

ADFM REPORT TO FMLC July 2023

Greetings colleagues!

ADFM is looking forward to co-hosting the 2023 FMLC meeting in Milwaukee, Wisconsin!

The main strategic efforts of ADFM are undertaken by our ADFM Strategic Committees, and more on the main initiatives of these 6 committees is described below.

We are in the process of reviewing and revising the strategic efforts of these groups with input from the Board and in the committees themselves. The ADFM Board of Directors spent time on strategic planning in February 2023, at their in person meeting in conjunction with the ADFM Annual Conference, specifically exploring what might be missing in our current efforts and on areas that are broader than any one of our committees.

Additionally, the board voted to incorporate [the SMARTIE goal framework](#) (vs just SMART goal framework) into the goal setting process - adding an emphasis directly into the goals on inclusion and equity. Since then, all of the committees have been reworking their goals into the SMARTIE goal framework and the Board has continued to narrow in on its focus for changes to the overall strategic workplan. The goal is to have a full package to review at the November board meeting.

Additionally, while this strategic planning has been going on, the committees started to make progress on their proposed goals so as to not lose momentum or time. Below gives some updates on the efforts of ADFM by committee/priority area since February 2023.

I. DIVERSITY, EQUITY, AND INCLUSION

Elisabeth (Beth) Wilson, MD, MSPH-ED, MPH, took over leadership of the DEI Committee in July. For the first time within an ADFM strategic committee, we are piloting the addition of a committee vice chair, with Shalina Nair, MD, serving in this capacity. Based on how this new structure goes, there's a possibility of extending the opportunity to the other strategic committees and using the opportunity as a leadership development opportunity for our Associate Members, who are not currently eligible to serve as Committee Chair.

Under this new structure, the committee continues to work on their SMARTIE goals around creating a framework for measuring DEI efforts and improvements in a department's practice, workforce, and learning environment; this framework will be structured so that departments can choose from among a menu of example metrics to find what is meaningful to them and then can use these metrics to measure their baseline and track progress. They plan to publish this effort as a way to provide an easily accessible framework for all who are interested. The committee hosted a workshop at the 2023 ADFM Annual Conference that showcased some sample departmental DEI dashboards and metrics and allowed participants to explore their own options. This event was well received and has informed their paper. The committee also helped advise on a session for the 2023 ADFM Annual Conference on being an anti-racist leader. The

committee continues to review the ADFM anti-racism action plan and acts as an oversight group for ADFM's role in the FM-CAR initiative.

Additionally, they continue to support the meetings of the DEI Directors and Department Chairs, this group has met twice since the beginning of January. Led by Cleveland Piggott, MD, MPH, Vice Chair of DEI at the University of Colorado and a volunteer planning group including Brian Park, MD, Family Medicine Department Director of DEI at Oregon Health & Science University and Christina Kelly, MD, at Uniformed Services University of the Health Sciences, the purpose of these meetings is to provide an opportunity for networking and to create a forum for discussion of key issues that many in the "DEI lead" role face. The January 2023 meeting included a panel on addressing issues of DEI and disparities in professional development and promotion for staff and faculty and the May 2023 meeting included another panel discussion specifically on incorporating DEI into a department's strategic plan.

II. LEADER DEVELOPMENT

The Leader Development Committee hosted several sessions in the first half of 2023, starting with a pre-con during the 2023 STFM MSE Conference titled: "So You Want to Be a Family Medicine Leader? Here Are the Tools That You Need!" and a case-based session during the 2023 STFM Annual Conference using the [leadership competencies](#). For the 2023 ADFM Annual Conference in February, a subgroup developed a workshop for new chairs as well as a pre-conference on succession and transition planning (informed by responses to questions included in the ADFM summer quarterly survey). Additionally, members of this committee joined a planning group with members of the ADFM Healthcare Delivery Transformation Committee to plan a session for the ADFM conference on "the changing role of the chair and department administrator at academic health centers."

