ICTR Institute for Clinical and Translational Research AT EINSTEIN AND MONTEFIORE

Building Bridges in the Bronx and Beyond

CQI and Evaluation

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EINSTEIN Albert Einstein College of Medicine

Montefiore

Recall: Our Evaluation Strategy

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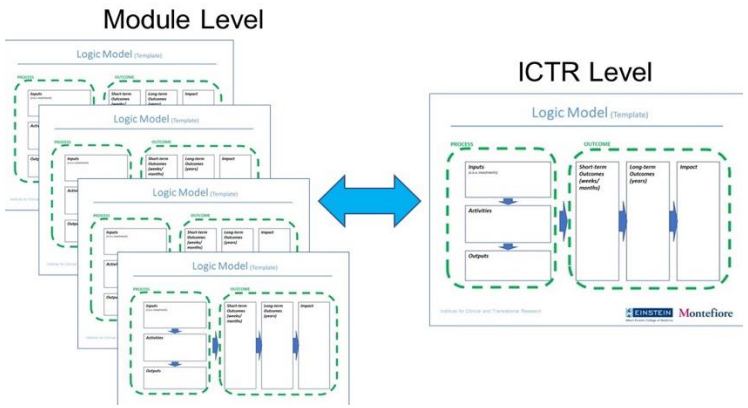
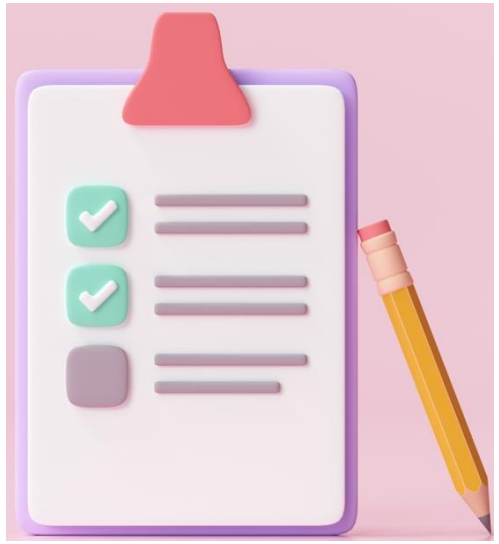
*What **processes** cause our outcomes?*

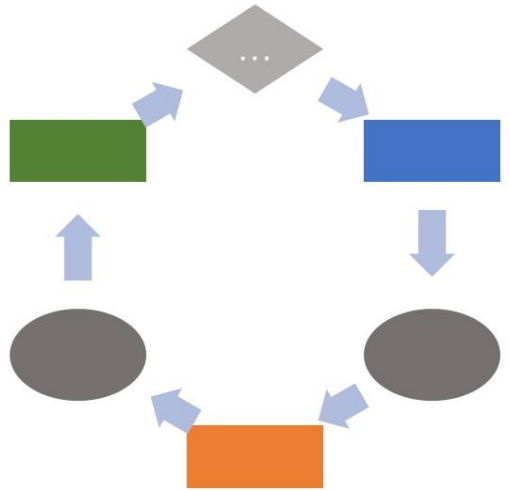
*What **metrics** prove our outcomes?*

*What **actions** improve our outcomes?*

Logic Model ⟷ Measurement ⟷ Improvement







F-A-C-E

EAC Recommendation Responses: 1/2

"The EAC would like the module to consider whether the addition of CQI on top of regular evaluation is creating challenges with respect to staffing and bandwidth."

- Our CQI & evaluation strategy is a decentralized and centralized **partnership.**
  - **Module leaders** bring their subject/content expertise (decentralized).
  - **CQI team** brings their methodological support (centralized).
    - Moving from *Prove* to *Improve*: CQI serves *facilitators/partners/enablement*, not evaluation as *auditors.*

      "We don't make a lot of the products you buy;

      We make a lot of the products you buy better." - *BASF corporate slogan (1990s)*
- Director of Evaluation's (C. Lechuga) non-evaluation responsibilities distributed to other staff to increase capacity for CQI activities.

EAC Recommendation Responses: 2/2

"The EAC would like to see the impact of CQI connecting different modules across the ICTR and groups across the institution."

