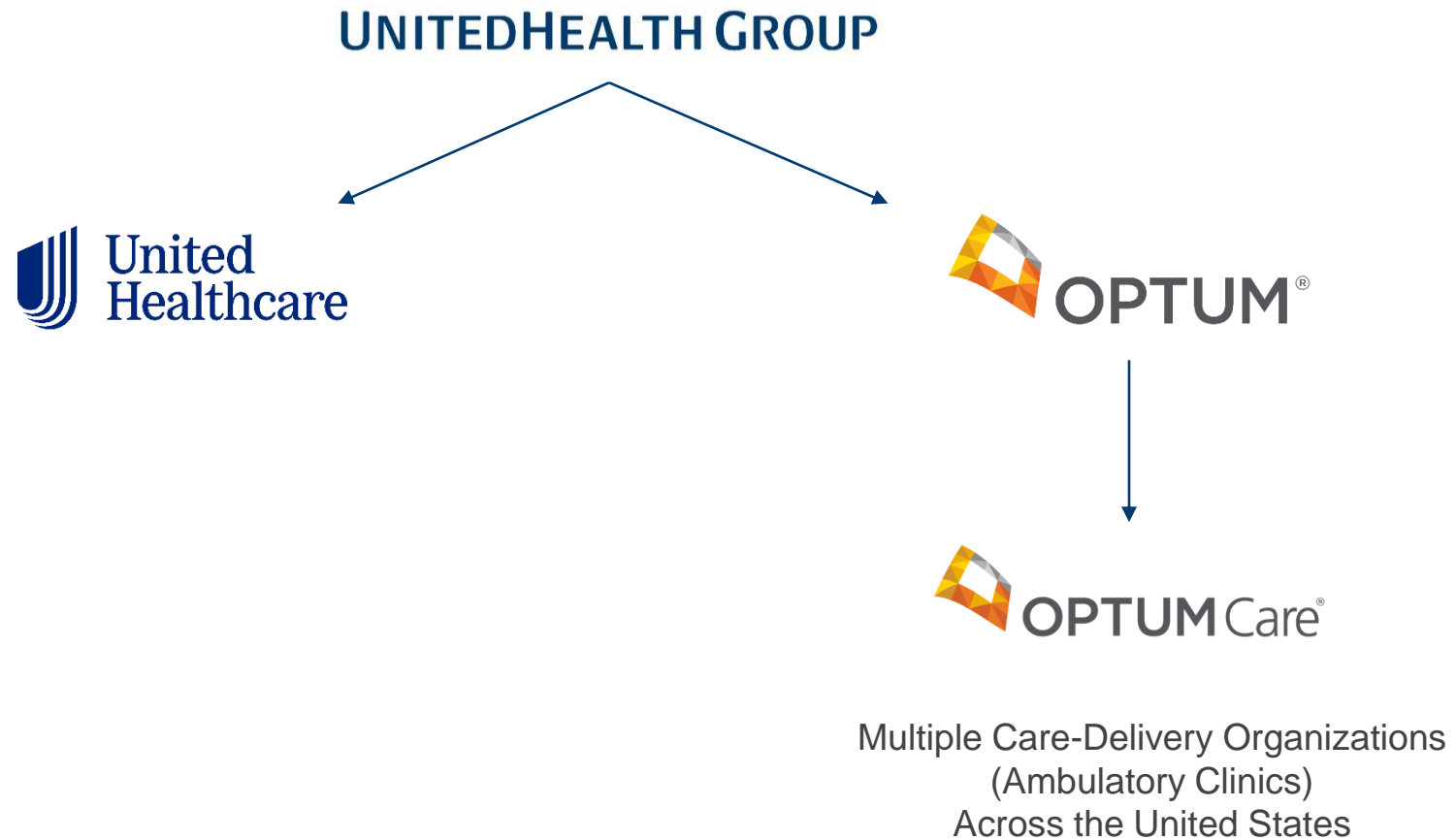




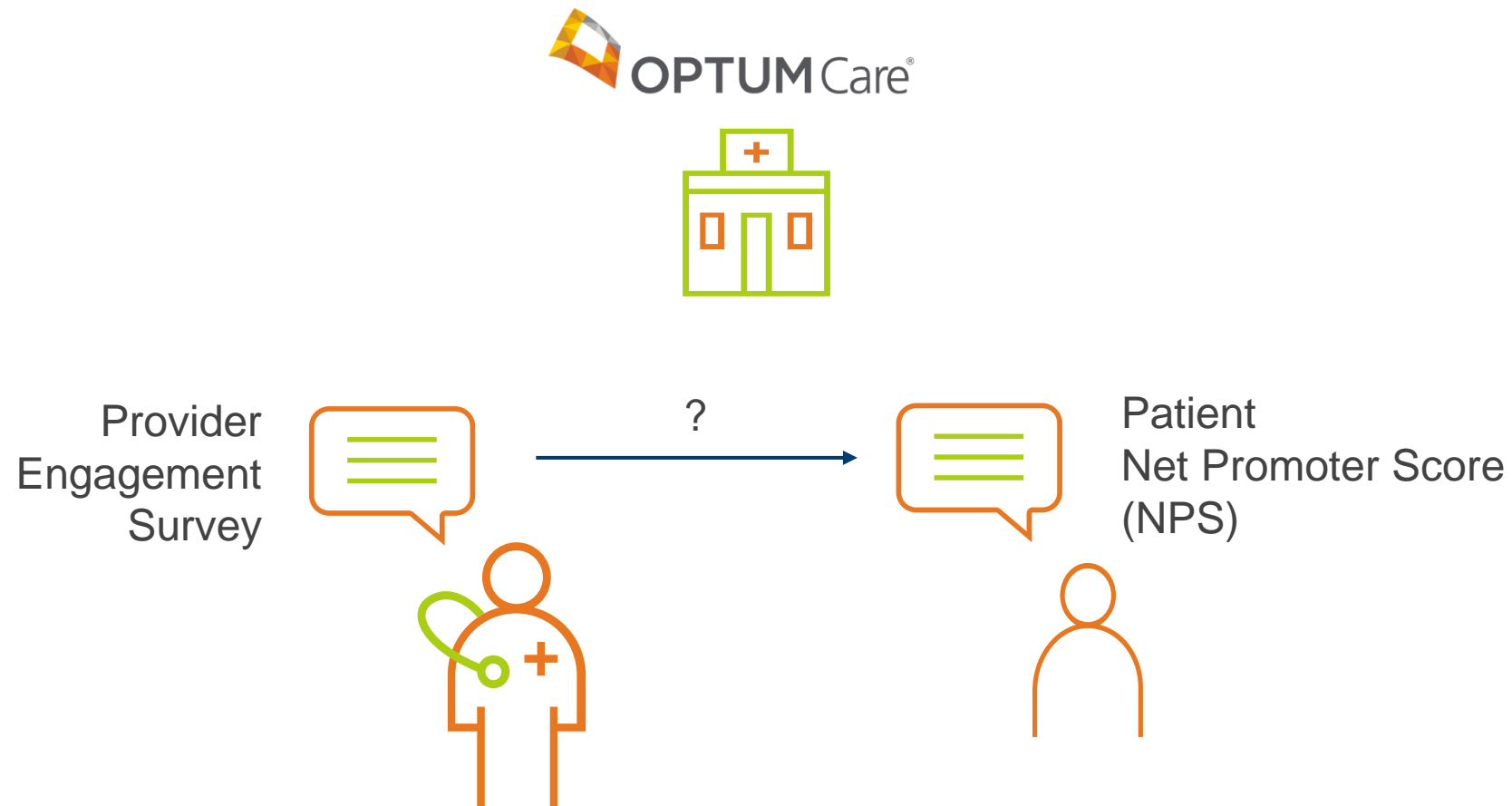
Healthcare Provider Experience and Patient NPS

