

“Physician Health First” — The AAFP’s Plan to Support and Improve Family Physician Well-Being and Professional Satisfaction

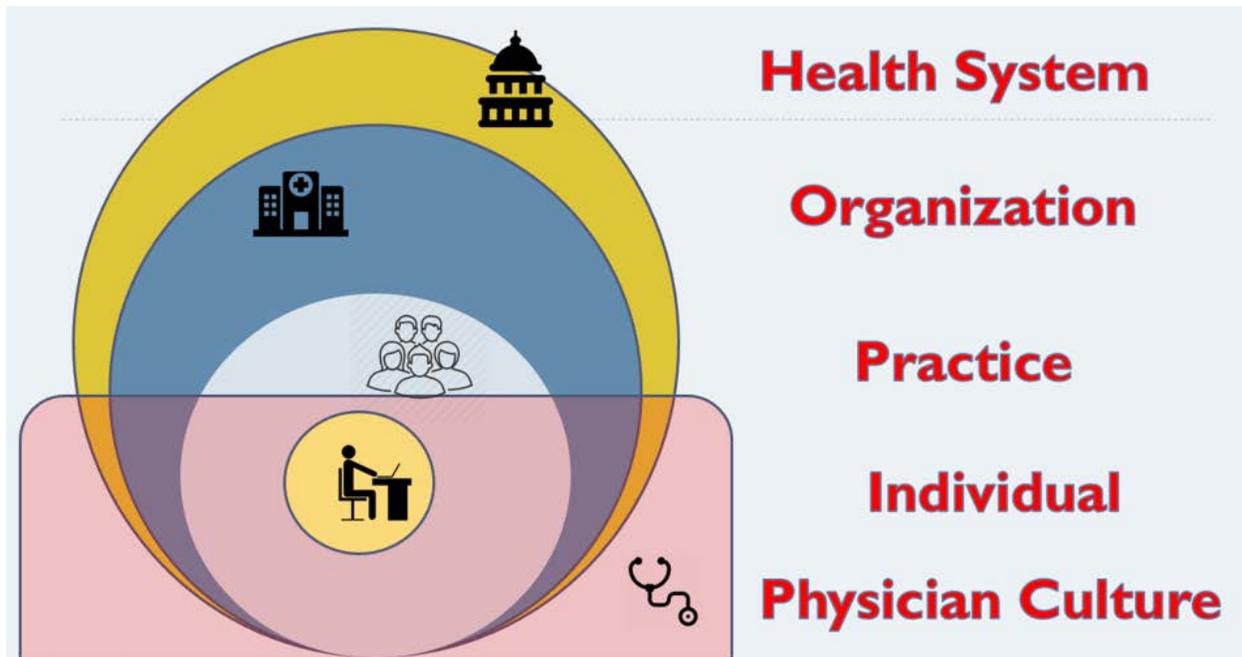
AAFP Strategic Statement:

“The AAFP will assist members in achieving well-being in order to enjoy a sustained career in family medicine.”

We aspire to be our members’ trusted partner in optimizing their well-being.

The increasing incidence of family physician burnout is symptomatic of a dysfunctional healthcare system characterized by administrative burden, emphasis on volume over value, and broken promises of health IT tools. Well-being and professional satisfaction is not simply the absence of burnout. Family physicians perform their professional activities and duties in a complex environment. This significantly impacts the family physician workforce and, as a result, access to primary care services. Quality of care, patient safety, and physician turnover all are negatively impacted by family physician burnout. The factors influencing professional satisfaction and well-being can be categorized and addressed using the “*Family Physician Ecosystem*” model:

The Family Physician Ecosystem



Within each level of the ecosystem are multiple factors to consider and address, including:

Health Care System – Our members face a complex myriad of billing and quality reporting requirements while they practice in an environment that remains primarily fee for service with the resulting emphasis on volume of patient visits rather than the quality or value of care provided.

- **Advocate for better payment models for primary care (Example: Advanced Primary Care-Alternative Payment System or APC-APS)**
- **Advocate to Reduce Administrative Burden and Complexities**
- **Simplify CMS requirements**
 - **Reporting and documentation regulations**
 - **MACRA rules**
- **Influence Private Payers**
 - **Administrative Burden (Prior Authorizations, etc.)**
- **Advocate with EHR Systems / Vendors for improved clinical usability and interoperability**
- **Quality Measures Harmonization**
- **Licensure / Certification Requirements alignment and simplification**

Organization – AAFP survey data reveals that family physicians who own their practices report higher overall job satisfaction. We know that approximately 2/3rds of our members self-report as being employed rather than an owner of their practice. In addition, members often practice within a hospital or health system medical staff organization. The organizations in which our members practice exhibit values and have their own requirements in place which can influence professional satisfaction.

- **Assist members with their personal Leadership Development in order to influence organizational decision making**
- **Development of advocacy efforts regarding organizational responsibility for monitoring, prioritizing, and directly addressing clinician professional satisfaction and well-being**
- **Sharing organizational best practices in supporting clinician well-being**
- **Advocate for blended goal setting focused on quality rather than solely productivity**

Practice – The practice environment is an important influencer of family physician satisfaction. Workflow inefficiencies can add hours of additional work time to the day without additional value. The functional performance of clinical teams directly impacts physician satisfaction.

