



Becoming a Best Place to Care: A physician led strategy to care for caregivers in a growing organization

Presented by Suzanna Fox, MD



June 5, 2025



As the **Best Place to Care**, will be known for attracting and retaining the best clinicians, because here they are empowered to **maximize their passion, potential and performance**, and are recognized for the **health, hope and healing** they create daily.



22K

PHYSICIANS



11,600+

EMPLOYED
PHYSICIANS



6,700+

ADVANCED
PRACTICE
PROFESSIONALS



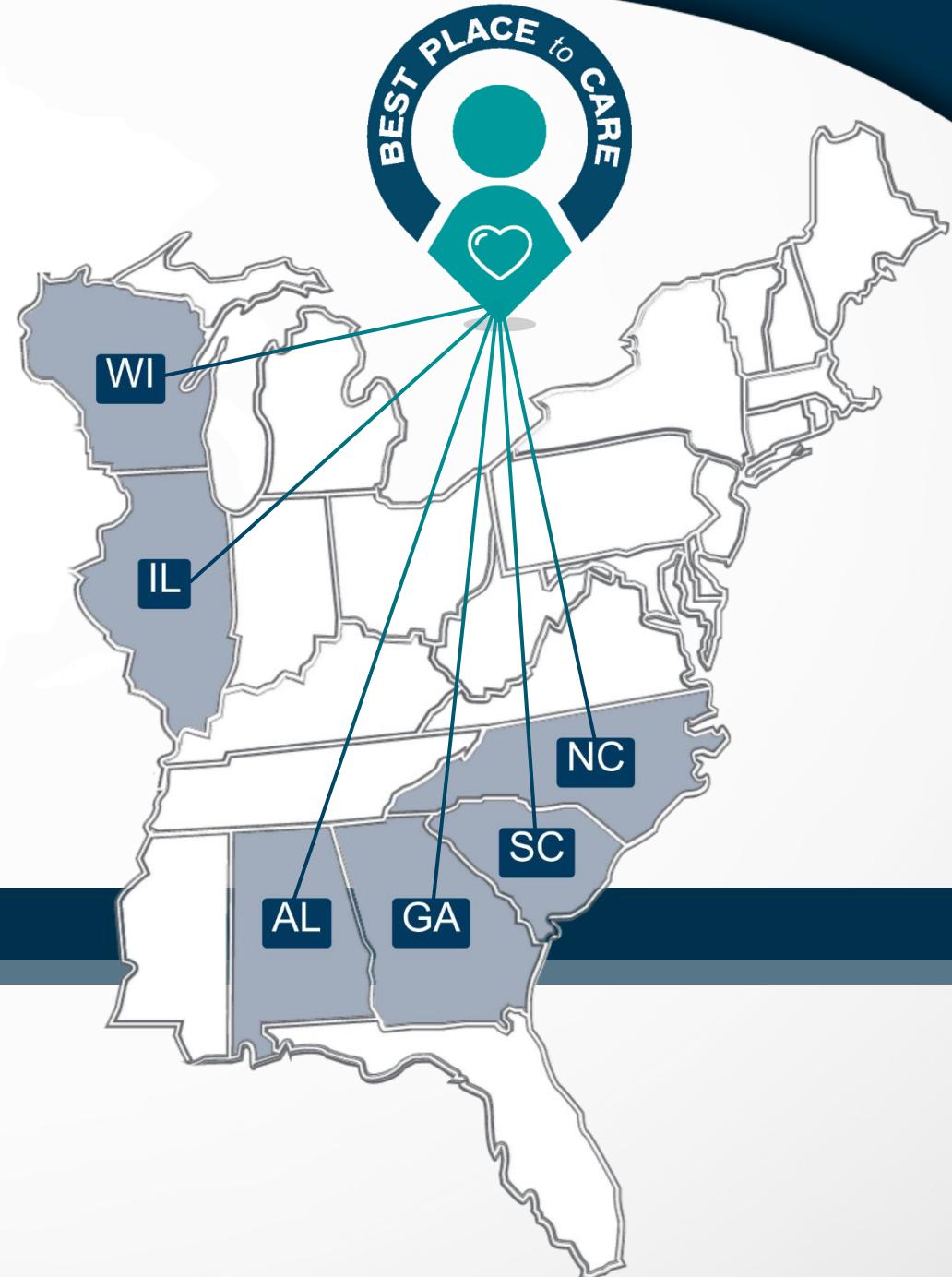
2,080

RESIDENTS
& FELLOWS



5M

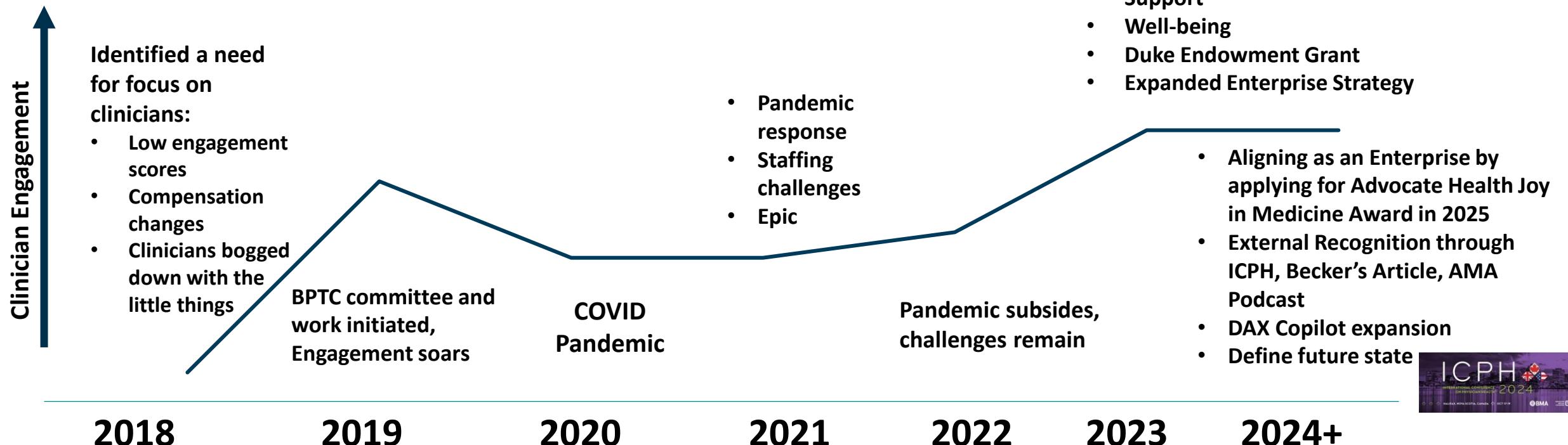
UNIQUE
PATIENTS





Our Best Place to Care Journey

A graphical representation



ADVOCATE HEALTH





Workstreams

Recruitment, Onboarding & Retention



Attract, successfully orient and retain the best talent

Workflow Efficiency



Maximize clinician time with patients and eliminate friction points

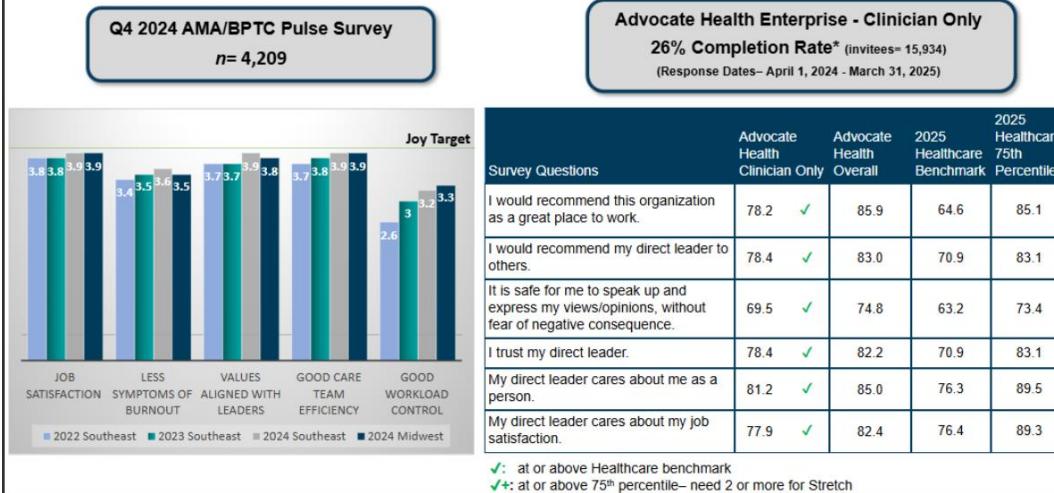
Culture & Well-being



Grow professional fulfillment and create a culture of well-being

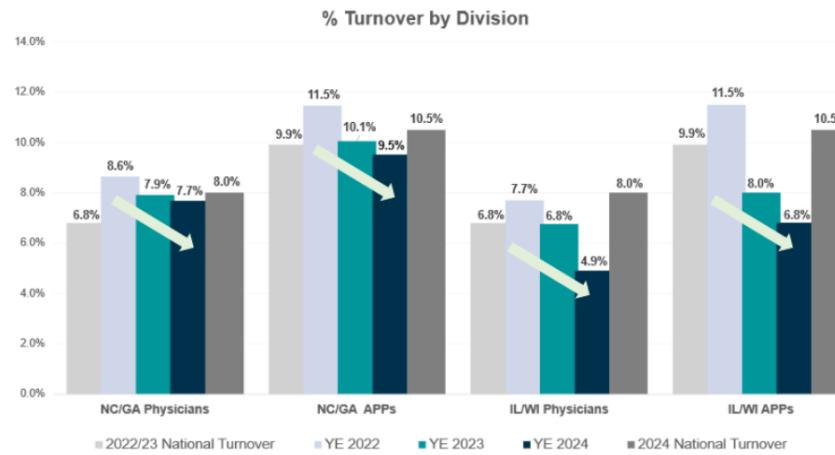
We are seeing year-over-year improvements in reported stress, burnout, improved job satisfaction, and reduced intent to leave.

What Our Clinician Data Tells Us



We are outperforming the national turnover benchmark and have seen a decrease in turnover for three consecutive years.

Clinician Turnover 2022-2024 YE



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With average retention costs estimated to \$1.2 million per physician, clinician retention continues to be a key business strategy.



