

Shared Management Strategy For Division Leadership In Radiology: Effects On Productivity, Turn-Around Time, And Physician Engagement

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Is there a better way to structure leadership in healthcare?

Hierarchical Leadership

Single individual assumes all leadership responsibility



Common in healthcare settings



Embraces diversity of opinions, perspectives, and experiences

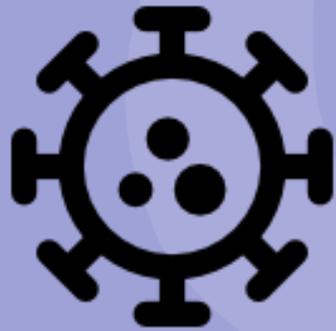
Shared Leadership

Group sharing or rotation of leadership roles



Shared leadership improves outcomes in complex settings

Fewer staff COVID-19
infections in units with
shared leadership



Salas-Vallina A, 2020

Improved performance
in semi-professional
soccer teams with
shared leadership



Mertens N, 2021

Higher success rates in
emergency simulations
among cabin crews with
shared leadership



Bienefeld N, 2014

We piloted a shared leadership model for musculoskeletal (MSK) radiology division chief

Responsibilities were divided among four faculty with complementary skill sets

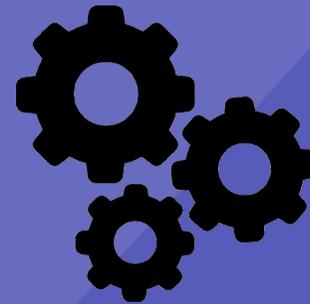
**MSK INTERVENTION
and ULTRASOUND**



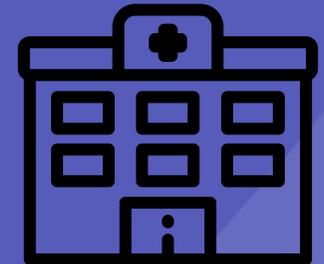
EDUCATION



**WORKFLOW and
INFORMATION
TECHNOLOGY**



**QUALITY and
OPERATIONS**



Outcomes were recorded for two consecutive years under the different leadership models

