



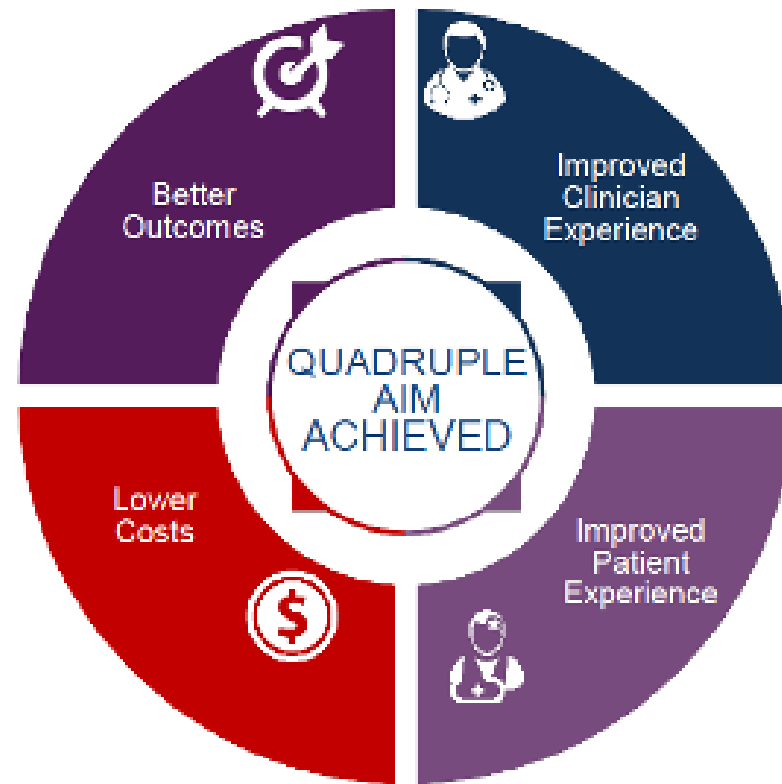
Clinician Satisfaction Series: Episode 1- Clinician Satisfaction as a Driver of Quality

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Drivers of Quality



Joy in Work

Critical Components for Ensuring a Joyful, Engaged Workforce
Interlocking responsibilities at all levels

