



*Shaping Health Policy Leadership
in Family Medicine*



**American Board
of Family Medicine**



THE CENTER FOR
PROFESSIONALISM & VALUE
IN HEALTH CARE



NATIONAL
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Prepared By

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American Board
of
Family Medicine



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EXECUTIVE SUMMARY

The Puffer/ABFM Fellowship at the National Academy of Medicine (NAM) celebrates fifteen years of cultivating leaders in family medicine and health policy. Established to strengthen family medicine's voice in national health reform, the Puffer/ABFM Fellowship provides early- to mid-career physicians and scientists the opportunity to participate directly in the NAM's influential work. Fellows contribute to the development of national reports, consensus studies, and policy recommendations that shape the future of health care delivery, equity, and public health.

Recognizing "the foundational importance of family physicians providing comprehensive, sustainable, and high-value health care," ABFM created the Fellowship to ensure that the discipline's leaders could shape national reform with insight drawn from real-world practice and community health. From inception, ABFM viewed the Puffer/ABFM Fellowship as a means to prepare scholars who could "understand relevant problems, imagine plausible solutions, and forge alliances and partnerships sufficient to solve them," reflecting the Board's long-term vision for leadership development.

The Puffer/ABFM Fellowship's location within the NAM offers a uniquely rich environment. Fellows gain "first-hand knowledge of the social, economic, and political forces affecting health status and health care delivery," and they engage with "the most eminent researchers, policy experts, and clinicians" who develop nonpartisan, evidence-based guidance for pol-

icymakers. The NAM's explicit goal for its early-career fellowships, "to prepare young investigators to influence the future of health care throughout their careers and accelerate their own career development," is core to the Puffer/ABFM Fellowship's impact.

Over fifteen years, the Puffer/ABFM Fellowship has expanded in size, diversity, and visibility. Fellows now serve across an array of activities at the NAM and the National Academies of Sciences, Engineering, and Medicine, influencing topics ranging from primary care transformation and workforce sustainability to digital health, maternal health, and health equity. Their contributions reflect the NAM's longstanding experience in "building consensus among academics and transforming that consensus into politically viable proposals," a skillset Fellows help bring back into family medicine and primary care research.

Looking ahead, the Puffer/ABFM Fellowship is poised to deepen its strategic role. With strengthened mentorship, greater cross-program alignment, and growing collaborative work between ABFM and the NAM, the program remains central to developing leaders who can bridge clinical practice, scholarship, and national policy. As the NAM has historically seen its fellowship alumni advance to roles as deans, public agency leaders, and national policy advisors, the Puffer/ABFM Fellows continue that trajectory—advancing the influence of family medicine in shaping a better health system for all communities.

INTRODUCTION

The American Board of Family Medicine (ABFM) recognized that primary care voices remain vastly under-represented in national policy and systems leadership. As ABFM notes, our specialty is confronting “greater complexity or more rapid transformation of the health care delivery system than at any time in its history.” Thus, through partnership with the ABFM Foundation and the National Academy of Medicine (NAM), the Puffer/ABFM Fellowship at the NAM was established in 2010 to advance the next generation of family medicine leaders in health policy, bridging the worlds of clinical practice, research, and national decision-making.

Named in honor of Dr. James C. Puffer, former President and CEO of the ABFM, the Puffer/ABFM Fellowship provides early- to mid-career family physicians and primary care scientists with a structured opportunity to contribute directly to the nation’s most influential health policy body. Fellows continue their academic or clinical work while devoting 10–20% of their time over two years to health- and medicine-related work of the NAM and/or the National Academies of Sciences, Engineering, and Medicine (National Academies), where they participate in research, convenings, and evidence-based policy report development. In this role, fellows are immersed in the national health policy environment—engaging with legislators, agency leaders, scientists, and NAM members—and contribute to projects that shape the future of health care delivery, equity, and population well-being in the United States.

Embedding family physician-leaders at the NAM and the broader National Academies helps ensure that the perspectives of community- and patient-centered care shape high-level decision-making, thereby advancing stronger primary care and a more equitable, sustainable health system.

The Puffer/ABFM Fellowship’s goals are to:

- Introduce fellows to the policymaking process through mentorship and hands-on participation in health- and medicine-related activities of the NAM and the National Academies;
- Cultivate leadership skills and policy literacy grounded in family medicine’s core commitment to community, equity, and patient-centered care; and
- Strengthen the bridge between clinical expertise and national health system reform by embedding family physicians within the NAM’s analytic and advisory infrastructure.

Since its inception, the Puffer/ABFM Fellowship has grown from a pioneering initiative into a cornerstone of ABFM’s broader Leadership and Scholarship Development portfolio, which also includes the Pisacano Leadership Foundation, the ABFM Visiting Scholars Program, and the CPV-GWU Health Policy Fellowship. Together, these programs reflect ABFM’s strategic vision to build leadership capacity within the family medicine workforce and to ensure that the discipline’s voice continues to inform national debates on access, equity, and value in health care. They also reflect ABFM’s enduring belief that leadership and scholarship development are integral responsibilities of a certifying

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board—central to preserving, enhancing, and improving family medicine as the “keystone specialty in American medicine.”

