

HealthySteps Mitigates Provider Burnout

HealthySteps has a positive impact on provider satisfaction, practice quality and efficiency, all of which can contribute to provider burnout and staff turnover. Solutions to address provider burnout are critically needed to reduce the expense of the problem for the health care system and disruption to care.



PEDIATRIC CARE • SUPPORTING • PARENTING
A Program of ZERO TO THREE

BRING HEALTHYSTEPS TO YOUR COMMUNITY

HealthySteps is committed to improving the lives of young children and families and its integrated, team-based approach to care.

To learn more, contact HealthySteps National Director Dr. Rahil Briggs at rbriggs@zerotothree.org or visit healthysteps.org/provider-burnout.

HEALTHYSTEPS ENHANCES THE HEALTH CARE TEAM'S ABILITY TO MEET THE NEEDS OF FAMILIES

HealthySteps, a program of **ZERO TO THREE**, is an evidence-based, team-based pediatric primary care model that promotes the health, well-being and school readiness of babies and toddlers, with an emphasis on families living in low-income communities.

HealthySteps partners with the pediatric primary care team to provide tailored support for common and complex concerns that primary care providers often lack time to address, such as behavior, sleep, feeding, attachment, parental depression, social determinants of health and adapting to life with a baby or toddler. The entire practice works together to implement the HealthySteps model, with leadership from a Physician Champion and a child development professional, known as a HealthySteps Specialist, integrated into the primary care team. HealthySteps Specialists connect with families and guide them during and between well-child visits. Learn more about the HealthySteps model at healthysteps.org/the-model.

The HealthySteps national network spans more than 20 states, Washington, D.C., and Puerto Rico. HealthySteps is currently in more than 160 pediatric primary care practices supporting more than 200,000 children. HealthySteps has demonstrated myriad positive outcomes for children, families and the practices that serve them.

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THE HEALTHYSTEPS NATIONAL NETWORK SPANS **25+ STATES** and **WASHINGTON, D.C.**



HEALTHYSTEPS IS CURRENTLY IN **367+** PEDIATRIC PRACTICES SUPPORTING **517,000+** CHILDREN

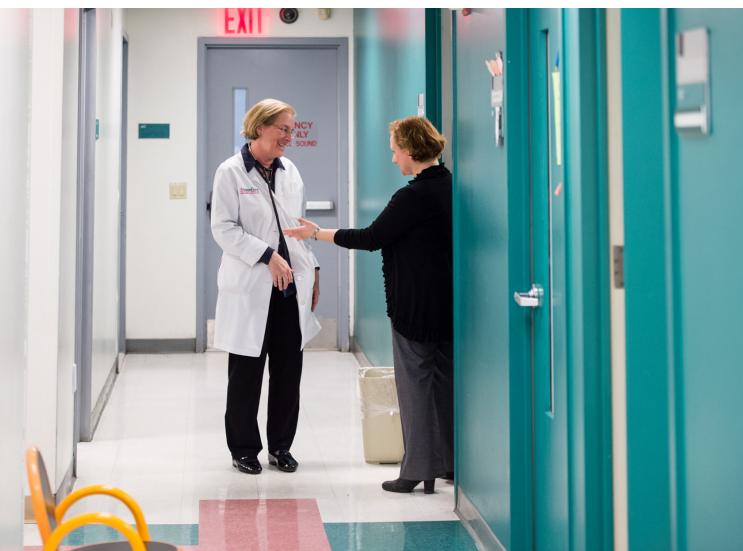


HEALTHYSTEPS IS AN INNOVATION TO IMPROVE THE PROMISE OF PEDIATRIC PRIMARY CARE

HealthySteps' risk-stratified, population-health model allows pediatric and family medicine practices to improve their practice quality and efficiency, all of which can contribute to burnout and staff retention. Poor physician satisfaction can be associated with increased burnout (e.g., emotional exhaustion and depersonalization) and turnover rates in primary care providers, which negatively impact continuity of care, patient satisfaction, cost of care and practice expenses.^{1,2}

