



Atlantic Medical Group New Jersey

The AHA Physician Alliance provides resources to connect hospitals with work being done across the field to address the individual, environmental, and systemic factors that contribute to burnout and to foster resilience and well-being. You may find more case studies at our [knowledge hub](#).

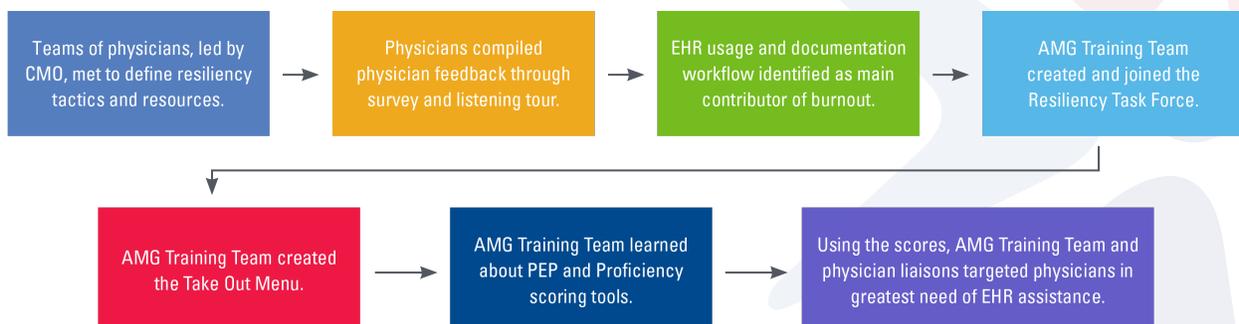
Overview

Atlantic Medical Group (AMG) created a resiliency task force to explore and mitigate the risk of burnout among its members. The task force used the Maslach Burnout Inventory to survey AMG members, assess burnout and establish a baseline. Then the task force conducted a listening tour, speaking to more than 200 members to identify major stressors contributing to burnout. Inefficient usage of the electronic health record (EHR) was the most-cited source of dissatisfaction, and the training team at AMG worked to address the issue.

A component of the Atlantic Health System in northern New Jersey, AMG comprises 3,500 employees covering 316 locations and over 65 specialties. Of these employees, there are currently more than 1,000 clinician members (physicians and advanced practice clinicians). In February 2017, this newly integrated medical group formed the resiliency task force to assess and address burnout.

Impact

After discussing how to address EHR needs with its Epic training team, AMG took a proactive approach by identifying and reaching out to users to recommend a consult instead of waiting for busy clinicians to approach the team. Physician liaisons, with whom clinicians have rapport, were assigned to connect the training team to clinicians. This prevented clinicians from feeling singled out or criticized by a cold call from the training team about their provider efficiency profile and proficiency scores. Creating this touchpoint helped EHR users understand that the consultation was a supportive opportunity to become more efficient using EPIC. The majority of clinicians improved their scores after these one-on-one consult sessions. Additionally, about 84% of physicians reported in an anonymous survey that they found the sessions “very” or “extremely” valuable.

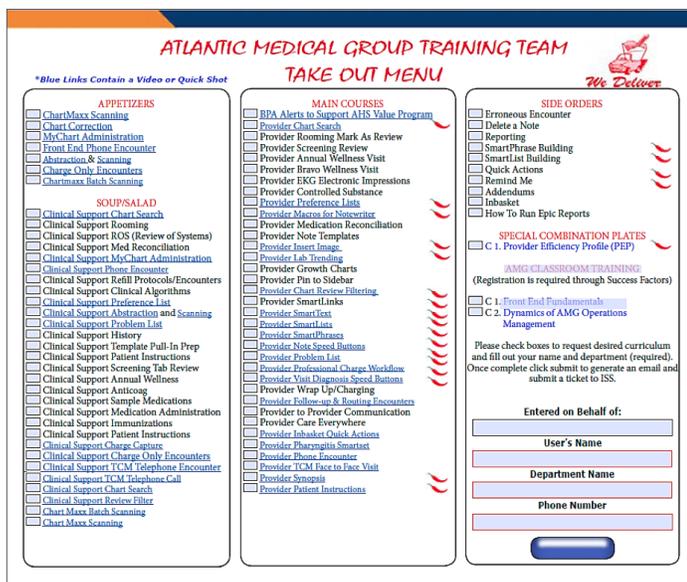


With burnout becoming a challenge nationally for health care organizations, AMG decided to define and describe the scope of burnout and resilience for its members, embarking upon a thorough literature review followed by conversations with internal stakeholders.

AMG Training Team. After identifying that improving AMG members' experience with Epic offered the greatest opportunity to improve clinician resiliency, the task force engaged with the in-house Epic training team. The training team brainstormed novel ideas to address optimization of EHR use.

The team created a Take-Out Menu, a witty and engaging tool for users to request specific training and resources from a broad range of topics (see image). After reviewing the requester's needs, the training team devises customized training sessions on-site in the practice areas for clinicians and office staff.

In addition to the Take-Out Menu, the team uses two data points available within Epic — PEP (provider efficiency profile) and proficiency scores — to identify users who may benefit from additional help.



- The PEP score reflects the amount of time a user spends on Epic in a day.
- The proficiency score represents how well a clinician utilizes shortcuts and abbreviations embedded in the health record to make it more efficient.

The team identified clinicians whose scores suggested a significant opportunity for improvement and reached out to them to offer customized consultation.

Results. Outcomes have been positive, and data collection is ongoing. During the first year, the AMG training team provided 94 optimization sessions in total. Eighty-nine of these sessions had an associated PEP and proficiency score. Of these 89 sessions, 86 sites (97%) had improved PEP and proficiency scores post-training. On average, proficiency scores (ranging from 1-10) improved from 4.29 (pre-training) to 5.8 (post-training), a 36% increase.

Lessons Learned

AMG worked to avoid making assumptions about what clinicians needed to improve their satisfaction using the EHR. Efficiency and proficiency with EHRs vary widely among clinicians, with some requiring no assistance and others needing much more help. By providing an engaging and easy-to-use tool and process for clinicians to specify their needs, AMG has customized EHR optimization training very effectively.

Spreading the word about a new resource can be challenging, and many clinicians are so busy they forget to check their emails. Using physician liaisons and different communication channels to raise awareness of the Take-Out Menu led to more physicians using it to request help. Communication channels included emails, visits from physician liaisons, announcements by the chief medical

officer, and highlighting the tool during the annual AMG meeting. All these efforts increased interest in and awareness of the training resource.

Future Goals

Next steps include continuing data collection and analysis, cross-training and extending support to other providers such as advanced practice clinicians and non-physician practitioners. Currently, the inpatient Epic training teams are designing analogous interventions for their hospital-based providers. Through this initiative, AMG found that resiliency is heightened by human connection and concern. Thoughtful and sensitive optimization training helped provide a halo around the EHR, shifting it from a burden to a benefit.

“[The trainer] pointed out how I could easily get around the multiple clicks I currently need to enter [orders]. Doing so will save me about 20 seconds per patient.”

Pediatric Gastroenterologist

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