- We conducted a new CQI project with the Strategic Management (SM) module (June-October 2025)

  Focus: How can we advance cross-module collaboration?

  Analyze: Developed new *Goals-Activities-Metrics* tracking database.

  Change:
    - Used DB to visualize connections between modules (in support of retreat planning).
    - Identified and prioritized **15** collaboration opportunities, 7 of which were already in progress.

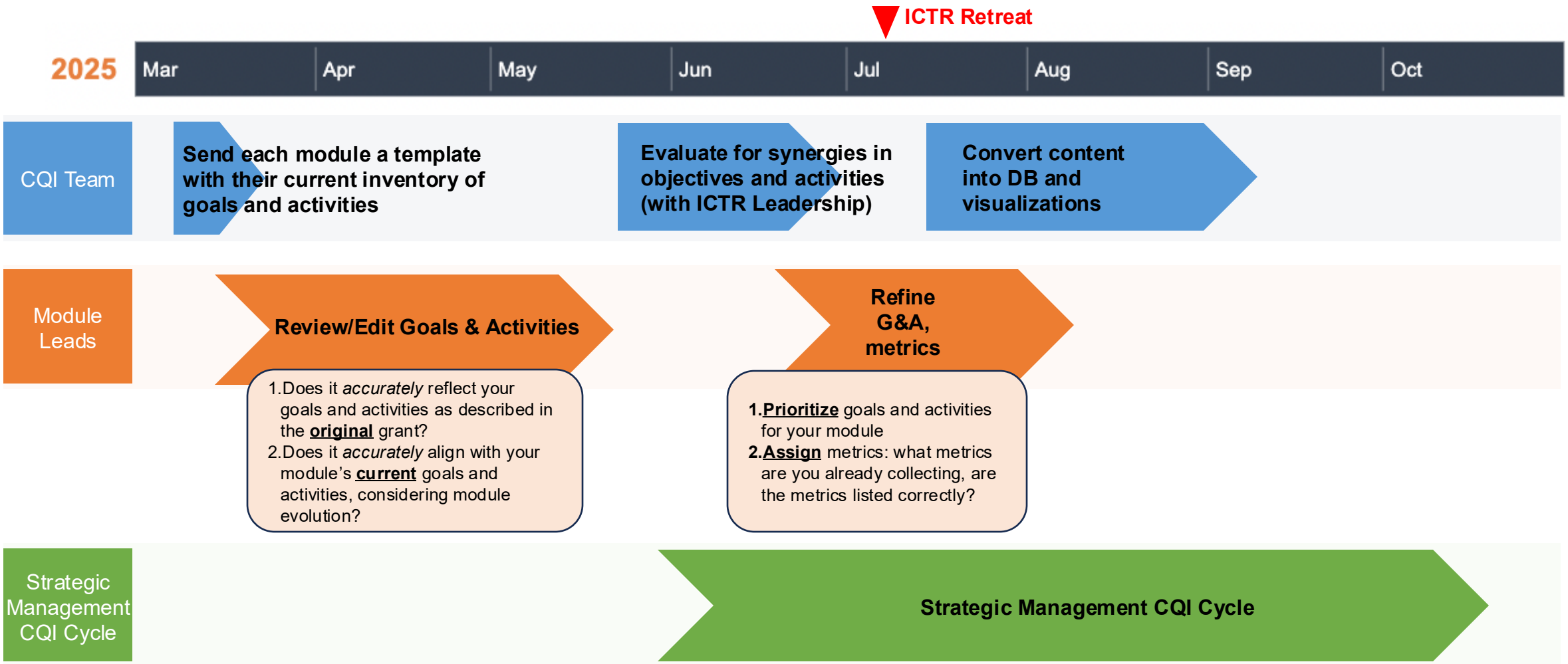
  Evaluate: Collaborations are developed and in progress!

SM CQI Project Focus: How can we advance cross-module collaboration?

Analyze: Develop Goals-Activities-Metrics (G-A-M Database)

- Module activity/metric tracking was decentralized, not systematic.
- Module goals evolve; need for systematic review, particularly to help measure and report impact.
- Goals-Activities-Metrics Database: enables visualization and analysis of cross-module overlap in goals, activities, and metrics to find collaboration opportunities.

