

# PHYSICIAN SATISFACTION

## ARE YOU STRUGGLING, SURVIVING OR THRIVING?

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**Utah ACP Wellness Champion**

**Medical Director**

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AS PHYSICIANS, WHAT  
ARE WE DOING TO  
HEAL OURSELVES?

► PHYSICIAN WELL-BEING

- FOR EFFECTIVE PATIENT CARE
- FOR CARE TEAM WELLNESS
- AS A MEASURE OF QUALITY
- AS A SHARED RESPONSIBILITY
- FOR OUR SATISFACTION





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# OUR OPPORTUNITY IS TO THRIVE OR TO BURN OUT

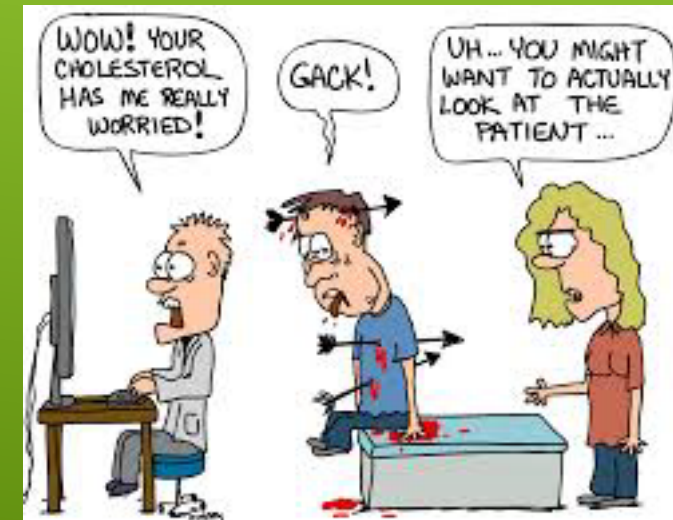
- ▶ While the ACP does not have data on member specific burnout prevalence, high quality evidence suggests burnout rates are high amongst general internists and specialists within internal medicine
- ▶ Chapters can assume that there is a reasonably high point prevalence of burnout amongst members

BURNOUT IS PERVASIVE



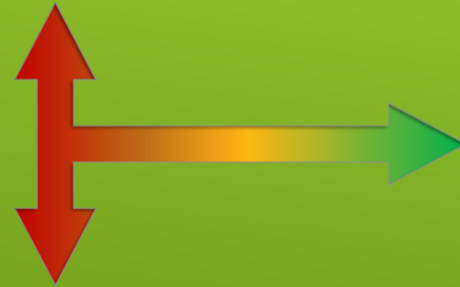
# WHY IS BURNOUT INCREASING?

- Fundamental changes in healthcare
  - Increased volume/demand on providers
  - Rise of EHRs made to improve billing
    - Increased documentation time
    - Altered patient interaction
  - Rising negative views of doctors
  - In GME: Duty hours
    - Same amount of work in less time



