JOY IN MEDICINE
Recognition Program

Practice Transformation Initiative
Solutions to Increase Joy in Medicine™
Moving together toward impact

ama-assn.org/amaone/practice-transformation
An organizational roadmap to reduce burnout

The Joy in Medicine Recognition Program has been designed by the American Medical Association to serve as a guide and catalyst for organizations and practices who are interested, engaged and committed to efforts to improve physician satisfaction and reduce burnout.

The Joy in Medicine Recognition Program has been influenced by three timely and influential sources—a call-to-action blog post in Health Affairs “Physician Burnout is a Public Health Crisis: A Message to our Fellow CEOs,” a research article published in JAMA® Internal Medicine titled “The Business Case for Investing in Physician Well-being” and the multi-stakeholder effort resulting in the “Charter on Physician Well-being.”

The Joy in Medicine Recognition Program has the potential to serve as a roadmap to reduce burnout within organizations and to also unite the health care community in solutions to increase Joy in Medicine™ for the profession and the patients they serve.

Moving together toward impact—increasing Joy in Medicine

Contact us at practice.transformation@ama-assn.org
Joy in Medicine Recognition Program: Criteria for levels of transformation

The Joy in Medicine Recognition Program 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. 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.

### Recognition criteria

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<th>Bronze</th>
<th>Silver</th>
<th>Gold</th>
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<tr>
<td><strong>Commitment</strong></td>
<td>Sign charter</td>
<td>CWO on the executive leadership team (report directly CEO/dean) and with at least 0.5 FTE</td>
<td>Organization establishes a center for physician or workforce well-being</td>
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<td>Establish a well-being committee</td>
<td>Organization identifies struggling units and/or individuals and supports interventions</td>
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<td><strong>Assessment</strong></td>
<td>Annual assessment of physician well-being using a validated tool&lt;sup&gt;4&lt;/sup&gt;</td>
<td>Burnout results reported to board along with a specified goal</td>
<td>The costs of physician burnout are estimated annually and reported to the organization’s leadership/board</td>
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<tr>
<td><strong>Leadership</strong></td>
<td>Annual assessment of all unit leaders using the Mayo Leadership Index or similar instrument, with feedback to leader</td>
<td>Leader development program that includes training in transformational leadership, ability to foster productive work environment and guide physicians' careers</td>
<td>Department chiefs (or clinic chiefs) responsible for improving well-being score in their department</td>
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<td>Professional coaching to leaders who are in the bottom quartile two consecutive years</td>
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<td><strong>Efficiency of practice environment</strong></td>
<td>&quot;Work outside of Work&quot; (WOW&lt;sup&gt;5&lt;/sup&gt;) measured via EHR audit log data for select specialties&lt;sup&gt;6&lt;/sup&gt;</td>
<td>WOW&lt;sup&gt;5&lt;/sup&gt;, results reported to organization's board and physicians</td>
<td>WOW&lt;sup&gt;5&lt;/sup&gt;, reported confidentially to the AMA&lt;sup&gt;7&lt;/sup&gt;</td>
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<td>Local units involved in root case analysis and development of intervention</td>
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<td><strong>Teamwork</strong></td>
<td>Teamwork measured annually using AHRQ Teamwork, Safety Attitudes Questionnaire or similar instrument for select specialties&lt;sup&gt;6&lt;/sup&gt;</td>
<td>Teamwork also measured in select specialties&lt;sup&gt;6&lt;/sup&gt; via EHR audit&lt;sup&gt;6&lt;/sup&gt;</td>
<td>Teamwork results reported confidentially to the AMA&lt;sup&gt;7&lt;/sup&gt;</td>
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<tr>
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<td>Results reported to organization’s board and physicians</td>
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<tr>
<td><strong>Support</strong></td>
<td>Peer support program that supports dealing with adverse clinical events (i.e., second victim)</td>
<td>Peer support program that supports distressed physicians</td>
<td>Supports opportunities for community building among physicians</td>
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<sup>1</sup> These criteria are anticipated to evolve in ensuing years.
<sup>2</sup> Fulfills bronze level criteria.
<sup>3</sup> Fulfills bronze level criteria plus silver criteria.
<sup>4</sup> E.g., Maslach Burnout Inventory, Stanford Professional Fulfillment Index, Mayo Well-Being Index, and Mini-Z or other similar validated tool.
<sup>5</sup> WOW = time on EHR 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 = 12/24 x 8 = 4).
<sup>6</sup> E.g., general internal medicine, family medicine, pediatrics and cardiology. These are suggested specialties to assess for WOW. Certain clinics may need to assess other specialties, for example, a single-specialty clinic will only be able to assess their specialty.
<sup>7</sup> These results will be anonymous and will be aggregated to create a national benchmark.
Application process: How to get involved

1. **Organization self-assessment**
   Based on the outlined criteria, evaluate the current efforts of your organization to determine your level of transformation. This is on the honor system.

2. **Organization attestation**
   A leadership designee from your organization will provide a simple attestation to the AMA on the level your organization currently meets. Please email practice.transformation@ama-assn.org if you wish to be informed when the form is live and the submission deadline determined.

3. **Review process**
   A committee, convened by the AMA and comprised of thought leaders, will conduct a review of the submitted attestations. Attestations will be due to the AMA in January 2020. A specific deadline will be posted in December 2019.

4. **Award process**
   Organizations meeting the criteria for a designated level will be awarded and recognized for their achievement.

5. **Recognition status**
   Organizations can apply annually and re-apply to achieve higher levels of achievement; recognition is awarded for three years. Organizations will be highlighted for their achievement in multiple ways, including acknowledgment on the AMA website and potential spotlights in press releases and/or AMA podcasts, videos and news stories.

The AMA practice transformation journey

Helping health systems and clinical practices succeed in their practice transformation journey is critical to the AMA. That’s why we develop evidence-based, field-tested solutions to guide physicians and care teams each step of the way. Increasing efficiencies, improving patient care and enhancing professional satisfaction—these are what increase Joy in Medicine™ and make the journey worthwhile.

Visit ama-assn.org/amaone/practice-transformation

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