

# ADFM Newsletter

• • Winter 2016/2017 • • Volume 6 (1) • •

The ADFM Newsletter is an update of key information that all members of ADFM should know, with highlights on the recent work of our committees. We'd love to hear your feedback ([aweidner@adfm.org](mailto:aweidner@adfm.org))!

Happy reading!

**NOTE: anything in blue text is a hyperlink to a resource or email.**

*We can't wait to see you all at the 2017 ADFM Winter Meeting!*

## JOY AND EFFECTIVENESS IN THE WORK OF FAMILY MEDICINE: NOW AND IN THE FUTURE

February 21-25, 2017  
Hyatt Regency Orange County  
Garden Grove, CA

Haven't registered yet? There is still time! Visit:  
<http://www.adfm.org/Meetings>

More information about the meeting agenda, registration for optional programming (Leadership Workshop on Wednesday, Leadership Dilemmas Dinner on Friday, etc.), hotel, and local attractions are also available at this link

As we have done in past years, we will be sharing meeting materials online ahead of time. Materials will be available by February 15th at the above link.

### Inside this issue:

|  |      |
|--|------|
| Joy in Practice Initiative                                       | ...2 |
| Some new books to read   | ...2 |
| Expanding AAMC's Project CORE to Improve the Referral Experience | ...3 |
| Choosing an Executive Coach                                      | ...4 |
| Notables & Milestones  | ...5 |
| New members, open positions & interim chair hotline              | ...6 |

*Ideas for future newsletters?*

Contact Amanda

Weidner at:

[aweidner@adfm.org](mailto:aweidner@adfm.org)

### INTERESTED in ATTENDING THE 2017 ADFM/MU NEW CHAIRS' WORKSHOP?

Sept 24-27 in Columbia, MO with ADFM consultant, Val Gilchrist, MD.

If interested contact Ardis Davis ([adavis@adfm.org](mailto:adavis@adfm.org))  
or Steve Zweig ([zweigs@health.missouri.edu](mailto:zweigs@health.missouri.edu))

You can learn more about the workshop in the Jan/Feb edition of the *Annals of Family Medicine*, "[The Last 5 Years of the MU/ADFM New Chairs Workshop](#)."

### Did you know...?

Primary Care or Family Medicine is specifically included in 20% of ADFM member medical school mission statements.\*

\*among respondents of the 2016 ADFM Annual Survey (N=112/154, 73% response rate)

Look for more data from the 2016 Annual Survey at the upcoming ADFM Winter Meeting!

### ADFM IS NOW ON TWITTER!

ADFM has set up a Twitter account to help members stay connected and to make ADFM more accessible to outside audiences, including emerging leaders and students. We hope this will provide an additional avenue for interaction during our upcoming meeting and beyond! We are planning to launch our Twitter presence with a first "tweet" before the Winter Meeting.

@AssnDeptsFamMed



## ADFM's Joy in Practice Initiative

ADFM has continued its effort to share best practices around ways to improve practice workflow, uptake of systems-level changes, personal resilience, etc to help ourselves and our teams find our way back to joy in practice.

All Department Chairs,  
Administrators, faculty and

departmental-related entities are welcome to participate.

If you haven't yet joined the listserve for this group, you can do so here: <https://mailman1.u.washington.edu/mailman/listinfo/joyin-practice>

So far, we have held 4 very

successful webinars featuring a variety of models and projects; more are planned for the months ahead (see the save-the-date below!). If you missed these webinars, you can access the resources and the recording of the webinars here: <http://www.adfm.org/Members/Webinarsresources>

### SAVE THE DATE:

5th "Joy in Practice" webinar  
**Weighting Primary Care Patient Panel Size**  
**March 6, 2017**  
**12pm Eastern/11am Central**

<https://catalyst.uw.edu/webq/survey/aweidner/323676>

*Please mark your calendars and register – access information will be sent to registrants closer to the date. Members of your departments and affiliates are welcome to participate as well!*

