

2022

STRONGER

vizient. CONNECTIONS SUMMIT

Sept. 19–21, 2022

#vizientsummit



Collaborative, Dynamic Culture Engages Workforce

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Tiffany Ridge, CPPM
Manager, Medical Education/PERC Program Lead

Reid Health

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Learning Objectives

- Identify at least three ways to prioritize higher-reaching operational goals pertaining to performance.
- Describe strategies that can be implemented to enhance physician engagement, reduce burnout and increase resilience.



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Setting the Stage

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Christen Hunt, DNP, FNP-C, CPNP-AC

AVP, Clinical Team Insights

Vizient

Thoughtful investment in the clinical workforce can advance health system goals and boost competitive advantage.

How much do you invest in your workforce?

**25.5
hours**

vs.

**34.1
hours**

The average number of learning hours per health care employee is lower than the average for organizations in all industries.

46% less

The health care industry spends *less* (\$602 vs. \$1,296) on employee training than other industries.

Much of the funds and time used for education, licensure maintenance and skill enhancement are left to individual discretion and do not focus on improving team skills and culture.

Source: New ATD research: 2019 state of healthcare training report. Press release. Association for Talent Development. Accessed January 5, 2022. <https://www.td.org/press-release/new-atd-research-2019-state-of-healthcare-training-report>

Pre COVID-19 state of the clinical workforce

- 60%** of health care workers report their mental health has been affected by their work during the pandemic¹
- 57%** of physicians report inappropriate feelings of anger, fearfulness or anxiety due to COVID-19, but only 14% have sought medical attention²
- >50%** of physicians report significant symptoms of burnout³
- 30%** of health care workers are considering leaving their profession³
- 23%** of physicians would like to retire within the next year, including one in three physicians ages 46 or older²

**COVID-19
magnified
preexisting
trends**

1. Vizient Savings Actualyzer™ data, 2021.

2. The Physicians Foundation. The Physicians Foundation 2021 physician survey: COVID-19 impact edition: A year later. Accessed December 7, 2021. <https://physiciansfoundation.org/physician-and-patient-surveys/the-physicians-foundation-2021-physician-survey/>

3. Kirzinger A, Kearney A, Hamel L, Brodie M. KFF/The Washington Post frontline health care workers survey. KFF. April 6, 2021. Accessed December 7, 2021. <https://www.kff.org/report-section/kff-the-washington-post-frontline-health-care-workers-survey-toll-of-the-pandemic/>

Identify drivers of burnout

Work unit factors

- Productivity expectations
- Schedule
- Team structure and support
- Scope of practice matches education and competencies
- Equity

Organizational factors

- Compensation methodology
- Leadership
- Efficiencies in workflow
- Inclusive culture
- Professional development
- Communication

Sub-optimal

organizational design and processes lead to burned out and ineffective clinicians

Optimal

organizational design and processes lead to engaged and resilient clinicians

Solving the puzzle requires financial, emotional and professional investment

PAY & BENEFITS

- Adjusted salaries
- Referral bonuses
- Retention bonuses
- Internal “travel” pools

LEADERSHIP ENGAGEMENT

- Visibility and frequent communication
- Leadership opportunities
- Shared governance



