



## Members in Action

AHA Physician Alliance's Members in Action series spotlights hospitals and health systems that are implementing strategies to improve the health of clinicians and reduce administrative burden. This work includes measuring well-being, redesigning the delivery system, improving quality and outcomes, and creating a sustainable culture. Below is a synopsis of the series; read the full case studies at <https://www.aha.org/be-well-case-studies>.

### Operational Solutions to Support Cultural Change

#### Trinity Health System - Livonia, Mich.

##### New HPI policy written collaboratively to reflect ideal workflows for the care team

To comply with Evaluation and Management billing documentation, physicians were often duplicating work already done by ancillary staff. Trinity redesigned their History of Present Illness policy to enable MA documentation for billing, decreasing physician burden and increasing the value of MAs as part of the care team.



*Trinity team members work together and provide input on improving patient care and satisfaction.*

#### University of Rochester Medicine - Rochester, N.Y.

##### Using human factors and ergonomic concepts to identify system changes

To bridge the challenge of getting resources to address burnout among competing organizational priorities, URM used the science of human factors to

reframe clinician well-being as a patient experience issue. Alignment of well-being efforts with existing operational priorities resulted in organization-wide commitment to well-being, addressing electronic health record optimization, and developing workflow and process improvement committees.

### Using Data to Understand and Improve Well-being

#### Minnesota Hospital Association - Saint Paul, Minn.

##### Measuring burnout and galvanizing action across geographically dispersed health systems

MHA adapted and distributed an existing burnout survey through its CEO and CMO well-being champions across its member hospitals. Seventy-five percent of hospitals participated in the survey with many developing responsive action plans. Strong relationships and frequent contact between MHA and health system leadership reinforced clinician well-being as a statewide and organizational priority.

#### University of Alabama at Birmingham Health System - Birmingham, Ala.

##### Data-informed strategies address burnout across the learner-faculty continuum

UAB expanded their annual faculty engagement survey to measure the rate of stress and burnout among senior physicians and trainees (i.e., residents, fellows, and interns). To create infrastructure

for well-being, UAB partnered with its professional liability insurer to secure a \$1.5M gift to endow a Chief Wellness Officer and fund well-being initiatives across the system.

### **WellSpan York Hospital – York County, Pa.**

#### **Reconnecting clinicians to their mission and each other to build community**

WellSpan started with a simple question to its physicians, “How can we improve your life?” With a tremendous response rate, WellSpan identified the most meaningful interventions and was able to deploy them with limited resources, which heightened good will and support from the team. Additionally, new physician programs were created to foster a sense of community and develop new leaders.

### **Reducing Documentation Burden**

#### **Erlanger Health System - Chattanooga, Tenn.**

##### **Implementing a new EHR system to improve usability and reduce frustration**

Erlanger deployed a series of interventions to improve efficiency, including creating protocols to empower non-physician staff to safely process prescription refills and providing voice recognition software to all providers to speed up and improve EHR documentation.

#### **HCA Healthcare - Nashville, Tenn.**

##### **Standardizing clinical documentation to reduce burden and return time to patient care**

HCA's new nursing clinical documentation program reduced documentation time and leveraged information from electronic documentation that informed clinical decision-making. Both system- and individual-level data are available to evaluate compliance with clinical protocols and checklists, without additional documentation burden to nurses.

### **Physician-focused Coaching and Development**

#### **Avera Health – Sioux Falls, S.D.**

##### **Preventive approach that involves care teams and spouses becomes core part of culture**

Fueled by seeing physician colleagues develop burnout, Avera's chief medical officer and the employee assistance program director sought to not just treat burnout but to prevent it. Avera formed a well-being committee composed of chaplains, physicians, nurses, administrators and provider spouses to determine and prioritize initiatives.



*Novant Health Presbyterian Hospital in Charlotte, N.C.*

#### **Novant Health - Winston-Salem, N.C.**

##### **A sustainable program based on executive coaching to support employees**

Novant created its own intensive leadership development program to build resiliency, wellness and leadership skills among its employees, resulting in Press Ganey engagement scores rising from 62nd to the 89th percentile.