Our fifth "Joy in Practice" webinar will feature Kevin Grumbach, MD, Chair at the University of California – San Francisco School of Medicine, sharing a complexity weighting method he developed with his team (including a physician computer scientist) at UCSF. This model uses data from Epic to come up with a complexity weighting scheme for patients in their primary care practices in order to "right size" the panel numbers for each PCP. The UCSF primary care service line is now implementing this method for their regular panel size reports and using the weighted panel size as the metric to measure against internal panel size target per clinicalFTE. The model is featured in this article: <http://medinform.jmir.org/2016/4/e29/>

## A few new books worth a look...

### [Health Systems Science](#) by Susan E. Skochelak, Richard E. Hawkins, et. al.

Developed by the AMA's Accelerating Change in Medical Education Consortium, this text focuses on how health care is delivered, how health care professionals work together to delivery that care, and how the health system can improve patient care and health care delivery. Per our President-elect Val Gilchrist, who knows parts of this book, it is "exceptional"!

### [The Compleat Dean: A Guide to Academic Leadership in an Age of Uncertainty](#) by Ralph V. Clayman, MD

"Compiled from answers to 113 questions covering all aspects of being a Vice Chancellor of Health/Dean of a School of Medicine in the United States. The questionnaire was completed by more than half of the 61 individuals who were Vice Chancellors/Deans of a School of Medicine in 2014, and had been in that position for 5 or more years. In sum, the text represents more than 350 years of contemporary decanal experience."

## Expanding AAMC's Project CORE to Improve the Referral Experience

*Sarah Hampton, AAMC Program Specialist*

Over the past three years, the AAMC has led a collaborative of academic medical centers focused on improving the referral experience and enhancing communication and coordination between

primary care and specialty care. Project CORE, led by Scott Shipman, MD, MPH, Director of Primary Care Affairs and Workforce Analysis, currently supports 12 AMCs implementing

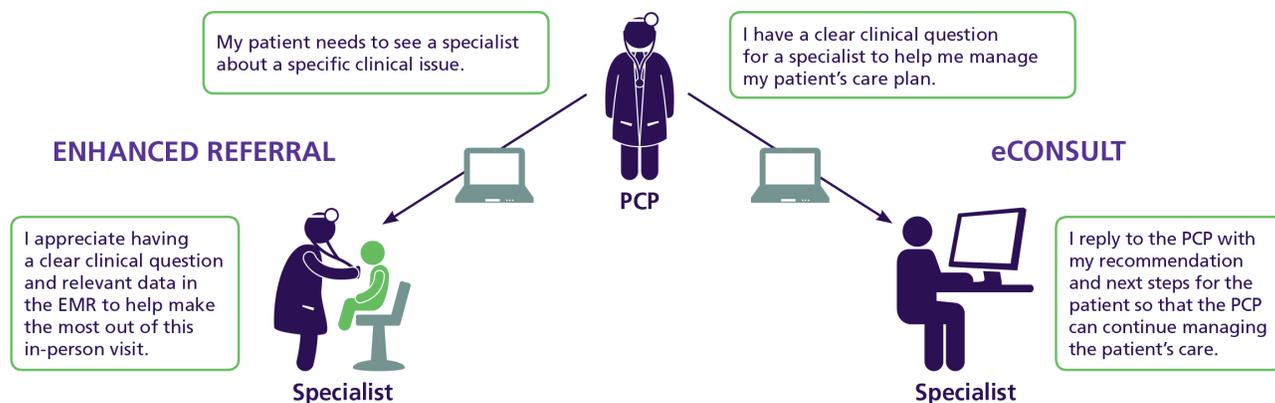
eConsults and enhanced referrals, a model initially developed and piloted at

specialists.

To date, over 1 million primary care patients across the 12 AMCs can benefit directly from timely specialist input on their care, in

ongoing patient management between PCPs and specialist, reduces the risk of fragmentation of care.

