Welcome Remarks

Victor J. Dzau, MD (Clinician Well-Being Collaborative Co-Chair), is the President of the National Academy of Medicine (NAM), formerly the Institute of Medicine (IOM). In addition, he serves as Vice Chair of the National Research Council. Dr. Dzau is Chancellor Emeritus and James B. Duke Professor of Medicine at Duke University and the past President and Chief Executive Officer of the Duke University Health System. Previously, Dr. Dzau was the Hershey Professor of Theory and Practice of Medicine and Chairman of Medicine at Harvard Medical School’s Brigham and Women’s Hospital, as well as Chairman of the Department of Medicine at Stanford University. He is an internationally acclaimed leader and scientist whose work has improved health care in the United States and globally. His seminal work in cardiovascular medicine and genetics laid the foundation for the development of the class of lifesaving drugs known as ACE inhibitors, used globally to treat hypertension and heart failure. Dr. Dzau pioneered gene therapy for vascular disease and was the first to introduce DNA decoy molecules to block transcriptions in humans in vivo. His pioneering research in cardiac regeneration led to the Paracrine Hypothesis of stem cell action and his recent strategy of direct cardiac reprogramming using microRNA. He maintains an active NIH-funded research laboratory.

Sherita H. Golden, MD, MHS (Planning Committee Co-Chair), is the Hugh P. McCormick Family Professor of Endocrinology and Metabolism and Vice President and Chief Diversity Officer for Johns Hopkins Medicine (JHM). An internationally recognized physician-scientist, Dr. Golden’s research has used epidemiology and health services research to identify biological and systems contributors to disparities in type 2 diabetes and its outcomes. As Chief Diversity Officer for JHM, she oversees diversity, inclusion, and health equity strategy and operations for the School of Medicine and Johns Hopkins Health System. Since 2019, she has executed the implementation of Culturally and Linguistically Appropriate Services Standards; staff training for accurate collection of self-identified patient demographic data; system-wide policies prohibiting patient discrimination and discriminatory aggression toward employees and trainees and allowing the use of chosen names on ID badges; system-wide in-person and online unconscious bias and anti-oppression education programs; and a system-wide Disability and Accessibility Workgroup. In partnership with JHM Human Resources she helped launched the Levi Watkins, Jr. Mentorship Program, which is designed as part of the JHM’s talent management strategy focused on identifying and developing high potential leaders from underrepresented groups. During COVID-19 she facilitated mobile community testing and education for the marginalized in Baltimore City and equitable vaccine distribution to non-clinical, minoritized frontline
staff across JHM. Dr. Golden is a leader in the national discussion advancing health equity, including supporting Maryland legislators in drafting and testifying in support of state-level health equity policy. She is an elected member of the National Academy of Medicine, Association of American Physicians, and American Society of Clinical Investigation. She is a member of the Maryland Prescription Drug Affordability Stakeholder Council, the Data Subcommittee of the Maryland Commission on Health Equity, and is Co-Chair of the Health Equity Advisory Committee for the Maryland Hospital Association. She received her MD from the University of Virginia and completed her residency in internal medicine and fellowship in endocrinology at Johns Hopkins Hospital. She received her MHS in Clinical Epidemiology from the Johns Hopkins Bloomberg School of Public Health. Dr. Golden previously served as a member on the National Academies’ Committee on Living Well with Chronic Disease.

**Keynote**

Tiffany R. Wright, JD, joined the Johns Hopkins University as Deputy General Counsel in May 2023. Prior to joining Hopkins, Ms. Wright served as Associate Counsel for Racial Justice and Equity to President Joe Biden. In that position, she provided strategic and legal advice to the President, Vice President, and senior White House advisors on a wide array of legal issues, including Title IX, gender and LGBTQ+ equity, reproductive rights, clemency, and religious liberty. Prior to her White House service, Ms. Wright directed the Civil Rights Clinic at the Howard University School of Law, and practiced in the Supreme Court and Appellate practices at two international law firms. She served as a law clerk to Associate Justice Sonia Sotomayor on the U.S. Supreme Court, Judge David S. Tatel on the U.S. Court of Appeals for the D.C. Circuit, and Judge Royce C. Lamberth on the U.S. District Court for the District of Columbia. Ms. Wright earned her law degree, magna cum laude, from the Georgetown University Law Center, and completed her undergraduate studies at the University of Maryland at College Park. Ms. Wright’s life and work have been profiled by the Washington Post, C-SPAN, USA Today, Reuters, and national podcasts.

