



Empowering Physicians to Lead

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Our History

- The Physicians Foundation was founded in 2003 after a class-action lawsuit brought about by **physicians, 19 state medical societies and three county medical societies** against private third-party payers resulted in a significant monetary settlement.
- This settlement led to the establishment of the Physicians Foundation, an organization which has grown to become a **leading voice for physicians across America**.
- Since its inception, the Physicians Foundation has awarded numerous grants totaling **more than \$49 million** to organizations including universities, hospital systems and medical society foundations.

Signatory Medical Societies of The Physicians Foundation

- Alaska State Medical Association
- California Medical Association
- Connecticut State Medical Society
- Denton County Medical Society (Texas)
- El Paso County Medical Society (Colorado)
- Florida Medical Association
- Hawaii Medical Association
- Louisiana State Medical Society
- Medical Association of Georgia
- Medical Society of New Jersey
- Medical Society of the State of New York
- Nebraska Medical Association
- New Hampshire Medical Society
- North Carolina Medical Society
- Northern Virginia Medical Societies
- South Carolina Medical Association
- Tennessee Medical Association
- Texas Medical Association
- Vermont Medical Society
- Washington State Medical Association



Vision

A society where all people realize their optimal state of health.

Mission

To support and empower all physicians to provide high quality care and take a leadership role in shaping the future of health care.

We Believe

The medical profession's central tenet is the primacy of physicians' duty to their patients.

The profession of medicine and the integrity of the patient-physician relationship are essential elements of high-quality health care.

The perspective of practicing physicians is critical to the ongoing discourse on how to improve health care delivery in our country.





Our Goals

Address with urgency the immediate and ongoing impediments to **physician wellbeing** and provide the basis for improved practice environments and professional fulfillment.

Strengthen collective and individual **physician leadership** across the nation, in a variety of practice environments and at every career phase, with consideration for early-career and under-represented physician populations.

Continue to build broad-based understanding of the **social drivers of health** and their implications for patients and physicians.

Ensure that the **physician's perspective** is a significant factor in decision-making and policy-development at the state and national levels by leveraging foundation research and engaging in effective collaborations.



Improving Physician Wellbeing

Physician burnout has devastating effects on the access, quality and cost of our country's health care.

In our [2021 Survey of America's Physicians](#), 61% of physicians reported often having feelings of burnout—compared to 40% in [2018](#).

Physicians have one of the highest suicide rates of any profession and over half of all physicians [know](#) of a physician who has considered, attempted or died by suicide.

Improving Physician Wellbeing

We improve physician wellbeing by:

- Collecting timely data on the immediate and growing pandemic-related challenges to physician health and wellbeing and the economic impact of this crisis on physicians' abilities to maintain their practices and serve their patients.
- Researching, and helping physicians utilize, emerging technological innovations with particular attention to telehealth and electronic medical records.
- Funding educational programs, awareness campaigns and conferences focused on physician wellness and the practice environment.



Physician Wellbeing Spotlight

The Practice Transformation Initiative

- The American Medical Association (AMA) launched the Practice Transformation Initiative (PTI) to address the large gap in research on actionable solutions to address physician burnout.
- The Physicians Foundation is collaborating with AMA to extend PTI's efforts to support **state medical societies** in helping their member practices adapt, thrive and enhance professional satisfaction while reducing burnout.
- Through the collaborative efforts, **30 practice sites** from Maine, New York, New Jersey, North Carolina, Ohio, South Carolina and Washington are being engaged and coached. Specifically, physician leaders are:



Assessing their practices/systems by using the validated **Mini-Z burnout survey tool**



Participating in bootcamps and guided coaching on interventions for practice efficiency and workflows



Measuring the use of EHRs to understand the impact of **"work after work"** and **"pajama time"**



Accessing a network for evidence-based learning resources and best practices

Physician Wellbeing Spotlight

The Practice Transformation Initiative

- Washington Permanente Medical Group in Washington state implemented **pre-visit laboratory testing** which gave their physicians the opportunity to discuss results directly with patients at their appointment.
- This streamlined administrative task contributed to a **reduction** in the number of **hours spent on indirect patient care** by three hours.
- Physicians reported they experienced an **increase** in both overall **job satisfaction** and **value alignment** with clinical leaders.



