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**webinar series**

Building Bridges Between Practicing Physicians and Administrators:
Improving Physician-Administrator Relationships and Enhancing Engagement

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Learning Objective:

- Identify methods to strengthen trust and transparency between administrators and practicing physicians

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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

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The Challenge: Physician – Administrator Relationships

- Both rightfully consider themselves as highly trained and skilled knowledge workers

- Relationships strained – trust at an all time low

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The Challenge: Physician – Administrator Relationships

Physicians think Administrators:

- Don't understand, or don't care about challenges of caring for patients
- Treat them like line production workers
- Don't allow physician control of schedules, support staff, even clinical decision making

Administrators think Physicians:

- Don't understand challenges of running complex organizations
- Don't care about financial challenges to ensure sustainability of hospital or medical group

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What Drives Professional Fulfillment?

The Six Workplace Drivers of Burnout:

Work Overload
    Chaotic work environment
    Time Pressure
    Information Overload
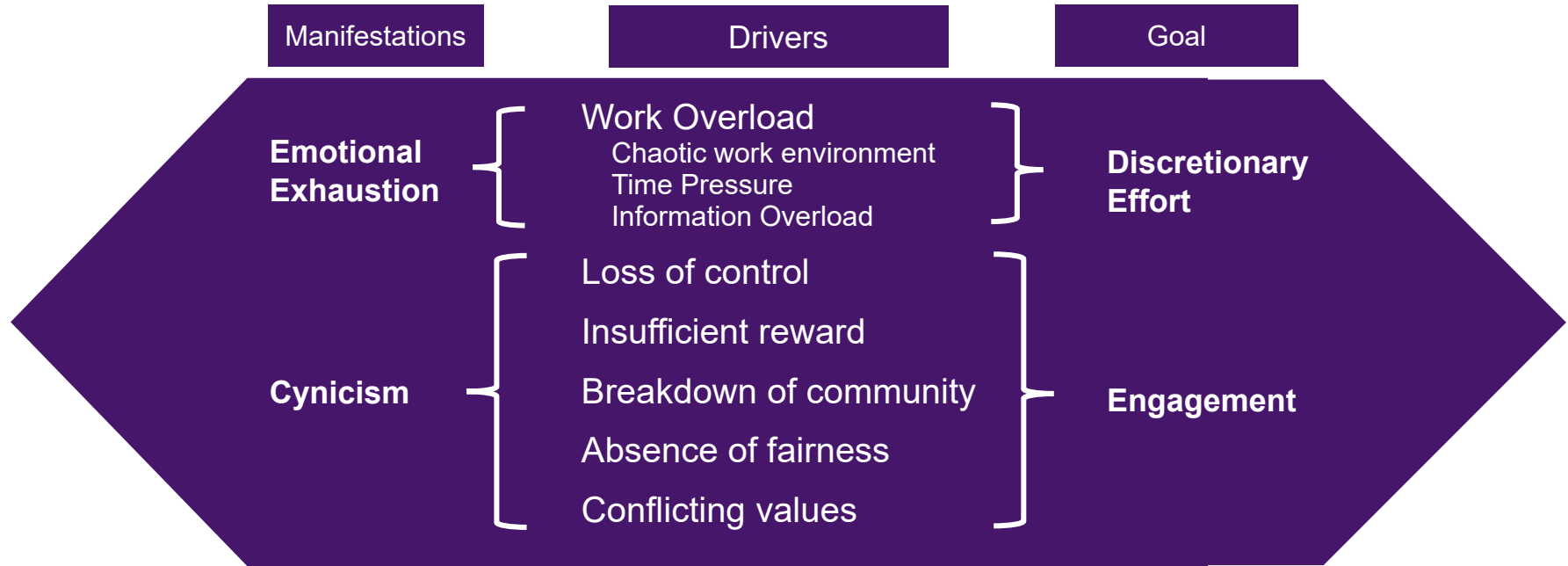
Loss of control

Insufficient reward

Breakdown of community

Absence of fairness

Conflicting values

Maslach, C., & Leiter, M. P. (1997). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco, CA: Jossey-Bass
Linzer, M: J Gen Intern Med. 2014 Jan; 29(1): 18–20.