Over 15 years, the Puffer/ABFM Fellowship has:

- Doubled in size, expanding its reach and diversity across institutions and professional stages;
- Enhanced orientation and engagement, including joint programming with the Robert Wood Johnson Foundation Health Policy Fellows and other NAM Fellows, and structured mentoring from NAM members;
- Broadened participation across projects within the NAM and the National Academies, ensuring primary care perspectives influence topics from digital health and workforce reform to health equity and public health infrastructure;

→ Created lasting connections among participants that continue to strengthen collaboration between ABFM and NAM; and

→ Resulted in four former fellows being elected to the NAM.

As ABFM celebrates this 15-year milestone, the Puffer/ABFM Fellowship stands as a testament to the specialty's leadership in health system transformation. By embedding family physicians and primary care researchers within the highest echelons of national policy, the Puffer/ABFM Fellowship strengthens the profession's capacity to translate practice-based insight into sustainable health reforms that advance equity, value, and the well-being of all communities.



Dr. Jim Puffer, MD

James C. Puffer, MD is currently a Professor Emeritus of Clinical Family Medicine in the Division of Sports Medicine at the David Geffen School of Medicine at UCLA. He served as President and Chief Executive Officer of the American Board of Family Medicine (ABFM), located in Lexington, Kentucky, from 2003-2018. Dr. Puffer is an internationally recognized expert in sports medicine, having served as Team Physician for the 1984 United States Winter Olympic Team and Head Team Physician for the 1988 United States Summer Olympic Team. He served as Team Physician for the UCLA Department of Intercollegiate Athletics for over twenty years before assuming his position at the ABFM, and has subsequently returned to UCLA on faculty recall status where he has resumed responsibilities as a team physician in the Department of Intercollegiate Athletics.

NAM FELLOWSHIPS & WHAT THEY MEAN TO THE NAM

Founded in 1970 as the Institute of Medicine (IOM), the National Academy of Medicine (NAM) provides a vital public service by working outside the framework of government to ensure scientifically informed analysis and independent guidance for policy makers, academic leaders, health care administrators, and the public. It is committed to nonpartisan, evidence-based leadership that aims to advance science, inform policy, and catalyze action to achieve optimal health for all. As such, the NAM created the Anniversary Fellows Program in 2006 to celebrate the 35th anniversary of its establishment and further its commitment to building leadership capacity across disciplines and specialties.

The Anniversary Fellows Program has since become the NAM Fellowships and now comprises 10 distinct opportunities across diverse areas of focus, including family medicine through the Puffer Fellowship. These unique opportunities immerse early-career investigators in consensus building and interdisciplinary policy development, while exposing them to the social, economic, and political forces that affect and shape health status and health care delivery in the nation. These opportunities also help to build a network of mentors for the fellows to gain first-hand knowledge of the

importance of studying health care challenges from a range of disciplines and viewpoints to develop sound strategies.

“We have long viewed the NAM Fellowships as essential in building a pipeline of future leaders who are trained in bridging science with policy,” said the NAM President Victor J. Dzau. “There is a great need to foster the next generation of health science leaders, now more than ever. And the Puffer/ABFM Fellowship in particular is vital in bringing the voice of primary care and family medicine directly into our work so that our perspectives continue to be grounded in community-based, whole-person care to help shape policies that truly improve health for all.”

Over time, creating a cadre of health science scholars who have analytical skills in matters of public policy formulation, legislation and implementation, who have researched and analyzed current health policy issues, and who have worked with leaders in health care policy development will have a significant impact on the nation’s capacity to more effectively meet the health needs of all. And the Puffer/ABFM Fellowship will continue to expand the reach of family medicine within national policy conversations and contribute to the NAM’s mission to improve health for everyone, *everywhere*.

PUFFER FELLOWS



Sean P. David, MD, SM, DPhil

Affiliation at the Time of Fellowship:

Clinical Associate Professor of Medicine, Stanford University School of Medicine

Current Affiliation:

Vice Chair for Research, Department of Family Medicine, Endeavor Health, and Clinical Professor and Vice Chair for Research of Family Medicine, University of Chicago Pritzker School of Medicine

Committees and Efforts Worked During Fellowship for NAM:

- IOM Roundtable on Genomics and Precision Health
- IOM Board on Health Sciences Policy

Updates Since Fellowship Completion (from the Fellow):