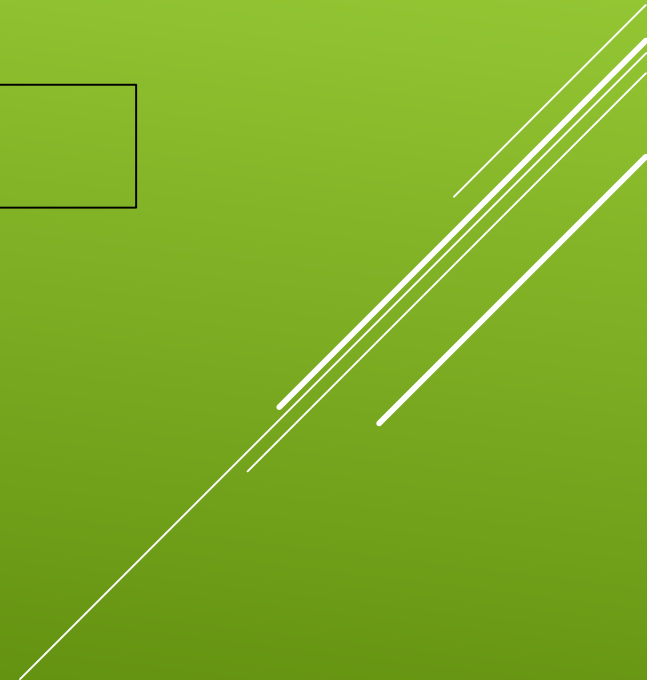
# MITIGATING BURNOUT – ACP CAN HELP

Organizational Change



Wellness

Personal Resilience

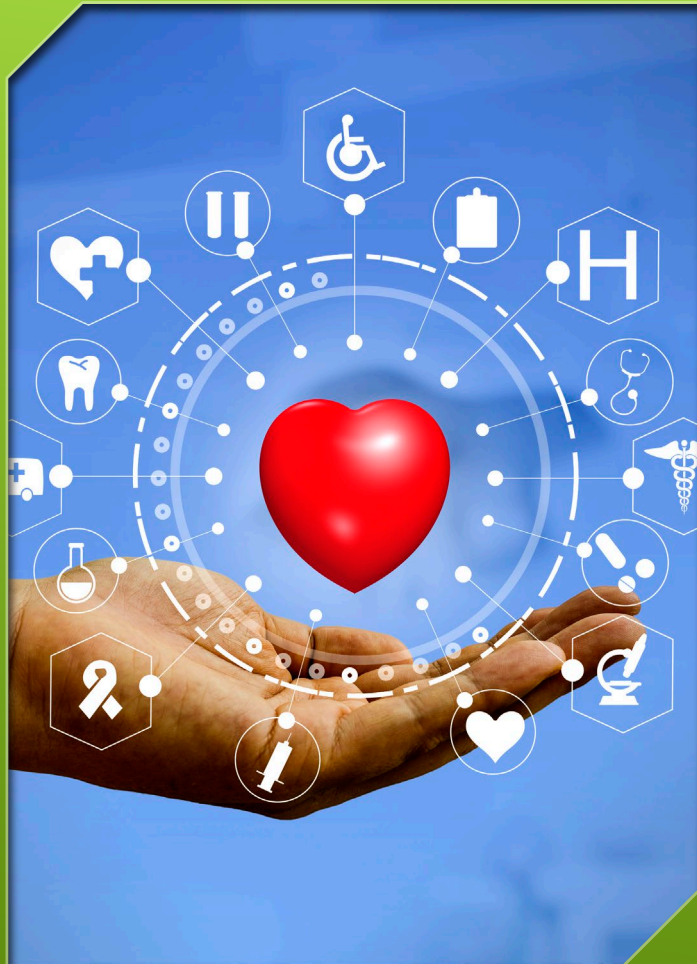




# THE WELLNESS CHAMPIONS INITIATIVE

## ► Objectives

- Formal organizational recognition of scope and severity of Internal Medicine physician burnout
- Identify and train a group of ACP leaders to serve as resources for the College and its Chapters
- Create a data registry by establishing baselines and tracking changes over time
- Develop a curriculum and/or toolkit
- Encourage healthy lifestyles among members and healthy work environments that promote longevity, engagement and quality of care



## ACP WELLNESS CHAMPIONS

Goal of complete elimination of physician burnout

Promote organizational change / environmental change to mitigate burnout

Promote wellness and build resiliency amongst members



- ▶ Maslach Burnout Inventory
  - ▶ Gold standard / Proprietary, costs associated with use
- ▶ Mini-Z survey
  - ▶ Free to use, short, portable
  - ▶ Aligns with AMA steps forward program

## STEPS TO MEASURE BURNOUT AT CHAPTER LEVEL

# Using the Mini-Z Survey to Get a Sense of Burnout

Utah ACP Chapter  
Opportunity

LET'S TAKE THE MINI-Z BURNOUT RISK SURVEY  
TOGETHER!

