



The Association of Departments of Family Medicine (ADFM) supports academic departments of family medicine to lead and achieve their full potential in care, education, scholarship, and advocacy to promote health and health equity.

- **Excellence:** We pursue the highest goals and accept responsibilities required to achieve our best performance.
- **Integrity:** We commit to honesty, truthfulness and authenticity in our relationships and activities.
- **Inclusion and Equity:** We promote diversity, a culture of belonging, respect and value for all persons, and equity.
- **Respect:** We nurture free and open discourse, listen to ideas, and value diverse perspectives.
- **Partnership:** We commit to engaging with patients and communities as partners in our mission, and to achieving collective impact with mission-aligned organizations.

EXECUTIVE DIRECTOR REPORT ON ACCOMPLISHMENTS: 2022

Progress on Goals for 2022

At the end of 2021, I wrote that the priorities I saw for 2022 included:

- 1) Taking to heart our tagline, “vision, voice, leadership” and encouraging our committees and those working on ADFM-related efforts to help us do a better job of sharing out more about our efforts, data, and successes
- 2) devoting energy to thinking of better ways for us to get the word out about open chair positions and to connect up those who are recruiting for these positions with those who are interested in learning more about that particular role.
- 3) Engaging LEADS alumni in networking activities
- 4) Evaluating LEADS and BRC fellowship in this first year of growth and planning for long-term evaluation
- 5) Getting the word out more broadly for LEADS to recruit a larger cohort for 2023
- 6) Determining if BRC fellowship recruitment for year 1 was “pent up demand” or if we can recruit similar size for 2023
- 7) Working on policies we do not currently have written down but probably should now that existing policies have been revised and reapproved

Below are more details on the progress we have made this year on these priority areas, as well as some other items I felt were worth calling your attention to. For a quick glance, here is the abbreviated version:

- We made great progress on our priorities for 2022
- We disseminated our data, efforts, and successes more than in recent years
- We created a more robust open chair position “marketing” structure
- We are working to engage our LEADS alumni
- We had a successful year of expanding our LEADS fellowship and beginning our BRC fellowship and continue to work on expanding recruitment for these opportunities
- And our committees continue to put forward timely and useful resources and opportunities for our members

1. Sharing out our efforts, data, and successes

ADFM Committees and staff have generated a number of publications this year, with more in progress, to help disseminate the great work we are doing and data we have gathered.

- The Diversity, Equity, and Inclusion Committee published a wonderful piece in Family Medicine, [Diversity, Inclusion, and Health Equity in Academic Family Medicine](#)
- And a team generated out of a “hot topic” discussion on types of academic writers led by our Research Development Committee published some examples of models: [Roles of Academic Writers in a Department: Benefits, Structures, and Funding.](#)

As usual, we also shared through our “organizational updates” section in the Annals of Family Medicine.

- This year I was very proud that ADFM continued to help lead the CAFM effort we started in 2021 at [sharing leadership demographics](#) toward [setting goals for diversity of leaders & faculty](#)
- Our Leader Development Committee and our LEADS team revised the [Leadership Competencies](#) and shared them out
- Our Healthcare Delivery Transformation Committee wrote about [Departments of Family Medicine Meeting Post-COVID Needs](#)
- And our Education Transformation Committee wrote an update from the 2021 conference session “*Moving the Needle on Racial Justice in Medical Education*” with several of the 2021 panelists providing an update on their ongoing efforts to highlight the leadership role family medicine plays in achieving inclusion excellence in medical education (link forthcoming)

Our Annals commentaries are already catalogued [on our website](#), but we have also added a place for Additional Publications coming out of ADFM, which [can be found here](#).

There are many other ideas as well as several other projects actively working on manuscripts. These include

- An effort to catalog what is needed in negotiating for a new chair package, led by our Research Development Committee with input from many others: Weidner A, Elwood S, Koopman R, Phillips J, Schmitz D, Li L, Catinella AP, Robinson J, Rianon N, Peek CJ, Asif I. Negotiating a New Chair Package: Context and Considerations. *In submission process.*
- A partnership between the Healthcare Delivery Transformation Committee and the Robert Graham Center to look at our data on telehealth uptake during COVID – Ajinkya M, Byun H, **Weidner A**, Gore D, Jabbarpour Y. Telehealth Uptake in the COVID Pandemic Among Departments of Family Medicine. Submitted to Family Medicine, September 16, 2022.
- A “Call to Leadership” highlighting the role of the chair, how it has changed, and making a call for our colleagues to consider leadership positions, led by Peter Catinella and members of the Leader Development Committee
- Creation of a framework for measuring DEI across the practice, workplace, and learning environment based on where your own department and institution are at from the Diversity, Equity, and Inclusion Committee (this will be a 2023 conference workshop as well)
- A partnership with the AAFP and colleagues at Georgetown led by Michelle Roett in her role as Education Transformation Committee Chair to compare family medicine Match rates and what departments and institutions are offering in Family Medicine
- An effort of the Research Development Committee and the BRC team to compare the 2016 departmental capacity for research data to the data we gathered from our 2021 ADFM annual survey

