Extra Crispy
Addressing Value, Burnout and the 24/7 Life

September 20, 2018
Elisa Arespacochaga, Vice President, AHA Physician Alliance

Agenda

- The Value Initiative overview
- The AHA Physician Alliance overview
- Addressing burnout and building well-being
The Value Initiative
September 20, 2018

- 9 out of 10 Americans have health insurance

The Value Initiative

- Out-of-pocket expenses for premiums and deductibles are growing faster than overall inflation and earnings

![Chart showing the comparison of overall inflation, earnings, premiums, and deductibles]


The Numbers...

- Affordability is one of the most important challenges influencing American’s ability to access health care.

One in four Americans (25%) say the cost of health care is the biggest concern facing their family.

One in three Americans (33%) report that they could not access care in the last year because of cost.

THE Value Initiative

BLOCKBUSTER
Things Are Getting Interesting…

1998  Don’t get into strangers’ cars
      Don’t meet people from the Internet

2018  Literally summon strangers from the Internet, with the sole purpose of getting into their car.
Things Are Getting Interesting…

The average worker spends almost $6,000 each year on health insurance for a family plan.

Source: Kaiser/HRET Surveys of Employer-Sponsored Health Benefits
High Deductibles And HSAs

- In employer-sponsored health insurance plans, the combination of a high-deductible health plan and a Health Savings Account increases affordability pressure.*
  - In 2015, 24% of all workers were enrolled in a high-deductible plan.
  - Within the next three years, 44% of employers are expected to offer high-deductible plans as the only option.**


The Value Initiative

- Per capita, spending continues to rise for federal sponsored health programs due to program and coverage expansions.

Source: Centers for Medicare & Medicaid Services, Office of the Actuary, National Health Statistics Group.
Leader Input & Insights

- We cannot stand on the sidelines
- We have to provide support to our members to enact change
- We have to advocate for policies that support affordability
- We have to collaborate with other stakeholders and convene discussion
- We have to take a leadership role in providing solutions
- We have to collect data on the topic, and track our progress
## Recommended AHA Activities

<table>
<thead>
<tr>
<th>Advocacy and Representation</th>
<th>Thought Leadership Knowledge Exchange Agent of Change</th>
</tr>
</thead>
</table>
| • Build upon AHA’s advocacy agenda to promote affordability and improved value | • An AHA program of services to address Affordability and the four value strategies  
  » Create resources and provide educational opportunities for our members (e.g. podcasts, toolkits and learning collaboratives)  
  » Engage with other stakeholders impacting affordability  
  » Identify metrics to measure affordability |

### THE Value Initiative

[Images of Value Initiative events]
Value-based Strategies Identified By Members

- Redesign the Delivery System
- Improve Quality and Outcomes
- Manage Risk and Offer New Payment Models
- Implement Operational Solutions

Affordability For Whom?

- Suppliers
- Consumers
- Employers
- Insurers
- Government
- Health Delivery System
Impact Of Social Determinants Of Health

- 20% of a person’s health and well-being is related to access to care and quality of services
- The physical environment, social determinants and behavioral factors drive 80% of health outcomes

Factors Impacting Affordability

### Societal Issues
- Expectations to access life-saving and costly treatments despite outcome or cost
- Personal lifestyle choices and behaviors that negatively impact health
- Economic incentives that foster competitive markets and free enterprise

### Systemic Issues
- Rising out of pocket costs for premiums, deductibles and co-payments
- Incentives underlying volume-based system vs value-based
- Variation in use of services including overutilization
- High cost/high need individuals/advanced care needs

### Operational Issues
- High input prices including drug pricing
- Labor shortages and workforce costs
- Cost burdens due to regulatory compliance
### Addressing Affordability Through Value-based Strategies

#### Redesign the Delivery System
- Coordination of care
- Clinically integrated networks
- Primary Care Medical Homes
- Chronic care management
- Telehealth
- Community-based alternatives
- Community partnerships including public health

#### Improve Quality and Outcomes
- Address equity of care and health disparities
- Evidence-based care/analytics
- Reduce clinical and operational variation
- Eliminate unnecessary utilization
- Advanced medical technologies
- Personalized medicine

#### Manage Risk and Offer New Payment Models
- Move to value-based payments
- Population health management
- Address social determinants
- High need/high cost approaches
- Partner/own health plan

#### Implement Operational Solutions
- New process improvements
- Cost reductions
- Utilize cost accounting and data
- Support clinicians’ practices to their level of education
- Create a culture geared to value not volume

---

### Members In Action
The Value Initiative

Thought leadership on affordability

- Issue Briefs: Start the conversation
- Executive Forums: Perspectives and strategies
- Innovative Activities: Real solutions that promote value
- Members in Action Series: Success stories from the field
- Voices on Value: Expert insights from outside the field
- Data: Trends and support for federal policy solutions

The Value Initiative Resources

To learn more about The Value Initiative, please visit www.aha.org/TheValueInitiative
AHA Physician Alliance

Health Care Stakeholders and a Common Language

Common language for leadership and decision-making
Lead Well. Be Well. Care Well.