**Session 1**

Anna Legreid Dopp, PharmD, is Senior Director, Government Relations at the American Society of Health-System Pharmacists (ASHP). In this role she works on state and national policy efforts and collaborates with the National Academy of Medicine, National Quality Forum, The Joint Commission, and the Pharmacy Quality Alliance on quality improvement initiatives. In 2008, she served as a Congressional Health Care Policy Fellow, where she worked on health and social policy in the office of Senator Joe Lieberman. Subsequent to the fellowship, she served in roles at the University of Wisconsin Hospital and Clinics as a medication use policy analyst and at the Pharmacy Society of Wisconsin as the Vice President of Public Affairs and editor of the Journal of the Pharmacy Society of Wisconsin. Dr. Legreid Dopp completed a Doctor of Pharmacy degree from the University of Minnesota College of Pharmacy in Minneapolis. She is a certified professional in healthcare quality.
Beverly Malone, PhD, RN, FAAN, is President and CEO, National League for Nursing. Dr. Malone has led the National League for Nursing since 2007. She received her BSN and PhD in Clinical Psychology from the University of Cincinnati and her M.S. in Adult Psychiatric Nursing from Rutgers University. She contributed to the groundbreaking IOM report, "The Future of Nursing: Leading Change, Advancing Health," and served on the Minority Health Federal Advisory Committee. With over 20 honorary degrees and numerous accolades, Dr Malone’s distinguished career has blended policy, education, administration, and clinical practice—including the position of Federal Deputy Assistant Secretary for Health under President Bill Clinton. Dr. Malone serves as Vice Chair at the Institute for Healthcare Improvement (IHI) Board of Directors, Co-Leads the National Academy of Medicine (NAM) Health Professional Education and Communication Working Group, as well as serves on NAM’s Steering Committee. She is a member of ecoAmerica’s Leadership Circle Executive Committee. The American Nurses Association (ANA) named Dr. Beverly Malone as their 2024 Hall of Fame Award recipient. Modern Healthcare, a leading publication in the health care field, has honored Dr. Malone as one of the nation’s leading health care executives by naming her to the 2023 list of the Top 50 Most Influential Clinical Executives in Healthcare and was listed in Modern Healthcare’s 100 Most Influential People in Health Care for the fourth consecutive year (2020, 2021, 2022, 2023). The American Nurses Credentialing Center (ANCC) presented Dr. Malone with the prestigious 2023 HRH Princess Muna Al Hussein Award for her commitment to advancing the nursing profession and excellence in nursing professional practice across international borders. Dr. Malone is internationally recognized as the first African American General Secretary of the United Kingdom (UK) Royal College of Nursing representing 400,000 nurses and served as a member of the UK delegation to the World Health Assembly.

Justin Bullock, MD, MPH, is a fellow in Nephrology at the University of Washington School of Medicine and Co-director of the Docs with Disability Initiative. Dr. Bullock is passionate about creating safe environments in medicine where everyone in the hospital is able to bring their authentic selves to work in the spirit of healing. Dr. Bullock is a passionate medical educator: a teacher, researcher, and lifelong learner. His primary research focus centers on how educators can minimize identity threats in the learning environment. In addition to his education scholarship, Dr. Bullock is outspoken about his lived experience as a gay Black bipolar physician. His work and story have been featured in the New England Journal of Medicine, Academic Medicine, Vox and Forbes among others. Drawing on his dual identities as a patient and provider with serious illness, Justin believes deeply that medicine is a lifelong journey of healing as much for providers as it is for patients.

Vivian Bradley Johnson, PharmD, MBA, FASHP, is the Senior Vice President of Clinical Services at Parkland Health in Dallas, Texas. She oversees Pharmacy, Radiology, Respiratory, Clinical Dietary, Physical Medicine & Rehabilitation and Laboratory Services. She has spent over 38 years providing healthcare services to the underserved in Dallas County. Dr. Johnson is a part of Parkland’s Community Health Needs Assessment Team focusing on Breast Health and early detection of breast cancer. Under Dr. Johnson’s leadership, many pharmacy programs have also been developed including a 340B program. She was a member of the Parkland COVID-19 Response Team and served as a subject matter expert on COVID-19 vaccines for the Dallas community and congressional constituents. She is originally from Lake City, Florida. Dr. Johnson attended Florida Agricultural & Mechanical University, School of Pharmacy. She attained her Doctor of Pharmacy
degree from Mercer University in Atlanta, Georgia and an MBA from University of Dallas. She is married to
Frederick with three children, Frederick II, Michelle Marva and Erika. Dr. Johnson has been the recipient of
many awards including the 2010 Texas Pharmacy Leadership Award. She has served on the TSHP
Professional Affairs Council and the Leadership Section. Dr. Johnson is a long-term member of the American
Society of Health-System Pharmacists. She is a fellow of ASHP. Dr. Johnson has served on the ASHP
Residency Excellence Awards Committee, the Council on Pharmacy Management and the ASHP Racial
Diversity, Equity and Inclusion Task Force. She was appointed to the Pharmacy Executive Leadership Alliance
Advisory Panel and the ASHP Forecast 2022 Advisory Committee. Dr. Johnson is an ASHP Board of Directors
helping to govern the practice of health-system pharmacists. She is passionate and an advocate for
decreasing health disparities in the Dallas community.

