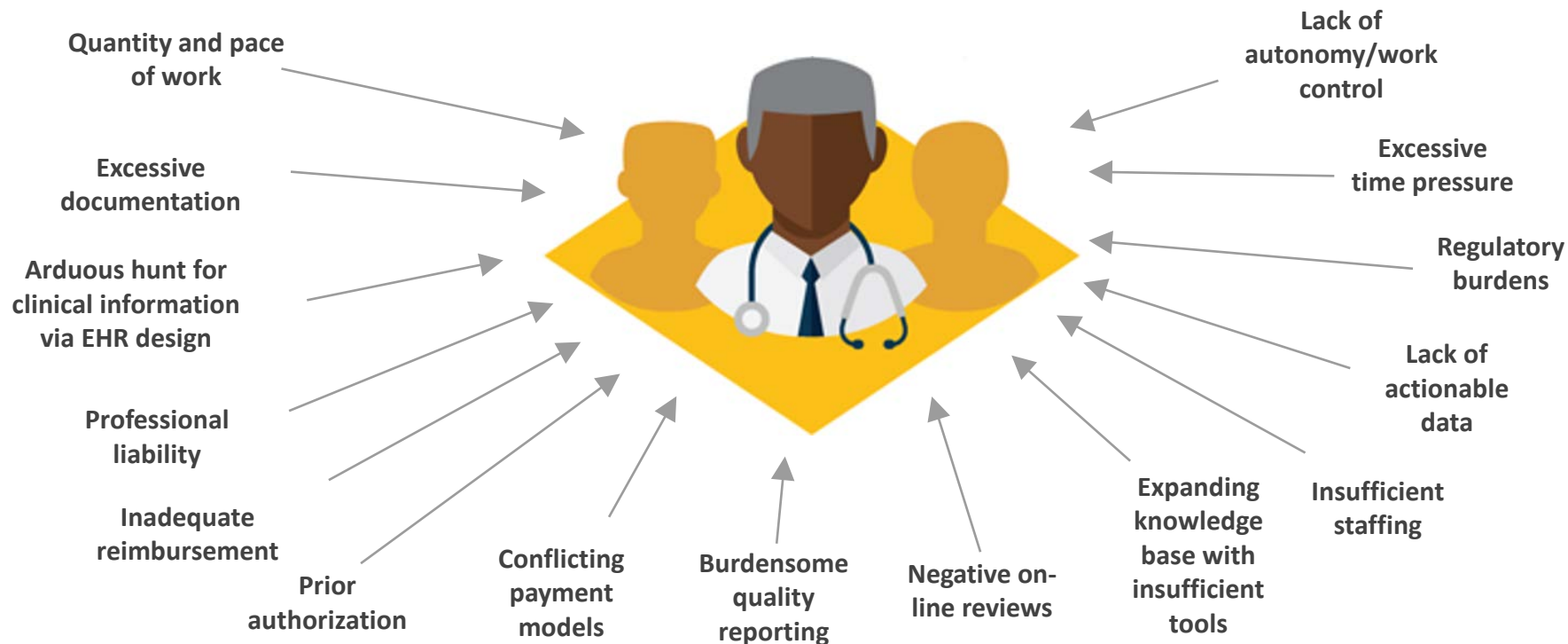




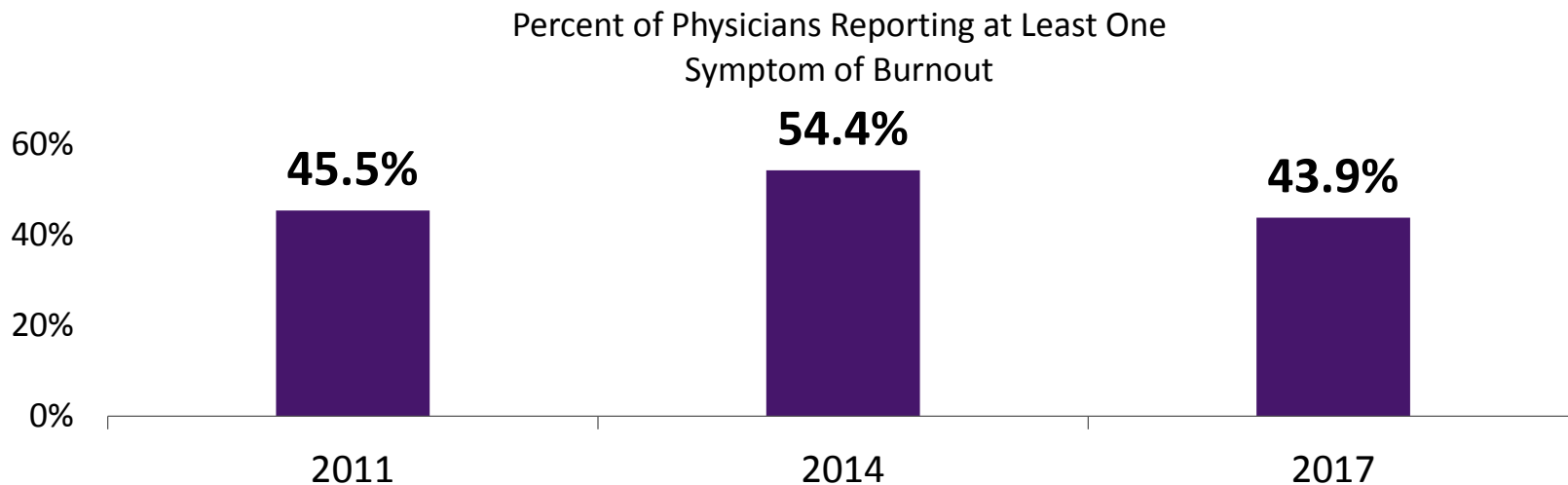
Professional Satisfaction and Practice Sustainability Update

June 7, 2019

