

An aerial photograph of the Wexner Medical Center at The Ohio State University. The main building is a tall, modern structure with a glass and metal facade, featuring the university's logo and name. The surrounding area includes other campus buildings, green spaces with trees, and a parking lot. The sky is blue with light clouds.

Quality Improvement in Leadership: Reducing Burnout and Enhancing Engagement Through Leader Developed Standard Work Initiatives

Lauren Bergstrom DNP, RN- Associate Director of Hospital Imaging
Amy Gallatin MSRT(R)(MR)(CT)MRSO- Director of Imaging Services



**THE OHIO STATE
UNIVERSITY**

WEXNER MEDICAL CENTER

Learning Objectives

- After attending this continuing education unit, attendees will be able to:
 - Identify the value of evaluating the primary indicators of burnout related to an individual's emotional and cognitive distancing from their work
 - Review and apply proven assessment tools to evaluate a teams exhaustion and disengagement
 - Apply evidence based leader standard work initiatives to create a more resilient and engaged leadership team

Presenter Introduction



Lauren Bergstrom DNP, RN

- Associate Director of Hospital Imaging
Imaging Services Enterprise-wide



Amy Gallatin MSRT(R)(MR)(CT)MRSO

- Director of Imaging Services
Imaging Services Enterprise-wide

➤ Implementation of leader standard work initiatives at The Ohio State University Wexner Medical Center would not be successful without the entire Imaging Leadership department and executive leader support.



Disclosure Statement

The following presenters of this continuing education have no real or perceived conflicts of interest that relate to this presentation

- Lauren Bergstrom
- Amy Gallatin

Agenda

 Introductions and Organizational Overview

 Primary Indicators of Burnout

 Selecting the Right Tool for Evaluation

 Improve Resilience and Increase Engagement

 Results of Our Assessment and Interventions

 Insights: Reflections and Key Takeaways

About The Ohio State University Wexner Medical Center

We're central Ohio's only academic medical center

7

hospitals

1,404

staffed beds

17

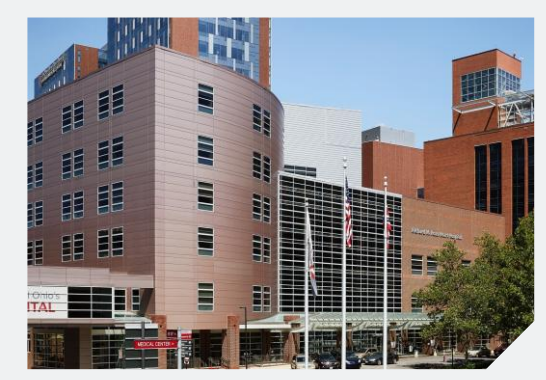
multispecialty
centers

24,500+

Employees

100+

facilities



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

Facts and figures



Nationally ranked academic medical center

On the campus of one of the nation's largest public universities



Ranked for **31 consecutive years** by *U.S. News & World Report* "Best Hospitals"



Magnet recognition from the American Nurses Credentialing Center



1,404
staffed beds



24,507
employees



60,713
patient admissions (FY23)



2,745
faculty researchers



3.4M
outpatient visits (FY23)



225,000
telehealth visits

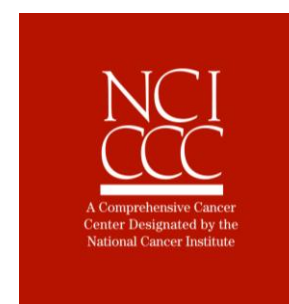


20 research centers and institutes



Hospital Tower

- Scheduled to open in 2026
- Largest single facilities project ever undertaken at Ohio State at 1.85 million square feet
- 820 large, private rooms
- 148 additional beds for patients of the OSUCCC – James
- 51 neonatal intensive care unit bassinets





How familiar are you with the topic?

- I'm an expert and can teach you some tips!
- I have a solid background and understanding
- I have some basic knowledge
- What is burnout and why are we talking about this?

