

Hot-Spotting: A Methodological Approach to Identifying and Mitigating Drivers of Burnout



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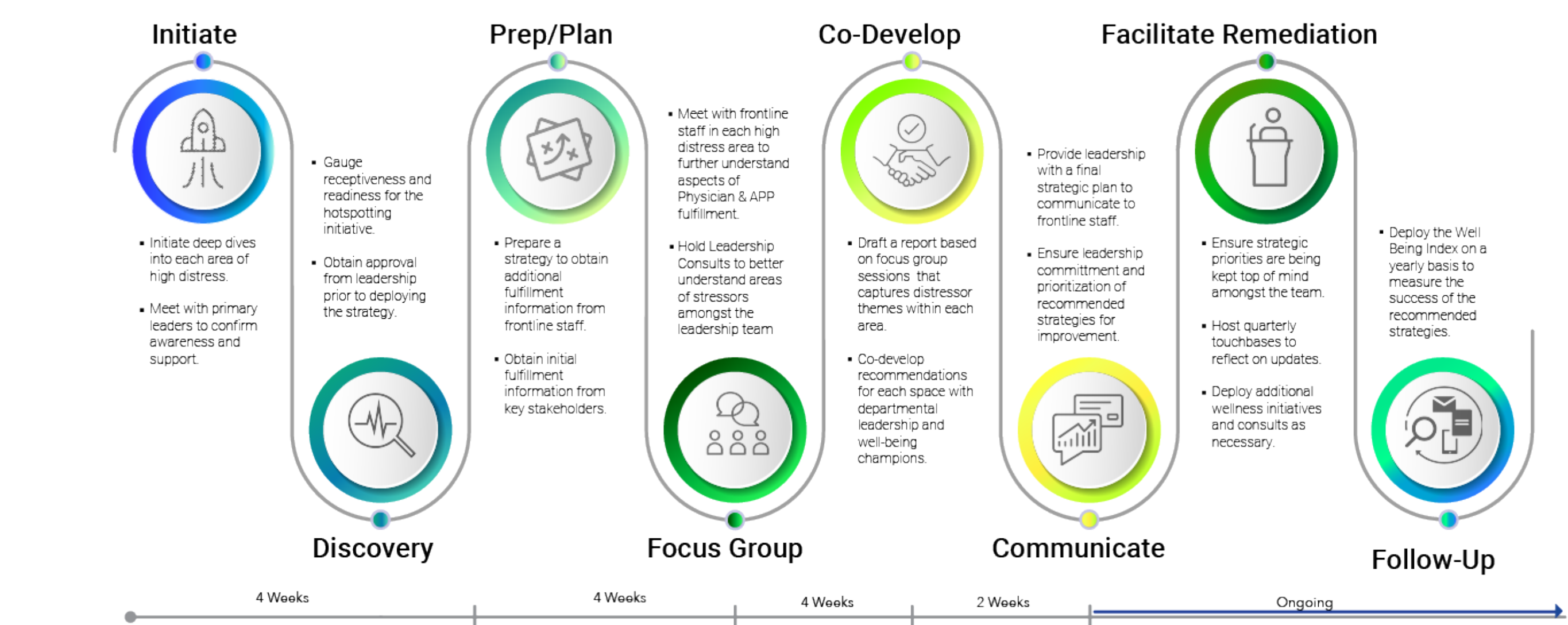
Introduction

Spectrum Health is an integrated healthcare system in West Michigan comprised of 35,000 team members, including approximately 4,600 employed and affiliated physicians and advanced practice providers (APPs). The Office of Physician and APP Fulfillment (OPAF) was created in 2019 to provide centralized coordination, development, and implementation of programs and initiatives designed to support clinician wellness. As a key foundational initiative, the Mayo Well-Being Index (WBI) was chosen to obtain baseline data on the overall well-being of physicians and APPs within the system. The assessment is conducted on an annual basis with an in-depth follow up plan in each specialty area across the system. For select high-distress specialties, OPAF provides an intervention called Hot-Spotting, in which the team partners with leaders and front-line clinicians to uncover, prioritize, mitigate, advocate, and address the unique stressors of the specified area.

