

Make QI Count: Building a Standout Academic Portfolio

APA QI Research Conference
2026



Disclosures

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- Authors have no financial disclosures

Objectives

1. Identify strategies to highlight a wide range of QI activities in promotion portfolios for all academic ranks
2. Practice reframing QI work into scholarly achievements that align with institutional promotion criteria.
3. Design a personalized plan for a promotion portfolio



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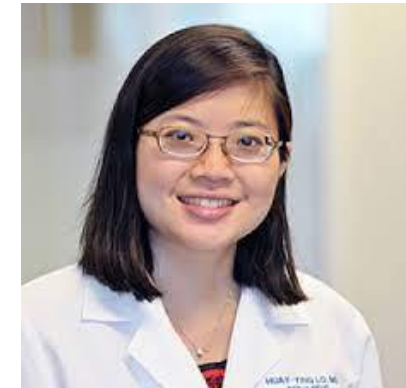
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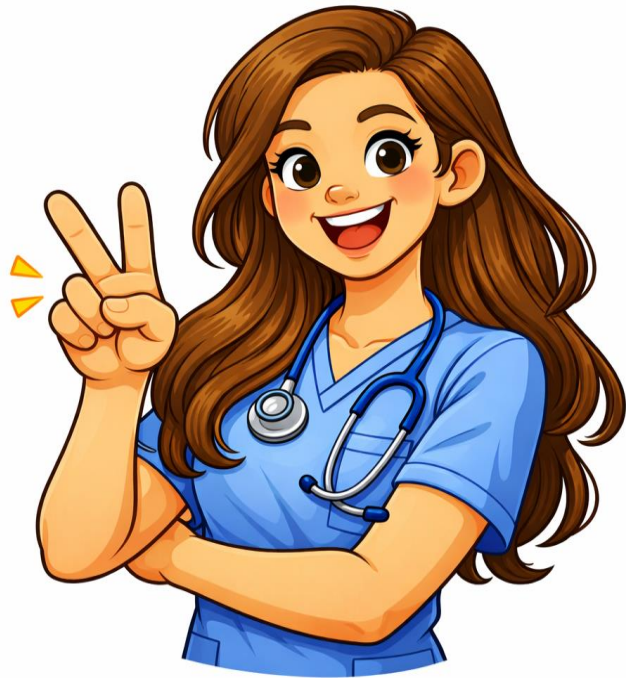


Dr. Irina Topoz



Dr. Huay-ying Lo

Put your finger down if.... QI edition



- You've built an EMR tool for your QI project
- You've been on a QI committee
- You've improved a clinical metric with your QI efforts
- You've presented your work locally
- You've never published your QI work

What is Academic Promotion and Why Bother?