ADVOCATE HEALTH

Lessons Learned

Prioritize and Commit

1

Harness the clinician voice

2

"Fix the water pressure." ~Ted Lasso

3

"Name it, claim it"



4

Collaboration is key

5



What our clinicians are saying...

"Having this event makes me feel like I have been heard in my survey"

"Advocate Health is an outstanding organization that **values physician leadership and input**. I am proud to be a part of such a forward thinking and innovative system."

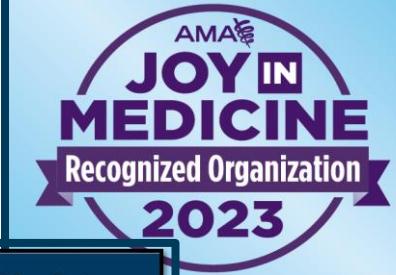
"Thanks for working on AI technology for the EMR. **This is the single most important initiative to improve clinical care, patient experience and physician wellness** that I think could be done now."

"Technology support **allows me to be the type of physician that I like to be**, which is just all there, senses open in every way possible to not miss anything and improve my diagnostic accuracy."

"Overall, this has been the most positive culture that I have been a part of in healthcare over the last 19 years."

"I am proud to work here and to be part of this organization. I am proud of my teammates and their work ethic, integrity, and commitment to our patients. This is sacred work. This is a sacred place and space."

Bright Spots and National Recognition



AMA NEWS WIRE

Make communication a cornerstone of physician well-being
Feb 14, 2023

Helping physicians so they can help patients

The goals of the "Best Place to Care" program include reducing administrative burdens, using technology to improve workflow efficiency and offering mental health and professional development opportunities throughout physicians' careers, said Moore.

"It was so much more than just helping individuals access support or increase their resiliency," she said. "We really took a systemic look at how can we support individuals when they need help ... and what is the system's responsibility to help reduce those burdens, kind of remove the pebbles from the shoe, so to speak, and those daily hassles that are really getting in the way of our clinicians and their patients."

The initiative has helped put a name to well-being efforts, said Moore, which has increased recognition among physicians and even helped with attracting and retaining doctors and other health professionals. It has also resulted in a commitment to assessing the scope of both the challenges and successes related to well-being.



Best Place to Care Highlights

Caring for you, so you can care for our patients

We've launched
to Care. Below a
needs you've sha
your daily stress

BECKER'S PHYSICIAN LEADERSHIP

How Advocate Health's multipronged approach to physician wellness is changing the game

Paige Haeffele - Thursday, September 5th, 2024



AMA STEPS FORWARD® Podcast

MAR 19 · EPISODE 152 · 31 MIN

Achieving Physician and APP Wellness with the Best Place to Care Initiative
AMA STEPS Forward® podcast

▶ Play

HAPPY DOCTORS' DAY
March 27, 2025



ADVOCATE HEALTH

Closing

Nobody cares
how much you know,
until they know
how much you care.

THEODORE ROOSEVELT

Thank you!

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