Armstrong Institute Membership Criteria

The Armstrong Institute for Patient Safety and Quality (AI) at Johns Hopkins Medicine (JHM) welcomes collaboration with faculty and staff across Johns Hopkins University (JHU) to improve patient safety, quality, experience, equity and value. This document discusses criteria for selection and responsibilities of faculty and members appointed to AI. Continued success and scholarship at JHU requires teams and a community of investigators who share similar passions and interest, who can share core resources and ideas and methods both formally and informally. Membership in AI affords such an opportunity for quality, safety and equity scholars and practitioners throughout JHU and JHM to collaborate.

To advance the JHM tripartite mission of research, education, and patient care, the AI welcomes participation from **all** members of the broader JHU and JHM faculty and clinical operations community who are interested in aspects of care delivery. Our goal is to increase interest, engage, and provide mentoring to JHU faculty and operational leaders/staff with roles supporting safety, quality, equity and other health services delivery goals.

Members will be either: **faculty**, those with an academic appointment at a JHU school; or **staff**, those employed by a JHM entity who are involved in safety and quality implementation or scholarship and who do not hold a faculty appointment. Visiting faculty must have an academic appointment at their home academic institution. A second descriptor will help further delineate the member's role in AI's activities in advancing patient safety, quality, experience or equity (PSQE). The designation will be determined by the degree of the member's involvement with AI and PSQE improvement efforts and their readiness/ ability to mentor others in PSQE. The main designations are: Affiliate or Core members (described below). In addition, there is a Visiting designation and a Principal Faculty role (also described below). *Applications for Principal Faculty are handled separately, as a hiring decision.* (Hired staff of the Armstrong Institute are not subject to these appointment criteria or to review by the Membership Review Committee.)

Additional designations include "Charter Members" (original members of the Quality and Safety Research Group [QSRG] or the Center for Innovation in Quality Patient Care), who are automatically granted Core status without re-application. However, these members may be asked to provide supporting documentation regarding their ongoing AI-related activities. "Senior Advisors" are leaders in quality, safety, experience and equity whose work provides important support for the mission of AI, although they are not closely involved in other AI activities. Finally, individuals or delegations may arrange for short-term site visits with AI known as "Observerships," which may include tours of Hopkins facilities, interview schedules and presentation opportunities.

Applications for AI membership will be accepted on a rolling basis and discussed at a monthly Membership Review Committee meeting. AI Affiliate and Core members' status will be reviewed by the Committee every three years. The committee will review Visiting Faculty appointments annually, including engagement of the AI sponsor and the visitor's home department/institution. AI members will be asked to provide supporting documentation for renewal of their appointments.

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The criteria for appointments with AI are summarized in Table 1 and key appointments are discussed in detail below.

Overview Table: Nomenclature for AI membership designations

Designation*	Description / Criteria
Principal	**Established leader meeting AT LEAST ONE of these criteria:** • AI Director, AI Center Director or Co-director, AI Satellite Director, or plays other significant leadership role in AI • Extensive involvement or engagement with AI internal operations (e.g., chairing multiple AI committees, leading major teaching programs) • Significant leadership role in PSQE at a JHM entity • At least 50% of member's grant/contract/service funding flows through AI • Hired through AI and maintains original or new role in AI
Core	**Established PSQE Scholar or Expert meeting ALL the following criteria:** • Attends AI meetings and supports PSQE research or work • Leads at least one PSQE project per year • Available to mentor/sponsor others for AI (for PSQE projects or career development)
Affiliate	**Developing PSQE Scholar or Expert meeting ALL the following criteria:** • Attends AI meetings and supports PSQE research or work • Helps with at least one PSQE project per year • Has an AI Core or Principal member as a sponsor
Senior Advisor	**Institutional leader who supports the AI mission without direct involvement in AI efforts:** • Provides support, supervision, mentorship, or partnership that enhances AI activities (e.g., Dean of the School of Medicine; Department Directors)
Visiting	**External (non-Hopkins) faculty who is formally appointed as a visitor at Johns Hopkins, is on site, and meets ALL the following criteria:** • Faculty at an academic institution (appointed or hired) • Meets all institutional criteria and follow all institutional procedures for visitors • Assigned to a "home department" within Johns Hopkins • Has an AI Core or Principal member as a sponsor. • Persons without a faculty appointment at an external institution may be considered for visiting status on a case-by-case basis
Observer	**Individual or delegation participating in a short onsite visit with AI** • Handles own travel, lodging, visa arrangements at minimal cost to AI