The ADFM Healthcare Delivery Transformation



addition to greater convenience and savings. With approximately 8,000 eCon-

committee continues to support this effort and is working with the AAMC to

“I believe this project can be transforming for academic medical centers for years to come. As inefficient and cumbersome the EMR can be, this will allow the EMR to actually help make one process more efficient and complete.”

—Primary Care Physician Lead

UCSF. This model comes at a time when AMCs are shifting toward high-value care while also facing challenges in providing timely access to specialty care. The CORE model addresses these challenges by optimizing the referral experience in the EMR and creating a culture change that increases collegiality and trust among PCPs and

sults completed in the first 18 months of the program at the first 5 pilot AMCs, the program has significantly cut down on unnecessary referrals and curbsides, allowing for more timely access to specialists for those patients who need it, and directly enhancing comprehensiveness and continuity in primary care. In addition, clearer expectations around

engage AMCs interested in learning more. In 2017, the program will expand support to an additional cohort of AMCs in implementing the CORE model in an effort to further scale this innovation and improve the quality of ambulatory care for AMCs. To learn about the CORE model, program requirements, and benefits and services, please visit [www.aamc.org/projectcore](http://www.aamc.org/projectcore) or email [projectcore@aamc.org](mailto:projectcore@aamc.org).

**Have you seen the commentary in the Jan/Feb edition of the *Annals of Family Medicine*, “The Last 5 Years of the MU/ADFM New Chairs Workshop”?**

All *Annals of Family Medicine* commentaries from ADFM are archived on our website, at <http://www.adfammed.org/Commentaries>

## Choosing an Executive Coach

Sharon Hull, MD, MPH, ACC

Below is a brief guide to choosing an executive coach. These are what I consider to be “necessary but not sufficient” steps in that process. The other steps not listed will depend on your particular situation, and this guide should serve as a template in your process. You should adapt the list (and add to it) in order to meet your needs.

### PREPARATORY WORK FOR YOU

- Understand and be able to articulate your own goals for a coaching relationship. Consider writing out 2-3 goals before you talk to potential coaches. Include a timeline for how long you think this might take, and how many sessions you think it might take.
- Write a paragraph to describe what “success” from a coaching relationship would look like.
- Talk to others who have used coaches
  - For guidance on what is possible and what worked for them
  - For word-of-mouth recommendations for coaches who might meet your needs
- Plan to interview (by phone or in person) at least 3 coaches
- Trust your own intuition about whether the person you are inter-

viewing is a “good fit” for you and your style, needs and personality

### SOME QUESTIONS TO CONSIDER FOR YOUR INTERVIEWS

Begin by describing briefly what your specific goals for a coaching relationship are, and what “success” would

look like to you. Then ask some or all of the following questions.

1. What are your specific areas of coaching expertise?
2. Can you describe your framework or view of what a coach-client relationship is, and how it works?
3. Is there a particular coaching model you use (recognize that many coaches are familiar with many models, and there is no “one” right answer, but inability to describe an approach may be a red flag)?
4. How do you measure success in a coach-client relationship?
5. What are your coaching credentials? (Here, you are looking for training, experience and increasingly for certification as a coach through a recognized certifying body such as International Coach Federation

or others.)

6. Do you participate in continuing professional education as a coach?
7. Have you worked with clients who have concerns similar to mine?
8. How do you assure confidentiality for me as a client?
9. If I have a sponsor (a third party who is paying for your services on my behalf), will they know what we talk about, and will you report back to them?
10. How do you communicate with clients? Will our meetings be by phone, in person or some other format?
11. Is there a “code of conduct” or a “code of ethics” that you follow as a coach?
12. After the questions above have been answered to your satisfaction, ask yourself, “Do I have ‘chemistry’ with this coach? What does my intuition tell me about working with him or her?”

