



Curriculum for future department chairs: What to know in the research realm

Goal of this Curriculum: Identify and promote promising practices for chairs to support and fund research participation within their departments and institutions

The vision: Create a document intended to serve as a foundation for developing a full curriculum with individual lessons. Ensure the content is concise, with references included, and designed so that different sections can be presented at national meetings.

Where to share: New Chairs Workshop; LEADS fellowship; ADFM website under “Chair Resources”.

Ideal audience: Leaders with a non-research background who are negotiating a chair package.

Future Direction: Expand the curriculum to target department chairs with research experience who aim to further grow and scale their department's research enterprise.

Introduction / Preamble

The Family Medicine Research Summit, held in October 2023, brought together over 140 attendees, including department chairs, researchers, practicing physicians, patients, residents, and students, representing a diverse range of family medicine stakeholders. During the Summit, the group refined and endorsed the [National Research Strategy for Family Medicine 2024-2030](#), which outlines three strategic priorities, three goals, and fifteen objectives. The Research Curriculum for Department Chairs aligns with Objective B5: “Identify and promote promising practices for chairs to support and fund research participation within their department and institutions.”

- [Toward a Unified and Collaborative Future: Creating a Strategic Plan for Family Medicine Research](#)
- [Shaping the Future of Family Medicine Research: The 2023 National Family Medicine Research Summit](#)
- [Building Research & Scholarship Capacity in Departments of Family Medicine: A New Joint ADFM-NAPCRG Initiative](#)

Why research is important in family medicine

The tripartite mission of academic health systems includes the pillars of clinical care, education, and research. In family medicine, research applies methodology to curiosity, allowing us to answer questions that matter to our care teams, patients, and the communities we serve. The pursuit of scholarship in the realms of quality improvement, process improvement,

education, and clinical research has the potential to increase physician satisfaction and decrease burnout, thereby improving patient care.

- [Harmonizing the Tripartite Mission in Academic Family Medicine: A Longitudinal Case Example](#)
- [Building a Culture of Curiosity in Family Medicine to Increase Research Capacity](#)
- [Associations of Primary Care Provider Burnout with Quality Improvement, Patient Experience Measurement, Clinic Culture, and Job Satisfaction](#)

Discovery: Questions to ask yourself about research in your department

1. What is the vision of your department in terms of research and scholarship?
 - a. Where do you want to see your department's research and scholarship in 3, 5, and 10 years?
 - b. What are the department's goals for research?
 - c. What level of research are you seeking in your department?
2. Examine your department's mission, vision, values, and culture
 - a. Revise them to include your research vision.
 - b. Include the role of the physician scientist.
 - c. Make sure it's congruent with your institution's vision.
3. What is your department's current level of research?
 - a. Use the [Research Capacity Scale](#) (Departmental Assessment of Research Tool) worksheet to determine current level.¹
4. What resources do you currently have to support his work?
 - a. Use [PACER tool](#) to measure current research resources and productivity.
 - b. What internal resources do you currently have to support this work?
 - i. People
 - ii. Funding
 - iii. Staff Support
 - iv. Research / scholarship productivity
 - c. What extra-department resources do you currently have to support this work?
 - i. Dean's office
 - ii. Vice Chancellor/Dean's office of Research
 - iii. Clinical & Translational Science Awards (CTSA)
 - iv. Cancer Center
 - v. Centers of Excellence
 - vi. T32 Grants for Postdoctoral Training
 - vii. Other piloting/mentoring grants
5. Perform a [gap analysis](#) between current and desired future state of research.
6. What is your strategy to close the gap and accomplish your research vision?
 - a. Hiring personnel - faculty and support staff
 - i. Vice Chair of Research

- ii. PhDs (Established or Starting Out)
- iii. MPHs
- iv. Clinician Researchers (Established, Early Career Faculty, Small “r” Research)
- b. Faculty development and mentorship programs
- c. Obtaining funding
- d. Collaborating with other departments or research centers
- e. Increase scholarship among learners and faculty
 - i. Residency Research Curriculum
 - ii. Residency Quality Improvement Curriculum
 - iii. Include in annual evaluation and compensation plan
 - iv. Right-size FTE allocation

7. Use #5 and #6 above to create your [Department's Research Strategic Plan](#)

- a. Make each objective a SMART (Specific, Measurable, Achievable, Realistic, and Timely)
 - i. Break larger objectives into steps
 - b. Assign someone to be responsible for each objective
 - c. Establish a timeline for each objective

8. Make your Research Strategic Plan a living document by regularly reviewing it (at least quarterly) with your leadership team

- a. Measure progress.
- b. Make adjustments as necessary based upon opportunities and environmental changes.