* Only the designation representing the highest level of engagement applies. All internal appointments are for three years, while visiting status is granted for one year. AI Sponsor refers to an AI Core faculty or staff member who agree to link the applicant to AI opportunities and peers and to offer mentorship on growth in PSQE at least once

annually. Abbreviations: AI – Armstrong Institute for Patient Safety and Quality; PSQE – Patient Safety, Quality, and Equity

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Core Member
Armstrong Institute for Patient Safety and Quality
(Must be extensively involved with AI – example: grants, operations, mentorship of people in quality and safety)

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Faculty and staff are eligible to receive this appointment if they a) meet all requirements, b) fulfill all responsibilities, and c) complete the AI appointment process as outlined in "Procedures for AI Candidacy." Core faculty and staff members may have swing space inside an AI location, will be expected to attend AI faculty and staff meetings and participate in strategic planning, and operate to advance the mission of the AI. The Director must approve allocation of space and other scarce institutional resources prior to assignment. An overview of requirements across designations is in Table 2.

Eligibility Requirements (All)
- Completed advanced degree in a field relevant to the AI mission or a scholarly focus on patient safety, quality improvement, and/or equity as demonstrated through peer-reviewed articles, presentations, and volunteer or funded projects.
- Primary faculty appointment at a JHU school (full or part-time) OR staff appointment in and JHM entity with involvement in PSQE
- Ability and willingness to provide mentorship in quality and patient safety scholarship, career development, and/or project initiatives.
- Demonstrated prior commitment to patient safety and quality and active involvement with grants, contracts, personnel, committees, improvement projects or other PSQE-field citizenship behaviors.

Term of Appointment: 3 years

Responsibilities
<u>Core Members</u> must make meaningful contributions through several or all of the following:
1. Contribute to the teaching mission of the AI by teaching or directing AI non-credit courses (workshops and trainings) sponsored by the AI.
2. Contribute to the quality improvement mission of the AI by being available to serve as advisor on improvement projects and actively working to improve quality and patient safety within the JHM
3. Contribute to the research mission of the AI by participating in AI grants or contracts, collaborating scientifically with other core members and/or making significant contributions to AI program development.
4. Attend and participate in Faculty and Staff Meetings and other AI meetings/conferences (including Research in Progress).
5. Participate in AI committees.
6. Participate in the mentoring of students, staff, trainees and other faculty.
7. Sponsor (mentor) new members of AI and provide mentorship touchpoints at least 1x per year, as well as upon renewal of membership (Sponsoring does not imply financial support).
8. Provide leadership and model the mission and culture of Armstrong Institute.
9. Publicize membership in AI by including in email signatures

Privileges

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- Utilize swing space in AI locations with permission of Director.
- Core *faculty* may use AI for grant preparation and administration if a) there is capacity (determined by AI financial and research staff) and b) primary department accepts the arrangement. Rules of appointment regarding eligibility to serve as a PI follow the appointee to AI.
- Identification on and use of AI letterhead as Core Member.
- Permission to identify self as Core AI member on CV and/or business cards.
- Inclusion of AI text in Resources/Environment section of grant applications.
- Use of AI conference rooms with a reservation.
- Use of AI equipment.
- Access to other core resources as available.

