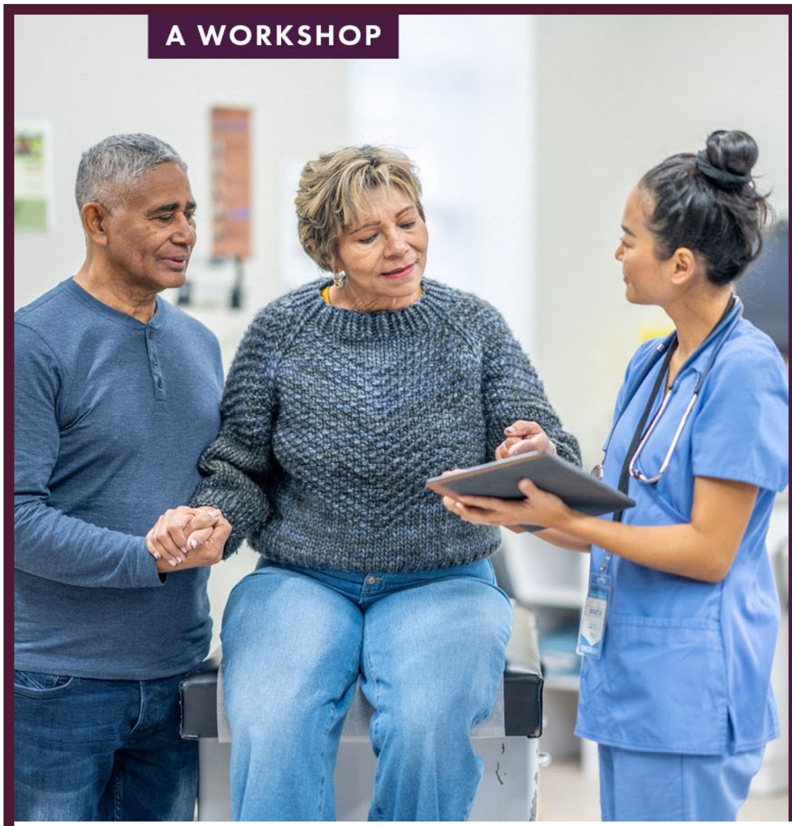
A WORKSHOP



NATIONAL ACADEMIES Sciences Engineering Medicine

March 2 · 8:30AM – 4:30PM ET

Engaging Patients to Advance Diagnostic Excellence

Hosted By:
Forum on Advancing Diagnostic Excellence

National Academy of Sciences Building
2101 Constitution Ave., N.W.
Washington, D.C. 20418

NATIONAL ACADEMIES Sciences Engineering Medicine

Engaging Patients to Advance Diagnostic Excellence: A Workshop

March 2, 2026| 8:30 AM—4:30 PM ET

The virtual webcast will be available on **March 2 at 8:30 AM ET**: webpage

We gratefully acknowledge the generous support of the following Forum on Advancing Diagnostic Excellence sponsors:

American Academy of Physician Associates
American Association of Nurse Practitioners
American Board of Emergency Medicine
American Board of Internal Medicine
American College of Radiology
College of American Pathologists
Danaher Corporation
The Doctors Company Foundation
The Gordon and Betty Moore Foundation
The John A. Hartford Foundation
The Mont Fund
UCSF Coordinating Center for Diagnostic Excellence
Patients for Patient Safety US
Radiological Society of North America

Table of Contents

Workshop Agenda 3

Statement of Task 6

Speaker Biographies 7

Planning Committee Member Biographies 17

Relevant Readings 23

Resources for Patient, Caregiver, and Family Engagement in Diagnosis 25

Forum on Advancing Diagnostic Excellence Background 28

Engaging Patients to Advance Diagnostic Excellence: A Workshop

MONDAY, MARCH 2, 2026—NATIONAL ACADEMY OF SCIENCES BUILDING—LECTURE ROOM

8:00 AM **BREAKFAST—East Court**

8:30 AM **Welcome and Opening Remarks**

Cristina Gonzalez, New York University Grossman School of Medicine

Kristen E. Miller, MedStar Health

Planning Committee Co-Chairs and Forum Members, Advancing Diagnostic Excellence

8:50 AM **Leading from Experience: How Community Voices Drive Change**

Ilene Corina, Pulse Center for Patient Safety Education & Advocacy

9:10 AM **Leading from Experience: A Conversation on Community Partnership**

Phalana Tiller, Bendable Labs

9:30 AM **Session 1: Patients, Caregivers, and Families Engaging in Advancing Diagnostic Excellence**

Moderator: *Sue Sheridan, Patients for Patient Safety US*
Kathryn McDonald, Johns Hopkins University

Panelists:

- Hugo Campos, Research Partner
- Alisa Khan, Boston Children's Hospital
- Mary Dolansky, Case Western Reserve University

Panel Discussion/Audience Q&A

10:30 AM **Patient-Clinician Conversation: Understanding Unique Barriers to Find Shared Solutions in Diagnosis**

Moderator: *Charity Watkins, North Carolina Central University*

Panelists:

- Knitasha Washington, ATW Health Solutions [Virtual]
- Olajide Williams, Columbia University

Panel Discussion/Audience Q&A

11:15 AM **BREAK**

11:30 AM **Session 2: Improving the Health Professional's Role in Engaging Patients in Diagnosis**

Moderators: *Gene Harkless, University of New Hampshire* [Virtual]
Mark Schlesinger, Yale School of Public Health

Partnering with Caregivers to Strengthen Engagement and Enhance the Diagnostic Process
Alexis Snyder, Patient and Community Engagement Specialist

Strengthening Patient-Clinician Communication to Prevent Dismissal of Patients' Symptoms and Concerns
Allyson Bontempo, Rutgers University

The Clinician's Role in Aligning Patients' Goals with Diagnostic Care
Naykky Singh Ospina, University of Florida

Panel Discussion/Audience Q&A

12:30 PM **LUNCH BREAK—East Court**

1:15 PM **Session 3: Designing Health Systems to Empower Patients in the Diagnostic Process**

Moderators: *Helen Haskell, Mothers Against Medical Error* [Virtual]
Anjana Sharma, University of California, San Francisco [Virtual]

Improving Caregiver Engagement in Diagnosis
Nancy Netherland, Family Voices of California

Empowering Patients in Diagnosis Through Careful and Kind System Design
Sheila Moroney, The Patient Revolution

Engaging Patients Through Systematic Collection of Narratives About Diagnostic Problems, Mistakes, and Remedies
Jane Evered, University of Wisconsin-Madison

Customer Ownership in Southcentral Foundation's Nuka System of Care
Donna Galbreath, Southcentral Foundation

Panel Discussion/Audience Q&A

2:30 PM **BREAK**

2:45 PM **Session 4: A Vision for the Future of Engaging Patients to Advance Diagnostic Excellence**

Moderator: *Charity Watkins, North Carolina Central University*
Saul Weingart, Tufts Medical Center

Panelists:

- Phalana Tiller, Bendable Labs
- Carole Hemmelgarn, MedStar Health and Patients for Patient Safety US

- Julia Adler-Milstein, University of California San Francisco [Virtual]
- Karen Cosby, Rush University/Cook County Health
- Gordon Schiff, Brigham and Women's Hospital

Panel Discussion/Audience Q&A

4:15 PM **Workshop Closing Remarks**

Cristina Gonzalez, New York University Grossman School of Medicine
Kristen E. Miller, MedStar Health
Planning Committee Co-Chairs and Forum Members, Advancing Diagnostic Excellence

4:30 PM **MEETING ADJOURNS**

Engaging Patients to Advance Diagnostic Excellence: A Workshop
Statement of Task

A planning committee of the National Academies of Sciences, Engineering, and Medicine will organize and conduct a public workshop to explore opportunities to facilitate effective patient engagement to improve diagnosis in the U.S. health care system. Workshop participants will consider the opportunities and challenges of actively involving patients, caregivers, and family members in the diagnostic process to enhance patient safety and minimize the risk of diagnostic errors.

