

# ADFM Newsletter

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The ADFM Newsletter is a quarterly update of key information that all members of ADFM should know, with highlights on the recent work of our committees. We'd love to hear your feedback (to: [aharris@fammed.washington.edu](mailto:aharris@fammed.washington.edu))! Happy reading!

We look forward to seeing you soon at the 2014 ADFM Winter Meeting:

***"Partnering - We are all in this together!"***

**February 12-15, 2014**

**Loews Coronado Bay Resort & Spa  
Coronado, CA**

<http://adfammed.org/meetings>

## Job Postings on the ADFM Listserve

As you may recall, last August the Board acted to disallow any job postings on the listserve. A number of you expressed concern to the Secretary and Executive Committee concerning this Board decision. The concerns expressed were substantial enough to warrant a membership query about this decision in our Fall Annual 2013 survey. Sixty-four percent of you responding to that survey indicated a desire to have

allowable job postings re-instated. Our Board met January 10, 2014 and recognized that the membership had clearly spoken on this issue and voted to reinstate allowance of job postings on the ADFM listserve. Please refer to the listserve etiquette guidelines, which our Board has now approved for more information on listserve participation and job postings.

The listserve etiquette guidelines are available in our new chairs welcome packet at: <http://www.adfammed.org/Members/NewChairs>

We will revisit these guidelines annually to ensure they are consistent with the needs of the changing academic landscape and members wishes.

## ADFM Website Update

ADFM, along with STFM and NAPCRG, has been working on moving our website onto a new content management system, which will add more functionality and make it easier to move content around. The go-live

date is set for February 10, 2014.

Amanda Harris, MPH, ADFM Data and Special Projects Manager, will be giving a brief demonstration of the

new website features at the 2014 Winter Meeting. New features include a member profile, dynamic committee member lists, and new ways to share ADFM data with the membership.

## CAFM Publishes: “Four Pillars for Primary Care Physician Workforce Reform”

The Council of Academic Family Medicine (CAFM) - comprised of ADFM, the Association of Family Medicine Residency Directors (AFMRD), the Society of Teachers of Family Medicine (STFM) and the North American Primary Care Research Group (NAPCRG), along with representation from the American Academy of Family Physicians, and the American Board of Family Medicine, have

published “The Four Pillars for Primary Care Physician Workforce Reform” in the January/February edition of the *Annals of Family Medicine*. These “Four Pillars” are “a succinct model to identify necessary conditions to ensure the needed growth in the number of primary care physicians” and they “provide consistent language to improve communication and advocacy” about this need.

The four pillars, Pipeline, Process of medical education, Practice transformation, and Payment reform, are outlined with details in the graphic below. Find the full article that outlines the elements that feed into each of these four pillars at: <http://www.annfammed.org/content/12/1/83.full.pdf+html>

All *Annals of Family Medicine* commentaries from ADFM are archived on our website, at <http://www.adfammed.org/Commentaries>

### Four Pillars for Primary Care Physician Workforce Development

An expanded primary care physician workforce is necessary to meet our country's population health needs and to address the priorities of better access, better health, a better care experience, and reduced costs. These Four Pillars provide consistent language to improve communication and advocacy about the need for increased numbers of well-trained primary care physicians.

#### Pipeline

Efforts need to be focused on identifying, recruiting and retaining students and residents into primary care throughout the continuum of training. Activities should:

Expose elementary, high school and college students to high-quality primary care practices and physician role models

- Develop more holistic medical school admissions processes, and enhance participation of primary care physicians on admission committees, to identify students who are more inclined toward primary care (e.g. those with more service-orientation and those from rural and low-income families)
- Enhance outreach and mentoring programs designed to sustain interest in primary care throughout medical school and residency

#### Process of Medical Education

All levels of medical, residency and fellowship education should model excellence in training physicians who practice evidence-based, compassionate and comprehensive primary care. This includes the traditional concerns of curriculum and educational research, as well as:

- Appropriate exposure to excellent and inspiring role models throughout the continuum of medical school and residency
- Systemic efforts to respond to the “hidden curriculum,” including bias and “trash talk” about specialty choice
- Integration with Interdisciplinary Professional Education
- A diversity of sites with community clinicians outside of the AHC, including rural offices and CHCs

#### Practice Transformation

The Patient-Centered Medical Home (PCMH) model of care provides the framework for primary care practice in the future. Learners must be exposed to practices that deliver this desirable and sustainable model of patient-centered care.

