

Dear ADFM Nominations committee and ADFM staff,

I am delighted to indicate my interest in being nominated for the president elect position for ADFM.

ADFM has been an invaluable traveling companion along my professional journey. Before I was chair, I had the good fortune to attend ADFM as an emerging leader. Struggling with imposter syndrome, I was relieved to find a community of support who welcomed me, answered my questions and shared both wisdom and laughter. Over time, this gave me the courage and the confidence to say yes when offered a chair role.

When I first became a chair, an ADFM colleague reached out and encouraged me to run for member at large which I wouldn't have thought I should or could do as a new chair. I served on the board as member at large for ADFM from 2019-2020 and had the honor and delight to work with a talented and committed group of people who shared my passion for Family Medicine. In addition to serving as MAL, I joined the leadership committee and the annual conference planning committee and have regularly participated and contributed to these groups for the last 4 years. When the new advocacy committee was formed, I joined that as well, eager to be part of a group advocating for Family Medicine and ADFM. I have also served on panels for hot topic webinars and for the LEADS fellowship and presented at annual ADFM meetings. I helped facilitate the last pre-conference session on mentoring/sponsoring/coaching session and the new chairs' workshop. At the conclusion of this last meeting, I realized I had become an experienced chair, able to contribute and give back to others what previous ADFM chairs had given to me. Through all of this service, I feel I have gained so much in wisdom, knowledge and contentment at being part of a community that cares passionately about people, families and communities and is so generous in its giving of support, laughter and advice. I feel like ADFM is family and I want to and would be honored to take a larger leadership role. I am ready and willing to serve and give back to others some of what has been gifted to me.

I have been chair for 5 years including a year as interim. I also serve as Associate Dean for Primary Care, working to expand Family Medicine focused learners, researchers and clinicians. I am completing a 2-year term as President of USC Care Medical Group that concludes in June of 2023. Last year, I completed the Executive Leadership in Academic Medicine (ELAM) program. These additional roles and leadership training have given me a broader, holistic leadership lens and deeper understanding that frames how I view health systems-from primary care, specialty care to hospitals, integrated delivery models, community and academia-both locally and at the national level. These experiences helped me think about how to advocate effectively for Family Medicine and for our core principles of continuity, access, comprehensiveness and coordination of care as a necessary framework in thinking about how we help solve daunting challenges facing all of healthcare. I remain steadfast in my belief that Family Medicine and specifically Family Medicine leadership is an essential component to finding sustainable solutions.

I have successfully used creative thinking and problem solving in my work as chair to further mission driven programs and demonstrate the value of Family Medicine. I helped our health system become a sponsoring institution and then launched a new Family Medicine residency program at our tertiary and quaternary health system in 2021. I co-founded a street medicine program in 2018, a house call without walls model, that brings health care to some of the most vulnerable in our community. In addition to clinical care, our street medicine program has a robust workforce development program, hosts an annual conference, and has made significant

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impact on changing state Medicaid policy to improve reimbursement for street medicine. These efforts have grown street medicine from 6 programs to more than 30 statewide. We are also working nationally to bring this model recognition and appropriate reimbursement to ensure sustainability. Our NIH funded research ranking increased from 26 to 9 last year among Family Medicine. Our primary care initiative, a 4 year longitudinal track for medical students has increased the number of students choosing primary care residencies to 76%, 37% of those choose Family Medicine. Our Primary Care Physician Assistant Program is ranked #10 nationally.

It would be an honor and a delight to serve as ADFM president elect. I would bring commitment, kindness and thoughtfulness to this role. I believe strongly in supporting diversity, equity, inclusion and belonging efforts to my leadership work. I lead by facilitation and making sure that all voices are heard and represented. My leadership style is collaborative, and I am skilled at having crucial conversations and see conflict as an opportunity to explore challenges and look for new pathways to alignment. I really enjoy growing and developing others and nurturing their leadership growth and development. I believe in creating cultures where we embrace the idea of joy and laughter at work, allow opportunities for growth and development by trying things and learning from these trials and relying on grace and compassion through difficult times. I believe our people- patients, staff, learners, faculty, clinicians, and community members- are our most important resource and our actions should always reflect that value.

In summary, I believe I have the experience working with ADFM, success locally and nationally in academic leadership which has made me a well-respected leader and provided me with additional skills to help me be successful in this national leadership role. I would also really enjoy working with Amanda, Jessie and Sam, who I have great respect and appreciation for and would hope to be as supportive of them and the important roles they play. I understand that ADFM is fortunate to have several strong leaders to consider for this role and will continue to advocate, engage and support ADFM whether in the president elect role or not. Thank you for your consideration. Please don't hesitate to reach out if I can answer any questions for you.

Sincerely,



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