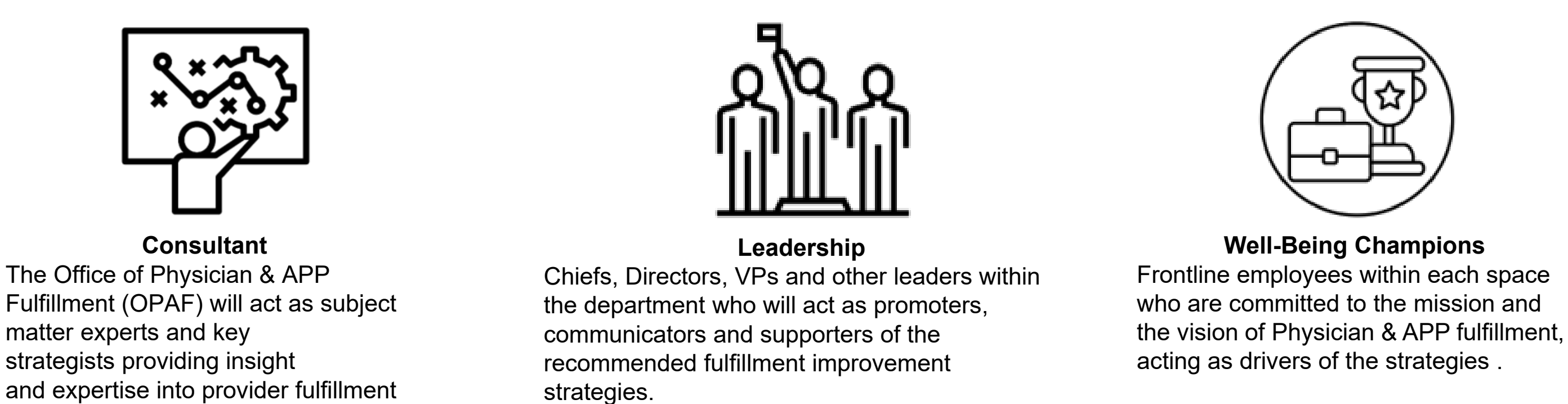
Learning Objectives

- 1. Understand the phases of the Hot-Spotting Intervention
- 2. Identify drivers of burnout within a specific unit
- 3. Align drivers of burnout to mitigation strategies

