

A Wellbeing Measurement Informed Peer to Peer Site Visit Program

Stewart Babbott, MD, FACP

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Presenter Disclosure

- Dr. Babbott has no relationships with commercial interests including:
 - Grant or Research Support
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 - Consulting Fees

Learning Objectives

- Describe a Peer-to-Peer Site Visit Program
- Describe site visits with wellbeing as a focus
- Discuss lessons learned and next steps

Overview

- Background
- Site Visit program
- Wellbeing Measurement informing visits – our innovation
- Observations and recommendations

Background

- Outside review of programs can assist leaders in assessing key concern or issues
- Consulting firms
- Peer to Peer – adds elements of understanding to both the leader and visitors regarding the key visit questions
- Data driven questions, often financial, process, leadership structure
- Wellbeing data driven visit question(s) can help address resilience, practice factors and culture

Site Visit Program

- Association of Chiefs and Leaders of General Internal Medicine (ACLGIM)
 - Clinical care, education, research/scholarship, administration, advocacy
- Society of General Internal Medicine is the larger organization for ACLGIM
- Peer to Peer Program
- Coordinated through ACLGIM National Office

- Information presented includes data from an IRB approved survey of site visit requestors and site visitors from the last 9 site visits

Aims of Completed ACLGIM External Reviews

- ***New:*** Physician wellness and burnout
- Integrating hospitalist programs into academic divisions
- Growing research programs & scholarship in GIM
- Gaining NCQA PCMH certification
- Evaluating and selecting a new GIM division chief
- Assistance in strategic planning process
- Starting a new division of GIM
- ACO development

Process

- Outreach by chief or leader member to ACLGIM
- Self study questions completed
- Team of peers formed based on questions and goals

Process

- Team reviews materials
- Call with leader
- May requests additional materials
 - Financial
 - Productivity
 - Strategic planning
 - Organizational charts
- Data for wellbeing informed visits from the Mini-Z

Wellbeing Data with Mini-Z

- Mini Z is a 10 item instrument
- Developed by Dr. Mark Linzer at Hennepin County Medical Center
- <https://www.stepsforward.org/modules/physician-burnout-survey>
- Linzer M, et al. Worklife and Wellness in Academic General Internal Medicine: Results from a National Survey. JGIM 2016;31(9):1004-10.

Mini Z – Supportive Work Environment

Score For questions 1-10, please indicate the best answer. (Numeric score indicated by number next to response.)

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

_____ 5=Agree strongly 4=Agree 3=Neither agree nor disagree 2=Disagree 1=Strongly disagree

2. Using your own definition of “burnout”, please choose one of the numbers below:

_____ 5=I enjoy my work. I have no symptoms of burnout.
4=
3=I am **beginning to burn out** and have one or more symptoms of burnout, e.g. emotional exhaustion.
2=
1=I feel completely burned out. I am at the point where I may need to seek help.
*If you select 1 or 2, please consider seeking assistance – call your insurance provider or employee assistance plan (EAP)

3. My professional values are well aligned with those of my clinical leaders:

_____ 5=Agree strongly 4=Agree 3=Neither agree nor disagree 2=Disagree 1=Strongly disagree

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

_____ 1=Poor 2=Marginal 3=Satisfactory 4 =Good 5 =Optimal

5. My control over my workload is:

_____ 1 = Poor 2 = Marginal 3 = Satisfactory 4 = Good 5 = Optimal

Mini-Z Work Pace and EMR Stress

6. I feel a great deal of stress because of my job

_____ 1=Agree strongly 2=Agree 3=Neither agree nor disagree 4=Disagree 5=Strongly disagree

7. Sufficiency of time for documentation is:

_____ 1 = Poor 2 = Marginal 3 = Satisfactory 4 = Good 5 = Optimal

8. 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

9. The EMR adds to the frustration of my day:

_____ 1=Agree strongly 2=Agree 3=Neither agree nor disagree 4=Disagree 5=Strongly disagree

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

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

11. Tell us more about your stresses and what we can do to minimize them:

Mini Z Scoring

Total Score

Scoring your Mini Z: add the numbered responses from questions 1-10. Range 10-50 (≥ 40 is a joyful workplace).

