

The Road to Wellness: Engagement Strategies to Help Radiologists Achieve Joy at Work

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Abbreviations: IT = information technology, PACS = picture archiving and communication system

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Physician wellness is recognized as a critical component of enhancing the quality of health care. An epidemic of symptoms related to stress and burnout among medical professionals, including radiologists, in the workplace is threatening not only health care providers at a personal level but also the entire health care system. In this review, the authors highlight recognized stressors in the contemporary radiology workplace and offer practical suggestions for mitigating burnout, improving professional engagement, and promoting wellness. Thematic goals to focus on include fostering an integrated and harmonious community at work, diminishing workplace detractors, creating opportunities to cultivate positive attitudes and intellect, and implementing effective leadership practices.

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Spectrum of wellness

Joy and engagement

Burnout



55% of US Radiologists have symptoms of stress
and burnout

3 COMPONENT SYNDROME OF BURNOUT

EXHAUSTION

CYNICISM

INEFFICIENCY

Burnout

- Burnout does not equal overwork
- Additional factors:
 - Perceived constraints
 - Distractions
 - Barriers to purposeful, autonomous, fair and efficient working conditions

“If a radiologist does not feel that she or he is contributing value or having a positive influence, or feels underappreciated and unable to achieve personal goals, burnout may ensue”

3 component syndrome

- **Exhaustion**
 - Physical
 - Cognitive
 - Emotional
- **Cynicism**
 - Depersonalisation
 - Disengagement
- **Inefficiency**
 - Feelings of incompetence
 - Lack of achievement and productivity

Results of burnout

- Personal
 - Disengagement
 - Disaffection
- Organisational
 - Decreased quality of patient care
 - Promotion of disruptive behaviour
 - Other harmful behaviour

- Effects the ability to be an effective:

- Teacher
- Mentor
- Team player
- Colleague

- My question:

- What are the flow on effects on us as registrars if our teachers and mentors burnout?

What is the purpose for addressing this issue?

- Focus on longer term solutions, rather than treating symptoms
- Allow radiologists to find enhanced satisfaction and meaning in their work

