

How workplace appreciation and opportunities for physician associates impact employer satisfaction

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Daryle Blackstock serves on the Veloxis advisory board to address healthcare disparities in kidney transplant and increase the Physician Assistant's role in immunosuppression management.

No other authors have anything to disclose.

Learning Objectives

By the end of the session, attendees should be able to

- Evaluate the impact of burnout on a PAs willingness to seek out workplace opportunities, feel appreciated in their work, and be satisfied with their primary employer

Background

Minimal research on

- Causes of burnout
- Rate of burnout

More research exists on

- Causes of job satisfaction
- Rates of job satisfaction

Sources of Job Satisfaction

Internal

Intrinsic

- Career interests
- Personal sense of meaning in work
- Sources and amount of support

External

Extrinsic

- Compensation
- Workplace appreciation
- Professional opportunities

Workplace Factors

Appreciation

Workplace Appreciation

- Feeling appreciated by colleagues
- Feeling appreciated by patients

Opportunities

Professional Opportunities

- Opportunities for professional growth
- Desired autonomy
- Work-life balance

Purpose

The present study sought to identify the relationship between

□ work stress

□ work environment factors

□ relationship with collaborating physicians

□ burnout

and job satisfaction.

Hypotheses

1

Workplace factors mediate the influence of work exhaustion on satisfaction

Workplace appreciation, professional opportunities, and relationship with collaborating physician mediate the influence of work exhaustion on employer satisfaction.

2

Workplace factors mediate the influence of disengagement on satisfaction

Workplace appreciation, professional opportunities, and relationship with collaborating physician mediate the influence of interpersonal disengagement on employer satisfaction.

Methodology

Sampling

Random subsample of PAs
484 PAs were invited



294 PAs consented



191 included in the model

Analysis

Linear regression to establish
predictive relationship

&

Mediation Model 1: Effects of
emotional exhaustion

&

Mediation Model 2: Effects of
interpersonal disengagement

Sample

42.3

Mean Age

69.5

Percent Female

12.9

Mean Years of Experience

7.2

Mean Years at Employer

1.2

Mean Number of Jobs

Measurements

Relationship

I feel valued by my collaborating physician
My collaborating physician encourages me to achieve my professional goals
My collaborating physician understands and acknowledges my contributions

5.2

Relationship with Collaborating Physician *

Burnout

Stanford Professional Fulfillment Index
- Work Exhaustion
- Interpersonal Disengagement

7.0

Work Exhaustion *

* out of 16

5.9

Interpersonal Disengagement **

** out of 24

Measurements

Workplace Appreciation

I have felt appreciated in my role by my PA team and manager
I have felt appreciated in my role by my MD colleagues
I have felt appreciated in my role by other non-MD non-PA
I have felt appreciated in my role by the hospital or clinic system I work at

3.7

Workplace Appreciation Scale Score *

* out of 5.0

Workplace Opportunities

There is opportunity for further professional growth at my workplace
I feel proud of, and engaged in, the work I have done at my workplace
I have good work/life balance in my current position
I have sufficient autonomy in my work