Session 2

Makenzie Peterson, DSW, MSc, is an Organizational Well-Being and Strategy Consultant and Former Director for Well-Being, American Association of Veterinary Medical Colleges. As a member of their senior leadership team, Dr. Peterson served as the Director for Wellbeing at the American Association of Veterinary Medical Colleges (AAVMC). She worked to advance AAVMC’s strategic goal of fostering a culture of wellbeing throughout academic medicine by promoting preventative, systems-based initiatives that positively impact people's lives. She led efforts to improve the wellbeing of students, interns, residents, staff, and faculty at AAVMC member institutions by conducting the first national research on mental health and wellbeing for these groups and providing organizational recommendations and consultation for program development and implementation. Now, as an organizational wellbeing and strategy consultant, Dr. Peterson provides subject-matter expertise on evidence-based health and wellbeing practices and how professions and organizations can improve overall wellbeing by addressing the root causes of distress. Born and raised in Alaska, Dr. Peterson completed her master’s degree from the University of Utah in Health Promotion & Education and her Doctorate of Social Work from the University of Southern California.

Chia-Chia Chang, MBA, MPH, is a Coordinator in the NIOSH Office for Total Worker Health® and the NIOSH Healthy Work Design and Well-Being Cross-Sector Program. She leads collaborations to share research and identify promising practices for advancing worker safety, health, and well-being. She guided the development of a worker well-being framework and the NIOSH Worker Well-Being Questionnaire (WellBQ). Ms. Chang is a member of the NIOSH CORE: Equitable Research and Partnerships with Diverse Populations Community of Practice. During the CDC COVID-19 response, she completed a brief virtual deployment as Deputy Chief Health Equity Officer for the response.

Jessica Dudley, MD, is Chief Clinical Officer at Press Ganey. Dr. Dudley leads efforts to support organizations in increasing clinician engagement and improving patient care outcomes, particularly among physicians. Her areas of expertise include leadership development, clinical care redesign through outstanding teamwork, addressing clinician burnout, and advancing professional fulfillment. Dr. Dudley also leads Press Ganey’s Workforce Well-Being Collaborative, an initiative designed to help healthcare organizations identify, understand, and respond to the varied and disparate needs of their workforce.
Margo Brooks Carthon, PhD, APRN, FAAN, is an Associate Professor of Nursing and Tyson Family Term Chair for Gerontological Research at the University of Pennsylvania. A vision of equitable health care guides Dr. Brooks Carthon’s program of research, which focuses on identifying ways that health care delivery and nursing care can be tailored to improve health outcomes for historically marginalized individuals. Her research has received generous support from federal and private funders, including: the Rita and Alex Hillman Foundation, Robert Wood Johnson Foundation, the Agency for Healthcare Research & Quality, and the National Institutes of Health (NINR, NIMHD). She serves as the Co-founder and Executive Director of THRIVE – a systems-based innovation that provides clinical and social support for low-income individuals that are transitioning from hospital to home. She is a Fellow of the American Association of Nurses, Senior Fellow of the Leonard Davis Institute of Health Economics, and Associate Director of the Center for Health Outcome & Policy Research at the University of Pennsylvania.

