

Presentation Title	Place in Schedule
The Impact of Leadership Development on Burnout and Resilience in the Healthcare Industry	Poster Session <i>Day 2 – Wednesday – May 9th, 2018</i> <i>8:30am-9:30am</i>
Description of Presentation	Presenter Name(s) And Credentials
<p>Amidst staffing concerns, soaring costs, and a complex political climate, the healthcare industry continues to provide life-saving medical care and population health resources. Rising rates of dissatisfaction, disengagement, and burnout within healthcare providers pose a particularly complex concern, requiring targeted research that aims to better understand and mitigate these issues. Burnout, an individual’s response to chronic job stressors characterized by exhaustion, cynicism, and inefficacy (Maslach, Schaufeli, & Leiter, 2001), is a significant concern for the healthcare industry. While a great deal of research has been conducted on burnout of specific medical professions, the impact of burnout among hospital leadership, especially its subsequent effects on employee outcomes, is not clearly known. The purpose of this study was to examine the impact of a leadership development program focused on improving self-awareness, mindfulness, and social interaction skills on leader burnout and employee engagement and satisfaction. Using annual survey data from a large southern healthcare organization, this study examined mediational mechanisms driving burnout among 440 hospital leaders supervising a total of 6900 employees. Mediation analyses were conducted using the PROCESS macro in SPSS, linking unit level data with leader data. In particular, engagement in the leadership development program was related to an improvement in attentional awareness and a reduction in perceptions of leader burnout through an increase in self-efficacy to engage in these interpersonal skills. When leaders demonstrate knowledge of self-awareness, mindfulness, and interpersonal skills, they are more likely to feel confident that they can utilize those skills at work. Teams with leaders engaged in this program demonstrated higher engagement and satisfaction with their manager. Interestingly, knowledge of the concepts introduced by</p>	Chelsea LeNoble, PhD <i>Clemson University</i>
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the leadership development program was not directly related to leader burnout. Simply attending trainings and learning about effective leadership practices does not seem to be enough; leaders must also actively practice these skills on the job. Understanding leader burnout within the healthcare industry is crucial for the well-being of staff and the quality of care provided to patients. These findings suggest that leadership development programs have the potential to impact the organization at all levels by enhancing skills that improve resilience and reduce burnout. As a next step, future research should investigate the impact of healthcare leader burnout on healthcare employees' well-being and patient outcomes as well as the mechanisms driving these relationships. Eventually, leadership-focused worker well-being interventions can be implemented by healthcare organizations to cultivate a culture of health and resilience that may begin to mitigate the issues facing the healthcare industry today.