2. Getting out the word about open chair positions and connecting up those who are recruiting with those who are interested in learning more about that particular role

This year we tried a few strategies to better market open chair positions.

The first is that we have created an intentional community of LEADS fellowship alumni so we can more easily reach out to them as a group.

Then, we created an “open chair positions” [page on our website](#). This is updated whenever we hear of new open position. These are also shared around to the ADFM listserv and to our LEADS fellows and alumni, along with regular reminders of the open chair positions site.

Third, we attempted to create more opportunity at the ADFM conference by hosting breakfast tables for departments with open department chair positions who wanted to network and another on negotiating for a new chairs package as a way to give interested attendees a place to consider this. We have some additional ideas to create more opportunities for this sort of networking in conjunction with our 2023 conference.

3. Engaging LEADS alumni in networking activities

As noted above, we have created a (virtual) community of our former LEADS fellows, with the hope to engage them longer-term in ADFM. We offered our first in person LEADS alumni reception at the STFM annual conference in May 2022. It was not very well attended, so we have been brainstorming better ways to market the reception ahead of time and to use it as an opportunity to engage not only past fellows but also those who might be interested in the fellowship in the future and want to learn more. We will host another reception for LEADS alumni and community at the NAPCRG 2022 and ADFM 2023 conferences – all who are interested in learning more or have been involved with the program in the past are invited!

We also hosted a virtual event for our 2021-2022 cohort. Despite enthusiasm for the idea from the group, it was not very well attended either and so a second attempt was not made for this sort of event.

4. Evaluating LEADS and BRC fellowship in this first year of growth and planning for long-term evaluation

This has been a year of programmatic growth for the LEADS fellowship as well as for the brand-new BRC fellowship. Both have received real-time evaluation and feedback following various curricular components and both had an in-depth mid-year evaluation with end-of-year evaluations planned.

The LEADS team has made some minor course corrections as a result of the feedback through the course of the year, including some other opportunities to engage the cohort. In particular, this year we created two “learning communities” as sub-cohorts and have learned how to better utilize these. Those interested in updates to date on the LEADS program are invited to read our biannual reports to the ABFM Foundation, who are supporting the project with a \$100,000 grant over 3 years (find the [Year 1 January report here](#) and the [Year 1 July report here](#)). We have also been working on a formal logic model and evaluation plan to guide our work, this will be included in our Jan 2023 report to the ABFM Foundation.

The BRC fellowship team has planned some more substantial changes for year 2 of their fellowship, including some restructuring of the curriculum to better capture what interested the fellows in year 1, a better orientation for fellowship faculty, a set schedule for small group learning community meetings,

and reconsideration of the structure and outcomes of the fellowship project to better meet the needs of higher-level leaders participating in the fellowship. We look forward to seeing where the second cohort takes us!

5. Getting the word out more broadly for LEADS to recruit a larger cohort for 2023

We announced our call for applications for the 2023-24 cohort at the beginning of May (<https://adfm.org/programs/leads-fellowship/>). With a goal to attract and market to an even broader audience, we have expanded our marketing efforts this year. We sent the call out to our own membership in ADFM; our LEADS alumni; our partner academic organizations (STFM, AFMRD, and NAPCRG); the AAFP Chapter staff and executives through their “Chex Mix” weekly update; and the list of individuals identified as ready for this sort of opportunity by the chairs completing the ADFM annual survey over the last several years. Additionally, we had opportunities to promote the fellowship during the AAFP’s Program Director Workshop, the STFM Annual Conference, and the ADFM Annual Conference. We continue strategizing around other places to get the word out about the fellowship, particularly to academic health systems that are not members of ADFM, and ended up giving an extension to our deadline for applications to see if we could pull in a few more health systems leader-types to our application pool.

