Professional Satisfaction and Practice Sustainability

November 9, 2018
Increasing Signs of Burnout

2011: 46%
2014: 54%

How Do Physicians Compare?

Burnout is dramatically more common in physicians than in US workers in other fields.

48.8% 28.4%

AMA Focusing Efforts on Environmental Factors

Diagram showing layers of focus:
- Environmental
- Individual
- Organizational
- US Health System
Physician burnout is a symptom of system dysfunction
For the Organization
Practice Changes

“Organizations may be able to improve burnout, dissatisfaction and retention by addressing communication and workflow, and initiating QI projects targeting clinician concerns.”


“...A shift from a physician-centric model of work distribution and responsibility to a shared-care model, with a higher level of clinical support staff per physician and frequent forums for communication, can result in high-functioning teams, improved professional satisfaction, and greater joy in practice.”

Transform Your Practice to Save 3-5 hours/day

Practice Re-engineering

• Pre-visit lab ½ hour
• Prescription management ½ hour
• Expanded rooming/discharge 1 hour
• Optimize physical space 1 hour
• Team documentation 1-2 hours

3+ hours/day
Pre-visit Labs

- 89% reduction in phone calls
- 85% reduction in letters
- 61% reduction in additional visits
- Increased patient satisfaction
Team-based Documentation

“Adding personnel to perform more administrative components of office practice was associated with less pre- and post-session physician time... and higher patient satisfaction.”


“I never document at home, everything is done and closed by the time I leave the office.”

“...a new model of care delivery with an enhanced role for medical assistants during the office visit increased physician-patient face-to-face time.”

Misra-Hebert, Anita D. et al., A Team-based Model of Primary Care Delivery and Physician-patient Interaction, The American Journal of Medicine, Volume 128, Issue 9, 1025 - 1028
STEPS Forward: One Solution to Returning Joy to Practice

www.stepsforward.org
Example:
Physician Wellness: Preventing Resident and Fellow Burnout
More Research Needed on Practice Solutions
International Conference on Physician Health: October 11-13, 2018

Over 500 attendees from over a dozen countries

American Conference on Physician Health: September 19-21, 2019
For the US Health System
AMA/Rand: Effects of Health Care Payment Models on Physician Practice in the United States - Follow-up Study Release

- Pace of change has increased
  - Overwhelming to some practices
  - Unexpected APM reversals problematic
- Complexity of models has increased
  - Understandability a more prominent issue
  - Data issues and operational errors continue
- Practices expressed more risk aversion
  - Especially when burned by prior experience
  - Avoiding downside risk, in general
Debunking Regulatory Myths

The AMA has provided regulatory clarifications to physicians and their care teams. This effort is to aid physicians in their day-to-day practice environment.

Can a nurse, certified medical assistant (CMA), or non-credentialed staff enter orders in the EHR as requested by the physician?

Team-based Care Myth

Are teaching physicians required to re-document medical student entries in the patient record?

Medical Student Documentation Myth
AMA EHR Efforts

EHR Usability Study

- Looked at types of errors and rates, number of clicks and total time spent performing common EHR tasks
- Significant variation across vendors and between sites

Voluntary Certification Tenets and Test Cases

- EHR Voluntary Framework with Test Cases
- Pew Charitable Trusts, AMA, & Medstar Health
Wave of New Technologies

New Technologies Driven By Medical Science

- Software
  - Predictive analytics
  - Big data
  - Artificial Intelligence
- Hardware
  - Sensors
  - Cameras
  - Battery life
  - 3D printing
- Infrastructure
  - Wireless
  - Broadband
Influencing the Development of New Healthcare Digital Technologies

Industry: Xcertia

Product Development: Physician Innovation Network

Innovation: Health 2047

Practice Support: Digital Health Playbook

Interoperability: IHMI

Integrated Health Model Initiative™
The Doctor 1891 - Sir Luke Fildes