Instructor

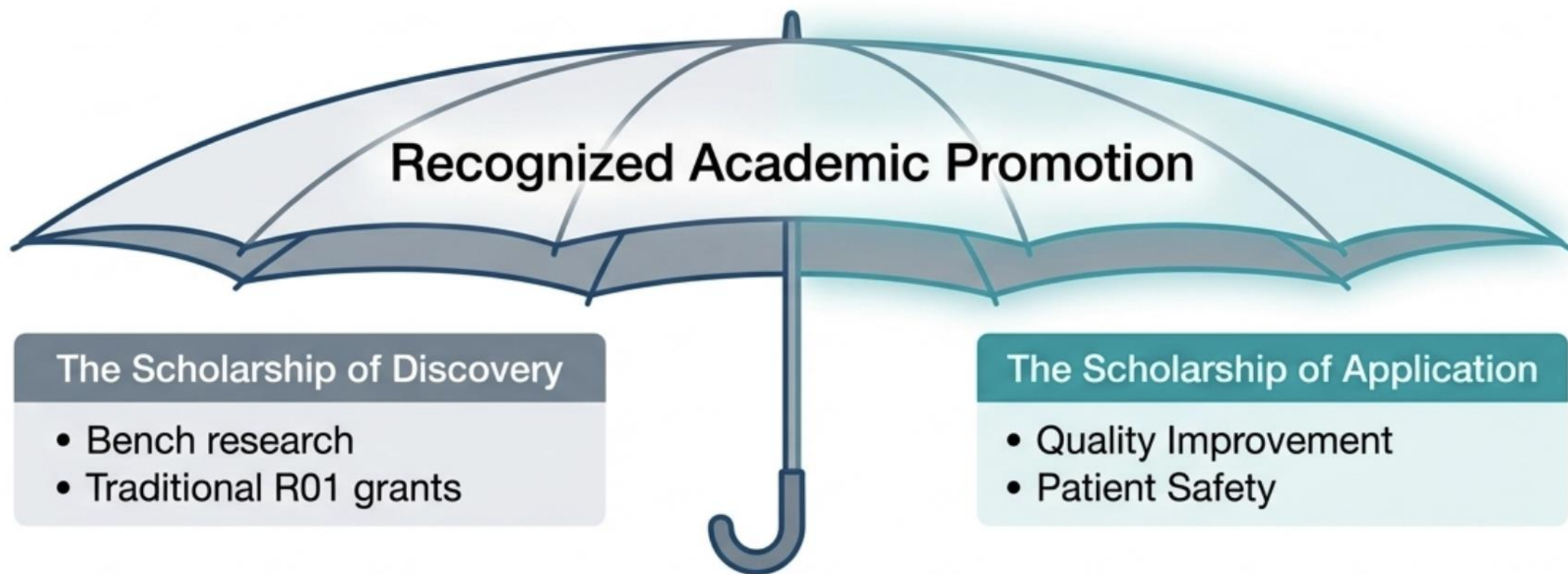
Assistant Professor

Associate Professor

Professor

Tenured Professor

The Expanding Definition of Scholarship



“Promotions process should evaluate and recognize activities in quality and safety.”

— Am J Med, 2016



“Acknowledge faculty contribution in quality and safety as essential to the core mission...”

— JAMA, 2009

JAMA

Is This Scholarship:

Created ED
asthma pathway

Built Epic order
set

Led
multidisciplinary
QI team

Presented at an
internal meeting

Reduced LOS by
20%

Why QI Gets Lost in Translation



Structural Friction

- Limited funding and protected time.
- Reliance on hospital infrastructure outside of your direct control.



Perceptual Friction

- Historically viewed by committees as “soft science.”
- Promotion reviewers are often unfamiliar with specialized QI methodology.



Output-Related Friction

- Produces fewer traditional peer-reviewed publications.
- Critical clinical improvements are frequently mislabeled as purely “administrative” work.

The Translation Gap

Portfolio Goals

Context:

- Define the clinical problem and your role

Scope:

- Local → regional → national impact

Outcomes:

- Include **quantitative + qualitative results**

Dissemination:

- Show spread (presentations, tools, adoption)

