

# Developing the Healthy Work Place

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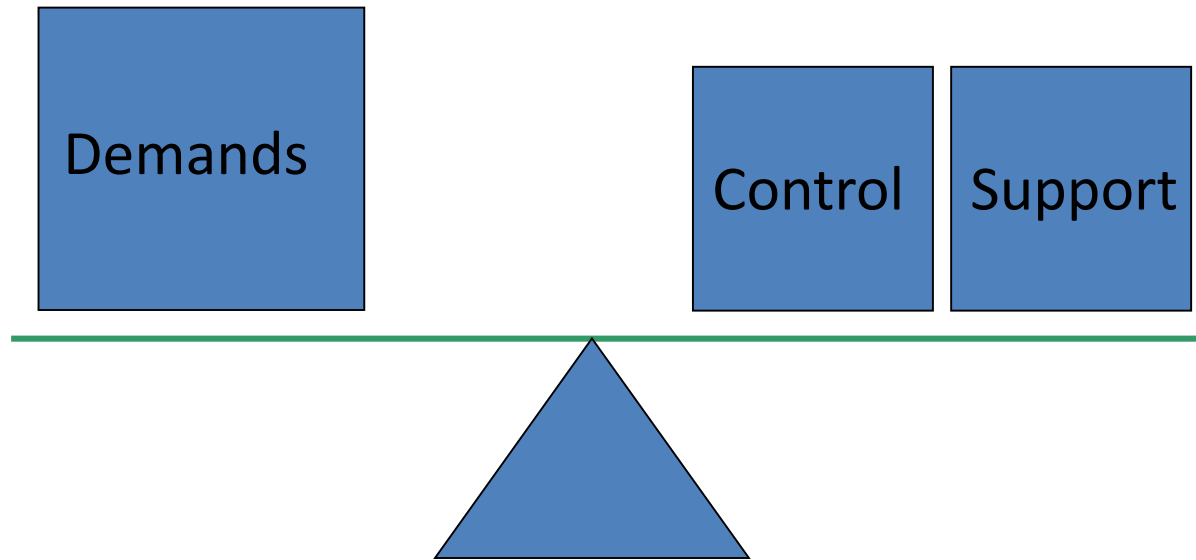
# Acknowledgements

- Mark Linzer and Sara Poplau
  - Office of Professional Worklife
  - Hennepin County Medical Center, Minneapolis
- Physician Worklife Study (PWS)
- Minimizing Error, Maximizing Outcomes (MEMO)
- Healthy Work Workplace (HWP) study
- I have no conflicts of interest to disclose