Opportunities
- Present at Grand Rounds
- Present at Research-in-Progress Seminars
- Access to AI Sharepoint (internal communications page)
- Access to AI network of colleagues, chance to build your professional contacts within and outside AI (clinical, technical, research)
- May participate by invitation in grants and contracts; May propose collaborations with other AI members
- Receive notices of funding opportunities (e.g., ACTION Requests for Task Orders)
- Teaching--Core Members may propose courses to offer through AI
- Operations--Core Members may be tapped to participate in operations projects; Core Members may propose projects to operations (operations is not obligated to accept)
- Participate in Writing Accountability Groups, Paper Partnerships, training and education and other capacity builders
- Invitations to AI Events

Affiliate Member
Armstrong Institute for Patient Safety and Quality

Faculty andStaff are eligible to receive this appointment if they a) meet all eligibility requirements, b) fulfill some, but not necessarily all responsibilities, and c) complete the AI appointment process as outlined in "Procedures for AI Candidacy." Consideration will be given not only to the number of responsibilities met, but also to the closeness of the association with the AI and its Core Faculty and Staff Members. This appointment recognizes faculty who have close working associations with AI Faculty and Members and who have contributed to the AI mission and goals. Affiliate Faculty/Members will be able to participate in a community of scholars working on PSQE and may: participate in training and conduct of research, receive mentoring, and assist in implementing and evaluating interventions throughout JHM. An overview of requirements across designations is offered in Table 2.

Requirements (All)
▪ Completed advanced degree in a field relevant to the AI mission or a scholarly focus on patient safety, quality improvement, and/or equity as demonstrated through peer-reviewed articles, presentations, and volunteer or funded projects.
▪ Primary faculty appointment at The Johns Hopkins University or staff appointment at JHM with involvement in PSQE
▪ Demonstrated interest in patient safety and quality and willingness to be actively involved with Armstrong Institute events, faculty meetings, research or clinical operations projects, AI personnel, and committees or other citizenship behaviors.

Term of Appointment: 3 years

Responsibilities
Affiliate Members must attend and participate in faculty and staff meetings and other AI meetings/conferences (notably, Grand Rounds) **AND** must fulfill **AT LEAST ONE** of the following:
1. Participate regularly in major courses sponsored by the AI or other core activities.
2. Contribute to quality and patient safety projects within the JHM.
3. Participate in AI grants, collaborating scientifically with other core faculty members
4. Make contributions to AI program development or sit on AI committees/ planning groups
5. Provide leadership and model the mission and culture of Armstrong Institute.

Privileges
• Utilize swing space in AI locations with permission of Director.
• Identification on and use of AI letterhead as Affiliate Faculty.
• Permission to identify self as Affiliate AI faculty/member on CV and/or business cards.
• Inclusion of AI text in Resources/Environment section of grant applications.
• Use of AI conference rooms with reservations.
• Use of AI equipment.

Opportunities
• Present at Grand Rounds

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- Present at Research-in-Progress Seminars
- Access to AI Sharepoint (internal communications page)
- Access to AI network of colleagues, chance to build your professional contacts within and outside AI (clinical, technical, research)
- May participate by invitation in grants and contracts; May propose collaborations with other AI members
- Receive notices of funding opportunities (e.g., ACTION Requests for Task Orders)
- Teaching—Members may propose courses to offer through AI
- Operations—Members may be tapped to participate in operations projects; faculty/members may propose projects to operations (operations is not obligated to accept)
- Participate in Writing Accountability Groups, Paper Partnerships, training and education and other capacity builders
- Invitations to AI Events

Visiting Faculty or Member
Armstrong Institute for Patient Safety and Quality

Individuals are eligible to receive this appointment if they a) meet all requirements as for Affiliate Faculty/Members above except permanent full-time JHU faculty appointments; b) are prepared to fulfill some, but not necessarily all, responsibilities; and c) complete the AI appointment process as outlined in "Procedures for AI Candidacy." Visiting faculty status can only be awarded to individuals who have obtained a visiting appointment with a department that has the ability to grant primary appointments. An AI visiting faculty will by definition be expected to be geographically located on campus of The Johns Hopkins University in Baltimore, MD and have close working associations with AI Faculty. This appointment lasts 1 year. *Individuals who do not have a faculty appointment may be considered on a case-by-case basis.* A comparison of appointments appears in Table 2.

