

The practice transformation journey

From professional burnout assessments to targeted intervention strategies, the AMA is pleased to support health care systems across the country with guided and validated solutions.

The AMA Practice Transformation Team offers a series of strategies and resources designed to increase professional satisfaction, improve patient care, and enhance physician well-being.

Our five-pronged approach (Research, Measure, Act, Recognize, Convene) allows us to develop evidence-based, field-tested solutions to support professional well-being and improve your bottom line. And your collaboration is a critical part to advancing the science.

So, no matter where you are on your practice transformation journey, our team of experts will be right there with you.



What is Professional Burnout?

Burnout is one of the main issues facing health care systems today.



More than half of US physicians have experienced at least one symptom of burnout. This is largely due to system inefficiencies, administrative burdens, workplace chaos, and reporting requirements.

NEARLY
2 HOURS

Amount of administrative time a physician spends for every hour of direct patient care¹.

43%

The chance of a physician reducing their clinical time in the next two years for every 1% increase in burnout².

200%

Increase in self-perceived medical errors related to burnout³.

\$4.6B


Cost of burnout to the US health system each year due to turnover, reduction in productivity, and effects on patient safety and satisfaction⁴.

¹<https://www.acpjournals.org/doi/10.7326/M16-0961> Allocation of physician time in ambulatory practice: a time motion study in four specialties

²Sinsky, C.A. et al., Professional satisfaction and the career plans of U.S. physicians. Mayo Clinic Proceedings. November 2017; 92(11):1625–1635.

³Goh, J. et. al, An economic Shanafelt Tait D., et al., Burnout and medical errors among American surgeons. National Center for Biotechnology Information. 2010; 251(6):995–1000.

⁴<https://www.acpjournals.org/doi/10.7326/M18-1422>



Reducing burnout is essential to high-quality patient care and a sustainable health system.

Reducing burnout can have a positive impact on your organization, including improved patient satisfaction, better morale in the practice sites, higher quality of care, reduced medical errors, and improved recruitment and retention of your health care professionals.

Put simply, reducing burnout is essential to high-quality patient care and a sustainable health system.

BY MEASURING AND RESPONDING TO BURNOUT, YOU WILL BE ABLE TO:

- ✓ Identify and assess underlying drivers of burnout within your organization
- ✓ Reduce drivers of stress within your organization
- ✓ Understand your organization's unique needs for programs and infrastructure that support professional well-being
- ✓ Proactively initiate institutional support to help individuals recover and thrive before, during, and after a crisis

Introducing the Mini-Z Assessment



Conducting an annual burnout survey is critical to understanding and addressing your organization's health.

That's why the AMA partnered with Mark Linzer, MD and the Hennepin Healthcare Institute of Professional Worklife to refine and make available the Mini-Z Assessment, a validated tool that helps organizations of all sizes assess burnout and professional well-being.

The Mini-Z Assessment was specifically designed to measure burnout at the system level —not just focused on individual resiliency. In working with the AMA to assess burnout at your organization, you will also have the ability to compare your health care system to national benchmarking data.

Since 2019,
the AMA has
collaborated with:

200+
Organizations

25,000+
Physicians
and APPs

4,100+
Resident
and Fellows

Validated assessment tailored to your needs



The Mini-Z Assessment is short and focused on assessing the drivers of burnout in a concise way.

It uses both standardized and customizable questions to identify risk of burnout at your organization and key organizational drivers that may be influencing it.

THE MINI-Z ASSESSMENT IS BROKEN DOWN INTO FOUR SECTIONS:

- 1 CORE QUESTIONS**
standardized questions used to measure satisfaction, stress, burnout, work control, chaos, values alignment, teamwork, documentation, time pressure, excess electronic health record (EHR) use at home, EHR proficiency
- 2 DEMOGRAPHICS**
questions aimed to capture key demographics of respondents; these questions allow you to filter results by clinical and individual demographics
- 3 ADDITIONAL RESEARCH QUESTIONS**
questions that allow organizations to understand issues like intention to leave practice, vacation use, and to support overarching AMA research
- 4 CUSTOMIZABLE QUESTIONS**
unique questions that allow you to gain insight into areas that are timely and relevant to your organization's well-being

Assessment Tool Options



Recognizing that burnout affects physicians and care team members differently, the AMA designed two unique tools.

THE TWO MINI-Z ASSESSMENT TOOLS INCLUDE:



MINI-Z 2.0 ASSESSMENT

built to survey MDs, DOs, and
Advance Practice Providers



RESIDENCY PROGRAM ASSESSMENT

built to survey residents
and fellows

Your organization can implement these assessments simultaneously to gain a comprehensive overview or select the assessment that is most important to your organization's needs and strategic initiatives.

The Mini-Z Assessment is designed with users in mind

Offering an annual assessment can help physicians and care team members feel heard by having a specific channel to express their concerns and share concerns, in an anonymous, confidential way.

Designed with health care professionals in mind, the Mini-Z Assessment is a user-friendly survey that takes into account the realities of physicians and care teams. Its strategic design increases response rate, minimizes survey fatigue, and ensures higher quality data for you and your organization.