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The Burnout Continuum

Manifestations   **Drivers**   **Goal**

Emotional Exhaustion

Work Overload
Chaotic work environment
Time Pressure
Information Overload

Discretionary Effort

Cynicism

Loss of control

Insufficient reward

Breakdown of community

Absence of fairness

Conflicting values

Engagement

Source: Maslach, C., & Leiter, M. P. (1997). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco, CA: Jossey-Bass

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Maslow's Hierarchy of Needs
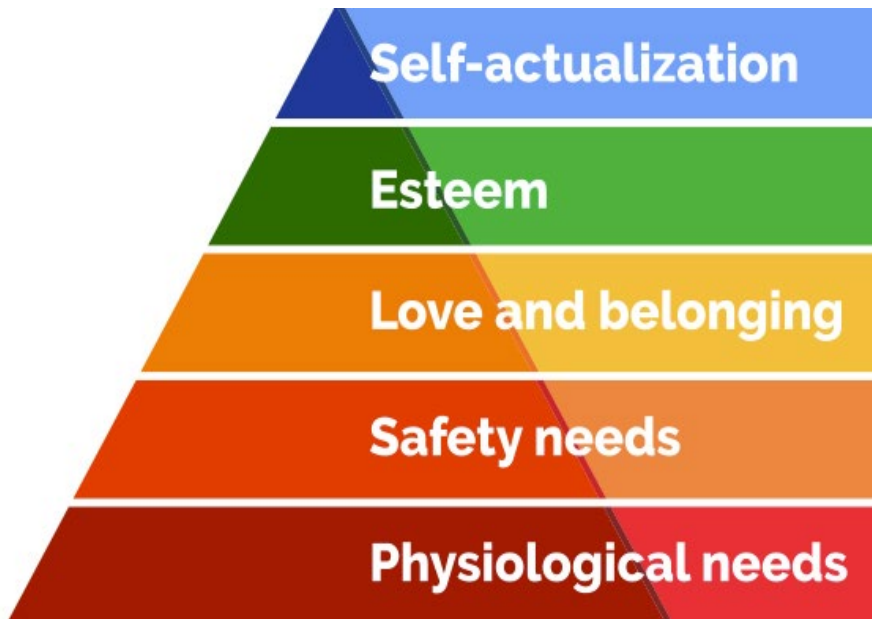
Maslach's Drivers of Burnout

Conflicting values
Absence of fairness

Insufficient reward

Breakdown of community

Lack of control

Work Overload

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Disconnect exacerbates key drivers of physician burnout

- Lack of control
- Breakdown of Community
- Absence of Fairness
- Conflicting Values

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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

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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.

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STEP 2: Open Communication Channels

- A CEO–practicing physician forum

- Town halls

- Online idea generators

- Social events without an agenda

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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

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STEP 4: Build Trust

- Administrator-Clinician Dyads/Triads

- Collaborative Strategic Planning

- Organizational Compacts

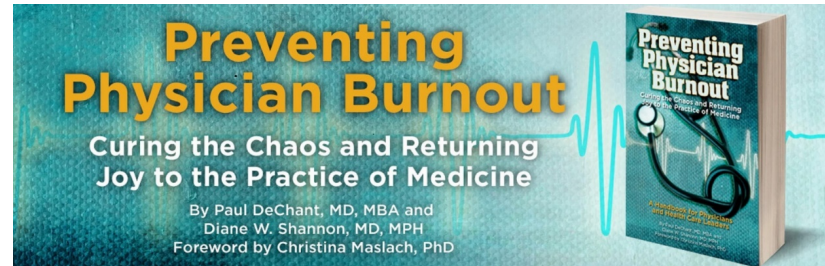AMA | Physicians' powerful ally in patient care

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

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What Is Your Role in Reducing Burnout?

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Discussion

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Preventing Physician Burnout
Curing the Chaos and Returning Joy to the Practice of Medicine
By Paul DeChant, MD, MBA and Diane W. Shannon, MD, MPH
Foreword by Christina Maslach, PhD

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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

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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

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For questions, please email:

STEPSForward@ama-assn.org

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