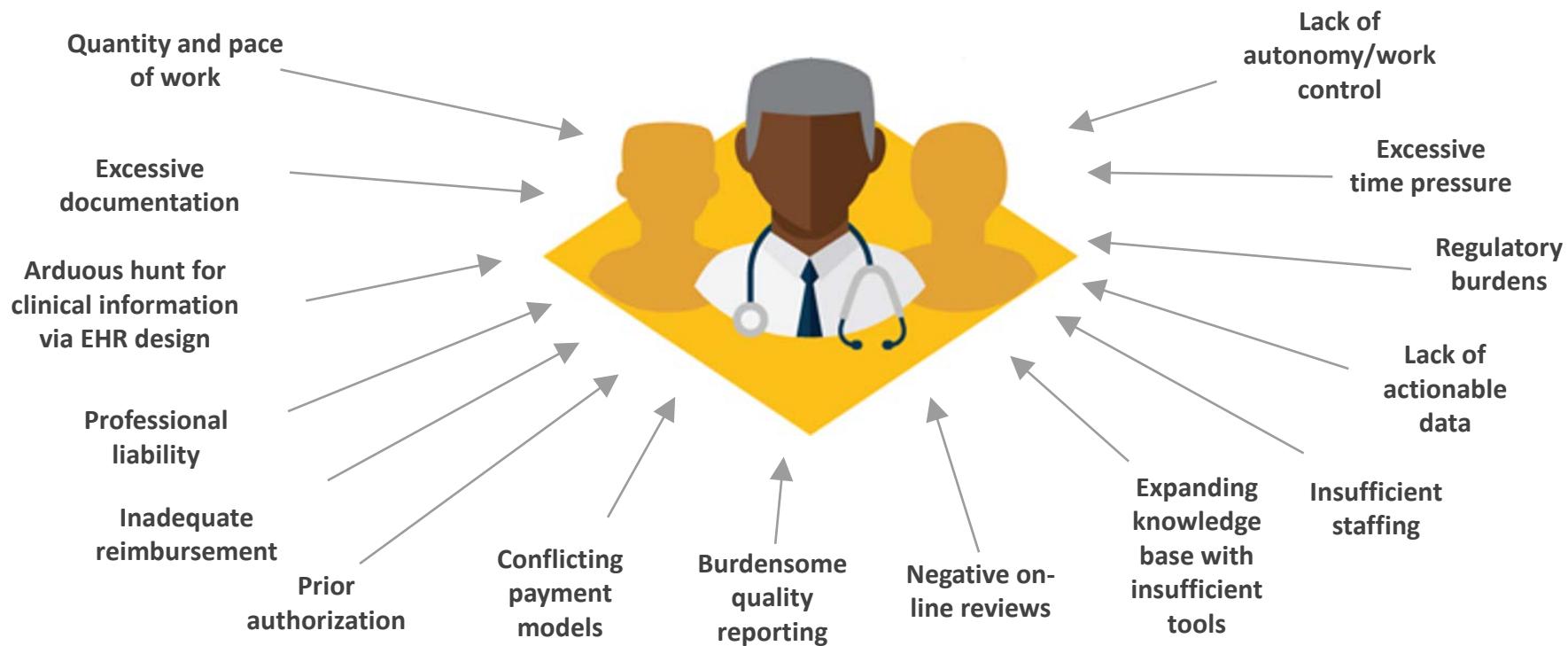




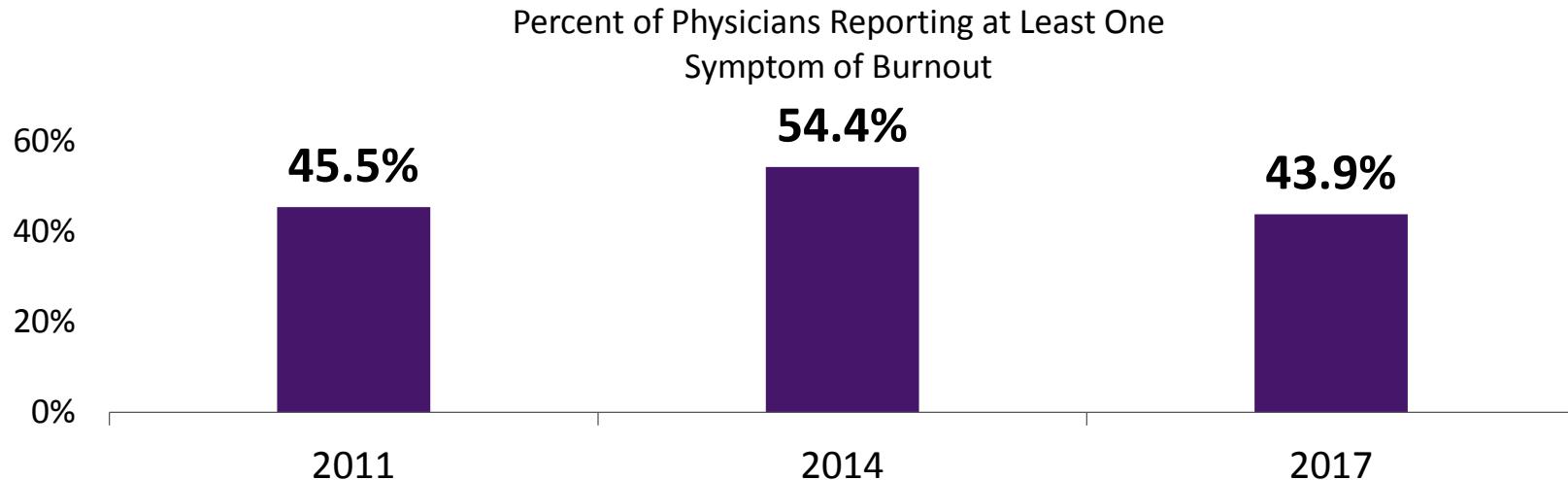
# Professional Satisfaction and Practice Sustainability Update

June 7, 2019

# Negative forces pressing on physicians



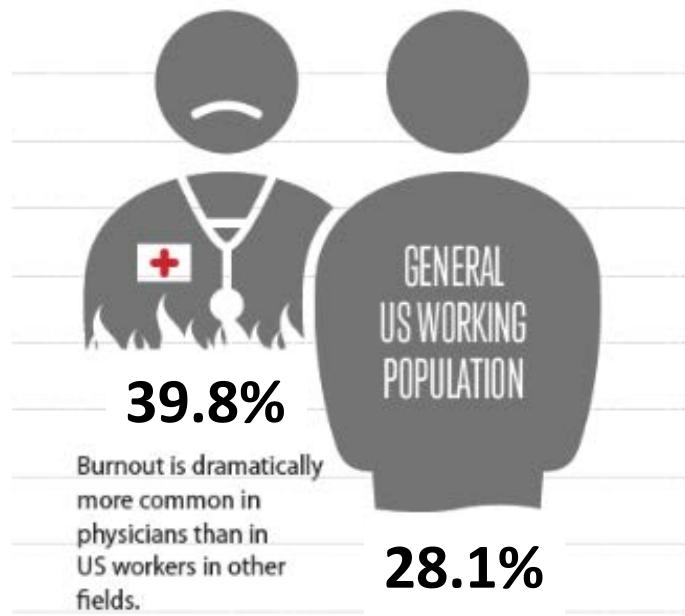
# Burnout: Signs of Improvement



"To what can the improvement in the prevalence of physician burnout over the past 3 years be attributed?... It should be noted...that many large-scale efforts have been initiated at the national level to address this issue....by influential national organizations and accrediting bodies [like the] AMA."

Source: Shanafelt T, West CP, Sinsky C, et al. Changes in Burnout and Satisfaction With Work-Life Integration in Physicians and the General US Working Population between 2011-2017. Mayo Clin Proc In press.