WELLNESS PRACTICE TRANSFORMATION

Pre-Visit Labs Yield Positive Results

Washington Permanente Medical Group is the first in the country to complete the American Medical Association's Wellness Practice Transformation Initiative.

"We know the rate of burnout, as well as its causes and impact. But not enough has been done to research solutions," says Scott Itano, MD, a family medicine physician at WPMG. "We were pleased to begin the work of implementing and examining the impact of workflow redesign interventions."

WPMG is one of the Washington health care organizations taking part in the AMA initiative, which is funded by a grant from The Physicians Foundation.

"We are called to medicine because we want to help people. Researching practice efficiency ultimately will help us spend more time with patients and less time in the EMR [electronic medical record]," says Dr. Itano.

The team at the intervention site, Northgate Medical Center in Seattle, decided to research pre-visit laboratory testing for completion before upcoming appointments. This gives physicians the opportunity to discuss results with patients at their visit, eliminating the need to review results later and coordinate follow-up care.

"We worked with physicians and medical assistants to develop a pre-visit lab order checklist for MAs to follow," says Cecilia Manyari, MHA, senior human resources project manager at WPMG.

"The workflow includes appending lab orders in the EMR, scheduling a lab visit two weeks before their clinic visit, and documenting patient outreach encounters in the EMR."

"Physicians with MAs who consistently use the new process report seeing a positive impact on their patients during their visit," says Manyari.

The new workflow also improved the physicians' experience. Compared to the control group, physicians in the intervention group experienced an increase in both overall job satisfaction and value alignment with clinical leaders. Overall job stress increased in both control and intervention groups over the study period, but this increase was less substantial for the intervention group.

Time spent in the EMR outside of normal work hours decreased for the intervention group and held steady for the control group over the study period. Additionally, the intervention group saw a three-hour decrease in the total number of self-reported hours per week spent on indirect patient care and administrative tasks. In contrast, the control group experienced a one and one-half hour increase.

"We applaud Washington Permanente

The intervention group saw a three-hour decrease in the total number of self-reported hours per week spent on indirect patient care and administrative tasks. In contrast, the control group experienced a one and one-half hour increase.

Medical Group and the WSMA Foundation for their innovation and commitment to this important work," says Christine Sinsky, MD, vice president for professional satisfaction at the AMA. "Being a physician is inherently meaningful. The goal of the AMA's Practice Transformation Initiative is to collaborate with p toward achieving the Quadruple Aim and increasing joy, purpose, and meaning for all physicians."

4 THRIVE

May/June 2021

NIKOLA KNEZEVIC

Physician Wellbeing Spotlight

National Physician Suicide Awareness (NPSA) Day

To raise awareness of the physician suicide epidemic and galvanize physicians, their colleagues and their loved ones to create a culture of wellbeing, we created **Vital Signs: The Campaign to Prevent Physician Suicide**.

- Leveraging NPSA Day in September 2019, Vital Signs launched with a **webpage that hosted resources for preventing physician suicide** and promoted the campaign through targeted media outlets, social media and a toolkit to equip state and county medical societies to share with their physician members.
- For NPSA Day 2020, the campaign expanded to collaborate with **Jennifer Breen and Corey Feist**, sister and brother-in-law of the late Dr. Lorna Breen, an emergency room physician who died by suicide in April 2020, in a satellite media tour.
- This collaboration further expanded with the **Dr. Lorna Breen Heroes' Foundation** and **#FirstRespondersFirst** for NPSA Day 2021 with the creation of a new website, **[NPSADay.org](https://www.npsaday.org)**, which features six prevention resources for individuals and organizations, a digital toolkit with guides and materials and a mechanism for organizations to sign on to be a supporting organization.



Physician Wellbeing Spotlight

National Physician Suicide Awareness (NPSA) Day

By igniting action with the Dr. Lorna Breen Heroes' Foundation and #FirstRespondersFirst on NPSA Day 2021, we reached **1.2M people**—a **166%** increase compared to 2020 and **465%** increase compared to 2019. Additionally, we garnered **26,000 engagements** (actions)—a **106%** increase compared to 2020 and **485%** increase compared to 2019.