Learn more at aha.org/physicians

Lead Well

- Improving the health of the enterprise and developing the collaborative teams to move organizations forward.

Trending Resources

- Experience: AHA-AMGA Learning Collaborative: Better Care Integration in an Era of Uncertainty
- Podcast Series: Five Questions with Clinical Leaders
Be Well

- Improving the health of clinicians and reducing administrative burden.

Trending Resources

- Knowledge Hub: Resilience and Well-Being
- Report: Regulatory Overload: Assessing the Regulatory Burden on Health Systems, Hospitals and post-acute Care Providers

Care Well

- Prioritizing better health for patients and communities.

Trending Resources

- Podcast Series: Preparing for MACRA
- Webinar: Improving Care for Hospitalized Adults with Substance Use Disorder
New Ways To Learn

- Physician 360 assessment process
- Leading Together: The New Paradigm for Health Care
- AHA Physician Leadership Experience
- Human-centered design workshops

Sharing Practices

- Field in Action Series
- Monthly and On-Demand Webinars
- Five Questions with Clinical Leaders Podcast
Knowledge Resources

- Issue Briefs
- Infographics
- Knowledge Hub
- Monthly Newsletter
- Clinical Views on Innovation
- Physician Pathways at flagship AHA meetings

Longitudinal Learning

- AHA-AMGA: Better Care Integration in an Era of Uncertainty
- High-Value Care Collaborative
1. Sign up to be part of the community
2. Engage with and learn from your colleagues
3. Explore new learning opportunities
4. Share what you’ve learned with the organization

Learn more at aha.org/physicians

BE WELL
In the past week, how many of you...

- Skipped a meal?
- Ate a poorly balanced meal?
- Worked an entire shift without any breaks?
- Changed personal/family plans because of work?
- Arrived home late from work?
- Felt frustrated by technology?
- Drank too much coffee?
- Slept less than 5 hours in a night?

Source: JB Sexton presentation, 5/5/2018

Am I burned out?

- You try to be everything to everyone
- You get to the end of a hard day at work, and feel like you have not made a meaningful difference
- You feel like the work you are doing is not recognized
- You identify so strongly with work that you lack a reasonable balance between work and your personal life
- Your job varies between monotony and chaos
- You feel you have little or no control over your work
- You work in health care

Source: JB Sexton presentation, 5/5/2018
1 in 2 US physicians burned out implies origins are rooted in the environment and care delivery system rather than in the personal characteristics of a few susceptible individuals.
PALPABLE PAIN

Patient Safety

11% increase in medical errors in burned out surgeons

Patient Satisfaction

16% decrease in patient satisfaction scores

Turnover

19.2% turnover rate and rising
$1.2MM cost to replace a physician
Up to $7.6MM lost revenue due to bedside RN turnover

Healthcare Costs

9% higher healthcare costs of hospital employees vs general population

1. NCBJ 2010
2. COMPDATA Survey and Consulting
3. Physician Practice 2015
4. Beckers Hospital Review

UNDERSTANDING THE ENVIRONMENT

How’s the water?

What the HELL is water?
INFLUENCES

Personal Resilience

Regulatory & Cultural Factors

Clinical Environment and Health System Factors

PARADIGM SHIFTS IN HEALTH CARE

<table>
<thead>
<tr>
<th></th>
<th>Today</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus</td>
<td>Individual patient</td>
<td>Community health</td>
</tr>
<tr>
<td>Care</td>
<td>Fragmented, episodic treatment</td>
<td>Coordinated, longitudinal care</td>
</tr>
<tr>
<td>Goal</td>
<td>Treating sick</td>
<td>Achieving wellness</td>
</tr>
<tr>
<td>Rewards</td>
<td>Volume driven (FFS)</td>
<td>Value, outcome driven</td>
</tr>
<tr>
<td>Setting</td>
<td>Institutional base; hospital oriented</td>
<td>Community based; range of settings</td>
</tr>
<tr>
<td>Leadership</td>
<td>Managing departments/divisions</td>
<td>Systems thinking/integrated processes</td>
</tr>
</tbody>
</table>
NEW PARADIGM

TRUST
Mutual Accountability & Common Goals
Open Communications and strong relationships

