

Proactive Work Process Improvements to Mitigate Provider Burnout

Getting Ahead of the Aggravation

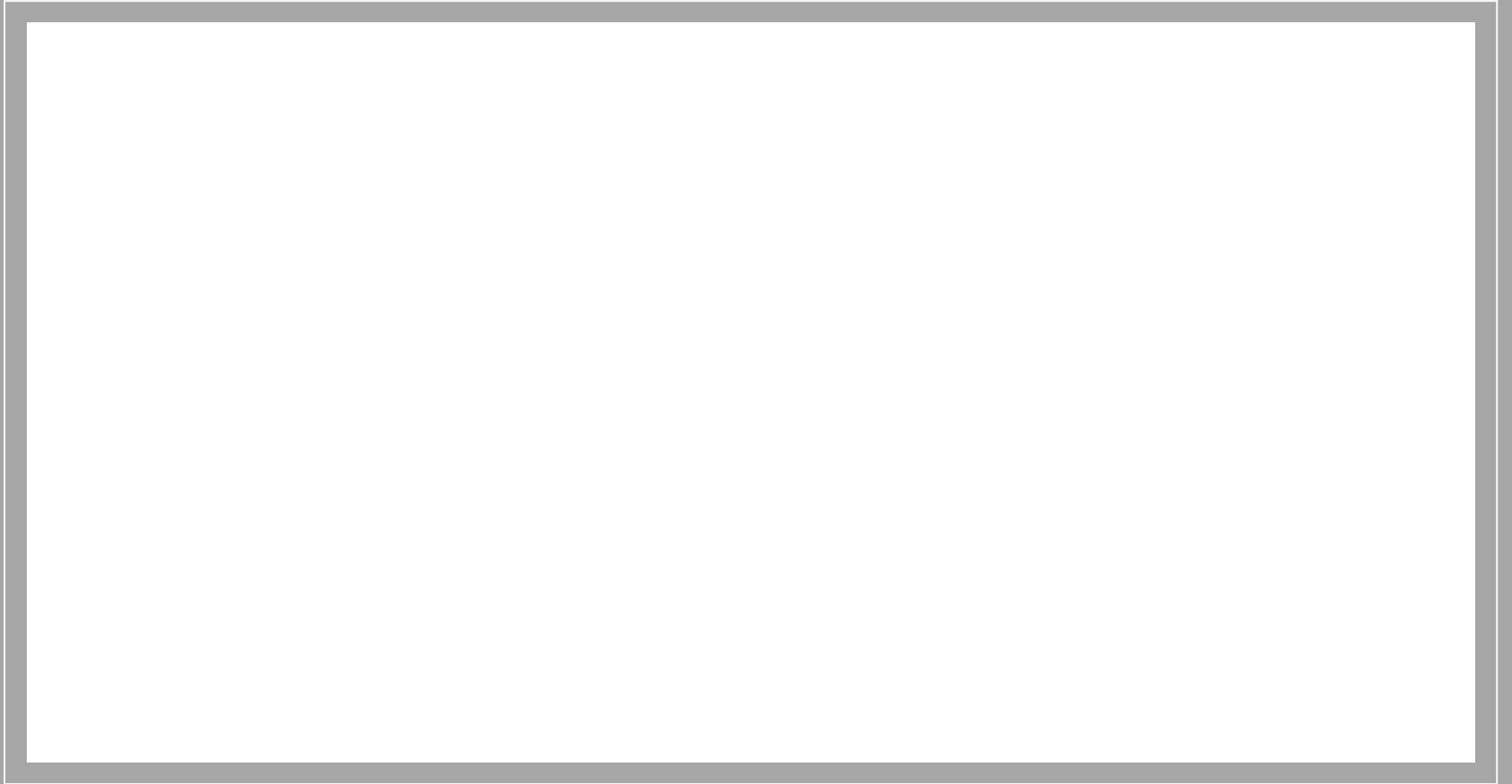
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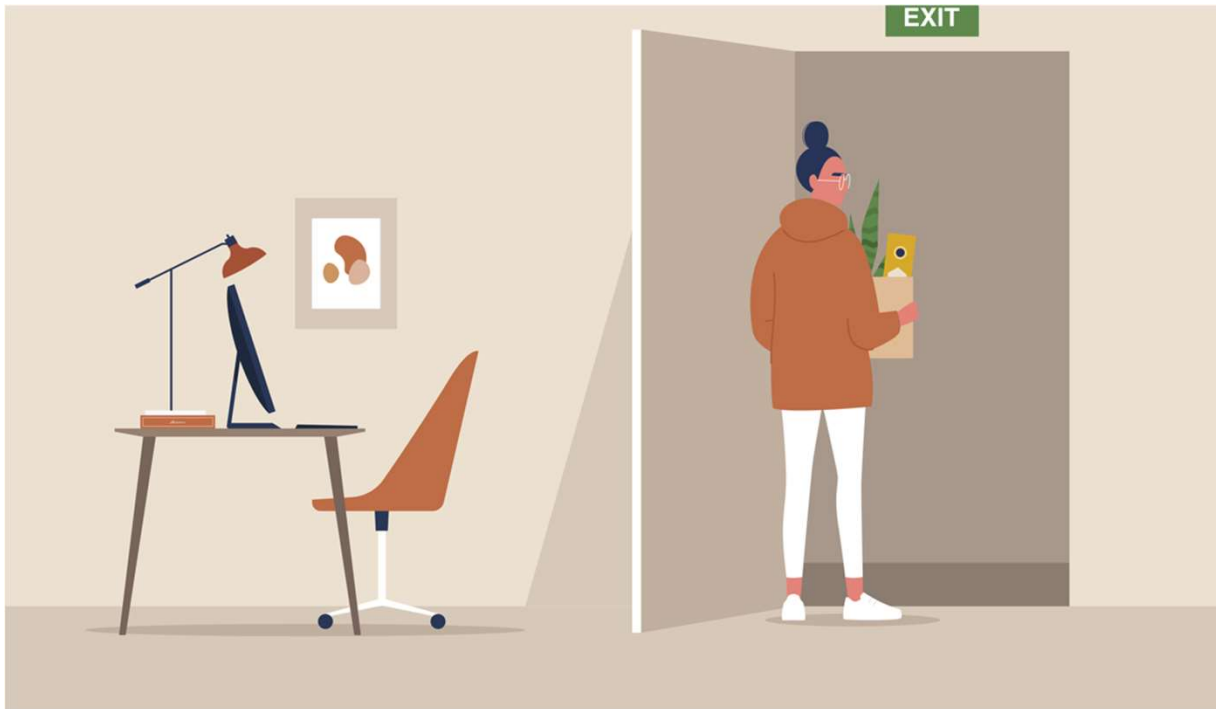
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Disclosure

