



ADVANCING INTEGRATED HEALTHCARE

# Survey of Clinician Well-Being

Conducted Summer 2021

CTC-RI Preventing Avoidable Hospital Use Project

*Care Transformation Collaborative of Rhode Island*

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**CTC-RI Clinical Strategy Committee | October 15, 2021**

# Mini-Z Scale of Provider Well Being

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- Z for “zero burnout”
  - Developed by [Dr. Mark Linzer](#) and colleagues (Hennepin County Medical Center, MN) survey [link](#)
- The 10 question survey items assesses three outcomes of burnout
  - burnout, stress and satisfaction
- and seven drivers of burnout
  - work control, work chaos, teamwork, values alignment with leadership, documentation time pressure, EMR use at home, and EMR proficiency
- Demographics (we added these items)
  - gender; years of experience; practice; work role

# Preliminary Well-Being Survey Results

## Years of Experience

0-5 years | 19%  
6-10 years | 21%  
10-15 years | 27%  
15+ years | 33%

## Work Role

Physicians | 28%  
Pharmacist | 19%  
Nurse Care Manager | 8%  
Nurse Practitioner | 7%  
Medical Assistant | 5%  
Physician Assistant | 3%  
Practice Manager | 3%  
Other | 27%

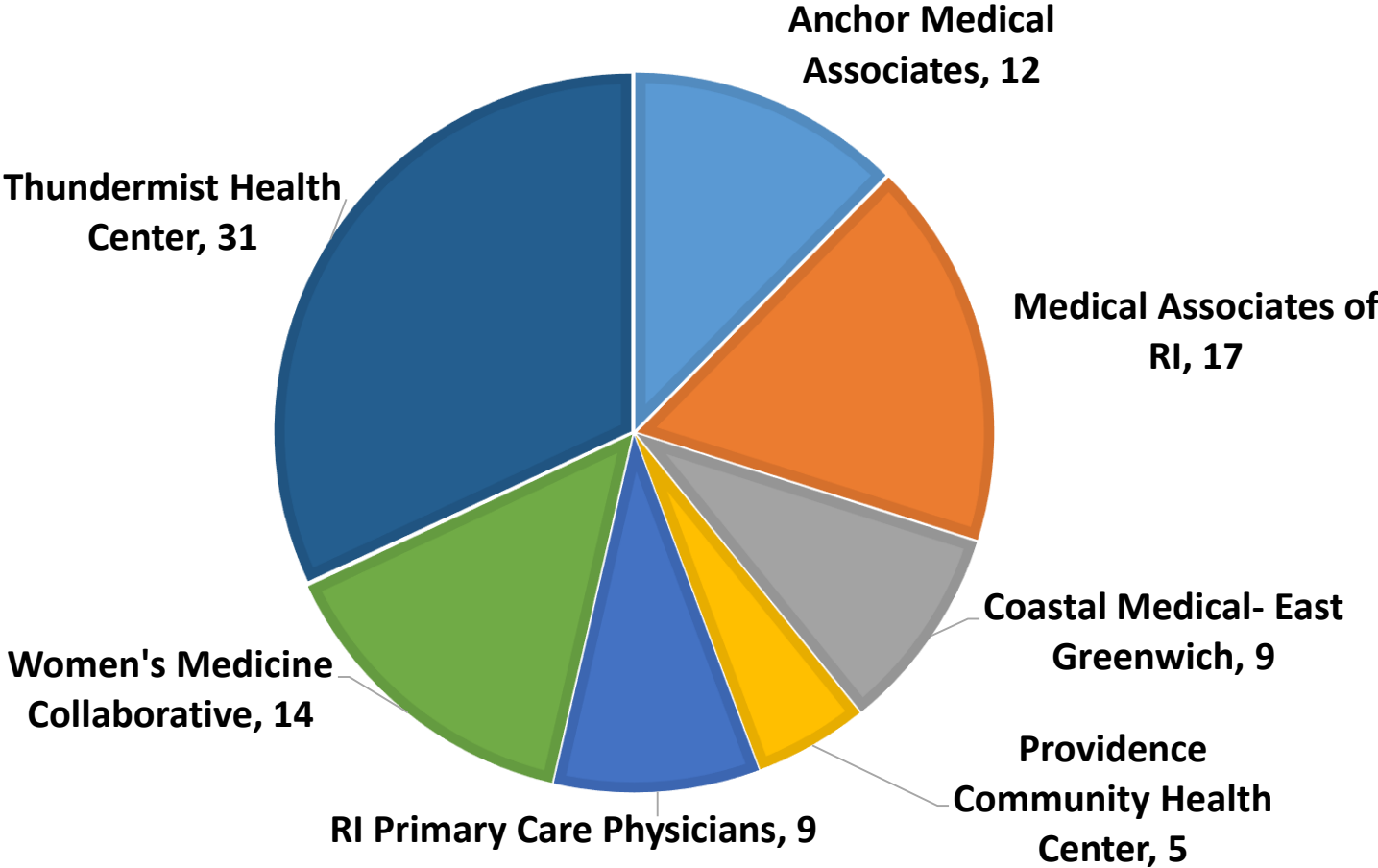
Total Survey  
Respondents

100

## Gender

Woman | 80%  
Man | 19%  
Prefer not to say | 1%

# Respondents by Practice

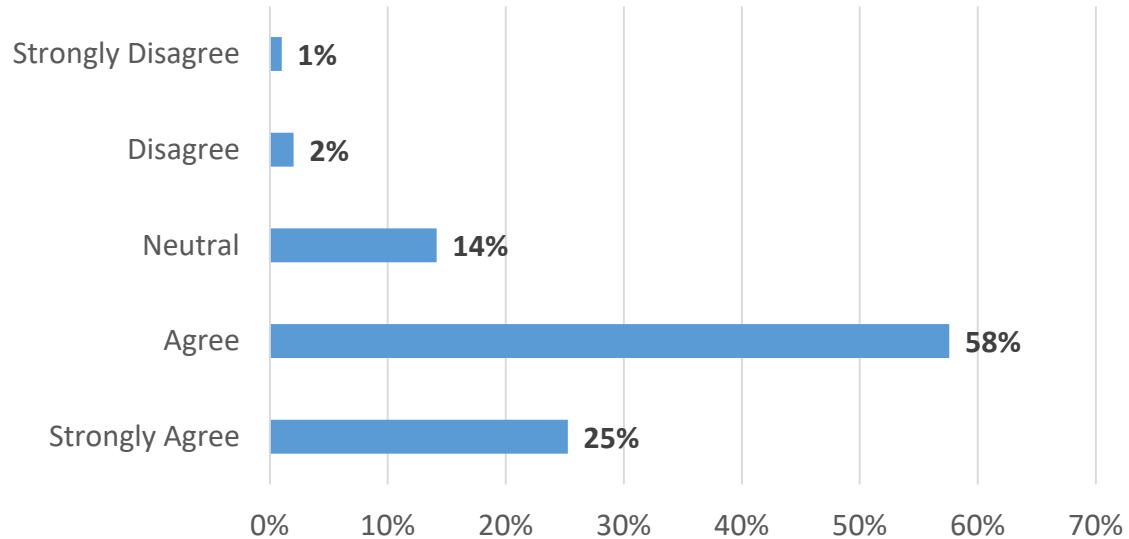


# Well-Being Survey Highlights

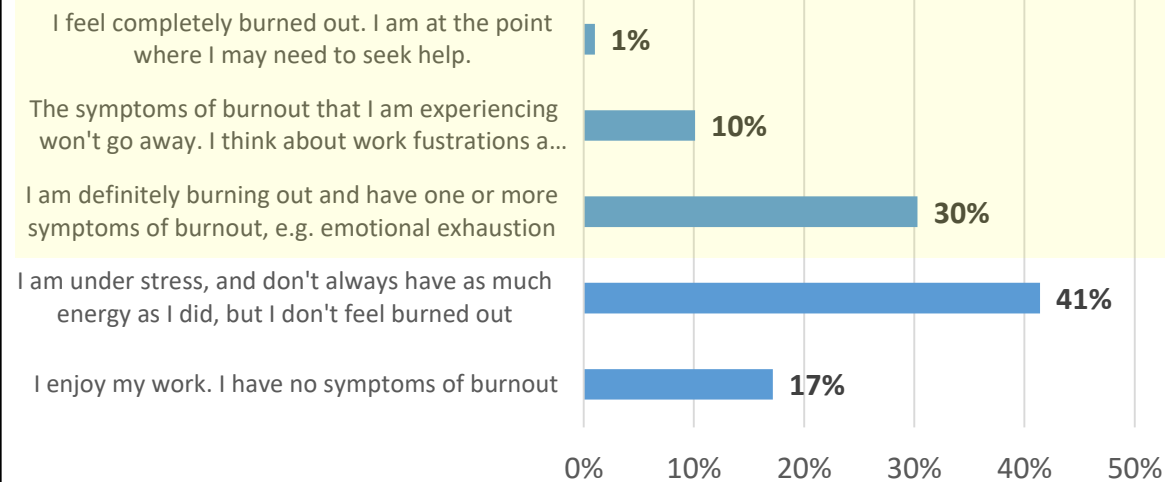
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- 83% of respondents agree or strongly agree that they are satisfied with their current job 😊
- 4% disagreed that their professional values were well aligned with their clinical leaders 😊
- 59% of respondents stated that they “don’t feel burned out” or “have no symptoms of burnout.”
  - 41% reported feeling symptoms of burnout 😞

