

The Loyal Employee

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David Koff

No Blame, No Shame - A New Quality Approach in Radiology With Peer Learning

Ian Weissman, Maria Ortlieb

Building a Culture of Well-Being for Clinicians Today Through Community and Leadership

Iris Meyenburg-Altwarz

Training with Simulation in Nursing Care

Rachel Marie

A Trifecta Approach to Reducing Healthcare Personnel Turnover

Lilly Beyond

Healing from Within: The Silent Revolt for Mental Fitness in Healthcare

Frederico Sáragga, Wonchul Cha, Henrique Martins

Stepping Stones for Healthcare Metaverse – An Overview of AR and VR Applications



Editorial



**STEPHEN
LIEBER**

Former CEO, HIMSS | USA | HealthManagement.org
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The Loyal Employee

It has long been acknowledged that the backbone of the healthcare system consists of a strong, caring and resilient workforce. Healthcare workers play a pivotal role in ensuring the success of a hospital and, more importantly, in providing the best possible care to patients.

However, in recent years, the healthcare workforce has faced significant challenges and pressures, leading to many quitting due to burnout, long hours, heavy patient caseloads, and personal health concerns.

The ongoing shortage of healthcare workers is a persistent issue that appears to be worsening. Hospitals and long-term care facilities continue to see older staff retire and others leave their positions. The outcomes are consistent – a shortage of healthcare services results in a decrease in the quality of healthcare.

To address this problem, sustainable investments in the healthcare workforce and improving working conditions are imperative. These measures are essential for retaining the health workforce and restoring their trust in the system. It is evident that we need a new and strategic approach to invest in the recruitment, retention and loyalty of healthcare workers.

In our latest cover story, “The Loyal Employee”, our contributors address critical questions that we must ask and strive to find solutions for: How can healthcare workers be retained? What strategies can increase their loyalty? How can healthcare organisations improve the lives of healthcare employees?

David Koff talks about how radiologists sometimes make errors and how peer learning could be a safe way to improve performance and benefit from each other’s errors. Ian Weissman and Maria Ortlieb discuss strategies for improving clinician well-being and staff retention.

Iris Meyenburg-Altwarz explores whether simulation could be a valuable tool for addressing the shortage of nurses in the healthcare sector and how it can provide

realistic and safe learning environments for nursing students and professionals.

Rachel Marie proposes a practical approach for managers to reduce turnover by combining a strong employer value proposition with effective employee onboarding, targeting the critical first year of employment. Lilly Beyond highlights the high price of neglecting employee mental fitness and discusses the path to lasting loyalty in the healthcare sector.

Jeff Richards talks about the expected shortfall of registered nurses by 2030 and highlights the need to attract young people to the profession in massive numbers and find the resources to educate and train them.

Susana Álvarez Gómez emphasises that health institutions are knowledge organisations whose *raison d’être* is patient care and how they must transition towards leadership capable of generating multidisciplinary and collaborative teams. Paul De Raeve and Jochen Bergs delve into the exodus of nurses, the ramifications of this on patient safety and quality of care and the need to keep experienced nurses in the nursing profession.

Sylvia Stocker thinks about robots and AI, their potential to become passionate employees and the potential of human-robot collaboration to empower employees and allow them to focus on meaningful tasks and personalised care. Frederico Sárágga, Wonchul Cha and Henrique Martins explore Metaverse applications and their potential usage in the medical field.

We hope you enjoy reading this issue and welcome any feedback.

Happy Reading!



