

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating for Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):
NAME OF PROJECT: PRIMARY CARE STAFF WELLNESS AND VITALITY

DATE OF IMPLEMENTATION/ADOPTION: 06/01/2017
 (Must have been fully implemented for a minimum of at least one year - on or before July 1, 2017)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No


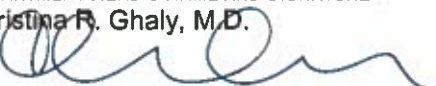
EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The successful care of the patient requires the care of the healthcare team, which
 2 defines how we pursue and develop our clinical systems under the Quadruple Aim of
 3 healthcare. We have developed a model to identify, train, and sustain front-line staff
 4 leaders as Wellness Champions among their peers in the primary care clinic
 5 environment. This intervention trains front line staff to be leaders of teambuilding and
 6 wellness activities in their clinics. We have shown a doubling of scores across multiple
 7 measures of teamwork and team support using the American Medical Association Mini-
 8 Z burnout survey during the course of this intervention in clinics which adopted this
 9 model. We have also shown increased employee engagement and front line staff
 10 leaders on clinic project teams over the same time period.
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BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	X

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS LAC+USC Primary Care 2010 Zonal Avenue, OPD 4p41 Los Angeles, California 90033		TELEPHONE NUMBER 323 409 7689
PROGRAM MANAGER'S NAME Barbara Rubino & Jagruti Shukla		TELEPHONE NUMBER 323 409 6349 EMAIL brubino@dhs.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Lisa Finkelstein 	DATE 7/2/18	TELEPHONE NUMBER (213) 288-8104 EMAIL lfinkelstein@dhs.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Christina R. Ghaly, M.D. 	DATE 7/2/2018	TELEPHONE NUMBER (213) 288-8101

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and **specify assessment time frame.** Use Arial 12 point font.

Challenge:

According to the American Medical Association in 2017, Internal Medicine and Family Medicine physicians represent two of the top four specialties with the highest rates of burnout across the medical profession. These are the two specialties that are responsible for the delivery of the great majority of our primary care to Los Angeles County + USC Medical Center's 60,000 unique empaneled patients. Working with these physicians and primary care providers is a large team of nearly 100 supporting staff members, clerks, medical assistants, nurses and other professionals who are along for the ride of our rapidly changing primary care landscape. We know that poor team morale and burnout lead to inferior outcomes around patient care and satisfaction, and for this reason, as healthcare leaders we are seeking to achieve the Quadruple Aim – caring for the care teams who take care of our patients, populations and deliver valuable care.

Using the American Medical Association (AMA) Mini-Z Burnout Survey, we detected particularly low measures of team work and collaborative environment in the Primary Care Adult East clinic. This is our largest primary care clinic, responsible for 18,000 empaneled patients with 165 resident physicians and over 40 nursing and ancillary staff members. It is well studied that highly functioning teams and a positive team-based culture are associated with lower burnout and improved patient care measures (J Am Board Fam Med March-April 2014 vol. 27 no. 2 229-238). We sought to improve measures of care team collaboration and supportive team culture, as measured by the AMA Mini-Z Burnout Survey, by developing front-line staff Wellness Champions.

Solution:

We developed a program to identify and leverage front line staff into Wellness Champions. Front-line staff were invited to apply, an outside consultant reviewed the applications and selected three individuals – two Certified Medical Assistants and one clerk – to participate in a short training program. We conducted a pre-survey and post-survey using the AMA Mini-Z Burnout Survey.

For one-hour each month for six months, these Wellness Champions met with our master Wellness Coach in a consultative role. They developed and led short 5-10 minute activities at our regular monthly staff meetings, and eventually planned and led longer team building activities at clinic-wide quarterly retreats. They have also organized charitable drives and gratitude and staff recognition activities.

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They continue to serve as Wellness Champions and informants to leadership around clinic issues that arise, and motivate and engage their peers in co-run activities. They continue to lead activities at regularly scheduled staff and clinic-wide meetings.