The workshop may feature invited presentations and discussions on:

- Opportunities to provide education to patients, caregivers, and family members to help them engage in the diagnostic process, by learning how to share feedback, express concerns, and meaningfully contribute to diagnostic decision-making;
- Delivery of patient-centered care that incorporates individual preferences, goals, and concerns; addresses the diverse and complex factors contributing to health disparities, and integrates shared decision-making throughout the diagnostic process;
- Opportunities and challenges of technology and diagnostic innovations to support patient engagement, including the use of artificial intelligence in clinical decision support tools (e.g., ambient medical scribes); improving access to electronic health records, clinical notes, and diagnostic test results; and encouraging patients to use digital health tools to better understand their symptoms and inform diagnostic decisions;
- Professional education and development to strengthen active listening and communication skills during patient-clinician encounters, improve the clarity and transparency of diagnostic communication, and support more effective collaboration among patients, families, and health care professionals particularly frontline health care professionals who have more frequent and extended contact with patients;
- An assessment of the impact of patient and family engagement on the diagnostic process and exploration of potential strategies to incorporate patients' lived experiences into diagnosis-related research.

In accordance with institutional guidelines, a designated rapporteur will prepare a proceedings-in brief of the workshop based on the presentations and discussions during the workshop. The proceedings-in brief will be subject to the National Academies review procedures prior to release.

Engaging Patients to Advance Diagnostic Excellence: A Workshop
Speaker Biographies

Julia Adler-Milstein, Ph.D., is a Professor of Medicine and Chief of the Division of Clinical Informatics & Digital Transformation (DoC-IT). Dr. Adler-Milstein is a leading researcher in health IT policy, with a specific focus on electronic health records and interoperability. She has examined policies and organizational strategies that enable effective use of electronic health records and promote interoperability. She is also an expert in EHR audit log data and its application to studying clinician behavior. Her research – used by researchers, health systems, and policymakers – identifies obstacles to progress and ways to overcome them. She has published over 250 influential papers, testified before the US Senate Health, Education, Labor and Pensions Committee, is a member of the National Academy of Medicine, been named one of the top 10 influential women in health IT, and won numerous awards, including the New Investigator Award from the American Medical Informatics Association and the Alice S. Hersh New Investigator Award from AcademyHealth. She has served on an array of influential committees and boards, including the NHS National Advisory Group on Health Information Technology, the Health Care Advisory Board for Politico, and the Interoperability Committee of the National Quality Forum. Dr. Adler-Milstein holds a PhD in Health Policy from Harvard and spent six years on the faculty at University of Michigan prior to joining UCSF as a Professor in the Department of Medicine and the inaugural director of the Center for Clinical Informatics and Improvement Research in 2017. She became the inaugural Chief of the Division of Clinical Informatics and Digital Transformation in 2023.

Allyson Bontempo, Ph.D., is a Faculty Affiliate with the Center for Prevention Science within the School of Social Work at Rutgers University and an Adjunct Professor with the Department of Communication, Journalism, & Film within the School of the Arts and Communication at The College of New Jersey. Dr. Bontempo completed a postdoctoral fellowship with the Department of Pediatrics at Rutgers Robert Wood Johnson Medical School. She received her M.A. and Ph.D. in Health Communication from Rutgers University, for which her major competency area was patient-provider communication and her minor competency area was persuasive communication. Prior to entering the field of Health Communication, Dr. Bontempo completed 40 Ph.D. credits in Clinical Psychology from Nova Southeastern University, where she was trained in anxiety, depression, and suicidality. Accordingly, Dr. Bontempo braces an interdisciplinary approach to health communication phenomena and related outcomes. Dr. Bontempo studies diagnosis and invalidation in healthcare. She has 18 publications in peer-reviewed journals, such as Psychological Bulletin, Patient Education and Counseling, Journal of Health Psychology, and Health Communication. She has received several awards for her work, including the Editor’s Choice award for her Psychological Bulletin article (2025), Top Early Career Abstract Award (2025), and Top Four Paper (2024). She received the Graduate Student

Excellence in Outreach and Service Award (2024) and a Humanities and Social Sciences Scholarship Award (2019), both for her work with patients with endometriosis. Dr. Bontempo is currently working on a patient self-report measure to assess clinicians' invalidation of patients' symptoms leading up to diagnosis.

Hugo Campos is a patient advocate and healthcare researcher whose work began following his 2006 diagnosis with hypertrophic cardiomyopathy and the implantation of a cardiac defibrillator. His work focuses on the intersection of patient autonomy, critical thinking, and artificial intelligence in healthcare. Mr. Campos is the founder of ResearchPartner.org. He serves as a Participant Ambassador for the NIH All of Us Research Program, Co-Chair of Patient Engagement for PCORI's THRIVE Trial (Trajectories of Recovery after Intravenous Propofol vs. Inhaled Volatile Anesthesia), and a member of the Strategic Advisory Board for the UCSF/UC Berkeley Computational Precision Health program. He is also a Participant Partner for the NIH Nutrition for Precision Health Study. Mr. Campos previously served as an Innovator in Residence at Kaiser Permanente. With a background in digital design and technology, Mr. Campos is a leading voice in the emerging field of Critical AI Health Literacy, which he defines as the ability to strategically use AI tools to analyze health determining factors and power structures, evaluate AI outputs for bias and institutional alignment, and take informed action through what he calls "algorithmic resistance." Drawing on Paulo Freire's pedagogy of liberation, Mr. Campos advocates for AI as a technology that empowers patients to become co-authors of their own health narratives rather than passive recipients of institutionally controlled care. Mr. Campos recently co-authored "Critical AI Health Literacy as Liberation Technology: A New Skill for Patient Empowerment," published in NAM Perspectives by the National Academy of Medicine (December 2025), and "Generative AI as Third Agent: Large Language Models and the Transformation of the Clinician-Patient Relationship," published in the Journal of Participatory Medicine (August 2025). Mr. Campos was named a White House Champion of Change for Precision Medicine by President Barack Obama in 2015. He is a TEDx Cambridge speaker and has been featured in NPR, the Wall Street Journal, and peer reviewed publications.

Ilene Corina is a Board-Certified Patient Advocate (BCPA) and the President and founder of Pulse Center for Patient Safety Education & Advocacy which was founded in 1996 as a support group for survivors of medical injuries. She develops programs related to patient safety and advocacy for the public including high school and college students. She was selected by Becker's Hospital Review as one of the "50 Experts Leading the Field of Patient Safety," and Modern Healthcare's "100 Most Influential People in Healthcare." She attended the American Hospital Association / National Patient Safety Foundation Patient Safety Leadership Training where she developed the Healthcare Equality Project previously called The Long Island Patient Safety Advisory Council focusing on patient safety education for vulnerable populations such as people with disabilities, various diseases, young homeless mothers, non-English speaking patients, the transgender community among others. Ilene is a nationally recognized advocate for patient safety and has over 2,000 hours visiting hospitalized patients as their patient safety advocate. She has been on numerous boards including The Joint Commission from 2005 through 2018 and The National Patient Safety Foundation from 2002 through 2017. She has won many awards for her work as an educator and an advocate. She has authored three books and was a contributing Author to Elsevier's Patient Safety in Obstetrics and Gynecology Journal. She speaks at medical conferences and conducts community workshops and programs to help people learn to become responsible for their own safety in healthcare and an advocate for loved ones. She has done numerous interviews on the topic for news media and podcasts. Ilene began her journey into patient safety in 1996 following a personal experience.

