



# Burnout and Vitality in Practice

March 13, 2019

We will begin the event at the top of the hour.



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# HealthTeamWorks Team



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# Using WebEx Chat

Minimize &  
Maximize chat  
panel

The screenshot shows the WebEx chat window. At the top left, a purple arrow points to a dropdown arrow next to the word "Chat". Below this, a purple arrow points to a dropdown menu that is open, showing options: "Host", "Presenter", "Host & Presenter", "All Attendees", "All Panelists", "HealthTeamWorks Training and Edu...", and "All Participants" (which is highlighted). Below the menu, a purple arrow points to the "Send to:" label, which is followed by a dropdown menu showing "All Participants" and an upward arrow. At the bottom left, a purple arrow points to a text input field containing the placeholder text "Select a participant in the Send to menu first, type chat message, and send...". At the bottom right, a purple arrow points to a dark grey "Send" button.

Choose **All Participants**  
to make entries visible  
to all attendees

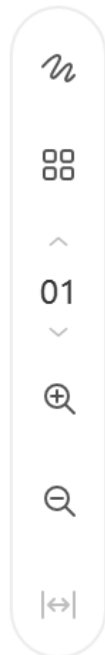
Type Chat Message  
Here

Click Send

# WebEx Annotation Tools

“Squiggly line” icon must be blue/active to use annotation bar.

Click to activate



- Click on the tool that you would like to use to activate it.
- To deactivate tool, click on it again.

