



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: 2024

Progress on Goals for 2024

The main priorities I laid out at the end of 2023 for the 2024 program year, as well as a summary of the outcomes, are shared below.

- 1) Begin implementation of the “overarching” goals in our new strategic plan

In this first year of our strategic plan, we have made progress on at least starting to tackle each of our “overarching” goals. More details on progress to date can be found in **Appendix A** of this report.

- 2) Follow up from the Oct 30 2023 Research Summit and, by late Spring, generate SMARTIE goals tied to the areas that ADFM has indicated willingness to lead on.

We held a productive and generative [Research Summit](#), and are still helping to wrap up the next steps. Our final related product, the “special issue” is due out any day now and NAPCRG, with input and support from ADFM, just hired the new Research Coordinator who will oversee moving forward the pieces of the plan.

It has been extremely rewarding to see the start of movement on this plan, including in the areas ADFM will lead. For example, ADFM claimed leadership on B5, “Identify and promote promising practices for chairs to support and fund research participation within their departments and institutions,” and in one of the recent quarterly meetings of the Research Directors and Chairs, the group discussed components of a curriculum for chairs which will next be processed into a curricular package (with help from the new Research Coordinator!).

Additionally, although we cannot claim credit for the idea or its implementation, we were able to engage with the NIH Director and her team to offer input and support for the new [Communities Advancing Research Equity \(CARE\) for Health](#)[™] initiative, which launched on June 6, 2024. CARE for Health[™] is a pilot, establishing primary care Research Network Hubs across the United States to expand research opportunities to the frontlines of clinical care in primary care settings. We believe this is a step in a new direction for getting more family medicine and primary care research to be funded through NIH.

- 3) Continue efforts to expand the LEADS program, aiming for at least 30 applications for the 2024-2025 cohort. Explore strategies to right-size the budget if we are not able to expand as desired.

We received 18 applications, still not to the 30 applications we were aiming for and not to the “break even” point of 20 participants. We continue to search for additional places to market the program, and are considering whether our lack of ability to garner this many applications is a result of a) the true pace of growth (we need more than 5 years of name recognition to see ROI); b) not enough marketing (we continue to be open to any additional ideas!); and/or c) the true current capacity of leaders at this stage of development.

As indicated in the goals for 2025, we will be working on some alternative funding structures to consider for long-term sustainability. We had a generous 3-year grant from the ABFM-Foundation to help with expansion of the LEADS program, and some of our unspent funds from that grant in years 1 and 2 were rolled into investments at the end of the year. Thus, for the few years as we explore alternatives and continue to work on growth, we plan to take a small amount of money from our investments to cover any LEADS program budget shortfall (up to \$15,000/yr), some of which is for continued aggressive marketing (e.g. hosting a booth at table at the STFM conference).

- 4) Expand 2024 ADFM Annual Conference sponsorships/contributions as a way to support additional programming.

A few years ago we added a “departmental partner” category, for departments to share special programs or opportunities with their peers. This category has been relatively successful. Last year we also tried to make wider outreach to consultant groups, including executive coaches and search firms, to offer the opportunity to sponsor the conference and market to our audience, but we received no interest. For the 2025 conference, we are reaching out to departments to ask them for names of groups they’ve worked with and also reducing the sponsorship fee in an attempt to attract partners; we will see if we have any luck this year!

Other Accomplishments in 2024

Membership

We ended 2024 very strong in terms of membership! Our final count was 163 Chair members (had 166 in 2023), 95 Administrator members (had 101 in 2023), 81 Associate members (had 77 in 2023), 11 Associate Administrator members (had 7 in 2023), and 17 Associate Lifetime members (had 16 in 2023). No new departments were added in 2024 but we recaptured a few whose dues had previously lapsed. We also lost a few, despite persistent follow up until the July 1 membership deadline; we will reach out to these locations again for 2025 membership:

- University of South Carolina, Greenville (Peter Carek)
- University of Texas Rio Grande Valley (new chair Jeremy Gibson)
- University of Nebraska (Jeffrey Harrison)
- Mercer University/Memorial Health (Robert Pallay)
- Texas Tech Amarillo (Rodney Young)
- Mayo Clinic – Arizona (Christopher Pullins)

Outcomes of the 2024 Annual Conference

The 2024 conference included engagement with author Timothy Hoff, PhD whose plenary “Survive and Thrive: Moving Family Medicine into the Future” was followed by a “hackathon” style brainstorming session. This led to some consensus-based action items for 4 areas: relational medicine/partnership building with patients; digital health immersion; advocacy for family medicine within the workplace; and career sustainability/wellness. A longer description of the process and its outcomes can be found [here](#). The facilitators from this session are continuing to engage with Dr. Hoff and the Board of Directors will be considering best next steps to move these action items forward in November 2024.

As always, the conference also generated many excellent discussions, idea generation, and pragmatic examples to take home!

Strategic Committee Projects

In addition to the updates on strategic priorities highlighted above, our strategic committees have been hard at work with delivering content, peer sharing, and more. More of the committees’ accomplishments and a summary of highlights from this year are included in **Appendix B**

Our supplemental programs

LEADS and our BRC fellowship continue to be incredibly valuable leadership development opportunities, with excellent engagement and outcomes. The BRC Consultation service has ongoing interest, the BRC consultants recently completed two new exploratory consultations and we have heard of a few more departments who might be interested in the near future. We plan to build on the structure of the BRC Consultation service for the proposed pilot External Review service.

Attached as **Appendices C and D** to this report are the LEADS 2024 mid-year report and the BRC Annual Report.

In summary, 2024 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!!

Priorities for 2025

With the National Research Strategic Plan moving forward, the ongoing efforts to grow LEADS, an interest in having ADFM pilot serving as a “broker” for external reviews, and lots of collaborations popping up with our partner organizations, 2025 looks to be a year of capacity assessment. In particular, priorities I see for 2025 include:

1. In early Q1 2025, work with the Board chair to lead a self-assessment of the ADFM Board of Directors and bring results to the February Board meeting for discussion.

2. By the end of 2025, develop a 5-year plan for the LEADS program, including an assessment of alternatives for funding, to ensure budget neutrality at a minimum and ideally profit generation, by the 2027-2028 cohort.
 3. By the end of Q3 2025, in partnership with the new research coordinator at NAPCRG, complete at least one of the ADFM-owned objectives in the national research strategic plan.
 4. By the end of Q2 2025, develop a succession plan for the Exec Director with the Executive Committee to help ADFM plan for the future.
 5. By the end of Q4 2025, pilot the external review consultation process with two or more additional departments and use this experience to create a business plan for an ongoing consultation model.
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2024-2026 STRATEGIC WORK PLAN

Report as of November 2024

SMARTIE GOALS Strategic Measurable Ambitious Realistic Time-bound Inclusive Equitable	Dec. '23 - May '24	June '24 - Nov. '24	Dec. '24 - May '25	June '25 - Nov. '25	Dec. '25 - May '26	June '25 - Nov. '26	Status/updates
OVERARCHING GOALS: <u>Looking to the future and staying current</u>							
1. In late 2023 or early 2024, the ADFM Membership Committee will explore if and how to make membership in ADFM more inclusive, recognizing the changing landscape and organizational structures of academic medicine. a. Recommendations will be brought to the ADFM Board for consideration and action.							Reviewed and revised Articles of Incorporation to remove membership specifications to the bylaws; Membership Committee revised definition in bylaws to allow more flexibility
2. In 2024-2026, host discussions of the family medicine CFAS representatives and other key audiences about how to better engage with medical school and health system leadership to promote academic family medicine and how we can influence the care of the community.							Encouragement and engagement by ADFM to set up meetings of FM orgs' CFAS Reps in summer 2024 to strategize conversations for 2024 AAMC and going forward. So far 2 meetings and another scheduled. Discussion with FM Deans about the levers for making change in academic health systems at ADFM Board Meeting Nov 7 2024
3. By Feb 2025, identify or generate a "one pager" that makes the business case for investing in family medicine, including within an academic health system (including downstream revenue, etc.).							Included related questions in 2024 ADFM Annual Survey Will use input from discussion with FM deans in Nov. 2024 and use advocacy workshop at ADFM Annual Conference to create initial draft
4. At the 2024 ADFM conference, make space on the agenda for innovative/disruptive "think tank" type discussions.							Hosted keynote by Tim Hoff, followed by discussion on four key areas: 1) Relational Medicine/Partnership Building With Patients, 2) Digital Health Immersion, 3)

1 Status: not started/on hold; in progress; achieved

								Advocacy for FM Within the Workplace, 4) Career Sustainability/Wellness - which also led to an Annals Commentary piece Added “Innovations Showcase” opportunity at 2023 conference, continued 2024 and 2025.
5. By January 2025, develop goals to leverage our influence and power to improve the health of the communities we serve.								Tying into item #2; To turn attention to in 2025 to determine how to build on these efforts and discussions to develop goals
Communications								
6. By late 2023, work with CAFM on a collective statement addressing supreme court decision on affirmative action, or, if CAFM does not pursue this, a re-affirmation of our anti-racism statement and values in the context of the supreme court decision on affirmative action.								Joint statement
7. Between late 2023 - 26, design a strategic communication plan to provide timely updates between our members and other organizations and collaborators, in order to ensure equitable communication across the organization and to our broader constituents.								Communications audit Aug 2024 Board agreement on plan to make some forward movement on our “communications” goals; highlights in Jehni Robinson’s presidential column here
8. As part of this communication plan, include an outreach strategy to health systems that have a large academic component to offer membership and resources such as LEADS.								To turn attention to in 2025!
Advocacy Committee								
1. Between late 2023-26, build a communication strategy within ADFM for strengthening advocacy								Voter Voice platform launched summer 2025; working on collecting member voting zip codes for targeted

2 Status: not started/on hold; in progress; achieved

relationships across CAFM, AFMAC and AAMC.							outreach
2. Between late 2023-26, activate ADFM member departments for advocacy through providing at least one training as well as resources and opportunities to partner on issues of interest.							2024 Annual Conference session on, “Translating Evidence into Policy and Practice Change: Ensuring Your Research and Knowledge Generate Impact,” and planning follow up session at 2025 Annual Conference.
Diversity, Equity, and Inclusion Committee							
1. Between 2023-26, generate at least one publication on issues of DEI in departments of family medicine.							Departmental Metrics to Guide Equity, Diversity, and Inclusion for Academic Family Medicine Departments
2. In 2024, continue to find ways to build up, support and sustain the DEI directors group with quarterly meetings or other services as advised.							Continues to be a sounding board for this group. DEI Leaders Updates: Hosted March 20 and June 18, DEI Leaders meetings. Assisted with launching listserv and STFM conference submission. Working with the DEI Committee on Annals Commentary around strategies to address DEI pushback.
3. Between 2023-26, continue to partner with other key players within ADFM and beyond to widen the DEI space.							Pushing forward more conversations around strategies to address DEI pushback through CAFM and FMLC.
Education Transformation Committee							
1. In 2024, this committee will provide 1-3 offerings related to how Departments of Family Medicine can support faculty development in order to address the leadership pathway issue for core faculty within ADFM and across the discipline.							Included related questions on 2024 ADFM Annual Survey, which has led to an STFM Annual Conference submission.