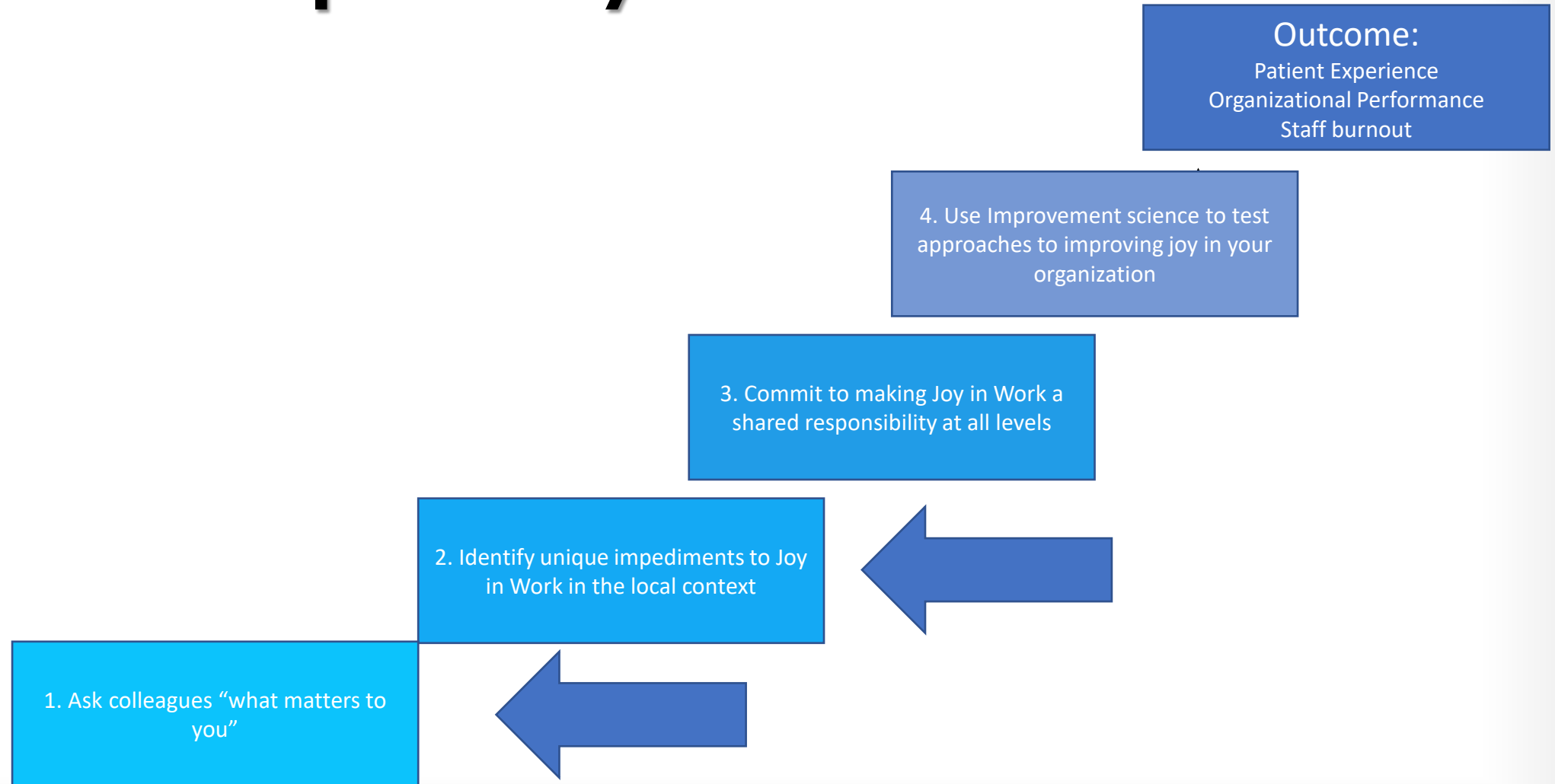


Needs as Humans – The Big Four

- **Physical & Psychological Safety**
 - Safe and Fair
- **Meaning & purpose**
 - Why I do this work; what makes a good day
- **Choice**
 - Some control over daily work & my life
- **Camaraderie**
 - Teamwork; how we work together; respect; civility

<https://healthinsight.org/tools-and-resources/send/50-in-person-events/1296-joy-in-work-plenary-presentation-slides>

Leadership In Joy in Work



Clinician Satisfaction Drives Value

Efficiency
(Minimal Waste)



Effectiveness
(Predicted
outcome)



Quality

Value Add Time
with Patient



Value Add for Patient



Positive Clinician
Satisfaction



“Improved Clinician Experience”

Better Outcomes:

- Administration- “We are measuring and performing how we should be measuring and performing”
- Clinician- “My patients are receiving the care they need and will have better outcomes because of it”

Lower Costs:

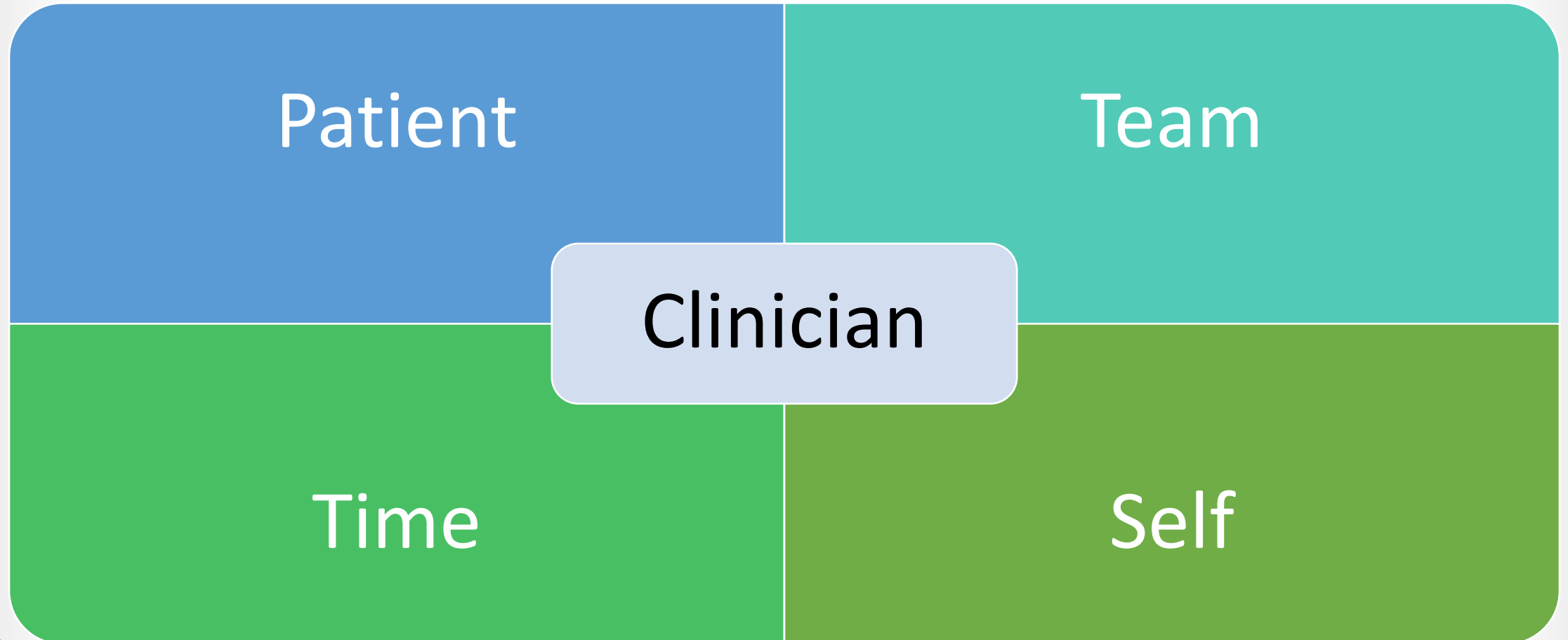
- Administration- “ we are minimizing expenses while still being able to produce”
- Clinician- “My patients do not consider finances a barrier to receiving the care they need to receive”