Karen Cosby, M.D., FACEP, is an Associate Professor of Emergency Medicine at Rush University/Cook County Health (retired) where she led departmental and hospital wide Quality and Oversight divisions and focused her academic work on better understanding medical error and developing system solutions to improve patient safety. Apart from her clinical work, she directed the Diagnostic Excellence Initiative for the Moore Foundation, where she developed a portfolio of clinical quality measures for diagnostic excellence. Most recently, she worked with AHRQ to develop a strategic vision for their focus on diagnostic safety and quality. She remains active in the field as an author and speaker.

Mary Dolansky, Ph.D., RN, FAAN, is the Sarah C. Hirsh Endowed Professor at the Frances Payne Bolton School of Nursing and Associate Professor at the School of Medicine at Case Western Reserve University. She directs the Hirsh Institute for Implementing Best Practice, where she leads initiatives to accelerate the integration of evidence-based care into clinical settings emphasizing patient and family engagement. Dr. Dolansky received the Amy J. Berman Geriatric Nurse Leadership Award from Sigma Theta Tau International acknowledging her leadership as the director of the Quality and Safety Education for Nurses (QSEN) initiative. As a national leader in Age-Friendly Health Systems (AFHS), Dr. Dolansky has received John A. Hartford Foundation grants to advance the 4Ms framework—What Matters, Medication, Mentation, and Mobility—through an academic-clinical partnership with MinuteClinics across more than 750 CVS Health locations. She co-directs the VA Quality Scholars (VAQS) Fellowship at the VA Northeast Ohio Health System, where fellows become experts in Veteran focused improvement and implementation science guided quality and safety initiatives. In all her work, older adults' and their caregivers' perspectives are at the core to ensure high quality and safe care.

Jane Evered, Ph.D., RN, is a registered nurse and health experiences action researcher in the Department of Family Medicine and Community Health at the University of Wisconsin-Madison. Her program of scholarship focuses on listening deeply to people and care partners' experiences of health and healthcare and using creative methods to leverage this learning for concrete healthcare change. As a member of the Health Experiences Research Network and Health Experiences International, Dr. Evered is dedicated to the pursuit of interdisciplinary collaborations across a range of topic areas, including peoples' experiences with: diagnostic problems and mistakes, Moebius syndrome, Duchenne muscular dystrophy, cancer caregiving, cystic fibrosis, long COVID, smoking, clinical trials, multiple sclerosis, and opioid use. She has made numerous contributions to the qualitative methods literature, particularly focusing on the ethical and rigorous conduct of research. An alumnus of the Hillman Scholars Program in Nursing Innovation, she holds a PhD and Accelerated Bachelors in Nursing from the University of Pennsylvania and a BA from Stanford University. She completed a HRSA-funded T32 postdoctoral fellowship in primary care research at the University of Wisconsin-Madison.

Donna Galbreath, M.D., is the Senior Medical Director of Quality Assurance for Southcentral Foundation. She provides direction in strategic planning and development of SCF's comprehensive quality assurance program to achieve optimal health care delivery. Under Donna's guidance, the organization achieved a Level 3 NCQA (National Committee for Quality Assurance) Patient Centered Medical Home status for high-quality health care improvement. Her leadership was essential in helping SCF achieve HEDIS outcomes between the 75th and 90th percentile for many of its services and the Malcolm Baldrige National Quality Award for performance excellence in 2011 and 2017. Donna presents nationally and internationally on quality assurance, corporate compliance, and SCF's relationship-based Nuka System of Care.

Carole Hemmelgarn, MS, MS, is the Program Director for the Executive Master's program in Clinical Quality, Safety & Leadership at Georgetown University, and the Senior Director of Education at the MedStar Institute for Quality & Safety. Carole received a master's degree in Patient Safety Leadership from the University of Illinois at Chicago, and a second master's degree in Health Care Ethics from Creighton University. She sits on the Board of Directors for Leapfrog, Board of Directors of Children's Hospital Solutions for Patient Safety, the Board of Quality Safety and Experience at Children's Hospital Colorado, and National Quality Forum Stakeholder Advisory Council. She is also a founding member of Patients for Patient Safety US.

Alisa Khan, M.D., MPH, is the Judith S. Palfrey Chair in Pediatrics at Boston Children's Hospital as well as the Director of the Program for Language Equity and a pediatric hospitalist and health services researcher and Associate Professor of Pediatrics at Harvard Medical School. She is also a member of the Executive Council of the Pediatric Research in Inpatient Settings (PRIS) Network, a practice-based research network for pediatric hospitalists. Dr. Khan's research focuses on how to partner with patients and families to improve hospital safety, quality, and equity. She has led studies to improve family safety reporting, patient safety, family-centered rounds, and language equity funded by the Agency for Healthcare Research and Quality and the Patient-Centered Outcomes Research Institute, among others. Dr. Khan graduated cum laude from Harvard College in 2005. She earned her medical degree from the University of Michigan Medical School in 2009, where she was inducted into the Alpha Omega Alpha Medical Honor Society. She then completed her pediatric residency at Johns Hopkins Children's Center, followed by a Master of Public Health degree at the Harvard T. H. Chan School of Public Health, while she completed a pediatric health services research and a pediatric hospital medicine fellowship. Dr. Khan's contributions to pediatric healthcare have been recognized through awards from the Academic Pediatric Association, the Swiss Patient Safety Foundation, and Boston Children's Hospital. Her research has been published in the BMJ, JAMA Pediatrics, Pediatrics, and Academic Pediatrics.

Sheila Moroney, MPH, is the Executive Director of The Patient Revolution (TPR), a not-for-profit organization that serves as the backbone of a global movement for care. TPR's community of 3,000 patients, clinicians, educators, policy makers, and more, are championing radical change to disrupt the impact of industrialized healthcare and nurture environments in which careful and kind care can thrive. Previously Sheila was the Patient Experience Officer and led Person-Centered Programs and Services at Hennepin County Medical Center in Minneapolis. Her responsibilities included: design and oversight of person-centered care organizational strategies; the integration of patient voices and experience-based design into program development, process improvement, and space design; and numerous operational responsibilities for patient-facing operational services. Sheila's 35+ year healthcare career includes extensive health policy work as a consultant and as program director at the National Institute of Health Policy, under the leadership of former U.S. Senator Dave Durenberger. She is a graduate of Boston College and the University of Minnesota School of Public Health. Her graduate school and policy work focused on the role of the consumer in defining and accessing the ideal healthcare experience using shared decision-making and collaborative system design.

