Health Systems and Wellness: How and Why

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Health Affairs Blog

Physician Burnout Is A Public Health Crisis: A Message To Our Fellow Health Care CEOs
John Novaco, M.D., James Mathieu, Dennis Congrow, Mitchell Edgworth, Ed Elkus, Sarah Keenan, Paul Rehman, Kevin Sowers, Steven Strongwater, David Yach, and Diwan Harrison
March 28, 2017
Three Components

National/Professional Organizations Should Lobby to Reduce Physician Burnout

What is the most important measure that national or professional organizations can take to help reduce physician burnout?

- Lobby to reduce regulations for medical documentation and other clerical work
- Encourage better provisions for the health of design and care
- Offer resilience or wellness programs
- Offer educational programs for leaders

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<thead>
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<th>Measure</th>
<th>Docs</th>
<th>RMs</th>
<th>Cds</th>
<th>Others</th>
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<tbody>
<tr>
<td>Lobby to reduce regulations</td>
<td>12%</td>
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<td>14%</td>
<td>15%</td>
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<tr>
<td>Encourage better provisions for health</td>
<td>27%</td>
<td>19%</td>
<td>21%</td>
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<tr>
<td>Offer resilience or wellness programs</td>
<td>21%</td>
<td>10%</td>
<td>26%</td>
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<tr>
<td>Offer educational programs for leaders</td>
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<td>9%</td>
<td>21%</td>
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<tr>
<td>Total</td>
<td>50%</td>
<td>26%</td>
<td>46%</td>
<td>43%</td>
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Note: N = 370

Survey was conducted among U.S. physicians in October 2019.
What is clinician experience?

• Clinician experience refers to how an individual clinician perceives the quality of his or her work life, as reflected by activity in clinical care, teaching, and scholarship.

Why clinician experience?

• “Wellness”
  – Connotations
• “Burnout”

Mayo Blueprint - Organizational Strategies

• Acknowledge and assess the problem.
• Harness the power of leadership.
• Develop and implement targeted interventions.
• Cultivate community at work.
• Use rewards and incentives wisely.
• Align values and strengthen culture.
• Promote flexibility and work-life integration.
• Provide resources to promote resilience and self-care.
• Facilitate and fund organizational science.
Harnessing the Power of Leadership

- Clinician Experience and Well-Being Officer
  - Mission is to lead system-based initiatives to improve clinician experience
  - Directing all activities of the Office of Clinician Experience
  - Events to promote a greater sense of community
  - Regular monitoring of clinician experience
  - Development of a mechanism to recognize academic achievement
  - Working closely with other key clinician experience leaders:
    - William Anabbas, MD, UH Clinician Engagement Officer
    - Hay Buchinsky, MD, ABIHM, UH Director of Wellness, and Robert and Susan Hurwitz Master Clinician in Wellness
    - Marjorie Greenfield, MD, UH Career Development and Advancement, Officer
    - Robert Salata, MD, Chair of the Department of Medicine, STERIS Chair of Excellence in Medicine and Chair of the UH Physician Engagement Committee
    - Francoise Adan, MD, ABIHM, Medical Director, UH Connor Integrative Health Network, and Christopher M. & Sara H. Connor Chair in Integrative Health

Targeted Interventions: What are the problem areas?

- 1. Our electronic health record systems
  - Usability
    - Efficiency, “naturalness,” simplicity
    - Focus upon usability in 2019
- 2. Flexibility, autonomy, and respect
  - Physician recognition program
- 3. Communication
  - Examples
- 4. Facilities and staffing
Targeted Interventions: *Salernitana*

- Recognition of a broad range of academic achievements:
  - Research, teaching, and other awards.
  - Longstanding clinical service
  - Master clinicians
  - Invited professorships and lectures
  - Major research grants and contracts
  - Noteworthy publications
  - Promotions and tenure
  - Outstanding humanitarian service
  - National committee memberships and leadership

Cultivating Community at Work

- “Rejuvenation Tuesdays”

Provide Resources for Self-Care

- Office of Clinician Experience
- Established January 2018
  - 216-844-6161
Organizational Science: UH Wellness Meter – Smartphone Application

• Why is UH doing this?
• University Hospitals takes the well-being of its providers extremely seriously. A number of initiatives are already underway to improve well-being. Widely used methods to measure the well-being of providers and the impact of programs to improve well-being include nationally administered surveys which can provide results, usually no more often than once every two years. While such survey tools are useful to provide an overall picture, they cannot nimbly capture the impact of new wellness initiatives or allow us to respond to significant changes in overall provider well-being. We need up-to-date information from our providers to respond to concerns in the best possible way.

UH Wellness Meter

• How was the Wellness Monitor developed?
• The Wellness Monitor was developed by Goutham Rao, MD, Chair of UH’s Provider Wellness Committee, in collaboration with the UH Innovations Team and Cindy Zelis, VP of Ambulatory Operations. The content, design, and format of the Wellness Monitor underwent multiple revisions based on feedback from UH physicians and advanced practice providers from multiple disciplines over the course of several months.
UH Wellness Meter Results

- 245 surveys completed
- Average rating in response to “On a scale of 1 to 10, how rewarding or challenging has your day been?” = 6.02
- Most positive aspect of day:
  - Interactions with fellow clinicians, trainees, staff or leaders: 117 responses
  - One or more challenging cases, patients or procedures: 85 responses
  - Volumes of patient care, cases, or procedures: 23 responses
  - Time for clinical documentation in the electronic health record: 11 responses
  - Stability, responsiveness, or speed of the electronic health record: 5 responses

- Most negative aspect of day:
  - Stability, responsiveness, or speed of the electronic health record: 74 responses
  - Time for clinical documentation in the electronic health record: 72 responses
  - Volumes of patient care, cases, or procedures: 26 responses
  - Interactions with fellow clinicians, trainees, staff or leaders: 18 responses

Organizational Science: What is MinuteNote?

- MinuteNote is a simple, smartphone-based tool that records minute long audio notes in your own voice and automatically uploads them in a secure fashion to a patient’s electronic health record.
What problem is MinuteNote trying to solve?

- Physician burnout has reached crisis levels across the United States.
- A leading underlying cause is the burden of clinical documentation in electronic health record (EHR) systems. In many busy clinical settings, real-time documentation is not possible, either due to the volume of patients or to the responsiveness and speed of the EHR system. The consequence is that many physicians spend hours after clinical services are delivered documenting progress and consult notes. This is a recipe for inaccuracy, frustration, and burnout.

Our partner

- American Health Information Management Association (AHIMA)
  - Founded in 1928.
  - AHIMA has served to improve health record quality by taking a leadership role in the effective management of health data and medical records and delivering quality healthcare to the public.
- While MinuteNote is being developed, we are also working with AHIMA to establish best practice guidelines for voice-based medical records.

Now let's listen to an example...

35-year-old man with new onset abdominal pain.
Much work to do

- Improved staffing
- Flexibility
- Autonomy