1 in 2 US physicians burned out implies origins are rooted in the environment and care delivery system rather than in the personal characteristics of a few susceptible individuals.
UNDERSTANDING THE ENVIRONMENT

How’s the water?

What the HELL is water?
INFLUENCES

- Personal Resilience
- Regulatory & Cultural Factors
- Clinical Environment and Health System Factors
PALPABLE PAIN

Patient Safety

11% increase in medical errors in burned out surgeons\(^1\)

Turnover

19.2% turnover rate and rising\(^2\)

$1.2MM cost to replace a physician\(^3\)

Up to $7.6MM lost revenue due to bedside RN turnover\(^4\)

Patient Satisfaction

16% decrease in patient satisfaction scores

Healthcare Costs

9% higher healthcare costs of hospital employees vs general population\(^5\)

1. NCBI 2010
2. COMPDATA Survey and Consulting
3. Physician Practice 2015
4. Beckers Hospital Review
ELECTRONIC HEALTH RECORDS
Pajama time becomes date night
NEED TO START UPSTREAM
DOMAINS OF WORKLIFE CORRELATED TO BURNOUT

Workload
Excessive, the wrong kind or emotionally draining work

Control
Insufficient control over resources needed or insufficient authority to pursue work more effectively

Reward
Lack of appropriate rewards (financial, social or intrinsic)

Community
Lack of connection with others in the workplace

Fairness
Lack of perceived fairness and mutual respect

Values
Mismatch between personal values and leadership/organizational values or organizational values and actual practice
It’s Quality, not Quantity

“The number of hours a physician works is not related to happiness, but the perceived ability to manage workload was significantly related to happiness…”

Source: https://www.ncbi.nlm.nih.gov/pubmed/27043800
MULTIPLE SOLUTIONS
AHA RESOURCES
THE DANGERS OF BURNOUT

WHAT IS BURNOUT?
Burnout is defined as a loss of enthusiasm for work, feelings of cynicism and low sense of personal accomplishment.

WHO IS AffECTED?

- 1 out of 2 physicians (54%) are experiencing burnout
- compared to 1 in 5 professionals (20%) in the general population

AHA KNOWLEDGE HUB

BUILDING AND SUPPORTING WELL-BEING AND RESILIENCE

TOOLS TO BUILD RESILIENCE AND FIELD EXAMPLES

DRIVERS OF BURNOUT IN THE WORKPLACE

PODCASTS AND WEBINARS
Regulatory Burden Overwhelming Providers, Diverting Clinicians from Patient Care

Regulations are essential to ensure safety and accountability. However, the rapid increase in the scope and volume of mandatory requirements diverts resources from hospitals and health systems’ patient-centered mission.

$39 BILLION Spent by hospitals each year on non-clinical regulatory requirements

629 mandatory regulatory requirements

- Hospitals have to comply with 341 mandatory regulatory requirements.
- Post-acute care providers have an additional 288 requirements.

$7.6 MILLION spent annually to comply per community hospital

- This figure rises to $9.0 million for those hospitals with post-acute care.
- For the largest hospitals, costs can exceed $19 million annually.
- The average hospital also spends almost $760,000 on the information technology investments needed for

Excessive regulatory burden affects patients:

- Clinicians have less time to spend with patients as regulatory demands grow.
  - 50% of physician time is spent on data entry and administrative work.
- Higher out-of-pocket costs due to artificial barriers that limit care coordination and prevent incentivization of high-value, quality care.

American Hospital Association
Advancing Health in America
Well-Being Playbook

https://www.aha.org/physicians/well-playbook
Seven Steps to Organizational Well-being

1. Create infrastructure for well-being
2. Engage your team
3. Measure well-being
4. Design interventions
5. Implement programs
6. Evaluate program impact
7. Create sustainable culture
HCA Healthcare

- 178 hospitals, 1,800 sites of care, including surgery centers, freestanding ERs, urgent care centers and physician clinics, in 20 states and the United Kingdom

Problem:

- Major clinical documentation burden for nurses
- Three different EHRs and tremendous variation in documentation
Action:
- Develop, standardize and implement new nursing clinical documentation protocol

Impact:
- Time savings: 1 hour per 12-hour RN shift, time to view ‘real-time’ vital signs from 41 minutes to 23 seconds
- Real-time data to determine # of FTEs needed and tailor RN education for each unit’s unique workload
- No regulatory events as a result of their documentation redesign
Minnesota Hospital Association

- Represents 142 of the 144 hospitals and health systems in the state
- Nearly all hospitals are nonprofit or government-owned, small, and located in rural areas

Problem:

- How can we understand and address the universal challenge of clinician burnout among our membership?
A statewide approach to measuring burnout and galvanizing action is feasible, even for geographically dispersed health systems.

**Impact:**
- 75% of hospitals agreed to participate, deploying survey to 13,693 physicians, APRNs, PAs; response rate was 43% (5,932)
- 34% of clinicians reported burnout
- Armed with baseline data, 75% of participating sites developed action plans within 6 months post-survey

**Action:**
- Established a collaborative to test, share and spread successful interventions that promote wellbeing
Atlantic Medical Group (AMG)

- A part of the Atlantic Health System: 3,500 employees, 316 locations, over 65 specialties, over 1,000 providers, 1,385,842 outpatient visits (2018)

Problem:

- What are the EHR issues, who needs help and how do we provide EHR training and optimization?
Action:

- Resiliency Task Force surveyed members, created AMG Training Team to focus on EHR training and support
- Provided 94 optimization sessions in first year

Impact:

- 86 sites (97%) saw an improved PEP and Proficiency scores post-training
- 84% of physicians reported the training sessions as valuable
LEADERSHIP MATTERS
Novant Health

- Not-for-profit integrated health system providing care to over 4.4M patients each year in North and South Carolina and Virginia

Problem:

- How to build resiliency to address burnout and change the culture to sustain Novant’s mission
Action:
- Novant Health Leadership Development Program: 3-day intensive leadership training or condensed programming on topics like effective communication

Impact:
- Sustainable wellness coaching program graduating over 2,000 as of 2018
- Rise in overall employee engagement at from 62% to 89%
- Early data in the outpatient setting also show improvement in patient experience
AHA PHYSICIAN LEADERSHIP EXPERIENCE

Oct. 30- Nov 1// Colorado Springs, CO
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