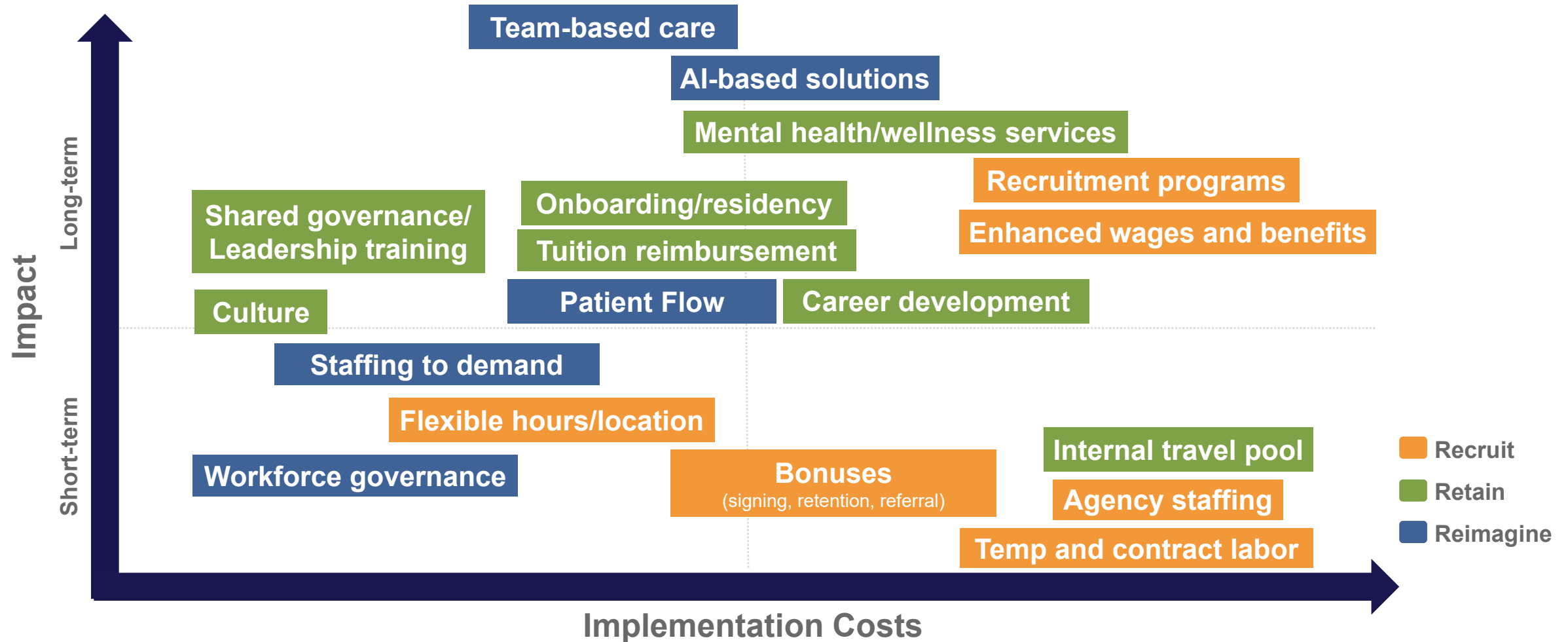
WELLNESS & WELL-BEING

- Reduced hours, new location
- Mental health services
- Peer connections
- Work-life balance support

EDUCATION & TRAINING

- Onboarding, residency, mentorship
- Pipeline programs
- Leadership development

Near-term and long-term solutions



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It all started with Coffee . . .

Was there any evidence of a problem?

- High physician turnover
 - Gaps in specialty coverage
 - High locums expense
 - Limited access for patients
- Concerning levels of burnout
 - Staff complaints about physician behavior
- Low Morale
 - Lack of engagement

Estimating the cost

Worksheet 1: Project Organizational Cost of Physician Burnout	
1. Input data	Enter values
N = No. of physicians in your organization	_____
BO = Rate of burnout of physicians in your organization	_____ (national mean is app. 54%)
TO = Current turnover rate per year	_____ (national mean is app. 7%)
C = Cost of turnover per physician	_____ (mean cost is \$500,000-\$1,000,000)
2. Calculations: Estimated Cost of Physician Turnover Attributable to Burnout	
A. TO without burnout	
Formula: $TO \text{ without burnout} = TO / (1 + BO)$	
Note: This formula assumes that burned-out physicians are about 2X as likely to turn over as non-burned-out physicians.	
B. Projected number of physicians turning over per year due to burnout	
Formula: $\text{No of physicians turning over per year due to burnout} = (TO - TO \text{ without burnout}) * N$	
C. Projected cost of physician turnover per year due to burnout	
Formula: $\text{Estimated cost of turnover due to burnout} = C * \text{number of physicians turning over due to burnout per year}$	
Source: Shanafelt T, Goh J., and Sinsky C., "The Business Case for Investing in Physician Well-being," <i>JAMA Internal Medicine</i> , December 2017. Used with permission.	
Published in HFMA's Leadership e-newsletter, April 2018. (hfma.org/leadership).	