Nancy Netherland is a California-based Medicaid policy and caregiver engagement specialist with more than 15 years of experience advancing family-centered systems in Medi-Cal, child health, and community care. She is a Senior Specialist with Family Voices of California (FVCA) and was recently elected Chair of the California Medicaid Children's Health Advisory Panel (MCHAP). She is also a parent to two former foster children with complex, rare, and special health care needs, bringing lived caregiver expertise alongside professional experience in program implementation, stakeholder engagement, and translating policy into practice to center children and families in health system design.

Naykky Singh Ospina, M.D., MS, is an Associate Professor of Medicine at the University of Florida and a health services researcher advancing evidence-based, patient-centered care and diagnostic excellence. A former scholar of the National Academy of Medicine Diagnostic Excellence Program, she uses rigorous research and implementation science methods to design, evaluate, and translate interventions to improve real-world clinical outcomes. Dr. Singh Ospina earned her medical degree from the University of Panama, completed her internal medicine residency at John H. Stroger, Jr. Hospital, and trained in endocrinology at the Mayo Clinic in Rochester. She serves as a guideline methodologist for the Endocrine Society and chaired the American Thyroid Association Patient Education Committee, reflecting her commitment to integrating research, guidelines, and patient engagement. Her research, supported by NIH, foundation, and institutional grants, focuses on improving diagnostic conversations for patients with thyroid nodules, reducing overdiagnosis of thyroid cancer, and increasing screening for secondary causes of hypertension, such as primary hyperaldosteronism. Across all her work, she supports the provision of careful and kind care to patients by advancing quality, safety, and evidence-based practice.

Gordon Schiff, M.D., is a general internist and Quality and Safety Director for the Harvard Medical School Center for Primary Care. He is Associate Director of Brigham and Women's Center for Patient Safety Research and Practice and Associate Professor of Medicine at Harvard Medical School. He worked for more than 3 decades at Chicago's Cook County Hospital where he directed the general medicine clinic and chaired the hospital's quality improvement committee and was PI for the AHRQ Developmental Center for Patient Safety Research focusing on diagnostic errors (the Diagnosis Evaluation and Education Research (DEER) Project). He directed a four year AHRQ-funded Massachusetts malpractice and patient safety improvement PROMISES project (Proactive Reduction in Outpatient Malpractice: Improving Safety Efficiency and Satisfaction), was PI for the AHRQ-Brigham medication safety HIT CERT CEDAR (Calling for Earlier Detection of Adverse Reaction) Project, and has led multiple projects funded by the Harvard Risk Management Foundation to study diagnostic errors, pitfalls, and develop tools to help prevent and minimize such errors. He was PI for an AHRQ HIT Safety grant working to enhance CPOE by incorporating the drug indication into prescription ordering. He currently directs two large projects funded by the Gordon and Betty Moore Foundation, one focusing on improving diagnosis safety and quality and the other to promote more appropriate and conservative medication prescribing. The diagnosis project, the PRIDE (Primary-care Research in Diagnosis Errors) Learning Network, is working to study and improve diagnosis by sharing diagnosis cases from an unprecedented coalition of local and national stakeholders with interest and expertise in diagnosis safety. He is the author of numerous articles on patient safety, diagnosis error, test management, lab-pharmacy linkages, health IT and medication safety. He edited a book published by Joint Commission Resources on handling critical test results, Getting

Results: Reliably Communicating and Acting on Critical Test Results. He is chair of the editorial board of Medical Care, and on the editorial boards of the Journal Public Health Policy and BMJ Quality and Safety. He is a founder and past co-chair of the International Diagnosis Errors in Medicine conferences and member of several WHO international initiatives to improve diagnosis and medication safety worldwide. He is the recipient of the 2005 Institute of Medicine Chicago (IOMC) Patient Safety Leader of the Year award, the Institute for Safe Medical Practices (ISMP) 2006 Lifetime Achievement award, the 2010 Rx for Excellence in Quality Award from the Massachusetts Medical Law Report, and a 2017 Partners in Excellence Award for leading the Brigham team working on indications based prescribing. In 2006 he was selected by Modern Healthcare as one of the top "30 People for the Future" in medicine.

Alexis Snyder is a Patient and Community Engagement Specialist. She advises threw consultation and workshops on best practices and strategies for authentic engagement to ensure the patient and family voice, as well as the voice of the greater community and the underserved is always present and well represented. As a parent and caregiver of a young adult with complex medical needs and rare disease, Snyder has a unique perspective on healthcare delivery and the systems of care available to children, adolescents, and young adults with medical complexity. She is a strong advocate, advisor and facilitator who lends her talents to several regional and national projects and organizations that have included: The Patient Centered Outcomes Research Institute (PCORI), CMS, National Quality Forum, Academy Health, The Agency for Health Care Research and Quality (AHRQ), the American Academy of Pediatrics, and the Health Information and Technology Advisory Committee (HITAC) of the Office of the National Coordinator. She is the Co-Author and Co-Editor of, The Patient and Health Care System: Perspectives on High-Quality Care (Springer 2020). Additionally, she and her daughter work to spread awareness and understanding for invisible disabilities. Her blog series, Invisible Disabilities, has received global recognition.

Phalana Tiller, MA, is a vice president at Bendable Labs, a technology and consulting company dedicated to helping communities thrive. Among Bendable Labs' key partners is ADEii Health, a behavioral healthcare provider that serves low-income populations. Phalana's portfolio at Bendable Labs includes work at the intersection of lifelong learning and workforce development. Phalana joined Bendable Labs after 13 years at the Drucker Institute, a social enterprise based at Claremont Graduate University, where she served as director of learning. In her role at the institute, she drove learning throughout all programs, including producing courses for managers and rising public sector leaders, designing digital learning modules for a national nonprofit performance recognition program and delivering the youth-centered Drucker for Future Leaders curriculum. A proud "Double Hoo," she holds a B.A. in history and an M.A. in teaching from the University of Virginia. When she isn't working, Phalana is an advocate for patient-centered care as informed by her own journey navigating two decades of medical care, an avid racewalker, and a struggling student of the Japanese language.

Knitasha Washington, DHA, FACHE, is a nationally esteemed leader in healthcare transformation, celebrated as a humanitarian, visionary thought leader, and pioneering architect of high-performing healthcare systems and communities. Recognized for advancing health equity, patient-centered care, and evidence-based healthcare practices, Dr. Washington has consistently championed policies and innovations that create sustainable improvements across the healthcare spectrum. As the founder, President, and CEO of ATW Health Solutions—a globally recognized, woman-owned management consulting firm—Dr. Washington has guided ATW to become a premier partner to government agencies, healthcare systems, and organizations across the nation. Under her leadership, ATW Health Solutions delivers expert consulting, data-driven insights, and transformative system solutions that measurably improve healthcare outcomes. Notably, ATW's collaboration with the Centers for Medicare & Medicaid Services (CMS) through the Partnership for Patients initiative achieved monumental results: saving an estimated 87,000 lives, reducing 2.1 million instances of patient harm, and generating $19.8 billion in healthcare cost savings. In Illinois, ATW's work on stroke disparities contributed to the development of Illinois HB5014, legislation promoting community-based education as a proactive intervention for stroke prevention. These accomplishments exemplify ATW's impact on quality, safety, and health equity. Dr. Washington's commitment to social justice is a central force in her work, driving her nationally recognized efforts to reduce healthcare disparities and champion equitable, patient-centered care. Her leadership extends to influential board roles with the National Quality Forum (NQF) and the National Association of Health Services Executives (NAHSE), where she has shaped policies and practices aimed at enhancing healthcare quality and safety for all communities. Her passion for healthcare improvement is deeply personal. After the preventable loss of her father due to a medical error in 2009, Dr. Washington became an outspoken advocate for quality improvement and harm reduction, especially for vulnerable populations. This personal mission has fueled her relentless pursuit of healthcare safety and harm elimination, ensuring that her work resonates on both a professional and personal level. Dr. Washington's outstanding contributions have earned her numerous accolades, including the 2023 Governors State University Alumni Leadership Award, the 2017 CMS Leadership Award, the 2014 Governors State University Luminary Pioneer Award, and the 2013 American College of Healthcare Executives Regents Health Care Leadership Award. Most recently, in 2024, she was honored with the FORUM IMPACT Women in Leadership Award for her transformative leadership and contributions to the healthcare sector. Dr. Washington is a visionary whose influence reverberates across the healthcare industry. Her steadfast commitment to systemic improvement and equity has established her as a trusted voice and a catalyst for positive, lasting change in healthcare delivery. Through her extensive body of work, Dr. Washington continues to lead the way in building a more equitable, efficient, and patient-centered healthcare landscape. She holds a Doctorate of Health Administration from Central Michigan University, Master's Degree from Governors State University and Bachelor of Arts from Chicago State University. She is the proud mother of Knadya, Antwon and grandmother to Zuri-Jae Reign.