Requirements (All)
▪ Completed advanced degree in field relevant to the AI mission or a scholarly focus on patient safety and quality improvement, demonstrated through peer-reviewed articles, presentations, and volunteer or funded projects.
▪ Primary faculty appointment at academic university.
▪ *Individuals who do not have a faculty appointment may be considered on a case-by-case basis.*

Term of Appointment: 1 year

Responsibilities
Visiting Faculty must attend faculty and staff meetings **AND** fulfill **AT LEAST ONE** of the following:
1. Participate in major courses or other events and activities sponsored by the AI.
2. Collaborate closely with AI personnel.
3. Contribute to the research mission of the AI by participating in AI grants, collaborating scientifically with faculty members and/or making significant contributions to AI program development.
4. Contribute to the quality improvement mission of the AI by being available to advise on quality and patient safety projects within the JHM.

Privileges
• Utilize swing space in AI locations with permission of Director.
• Identification on and use of AI letterhead as Visiting Faculty.
• Permission to identify self as Visiting AI faculty on CV and/or business cards.
• Inclusion of AI text in Resources/Environment section of grant applications.
• Use of AI conference rooms with reservations.
• Use of AI equipment.

Opportunities
• Present at Grand Rounds
• Present at Research-in-Progress Seminars

- Access to AI network of colleagues, chance to build your professional contacts within and outside AI (clinical, technical, research)
- May participate by invitation in grants and contracts; May propose collaborations with other AI members
- Receive notices of funding opportunities (e.g., ACTION Requests for Task Orders)
- Teaching—Faculty may propose courses to offer through AI
- Operations--Faculty may be tapped to participate in operations projects; faculty may propose projects to operations (operations is not obligated to accept)
- Participate in Writing Accountability Groups, Paper Partnerships, training and education and other capacity builders
- Invitations to AI Events

Observership
Armstrong Institute for Patient Safety and Quality

An individual or delegation may request a short onsite visit with AI if they meet the responsibilities:

Responsibilities
- Visit of no longer than three business days
- Visit must be arranged at least one month in advance with the Armstrong Institute Administrator Robert Elliott and his staff
- Visitors must handle their own travel and lodging arrangements (although AI can provide recommendations), own VISA
- Arrangements must be at minimal cost to AI, on an as available basis.
- Observerships require a visit sponsor/ collaborator who is Faculty or a Member of AI.

Privileges
- Utilize swing space in AI locations during visit with permission of Director.
- Permission to identify self as having completed an AI Observership on CV.

Opportunities
- Present at a Research-in-Progress Seminar
- Access to AI network of colleagues, chance to build your professional contacts within and outside AI (clinical, technical, research)
- Invitations to AI Events

Overview

	Core Member	Affiliate Member	Visiting Faculty
Requirements			
Training: Advanced degree or scholarship in field relevant to AI mission	X	X	X
Scholarship: Peer-reviewed publications in the field of patient safety and/or quality OR	X	X	X
Contribution to Operational Mission	X	X	
Faculty or Staff appointment: Johns Hopkins University	X	X	
Faculty appointment: Academic University			X
Term	3 years	3 years	1 year
Responsibilities			
Contribute to teaching mission of AI	X	X or	X or
Contribute to quality improvement mission of AI	X	X or	X or
Contribute to the research mission of AI	X	X	X
Attend Faculty Meetings	X	X	X
Participate in mentoring	X		
Privileges			
Access to Swing Space in the AI (with permission)	X	X	X
Use of AI administrative/financial team support	X (faculty only)		
Use AI letterhead	X	X	X
Identification as AI member on CV and business cards (appropriate designation)	X	X	X
Inclusion of AI in Resources/Environment section of grants	X (faculty only)	X (faculty only)	X (faculty only)
Use of AI conference rooms (with reservations)	X	X	X
Use of AI equipment	X	X	X
Access to other AI resources as available	X		

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