

Changes in working to top of competency and burnout from 2012 to 2013: Results of the PACT Primary Care Personnel Survey and All Employee Survey

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Survey fielded by the VHA National Center
for Organization Development (NCOD)
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What's your role?

How many of you have role with PACT?

- Member of PACT teamlet
- Member of broader PACT team (working with multiple teamlets)
- Providing other support to PACT (e.g. training)
- PACT/Primary Care Administrators
- Studying PACT

Patient Aligned Care Team (PACT) initiative background

- VHA's patient-centered medical home model
- Launched April 2010
- Multiple components
 - Emphasis on team-based care
 - PCP (MD, Nurse Practitioner or Physician Assistant), RN care manager, clinical assoc. & clerical assistant
 - Share responsibility for defined panel of patients
 - Scheduling & alternatives to in-person visits;
 - Use of nurse care managers and additional health promotion support

Patient Aligned Care Team (PACT) initiative background

- Resources to support PACT implementation
 - Funding to support the expanded staffing model
 - Training, e.g., Regional Learning Collaboratives w/ VA Systems Redesign
- 5 PACT Demonstration Laboratories: VISNs 4, 11, 20, 22 & 23
- National Demo Lab Coordinating Center

Patient Aligned Care Team (PACT) initiative background

- Goals included
 - Increase time PC employees work to top of competency
 - Reduce burnout

Findings on effects on employees are mixed

- 2012, elements of PACT team-based care associated with lower odds of burnout¹ & higher job satisfaction²; clinics w/ greater PACT implementation reported lower burnout³
- 2009-2012 trend in overall declining job satisfaction, increasing intent to quit among Primary Care employees
- Overall PCP turnover has significantly increased after PACT, w/ greater turnover for older & more experienced PCPs⁴

¹Helfrich et al, JGIM 2014, ²Randall et al, AcademyHealth, 2014, ³Nelson et al, JAMA Internal Medicine under revision, ⁴Sylling et al, SGIM 2014.

Survey Methods

- 3 surveys:
 - 2012 PACT Primary Care Personnel Survey
 - All employees in Primary Care
 - 2012 All Employee Survey (AES)
 - Employees reporting main type of service is PC
 - 2013 All Employee Survey with PACT module
 - Employees reporting main type of service is PC
 - Members of a PACT also received PACT module
- Web-based surveys
- Anonymous

Measures

- Top of competency measured with self-authored item
 - % of time spent each week on work well-suited to training
 - 4 categories reflecting quartiles of time
 - Only available in 2012 PACT Survey & 2013 PACT module
- Burnout measured w/ single-item from Physician Worklife Study
 - Scored on 5 point scale; ≥ 3 indicates burnout
 - Validated against Maslach Burnout Inventory¹

¹Dolan et al, under review

Analyses

- Descriptive stats
- Logistic regression to test for difference in burnout rate in 2013 vs. 2012
 - Cluster-adjusted by facility, adjusted for respondent demographics and workload and staffing.
 - Surveys anonymous so not possible to adjust for within-respondent correlations
- For 2013 AES Primary Care Cohort, non-PACT respondents did not receive single-item measure of burnout
 - Imputed burnout from Maslach Burnout Inventory item and respondent characteristics



Findings

Respondent demographics similar across survey groups

		2012 AES PC cohort (n=10,143)	2013 AES PC cohort (n=9,312)	2012 PACT PC survey (n=4,819)	2013 AES PACT module (n=7,076)
Estimated response rates		62%	55%	25%	55%
Age	30-49 years	45%	45%	47%	45%
	>= 50 years	55%	55%	53%	55%
Tenure with VA	<6 months	4%	6%	3%	5%
	6 months – 2 years	15%	14%	17%	14%
	2 – 10 years	45%	45%	53%	46%
	>10 years	37%	36%	28%	34%
Supervisors		7%	7%	7%	5%

Working to top of competency improved for PCPs, worse for clinical associates

Respondents reporting spending highest category of time on work well-matched to training

**PACT survey
2012
(n=4,819)**

**AES PACT
Module
2013
(n=7,076)**

Provider (MD, NP, & PA)

51%

57%

Care Manager (RN & NP)