Text



Draw Shape



Pointer



Draw Line



Pen or Pencil Tool



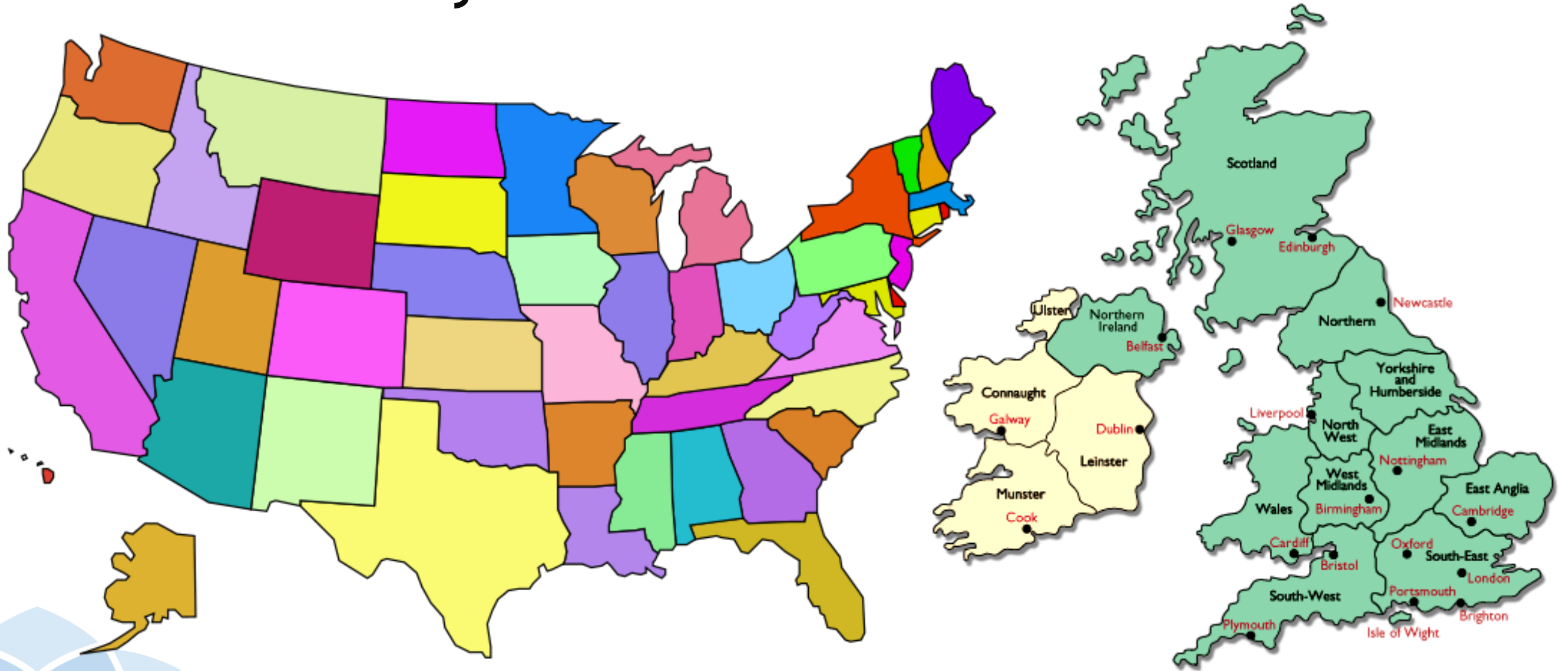
Change Color



Erase



# Where are you?



# Today's Panel



## Debra J. Parsons, MD, FACP

Debra J. Parsons, MD, FACP is the President of the Colorado Medical Society (CMS) and a Board-Certified Internist/Geriatrician. Physician well-being and success has been a strategic goal of Colorado Medical Society since 2011 leading to the creation of the Work and Well-Being Toolkit, which has been promoted widely with a focus on stress and burnout. Dr. Parsons is Clinical Professor of Medicine at the University of Colorado, having spent nearly 2 decades in Graduate Medical Education at Saint Joseph Hospital in Denver where she also served as Medical Staff President.



# Today's Panel



## Corey Lyon DO

Corey Lyon DO, is an Associate Professor with the University of Colorado Family Medicine Department and is currently serving as the Associate Vice Chair for Clinical Affairs for the department. Previously, Corey served as the Medical Director of the family medicine academic clinic AF Williams Family Medicine Center for six years. While Medical Director, AF Williams received two NCQA level III medical home recertifications and led a clinic model re-design called Primary Care Redesign to improve team-based care and physician and staff burnout. In addition to these roles, Corey also works as the Associate Program Director for the University of Colorado's Family Medicine Residency.



# Today's Panel

## Scott Hammond, MD, FAAFP

Dr. Hammond graduated from the University of Miami Miller School of Medicine, Florida [AOA Medical Honor Society 1978], and the Mercy Medical Center Family Medicine Residency in Denver, Colorado [1983]. He has practiced at Westminster Medical Clinic (WMC) for 33 years and is Clinical Professor in the Department of Family Medicine at the University of Colorado.