Building the committee

- Assemble a diverse group of physicians
 - General surgeon, orthopedic surgeon, Peri-operative care, Family practice, Emergency medicine, Radiology, Ob/gyn, Endocrinology, Hospitalist
- Administrative support
- Organizational shareholders
 - Recruitment
 - Wellness
 - Employee Assistance Program

Domains

- Discovery
- Friction Reduction
- Building community
- Well-being
- Communications

Discovery

- Maslach Burnout Inventory and Engagement Survey
- Suggestion Box in Medical staff lounge
- Physician Concern on-line submission form
- Exit Interviews
- Data review
 - Physician turnover, locums use, med staff composition, EHR satisfaction survey

Friction Reduction

- Home for Dinner
 - Electronic Health Record frustration reduced through personalization
- Mentor program
- The “Littles”



Home for Dinner

The “Littles”

- ☐ Parking
- ☐ Physician Wifi network
- ☐ Easy button for placing records on hold
- ☐ Direct Operator line
- ☐ Shred boxes
- ☐ Printer access
- ☐ MA training program
- ☐ Review of delinquent medical records communication
- ☐ Medical staff lounge to-go food
- ☐ “Lube and Tube” team
- ☐ Care kits for call rooms
- ☐ Improved HR communication with doc over staff discipline

Building Community

- Medical Staff Lounge
 - Remodel
 - Hot meals
- Black, White, and Bling
- Family Events
 - Pizza and Pictures with Santa

Well-Being

- Medical Staff Wellness Center
- Medical Staff To-Go Meals
- Art of Medicine Gallery
- Clinician Resource Center



Clinician Resource Center

- WorkLife Concierge
- Peer Coaching
- Counseling/Behavioral Health
- Leadership support
- Well-being assessments
- Crisis line 24/7
- Covid-19 resources
- Mindfulness education
- Financial Consults

Communications

- Tuesday Times
- Annual Report to all Medical Staff
- PERC chair on Network Operating Council
- PERC report of Medical Executive Committee

Reid Academy

- Networking Opportunity
- Discuss Resilience
- Introduce Reid and the Richmond communities
- Cover broadly applicable educational topics



Results: Maslach

Decrease in red scores from 2018 - 2020

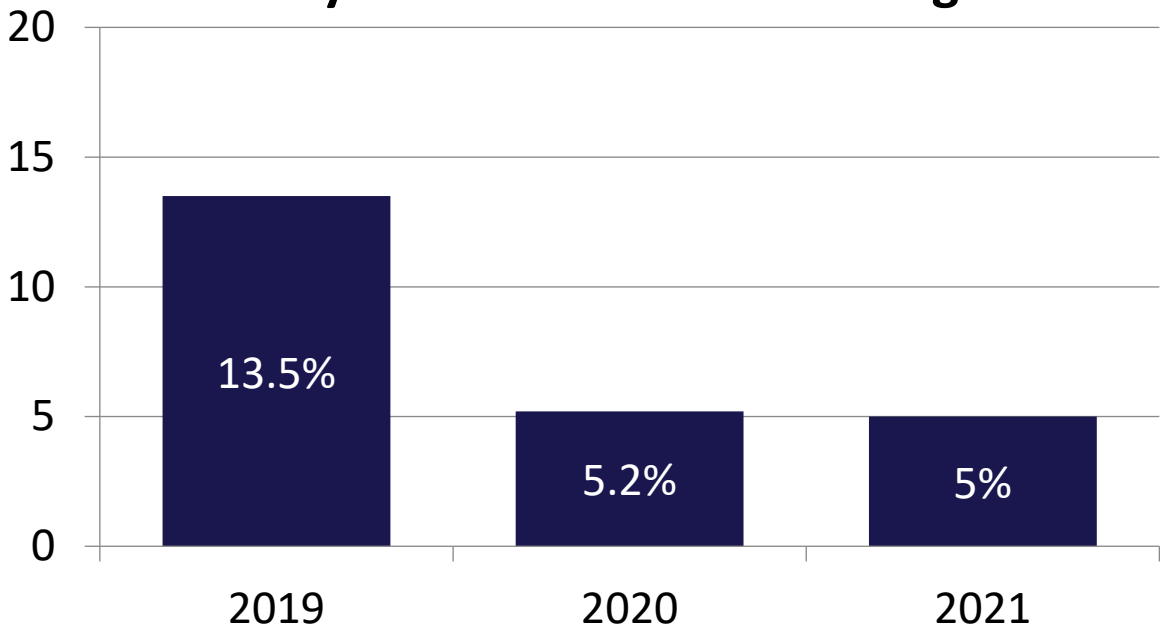
2018			
Domains			
	Depersonal-ization	Exhaustion	Personal Achievement
Results			
Overall	10.5	16.7	40.9
Sex			
Men	11.3	17.6	41.4
Women	9.2	13.7	41.6
No Answer	13.6	28.0	33.7
Age			
<35	13.1	16.4	39.1
35-44	12.7	21.2	39.5
45-54	9.3	14.7	42.9
55-64	7.4	12.2	42.7
65>	5.3	10.3	46.0
No Answer	14.6	29.4	34.0
Credential			
MD/DO	12.2	19.4	39.9
APP	7.1	10.4	43.3
Other	17.0	34.0	42.0
No Answer	9.7	19.7	36.3
Specialty			
Prim Cr	10.0	16.2	41.1
Med Spec	9.5	15.0	39.0
Surg Spec	7.8	11.3	45.2
No Answer	16.1	25.7	39.1

