In Pursuit of the Fourth Aim in Health Care

The Joy of Practice

Katherine A. Gergen Barnett, MD

KEYWORDS

• Physician burnout • Quadruple aim • Wellness • Value-based care
• Accountable Care Organizations

KEY POINTS

- In today's health care system where there are increased demands for health care provider productivity, increased pay for performance metrics, decreased reimbursements, and ever-increasing demands of electronic medical records, providers are at risk for high rates of burnout.
- Provider burnout has tremendous downstream consequences on providers, patients, and the well-being of the larger health care system.
- A handful of successful interventions has been deployed to date, mostly focused on burnout on the individual level.
- Larger systems changes need to be made to reduce burnout and capture the joy of practice.
- The Accountable Care Organizations future of medicine (from volume to value) might be part of the solution.

INTRODUCTION

In 2008, Don Berwick and his colleagues[1] published a seminal article on health care delivery entitled, "The Triple Aim: Care, Health, and Cost," where they posited that "improving the US health care system requires simultaneous pursuit of three aims: improving the experience of care, improving the health of populations, and reducing per capita costs of health care." This approach to optimizing health care, dubbed the "Triple Aim," became an important motto for many individuals working within the quickly changing landscape of health care. Although the Triple Aim was masterful in addressing patient outcomes and cost containments, it did not, however, take into account a very important player in health care: the health care practitioner.

Disclosure Statement: Nothing to disclose.
Department of Family Medicine, Boston Medical Center, 1 Boston Medical Center Place, Dowling 5th Floor, Boston, MA 02118, USA
E-mail address: Katherine.gergen-barnett@bmc.org

Med Clin N Am 101 (2017) 1031–1040
http://dx.doi.org/10.1016/j.mcna.2017.04.014 **medical.theclinics.com**
0025-7125/17/© 2017 Elsevier Inc. All rights reserved.

Bodenheimer and Sinsky[2] artfully synthesized this gap in their paper entitled, "From Triple to Quadruple Aim: Care of the Patient Requires Care of the Provider," published in 2014. In this important account of the "missing aim," the investigators stated that in visiting many practices since the inception of the Triple Aim, they heard many comments from the staff and clinicians that the increased stress in health care served as a barrier to the implementation of the Triple Aim and made them wonder: "might there be a fourth aim—improving the work life of health care clinicians and staff—that, like the patient experience and cost reduction aims, must be achieved in order to succeed in improving population health? Should the Triple Aim become the Quadruple Aim?"

In today's health care system where there are increased demands for health care provider productivity, increased pay for performance metrics, decreased reimbursements, and ever-increasing demands of electronic medical records (EMRs), providers are at risk for high rates of burnout. Indeed, recent studies have indicated that greater than 50% of US physicians are now experiencing burnout and that burnout is rising dramatically faster among physicians than in any other US professional field.[3] These high rates of burnout have a large number of downstream consequences, for both the providers and for the patients that they serve. Thus, it has become imperative for the future of health care that we actively pursue the fourth aim of health care, the care of the provider. How can we instill the "Joy of Practice" into medicine again?

This article reviews what constitutes burnout, the postulated roots of burnout, interventions that have successfully been used to mitigate burnout among health care providers, and what larger system changes need to be addressed to get to the Joy of Practice. The Joy of Practice is so critical to the future of health care that rather than just being a Fourth Aim, it is the primary seat of health care delivery, from which all other aims of health care must stem (Fig. 1).

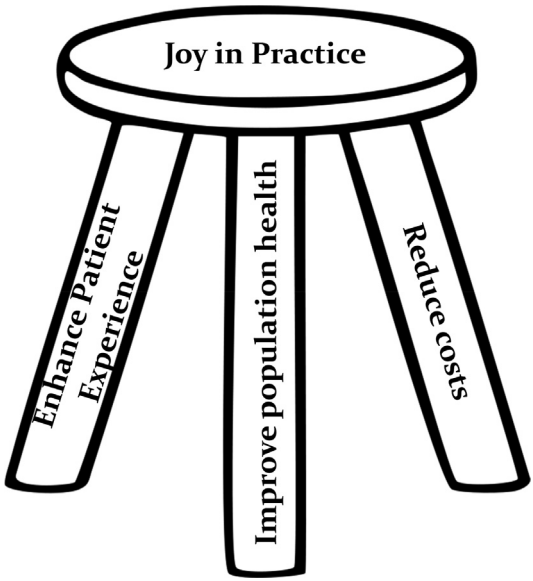

Fig. 1. Joy in practice: the seat of health care delivery.

Download English Version:

https://daneshyari.com/en/article/5680538

Download Persian Version:

https://daneshyari.com/article/5680538

Daneshyari.com