ANSWER EACH QUESTION  
SCORE YOUR RESPONSES



## OVERALL , I AM SATISFIED WITH MY CURRENT JOB:

5 - AGREE  
STRONGLY

4 - AGREE

3 - NEITHER AGREE  
OR DISAGREE

2 - DISAGREE

1 - STRONGLY  
DISAGREE



## USING YOUR OWN DEFINITION OF "BURNOUT", PLEASE CHOOSE ONE OF THE NUMBERS BELOW:

5 - I ENJOY MY WORK. I HAVE NO SYMPTOMS OF BURNOUT

4 -

3 - I AM BEGINNING TO BURN OUT AND HAVE SYMPTOMS OF BURNOUT

2 -

1 - I FEEL COMPLETELY BURNED OUT. I AM AT THE POINT WHERE I MAY NEED TO SEEK HELP

# MY PROFESSIONAL VALUES ARE ALIGNED WITH THOSE OF MY CLINICAL LEADERS?

5 - AGREE  
STRONGLY

4 - AGREE

3 - NEITHER AGREE  
OR DISAGREE

2 - DISAGREE

1 - STRONGLY  
DISAGREE

# THE DEGREE TO WHICH MY CARE TEAM WORKS EFFICIENTLY TOGETHER IS:

5 - OPTIMAL

4 - GOOD

3 -  
SATISFACTORY

2 - MARGINAL

1 - POOR

## MY CONTROL OVER MY WORKLOAD IS:

5 - OPTIMAL **A**

4 - GOOD **B**

3 -  
SATISFACTORY **C**

2 - MARGINAL **D**

1 - POOR **E**



# I FEEL A GREAT DEAL OF STRESS OF MY JOB?

5 - AGREE  
STRONGLY

4 - AGREE

3 - NEITHER AGREE  
OR DISAGREE

2 - DISAGREE

1 - STRONGLY  
DISAGREE

## SUFFICIENCY OF TIME FOR DOCUMENTATION IS:

5 - OPTIMAL

4 - GOOD

3 -  
SATISFACTORY

2 - MARGINAL

1 - POOR

## THE AMOUNT OF TIME I SPEND ON THE EMR AT HOME IS:

5 -  
MINIMAL/NONE

4 - MODEST

3 - SATISFACTORY

2 - MODERATELY  
HIGH

1 - EXCESSIVE

## THE EMR ADDS TO THE FRUSTRATION OF MY DAY:

5 - AGREE  
STRONGLY

4 - AGREE

3 - NEITHER AGREE  
OR DISAGREE

2 - DISAGREE

1 - STRONGLY  
DISAGREE



# WHICH NUMBER BEST DESCRIBES THE ATMOSPHERE IN YOUR PRIMARY WORK AREA?

5 - CALM

4 -

3 - BUSY, BUT  
REASONABLE

2 -

1 - HECTIC, CHAOTIC

# Mini Z survey 2.0 (for individual scoring)

Score For questions 1-10, please indicate the best answer. (Numeric score indicated by number next to response.)

1. Overall, I am satisfied with my current job:

\_\_\_\_\_ 5=Agree strongly      4=Agree      3=Neither agree nor disagree      2=Disagree      1=Strongly disagree

2. Using your own definition of "burnout", please choose one of the numbers below:

\_\_\_\_\_ 5=I enjoy my work. I have no symptoms of burnout.  
4=  
3=I am beginning to burn out and have one or more symptoms of burnout, e.g. emotional exhaustion.  
2=  
1=I feel completely burned out. I am at the point where I may need to seek help.  
\*If you select 1 or 2, please consider seeking assistance – call your insurance provider or employee assistance plan (EAP)

3. My professional values are well aligned with those of my clinical leaders:

\_\_\_\_\_ 5=Agree strongly      4=Agree      3=Neither agree nor disagree      2=Disagree      1=Strongly disagree