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OptumCare



Providers and Patients



Provider-Survey

Provider Engagement Index

- I feel proud to work for my medical group. (Str Agree to Str Disagree)
- I am enthusiastic about my future with this medical group as a place to build my career. (Str Agree to Str Disagree)
- My work gives me a feeling of personal accomplishment. (Str Agree to Str Disagree)
- Considering everything, how would you rate your overall satisfaction in the medical group at the present time. (Very Sat to Very Dissat)
- My medical group is effectively managed and well-run. (Str Agree to Str Disagree)
- I feel energized practicing medicine at my medical group. (Str Agree to Str Disagree)

Provider Burnout Question

Using your own definition of “burnout”, select the most accurate statement:

- I feel completely burned out (1)
- The symptoms of burnout I am experiencing won't go away. I think about work frustrations a lot. (2)
- I am definitely burning out and have one or more symptoms of burnout, e.g., emotional exhaustion. (3)
- I am under stress, and don't always have as much energy as I did, but I don't feel burned out. (4)
- I enjoy my work. I have no symptoms of burnout. (5)

Provider Well-Being Index

- Overall I am satisfied with my current job. (Str Agree to Str Disagree)
- I feel a great deal of stress because of my job. (Str Agree to Str Disagree)
- My control over my workload is (Optimal to Poor)
- Sufficiency of time for documentation is.... (Optimal to Poor)
- Which best describes the atmosphere in your primary work area? (Calm to Chaotic)
- My professional values are well aligned with those of my department leaders. (Str Agree to Str Disagree)
- The degree to which my care team works efficiently together is....(Optimal to Poor)
- The amount of time I spend on the electronic health record (EHR) at home is....(Minimal to Excessive)
- My proficiency with EHR use is....(Optimal to Poor)

Provider Net Promoter Score

- How likely are you to recommend [Provider Name] to others on a scale of 0 to 10

Background & Scope

OBJECTIVE:

We sought to identify the association between Provider Engagement Survey responses and patient NPS scores.

SCOPE:

We included the following Care Delivery Organizations (based upon availability of data from the Consumer NPS Survey):

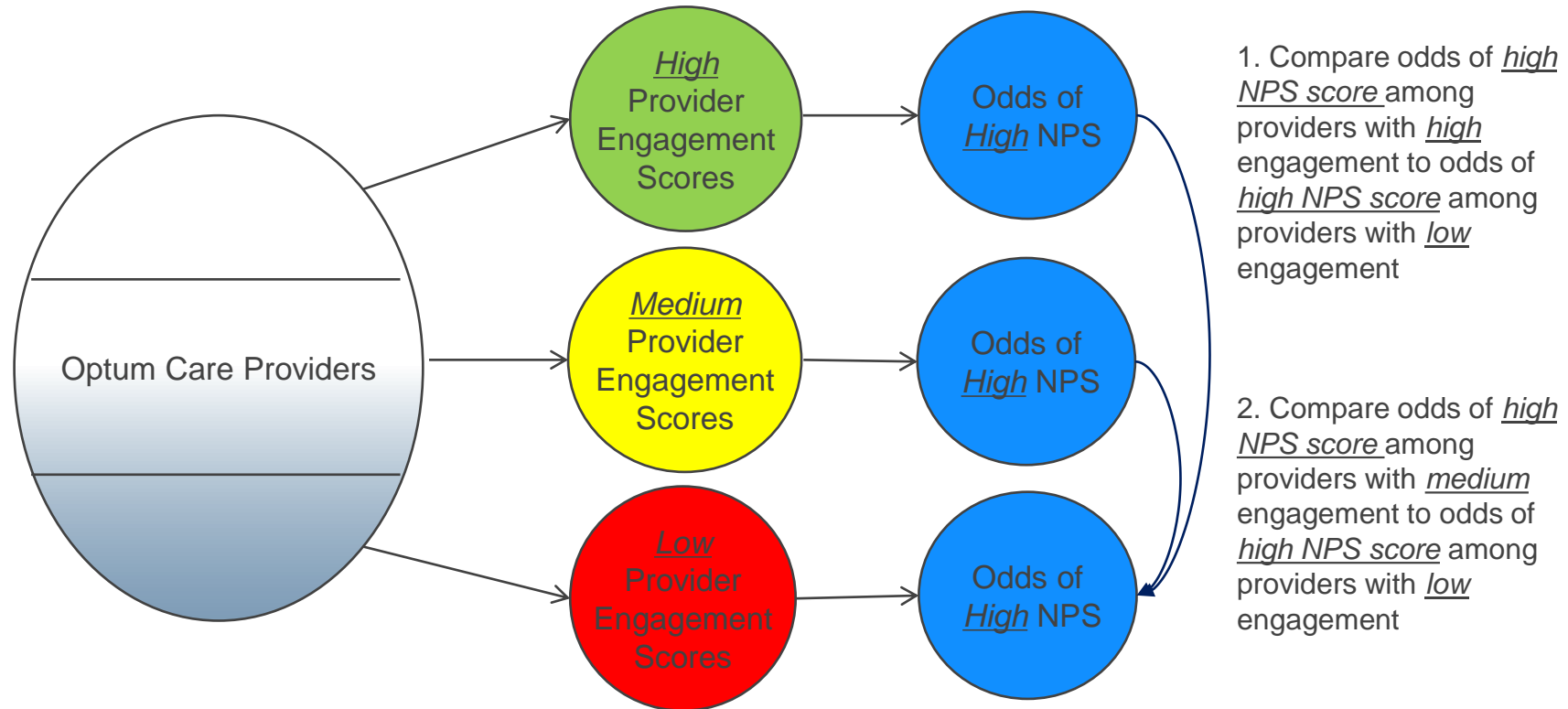
CDO	Unique Providers	Valid NPS Responses
American Health Network	175	6,968
MedExpress	613	31,501
OptumCare AZ	40	7,553
OptumCare UT	6	667
OptumCare NV	295	19,538
WellMed	451	22,720