- Practice teams **must** include generalist physician leaders who serve as role models and who deliver comprehensive, broad-scope primary care
- Learners are part of interprofessional practice teams
- Continuity of care is maintained throughout multiple delivery settings (ambulatory, inpatient, extended care, etc.)
- Population-based care is enhanced and supported by system changes to reinforce the “medical neighborhood” of colleagues and consultants

#### Payment Reform

National advocacy must continue to address the need for appropriate reimbursement of primary care practice as well as primary care medical education. Activities should target ways to:

- Address student debt, which differentially impacts specialties
- Close the gap in primary care/specialty care payment
- Transition from volume-based payment to value-based payment
- Reform graduate medical education to allow payments to non-hospital educational entities, support appropriate, additional primary care ambulatory training, and cover actual costs of training in the community

## Leading Change Modules

The Leading Change curriculum, developed by a taskforce of STFM and ADFM members, includes a series of online modules and workshops to help family medicine faculty, at all levels of their careers, plan for and implement change.

The 12 modules, available at <http://www.stfm.org/Resources/LeadingChangeCurriculum> include the following topics:

- #1—Concepts Fundamental to Change Leadership
- #2—Assess Needs and Identify Opportunities for Change
- #3—Create Urgency and Build the Team
- #4—Construct a Plan for Change

- #5—Establish and Measure Outcomes
- #6—Launch Change
- #7—Facilitate Effective Teamwork
- #8—Celebrate and Capitalize on Success
- #9—Coaching Strategies to Reinforce Change
- #10—Leadership Wellness and Improvement in the Face of Change
- #11—Improvement Tools and Methodologies
- #12—A Case Study

STFM is now accepting applications for task force members to complete the next stage of Leading Change curriculum development and dissemination. This new task force, led by John Franko, MD, will build on the modules created by

the initial taskforce by addressing higher-level, more in depth topics through live events and will develop content, present, and initiate a plan for sustainability.

More information on the taskforce and how to be considered for being on it are available here: <https://www.stfm.org/Resources/LeadingChangeCurriculum/CallforTaskForceMembers>

Information for consideration is due by February 28.

These curricular modules will be featured at the ADFM Winter Meeting in the Friday morning plenary on stakeholder partnerships - with more exploration through the small group breakouts that will follow.

### Tom Campbell, MD elected CAFM Chair-elect

At the January 2014 meeting of the Council of Academic Family Medicine (CAFM), Tom Campbell, MD was elected Chair-elect of CAFM. He will serve as Chair-elect until August 2014 and then will assume the role of CAFM Chair from August 2014-Aug 2015.

Congratulations to Tom!

### Family Medicine for America's Health: Future of Family Medicine 2.0 (FFM 2.0)

*Want to learn more about what is happening with "Family Medicine for America's Health: Future of Family Medicine 2.0"? The organizational updates are available on right-hand side of the main ADFM webpage ([www.adfammed.org](http://www.adfammed.org)).*

*On November 3 in Philadelphia (in conjunction with the AAMC Annual Meeting), an open forum "town hall" to discuss FFM 2.0 was held for ADFM members. Forty chairs were in attendance for this valuable and productive discussion session. Follow up notes from this session were sent over the chairs' and administrators' listservs.*

*A second (optional) "town hall" session will be held over the lunch break on Thursday, February 13 at the ADFM Winter Meeting.*

In addition, a series of virtual town hall meetings are being held by the AAFP to hear from practicing family physicians around the country. The first virtual town hall meeting was held on Jan. 29 and the recording of the town hall, along with additional information about the project, is available at: <http://www.aafp.org/about/initiatives/future-family-medicine.html>