G-A-M Database Development



Database Structure

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ICTR-Goal Table

ICTR Goal ID#	I-Goal Text
1	Advance TS
2	Comm Engag
3	Sci Resources
4	WFD
5	Partnership

+ 21 subgoals

Module-Goal Table

Module	Mod Goal ID	M-Goal Text
WFD	W1	Expand CTS Education
WFD	W2	Pathway progs
WFD	W3	Career Dev progs
HI	H1	Data integration
HI	H2	Analytics Platforms

38 Goals across 9 modules

Module Activity Table

Mod Goal ID	Mod Act ID	M-Activity Text
W1	W1.1	CRTP
W1	W1.2	Certificate Prog
W1	W1.3	PhD Support
W2	W2.1	Lunch & Learn
W2	W2.2	BS Lehman support

~100 Activities

Module Metrics Table

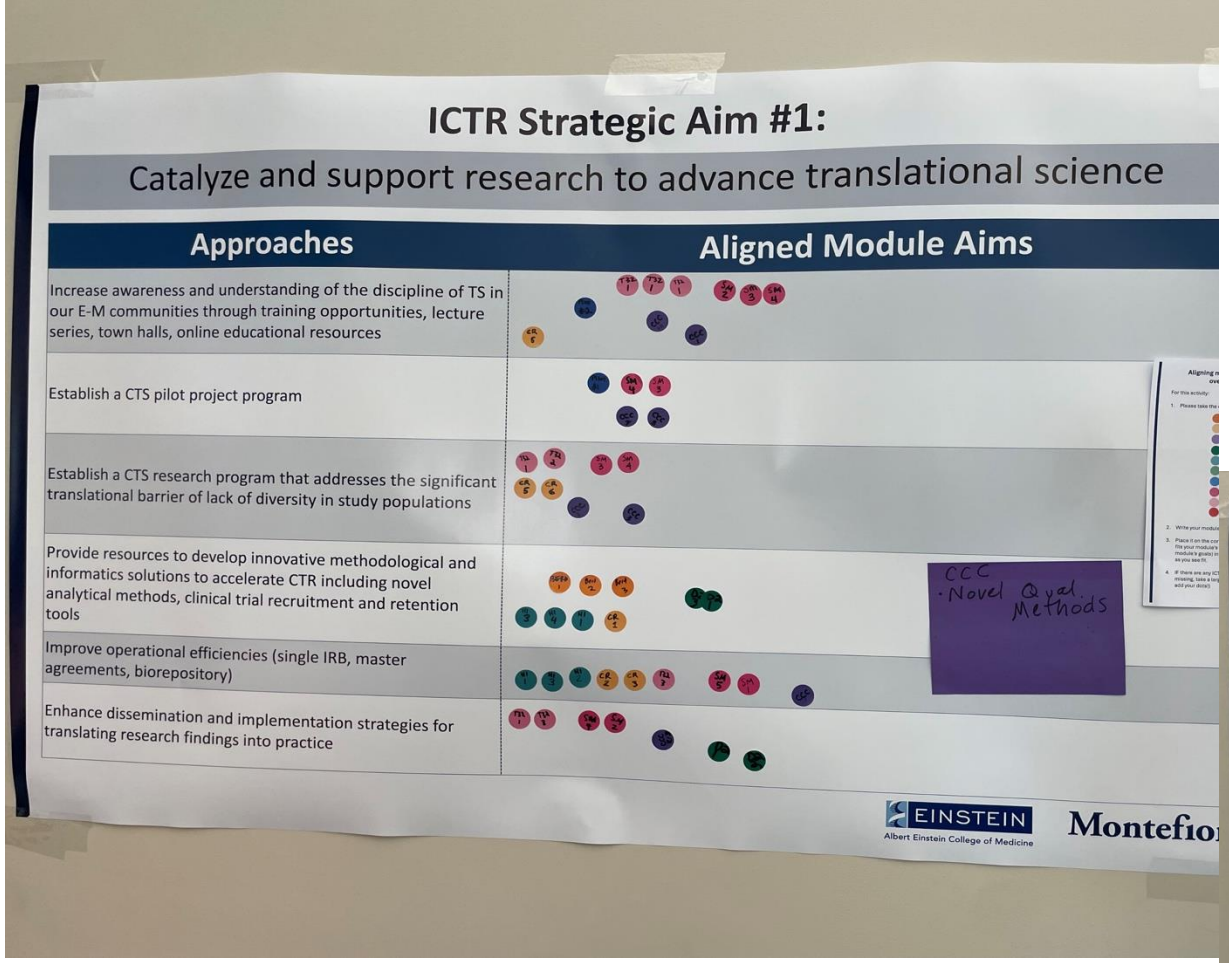
Mod Act ID	Metric ID	Metric Text
W1.1	1	# attendees
W1.1	2	Satisfaction
W1.1	3	Assessment
W1.2	1	#attendees
W1.2	2	publications

