

2022

STRONGER

vizient. CONNECTIONS SUMMIT

Sept. 19–21, 2022

#vizientsummit



# Collaborative, Dynamic Culture Engages Workforce

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Emergency Medicine Physician

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**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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# Collaborative, Dynamic Culture Engages Workforce

**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 pandemic<sup>1</sup>
- 57%** of physicians report inappropriate feelings of anger, fearfulness or anxiety due to COVID-19, but only 14% have sought medical attention<sup>2</sup>
- >50%** of physicians report significant symptoms of burnout<sup>3</sup>
- 30%** of health care workers are considering leaving their profession<sup>3</sup>
- 23%** of physicians would like to retire within the next year, including one in three physicians ages 46 or older<sup>2</sup>

**COVID-19  
magnified  
preexisting  
trends**

1. Vizient Savings Actualizer™ 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



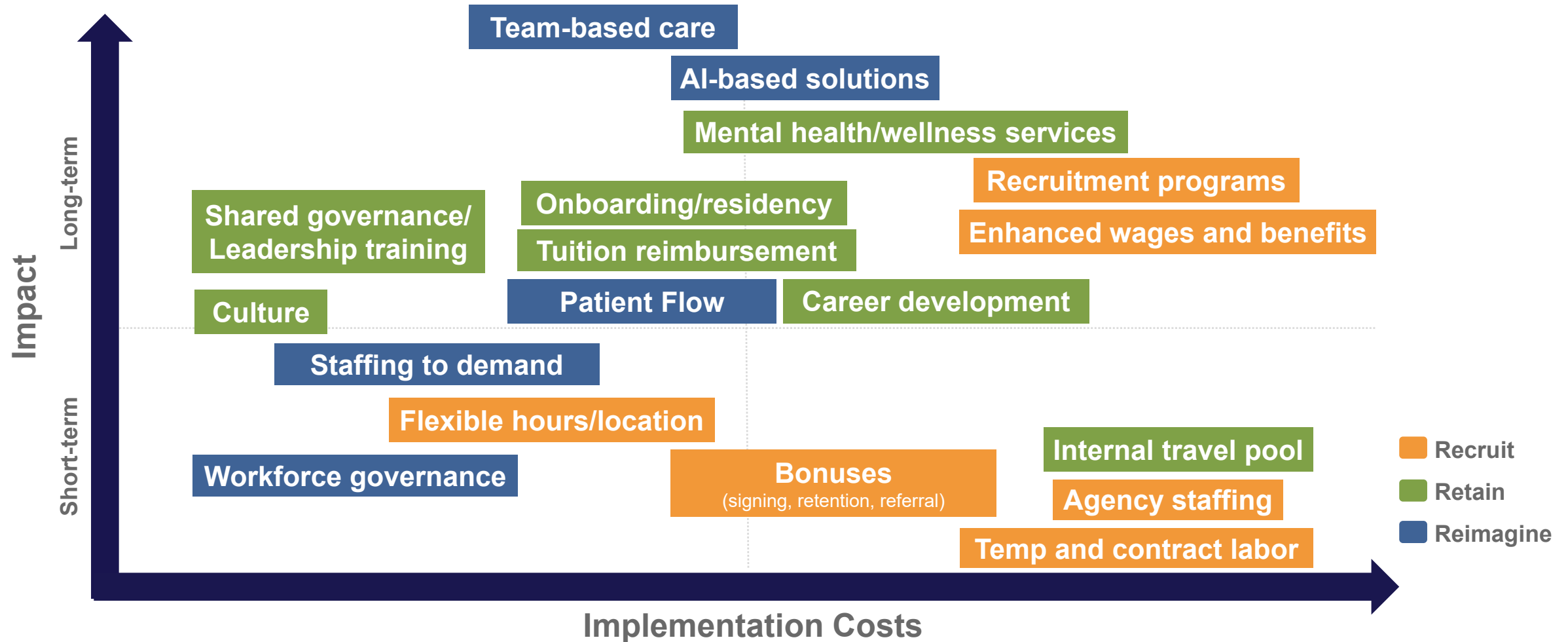
## WELLNESS & WELL-BEING

- 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	
<b>A. TO without burnout</b>	
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>B. Projected number of physicians turning over per year due to burnout</b>	
Formula: $\text{No of physicians turning over per year due to burnout} = (TO - TO \text{ without burnout}) * N$	
<b>C. Projected cost of physician turnover per year due to burnout</b>	
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. ( <a href="http://hfma.org/leadership">hfma.org/leadership</a> ).	