- | | |
|----------------|--|
| 2014 | Appointed Associate Professor of Medicine, Stanford University School of Medicine |
| 2015-17 | National Academies Consensus Committee on the Evidence Base for Genetic Testing |
| 2017 | National Academies Consensus Report "An Evidence Framework for Genetic Testing" |
| 2019 | Appointment Clinical Professor of Family Medicine, University of Chicago |
| 2019-22 | Harvard Business School Program for Leadership Development Modules 1-5 (PLD Alumnus) |
| 2020-21 | Association of Departments of Family Medicine (ADFM) LEADS Fellowship |
| 2022 | Site PI for CTSA for Endeavor Health |
| 2023 | NHGRI Pharmacogenomic R21 grant awarded (contact PI) |
| 2024 | Stanford d.school Design Thinking Bootcamp |

PUFFER FELLOWS



Jen DeVoe, MD, MPhil, MCR, DPhil, FAAFP

Affiliation at the Time of Fellowship:

Assistant Professor of Family Medicine, Oregon Health & Science University (OHSU)

Current Affiliation:

John & Sherrie Saultz Professor and Chair of the Oregon Health & Science University (OHSU) Department of Family Medicine

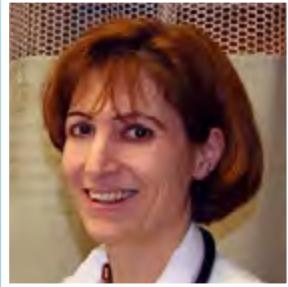
Committees and Efforts Worked During Fellowship for NAM:

- IOM Committee on Core Metrics for Better Health at Lower Cost (consensus study) – provided support to the study director in completing the statement of task, forming the committee, preparing committee background documents, editing the report
- IOM Board on Population Health and Public Health Practice

Updates Since Fellowship Completion (from the Fellow):

Served as a member of the National Academies' committee that wrote the 2021 report entitled, "Implementing High-Quality Primary Care: Rebuilding the Foundation of Health Care. Also served as chair of the National Academies' committee that wrote the 2019 report entitled, "Vibrant and Healthy Kids: Aligning Science, Practice, and Policy to Advance Health Equity," and co-chair of the National Academies' committee that wrote the 2024 report entitled, "Ending Unequal Treatment: Strategies to Achieve Equitable Health Care and Optimal Health for all."

PUFFER FELLOWS



Katherine Gold, MD, MSW, MS

Affiliation at the Time of Fellowship:

Assistant Professor, Department of Family Medicine and Department of Obstetrics and Gynecology, University of Michigan

Current Affiliation:

Associate Professor, Department of Family Medicine and Department of Obstetrics and Gynecology, University of Michigan Medical School, and Medical Director, The Luke Clinic

Committees and Efforts Worked During Fellowship for NAM:

- IOM Committee on Supporting the Parents of Young Children (consensus study) – researched and contributed information on mental health of parents and impact on parenting as well as perinatal mental health
- IOM Board on Global Health
- IOM Board on Children, Youth, and Families

Updates Since Fellowship Completion (from the Fellow):

- Chair of the International Stillbirth Alliance (2017-2019)
- Medical Director of The Luke Clinic since 2016, providing free prenatal and infant care in Detroit
- Consultant on suicide prevention among healthcare workers, Institute for Healthcare Improvement
- National Institutes of Health, NICHD Stillbirth Working Group Council Member

PUFFER FELLOWS



Kendall Campbell, MD, FAAFP

Affiliation at the Time of Fellowship:

Associate Professor, Department of Family Medicine and Rural Health, Florida State University College of Medicine

Current Affiliation:

Professor and Chair, Department of Family Medicine, University of Texas Medical Branch

Committees and Efforts Worked During Fellowship for NAM:

- IOM Roundtable on the Promotion of Health Equity
- IOM Committee to Evaluate the Social Security Administration's Capability Determination Process for Adult Beneficiaries (consensus study)
- National Academies Committee on Community-Based Solutions to Promote Health Equity in the United States (consensus study)

Updates Since Fellowship Completion (from the Fellow):

2021 Society of Teachers in Family Medicine (STFM) President's Award. Elected as a member of NAM in the class of 2021.

PUFFER FELLOWS



Gerardo Moreno, MD, MS, FAAFP

Affiliation at the Time of Fellowship:

Assistant Professor of Family Medicine, UCLA

Current Affiliation:

Professor and Chair, Department of Family Medicine, and the Kaiser Permanente Endowed Professor of Community Medicine, UCLA, and Executive Director, UCLA PRIME-LA

Committees and Efforts Worked During Fellowship for NAM:

- National Academies Committee on a National Strategy for the Elimination of Hepatitis B and C (consensus study)
- National Academies Roundtable on Health Literacy
- National Academies Board on Population Health and Public Health Practice

Updates Since Fellowship Completion (from the Fellow):

ABFM Board Chair 2023-2024, a standing member on the NIH AGCD-3 Standing Review Committee study section, Executive Director, UCLA PRIME-LA

