

Making Your Case for Changes to Support Physician Health

Time pressure is tied to lower overall quality and poorer care for patients with hypertension. Linzer et al. *Ann Intern Med.* 2009;151:28-36.

Turnover cost ~\$236,000-264,000/FTE. Buchbinder S. *Am J Manag Care.* 1999; 5:1431-38

Organizations should have protected time for reflection, float pools, dedicated time for relationship building, and dashboard reports on stress from the EMR. Linzer et al. *JGIM.* 2014 Jan; 29(1): 18-20.

Satisfaction in practice is related to shared care and teamwork including pre-visit planning, pre-appointment lab tests, sharing care, scribing, assistant order entry, standardized prescription renewal, huddles, and team meetings. Sinsky et al. *Ann Fam Med* 2013;11:272-278.

Burnout and dissatisfaction can be reduced and retention improved by addressing communication and workflow, and initiating QI projects targeting clinician concerns. Linzer et al. *J Gen Intern Med* 30(8):1105

Developing clinician float pools for life events can be cost effective to prevent turnover. Linzer M, *Am J Med.* 2002;113:443-48.

Clinician satisfaction and well-being should be quality indicators. Wallace JE. *Lancet.* 2009; 374:1714-19 and Spinelli, *Mayo Clin Proc.* December 2013;88(12):1356-1357

Clinicians should have 10% of their FTE dedicated to what they are passionate about, and this can reduce burnout and turnover, and help preserve humanism. Shanafelt T. *Arch Intern Med.* 2009;169(10):990-995

Organizations that pay attention to work conditions may be better able to recruit and retain clinicians. Linzer et al. *Ann Intern Med.* 2009 Jul 7;151(1):28-36,W6-9.

Hospitals should strive for a culture of healthy living for all employees and wellness should be a strategic priority, should eliminate environmental inconsistencies (like unhealthy food in the cafeteria), and should provide resources for wellness programs. Bluford et al. American Hospital Association Long-Range Policy Committee. January 2011.

Clinicians who are most humanistic are able to cultivate their humanism, preserve self-reflection and balance, have environmental support, and work in positive environments with good support. Chou et al. *Acad. Med.* 2014;89:1252-1258

Part-time careers are viable and can help physicians and practices thrive. Linzer et al. *Acad Med.* 2009; 84:1395-1400.

Values alignment is tied to better diabetes care and fewer prevention errors, and work control is tied to higher diabetes care quality. Linzer et al. *Ann Intern Med.* 2009;151:28-36.

Information and communication emphasis in the practice is tied to higher quality of care. Linzer et al. *Ann Intern Med.* 2009;151:28-36.