Improved Patient Experience:

- Administration- “How are at we at risk of losing patients?”
- Clinician- “My patients feel like they are getting what they want and need”



Clinician Perspective on Value



Looking for Clinician Satisfaction

- “I am able to do my work in a way that works for me and my patient”
- “I have the resources I need to take care of my patients”
- “I feel like most of my time is spent with value-add activities”
- “I have autonomy to take care of my patients with minimal intervention”



Statements of Value

Patient:

- My patients get what they need

Team:

- I have confidence in my team members

Self:

- A feel like a valued member of the organization
- I have autonomy to treat my patients

Time:

- I am comfortable with my work-life balance
- I spend most of my day doing things that create value to my patients



Organizational Signs of Satisfaction: Productivity

- Achieving productivity targets
 - Are productivity targets set properly?
 - Risk stratification
 - Team based care model





Organizational Signs of Satisfaction: Quality Outcomes

- Are we meeting quality goals?
 - Are goals set appropriately?
 - Are relevant resources readily available?
 - HIT is supports clinical needs
 - Are we focusing on what is needed and relevant?





Organizational Signs of Satisfaction: Retention

- Are clinicians staying at your health center?
 - Do providers feel valued?
 - Do you understand the needs and preferences of the provider?
 - Providers have work-life balance
 - Mission over money





Organizational Signs of Satisfaction: Patient Satisfaction

- Do patients feel satisfied?
 - Is continuity high?
 - Do patients come back?
 - Patients feel heard?





Organizational Signs of Satisfaction: HIT Engagement

- Are HIT solutions utilized optimally?
 - Do HIT solutions bring value?
 - Do HIT solutions minimize waste?
 - Do clinicians willingly utilize HIT solutions?



Measuring Clinician Satisfaction

- Surveys
- Focus Groups
- Operational and Clinical metrics
- Leadership Rounding



Why to Use Surveys

- Determine satisfaction on multiple factors
- Benchmark results
- Produce actionable information or guidance
- Create a culture of high satisfaction and excellent care delivery
- Accountability



