Creating thriving practices

Leading the charge for better care, better health, lower costs and improved physician satisfaction

The American Medical Association is working relentlessly to help physicians succeed in a rapidly changing health care environment. From advancing health care delivery and payment reforms that promote affordable care to restoring and preserving physician professional satisfaction, the AMA is driving practice transformation by:

- Translating regulatory requirements into actionable information
- Developing and disseminating practice improvement strategies and tools
- Establishing national benchmarks for physician burnout, leading to organization-level changes
- Producing evidence-based research

Helping physicians thrive in an evolving health care environment

Ensuring sustainable physician practices

When physicians needed to understand and determine how to participate in Medicare’s Quality Payment Program (QPP), the AMA provided tools, resources and guidance to assist in their decision-making. Through the advancement of clinical data registries, the AMA is also working to reduce the burden of quality measurement and reporting.

Empowering practice transformation

The AMA’s evidence-based strategies and resources to transform practices are developed from data collected in the field. Rigorous research enables us to identify which areas are most problematic and, therefore, important to focus on in practices.

In addition, we continue to expand and enhance our AMA Steps Forward™ practice improvement strategy series (stepsforward.org). In 2017 several modules were developed with the support of the CMS’ Transforming Clinical Practices Initiative (TCPI), under which the AMA also offers technical assistance to more than 120,000 clinicians across the country.

Convening physicians, thought leaders and industry partners

To accelerate advancements in—and support for—physician and care team well-being, the AMA sponsors conferences that bring top investigators and thought leaders together to debate and advance health policies.

Shaping health care technology

The AMA participates in setting the standards for evolving industry initiatives (e.g., EHR usability, value-based reimbursement and quality reporting). To this end the AMA, the American Heart Association, the DHX Group and HIMSS established Xcertia, a new industry collaboration aimed at ensuring the physician voice is represented in the design and implementation of mobile health applications (apps).

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To ensure the physician voice is heard in other areas of health care innovation, the AMA is creating platforms like the Physician Innovation Network (innovationmatch.ama-assn.org). Initiatives like this facilitate collaboration between physicians and entrepreneurs to develop new digital health care solutions.

**Improving professional fulfillment and well-being**

Physician burnout contributes to an increased rate of physician turnover and affects productivity, quality of care, patient satisfaction and patient safety. Helping physicians and system leaders implement evidence-based strategies to address workforce burnout at the organization level, the AMA is establishing national benchmarks through our burnout assessment tool.

**Evidence-based research: Insights that drive action**

As a trusted thought leader, the AMA bases its work in practice transformation and physician satisfaction on rigorous research and practice science—the foundation on which all of the AMA’s influencing, convening and empowering efforts are built.

**The AMA-RAND study**¹: Uncovering factors affecting professional satisfaction

We discovered that contributors to *increased* physician professional satisfaction include providing high-quality patient care, autonomy over day-to-day work and sharing values with practice leadership. Major contributors to *decreased* professional satisfaction include perceived barriers to delivering high-quality care, such as ineffective electronic health records (EHRs) and the burden of quality measurement and reporting.

**“Type-and-click” tasks: A huge drain on physicians’ workdays**

According to a recent study², for every hour physicians spend with patients, nearly two additional hours are spent on EHR and desk work. Furthermore, another study³ highlighted during a typical 11.4-hour workday, primary care physicians spent nearly six hours on data entry and other EHR systems tasks during and after clinical hours. Primary care physicians spend more than half of their workday at a computer performing data entry and other tasks with EHRs.

**Physicians are not prepared for Medicare’s new payment system**

A *survey*⁴ of 1,000 physicians found that a majority are only “somewhat knowledgeable” about MACRA and the QPP even though they promise to reshape how Medicare pays physicians. In addition, 90 percent felt the reporting requirements were “somewhat” or “very” burdensome because of the time required to report performance.

**AMA report helps drive telehealth adoption**

In a special report⁵ co-authored by senior AMA staff and published in *The New England Journal of Medicine*, relevant policy trends were identified—and key recommendations made—to grow the body of evidence on telehealth care delivery. This will have the potential to accelerate telehealth adoption, allowing physicians to enhance their delivery of clinical care.

**Survey sheds light on physician expectations for integrating health tech into clinical practice**

A recent survey⁶ of physicians investigated their motivations, current usage of and expectations for integrating digital health tools into their practices. Covering a broad range of tools, the study included those used in telemedicine, telehealth, mobile health, wearable tech, remote monitoring and mobile apps.

Learn more about our efforts to improve the health of the nation at ama-assn.org/practice-management.

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