Seven-Step Solution Program

Effective Leadership Practices

Individual Radiologist's Pledge: Self-Care

A Commitment to Wellness

Diminish detractors & obstacles in the work environment

Create a community: work-life integration & harmony

Assess your practice's drivers of stress

Acknowledge the problem

Step 1: Acknowledge the problem

- Quality metrics
- Surveys
- Tailored evaluations

Step 2: Address drivers of stress

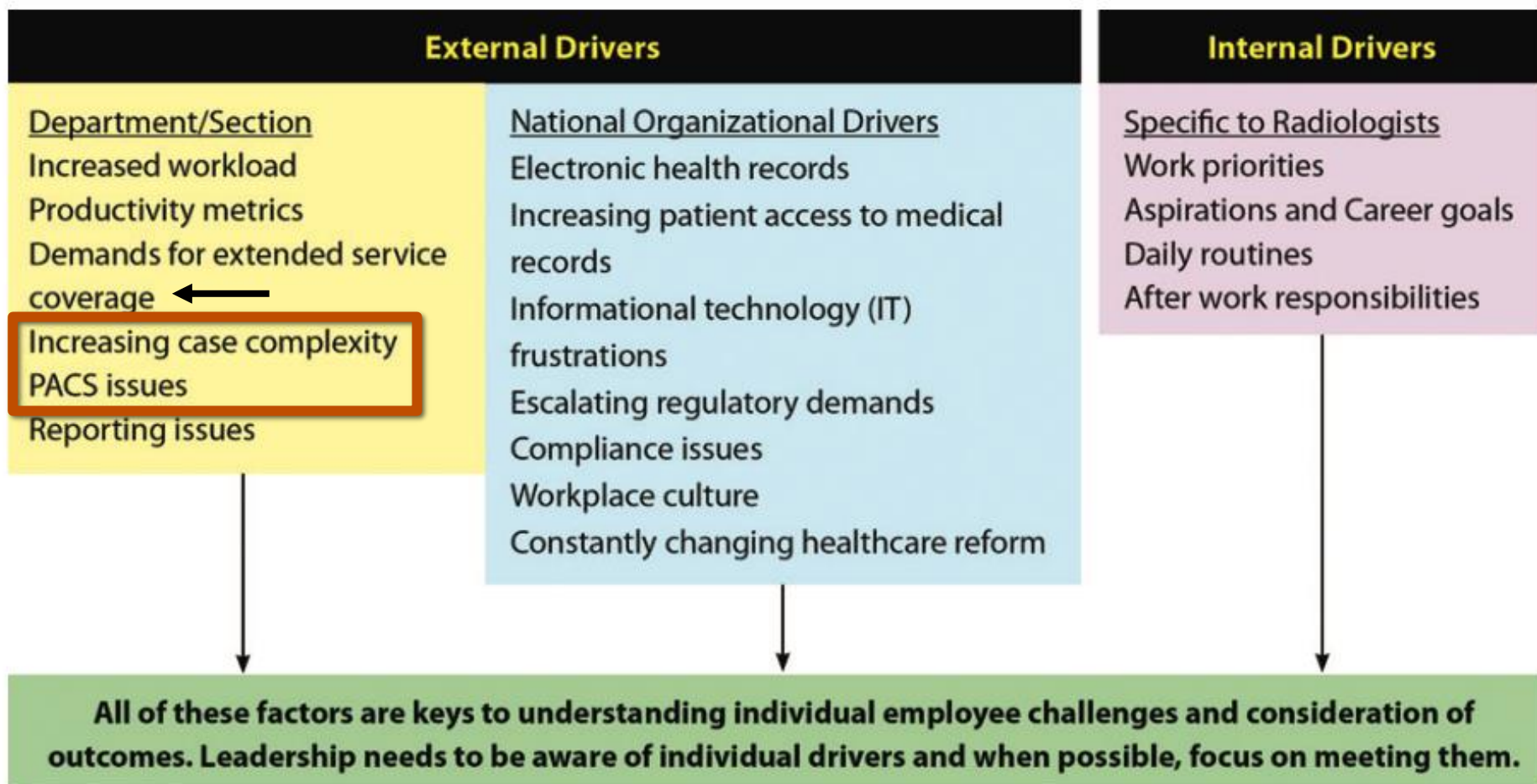


Table 3: Domains of Individual and Organizational Mismatches That Drive Stress

Workload

Control of the work environment

Perceived and real awards

Sense of community

Sense of fairness

Organizational and individual values

Source.—Reference 31.

Step 3: Create a community of work-life integration and harmony

- Work-life balance vs work-life integration
- Strategies:
 - Supporting social and other meaningful activities
 - Explore opportunities that enable time off and tailored schedules
 - Identify fulfilling work tasks outside of case study interpretation
 - Create a better sense of control in the work environment
 - Create a wellness space

Step 4: Diminish detractors and obstacles in the work environment

- Strategies:
 - Understand where and how the work is done
 - “Gemba walk”
 - Examine the work environment
 - Consider the work environment with an objective view
 - Reduce the workload
 - Improve radiologist efficiency by facilitating workflow and limiting informatics contributors
 - IT is both a burden and a solution, often making workflow more complex
 - Consider workflow interruptions from a different perspective
 - Rethink, understand and explain the purposes of regulations

Step 5: Commit to wellness

- Establish practice policies
- Manage the “mania of metrics” (KPIs etc)
- Incorporate assessments of worker satisfaction and perceived hurdles into performance evaluations
 - Consider increased frequency
- Foster healthy physical activity at work

Step 6: Pledge to self care

- Four achievement strategies:
 - Prioritise self-care
 - Shift perspective
 - Reduce exposure to job stressors
 - Seek connections and interpersonal interactions
- Reboot and refocus
- Recharge
- Learn to be resilient
- Feed your brain