PUFFER FELLOWS



Sean Lucan, MD, MPH, MS

Affiliation at the Time of Fellowship:

Associate Professor of Family & Social Medicine, Albert Einstein College of Medicine

Current Affiliation:

Grant Consultant, Albert Einstein College of Medicine

Committees and Efforts Worked During Fellowship for NAM:

- National Academies Roundtable on Obesity Solutions
- National Academies Roundtable on Genomics and Precision Health
- National Academies Board on Health Care Sciences
- NAM Action Collaborative on Clinician Well-Being and Resilience

Updates Since Fellowship Completion (from the Fellow):

Owner, Max Well Solutions, Per Diem Preceptor, Montefiore Health System, Vice President and National Medical Director, EHE Health

PUFFER FELLOWS



Tammy Chang, MD, MPH

Affiliation at the Time of Fellowship:

Assistant Professor of Family Medicine, University of Michigan Health System

Current Affiliation:

Associate Professor of Family Medicine, University of Michigan Medical School

Committees and Efforts Worked During Fellowship for NAM:

National Academies Committee on the Neurobiological and Socio-behavioral Science of Adolescent Development and Its Applications (consensus study)

- Chang T, et al. National Academies of Sciences, Engineering, and Medicine. 2019. The Promise of Adolescence: Realizing Opportunity for All Youth. Washington, DC: The National Academies Press. <https://doi.org/10.17226/25388>.
- Chang T, et al. National Academies of Sciences, Engineering, and Medicine. 2020. Promoting Positive Adolescent Health Behaviors and Outcomes: Thriving in the 21st Century. Washington, DC: The National Academies Press. <https://doi.org/10.17226/25552>.
- Chang T, et al. National Academies of Sciences, Engineering, and Medicine; Health and Medicine Division; Board on Health Care Services; Committee on Transforming Health Care to Create Whole Health: Strategies to Assess, Scale, and Spread the Whole Person Approach to Health. Achieving Whole Health: A New Approach for Veterans and the Nation. Meisnere M, South-Paul J, Krist AH, editors. Washington (DC): National Academies Press (US); 2023 Feb 15. <https://doi.org/10.17226/26854>.
- National Academies Board on Health Care Services

Updates Since Fellowship Completion (from the Fellow):

Served as a member of the National Academies' committee that wrote the 2020 report entitled, "Promoting Positive Adolescent Health Behaviors and Outcomes: Thriving

PUFFER FELLOWS



in the 21st Century." Also served a member of the National Academies' committee that wrote the 2023 report entitled, "Achieving Whole Health: A New Approach for Veterans and the Nation" and as a planning committee member for a National Academies' workshop entitled, "Exploring the Power of Youth Leadership in Creating Conditions for Health and Equity." Was a board member for the National Academies' Board on Children, Youth and Families from March 2020 until December 2025.

Per Tammy

Dr. Tammy Chang is an associate professor in the Department of Family Medicine, a health services researcher, and a practicing family physician with a passion for adolescent health. She is specifically interested in helping break the cycle of poverty and poor health among adolescent mothers and their children via community-engaged research. Her NIH-sponsored research is focused on improving access to reproductive health care and promoting healthy pregnancy weight gain among at-risk adolescents by utilizing text messaging.

She is also the founding director of MyVoice www.hearmyvoicenow.org, a national text-message poll of youth age 14-24 years. MyVoice engages youth and communities typically invisible to researchers and uses mixed methods to inform local and national policies in real-time.

Dr. Chang is also the director of the Health Behavior Optimization for Michigan (HBOM) Collaborative Quality Initiative, a statewide clinical quality improvement initiative with funding and support from Blue Cross Blue Shield of Michigan (U-M). Through her leadership, HBOM uses cutting-edge behavior change strategies to transform clinical practices and priorities. HBOM initiatives help individuals living in Michigan make easier health choices so that all residents can achieve their health and wellness goals.

Additionally, Dr. Chang is the director of the National Clinician Scholars Program at U-M where she trains junior faculty clinicians in health services research. She also teaches a Master's level course in Leadership and Communication. She actively mentors numerous students in high school, undergraduate and graduate schools, as well as medical students and post-doctoral fellows, to inspire and guide the health services researchers of the future.

Besides her teaching and research endeavors, Dr. Chang is a practicing physician at the Corner Health Center in Ypsilanti.