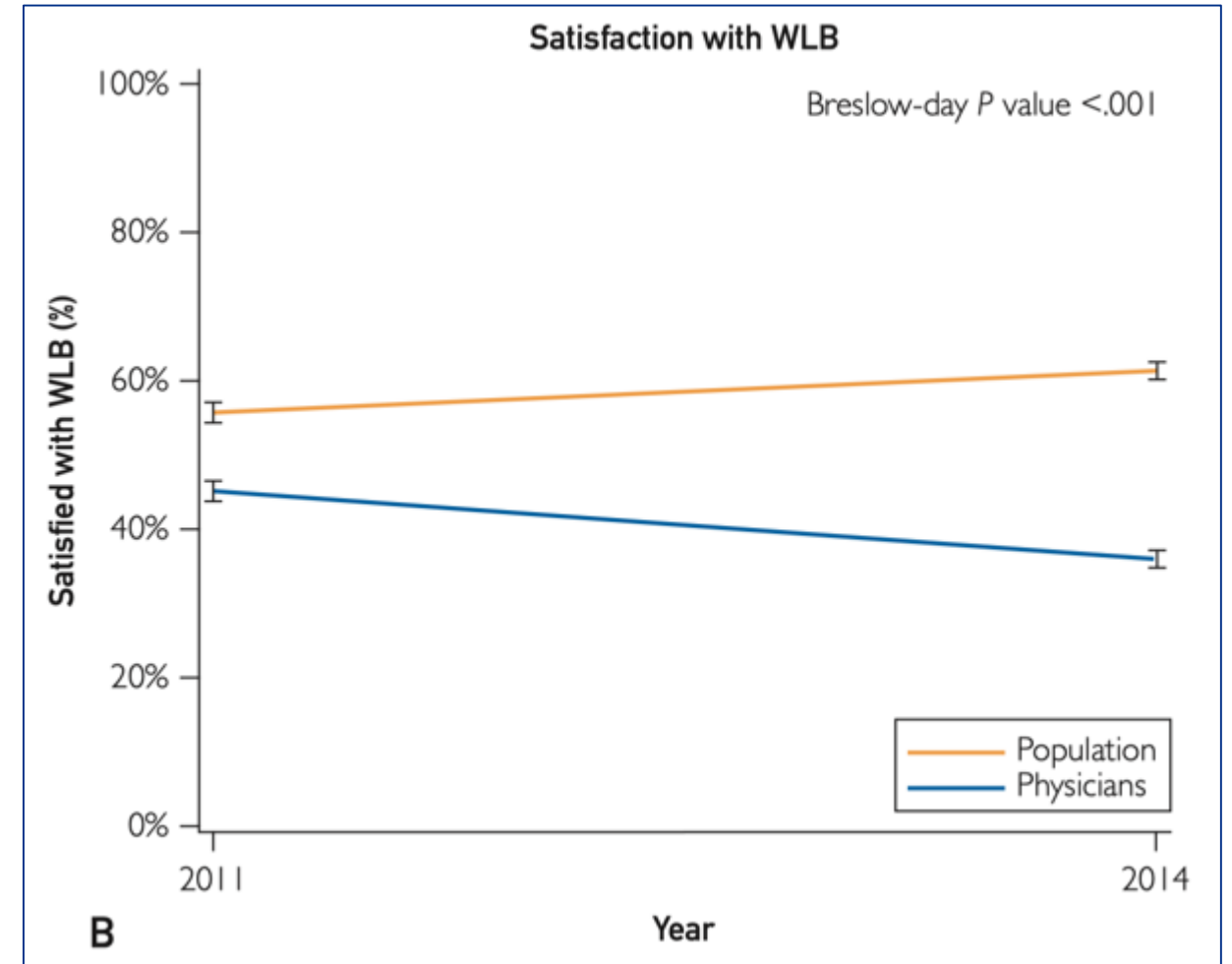
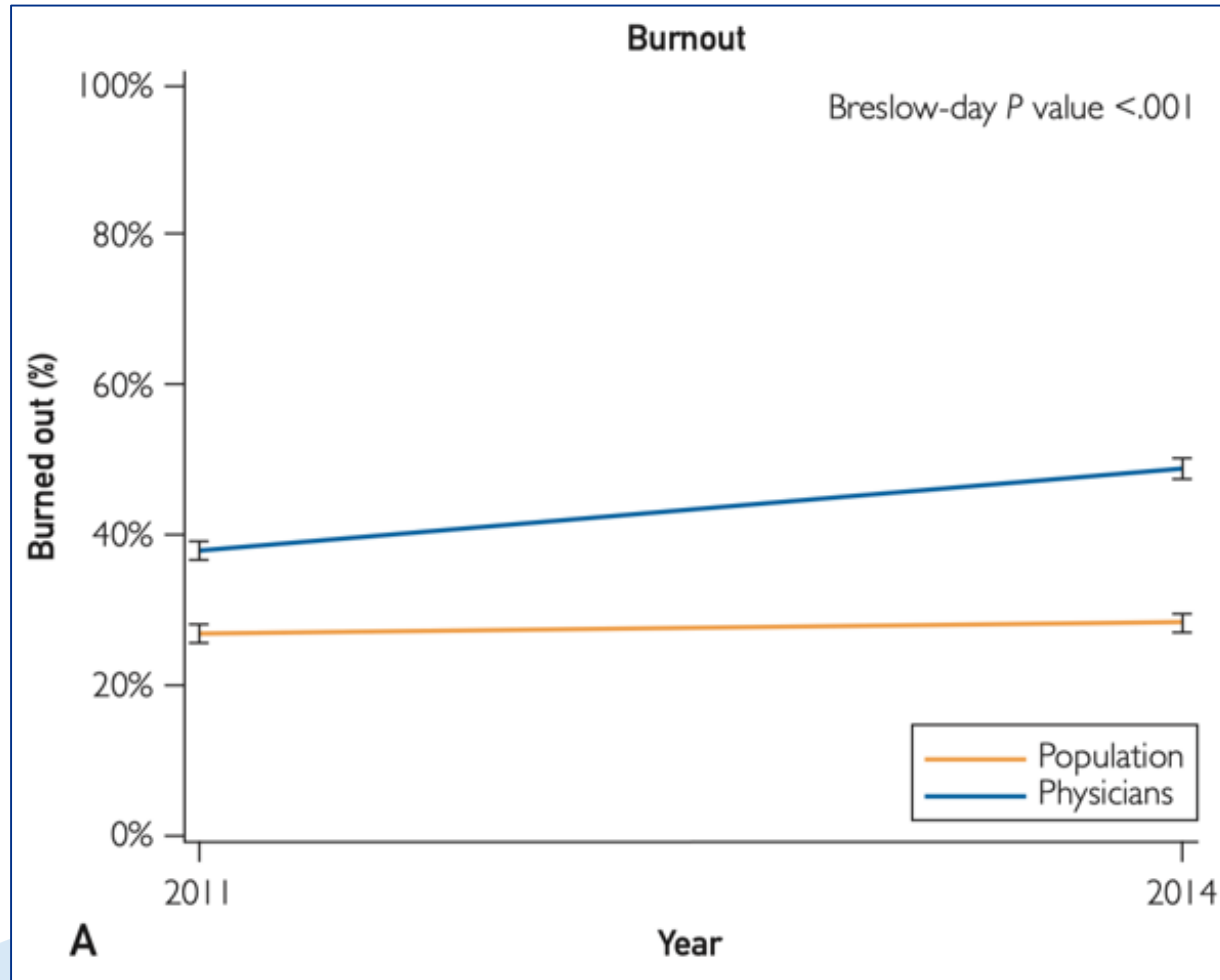
WMC is recognized by the National Committee for Quality Assurance (NCQA) as a Patient-Centered Medical Home (PCMH - Level 3) since 2009, as well as, in their Diabetes and Heart/Stroke quality programs. The clinic was a Colorado Multi-Payer, Multi-Stakeholder Patient-Centered Medical Home Pilot site from 2009 to 2012, and it received the PCMH Best Practice of the Year award in 2010 from the Colorado Academy of Family Physicians. In addition, following a rigorous nationwide review process, WMC was selected as 1 of 30 exemplary primary care practices by the Robert Wood Johnson Foundation in 2013 and participated in their Learnings from Effective Ambulatory Practices (LEAP) project from 2013-2017.