Contents

EDITORIAL

301 The Loyal Employee

Stephen Lieber, USA

SPOTLIGHT

314 High-Resolution Digital PET/CT - uMI Vista at St. Orsola University Hospital

United Imaging

Point-of-View

316 Implications of Breast Density on Cancer Screening

Athina Vourtsis, Greece

Point-of-View

COVER STORY

320 No Blame, No Shame - A New Quality Approach in Radiology With Peer Learning

David Koff, Canada

324 Building a Culture of Well-Being for Clinicians Today Through Community and Leadership

Ian Weissman, USA

Maria Ortlieb, USA

333 Unveiling Tomorrow: IT's Pioneering Role in Revitalising Healthcare

Łukasz Bieruta | SOFTDOTS

Point-of-View

327 Training with Simulation in Nursing Care

Iris Meyenburg-Altward, Germany

Contents

335 A Trifecta Approach to Reducing Healthcare Personnel Turnover

Rachel Marie, USA

340 Healing from Within: The Silent Revolt for Mental Fitness in Healthcare

Lilly Beyond, Cyprus

343 Keeping Nurses in Their Job

Paul De Raeve, Belgium

Jochen Bergs, Belgium

346 The Necessary Multidisciplinarity for Common Health Achievements

Susana Álvarez Gómez, Spain

350 Passion-Driven Employees Thanks to Robots and AI

Sylvia Stocker, Switzerland

354 Responding to the Nursing Crisis: Surfing a Tsunami in the U.S., Smooth Sailing in Europe

Jeff Richards, USA

DIGITALISATION

358 Stepping Stones for Healthcare Metaverse – An Overview of AR and VR Applications

Frederico Sáragga, Portugal

Wonchul Cha, South Korea

Henrique Martins, Portugal

Contributors

Jochen Berghs, Belgium



Jochen Berghs is an emergency nurse and healthcare engineering professional. He holds a degree in emergency nursing, education sciences, and implementation science, in addition to his PhD in business economics. Dr Berghs is Professor of Health Services Research and Nursing Science at Hasselt University within the Faculty of Medicine and Life Science. He serves as a Visiting Professor at the University of Applied Sciences and Arts PXL in Belgium. At Hasselt University, Dr Berghs also assumes the role of Program Director for the esteemed THINK3 Simulation & Innovation Lab.

Keeping Nurses in Their Job

343

Wonchul Cha, South Korea



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Stepping Stones for Healthcare Metaverse – An Overview of AR and VR Applications

358

Lilly Beyond, Cyprus



Lilly is an award-winning ecosystem builder turned Mental Fitness Trainer for Executives, helping leaders stay sane and on top in challenging times. She is one of the first professional coaches in Europe to bring Stanford U's Positive Intelligence® to the EMEA region. Lilly has 15+ years of experience in Communication Design and Art Consulting, as well as a sought-after Creative Strategist and Emotional Intelligence Advisor. She is a Triple-Certified Business and executive Life Coach and a Strategic Internal Communication Advisor to leaders in Fortune 500 companies to scale-ups.

Healing from Within: The Silent Revolt for Mental Fitness in Healthcare

340

Paul De Raeve, Belgium



Paul De Raeve has been a registered nurse since 1984. He obtained a master's degree in nursing science at the Free University of Brussels, a master's degree in Statistics from the Catholic University of Brussels, and a PhD from the King's College University of London. Paul holds an Adjunct Professorship at the University of Hasselt since 2023. Paul was appointed staff manager at the Free University Hospital of Brussels, part-time delegated to the Belgium Ministry of Health and Environment. In 2002, Paul De Raeve was appointed General Secretary of the European Federation of Nurses Associations (EFN).

Keeping Nurses in Their Job

343

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Łukasz Bieruta is the co-owner, Business Development Director and an IT Architect at SOFTDOTS. With an Executive MBA and a masterful grasp of industry dynamics, Łukasz has a proven track record of transforming operational delivery into profitable and innovative ventures. He is recognised for his visionary approach to team building, resource management, and project execution. His career is a beacon for aspiring IT leaders and a testament to the power of effective leadership in technology's ever-evolving landscape.

Unveiling Tomorrow: IT's Pioneering Role in Revitalising Healthcare

333

Susana Álvarez Gómez, Spain



Susana Álvarez Gómez is a health management professional with experience in management positions in public and private centres for the last 20 years. Susana is the Deputy Director for Public Procurement for Madrid Health Service in Madrid, Spain.

The Necessary Multidisciplinarity for Common Health Achievements

346

Contributors

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David Koff is Professor Emeritus at McMaster University, past Chief and Chair of the Department of Radiology. He is the founder and director of MIIRCAM, the Medical Imaging Informatics Research Centre at McMaster, leading research projects on radiation risk, validation of technology and applications of Artificial Intelligence to medical imaging. Prof Koff is Chair of Canada Safe Imaging, part of the ISRQSA international radiation safety campaigns. He is a co-founder of RealTime Medical, a Canadian teleradiology and software company.