# 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 “Little’s”



**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

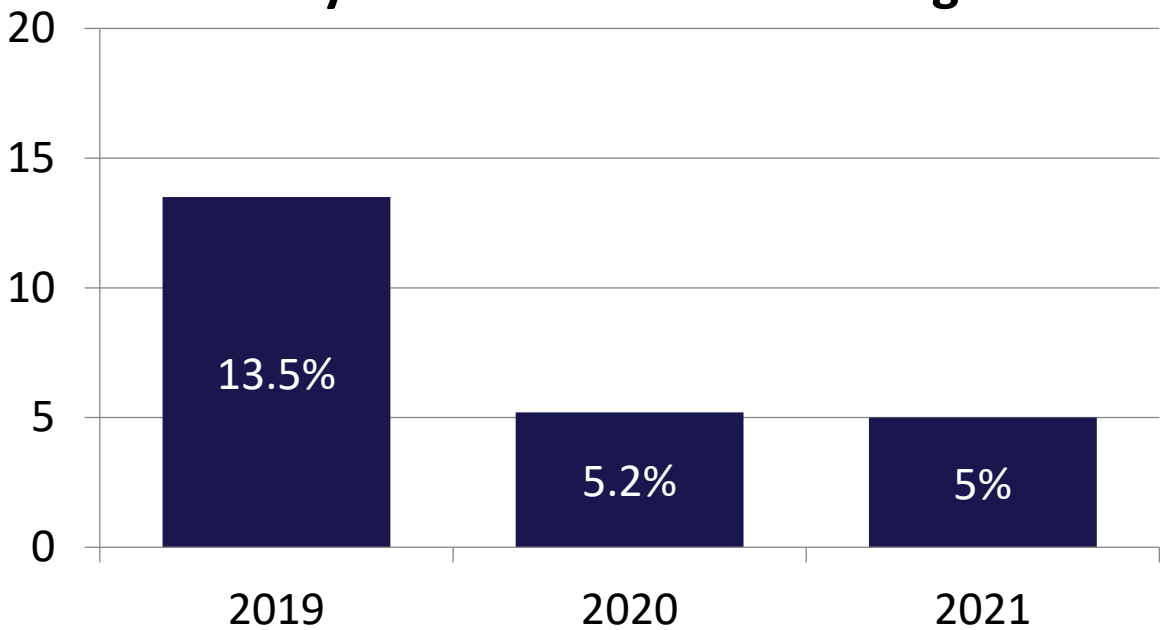
2018			
Domains			
	Depersonal-ization	Exhaustion	Personal Achievement
Results			
Overall	10.5	16.7	40.9
Sex			
Men	11.3	17.6	41.4
Women	9.2	13.7	41.6
No Answer	13.6	28.0	33.7
Age			
<35	13.1	16.4	39.1
35-44	12.7	21.2	39.5
45-54	9.3	14.7	42.9
55-64	7.4	12.2	42.7
65>	5.3	10.3	46.0
No Answer	14.6	29.4	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