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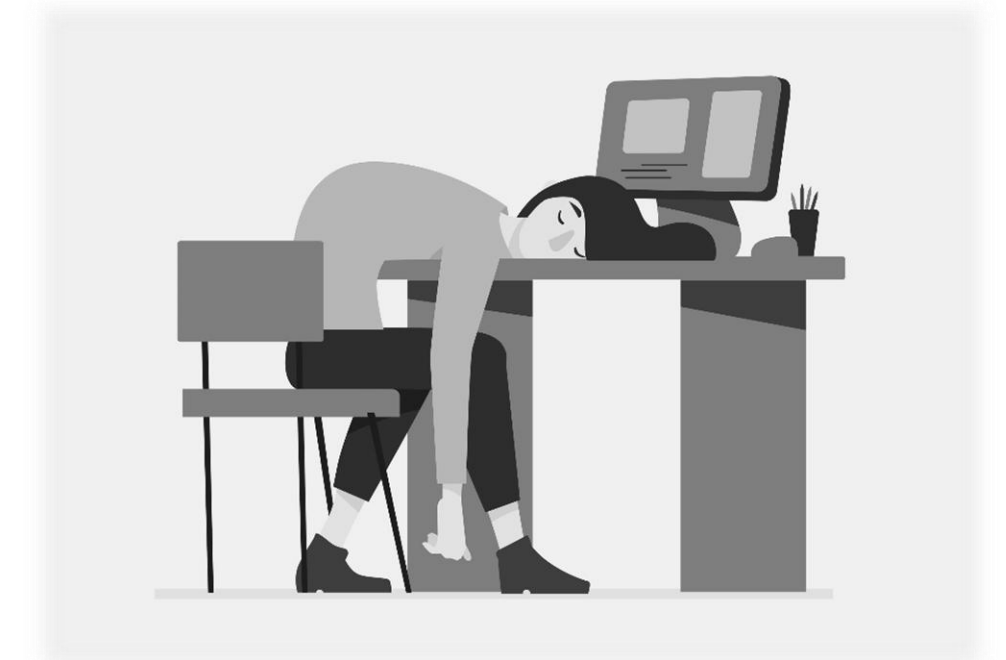


Primary Indicators of Burnout

Evaluating Burnout Indicators

Definition of Burnout?

- Burnout is an occupational syndrome characterized by a high degree of emotional exhaustion and depersonalization (i.e., cynicism), and a low sense of personal accomplishment at work
- Emotional and cognitive distancing
- Chronic work-related stress is a precursor to burnout





Have you experienced burnout?

Yes



No



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“

Burnout, can be defined “as an erosion of engagement with the job, whereby energy turns into exhaustion, involvement turns into cynicism, and efficacy turns into ineffectiveness.

”

-Maslach and Leiter





How has emotional and cognitive distancing (burnout) showed up in your workplace?

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Evaluating Burnout Indicators

Importance of Evaluation

Decreased time spent between provider and patient

Increased medical errors

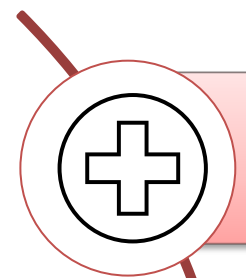
Increased hospital-acquired infections

Staffing shortages

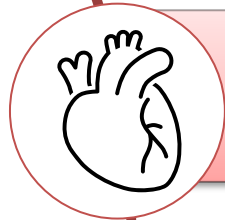


Evaluating Burnout Indicators

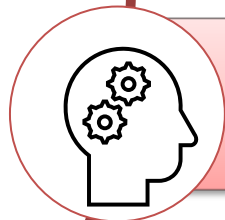
Chronic work stress is associated with poor physical and mental health outcomes for health workers



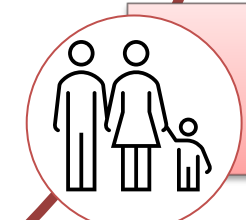
Health Consequences



Physical: Heart disease, type 2 diabetes, sleep disruptions



Mental: Anxiety, depression, substance misuse



Social: Isolation, family conflict



Burnout in our Workplace



Choose the Right Tool to Evaluate your Team




“A key organizational strategy to improving clinician well-being is to measure it, develop and implement interventions, and then re-measure it.”

-Research, Data, and Metrics Working Group of the National Academy of Medicine Action Collaborative on Clinician Well-Being and Resilience.



