

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

Lauren Bergstrom DNP, RN- Associate Director of Hospital Imaging



**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

- 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 unit has no relevant financial relationships with commercial interests to disclose:

- Lauren Bergstrom DNP, RN

# 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

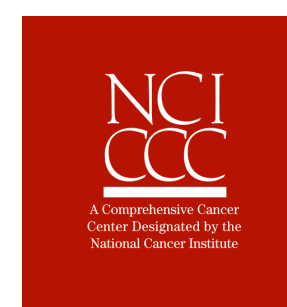


**20 research centers and institutes**



# 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




# Agenda

 Introductions and Organizational Overview

 Primary Indicators of Burnout

 Selecting the Right Tool for Evaluation

 Improve Resilience and Increase Engagement

 **Outcomes:** Evaluation of Current Progress

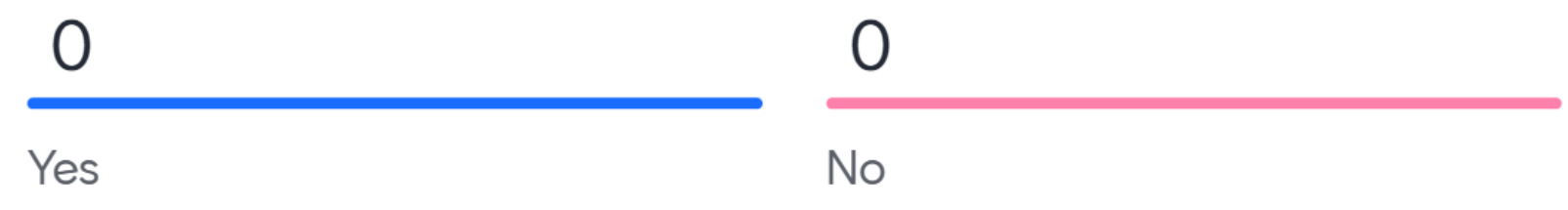
 **Insights:** Reflections and Key Takeaways

 **Future Plans:** Mapping Out Next Steps

# Primary Indicators of Burnout

Join at [menti.com](https://menti.com) | use code **4474 7211**

# Have you experienced Burnout?



Menti  
Burnout

Choose a slide to present

- How have you found it most helpful (how does burnout) showed up in your workplace?
- How do you feel that you can consider burnout in the workplace?
- What are some common signs that you or your colleagues have experienced burnout?
- How well is work-life balance prioritized in your workplace?
- How do you experience burnout?