3 Status: not started/on hold; in progress; achieved

<p>2. Between 2023-26, deliver content in the form of, at a minimum, one webinar, one hot topic discussion and one publication addressing education transformation and identifying systemic impact on underrepresented populations that those transformational efforts may have.</p>							<p>ADFM hot topics on: Competency-Based Board Eligibility, Partnering with Programs to Create a Culture of Competency-based Medical Education in Family Medicine and Specialty Respect.</p>
<p>Healthcare Delivery Transformation Committee</p>							
<p>1. Between 2023-2026, deliver content in the form of a webinar, hot topic discussion or publication 2-3 times a year that highlights timely healthcare delivery related topics with diversity, equity and inclusion themes interwoven into the content and panelists/author selection process.</p>							<p>ADFM hot topics on: Primary Care Spend: Ideas and Opportunities, Primary Care Service Lines and Community Advisory Boards</p> <p>Wrote ADFM Annals Commentary: The Changing Role of a Chair and DA: Follow-Up from the 2023 ADFM Annual Conference Session</p>
<p>2. In 2024, identify clinical section leaders across institutions and explore creating opportunities to foster collaboration and knowledge sharing among that group.</p>							<p>Hosted Clinical Operations Leaders meeting on Sept. 19, 2024: 35 attendees</p>
<p>Leader Development Committee</p>							
<p>1. Between 2023-26, develop a means of supporting growth and development of department chairs and other senior leaders in order to adequately prepare them to positively impact the disparities and inequities in the healthcare system in their current and future roles.</p>							<p>Included related survey questions on 2024 ADFM Annual Survey; planning related content for the 2025 ADFM Annual Conference Leader Development Pre-Conference and Chairs Skills Workshop To turn attention to in 2025!</p>
<p>2. Between 2023-2026, provide 2-5 opportunities per year for leadership development at gatherings of</p>							<p>Continue to plan annually a seminar for the STFM Annual Conference, a pre-conference for</p>

4 Status: not started/on hold; in progress; achieved

academic family medicine (e.g. conferences), with the intention of including 1-2 presenters from a diverse backgrounds and a focus on opportunities for underrepresented minorities in medicine.							the STFM MSE Conference, and 2 workshops for the ADFM Annual Conference.
3. Between 2023-2026, update and/or develop resources for leadership development based on member needs with input from members from diverse backgrounds so they can help shape the resources.							<p>Plan to update and circulate the following resources in winter 2024:</p> <ul style="list-style-type: none"> • Leadership, Coaching, and Mentoring Programs for Family Medicine • Executive Coaching List • Leadership Resource List <p>Collaborating on a series of podcasts on leadership with STFM.</p>
4. In 2024, continue to support the LEADS Fellowship ABFM Foundation-funded expansion.							Standing item on meeting agenda to receive LEADS updates; members of this committee participate in the LEADS Oversight Committee and monthly webinars as needed
Research Development Committee							
1. In 2024, offer regular opportunities for research leaders (research directors, vice chairs and chairs) to connect over topics of shared interest (ex: increasing trust in the shared enterprise, increasing community interest).							These meetings are ongoing; next is scheduled for Nov. 21 during the NAPCRG Annual Conference.
2. In 2024, on a quarterly basis, curate funding opportunities for ADFM members and disseminate through the Quarterly ADFM Newsletter or listserv							<p>Completed/ongoing - review last two newsletters for details!</p> <ul style="list-style-type: none"> • ADFM Newsletter Spring 2024

							<ul style="list-style-type: none"> ADFM Newsletter Summer 2024
<p>3. In 2024-2026, begin work on National Family Medicine Strategic Plan for Research that ADFM is best poised to lead, including:</p> <ol style="list-style-type: none"> A5: Promote a “culture of curiosity” among medical students and family medicine residency programs to ensure the workforce is well-equipped to critically analyze and apply evidence B4: Advocate for increased funding for Departments of Family Medicine from institutional leadership B5: Identify and promote promising practices for chairs to support and fund research participation within their departments and institutions C4: Leverage Clinical and Translational Science Awards (CTSA) networks and create Centers of Excellence to increase family medicine research within institutions e. Collaboration on other objectives with other organizations as needed 							<p>In September 2024, Shannon Robinson, was hired as the Research Coordinator who will primarily be overseeing this work.</p> <p>During the 2024 series of Quarterly Research Directors and Chairs meeting, used the meeting time to cover topics related to: B5, A5, and C4.</p>
<p>4. In 2024-2026, continue to support the BRC initiative in collaboration with NAPCRG.</p>							<p>Members are actively involved in BRC initiatives and it’s a standing item on meeting agenda to receive updates on BRC.</p>

STRATEGIC WORK PLAN

Strategic Committee Highlights

Nov. 2023 – Nov. 2024

ADFM Strategic Committees

- | | |
|---|--|
| <ul style="list-style-type: none"> • Advocacy • Diversity, Equity and Inclusion • Education Transformation | <ul style="list-style-type: none"> • Healthcare Delivery Transformation • Leader Development • Research Development |
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HIGHLIGHTS

VIRTUAL OFFERINGS

5 [ADFM Hot Topics](#)

- Addressing Specialty Respect to build a Healthier Learning Environment: *24 registrants*
- Community Advisory Boards: *55 registrants*
- Strategies for DEI pushback: *61 registrants*
- Creating a culture of CBME: *88 registrants*
- Primary care spend: *65 registrants*
- Primary care service lines: *81 registrants*
- Competency-based board eligibility: *60 registrants*

2 DEI Directors Meetings and a listserv: 33 registrants

4 Research Directors and Chairs Meetings and contact list: 40+ Attendees

CONFERENCE SESSIONS

3 ADFM Conference sessions all with 30+ attendees

- Leader Development Pre-Conference: Tools for Enhancing Your Leadership Skills
- Chairs Skills Workshop: You can't make this stuff up! Chairs' Skills Workshop
- Leadership & management Dilemmas Dinner

1 STFM MSE Pre-Conference

- So You Want to Be a Family Medicine Leader? Here Are the Tools That You Need!

1 STFM Session on the ADFM Leadership Competencies for Senior Leaders with 20+ attendees

- Want to Make a Difference in Healthcare? Developing Leadership Competencies to Get You There!

2025:

- 1 accepted proposal for STFM MSE Conference
- 1 submission AAFP FUTURES Conference
- 3 submissions for STFM Annual Conference

PUBLICATIONS

- 4 [Annals Commentaries](#)
- 1 STFM Journal publication, "[Departmental Metrics to Guide Equity, Diversity, and Inclusion for Academic Family Medicine Departments](#)"
- 1 Research Summit Special issue
- 2 [Quarterly Newsletters](#)

LEADS FELLOWSHIP UPDATE

- 4 in-person workshops
- 15 [outgoing fellows](#)
- 18 incoming fellows
- 2 returning faculty advisors
- 1 alumni reception
- 1 alumni survey

BRC UPDATE

Fellowship:

- 7 [outgoing fellows](#)
- 7 incoming fellows
- 2 outgoing faculty advisors
- 2 incoming faculty advisors
- 2 returning faculty advisors

Other projects:

- 2 completed consultations
- 1 actively in process
- 2 initial exploratory consultations
- 6 of presentations at 3 conferences

PARTNERSHIPS ENGAGEMENTS AND INITIATIVES WITH OTHER ORGANIZATIONS THIS YEAR

Council of Academic Family Medicine (CAFM)

- AI and education

Family Medicine Leadership Consortium (FMLC)

- Overlap of ADFM members in FMLC leadership roles - Richelle Koopman as President of NAPCRG; Tochi Iroku-Malize as Past President of AAFP; Joseph Gravel as President of STFM

AAMC Council of Faculty and Academic Societies

- Meetings of FM CFAS reps ahead of AAMC meeting to strategize on what to champion together

AAFP Commission on Education

- Partnership for updates on Best Practice Guide for Student Choice of FM

Bishop Society

- Shared exploration of ways to engage senior leaders since 70% of their members are past department chairs



2024 BRC ANNUAL REPORT For the ADFM and NAPCRG Boards of Directors

The Building Research Capacity (BRC) initiative, co-sponsored by the Association of Departments of Family Medicine (ADFM) and the North American Primary Care Research Group (NAPCRG), was officially launched at the November 2016 NAPCRG conference¹. The initiative grew out of strategic priorities independently articulated by each organization in 2014 around strengthening research capacity within academic family medicine² and has built on the strengths and resources of each organization to develop several main areas over the last 5 years: ongoing curricular offerings (e.g. workshops at NAPCRG, ADFM, and other conferences); a consultation service; a new fellowship program, piloted in 2018-2019 and fully launched in 2021; and an evaluation and assessment arm. The current BRC Subcommittee & Workgroup rosters can be found on our website at: <https://adfm.org/programs/building-research-capacity-brc/>

Current BRC Leadership

We have been getting increasingly organized and formalized around BRC infrastructure over the last 5 years. In 2021 we defined a path for leading BRC by defining a succession plan for the chair and vice chair roles. Each serves a 2-year term (so total term is 4 years). The vice chair position is appointed and ADFM and NAPCRG will rotate the appointment of this position; term dates will be in conjunction with NAPCRG terms (so November rotation).

In November 2023, Navkiran (Kiran) Shokar MA MD, MPH took over as Chair of the BRC Steering Committee and will serve until November 2025, when the Chair role will be passed to Masahito Jimbo, MD, PhD, MPH, FAAFP, who is currently the Vice Chair. NAPCRG is next in the rotation to appoint a new Vice Chair in November 2025.

Consultations

BRC provides a consulting service for departments and residency programs that need assistance in evaluating their readiness for investing in or expanding their commitment to primary care research. In 2022 we spent significant effort developing a contract template under the guidance of an attorney to help formalize our structure. We have also spent a significant amount of time refining our internal

¹ [The Building Research Capacity \(BRC\) Initiative: to Be Launched at the 2016 Annual NAPCRG Meeting](#). *Ann Fam Med* 2016;14:585-586. doi: 10.1370/afm.2009.

² [Building Research and Scholarship Capacity in Departments of Family Medicine: A New Joint ADFM-NAPCRG Initiative](#). *Ann Fam Med* 2016;14:82-83. doi: 10.1370/afm.1901.

processes for identifying and delivering consultations, including roles, a workflow, and a fee schedule; this document is [available here for review](#) to anyone interested. We continue to refine this process as we undertake consultations, at the rate of 1-3 per year.

This year, we are engaged in one long (30+ hour) consultation with the University of Chicago. We have also initiated exploratory conversations with University of Pittsburgh, Emory University, and University of Missouri - Kansas City and continue to follow up with each institution to determine their interest in engaging in a full consultation.

More information for what consultations can include is now available on our website, here: <https://adfm.org/programs/brc-consultation-service/>

Fellowship

BRC launched a fellowship on leading change to build research capacity in departments/institutions in 2021. This program is moving into its 4th cohort in November 2024, with 8 new fellows. These are listed below in **Appendix A**.

Two faculty members, Dean Seehusen and Lynn Meadows, have elected to step down BRC faculty for the 2024-2025 year with other things they have going on. We are grateful for their contributions and investments in the fellowship over the past years! We are looking forward to welcoming two new faculty, Joan Ilardo (a former fellowship participant) and Peter Cronholm.