~300 Metrics

Goal Mapping Table

ICTR Goal ID#	Mod Goal ID
1	W1
1	W2
4	W2
2	W3
4	W3

Analytical Summary (in 2 slides)


ICTR Strategic Aim #1:
Catalyze and support research to advance translational science
Approaches
Aligned Module Aims
Increase awareness and understanding of the discipline of TS in our E-M communities through training opportunities, lecture series, town halls, online educational resources
Establish a CTS pilot project program
Establish a CTS research program that addresses the significant translational barrier of lack of diversity in study populations
Provide resources to develop innovative methodological and informatics solutions to accelerate CTR including novel analytical methods, clinical trial recruitment and retention tools
CCC
·Novel Qual Methods
Improve operational efficiencies (single IRB, master agreements, biorepository)
Enhance dissemination and implementation strategies for translating research findings into practice
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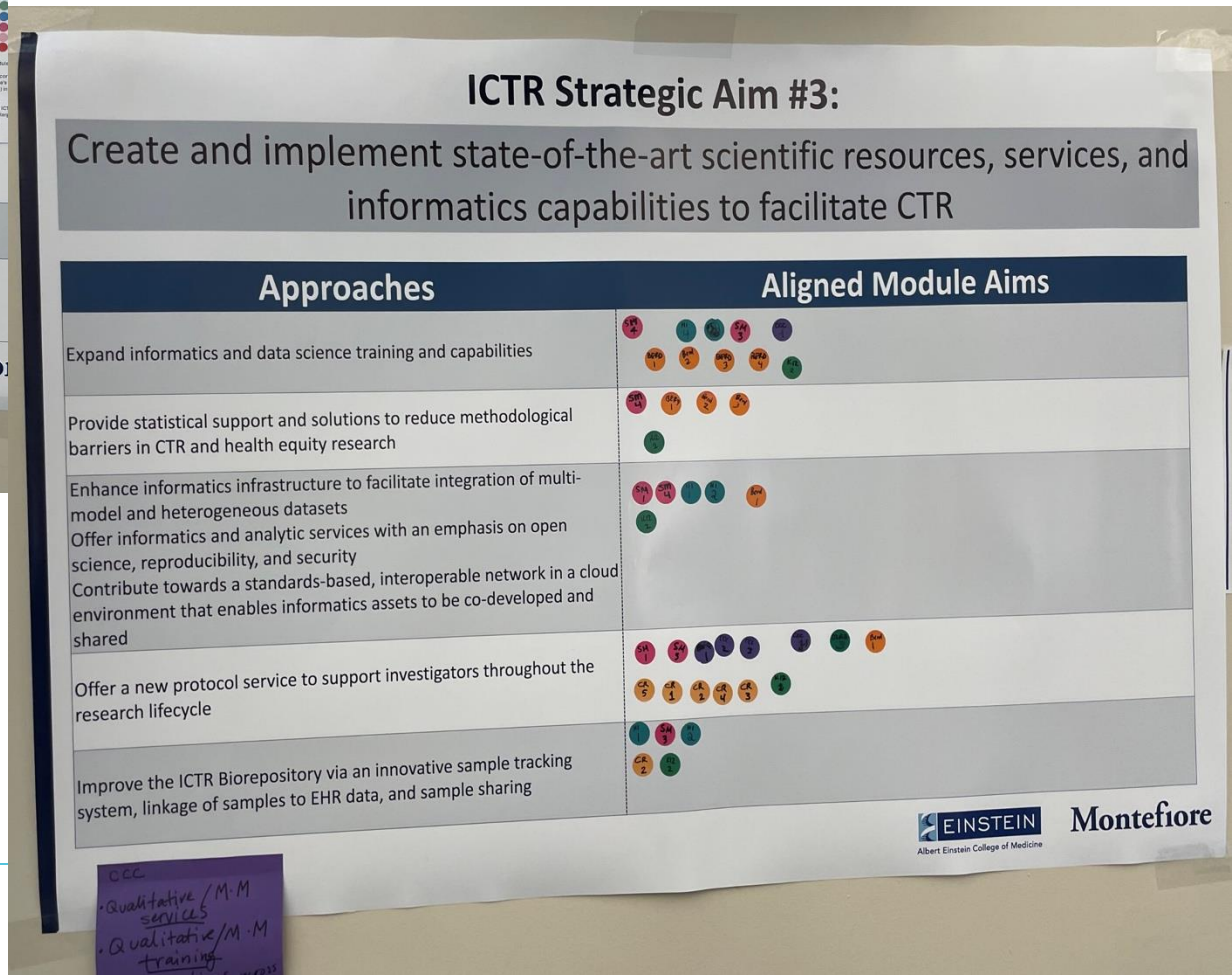
ICTR Strategic Aim #3:
Create and implement state-of-the-art scientific resources, services, and informatics capabilities to facilitate CTR
Approaches
Aligned Module Aims
Expand informatics and data science training and capabilities
Provide statistical support and solutions to reduce methodological barriers in CTR and health equity research
Enhance informatics infrastructure to facilitate integration of multi-model and heterogeneous datasets
Offer informatics and analytic services with an emphasis on open science, reproducibility, and security
Contribute towards a standards-based, interoperable network in a cloud environment that enables informatics assets to be co-developed and shared
Offer a new protocol service to support investigators throughout the research lifecycle
Improve the ICTR Biorepository via an innovative sample tracking system, linkage of samples to EHR data, and sample sharing
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CCC
·Qualitative/M·M services
·Qualitative/M·M training