No Blame, No Shame - A New Quality Approach in Radiology With Peer Learning

320

Henrique Martins, Portugal



An Internist MD, Management PhD and Master in Law, Prof Martins headed SPMS (Portugal), leading numerous nationwide eHealth projects and co-chaired the EU eHealth Network. He consults and teaches on Digital Health, health transformation, management and leadership.

Stepping Stones for Healthcare Metaverse – An Overview of AR and VR Applications

358

Stephen Lieber, USA



Stephen Lieber is the Chief Analytics Officer at The College of Healthcare Information Management Executives (CHIME). Lieber served as President and CEO of the Healthcare Information and Management Systems Society (HIMSS) for 17 years. He is the HealthManagement.org Editor-in-Chief of the Health IT Chapter.

Editorial: The Loyal Employee

301

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Iris Meyenburg-Altwareg is a veteran expert in nursing education. Iris has been a consultant for numerous projects and is part of ENDA, WANS and STTI. After leaving her senior position at the Education & Training Academy at MHH (Germany), she now runs Com-P-Tense, an independent consultancy.

Training with Simulation in Nursing Care

327

Rachel Marie, USA



Rachel Marie, founder of The Optimized Office, is an Organisational Development Consultant based in Vancouver, Washington. Her approach to developing workplace processes is grounded in a belief in the transformative power of employer-employee partnerships. Her other roles include Business Manager for REAP, a multicultural youth leadership programme, and advisory services for Preppio Onboarding Software.

A Trifecta Approach to Reducing Healthcare Personnel Turnover

335

Maria Ortlieb, USA



Maria Ortlieb is a senior Clinical Program Manager at Optum.

Building a Culture of Well-Being for Clinicians Today Through Community and Leadership

324

Contributors

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Jeff Richards is the COO and Co-founder of SnapCare. His experience comes from high-level clinical and administrative roles at Grady in Atlanta, where he saw the nurse staffing problem up close and founded SnapCare to address those problems.

Responding to the Nursing Crisis: Surfing a Tsunami in the U.S.,
Smooth Sailing in Europe

354

Athina Vourtsis, Greece



Athina Vourtsis is the founder of Athena Medical, a private Breast Imaging and Women's Health Centre in Athens, Greece, where she is the Head of the Radiology department and Chief Scientific Advisor. She is also the Founding President of the Hellenic Breast Imaging Society. She has a special interest in supplemental screening methods and AI. Throughout her career, she has actively supported breast awareness programs. As a member of the Medical Advisory Board and European Liaison of DenseBreast-Info.org, she has been working on expanding DBI-s Educational Coalition into Europe.

Implications of Breast Density on Cancer Screening

316

Frederico Sáragga, Portugal



Frederico is a medical student at Católica Medical School. He is interested in digital health, health management and medical innovation. Frederico is also curious about Metaverse-related technologies and AI in health education.

Stepping Stones for Healthcare Metaverse – An Overview of AR
and VR Applications

358

Ian Weissman, USA



Ian Weissman is a radiologist from Milwaukee, Wisconsin. He currently serves on the American College of Radiology's Council Steering Committee, the legislative/executive branch of the ACR. Dr Weissman holds several national leadership positions, such as the Chair of the American College of Radiology's Patient and Family-Centered Care Outreach Committee, and he is the immediate past president of the Wisconsin Radiological Society. He is the 2023 recipient of the Radiology Leadership Institute's Impact in Leadership Award for his national efforts to improve the well-being of his colleagues.

Building a Culture of Well-Being for Clinicians Today Through
Community and Leadership

324

Sylvia Stocker, Switzerland



Sylvia Stocker brings a wealth of experience in robotics, economics and performing arts. She is the Founder & CEO of ARABESQUE LLC, a Global Robotics & AI Thought Leader, and occasionally nominated for awards. At Arabesque, she provides consulting services to clients in human-centred automation. In her keynotes and expert articles, Sylvia speaks on robotics, AI and Happy People! Previously, she lived and worked successfully in New York, Paris, London and Barcelona.