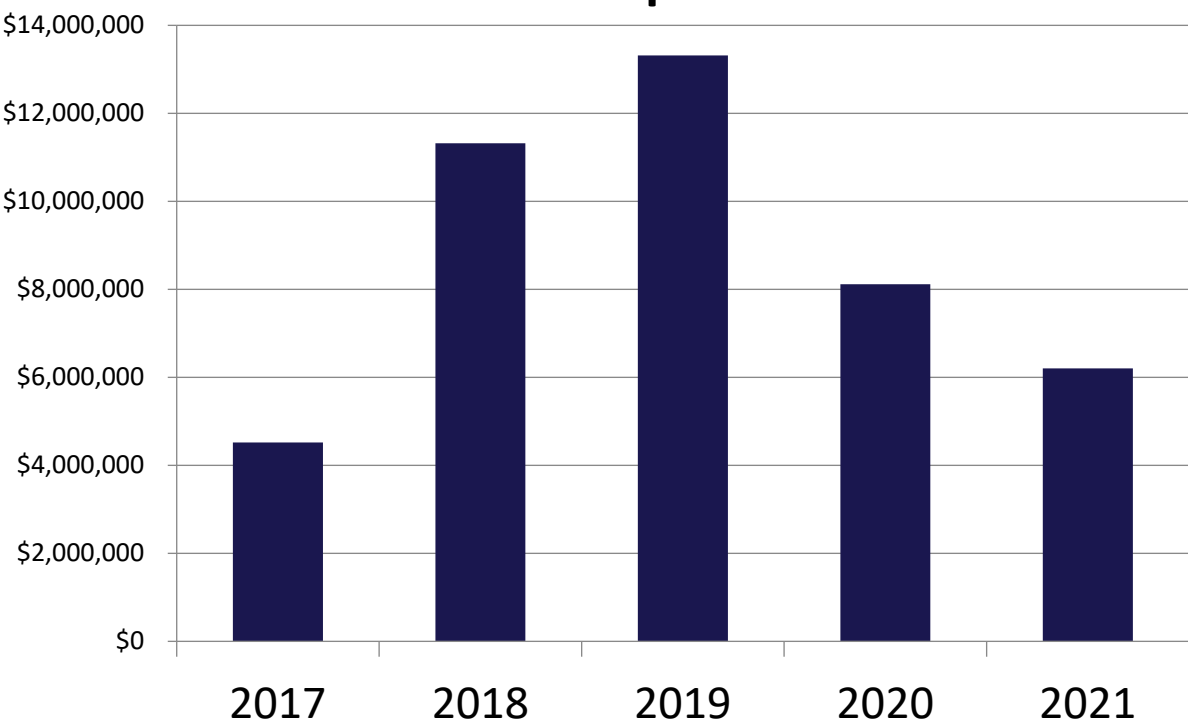
2020			
Domains			
	Depersonal-ization	Exhaustion	Personal Achievement
Results			
Overall	7.2	11.5	42.2
Sex			
Men	8.2	12.2	42.3
Women	6.6	11.0	42.4
No Answer	2.0	9.5	36.8
Age			
<35	8.2	11.5	43.3
35-44	7.2	11.4	40.9
45-54	8.1	12.8	42.2
55-64	6.0	10.3	44.4
65-74	6.2	11.4	43.0
75>	0.0	2.0	47.0
No Answer	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