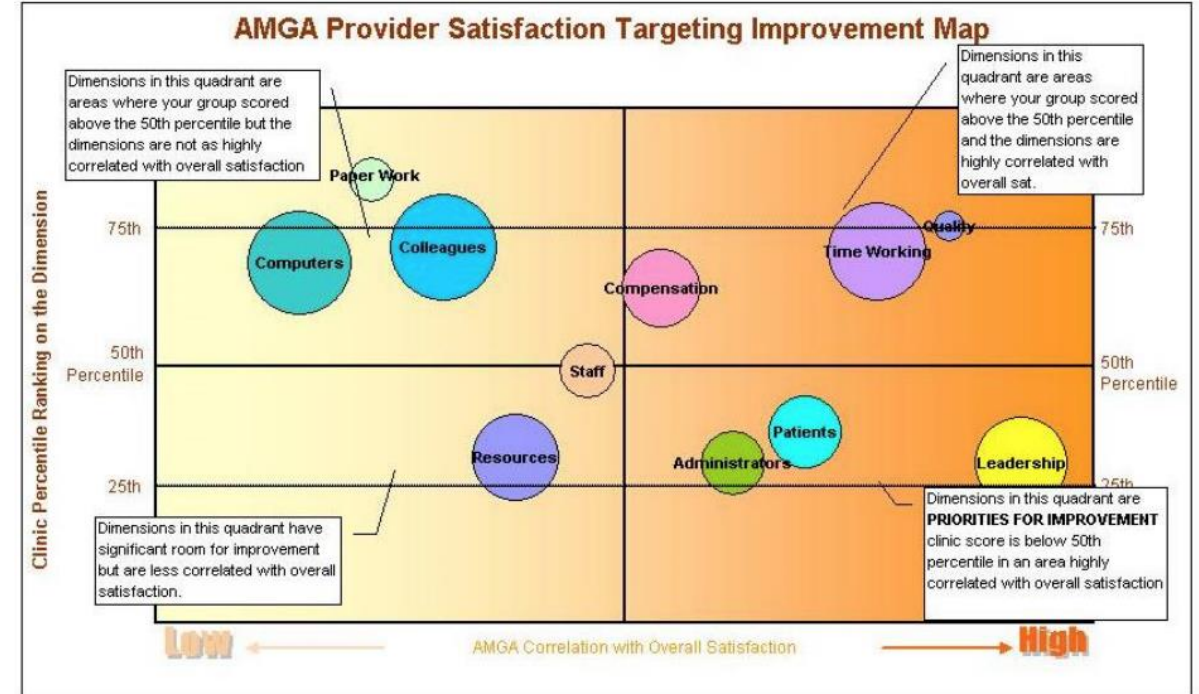
Survey Dimensions

- Culture
- Governance
- Time spent working
- Quality of care
- Patient interaction
- Compensation
- Staff relationships/care team
- Resources
- HIT
- Care coordination



How to Analyze the Data

- Rankings for Dimensions
 - Percentiles
 - Overall Satisfaction
- Demographics/SDoH
- Targeting Improvements Map



AMGA

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Clinician Satisfaction Surveys

Time Spent Working

- For each of the following aspects of your job, indicate your personal level of satisfaction: The Nature of the Work, Compensation, Work-Life Balance, Autonomy in providing patient care, Control over your workday
- How much of your day is spent performing tasks that create value for each of these stakeholders: you, patient, organization?
- The degree to which my team works efficiently together is:

Quality of Care

- The organization provides me with the resources necessary for me to provide the highest quality of care to my patients
- I am satisfied with the level of care our organization provides to patients
- Implementation of practice standards has diminished my autonomy and ability to choose the right treatments for my patients

Patient Interaction

- What percentage of your time spent with a patient would you consider value-add time?
- How satisfied are your patients with the quality of time spent with you?

HIT

- How many hours per week do you spend completing your charting outside of your normal business hours?
- This HER allows me to deliver high-quality care

What is your overall satisfaction?

Please indicate how heavily each of your responses contributes to your overall satisfaction

Customizing your Survey: What is happening in your organization?

- What is happening in your organization?
 - High provider turnover?
 - Low productivity?
 - Organizational changes?
 - HIT Implementations?
 - Support staffing turnover?
 - Long term retention?
 - New clinical leadership?
 - Low provider engagement?
 - Provider driven culture?



Optional Question Set #1- Burnout (Mini Z Survey)

- When to ask:
 - Unsure of current state
 - Low productivity
 - High turnover; Attendance issues

- Using your own definition of “burnout,” please circle one of the answers below:
 - I enjoy my work. I have no symptoms of burnout.
 - I am under stress, and don’t always have as much energy as I did, but I don’t feel burned out.
 - I am definitely burning out and have one or more symptoms of burnout, e.g., emotional exhaustion.
 - The symptoms of burnout that I am experiencing won’t go away. I think about work frustrations a lot.
 - I feel completely burned out. I am at the point where I may need to seek help.
- My control over my workload is:
- Sufficiency of time for documentation is:
- My professional values are well aligned with those of my department leaders:

StepsForward: stepsforward@ama-assn.org



Optional Question Set #2-Resources (Gallup 12)

- When to ask:
 - Low productivity
 - Frustration
 - Low engagement
 - Long cycle time

• *I have the materials and equipment I need to do my work right*

• **At work, my opinions seem to count**

• **My associates are committed to doing quality work**

Optional Question Set #3-Quality (Health Affairs)

- When to ask:
 - Low quality of care
 - Leadership- Provider conflict
 - Minimal work

Sense of Influence

At the end of each working day I was able to deliver the quantity of care that patients require

At the end of the each working day I was able to deliver the quality of care that patients require

I have a sense of influence and input into key decisions with fellow clinicians to positively impact the quality of care we provide

Optional Question Set #4-HIT (Physician Foundation)

- When to ask:
 - HIT assessment or implementation

23. How has EHR affected your practice?

2018	Improved	Little to No Impact	Reduced/ Detracted From
Quality of care	28.6%	35.6%	35.8%
Efficiency	25.2%	18.8%	56.0%
Patient Interaction	7.9%	26.4%	65.7%
Cost of care	9.9%	47.3%	42.8%

2014	Increased/ Improved
Improved quality of care	32.1%
Detracted from quality of care	24.1%
Improved efficiency	24.3%
Detracted from efficiency	45.8%
Improved patient interaction	4.6%
Detracted from patient interaction	47.1%
Has had little to no impact on the above	7.6%

Webinar #2

- Organizational Signs of Satisfaction
- Drivers of provider Satisfaction
- Data and Tools to measure physician satisfaction





Thank You!

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