Analytic Approach

DESIGN:

Semi-longitudinal study comparing (at the level of the individual provider) scores from

- Provider Engagement Survey (Provider Engagement Index, Provider Well Being, and Provider Burnout) – 2019
- Consumer NPS Survey Results – July 2019 to mid April 2020



Analytic Approach

Willingness-to-recommend

- “Promoters” responses of 9-10
- “Passives” responses of 7-8
- “Detractors” responses of 0-6

NPS = “Promoters” % - “Detractors” %

(NPS scale = -100 to +100)

- High NPS category: NPS \geq 80
- Medium NPS category: NPS 60-79
- Low NPS category: NPS < 60

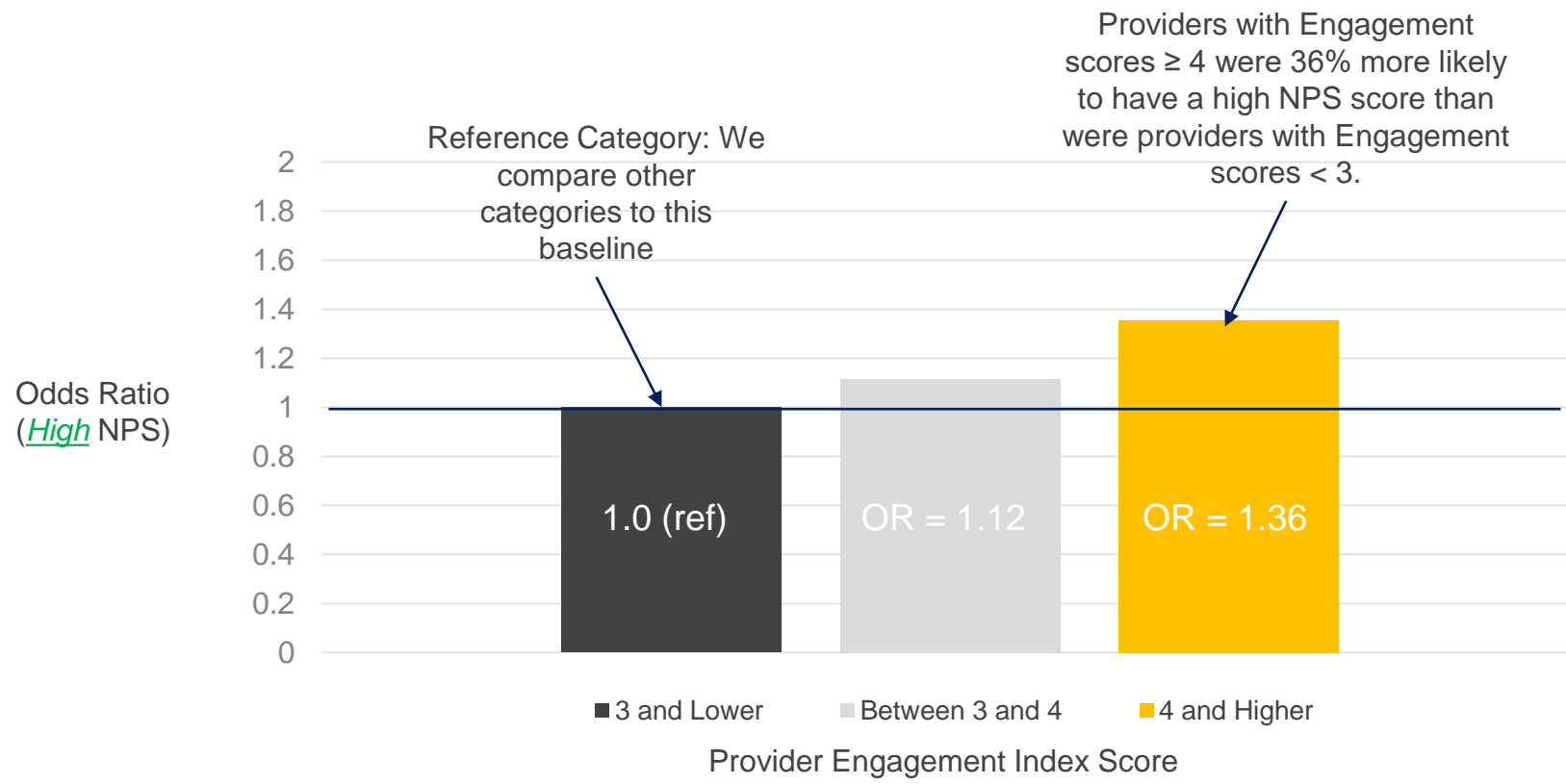
Polynomial Logistic Regression Models

- Medium NPS is the reference category

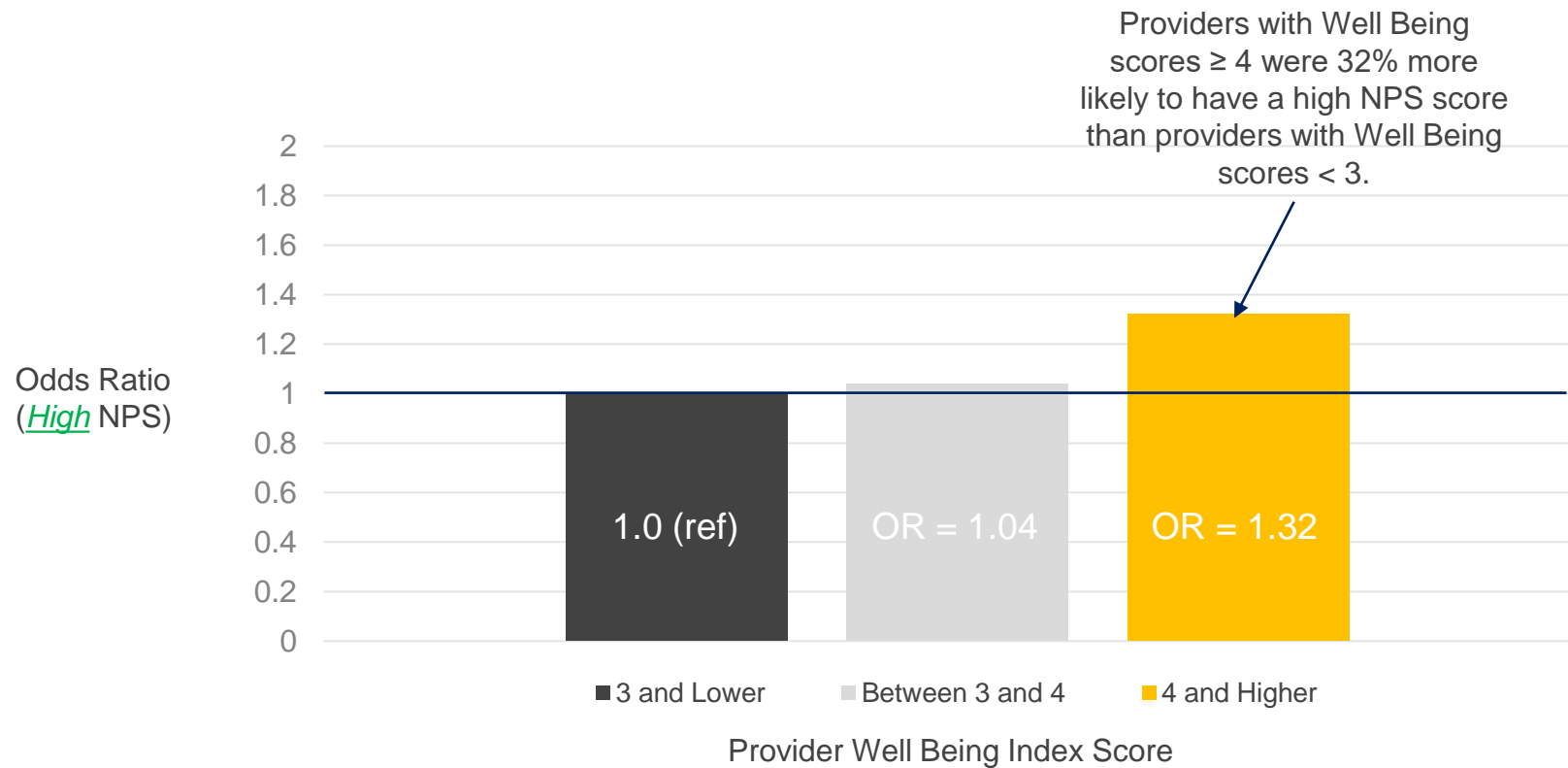
All Models Adjust for:

- Age, Gender, Ethnicity
- Tenure
- Specialty
- Provider Type (APC vs. MD)
- CDO

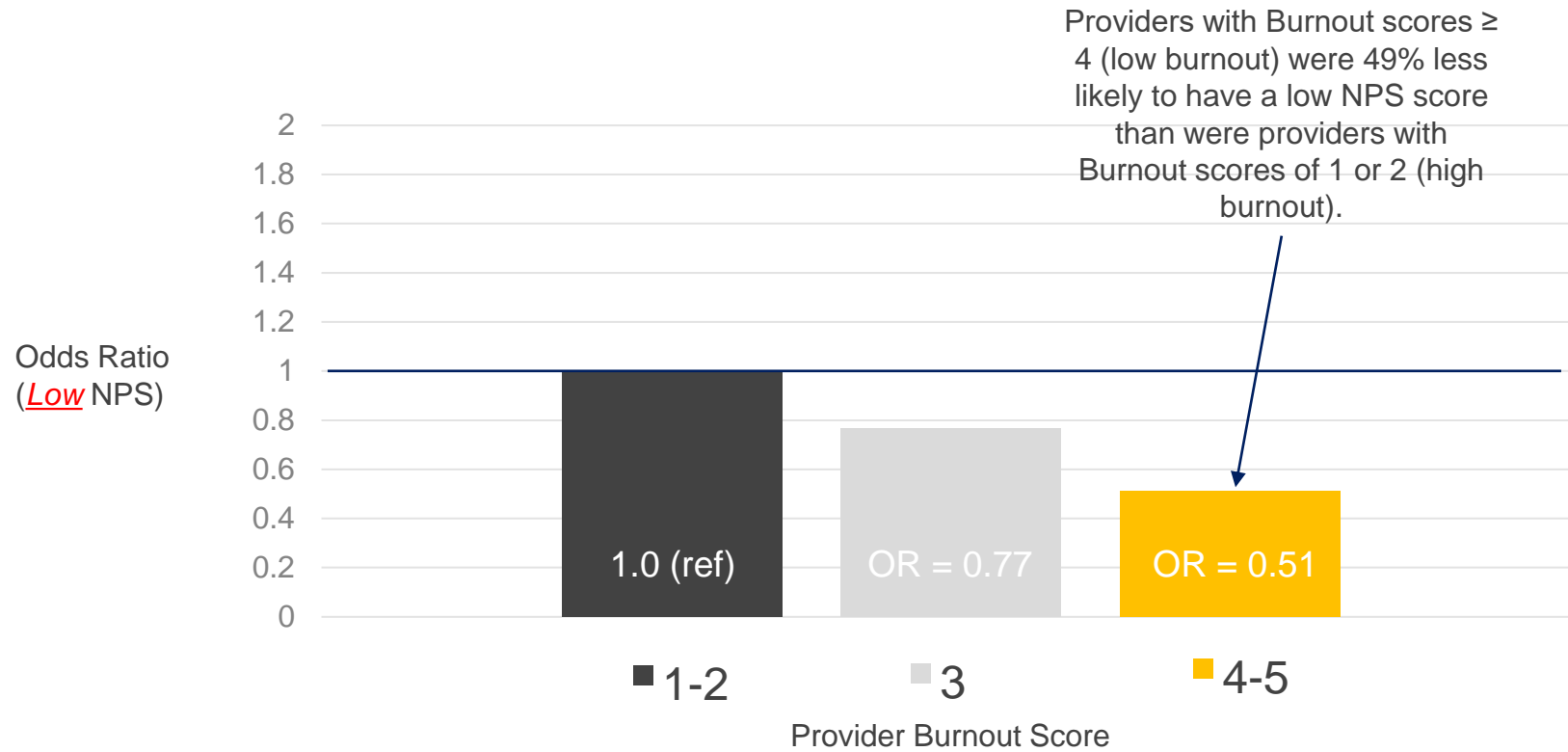
Engagement & NPS



Provider Well Being & NPS



Burnout & NPS



Initial Conclusions

1. Provider engagement is positively associated with provider NPS score:

- Higher engagement goes with high NPS
- Lower engagement goes with low NPS

2. Provider well being is positively associated with provider NPS, though not as clearly as is engagement

3. Provider burnout:

- Provider burnout is NOT associated with high NPS scores (providers with high burnout scores equally likely to have high NPS as providers with low burnout scores).
- Provider burnout is strongly associated with odds of having a low NPS score (providers with high burnout scores much more likely to have low NPS compared to providers with low burnout scores) .

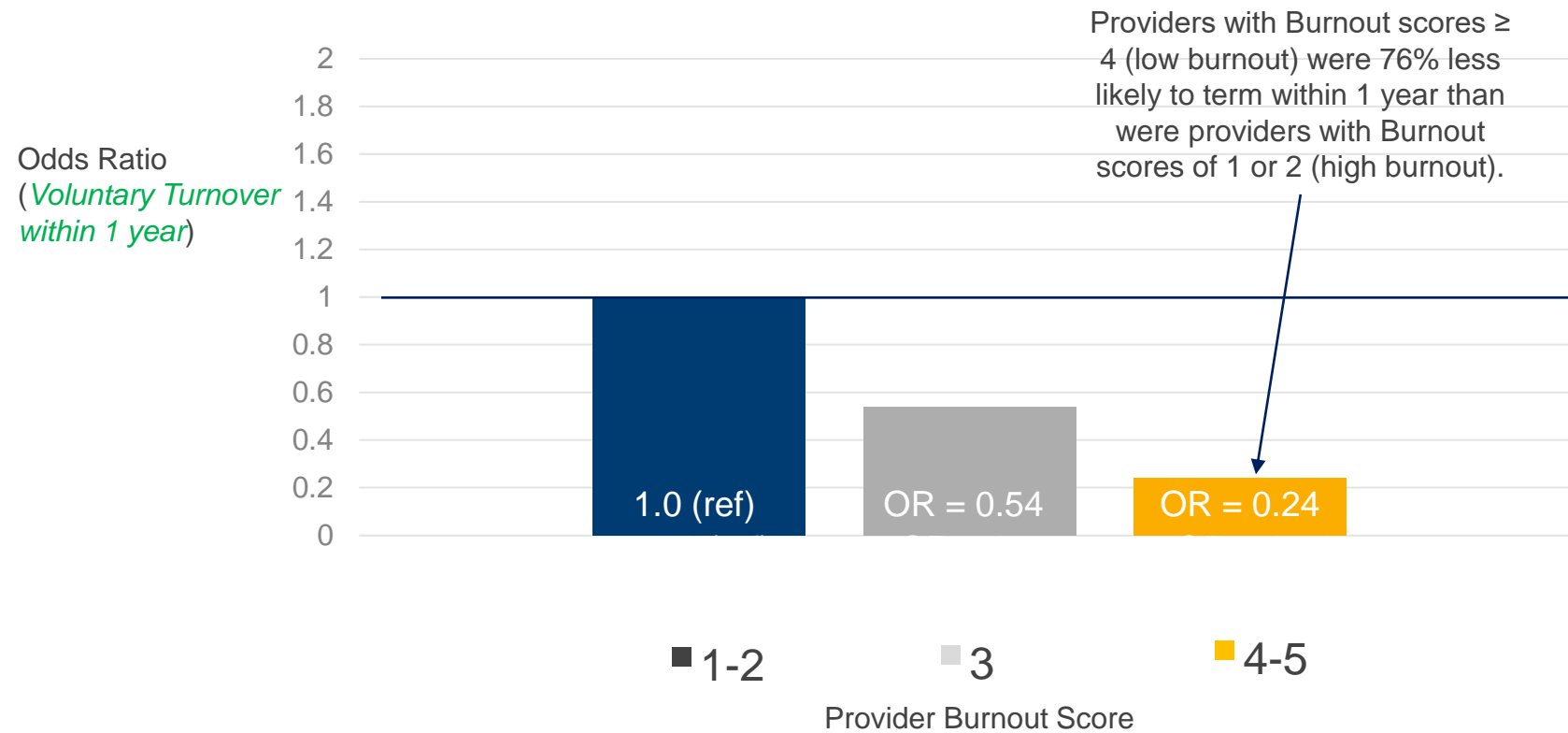
A Closer Look at Provider Burnout



Costs of Provider Burnout: Turnover



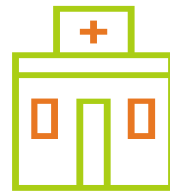
Odds of Voluntary Turnover at Different Levels of Burnout