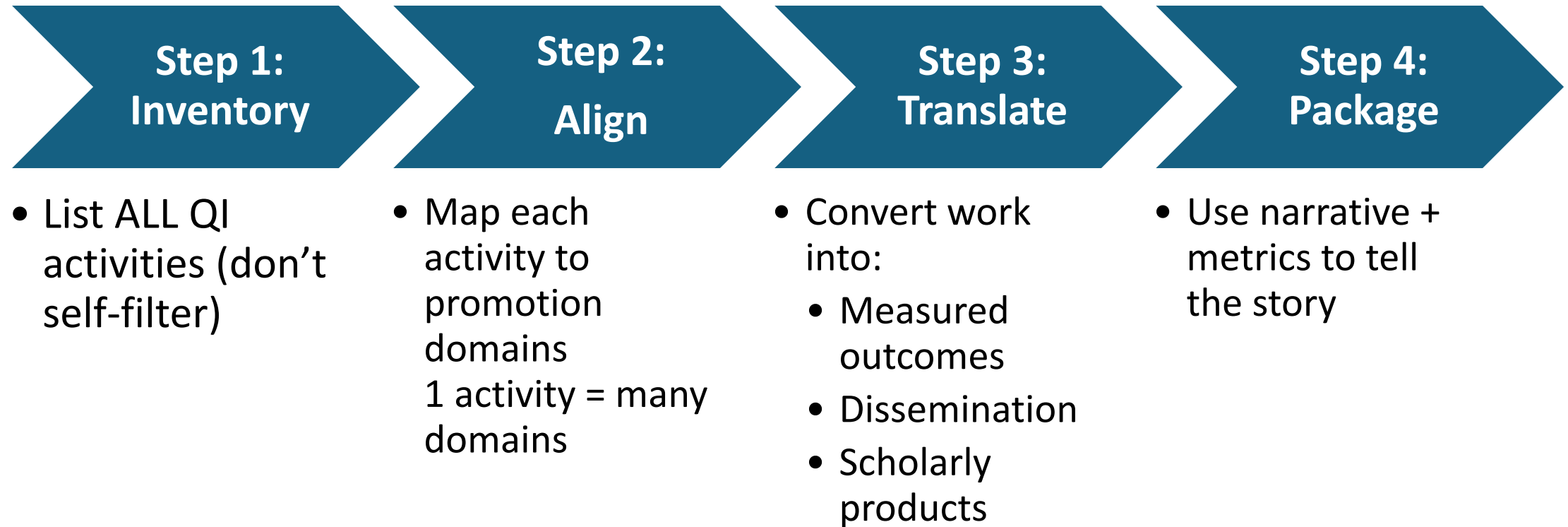
Scholarship:

- Publications, abstracts, or “non-traditional” outputs (website links)




Visibility:

- Make work understandable to non-QI reviewers

Strategies to Highlight QI Work for All Academic Ranks



Measuring Impact Beyond the P-Value

 Quantitative Metrics	 Qualitative Shifts	 Dissemination
<ul style="list-style-type: none">• % Reductions: e.g., “Time to antibiotics decreased 35%.”• Process Shifts: Control chart data showing special cause variation.• Volume: Total patients impacted per year (e.g., 1,200 patients/year).	<ul style="list-style-type: none">• Culture: Documented changes in clinical culture or workflows.• Adoption: Successful spread across multiple hospital sites.• Committees: Describe specific impact achieved, not just membership status.	<ul style="list-style-type: none">• Tool Utilization: EHR order set and alert usage rates.• Views: Pathway access analytics (e.g., “Viewed 7,100 times”).• Visuals: Screenshots or links to internal digital tools.

The Translation Matrix

I participated in the sepsis QI project

Vague Role
Missing Data
Invisible Scope



Co-led multidisciplinary initiative reducing time-to-antibiotics by 30% across 2 EDs with sustained improvement over 12 months

Defined Leadership Role
Quantifies impact
Highlights dissemination

The Translation Matrix: Pathway Development

ED Asthma Pathway. October 2022. Pathway disseminated with educational slides to 17 of 24 EDs in San Diego, Southeast Riverside, and Imperial counties; 10 pre-hospital/EMS groups, and 7 pediatric clinic groups. Also, completed a needs assessment survey to guide future work. **Role:** *I was the senior author on this Pathway and chair of the PEM Outreach committee. I was responsible for the development, revision, and final approval of the Pathway.*

Pathway Link	Role Date	Views	Patients Affected	Pathway Tools
<u>Asthma Exacerbation Management</u>	Co-Lead Author (2017)	1643/1085	4000	ED Order Set RN standing order Discharge Smart Set Asthma Patient Tool Dashboard

QI Multiplier: One Project, Many Domains

Bronchiolitis Collaborative:

Clinical Impact

- Decreased unnecessary CXR by 30%
- Reduced bronchodilator use by 50%

Scholarship:

- Oral abstract at PAS 2023
- Co-first Author publication in Pediatrics
- Developed patient education materials → used on 90% of visits with BL primary dx

Leadership

- Site leader of multidisciplinary team
- Mentor faculty and staff in QI science

Education

- Developed and delivered provider education with 80% completion rate
- Local lecture on standard care for bronchiolitis—200 attendees, rated 4.8/5

Anatomy of a Promotion-Ready Dossier

Context & Role

Defines the clinical problem and your exact role.

