

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

Vikas Parekh, MD

Benjamin B. Taylor, MD, MPH

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**

	Tenure track	Clinician Administrators	Clinician Educators	Clinician Researchers
All hospitalists	30%	38%	38%	23%
Hospitalists promoted 2006 - 2008	40%	27%	40%	33%
Hospitalists promoted prior to 2006	20%	40%	30%	30%

# 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

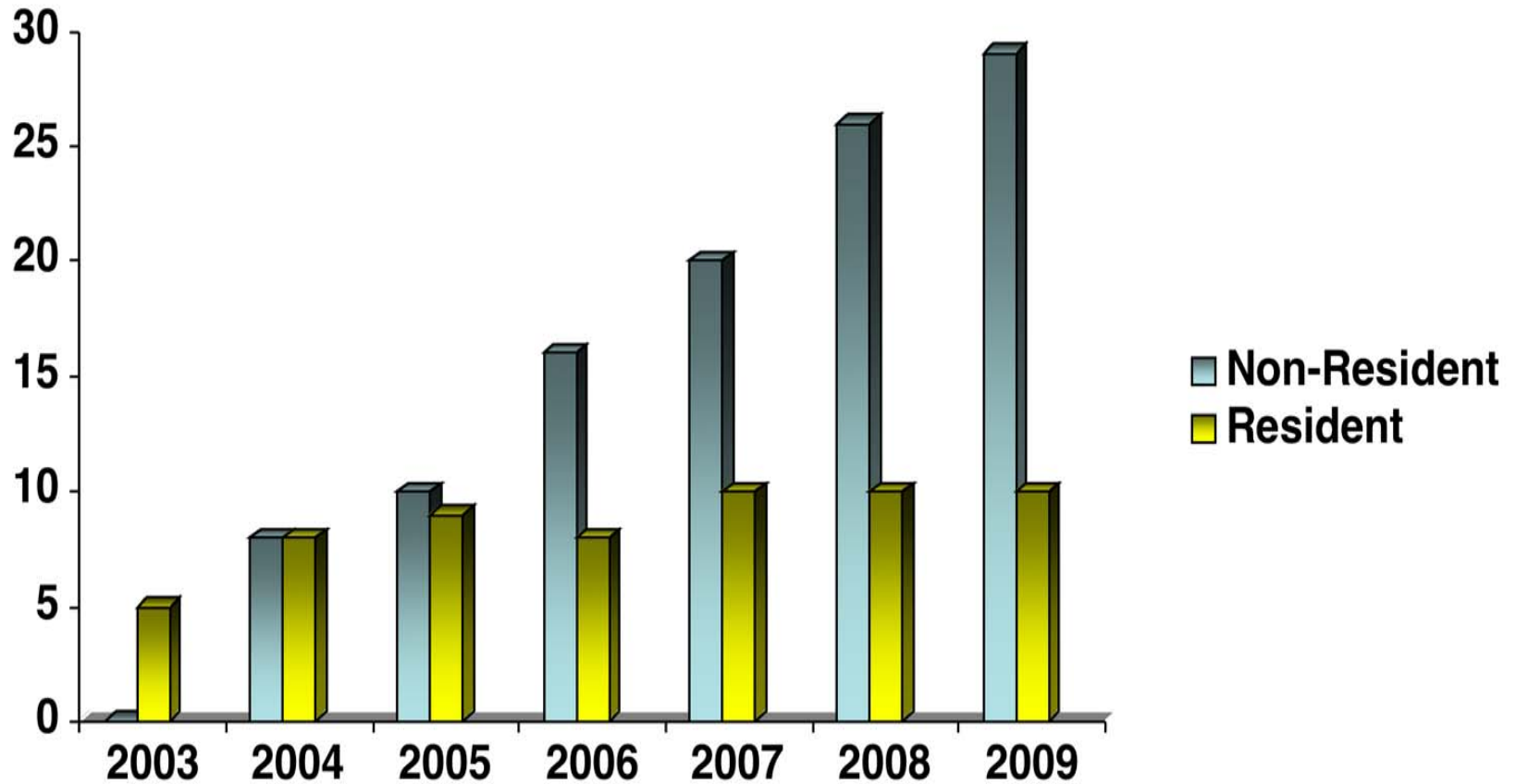


# Promotion for Hospitalists: Challenges

## 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



# 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<sup>st</sup> 2006 1<sup>st</sup> 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





**WRONG**

**WAY**

**GO BACK**

# 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 23<sup>rd</sup> 2009
- SGIM.ORG
  - AHTF webpage
- Web Activity

	Page Views (PV)	Unique PV
Main	888	663
Instructions	442	386
Sample	569	493



# 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

# Acknowledgements

- Karen Desalvo
- Bob Centor
  
- Brad Sharpe, MD, UCSF
- Anneliese Schleyer, MD, UW Harborview

# Thank You

- [bbtaylor@uab.edu](mailto:bbtaylor@uab.edu)
- [viparekh@med.umich.edu](mailto:viparekh@med.umich.edu)
- [sharpeb@medicine.ucsf.edu](mailto:sharpeb@medicine.ucsf.edu)
- [schleyer@u.washington.edu](mailto:schleyer@u.washington.edu)