In the end, we had 16 applicants for LEADS this year, all of whom were accepted into the program. We are particularly pleased to have 2 administrators in the new incoming cohort as well as a few interim chairs.

We had a goal to increase the cohort to 24 in year 2 of the expansion plan (2023-2024 cohort) so we still have some room for growth. However, for the first time ever, we also hosted an informational webinar before the application materials were due and had a very good turnout, with some folks ready to prepare an application for next year. We hope that offering something like this again and continuing our quest to find places to share about the program will increase the application pool next year.

6. Determining if BRC fellowship recruitment for year 1 was “pent up demand” or if we can recruit similar size for 2023

We were somewhat astounded in 2021 when we had a goal to recruit 4 fellows to the new BRC fellowship and we received 15 applications, 14 of which were ultimately accepted into the inaugural class (1 was determined to be ineligible at this time as they had no connection to family medicine). We were interested to see how many applicants we would receive this year, unsure of whether the much higher number of applicants than anticipated was a result of the true level of need or “pent up demand.” We ultimately received 6 (all eligible) applicants for the 2022-2023 cohort, which will start at NAPCRG’s 2022 Annual Conference in November. We will continue to closely monitor change in interest over the coming years.

7. Working on policies we do not currently have written down but probably should now that existing policies have been revised and reapproved

ADFM is one of the 100 inaugural members of the [Societies Consortium on Sexual Harassment in STEMM](#) and through participating in that consortium, I have realized we are missing some policies that would be good practice to have. In particular, I am drafting up a conduct policy and an investigations policy for ADFM and hope to have the Board review it before the end of the year. I have also done a review of what some of our partner organizations (particularly STFM) have for policies and found a few that ADFM might want to consider adopting. For example, we do not currently have a policy on how and when our

conference fees are increased. The Board will be reviewing these at their upcoming meeting and I hope ADFM can also share the new policies back with our partner organizations who are not currently members of the Societies Consortium but might benefit from having some similar policies.

Other Accomplishments in 2022

Continuing to Move Forward the ADFM Anti-Racism Plan and a Discipline-Wide Effort

In late 2020, we put together a plan for incorporating anti-racism into our actions and strategy for our organization within the following areas:

- Internal work for the organization
- Considering our Economic Investments as an Organization
- Gathering and Sharing Data
- Gathering and Sharing Best Practices
- Creating Space for Critical Conversations
- Developing Active and Activated Partnerships



These actions and activities are meant to be integrated into the work we are doing as an organization, not to be supplemental or in addition to it. The progress we've made to date on the actions and activities in each of these areas is being reviewed quarterly by the DEI Committee and semi-annually by the Board of Directors (last in September 2022).

The 8 major family medicine organizations have created a Family Medicine Committee on Anti-Racism (FM-CAR) with a charter approved in 2021; FM-CAR is currently working to decide on recommendations for the discipline (vs for individual organizations) based on a fairly extensive literature review using the proposed "Anti-Racism in Family Medicine Framework" (see above). The hope is that these recommendations will address identified gaps, strengthen the impact of current efforts, and monitor progress towards outcomes.

Strategic Committee Projects

In addition to the updates on priorities I had identified for 2022, I wanted to also highlight one of the major, recent activities completed by each of our strategic committees.

- The **Leader Development Committee** has put together a new resource of mentorship programs with input from the ADFM membership this year. Additionally, they have updated the [leadership competencies](#) after reviewing open chair positions, and have hosted several sessions at the STFAM Annual Conference and ADFM Annual Conference. The committee is also looking to better connect its offerings for new chairs and other leadership development opportunities, which includes connecting various content offerings and providing more infrastructure to the new chairs advising program.
- The **Education Transformation Committee** published a commentary/update in the *Annals of Family Medicine* upcoming issue on, "Moving the Needle on Racial Justice in Medical Education: Updates after the 2021 ADFM Conference Session." This commentary showcased what Family

Medicine Departments from Tufts University School of Medicine, Georgetown University Medical Center and the University of Kentucky College of Medicine are doing in medical student education to promote anti-racism and diversity, equity and inclusion.