There will be two additional town hall meetings on Feb. 26 at 8:00 p.m. EST and March 26 at 8:00 p.m. EST. Watch for messages over the ADFM listserv about registration

## Leadership and Skill Development Opportunities

ADFM Executive Committee and Strategic Committee Chairs

Leadership development cuts across all of the goals in our 3-year (2012-15) strategic plan. Recognizing that leadership development across all missions (clinical, education, research, administration) is vitally important for all of our Chairs and Administrators, and that it must be ongoing throughout the year, the ADFM Executive

and Leadership Development committees, in conjunction with the Chairs of the other strategic committees, have developed the graphic below. This graphic is a depiction of the continuum of development opportunities ADFM is working to facilitate throughout the year and across a number of venues/organizations. This

allows ADFM to extend our reach to Chairs and Administrators beyond our one Annual Winter meeting in February. This is a "living" continuum subject to change over time as we continue to evolve our thinking about how we can stimulate ongoing leadership development for Chairs and Administrators in DFMs.

### Additional Development Opportunities for Administrators

Compiled by:  
Shelley Baldwin, MPA

- **STFM: Conference on Practice Improvement** (Dec 4-7, 2014) "Annual conference focused on practice improvement innovations."
- **MGMA: Academic Practice** (Oct 26-19) "Annual conference regarding clinical practice models improvement. Academic tracks/best practices and benchmarks are offered"
- **AAMC: Group on Business Affairs/Leadership Development PreConference** (Apr 29-May 2) "Annual conference focusing on institutional issues/trends facing medical schools. Opportunities for new academic administrator leadership development."
- **ThedaCare Center for Healthcare Value:** "Annual Conference and individual learning experiences in healthcare transformation using lean concepts"

### Leadership and Skill Development Opportunities for Chairs, Administrators & Fellows Across the Year

RED = new in 2014

	January 2014	February	March	April	May	June	July	August	September	October	November	December
	Webinars	New Chair Advisor Program	ADFM Winter Meeting	PDW/RPS	STFM Annual Meeting	Univ. of Missouri Workshop	AAMC Exec. Devel. Seminar	AAMC Annual Meeting	NAPCRG Annual Meeting			
<b>Dates</b>	ongoing	ongoing	February 12-15, 2014	March 28-April 1, 2014	May 3-7, 2014	June 1-4, 2014	September 19-23, 2014	November 7-11, 2014	November 21-25, 2014			
<b>Description</b>	continuous distance learning through the year	Formalized advisor program for new chairs	Annual conference focused on enhancing skills & knowledge of chairs and administrators	Content on how residencies and DFMs work together	Networking with FM colleagues & leadership development	Group problem solving and 1:1 consultations	Executive skills for chairs in managing the operations & politics within the larger academic institution	Networking with Interspecialty colleagues	Research focused programming			
<b>New Chairs</b>		Paired with an experienced chair for up to 3 years	New Chairs Preconference & Meeting Programming		Skill development; Workshop about "Today's Challenges: for new/aspiring chairs"	multiple day workshop	Multiple day workshop	New Chairs/Fellows workshop; ADFM co-sponsored sessions & others on institutional and inter-specialty leadership	Research mini-consultations			
<b>Mid-career chairs</b>		Paired with a new chair as advisor	Meeting Programming			n/a	Multiple day workshop	ADFM co-sponsored sessions & others on institutional and inter-specialty leadership	Research mini-consultations			
<b>Chairs close to retiring</b>		Paired with a new chair as advisor	Meeting Programming			n/a	n/a	"				
<b>Admins.</b>	Admins. Webinar pilot		Admin. Precon & Meeting Programming			n/a	n/a	"				
<b>ADFM Fellows</b>			Fellows' workshop & Meeting Programming		Workshop about "Today's Challenges: for new/aspiring chairs"	n/a	n/a	Same as "New Chairs"				
<b>Others interested in chair job</b>				Breakfast session: So you think you want to be a chair?	Breakfast session & Workshop about "Today's Challenges: for new/aspiring chairs"							

**Leadership/Skill Development Resource Review:**

**2013 Executive Development Seminar  
for Associate Deans and Department Chairs**

*Tracy Marx, DO  
Chair, Ohio University Heritage College of Osteopathic Medicine*

This four day meeting is designed for new department chairs and associate deans to enhance skills in leadership, team building, interpersonal communication skills, financial and legal issues.