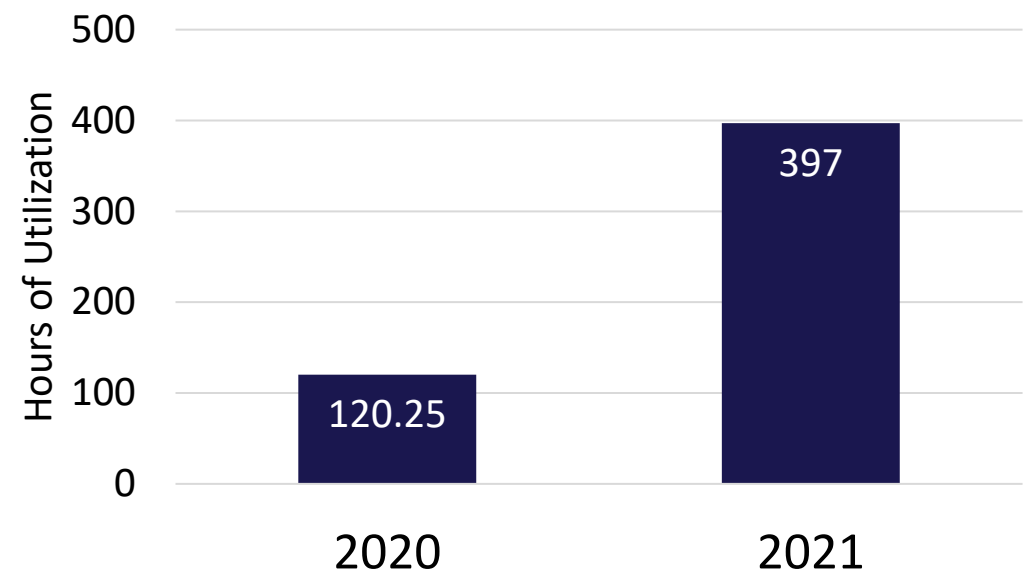


Locum Expense

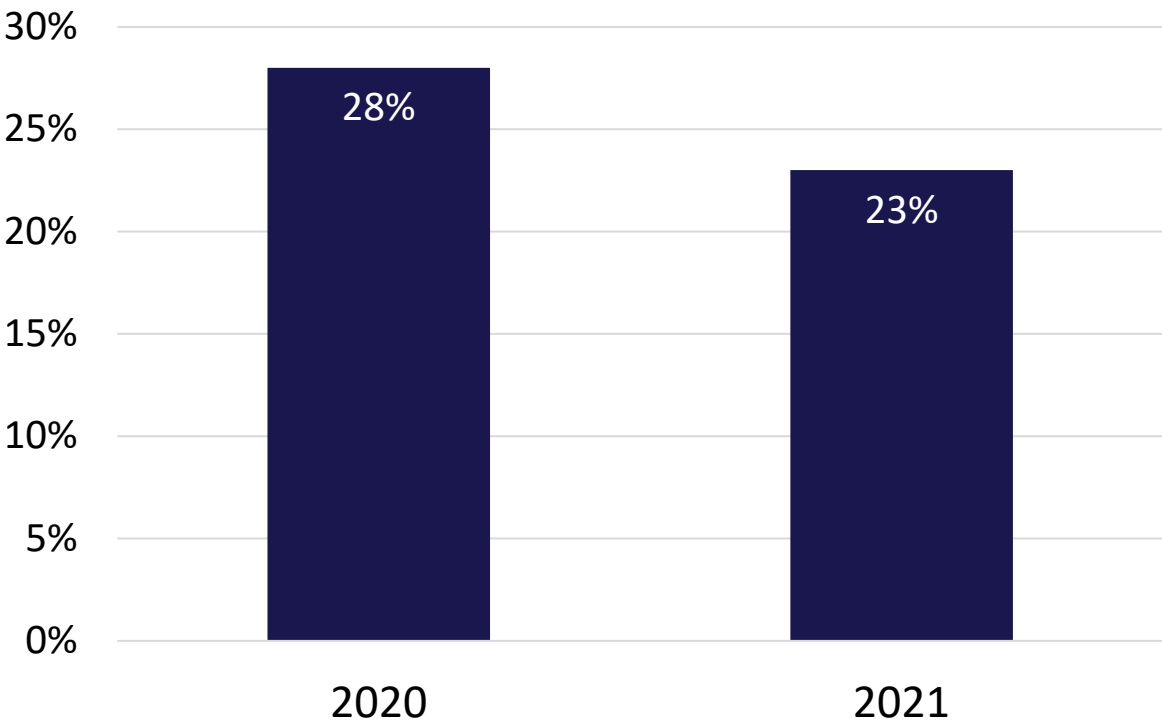


# Results: Home for Dinner and Pajama Time

Home