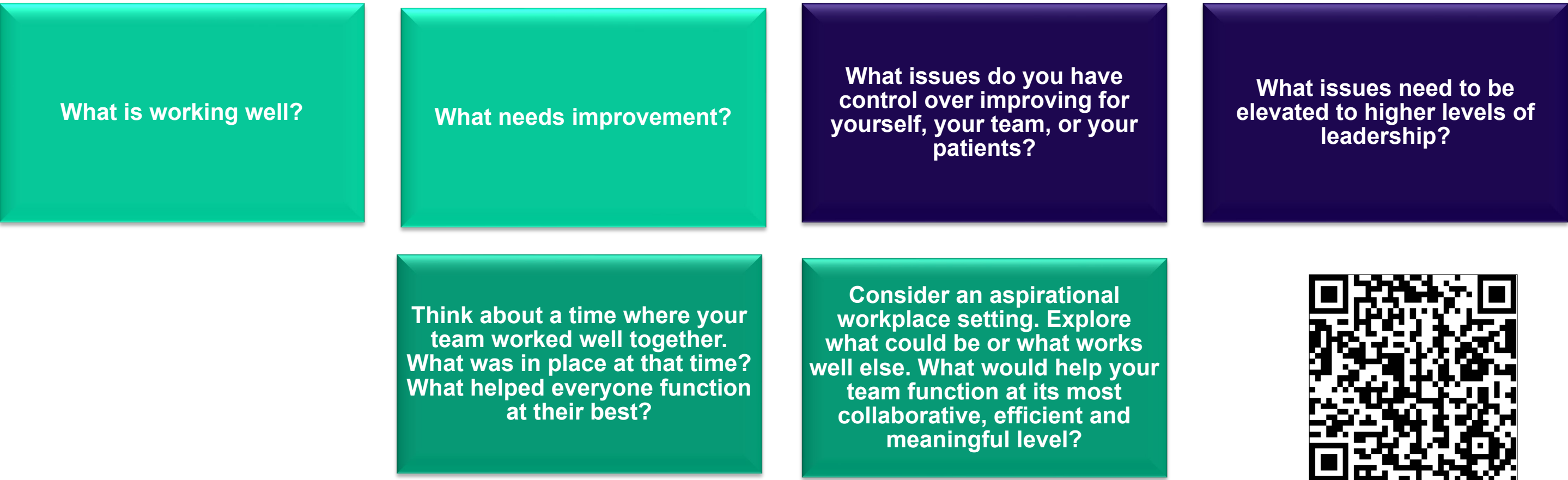
Hot-Spotting Process



Roles and Responsibilities

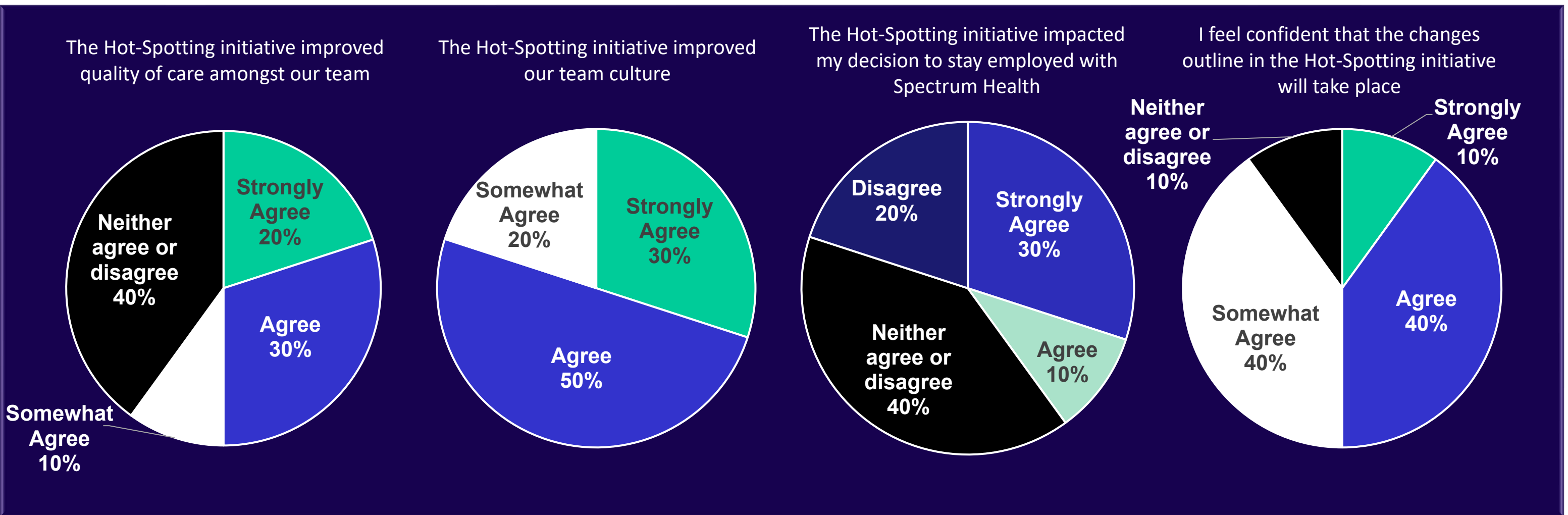
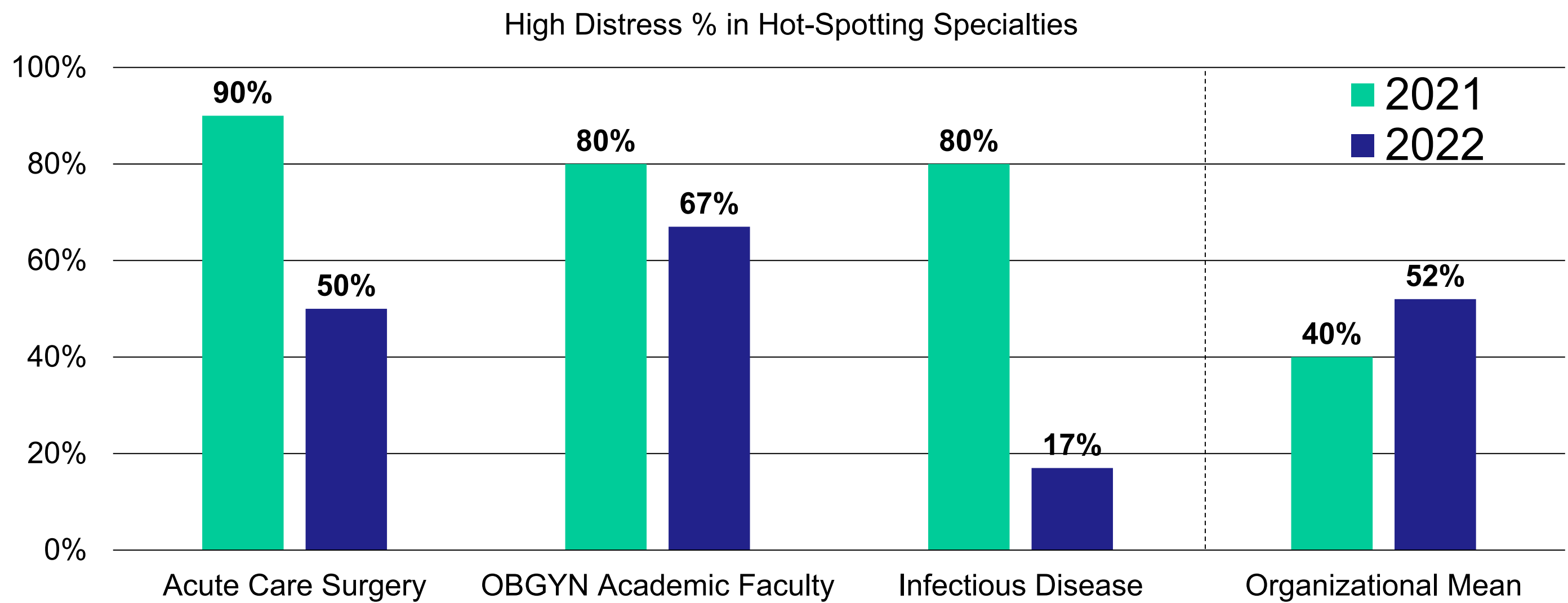