Negative forces pressing on physicians



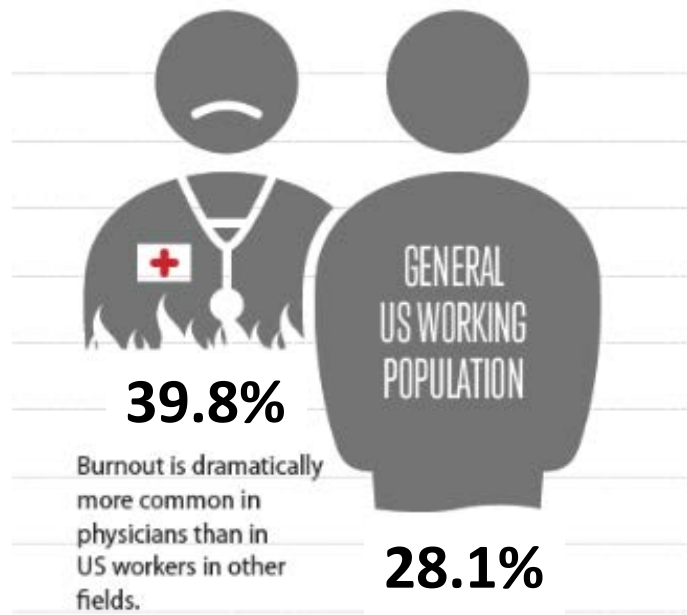
Burnout: Signs of Improvement



“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.