Causes of Provider Burnout: Teamwork



Clinic Teamwork



Multiple Operational Tasks



Clinic Team

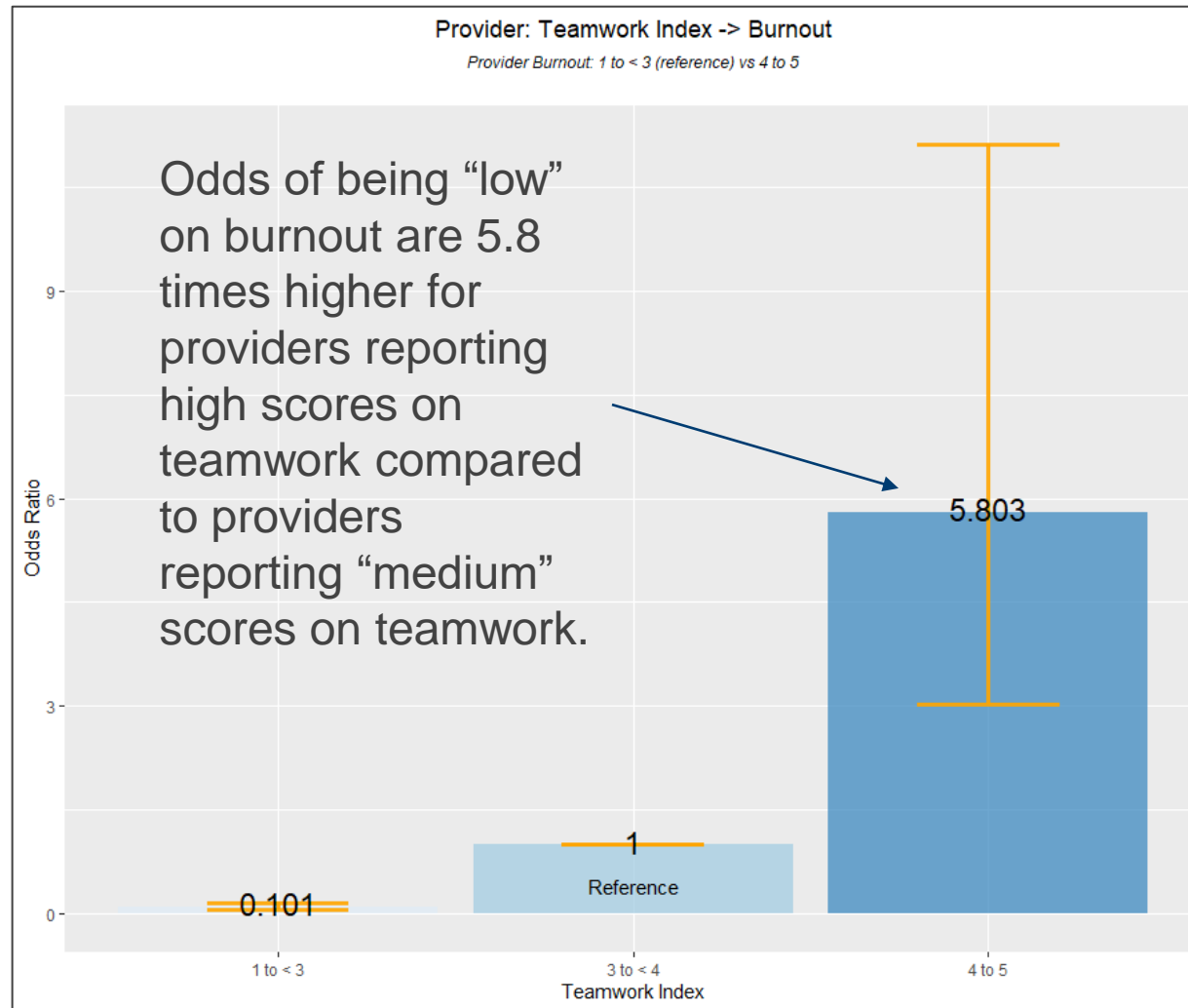
Provider
Burnout



Provider-Survey Teamwork Elements

- My medical group is effectively managed and well-run. (5-Strongly Agree, 1-Strongly Disagree)
- The degree to which my care team works efficiently together is: (5-Optimal, 1-Poor)
- Leaders in my medical group actively remove obstacles to enable providers to deliver the best care to our patients. (5-Strongly Agree, 1-Strongly Disagree)
- My team makes continuous improvements in the delivery of patient care. (5-Strongly Agree, 1-Strongly Disagree)

Quality of Teamwork & Provider Burnout



Summary

1. Provider engagement and provider well being are each positively associated with provider NPS
2. Provider burnout is strongly associated with odds of having a low NPS score
3. Effects of burnout: provider burnout is strongly associated with voluntary turnover
4. Causes of burnout: teamwork within the clinic is inversely associated with provider burnout

Future Directions

1. Effects of provider engagement:
 - a. Association with clinical quality outcomes
 - b. Associations with patient satisfaction (CAHPS, HOS, Press Ganey scores)
 - c. Association with brand NPS
2. Causes of provider burnout (provider burnout algorithm to identify providers at risk of burnout)
3. Individual and group-level analyses
4. *Etc.*

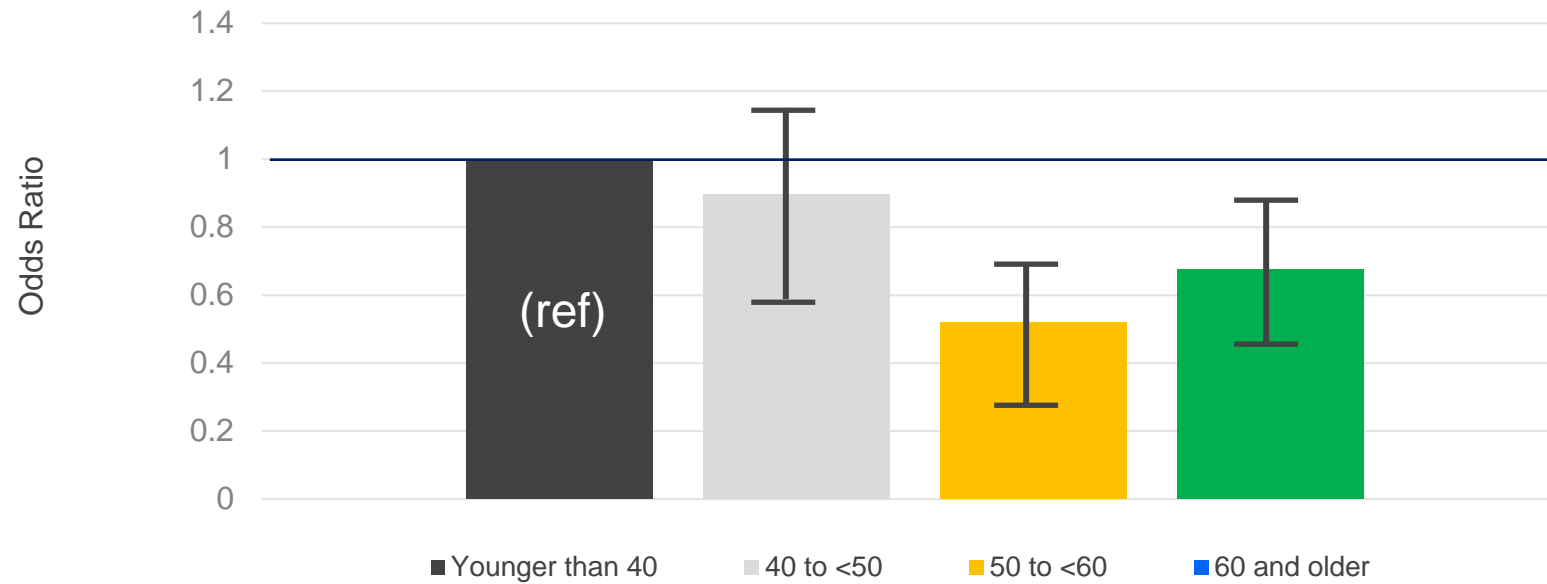
Thank you!