Across all organizations and channels, [NPSA Day 2021](#):



reached at least
1.2M people



with a total of
26K
actions taken

Physician Wellbeing Spotlight

ALL IN: Wellbeing First for Healthcare

The Physicians Foundation is a collaborator in the **ALL IN: WellBeing First for Healthcare** campaign to:

1. Advance a state where the well-being of the healthcare workforce is prioritized and individual healthcare workers feel valued and supported so they can sustain their sense of purpose and meaning in their work
2. Make beneficial progress against persistent mental health and well-being challenges that disadvantage our healthcare workers, and therefore, our healthcare systems and the future of public health.

FIRST RESPONDERS FIRST

AN INITIATIVE OF:

HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH

THRIVE GLOBAL

CAA



in collaboration with:





Strengthening Physician Leadership

Physicians are the foundation of our health care system and the gatekeepers for high-quality, cost-efficient care.

In fact, our 2019 Survey of America's Patients found 91% of patients believe physicians should have the ability to influence the health care system.

Strengthening Physician Leadership

We strengthen physician leadership by:

- Providing leadership grants to state-based and national organizations, with priority to grants that deliver tangible and scalable results, grounded in physicians' perspectives and responsive to the changing health care environments of our communities and nation.
- Developing and putting into practice effective ways to measure the outcomes and impacts of our leadership programs. Consequently, improve our programs and our return on investment, promote replication of successes and ensure broader uptake around the country.



Physician Leadership Spotlight

The Karl M. Altenburg Leadership Academy

- Every year, the Physicians Foundation hosts **The Karl M. Altenburg Leadership Academy**, utilizing both seminar and small group formats, to support physicians in learning how to instill leadership and management skills for effective organizational transformation.
- The Physician Leadership Academy equips **physicians and administrators** with the tools they need to be more effective leaders who can create value for patients and families, clinical colleagues and their health care organization.

Topics include:

- Leading high-performance teams
- National health policy
- Effective clinical leadership and building commitment to goals
- Strategic management
- High performance health care
- Leading change
- Health care insights discovery Negotiations and conflict resolution

Physician Leadership Spotlight

Women's Wellness through Equity and Leadership (WEL) Alliance

- Funded by the Physicians Foundation and led by the American Academy of Pediatrics (AAP), the WEL Alliance is a collaborative of **10 medical associations** offering a leadership development program for early- to mid-career women physicians.
- In 2021, the WEL Alliance recruited a diverse group of **50 women physicians** to form a new cohort of “WEL Scholars” who will engage in an 18-month training program to develop leadership skills, foster wellness and promote equity in medicine.



Physician Leadership Spotlight

Women's Wellness through Equity and Leadership (WEL) Alliance

- Additionally in 2021, the WEL Alliance published **Creating Equitable Environments: Pediatrics Supplement Spotlights Women in Medicine** exploring **strategies** for supporting the diverse workforce of female physicians and includes a unified call to action from the CEOs of major medical organizations. Articles include:
 - State of Women in Medicine: History, Challenges, and the Benefits of a Diverse Workforce
 - Advancing Women to Leadership Positions Through Individual Actions and Institutional Reform
 - Building Inclusive Work Environments
 - Promoting Culture Change Within Organizations
 - The Path Forward: Using Metrics to Promote Equitable Work Environments





Addressing Social Drivers of Health

Physicians have long experienced the impact of social and environmental conditions, known as social drivers of health (SDOH), on patient health, care outcomes, costs, physician burden and the physician-patient relationship.

Indeed, in part one of The Physicians Foundation's [2022 Survey of America's Physicians](#), nearly all physicians indicated their patients' health outcomes are affected by at least one SDOH. Additionally, while 9 in 10 physicians want to address patients' social drivers of health, 6 in 10 lack the time and ability to do so.

For more than a decade – and long before most stakeholders in the health care system – The Physicians Foundation has been on the vanguard of recognizing and acting on these challenges.

