

The Organizational Well-Being Journey

An overview of services and expertise provided by the American Medical Association to support health systems in measuring physician well-being and establishing long-term, sustainable solutions that promote joy in medicine.





Overview

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 Organizational Well-Being 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. Your collaboration is a critical part to advancing the science and sustainable change.

No matter where you are on your organizational well-being journey, our experts are right there with you.





Why care about organizational well-being?

Professional burnout is one of the main issues facing health systems today. More than half of U.S. physicians have experienced at least one symptom of burnout.

This is largely due to system inefficiencies, administrative burdens, workplace chaos, and reporting requirements. Burnout poses a significant threat to the sustainability of the health system and patient safety.



NEARLY
2hrs

Amount of administrative time a physician spends for every hour of direct patient care.⁽¹⁾



LESS THAN
50%

of physicians feel valued by their organization. Feeling valued is associated with lower burnout.⁽²⁾



2 OUT OF 5

U.S. physicians intend to reduce their clinical work hours in the next year.⁽³⁾



200%

Increase in self-perceived medical errors related to burnout.⁽⁴⁾



\$4.6B

Cost of burnout to the U.S. health system each year due to turnover, reduction in productivity, and effects on patient satisfaction and safety.⁽⁵⁾

SOURCES:

1. Allocation of Physician Time in Ambulatory Practice: A Time and Motion Study in 4 Specialties
2. Trends in Clinician Burnout With Associated Mitigating and Aggravating Factors During the COVID-19 Pandemic
3. Career Plans of U.S. Physicians After the First 2 Years of the COVID-19 Pandemic
4. Burnout and Medical Errors Among American Surgeons
5. Estimating the Attributable Cost of Physician Burnout in the United States



Reducing burnout

Reducing burnout is essential to high-quality patient care and sustaining a vibrant profession of physicians and care teams.

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



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



Identify and assess underlying drivers of burnout within your organization.



Understand your organization's unique needs and opportunities to support professional well-being.



Focus organizational efforts for improvement on prioritized pain points and areas.



Proactively initiate institutional support to help individuals thrive before, during, and after a crisis.



Introducing the AMA Organizational Biopsy®

The Organizational Biopsy® is a validated assessment tool and set of services developed and offered by the AMA to support organizations in holistically measuring and taking action to improve the health of their organization.

The Organizational Biopsy provides a comprehensive assessment for health systems across four domains:

- Organizational Culture (leadership, teamwork, trust, etc.)
- Practice Efficiency (team structure, team stability, workflows, etc.)
- Self-Care (post-traumatic stress, post-traumatic growth, work-life balance, etc.)
- Retention (work intentions)

Following an assessment, organizations receive an executive summary of their key findings and access to the Organizational Biopsy data through an online reporting platform. This platform also includes national comparison data. Following the assessment, the AMA can provide ongoing guidance on interventions, research, and convening opportunities in support of their improvement efforts.

SINCE 2019, THE AMA HAS COLLABORATED WITH:



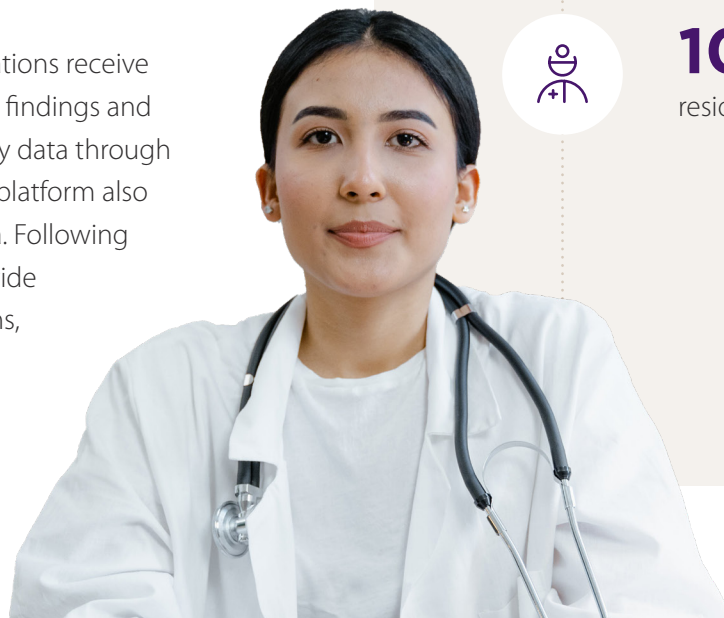
300+
organizations



300,000+
physicians and APPs



10,000+
residents and fellows





Validated assessment tailored to your needs

The Organizational Biopsy is focused on providing a comprehensive assessment to measure the unique drivers of burnout and well-being at your organization.