Appendix

Provider Characteristics & Patient NPS

Age Group & NPS

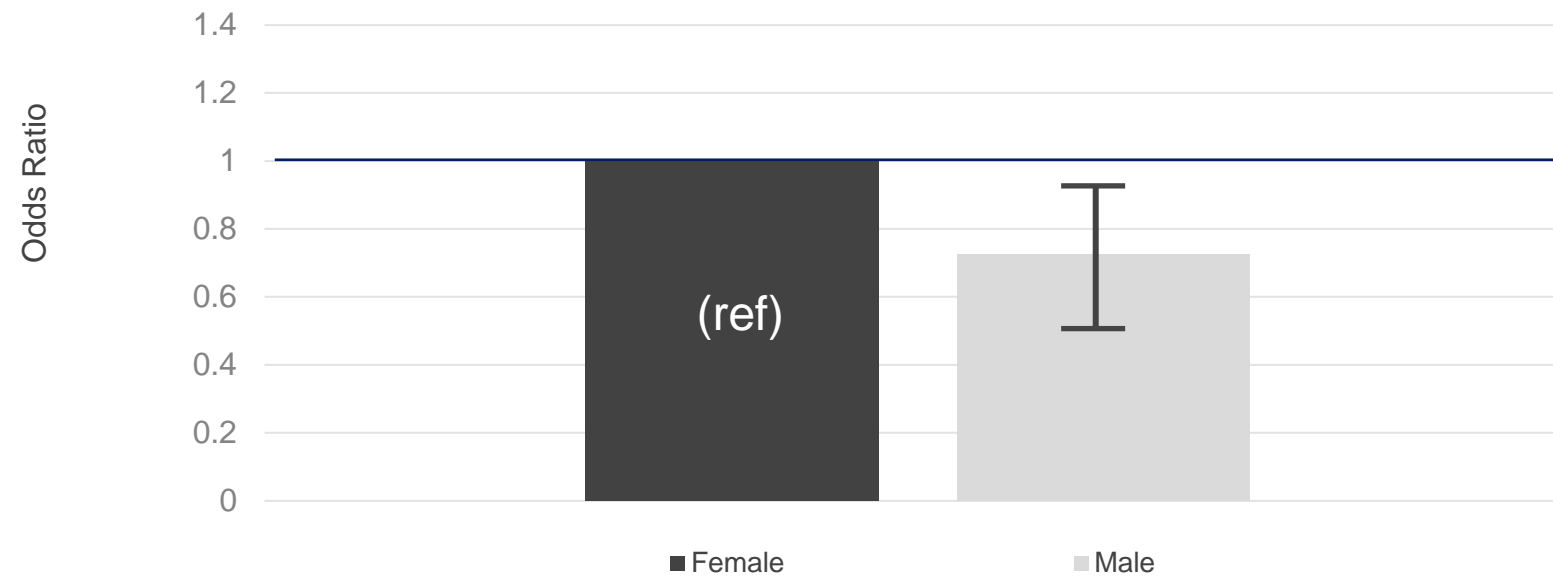
Multinomial Regression Results: High NPS Scores



- Young providers are more likely to receive a high NPS score than older providers

Gender & NPS

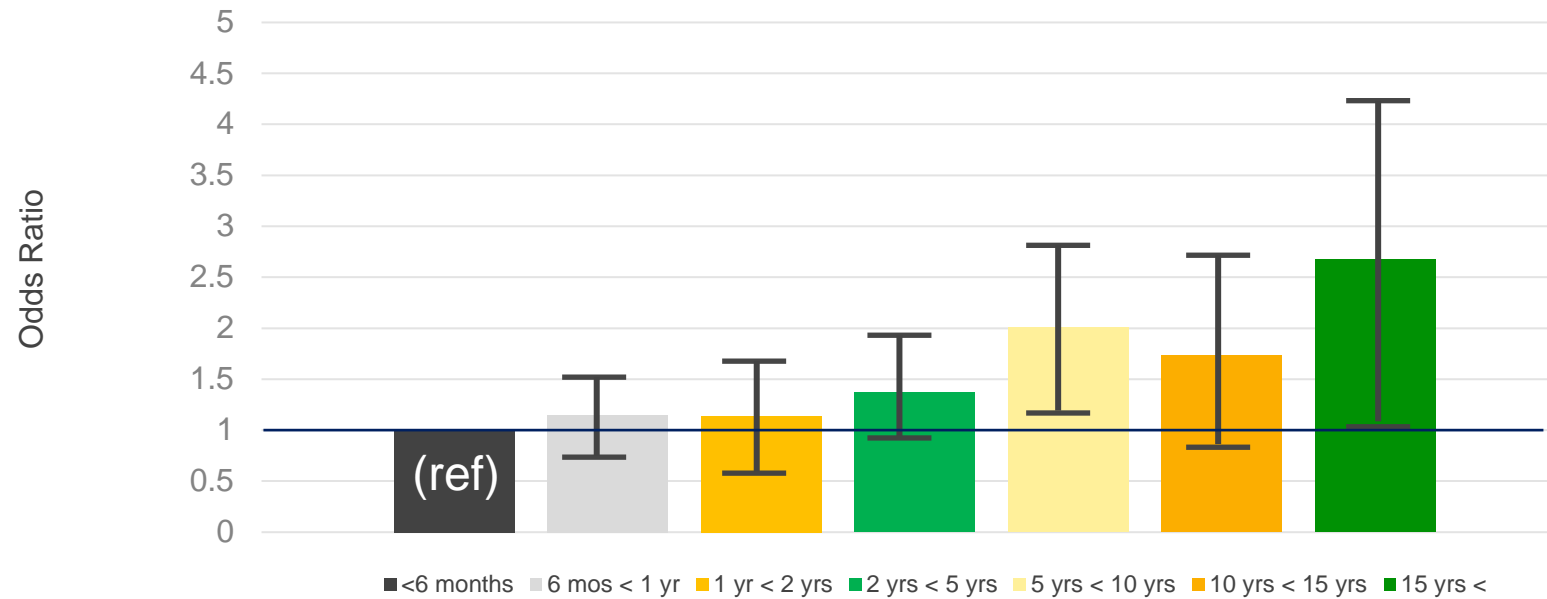
Multinomial Regression Results: High NPS Scores