Nationally, approximately 6.8% of physicians turn over each year at a potential cost of more than \$500,000 per provider; and between 30-50% of primary care physicians state they plan to leave their practice within five years—one of the highest rates of burnout among physician specialties.^{2,3,4}

The American Academy of Pediatrics has recommended team-based care (like HealthySteps) as one of the innovations to improve pediatric care.⁵



HEALTHYSTEPS DEMONSTRATES PROVIDER SATISFACTION AND RETENTION

HealthySteps' 15-site randomized controlled trial and several subsequent site-level research studies have demonstrated:

- Clinicians involved with HealthySteps were over five times more likely to be very satisfied with the ability of their clinical staff to meet the developmental and behavioral needs of children than when the program began.⁶
- Clinicians serving families with low incomes reported the greatest positive changes in their perceptions about the quality of care provided by their practice.⁶
- Pediatric residents reported improved clinic efficiency, increased awareness of family needs and improved referral processes with the incorporation of HealthySteps Specialists; 76% of residents reported they would consider using a HealthySteps Specialist in their future practice.⁷
- Pediatric residents and faculty were more likely to rate residents at the HealthySteps site as "well" or "very well" prepared to provide behavioral and developmental care after implementing HealthySteps; and the quality of behavioral and developmental care was more likely to be rated as "high" or "extremely high" at the HealthySteps site.⁸

In an urban family medicine clinic in Baltimore, semi-structured interviews conducted with residents and faculty indicated:⁹

- Doctors noted that the presence of the HealthySteps Specialist reduced burden on doctors and provided increased emotional support.
- Having a HealthySteps Specialist helped to coordinate concrete supports for families and connections to community resources.



To review HealthySteps outcomes, visit [healthysteps.org/the-evidence](https://www.healthysteps.org/the-evidence).

¹ West, C., Dyrbye, L., Shanafelt, T. (2018). Physician burnout: Contributors, consequences, and solutions. *Journal of Internal Medicine*, 283, 526-529.

² Reddy, A., Pollack, C. E., Asch, D. A., Canamucio, A., Werner, R. M. (2015). The effect of primary care provider turnover on patient experience of care and ambulatory quality of care. *JAMA Internal Medicine*, 175, 1157-1162.

³ Shanafelt, T., Goh, J., Sinsky, C. (2017). The business case for investing in physician well-being. *JAMA Internal Medicine*, 177, 1826-1832.

⁴ Frenz DA. The staggering costs of physician turnover. *Today's Hospitalist*. <https://www.todayshospitalist.com/staggering-costs-physician-turnover/>. Published August, 2016. Accessed August 18, 2019.

⁵ <https://pediatrics.aappublications.org/content/140/2/e20171489>

⁶ Guyer, B., Barth, M., Bishai, D., Caughey, M., Clark, B., Burkom, D., Genevro, J., Grason, H., Hou, W., Huang, K.Y., Hughart, N., Jones, A.S., McLearn, K.T., Miller, T., Minkovitz, C., Scharfstein, D., Stacy, H., Strobino, D., Szanton, E., and Tang, C. (2003). Healthy Steps: The first three years: The Healthy Steps for Young Children Program National Evaluation. Johns Hopkins Bloomberg School of Public Health, February 28, 2003.

⁷ Kinzer, S.L., Dungy, C. I., Link, E. A. (2004). Healthy Steps: resident's perceptions. *Clinical Pediatrics*, 43, 743-748.

⁸ Randolph, G. D., et al. (2011). A modified Healthy Steps model to improve resident training in behavioral and developmental care. *Journal of Developmental and Behavioral Pediatrics*, 32, 301-306.

⁹ Davis, A., Doctor Perceptions of Integrated Pediatric Primary Care in a Low-Income Urban Clinic: A Qualitative Analysis of HealthySteps (unpublished manuscript).