- **Assist with team based care and lean principles for improving practice efficiency**
 - **Team documentation or use of scribes**
- **Share best practices including the “Joy in Practice” bundle**
- **Support the principles of the medical home model**
- **Support for managing increasingly complex clinical care (tools to address social determinants of health, chronic disease management, etc.)**

Individual – Members may not have developed an organized, evidence based approach to their self-care and resilience. We encourage members to prioritize their own well-being in order to optimize their capacity to provide care for their patients. Physicians providing high quality care feel a greater sense of connection to purpose.

- **Assistance with developing an organized and individualized plan for self-care optimization**
- **Information regarding the benefits of and training to practice meditation, mindfulness based stress reduction, and intentional gratitude**
- **Physical fitness principles**
- **Nutritional best practices**
- **Financial fitness resources**
- **Support of lifelong learning to increase clinical expertise**

Physician Culture – Physicians may have trained and practiced in environments that did not emphasize the importance of personal well-being as a professional expectation in order to provide optimal care for patients and communities served. In fact, the physician culture of self-sacrifice is noble but misguided and often leads to unsustainable levels of professional and personal stress. Our members may have never felt acknowledgement of their stresses and or been encouraged to attend to their own well-being.

- **Encourage self-care as a professional responsibility rather than an indulgence**
- **Promote a culture of peer-to-peer connection and support**
- **Counteract the culture of shame and blame when physicians feel a sense of struggle with imperfection – professionally and personally**
- **Demonstrate the culture of well-being we envision**
- **Advocate supporting clinician well-being in various training environments**
- **Share best practices in creating an environment of family physician well-being**
- **Participate in multi-stakeholder efforts to improve the clinician culture of well-being**

AAFP Activities in progress (estimated date of implementation):

- Providing members with web based self-assessment and planning tools designed to assist family physicians with deliberate and strategic improvement efforts.
www.aafp.org/mywellbeing
 - The Maslach Burnout Inventory (MBI) now available on AAFP.org for members to complete. After completion, the member will receive a personalized report from the vendor. More than 1000 members have completed the MBI. **Supported by the AAFP Foundation**
 - A “Wellness Planner” will be developed and available on AAFP.org for member usage. This will be through the member’s personal account for ongoing personalized utilization (April 2018) **Supported by the AAFP Foundation**

- Creating educational programs emphasizing actionable tools and techniques to support spread of best practices. These educational programs will be utilized in both national and local settings including by AAFP chapters through a standardized format.
 - Educational tracks presented at FMX in 2016 and 2017 with plans for more in 2018.
 - Along with a main stage presentation, a “Well-Being” track and expanded additional learning opportunities were offered at FMX 2017
 - **The inaugural “AAFP Family Physician Health and Well-Being Conference” – April 18-21, 2018 at the Naples Grand Beach Resort in Naples, Florida.**
<http://www.aafp.org/events/fpwb-conf.html>
 - “Family Physician Well-Being” Workshop Series for state chapters – (2018-19)
- Development of an activity or activities to address improving family physician well-being, which will be eligible for both ABFM Family Medicine Certification (FMC) credit and AAFP PI-CME credit. *Supported by the ABFM Foundation (Tentative 2018)*
- AAFP News launched focused section in July 2017
- Identifying and promoting externally developed and accessible resources recognized as valuable for these improvement efforts. (2017 and ongoing)
 - A Physician Health First resource center launched on AAFP.org as a well-being portal with links to internal and external resources www.aafp.org/mywellbeing
 - As the AAFP develops additional content and resources, these will be continuously added
 - CME accredited presentations are available to members on the portal
- Developing an advocacy campaign to promote changing the culture of shame and blame that begins in medical school, and is often perpetuated through residency training and into practice. Multiple stakeholders will be engaged in these efforts. To this end, the AAFP is participating in a two-year initiative as an inaugural co-sponsor of the National Academy of Medicine’s Action Collaborative on Clinician Well-being and Resilience. The AAFP is represented on the steering committee by Clif Knight, MD. The Collaborative includes AAMC, ACGME, AMA, CMS, FSMB, ABMS, CMSS, ABFM, and several other organizations. There will be 3 sessions per year in 2017 and 2018. Next scheduled in May 2018. <https://nam.edu/initiatives/clinician-resilience-and-well-being/>
- The AAFP is participating as a founding member of the Healthcare Society Leadership Council of the Schwartz Center for Compassionate Healthcare – addressing development of a culture of compassion for patients and all members of the care team.
- We are participating in coordination efforts with others in the family medicine community including AAFP Chapters, CMSS, STFM, AFMRD, ABFM, and ADFM.
- Best practices and resources specific to medical students and residents will be explored and shared. (Phase 2)
- Promote research into effective solutions implemented in the practice setting (Phase 2)

Please send your question / comments / suggestions to Clif Knight, MD, Senior Vice President for Education at cknight@afp.org or call (800) 274-2237 Ext. 6700

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Updated 2018.1.12