Why assess burnout?

Benefit of assessment?

-  Identification of areas for improvement and intervention
-  Investment into your team's wellbeing
-  Prevention of occupational distress
-  Enhance productivity and resiliency
-  Improve the quality of patient care
-  Reduced absenteeism or illness
-  Improved job satisfaction



**What burnout assessment tools (if any) have you used in your workplace?
Select all that apply**

A valid and reliable tool

0%

An internal organizational tool

0%

Individual survey

0%

What is a burnout assessment tool?

0%

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Assessment Tools for Team Evaluation

Various tools are available to measure:

- Burnout
- Engagement
- Professional satisfaction
- Stress
- Fatigue
- Satisfaction
- Quality of life



Assessment Tools Available

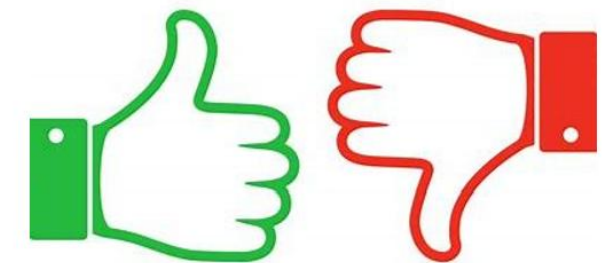
Top 4 assessment tools

- **Maslach Burnout Inventory (MBI):** 22 items, measures emotional exhaustion, depersonalization, and personal accomplishment.
- **Oldenburg Burnout Inventory (OBI):** 16 items, measures exhaustion and disengagement.
- **Copenhagen Burnout Inventory (CBI):** 19 items, covers personal, work, and client-related burnout.
- **Single Item Burnout Measure:** Simple, one-question survey.



Application of an Assessment tool

- Each tool has advantages and disadvantages
- Pick the most appropriate tool for your setting
- Prior to administering a wellbeing survey for healthcare providers
 - The organization should be ready to act on the results with planned human and financial resources



The Assessment Tool We Chose

Oldenburg Burnout Inventory

- Self-report measure of burnout
- Measures exhaustion and disengagement with 16 positively/negatively framed items
- Reliable and valid measure of burnout
- Can track changes in burnout over time



16 Questions on Oldenburg

Example Questions:

- “I always find new and interesting aspects in my work.”
- “After work, I usually feel worn out and weary.”
- “I can tolerate the pressure of my work very well.”
- “After working, I have enough energy for my leisure activities.”
- “Sometimes I feel sickened by my work tasks.”





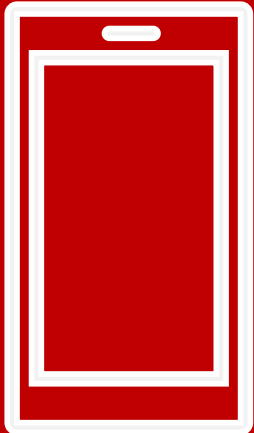
Create a More Resilient and Engaged Leadership Team



How do you feel that you can counteract burnout in the workplace?

