

Project Description

The objective was to improve primary care clinicians' experience by re-designing clinic workflows and care team communication.

Problem Statement:

Primary care clinicians are overtasked with insufficient resources and time to accomplish their sizeable workload, leading to significant burnout and job dissatisfaction.

Discovery:

I held group and individual meetings with 27 clinical staff at six primary care clinics and 18 healthcare professionals from outside organizations to determine the clinic workflow-based drivers of dissatisfaction. Burnout was a universal problem. Over 100 specific issues were identified.

I need more help! I feel like I'm drowning in my work!

I need a better way to communicate what I need to my medical assistant.

The EHR just takes my attention away from the patient. All I do is click. I'm a professional clicker.

Group brainstorming was used to propose solutions to the >100 identified issues. We selected four interventions that were rated high in both expected effectiveness and feasibility of implementation given available resources.

Goal:

Use enhanced support staff roles, team communication tools, and user-oriented EMR design to improve the clinician experience.

Specific interventions:

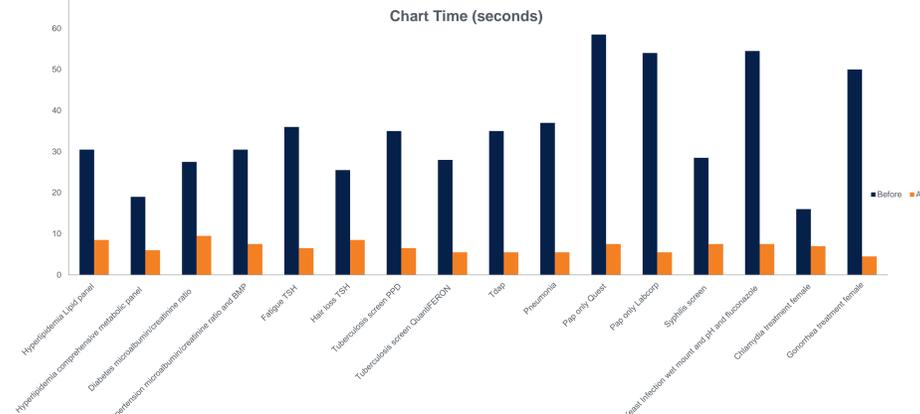
- Train medical assistants to perform administrative tasks.
- Pilot TigerText, a secure messaging system to allow for real time communication between care team members.
- Implement the "visit sheet," a single page form placed on all charts to rapidly document orders and enable front and back office communication.
- EMR redesign to streamline order entry.

Outcome-Oriented Objectives:

- Decrease time required to place common orders in the EMR by 50%.
- Improve clinician satisfaction in the three key domains within a year.
- Decrease primary care clinician turnover by 50% in one year.

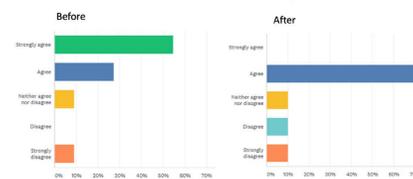
Results

Time required for order entry decreased by 64%



Clinician satisfaction improved modestly

The amount of time and effort needed to place common orders in the EMR is unacceptable.

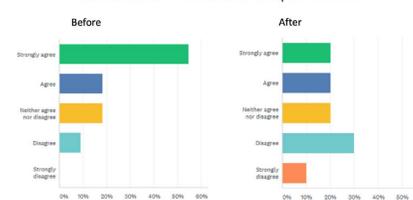


Clinician turnover decreased

Fiscal Year	Clinician turnover
2016-2017	27.3%
2017-2018	30%
2018-2019	12.5%

TigerText pilot successful

I spend too much time looking for my medical assistant to communicate with them about patient care



Lessons Learned

- Focusing on workflow improvement is a practical way for healthcare organizations to address burnout.
- Buy-in and commitment of resources from leadership is critical, and data drives their decision-making.
- The information gathering process was useful in creating engagement and may have been part of the intervention itself.
- While specific interventions will vary widely between different organizations, the process can be replicated and applied universally.

Next Steps:

- The project is now entering stage 2, which will further expand TigerText across nine clinics and to all clinician/MA teamlets.
- Visit sheets will be implemented in other specialties.
- Additional medical assistant staff have been budgeted for the next fiscal year creating new opportunity to expand their role.
- A task force has been created to prioritize and coordinate future improvements based upon clinician feedback.

Mission Model Canvas