4. The degree to which my care team works efficiently together is:

\_\_\_\_\_ 1=Poor      2=Marginal      3=Satisfactory      4 =Good      5 =Optimal

5. My control over my workload is:

\_\_\_\_\_ 1 = Poor      2 = Marginal      3 = Satisfactory      4 = Good      5 = Optimal

6. I feel a great deal of stress because of my job

\_\_\_\_\_ 1=Agree strongly      2=Agree      3=Neither agree nor disagree      4=Disagree      5=Strongly disagree

7. Sufficiency of time for documentation is:

\_\_\_\_\_ 1 = Poor      2 = Marginal      3 = Satisfactory      4 = Good      5 = Optimal

8. The amount of time I spend on the electronic medical record (EMR) at home is:

\_\_\_\_\_ 1=Excessive      2=Moderately high      3=Satisfactory      4=Modest      5=Minimal/none

9. The EMR adds to the frustration of my day:

\_\_\_\_\_ 1=Agree strongly      2=Agree      3=Neither agree nor disagree      4=Disagree      5=Strongly disagree

10. Which number best describes the atmosphere in your primary work area?

\_\_\_\_\_ Calm      Busy, but reasonable      Hectic, chaotic  
5      4      3      2      1

11. Tell us more about your stresses and what we can do to minimize them:

Total Score

Scoring your Mini Z: add the numbered responses from questions 1-10. Range 10-50 ( >= 40 is a joyful workplace).

☐ **Subscale 1** (supportive work environment) = add the numbered responses to questions 1-5. Range 4-25 ( >= 20 is a highly supportive practice!).

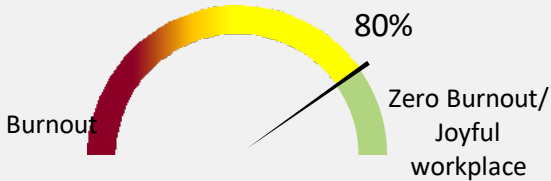
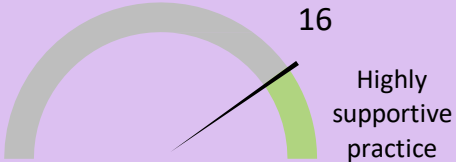
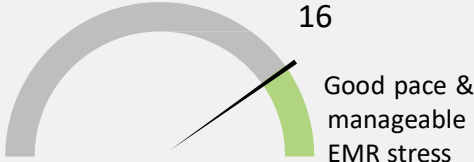
☐ **Subscale 2** (work pace and EMR stress) = add the numbered responses to questions 6-10. Range 4-25 ( >= 20 is an office with reasonable pace and manageable EMR stress!).