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Our Team's Response

The best part of our leader's job



Connection

Balance

Saying no to some things so you can say yes to other things

We desire to be available always, but it is not possible

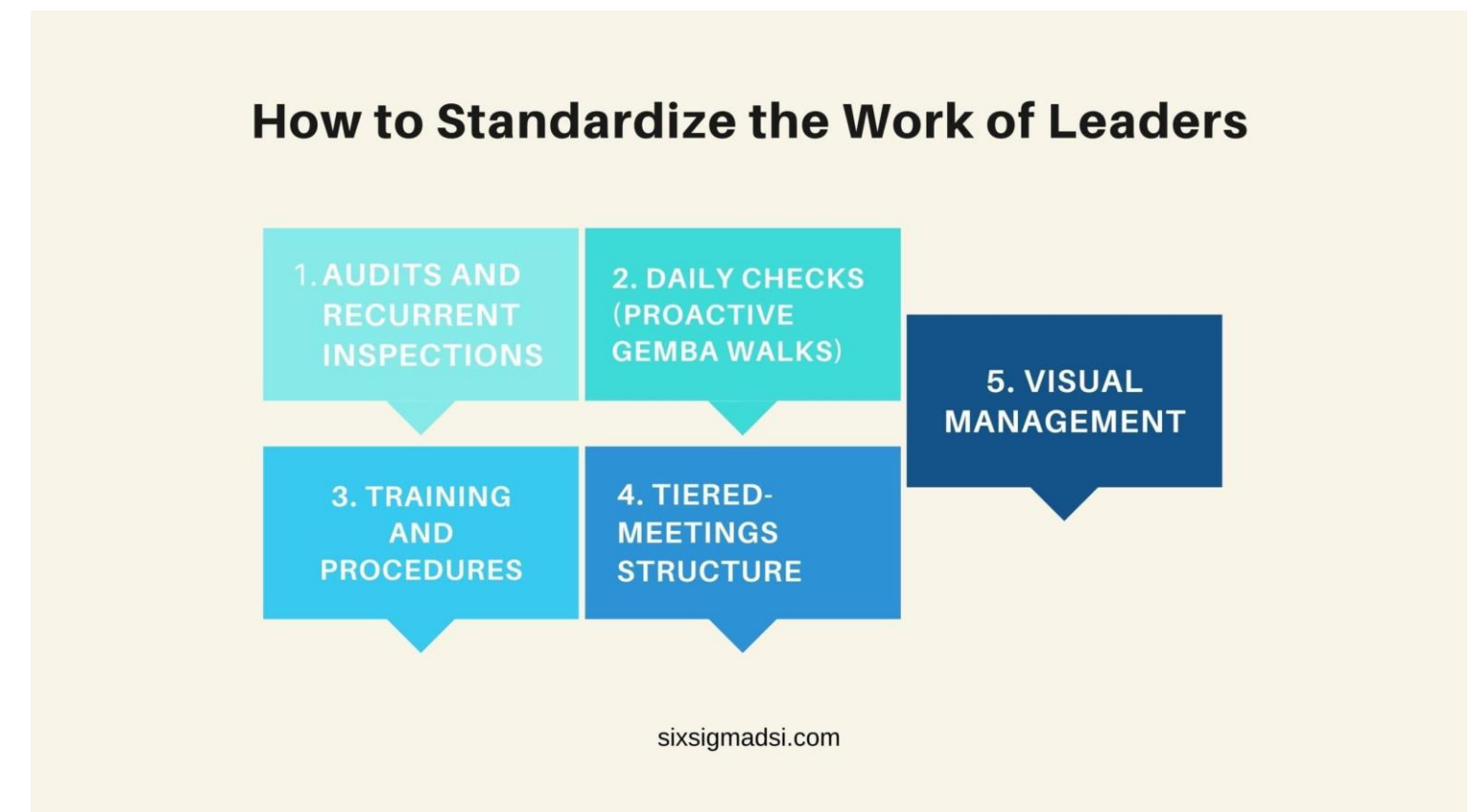
Connection

What gives us endurance to keep going

Can be different with others

Leader Standard Work

- Defined as a set of recurrent management techniques, tools, and skills that are standardized in the manager's daily and weekly routines
- Leader Standard Work initiatives can improve work-life balance by promoting structured routines and practices that foster a healthier work environment



Creating Resilient Leadership Teams

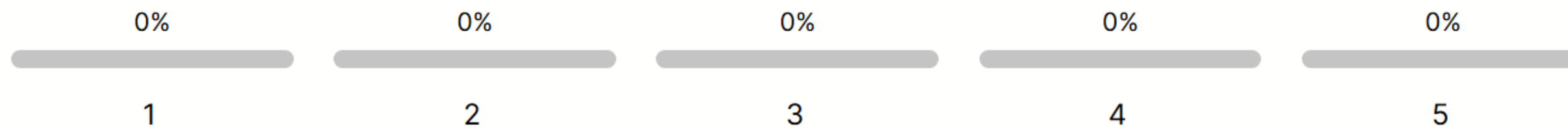
Strategies to increase resilience & engagement and decrease burnout

- Foster connection within teams
- Promote and model work/life balance
- Implement wellness programs
- Provide resources for leadership development (e.g., book clubs, learning meetings).
- Transparent communication



