

#### 4. Faculty Advancement within the Non-tenure Track Patient Care Single Mission Pathway

##### Supporting Information About Expectations for Each Rank

Expectations of excellence at each rank within the non-tenure track based solely on contributions to the patient care mission are outlined below.

It is expected that a faculty member within the Patient Care Single Mission Pathway will focus his or her efforts primarily on healthcare, as demonstrated by excellent productivity, high standards of professionalism, and evidence of strong contributions to one or more of the following areas, as they relate to patient care: clinical leadership, clinical expertise, business development, and quality and safety.

Rank	Sample Expectations
<b>Instructor (Non-tenure track, patient care single mission)</b>	<ul style="list-style-type: none"> <li>• Board eligible or certified with appropriate terminal degree required for practice (or equivalent).</li> <li>• Board certification in specialty or subspecialty may be required, as appropriate, by some departments.</li> </ul>
<b>Assistant Professor (Non-tenure track, patient care single mission)</b>	<ul style="list-style-type: none"> <li>• Board eligible or certified with appropriate terminal degree required for practice (or equivalent).</li> <li>• Board certification in specialty or subspecialty may be required, as appropriate, by some departments.</li> <li>• Efforts focused on the patient care mission with excellence, professionalism and high productivity (generally, at least 80% of effort devoted to clinical activities and patient care).</li> <li>• Demonstrated potential or local contributions to some or all of the following healthcare areas: clinical leadership, clinical expertise and reputation, business development, and quality and safety.</li> </ul>
<b>Associate Professor (Non-tenured, patient care single mission)</b>	<ul style="list-style-type: none"> <li>• Board certified with appropriate terminal degree required for practice (or equivalent).</li> <li>• Board certification in specialty or subspecialty may be required, as appropriate, by some departments.</li> <li>• Efforts focused on the patient care mission with excellence, professionalism and high productivity (generally, at least 80% of effort devoted to clinical activities and patient care).</li> <li>• Significant achievements (since the last promotion, if applicable) within some or all of the following healthcare areas: clinical leadership, clinical expertise and reputation, business development, and quality and safety.</li> <li>• Demonstrated local or national leadership in patient care or the clinical domain (e.g., leading quality</li> </ul>

	<p>improvement or patient safety project with demonstrated improvement in care delivery or patient outcomes).</p> <ul style="list-style-type: none"> <li>• Participation in institutional committees (e.g., Quality Improvement Committees at BTGH, FGP, or VA) or as mentor of a trainee in a quality improvement project.</li> <li>• Contributions to quality improvement or patient safety in abstract or written form (e.g., publication, newsletters), or documented through awards.</li> <li>• Excellence in patient care or clinical leadership as documented through awards (e.g., Star Award for Excellence in Patient Care or Physician of the Quarter).</li> <li>• Strong reputation as a clinical expert, based on internal or external peer review.</li> <li>• Innovation leading to institutional or venture capital investment in a tool, strategy, innovation, or policy program.</li> <li>• REQUIRED. Documentation of breadth, depth, quantity and quality of contributions in the form of a Patient Care Portfolio.</li> <li>• REQUIRED. Minimum of three letters of recommendation.</li> </ul>
<p><b>Professor (Non-tenured, patient care single mission)</b></p>	<ul style="list-style-type: none"> <li>• Board certified with appropriate terminal degree.</li> <li>• Board certification in specialty or subspecialty may be required, as appropriate, by some departments.</li> <li>• Efforts focused on the patient care mission excellence, professionalism and high productivity (generally, at least 80% of effort devoted to clinical activities and patient care).</li> <li>• Sustained achievements within some or all of the following healthcare areas: clinical leadership, expertise and reputation, business development, and quality and safety.</li> <li>• Demonstrated departmental, institutional, regional, national and/or international leadership in patient care or the clinical domain (e.g., leading quality improvement or patient safety project with demonstrated improvement in care delivery of patient outcomes).</li> <li>• Participation in departmental, institutional, national, and/or international committees or task forces related to clinical care (e.g., quality improvement and patient safety).</li> <li>• External reputation, as evidenced through invitations from external organizations to speak and/or provide advice (e.g., about quality improvement and patient safety).</li> </ul>

	<ul style="list-style-type: none"><li>• Leadership in development, adaptation or dissemination of healthcare guidelines.</li><li>• Contributions to quality improvement or patient safety in abstract or written form (e.g., publications, newsletters), or documented through awards.</li><li>• Dissemination of a quality improvement or patient safety innovation in abstract, written, or presentation form.</li><li>• Excellence in patient care or clinical leadership, as documented through awards (e.g., Star or Master Clinician Awards for Excellence in Patient Care or Physician of the Quarter).</li><li>• Strong reputation for excellence as a clinical expert based on internal or external peer review.</li><li>• Innovation leading to institutional or venture capital investment in a tool, strategy, innovation, or policy program.</li><li>• REQUIRED. Documentation of breadth, depth, quantity and quality of contributions in the form of a Patient Care Portfolio.</li><li>• REQUIRED. Minimum of six letters of recommendation.</li></ul>
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