1

Project Title: Value in Inpatient Pediatrics Network: High Flow Interventions to Facilitate Less Overuse (HIFLO)

Role: Project co-lead

Description: National quality improvement collaborative targeting HFNC overuse... Lead expert workgroup of 8 physicians... across US and Canada.

2

Scope & Team

Proves transition from local to national impact.

3

Results: 86 participating hospital teams... determined initiation rates, duration, and LOS.

4

Dissemination: Manuscript published in Hospital Pediatrics... Disseminated to 86 teams.

Outcomes

Anchors the work in quantitative clinical results.

Scholarship & Dissemination

Translates operational work into recognized academic outputs.

Academic Rubric for Promotion

Clinical Activity/Professional Competency

- QI Projects & Interventions
- Regional/National Committees

Teaching

- Educational Lectures
- Trainee Project Mentorship

University/Public Service

- University/Hospital or Regional/National Committees
- Journal or Abstract Reviewer

Scholarly/Creative Activity

- Abstracts and/or Manuscripts
- QI Projects or Pathways w/ Measured Benefits
- Patient Educational Handouts

SERVICE & CLINICAL EXCELLENCE

<u>Satisfactory</u>	<u>Substantial</u>	<u>Outstanding</u>
<ul style="list-style-type: none"> • A Local Level reputation with contribution outside of immediate professional work environment • Active participation: quality & quantity 	<ul style="list-style-type: none"> • A Regional Level reputation/ expertise/ dissemination • Leadership with evidence of impact or outcomes 	<ul style="list-style-type: none"> • A National or International Level reputation/ leadership/ impact/outcomes/dissemination • Maintain contributions with the department and institution

- Participate in clinical quality and safety efforts with impact beyond the immediate professional work environment
- Receive strong clinical performance evaluations
- Participate in the development of innovative, clinical initiatives or shared scientific resources
- Participate in clinical guidelines with impact beyond immediate professional work environment
- Present at the local or state level regarding clinical or service work

- Serve with national health organizations with increasing levels of responsibility or significant outcomes
- Serve consistently in national credentialing work (board exam questions)
- Receive regional/local awards for clinical expertise
- Receive invitations to present regionally
- Lead development of innovative clinical initiatives with evidence of regional impact/outcomes
- Receive institutional funding for innovative or complex clinical initiatives or shared scientific resources
- Demonstrate substantial role in practice initiatives with regional impact on quality
- Collaborate in initiation of effective, innovative interdisciplinary practice-related activities
- Lead the development of clinical guidelines with regional impact/implementation

- Lead the development of clinical guidelines with national impact/implementation
- Demonstrate substantial role in practice initiatives with national impact on quality
- Produce innovative clinical programs that are disseminated and serve as models for other institutions
- Hold leadership roles in national committees/ organizations
- Maintain contributions with the department and institution
- Participate in high-intensity national level interdisciplinary health care-related work groups or committees with evidence of outstanding impact/improved outcomes
- Receive national recognition/awards for clinical expertise from professional and public groups
- Lead development of innovative clinical initiatives with evidence of national impact/outcomes

You must map/align your QI output to the institution's exact terminology



Quality Portfolio

Quality Leadership:

National:

2024-current **Chair, Pediatric Acute and Critical Care (PACC) Quality Network, The American Academy of Pediatrics**

Selected to serve a two year term as chair of the PACC Quality Network steering committee. Responsibilities include oversight of new national improvement collaborative initiatives, lead the steering committee to define and advance network strategic goals.