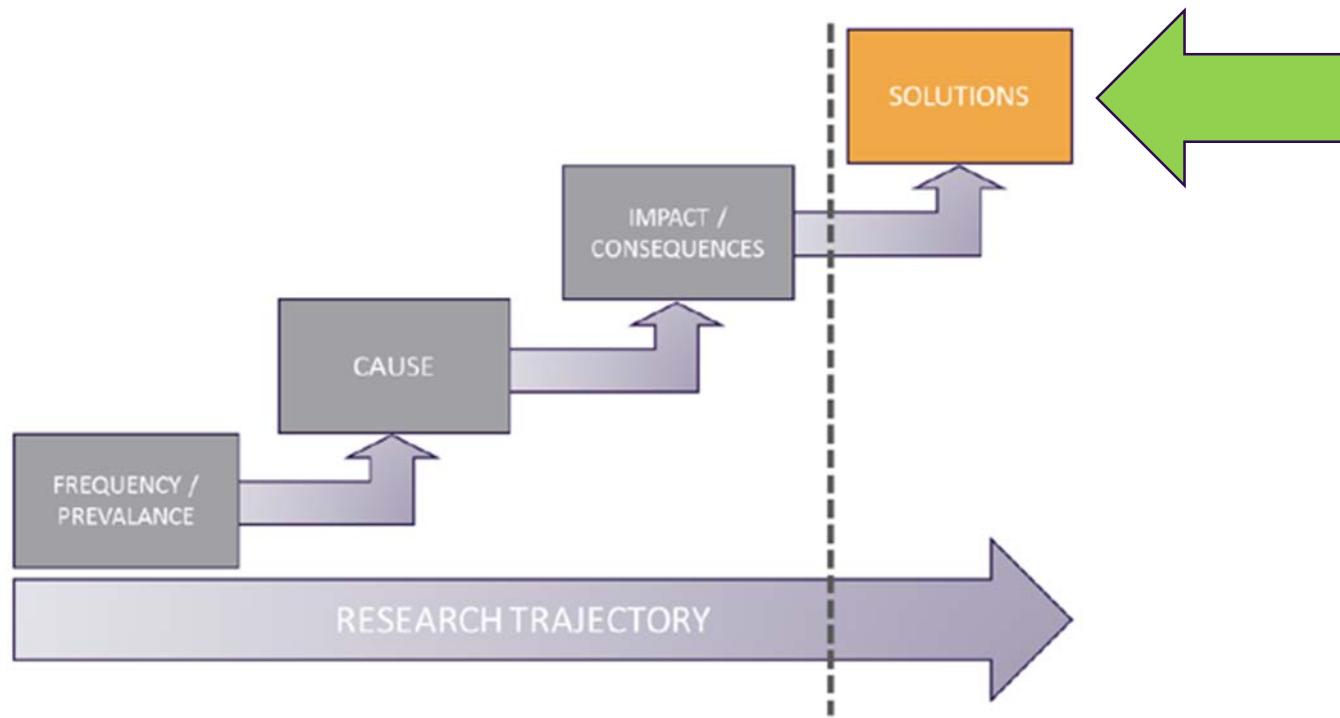
How Do Physicians Compare?



- 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 26/27th in Chicago



AMA Organizational Assessments

AMA | **MINI Z ASSESSMENT**
Measuring your organization's well-being

How healthy is your health system?

Not knowing can cost you.

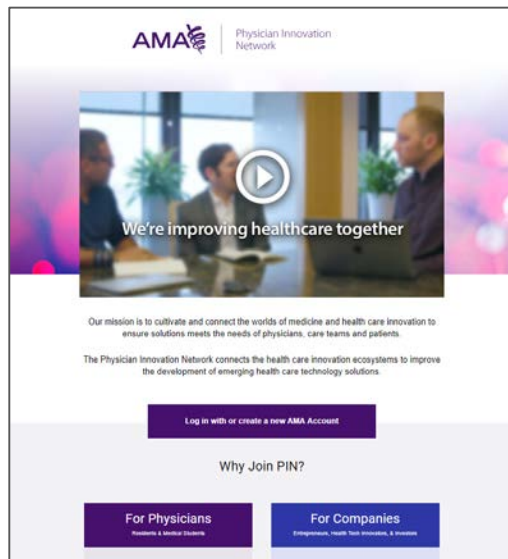


Influencing the Development of New Healthcare Digital Technologies

Industry: Xcertia



Product Development: Physician Innovation Network



Practice Support: Digital Health Playbook



Debunking Regulatory Myths

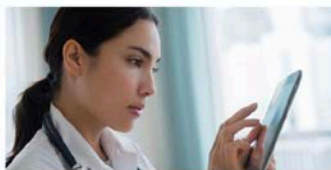
Debunking regulatory myths

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)