Passion-Driven Employees Thanks to Robots and AI

350



Passion-Driven Employees Thanks to Robots and AI

In today's evolving workplace, robots and AI are reshaping jobs. While job displacement concerns exist, there's a remarkable aspect: the potential for passionate employees. Automation of repetitive tasks not only enhances efficiency but also boosts job satisfaction. The benefits include positive interactions, happy employees, and more personalised care. Challenges include readiness for change and clear objectives. Human-robot collaboration empowers employees, allowing them to focus on meaningful tasks.

SYLVIA
STOCKER



Founder and CEO | ARABESQUE LLC | Zürich, Switzerland

key points

- Robots and AI are transforming the workplace by automating repetitive tasks, freeing employees to focus on more creative and fulfilling aspects of their jobs.
- Statistics show exponential growth in robotics and AI, particularly in healthcare. As automation unlocks hidden passions, it transforms work into a source of fulfilment, driving innovation and success.
- The benefits of automation are not only empowered humans but also augmented efficiency.
- Automation allows employees to explore and pursue their passions within the workplace, leading to greater job satisfaction and innovation.
- Robots and AI alleviate labour shortages, streamline everyday tasks, and positively impact factors such as positive human-machine interaction.
- Contrary to the doom-and-gloom narratives surrounding automation, robots and AI are poised to unleash a wave of passion-driven employees in the workplace.

How Automation Can Transform People

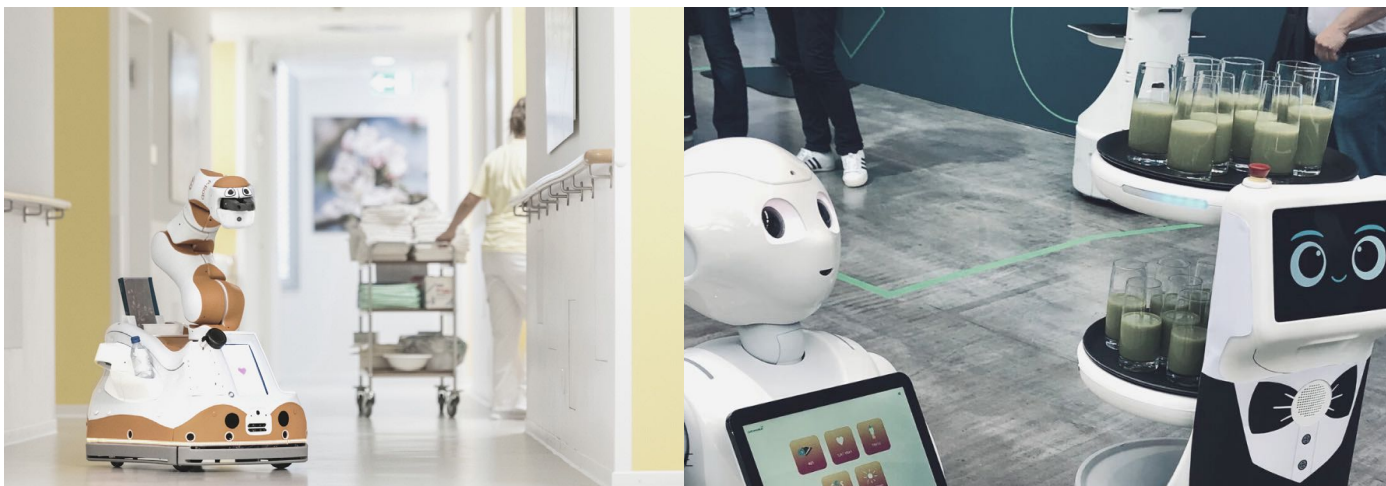
In today's rapidly evolving workplace, the integration of robotics and artificial intelligence (AI) has sparked numerous discussions about their impact on jobs and the workforce. While concerns about job displacement are often discussed, there is an intriguing and less explored aspect of this technological revolution: the potential for passion-driven employees. Contrary to the belief that machines will replace human workers entirely, robots and AI can contribute to a more passionate, engaged, and fulfilled workforce. This article delves into how this transformation is occurring and what it means for the future of work.

Automating Repetitive Tasks

Robots and AI are revolutionising the workplace by taking over simple, repetitive tasks. These tasks, often characterised by monotony, can be a major source of employee disengagement and dissatisfaction. By automating these duties, employees have the opportunity to focus on more creative, fulfilling, and intellectually stimulating aspects of their jobs.