Session 3

Vicki S. Good, DNP, RN, CENP, CPPS, is Chief Clinical Officer, American Association of Critical-Care Nurses. As Chief Clinical Officer of the American Association of Critical Care Nurses, Dr. Good is accountable for providing strategic and shared visionary leadership that supports creating and maintaining sustainable value for AACN’s members, staff, and key stakeholders. Dr. Good collaborates widely within the nursing community to identify, translate, and facilitate opportunities and integrated action to address current and emerging practice needs. Dr. Good has served on the Nurse Staffing Think Tank and Nurse Staffing Taskforce designing key strategies to address the nursing staffing complexities the profession faces. Dr. Good is a past president of the American Association of Critical-Care Nurses (AACN) board of directors. With more than 110,000 members, AACN is the largest specialty nursing association in the world. Dr. Good served as AACN president from July 1, 2013, to June 30, 2014, with prior board service from 2008 to 2011. Dr. Good previously held leadership positions in critical care, patient safety, and education at Mercy Hospital, Mercy Hospital Springfield, CoxHealth in Springfield, MO, Baylor Health Care System in Dallas, TX, Harborview Medical Center in Seattle WA, and Parkland Hospital in Dallas, TX. Dr. Good writes, presents, and serves as a subject matter expert on various topics — including healthy work environments, staffing, patient safety,

Carolyn Cumpsty-Fowler, PhD, MPH, NBC-HWC, PCC, is Senior Director for Nursing Well-Being. As senior director for nursing well-being for JHHS, Dr. Fowler provides strategic leadership for system- and entity-level initiatives to foster a positive practice environment that supports inter-professional well-being, belonging, and professional fulfillment. She holds joint faculty appointments in the Johns Hopkins Bloomberg School of Public Health and the Johns Hopkins School of Nursing. Following training in nursing, midwifery and community health, Dr. Fowler worked clinically and in research management while earning a PhD in Community Health from the University of Cape Town. In 1991, she moved to Baltimore and completed a postdoctoral fellowship in health policy and injury prevention, as well as an MPH at Johns Hopkins Bloomberg School of Public Health. Throughout her career, Dr. Fowler has worked to develop community capacity to address public health
issues, and applies the same self-determination principles in the healthcare setting. Dr. Fowler holds certifications as a Community Resiliency Model® teacher; and in advanced positive psychology and brain-based coaching. She is Nationally Board Certified in Health and Wellness Coaching, and is credentialed as a Professional Certified Coach by the International Coach Federation.

Sherita H. Golden, MD, MHS (Planning Committee Co-Chair), is the Hugh P. McCormick Family Professor of Endocrinology and Metabolism and Vice President and Chief Diversity Officer for Johns Hopkins Medicine (JHM). An internationally recognized physician-scientist, Dr. Golden’s research has used epidemiology and health services research to identify biological and systems contributors to disparities in type 2 diabetes and its outcomes. As Chief Diversity Officer for JHM, she oversees diversity, inclusion, and health equity strategy and operations for the School of Medicine and Johns Hopkins Health System. Since 2019, she has executed the implementation of Culturally and Linguistically Appropriate Services Standards; staff training for accurate collection of self-identified patient demographic data; system-wide policies prohibiting patient discrimination and discriminatory aggression toward employees and trainees and allowing the use of chosen names on ID badges; system-wide in-person and online unconscious bias and anti-oppression education programs; and a system-wide Disability and Accessibility Workgroup. In partnership with JHM Human Resources she helped launched the Levi Watkins, Jr. Mentorship Program, which is designed as part of the JHM’s talent management strategy focused on identifying and developing high potential leaders from underrepresented groups. During COVID-19 she facilitated mobile community testing and education for the marginalized in Baltimore City and equitable vaccine distribution to non-clinical, minoritized frontline staff across JHM. Dr. Golden is a leader in the national discussion advancing health equity, including supporting Maryland legislators in drafting and testifying in support of state-level health equity policy. She is an elected member of the National Academy of Medicine, Association of American Physicians, and American Society of Clinical Investigation. She is a member of the Maryland Prescription Drug Affordability Stakeholder Council, the Data Subcommittee of the Maryland Commission on Health Equity, and is Co-Chair of the Health Equity Advisory Committee for the Maryland Hospital Association. She received her MD from the University of Virginia and completed her residency in internal medicine and fellowship in endocrinology at Johns Hopkins Hospital. She received her MHS in Clinical Epidemiology from the Johns Hopkins Bloomberg School of Public Health. Dr. Golden previously served as a member on the National Academies’ Committee on Living Well with Chronic Disease.