Olajide Williams, M.D., MS, completed his medical degree at the University of Lagos and his neurology residency and fellowship training at Columbia University Medical Center/New York Presbyterian Hospital. He is currently a tenured Professor of Neurology and Vice Dean of Community Health at Columbia University Vagelos College of Physicians and Surgeons. A stroke neurologist, implementation scientist, and community-based participatory researcher (CBPR) with a primary focus on stroke prevention trials for high risk communities, Dr Williams has led several large NIH-funded Centers and trials targeting stroke disparities. He is also Founder of Hip Hop Public Health, a national nonprofit that leverages hip hop music and culture for health promotion in underserved communities. He is the recipient of numerous national and international awards including the European Stroke Research Foundation Investigator of the Year award, Columbia University Outstanding Teacher of the Year award, National Humanism in Medicine award from the Association of American Medical Colleges and has been featured twice on Root 100s most influential Black Americans list and Fast Company Magazine’s 100 Most Creative People in Business list.

Engaging Patients to Advance Diagnostic Excellence: A Workshop Planning Member Biographies

Cristina M. Gonzalez, M.D., M.Ed., **(Co-Chair)** an alumna of Albert Einstein College of Medicine, completed internal medicine residency at New York Presbyterian Hospital- Weill Cornell Medical Center, and a medical education research fellowship at University of Cincinnati, earning a Master's Degree in Medical Education. Upon completing that fellowship, she was selected as a Scholar in the Harold Amos Medical Faculty Development Program of the Robert Wood Johnson Foundation. This prestigious four-year award launched her research program designing, implementing, and evaluating interventions aimed at implicit bias recognition and management (IBRM) in clinical encounters. She was subsequently selected as a Scholar in the Macy Faculty Scholars Program of the Josiah Macy, Jr. Foundation to continue advancing her work. Dr. Gonzalez is an internationally renowned expert in the development of skills-based curricular interventions in IBRM for physicians and trainees. In 2019 she transitioned from foundation funding to NIH funding from the National Institute for Minority Health and Health Disparities. With this funding she is designing and validating novel metrics facilitating future evaluation of interventions focused on IBRM with robust, clinically relevant outcome metrics. In 2022 she was selected as a Scholar in the National Academy of Medicine's Scholars in Diagnostic Excellence program. This program's funding and network enabled Dr. Gonzalez to continue her work in IBRM through the lens of equity diagnostic excellence. She is currently a Professor of Medicine and Population Health at New York University Grossman School of Medicine and an Associate Director for the Institute for Excellence in Health Equity.

Kristen Miller, Dr.PH., MSPH, MSL, CPPS, **(Co-Chair)** is the Senior Scientific Director of the MedStar Health National Center for Human Factors in Healthcare, Associate Professor of Emergency Medicine at Georgetown University School of Medicine, and Affiliate Faculty at Georgetown Innovation Center for Biomedical Informatics. Dr. Miller is a clinically oriented human factors researcher focusing on diagnostic safety, medical decision making, informatics, and the assessment of medical interventions with an emphasis on healthcare delivery. Her work includes meaningful and active collaboration with patient partners, families, caregivers and frontline teams. Her portfolio includes federally funded work from the National Institutes of Health, Agency for Healthcare Research and Quality, Office of the National Coordinator for Health Information Technology, Centers for Disease Control and Prevention, Department of Defense, National Science Foundation, Society to Improve Diagnosis in Medicine, and Pew Charitable Trust. These projects demonstrate applied, pragmatic design, development, deployment, and evaluation of systems engineering solutions to improve patient safety, reduce diagnostic error, and improve health equity. Her research interests also include an evaluation of the ethical, legal, and policy implications of health information technology and digital health tools. Her education and training spans three public health degrees including a doctorate in epidemiology, a post-doctorate with the Department of Veterans Affairs, experience in multiple healthcare systems, and a law degree focused on healthcare law and health IT policy.

Gene Harkless, DNSc, APRN, FNP-BC, CNL, FAANP, Associate Professor Emerita and past Chair at the University of New Hampshire School of Nursing, led undergraduate and graduate program development there for 40 years. A family nurse practitioner since 1980, she continues to practice at the Greater Seacoast Community Health Center. Dr. Harkless has focused her teaching on evidence-based practice, clinical judgement, and family nursing theory. Her scholarship includes work on the diagnostic process, clinical decision-making, quality improvement, and long-term care for frail elders. She has been awarded three Fulbright Scholar awards in Norway, India, and Indonesia over her career. In 2010, Dr. Harkless was named a Fellow of the American Academy of Nurse Practitioners and in 2014 she received the New Hampshire Nurse Practitioner Association Lifetime Achievement Award. In 2017, Dr. Harkless was selected by the Society to Improve Diagnosis in Medicine to serve on the Macy Foundation-funded national workgroup convened to develop an interprofessional curriculum to improve diagnosis in medicine. Dr. Harkless received her BSN from Duke University, her MSN FNP education at Vanderbilt, and her DNSc at Boston University.

Helen Haskell, MA, is president of the nonprofit patient organization Mothers Against Medical Error, chair of patient safety at the World Patients' Alliance, and a board member of the Patient Safety Action Network and the Community to Improve Diagnosis in Medicine. She is an IHI senior fellow. She is a co-investigator of the AHRQ Patient-Partnered Diagnostic Center of Excellence and an advisory board member for the Coordinating Center for Diagnostic Excellence (CoDEx) at UCSF and the Diagnostic Excellence initiative at the US National Quality Forum. She is a previous longtime chair of the WHO Patients for Patient Safety Advisory Group and the Patient Engagement Committee of the Society to Improve Diagnosis in Medicine. Since the medical error death of her young son Lewis, Helen has worked to bring the patient voice to healthcare safety and quality, with special emphasis on diagnosis. She has authored and co-authored dozens of journal articles and patient educational materials and is co-editor of an interprofessional textbook using patient narrative to teach patient safety and professional competencies. She was named by Modern Healthcare as one of the "100 Most Powerful People in Healthcare" and has been the recipient of Consumer Reports' Excellence in Advocacy award, the Robert L. Wears Patient Safety Leadership Award, and the International Society for Quality in Healthcare Presidential Citation for Distinguished Service, among other honors.