As a new chair, I found this particular conference helpful in learning the “nuts and bolts” of financial and legal issues. The session on “Creating Agreement and Managing Conflict” by Catherine Morrison,

J.D., and “Survival Skills for Administrators” by C.K. Gunsalus, J.D., were particularly engaging and enlightening in thinking about considering the legal issues involved in communication. I also felt that Lilly Marks presentations on “Medical School Economics” and “Basic Accounting and Financial Literacy” were valuable building blocks to understanding the complex financial environment in which we operate. These were definitely full days

with lots of opportunities for interacting with colleagues of all specialties from around the country. This is a great foundational conference that complements the individualized attention that is provided by the ADFM Mentorship program and University of Missouri’s New Chair workshop. Save room in your suitcase with the multiple books they send you home with for further exploration!

**Workshop to be held at STFM Annual Conference:**

**What New/aspiring Chairs of Departments of Family Medicine Need to Know About Today’s Challenges**

The ADFM Leadership Development Committee - with Ardis Davis, MSW, Bill Wadland, MD, and Steve Zweig, MD as lead presenters - will be hosting a workshop at the 47th STFM Annual Spring Conference entitled “What New/aspiring Chairs of Departments of Family Medicine Need to Know

About Today’s Challenges.” The workshop will be targeted toward new chairs, ADFM Fellows, and anyone who has ever given consideration to being a chair to enable them to gain theoretical and practical knowledge concerning the status of their Departments within complex environment.

The session objectives are to have participants develop strategies to navigate and lead in a complex, changing, and sometimes chaotic academic medical environments and to be able to describe approaches that contribute to either failure and/or success as a new chair.

**WELCOME TO NEW CHAIR MEMBERS\***

*Aug 2013 to present*

- Christine Arenson (Thomas Jefferson University)
- Peter Carek (University of Florida COM)
- Diane Harper (University of Louisville)
- George Harris (West Virginia University - East Campus)
- Richard Lord (Wake Forest SOM)
- Herbert Muncie (Louisiana State University)
- Terry Steyer (Medical University of South Carolina)
- Therese Zink (Wright State)

*\* New chair members since the last edition of the newsletter. If this information is incorrect or you have additional information, please let Amanda Harris know (aharris@fammed.washington.edu).*

## A few “Pearls” from the STFM Medical Student Education Conference

### PCPCC Launches Database Identifying Innovative Primary Care Workforce Train- ing Programs

The Patient-centered Primary Care Collaborative (PCPCC) has launched a free online database of primary care workforce training programs in the US focused on programs that emphasize interprofessional, comprehensive, care team models. The database already contains over 100 programs from a range of institutions.

Check it out here: <http://www.pcpcc.org/training>

*We asked our Education Transformation Committee to have their predoc directors bring back “pearls” from STFM’s Medical Student Education Conference. A few conference favorites from the folks at Maine Medical Center (solicited by committee member Ann Skelton, MD) were:*

- An IPE presentation, with individual tutelage from the doc who presented – will help develop the initial IPE process and then spreading it.
- An “ARCH” Model for feedback: Allow for self-assessment, Reinforce correct behavior/knowledge/attitudes, Correct incorrect behavior/knowledge/attitudes, and Help learner with improvement plan
- Betsy Garrett’s wonderful plenary on Family Medicine: Inspiration or Expiration
- Idea of a “pinning ceremony” either for students that match in family medicine or incoming interns where we have a universal family medicine pin that they can wear with pride
- Lecture involving tips for working with the current generation of students--the millennials

*One program, the Legacy Teachers Program was mentioned by numerous people. It is described below:*

#### **Legacy Teachers Program**

*Sumbitted by Vicki Hayes, MD, Maine Medical Center*

The Legacy Teachers program was created at the University of Missouri School of Medicine in 2005 in recognition of the fact that patients are among physicians’ best and most memorable teachers. Each year, third-year medical students are invited to nominate patients who have had a lasting impact on their ability to provide patient-centered care by submitting essays, artwork, videos or poetry describing the patients’ contributions to their lifelong development. Participating patients and students are recognized at an annual luncheon that attracts hundreds of supporters, honoring and celebrating the lasting impact these teachers have on that physician, their future students and future patients, creating a powerful legacy for generations to come.