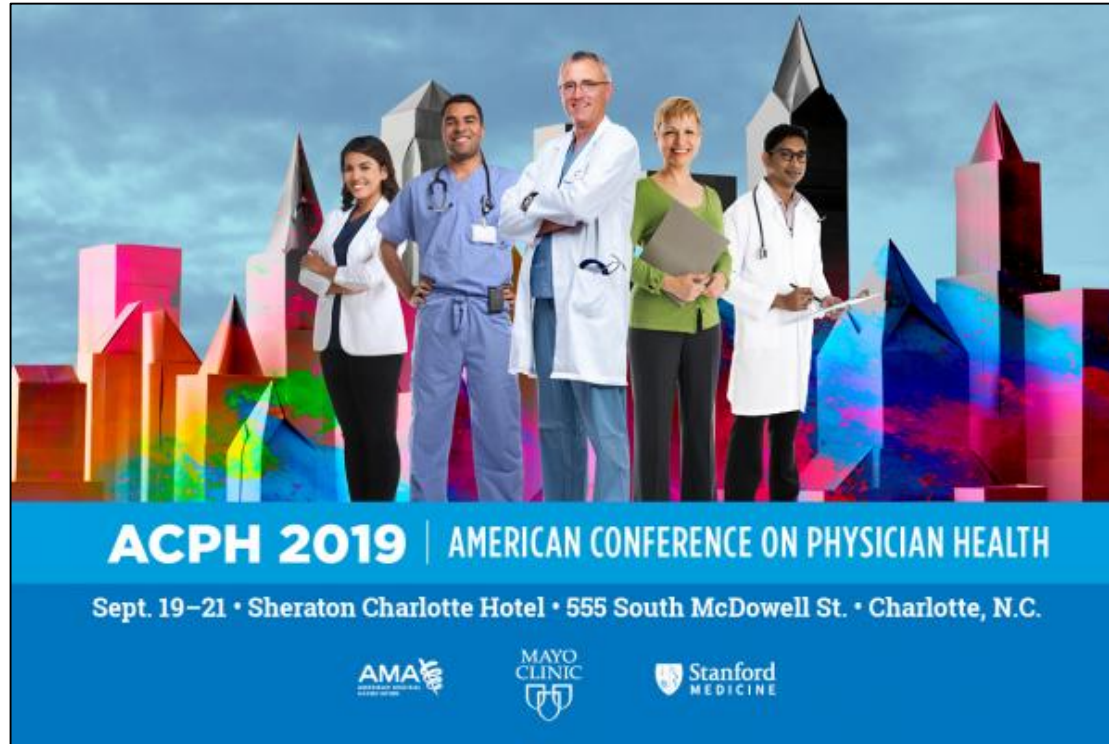
Can a nurse, certified medical assistant (MA) or non-credentialed staff enter orders in the EHR as requested by the physician?

Want to debunk a regulatory myth?

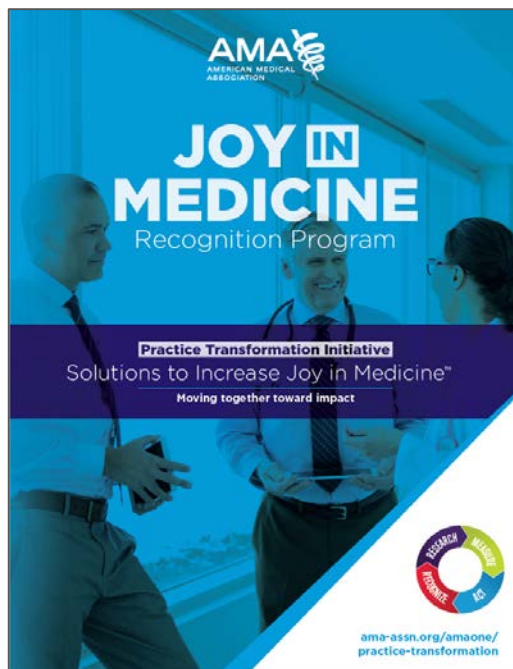
Share your regulatory myth.

[Contact Us](#)

American Conference on Physician Health



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.¹ 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 ²	Gold ³
Commitment	Sign charter Establish a well-being committee	CWO on the executive leadership team (report directly 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
Assessment	Annual assessment of physician well-being using a validated tool ⁴	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
Leadership	Annual assessment of all unit leaders using the Mayo Leadership 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
Efficiency of practice environment	"Work outside of Work" (WOW) ⁵ measured via EHR audit log data for select specialties ⁶	WOW ⁵ results reported to organization's board and physicians Local units involved in root cause analysis and development of intervention	WOW ⁵ reported confidentially to the AMA ⁷
Teamwork	Teamwork measured annually using AHRQ Teamwork, Safety Attitudes Questionnaire or similar instrument or for select specialties ⁸	Teamwork also measured in select specialties ⁸ via EHR audit ⁸ Results reported to organization's board and physicians	Teamwork results reported confidentially to the AMA ⁷
Support	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, Stanford Professional Fulfillment Index, Mayo Well-Being Index, Mini-Z
5. WOW, = time on shift outside of 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 are performed by team member (and not the physician)

