



Challenging Unnecessary Administrative Burdens to Reinvigorate Physician Practice and Reduce Burnout

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Faculty/Presenter Disclosure

Faculty: Brooke Rockwern, MPH

Relationships with commercial interests:

No real or apparent conflicts of interest to disclose

Why do professional dissatisfaction, burnout, & well-being matter?

Burnout



- medical errors
- turnover

Burned out physicians are more likely to **reduce their clinical hours**



- productivity
- patient satisfaction
- staff satisfaction and retention

Physicians have a **higher rate of suicide** than the general public

Physicians and our organizations can model health and wellness for our communities

Many Causes of Burnout

- Administrative tasks
- Regulatory burdens
- EHR usability
- More work in less time
- Front-line care demands
- Lack of autonomy/control
- Uncertainty about the future
- Professional isolation
- Absence of shared values and ideals






ACP's Physician Well-being & Professional Satisfaction Initiative



Fostering Local Communities of Well-being
Trained ACP Well-being Champions supporting their ACP chapter members, practices, and organizations in combating burnout.



Advocating for Systems Changes
Policy recommendations through ACP's Patients Before Paperwork initiative that call for simplifying, streamlining, and reducing excessive administrative tasks that detract from patient care and contribute to physician burnout.



Improving the Practice and Organizational Environment
Providing ACP members with high quality information, resources, tools, and support to help their practices thrive in the growing value-based payment environment.



Promoting Individual Well-being
Offering online resources and educational courses at ACP's Internal Medicine Meeting and chapter meetings to help ACP members manage issues related to well-being and satisfaction.



www.acponline.org/physician-well-being



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ACP Patients Before Paperwork Initiative



What is Patients before Paperwork?

ACP's Patients Before Paperwork initiative's goal is to reinvigorate the patient-physician relationship by reducing administrative complexities and eliminating unessential tasks that detract from patient care and contribute to physician burnout.



Policy Development

ACP policies provide a cohesive framework for identifying and evaluating administrative tasks, and offer detailed recommendations to analyze administrative tasks to determine whether they need to be challenged, revised, or eliminated entirely.



Tools You Can Use

Resources and tools help physicians put ACP's policies into practice. They include resources that assess practice efficiencies and resources on physician well-being and professional satisfaction.



Collaborating with Stakeholders

ACP engages with key regulatory agencies and stakeholders to help streamline regulations imposed by insurers, federal regulators and other external entities to reduce administrative burdens for physicians.



Advocating for Internists

ACP has long identified reducing administrative complexities or burdens as a priority. ACP works to advocate for changes in our health care system that simplify excessive administrative burdens that put a strain on physicians and patient care.

For more information, visit, www.acponline.org/pb4p

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POSITION PAPERS 28 MARCH 2017

Putting Patients First by Reducing Administrative Tasks in Health Care: A Position Paper of the American College of Physicians ^{FREE}

Shari M. Erikson, MPH; Brooke Röckwern, MPH; Michelle Koltov, MPH; Robert McLean, MD; for the Medical Practice and Quality Committee of the American College of Physicians (*)

Article, Author, and Disclosure Information

FULL ARTICLE

- Abstract
- Methods
- ACP Policy Recommendations
- Conclusion
- Appendix: Putting Patients First by Reducing Administrative Tasks in Health Care: A Position Paper of the American College of Physicians
- References
- Figures
- Tables
- Comments



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Abstract

This American College of Physicians (ACP) position paper, initiated and written by ACP's Medical Practice and Quality Committee and approved by the Board of Regents on 21 January 2017, reports policy recommendations to address the issue of administrative tasks to mitigate or eliminate their adverse effects on physicians, their patients, and the health care system as a whole. The paper outlines a cohesive framework for analyzing administrative tasks through several lenses to better understand any given task that a clinician and his or her staff may be required to perform. In addition, a scoping literature review and environmental scan were done to assess the effects on physician time, practice and system cost, and patient care due to the increase in administrative tasks. The findings from the scoping review, in addition to the framework, provide the backbone of detailed policy recommendations from the ACP to external stakeholders (such as payers, governmental oversight organizations, and vendors) regarding how any given administrative requirement, regulation, or program should be assessed, then potentially revised or removed entirely.