## 2 Ways to Submit and Seek Curricular Innovations:

### **STFM Family Medicine Clerkship Curriculum:**

The STFM Family Medicine Clerkship Curriculum is a list of common and important presentations that all medical students should experience during their third year family medicine clerkship.

More information on the National Clerkship Curriculum is available at:

<http://www.stfm.org/Resources/STFMNationalClerkshipCurriculum/AbouttheFamilyMedicineClerkshipCurriculum>

### **STFM’s Family Medicine Residency Curriculum Resource**

STFM and AFMRD have been working to create a shared, online repository of high-quality residency curriculum created by residency programs. The plan is that when the site is complete, it will house peer-reviewed, competency-based curricular resources covering the core content of family medicine education. Subscribers will be able to download case-based presentations, quizzes, and facilitators’ guides for each core topic.

More information on the Residency Curriculum Resource is available at:

<http://www.fammedrcr.org/>

## PCPCC Annual Report: PCMH Impact

The Patient-Centered Primary Care Collaborative (PCPCC) has just announced the release of their annual report, "The Patient-Centered Medical Home's Impact on Cost & Quality: An Annual Update of the Evidence, 2012-2013."

Their analysis found that the PCMH model is having a significant impact on reducing costs of care, unnecessary emergency department (ED) and hospital visits, as well as increasing the provision of preventive services and improving population health.

We asked our ADFM Healthcare Delivery Transforma-

tion Committee members for their comments about the report and PCMH.

Philip Zazove, MD, Chair at the University of Michigan, noted:

*"Our internal data [for the benefit coverage of 90,000 University employees, retirees, and their families] shows the sameness reported, ie, lower costs and higher quality (based on standard metrics) for those beneficiaries who go to PCMH certified sites. We are now exploring the idea of lower premiums*

*or copays for employees who choose PCMH certified sites.*

*Longer term, this should help our ACO and generate shared savings. It does cost to invest in good PCMH infrastructure and change how care is delivered."*

What do you think? Check out the findings in the annual report, here: <http://www.pcpcc.org/resource/medical-homes-impact-cost-quality>

## Welcome to our ADFM 2014-2015 Fellows!

### 2014-2015 ADFM Fellows

Joel Heidelbaugh, MD, FAAFP, FACP  
University of Michigan

*Fellowship Advisor: Mac Baird, MD, MS*

Chyke Doubeni, MD, FRCS, MPH  
Perelman School of Medicine, University of Pennsylvania

*Fellowship Advisor: Tom Campbell, MD*

Bruce Britton, MD  
East Virginia Medical School  
*Fellowship Advisor: John Franko, MD*

Ken Schellhase, MD, MPH  
Medical College of Wisconsin  
*Fellowship Advisor: Valerie Gilchrist, MD*

Jeffrey Quinlan, MD  
Uniformed Services University  
*Fellowship Advisor: Robert Schwartz, MD*

### OPEN CHAIR POSITIONS\*

*with an active search underway*

- Brody School of Medicine at East Carolina University
- Cleveland Clinic
- Emory University
- Jefferson Medical College
- Loma Linda University
- Louisiana State University HSC SOM
- Northeastern Ohio Medical University
- Southern Illinois University
- SUNY-Buffalo
- University of Pennsylvania
- University of South Dakota

*\* If this information is incorrect or you have additional information, please let Amanda Harris know (aharris@fammed.washington.edu).*

*Ideas for future newsletters? Contact Amanda Harris at aharris@fammed.washington.edu*