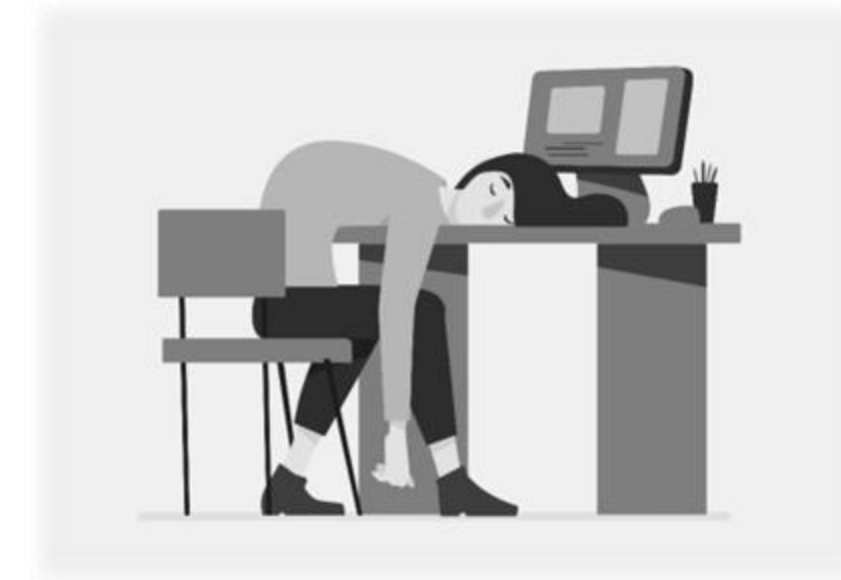
# Poll



# 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



“

**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**



Join at [menti.com](https://menti.com) | use code 4474 7211

Mentimeter

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

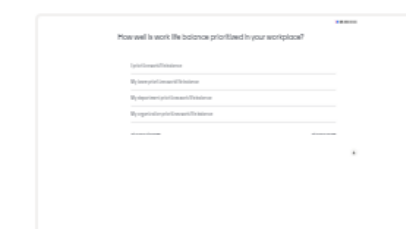
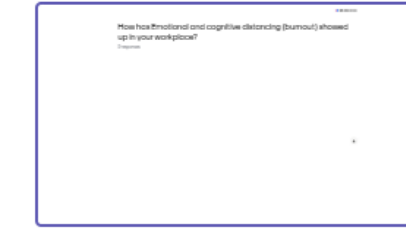
All responses to your question will be shown here

Each response can be up to 200 characters long

Turn on voting to let participants vote for their favorites

Menti  
Burnout

Choose a slide to present



# Poll



# 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
  - Including impaired cognitive function
  - Increased risk of heart disease
  - Type 2 diabetes
  - Fertility issues
  - Sleep disruptions and insomnia
  - Isolation
  - Family and relationship conflict
  - Anxiety
  - Depression
  - Increased risk for substance use and misuse



# Burnout Example in our Workplace

- Our Director
- Associate Director
- Our leaders



# 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.”**

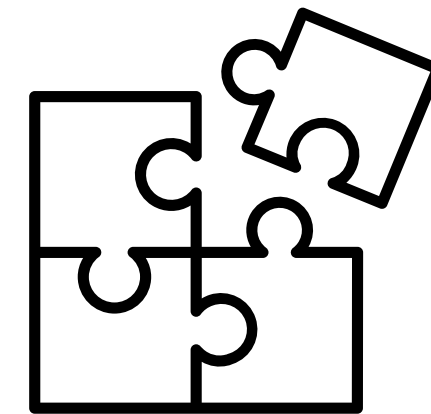
**-Research, Data, and Metrics Working Group of the National Academy of Medicine Action Collaborative on Clinician Well-Being and Resilience.**



# Why assess burnout?

## Benefit of assessment?

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



Join at [menti.com](https://menti.com) | use code 4474 7211

Mentimeter

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



- A valid and reliable tool
- Internal organizational assessment
- Individual Survey
- No tools have been used



*Poll*



# Assessment Tools for Team Evaluation

## Overview of assessment tools?

Various tools are available to measure:

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



# Assessment Tools Available

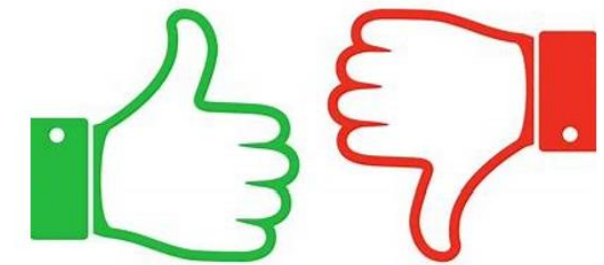
## Top 4 assessment tools

- Maslach Burnout Inventory – Human Services Survey for Medical Personnel
  - 22-item survey that covers Emotional Exhaustion, Depersonalization, and low sense of Personal Accomplishment
- Oldenburg Burnout Inventory
  - 16-item survey with positively and negatively framed items that covers exhaustion (physical, cognitive, and affective aspects) and disengagement from work (negative attitudes toward work objects, work content, or work in general)
- Single Item Burnout Measure
  - Single question of “Overall, based on your definition of burnout, how would you rate your level of burnout?”
- Copenhagen Burnout Inventory
  - 19-item survey with positively and negatively framed items that covers personal (degree of physical and psychological fatigue and exhaustion), work (degree of physical and psychological fatigue and exhaustion related to work), and client-related (or a similar term such as patient, student, etc.) burnout



# 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
- Includes positively and negatively framed items
- Reliable and valid measure of burnout that can be used to track changes in burnout over time