Research Resources for Departments of Family Medicine

- [Negotiating a new chair package: context and considerations](#)
- [What Does It Mean to Build Research Capacity?](#)
- Textbook: Bland CJ, Weber-Main AM, Lund SM. *The Research-Productive Department: Strategies from Departments That Excel*. John Wiley & Sons, 2007.
- **Ecosystem**
 - ADFM Research Development Committee and the Research Directors and Chairs Group Learning Session “Expanded Document”: [Building a Research Ecosystem in Family Medicine](#)
 - [Putting Trainees at the Center of the Family Medicine Research Workforce of Tomorrow](#) Bryce Ringwald, Meghan Gilfoyle, Taylor Bosworth, Ashley Chisholm, Ione Locher, Minika Ohioma and on behalf of the NAPCRG Trainee Committee The Journal of the American Board of Family Medicine November 2024, 37 (Supplement2) S30-S34
 - [Mentoring for the Diverse Range of Family Physicians' Engagement in Research](#) Myra L. Muramoto, Melanie Steiner, David F. Schmitz and Nahid J. Rianon The Journal of the American Board of Family Medicine November 2024, 37 (Supplement2) S69-S74
 - [Nurturing a culture of curiosity in family medicine and primary care: The Section of Researchers' Blueprint 2 \(2018-2023\)](#) Fortin M, Pereira J,

Hutchison B, Ramsden VR, Menear M, Snelgrove D. Nurturing a culture of curiosity in family medicine and primary care: The Section of Researchers' Blueprint 2 (2018-2023). *Can Fam Physician*. 2021 May;67(5):333-338.

- [Expanding Family Medicine Scholarship to All Faculty: The Minnesota Model for Harmonizing Clinical Care, Education, and Research Missions](#)
Berge JM, Peek C, Pacala JT et al. Expanding Family Medicine Scholarship to All Faculty: The Minnesota Model for Harmonizing Clinical Care, Education, and Research Missions. *J Am Board Fam Med*. 2021 Sep-Oct;34(5):1055-1065.

- **Infrastructure**
 - ADFM Research Development Committee and the Research Directors and Chairs Group Learning Session "Expanded Document": [Infrastructure and Support for Research in Family Medicine Departments](#)
 - [The Role of PhDs in Family Medicine Research](#) Mark S. Johnson and Abiodun Otolorin nThe Journal of the American Board of Family Medicine November 2024, 37 (Supplement2) S53-S55
 - [Practice-Based Research Networks: Asphalt on the Blue Highways of Primary Care Research](#) Donald E. Nease, John M. Westfall and Elisabeth Wilson The Journal of the American Board of Family Medicine November 2024, 37 (Supplement2) S129-S132
 - [Infrastructure requirements for practice-based research networks](#) Green LA, White LL, Barry HC, Nease DE Jr, Hudson BL. *Ann Fam Med*. 2005 May-Jun;3 Suppl 1(Suppl 1):S5-11.
 - [Factors Associated With Successful Research Departments: A Qualitative Analysis of Family Medicine Research Bright Spots](#) Liaw W, Eden A, Coffman M, Nagaraj M, Bazemore A. *Fam Med*. 2019 Feb 8;51(2):87-102.
- **Regulation**
 - ADFM Research Development Committee and the Research Directors and Chairs Group Learning Session "Expanded Document": [Regulation and Compliance in Family Medicine Research](#)
- **Funding**
 - ADFM Research Development Committee and the Research Directors and Chairs Group Learning Session "Expanded Document": [Funding Strategies for Department Chairs: Building Sustainable Research Curricula](#)
 - [Family Medicine: Finding Its Way on the Federal Research Roadmap](#) Alyssa M. Indelicato, Amanda Weidner and Christopher P. Morley The Journal of the American Board of Family Medicine November 2024, 37 (Supplement2) S85-S91
 - [Leveraging the Clinical Translational Science Award Network to Advance Family Medicine Research](#) Nancy Pandhi, Aleksandra E. Zgierska, Korey Kennelty, Wen-Jan Tuan and David P. Rabago The Journal of the American Board of Family Medicine November 2024, 37 (Supplement2) S122-S128
 - [Building Family Medicine Research Through Community Engagement: Leveraging Federal Awards to Develop Infrastructure](#) Alfred F. Tallia, Jeanne M. Ferrante, Diane Hill, Manuel E. Jimenez, Maria Pellerano, Maria F. Ciminelli, Eric Jahn and Shawna V. Hudson The Journal of the American Board of Family Medicine November 2024, 37 (Supplement2) S133-S137

National resources for Faculty and Research:

- [National Center for Advancing Translational Sciences](#)
 - [Clinical and Translational Science Awards \(CTSA\) Program](#)
 - [The IDeA-CTR program](#)
 - [Clinical and Translational Research Infrastructure Network \(CTR-IN\)](#)
- [Practice Based Research Networks](#)
- [Society of Teachers of Family Medicine Resources \(STFM\)](#)
- [North American Primary Care Research Group Resources \(NAPCRG\)](#)
 - [Grant Generating Project](#)
- [Association of Departments of Family Medicine \(ADFM\)](#)
 - [New & Interim Chair Resource Toolbox](#)
 - [Resources & Webinars](#)
 - [Building Research Capacity Program](#)

ADFM RESEARCH DIRECTORS AND CHAIRS MEETING

Staff contact: Sam Elwood, selwood@adfm.org

This 90 min meeting is a great opportunity for Research Directors and Chair dyads to join an informal discussion and collaborate across departments on current research related topics. More information and [registration for meetings is available here](#).