PUFFER FELLOWS



Kameron Matthews, MD, JD, FAAFP

Affiliation at the Time of Fellowship:

Chief Medical Officer, Family Medicine, University of Illinois at Chicago

Current Affiliation:

Chief Health Officer, IMPaCT Care; Health Innovators Fellow, Aspen Institute; Senior Faculty, Weitzman Institute; and Volunteer Associate Clinical Professor, UCSF Department of Family and Community Medicine

Committees and Efforts Worked During Fellowship for NAM:

- National Academies Committee on Implementing High-Quality Primary Care (consensus study) – provided research and writing support for the consensus study
- NAM Steering Committee on Health Data Sharing to Support Better Health Outcomes
- Building a Foundation of Stakeholder Trust – participated in committee discussions and provided editing support

Updates Since Fellowship Completion (from the Fellow):

Elected to NAM in 2020. With the Academy, she chairs the Health Policy Fellowships and Leadership Programs Advisory Committee and is a member of the Standing Committee on Primary Care. After leaving the Veterans Health Administration in 2021, she served as Chief Health Officer with Cityblock Health, a value-based integrated advanced primary care practice for Medicaid and dually eligible, low-income Medicare beneficiaries. In January 2026, she assumes the role of Chief Health Officer of IMPaCT Care, a community health worker model supporting health plans and health systems to address health equity and social determinants of health. She is a member of the advisory boards of the National Minority Quality Forum and IndyGeneUS. She was a member of the 6th class of Health Innovators Fellows with the

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PUFFER FELLOWS



Aspen Institute. She was a member of the Rock Health Health Equity Advisory Board in 2023, and served on the Primary Care Leadership Committee of the Rock Health/American Academy of Family Physicians Advancing AI and Digital Health for Primary Care Initiative in 2025.

- National Academies Standing Committee on Primary Care (Member; 7/24/2023 – 5/31/2026)
- National Academies Developing and Sustaining Effective Interprofessional Primary Care Teams (Co-Chair; 2/6/2025 – 7/28/2025)
- National Academies Improving Primary Care Valuation Decisions for the Physician Fee Schedule by the Center for Medicare (Member; 9/18/2024 -- 2/1/2025)
- NAM Working Group on Technologies to Enhance Person, Family, & Community Activation (Member; 3/1/2018 – 5/30/2019)

PUFFER FELLOWS



Lars Peterson, MD, PhD

Affiliation at the Time of Fellowship:

Vice President of Research, ABFM

Current Affiliation:

Senior Physician Scientist, ABFM

Committees and Efforts Worked During Fellowship for NAM:

- National Academies Committee on Implementing High-Quality Primary Care (consensus study) – participated in committee meetings. Member of the Workforce chapter writing group
- National Academies Planning Committee on Integrating Serious Illness Care into Primary Care Delivery: A Workshop – served as a planning committee member and moderated the final session that highlighted where integration of primary care and serious illness care was being done
- National Academies Planning Committee for Population Health in Rural America in 2020-A Workshop – served as a planning committee member, moderated a session during the workshop
- National Academies Roundtable on Quality of Care for Serious Illness – served as a planning committee member, moderated a session during the workshop

Updates Since Fellowship Completion (from the Fellow):

In 2022, he was promoted to full Professor, University of Kentucky Family and Community Medicine and assumed a new role at the ABFM as a senior physician scientist. He chaired the Agency for Health Research and Quality's Healthcare Effectiveness and Outcomes Research Study Section from 2022 to 2025. He continues to produce evidence on the effectiveness and outcomes of family medicine residency training, the effectiveness of physician certification programs, and the ecology of primary care in the United States.

PUFFER FELLOWS



Rita Hamad, MD, PhD

Affiliation at the Time of Fellowship:

Assistant Professor, Department of Family & Community Medicine, University of California, San Francisco

Current Affiliation:

Professor at Harvard T.H. Chan School of Public Health (HSPH), and Director, Social Policies for Health Equity Research (SPHERE) Center

Committees and Efforts Worked During Fellowship for NAM:

- National Academies Committee on Policies and Programs to Reduce Intergenerational Poverty (consensus study) – resulted in a published report, “Reducing Intergenerational Poverty,” for which she co-authored several sections, and for which she participated in dissemination to members of Congress
- National Academies Committee on Exploring the Opportunity Gap for Young Children from Birth to Age Eight (consensus study) – resulted in a published report, “Closing the Opportunity Gap for Young Children,” for which she co-authored several sections
- National Academies Roundtable on Roundtable on Population Health Improvement – co-organizer and moderator, workshop on “Economic Innovations to Support Health, Equity, and Well-being”; contributor, planning meeting for workshop on “Spatial Justice as a Driver of Health in the Context of Societal Emergencies”

Updates Since Fellowship Completion (from the Fellow):

Transitioned to Associate Professor, at HSPH in 2023, and promoted to Professor (tenured) as of 2025.