Additionally we are very excited that this year we will have the outgoing cohort present their fellowship projects on the preconference day of NAPCRG, look for:

SPARC Presentations: Strategic Plans to Advance Research Capacity by graduates of the Building Research Capacity Fellowship
11/20 at 10:30am-12:30pm
QCCC 205C

Programming (“Curriculum”) at various conferences

In 2024 the BRC team presented “Influence for Impact - Harnessing Persuasion Principles to Boost Family Medicine Research” as a preconference workshop at the ADFM conference as well as two sessions at the STFM Annual Conference, “How to Build a Research Curriculum” and “Building Scholarship Into Your New Learning Networks: A Building Research Capacity Presentation”. We are excited for two presentations at the upcoming NAPCRG conference (in addition to the fellows’ projects noted above). Look for:

Building Research Capacity: Funding Options For Academic Family Medicine (W.12)
11/21 at 10:45am-12:15pm
QCCC-Floor 2-2104AB
<https://napcrg.org/conferences/2020/sessions/6139>

Using Evidence-Based Best Practices for Research Mentoring (WS.16)
11/22 at 9:30am-11:00am
QCCC-Floor 2-2104AB

<https://napcrg.org/conferences/2020/sessions/6199>

This brings the total number of **presentations and workshops since November 2016 up to 33**. The list of presentations since then is shared as **Appendix B**. Discussions about submissions for the 2025 ADFM, STFM, and NAPCRG conference are underway. Additionally, a subgroup of the BRC Curriculum Committee and the ADFM Research Development Committee have submitted a proposal on research pathways for the AAFP Futures Conference.

Assessment & Evaluation

The A&E subgroup makes sure that all of the BRC programming is evaluated, including fellowship content, presentations at conferences and elsewhere, and consultations. This year, the A&E subgroup worked on creating a standard [Consultation Evaluation](#) to provide more consistency in results across consultation evaluations.

Lynn Meadows expressed a desire to step back from her role as co-chair of this committee as she moves forward in her retirement and we are looking forward to welcoming Jennifer Taylor in joining Pete Seidenberg as co-chair for the coming year.

Appendix A: 2024-2025 Fellowship Faculty, Mentors, and Fellows

Fellowship Co-Directors

- Stephen Stacey, DO, Director of Osteopathic Education, Mayo Clinic Family Medicine Residency
- Peter Seidenberg, MD, MA Professor, Chair, and Physician at LSU Health School of Medicine

Fellowship Faculty & Mentors include:

- Richelle J. Koopman, MD, MS, Professor and Vice Chair for Research and Faculty Affairs, University of Missouri
- Melanie Steiner-Sherwood, PhD, Associate Director of Research Development, Department of Family and Preventive Medicine, University of Utah
- Peter F. Cronholm, MD, MSCE, Professor and Vice Chair for Research, Department of Family Medicine and Community Health, University of Pennsylvania
- Joan Ilardo, PhD, LMSW, Senior Associate Chair, Director of Research Initiative, Department of Family Medicine, Michigan State University

BRC Fellows 2024-2025

First Name	Last Name	Institution	Position
Katarzyna	Budzynska	Henry Ford Health	Assistant Program Director Family Medicine
Shaunta	Chamberlin	University of Tennessee Graduate School of Medicine	Professor, Assistant Family Medicine Residency Program Director - Curriculum & Research, Director of Research
Kevin	Everett	University of Missouri	Research Director & Associate Professor
Diego	Garcia-Huidobro	Pontificia Universidad Catolica de Chile	Associate Professor and Research Director
Laura	Igarabuza	Lewis Katz School of Medicine at Temple University	Vice Chair of Research, Assistant Professor
Autumn	Kieber-Emmons	Lehigh Valley Health Network (LVHN) Morsani College of Medicine	Vice Chair for Research, Associate Professor, Director - Practice and Community Based Research Network
James	LaRosa	ChristianaCare	Associate Program Director
Marie Claire	O'Dwyer	University of Michigan	Clinical Assistant Professor / Director of Resident Research Program

Appendix B: Presentations by Year

Year	Conference	Title
2016	NAPCRG	BRC Launch - Building a culture of inquiry in departments and residency programs
2016	NAPCRG	Role of leadership and senior management in facilitating or impeding scholarship and research development
2017	ADFM	Joy in Research: The Role of the Administrator-Chair Partnership in Inspiring Research
2017	STFM	Creating a Culture of Inquiry in Academic Family Medicine
2017	NAPCRG	Means to Meaningful Mentorship
2018	ADFM	What Does Building Research Capacity Mean to Departments of Family Medicine: A BRC Dialogue
2018	STFM	Should Family Medicine Educators be Expected to Do Research: A Point-Counterpoint Debate
2018	STFM	I Am Not a Researcher: Why Should I do Research? How Participation in Research Makes ME a Better Family Medicine Educator
2018	NAPCRG	Promoting Research and Scholarship in Family Medicine: Finding the Time and Money to Support It: A Building Research Capacity (BRC) Workshop
2019	ADFM	Key Chair Decisions in Building Research and Scholarship Capacity
2019	STFM	Quality Improvement Projects as Research: A Building Research Capacity (BRC) How-To Workshop
2019	NAPCRG	A BRC Forum: How to Do Feasible and Gratifying Research by Aligning with Clinical, Quality and Operational Priorities
2019	NAPCRG	Building Research Capacity: Gathering US and Canada Chair and Research Leader Priorities and Practical Strategies

2020	ADFM	The Leader's Guide to Decision-Making When Building Research and Scholarship Capacity (preconference workshop)
2020	STFM	Creating Great Educational Research Projects - A Building Research Capacity (BRC) Session
2020	NAPCRG	Strategies to Address Research Challenges and Opportunities in the Midst of a Global Pandemic: A BRC Workshop.
2020	NAPCRG	Building Research Capacity: From Priorities and Strategies to Department Actions (preconference workshop)
2020	FMEC	Building Research Capacity: From Priorities and Strategies to Action
2021	ADFM	Research in the Era of Crises: COVID, Health Equity, Population Health, or Making a More Equitable Research Enterprise (preconference workshop)
2022	ADFM	Creating a Strategic Plan for Research in Your Department
2022	STFM	Fulfilling Your Program's Scholarship Requirements Through Readily Available Resources and Creative Strategies
2022	NAPCRG	Utilizing Research Indicators to Boost Your Department's Effectiveness
2023	ADFM	Building Research Capacity: Change Management, A Tool for Meeting your Department's Research Goals
2023	STFM	Increasing Research Capacity: How Much Is Right for You?
2023	NAPCRG	SPARC Presentations: Strategic Plans to Advance Research Capacity by graduates of the Building Research Capacity Fellowship
2023	NAPCRG	The Joy of Research: Discovering, Rediscovering, and Growing It
2023	NAPCRG	Strategies to Keep Your (Post-Pandemic) Research Moving Forward
2024	ADFM	Building Research Capacity: Influence for Impact - Harnessing Persuasion Principles to Boost Family Medicine Research

2024	STFM	How to Build a Research Curriculum
2024	STFM	Building Scholarship Into Your New Learning Networks: A Building Research Capacity Presentation
2024	NAPCRG	SPARC Presentations: Strategic Plans to Advance Research Capacity by graduates of the Building Research Capacity Fellowship
2024	NAPCRG	Building Research Capacity: Funding Options for Academic Family Medicine
2024	NAPCRG	Using Evidence-Based Best Practices for Research Mentoring

LEADS Progress Report August 2024 (Year 3, Report 2)

This report is the mid-year report to the ABFM-Foundation in 2024 to report on the progress of the expansion of the Leadership Education or Academic Development and Success (LEADS) Fellowship of the Association of Departments of Family Medicine.

This report includes a summary version of our “Background” shared previously and then provides updates from the previous 6 months as follow-up to our report in January 2024.

Background

Since 2009, ADFM has been training future Chairs of Depts of Family Medicine through a Fellowship mechanism which has accommodated generally between 4-8 fellows annually. In the 2018 ADFM identified leadership and diversity, inclusion, and equity as two overarching priorities, specifically goals to:

- *Increase the number of women, racial and ethnic minorities, and individuals from other groups underrepresented in medicine (including rural) serving as FM department chairs and department leaders.*
- *Increase the pool of individuals interested in and prepared to become department chairs and administrators*

In 2018, we launched a re-branded fellowship, Leadership Education for Academic Development and Success (LEADS). The goal of the fellowship is to train pluripotent mid- to late career family medicine leaders to have the skills/understanding of a high level leadership position like a department chair and who would also be competitive for other leadership positions beyond the scope of their current role within health systems. It is designed to be complementary to other programs but to offer something unique without overlap (as best we can tell) with an intent to provide high level leaders for the discipline.

Summary of Support

The ABFM-Foundation agreed to fund \$60,000 in year 1 (beginning Jan 2022), \$30,000 in year 2 (Jan 2023), and \$10,000 in year 3 (Jan 2024) for helping with support of the success of the effort.

They also approved \$20,000 per year over years 2, 3, and 4 to be distributed as \$5,000 scholarships along with \$10,000 in year 4 for evaluation of the program.

Updates from January 1 - August 30, 2024:

Since our January 2024 report, we closed out our 2023-24 cohort of fellows and kicked off the 2024-25 cohort in February 2024. Similar to last year's cohort, this new cohort of fellows have really impressed our faculty and staff. They seem to get along well as a group and offer a lot of great insights for our other fellows to gain.

We have also just reviewed applications for the 2025-2026 cohort. Read more below!

24-25 Cohort Progress

The LEADS curriculum continues to evolve with our cohort-responsive content (i.e. built in flexibility in topics depending on cohort needs as determined by the strengths and areas for growth in the leadership competency areas). As a reminder, the program is structured with several in-person workshops throughout the year along with weekly hour-long meetings that alternate between journal discussions, project updates, and webinars, plus a time every other month for meeting as small group "learning communities." This cohort is broken into two of these learning communities, which are again led by our two faculty advisors, Val Gilchrist and Steve Zweig, who agreed to serve another year.

Summer workshop. In July, we hosted our second summer workshop at the University of Colorado, the home institution of fellowship director, Myra Muramoto. Although the format was largely the same, some of the sessions did look different as a result of some of the feedback we have received over the last few workshops. Similar to last year, this event took advantage of many of the resources the UC Department of Family Medicine has to offer, including inviting faculty and staff to speak on topics such as advocacy and policy, negotiations, and strategic communications. We also introduced topics around crucial conversations and crucial accountability during this workshop; last year we did it at the November workshop and got feedback that these topics should have been introduced earlier.

During the workshop the fellows completed a DISC assessment on their leadership style and considered the styles of their colleagues. There was also ample opportunity for team bonding with a trip to the mountains for a hike and a BBQ at Myra's house. Overall the workshop was extremely well received; the fellows reported in the evaluation greatly valuing the various sessions/topics and face-to-face time with their cohort, our faculty, and staff. We have early

plans to do something similar next year and are excited to start planning our next workshop in November in conjunction with the AAMC Annual Conference.