Musculoskeletal Imaging and Intervention Division Chief Leadership Model



HIERARCHICAL
1 year
Academic Year 2018/2019

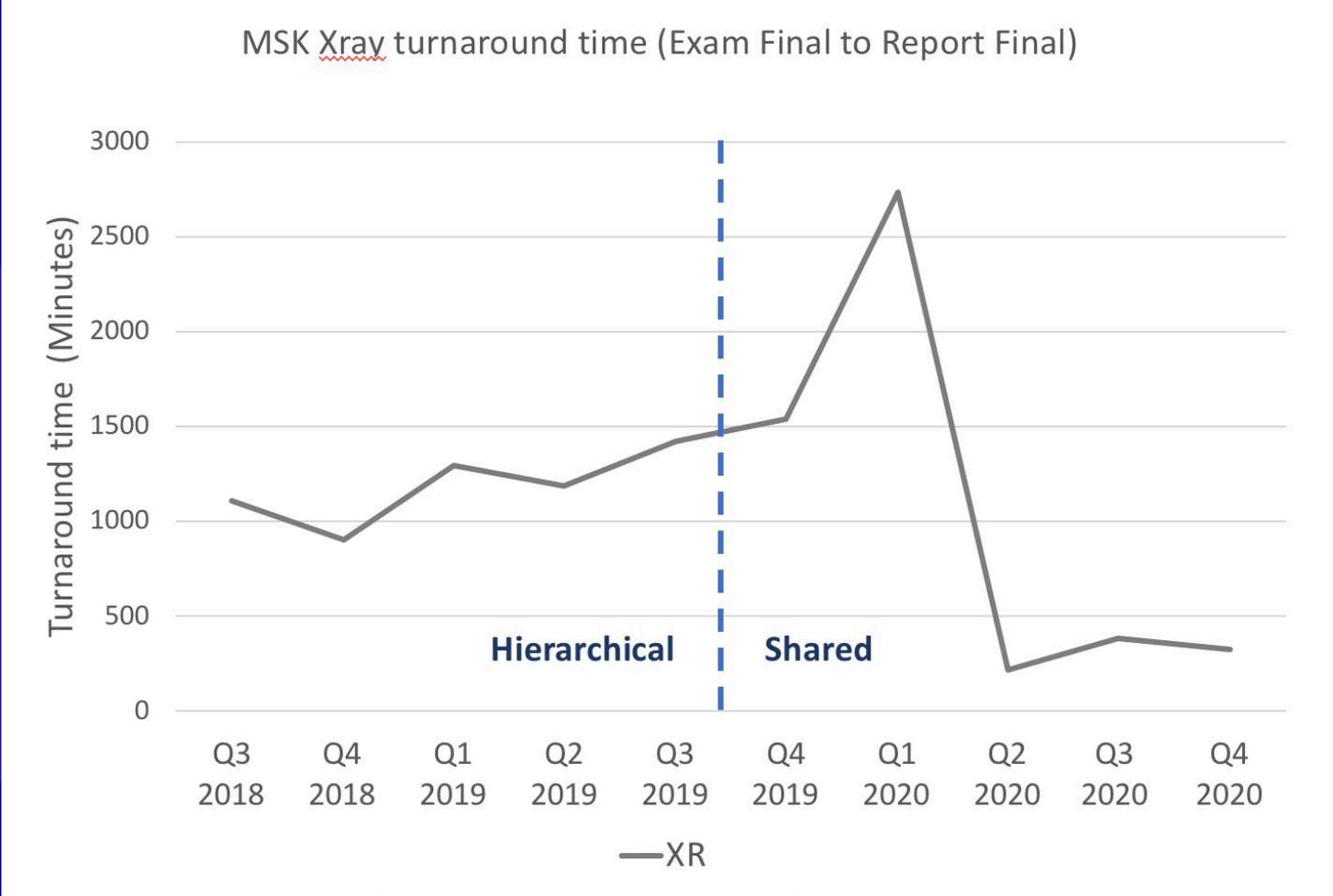


SHARED
1 year
Academic Year 2019/2020

OUTCOME MEASURES:

- Clinical productivity
- Turn-around time
- Moonlighting expenditures
- Faculty retention
- Academic productivity
- Physician engagement

Shared leadership: Faster Xray turn-around time



Revised scheduling with emphasis on group vs silo reading

Dedicated XR reader daily

Increased XR reader base

Shared leadership: Increased productivity

More productive
CLINICALLY

+1.1%
RVUs / FTE*

Decreased
**Moonlighting
Expenditure**

-18% (5346 RVUs)

*equivalent to
1 FTE at 50th percentile
AAARAD***

More productive in
ACADEMICS

+2
peer reviewed
manuscripts
/ FTE

*RVU: Relative value unit
*FTE: Full time equivalent
**AAARAD: Association of administrators in academic radiology faculty compensation survey

Shared leadership: Retention and engagement

100% faculty retention during shared leadership

Approval for additional FTE

Physician engagement survey by SullivanLuallin Group

Organizational Culture of Wellness	Supportive Leadership Behaviors
	Organizational/Personal Values Alignment
	Perceived Gratitude
	Control of Schedule
	Respect, Dignity, and Protection from Mistreatment
Organizational Efficiency of Practice	EHR Helpfulness
	Minimal EHR Hassles
<p>Strength: ≥0.2 standard deviations favorable to organization mean</p> <p>Neutral: within <0.2 standard deviations of organization mean</p> <p>Opportunity for Improvement: ≥0.2 standard deviations unfavorable to organization mean</p>	

MSK division strengths of

“organizational efficiency of practice”

and

“organizational culture of wellness”

Higher scores compared to aggregate department scores

Shared leadership: Key points

- Inclusive leadership model that benefits from a diversity of opinions, perspectives, and experiences.
 - Can improve outcomes in complex settings.
 - Successful pilot within our department and healthcare organization.
 - We observed modest but meaningful improvements in
 - *Turn-around time
 - *Clinical and academic productivity
 - *Faculty engagement and retention
- Limitations:
- Generalizability
 - Small division size
 - Performance metrics have multifactorial influence
 - Covid-19 occurred during study period

References

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