for Dinner Utilization



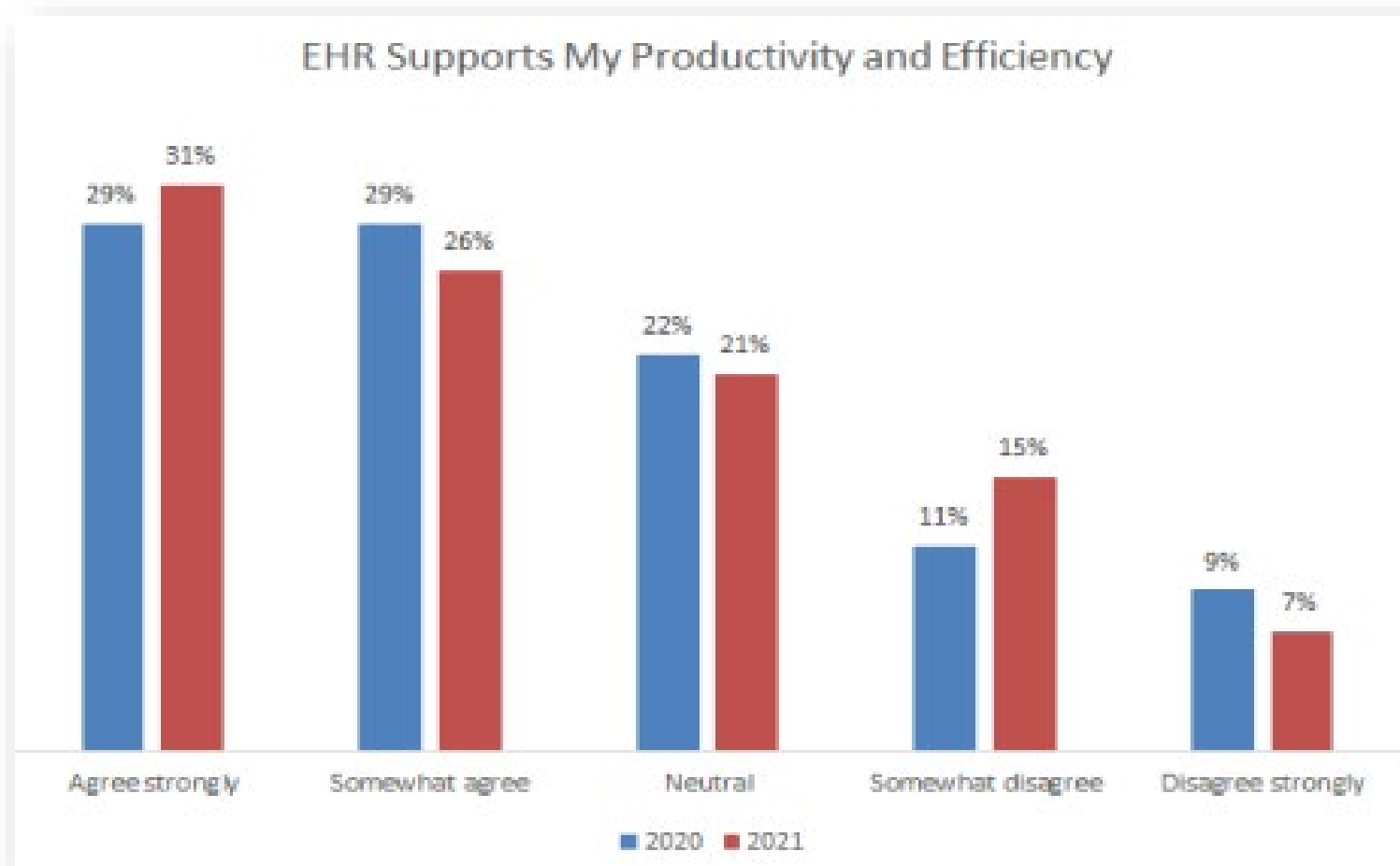
Pajama Time: Time spent outside work hours on the electronic medical record.