Addressing Social Drivers of Health

We address the social drivers of health by:

- Supporting research on the social drivers of health and their impact on all aspects of the health care environment, with particular emphasis on how they impact patient wellness and physician role and accountability. Sharing new knowledge with physicians, key health care decision-makers and the public.
- Funding applied research in areas such as the development of compensation systems that consider the social drivers of health to be a factor when defining the role and accountability of physicians in overall patient outcomes.



Social Drivers of Health Spotlight

First-ever SDOH Measures

- Most recently, the Foundation released [Improving America’s Health Care System: Recognize the Realities of Patients’ Lives and Invest in Addressing Social Drivers of Health](#), which outlines specific, practical recommendations that are needed to address SDOH.
- Consistent with these recommendations, the Foundation submitted to the Centers for Medicare and Medicaid Services (CMS) the **first-ever SDOH measure set** to be included in federal payment programs:
- As of June 2022, CMS has included these SDOH measures in its **“Proposed Rules”** that are open for public comment.
- Importantly, these measures (stratified by race/ethnicity) have been well-tested in **over 600 clinical sites** across the country through the CMS Innovation Center’s Accountable Health Communities model.

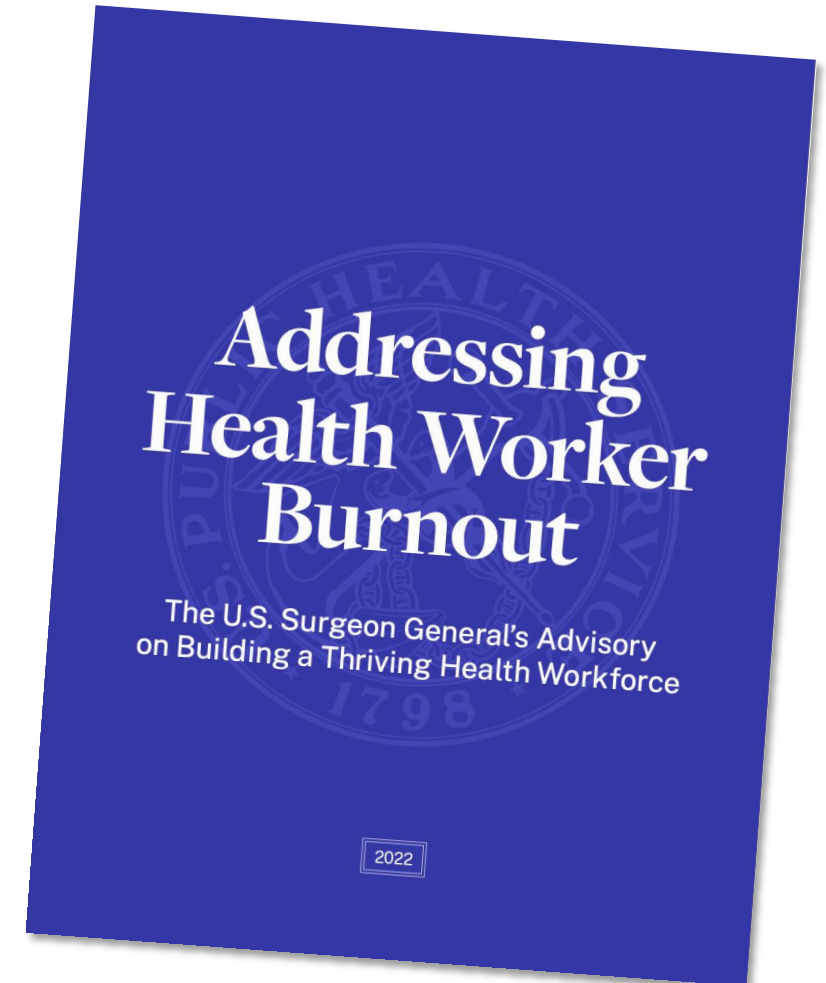
#	Specific Policy Recommendations	Policy Priorities			
		Address SDOH in Combatting COVID-19	Integrate SDOH into Payment Policy for Physicians	Create New Standards for SDOH Quality, Utilization & Outcome Measurement	Make SDOH Central to CMMI & States’ Innovation Agenda
Cross-Cutting Recommendations					
1	Consistent with CMS’s “meaningful measures” initiative, for every SDOH measure adopted, retire 3+ other process and/or efficiency measures to re-balance the national measure set to align with what matters to patients and reduce physician burden and burnout.	X	X	X	X
Medicare Recommendations					
11	Create first MIPS quality measure tied SDOH (ex. food insecurity screening, using screening question in CMS’s Accountable Health Communities Pilot).			X	

Social Drivers of Health Spotlight

First-Ever Surgeon General Advisory

In May 2022, the U.S. Surgeon General **released** the first-ever Advisory calling on the nation to address health worker burnout. The advisory lays out recommendations for health care organizations, policymakers, health insurers and others to address the systemic causes of health worker burnout and improve wellbeing.