Kathryn (Kathy) McDonald, Ph.D., MM, is the Bloomberg Distinguished Professor of Health Systems, Quality and Safety at Johns Hopkins University. She holds primary appointments in the School of Nursing and the School of Medicine (General Internal Medicine), as well as academic affiliations in business, public health and engineering. She is co-director of the Armstrong Institute Center for Diagnostic Excellence at the Armstrong Institute for Patient Safety and Quality. She serves on the Advisory Committee of the Center for Equity in Aging at Johns Hopkins School of Nursing. Previously, she was the founding executive director of the Center for Primary Care and Outcomes Research at Stanford University's School of Medicine, and executive director of the Center for Health Policy at the Freeman Spogli Institute for International Studies. Her interdisciplinary scholarship aims to improve health care delivery, and relies on close partnerships with patients, frontline clinical teams, and delivery system leaders. Influential research products include over 100 evidence-based national quality, prevention and safety measures, and seminal publications on coordination of care, patient safety and quality improvement strategies, and human-centered design approaches to implementation science. In the diagnostic excellence domain, her research team and close collaborations include projects related to patient reported measures, diagnostic disparities solutions for diagnostic equity, narrative elicitation methods to deepen understanding of patient and care partner experiences, and systems-level approaches to evaluating artificial intelligence applications for screening, risk prediction, and diagnosis. She has served as president of the Society for Medical Decision Making, advisory chair for the Relational Coordination Collaborative, and founding chair of the Patient Engagement Committee of the Society to Improve Diagnosis in Medicine. She has also served as a member of National Academy of Medicine Committees – Child Health and Healthcare Measures, Improving Diagnosis and Reducing Diagnostic Errors — that grappled with challenges of measuring and improving quality, equity and health. She is currently serving on the NAM Diagnostic Excellence Forum Planning Committee. Dr. McDonald values her early career experiences in semiconductor processing, technology optimization, business development, and new product development, all of which reflect her desire to move knowledge into action. She holds a PhD in health policy with an emphasis on organizations and management from UC Berkeley, an MBA from Northwestern University's Kellogg School of Management, and a BS in chemical engineering from Stanford University.

Cheryl Phillips, M.D., is the immediate past president and CEO of the Special Needs Plan Alliance, a national leadership association for special needs and Medicare-Medicaid plans serving vulnerable adults, and currently a Senior Program Consultant with the John A Hartford Foundation. She has extensive experience in health policy, Medicare Advantage and the Program of All-inclusive Care for the Elderly (PACE). As a fellowship-trained geriatrician her clinical practice focused on the long-term care continuum. Dr. Phillips is a past president of the American Geriatrics Society and is also a past president of the American Medical Directors Association, the society for post-acute and long-term care medicine. She continues to serve on multiple technical advisory groups for chronic care, LTC quality, home and community-based services, and person-centered measures, and has provided multiple testimonies to the U.S. Congress. She served as a primary care health policy fellow under Secretary Tommy Thompson. She currently serves on the Board of Directors for The SCAN Foundation and the SCAN Health Plan and Group.

Mark Schlesinger, Ph.D., is Professor of Health Policy and a fellow of the Institution for Social and Policy Studies at Yale University as well as past editor of the Journal of Health Policy, Politics and Law. Dr. Schlesinger's research explores the development of rigorous methods for eliciting patient narratives to improve health system performance, promote provider well-being and increase equity of health outcomes, understanding the determinants of public opinion about health and social policy, assessing the influence of bounded rationality on medical consumers. He has consulted to a half dozen federal agencies, several dozen state and local governments, and more than a score of nonprofit organizations concerned with health and social policy. Dr. Schlesinger received his Ph.D. from the University of Wisconsin – Madison and his BA from Pomona College, both in economics.

Anjana Sharma, M.D., MAS, is an Associate Professor in the Department of Family and Community Medicine and Learning Hub faculty lead for the University of California San Francisco Coordinating Center for Diagnostic Excellence (CODEX). In addition to promoting the Learning Hub as a critical resource for clinicians, educators, and patients navigating the evolving landscape of AI and diagnostic safety, Dr. Sharma leads efforts to monitor emerging research and trends in diagnostic excellence. As a primary care physician and researcher, Dr. Sharma has spent numerous years studying patient safety in primary and ambulatory care, with a particular focus on how diverse patient populations experience diagnostic care. Her work has explored strategies to prevent diagnostic and medication errors, examined patient experiences through qualitative research—including a study of the viral hashtag #DoctorsAreDickheads—and developed interventions to improve patient engagement in medical care such as text messaging programs to enable patients to report safety concerns. Her expertise includes building and maintaining representative and ethical patient advisory councils, conducting mixed-methods research, and leading community-engaged initiatives. Her work predominantly focuses on public healthcare networks, serving patients who have been structurally and historically marginalized. She also teaches evidence-based medicine and patient involvement in practice improvement to the UCSF Family and Community Medicine Residency Program at ZSFG. Dr. Sharma received her BA from Columbia University in ecology, evolution, and environmental biology before completing her M.D. from Harvard Medical School and residency at Tufts/Cambridge Health Alliance. She is a graduate of the Primary Care Research Fellowship and received her MAS in clinical research at UCSF.

Sue Sheridan, MIM, MBA, DHL, is President and CEO of Patients for Patient Safety US. She was a member of the Patient Safety Working Group of the President's Executive Council. She has served as Director of Patient Engagement for the Society to Improve Diagnosis in Medicine, Advisor to the Centers of Medicare and Medicaid Services, the Director of Patient Engagement for the Patient Centered Outcomes Research Institute and led the Patients for Patient Safety program at the World Health Organization. Sheridan had previously spent 10 years in patient advocacy inspired by adverse family experiences in the healthcare system. In 2009, Sheridan was named to Modern Healthcare's list of Top 25 Women in Healthcare as well as Modern Healthcare's 100 Most Powerful People in Healthcare. In 2022 Sheridan was awarded the Mark L. Graber Diagnostic Quality Award.

Charity S. Watkins, Ph.D., MSW, is a tenured Associate Professor in the Department of Social Work at North Carolina Central University and an adjunct professor in Duke University's Department of Obstetrics and Gynecology through her former scholar role in the NIH-funded Duke–NCCU Building Interdisciplinary Research Careers in Women's Health (BIRCWH) Program. Prior to her academic roles, Dr. Watkins held various clinical social work positions with community-based organizations. Her primary expertise lies in maternal health equity, with a focus on cardiac-related severe maternal morbidity, psychosocial outcomes, and the integration of social work into interdisciplinary care. She also leads community-engaged research that elevates the lived experiences of birthing people of color and advances structural solutions to improve maternal health outcomes. Dr. Watkins is a WomenHeart Champion, serves as Chair of the Board of Directors for Equity Before Birth, and is a frequent invited speaker at national forums, including the White House Healthcare Safety Forum and the Agency for Healthcare Research and Quality (AHRQ) Summit on Emergency Department Boarding. She earned her BA in Sociology, MSW, and PhD in Social Work from the University of North Carolina at Chapel Hill.