2019			
Domains			
	Depersonal-ization	Exhaustion	Personal Achievement
Results			
Overall	9.6	15.0	41.2
Sex			
Men	8.9	13.6	41.4
Women	9.3	15.3	41.1
No Answer	21.0	27.3	38.5
Age			
<35	14.3	16.9	38.5
35-44	8.0	13.8	42.6
45-54	11.3	17.2	41.2
55-64	8.5	14.6	42.5
65>	3.6	8.1	38.4
No Answer	7.5	17.0	37.0
Credential			
MD/DO	10.4	15.5	40.8
APP	8.5	13.5	41.4
Other	8.0	22.5	44.0
No Answer	8.2	17.8	43.2
Specialty			
Prim Cr	9.5	16.4	40.4
Med Spec	8.1	12.2	42.9
Surg Spec	9.7	12.8	41.6
No Answer	14.2	20.7	38.5

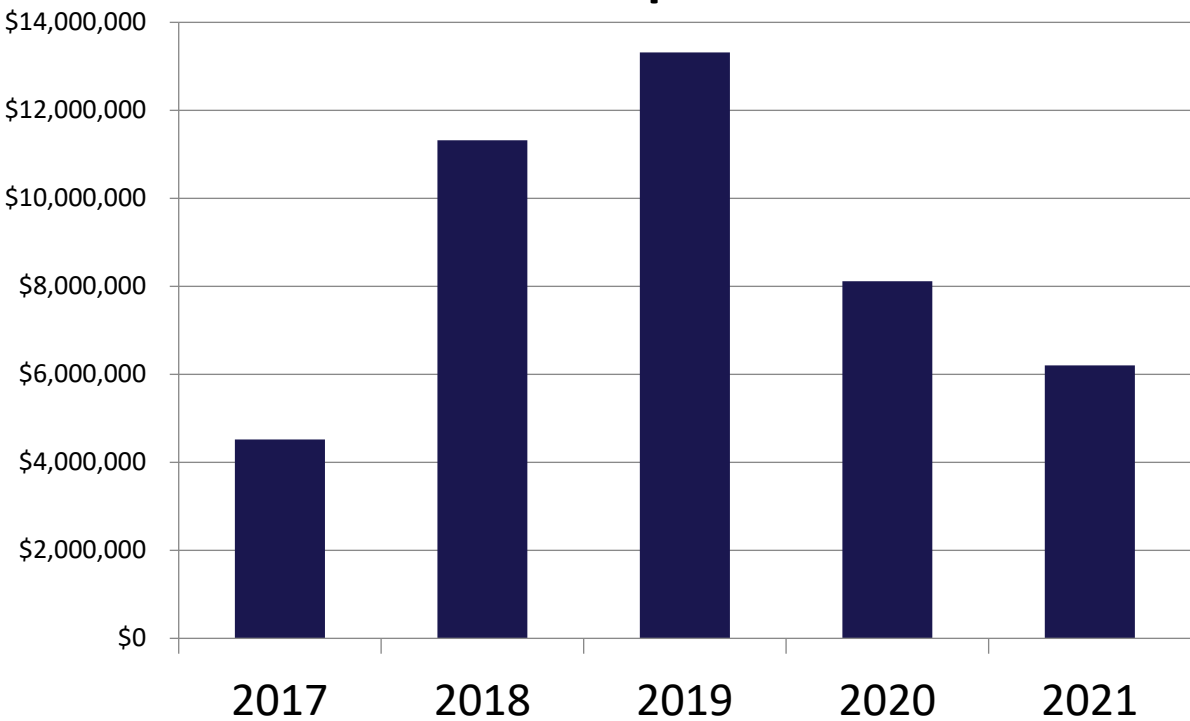
2020			
Domains			
	Depersonal-ization	Exhaustion	Personal Achievement
Results			
Overall	7.2	11.5	42.2
Sex			
Men	8.2	12.2	42.3
Women	6.6	11.0	42.4
No Answer	2.0	9.5	36.8
Age			
<35	8.2	11.5	43.3
35-44	7.2	11.4	40.9
45-54	8.1	12.8	42.2
55-64	6.0	10.3	44.4
65-74	6.2	11.4	43.0
75>	0.0	2.0	47.0
No Answer	6.0	14.8	34.6
Credential			
MD/DO	7.5	11.5	41.9
APP	6.7	11.4	42.7
Other	10.0	19.0	43.0
No Answer	5.6	11.0	40.4
Specialty			
Prim Cr	7.0	11.5	42.6
Med Spec	6.1	10.4	42.8
Surg Spec	9.1	13.3	40.4
Practice Environment			
Inpatient	4.9	10.9	42.2
Mixed	8.0	12.5	41.5
Outpatient	7.0	10.9	42.7

