



Promotions at Johns Hopkins

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Johns Hopkins Medicine: Mission/Vision Statement

- The mission of Johns Hopkins Medicine is to improve the health of the community and the world by **setting the standard of excellence in medical education, research and clinical care**
- Johns Hopkins Medicine **fosters intellectual discovery, creates and transmits innovative knowledge,** improves human health, and **provides medical leadership to the world**



Policies Governing Appointments and Promotions

- **THE GOLD BOOK**

- APPOINTMENTS, PROMOTIONS, AND PROFESSIONAL ACTIVITIES OF FULL-TIME FACULTY

- **THE SILVER BOOK**

- PROFESSIONAL DEVELOPMENT GUIDE FOR FULL AND PART-TIME FACULTY

<http://www.hopkinsmedicine.org/som/faculty/appointments/>



JHU/SOM Faculty Promotions: 2 Tracks

■ Scholarship

- Level of recognition outside JHH
 - Associate Prof- National contributor
 - Prof- National leader/international
- Criterion for recognition
 - Scholarship
 - Creation and/or dissemination of knowledge accessible to peer review
 - Written publications, grants
- Multiple pathways
 - Researcher
 - Educator
 - Program builder
 - Clinician of distinction

■ Clinical Excellence

- Level of recognition outside JHH
 - Associate Prof- Regional
 - Prof- National
- Criterion for recognition
 - Clinical excellence
 - 360 evaluations- peers/leaders, staff, learners, patients
 - Clinical leadership
 - Clinical program building
 - Clinical innovations/improvements
 - Clinical demonstration projects
 - Clinical awards
 - Geographic breadth of clinical draw

Logistics of Promotions Process: Departmental



- Department director nominates faculty for promotion
 - Specify “Scholarship” or “Clinical Excellence” track
 - Annual faculty reviews
 - Departmental review committees
- Credentialing officer submits nomination packet to SOM Dean’s office
 - Directors letter
 - CV
 - Electronic application
 - Referee list
 - Supplemental material



What if I disagree with my department's promotion decision?

- CV review by Sr. Associate Dean for Faculty Development
- Formal appeal to Vice-Dean/ Reappointment Review Committee evaluation



Logistics of Promotions Process

- Electronic application material completed by faculty
- Hard copy of material submitted to SOM by departmental credentialing coordinator
- SOM/Dean's office solicits evaluations and/or letters from referees
- Complete application material forwarded to SOM promotions committee for review
 - Clinical Excellence Promotion Committee (CEPC)
 - Associate Professor Promotions Committee (APPC)
 - Professorial Promotions Committee (PPC)
- Recommendation for promotion forwarded to Advisory Board of Medical Faculty
- Recommendation for promotion forwarded to JHU tenure advisory board (Prof only)



Faculty Career Progression is Our Priority

- We want you to be successful
- We're here to help
 - Office of Faculty Development
 - Promotions Committees Chairs/Co-Chairs

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Clinical Excellence Promotions Track: Rationale and Goals

- Expand opportunities for recognition and academic promotion of clinically-oriented faculty beyond what is provided by our single track process
- Create a new track that retains the robustness of current track and limits potential for perception of 2 “tiers” of faculty



Part I: Clinical Excellence Promotion Criteria

Promotion Criteria I: Clinical Effort and Excellence

Clinical Effort and Years at Rank	Associate Professor Expectation	Professor Expectation
<p>To be eligible for promotion in this track, individuals will devote >60 % of their effort to patient care. Leadership or administrative efforts directly related to the delivery of clinically excellent care, including clinical supervision and teaching of learners, can be counted toward this >60%.</p>	<p>Demonstration of sustained clinical excellence from appointment to Assistant Professor is required before one can be considered for promotion</p>	<p>Demonstration of sustained clinical excellence from appointment to Associate Professor is required before one can be considered for promotion</p>