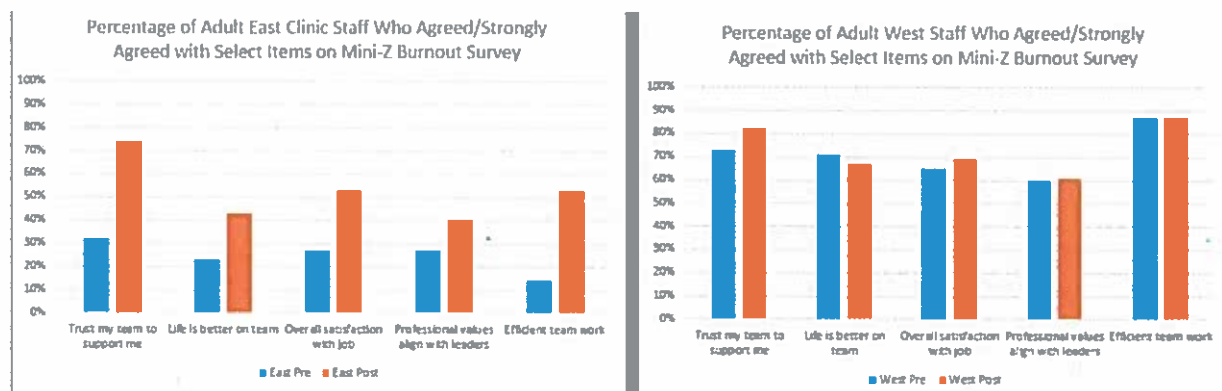
Our Wellness Champions continue in their role and serve as leaders of activities and projects throughout the clinic. A follow-up AMA Mini-Z Burnout Survey showed dramatic improvements in measures of team morale as noted below. Additionally, the Primary Care Adult East Wellness Champions are planning to serve as Master Wellness Champions, as we plan to spread this intervention to other clinics in a train-the-trainer model.

Benefits:

The benefits of developing our Primary Care Adult East Wellness Champions are multifaceted. We have noted increased staff engagement as measured by survey response rate, participation in clinic-wide activities, and sustained peer-led wellness and teambuilding activities.

Outcomes:

Multiple measures of team functioning and support improved dramatically over the course of the first six months of the Wellness Champions initiative. Notably, the Primary Care Adult East team, which was a clinic with low teamwork scores on the initial AMA Mini-Z Burnout Survey, saw a doubling of many of the measures of teamwork and team support. We've shown this clinic below compared to another clinic which had higher baseline scores on teamwork and did not have the Wellness Champions intervention, over the same time period. Surveys were taken in July of 2017 and repeated in January of 2018.



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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

In developing and elevating our front-line healthcare staff into leaders across clinics and across the health system, we are working toward the County Strategic Goal to "Continually pursue the development of our workforce" and most specifically to "develop staff through high quality multi-disciplinary approaches to training." By supporting the development and creating a spreadable and sustainable model which encourages employee engagement and develops wellness activities by peers for peers, we are "implementing a workplace of the future" as we improve the workplace collaborative environment and shift value onto the health of our employees, in addition to our patients.

We know that physician, nurse, and care team burnout is associated with increased healthcare costs and negative effects on health outcomes (Bodenheimer, T, J Am Board Fam Med March-April 2014 vol. 27 no. 2 229-238), (Sirovich BE, Arch Intern Med.2011;171(17):1582–1585). We also know from research studies that this initiative addresses care team burnout and patient outcomes.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. *Use Arial 12 point font*

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

We know that physician, nurse, and care team burnout is associated with increased healthcare costs and negative effects on health outcomes (Bodenheimer, T, J Am Board Fam Med March-April 2014 vol. 27 no. 2 229-238), (Sirovich BE, Arch Intern Med.2011;171(17):1582–1585). And we know that physician and care team burnout contributes to overuse of resources, leads to staff turnover, results in inappropriate prescribing of medications, leads to decreased staff empathy and decreased patient safety. By improving staff burnout score by two-fold in our clinic, we anticipate both cost-avoidance and cost-savings.

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FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____