PUFFER FELLOWS



Steven Lin, MD

Affiliation at the Time of Fellowship:

Clinical Associate Professor-Medicine/Primary Care and Population Health, Stanford University School of Medicine

Current Affiliation:

Section Chief-General Primary Care, Stanford University School of Medicine, and STFM President, Founding Director of the Stanford Healthcare AI Applied Research Team

Committees and Efforts Worked During Fellowship for NAM:

- National Academies Committee on Creating a Framework for Emerging Science, Technology, and Innovation in Health and Medicine (consensus study)
 - contributed to the consensus report, “Toward Equitable Innovation in Health and Medicine: A Framework”
- NAM AI Code of Conduct initiative – contributed to a publication, “Artificial Intelligence in Health, Health Care and Biomedical Science: An AI Code of Conduct Principles and Commitments Discussion Draft”

Updates Since Fellowship Completion (from the Fellow):

Clinical Professor, Medicine – Primary Care and Population Health. President, Society of Teachers of Family Medicine (2025). Chair, National AI in Medical Education Task Force, Society of Teachers of Family Medicine (2024).

PUFFER FELLOWS



Alicia Cohen, MD, MSc, FAAFP

Affiliation at the Time of Fellowship:

Investigator, Center of Innovation in Long Term Services & Supports, VA Providence Healthcare System, Assistant Professor of Family Medicine, Alpert Medical School of Brown University, and Assistant Professor of Health Services, Policy and Practice (Research), Brown University School of Public Health

Current Affiliation:

Investigator at the VA Center of Innovation in Long Term Services and Supports, and an Assistant Professor of Family Medicine and Health Services, Policy, and Practice at the Brown University Alpert Medical School and School of Public Health

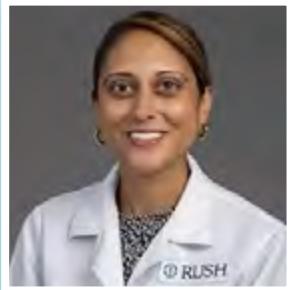
Committees and Efforts Worked During Fellowship for NAM:

- National Academies Committee on Unequal Treatment Revisited: The Current State of Racial and Ethnic Disparities in Health Care (consensus study) – contributed to the committee's report, specifically the section of the report on the state of the science on OMB categories for race and ethnicity and several other sections
- National Academies Standing Committee on Primary Care
- National Academies Roundtable on Population Health Improvement – helped the planning committee with their workshop on Examining the History, Consequences, and Effects of Race-Based Clinical Algorithms on Health Equity

Updates Since Fellowship Completion (from the Fellow):

Co-lead on a national VA social needs screening and referral initiative, "Assessing Circumstances and Offering Resources for Needs" (ACORN)

PUFFER FELLOWS



Ruchi Fitzgerald, MD, FAAFP

Affiliation at the Time of Fellowship:

Service Chief of Inpatient Addiction Medicine Services, PCC Community Wellness, Assistant Professor, Department of Family Medicine, Rush University, and Associate Program Director, Rush Addiction Medicine Fellowship, Rush University

Current Affiliation:

Associate Program Director and Service Chief of Inpatient Addiction Medicine PCC Community Wellness/ West Suburban Hospital, and Associate Professor, Rush University

Committees and Efforts Worked During Fellowship for NAM:

- National Academies Committee on Public Health Consequences of Changes in the Cannabis Policy Landscape (consensus study)
- National Academies Committee on the Review of Specific Programs in the Comprehensive Addiction and Recovery Act (consensus study)
- National Academies Committee on Harm Reduction Services for People Who Use Drugs: Exploring Data Collection, Evidence Gaps, and Research (workshop) – appointed and served as a planning committee member
- National Academies Committee on Advancing Regulatory Science for Defining and Evaluating In-Home Safe Disposal Systems (workshop) – appointed and served as a planning committee member
- National Academies Standing Committee on Primary Care
- NAM Action Collaborative on Combatting Substance Use and Opioid Crises – served on the Prevention, Data, and Research Working Group, which planned a three half-day workshop series

Updates Since Fellowship Completion (from the Fellow):

Assistant Professor in the Departments of Family Medicine and Psychiatry and Behavioral Sciences at Rush University and Member of the Federation of State Physician Health Programs

PUFFER FELLOWS



Stephanie Gold, MD, FAAFP

Affiliation at the Time of Fellowship:

Associate Professor, Department of Family Medicine, University of Colorado, and Scholar, Farley Health Policy Center

Current Affiliation:

Associate Professor, Department of Family Medicine, University of Colorado, and Scholar, Farley Health Policy Center serves on the board of the Colorado Academy of Family Physicians, and is a member of the Colorado Primary Care Payment Reform Collaborative

Committees and Efforts Worked During Fellowship for NAM:

- NAM Leadership Consortium's Commission on Investment Imperatives for a Healthy Nation
- National Academies Standing Committee on Primary Care

Continuing Work in Year 1 post-Fellowship:

Continued writing and partnership with the NASEM Standing Committee on Primary Care

PUFFER FELLOWS



Sebastian Tong, MD, MPH

Affiliation at the Time of Fellowship:

Assistant Professor, Department of Family Medicine, University of Washington

Current Affiliation:

Associate Professor, University of Washington, Associate Editor, Annals of Family Medicine, and Associate Director of the WWAMI region Practice and Research Network

