Learning Objective:

• Identify methods to strengthen trust and transparency between administrators and practicing physicians
How Will This Module Help Me?

• Explains the current drivers of physician–administrator distrust
• Provides simple and practical ways for practicing physicians and administrators to develop a deeper understanding of each other’s challenges and take actions that lead to mutual benefit
• Shares examples from organizations that have accomplished this effectively
The Challenge: Physician – Administrator Relationships

- Both rightfully consider themselves as highly trained and skilled knowledge workers
- Relationships strained – trust at an all time low
The Challenge: Physician – Administrator Relationships

<table>
<thead>
<tr>
<th>Physicians think Administrators:</th>
<th>Administrators think Physicians:</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Don’t understand, or don’t care about challenges of caring for patients</td>
<td>▪ Don’t understand challenges of running complex organizations</td>
</tr>
<tr>
<td>▪ Treat them like line production workers</td>
<td>▪ Don’t care about financial challenges to ensure sustainability of hospital or medical group</td>
</tr>
<tr>
<td>▪ Don’t allow physician control of schedules, support staff, even clinical decision making</td>
<td></td>
</tr>
</tbody>
</table>
What Drives Professional Fulfillment?
The Six Workplace Drivers of Burnout:

Work Overload
  Chaotic work environment
  Time Pressure
  Information Overload

Loss of control

Insufficient reward

Breakdown of community

Absence of fairness

Conflicting values


The Burnout Continuum

**Manifestations**
- Emotional Exhaustion
- Cynicism

**Drivers**
- Work Overload
  - Chaotic work environment
  - Time Pressure
  - Information Overload
- Loss of control
- Insufficient reward
- Breakdown of community
- Absence of fairness
- Conflicting values

**Goal**
- Discretionary Effort
- Engagement

Maslow’s Hierarchy of Needs

- Self-actualization
- Esteem
- Love and belonging
- Safety needs
- Physiological needs

Maslach’s Drivers of Burnout

- Conflicting values
- Absence of fairness
- Insufficient reward
- Breakdown of community
- Lack of control
- Work Overload
Disconnect exacerbates key drivers of physician burnout

- Lack of control
- Breakdown of Community
- Absence of Fairness
- Conflicting Values
Four STEPS Aligning Practicing Physicians & Administrators

1. Assess the Status of the Relationship
2. Open Communication Channels
3. Educate Physicians and Administrators On Each Other’s Roles
4. Build Trust
STEP 1: Assess the Status of the Relationship

Significant events to consider as signs of a problem

- An increase in physician turnover
- Increased burnout rates on surveys
- Decreasing ratings on physician engagement surveys
- An exodus (or threatened exodus) of specialty groups
- Increasing challenges with physician support for new strategic initiatives
- A no-confidence vote for an administrator by physicians
Assessment tools

- The AMA’s Organizational Biopsy, which assesses multiple domains of organizational culture and practice efficiency and includes a brief leadership assessment.
- The Mayo Clinic Leadership Index, a 12-question staff-wide survey of 5 key leadership behaviors.
STEP 2: Open Communication Channels

- A CEO–practicing physician forum
- Town halls
- Online idea generators
- Social events without an agenda
STEP 3: Educate Administrators and Physicians On Each Other’s Roles

Educating Administrators

• Shadow Clinicians
• Attend Huddles

• More than “Management by Walking Around”
STEP 3: Educate Administrators and Physicians On Each Other’s Roles

Educating Physicians in Leadership

• Leadership Training
  • Certification: AAPL, ACHE
  • Masters Degrees: MBA, MBH, MCHA
  • Executive Coaching / Mentoring
  • Focused leadership development programs

• Gain experience in progressive management roles
STEP 4: Build Trust

• Administrator-Clinician Dyads/Triads
• Collaborative Strategic Planning
• Organizational Compacts
AMA Pearls

- Building bridges of trust between physicians and administrators reduces burnout and improves well-being
- As trust grows, the organization functions more effectively, adapts more quickly to changes in the health care landscape, and is better able to deliver on its mission of providing excellent patient care and serving the community
What Is Your Role in Reducing Burnout?

You must be the change you wish to see in the world.

Gandhi
Discussion

• Paul DeChant, MD, MBA
• Email: paul@pauldechantmd.com
• Twitter: @PaulDeChantMD
• LinkedIn: PaulDeChantMD
• Website: www.PaulDeChantMD.com
The following AMA resources are available to support your physicians and staff:

- Caring for Caregivers during COVID-19
- AMA COVID-19 Resource Page for Physicians
- JAMA COVID-19 Collection
- Steps Forward™
- Telehealth Implementation Playbook
- Behavioral health integration in physician practices

ama-assn.org
Upcoming programming

June 24  Health care technology & the human connection
Adrienne Boissy, MD

July 20  Promising practices to support physician well-being during COVID-19: A case study from Evergreen Health
Betsy Hail & Pratima Sharma, MD

Aug 10  Implementing innovative solutions with an equity lens
Urmimala Sarkar, MD & Courtney Lyles, PhD
For questions, please email:

STEPSForward@ama-assn.org
Physicians’ powerful ally in patient care