laëtitia BOREL	
4.1. Background context and questions	57
4.2. Conceptual framework	60
4.3. Case studies.	64
4.4. Lessons learned	74
4.5. References	77
Part 2. Collective Intelligence and the Resilience of Healthcare Organizations.	79
Introduction to Part 2.	81
Aline COURIE-LEMEUR	
Chapter 5. Co-creation, Co-production and Collective Intelligence in Digitized Healthcare Policies.	83
Jan MATTIJS and Vincent MABILLARD	
5.1. Context and issues	83
5.2. Theoretical and conceptual overview.	85
5.2.1. Co-creation, collective intelligence and co-production of public services.	86
5.2.2. Digitization in the public sector	88
5.2.3. Co-creation and digitization in healthcare	90
5.3. Literature review.	91
5.4. Lessons learned	93
5.4.1. From multi-disciplinarity to interdisciplinarity	94
5.4.2. Tensions between bright technological prospects and governance worries.	94
5.4.3. Lack of discussion on co-creation in e-health	95
5.4.4. What is patient involvement?.	95
5.5. Appendix	96
5.6. References	100

Chapter 6. The Patient Educator: A Profession, A Political Mandate or A Social Mandate?	105
Fatima YATIM	
6.1. Background context and questions	105
6.2. Conceptual framework	107
6.2.1. From patient to expert patient.	107
6.2.2. A health system enhanced by expertise	109
6.3. Illustrations	111
6.3.1. Methodology	112
6.3.2. Results	112
6.4. Lessons learned	117
6.5. References	119
Chapter 7. The Emergence of an Innovative and Resilient Organization of Healthcare Actors: The <i>Alliance Santé de Seine-et-Marne</i>	121
Béatrice PIPITONE and Hélène MARIE	
7.1. Background context and questions	121
7.2. Illustrations	123
7.2.1. The emergence of a collective organization of healthcare actors in Seine-et-Marne	123
7.2.2. Concrete results in the fight against the Covid-19 pandemic and beyond	127
7.2.3. Barriers and mechanisms to the implementation of collaborative, innovative and resilient organizations	132
7.3. Lessons learned	138
7.4. Acknowledgments.	140
Chapter 8. The Alliance Manager: A Key Actor in Healthcare Coordination Systems	141
Laurent CENARD	
8.1. Background context and questions	141
8.2. Case studies.	143
8.2.1. Coordination systems	143
8.2.2. The strategic alliance, a new partnership vision for DACs.	147
8.2.3. Which alliances for DACs?	149
8.2.4. Human resources: the key to a successful strategic alliance.	151
8.2.5. The alliance manager, a key DAC professional?	152

8.3. Lessons learned	154
8.4. References	158
Part 3. Innovation and Resilience of Healthcare Organizations	161
Introduction to Part 3.	163
Aline COURIE-LEMEUR	
Chapter 9. Social Innovation Through Design in Hospitals: Challenges and Proposals for Conditions of Success.	165
Jihane SEBAI and Bérangère L. SZOSTAK	
9.1. Background context and questions	165
9.2. Conceptual framework	167
9.2.1. Social innovation through design	168
9.2.2. Hospital design in France	169
9.2.3. Social innovation through design in hospitals: a question of appropriating management tools	170
9.3. Case studies.	172
9.3.1. The appropriation of social innovation through design by hospital management.	172
9.3.2. Legitimization and defense of social innovation through design by actors.	174
9.3.3. The need for democratic consultation between actors and the adaptability of design to the hospital context.	175
9.4. Lessons learned	176
9.5. References	178
Chapter 10. Article 51: Innovative Experiments to Help the French Healthcare System?	181
Cécile DEZEST, Isabelle FRANCHISTEGUY-COULOUME and Emmanuelle CARGNELLO-CHARLES	
10.1. Background context and questions	181
10.2. Conceptual framework	182
10.2.1. Innovation spaces: a concept that brings innovation to healthcare?	183
10.2.2. From participatory design to living lab	184
10.2.3. Article 51, a space for innovation?	185

10.3. Case studies	187
10.3.1. Project context and implementation	187
10.3.2. Results of the <i>Ange Gardien</i> project	191
10.3.3. Discussion	193
10.4. Lessons learned.	196
10.5. References.	198
Chapter 11. Innovation and Training for Healthcare Professionals: Impact on the Structural Resilience of Organizations	201
Marianne SARAZIN	
11.1. Background context and questions	201
11.2. Illustrations	203
11.2.1. The Pepper robot	203
11.2.2. Telemedicine.	206
11.3. Lessons learned.	208
11.4. References.	209
Chapter 12. Analysis of Two Innovative Working Methods at the Ile-de-France RHA	211
Sophie BATAILLE, Élise BLÉRY, Charlotte ROUDIER-DAVAL and Michel MARTY	
12.1. Background context and questions	211
12.2. Case Studies.	212
12.2.1. Article 51 and the mobilization of collective intelligence	212
12.2.2. Local coordination: a case study on the Chronic Heart Failure pathway.	219
12.3. Lessons learned.	225
Appendix: Brief Descriptions of Organizations	227
Aline COURIE-LEMEUR	
List of Authors	233
Index	235