In line with the ADFM Board's wishes, the committee continues to explore ways to provide and collaborate on leadership development and offerings for family medicine faculty across the career spectrum, including junior faculty, mid-career faculty, leaders stepping into positions beyond the chair role, new and interim chairs, and lifelong members, among others. They hope to develop a SMARTIE goal related to these efforts to better capture them in the strategic workplan. They continue to evaluate ways to assist with the [open chair positions](#).

The ADFM Leader Development Committee continues to circulate and update the following resources that can all be found on the resource toolbox page under "ADFM-generated resources"

- [Leadership, Coaching, and Mentorship Programs List](#)
- [Executive Coaching Recommendation List](#)
- [Leadership Resources List](#)

IIa. LEADS Fellowship

The [ADFM LEADS fellowship](#) is a 1-year program (February to February) designed for mid- to late-career family medicine leaders interested in pathways to leadership in academic or other health systems, including department chair, or want to further explore if these roles would be a good career fit. This year (2023) was the second year of the expansion of the LEADS fellowship program funded by the ABFM Foundation.

Similar to 2022, the 2023-24 cohort maintains the weekly structure we added in the last two years that fosters excellent discussions, journal clubs, project check-ins, and webinars on a rotating basis. We use a “learning community” structure with a designated mentor for each group of 6 to 8 fellows, and some additional workshops and assignments, including a series of leadership interviews. This year we also requested that the sponsoring chairs complete an assessment of their fellow’s leadership competencies (similar to a self-assessment we have the fellows complete at the beginning and end of their year). The purpose of this is for them to get more encompassing feedback and to better communicate to the chairs that this fellowship is an investment. Near the end of July, we are excited to host our first summer workshop at the Fellowship Director, Myra Muramoto’s, home institution of University of Colorado. Sessions during this three day event will focus on advocacy and policy, strategic planning, and strategic communication and will provide ample time for cohort bonding.

We are also nearing the end of our open call for applications for the 2024-25 LEADS Cohort (deadline is July 11, 2023). In order to market this opportunity more broadly, LEADS staff attended the STFM Annual Conference in May as a partner. Their booth received a lot of interest and we’re hoping this will lead to even more applicants. Please continue to promote this opportunity to any of the senior leaders you know who might like further development before their next roles!

Lastly, we’ve started digging into the work around our long term evaluation plan, starting with a more structured approach to having our fellows evaluate the fellowship at the mid-year and end of the year point. We’re also in the process of surveying alumni who participated in the fellowship when it was re-structured, enhanced, and re-branded as LEADS (starting in 2019) as well as those who participated in it prior to this change (before 2019).

III. *HEALTHCARE DELIVERY TRANSFORMATION*

As a follow up to the 2022 ADFM Annual Conference session titled, “Sustaining Support for the Academic Mission with Increasing Clinical Demands,” members of the Healthcare Delivery Transformation Committee in partnership with the Leader Development Committee hosted a panel discussion at the 2023 Annual Conference on “the changing role of the chair and department administrator in academic health centers.”

Additionally, the committee has hosted ADFM “Hot Topic” Discussions on a quarterly basis for the last year. The most recent session was on April 3 with Dr. LaShawn McIver, Director of the Office of Minority Health at CMS. The goal of this session was to learn more about the CMS Framework for Health Equity and how our members can get involved and help drive this work forward. They are now gearing up to host their next hot topic discussion on telehealth in academic medical centers with guests from the AAMC joining to discuss a recent report generated in partnership with Vizient, [Effective Strategies for Sustaining and Optimizing Telehealth in Primary Care](#). During their June meeting, they met with the new AAMC Director of Clinical Innovations, Lisa Chew, MD to plan for this session and discuss other opportunities to partner with Dr. Chew and the AAMC.

Along with updating their goals to be more in line with the SMARTIE Goal framework, the committee is considering adding a goal related to developing ways for family medicine departmental leaders in clinical operations to connect (specifically similar to what ADFM does for research and DEI directors with their quarterly meetings), starting with a discussion at their August meeting.