Saul N. Weingart, M.D., Ph.D., MPP, is Professor of Medicine at Tufts University School of Medicine and Chief of the Division of General Internal Medicine at Tufts Medical Center. He served previously as Vice President for Quality Improvement and Patient Safety at the Dana-Farber Cancer Institute, as Chief Medical Officer and Senior Vice President of Medical Affairs at Tufts Medical Center, and as the President of Rhode Island and Hasbro Children's Hospital. Dr. Weingart holds a doctorate in public policy from Harvard and an MD degree from the University of Rochester. Dr. Weingart's research examines patient safety in primary and specialty care, patient engagement, and diagnostic errors. A practicing general internist, Dr. Weingart was a member of the board of directors of the National Patient Safety Foundation and the recipient of the 2012 John M. Eisenberg individual achievement award in quality and patient safety.

Workshop on Engaging Patients to Advance Diagnostic Excellence
Relevant Readings

Campos, H., and L. Salmi. 2025. Critical AI health literacy as liberation technology: A new skill for patient empowerment. *NAM Perspectives*. Commentary, National Academy of Medicine, Washington, DC. https://doi.org/10.31478/202512a.

Carman, K. L., Dardess, P., Maurer, M., Sofaer, S., Adams, K., Bechtel, C., & Sweeney, J. 2013. Patient and family engagement: A framework for understanding the elements and developing interventions and policies. *Health affairs*, *32*(2), 223-231. https://www.healthaffairs.org/doi/10.1377/hlthaff.2012.1133

Epstein, H.M., Haskell, H., Hemmelgarn, C., Coffee, S., Burrows, S., Burrows, M., Corina, I., Giardina, T., Hose, B.Z., Smith. K.M., Gallagher, W., & Miller, K. The Patient's Role in Diagnostic Safety and Excellence: From Passive Reception towards Co-Design. Rockville, MD: Agency for Healthcare Research and Quality; September 2024. AHRQ Publication No. 24-0010-8-EF. https://www.ahrq.gov/sites/default/files/wysiwyg/diagnostic/dx-safety-issue-brief-co-design-rev.pdf

Giardina, T. D., Haskell, H., Menon, S., Hallisy, J., Southwick, F. S., Sarkar, U., Royse, K. E. & Singh, H. 2018. Learning from patients' experiences related to diagnostic errors is essential for progress in patient safety. *Health affairs*, *37*(11), 1821-1827. https://www.healthaffairs.org/doi/10.1377/hlthaff.2018.0698

Khan, A., Coffey, M., Litterer, K. P., Baird, J. D., Furtak, S. L., Garcia, B. M., ... & Yu, C. E. 2017. Families as partners in hospital error and adverse event surveillance. *JAMA pediatrics*, *171*(4), 372-381. https://jamanetwork.com/journals/jamapediatrics/fullarticle/2604750

Khan, A., Baird, J., Mauskar, S., Haskell, H. W., Habibi, A. N., Ngo, T., ... & Landrigan, C. P. 2024. A coproduced family reporting intervention to improve safety surveillance and reduce disparities. *Pediatrics*, *154*(4), e2023065245. https://pmc.ncbi.nlm.nih.gov/articles/PMC12184738/

McDonald, K. M., Bryce, C. L., & Graber, M. L. 2013. The patient is in: patient involvement strategies for diagnostic error mitigation. *BMJ quality & safety*, *22*(Suppl 2), ii33-ii39. https://pmc.ncbi.nlm.nih.gov/articles/PMC3786634/

Schlesinger, M., Grob, R., Gleason, K., Yuan, C., Haskell, H., Giardina, T., & McDonald, K. Patient Experience as a Source for Understanding the Origins, Impact, and Remediation of Diagnostic Errors. Volume 1: Why Patient Narratives Matter. Rockville, MD: Agency for Healthcare Research and Quality; June 2023. AHRQ Publication No. 23-0040-2-EF. https://www.ahrq.gov/patient-safety/reports/issue-briefs/dxsafety-patients-source-understanding-dx-error-vol1.html

Schlesinger, M., Grob, R., Gleason, K., Yuan, C., Haskell, H., Giardina, T., & McDonald, K. Patient Experience as a Source for Understanding the Origins, Impact, and Remediation of Diagnostic Errors. Volume 2: Eliciting Patient Narratives. Rockville, MD: Agency for Healthcare Research and Quality; June 2023. AHRQ Publication No. 23-0040-3-EF.

https://www.ahrq.gov/sites/default/files/wysiwyg/topics/dxsafety-patient-experience-vol2.pdf

Workshop on Engaging Patients to Advance Diagnostic Excellence
Resources for Patient, Caregiver, and Family Engagement in Diagnosis

Toolkit for Engaging Patients to Improve Diagnostic Safety (AHRQ)
A diagnosis-focused toolkit designed to help patients/families and clinicians work together using practical materials that improve communication and information sharing during the diagnostic process. Includes two strategies: *Be the Expert on You* and *60 Seconds to Improve Diagnostic Safety (for clinicians)*.

> **Be the Expert on You Patient Planning Work Sheet** (AHRQ)
> A printable/fillable work sheet for patients to organize symptoms, concerns, and context so they can clearly share their story with health care providers during a visit.

The Patient's Toolkit (CIDM)
The Patient's Toolkit includes prompts to map symptoms, list medications, and plan next steps so patients can participate more actively in reaching an accurate, timely diagnosis.

> **The Patient's Toolkit for Diagnosis (fillable PDF)** (CIDM)
> A fillable version of the patient toolkit for diagnosis that patients can fill in, save, and bring to appointments to support clearer diagnostic conversations.

Diagnostic Error Toolkit: Resources for Patients, Families, and Health Care Professionals (National Academies)
A patient- and family-oriented guide to assist in communicating with clinicians. Includes checklists from National Patient Safety Foundation, Society to Improve Diagnosis in Medicine, and Kaiser Permanente.

My Health Checklist (Institute for Healthcare Improvement)
A guide designed to help older adults get the most out of their medical appointments by addressing "what matters".

Questions Are the Answer (AHRQ)
A question-asking campaign with practical materials that encourage patients and families to ask questions and confirm understanding during healthcare visits, including resources on:

- My Questions for this visit question card,
- a guide on understanding your medications, and
- tips to help prevent medical errors.

Getting the Right Diagnosis (World Patients Alliance)
A short, animated video depicting how patients can help ensure they are receiving the right diagnosis.

AHRQ Question Builder (QuestionBuilder app) (AHRQ)
A free app that helps patients prepare for visits by building and organizing questions, symptoms, and concerns to discuss with their clinician.

Patient Prep Card ("Be Prepared") (AHRQ)
A pocket-sized prep card to fill out before an appointment so patients can clearly state what they want to talk about and their health goals.

Patient Note Sheet (general visit notes) (AHRQ)
A visit note sheet to write down important information and next steps during/after the visit, so you remember the diagnostic plan and follow-up.

Ask Me 3: Good Questions for Your Good Health (Institute for Healthcare Improvement)
A widely used 3-question script patients/families can ask to clarify the problem, what to do next, and why it matters.

Choosing Wisely: 5 Questions to Ask Your Doctor (ABIM Foundation)
A short checklist of five questions to ask before tests/treatments—helpful for diagnostic workups and avoiding unnecessary care.

Speak Up™ Initiative (The Joint Commission)
A patient safety program with materials encouraging patients and families to speak up, ask questions, and participate in care decisions.

Talking With Your Doctor or Health Care Provider (MedlinePlus)
Practical guidance on preparing for appointments, asking questions, and communicating symptoms/concerns clearly.