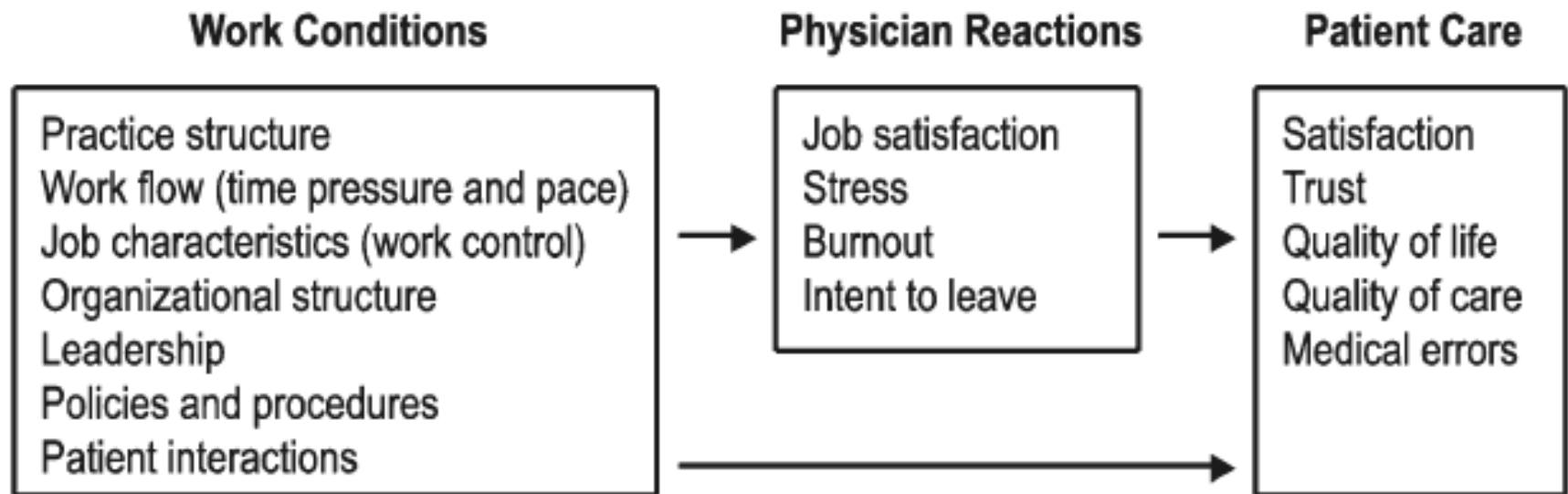


# Demand-Control Model of Job Stress



Karasek et al. *Am J Public Health* 1981;71:694-705

# Relationship between Work Conditions, Physician Reactions, and Patient Care





# Physician Work Life Study

- Cluster randomized controlled trial
  - 3 sites (urban, rural, suburban)
  - 34 clinics, 166 clinicians, 1131 patients (888 chart audit)
  - Office and Worklife (OWL), 2-page summary of data
    - Work conditions
    - Physician outcomes (stress, burnout, intention to leave)
    - Patient quality of care data (HTN, DM, prevention)
- Intervention: clinical staff and researchers met
  - Discussed OWL data and list of potential interventions
  - Interventions selected and customized

# Mini Z (Zero Burnout)

**1. Overall, I am satisfied with my current job:**

Strongly disagree      Disagree      Neither agree nor disagree      Agree      Agree strongly

**2. I feel a great deal of stress because of my job**

Strongly disagree      Disagree      Neither agree nor disagree      Agree      Agree strongly

**3. Using your own definition of “burnout”, please circle one of the answers below:**

1. I enjoy my work. I have no symptoms of burnout.
2. I am under stress, and don't always have as much energy as I did, but I don't feel burned out.
3. I am definitely burning out and have one or more symptoms of burnout, e.g. emotional exhaustion.
4. The symptoms of burnout that I'm experiencing won't go away. I think about work frustrations a lot.
5. I feel completely burned out. I am at the point where I may need to seek help.

**4. My control over my workload is:**

1 – Poor      2 – Marginal      3 – Satisfactory      4 – Good      5 – Optimal

**5. Sufficiency of time for documentation is:**

1 – Poor      2 – Marginal      3 – Satisfactory      4 – Good      5 – Optimal

**6. Which number best describes the atmosphere in your primary work area?**

Calm                                      Busy, but reasonable                                      Hectic, chaotic  
1      2                                      3                                      4                                      5

**7. My professional values are well aligned with those of my department leaders:**

Strongly disagree      Disagree      Neither agree nor disagree      Agree      Agree strongly