Benefits

Robots and AI can empower humans by augmenting their capabilities and, thus, their quality of life. Not only that, but they are also typically alleviating labour



shortages, making jobs more attractive and streamlining everyday tasks.

Soft Factors

As robots and AI become more integrated into the workforce, the soft factors come to the forefront:

- positive human-machine interaction
- happy employees
- happy customers, which will reflect on the employees.
- more time for personalised patient care
- higher job satisfaction and fewer burnouts

The key to successful automation with robotics and artificial intelligence is a human-centred approach. We will talk about this later in the article.

Efficiency Factors

In general, robots and AI enhance staff efficiency. Some of the factors are:

- reduced workload by automated routine tasks
- effective processes
- better and more informative analysis
- the ability to apply more artificial intelligence to make processes even more effective.
- RaaS, robot as a service, for a cost-effective, agile planning of automation
- job profiles with more interesting tasks, better-utilised skills and consequently, a greater benefit for the company.

In patient care, for example, robots handle routine tasks such as activation, logistics or reporting, leaving

healthcare staff more time for patients, innovation and quality control. This shift from routine tasks to higher-value activities enhances job satisfaction and taps into employees' passions for innovation and creativity.

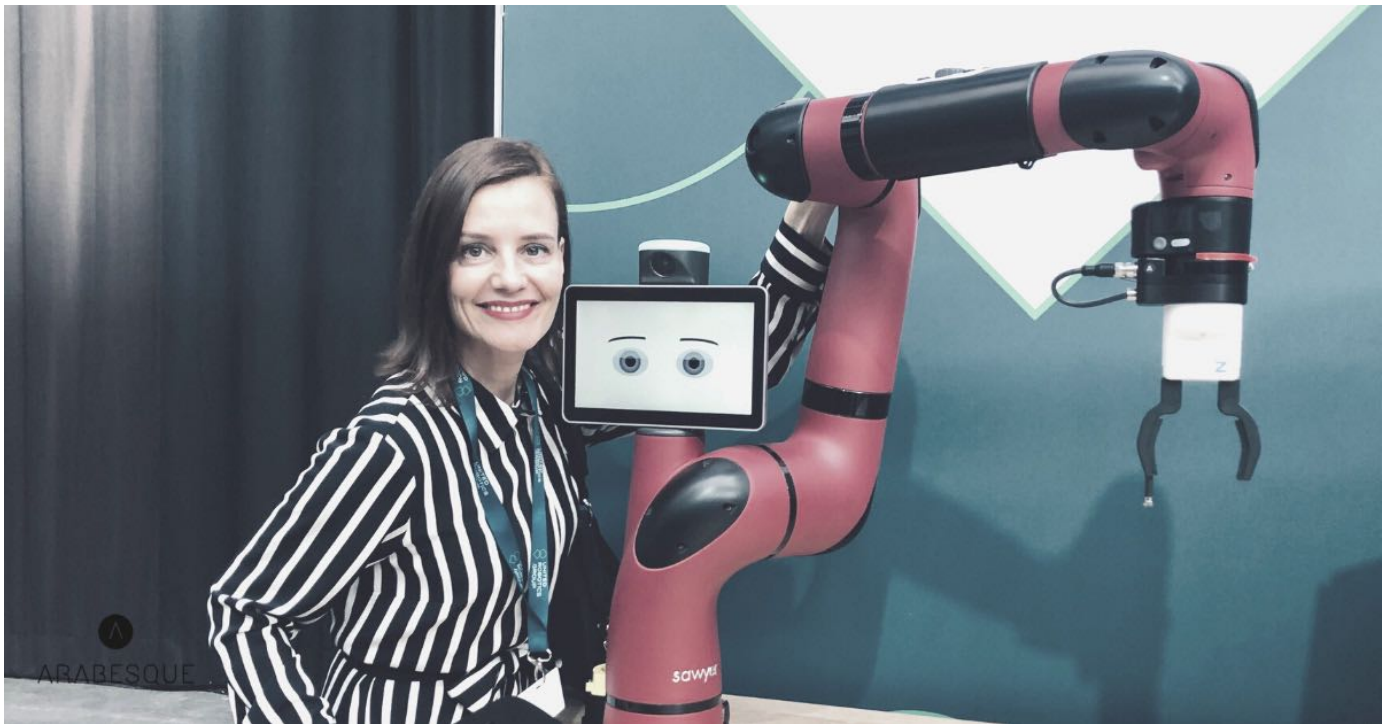
Enhancing Decision-Making

AI algorithms are becoming increasingly adept at analysing vast amounts of data and providing valuable insights. This capability is transforming decision-making processes across various industries, including the healthcare industry. Instead of spending hours sifting through data, employees can rely on AI-driven analytics to inform their choices. This shift allows employees to focus on different aspects of their roles, using their judgment, expertise, and creativity to make informed decisions. It has the potential to improve the quality of care, increase efficiency and reduce costs in healthcare with robotics and AI.

Challenges

In the ongoing transformation of our workplaces, automation and the collaboration of human and machine have become defining features of this new era. However, this journey is not without its intricacies and obstacles. As we delve into the dynamic landscape of automation, it becomes evident that the harmonious coexistence of humans and robots brings forth a set of challenges that necessitate keen attention and strategic solutions. These challenges are not to be viewed as roadblocks but rather as opportunities for growth and innovation and they are:

- People must be ready and open to change.
- A positive mindset, passion and a sense of purpose are prerequisites for growth.



- A clear objective for the use of robotics and AI.
- A well-designed human-centred interaction.
- In-depth information and training for the staff is mandatory.
- An awareness of the application purpose of the different types of robots, for example logistics, social interaction, cleaning, and therapy.

Human-Robot Collaboration

Robots are working hand-in-hand with people. How so? These robots are not industrial robots but service robots. Service robots are designed to work alongside humans, complementing their skills and capabilities.