3.6

Workplace Opportunities Scale Score *

* out of 5.0

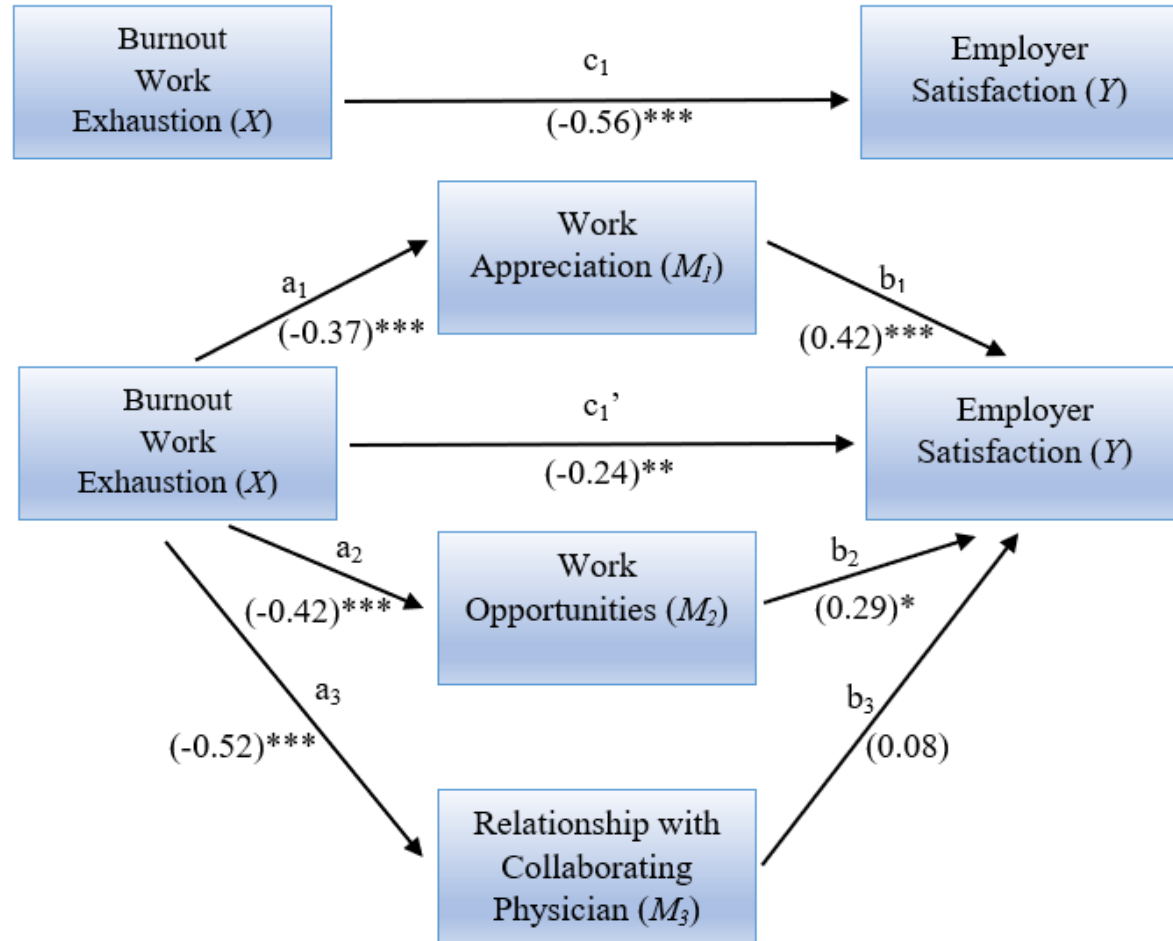
Mediation Model 1: Work Exhaustion

Work exhaustion NEGATIVELY impacts:

- Employer satisfaction
- Workplace appreciation
- Workplace opportunities
- Relationship with collaborating physician

Workplace appreciation and opportunities are POSITIVELY associated with employer satisfaction.

When PAs experienced increased work exhaustion, the presence of workplace appreciation and opportunities LOWERS employer satisfaction.