Key Focus Group Questions



Results

The below graph showcases three specialties that went through the hot-spotting process. There has been a decrease in Well-Being Index high distress rate in all three areas.



Take Away

The Hot-Spotting Intervention is an effective process to identify drivers of burnout and develop solutions, leading to improved engagement and reduced distress rates within a unit.

Action taking as result of Hot-Spotting

- Leadership Support**
 - It was recognized that the clinical leader over the team was stretched too thin. Rightsizing of administrative duties and roles and responsibilities occurred resulting in new clinical leader over the space
- Recognition**
 - Paid a bonus to physicians and APPs in recognition of the extra responsibilities and hours worked since the start of the pandemic
- Supporting team culture**
 - Started monthly combined physician-APP meetings
 - Reassigned InBasket management from APPs to physicians
- Investing in room for growth and passion**
 - Held 1:1 meetings for each physician/APP with Well-Being Champions to discuss professional goals
- Ensuring adequate staffing**
 - Provided interim provider staffing support via locums
 - Onboarded and oriented 2 new APPs and 2 new physicians
 - Received approval to recruit 3 additional physicians for summer 2022
 - Received approval to hire an additional RN to support the team through phone triage, critical labs, and other work
 - Received approval to hire a dedicated practice manager

Key Opportunities Identified during Hot-Spotting

- | | |
|---|--|
| 1. Perceived Lack of Leadership Support | 5. Inclusive Communication |
| 2. Inadequate Leadership Development | 6. Invest in growth and passion |
| 3. Physicians and APPs feel undervalued | 7. Inadequate staffing |
| 4. Breakdown in Team Culture | 8. Inadequate time for non-clinical duties |

Lessons Learned

- It is crucial to communicate back with front line team members regularly and consistently. Best practice is a hot-spotting agenda item at every provider meeting

Future Considerations

- Developing standard work for the process
- Including concepts of this process in wide-spread leadership development education
- Improving metric measurement
- Improve sharing of best practices