Committees and Efforts Worked During Fellowship for NAM:

- National Academies Committee on a Blueprint for a National Prevention Infrastructure for Behavioral Health Disorders (consensus study)
- National Academies Committee on Exploring the Treatment and Management of Chronic Pain and Implications for Disability Determinations (workshop)
- National Academies Standing Committee on Primary Care

Continuing Work in Year 1 post-Fellowship:

Continued writing and partnership with the NASEM Standing Committee on Primary Care

PUFFER FELLOWS

CURRENT FELLOW

2024-2026



Anita Ravi, MD, MPH, MSHP, FAAFP

Current Affiliation:

CEO and Founder of PurpLE Health Foundation

Committees and Efforts Worked During Fellowship for NAM:

- National Academies Committee on Sexual Assault at Sea (consensus study)
- National Academies Committee on Understanding Traumatic Brain Injury Recovery and Late Effects for Social Security Disability Evaluation (consensus study)
- National Academies Forum on Traumatic Brain Injury

CURRENT FELLOW

2024-2026



Alyssa Tilhou, MD, PhD

Current Affiliation:

Vice Chair of Research and Assistant Professor of Family Medicine, Department of Family Medicine, Boston University Medical Center

Committees and Efforts Worked During Fellowship for NAM:

- National Academies Committee for Strategies to Enhance Pediatric Health Research Funded by NIH (consensus study)
- National Academies Standing Committee on Primary Care

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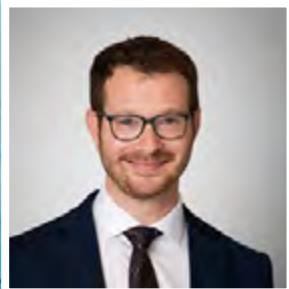
Kristen Austad, MD, MPH

Current Affiliation:

Assistant Professor of Family Medicine at Boston University Chobanian & Avedisian School of Medicine and Boston Medical Center, Co-Director of the Evans Center for Implementation & Improvement Sciences (CIIS) at Boston University.

Committees and Efforts Worked During Fellowship for NAM:

- NAM Patient Safety in the Era of AI initiative (pending)



Jonathan Staloff, MD, MSc, FAAFP

Current Affiliation:

Acting Assistant Professor at the University of Washington (UW) Department of Family Medicine, Medical Director of Population Health Value Management, and Affiliate Investigator with the Primary Care Analytics Team at the Veterans Health Administration

Committees and Efforts Worked During Fellowship for NAM:

- NAM Leadership Consortium's Value Incentives & Systems Action Collaborative (pending)
- National Academies Standing Committee on Primary Care (pending)

THE FELLOWSHIP EXPERIENCE... IN THEIR WORDS:

During the initial years of the Puffer/ABFM Fellowship, the program offered little to no structure as it was being designed so that each fellow can maximize the program's flexibility to meet their individual needs. Based on the input from alumni, however, the Fellowship has developed a more structured onboarding process in recent years. All incoming NAM Fellows are now invited to a virtual introduction meeting after the press release announcing a new cohort of fellows is issued. A three-day orientation is also held in September for all incoming NAM Fellows, including the Puffer/ABFM Fellows, to learn more about the NAM and the National Academies, their current/ongoing projects and projects in development. The orientation also offers various networking opportunities with the NAM leadership, NAM Members, program sponsors, and other NAM program participants, including the Robert Wood Johnson Foundation Health Policy Fellows. Each fellow now has a monthly check-in

with the program director to discuss their fellowship activities, identify any issues to mitigate, and touch base on various other issues. Additional new networking opportunities with NAM members are now available as well, such as a networking breakfast for all current fellows and scholars prior to the scientific symposium of the NAM Annual Meeting. Finally, travel funding is provided for all current fellows and scholars to attend the Richard and Hinda Rosenthal Emerging Leaders Forum, an annual invitation-only event that brings together the NAM Emerging Leaders in Health and Medicine Scholars, the NAM Fellows and Scholars, the NAM members, and invited guests across all fields of health and medicine and related fields for crosscutting panels and interactive discussions.

In reflecting on their experience, current and former Puffer Fellows share how the program supported them personally and professionally.



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Providing a Welcoming, Inspiring Community

The Fellowship creates an intentional, nurturing community that connects fellows with leaders who model values-driven primary care scholarship and provide ongoing encouragement at critical moments in their careers.

“To be surrounded by family physicians I admire... gave me the personal momentum to feel encouraged to continue my work... It made me feel part of a broader community in a way that was very sustaining.”

Career-Shaping Exposure to Policy and Systems Thinking

Fellows noted the transformative power of being embedded in NAM's analytic and consensus processes, and how the Fellowship shifts their lens from individual clinical work to the systems-level levers that influence population health and national reform.