*Don't decide on your coach during an interview - complete your interviews and then sit with the information for a few days before making your final choice!*

For more tips and suggestions, visit Sharon's website: [www.mettasolutions.com](http://www.mettasolutions.com)

### Want to learn more about what executive coaching can offer?

Sharon Hull, MD, MPH, former Division Chief of Family Medicine at Duke University, has started an executive coaching program in the Office for Faculty at Duke. This program has a menu of offerings tailored to the needs of different leaders; you can check out the program here:

<https://medschool.duke.edu/about-us/faculty-resources/faculty-development/executive-coaching-program>

Beyond learning more about what an executive coach can offer you from the examples she is implementing, Sharon is also glad to be a resource to anyone who is interested. She can be contacted at: [sharon.hull@duke.edu](mailto:sharon.hull@duke.edu)

Check out Sharon's blog post from which this content was borrowed:

<http://www.mettasolutions.com/choose-an-executive-coach/>

## NOTABLES & MILESTONES

(send Amanda Weidner your “notables & milestones” at [aweidner@adfm.org](mailto:aweidner@adfm.org))

Last year the University of Connecticut School of Medicine established a family medicine footprint at its academic medical center. While there’s long been a department of family medicine, it was primarily located off campus out of sight, and some say out of mind. It’s the first time in 30 years that family medicine has had a clinical presence at the university itself. It was the first order of business they requested of me as the new chair of family medicine here in 2016, and I did.

- *Montgomery Douglas, MD, Professor and Chair, Dept. of Family Medicine, UConn Health*

~~~

Update from Upstate (NY): In the tradition of “stepping” announcements, I would like to announce that I am “Stepping South”. I am joining the Department of Family and Community Medicine at Virginia Tech Carilion School of Medicine as Medical Director of Research in Family Medicine and Medical Director of Employee Health & Wellness in the Carilion Clinic system. I am excited to be joining folks you all know: Michael Jeremiah (chair) and Mark Greenawald (vice-chair). Keep your ears open for all sorts of great stuff to come from Roanoke, VA in the future! Our Department’s current Medical Director, Clyde Satterly, MD, MBA, will be assuming the interim Chair position at SUNY Upstate, and he will keep the Department on a steady course during the search for a new Chair. Please welcome him when you can.

I have greatly enjoyed my time in ADFM, and I am honored to have served as Member-at-Large on the Board and as a member of the Educational Transformation Committee. I will now quote Paul James quoting me: “ADFM is a bunch of cool people talking about [and doing] a lot of cool things!”

- *John Epling, MD, MEd*

~~~

My transition is that, after 21½ years in the role, on January 1, 2017, I “stepped through” from the position of Chairman of the Department of Family and Preventive Medicine at the University of Utah School of Medicine. I am staying on as a Professor in the department, focusing on my patient care, research on medical homes, and continued leadership of the Utah AHEC. It’s been a terrific ride – the most fun job I have ever had! I will always cherish the privilege of participating in ADFM, especially my relationships with the members and staff of this wonderful organization. What a terrific, supportive, bright, inspiring group of people! Family Medicine is in good hands. Thanks to all, and I look forward to seeing what comes next!

- *Michael K. Magill, MD, Professor of Family and Preventive Medicine, University of Utah School of Medicine*

~~~

*Lloyd Michener* received a Grand Decoration of Honor (Austrian Cross of Merit) for services to the Republic of Austria for his merits in connection with the Open Medical Institute in Salzburg on December 14th at the Lincoln Center in New York. The Open Medical Institute teaches GPs across Eastern Europe and Africa about family medicine. Lloyd has helped teach over 1000 so far!

~~~

I am proud to say that ETSU’s Quillen College of Medicine was recognized as #20 in the country for percentage of graduating medical students going into family medicine for 2015 (12.5%). The AAFP and President John Meigs just sent a letter to our Dean, Dr Robert T Means, Jr, notifying us of the recognition.