Visualizing cross-module overlap in goals to find collaborative opportunities

	1. Understand/ Advance TS						2. Advance CE					3. Resources					4. WFD		5. Partners		
	1. TS awareness & education	2. CTS pilot program	3. Study populations	4. Methodology & informatics soultions	5. Operational efficiency	6. Dissemination & implementation	1. Community-based perspectives	2. Community engagement & studios	3. SDH and Disparities research	4. Quality & dissemination science	5. Operational efficiency	1. Informatics & DS Training	2. Statistical support	3. Informatics infrastructure	4. Protocol support service	5. Biorepository enhancements	1. CTS education & training	2. Pathway program	1. CTSA participation	2. Informatics validation	3. Emergency preparedness
BERD				3					1	1		4	3	1	1		1	1	1	1	
CEC	3	2	2			2	3	2	1	1		1			3		1				
CRR	1		2	1	2				3	2	2				5	1	6				1
HI				3	3				1	1		1		2		2	1		2	2	2
K12												1	1	1	1	1	2				
Pilots	1	1							1	1							1				
T32	1		2		1	2			1								2				1
D2R3				2		2	1	2							1			1		1	
WFD	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)	(TBD)
SM	3	2	2		2	2	1	3	1	2	2	2	1	2	2	1	4	1	2	2	3

= number of goal items

Within-retreat guidance

Objective: Development of at least 5 cross-module collaborations that align with ICTR strategic goals and contribute to achieving vision.

Activity
Discuss in modules where you saw intersections with other modules and where collaborations might occur; fill in collaboration worksheet
Meet with other module teams in groups to discuss collaborations (Three rounds of speed dating)
Prioritize collaborations depending on how they align with ICTR strategic goals and contribute to achieving vision
Record and report out possible collaborations