From 2008 to 2011, he was chair of the Colorado AFP's PCMH Committee, and he served as the medical director for the Colorado Systems of Care/PCMH Initiative (directed by the Colorado Medical Society) from 2009 to 2011. He was selected as the 2011 Physician of the Year by the Colorado AFP. Dr. Hammond successfully integrated mental health into primary care through the Advancing Care Together collaborative (ACT 2012-2015) and the State Innovation Model (SIM 2016-2018). He is currently Co-Chair of the Colorado Primary Care Collaborative (CPCC) and lectures nationally on the PCMH and the Medical Neighborhood.

# Objectives for Today

- Identify common reasons for physician and care team burnout.
- Discuss effective leadership strategies to mitigate burnout and support practice care teams.
- Describe three highly effective tactics to restore vitality in practice.

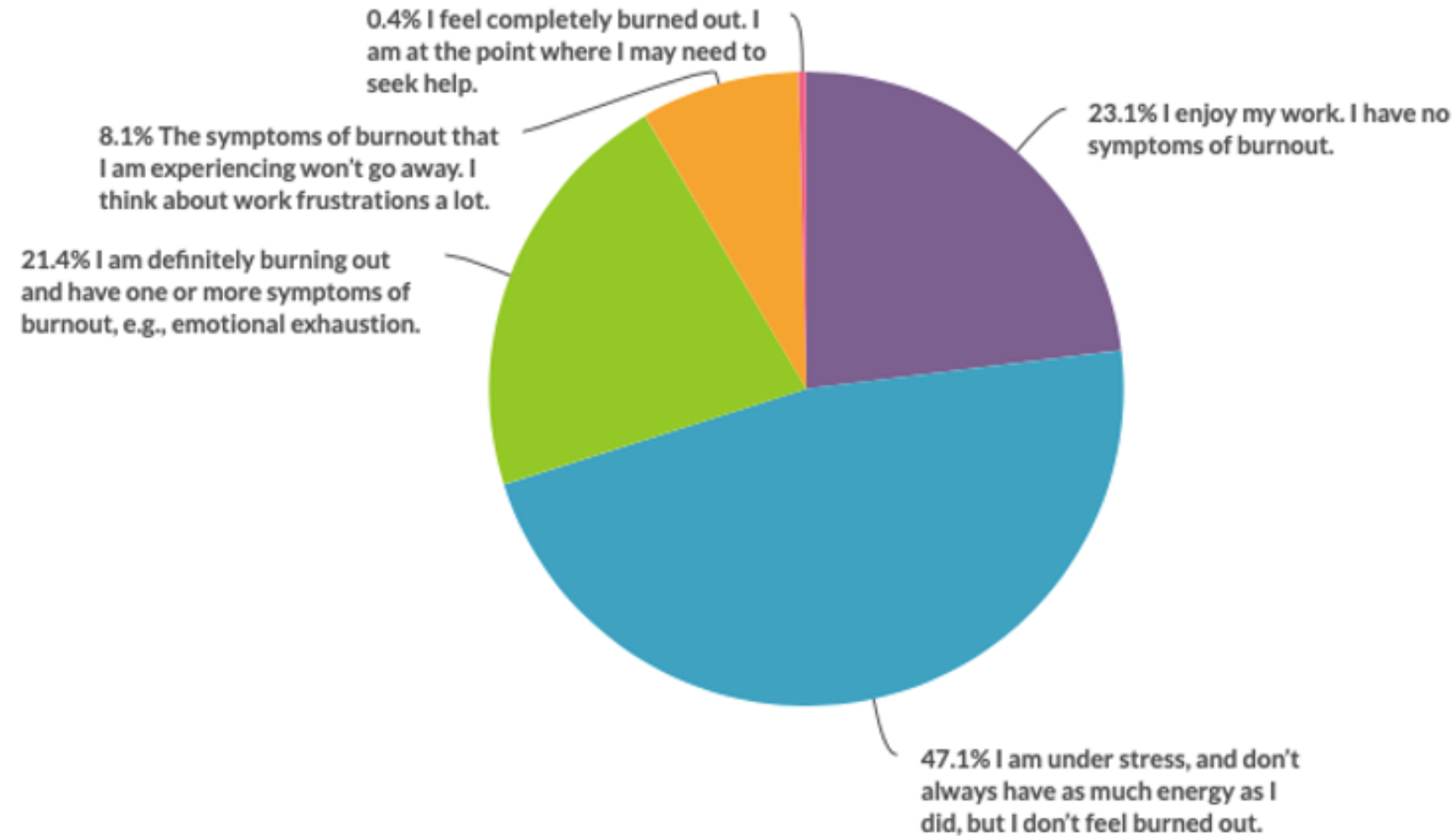
# Houston, we have a problem...



Changes in Burnout and Satisfaction With Work-Life Balance in Physicians and the General US Working Population Between 2011 and 2014. Shanafelt, Tait D. et al. Mayo Clinic Proceedings, Volume 90, Issue 12, 1600 – 1613. <https://doi.org/10.1016/j.mayocp.2015.08.023>



Using your own definition of “burnout,” please select one of the answers below:





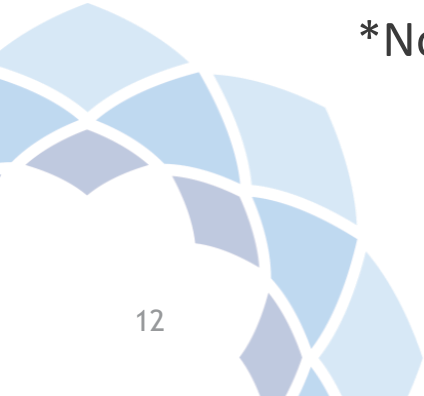
# Staffing and Burnout in Primary Care

| Role                 | Fully Staffed | Not Fully Staffed* |
|----------------------|---------------|--------------------|
| PCP                  | 43.8%         | 57.4%              |
| RN CM                | 36.8%         | 50.9%              |
| LPN                  | 26.4%         | 45.8%              |
| Clinical Associate   | 26.4%         | 45.8%              |
| Administrative Clerk | 32.2%         | 51.5%              |

n=4610

\*Not Fully Staffed: < 3 FT Staff/FT PCP

Helfrich et al. 2017, JGIM;32(7):760-766.



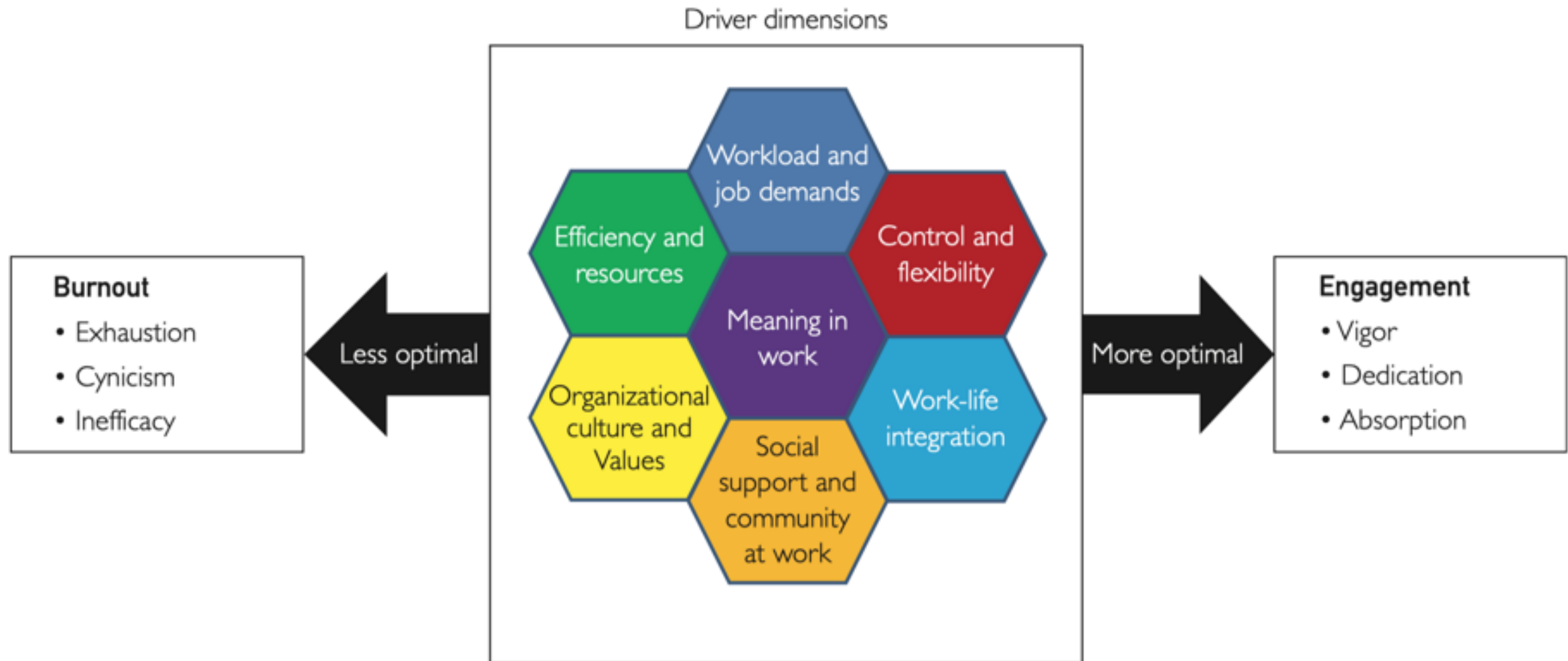


The fact that almost 1 in 2 US physicians has symptoms of burnout implies that the origins of this problem are rooted in the environment and care delivery system rather than in the personal characteristics of a few susceptible individuals.