On a scale of 1-5, rate how well you set the example and prioritize work/life balance (5 stars is the best)

Score: ★ 0.0



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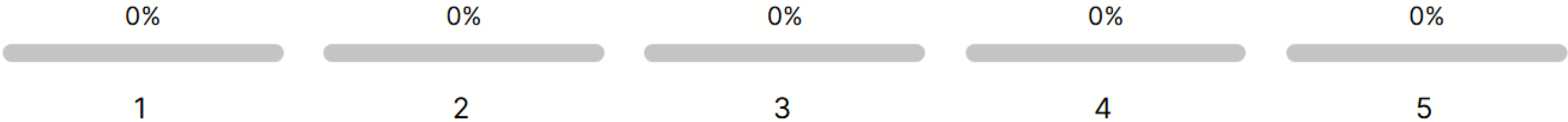
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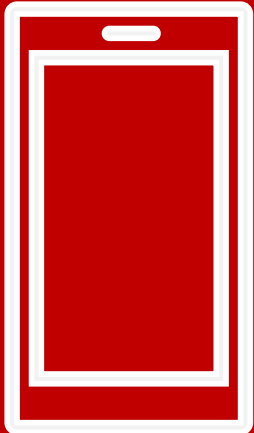
On a scale of 1-5, rate how well you encourage the teams who report to you prioritize work/life balance (5 stars is the best)

Score: ★ 0.0



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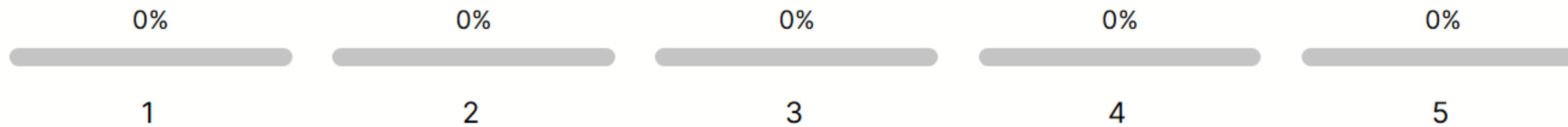




On a scale of 1-5, rate how well your organization prioritizes work/life balance (5 stars is the best)

Score: ★ 0.0

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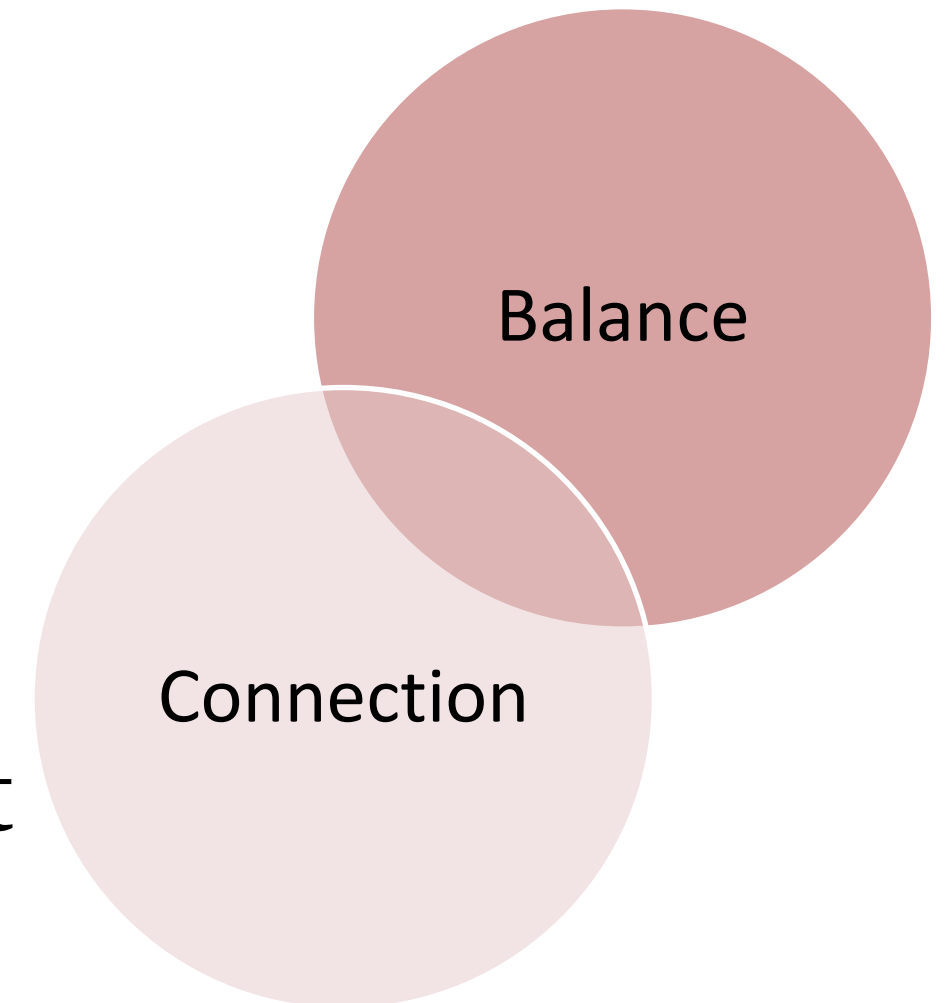