# AMA Survey

## Bozeman 2016

# Definitions and Targets

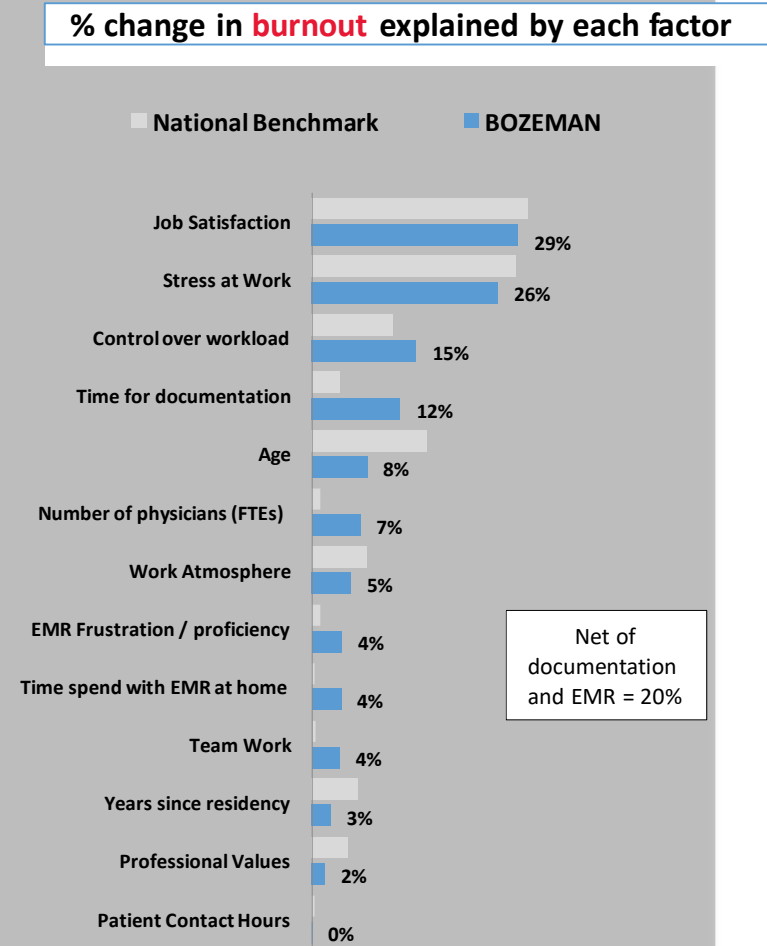
	Measure and Definition	Calculation	Success Criteria
1.	<b>Joyful Workplace</b> (Mini-Z Scores)	Sum of questions 1-10 Range = 10-45**	a joyful workplace $\geq 80\%^*$ 
2	<b>Supportive work environment</b> (Subscale 1 )	Sum of questions 1-4. Range = 4-20	a highly supportive practice $\geq 16$ 
3	<b>Work pace and no EMR stress</b> (Subscale 2)	Sum of questions 5-8. Range = 4-20	an office with good pace and manageable EMR stress $\geq 16$ 

\* Mini-Z target is 40 out of 50 (80%). However, for the national benchmark study, the target is 36 out of 45 (80%) because Q10 was not asked. Therefore, percentages are used to compare the two.

# Determinants of Physician Burnout

- Using Regression Analysis

- Burnout among Bozeman clinicians is mostly influenced by:
  - Control over workload
  - Time for documentation
  - Age
  - Number of clinicians that are full time employees
  - The atmosphere in the primary work area
- Insufficiency of time for documentation assumes even greater importance when it is combined with EMR frustration and time spent with EMR at home.
- The top determinants of burnout are the same as the national benchmark .



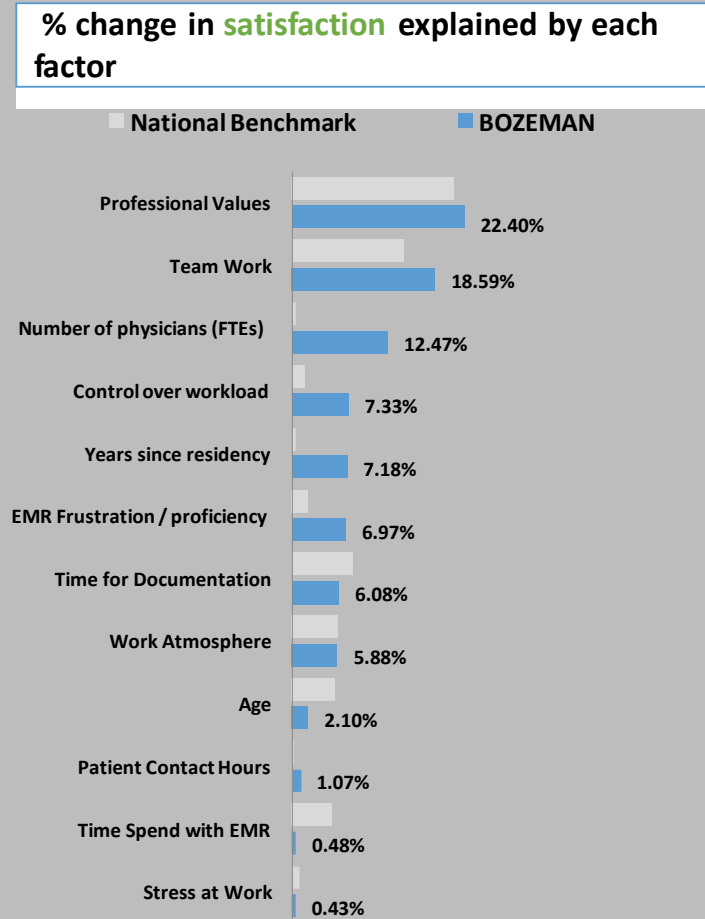
\* Multivariate regression at a 95% confidence level was conducted to determine the causal effect of other questions to the burnout question.