Mid-year check in:

In the last few years we have added in a process of sending a letter to the nominating chair/sponsor of the fellow after the fellowship orientation to (re)outline expectations of the program for both the fellow, the sponsor, and the LEADS faculty/staff team. The letter for the current cohort of fellows included the following:

We are asking sponsoring chairs to engage and support their fellow in the following ways:

- *Assess the leadership competencies of your LEADS fellow using the ADFM Senior leadership competencies assessment for sponsoring chairs. We will ask you to repeat this assessment at the end of the LEADS fellowship year.*
- *Discuss with your fellow, your assessment and their self-assessment of their leadership competencies and their leadership development goals. Fellows repeat their self-assessment at the end of their LEADS fellowship year. We hope this will form a foundation for leadership development planning, mentoring, and guidance of your fellow over the course of their fellowship year.*
- *The chairs' leadership assessments of their fellows and the fellows' self-assessments will each be aggregated and shared back with the sponsoring chairs and fellows as aggregate de-identified data.*
- *Meet quarterly with your fellow to check-in with the fellow's experience and progress in the LEADS fellowship, and with their LEADS project. This will help the chair facilitate their fellow's engagement with LEADS and their leadership development, as well as accomplishing their project.*
- *Sometimes, a fellow finds it necessary to change or modify their original LEADS project/project plan. We now require the fellow to discuss proposed changes to their LEADS project with their sponsoring chair as well as their LEADS learning community advisor to ensure the proposed changes will be supported by the department, and are still focused on developing specific leadership competencies.*
- *Midway through the fellowship, the LEADS core faculty will provide the sponsoring chair with a progress report.*
- *If possible, please attend the LEADS graduation to help recognize and celebrate your fellow's achievement. Graduation is on the morning of the pre-conference day of the ADFM meeting (usually a Wednesday).*

In line with these intentions, last year we built out a more robust mid-year check in over the summer months in that involves each fellow checking in with their learning community advisor one on one and coming up with a mid-year check in report (an example is attached to this report), meeting with their sponsoring chair/supervisor to provide them with an update on their

fellowship, and similar to last year, completing a mid-year evaluation of the fellowship itself (results also included as an attachment to this report). The goal of these activities is to not spit out a report card for each fellow, but to provide an opportunity for 1:1 conversation with their learning community faculty and their chair/supervisor and have a written narrative of their progress in the fellowship so far.

The mid-year evaluation confirmed that the variety of offerings for the program are key; most fellows mentioned that the people - both the connections and learning from each other and other senior folks - are the best part of the fellowship, but many mentioned specific assignments, like the leadership interview, and the workshops as well. Challenges mostly revolved around personally allocating enough time for the program; all feedback on the faculty and staff was positive.

Next steps for our 2025-2026 Cohort

We closed our call for applications for the 2025-26 cohort on July 10, 2024 and have accepted all 18 fellowship applicants. Three of these applicants requested the partial tuition scholarships and we are very pleased that we were able fulfill all of these requests this year thanks to the generous support of the ABFM Foundation.

We are attempting this year to adjust our onboarding timeline slightly to have the new cohort onboarded more fully ahead of the start of their year. We've requested their brief bios, pictures and longer biosketches, and self-assessments, and plan to send the sponsoring chair their letter in November (as noted above, this was previously sent after the fellowship started). We are also extremely excited that Val Gilchrist and Steve Zweig will be staying on for a 3rd year as learning community faculty advisors!

Checking in with our alumni!

We continue to try to better serve our LEADS alumni and create opportunities for networking with the addition of a few in person receptions across the year. The hope is that these receptions will provide an opportunity for past fellows to reconnect and for potential future applicants to learn more about the program. We hosted a reception at the 2024 ADFM Annual Conference and had a large turnout of past, current, and prospective fellows and department chairs. We're planning to host another reception at the 2025 ADFM Annual Conference. We continue to use the Alumni listserv to stay connected with past fellows, communicate upcoming events, and share open chair and other senior leader positions.

We have also hosted a partner table at the STFM Annual Conference for the last two years, both as an opportunity to recruit future fellows and connect with our alumni and friends of LEADS.

We continue to see success with our alumni transitioning to more senior leadership transitions after their fellowships. Nearly a quarter of the new department chairs who started since January 2024 are LEADS alumni. We plan to survey the alumni on a regular cadence for longitudinal tracking.

Plans and process improvements

We have been working to roll out the following additional features with the current cohort:

- *Planning a virtual event for alumni and future fellows.* LEADS staff and faculty have had the opportunity to connect with the search firm Witt Kieffer to see if there was a way of working together to get both of our shared needs met, i.e. placing chair candidates successfully in open chair positions. This year we are hoping to also host a virtual ADFM Hot Topic session for alumni and others interested in LEADS that will highlight the program and also include details about working with a search firm.
- *Including LEADS Alumni in session at 2024 STFM Annual Conference.* In partnership with the ADFM Leader Development Committee, several members of the 2023-2024 Cohort facilitated a session, “Want to Make a Difference in Healthcare? Developing Leadership Competencies to Get You There!” This session provided an opportunity to attendees to dig into one area, personal and professional development, of the Leadership Competencies heavily used in the LEADS curriculum. They were also able to provide an overview of the fellowship and some brief testimonials on what participating in the program means to them.
- *Small tweaks to the schedule and agenda.* As mentioned above, LEADS faculty and staff continue to be responsive to the current cohort by tweaking the curriculum as needed. For example, much of the content for the summer workshop (crucial conversations and accountability, and the session on negotiations) occurred during November’s workshop for last year’s cohort, who gave us feedback that these sessions would be more beneficial if they were introduced earlier. There was also a session on advocacy and policy that was a follow up to a session at the 2024 ADFM Annual Conference.
- *Exploring future funding opportunities.* As application numbers hover just below the LEADS budget break-even point, we are looking into other budgetary structures and opportunities to fund the program while we continue to explore ways to encourage applications. Future funding opportunities may include fundraising, charging for additional services, increasing tuition, or restructuring the faculty/director model. ADFM is committed to keeping the program as robust as possible!

Welcome to the 2025-2025 Cohort!

Below is the list of individuals we will be accepting into the 2025-2026 cohort, their institutions, and their proposed projects/project areas. Notifications of acceptance and contracts are being sent to these individuals this week!

Name	Institution	Project title
Erin Corriveau, MD, MPH	University of Kansas Medical Center	KUMC and Vibrant Health Unite
Joanne Dempster, MD, MHA	Columbia University/New York Presbyterian Hospital	Developing a culture of ongoing quality improvement among staff, faculty and residents at our family medicine outpatient practice.
William Dixon, MD	Southern Illinois University - Quincy Family Medicine Residency Program	Staff Leadership Development in a Rural Residency Program and FQHC
Roli Dwivedi, MD	University Of Minnesota	Community Engagement- A tool to Build Trust and advance Health Equity : Increasing the knowledge and practice of community engagement in Family Medicine
Carlos Elguero, MD, FAAFP	Albany Medical College	Clinical Accountability Meeting
Jon Hallberg, MD	University of Minnesota Medical School	The Good Doctor: Increasing the Accurate Representation of Family Physicians in Film and Television
Shawn Hickernell, MHA	Banner Health	Enhancing Provider Well-being and Cultivating a Positive Culture in Family and Community Medicine
Shermeeka Hogans-Mathews, MD	Florida State University College of Medicine	Promoting Departmental Wellness & Connectivity through Scholarship
Katie Imborek, BA, MD	University of Iowa Health Care	Leveraging Data to Facilitate Access, Increase Continuity of Care Index, and Promote Provider Well-Being
David Kelley, MD	University of Arkansas for Medical Science	Bringing education to the front
Hobart Lee, MD	Loma Linda University Health	FM CARES: Family Medicine Coaching and Academic Resiliency for Education and Service

Neela Patel, MD, MPH	UT Health San Antonio	Technology for productivity and wellness - Using Technology to Increase Clinicians' Productivity, Decrease After-Hours work in the Electronic Health Record, and Enhance Faculty Wellness and Satisfaction in the Division of Geriatrics and Supportive Care within Family Medicine
Dan Sepdham, MD	University of Texas Southwestern Medical Center at Dallas	Ensuring Continued High Quality Faculty Mentorship for the UT Southwestern Department of Family & Community Medicine.
Zubair Syed, MD	UT Southwestern Medical Center	"Where does the money come from, and where does it go?"
Tina-Ann Thompson, MD, MBA	Emory University	Implementing Value Based Care concepts in Residency Training
Kristi VanDerKolk, MD, FAAFP	Western Michigan University Homer Stryker M.D. School of Medicine	Transitioning to competency-based education and evaluation in a Family Medicine Residency
Brandon Williamson, MD	Texas A&M Health Science Center; Department of Primary Care and Rural Medicine	Development of a departmental onboarding and mentoring process for new faculty.
Camilo Zaks, MD	Keck School of Medicine of USC	Implementing a Clinical Revenue Model for Street Medicine

We thank the ABFM-Foundation for the funding to get this program underway and look forward to sharing the next update in winter 2025!

Attachments:

- July Workshop Agenda
- Draft November Agenda
- July workshop and mid-year eval results
- Mid-Year Check-In Components
- Mid-Year Check-In Template

2024 - 2025 ADFM LEADS Cohort
July 18-20, 2024 Summer Workshop
University of Colorado Anschutz Medical Campus
Health Sciences Building, Room P12-2007, 1890 N Revere Ct, Aurora, CO 80045

Hike options:

- Reynolds park, 5-10 min from Myra's house. Multiple short and longer hikes
<https://www.jeffco.us/1429/Reynolds-Park>

Day/Time	Topic/Activity
Pre-work	Read through your DiSC Assessment before Thursday's session (it should have been emailed to you, please let Sam or JoBeth know if you didn't receive) Read 2 papers: <ul style="list-style-type: none"> - Joly H (2022) "5 Principles of Purposeful Leadership" - Meister, A Zheng W, and Caza B (2020) "What's your leadership origin story" Listen to Podcast: "The heart of daring leadership" https://brenebrown.com/podcast/the-heart-of-daring-leadership/ (Can also read transcript at same link)
Wednesday PM	Arrive in Denver Accommodations at Benson Hotel, Aurora
Thursday, July 18	
7:30 – 8:00	Breakfast and socialize, networking
8:00 – 10:00 (2 hrs)	Everything DiSC: Leadership profile (Debra Lammers, CU HR) <ul style="list-style-type: none"> - Class DiSC profile - Debrief and Discuss DiSC profiles.
10:00-10:15	Break
10:15-12:00 (1.75 hrs)	Conclude DiSC debrief and end fellows will break into groups of 2-3 and share their leadership origin story. They will be asked to think about their DiSC assessment and the two workshop pre-readings (leadership origin story, principles of purposeful leadership) and reflect on how they might intersect and influence each other.
12:00-1:00	Lunch
1:00 – 2:30 (1.5 hrs)	Crucial Conversations – brief didactic and case-based roleplays Steve Zweig Pre-reading: Crucial Conversations Summary
2:30-2:45	Break
2:45-4:15 (1.5 hrs)	Crucial Accountability – brief didactic and case-based roleplays Steve Zweig Pre-reading: Crucial Accountability Summary
4:15-4:30	Break

4:30-5:00	Wrap-up, and debrief. Review tomorrow's agenda, plan for hike and BBQ (take orders for type of burgers). Adjourn for the day
5:00 -?	Dinner and fun on your own (don't stay out too late!)
Friday, July 19	
7:30 – 8:00	Breakfast and socialize, networking
8:00 – 10:00 (2 hrs)	<p>Negotiation</p> <p>Pre-readings:</p> <p>Getting to Yes</p> <p>Getting to Yes with Yourself (or video summaries)</p> <p>Getting past no</p> <p>Agenda for session:</p> <ul style="list-style-type: none"> o Brief didactic/case set-up o Break into duos or trios to role-play cases
10:00 – 10:15	Break
10:15 – 12:00 (1hr 45 min)	<p>Managing Transitions: The People Part of Change Management – Myra + Val and Steve</p> <p>Brief didactic session, followed by small group discussions, guided by worksheet</p> <p>Pre-readings:</p> <p>Myra's prep message</p> <p>The Three Questions</p> <p>Getting Them Through the Wilderness</p> <p>Managing Transitions Summary</p> <p>Constant Change is Rewriting the Psychological Contract with Employees</p>
12:00 – 1:00	Grab lunch. Change clothes, shoes, grab water bottle and sunscreen, insect repellent
1:00 - 2:00	Travel to Myra's house in Conifer.
2:00-2:30	Drop off stuff and people who don't want to hike.
2:30 – 4:30	Short hike at nearby park (10-15 min away) or hang out at Myra's house. Recommend a relatively flat, ~ 1 mile hike
4:30-7:30	Travel back to Myra's, bonding and networking time: BBQ Dinner, bumper pool, and/or board games, hanging out
7:30-8:30	Travel back to Benson hotel
Saturday, July 20	
7:30 – 8:00	Breakfast and socialize, networking
8:00- 9:30 (1.5 hrs)	<p>Strategic Communication – Liz Campbell</p> <p>Presentation, small group work</p>
9:30 – 9:45	Break
9:45-11:30 (1.75 hrs)	<p>Storytelling and Public Narrative for Policy dissemination: Farley Health Policy Center faculty - Kyle Leggott, Stephanie Gold, Lauren Hughes</p> <p>Workshop content is a follow-on the session at ADFM</p>
11:30-12:00	Workshop Debrief and wrap-up – Ideas for November (Dean panel, ?)
12:00	Adjourn

12:00 -?