- The **Research Development Committee** continues to host virtual research directors and chairs meetings on a quarterly basis, and has developed a “research corner” in the newsletter with committee and other research related updates. Additionally, members on the committee were just awarded funding to plan a Research Summit in fall of 2023 by the ABFM Foundation FM-Next grant program. The intention of this summit will be to bring key players in research together to try to create a novel solution to growing research capacity in family medicine and addressing concerns related to research career pathways (much more to come!).
- The **Healthcare Delivery Transformation Committee** has held a number of discussions exploring the role of departments of family medicine in a changing health care system and how departments can be leaders in this transformative change. The committee’s next step will be to host a session on the same topic during the ADFM Annual Conference in 2023. Hopefully this session will lead to a position paper. Additionally, the committee recently hosted a hot topic discussion on APP Models with members serving as panelists. The session attracted more than 50 attendees and there are plans to host future hot topics on a quarterly basis, starting with a discussion with Rebecca Etz, PhD, from the Larry Green center around patient centered measures.
- The **Diversity, Equity, Inclusion Committee** recently hosted its first DEI directors and chairs meeting, led by interested DEI directors. Inspired by the research directors and chairs meetings, this meeting was meant to provide DEI directors with an avenue to connect across the country and discuss relevant issues. The initial meeting saw more than 50 attendees and there is hope to hold these meetings in the future. Additionally, members of the committee are developing a session on department DEI measures & dashboards for the 2023 ADFM Annual Conference and pull in a framework and information from a related draft manuscript they have been working on.
- The **Advocacy Committee** held a workshop for the 2022 ADFM Annual Conference, which focused on helping departments identify ways they can promote advocacy at their home institutions. The committee is now determining its priorities for the next few years, which will involve revamping their website.

More information on the committees and their SMART goals, including the action steps that feed into these goals [can be found here](#).

Priorities for 2023

- 1) Successful FMLC: ADFM is co-hosting the Family Medicine Leadership Consortium meetings with NAPCRG in 2023. We are taking this opportunity to raise the topic of research and moving the discipline on its research efforts, which hasn’t been discussed in this venue for some time. This extra meeting requires planning and attention to the needs of the discipline beyond those of just ADFM. Additionally, an extra set of meetings to plan will be an extra bolus of work for the small staffs of ADFM and NAPCRG and although sharing the costs of the meeting and having some co-planners will take some burden off of ADFM, it also requires an additional layer of effort to make sure we are working together and aligning our visions.
- 2) Successful Research Summit process: We received word from the ABFM Foundation in late October that they will fund our proposal to host a Research Summit whose ultimate outcome would be proposing an innovative new structure that can: 1) address ways to get all family physicians engaged in practice improvement efforts (QI, using local data, and/or research), 2)

increase extramurally funded research in Family Medicine, and 3) identify opportunities for building up the knowledge delivery and process implementation for those interested in research careers in family medicine (enhancing the family medicine research workforce). We are anticipating a deep and wide planning process to be as inclusive as possible, recognizing many interests and needs. Some of the planning of this Summit will take advantage of the ADFM/NAPCRG co-hosting of FMLC, using the FMLC as an “incubator” for some ideas and to make sure all of the FM organizations’ voices are part of what is created through this process. We anticipate that designing this “out of the box” structure as an outcome of the Summit would involve future funding requests to the ABFM-Foundation for initial development and pilot testing. One goal for this year is to make this Summit happen - and for it to be as useful and productive as we are envisioning. Lots more to come as this planning process evolves!

- 3) Professional development: I would like to find ways to encourage the ADFM staff to use their professional development funds toward something that would interest them and help them grow their skills or knowledge.
- 4) Continue expanding LEADS: Although our original growth goals were higher (topping out at 40 fellows in 4-5 years), and I’d still love to see us get there, it feels that we have been stuck around 15 LEADS fellows for the last few years. We have some additional marketing ideas for 2023 and I hope we can recruit at least 20-24 fellows to move us to the next level in size.
- 5) Trying out the structured BRC Consultation Process: We have spent quite a bit of time in 2022 working out the BRC consultation process to be clearer and more consistent (see the BRC Annual Report for 2022). I am looking forward to trying this process out in 2023 to see how it works for the consultants and consultees.
- 6) Policy book and dissemination of policies: Wrapping up the last 2 years of effort giving attention to our policies and procedures, I want to make sure that they are shared and easy to find. This includes incorporating them into the annual Board orientation process and sharing them in the internal STFM/ADFM/NAPCRG process website, Confluence.

In summary, 2022 was another year full of great work by our staff, our 6 operational committees (Executive, Nominations, Finance, Membership, Administrators’ Steering, Conference Planning), our 6 strategic committees (listed above), our BRC effort (Steering Committee + 4 sub-committees: curriculum, consultation, fellowship, assessment & evaluation). Thank you all for your ongoing efforts and support of this organization!!