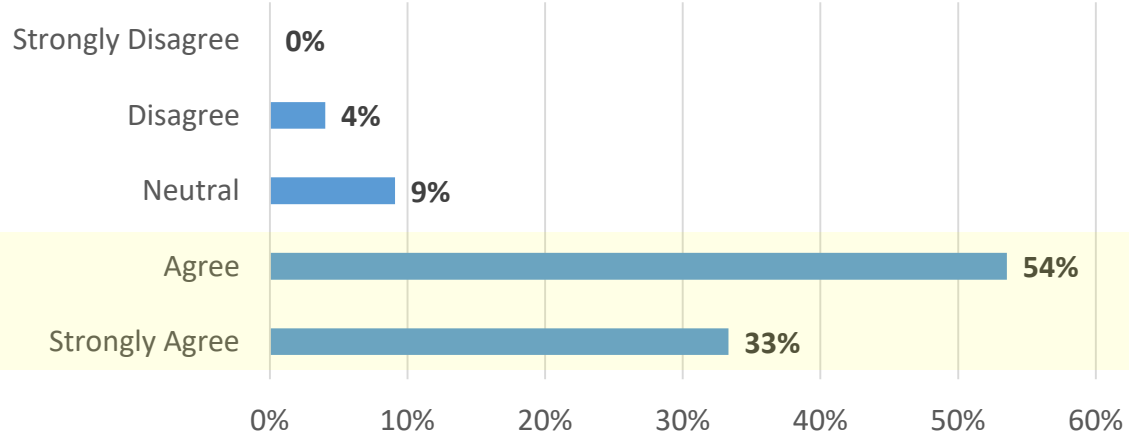
### Overall, I am satisfied with my current job:



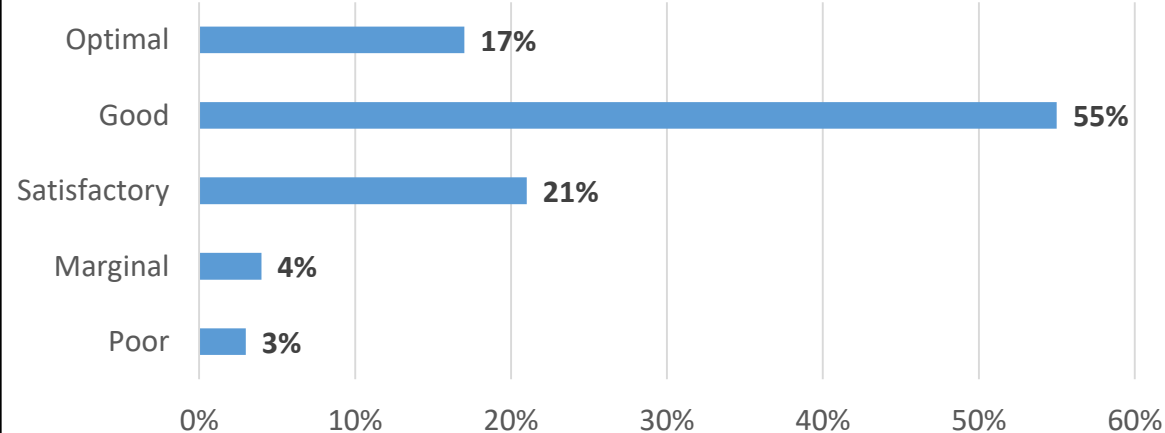
### Using your own definition of "burnout", please choose one of the answers below:



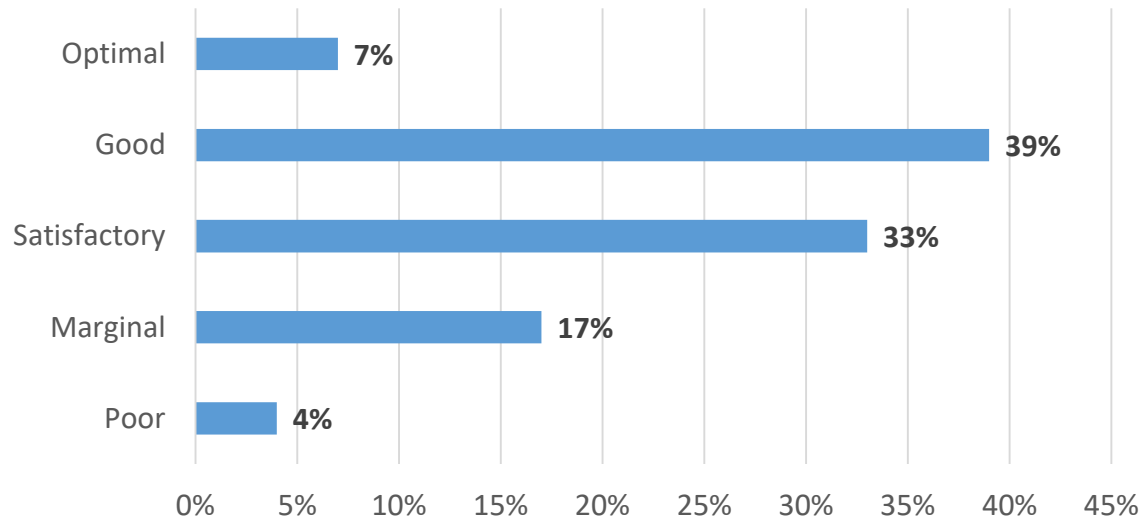
### My professional values are well aligned with those of my clinical leaders:



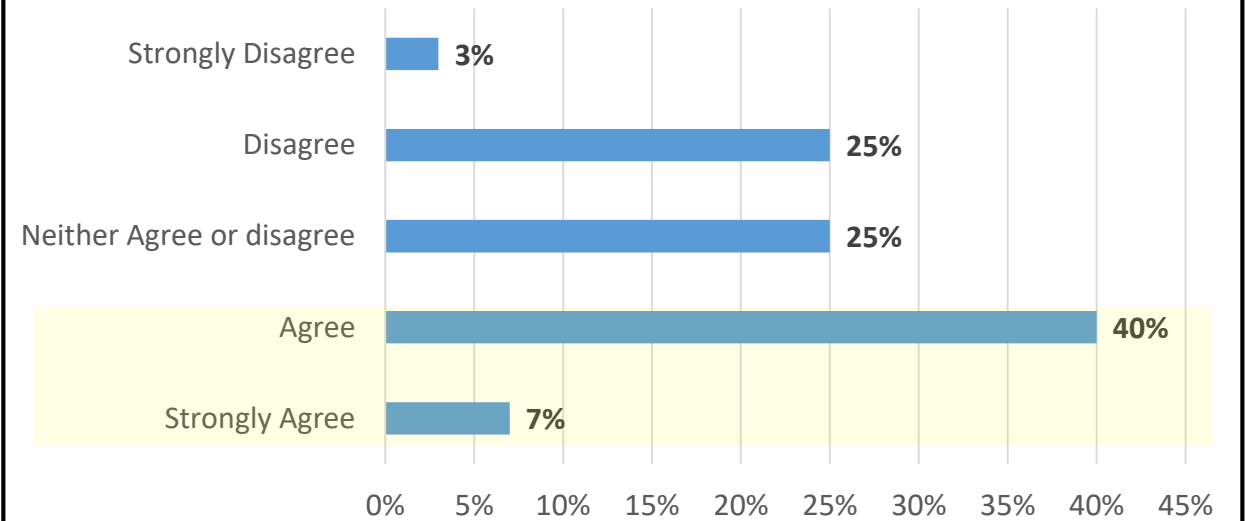
### The degree to which my care team works efficiently together is:



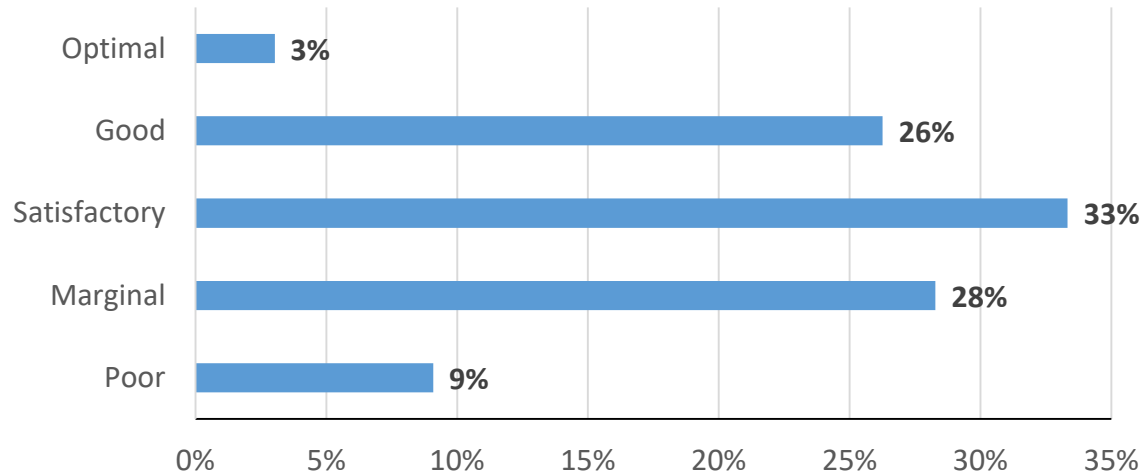
### My control over my workload is:



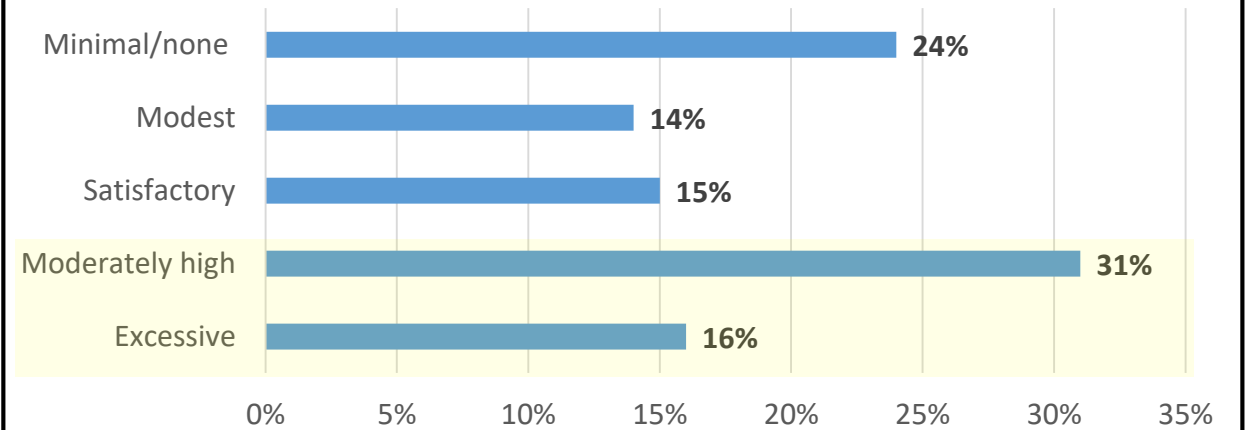
### I feel a great deal of stress because of my job



