Improving Physician Satisfaction

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BACKGROUND

- Hospitals around the country are facing a modern-year healthcare crisis: physician burnout
- Burnout is multifactorial, but issues with the Electronic Health Record (EHR) are frequently cited in the top 5 reasons
  - Physicians often feel inefficient and they are spending too much time in Epic
  - Many organizations are addressing EHR frustration through enhanced training and personalization programs, and showing improvements in satisfaction
  - Physicians feel as though the majority of their time is spent adhering to the technological demands of the EHR, rather than to the needs of their patients
- One of our institution-wide goals is to decrease burnout and increase physician fulfillment
- This initiative includes one training manager and five pediatric physicians aimed at increasing efficiency in the EHR in hopes of driving up overall workplace satisfaction

AIM

- Improve overall physician satisfaction by decreasing the time spent writing notes, ordering, and completing clinical chart review by 30% by October 31

METHODS

- Institute for Healthcare Improvement (IHI) Model for Improvement (POSA) was used
- Developed a core improvement team comprised of the Epic training manager and five physicians
- Administered a baseline survey (RedCap) to assess the physicians perception of their satisfaction / efficiency in the EHR
- Utilized data generated from Epic (signal) in conjunction with observing each physician in real time while caring for patients in clinic
- Identified personalized areas for improvement inline with the project aim – decrease time spent writing notes, writing orders, and completing clinical chart review
- Schedule one to two hour workshops bi-weekly to begin implementing small changes
- Analyzed compiled Epic signal data along with overall physician feedback
- Continued to make adjustments at subsequent workshop meetings
- Final RedCap survey to be administered in late October

SOLUTIONS

Problem (Physician Reported): Physicians spent an increased amount of time trying to locate patients that have identified the particular physician as their “General PCP”
Solution: An Epic Reporting Workbench report was created which will generate an on-demand list of all patients who have identified the physician as their General PCP within the last three years.

Problem (Data): Physicians spent too much time in their InBasket messages
Solution: Developed “quick actions,” which allows the physician to respond to their messages with a task delegated to support staff

Problem (Physician Reported): Physicians spent too much time locating appropriate billing codes for clinical visits
Solution: Common billing codes were built incorrectly. This was corrected by removing all current favorites from the change capture preference list and rebuilding the list based on each individual physicians most common charges

Problem (Data): Physicians spent too much time in clinic writing notes which caused any outstanding work to be brought home and completed off hours
Solution: Created over twenty customized note templates. New note templates pull in phrases and/or data that was previously free text. Note templates now also pull in the most recent flowsheet data for a specific age group

Problem (Data): Physicians spent too much time writing orders and changing order defaults
Solution: Approximately ten personalized order preference lists were created with the appropriate order defaults set

RESULTS

PHYSICIAN 1 – Decreased work after hours

CONCLUSIONS

- The initial aim of this project was directed towards “overall physician satisfaction” within all of Boston Medical Center
- Due to audience size, time restraints, and lack of resources, we refocused this project solely on five pediatric/adolescent physicians
- The initial data suggests the program to be beneficial in assisting with increased efficiency
- Individual feedback among the physicians participating have been positive. Through word of mouth, several other physicians are now interested in being included in a second pilot

NEXT STEPS

- Distribute final RedCap survey
- New results from signal will be analyzed after October 1
- Continue implementing changes over time to establish whether or not we have a sustained improvement or just a shift/trend
- Based on results of the aforementioned RedCap surveys, individual physician feedback, data collected from signal, and overall positive experience, we intend to expand institutionally

REFERENCES

Barriers:

- Finding dedicated time outside of clinic hours to schedule workshops
- Items found during workshops sometimes required an analyst which we did not have as a part of the improvement team. This significantly delayed some of the proposed changes
- Epic signal data is published monthly which doesn’t line up with PDSA cycles