48%

47%

Clinical Associate

67%

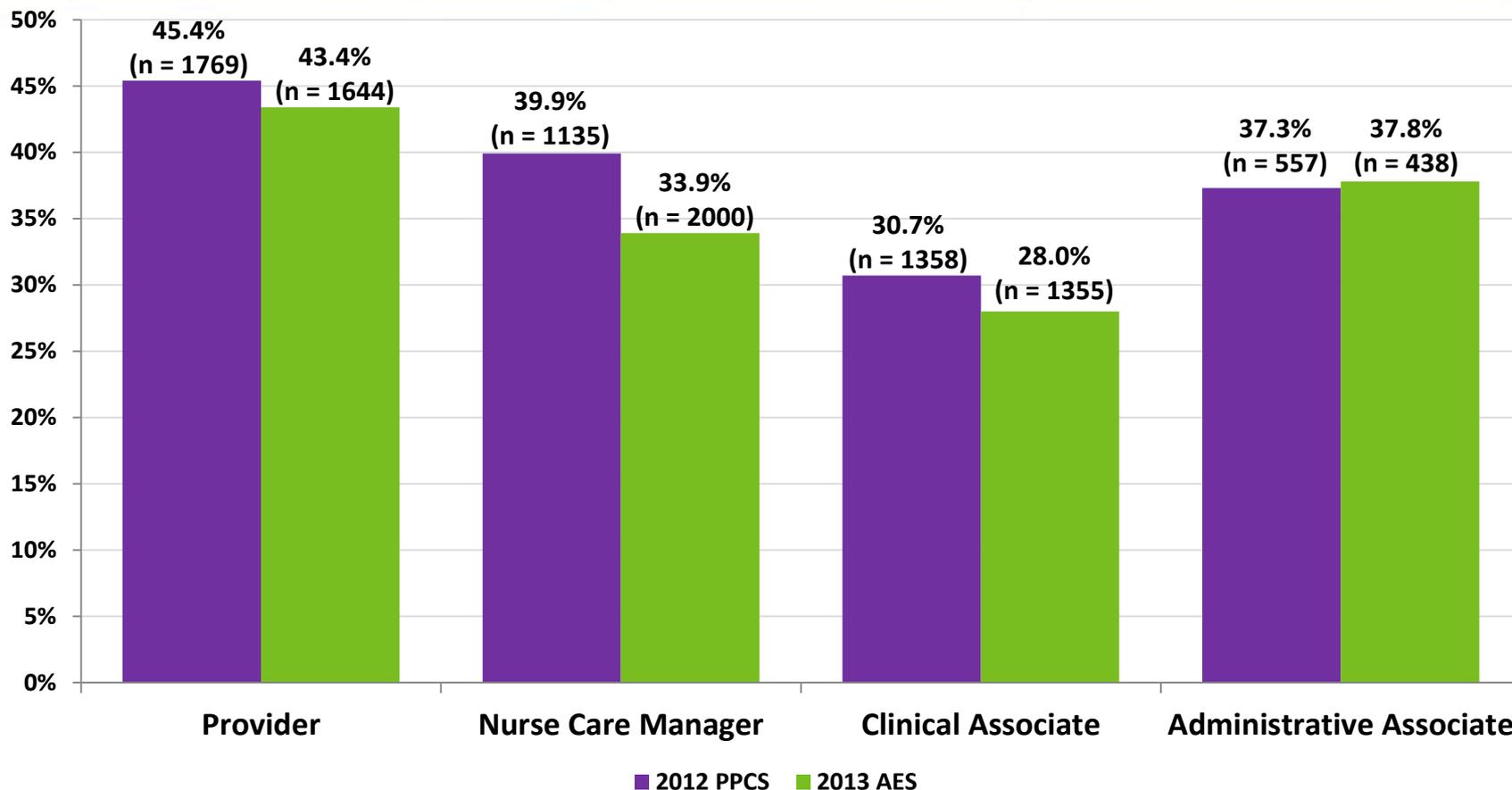
61%

Administrative Associate

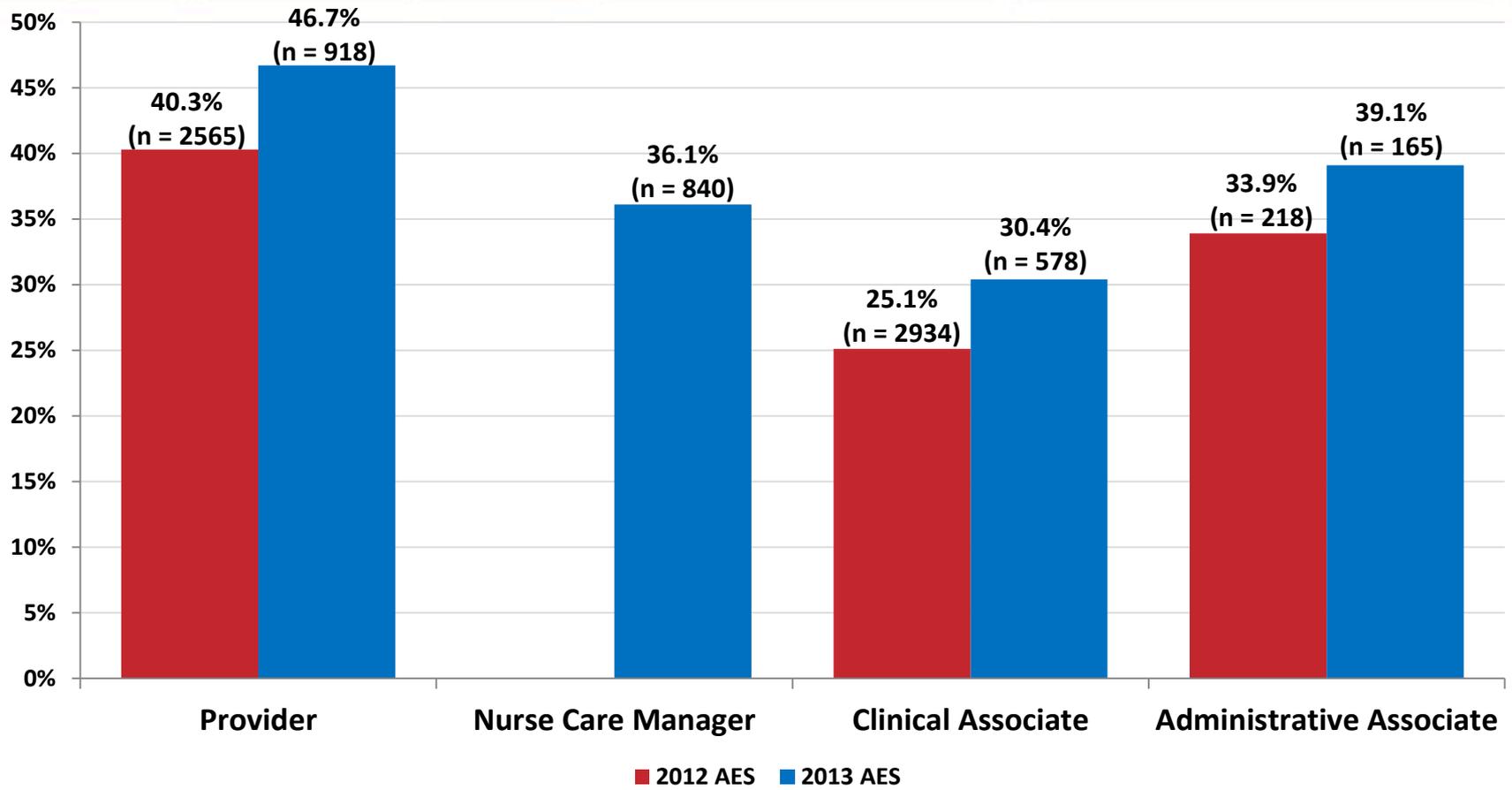
65%

65%

Unadjusted burnout by occupation 2012-2013 –PACT PC survey & PACT Module



Unadjusted burnout by occupation 2012-2013 – AES Primary Care main service



Regression analysis: No change in burnout from '12 to '13

	Prob	Odds Ratio	Confidence Limits
2013 (vs. 2012)	0.34	1.07	0.93 – 1.21
Physician	--	--	--
Clinical Associate	<0.0001	0.54	0.40 – 0.69
Clerk	0.11	0.85	0.65 – 1.05
Nurse Care Mngr	<0.0001	0.70	0.56 – 0.84
Nurse Practitioner/PA	0.52	1.06	0.88 – 1.23
Supervisor	0.20	0.89	0.71 – 1.07
Tenure < 1 year	--	--	--
1-5 years	<0.0001	2.29	2.10 – 2.49
5-10 years	<0.0001	3.12	2.92 – 3.32
10-20 years	<0.0001	3.25	3.03 – 3.46
>20 years	<0.0001	2.55	2.34 – 2.77