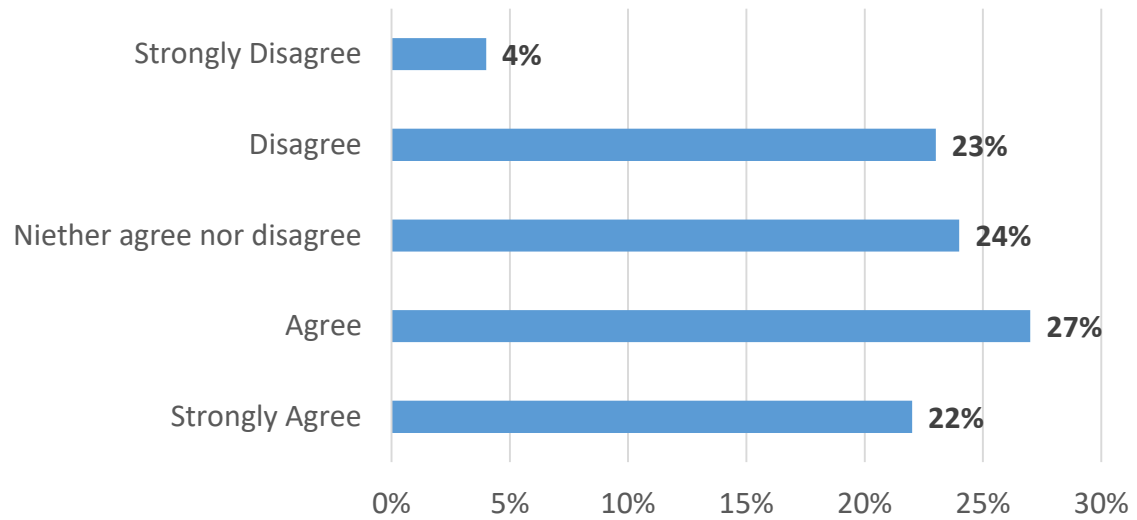
### Sufficiency of time for documentation is:



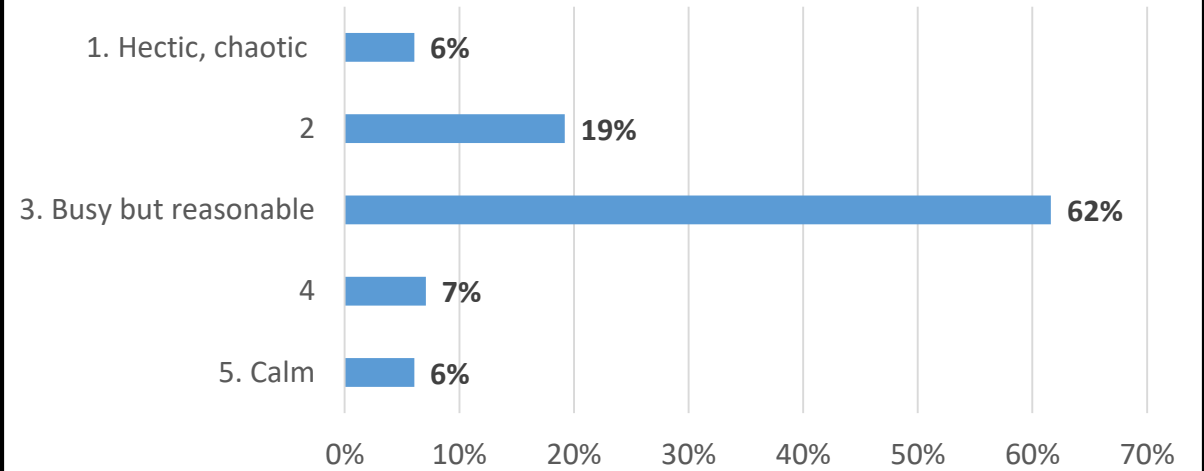
### The amount of time I spend on the electronic medical record (EMR) at home is:



### The EMR adds to the frustration of my day:



### What number best describes the atmosphere in your primary work area?



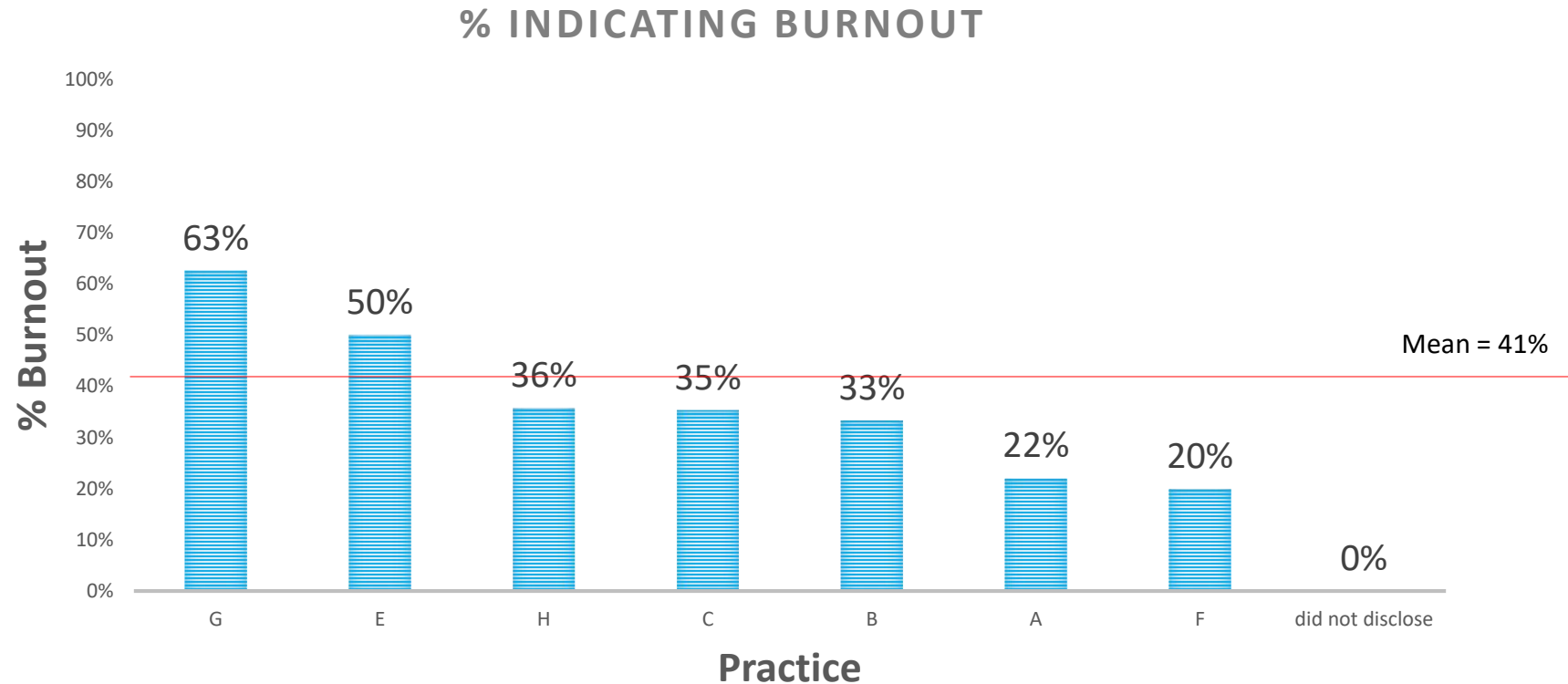


# Burnout by Clinician Type

*\*Responded “I am definitely burning out and have one or more symptoms of burnout,” “I feel completely burned out” or “The symptoms of burnout that I am experiencing won’t go away.”*

	Percent indicating burnout*
<b>Overall</b>	<b>41%</b>
Physician	39%
Pharmacist	20%
Nurse care manager / NP / PA	50%

# Burnout By Practice



*\*Responded “I am definitely burning out and have one or more symptoms of burnout,” “I feel completely burned out” or “The symptoms of burnout that I am experiencing won’t go away.”*

# “Please tell us more about your work stresses and/or what this collaborative might do to reduce them” (selected responses, abbreviated)

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- “No compensation for out of office time doing charting/notes, prepping for visits, etc.”
- “Time is the biggest factor - creating work efficiencies and improving ability to delegate would be of most use”
- “Improve leadership training”
- “Due to COVID, workflows and policies constantly changing and staff not on the same page, there's inconsistency”

# “How might reducing preventable hospitalizations and ED visits impact your professional well-being?” (selected responses, abbreviated)

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- “Patient would be healthier and there would be fewer documents to have to be read.”
- “ It would cut down on everyone's workload and increases patient satisfaction. It's better care and saves money. Sometimes I have guilt in not managing something outpatient that really could be if I had a few hours to spend doing it, and so I send to ER, so hopefully this would help with that!”
- “Making an impact in these areas would be personally rewarding as this would demonstrate an improvement in patient care and total cost of care.”
- “ It would allow for improved health care quality at our clinic; helps save time by shifting from reactive to more proactive approaches. It would help save time as well by frontloading our efforts in order to prevent the necessary follow-ups that would normally occur post hospitalization.”

# Conclusions / Opportunities

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- Stresses of the pandemic, workforce shortages
- Work / life balance as a driver
- Highest percent of burnout was among mid-level practitioners
- Variation in burnout by practice

*What can be learned from individuals who are more resilient to burnout?*

*What can be learned from practices where burnout is less common?*