Promotion Criteria 2: Clinical Performance and Contributions

Clinical Performance and Contributions Metrics documenting outstanding clinical performance and excellence can include, but not restricted to:	Associate Professor Expectation	Professor Expectation
Evaluation and ranking by peers and leaders , staff, learners (patients, as appropriate)	Judged by peers and leaders to be among the top 25 % of clinicians in their given clinical area that the reviewer has worked with professionally	Judged by peers and leaders to be among the top 10 % of clinicians in their given clinical area that the reviewer has worked with professionally
Clinical leadership	Moderate (evidence of clinical leadership that is recognized at the <u>Regional</u> level)	Extensive (evidence of clinical leadership that is recognized at the <u>National</u> level)
Clinical program building	Moderate (evidence of clinical program building that is recognized at the <u>Regional</u> level)	Accomplished (evidence of clinical program building that is recognized at the <u>National</u> level)

2) Clinical Performance and Contributions (cont'd)

Clinical Performance and Contributions Metrics documenting outstanding clinical performance and excellence can include, but not restricted to:	Associate Professor Expectation	Professor Expectation
Clinical innovations and improvements	Moderate (evidence of clinical innovations that are recognized at the Regional level)	Extensive (evidence of clinical innovations that are recognized at the National level)
Further Demonstration of Clinical Excellence (e.g., Clinical draw to the institution, evaluation by patients/staff, awards for clinical excellence, clinical demonstration projects)	Moderate (evidence of other clinical excellence contributions that are recognized at the Regional level)	Extensive (evidence of other clinical excellence contributions that are recognized at the National level)

Promotion Criteria 3: Recognition of Clinical Excellence

Recognition	Associate Professor Expectation	Professor Expectation
Evidence that the candidate is widely recognized and acknowledged by peers and leaders as an outstanding clinician	Letters of support from peers and leaders demonstrating that the candidate has <u>regional</u> recognition as an outstanding clinician	Letters of support from leaders and peers demonstrating that the candidate has <u>national</u> recognition as an outstanding clinician

Promotion Criteria 4: Teaching and Mentorship

Teaching and Mentorship	Associate Professor Expectation	Professor Expectation
<p>All candidates must show engagement with the JHM teaching mission. Based on setting, varied methods are acceptable (e.g., precepting, classroom, CME, online) and diverse learners will be considered (students, residents, fellows, peers, allied health professionals, community stakeholders [e.g., patients, family, faith leaders]).</p> <p>Mentorship of students, residents, fellows, and junior faculty is also heavily weighted.</p>	<p>Evaluation from learners and mentees documenting professionalism, teaching and clinical skills</p> <p>Evidence of engagement and contributions to the JHM teaching mission</p>	<p>Evaluation from learners and mentees documenting professionalism, teaching and clinical skills</p> <p>Evidence of engagement and contributions to the JHM teaching mission</p>

Promotion Criteria 5: Discovery

Research Engagement	Associate Professor Expectation	Professor Expectation
All candidates must show engagement and contributions to the JHM discovery mission. Based on the setting, varied forms of engagement will be considered (e.g., conducting or participating in clinical trials, patient registries, patient recruitment, contributing biospecimens, QI, Safety & Quality and Operations Research)	Evidence of engagement and contributions to the JHM discovery mission	Evidence of engagement and contributions to the JHM discovery mission

Promotion Criteria 6: Dissemination

Dissemination of Clinical Ideas/Perspectives Expertise/Innovation/Research Collaborations	Associate Professor Expectation	Professor Expectation
Dissemination of clinical excellence practice at the regional and/or national level. Diverse formats and audience for dissemination will be considered, including: published clinical and/or Q/I research, case reports, clinical reviews, clinical guidelines, quality and safety protocols, web-based presence (blogs, Twitter, CLOSLER), team-based research collaboration of clinicians, community education, public health advocacy	Moderate (evidence of dissemination of impactful clinical idea/perspectives/expertise/innovations at the Regional level)	More broad and extensive (evidence of dissemination of impactful clinical idea/perspectives/expertise/innovations at the National level)

Promotion Criteria 7: Institutional Contributions

Institutional Contributions	Associate Professor Expectation	Professor Expectation
Evidence of substantive contributions to JHM through active engagement with JHM quality, safety and access initiatives, and/or other Institutional initiatives and Committees	Moderate (Evidence of substantive contributions to JHM quality, safety and access initiatives, and/or other Institutional initiative and Committees)	More extensive (Evidence of leadership of JHM quality, safety and access initiatives, and/or other Institutional initiative and Committees)



Part II: Clinical Excellence Promotion Package and Process

What is in the Clinical Excellence Promotion Package?