They don't replace humans. They simply allow us to focus on more meaningful and higher-value tasks by automating the simple and repetitive ones.

This collaborative approach allows employees to focus on the aspects of their jobs that require human intuition, empathy, and creativity while delegating repetitive and physically demanding tasks to robots. It fosters a sense of teamwork between humans and machines, making work more enjoyable and purpose-driven.

Healthcare organisations are using robots, some of them AI-enabled, to improve the efficiency of all kinds of processes, such as:

- efficient visitor guidance
- optimisation of hospital supply management & logistics
- health education and adherence: social robots ensure patients understand their health conditions and maintain their medication schedules, thus enhancing treatment effectiveness.
- rehabilitation aid: these robots facilitate physical and cognitive therapeutic activities, aiding patient recovery.
- boosting patient morale: social robots engage and comfort patients and uplift their spirits.
- administrative workflow: For example, doctors and other clinicians can dictate notes hands-free, giving them more face-to-face time with patients. AI computer-assisted documentation can provide clinicians with suggestions that keep medical records as thorough as possible. In the meanwhile, the AI-enabled robots also accompany the clinicians spatially.
- safer surgeries: AI-enabled robots can work around sensitive organs and tissues, reducing blood loss, infection risk and post-surgery pain.

See how this [robot inspires senior citizens](#) in an elderly home, which transformed the staff and the elderly.



Statistics

Robotics, especially service robotics, as well as AI, are in exponential growth. The International Federation of Robotics (IFR) released the [World Robotics Report 2023](#), with insights into service robotics. According to Statista, the AI healthcare market, valued at \$11 billion in 2021, is projected to be worth \$187 billion in 2030. That massive increase means we will likely see considerable changes in how medical providers, hospitals, pharmaceutical and biotechnology companies, and others in the healthcare industry operate.

Unlocking Hidden Passions

As robots and AI handle routine tasks and assist with decision-making, employees have more time to explore and pursue their passions within the workplace. Whether it's simply spending more time with patients, delving into a new project, volunteering for cross-functional teams, or engaging in community initiatives, employees are finding

new ways to express themselves and connect with their work on a deeper level.

Conclusion

Contrary to the doom-and-gloom narratives surrounding automation, robots and AI are poised to unleash a wave of passion-driven employees in the workplace. Technology is transforming the nature of work by automating repetitive tasks, enhancing decision-making, promoting human-robot collaboration, and unlocking hidden passions. As organisations embrace these changes, they will find that passionate, engaged employees are more productive and more likely to drive innovation and success. Even in the very challenging healthcare sector, a goal could be to create a love brand and a place where people love to work.

Conflict of Interest

None. ■



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