Dr Beth Anne Fox, my Vice Chair of GME was appointed to the AAFP Commission on Health of the Public and Science for a four year term

- *Reid B. Blackwelder, MD, FAAFP, Professor and Interim Chair, Department of Family Medicine, Quillen College of Medicine at East Tennessee State University*

## WELCOME TO NEW MEMBERS

### CHAIRS

- Michael Faircloth (*interim; University of Alabama*)
- Grant Greenberg (*Lehigh Valley*)
- John Hoidal (*interim; University of Utah*)
- Paul James\*\* (*University of Washington*)
- Amy Keenum (*Michigan State Univresity College of Osteopathic Medicine*)
- Eron Manusov (*The University of Texas Rio Grande Valley*)
- David Mason (*UNTHSC - Texas College of Osteopathic Medicine*)
- Amy McGaha (*Creighton University*)
- David Schmitz (*University of North Dakota*)
- Belinda Vail (*interim; University of Kansas - Kansas City*)
- Beth Wilson (*Maine Medical Center*)

### ADMINISTRATORS

- Joanna Boyce (*West Virginia University Rural*)
- Brian Barnett (*University of Arkansas*)
- Sybil Chadwick (*Northwestern University*)
- Lisa Coleman (*University of Louisville*)
- Margaret Ealy (*University of Pittsburgh*)
- Hayley Evans (*University of Illinois at Chicago*)
- Craig Gaines (*Stanford University*)
- Julia Garza (*Texas Tech - Odessa*)
- Desiree Gatewood (*UNTHSC - Texas College of Osteopathic Medicine*)
- Francis Gott, III (*Christiana Care*)
- Scott Guttridge (*Thomas Jefferson University*)
- Melanie Hansen (*University of North Dakota*)
- Erica Johnson (*Louisiana State University*)
- Katie Lawrence (*University of South Carolina - Greenville*)
- Lacey Madison (*Northeast Ohio Medical University*)
- Nancy Marsh (*Michigan State University College of Osteopathic Medicine*)
- Joy Mercer (*University of Oklahoma*)
- Nkiruka (Kiki) Nwokoye (*SUNY Downstate*)
- Bonzo Kwesi Reddick (*Mercer University*)
- Jennifer Robb (*Carolinas Medical Center*)
- Vanessa Tunstall (*Georgetown University*)

*\*Participated in ADFM Fellowship Program; \*\*NOT new but new to this institution*

*New members since our last issue in September 2016. If this information is incorrect or you have additional information, please let Amanda Weidner know ([aweidner@adfm.org](mailto:aweidner@adfm.org)).*

### Want an Advisor or Want to Become an Advisor?

ADFM offers all new chairs and administrators who join the opportunity to be paired with a peer with more experience.

Chairs should contact  
Amanda Weidner,  
[aweidner@adfm.org](mailto:aweidner@adfm.org)

Administrators can  
learn more here:  
[http://www.adfm.org/  
Members/AdministratorArea/Mentorship-  
Program](http://www.adfm.org/Members/AdministratorArea/Mentorship-Program)

*Did you know that  
ADFM has a Face-  
book page? Friend  
US OR*



Like us on  
**Facebook**

### OPEN CHAIR POSITIONS

- Cooper Medical School of Rowan University
- East Tennessee State University
- Eastern Virginia Medical School
- Henry Ford Health System
- Meharry University
- Morehouse School of Medicine
- New York Medical College
- Temple University
- University of Alabama
- University of California - Davis
- University of California - Irvine
- University of Kansas - Kansas City
- University of North Carolina
- University of Oklahoma - Tulsa
- University of Texas Health Science Center at Tyler
- University of Texas Southwestern
- University of Utah

*\* If this information is incorrect or you have additional information, please let Amanda Weidner know ([aweidner@adfm.org](mailto:aweidner@adfm.org)).*

### Don't forget about our Interim Chair "Hotline"!

*The ADFM Leadership Development Committee has a "hotline" service for those who have been asked to become interim chairs in the near future or have been in the interim chair role a short time and have not yet been connected with an advisor, but have immediate questions related to the chair job.*

*If you would like to be connected to someone for immediate questions related to taking a chair position or to being interim chair, please contact Amanda Weidner ([aweidner@adfm.org](mailto:aweidner@adfm.org))*