Adjusted for staffing, average panel size, % of PCPs w/ panels over-capacity, patient complexity (assessed as average DCG score)

Limitations

- Serial cross-sectional data
- Working to top of competency was assessed with self-report
- Differences in survey sample and response rate make confident comparisons difficult

Conclusions

- Burnout remains high
- Burnout not significantly different in 2013
- There may be changes in working to top of competency, with improvements for PCPs but declines for nurses

Thoughts? Questions? Suggestions?

We welcome your input now and later:

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Assessing Reactions to PACT Implementation: The Team and Individual Role Perceptions Survey (TIRPS)



VISN 23

Patient Aligned Care Team Demonstration Lab

Greg L Stewart, PhD

Stacy Lolkus, BS



The Team and Individual Role Perceptions Survey (TIRPS)



- Created to capture perceptions of individual job roles and teamwork within Patient Aligned Care Teams (PACT)
- Time Waves
 - Baseline (Summer 2010; Individual Role Perceptions)
 - 1 Year (Summer 2011; Team and Individual Role Perceptions)
 - 2 Year (Summer 2012; Team and Individual Role Perceptions)
 - 3 Year (Summer 2013; Team and Individual Role Perceptions)

TIRPS

Team & Individual Role Perception Survey

The Team and Individual Role Perceptions Survey (TIRPS)



- Measures
 - Team Characteristics (2011 – 2013)
 - » Group-level attributes of high performing teams
 - Individual Role Perceptions (2010 – 2013)
 - » Perceptions held by individuals about their roles within teams
- Responses from Four Core Roles
 - Provider (n = 30, 30, 12, 31)
 - RN Care Manager (n = 20, 28, 15, 23)
 - LPN (n = 29, 25, 18, 22)
 - Clerk (n = 19, 15, 7, 12)

2013 Sample Reports



Feedback Report for: Sample Team



This report contains feedback based on the Team and Individual Role Perception Survey (TIRPS), which members of your team completed in August 2013. The TIRPS captures perceptions about working in teams. Examining results across the ten TIRPS measures provides insight both into characteristics of the group as a whole and into role-based experiences of individual team members. This report summarizes your team's average perceptions in the following areas:

Team Characteristics: An assessment of five group-level attributes that are commonly associated with high performing teams (performance monitoring, member backup, team coordination, conflict management, and psychological safety). Information about team characteristics can be found on page 2 of this report.

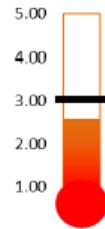
Individual Role Perceptions: An assessment of five perceptions held by team members about their individual roles within the team (role capacity, role harmony, role clarity, skill variety, and personal empowerment). Information about individual role perceptions can be found on page 3 of this report.

As you examine the feedback you will see a numerical score for your team on each of the scales. Each score is based on a scale that ranges from a low of "1" to a high of "5", where higher scores represent more effective attributes. Your team's scores are also reported relative to other PACT teams in VISN 23. Areas where you score Above Average represent relative strengths. Areas where you score Below Average suggest particular areas for potential improvement. A summary of your ten scores in the two areas can be found on page 4 of this report.

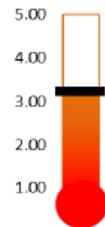
If you have any questions regarding this report, please contact Greg Stewart (Gregory.Stewart2@va.gov).

Interpreting the Feedback

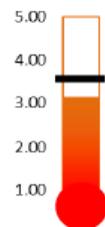




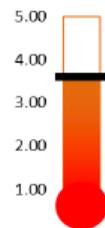
Performance Monitoring concerns the extent to which teams track their progress toward accomplishing tasks and achieving objectives. Effective monitoring helps teams identify when their performance is not consistent with expectations. Failure to monitor is manifest in procrastination and losing track of purpose. Teams that score high on this dimension of teamwork keep track of how well the team is meeting its goals, use clearly defined metrics to assess progress, and seek timely feedback from leaders and customers. The score for your team was **2.57** on a 5-point scale. This rating suggests that your team is **Below Average** when compared with other PACT teams in VISN 23.



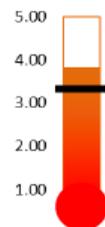
Member Backup concerns the extent to which team members assist each other. Backing up occurs when teammates watch out for one another and render needed assistance. Difficulty in backing up arises from misunderstanding the unique roles of individual team members, as well as lack of awareness of what teammates are doing. Teams demonstrate backing up when teammates develop standards for acceptable team member performance, balance the workload among team members, and assist each other when help is needed. The score for your team was **3.14** on a 5-point scale. This rating suggests that your team is **Near Average** when compared with other PACT teams in VISN 23.



Team Coordination concerns the extent to which teams work together to orchestrate the sequence and timing of team member actions. Effective coordination requires extensive communication and ongoing adjustment. Lack of coordination is manifest when teams get out of sync and individuals pursue actions without taking into account the needs and inputs of others. Teams that coordinate effectively have members that communicate well with each other, smoothly integrate their work efforts, and demonstrate ongoing coordination of activities. Your team's score was **3.14** on a 5-point scale. This rating suggests that your team is **Below Average** compared to other PACT teams in VISN 23.