- Own and operate Bernard Wellness Initiative, LLC
- No financial disclosures



Why wait to be aggravated (or worse)...



- Evaluate evidence behind work-process improvements associated with enhanced provider well-being.
- Distinguish benefits of and prerequisites for redistribution of provider workload to other team members.
- Value of pre-visit planning and operationalization of refill requests.
- Endorse the importance of both team structure and culture in determining provider well-being.

Stanford Model of Professional Fulfillment

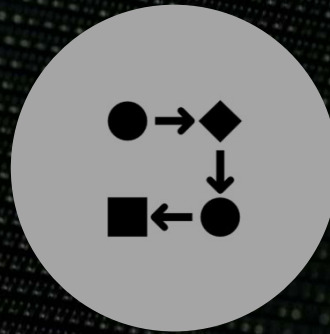


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The Best Path to a Good Outcome is a Good Process.



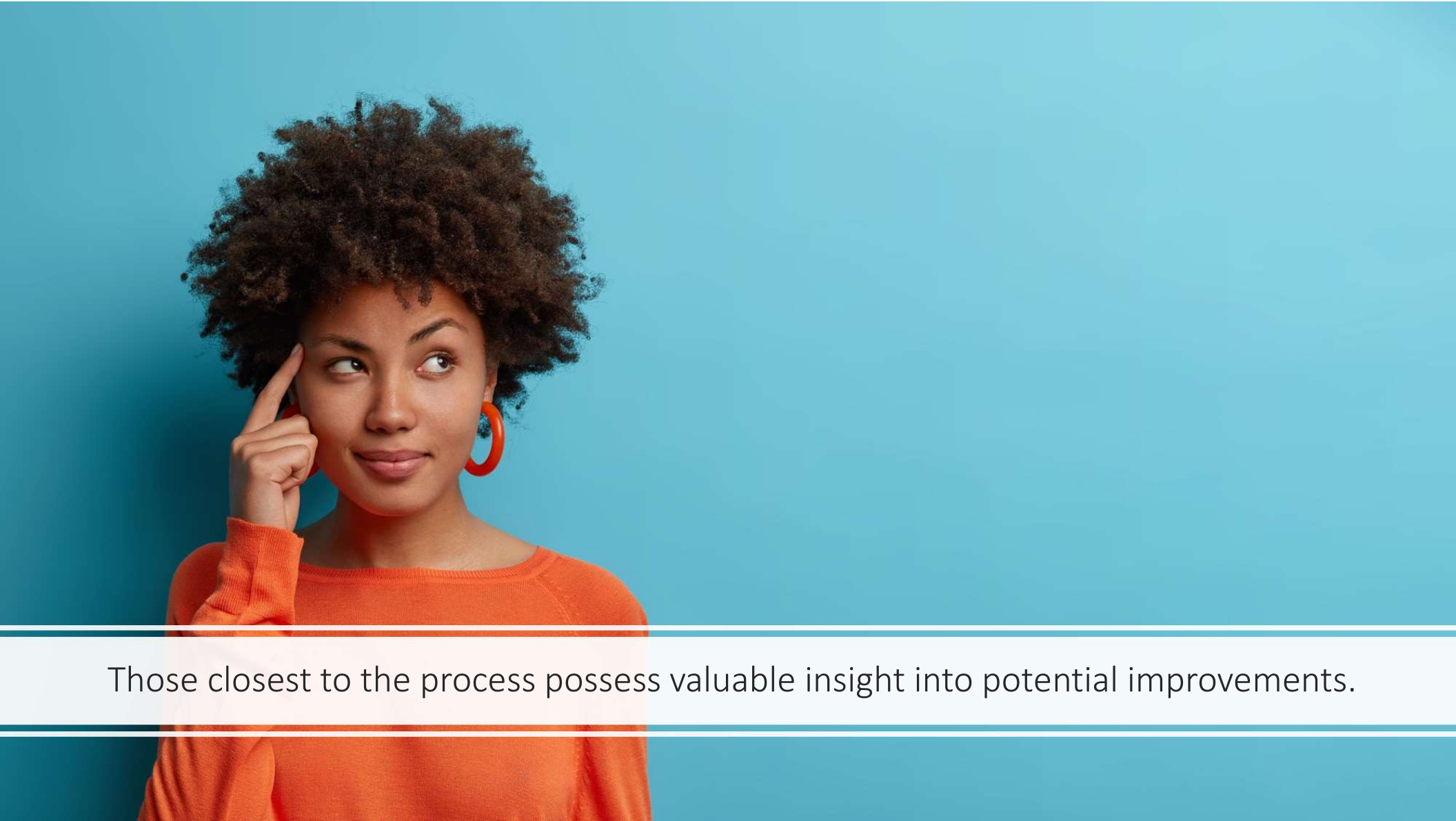
STRUCTURE



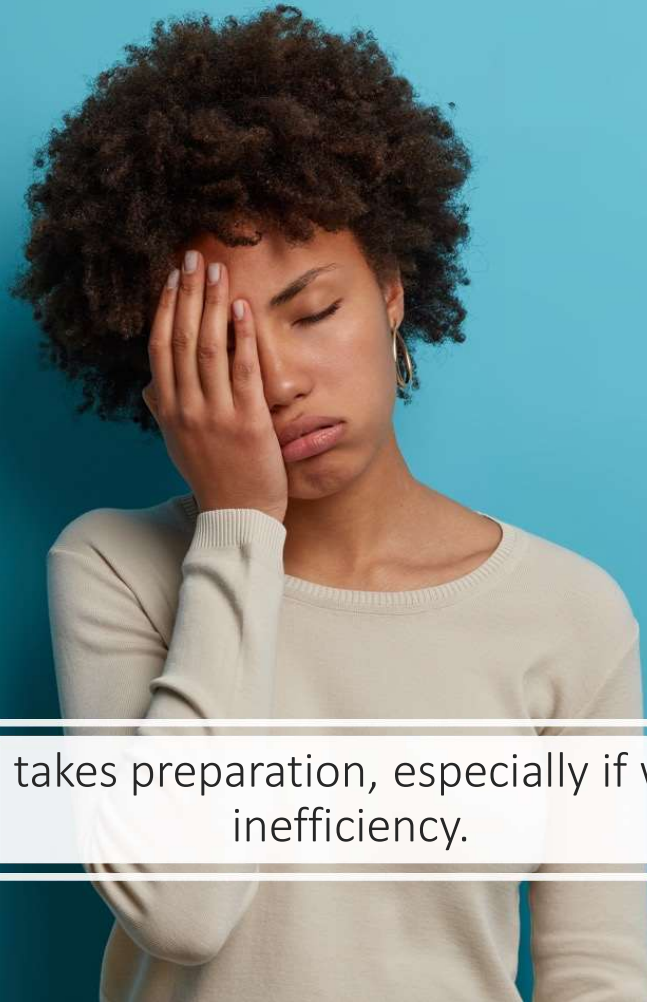
PROCESS



OUTCOMES



Those closest to the process possess valuable insight into potential improvements.



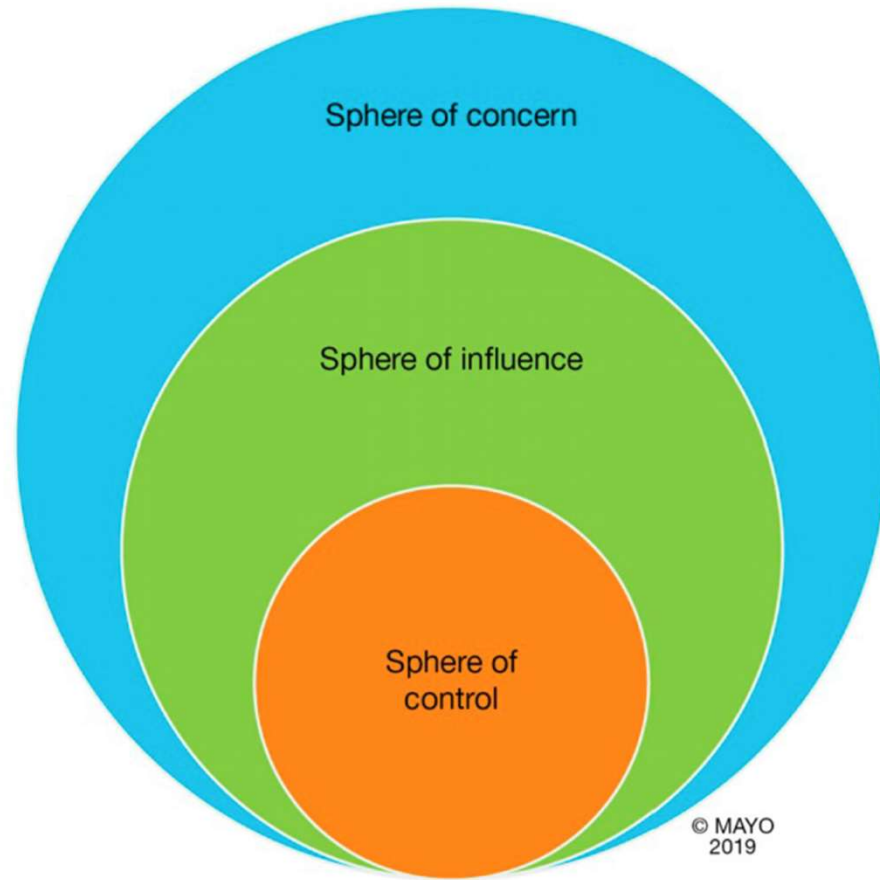
Instigating positive change takes preparation, especially if we are aggravated by process inefficiency.