# 16 Questions on Oldenburg

1. I always find new and interesting aspects in my work.
2. There are days when I feel tired before I arrive at work.
3. It happens more and more often that I talk about my work in a negative way.
4. After work, I tend to need more time than in the past in order to relax and feel better.
5. I can tolerate the pressure of my work very well.
6. Lately, I tend to think less at work and do my job almost mechanically.
7. I find my work to be a positive challenge.
8. During my work, I often feel emotionally drained.
9. Over time, one can become disconnected from this type of work.
10. After working, I have enough energy for my leisure activities.
11. Sometimes I feel sickened by my work tasks.
12. After my work, I usually feel worn out and weary.
13. This is the only type of work that I can imagine myself doing.
14. Usually, I can manage the amount of my work well.
15. I feel more and more engaged in my work.
16. When I work, I usually feel energized.



# Create a More Resilient and Engaged Leadership Team

Join at [menti.com](https://menti.com) | use code 4474 7211



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

leader  
bold focus  
creative  
fast transpiration  
inspiration



Menti  
Burnout



Choose a slide to present

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

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

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

- A valid and reliable tool
- Internal organizational assessment
- Individual Survey
- No tools have been used

How well is work life balance prioritized in your workplace?

I prioritize work/life balance  
My team prioritizes work/life balance  
My department prioritizes work/life balance  
My organization prioritizes work/life balance

Strongly disagree Strongly agree

Have you experienced Burnout?

0 Yes 0 No



Poll



# Our Team's Response

## The best part of our leader's job

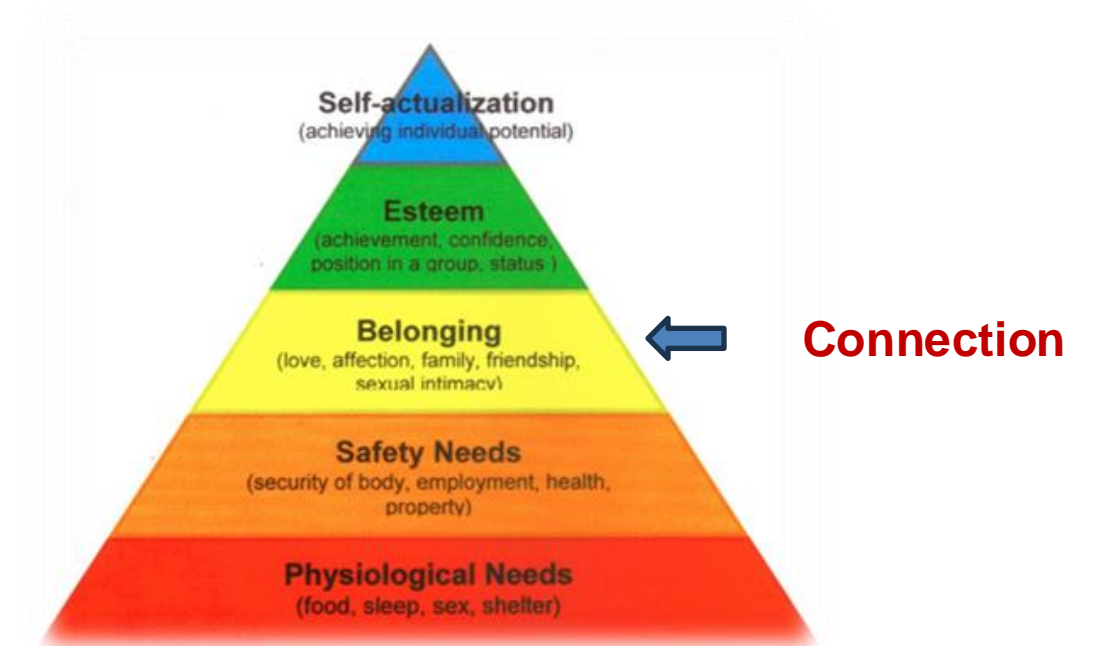


### Balance

Saying no to some things so you can say yes to other things  
We desire to be available always, but it is not possible