- Application (fillable PDF until Nomination Manager is updated)
- Nomination Letter from Department Chair
- Academic CV
- Online 360 survey by peers and leaders, staff, learners, and patients (as appropriate) evaluating the candidate's clinical excellence
- Internal and external letters of reference from peers and leaders that evaluate the candidate's clinical excellence and regional/national reputation

I. Nomination Letter from Department Director

Letter should describe how the candidate meets the seven promotion criteria, with a particular emphasis on evidence of clinical excellence:

1. Description of candidate's sustained Clinical Excellence and Effort, including current percent clinical effort (patient care, clinical teaching, clinical leadership) and history of sustained clinical excellence
2. Description of candidate's Clinical Performance and Contributions, including program building, clinical innovations, leadership, quality improvement, etc.
3. Evidence of Recognition of Clinical Excellence at Regional (for Associate Professor) and/or National level (for Professor)
4. Evidence of Engagement in the Teaching Mission and Mentorship
5. Evidence of Engagement and Contributions to the JHM Research and Discovery Mission
6. Evidence of Publications, Presentations and Other Communications Disseminating Clinical Excellence such as talks, guideline development, health advocacy, community engagement and education
7. Evidence of contributions to JHM initiatives and/or committees

Nomination letter should discuss evidence of other accomplishments supporting the clinical excellence of the candidate

II. Academic C.V.

Provide updated C.V. in the most recent format (ABMF Dec 2015) and **include annotated detail** of the following :

- Clinical activities - make explicit reference to % effort related to direct patient care, teaching clinical care, and administrative time devoted to clinical care services
- Clinical setting and draw to the institution
- Clinical demonstration projects
- Clinical leadership
- Clinical program building
- Quality improvement, patient safety, and operations management initiatives
- Contribution to Research/Discovery - make specific note of discovery activities related to engagement with clinical/safety/QI/operations research projects such as participation in clinical trials, registries, collection of biospecimens, IRB work, etc.
- Contributions to Teaching/Mentorship
- Dissemination of clinical excellence at the Regional (for Associate Professor) and/or National (for Professor) level
- Awards and Honors for clinical accomplishments

III. 360° Clinical Excellence Evaluation (Survey)

Internal and/or external *referees* who can rate the clinical excellence –specifically the clinical skill, knowledge, acumen, communication, collegiality, professionalism, and reputation of the candidate.

Candidate will provide the CE Promotions Committee with contact information for 25-30 referees, including email. Referees will receive a brief online survey asking them to rate the candidate on several dimensions of clinical excellence. Names should include individuals in the following groups **with** distribution of referees as appropriate to candidate's specialty:

- Peers and/or leaders familiar with candidate's clinical excellence
- Staff familiar with the candidate's clinical excellence
- Learners familiar with the candidate's clinical excellence
- Patients familiar with the candidate's clinical excellence (**when appropriate for clinical specialty or role**)

IV. Letters of Reference for Overall Assessment of Candidate

A request for overall evaluation of the candidate for promotion on the Clinical Excellence track will be sent to internal and/or external peer or leader *reviewers* (may include 360° referees). Reviewers will be provided the candidate's CV and 360° Clinical Excellence evaluations and asked to assess the candidate's clinical excellence (based on personal knowledge and/or review of candidate's CV and 360° Clinical Excellence evaluations, as well as Regional (for Associate Professor promotions) or National (for Professor promotions) reputation of the candidate).

V. (Optional) Supplemental Material supporting the clinical excellence of the candidate



Logistics of Promotions Process: Clinical Excellence Track

- Application material completed by faculty member
 - Electronic application; names/contacts for 360 evaluators (25-30); names/contacts (\geq Assoc Prof) for letters of reference (8 outside, 6 inside); CV; Dept Director's letter; Supplemental materials
- Packet submitted to CEPC- review of Assoc Prof and Prof candidates
 - Representatives from all clinical departments
 - Solicitation of 360 evaluations and letters of reference
- Recommendation forwarded to APPC or PPC; presentation and vote
- Recommendation forwarded to Advisory Board of Medical Faculty; presentation and vote
- Recommendation forwarded to JHU tenure advisory board (Prof only)