2022-current **Steering Committee member, Pediatric Acute and Critical Care (PACC) Quality Network, The American Academy of Pediatrics**

Selected to serve a three-year term on the steering committee for the PACC Network, an acute care quality network within the AAP. The PACC steering committee develops focus for national quality improvement collaboratives, identify future collaborative leaders and provide mentorship throughout the course of the collaborative time.

Project Title: Value in Inpatient Pediatrics Network: High Flow Interventions to Facilitate Less Overuse (HIFLO)

Timeframe: 2020-2022

Project Description/Goals: National quality improvement collaborative targeting HFNC overuse in the management of bronchiolitis. Lead expert workgroup in the development of two interventions with the global aim of reducing HFNC utilization- one intervention specifically targeting HFNC initiation (the High Flow Initiation Pause or HIP) and one intervention specifically targeting HFNC weaning practices (the High Flow Holiday). Worked to develop implementation toolkit that was disseminated to 86 participating hospital teams.

Role: Project co-lead

Team Members: Lead expert workgroup of 8 physicians, with representation from pediatric hospital medicine, pediatric critical care and pediatric emergency medicine from across the US and Canada.

Results: 86 participating hospital team conducted retrospective chart review to determine HFNC initiation rates, duration of HFNC treatment, length of stay and ED length of stay in patients admitted with mild to moderate bronchiolitis before and after implementation of HIP or Holiday protocols.

Dissemination: Baseline data reporting HFNC initiation rates, treatment duration and length of stay presented at PAS in 2022 with accompanying manuscript published in *Hospital Pediatrics* in 2023. Final data present as oral abstract at PAS 2023, and co-first author publication in *Pediatrics* in 2024.

Breakout Session # 1

Practice Aligning a Single QI Effort with Different Portfolio Domains

Map activities for this
project into these domains:

- Clinical impact
- Scholarship
- Leadership
- Education



Breakout Session # 1

Report Out

- Clinical impact
- Scholarship
- Leadership
- Education



Breakout session #2

Build Your Own Portfolio!