# Results: Electronic Health Record Satisfaction

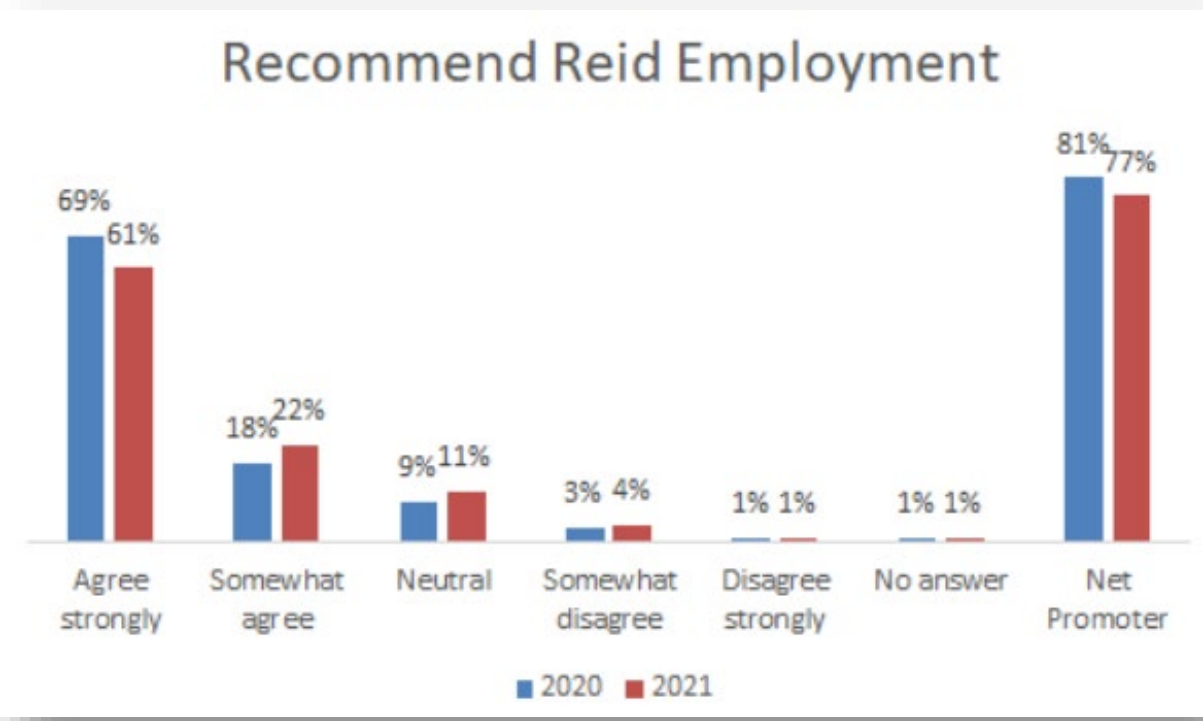
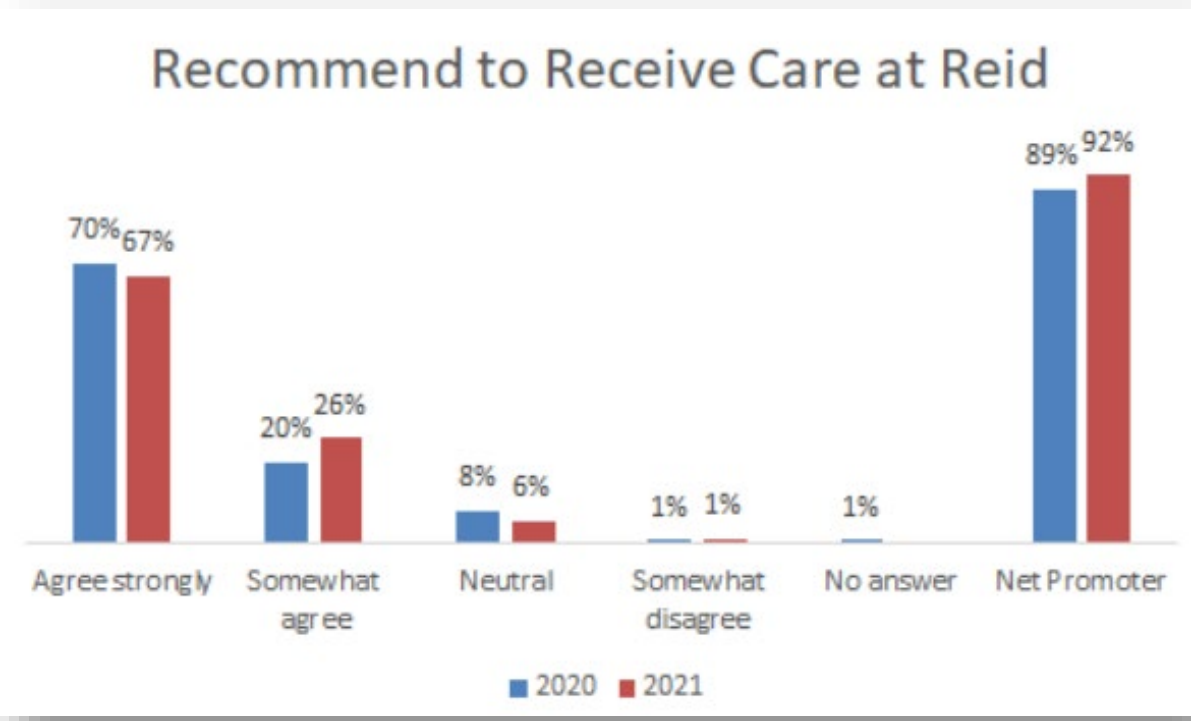
Net Promoter Score: Average

- 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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