

BRIEFING NOTE

Systems Innovation, Quality Improvement and Patient Safety (SIQIPS) Clinical Faculty Promotion Guidelines



FACULTY OF MEDICINE



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To: Clinical Faculty Members
UBC Faculty of Medicine

Subject: Systems Innovation, Quality Improvement and Patient Safety (SIQIPS)
Clinical Faculty Promotion Guidelines

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PROBLEM STATEMENT

Many clinicians engage in activities beyond patient care, such as scholarly or administrative work aimed at evaluating and enhancing the quality-of-service delivery. This includes areas like systems innovation, quality/process improvement, and patient safety (SIQIPS). However, there is a lack of clear criteria for determining which SIQIPS efforts should be rewarded

with promotions by both members of faculty and promotion committees. If this issue is not addressed, it could dampen the momentum and enthusiasm for quality improvement among physicians and leave future doctors ill-prepared for crucial roles within the healthcare system.

RECOMMENDATION

We have proposed new guidelines for promoting clinical faculty members based on their contributions to Systems Innovation, Quality Improvement, and Patient Safety (SIQIPS). These guidelines have been approved by the UBC Department of Pediatrics (DoP) Clinical Department of Pediatrics Appointment,

Reappointment and Promotion Committee (C-DARP) and are now ready for implementation. The aim is to encourage faculty to pursue SIQIPS as a track for promotion, set a bar for achievement and aid the promotions committee in a standard appraisal of clinicians in this field.

BACKGROUND

Recognition is a critical component of creating joyful, productive, and highly engaged workplaces where physicians are committed to delivering their best. Doing meaningful work, being seen authentically, feeling valued, having impact, and nurturing connections between people enhances the physicians experience and amplify productivity. There is an exponential interest in systems innovation, quality and process improvement, and patient safety (SIQIPS) work among physicians, and recognition of its value to patients and families, and health care system. An emerging challenge in academic centers is recognizing and acknowledging the faculty contributions who excel in these areas.

UBC appointment, reappointment, tenure, and promotion streams include research, education and service. Well defined criteria for recognizing physician contribution in research (e.g. publications and grants),

and education (education portfolio and leadership), as well as supportive processes and guidelines exist in every department (e.g. dossier documentation and capturing their contributions in research and education in a structured manner in CV, and guidelines for reviewing by standing departmental committees such as promotions committees). However, criteria and processes to recognize SIQIPS work of physicians are ambiguous and subjective, potentially undervaluing physicians' contribution and achievements under existing streams. This lack of recognition will fail to sustain the momentum and enthusiasm in quality improvement among physicians and leave future physicians unprepared for important roles in health care system. This issue has been addressed in many centers by formalizing criteria and processes to evaluate physicians SIQIPS work and adding a SIQIPS faculty career pathway.

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LOCAL PROBLEMS

BCCH is a large academic center with 20 divisions, 252 physicians (80% clinical stream), with each division having a physician quality lead. SIQIPS clinicians were struggling to display the impact of their work within the confines of the standard UBC CV template. On surveying physicians with special interest in SIQIPS, 100% of them expressed their need to have clear criteria and processes for recognizing SIQIPS work during appointment, reappointment, promotion and tenure at BCH (Oct 2020, n=20). In response, the Department of Pediatrics Head commissioned a working group to streamline existing criteria and processes for recognizing clinicians SIQIPS work.

In Feb 2020, DoP C-DARP introduced a new section to the UBC CV to account for reporting of academic quality improvement work ([Wong and Panagiotopoulos](#)). In April 2021, the UBC FoM approved and adopted the new section incorporating SIQIPS work to UBC CV. Despite this, very few clinicians were putting forth their name for promotion utilizing the quality section in the UBC structured CV (15/40). For those that put forth an application for promotion with SIQIPS work outlined, the DoP C-DARP Committee identified a new problem; while a structure was present for SIQIPS work reporting, there remained a challenge in understanding the metrics of QI success. For traditional scholarly research, output is clear (e.g., publications, conference proceedings, etc.). In SIQIPS work, spread, dissemination, and sustainability are the true metrics of QI success but determining whether this work was meritorious for promotion was unclear for both CQI faculty members and C-DARP committee members, who may not be familiar with the science of SIQIPS work. Thus arose a need for guidelines that would help everyone to properly appraise QI work and distinguish between standard versus exceptional output. The

guidelines would also need to factor in the different levels of faculty ranks and consider various levels of recognition/impact (national vs. international).

Dr. Mona Patel, Dr. Tiffany Wong, Dr. Sandesh Shivananda set forth to create guidelines that could help clarify SIQIPS work, metrics for success, and requirements for promotion with the overarching aim of helping SIQIPS Clinicians gain recognition for their work. An environmental scan of QI promotions at other Canadian Universities was conducted using interviews with physician quality leaders at each site. The first version of the promotions document was released in June 2022, with subsequent iterative cycles of improvement upon stakeholder and expert engagement at local, national and international levels. In October 2022, the document was renamed as Systems Innovation, Quality Improvement and Patient Safety (SIQIPS) Clinical Faculty Promotion Guidelines with further improvements as stakeholder engagement continued. In May 2023, the document was finalized and shared with UBC Faculty of Medicine Dean's office. There was strong support from UBC for SIQIPS Promotions Guidelines for clinical faculty in Nov 2023. The guidelines were then directed to the Office of Clinical Faculty Affairs for further feedback.

In Jan 2024, the final version of the guidelines was created. In Feb 2024, the guidelines received final approval by the Department of Pediatrics C-DARP committee. The Office of Clinical Faculty Affairs is spearheading a plan for the guidelines to be incorporated into the upcoming amendments to overall rank criteria. From March 2024, we are excited to enter the next phase of spread and feedback, using the IHI Model for Improvement.

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TIMELINE