The Organizational Biopsy can be tailored to suit your organization's specific needs and preferences. It comprises various sections of questions that you can select from during the survey customization process. Your AMA survey team will walk you through each of these to help you make the best choices about what to include in your survey for actionable results.



CORE QUESTIONS

Standardized questions to measure important well-being domains such as leadership, team culture, practice efficiency, retention, individual well-being, and other work-related stressors.



DEMOGRAPHIC QUESTIONS

Questions aimed to capture key demographics of respondents so that you can begin to filter results and identify populations that may need additional support and resources.



CUSTOMIZABLE QUESTIONS

Unique questions that allow you to gain insights into areas that are timely and relevant to your organization's well-being.

THE VALIDATED MINI-Z BURNOUT TOOL

The 10-item, validated Mini-Z burnout assessment is also a core component of the Organizational Biopsy and includes questions used to measure job satisfaction, stress, burnout, work control, work chaos, values alignment, documentation time, EHR proficiency, and excess EHR use at home.





Who is the Organizational Biopsy designed for?

The Organizational Biopsy is intended for health systems or large practices that care about the well-being of their workforce and need actionable data to make sustainable changes. Organizations must have at least 50 physicians and/or advanced practice providers.



THE ORGANIZATIONAL BIOPSY IS CURRENTLY DESIGNED FOR:



MDS, DOS, AND ADVANCED PRACTICE PROVIDERS

A unique validated assessment to measure drivers of burnout in physicians and advanced practice providers (APPs). Organizations must have at least 50 physicians and/or APPs.

[The Mini Z Worklife and Burnout Reduction Instrument: Psychometrics and Clinical Implications](#)



RESIDENTS AND FELLOWS

A unique validated assessment designed specifically to measure drivers of burnout in trainees can be simultaneously deployed to better understand how to support trainee well-being through coordinated, strategic initiatives.

[The Mini Z Resident \(Mini ReZ\): Psychometric Assessment of a Brief Burnout Reduction Measure](#)



The Organizational Biopsy is designed with users in mind

Offering an annual assessment can help physicians and care team members feel heard by providing them with a credible and confidential platform to share concerns anonymously.

Designed with health care professionals in mind, the Organizational Biopsy is a user-friendly survey that considers the realities of physicians and care teams. Its strategic design increases response rates, minimizes survey fatigue, and ensures highly actionable data for you and your organization.



THE ORGANIZATIONAL BIOPSY IS:



CONCISE

Short survey with an average response time of 6-8 minutes.



COMPATIBLE

Works across various technical platforms, including smartphones and tablets.



COMPASSIONATE

Gives respondents the opportunity to share thoughts and concerns confidentially.



CONFIDENTIAL

Responses are reported in aggregate to build trust and encourage candor.

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 Data Lab

The AMA Data Lab is an interactive dashboard designed to build reports and compare data.



After deploying the Organizational Biopsy, your organization will have access to:



DYNAMIC, DETAILED REPORTS

Use subscales and filters, with exportable features.



HISTORICAL DATA

Set goals and track your organization's progress over time.



NATIONAL COMPARISON REPORTS

Compare your results to organizations nationally.



SECURE INFRASTRUCTURE

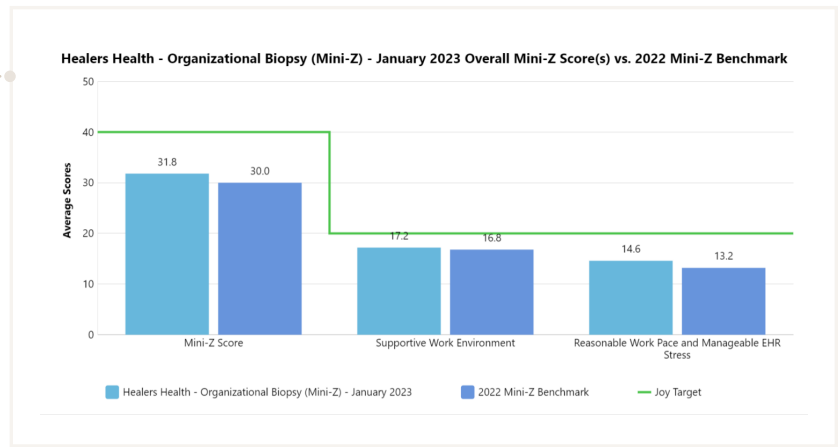
Harvest, store, and manage all data.