Our Call To Action

What did we do to improve our balance and connection?

Intentional positive verbiage

- How rested are you?
- What was the best part of your day?
- What techniques have you used that give you energy at work?
- What did you get completed during your deep focus time?



Our Call To Action

What did we do to improve our balance and connection?

Invested in our Leaders

- Peer to peer accountability
- Quarterly retreats
- Leadership book clubs
- Initiated Leadership Learning Meetings
- Provided additional resources for leadership development



Our Call To Action

What did we do to improve our balance and connection?

Implemented Leader Standard Work Initiatives

- Flexible work schedules
- Calendar alignment
- Project standardization
- Schedule deep focus time
- Block time monthly for EBP learning
- Reduction in meeting frequency
- Set boundaries for communication
- Encourage scheduled lunch breaks



Results of Our Assessment and Interventions

Oldenburg Results

Overall Impact: Leaders reported higher energy, better decision-making, and improved team morale

Targeted interventions reduced burnout

Imaging Operational Leaders	October 2023	June 2024
Disengagement score	17.81	17.08
Exhaustion score	21	18.16
Average Overall score >35 = higher risk of burnout	38.86	35.34





Oldenburg Results

- Significant Reduction in Exhaustion
 - Techniques directly addressed burnout, leading to noticeable improvements in energy levels
- Enhanced Quality of Life for Leaders
 - Focused on work-life balance, stress management, and wellness to support overall well-being
- Leaders Showed Up Rested and Rejuvenated
 - Improved sleep and mental clarity resulted in leaders arriving at work ready to perform
- Increased Leadership Effectiveness
 - Rested leaders made sharper decisions, led more effectively, and positively impacted team morale



Hospital Wide Engagement Survey

Our Survey results demonstrate an improvement in the wellbeing of our teams

	2024 Results	Average Score	2023 Results
Well-Being		3.57	60% (+2)
Resources and Support		3.54	53% (+6)
This organization cares about my health and well-being. Well-Being		3.55	54% (+3)
The stress levels at work are manageable. Well-Being		3.54	61% (+3)





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Any thoughts or ideas that emerged while listening to the presentation?

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Insight: Reflections and Takeaway

“

**We must shift burnout
from a *me* problem, to a
we problem**

-Office of the U.S. Surgeon General

”