Results: Physician Turnover and Locum Expense

Physician Turnover Percentage

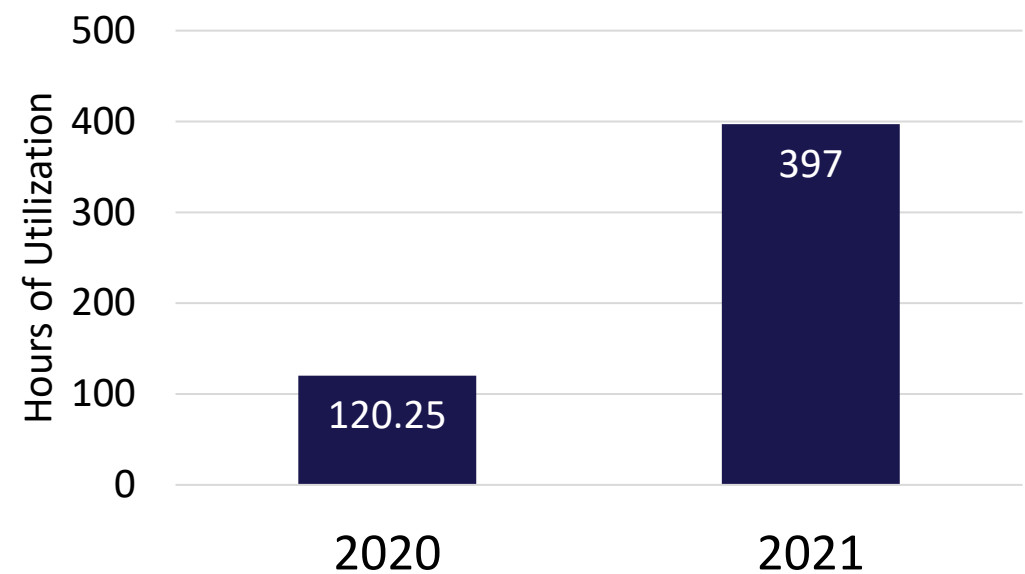


Locum Expense

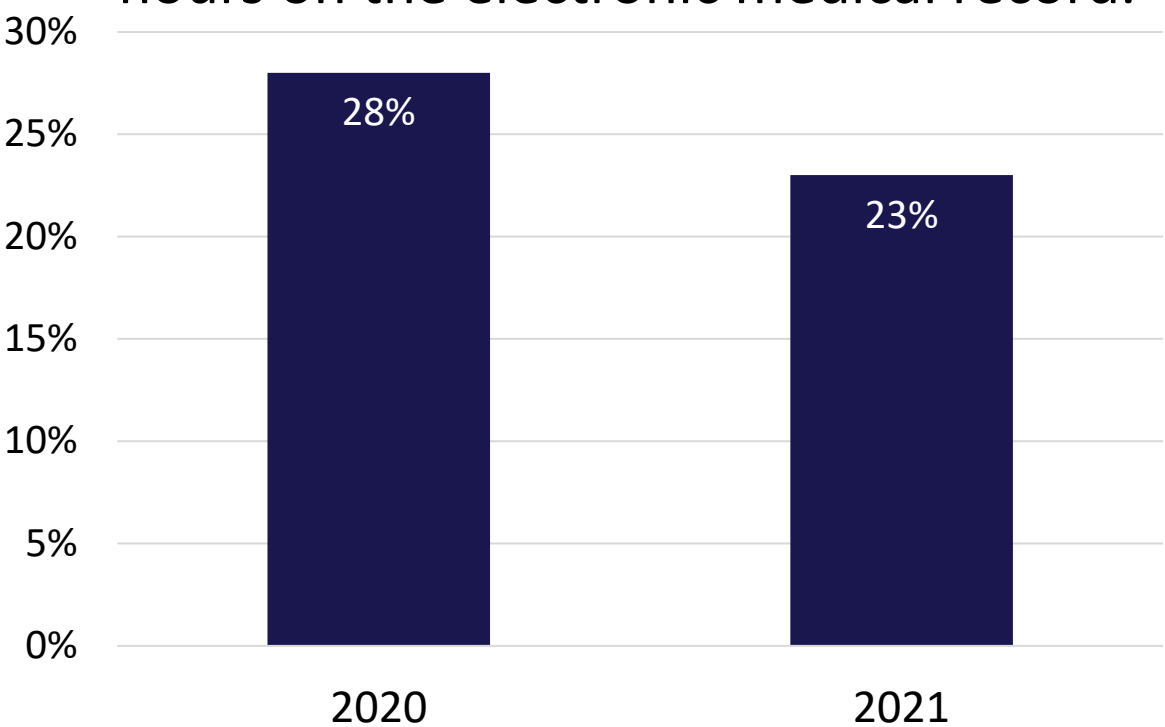