Travel home (Benson is about 30 min from DIA)

ADFM LEADS Fellowship Workshop in conjunction with the AAMC

Date/Time: Thursday, November 7, 2024, 6:00-8:00 pm & Friday, November 8, 2024, 7:30 - 4:00 pm

Location: TBD

Pre-readings:

1. [Speaker bios available here](#)

Related readings (not required):

AGENDA

Thursday, November 7, 2024 | 6:00 - 8:00 PM

Time: Eastern Location: The Collective Food Hall, 756 W Peachtree St NW, Atlanta, GA 30308	Topic	
6:00 - 8:00 pm	Optional Dinner with LEADS faculty, staff & fellows	

Friday, November 8, 2024 | 7:30 AM - 4:00 PM

Time: Eastern Location: Candler Hotel, 127 Peachtree St, Atlanta, GA 30303, Russell Express Conference Room	Topic	Facilitator
7:30 – 8:00 am	Optional early check-in with breakfast!	Myra Muramoto, MD
8:00 - 8:15 am	Welcome and review of the plan for the day <ul style="list-style-type: none"> • Poll group to see who is going to AAMC so we can make a plan to meet up during 	Myra Muramoto, MD
8:15 - 9:00 am	Perspectives from the Dean and Vice Chancellor Current Deans will share their experience in the Dean position, ways they believe their mindset had to shift when entering this position, and how Family Medicine plays a role in their current position.	Terry Steyer, MD , Dean Medical University of South Carolina, Christine (Chris) Jacobs , Dean and Vice President for Medical Affairs at Saint Louis University School of Medicine, and James Haynes, MD , Dean, University of Tennessee Health Science

		Center College of Medicine-Chattanooga
9:00 - 9:45 am	Reflections and sharing Description: A chance to take a breath and think about the leadership competencies they set out to and how they've shifted; what are the big ah hah's thus far that you would be willing to share with the group; how that's shaping or not shaping what you're planning to do with the rest of the fellowship	Myra Muramoto, MD
9:45 - 10:00 am	Break	
10:00 - 11:30 am	Challenges of the day - dialogue between LEADS and Board Format/summary: This will be a case-based discussion.	Myra Muramoto, MD. Val Gilchrist, and Steve Zweig
11:30 - 1:00 pm	Lunch & Networking	
1:00 – 2:15 pm	Change management - invite Ted Johnson Format/summary:	
2:15 - 2:30 pm	Break	
2:30 - 3:45 pm	Strategic planning <ul style="list-style-type: none"> - Program evaluation: needs to be practical, ask the question of legacy programs - pre work: pose some questions - implementation science vs. de-implementation science 	Steve Zweig, MD
3:45 – 4:00 pm	Debrief, Advice on AAMC, & Wrap Up <ul style="list-style-type: none"> ● Debrief the sessions for the day with open discussion time/Q&A ● Move along to advise for getting the most out of AAMC/making plan to meet up as a group ● Wrap up 	Myra Muramoto, MD

ADFM LEADS MID-YEAR CHECK-IN

Purpose: Mid year check in on individual fellows' progress within the fellowship.

Components:

1. Fellow/chair check-in - Completed by fellow and chair
2. Mid-Year Eval of the Program - Completed by fellows
3. Mid-Year Update on Fellows' Progress - Completed by LEADS faculty and staff

Details:

1. **Fellow/chair check-in:** Request that each fellow check-in with their chair on their progress within the fellowship and their project.
2. **Mid-Year Eval of the Program** - example: <https://www.surveymonkey.com/r/7V6LDFH>
3. **Mid-Year Update on Fellow's progress:** <https://forms.gle/CpH1N58RP18B5tbg9>

Each progress update will include the following components:

Attendance:	High	Missed a few session	Often unable to participate
Participation:	High	Sometimes	Infrequent

Narrative assessment of fellow progress on project

Narrative progress on stated goals

ADFM LEADS Mid-Year Check-In

Purpose: Mid-year check in on individual fellows' progress within the fellowship.

Fellow Name: _____ / **Learning Committee Advisor:** _____

Rating scale:

Attendance between February 2024 - end of June 2024		Participation between February 2024- end of June 2024	
High	Missed <25% weekly meetings	High	Participates during most meetings with more than 1 one of the following methods: speaks up verbally, responds in the chat, or emails.
Medium	Missed >25% weekly meetings	Medium	Participates periodically and/or seems to be preoccupied with other materials ie doing email/ text/reading or interruptions
Low	Missed >50% weekly meetings	Low	Rarely participates during meetings.

Rating:

Attendance:	
Participation:	

Update on Fellow's progress on project:

Update on Fellow's progress on stated leadership related goals:

Q1 What is the best part of the fellowship for you so far?

Answered: 12 Skipped: 0

#	RESPONSES	DATE
1	networking	8/21/2024 7:40 PM
2	Honestly, learning from the senior faculty at other institutions as well as developing a learning community among peers at other institutions has been what I have most enjoyed. hearing about the universal struggles and similar issues has been very helpful.	8/12/2024 7:20 AM
3	Connecting with peers, and the generosity and openness in which people share ideas, thoughts, suggestions, and experiences.	8/7/2024 12:59 PM
4	I would say the in person collaboration and exercises with our fellow fellows	8/7/2024 12:42 PM
5	Practical and immediately applicable discussions. Also the networking and support from the group	8/6/2024 6:56 AM
6	I have found this to be very useful. Having an educational group that meets consistently and is outside of my institution has been wonderful. The people are the best part and the readings have been superb.	8/5/2024 5:14 AM
7	Weekly opportunity to learn with peers and topics/practice sessions for colorado conference. Also they leadership interviews.	7/30/2024 6:44 PM
8	Having the excuse or reason to prioritize leadership development	7/30/2024 1:02 PM
9	The breadth of topics and the ability to hone in on timely and pertinent content.	7/28/2024 5:17 PM
10	The group! really enjoy the other fellows	7/23/2024 10:06 AM
11	Weekly meetings	7/22/2024 4:58 PM
12	so far the resources shared in the chats during the meetings have been incredibly helpful	7/22/2024 1:43 PM

Q2 What is not working well in the fellowship for you so far?

Answered: 10 Skipped: 2

#	RESPONSES	DATE
1	NA - I really do not have any concerns. As always, some weeks it is a bit of struggle to have "one more thing." - but, the fellowship has been well worth the time.	8/12/2024 7:20 AM
2	No concerns. I felt that the pre-readings for Denver for a little longer than needed, but that was not a major issue.	8/7/2024 12:59 PM
3	Sometimes I feel overwhelmed with the optional reading. I want to read it but for now it is going into a folder for that magical future time when I have time to do so.	8/6/2024 6:56 AM
4	I think that the Denver meeting could have had even more content. Travel is a lot to coordinate, so if I'm going to do it I would take another day of content to make it really strong. I think the content while there was good as was the specific time allocated for socialization.	8/5/2024 5:14 AM
5	Nothing.	7/30/2024 6:44 PM
6	I don't know how to translate a lot of what we are learning into my own personal needs or personal development, and don't know where to go to figure it out	7/30/2024 1:02 PM
7	Much more enjoy in-person sessions. Virtual sessions are good but probably aren't as productive with participation. Also realize virtual meetings are a necessity.	7/28/2024 5:17 PM
8	just tech things. I really struggle with the interface to get materials, and have had trouble with the calendar invite sometimes. Not sure if it's a mac problem or a me problem, but it often takes several tries and login to the ADFM site, then I can't immediately find the right area, etc. This may be just me	7/23/2024 10:06 AM
9	I can't think of anything	7/22/2024 4:58 PM
10	finding time to prepare for the weekly things, the weekly-ness of the meeting, and being in the role i'm in now is really making it hard to prioritize this.	7/22/2024 1:43 PM

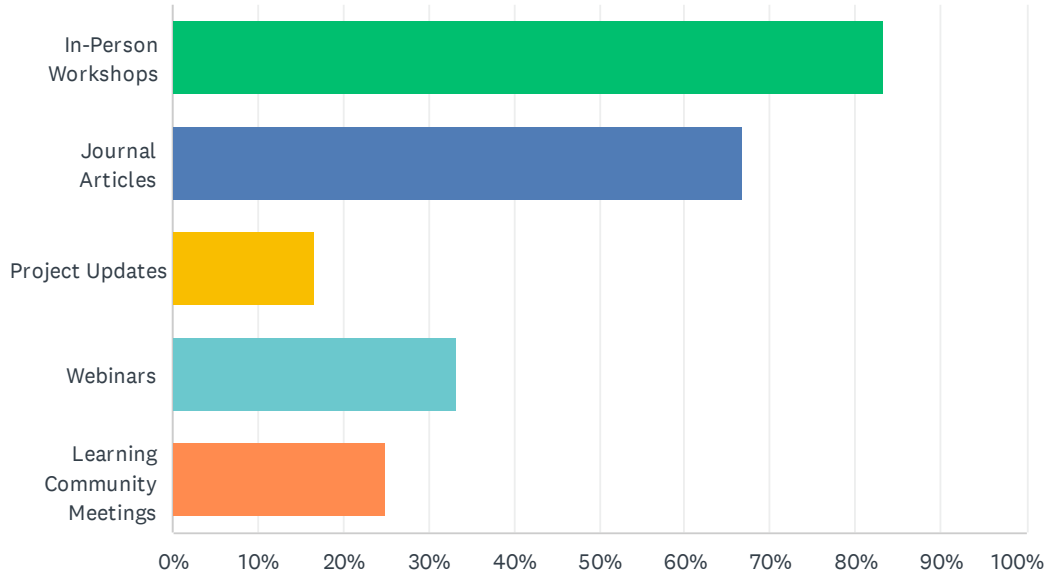
Q3 Do you feel your "Learning Community Meeting" time is being utilized well?