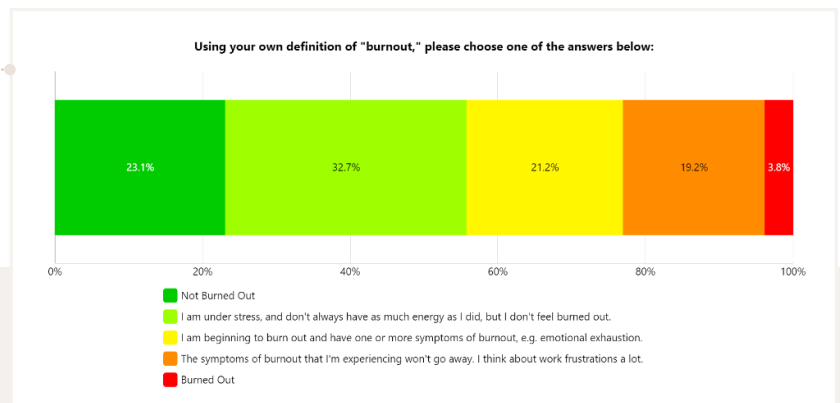
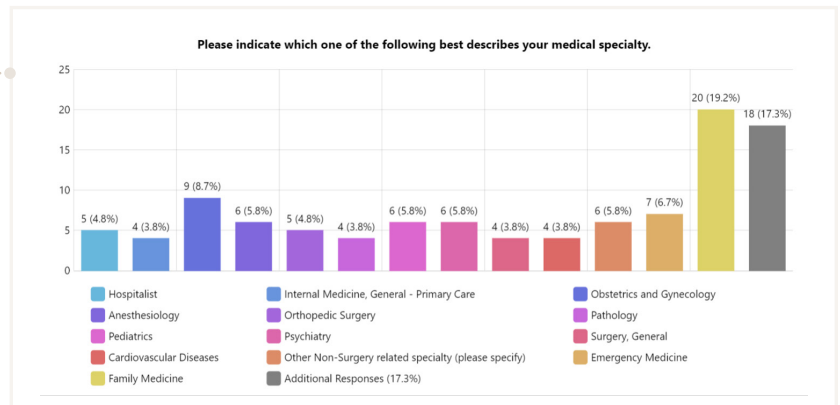
Dynamic, detailed reporting



Our online reporting dashboard allows you to easily compare your organizational results to national comparison data.



Filter your results by demographic characteristics.





Learn how your organization compares nationally

Through our collaborative efforts with 300+ organizations, the AMA has created a robust and growing national database. Post-survey, you can compare your system's data against benchmarks at an organizational and national level.

A comprehensive national comparison report is distributed annually to those participating in the Organizational Biopsy.



Samples from previous annual comparisons reports.

TRACKING KEY PERFORMANCE INDICATORS

The AMA tracks and reports system-level performance indicators to provide real-time insights on the state of organizational well-being nationally. These quarterly reports are provided to you so that you may regularly track national trends. The six key performance indicators include:

- Job satisfaction
- Job stress
- Burnout
- Intention to leave
- Feeling valued
- Time spend per week



Sample KPI Quarterly Report



The Joy in Medicine™ Health System Recognition Program

The AMA developed the Joy in Medicine™ Health System Recognition Program to empower health systems to reduce burnout and build well-being so that physicians – and their patients – thrive.

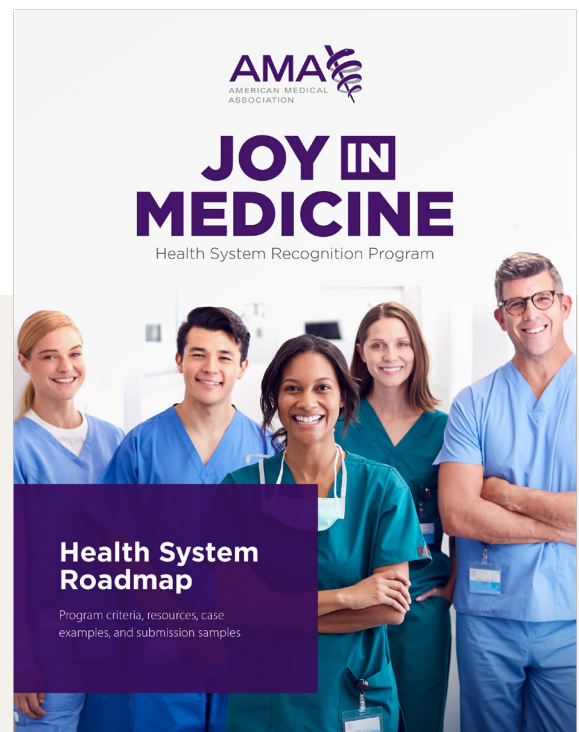
The Joy in Medicine Health System Recognition Program is designed to:

- Provide a roadmap for health system leaders to implement programs and policies that support physician well-being.
- Unite the health care community in building a culture committed to increasing joy in medicine for the profession nationwide.
- Build awareness about solutions that promote joy in medicine and spur investment within health systems to reduce physician burnout.

