



*Operational Leader = the leader of the unit/clinic/area where the QI work will be implemented. Examples of operational leaders include a medical director of a unit or clinical area, division/department chief, nurse manager, Dean, other health system or institutional leader that can approve the implementation of a quality /performance improvement project.

**To avoid confusion, QI/PI projects should not be referred as research in publications/presentations.

***When results from a QI project that was not submitted to the IRB for a formal determination is published, the Operational Leader and the project team should be comfortable with including a statement along the following lines in the publication: *“This project was undertaken as a Quality Improvement Initiative and as such was not formally reviewed by the University of Pennsylvania’s Institutional Review Board.”*

****If a project is established as quality improvement by the IRB the following statement may be included in the resulting publication: *“This project was reviewed and determined to qualify as Quality Improvement by the University of Pennsylvania’s Institutional Review Board.”*