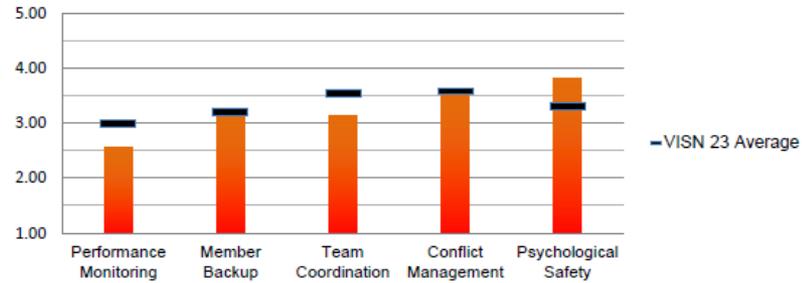


Conflict Management concerns the extent to which teams deal with differences in opinion and preferences for completing work. Conflict is managed effectively when individuals openly discuss and debate various approaches to completing tasks. Conflict is detrimental when team members are perceived as attacking each other. Teams that management conflict well settle differences fairly, maintain group harmony, and assure that team members show respect for one another. Your team's score was **3.62** on a 5-point scale. This rating suggests that your team is **Near Average** compared to other PACT teams in VISN 23.



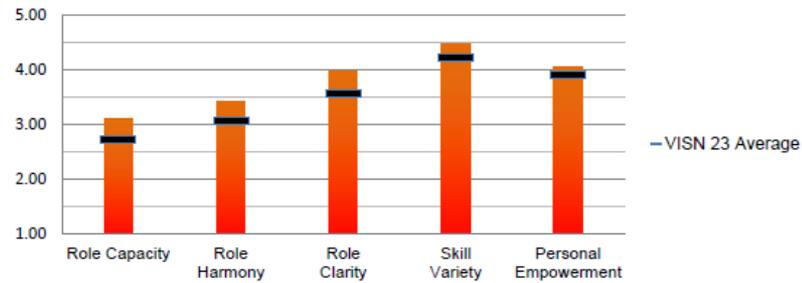
Psychological Safety captures a team's climate concerning the way that team members support each other and the extent that individual members feel safe in raising concerns with procedures. Teams that score high on this property have members who feel that they can bring up problems and tough issues. Teammates ask each other for help and are careful not to undermine each other's efforts. Lack of psychological safety is manifest when team members are afraid to put forth new ideas and criticisms of the status quo. Your team's score was **3.81** on a 5-point scale. This rating suggests that your team is **Above Average** compared to other PACT teams in VISN 23.

Team Characteristics

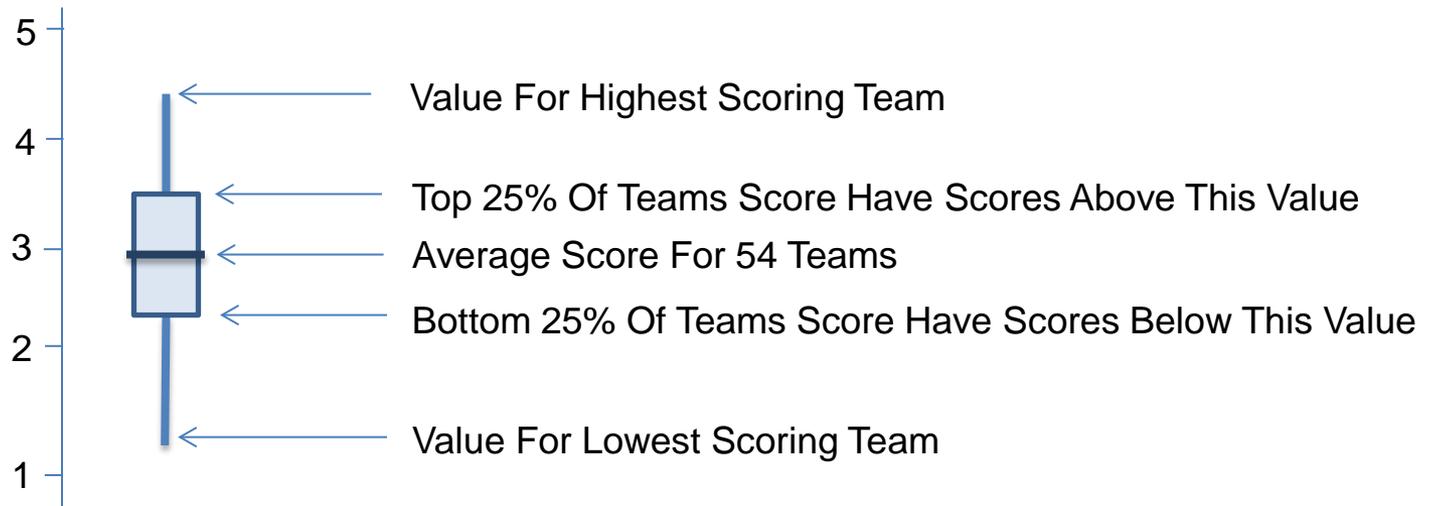


Taken together your five scores on Team Characteristics provide insight into how well your team is working together. Your team scored below the average of VISN 23 PACT teams on 2 of the 5 measures and above the VISN average on 1 measure. This suggests overall average team characteristics, and illustrates specific areas where your team can improve (Performance Monitoring and Team Coordination). Psychological Safety is a relative strength, but a score below 4.0 suggests room for improvement on this dimension.