ENVIRONMENTAL PRESSURES

Clinical Administrative Population Health Management

INSTITUTIONAL MANAGEMENT

INSTITUTIONAL MANAGEMENT

PATIENT MANAGEMENT

VISION MISSION GOALS

ADMINISTRATIVE CLINICAL Relationships Communication

ENVIRONMENTAL PRESSURES
ELECTRONIC HEALTH RECORDS

NEED TO START UPSTREAM
Intellectual stimulation: 100%
Patient relationships: 80%
Interaction with colleagues: 60%
Prestige of medicine: 40%
Financial rewards: 20%

Source: Health Aff 2016;35:388-389

**Domains of Worklife Correlated to Burnout**

- **Workload**: Excessive, the wrong kind or emotionally draining work
- **Control**: Insufficient control over resources needed or insufficient authority to pursue work more effectively
- **Reward**: Lack of appropriate rewards (financial, social or intrinsic)
- **Community**: Lack of connection with others in the workplace
- **Fairness**: Lack of perceived fairness and mutual respect
- **Values**: Mismatch between personal values and leadership/organizational values or organizational values and actual practice
LEADERSHIP MATTERS

Be the kind of leader that you would follow.
“We’re trying to be world class at caring for our people, so they can be world class at caring for our patients.”

Program Focus
Rejuvenation, regaining purpose, self-awareness, recognizing patterns/biases

Three-Day Intensive Program
- Physicians and advanced practice clinicians (NP, PA)
- System leaders (clinical, admin, EVS, etc.)

One-Day Focused Program
- Front-line care team members (RNs, CNAs, respiratory techs, etc.)

+ Dimensions Optimization + Care Team Optimization + Peer Leadership Development

AHA PHYSICIAN LEADERSHIP EXPERIENCE

ENABLING SYSTEMIC CHANGE BY DOING...

MULTIPLE SOLUTIONS
Avera Health

- Integrated health system, rural population of nearly 1 million residents over multiple states.

Problem:

- How can we be proactive and address the burnout epidemic among physicians, advance practice practitioners and physician assistants?

Action:

"If we really want to address burnout, we need it as a line item on the budget"

Dr. Tad Jacobs, Avera Health CMO
Wellspan York Hospital

- Community teaching hospital, level one trauma center, 580 beds.

Problem:

- Experienced high 2-year young physician turnover and higher rates of retiring physician.
- Survey: “How can we improve your life,” & “What can we do to change?”

Action: Physician Requests

Value us and help us grow and build community.

- Reconstituted physician wellness committee into an action-oriented team.
- Better hospital parking, physician-led support groups, on-site fitness center, Networking/socializing events, healthier food, improved workspace and lounge areas, etc.

“Folks are showing that they value being part of this medical staff, identifying and wanting to take on additional roles and responsibilities. Creating this environment and partnering with physicians in ways they think as being valuable has really benefited the entire institution.”

Allen Birenberg, MD
Vice President of Medical Affairs
Minnesota Hospital Association

- Represents 142 of the 144 hospitals and health systems in the state. Nearly all hospitals are nonprofit or government-owned, small, and located in rural areas.

Problem:

- How can we understand and address clinician burnout among our membership?

Action:

- Established a collaborative to test, share and spread successful interventions that promote wellbeing

Results:

- 75% of hospitals agreed to participate, deploying survey to 13,693 physicians, APRNs, PAs. Response rate was 43% (5,932).
- 40% of site leaders closed the loop with employees and shared findings with front line.
- 75% of participating sites developed action plans within 6 months post-survey.

A statewide approach to measuring burnout and galvanizing action is feasible, even for geographically spread, rural health systems.
Well-being Roadmap

Survey
- Understand local needs
- Assessment
- Talk to your teams

Access AHA Resources
- Research
- Knowledge hub
- Case examples
- Tools

Identify opportunity and test
- Area to pilot
- Track progress
- Iterate and improve

Spread
- Identify areas to spread successful improvements
- Celebrate successes

ADDRESSING BURNOUT IN YOUR ORGANIZATION
4-ACTION FRAMEWORK CANVAS

START DOING...

#1

SYSTEMIC

PERSONAL

BEYOND SYSTEM

#3

SYSTEMIC

PERSONAL

BEYOND SYSTEM

DO MORE OF...

BEYOND SYSTEM

DO LESS OF...

20mins Exercise

TRUST IN THE TEAM

Exercise
Three Key Takeaways

1. Remember the Roadmap:
   - Ask your people
   - Start small, test, iterate
   - Spread and scale

2. A strong infrastructure will support a strong culture.

3. An effective and efficient team is always faster.

Elisa Arespacochaga
Vice President, AHA Physician Alliance
312-422-3329
elisa@aha.org