Answered: 12 Skipped: 0

#	RESPONSES	DATE
1	yes	8/21/2024 7:40 PM
2	Yes, having a smaller group and really diving into an issue has been particularly useful and educational.	8/12/2024 7:20 AM
3	Yes, I do. I suggested to our learning community mentor that we could actively consider these as times for people to bring leadership challenges/etc. for group discussion/guidance/feedback.	8/7/2024 12:59 PM
4	Yes, its a good forum to discuss projects, current topics, etc.	8/7/2024 12:42 PM
5	Yes, it is. I think we usually have too much to talk about	8/6/2024 6:56 AM
6	Yes. Troubleshooting problems and hearing how others are doing so has been an immensely valuable experience.	8/5/2024 5:14 AM
7	Yes buy it might be nice to define topics to do for a few of those meetings too. Its nice to be able to have freedom with the session but also might be opportunity for some additional learning. For example more role playing or maybe simulation of a department budget.	7/30/2024 6:44 PM
8	Unfortunately I usually miss this meeting	7/30/2024 1:02 PM
9	Yes	7/28/2024 5:17 PM
10	Yes. Very grateful to Mark, who often has an interesting question that kicks us off	7/23/2024 10:06 AM
11	Yes	7/22/2024 4:58 PM
12	yes these are helpful	7/22/2024 1:43 PM

Q4 What aspect or content of the fellowship materials and presentations has been the most useful for you?

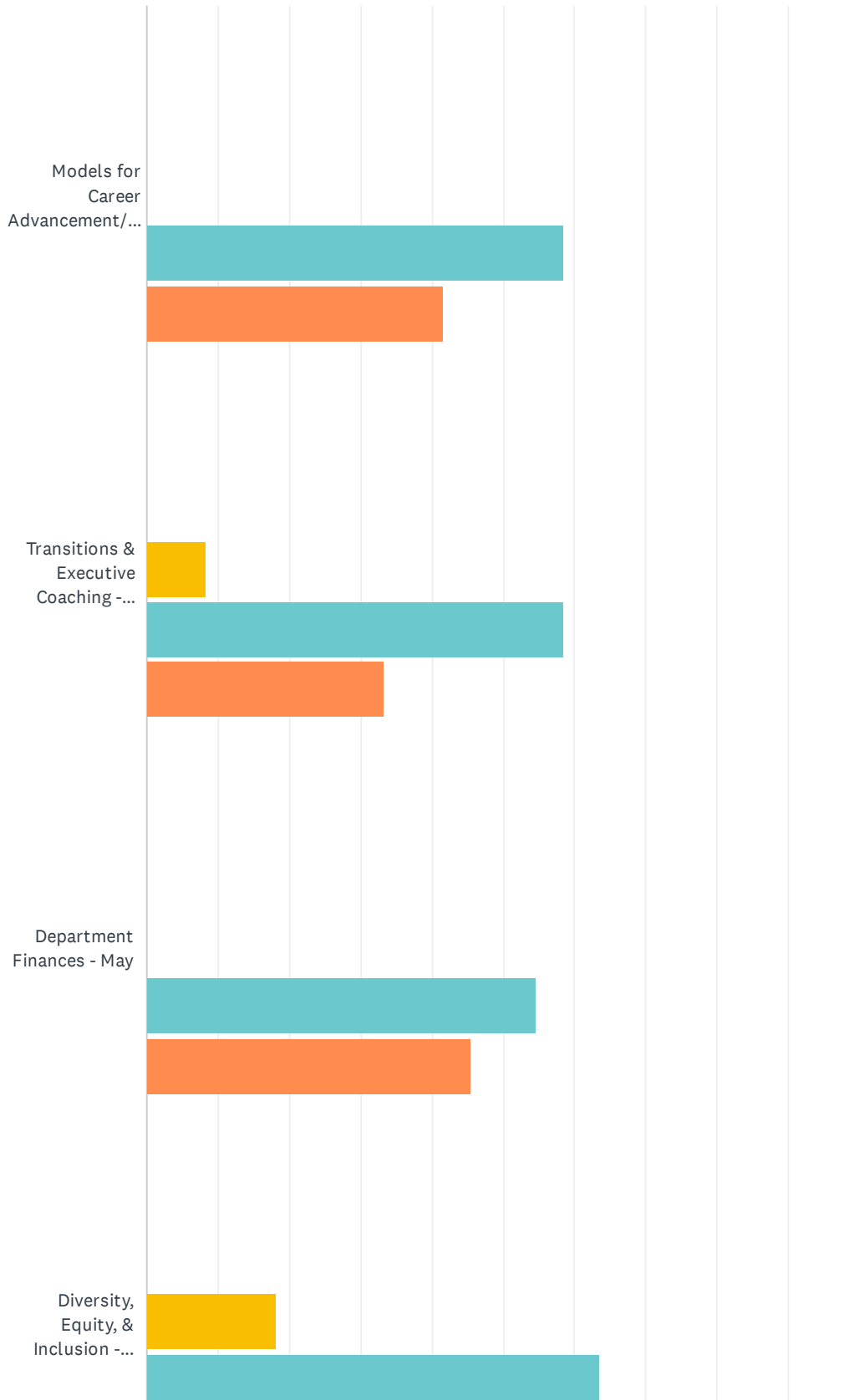
Answered: 12 Skipped: 0



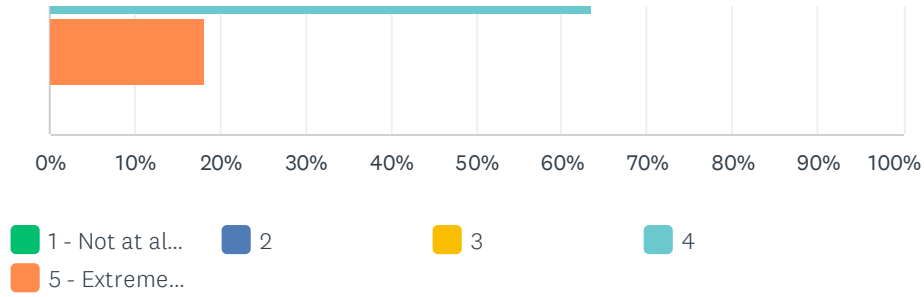
ANSWER CHOICES	RESPONSES	
In-Person Workshops	83.33%	10
Journal Articles	66.67%	8
Project Updates	16.67%	2
Webinars	33.33%	4
Learning Community Meetings	25.00%	3
Total Respondents: 12		

Q5 Please rate each of the monthly themes.

Answered: 12 Skipped: 0



2024-2025 ADFM LEADS Mid-Year Evaluation + Summer Workshop Evaluation



	1 - NOT AT ALL VALUABLE	2	3	4	5 - EXTREMELY VALUABLE	TOTAL	WEIGHTED AVERAGE
Models for Career Advancement/A Day in the Life of a Chair/Senior Leader - March	0.00% 0	0.00% 0	0.00% 0	58.33% 7	41.67% 5	12	4.42
Transitions & Executive Coaching - April	0.00% 0	0.00% 0	8.33% 1	58.33% 7	33.33% 4	12	4.25
Department Finances - May	0.00% 0	0.00% 0	0.00% 0	54.55% 6	45.45% 5	11	4.45
Diversity, Equity, & Inclusion - June	0.00% 0	0.00% 0	18.18% 2	63.64% 7	18.18% 2	11	4.00

Q6 If you rated any of the webinar sessions as not valuable, please share what could have made them more valuable to your fellowship experience.

Answered: 3 Skipped: 9

#	RESPONSES	DATE
1	NA	8/12/2024 7:20 AM
2	I am not a physician so the 'Career of a Chair' isnt where i want to be but also good to understand what that role entails	8/7/2024 12:42 PM
3	I was unable to attend the sessions on Dept finances and DEI, which was sad. Not sure if videotaping could be an option?	7/23/2024 10:06 AM

Q7 Do you feel Dr. Myra Muramoto has been available and helpful as the LEADS Fellowship Director? Are there any additional comments on her performance that you would like to share?

Answered: 12 Skipped: 0

#	RESPONSES	DATE
1	yes	8/21/2024 7:40 PM
2	Yes, really enjoy her prospective and readings.	8/12/2024 7:20 AM
3	Yes--Myra has been engaged and helpful, and has help coordinate great content and learning experiences.	8/7/2024 12:59 PM
4	Yes, she has always been available	8/7/2024 12:42 PM
5	yes, Myra is open/forthcoming and very thoughtful.	8/6/2024 6:56 AM
6	Yes. I think she has a wonderful way of facilitating and pushing conversation forward.	8/5/2024 5:14 AM
7	Absolutely! She is the best!	7/30/2024 6:44 PM
8	This is not a complaint but a suggestion- at the July meeting several things were mentioned by various people about ways to "use" the faculty that we hadn't heard before (CV review, career check in)- it would have been very helpful to hear this sooner!	7/30/2024 1:02 PM
9	Dr. Muramoto has been available and helpful. I have appreciated hearing her insight into the many topics we have discussed.	7/28/2024 5:17 PM
10	Very much so! Myra has been wonderfully mixing personal experience and real-life examples with facilitation and reflecting on our experiences. Very grateful to her, and it was just lovely to be hosted in her home.	7/23/2024 10:06 AM
11	Yes	7/22/2024 4:58 PM
12	slow to respond to emails but supportive in her approach	7/22/2024 1:43 PM

Q8 Do you feel your learning community faculty advisor (Steve Zweig, MD or Val Gilchrist, MD) has been available and helpful? Are there any additional comments on their performance that you would like to share?

Answered: 12 Skipped: 0

#	RESPONSES	DATE
1	yes, steve is very supportive and has great insights	8/21/2024 7:40 PM
2	Yes, very much so. Steve's experience as both a chair and Dean has really helped bring a unique prospective that has been quite helpful.	8/12/2024 7:20 AM
3	Yes--open to feedback and suggestions from the group, and comfortable guiding conversations and making space for others to share.	8/7/2024 12:59 PM
4	Yes, Val has been super helpful with my project updates	8/7/2024 12:42 PM
5	yes. no comments on performance but it would be nice to get to know the other a little better	8/6/2024 6:56 AM
6	Yes. Steve has been incredibly supportive and brings a rich perspective.	8/5/2024 5:14 AM
7	Yes. They provide valuable insight into all topics and are available to help with individual questions too.	7/30/2024 6:44 PM
8	They are great. My only request would be quarterly 1:1s instead of less frequent	7/30/2024 1:02 PM
9	Dr. Gilchrist has been available and helpful. I have appreciated her constantly supportive attitude and demeanor and have appreciated her many insights to the topics we have been discussing.	7/28/2024 5:17 PM
10	Steve has been completely available and helpful, and his wealth of personal leadership experience is generously shared.	7/23/2024 10:06 AM
11	Yes, very helpful and available	7/22/2024 4:58 PM
12	yes! very approachable, supportive and encouraging. enjoy the expertise	7/22/2024 1:43 PM

Q9 Do you feel the staff (JoBeth Hamon and Sam Elwood) have been available and helpful for you? Are there any additional comments on their performance that you would like to share?