THE MINI-Z ASSESSMENT IS:



CONCISE

short survey with an average response time of 6 – 8 minutes



COMPATIBLE

works across technical platforms, including smartphones and tablets; average response rate is 50% across all currently surveyed organizations



COMPASSIONATE

gives participants opportunity to share thoughts and concerns confidentially



CONFIDENTIAL

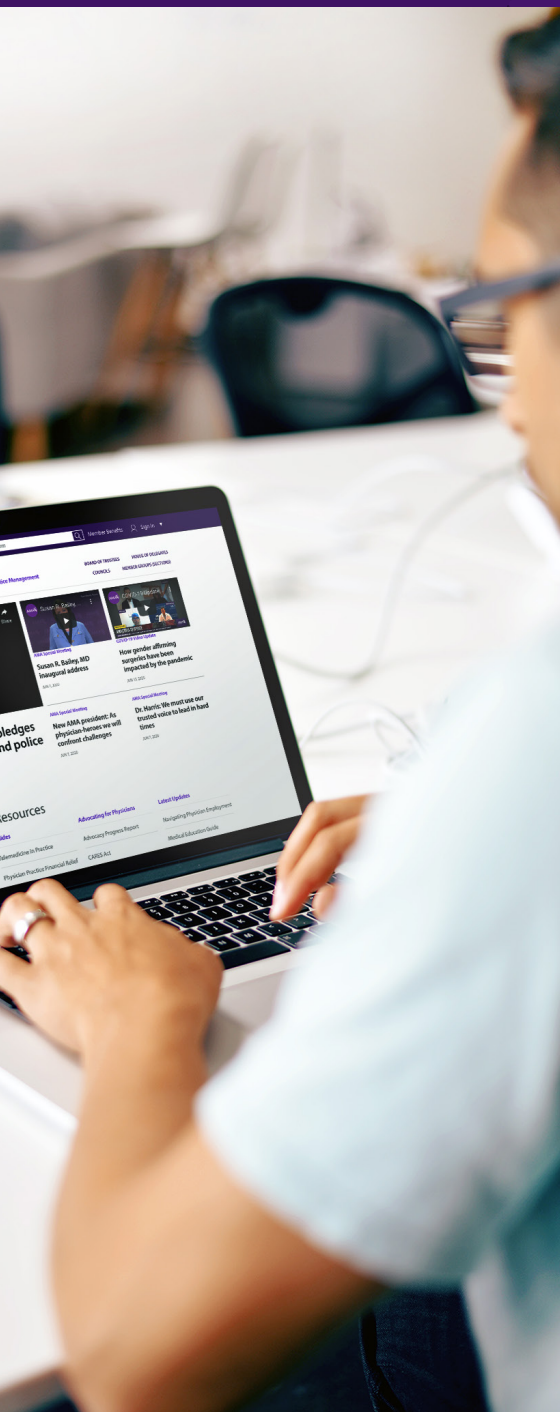
responses are reported in aggregate to build trust and encourage honesty; questions with <5 responses are not reported

In addition, organizations have the option to include support resources at the end of their assessments so that respondents can access site-specific resources.

View Results in the AMA DataLab

The AMA DataLab is an interactive dashboard designed to build reports and compare data nationally within your organization.

Since the AMA has collaborated with 200+ organizations, we have created a robust and growing national database. This database allows us to compare your system's data to benchmarks at an organizational and national level.



After deploying the Mini-Z Assessment, your organization will have access to:



BENCHMARKING DATA

to compare your organization nationally



HISTORICAL DATA

from your own organization to set goals and track progress over time



DYNAMIC, DETAILED REPORTS

using sub-scales and filters, with exportable features



SECURE INFRASTRUCTURE

to harvest, store, and manage other relevant data sources

The Mini-Z Assessment is mission work for the AMA. The AMA believes in working with health care systems and other entities on a complimentary basis to provide validated resources to assess and intervene to improve professional well-being. We're on this journey with you.

Join the Practice Transformation Journey

The Mini-Z Assessment is just one aspect of the AMA's service.



Established your annual wellness assessment?
Interested in more? The AMA is here for you.

Through evidence-based, field-tested solutions, the AMA offers a suite of strategic resources and services across the Practice Transformation journey. From intervention strategies to recognition efforts, the Mini-Z Assessment is just the start.



What's on the Horizon



Our commitment: developing innovative solutions that drive sustainable, meaningful change for you

Guided by our core principles – integrity, collaboration, iterative innovation and impact – the AMA strives to listen to your needs, remain agile to environmental changes, and create new resources to support healthcare organizations.

That's the AMA commitment. But we need your help to develop meaningful solutions.

By working together, you can help the AMA develop tools that drive organizational resiliency, support physicians and care teams, and provide the industry with comprehensive research to support policy decisions.

Together, we can make a difference. Contact us to learn more.

More information on any of this programs or resources:

- Please visit: <https://www.ama-assn.org/amaone/practice-transformation>
- Or contact us at: Practice.Transformation@ama-assn.org