Nigel Girgrah, MD, is the Chief Wellness Officer at Ochsner Health. He leads the efforts of the Office of Professional Well-Being (OPW) at Ochsner Health which is charged with improving the professional fulfillment of their employed physicians and APPs focusing on enhanced practice efficiency and personal and team resilience and building an organizational culture that promotes provider well-being. Dr. Girgrah received both his medical degree and Ph.D. from the University of Toronto. He has specialist certification in both gastroenterology and internal medicine with the Royal College of Physicians and Surgeons of Canada. He is a practicing transplant hepatologist and also serves at the Medical Director of Liver Transplantation at Ochsner Health.
Deborah Grimes, RN, JD, MSHQS, is Ochsner Health’s first Vice President and Chief Diversity, Equity, and Inclusion Officer. Ms. Grimes received a Bachelor of Science in Nursing from UAB and worked as Registered Nurse for 10 years. She graduated from the Birmingham School of Law with a Juris Doctor Degree. Ms. Grimes worked at UAB Risk Management as a Healthcare Attorney. In 2004, she returned to Hospital Administration as the Director of Joint Commission/Quality Resources. She was promoted to Vice President of Quality/Regulatory Affairs and named Chief Compliance Officer for UAB Hospital. During this tenure she received a certification as a Healthcare Quality Professional, Certified Healthcare Compliance, completed leadership fellowship training with Momentum Inc. and graduated with Master in Science Degree in Quality and Patient Safety. Effective April 1, 2017 she was appointed as UAB Health System first Chief Diversity Officer. She was named by Savoy magazine in 2019 as one of the Most Influential Women in Corporate America. In March of 2020 she was hired as Ochsner Health’s first Vice President and Chief Diversity Equity and Inclusion Officer.

Tonya Fancher, MD, MPH, is Vice Chair for Workforce Diversity, Associate Dean of Workforce Innovation, and Professor and Interim Head of General Internal Medicine at the University of California, Davis School of Medicine. As Director of the Center for a Diverse Healthcare Workforce, she has worked to address physician shortages with grants from HRSA and the AMA, and with partnerships with regional employers. She has created medical school pathways to improve care for medically underserved communities including a 3-year MD pathway, a community college to medical school pathway, and pathways focused on rural, urban, and Tribal health. Her efforts have helped UC Davis to become the 3rd most diverse medical school in the U.S. Dr. Fancher serves on the ACGME’s DEI Advisory Committee and HRSA’s Advisory Committee on Training in Primary Care Medicine and Dentistry. Dr. Fancher graduated from Cornell University (Classics and Biology) and completed medical school and residency at NYU and Bellevue Hospital. Her scholarly work focuses on workforce diversity and challenges and solutions to inequities in medical education.

Mark C. Henderson, MD, MACP, is Professor of Internal Medicine and Associate Dean for Admissions at the UC Davis School of Medicine. Dr. Henderson is the community of practice lead for UC Davis’s HRSA-funded national Center for a Diverse Healthcare Workforce and an expert in reforming medical school admissions practices to enhance racial-ethnic and economic diversity. Over the past 17 years, he led UC Davis’s efforts to become one of the most diverse medical schools in the US. He is co-principal investigator of the Accelerated Competency-based Education in Primary Care (ACE-PC) program, a 3-year medical school track for students committed to primary care careers, and the California Oregon Medical Partnership to Address Disparities in Rural Education and Health (COMPADRE), both funded by the American Medical Association. COMPADRE is a cross-state partnership between UC Davis and OHSU that aims to transform the physician workforce by admitting and training students from rural and tribal communities for future practice in these underserved communities. Dr. Henderson holds the Dean’s Endowed Chair in Teaching Excellence and teaches a UC Davis Study Abroad course in Spain.
**Table Discussions**

**Javeed Sukhera, MD, PhD, FRCPC,** is the Chair of Psychiatry at the Institute of Living (IOL) and Chief of Psychiatry at Hartford Hospital in Hartford, Connecticut. He is also an Associate Clinical Professor of Psychiatry at the Yale School of Medicine and Associate Professor in the Department of Psychiatry at the University of Connecticut School of Medicine. In his role as Chair/Chief, Dr. Sukhera is responsible for advancing the IOL’s clinical, research, and educational missions including training programs in psychiatry, psychology, social work, and nursing, as well as several endowed research centers. He is an internationally recognized health professions education researcher and thought leader. His research program explores novel approaches to addressing stigma and bias among health professionals and he has also been involved in advocacy and cross-sectoral work in education, policing, and community services. He is on the Editorial Advisory Board of the Canadian Medical Association Journal and Deputy Editor of the journal Perspectives on Medical Education.