Answered: 12 Skipped: 0

#	RESPONSES	DATE
1	yes both are great	8/21/2024 7:40 PM
2	Yes, absolutely terrific !!!	8/12/2024 7:20 AM
3	Yes--responsive, professional, and on-the-ball.	8/7/2024 12:59 PM
4	Yes, they very responsive.	8/7/2024 12:42 PM
5	absolutely! I still don't understand exactly where one of their jobs ends and the other begins but they are patient with me on that	8/6/2024 6:56 AM
6	absolutely helpful. I would appreciate a little earlier heads up on the details of the events- but I know this can be limited. I personally also prefer when the important information is in an email and in the ADFM google doc (which I know is repetitive).	8/5/2024 5:14 AM
7	Yes. The best!	7/30/2024 6:44 PM
8	Really helpful and organized	7/30/2024 1:02 PM
9	The staff has been great. Very responsive and in-tune to the needs of the group.	7/28/2024 5:17 PM
10	They have both been wonderful!	7/23/2024 10:06 AM
11	Yes	7/22/2024 4:58 PM
12	yes! very! are good at keeping things moving and have even been helpful in navigating waiting for myra, etc!	7/22/2024 1:43 PM

Q10 Do you have any comments or suggestions for LEADS over the next months?

Answered: 9 Skipped: 3

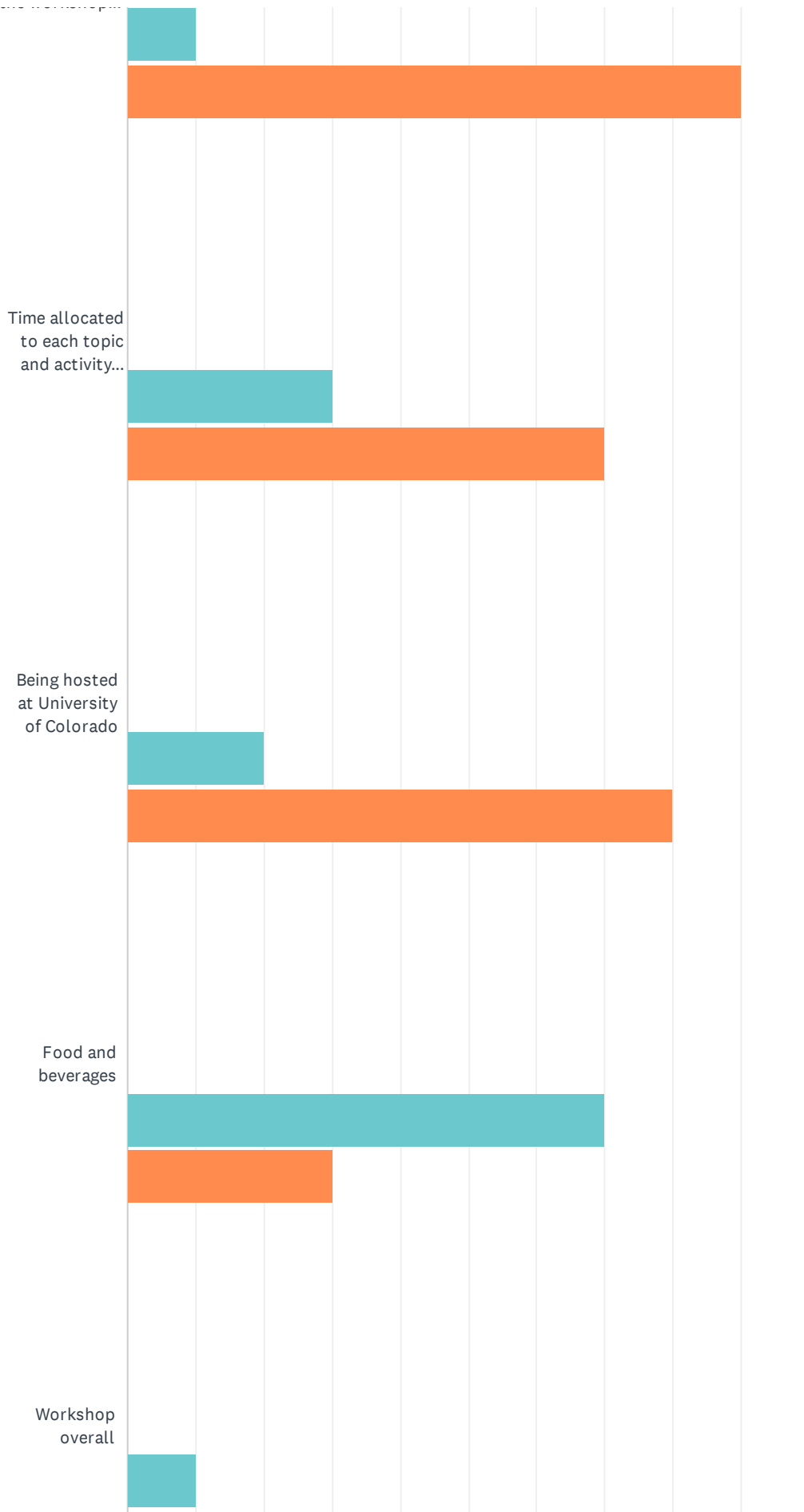
#	RESPONSES	DATE
1	Thank you for all the work and energy that goes into the program. I do think a bit more on departmental finances can be helpful.	8/12/2024 7:20 AM
2	no	8/7/2024 12:59 PM
3	I had asked for coaching/workshop on interviewing for new leadership positions. I think it is on the schedule?	8/6/2024 6:56 AM
4	Keep on keeping on.	8/5/2024 5:14 AM
5	This has been incredibly valuable and I'm learning so much. Next year would be cool to also incorporate an AAMC leadership webinar (registration could ne added to fellowship fee) as part if this too.	7/30/2024 6:44 PM
6	Looking forward to learning more!	7/28/2024 5:17 PM
7	Nothing to add to the in-person discussion we had in Denver	7/23/2024 10:06 AM
8	None	7/22/2024 4:58 PM
9	no, i am looking forward to the rest of the learning and doing the work on the project. i know the team works so hard to support the fellowship and it is so valuable and is greatly appreciated.	7/22/2024 1:43 PM

Q11 Please rate the value of the components of the workshop on a scale of 1 (not at all valuable) to 5 (extremely valuable).

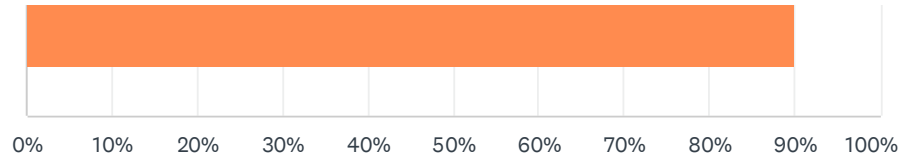
Answered: 10 Skipped: 2



2024-2025 ADFM LEADS Mid-Year Evaluation + Summer Workshop Evaluation



2024-2025 ADFM LEADS Mid-Year Evaluation + Summer Workshop Evaluation



	1 - NOT AT ALL VALUABLE	2	3	4	5 - EXTREMELY VALUABLE	TOTAL	WEIGHTED AVERAGE
Goals for the workshop were clear.	0.00% 0	0.00% 0	0.00% 0	20.00% 2	80.00% 8	10	4.80
Materials for the workshop were helpful.	0.00% 0	0.00% 0	0.00% 0	20.00% 2	80.00% 8	10	4.80
The balance of small and large group discussions and presentation time was appropriate.	0.00% 0	0.00% 0	0.00% 0	10.00% 1	90.00% 9	10	4.90
Topics/activities addressed in the workshop were relevant to my leadership development.	0.00% 0	0.00% 0	0.00% 0	10.00% 1	90.00% 9	10	4.90
Time allocated to each topic and activity in the workshop was sufficient.	0.00% 0	0.00% 0	0.00% 0	30.00% 3	70.00% 7	10	4.70
Being hosted at University of Colorado	0.00% 0	0.00% 0	0.00% 0	20.00% 2	80.00% 8	10	4.80
Food and beverages	0.00% 0	0.00% 0	0.00% 0	70.00% 7	30.00% 3	10	4.30
Workshop overall	0.00% 0	0.00% 0	0.00% 0	10.00% 1	90.00% 9	10	4.90

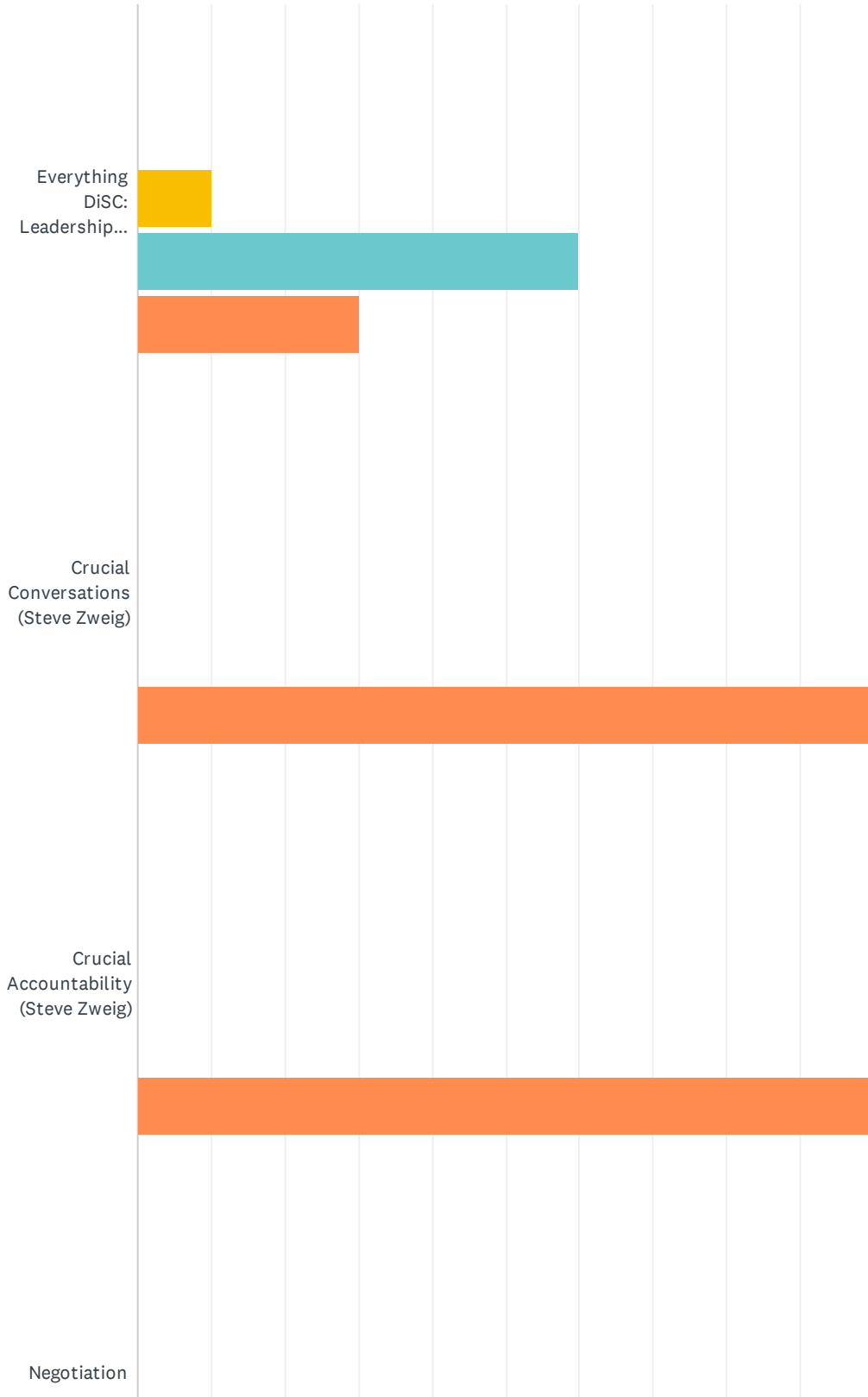
Q12 Add any comments on any of the workshop components above.