Shanafelt TD, Boone S, Tan L, et al. Burnout and Satisfaction With Work-Life Balance Among US Physicians Relative to the General US Population. *Arch Intern Med.* 2012;172(18):1377-1385. doi:10.1001/archinternmed.2012.3199

# Burnout and Engagement in Physicians

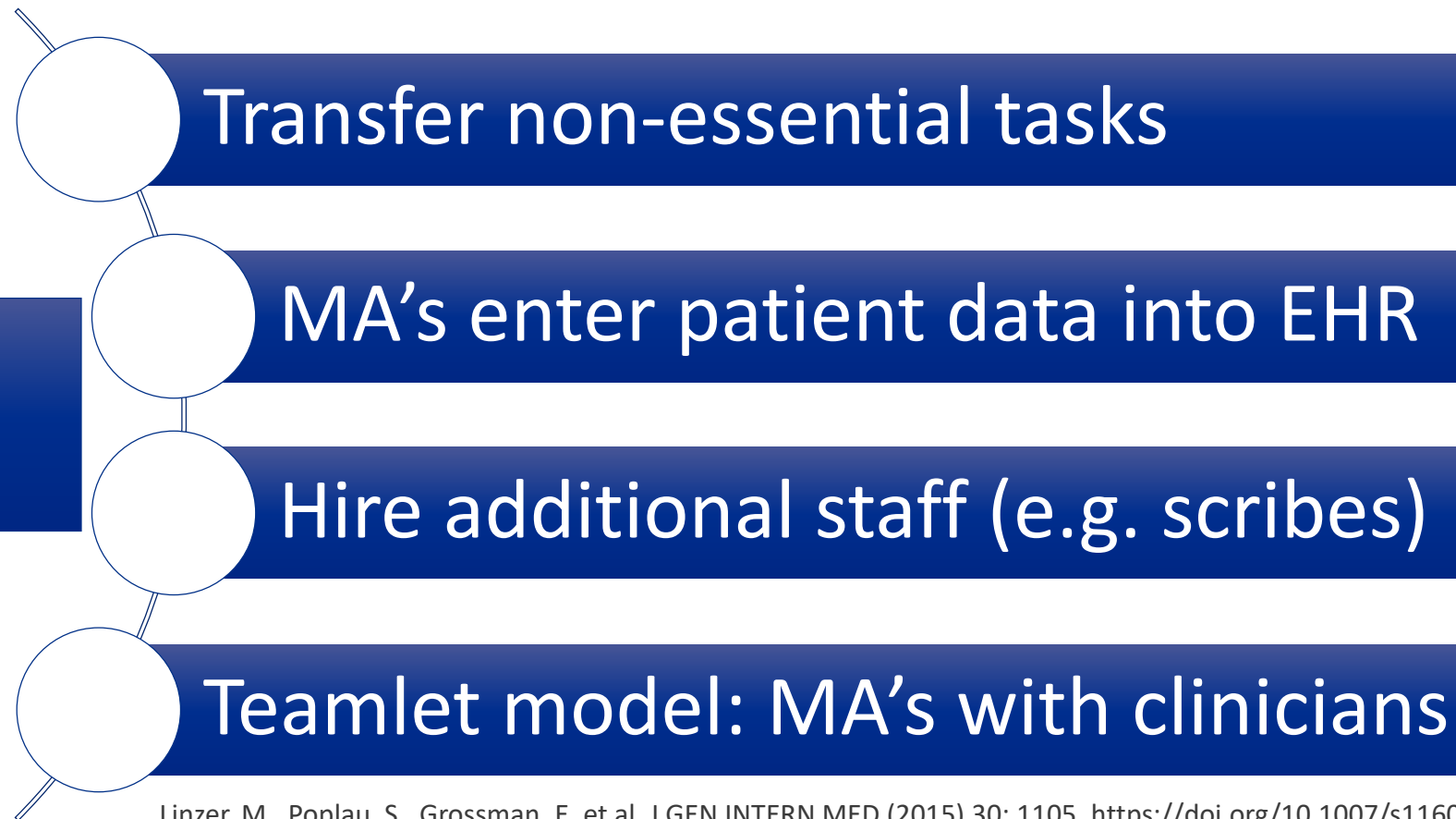


Executive Leadership and Physician Well-being Shanafelt, Tait D. et al. Mayo Clinic Proceedings , Volume 92 , Issue 1 , 129 - 146

# Team Intervention Reduces Clinician Burnout

Cluster randomized trial: 135 primary care clinicians at 32 clinics

## Workflow Redesign



Linzer, M., Poplau, S., Grossman, E. et al. J GEN INTERN MED (2015) 30: 1105. <https://doi.org/10.1007/s11606-015-3235-4>



# Tactics to Restore Vitality Now

## Leadership focus and commitment

- Measure burnout— Mini Z Burnout Survey; Maslach Burnout Inventory HSS ( MP)
- Understand drivers of burnout
- Act--Toolkit, 10 Steps, Team-Based Care Model, Leadership

## Develop your teams to promote efficiency and effectiveness

- Staffing—explore 2:1 MA:Provider ratio
- Roles—define business case for scribe
- Shared work
- Measure efficiency

## Culture of Collaboration

- Venue and voice for all staff
- Engage a practice coach—focus on change management and improvement science



# Upcoming Events

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## Roundtable Discussion: Caring for Vulnerable Populations

March 27, 2019

11:00 a.m. MST/12:00 p.m. CST

<https://www.healthteamworks.org/solutionscenter>



Join the  
Community!

Individual & Group Levels

*Limited Time:*  
*Founding Member Pricing*

<https://www.healthteamworks.org/membership>



# Resources

- Work and Well Being Toolkit for Physicians (Colorado Medical Society). <https://www.bhwellness.org/toolkits/Work-and-Well-Being-Toolkit-for-Physicians.pdf>