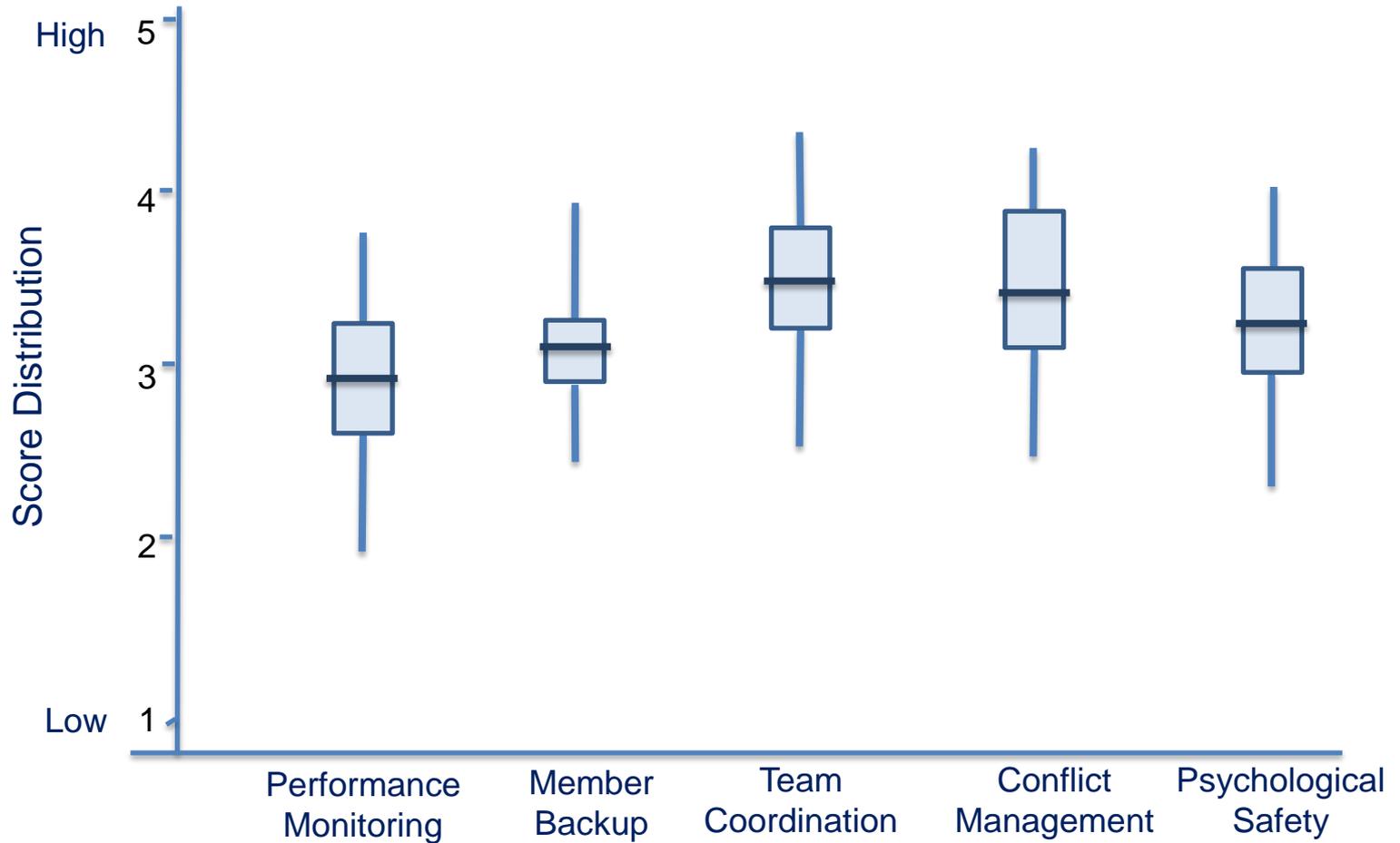
Individual Role Perceptions



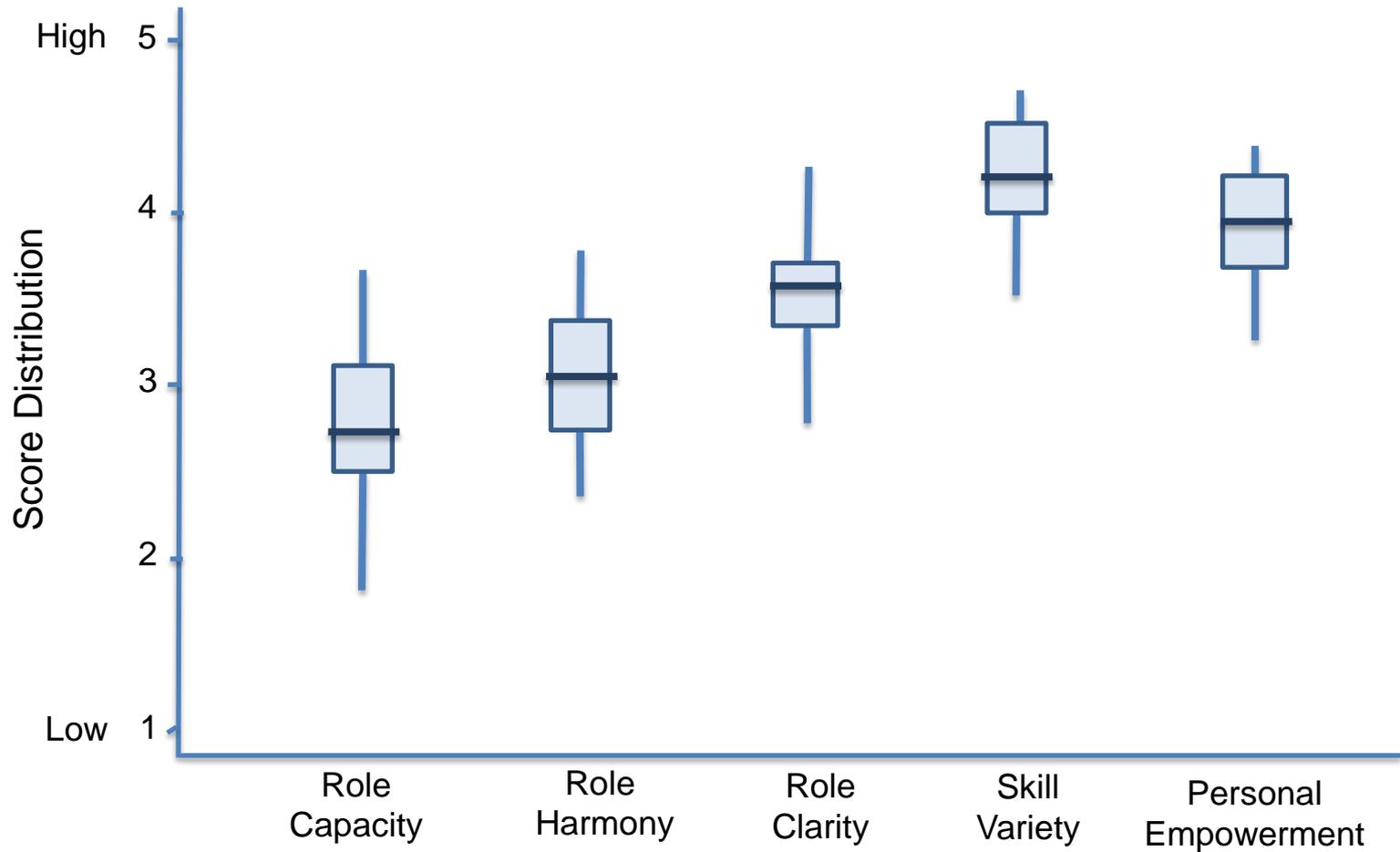
Taken together your five scores for Individual Role Perceptions provide insight into the work experiences of team members. Your team scored above the average of VISN 23 PACT on 3 of the 5 measures. This suggests that individuals working in your team perceive their individual roles in a relatively positive manner. Yet, scores below 3.5 for Role Capacity and Role Harmony highlight that team members do have a sense that they are being asked to do a lot with the time and resources they have.



