

Targeting  
Provider  
Efficiency at  
**Baylor Scott  
and White  
Health**

*2024 AMGA Acclaim Award Honoree*

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**B**aylor Scott and White Health (BSWH) is an honoree of the 2024 AMGA Acclaim Award. As part of the Acclaim Award application process, healthcare organizations are asked to submit narratives describing major systemwide initiatives that exemplify the goals of the award. One of the narratives from BSWH's application is summarized below.

### Improving Provider Work Lives

Provider frustration with the electronic health record (EHR) and its impact on well-being, engagement, and quality of care are well chronicled by KLAS Research. Poignantly, for many, lack of proficiency leads to work-life imbalance, with providers feeling obligated to use “pajama time” or even days off to catch up. It spirals into burnout and, ultimately, retention concerns. A majority of physicians express the desire to receive more training on the EHR.

Baylor Scott and White Health (BSWH) is intentional in its efforts to address these issues by targeting gaps head-on and designing a program to improve provider proficiency.

Beyond efforts to reconnect providers with the reason they chose to enter the field of medicine, BSWH established an ultimate goal to improve the work lives of providers through increased proficiency using its EHR. According to KLAS Research, EHR adversely affecting efficiency was a top area linked to provider burnout, increasing from 33% to 35% between 2018 and 2020 and 2021 and 2022. Key gaps in EHR proficiency cited by BSWH's providers include:

- ▶ Complexity of the EHR tool functionality and lack of training.
- ▶ The sheer number of shortcuts and efficiency tools within the EHR.
- ▶ Frequent updates to the EHR on a monthly/quarterly basis, making it difficult to stay current.

To improve proficiency with the EHR, members of BSWH's Informatics organization created a project team that included Medical Group providers to brainstorm ways to reach their colleagues where they are in their own EHR journey based on current skill level and time available for training.

A successful training program developed and facilitated by two physicians in one of BSWH's regions was the initial focus. This classroom-based, three-day EHR training course resulted in increased proficiency and improved provider well-being. Providers in other regions were eager to have access to this training as well.

### Training

Scaling this training program provided a challenge. With very limited resources, the team had to develop a new strategy for the course to ensure to maintain its in-person, instructor-led aspects. Work began in 2020 on a revised outline to break out the course content into three segments that could be delivered independently—one each month. The resulting Accelerate course became the cornerstone of a more comprehensive program.

The project team also knew that not all providers would want to take advantage of the Accelerate course due to the time commitment. A program that included a variety of training options to meet the broader needs and learning preferences of providers across the medical group was needed. In a year impacted by COVID, the small project team made the decision to build out these additional services to be able to recommend the right service at the right time for each provider. These additional offerings resulted in the more expansive program known as the Epic Efficiency Program (EEP).

### The Epic Efficiency Program

The EEP is a program developed completely in-house that includes a menu of five unique services, each meeting providers where they are based on their personal learning style and desired time commitment. Some offerings are self-directed for those who prefer a self-paced approach to learning, while others are even more focused for those who have interest but limited time availability. Importantly, providers can access program components in any order, shifting their approach to consuming content as needs change. In addition to the Accelerate course, the four other services are:

- ▶ Empower Hours, a one-on-one virtual training session that is specific to individual provider needs, with topics ranging from smart phrases to order panels.
- ▶ Self-directed Efficiency Evaluations use Signal, an EHR-provided analytics tool that shows providers how they are interacting with the EHR. A 20-minute online training program orients providers on what to expect and how to get the most out of the experience.
- ▶ iBoosts, a series of on-demand, one- to six-minute online training courses that purposefully lean into tips, tricks, and shortcuts for using the EHR.

## AMGA Acclaim Award

**AMGA's Acclaim Award honors healthcare delivery organizations that are bringing their organization closer to the ideal medical group and health system by measurably improving patient experience of care; improving health of populations with a focus on quality outcomes; reducing the per capita cost of healthcare; and emphasizing workplace wellness.**

**AMGA's prestigious Acclaim Award highlights the continued research and investigation toward finding the finest models of medical management, coordination of care delivery, and a systemic approach to improving the patient and provider experience.**

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**For more information about the Acclaim Award, visit [amga.org/acclaim](https://amga.org/acclaim).**



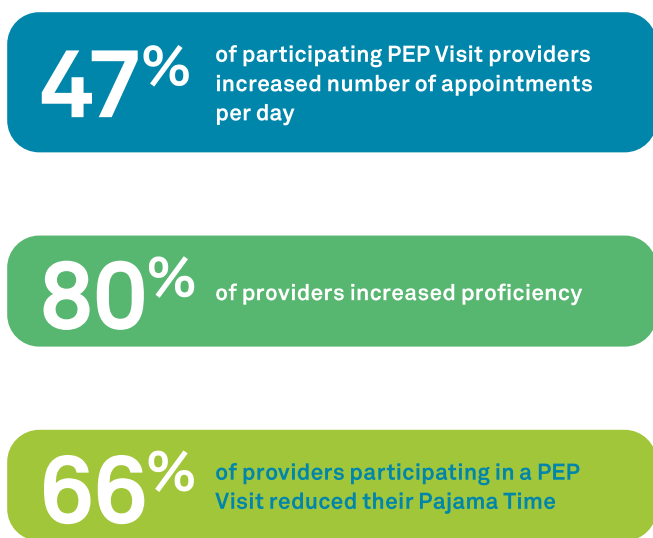
# 2024 Acclaim Award

Michigan-based Corewell Health has been named AMGA's 2024 Acclaim Award recipient. The Acclaim Award honors healthcare delivery organizations bringing their organization closer to the ideal medical group and health system as they move toward value-based care. For their accomplishments, Baylor Scott & White Medical Group and St. Elizabeth Physicians were also named Acclaim Award honorees.