The American College of Physicians (ACP) has long identified reducing administrative tasks as an important objective, maintaining significant policy and participating in many efforts with this goal in mind, including developing the "Patients Before Paperwork" initiative in 2015. The growing number of administrative tasks imposed on physicians, their practices, and their patients adds unnecessary costs to the U.S. health care system, individual physician practices, and the patients themselves. Excessive administrative tasks also divert time and focus from more clinically important activities of physicians and their staffs, such as providing actual care to patients and improving quality, and may

represent obstacles to providing timely and appropriate care to patients. In

Recent PB4P policy development includes:

ACP Position Paper, *Putting Patients First by Reducing Administrative Tasks in Health Care*

<http://annals.org/aim/fullarticle/2614079/putting-patients-first-reducing-administrative-tasks-health-care-position-paper>



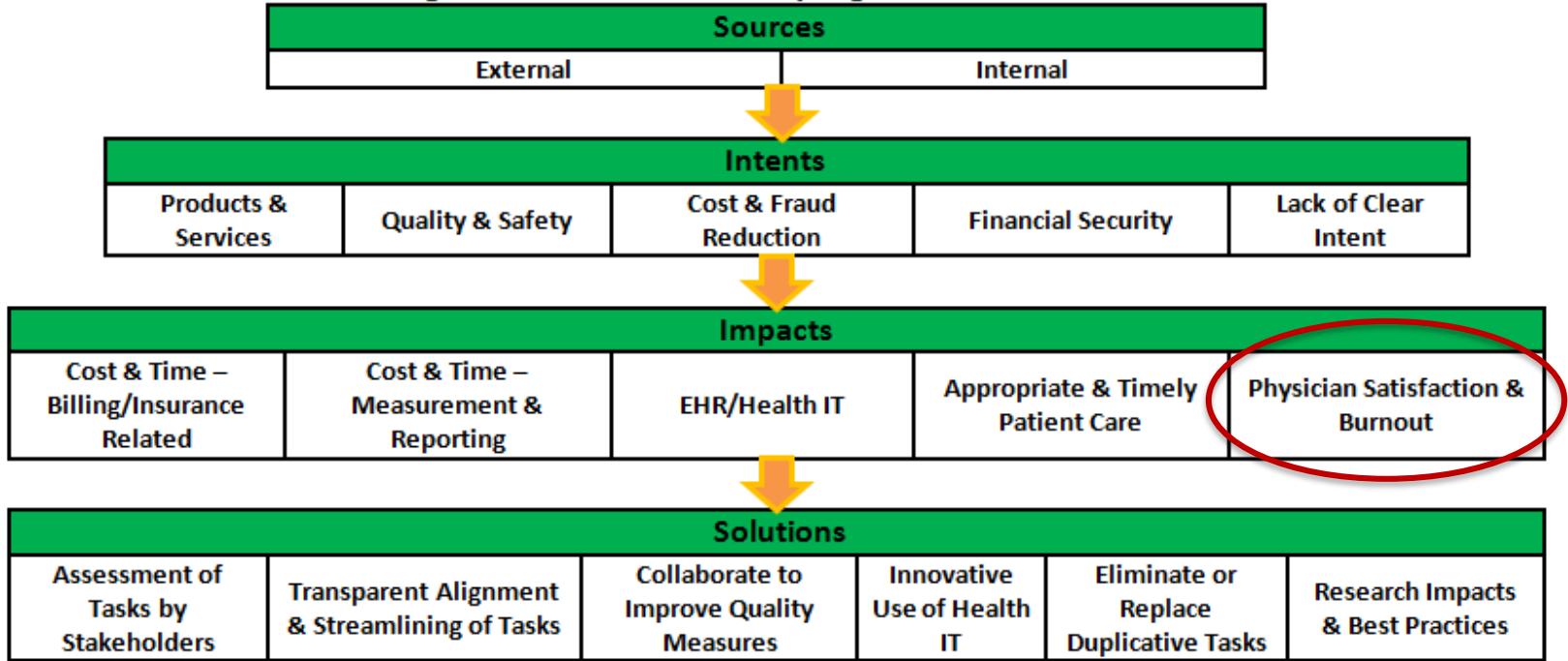
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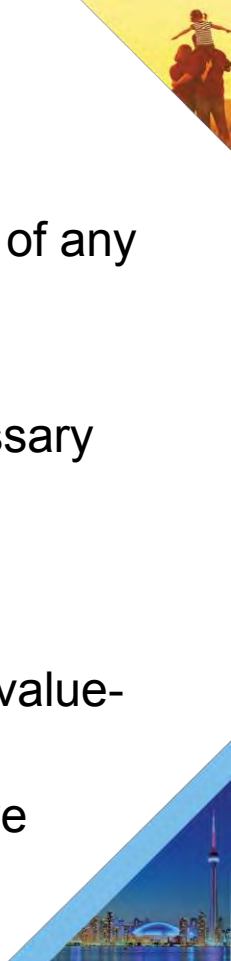