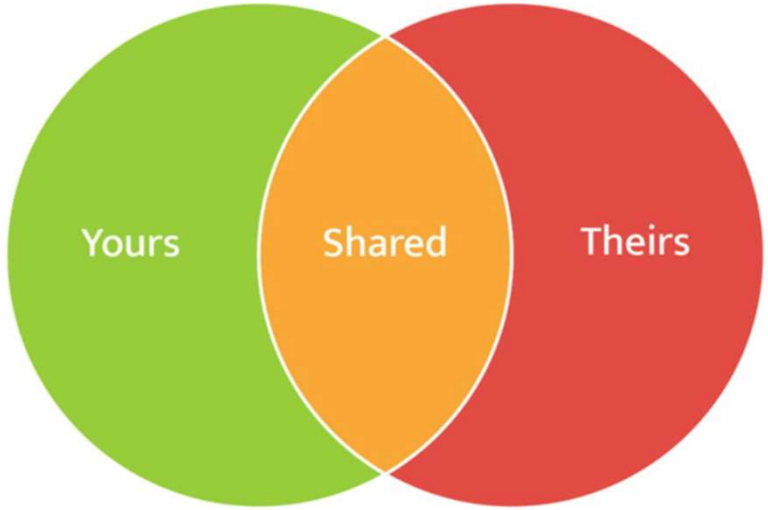


Emotions Act like a
Social Contagions – Even at Work




Start with
your *Sphere
of Control*





 Local control to remedy

 Shared control to remedy

 No local control to remedy

Steve Swensen, AMA Steps Forward Module LISTEN-SORT-EMPOWER
Figure 3. The SORT Process, Part 1: LOFI Remedy Domains of Control