**8. The degree to which my care team works efficiently together is:**

1 – Poor      2 – Marginal      3 – Satisfactory      4 – Good      5 – Optimal

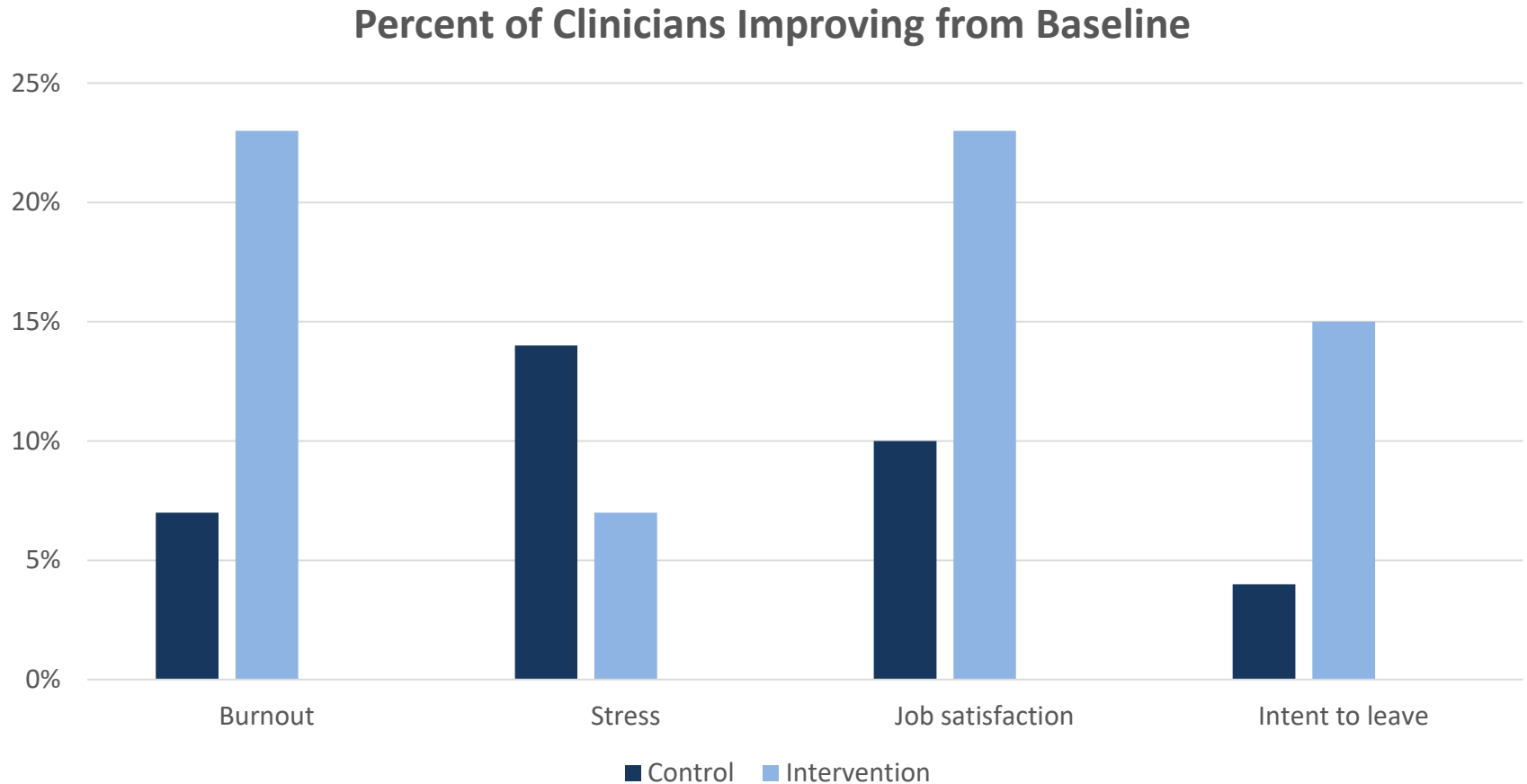
**9. The amount of time I spend on the electronic medical record (EMR) at home is:**

1 – Excessive      2 – Moderately high      3 – Satisfactory      4 – Modest      5 – Minimal/none

**10. My proficiency with EMR use is:**

1 – Poor      2 – Marginal      3 – Satisfactory      4 – Good      5 – Optimal

# HWP Results



Burnout and Job Satisfaction, intervention vs. control ( $p < 0.5$ )



# Interventions from HWP

Workflow redesign	Communication	Targeted QI Projects
MA data entry	Better communication among clinicians/staff	Prescription management strategies
More time for RN/MA staff to do tasks	Team meetings	Medicine reconciliation project
Pairing MAs/MDs	Meetings with leadership	Depression screening
Nurse coordinators	Meetings focused on patient care and cases	Improve diabetic screening (eye, feet)
Increased visit time		Presenting data

Less time pressure, more control  
More order, less chaos  
Align values, enhance teamwork



# The Business Case

- \$250,000 to replace a primary care physician who leaves

Versus:

- \$10,000/year Wellness Committee
- \$25,000/year scribes
- \$100,000/year float (part-time)
- \$8,000 resiliency training
- \$0 customized scheduling, listening, aligning values and emphasizing balance

# Implications

- Burnout is measurable, predictable, and preventable
- Building an infrastructure, engaging clinicians & leaders (Office of Professional Worklife, Wellness Committee)
- Annual measures can inform organizations and drive change (MiniZ, OWL)
- Identify specific interventions or types of intervention that are most effective, based on work environment

<https://www.youtube.com/watch?v=3lyMvp2GoSY>

#unbreakhealthcare

ZDoggMD.com

Questions