- Female providers are more likely to receive higher NPS than their male counterparts

Tenure Group & NPS

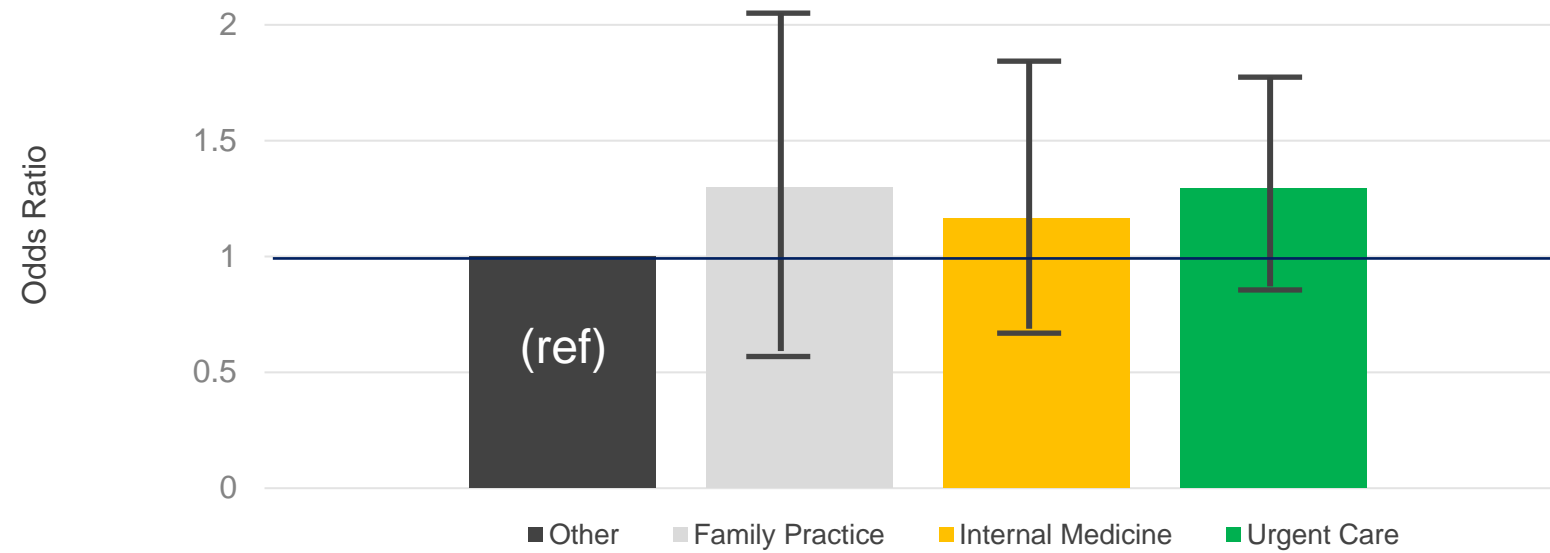
Multinomial Regression Results: High NPS Scores



- Providers with longer tenure (more experience) are more likely to receive a high NPS score than providers with shorter tenures.

Specialty & NPS

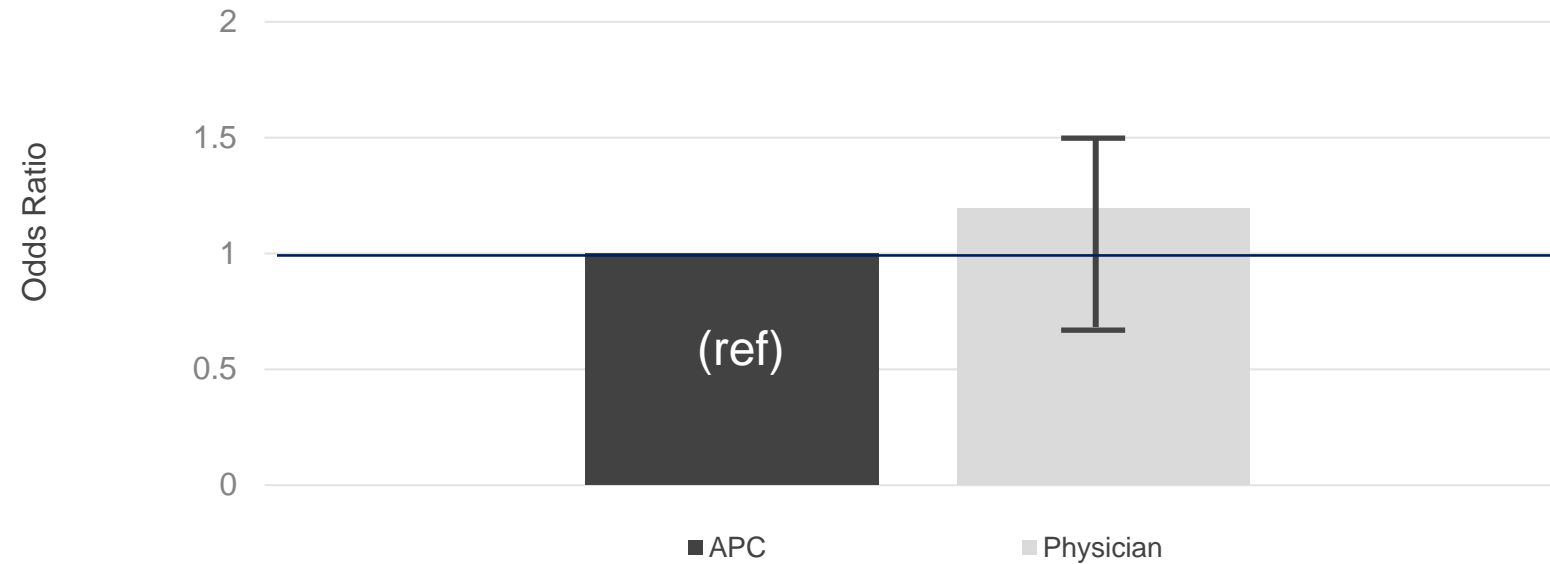
Multinomial Regression Results: High NPS Scores



- All specialty groups are as likely to receive high NPS scores

Provider Type & NPS

Multinomial Regression Results: High NPS Scores



- Physicians are as likely to receive high NPS scores as APCs