Results: Home for Dinner and Pajama Time

Home for Dinner Utilizaiton



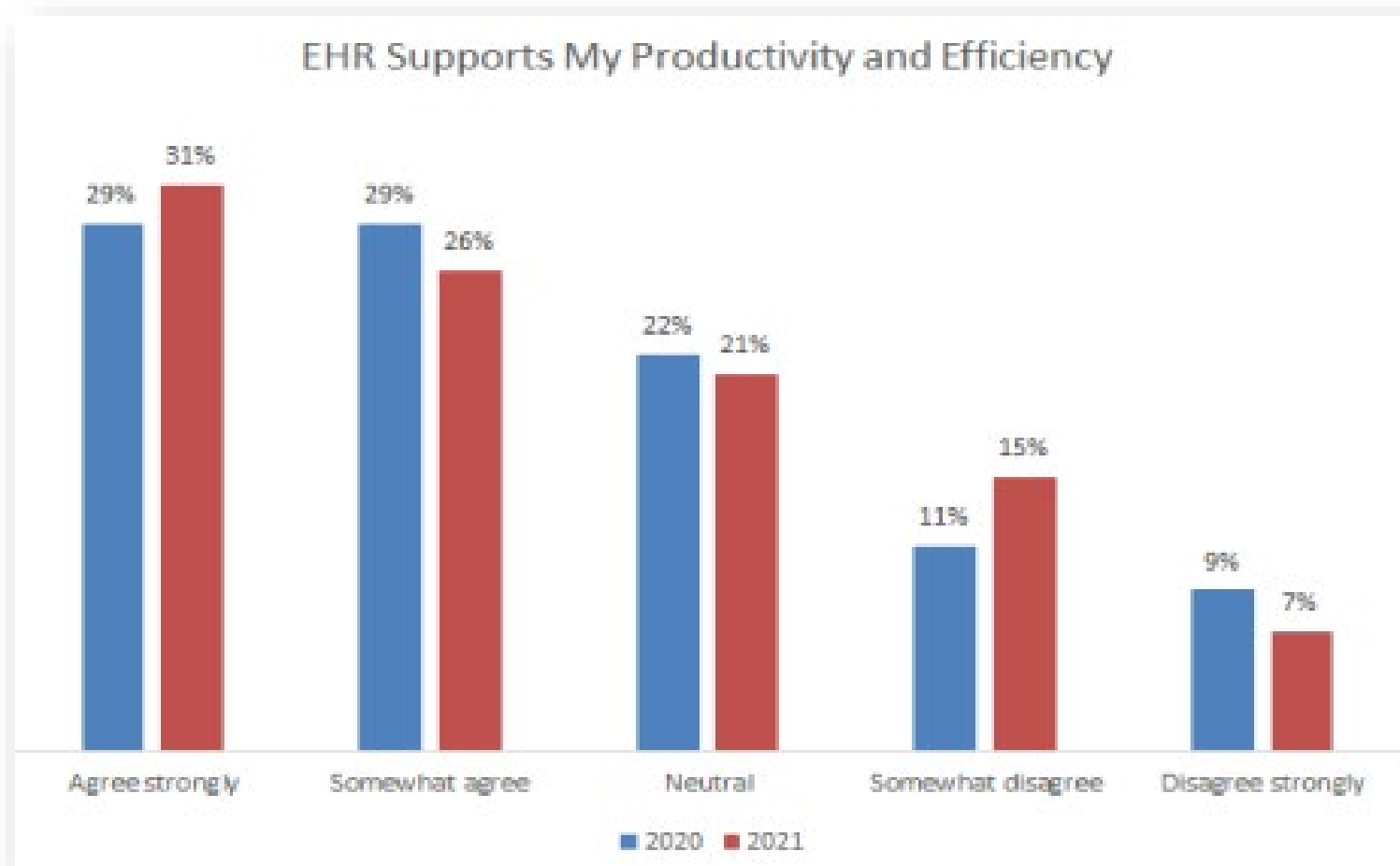
Pajama Time: Time spent outside work hours on the electronic medical record.