SM's CQI project:
as shared during our CQI process

ICTR Strategic Management

CQI project: Cross-Module Collaborations

October 20, 2025

Science at the heart of medicine

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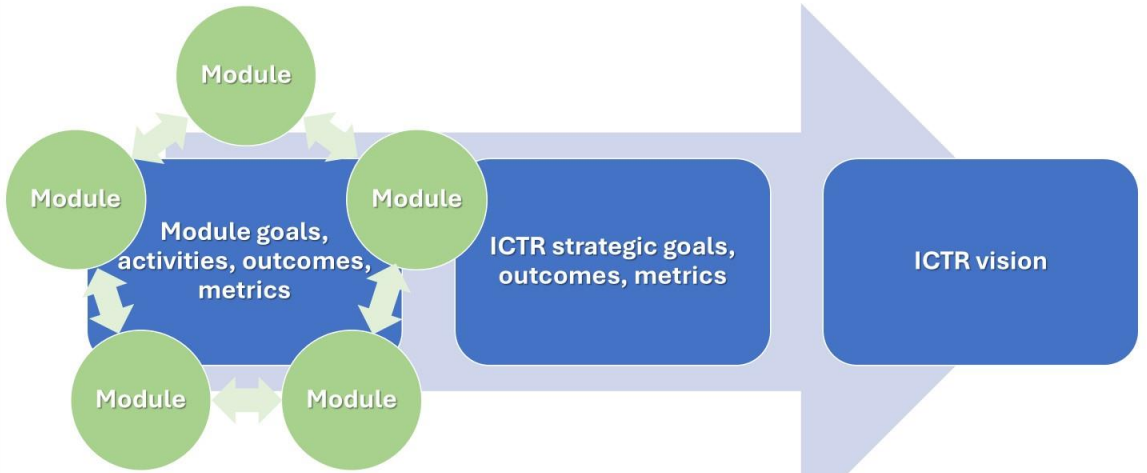
Cross-module collaborations drive achievement of ICTR strategic goals and vision



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"Speed Dating" Discussions

ICTR Cross-Module Collaborations

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New Collaborations

Collaboration	Modules	ICTR Strategic Goal Alignment
New		
1. Incorporate into WFD programs (including CRTP, TRANSCEND, K12, T32?) application of translational science principles to current/future work	WFD, K12, T32, Pilots	Goal 1 (TS) and Goal 4 (Workforce)
2. Improve HI, BERD and CCC components of applications for WFD programs and pilots by reviewing applications by HI, CCC and BERD teams (with option to review all protocols that request ICTR services by HI in the future)	WFD, K12, T32, HI, BERD, CCC, Pilots	Goal 1(TS) and Goal 4 (Workforce)
3. Improve accessibility of CRC and recruitment of PWD in research	Element E, CRC	Goal 1 (TS) and Goal 3 (Resources)
4. Incorporate into WFD programs (CRTP, K12, T32?) lessons learned about engagement and awareness of barriers to research for those LWD	WFD, K12, T32, Element E	Goal 1 (TS) and Goal 4 (Workforce)
5. Facilitate Research with SDoH	BERD, CCC	Goal 2 (CSE)
6. Increase the use of social needs screening data in research through a consultation program to assist researchers with identifying data and analyzing them	CCC, BERD, HI	Goal 2 (CSE)
7. Research coordinator training – incorporate cultural competency	CCC, CRC	Goal 2 (CSE) and Goal 3 (Resources)
8. Support pathway programs	CCC, WFD	Goal 4 (Workforce)

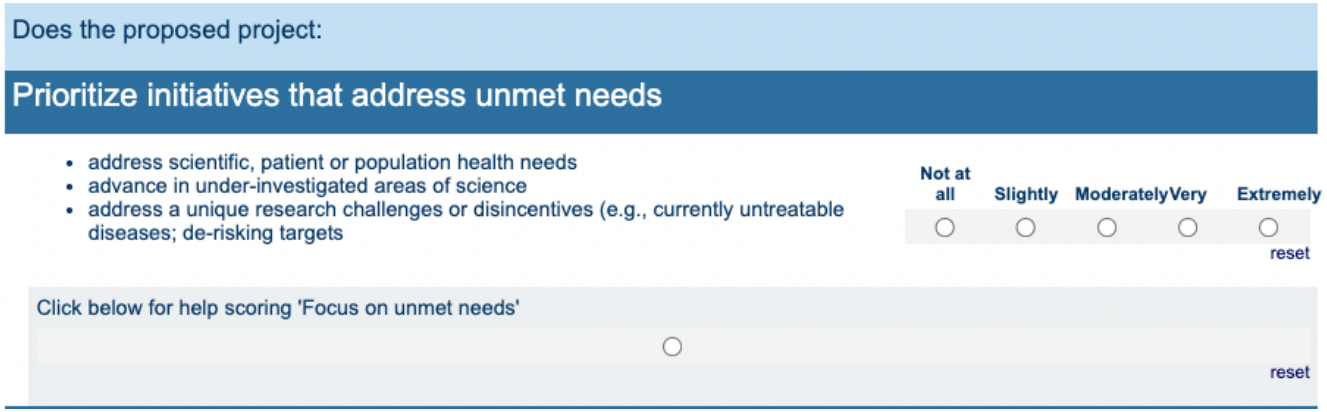
(As seeded at retreat and SM's CQI process)