Guide to Getting & Using Your Health Records (HealthIT.gov / ONC)
A patient/caregiver guide to **get**, check, and use your records (notes, tests, meds) to support safer care and better diagnosis.

> **Check It: Find & fix mistakes in your record** (HealthIT.gov / ONC)
> Tips on reviewing your medical record for errors or outdated info that could affect diagnosis and treatment—and what to do if you find issues.

Use It: Make your record work for you (HealthIT.gov / ONC)
Suggestions for using notes, plans, and test results to prepare questions and track conditions over time.

Individuals' Right under HIPAA to Access their Health Information (Department of Health and Human Services)
Official guidance explaining patients' rights to access and obtain copies of their health information (and can be helpful when pursuing additional answers and/or second opinions.)

U.S. Federal Rule Mandates Open Notes (OpenNotes)
Explains the federal "open notes/information blocking" context and what it means for patient access to health information.

The SHARE Approach (Shared Decision Making training/tools) (AHRQ)
A five-step shared decision-making approach and toolkit that supports meaningful patient participation in decisions (including diagnostic and testing decisions).

NATIONAL ACADEMIES Sciences Engineering Medicine

FORUM ON ADVANCING DIAGNOSTIC EXCELLENCE

Diagnostic errors are the most common cause of medical errors reported by patients, accounting for nearly 60 percent of all errors and an estimated 40,000-80,000 deaths per year. The 2015 Institute of Medicine consensus report, *Improving Diagnosis in Health Care*, found that diagnostic errors are a persistent and underappreciated quality and safety challenge throughout all settings of health care. The study committee estimated that every person is likely to experience a diagnostic error in their lifetime, sometimes with devastating consequences, and concluded that improving diagnosis is “not only possible, but also represents a moral, professional, and public health imperative.” To improve the diagnostic process, the committee called for a widespread commitment from health care professionals, health care organizations, patients and their families, researchers, and policy makers.

In 2018, the Gordon and Betty Moore Foundation announced the Diagnostic Excellence Initiative, with the aim of reducing harm from diagnostic errors, improving health outcomes, and saving lives. The initiative included a workshop series on Advancing Diagnostic Excellence hosted by the National Academies. The six workshops in the series focused on sepsis, acute cardiovascular events, cancer, diagnostic lessons learned from the COVID-19 pandemic, diagnosis for older adults, and diagnosis in maternal health care.

To provide a more sustained platform for this work, while engaging a broader range of funders and stakeholders, the National Academies of Sciences, Engineering, and Medicine established a **Forum on Advancing Diagnostic Excellence** in 2023 to provide a structured environment and neutral venue to discuss data, policies, practices, and systems that affect the quality of diagnosis in health care. The Forum fosters an ongoing dialogue on a range of topics to examine the current scientific landscape and research opportunities for improving diagnosis within the U.S. health care system, with emphasis on conditions and populations with the greatest risk of harm from diagnostic errors.

Upcoming Public Events and Activities

Overcoming Challenges in Pediatric Diagnosis: A Workshop

Fall 2026, Washington, D.C.
A National Academies of Sciences, Engineering, and Medicine planning committee will organize and host a hybrid public workshop to explore opportunities for improving diagnosis in newborns and children within the U.S. health care system.

Past Public Events and Activities

Advancing Diagnosis of Rare Diseases: A Webinar

November 6, 2025, Virtual
This public webinar explored ways to improve rare disease diagnosis as well as the patient journey towards a timely and accurate diagnosis.

- Access the webinar recording here.

Advancing Diagnostic Excellence in Rural Areas: A Workshop

October 14, 2025, Washington, DC.
A National Academies of Sciences, Engineering, and Medicine planning committee hosted a hybrid public workshop to explore opportunities to improve diagnosis in rural areas in the United States.

- Access the workshop recording here.
- Read the proceedings-in brief.

Advancing Health Care Professional Education and Training in Diagnostic Excellence: A Workshop

April 3, 2025, Irvine, CA.

A National Academies of Sciences, Engineering, and Medicine planning committee, in collaboration with the Global Forum on Innovation in Health Professional Education, hosted a hybrid public workshop to explore opportunities to strengthen health care professional education and training in the diagnostic process and reduce the potential for diagnostic errors.

- Access the workshop recording here.
- Read the proceedings-in brief.

Executive Leadership Strategies to Drive Diagnostic Excellence: A Webinar

December 11, 2024, Virtual

This public webinar explored select strategies undertaken by leaders in the U.S. health care system to drive diagnostic excellence in their organizations.

- Access the webinar recording here.

Advancing Equity in Diagnostic Excellence to Reduce Health Disparities: A Workshop

September 23-24, 2024, Washington, D.C.

A National Academies of Sciences, Engineering, and Medicine planning committee, in collaboration with the Roundtable on the Promotion of Health Equity, hosted a hybrid public 1.5-day workshop examining equity in access to high-quality diagnosis to reduce health disparities.

- Access the workshop recording here.
- Read the proceedings-in brief.

Diagnosis in the Era of Digital Health and Artificial Intelligence: A Workshop

July 25, 2024, Washington, D.C.

This hybrid public workshop examined the opportunities and challenges for improving diagnosis in the era of digital health and artificial intelligence.

- Access the workshop recording here.
- Read the proceedings-in brief and interactive overview.

FORUM MEMBERSHIP

Andrew Bindman, Kaiser Permanente (Chair)
Helen Burstin, Council of Medical Specialty Societies (Representing the Mont Fund)
Nicole Everline Alexander-Scott, Brown University
Amit Agrawal, Danaher
Helen Burstin, Council of Medical Specialty Societies (Representing The Mont Fund)
Daniel K. Cassavar, The Doctors Company
Susan E. Farrell, American Board of Emergency Medicine
Linda N. Geng, Stanford University
Cristina Maria Gonzalez, New York University Grossman School of Medicine
Gene Elizabeth Harkless, University of New Hampshire (Representing AANP)
Donald Karcher, George Washington University Medical Center (Representing CAP)
Salahuddin Kazi, University of Texas Southwestern Medical Center (Representing ABIM)
Kathryn McDonald, Johns Hopkins University
Kristen Elizabeth Miller, MedStar Health
Jennifer Orozco-Kolb, American Academy of Physician Associates
Pari Pandharipande, University of Pennsylvania (Representing RSNA)
Cheryl Phillips, The John A. Hartford Foundation
Sumant Ranji, University of California, San Francisco

Thomas Sequist, Harvard Medical School, Mass General Brigham
Susan Sheridan, Patients for Patient Safety US
Saul Weingart, Tufts Medical Center

FORUM SPONSORS

American Academy of Physician Associates (AAPA)
American Association of Nurse Practitioners (AANP)
American Board of Emergency Medicine (ABEM)
American Board of Internal Medicine (ABIM)
American College of Radiology (ACR)
Danaher Corporation
The Doctors Company
College of American Pathologists (CAP)
The Gordon and Betty Moore Foundation
The John A. Hartford Foundation (JAHF)
The Mont Fund
UCSF Coordinating Center for Diagnostic Excellence (CODEX)
Patients for Patients Safety US
Radiological Society of North America (RSNA)

FORUM STAFF

Jennifer Lalitha Flaubert, Director, Forum on Advancing Diagnostic Excellence
Adrienne Formentos, Associate Program Officer
Sharyl Nass, Senior Program Director, Health Care and Public Health

Forum website: https://www.nationalacademies.org/units/HMD-HCS-23-01