- Map your QI activities to your institution's promotion rubric
- Identify gaps



How to Address Gaps In Your Portfolio

Training

- Courses
- Certificate
- Graduate Degree

Teaching

- Coaching
- Mentoring
- Local Conferences
- Present at local faculty meetings

Scholarship

- Abstract
- Manuscript
- Pathway
- Pt Education

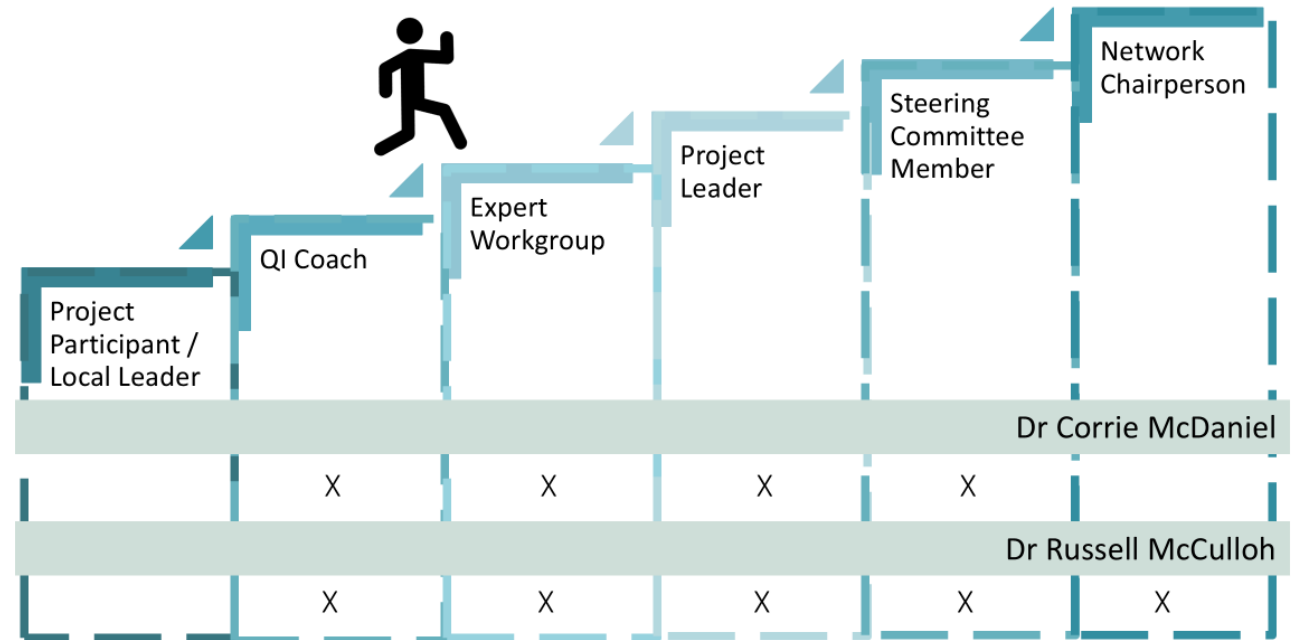
Leadership

- Site lead
- Co-lead a subgroup

PACCQN Roles and Educational Opportunities

- Multiple Roles
- Training
 - QI Didactics
 - QI Coaching

Member Opportunity/Development Trajectory



Take Home Points

- Unpublished QI activities belong in the promotion dossier
- 1 activity = many dossier domains
- Translate into institutional terminology



Debrief and Reflection

What is ONE thing you will change in your portfolio next week?



COMING SOON!

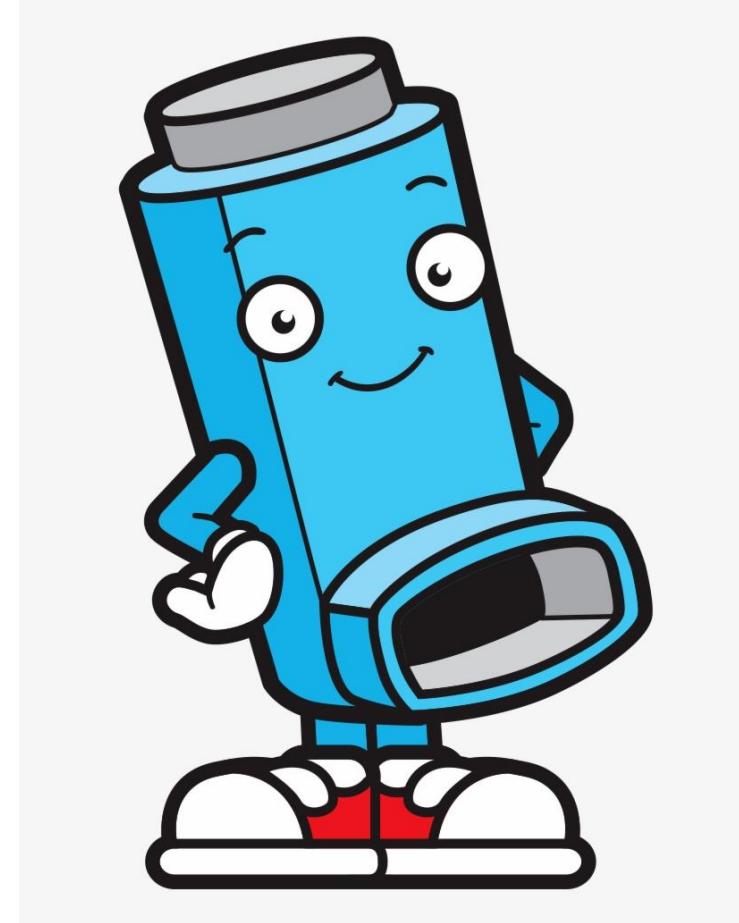
American Academy of Pediatrics
DEDICATED TO THE HEALTH OF ALL CHILDREN®



The Pediatric Acute & Critical Care Quality Network
is excited to announce its next national
collaborative focused on

Asthma

To sign up to receive notifications about this
project and others, please join the Network
listserv:



Thank you! Evaluation Time!!

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