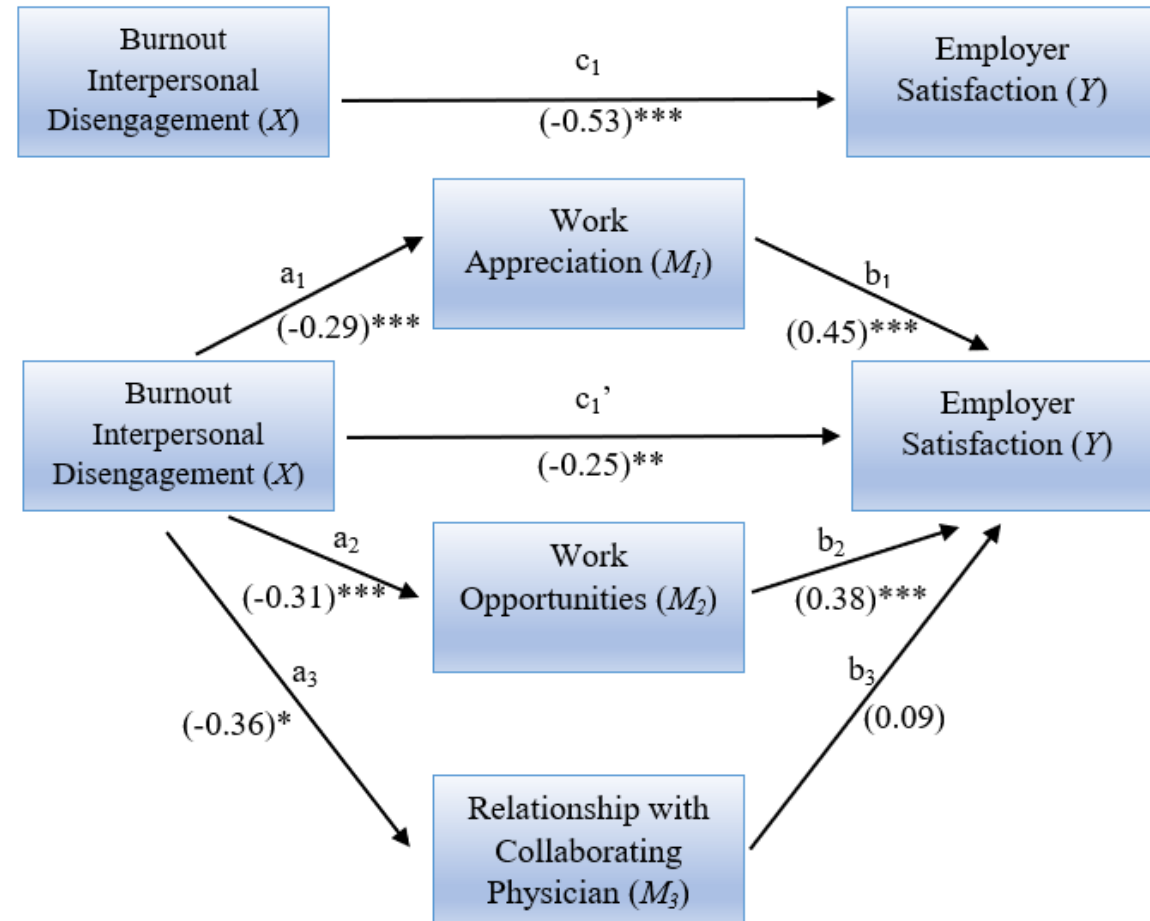
Mediation Model 2: Interpersonal Disengagement

Interpersonal disengagement has a **NEGATIVE** association with:

- Employer satisfaction
- Workplace appreciation
- Workplace opportunities
- Relationship with collaborating physician

Workplace appreciation and opportunities are **POSITIVELY** associated with employer satisfaction.

When PAs experienced increased interpersonal disengagement, the presence of workplace appreciation and opportunities **LOWERS** employer satisfaction.



Discussion

1

Workplace factors **NEGATIVELY** mediate the influence of work exhaustion on employer satisfaction

2

Workplace factors **NEGATIVELY** mediate the influence of interpersonal disengagement on employer satisfaction

Conclusion

Burnout is the primary source of employment dissatisfaction across many specialties, settings, and demographics.

Higher work exhaustion and interpersonal disengagement lead to LOWER employer satisfaction.

Workplace appreciation and opportunities are associated with HIGHER employer satisfaction.

When PAs experienced increased burnout, the positive impact of workplace appreciation and opportunities on employer satisfaction is mitigated.

Limitations

More needs to be known on impact of

- Granular aspects of burnout on employer satisfaction (i.e., cynicism)
- Other factors on burnout and on employer satisfaction (i.e., leadership)
- Workplace stressors on employer satisfaction (i.e., workload)
- Directionality of the model (i.e., which comes first, the mediators or predictors)

Self-reported data

Data collected during COVID-19



Questions?

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