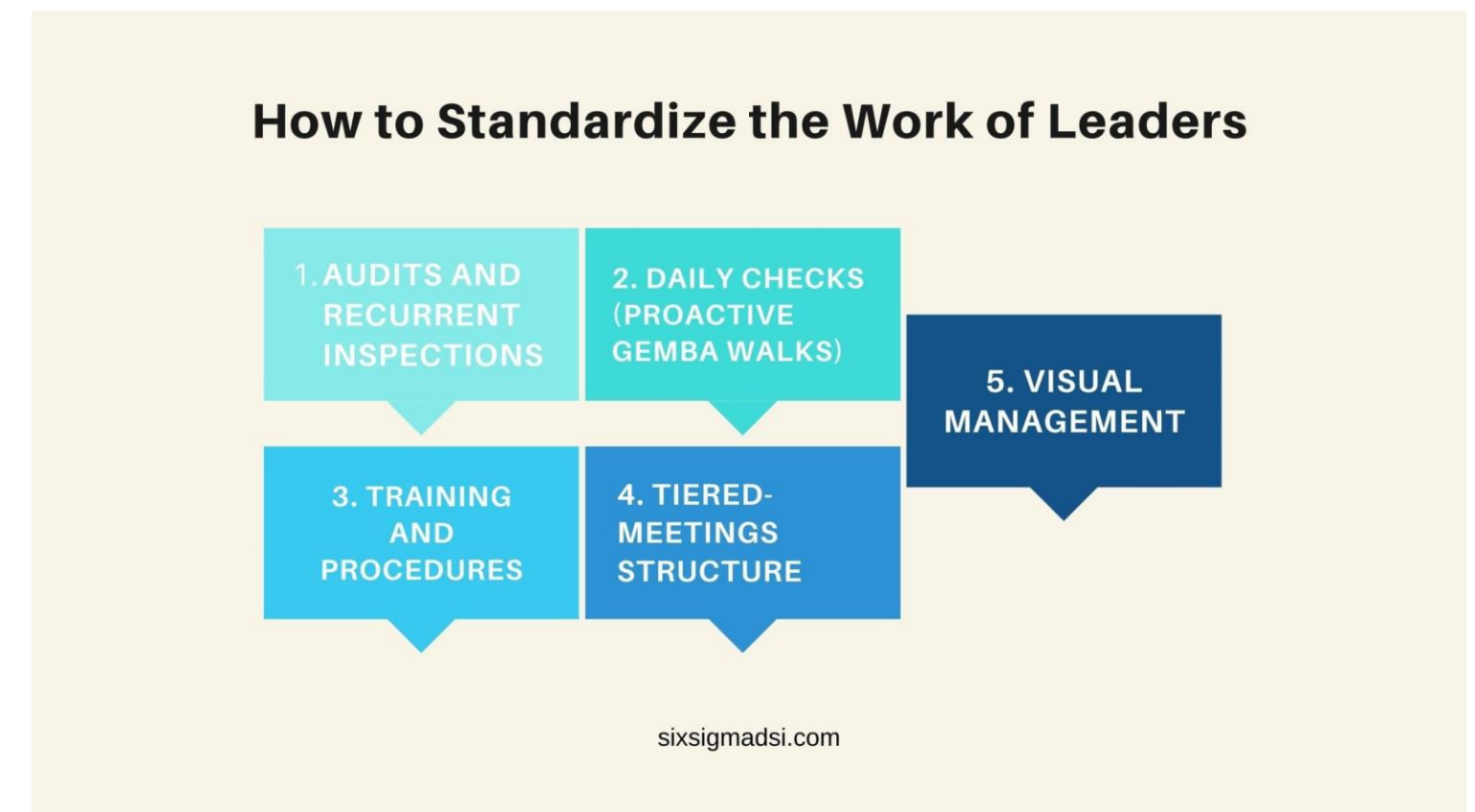
### Connection

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 for Resilience & Engagement

- Foster connection within teams
- Strive for balance
- Implement wellness programs
- Provide the right resources
- Transparent communication



Join at [menti.com](https://menti.com) | use code 4474 7211



# How well is work life balance prioritized in your workplace?

I prioritize work/life balance

My team prioritizes work/life balance

My department prioritizes work/life balance

My organization prioritizes work/life balance

Strongly disagree

Strongly agree



Menti  
Burnout



Choose a slide to present

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

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

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

- A valid and reliable tool
- Internal organizational assessment
- Individual Survey
- No tools have been used

How well is work life balance prioritized in your workplace?

