Developing the Healthy Work Place

Martha S. Gerrity, MD, MPH, PhD
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- Physician Worklife Study (PWS)
- Minimizing Error, Maximizing Outcomes (MEMO)
- Healthy Work Workplace (HWP) study

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Demand-Control Model of Job Stress

Relationship between Work Conditions, Physician Reactions, and Patient Care

- **Work Conditions**
  - Practice structure
  - Work flow (time pressure and pace)
  - Job characteristics (work control)
  - Organizational structure
  - Leadership
  - Policies and procedures
  - Patient interactions

- **Physician Reactions**
  - Job satisfaction
  - Stress
  - Burnout
  - Intent to leave

- **Patient Care**
  - Satisfaction
  - Trust
  - Quality of life
  - Quality of care
  - Medical errors

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

*Disclaimer-this is adapted from the OWL (Office and Work Life™ measure); more detailed surveys often needed for second stage work.*
HWP Results

Percent of Clinicians Improving from Baseline

Burnout and Job Satisfaction, intervention vs. control (p < 0.5)
## Interventions from HWP

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