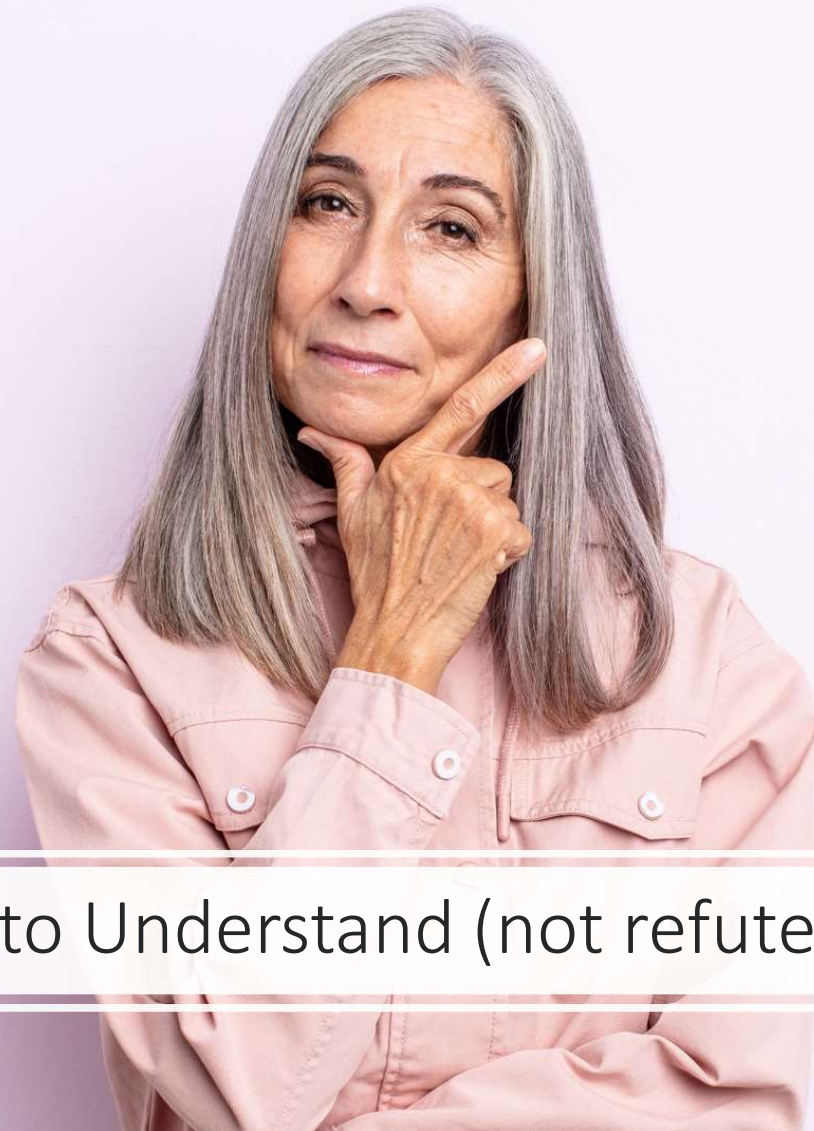
Ask, Listen, Sort, and
Empower

During the Ask Stage:

Use the Drivers of Employee Engagement or Burnout as a framework for the conversation



Shanafelt & Noseworthy, Mayo Clinic Proceedings, 91:422



Listen to Understand (not refute or defend)

A wooden mannequin arm is shown from the left, reaching out to touch a large, textured grey boulder. The word "WORKLOAD" is written in large, bold, black capital letters across the side of the boulder. The background is a plain, light blue-grey color.