Subscale 1 (supportive work environment) = add the numbered responses to questions 1-5. Range 4-25 (≥ 20 is a highly supportive practice!).

Subscale 2 (work pace and EMR stress) = add the numbered responses to questions 6-10. Range 4-25 (≥ 20 is an office with reasonable pace and manageable EMR stress!).

Site Visit Process

- Travel and logistics
- Meetings and schedule based on leader's goals
- Site visit process itself can be a way to bring organizational leaders and partners together

Site Visit

- Evening dinner with leadership
- Full day of meetings
- Working dinner with site visit team
- Half day of meetings
- Preliminary report to leadership
- Full report to follow

Site Visit Wellbeing Informed

- Programming
 - Chair or Department representative
 - Dean's office – for School wide initiatives
 - Medical staff office
 - Practice plan
- Drivers
 - Productivity
 - Practice support
 - Representation and advocacy

Leader – Responses

- Preparation process highly rated
- Site visit process well received by faculty and local leaders
- 3rd party expert group perspective helpful
 - “made them pay attention”
- For wellbeing survey sites:
 - Open ended questions very valuable
- Plans to resurvey –
 - Choice of tools may vary

Leader – Responses

- Buy-in from clinic and academic leaders to transform clinic
- Evolving outcomes because local conditions changed (hospital closed)
- Helped with strategic planning for educational program changes
- Supported dismantling of a service line and re-alignment with department
- Clarified needs of practice support and team composition
- Outcomes from site visits took time
 - From 3 months to over a year

Visitors

- Preparation for the site visit - positive reviews for clarity, planning and necessary materials before the visit
- Site visit process itself – intense and rewarding
- Report draft took time and iterations
- Rewarding to help a colleague
- Gained skills in the process of consultation, observation and feedback in a site visit process
- Gained perspective on other GIM programs

Wellbeing Focused Sites - Reflections

- Mini-Z data and comments
 - Impetus for the site visit
 - Guided report
 - Modeled importance of measurement
- Site visit based on wellbeing is itself a message

Conclusions

- Peer to Peer site visit program well received by leaders and visitors
- Measuring wellbeing and related measures is essential – and iterative
- Objective peer assessment is valuable
- Evidence based models of practice re-design offer specific approaches and perspective
- Models of the larger contexts of care offer ways to frame local issues

ACLGIM Website Links

- Site Visit Program
- <https://www.sгим.org/aclgim-tools--programs/site-visit-consultation>

Linzer, et al. Academic GIM - Results

- Overall Satisfaction 75%
- High Stress 67%
- Burned out 38%
- Low work control 48%
- High documentation time pressure 62%

Linzer, et al. Academic GIM - Results

- Professional values alignment with leader 65%
- Care team working efficiently 74%
- Too much home EMR 57%
- Workplace busy or chaotic 58%
- Proficiency of EMR use 89%

Linzer, et al. Academic GIM

- Burnout associated with:
 - High stress
 - Low work control
 - Low values alignment with leaders

Linzer, et al. Academic GIM - Themes

- Workload
- Workday Structure
- Staff Support
- EMR stress / documentation burden
- Leadership
- Work-home balance



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Definition of Each Domain

Culture of Wellness: Organizational work environment, values and behaviors that promote self-care, personal and professional growth, and compassion for ourselves, our colleagues and our patients.

Efficiency of Practice: Workplace systems, processes, and practices that promote safety, quality, effectiveness, positive patient and colleague interactions, and work-life balance.

Personal Resilience: Individual skills, behaviors, and attitudes that contribute to physical, emotional, and professional well-being.

Shanafelt and Noseworthy, Mayo Clin Proc 2017;92(1):129-146