I prioritize work/life balance

My team prioritizes work/life balance

My department prioritizes work/life balance

My organization prioritizes work/life balance

Strongly disagree Strongly agree

Have you experienced Burnout?

0 Yes 0 No



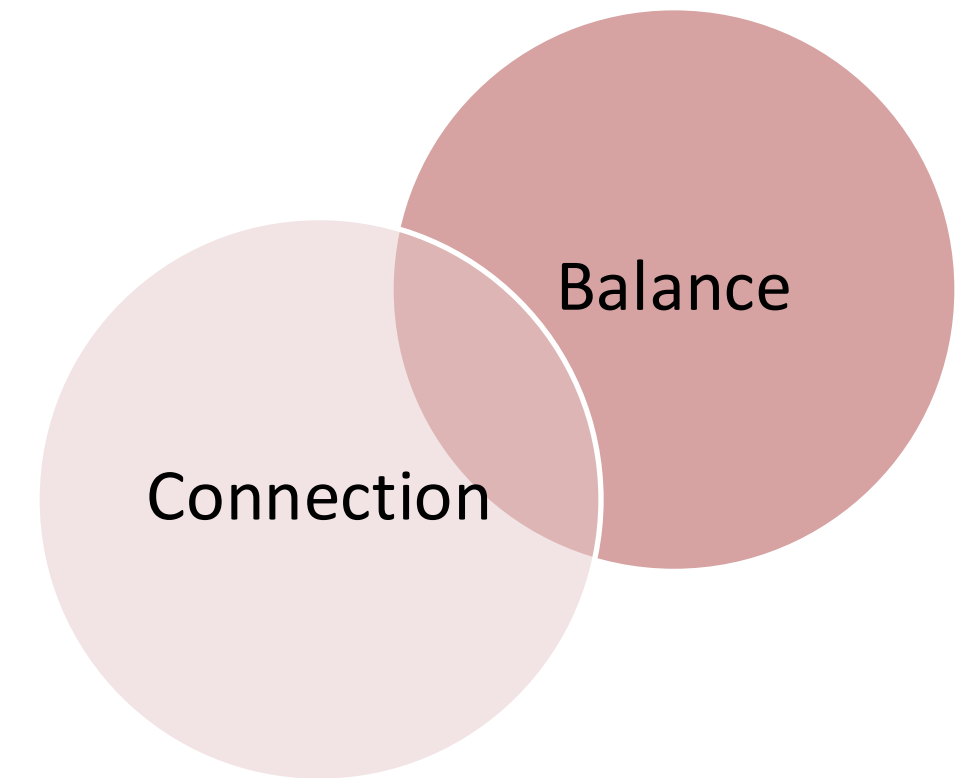
# Poll



# Our Call To Action

## What did we do to improve our balance and connection?

- Intentional positive verbiage
  - How rested are you?
  - Whgat 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?
- 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

- This improvement suggests a positive shift in leaders' well-being and engagement, indicating that targeted interventions or changes in the work environment may have effectively addressed factors contributing to burnout.