Answered: 3 Skipped: 9

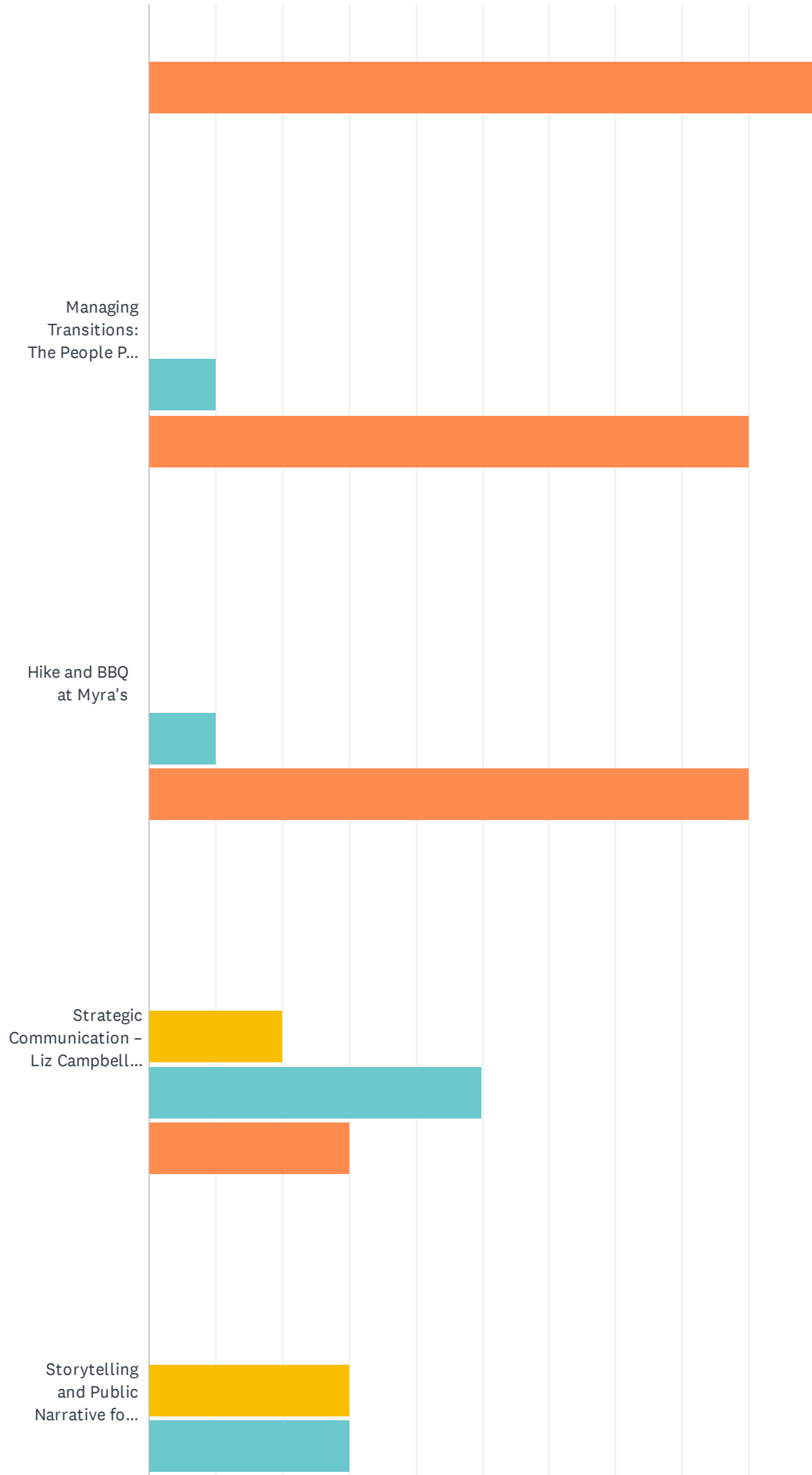
#	RESPONSES	DATE
1	I really appreciate having the group together for 2.5 days, and the break-out/roll-playing sessions were quite helpful.	8/12/2024 8:37 AM
2	I thought some of the pre-readings were a bit longer or a bit repetitive, and then were not the focal point of the shared sessions.	8/7/2024 1:00 PM
3	Great workshop! Pertinent topics and appreciated all of the time we had to interact and work on demonstrating the topics and skills.	7/28/2024 5:20 PM

Q13 Please rate the value of the various sessions from the workshop on a scale of 1 (not at all valuable) to 5 (extremely valuable).

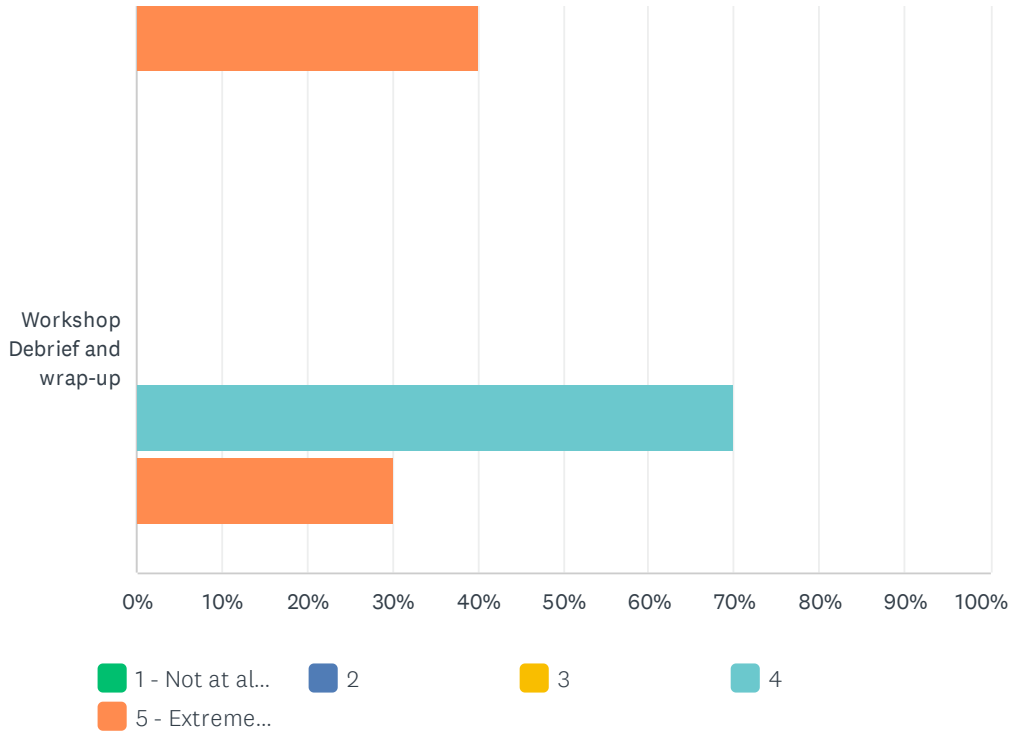
Answered: 10 Skipped: 2



2024-2025 ADFM LEADS Mid-Year Evaluation + Summer Workshop Evaluation



2024-2025 ADFM LEADS Mid-Year Evaluation + Summer Workshop Evaluation



	1 - NOT AT ALL VALUABLE	2	3	4	5 - EXTREMELY VALUABLE	TOTAL	WEIGHTED AVERAGE
Everything DiSC: Leadership profile (Debra Lammers, CU HR)	0.00% 0	0.00% 0	10.00% 1	60.00% 6	30.00% 3	10	4.20
Crucial Conversations (Steve Zweig)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 10	10	5.00
Crucial Accountability (Steve Zweig)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 10	10	5.00
Negotiation	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 10	10	5.00
Managing Transitions: The People Part of Change Management (Myra Muramoto, Steve Zweig, Val Gilchrist)	0.00% 0	0.00% 0	0.00% 0	10.00% 1	90.00% 9	10	4.90
Hike and BBQ at Myra's	0.00% 0	0.00% 0	0.00% 0	10.00% 1	90.00% 9	10	4.90
Strategic Communication – Liz Campbell, Myra Muramoto	0.00% 0	0.00% 0	20.00% 2	50.00% 5	30.00% 3	10	4.10
Storytelling and Public Narrative for Policy Dissemination (Kyle Leggott, Stephanie Gold, Lauren Hughes)	0.00% 0	0.00% 0	30.00% 3	30.00% 3	40.00% 4	10	4.10
Workshop Debrief and wrap-up	0.00% 0	0.00% 0	0.00% 0	70.00% 7	30.00% 3	10	4.30

Q14 Add any comments on any of the workshop components above.

Answered: 6 Skipped: 6

#	RESPONSES	DATE
1	less time on the introductory material for DISC or maybe that can be in pre-reading...first day breakfast left something to be desired but breakfast improved the rest of the days	8/21/2024 7:46 PM
2	All were excellent. a good balance of lecture format and small group activities.	8/12/2024 8:37 AM
3	I was unable to attend the last 2, but there isnt a N/A option.	8/7/2024 12:43 PM
4	I see the value in the storytelling, but for some reason I had a hard time connecting with it in the session. I am not sure if this was just the timing of it or not.	8/5/2024 5:18 AM
5	I enjoyed all of it, particularly appreciate the pace and focus on application of key concepts. I also really liked the access to faculty	7/30/2024 1:05 PM
6	Really enjoyed all of the workshops.	7/28/2024 5:20 PM

Q15 What was most helpful about the workshop?

Answered: 9 Skipped: 3

#	RESPONSES	DATE
1	networking	8/21/2024 7:46 PM
2	Small group activities, and really hearing about the more senior leaders' experiences and their lessons learned was really a strong part of the meeting.	8/12/2024 8:37 AM
3	The role play and opportunities to share our own concerns and worries helped us engage with the content.	8/7/2024 1:00 PM
4	I loved the small group breakouts and then larger group discussions	8/7/2024 12:43 PM
5	being together and role playing	8/6/2024 6:57 AM
6	the role playing exercises were really strong. I tend to hate role playing but found these to be very useful.	8/5/2024 5:18 AM
7	In person focused time, small group activities, time with the cohort	7/30/2024 1:05 PM
8	The ability to learn from peers and presenters. The ability to demonstrate the skills we were learning about.	7/28/2024 5:20 PM
9	practical application and getting to know everyone better.	7/23/2024 10:08 AM

Q16 How could we improve this workshop to better meet your needs as an ADFM LEADS fellow?

Answered: 7 Skipped: 5

#	RESPONSES	DATE
1	since we were at the university, i wonder if having the dean come and chat about their perspectives on transitions/finances as it relates to family medicine might be interesting	8/21/2024 7:46 PM
2	Adding in a session regarding department finances would be good.	8/12/2024 8:37 AM
3	n/a	8/7/2024 1:00 PM
4	I think another half day of content would be good- this could be a financial intensive session. I think it could be a good place to have some dedicated time to work in small groups on our projects as well and get feedback from the group.	8/5/2024 5:18 AM
5	Besides the vans, might be interesting to do one small group activity with learning community to help build a little more community there	7/30/2024 1:05 PM
6	I would have liked more actionable ways to incorporate better communications, from a leader's perspective.	7/28/2024 5:20 PM
7	as we discussed, Disc could be a little shorter	7/23/2024 10:08 AM