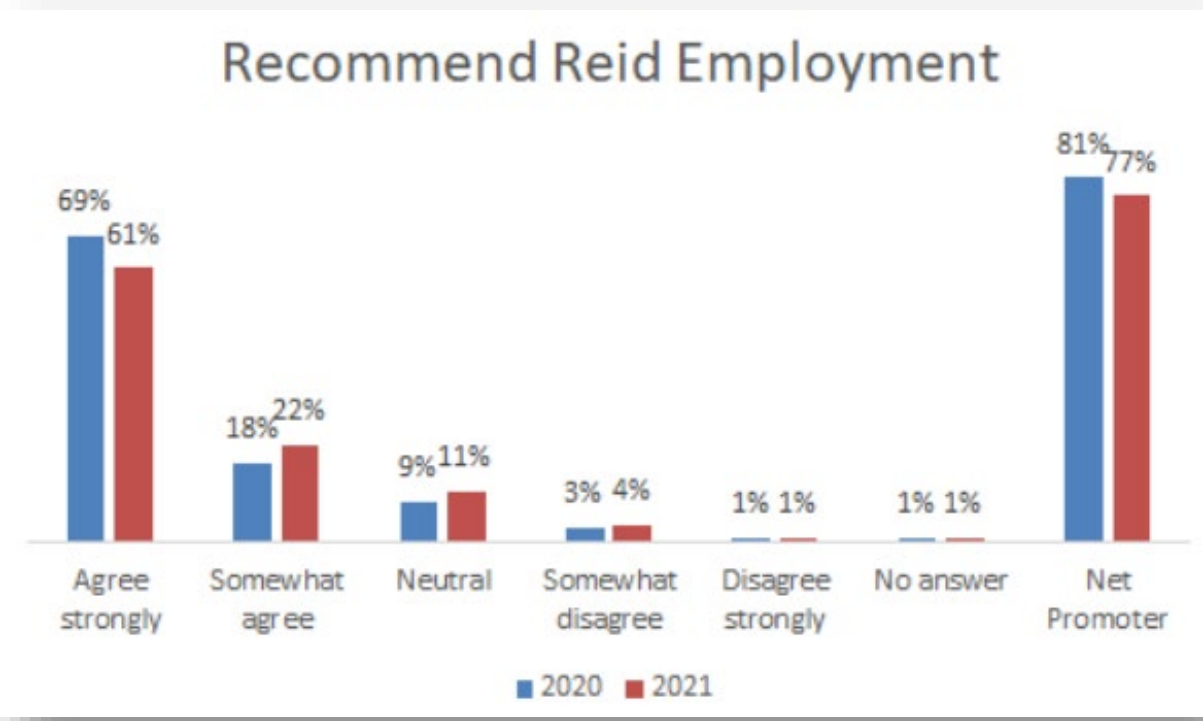
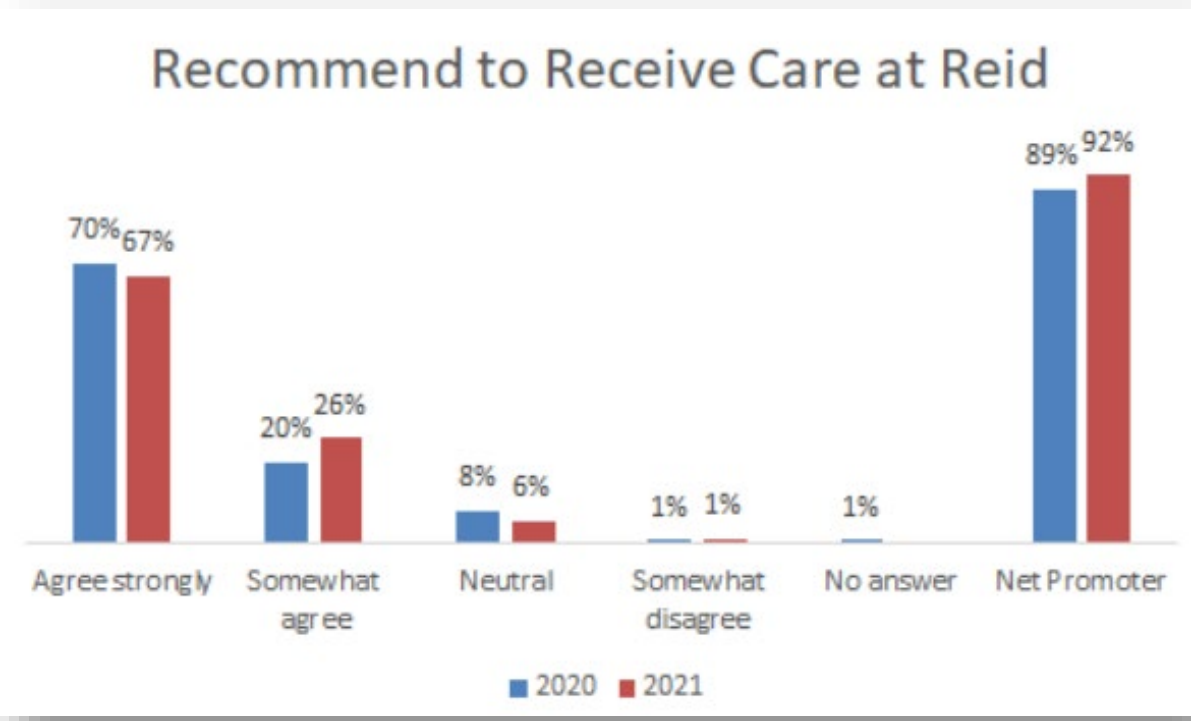
Results: Electronic Health Record Satisfaction

Net Promoter Score: Average

- 2020 = 39%
- 2021 = 36%



Results: Engagement



Key Takeaways

What you need to succeed

- Diverse committee of physicians
- Collaborative relationship with administration
- Aligned strategic goals
- Willingness to fail

Questions?

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