[Learn more about how to apply to the program.](#)

THE JOY IN MEDICINE HEALTH SYSTEM ROADMAP

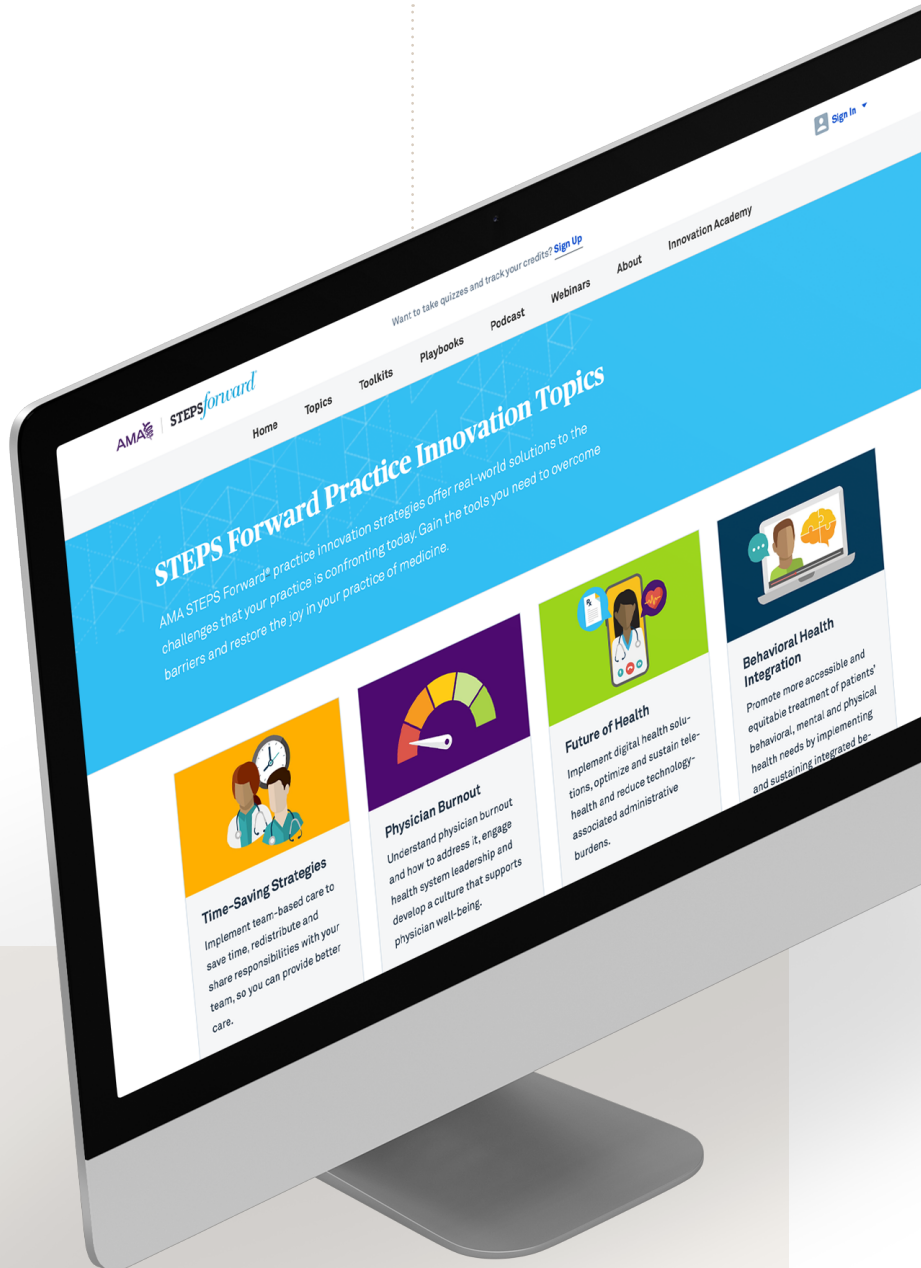
To support your well-being strategy post-survey, the [Joy in Medicine Roadmap](#) offers step-by-step actions your organization can take to establish evidence-informed initiatives that support physician well-being. This roadmap also contains case studies and sample submissions.





AMA STEPS Forward®

AMA STEPS Forward® offers a collection of engaging and interactive educational resources that are practical, actionable “how-to” guides to transform and improve your practice.



AMA STEPS FORWARD KEY RESOURCES

- [Playbook Series](#)
- [Podcasts](#)
- [Innovation Academy](#)
- [Topic Pages](#)



The AMA is here for you.

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 well-being, support physicians and care teams, and provide the industry with comprehensive research to support policy decisions.

Together, we can make a difference.



INTERESTED IN LEARNING MORE ABOUT THE ORGANIZATIONAL BIOPSY OR THE JOY IN MEDICINE HEALTH SYSTEM RECOGNITION PROGRAM?

Contact us today at Practice.Transformation@ama-assn.org and we will be in touch with you shortly.



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