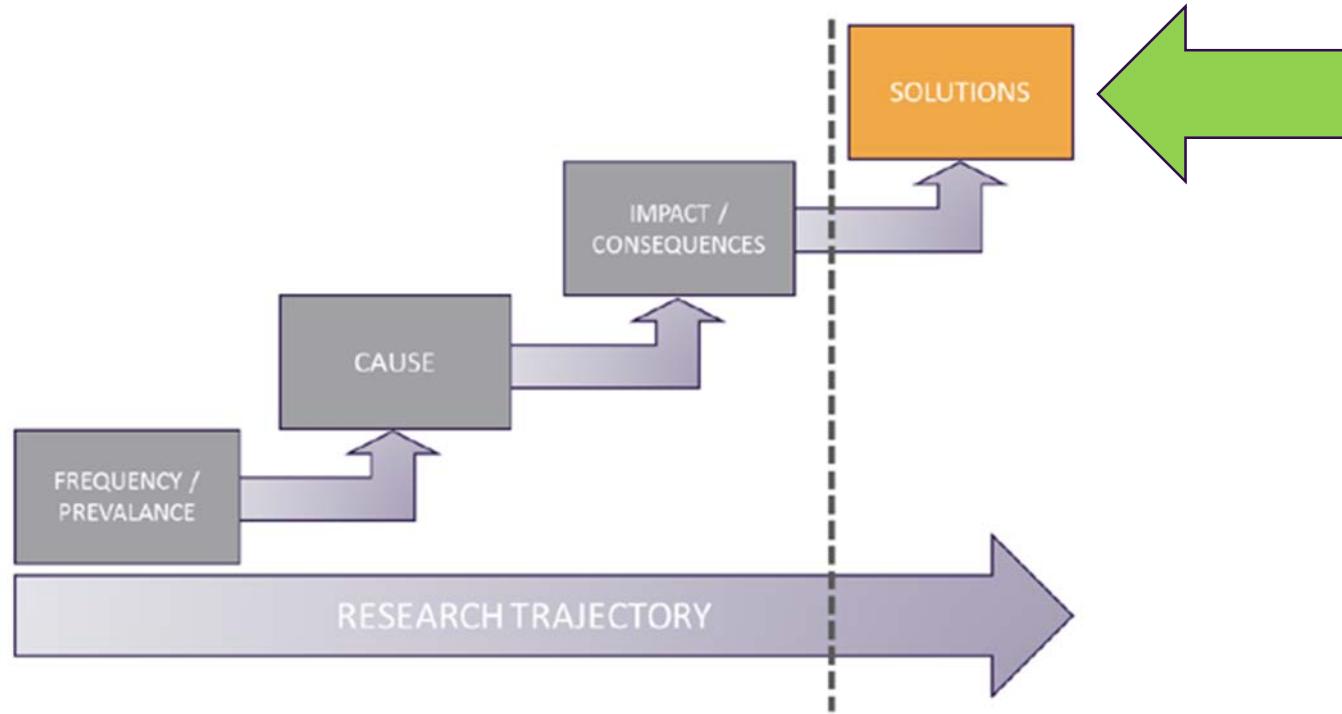
# How Do Physicians Compare?



- Higher than other professional degrees
- In all other fields more education is *protective*, in medicine it is a *risk factor*

Source: Shanafelt T, West CP, Sinsky C, et al. Changes in Burnout and Satisfaction With Work-Life Integration in Physicians and the General US Working Population between 2011-2017. Mayo Clin Proc In press.

# Professional Well-being Research Trajectory



# Practice Transformation Initiative

- 2 initial pilot sites (Cleveland Clinic and Samaritan Health)
  - Initial assessment and guided interventions underway
- 2019 Request for application
  - 8 health systems recently awarded
- 2020 Request for application slated for late 2019
- AMA/Physicians Foundation collaboration with state medical societies
  - Washington State, North Carolina, New Jersey
  - Conducted initial Boot Camp Training on April 26/27<sup>th</sup> in Chicago



# AMA Organizational Assessments

A promotional banner for the AMA Mini Z Assessment. The top portion is a bright green color. On the left, the AMA logo is displayed with a caduceus icon, followed by the text "MINI Z ASSESSMENT" and "Measuring your organization's well-being". The bottom portion of the banner is white, featuring a large, bold, dark purple text "How healthy is your health system?". Below this, in a smaller dark gray font, is the text "Not knowing can cost you." To the right of the text, a close-up photograph of a silver and black stethoscope is visible, resting on a white surface.

AMA | MINI Z ASSESSMENT

Measuring your organization's well-being

# How healthy is your health system?

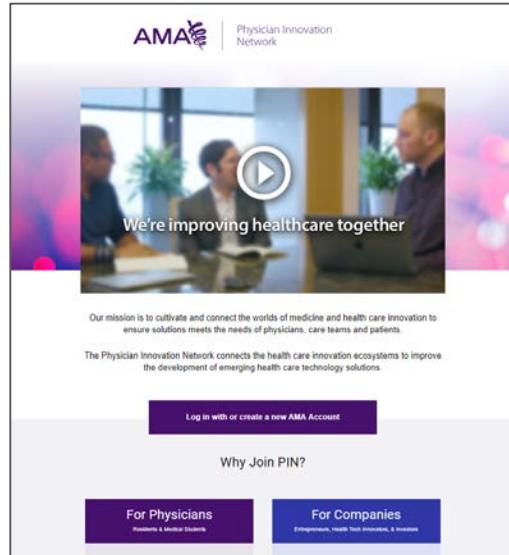
Not knowing can cost you.

# Influencing the Development of New Healthcare Digital Technologies

## Industry: Xcertia



## Product Development: Physician Innovation Network



## Practice Support: Digital Health Playbook



# Debunking Regulatory Myths

## Debunking regulatory myths

The AMA provides regulatory clarification to physicians and their care teams in an effort to aid physicians in their day-to-day practice environment.



### Ancillary staff and/or patient documentation

Who on the care team can document components of E/M services and what is the physician required to do?