Adjusted R Square = 56.2%

# Determinants of Physician Satisfaction

- Using Regression Analysis

- The top influencers of physician satisfaction for Bozeman are:
  - Alignment of professional values with those of clinical leaders.
  - The degree to which care team works efficiently together
  - Number of clinicians that are full time employees
  - Control over workload
- In the national benchmark, the top determinants of satisfaction are 1) alignment of professional values; 2) Efficient team work; and 3) sufficiency of time for documentation

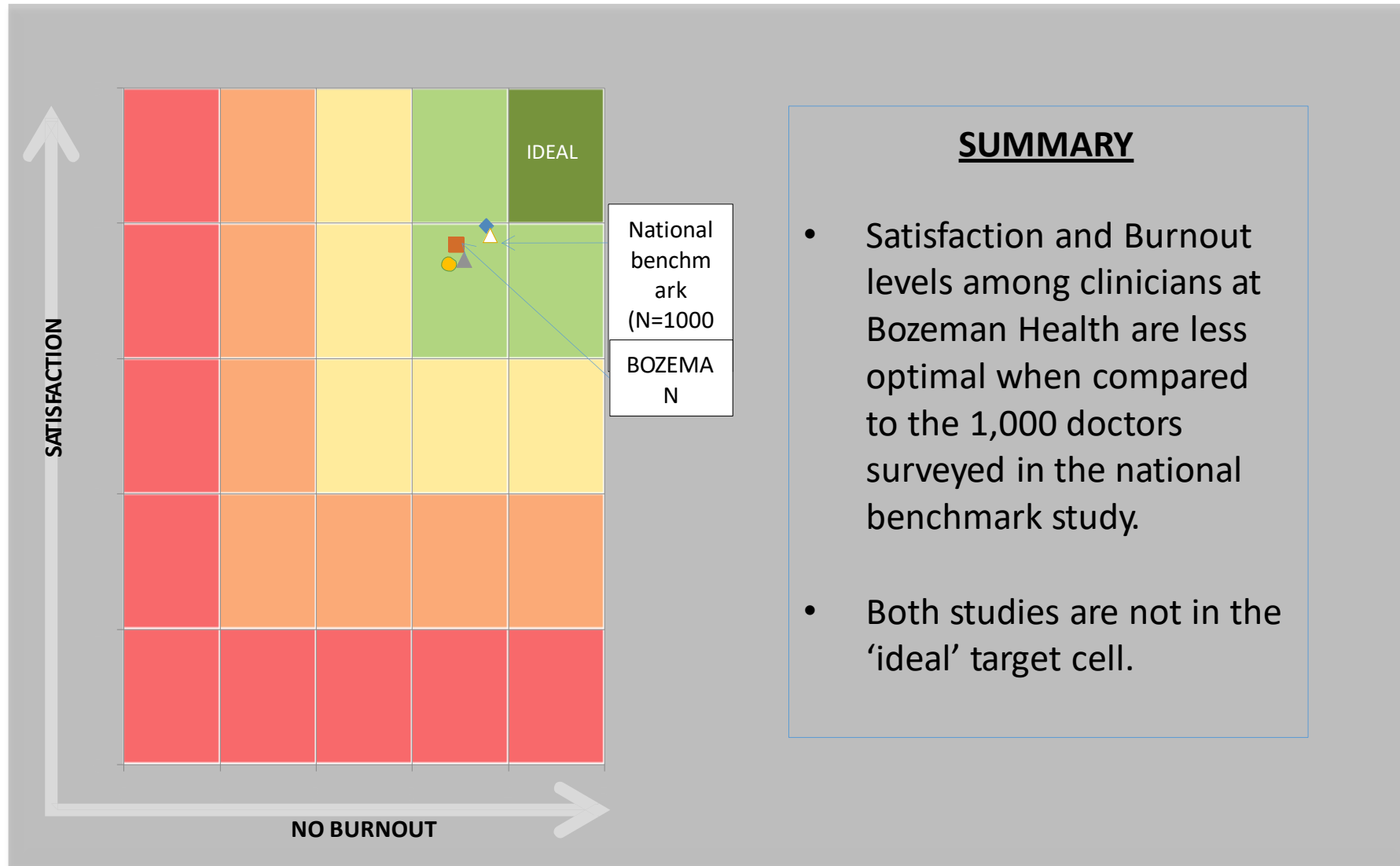


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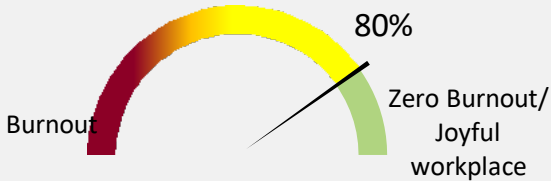
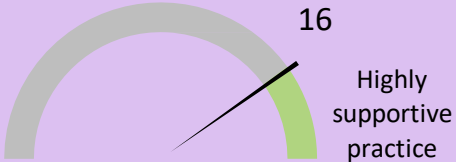
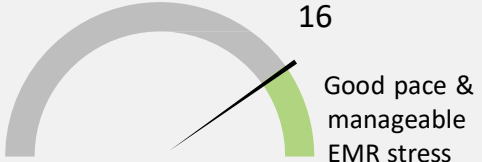
\*\* Note: Burnout question is excluded from the regression

Adjusted R Square = 48.5%

# Burnout and Satisfaction compared to other sites



# Definitions and Targets

	Measure and Definition	Calculation	Success Criteria
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# PHYSICIAN SATISFACTION

## CREATING SMART WORKING PRACTICES





# SMART WORKING PRACTICES

- **DELEGATE--USE YOUR TEAM**