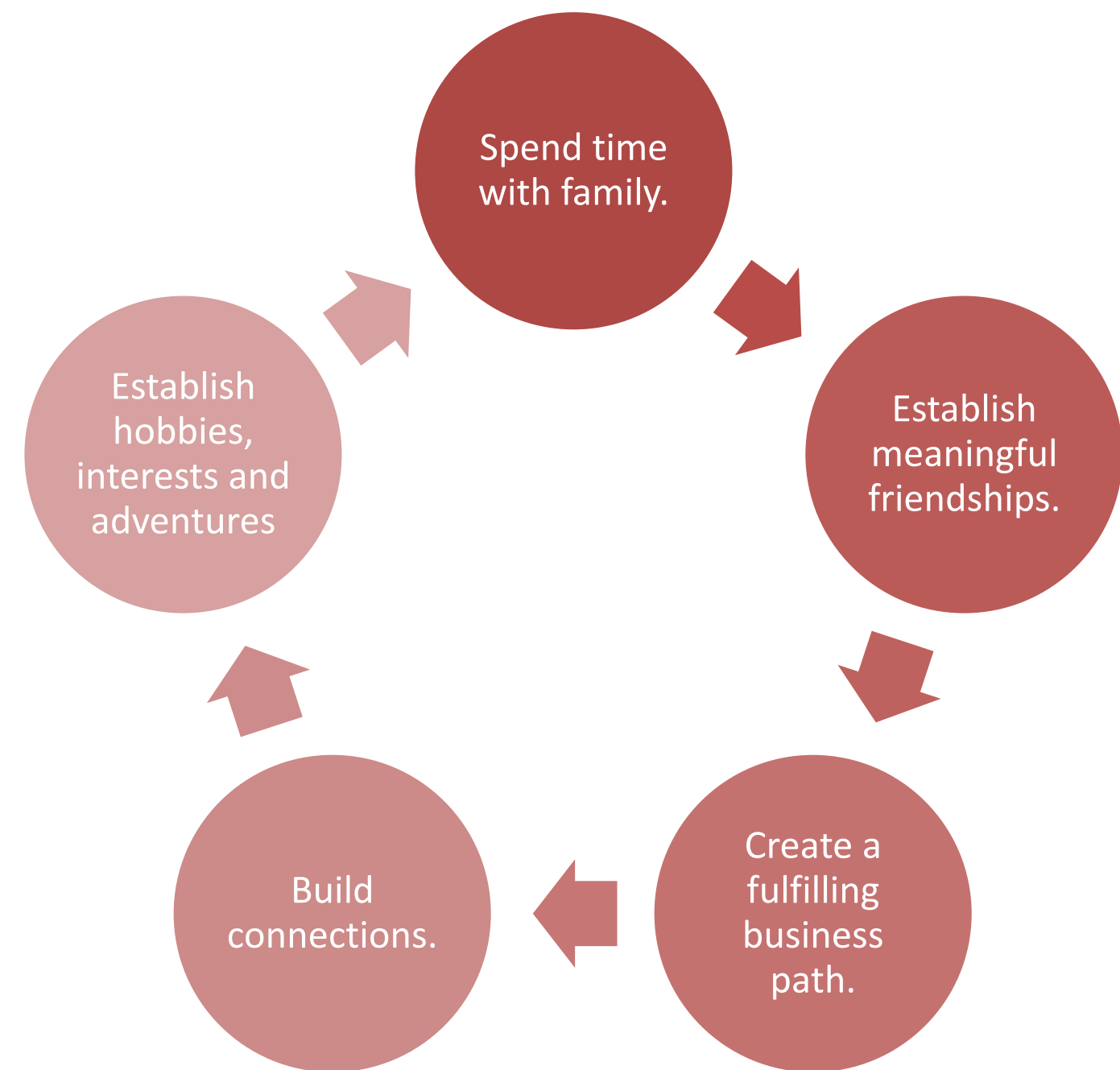


Balance Prevents Burnout

Key Insights:

- Burnout is a collective issue, not an individual one (U.S. Surgeon General)
- Balance prevents burnout by prioritizing family, hobbies, and meaningful work.

The Five Hats



Lessons Learned

**Work Life
Balance
must be at
the
forefront of
your mind**

Pause and de-normalize

Pay attention to your emotions

Reprioritize

Consider your alternatives

Implement changes proactively

Our Next Steps

Re-assess with Oldenburg

Reassess with Hospital wide engagement survey

Evaluate current initiatives

Sustain initiatives with a positive impact

Abandon well-being initiatives that are not value added

Adopt new initiatives as identified

Continually reassess and prioritize well being





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What is your key takeaway from this session?

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**We appreciate
the opportunity
to share our
culture
improvement
efforts.**

For additional follow up, please
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Amy.Gallatin@osumc.edu

Questions?