The Physicians Foundation's **2022 Survey of America's Physicians** was cited twice within the Advisory to reinforce the ability, or inability, to address patients' social determinants of health contributes to burnout rates and strain on our health care system.





Lifting Physician's Perspectives

Physicians are experiencing new and mounting challenges in a rapidly evolving health care landscape.

Now more than ever, physicians' voices must be heard by those who directly impact how we deliver care. As physician leaders, we must come together to learn from one another's experiences and research.

Only then can we improve America's health.

Lifting Physician's Perspectives

We lift physician's perspectives by:

- Collaborating with organizations such as PAI to provide education, based on TPF research findings, to public and private policy makers at the state and national levels, as they make decisions on the future of health care in the US, the wellness and safety of physicians and the ability of physicians to act in the best interest of their patients.
- Positioning the Foundation as a trusted source for data-driven knowledge by collaborating with national academic research organizations and consortia, presenting at key meetings and strengthening connections with peer foundations and societies.
- Continuing to develop highly effective ways to take the national pulse of physicians and patients on time-sensitive issues, communicate a greater sense of urgency and create more opportunities to raise public awareness and inform decision-makers.



Physician's Perspective Spotlight

The Telehealth Initiative

- The Physicians Foundation, American Medical Association, Florida Medical Association, Massachusetts Medical Society and Texas Medical Association launched **The Telehealth Initiative (TTI)** to help physicians implement telehealth services in 2020.
 - The program helped **168 participating physicians from 24 practices** redesign their practices to successfully provide telehealth services to their patients during COVID-19 and beyond.
 - Following the completion of the program, the Initiative is providing **free, online access to resources** that participating physicians used to encourage other physicians to consider telehealth services.
- In 2021, TTI expanded to support additional physicians and practices through the Academy of Medicine Education Foundation, Iowa Medical Society Foundation, Medical Educational & Scientific Foundation of New York, Montana Medical Association Foundation and Massachusetts Medical Society
 - As part of the overall program, we have hosted **9 events** with **798 live attendees** and **3,113 recording views**, along with **10,000+ views** of the Measuring the Value of Virtual Care discussion on the AMA Physician Innovation Network

Physician's Perspective Spotlight

Center for Study of Physician Practice & Leadership

The [Physicians Foundation Center for the Study of Physician Practice and Leadership at Weill Cornell Medicine](#) is exploring challenges facing physicians in medical practice and defining practice models that help physicians to provide quality, value-based care.

Since 2018, the Center has published **20+ peer-reviewed articles** with an additional **10+ articles** in review or preparation.

Publications include:

- [Relationship Between Physician Burnout And The Quality And Cost Of Care For Medicare Beneficiaries Is Complex](#)
- [Perspectives of Patients About Artificial Intelligence in Health Care](#)
- [Practice Trends and Characteristics of US Hospitalists From 2012 to 2018](#)
- [Association of Surprise-Billing Legislation with Prices Paid to In-Network and Out-of-Network Anesthesiologists in California, Florida, and New York](#)
- [Telehealth Use for Mental Health Conditions among Commercial Enrollees](#)
- [Public Versus Physician Views of Liability for Artificial Intelligence in Health Care.](#)
- [Private Equity Investment in Dermatology Practices and Health Care Prices, Spending and Utilization](#)
- [The State of Telehealth Education at US Medical Schools](#)
- [Time and Financial Costs for Physician Practices to Participate in the Medicare Merit-based Incentive Payment System](#)
- [Physician Practice Leaders' Perceptions of Medicare's Merit-Based Incentive Payment System \(MIPS\)](#)

Thank You

