

Associate for Health Policy at the Center for the Study of the Presidency and Congress (CSPC) in Washington, DC, where he helped coordinate the Commission on US Federal Leadership in Health and Medicine.

Justin matriculated at the UVA School of Medicine in 2009 in the generalist scholars program (GSP). He has continued to pursue his passion for community-based medicine, serving as a summer fellow at the Healthy Appalachia Institute in southwest Virginia, where he interned at the LENOWISCO Health District. His interdisciplinary GSP scholarly project utilizes history of medicine and health policy to focus on the future of primary care in central Appalachia. Justin has also recently been selected as a student director of the Board of the Virginia Academy of Family Physicians.

As a future family physician, Justin hopes to center his work on critical issues in health and medicine facing underserved rural communities. In addition to working to establish high quality innovations in clinical and preventive care in rural American, Justin plans to continue to write about and advocate for the transformation of health systems for all underserved populations.



**Ben Pederson**, a 2012 Pisacano Scholar, is a 4th-year medical student at the University of Minnesota Twin Cities Campus. While obtaining a Bachelor of Arts in Biology at Macalester College, Ben completed internships with local organizations focused on immigrant and refugee health. Ben received a post-baccalaureate Intramural Research Training Award supporting 1 year of research at the National Institutes of Health.

Ben worked in Tanzania on a USAID-sponsored 5-year Child Survival Project. Returning from this experience, he cofounded 'Just Health Network,' a nonprofit organization that provides small capital grants for community-based health initiatives in low and middle-income countries.

Ben was selected as 1 of 2 students at the University of Minnesota to participate in the pilot year of the Metropolitan Physician Associate Program, a 9-month clinical rotation located in an underserved urban community, focusing on the impact of patient-centered medical home services on health disparities specific to North Minneapolis and on family medicine resident education in Minnesota.

Ben spent a year working at AMPATH in Eldoret, Kenya as a Fogarty International Clinical Research Scholar, where he worked on a project focused on improving TB diagnostic availability and TB/HIV clinic integration. During this year, Ben also organized the Minnesota-Organic Health Response Kenya Alliance.

Ben plans to pursue a career in academic family medicine that integrates urban underserved medicine, global primary care development, and medical education innovation.



**David Rebedew**, a 2012 Pisacano Scholar, is a 4th-year medical student at the University of Wisconsin School of Medicine and Public Health. He completed his Bachelor of Science in Neurobiology and Psychology at the University of Wisconsin – Madison (UW). David received numerous awards and scholarships as an undergraduate, including the highly selective Wisconsin Alumni Association Senior Outstanding Student Award, and the Herfurth and Kubly Award for Initiative and Efficiency. David served as the chairman of the student activities committee and the president of the student government association at UW-Fond du Lac.

In 2010, he was the Elsevier "Cool Med Apps" contest prize winner and received the Korbitz scholarship. David published a book on Kindle about how to get into medical school titled, *Your Questions Answered: Getting into Medical School and Graduating Debt Free - A Guide to High School, Pre-medicine, and Medical School*.

David served as the coleader of UW's Family Medicine Interest Group (FMIG) and currently serves as the co-leader of the advocacy and intervention for medical students. David is also the Founder, President, and Secretary of the National Alliance on Mental Illness (NAMI) – Trempealeau County. David also currently serves as a pre-medicine peer mentor and as a MEDiC volunteer. Most recently, he was elected into the Gold Humanism Honor Society.

During residency, David intends to continue mentoring students and encouraging them to pursue a career in health care. Thereafter, he plans to create a free clinic for the underserved in rural Wisconsin that will also serve as a teaching center for health care students.



*Ann Fam Med* 2013;11:87-88. doi:10.1370/afm.1480.

## NEW CURRICULUM WILL HELP FACULTY LEAD CHANGE

The Society of Teachers of Family Medicine (STFM) and the Association of Departments of Family Medi-

cine (ADFM) are leading an initiative to develop and disseminate a curriculum on leading change in academic family medicine. The initiative emerged from discussions by the Council of Academic Family Medicine. "There is a critical need for training on how to lead change in the current health care environment," said Gretchen Dickson, MD, MBA. "This new curriculum will educate and empower family medicine faculty at all levels of their careers."

Dr Dickson is chair of a task force that is creating the new curriculum to train faculty at medical schools and residency programs to plan for change, initiate change, and sustain change.

The content will cover concepts such as organizations as systems, creating a vision, assessing readiness for change, understanding power and politics, creating a team to guide change, creating a strategic plan, the role of finances in change, establishing buy-in, facilitating effective teamwork, selecting and implementing quality improvement tools, and anchoring change in the organizational culture.

"We've got a lot of work to do to pull this together," said Dr Dickson, "but with all the transition that's taking place in health care payment and delivery, it's important that family medicine faculty are in a position to proactively lead change, rather than letting change lead them."

A recent survey of ADFM members revealed that family medicine department chairs are being asked to help academic centers steer through the changing health care landscape. Some chairs are being asked to accept new titles and leadership positions, often on top of their chairmanships.<sup>1</sup>

During focus groups, STFM members pointed out the importance of leadership programs for family medicine educators. In a 2011 member needs assessment survey, STFM members rated faculty development as their number one need from a list of STFM priorities. They rated the importance of STFM leadership programs at 3.77 out of a possible score of 5.0.

"This curriculum directly addresses needs expressed by our membership," said Dr Dickson.

The Leading Change Curriculum will be delivered in 2 tiers:

- Asynchronous online content. This will be available in a web format similar to TeachingPhysician.org. Each identified topic area will have a 1-page general overview, plus a self-directed learning module and links to recommended resources, including worksheets and other tools. Each module will be no longer than 15 minutes. The task force will produce a total of 12 modules.
- Live presentations. This will include pre-conference workshops, lectures/discussions at confer-

ences, STFM On the Road presentations, and/or live webinars. The task force identified 6 topics for live presentations. The live presentations may be linked to the learning modules. For example, participants may be required to complete modules before or after the live events.

Components of the new curriculum will be made available for integration into existing leadership programs, such as emerging leaders, medical student educators development institute, new department chairs' orientation, and individual institutions' leadership development programs.

The curriculum will be complete and ready for dissemination by October 31, 2013.

The Leading Change Task Force members include: Gretchen Dickson, MD, MBA; Mary Dankoski, PhD; Robert Freilove, MD; Ana-Elena Jensen, PhD; M. Kim Marvel, PhD; Mindi McKenna, PhD, MBA; Catherine Florio Pipas, MD, MPH; Gurjeet Shokar, MD; Mike Sitorius, MD; Mary Theobald, MBA. The ADFM Liaison is Ardis Davis, MSW.

The project received a \$25,000 grant from the STFM Foundation. It is endorsed by the Council of Academic Family Medicine.

*Mary Theobald, MBA,  
Vice President of Communications and Programs,  
Society of Teachers of Family Medicine*

## References

1. Wender R, Borkan J, Davis A. A pivotal time for family medicine leadership development. *Ann Fam Med*. 2011;9(2):182.



*Ann Fam Med* 2013;11:88-89. doi:10.1370/afm.1482.

## ADFM'S 3-YEAR STRATEGIC PLAN 2012-2015: HELPING DEPARTMENTS OF FAMILY MEDICINE LEAD DURING TRANSFORMATIVE TIMES

We recently reported on how ADFM has responded to passage of the Affordable Care Act, with a specific, strategic focus on the direction for our organization during these unprecedented times.<sup>1</sup>

The ADFM Board approved the strategic plan below. Input from members is being incorporated into the specific work-plans associated with the 5 goals in the plan. We will be using our annual winter meeting