Baylor Scott & White Medical Group, which is part of Baylor Scott & White Health, was recognized as an Acclaim Award honoree for the following initiatives:

- ▶ Developing an in-house tool to promote the delivery of optimum care, allowing the Operations Improvement team to provide at-the-elbow support to drive performance.
- ▶ Taking definitive action to assist Medicaid-eligible patients in re-enrolling to restore coverage so they could continue to receive quality care.
- ▶ Focusing on proactive and preventive measures to continue its tactic to standardize care, achieving year-over-year improvement in multiple quality scores measured by the Centers for Medicare & Medicaid Services (CMS).
- ▶ Identifying and reducing administrative tasks as a key to reducing burnout, promoting well-being, empowering providers to work at top-of-license, and helping patients see value in the relationship with their provider.
- ▶ Reforming provider notetaking to create a new ambulatory visit note template to make a noticeable difference in the well-being of providers.

Figure 1  
**PEP Visit Outcomes**



- ▶ PEP Visits, a metric-driven, on-site provider evaluation featuring three hours of shadowing and up to three hours of coaching/training with the provider. Two post-PEP Visit sessions provide recommendations (first follow up) and metrics with ongoing coaching (three months post-PEP Visit).

Providers can earn continuing medical education (CME) credit for three of the offerings: Accelerate, Empower Hour, and PEP Visit. All offerings are free of charge, with waiting lists for some experiences.

## Implementation

A phased implementation was critical for the successful launch of the new program. The project team collaborated with operations leaders who recommended a pilot of the program with a struggling clinic. A number of on-site PEP visits were conducted with clinic staff and providers. Because of the availability of complimentary services, team members were able to recommend other learning opportunities to enhance the at-the-elbow support. When appropriate, iBoosts were assigned for particular topics. Empower Hours were scheduled with providers at the conclusion of the pilot for follow up in 30 days to assess impacts. The targeted support during the pilot resulted in a significant improvement in proficiency and time savings for all providers who participated in the pilot.

Based on the strong results from the pilot, Medical Group clinic operations leaders supported the expansion to other primary care clinics in this same region. The question remained: How could they scale the program across such a large system?

## Obstacles

Limited resources have been and continue to be a major obstacle to the expansion of the EEP. In the first full year of the program, a total of five full-time positions were added to the program to support expanded delivery needs, maintenance of existing courseware, development of new courseware, and support of new-hire training to ensure new providers get started off on the right track.

While a total of 12 providers are now approved to conduct Accelerate classes across the system, the ability to expand the PEP Visits and Empower Hours to a larger number of clinics is restricted by the current staff size. The fact that

all classes are full with waiting lists is a testament that providers want to improve their EHR proficiency. BSWH's goal is to meet the needs as efficiently as possible with continued goals to expand resources to help meet the demand.

### Results

Results of the program are strong. Between 2021 and 2022, the EEP experienced significant growth.

- ▶ Accelerate courses experienced a 39% increase in attendance.
- ▶ Empower Hours experienced a 70% increase in utilization.
- ▶ Access of iBoost training videos increased 192% year over year.
- ▶ PEP Visits quadrupled in number, with an overall satisfaction rating of 4.8/5 and many participants reporting improved work life.
- ▶ Provider use of Epic Efficiency Evaluation tool increased 54%.

While participation is strong and overall satisfaction strong, the most important results were related to improved proficiency and time savings (Figure 1).

And positive results weren't limited to providers who took advantage of multiple services of the EEP. Taking advantage of just one service results in a 41% increase in proficiency (Figure 2).

### Recognized Value

As one provider said, "A PEP visit helps even the most experienced Epic user find ways to improve efficiency and reduce the number of hours spent in Epic outside the normal workday. I wish every provider could partake in this program." **GRJ**

Adapted from the 2024 AMGA Acclaim Award application for Baylor Scott and White Health.

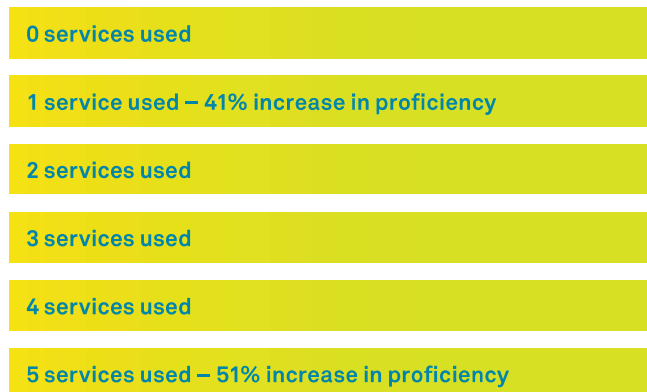
## 2024 Acclaim Award Finalists

- ▶ Houston Methodist Physician Organization
- ▶ The Permanente Medical Group
- ▶ Sanford Health
- ▶ Summit Health-VillageMD
- ▶ UW Medicine Primary Care & Population Health
- ▶ Vancouver Clinic
- ▶ WellSpan Health

For more information about applying for the 2025 Acclaim Award, visit [amga.org/acclaim](https://amga.org/acclaim).

### Figure 2 Physician Outcomes

Proficiency Averages for Ambulatory Physicians by No. of EEP Services Used



**Key finding: Significant improvement in proficiency after one service completion**