WORKLOAD

Sort the Boulders from the Pebbles



Empower the Messenger



Targeted Practice Efficiency Interventions

- Workload Redistribution
- Workflow Improvements
- Team Environment

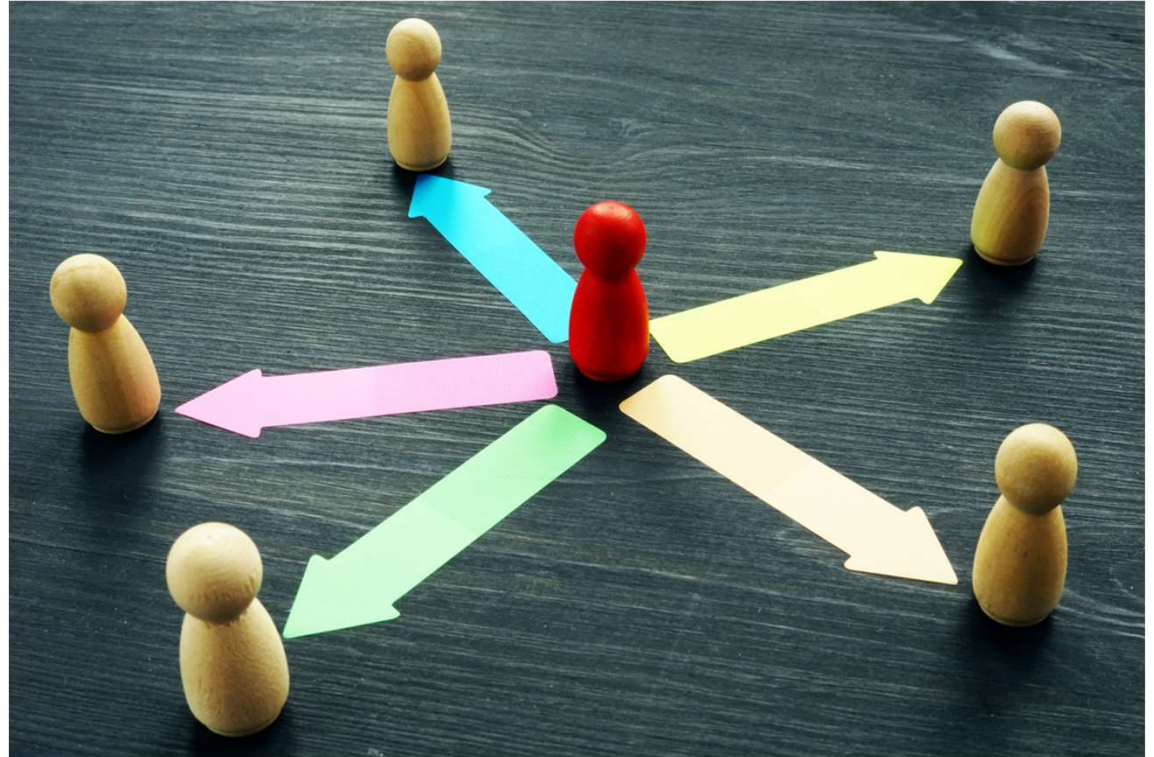


Workload Redistribution through Task Offloading

- Consider offloading tasks that:
 - Are not related to patient care
 - Do not require clinical reasoning
 - Produce no financial benefit
 - Deplete your motivation

Task Delegation

To appropriate healthcare team
members



Caveat

Pair Task Delegation with Training



Maximize Scope of Practice

- Create standing orders for nurses or MAs to provide health coaching for:
 - Preventive Care
 - Chronic Care Management
- Conduct regular self-efficacy checks:
 - Verify that nurses or MAs have the resources (self-efficacy, support when unsure, etc) needed to safely and effectively execute standing orders





Rethink EHR Workflow

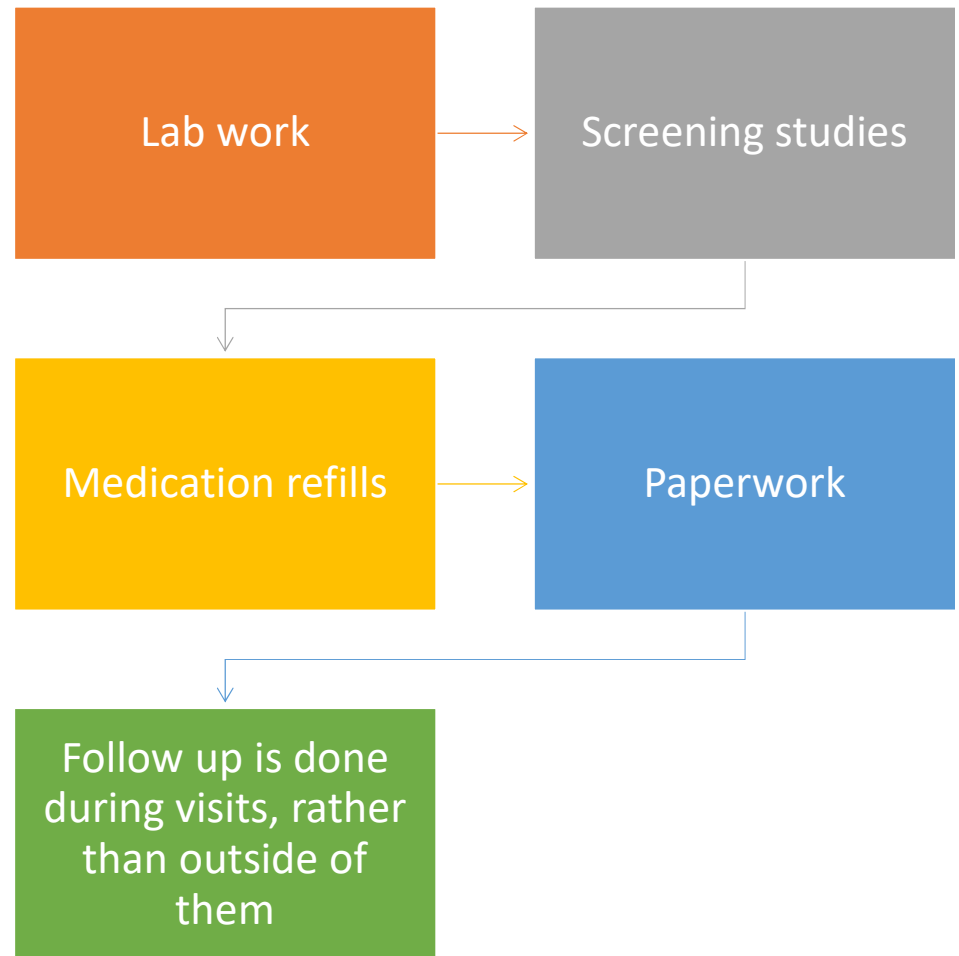
- Ask & Listen: Directly assess EHR user pain points or measure *note closure time/pajama time* for indirect measures of inefficiency
- Sort: Engage EHR specialists around feedback
- Empower: Bring EHR specialists to the clinic or other relevant spaces (lunchroom) to offer support, training, and EHR short cut set ups