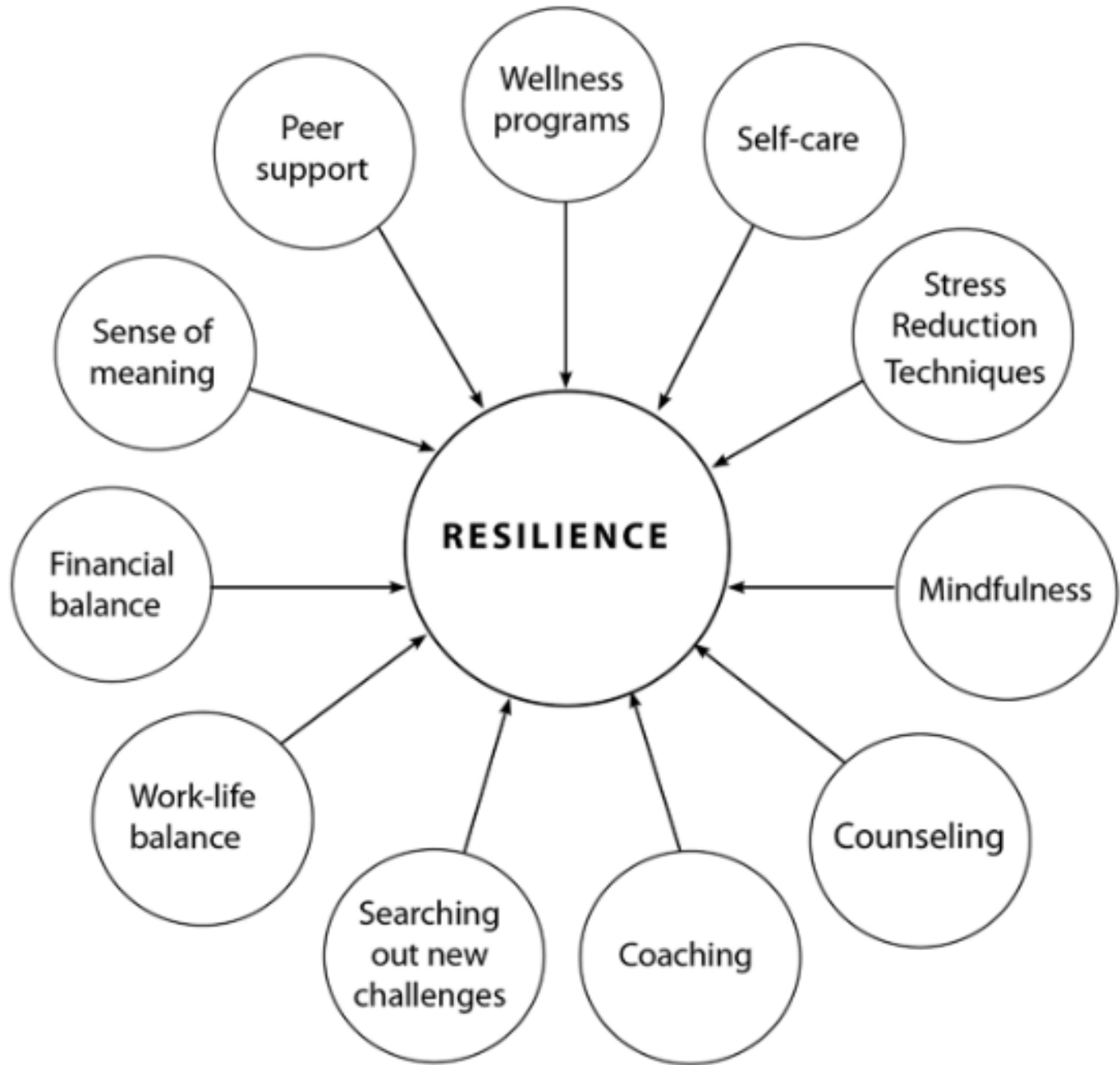


Table 4: Questions Radiologists Should Ask Themselves When Reassessing Priorities and Commitments

Why did I choose radiology as a career?

Have my career goals changed over time?

To what extent have the radiology field and my specific practice changed over time?

How has IT, including voice recognition software and PACS, affected my work satisfaction?

Am I having less contact with patients, colleagues, referring physicians, and/or my family and friends?

What has my practice done to facilitate greater contact with stakeholders and my colleagues?

Step 7: Implement effective leadership practices

- Leaders must be aware of their impact
- Identify factors that drive engagement
 - Don't assume that you know what other members of staff value
- Demonstrate that every radiologist and member of the imaging team is valued
- Identify opportunities to celebrate
- Recruit, nurture and retain the right people

Step 7: Implement effective leadership practices

- Eliminate negative influences in the work place
- Define the practice mission and culture
- Rotate administrative responsibilities
- Delegate tasks effectively
- Implement safe and effective communication and listening strategies



<https://theburnoutproject.com.au/>

burnout

Your first ten steps



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