

2023 RLI Impact in Leadership Award



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Project Description

Our radiology practice, as well as the larger radiology community, continues to suffer from increasing rates of radiologist burnout which is increasingly impacting patient care as radiologists resign or cut-back their hours resulting in less radiologists available to provide timely care.

As the current President of the Wisconsin Radiological Society, I used the strategies taught to me by my mentors and colleagues at the Radiology Leadership Institute (RLI) to create a national well-being project in 2022 which presents impactful solutions to mitigate radiologist burnout.

RLI educational background

Active participant in the Radiology Leadership Institute (RLI) since its creation in 2012 completing:

- All 4 leadership levels of the RLI.
 - First radiologist in the country to achieve the designation of Leadership Mastery in 2014.
- All RLI/Harvard Emerging Leaders Seminars.
- RLI Maximize Your Influence and Impact Program (twice).
 - At initial rollout of the course.
 - Several years later to hear ideas from new faculty.
- Nearly every RLI Summit.
- Many RLI Power Hour Webinars.
- Many RLI Taking the Lead Podcasts.

Examples of lessons learned from the RLI pertaining to completion of well-being project:

Overall: After over a decade of participating in the RLI, all these programs/seminars/summits have led to a cultural transformation in the way I see our world and profession, and have allowed me develop solutions to better navigate our complex changing healthcare environment.

Specifically:

- Dr. Alex Norbash: First lecture I attended from RLI faculty over 10 years ago.
 - He stressed not hiring someone just to fill a vacancy. The wrong person will create more problems for the department than one can imagine.
 - I have experienced this in my career, and is a contributing factor to burnout in many radiology practices.

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●Dr. Frank Lexa and Dr. Lawrence Muroff: Emphasize proposing solutions to solve challenges in our collective radiology community. As they underscore, if we don't step up to take on challenges, who will?

Tackling radiologist burnout is a large challenge, but one that we can solve collaboratively with thoughtful leaders to guide our way.

●Dr. Geoff Rubin and Dr. Harprit Bedi: Stress thinking outside the box, and the importance of learning the language of our colleagues in professions different than our own whether that be in finance, or in other areas such as well-being.

To develop solutions to mitigate burnout, I read the well-being literature by pioneers in this area such as Tait Shanafelt, MD to learn to speak the language and have followed for many years, evolving work on improving well-being from organizations such as the National Academy of Medicine and the U.S. Surgeon General who both recently published seminal resources to mitigate burnout in October, 2022.

●Dr. Richard Duszak and Dr. Geraldine McGinty: Underline the importance of social media which is just another tool in our leadership toolbox.

I have leveraged social media over the past 8 years @DrIlanWeissman to share articles and exchange ideas and solutions with patients and colleagues on critical issues such as improving well-being.

Detailed description of national well-being project/RLI strategies used/Outcomes:

On December 12, 2022 I launched the first part of a 2-part seminar on improving Well-Being directed first toward residents/fellows through a national webinar (www.wi-rad.org/Webinars) where I presented the problem and the expert panel provided solutions. The second part, for all practicing radiologists, will occur in person on April 1, 2023 at the annual conference of the Wisconsin Radiological Society (WRS) and will be simulcast live through a national webinar. To increase accessibility and interest both of these webinars are free for all radiologists and provide CME credit. There is a landing site on the WRS webpage for radiologists to access these recorded well-being seminars which provides solutions for their respective organizations.

To make this project a reality took many steps over many years. The strategies necessary were facilitated by multifactorial discussions through the RLI in areas such as defining a problem, addressing one's audience, getting buy-in from stakeholders, building one's brand, marketing one's product.

The inspiration for this project occurred around 5 years ago in 2018 when I became aware of the increasing rate of burnout in our radiology colleagues. In 2019 the American College of Radiology created a Well-being Committee, which I serve on, and I immediately hosted a Tweet Chat through the #JACR in May of 2019 on the *Importance of Clinician Well-Being: Why it Matters to Your Patients* (wakelet.com/wake/c702c04d-fd08-4adb-9763-39b17bf07c2e). This was followed by a series of invited

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lectures in 2021 and 2022 through multiple radiology and non-radiology organizations where I built my brand, and I began to speak the language of improving well-being.

In 2019, I was appointed the Chair of the ACR Patient and Family-Centered (PFCC) Outreach Committee and as radiologist burnout worsened during the COVID pandemic, I expanded the mission of our committee to address clinician well-being since radiologists need to be well to provide effective patient care. I have expanded these ideas through a grand rounds I developed and lecture on called the *Joyful Triad of Healthcare Success: PFCC, Health Equity and Clinician Well-Being* since they are all interconnected and are critical to ensuring excellent patient care.

During this period, other projects that I was involved in on improving well-being began unfolding such as an invited in-depth interview that I co-authored on improving well-being in the December 2022 ACR Bulletin www.acr.org/Practice-Management-Quality-Informatics/ACR-Bulletin/Articles/December-2022/Being-Well-Together and an invited review article on strategies to improve well-being that I first authored for a planned special focus issue on well-being to be published in the Journal of the American College of Radiology.

All of these steps were necessary to get buy-in from the WRS Executive Committee for a two-part seminar on Well-Being that I proposed in April of 2022 to be the keynote session at our April 2023 annual WRS meeting.

The critical importance of mitigating burnout in radiologists necessitated expanding the message to a national audience so I reached out to the ACR Well-Being Committee and the RLI to ask if they would be interested in collaborating on this project, and we formed a partnership.

Defining the audience was important so I designed the first session on well-being to address the concerns of residents and fellows and the second session toward all practicing radiologists. Both sessions are interactive, the second session with a 45 minute question and answer session, allowing an exchange of ideas among the participants to facilitate engagement and buy-in, all strategies learned from the RLI.

Lastly, to make radiologists aware of this well-being seminar I leveraged my social media platform on Twitter which has 36,000+ followers to make clinicians aware. This was effective in increasing the number of participants by 10-fold after I marketed this well-being seminar on Twitter for one week.

I have brought these well-being strategies back into my own radiology practice. As a result, I was appointed by the VA Undersecretary of Health to serve on a new national taskforce designed to improve well-being across our healthcare network called REBOOT (Reduce Employee Burnout Optimize Organizational Thriving) where we have developed well-being strategies that have recently been rolled

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out nationally. I have also been recently accepted into a new national leadership program in 2023 through our health network where I will continue to develop and share these well-being initiatives with my colleagues at our institution and across the nation.

Conclusion/Strategies learned from RLI:

The RLI teaches us to be forward-thinking and to be change leaders. Because of the strategies taught to me by the RLI, I was successful in developing and rolling out a national webinar designed to reduce burnout in radiologists in December of 2022.

This work also led to a high-level national committee appointment through my healthcare network to develop national well-being initiatives, and recent acceptance into a new national leadership program to allow me to further develop and roll-out these well-being strategies to mitigate burnout in our colleagues.