- Lyon C, English A, Smith PA. Team-Based Care Model Than Improves Job Satisfaction. Family Practice Management; March/April 2018;6-11
- Linzer, M., Levine, R., Meltzer, D., Poplau, S., Warde, C., & West, C. P. (2014, January). 10 bold steps to prevent burnout in general internal medicine. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3889939/>
- Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout [https://www.mayoclinicproceedings.org/article/S0025-6196\(16\)30625-5/fulltext](https://www.mayoclinicproceedings.org/article/S0025-6196(16)30625-5/fulltext)



# Resources

- Linzer M, Poplau S, Grossman E, et al. A Cluster Randomized Trial of Interventions to Improve Work Conditions and Clinician Burnout in Primary Care: Results from the Healthy Work Place (HWP) Study; J Gen Intern Med; 2015 Aug; 30(8):1105-1111  
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4510236/>
- Creating the Organizational Foundation for Joy in Medicine - AMA Steps Forward Learning Module <https://edhub.ama-assn.org/steps-forward/module/2702510>
- Preventing Physician Burnout - AMA Steps Forward Learning Module <https://edhub.ama-assn.org/steps-forward/module/2702509>

# Resources

- Helfrich CD, Simonetti JA, Clinton WL, et al. The Association of Team-Specific Workload and Staffing with Odds of Burnout Among VA Primary Care Team Members. *J Gen Intern Med*. 2017;32(7):760-766.
- Shanafelt TD, Boone S, Tan L, et al. Burnout and Satisfaction With Work-Life Balance Among US Physicians Relative to the General US Population. *Arch Intern Med*. 2012;172(18):1377-1385. doi:10.1001/archinternmed.2012.3199
- Mini Z Burnout Survey. Preventing Physician Burnout: Step 3 <https://edhub.ama-assn.org/steps-forward/module/2702509>