Make Quality Improvement & Patient Safety Count in Academic Promotion – The Quality Portfolio

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SGIM Academic Hospitalist Task Force
Outline

• Problem
• What we did
• How we did it
• Here it is
• Feedback / discussion
Promotion for Hospitalists: Current Landscape

SGIM AHTF Survey (2008)

- Sought to examine the current landscape
- Identified ~35 hospital medicine faculty nationwide who had been promoted to associate professor or professor
- Survey sent to all identified faculty around their experiences with the promotion process
- ~65% response rate
## Career Paths

### Table 3: Academic appointments held by promoted hospitalists

<table>
<thead>
<tr>
<th></th>
<th>Tenure track</th>
<th>Clinician Administrators</th>
<th>Clinician Educators</th>
<th>Clinician Researchers</th>
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</thead>
<tbody>
<tr>
<td>All hospitalists</td>
<td>30%</td>
<td>38%</td>
<td>38%</td>
<td>23%</td>
</tr>
<tr>
<td>Hospitalists</td>
<td></td>
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<td></td>
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<tr>
<td>promoted</td>
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<tr>
<td>2006 - 2008</td>
<td>40%</td>
<td>27%</td>
<td>40%</td>
<td>33%</td>
</tr>
<tr>
<td>Hospitalists</td>
<td></td>
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<tr>
<td>promoted</td>
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<tr>
<td>prior to 2006</td>
<td>20%</td>
<td>40%</td>
<td>30%</td>
<td>30%</td>
</tr>
</tbody>
</table>
Activities Leading to Promotion

• Asked all respondents to identify activities that were related to their promotion

Divided into broad categories:

• Service
• Education
• Research
• Quality/Patient Safety
Activities Leading to Promotion

• 90%+ were involved in significant student and/or resident teaching

• 67% were involved in significant administrative service

• Only 30% reported federal research grant funding but 70% reported non-federal support

• Most listed research and education as the most important for their promotion
Activities Leading to Promotion

- 50% reported leading a Quality Improvement or Patient Safety project
- 33% reported institutional leadership in QI/PS
- Few cited QI/PS work as instrumental in their promotion
- Few involved in non-resident services/work
Conclusions: Activities Leading to Promotion

• It appears that most hospitalists to date have been promoted based on the classical metrics

• But importantly, these individuals have also had classic academic careers with large teaching and research roles

• The newer generation of academic hospitalists may not fit this traditional model and will face challenges in the promotion process
Promotion for Hospitalists: Challenges

Clinical demands vs. Academic mission

• In recent years many faculty hired solely for clinical needs
  – Focus is on RVUs, #admits, LOS, costs, call nights
  – Hospital pays for the program in many AMCs but not likely to fund academic development
  – Non-resident services (at majority of AMCs)
U of M Hospitalist FTEs

Bar chart showing the number of Non-Resident and Resident FTEs from 2003 to 2009.
Promotion Challenges: Non-Resident Services

- Shift Based
- Nights / Weekends
- Little “education” mission
- No research
- Large number of very young junior faculty
- Generally want “academic” careers
- Likely to be involved in Quality and Patient Safety work
Promotion: The Quality Portfolio Concept

• QI and PS work may be an increasingly common path for scholarship for hospitalists and other generalists

• A standardized portfolio for Quality Improvement work may facilitate communication about an individual’s scholarly accomplishments to promotions committees
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Origin

• SGIM Academic Hospitalist Task Force
• October 31\textsuperscript{st} 2006 1\textsuperscript{st} meeting
  – Quality Portfolio
  – ‘Boot Camp’

• Academic Hospital Medicine Summit
• Commentary
Process

- Don’t reinvent the wheel
- Educators Portfolio Literature

- There is no ‘one’ educators portfolio
- Examples
- Candidate domains
Process

• Modified Delphi Technique
• Prototypes
• Proof of concept
Product

• Outlined framework
• Details
• Sample
Vetting

- 15 reviewers
- 10 institutions
- 8 Division Chiefs
- 5 Chairs or Vice Chairs
- 10 Professor level
Vetting

• Assoc Dean for Faculty Affairs
• Assoc Dean for Curriculum
• Director for Education

• Feedback – overwhelmingly positive
The Quality Portfolio

Faculty Narrative

1. QI Leadership / Administrative Activity
2. QI Project Activity
3. QI Education / Curricula
4. QI Research
5. QI Honors / Awards / Recognition
6. QI Training / Certification.

Appendix
Ready for Primetime

• QP 1.0
Endorsement

• SGIM
• ACGIM
• APM
Public Release

- February 23rd 2009
- SGIM.ORG
  - AHTF webpage
- Web Activity

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Successes

- Google
- Endorsement
- SGIM
- ACGIM
- APM
Successes & Next Steps

• Academic Hospitalist Academy 11/09
• Workshop National SGIM 2010
• Workshop SHM National Meeting

• Regional workshops planned
Experiences

• VA Quality Scholar
Tulane Experience
Challenges

- Dissemination and Uptake
- Scholarship?
Discussion
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