2013 Team Characteristics

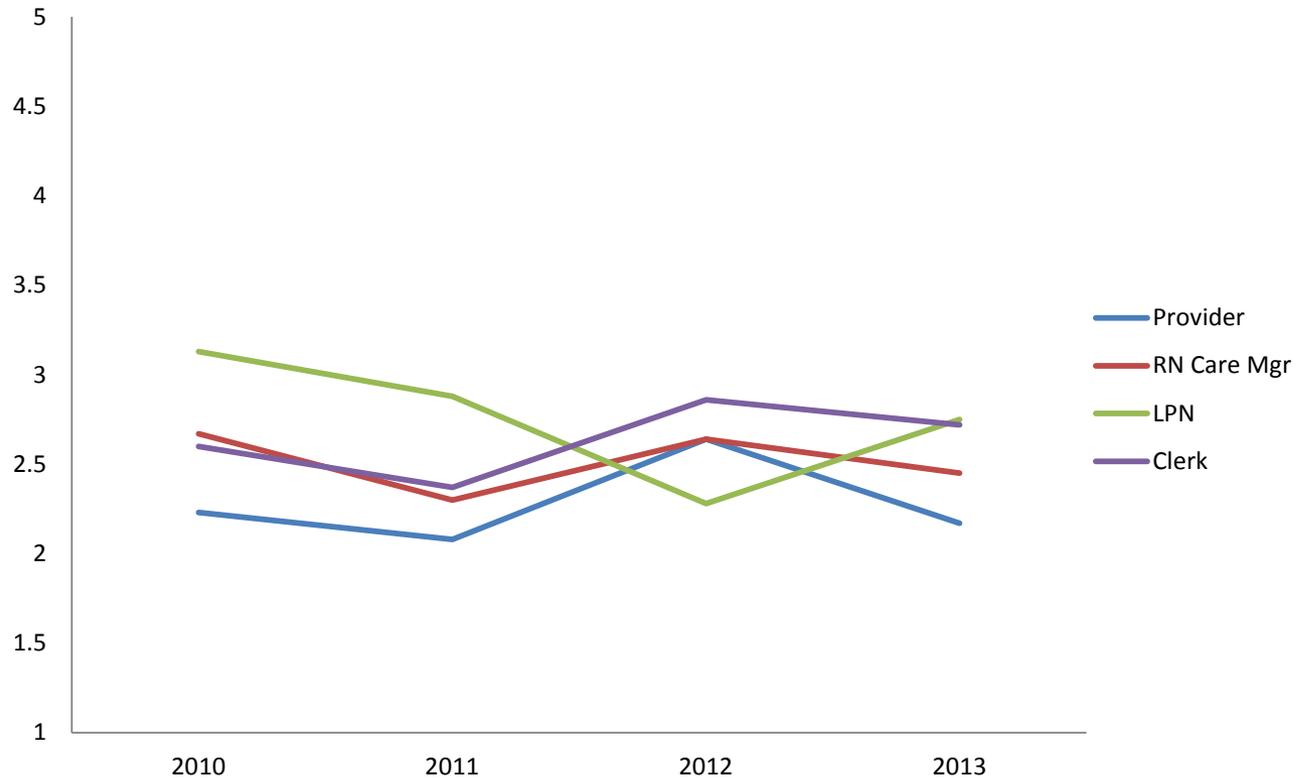


2013 Individual Role Perceptions



2010 – 2013 Individual Perceptions:

Role Capacity

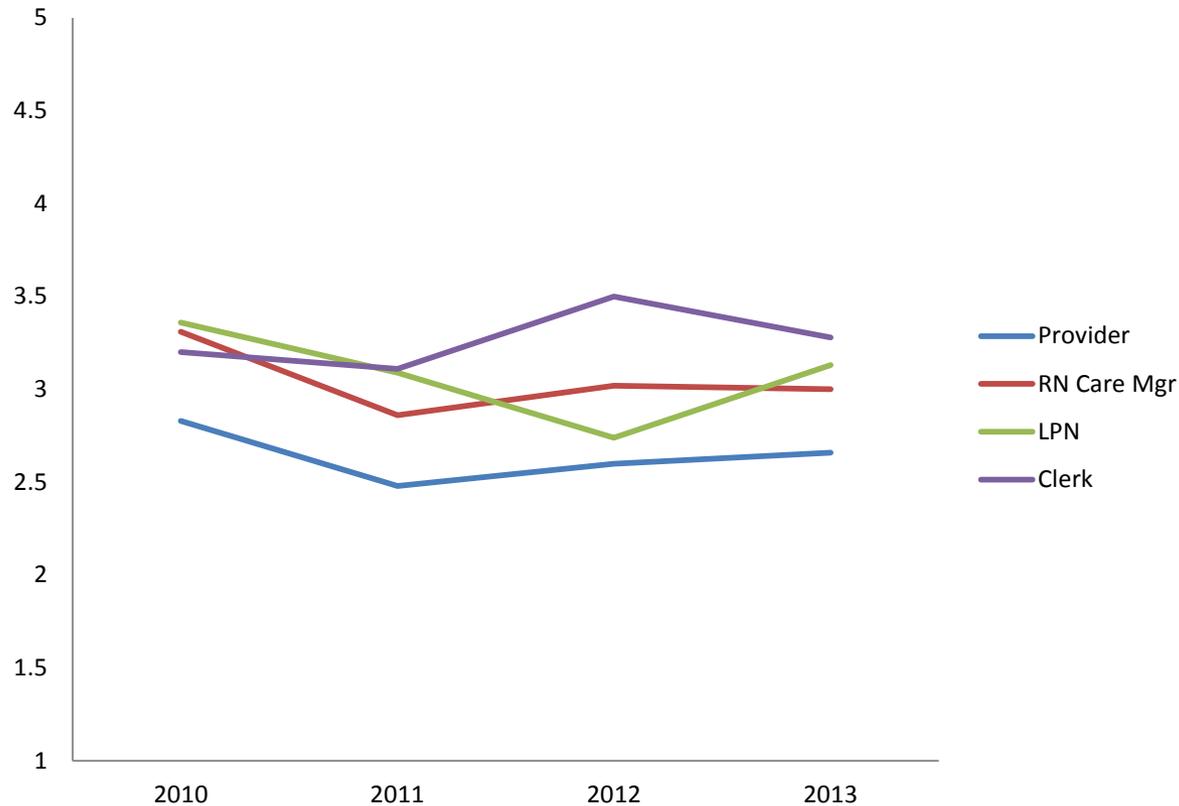


Significant Drop ($p < .05$)
LPN: between 2010 & 2012

TIRPS

Team & Individual Role Perception Survey

2010 – 2013 Individual Role Perceptions: Role Harmony

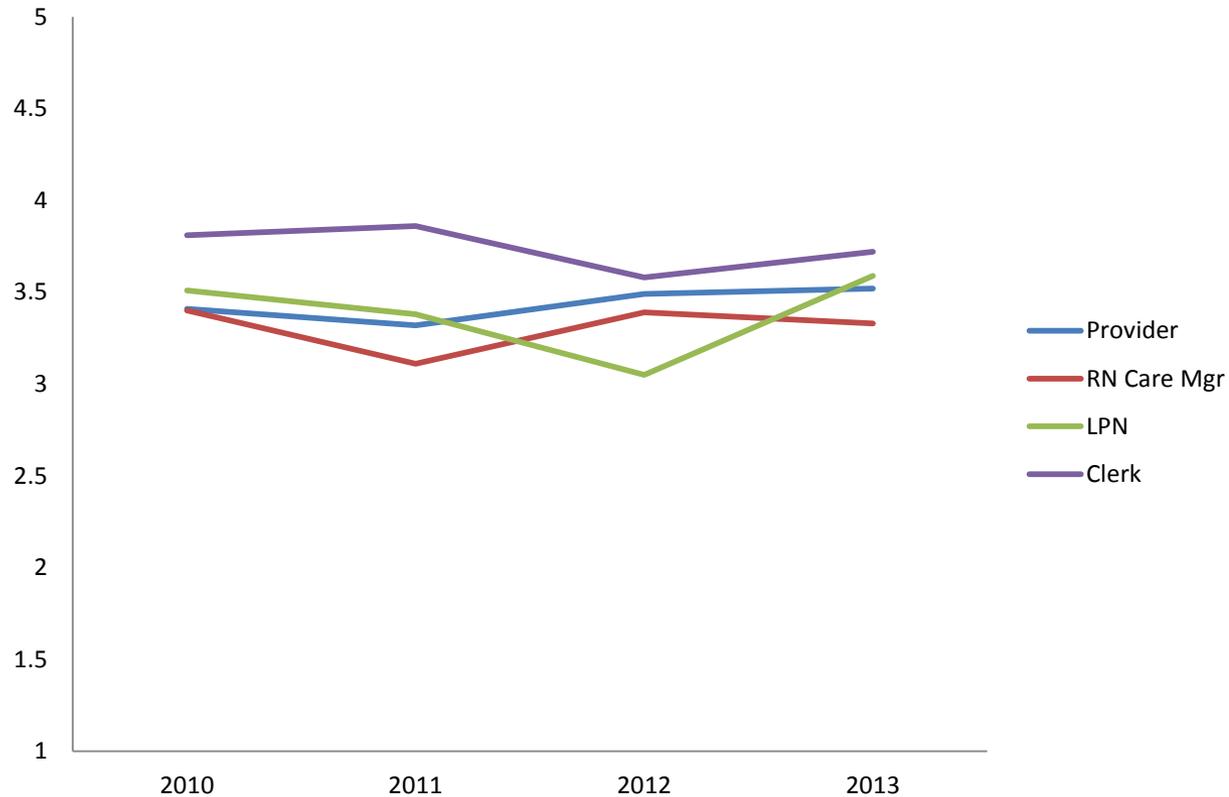


Significant Drop ($p < .05$)
LPN: between 2010 & 2012

TIRPS

Team & Individual Role Perception Survey

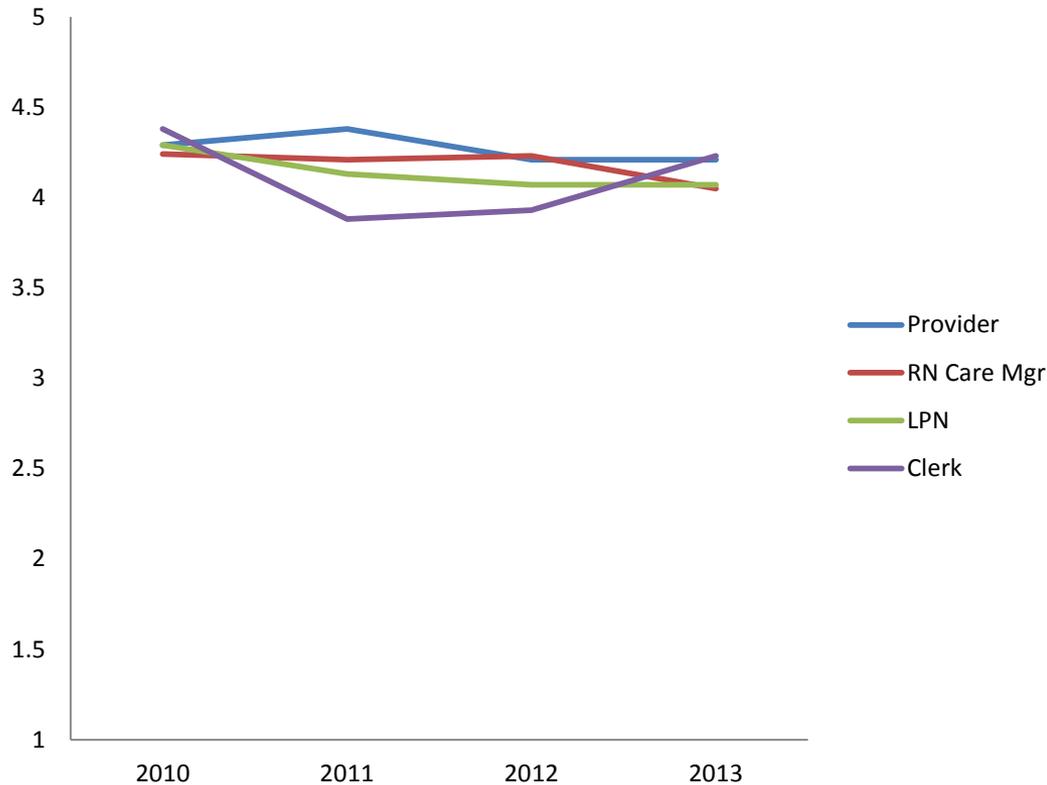
2010 – 2013 Individual Role Perceptions: Role Clarity



TIRPS

Team & Individual Role Perception Survey

2010 – 2013 Individual Role Perceptions: Skill Variety

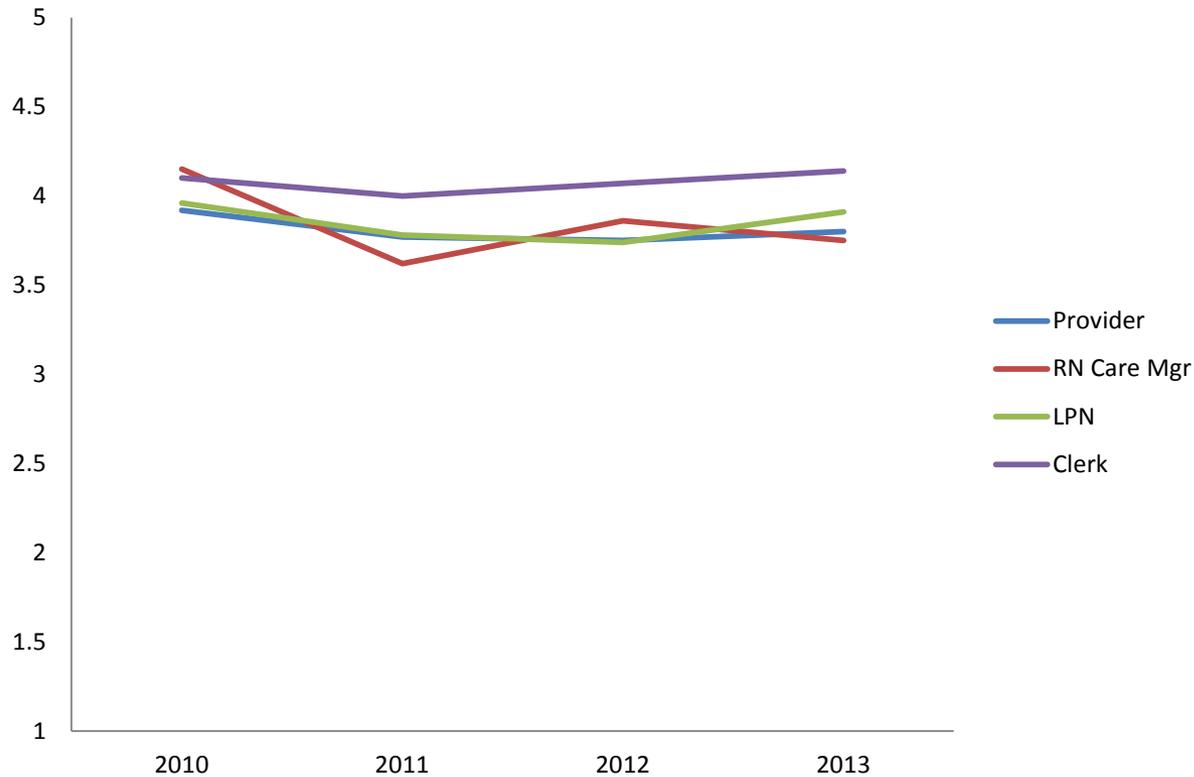


Significant Drop ($p < .05$)
Clerk: between 2010 & 2011

TIRPS

Team & Individual Role Perception Survey

2010 – 2013 Individual Role Perceptions: Personal Empowerment



Significant Drops ($p < .05$)

RN Care Manager: between 2010 & 2011, between 2010 & 2013

TIRPS

Team & Individual Role Perception Survey

Summary

- TIRPS was used to provide team-level feedback to 54 groups in VISN 23
- Included information about both coordination and individual perceptions of their roles in teams
- Team coordination was generally high; teams need to improve tracking of progress toward goals
- Individual team members feel a sense of being asked to do too many tasks; empowerment and skill variety are generally high

Acknowledgements



Gary Rosenthal, MD; Bonnie Wakefield, PhD; David Katz, MD; Samantha Solimeo, MPH, PhD; Michelle Lampman, MA; Cody Reeves, BS; Eean Crawford, PhD; the VISN 23 Patient Aligned Care Team Demonstration Laboratory, Department of Veterans Affairs, Iowa City VA Health Care System, Iowa City, IA

The VISN 23 Demonstration Laboratory is funded by the VA Office of Patient Care Services.

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