### Medical student documentation

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



### Computerized Provider Order Entry (CPOE)

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

### Want to debunk a regulatory myth?

Share your regulatory myth.

[Contact Us](#)

# American Conference on Physician Health

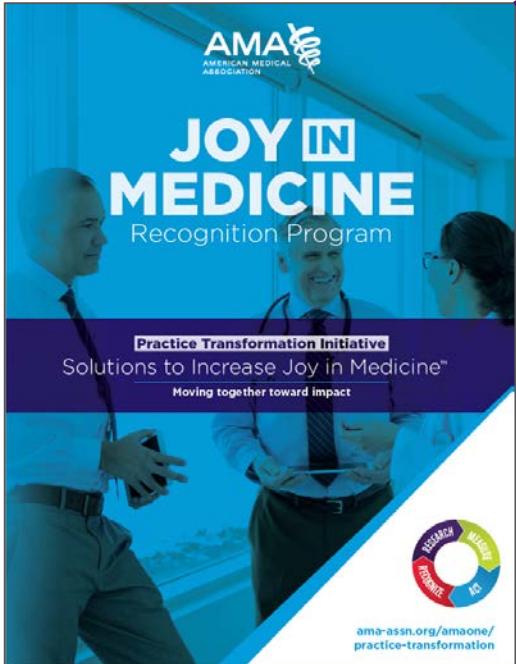


ACPH 2019 | AMERICAN CONFERENCE ON PHYSICIAN HEALTH

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# New Recognition Program



## The Joy Award: Recognition program criteria—levels of transformation

The Joy Award is based on **three levels** of organizational achievement (bronze through gold). Each level is comprised of six demonstrated competencies: Commitment, assessment, leadership, efficiency of practice environment, teamwork and support.<sup>1</sup> Through self-assessment and a simple attestation process, an organization must meet **five out of the six competencies** within a designated level to be recognized for The Joy Award.

### Joy Award recognition criteria

	Bronze	Silver <sup>2</sup>	Gold <sup>3</sup>
<b>Commitment</b>	Sign charter Establish a well-being committee	CWO on the executive leadership team (report directly to CEO/Dean) and with at least 0.5 FTE Organization identifies struggling units and/or individuals and supports interventions	Organization establishes a center for physician or workforce well-being
<b>Assessment</b>	Annual assessment of physician well-being using a validated tool <sup>4</sup>	Burnout results reported to board along with a specified goal	The costs of physician burnout are estimated annually and reported to the organization's leadership/board
<b>Leadership</b>	Annual assessment of all unit leaders using the Mayo Leaders' Index or similar instrument, with feedback to leader	Leader development program that includes training in transformational leadership, ability to foster productive work environment and guide physicians' careers Professional coaching to leaders who are in the bottom quartile two consecutive years	Department chiefs (or clinic chiefs) responsible for improving well-being score in their department
<b>Efficiency of practice environment</b>	"Work outside of Work" (WOW) <sup>5</sup> measured via EHR audit log data for select specialties <sup>6</sup> Local units involved in root cause analysis and development of intervention	WOW <sup>5</sup> results reported to organization's board and physicians Local units involved in root cause analysis and development of intervention	WOW <sup>5</sup> reported confidentially to the AMA <sup>7</sup>
<b>Teamwork</b>	Teamwork measured annually using AHRQ Teamwork, Safety Attitudes Questionnaire or similar instrument or for select specialties <sup>8</sup>	Teamwork also measured in select specialties <sup>8</sup> via EHR audit <sup>9</sup> Results reported to organization's board and physicians	Teamwork results reported confidentially to the AMA <sup>7</sup>
<b>Support</b>	Peer support program that supports dealing with adverse clinical events (i.e., second victim)	Peer support program that supports distressed physicians	Supports opportunities for community building among physicians

1. These criteria are anticipated to evolve in ensuing years.

2. Fulfills bronze level criteria.

3. Fulfills bronze level criteria plus silver criteria.

4. E.g., Maslach Burnout Inventory, Professional Fulfillment Index, Mayo Well-Being Index, MBI-Z.

5. WOW is based on live, in-person, scheduled patient hours, normalized to a unit of eight hours of patient scheduled time (i.e. a physician with 24 scheduled patient hours per week and a total of 12 hours of EHR time after hours, would have WOW = 12 hours, WOW = 24/12 = 2.0.)

6. E.g., general internal medicine, family medicine, pediatrics and cardiology.

7. These results will be anonymous and will be aggregated to create a national benchmark.

8. Teamwork can be measured by the percentage of orders that have team contribution or by the percentage of keystrokes for a patient visit and performed by team member (not the physician).