“The Puffer Fellowship has shaped my career to be more policy focused and has made me consider implementation, policy and practical implications in all my clinical and research work.”

“I also was able to have meetings with leaders in my field and participate in NASEM roundtables. These activities all dramatically expanded my professional network, and they also gave me insights into the policymaking and evidence-generating process, informing my current research.”

“I am developing so many new collaborations through this fellowship.”

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Building Powerful and Lasting Professional Networks

Fellows report forging a diverse, cross-generational network of policy-minded leaders whose shared mission and complementary expertise amplify each other's impact long after the fellowship period ends.

“Learning from past fellows helps me make the most of my current time. By bringing together such a stellar cadre of individuals with aligned interests but broad and varied networks, the opportunities to help each other further our own work toward goals is immense.”

Long-Term Engagement and Leadership within the National Academies

Many fellows remain deeply involved in the Academies, taking on leadership roles that shape committees, methodologies, and content, extending the influence of family medicine in NAM's work.

“The Puffer fellowship was the start of an 8-year continuous relationship with the NAM... I served on several consensus reports, workshops, and seminars.”

Increased Visibility and Expanded Career Opportunities

Fellows repeatedly noted how NAM engagement had elevated their visibility, expanded their scholarly reach, and opened new doors, positioning them for influential roles at leading academic institutions and in national policy arenas.

“These activities dramatically expanded my professional network... The name recognition of being a Puffer Fellow certainly contributed to my career transition to Harvard.”

FELLOWSHIP OUTPUTS & IMPACT

Contributions to the National Academy of Medicine

Puffer Fellows have served as active contributors to NAM committees, roundtables, and reports that have shaped the national health agenda and elevated the voice of our discipline. Fellows are not only at the table, but active contributors to written and oral communications in these efforts, which include, but are not limited to:

- [Implementing High-Quality Primary Care \(2021\)](#)
- [Future Directions for the Public Health Workforce](#)
- [Artificial Intelligence in Health, Health Care, and Biomedical Research](#)
- [Social Drivers of Health and Equity in Health Systems](#)
- [Primary Care Investment and Financing Reform](#)
- [Standing Committee on Primary Care](#)

Through these efforts, Fellows have introduced real-world perspectives from family medicine and community practice into federal and multi-sector policymaking. Their participation has strengthened NAM's work on integrating clinical care and public health, ensuring that patient-centered values remain at the heart of U.S. health reform.

Policy and Leadership Outcomes

- Fellows have influenced policy at federal and state levels through service on NAM committees, advisory councils, and public health boards.
- Many have continued NAM involvement as committee members or reviewers.
- The Fellowship has seeded collaboration between ABFM and NAM on subsequent primary care and workforce initiatives.

CELEBRATING 15 YEARS

10th Anniversary Celebration in Washington, D.C. (2022)

The Pandemic delayed the 10th Anniversary Celebration weekend. The postponed celebration brought together 8 current and past Puffer Fellows, and other NAM members.

Weekend Activities included a welcome event at the CPV for Puffer Fellows, a group dinner at Georgia Brown's, panel presentations by Puffer fellows, invigorating discussions, Puffer Fellows breaking into teams for a Washington DC landmarks scavenger hunt and dine-around, and a great deal of fun before joining

NAM Annual Symposium activities. Fellows also participated in a career development seminar with 7 senior Family Medicine leaders, sharing an array of backgrounds and experiences and lessons from their journeys with the Puffer cohort, engaging in individual mentorship, and building new connections.

The meeting also saw 2014-16 Puffer Fellow Dr. Kendall Campbell celebrated by the NAM as a newly elected member of the National Academy of Medicine.



15th Anniversary Gathering in Washington, D.C. (2025)

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In conjunction with annual National Academies of Medicine annual meetings and symposium, the Puffer Fellowship's 15th Anniversary Weekend brought together current fellows, alumni, and ABFM leaders for a celebratory gathering in Washington, DC. The weekend opened Saturday evening with introductions, an informal welcoming event at the Center for Professionalism & Value in Healthcare, followed by a group dinner, setting the tone for a weekend of connection and reflection.

On Sunday morning, the group convened for peer-to-peer exchange and professional development activities, where fellows shared

ongoing work, career goals, and lessons from their NAM experiences. After a shared lunch, some attended NAM interest-group meetings before meeting at the National Spy Museum for cohort building activities and a scavenger hunt, with small teams of Fellows competing before breaking for evening NAM gatherings. Fellows then attended daylong programming at the NAM Annual Symposium on the future of Artificial Intelligence in Healthcare before returning home. Overall, it was a weekend full of camaraderie, gratitude, and renewed purpose as the Fellowship marked its fifteenth year of cultivating national health policy leadership.





FIFTEEN YEARS OF THE PUFFER/ABFM FELLOWSHIP

*Shaping Health Policy Leadership
in Family Medicine*



American Board
of
Family Medicine