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







# 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)





# **Insight:** Reflections and Takeaway

“

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

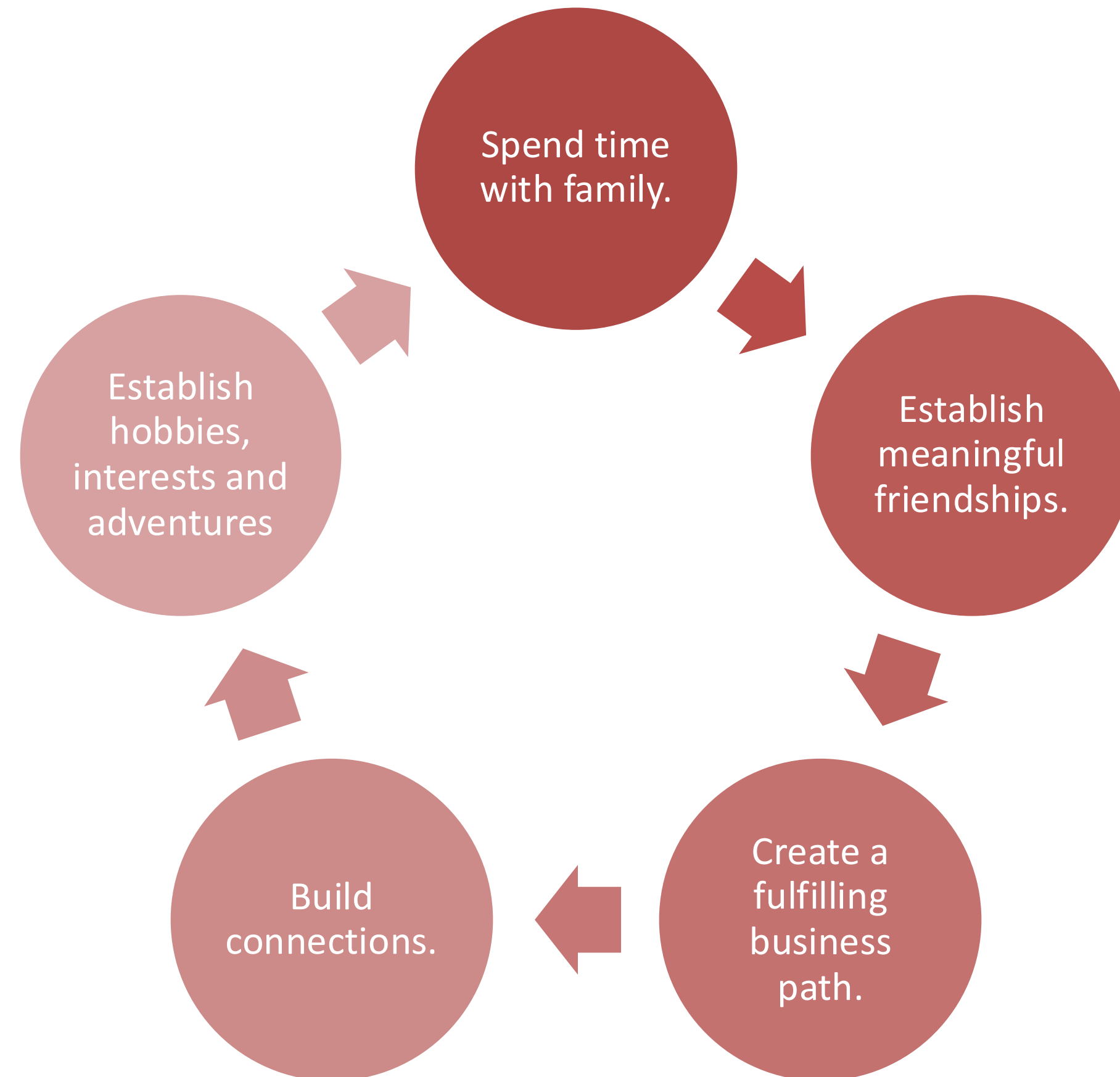
**-Office of the U.S. Surgeon General**

”



# Balance Prevents Burnout

These are *The Five Hats* that business leaders juggle



# Lessons Learned

---

Work Life Balance has to be at the forefront of your mind	Pause and de-normalize
	Pay attention to your emotions
	Reprioritize
	Consider your alternatives
	Implement changes

---

# Our Next Steps



**Thank you for  
allowing us the  
opportunity to  
share our  
culture  
improvement  
efforts!**

For additional follow up, please  
contact Lauren:  
[Lauren.Bergstrom@osumc.edu](mailto:Lauren.Bergstrom@osumc.edu)  
[Amy.Gallatin@osumc.edu](mailto:Amy.Gallatin@osumc.edu)

**Questions?**

We value your feedback!

*Please scan the QR code to  
submit a survey  
for this session.*