Ongoing Collaborations

Ongoing		
9. Strategy to increase utilization of CRC, BARC, BioR	SM, CRR	Goal 3 (Resources)
10. Launch qualitative/mixed methods core and manage consultations	SM, CCC	Goal 3 (Resources)
11. Develop supports for Epic Cosmos rollout	BERD, CCC, SM	Goal 3 (Resources)
12. Develop new masters, certificate programs (long-term)	SM, WFD, BERD, HI, D&I/LHS	Goal 4 (Workforce)
13. Develop data science training and ultimately certificate program	BERD, WFD	Goal 4 (Workforce)
14. Facilitation of cross-module collaborations	SM with all modules	Goal 1 (TS)
15. Development of metrics and dashboards for ICTR modules and overall	SM, CQI, HI, and all modules	Goal 1 (TS)

Other Examples of CQI Impact 2024-2025

- BERD
  - Developed 7-workshop data science series
  - Launched October 2025
- Workforce Development
  - Rebuilt TRANSCEND curriculum
  - Launched October 2025
- Pilots
  - Supported development of the TRANSIT scoring rubric



- T32
  - Developed tracks for the PhD in Clinical Investigation (PCI) program

Dissemination

Journal of Clinical and Translational Science

www.cambridge.org/cts

Special Communication

Cite this article: Fishman AY, Lounsbury D, Lechuga C, Kahn J, Kim MY, and Keller M. Evaluation means making CQI collaborative ($E = MC^2$): Lessons learned from implementing a new continuous quality improvement process at the Einstein-Montefiore CTSA hub. *Journal of Clinical and Translational Science* **9**: e201, 1–6.
doi: 10.1017/cts.2025.10136

Received: 29 April 2025
Revised: 4 August 2025
Accepted: 12 August 2025

Keywords:
Evaluation; continuous quality Improvement; reflexive inquiry; strategic management; NCATS

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Evaluation means making CQI collaborative ($E = MC^2$): Lessons learned from implementing a new continuous quality improvement process at the Einstein-Montefiore CTSA hub

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Abstract

The NIH's Clinical and Translational Science Award (CTSA) program has placed greater emphasis on Continuous Quality Improvement (CQI) in recent years. Our institution's CTSA-supported Institute for Clinical and Translational Research (ICTR) implemented a novel CQI process in response. This manuscript shares lessons learned from our implementation, reflecting a paradigm shift from managing an "evaluation program" to creating a process whose central goal is CQI. Our objective is to share these reflections to support other CTSA hubs' efforts to successfully implement CQI programs. Key elements of our implementation included (1) establishing a shared understanding about CQI's purpose; (2) leveraging a centralized management approach while addressing barriers to implementation; and (3) creating structures that foster collaboration. The CQI framework we chose, FACE (Focus, Analyze, Change, Evaluate), enabled us not only to improve the activities of ICTR modules but also, over time, to refine the CQI process itself. Through regular convenings of module leaders, the ICTR has sought to cultivate a culture of CQI as a dynamic, participatory process that supports mutual learning and collective problem-solving.

Planned Initiatives Year 4

- Further collaboration with module leaders on defining metrics / collection and measurement.
- Continued support on cross-module collaborations.
- Dashboard Development
  - In partnership with Health Informatics, develop dashboards with specific ICTR-wide and key module metrics.
- Transition to Flight Tracker for Career Development Scholars

Questions for EAC

- What are other effective strategies for fostering cross-module collaborations?
- Suggestions for improving our CQI process? Are there alternative models used at other hubs that should also be explored for our next grant cycle?