- **COMMUNICATE VERBALLY AND USING EMR**
- **PRACTICE RE-DESIGN TO ALLOW MORE MD AUTONOMY AND INNOVATION**

# PHYSICIAN SATISFACTION

## FOCUS ON QUALITY MEDICAL TREATMENT





## HIGH QUALITY MEDICAL CARE

- **ALIGNS WITH PROFESSIONAL VALUES**
- **FOCUS ON BENEFICIAL PATIENT OUTCOMES**
- **CALLS ON YOUR BEST SELF**

# PHYSICIAN SATISFACTION

## PRACTICE SELF CARE





# 11 LEADING PERSONAL HEALTHY BEHAVIORS



Do aerobic physical activity



Do strength training



Limit sedentary activity



Limit added sugar



Eat fruits and vegetables



Learn and apply stress management skills



Create and maintain social connections (best friends)



Get adequate sleep



Use seat belts/car seats/helmets



Do not use tobacco/e-cigarettes



Do not misuse alcohol or prescription drugs

# PHYSICIAN SATISFACTION

## USE POSITIVE PSYCHOLOGY





# TOOLS FOR POSITIVE PSYCHOLOGY

- **AFFIRMATION SELF TALK**
- **GRATITUDE AND APPRECIATION**
- **MINDFULNESS PRACTICES**



# PRACTICE SATISFACTION IS THE WAY TO REDUCE BURNOUT

**FIND YOUR WAYS TO THRIVE!**

**QUESTIONS AND DISCUSSION...**