Figure 1: Framework for Analyzing Administrative Tasks





Solutions – ACP's Policy Recommendations

- Assessment (financial, time, and quality of care impact statements) of any new or existing administrative task
 - Transparent alignment and streamlining of administrative tasks
 - Collaborate to improve quality measurement and minimize unnecessary burden
 - Leverage existing health IT, as well as develop more innovative approaches
 - Streamline or eliminate duplicative administrative tasks to promote value-based care
 - Continue research and dissemination on the impact of administrative tasks and best practices to reduce administrative burden
- 



Has ACP's PB4P Effort Had an Impact?

YES! – CMS recently announced their own “**Patients Over Paperwork**” initiative and a “Meaningful Measures” initiative

The language used by CMS directly reflects ACP's input:

“At CMS, our top priority is putting patients first. CMS Administrator Seema Verma launched the “Patients over Paperwork” initiative. Through “Patients over Paperwork,” CMS established an internal process to evaluate and streamline regulations with a goal to reduce unnecessary burden, to increase efficiencies, and to improve the beneficiary experience. In carrying out this internal process, CMS is moving the needle and removing regulatory obstacles that get in the way of providers spending time with patients.”



Reducing Administrative Tasks Action Plan and Ongoing Work

- Further Policy Development: [Promoting Transparency and Alignment in Medicare Advantage](#)
- Comments to Regulatory and Legislative Groups
- Ongoing Outreach to External Sources of Administrative Tasks
- Administrative Tasks and Best Practices Data Collection Tool/Library
- Resources and Tools for Members
 - Under Development: State-level Advocacy Resources

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What is ACP doing to foster communities of well-being?

- Training a cadre of 120 regional ACP Well-being Champions
 - Measure and track the well-being of local physicians
 - Help implement interventions
 - Peer coaching and support
- Creating local wellness committees



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Helping practices to reduce time pressure and chaos

Resources to support team work and care coordination

- Pre-visit planning
- Huddles
- Care protocols
- Standing orders



Collaboration

- Helping to lead the NAM Action Collaborative
- Consensus study now underway
- Recent paper on Optimizing Team Based Care

<https://nam.edu/implementing-optimal-team-based-care-to-reduce-clinician-burnout/>



National Academy of Medicine

Action Collaborative on
Clinician Well-Being and Resilience

<https://nam.edu/initiatives/clinician-resilience-and-well-being/>

In Summary

ACP has ongoing initiatives to address this complex problem

Major focus at level of improving the systems and the environment in which physicians are training and working