IV. EDUCATION TRANSFORMATION

The ADFM Education Transformation Committee welcomed their new chair, Deb Clements, MD, in May. Under this new leadership and per the Board's wishes, the committee is reviewing their past goals and considering new areas to incorporate into their strategic workplan. One area the Board is particularly interested in this committee exploring is drumming up/advocating ways to ensure quality in both UME and GME programs. Some other directions the committee is considering include: follow up on a project exploring Match numbers compared to what departments say they are offering in terms of educational programming; an ongoing conversation about how to move the efforts on specialty disrespect forward; and whether/how we might structure the Student Choice Learning and Action Network (SCLAN) idea that evolved from the 25x2030 effort. There's a chance one of these topics would lend themselves to a session at the 2024 ADFM Annual Conference. The committee was also interested in developing a proposal for a session at the 2024 STFM Annual Conference.

V. RESEARCH DEVELOPMENT

The ADFM Research Development Committee continues to capitalize on their quarterly research directors and chairs meetings that focus on opportunities for networking and focused discussion. Since January, these meetings have largely been used to inform the ongoing work of the national effort on strategic planning for research and the upcoming Research Summit. As a reminder (we will discuss much more at the FMLC meeting), ADFM in partnership with NAPCRG have been funded by the ABFM Foundation to plan and host a research summit in conjunction with the 2023 NAPCRG Annual Conference, with the goal of developing a road map and a strategic plan for research in the discipline for the next 10 years or by 2030. This work kicked off in February of 2023 at the FMLC meeting and so far has allowed for many opportunities for engagement across the discipline. Clarus Group, the consultants engaged to help with this work, held a series of interviews and focus groups around the current future state of research in the discipline and we conducted a survey to gather additional data in addition to these discussions. After these data gathering efforts, we stood up a planning committee for the summit, and have kicked off a paper writing process that will lead to a special edition of a family medicine journal. We look forward to sharing and discussing more at the meeting in Milwaukee!

Additionally, in hopes of continuing to foster an atmosphere of collaboration and information sharing, the committee continues to add research related updates, including funding and project opportunities and success stories in the quarterly ADFM newsletter.

Va. BUILDING RESEARCH CAPACITY INITIATIVE

The ADFM and NAPCRG teams that co-sponsor BRC, and the BRC Steering Committee made up of these individuals as well as representatives from AFMRD and STFM, have continued steps toward formalizing our structures and processes. More about the BRC initiative and programming can be found [here](#)!

The second fellowship cohort of the new BRC fellowship started their fellowship year at NAPCRG in November. The goal of this fellowship is “to equip individuals with the knowledge, leadership skills, mentorship, and peer support to develop and implement a strategic plan for building research capacity within their own programs, departments, or institutions.” We look forward to having the fellows final project presentations as part of the NAPCRG conference agenda this year! [Applications for next year’s cohort](#) close on July 31, please share the information with anyone who might be interested!

VI. ADVOCACY

The Advocacy Committee welcomed their new chair, Wayne Altman, MD, in April. Wayne kicked off his tenure by continuing discussion on developing some sort of informal consultation service on advocacy that ADFM members could take advantage of. The committee also worked with Nina DeJonghe, the new Government Relations Director and ADFM staff to explore ADFM maximizing its use of VoterVoice, an online advocacy messaging platform. In terms of updating their goals, the committee recently revised their goals in winter of 2022 and is waiting to receive direction from the Board on other areas they should focus on.

The committee continues to add to their [page on the ADFM website](#) that highlights their initiatives, advocacy resources, and advocacy case studies they’ve received from family medicine departments. Specifically, under the “ADFM-generated section,” they recently added slides that breakdown ADFM’s role with advocacy. We are very proud of committee member (and AAFP President) Tochi Iroku-Malize, MD, MPH, MBA for winning this year’s STFM Advocate Award!