EHR De-implementation

| | |
|-----------|---|
| Minimize | Minimize alerts |
| Simplify | Simplify login |
| Extend | Extend time before auto-logout |
| Decrease | Decrease password-related burdens |
| Reduce | Reduce clicks and hard-stops in ordering |
| Eliminate | Eliminate requirements for password revalidation (may retain for opioids) |
| Simplify | Simplify order entry process |



Pre-Visit Planning Workflow





Standardized Refill Workflow

- Providers are not the first point of contact
- Other team members: verify refills, prep prescriptions, contact pharmacies or patients, address “no refills”
- In one study, saved providers an average of 5 hours per week

Clinical Inbox Management

- Standardized messaging
 - Color coding
 - Reply guidelines
 - Message groups



Reduce Inbox Notifications

1

Stop sending notifications for tests ordered that do not yet have results or have test results *not* ordered by the physician in question

2

Stop sending notifications for reports generated by the recipient of the notification

3

Eliminate multiple notifications of the same test result or consultation note

4

Consider auto-release of normal and abnormal test results to the patient-facing portal with imbedded or linked patient-friendly explanations

Team Environment

Evidence-based Team Structures that enhance well-being & productivity:

- Collocation
- Consistent team members
- Incorporation of other roles (dietitian, behavioral health)
- Shared documentation tasks





Caveat: Team Culture
Trumps Team Structure

“Hissy Fit”

Clinical Message Debacle

Ask

- Why so many clinical messages?

Listen

- Front office staff were overwhelmed with patient need

Sort

- Created options to address the main issues

Empower

- Sponsored patient communication training (i.e., suicide prevention)
- Provided emotional support after challenging calls

AMA Steps Forward: Transform x +

edhub.ama-assn.org/steps-forward?gclid=Cj0KCQjwxMmhBHDJARIsANFGOSTWhuYz8a67p3vTa0dbHBwdhDRS8mJ2ZOxjgrvpcw... Update

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PRACTICE TRANSFORMATION

- [Burnout and Well-Being \(16\)](#)
- [EHR and Technology \(10\)](#)
- [Organizational Culture \(15\)](#)
- [Patient-Physician Experience \(16\)](#)
- [Team-Based Care and Workflow \(29\)](#)



AMA Steps Forward

RESOURCE COMPENDIUM FOR HEALTH CARE WORKER WELL-BEING

If you are a health care worker or leading a health care organization, we have well-being resources for you.

The National Academy of Medicine Action Collaborative on Clinician Well-Being and Resilience offers this collection of resources that highlight strategies and tools that health care leaders and workers can use across practice settings to take action toward decreasing burnout and improving clinician well-being.

Resources are organized into six essential elements, based on *Organizational Evidence-Based and Promising Best Practices for Clinician Well-Being*.

Related Resource: [National Plan for Health Workforce Well-Being >>](#)

Resources for Health Care Worker Well-Being: 6 Essential Elements



NAM
Resource
Compendium
for HCW Well-
being



From Patient Safety Awareness to Action

Health care organizations and leaders are experiencing unprecedented challenges, yet safety cannot be reprioritized depending on current circumstances. »

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Get Ahead of the Aggravation

- Start with your sphere of control, consider ways to engage your sphere of influence
- Evaluate your workload, work processes, sense of self-efficacy, and team environment
- Ask, listen, sort and empower team members to create targeted interventions
- Remember to prepare yourself to be a change agent!