**Closing Remarks**

**Pamela F. Cipriano, PhD, RN, NEA-BC, FAAN** *(Clinician Well-Being Collaborative Co-Chair)*, is 29th President, International Council of Nurses and Past Dean, University of Virginia School of Nursing. She served as dean of the UVA School of Nursing and the Sadie Heath Cabaniss Professor of Nursing through July 2022. Prior to becoming dean, she served two terms as the president of the American Nurses Association, from 2014 until 2018, and represented the interests of the nation’s four million registered nurses. She also has extensive experience as an academic medical center executive and served for nine years as the chief clinical officer/chief nursing officer at UVA Health where she was responsible for all inpatient and outpatient clinical services. In 2021, Dr. Cipriano was elected President of the International Council of Nurses after serving four years as its 1st Vice President. Her advocacy for the nursing profession is well-recognized. She is known nationally and internationally as a strong advocate for quality, growing nursing’s influence on healthcare policy, and leading efforts to advance the role and visibility of nurses. She served as a public-sector adviser in the U.S. Delegation to the 69th World Health Assembly in 2016. Cipriano’s more than 40-year career in nursing is also marked by a focus on improving the safety and efficiency of care by ensuring a healthy, safe, and supportive work environment and encouraging healthy behaviors to promote well-being. She has been a leader in the National Academy of Medicine’s Action Collaborative on Clinician Well-Being and Resilience and was instrumental in advancing strategies to reduce regulatory burden and revamp electronic documentation to relieve clinicians of unnecessary work. Her recent work with the Collaborative focuses on mitigating the effects of the COVID-19 pandemic on the mental health of all clinicians by addressing the psychological safety and support for caregivers as well as reducing the stigma of seeking mental health care as primary prevention for burnout syndrome and depression. She also serves as an advisor to TIME’S UP Healthcare, which aims to eliminate sexual harassment and gender inequality in healthcare.
PLANNING COMMITTEE BIOGRAPHIES

**Sherita H. Golden, MD, MHS (Planning Committee Co-Chair)**, is the Hugh P. McCormick Family Professor of Endocrinology and Metabolism and Vice President and Chief Diversity Officer for Johns Hopkins Medicine (JHM). An internationally recognized physician-scientist, Dr. Golden’s research has used epidemiology and health services research to identify biological and systems contributors to disparities in type 2 diabetes and its outcomes. As Chief Diversity Officer for JHM, she oversees diversity, inclusion, and health equity strategy and operations for the School of Medicine and Johns Hopkins Health System. Since 2019, she has executed the implementation of Culturally and Linguistically Appropriate Services Standards; staff training for accurate collection of self-identified patient demographic data; system-wide policies prohibiting patient discrimination and discriminatory aggression toward employees and trainees and allowing the use of chosen names on ID badges; system-wide in-person and online unconscious bias and anti-oppression education programs; and a system-wide Disability and Accessibility Workgroup. In partnership with JHM Human Resources she helped launched the Levi Watkins, Jr. Mentorship Program, which is designed as part of the JHM’s talent management strategy focused on identifying and developing high potential leaders from underrepresented groups. During COVID-19 she facilitated mobile community testing and education for the marginalized in Baltimore City and equitable vaccine distribution to non-clinical, minoritized frontline staff across JHM. Dr. Golden is a leader in the national discussion advancing health equity, including supporting Maryland legislators in drafting and testifying in support of state-level health equity policy. She is an elected member of the National Academy of Medicine, Association of American Physicians, and American Society of Clinical Investigation. She is an elected member of the National Academy of Medicine, Association of American Physicians, and American Society of Clinical Investigation. She is a member of the Maryland Prescription Drug Affordability Stakeholder Council, the Data Subcommittee of the Maryland Commission on Health Equity, and is Co-Chair of the Health Equity Advisory Committee for the Maryland Hospital Association. She received her MD from the University of Virginia and completed her residency in internal medicine and fellowship in endocrinology at Johns Hopkins Hospital. She received her MHS in Clinical Epidemiology from the Johns Hopkins Bloomberg School of Public Health. Dr. Golden previously served as a member on the National Academies’ Committee on Living Well with Chronic Disease.

**Lee Daugherty Biddison, MD, MPH (Planning Committee Co-Chair)**, is Associate Professor of Medicine in the Johns Hopkins Division of Pulmonary and Critical Care Medicine and Chief Wellness Officer for Johns Hopkins Medicine. She is Associate Faculty in the Johns Hopkins Armstrong Institute for Patient Safety and Quality and a Contributing Scholar in the Johns Hopkins Center for Health Security. Dr. Daugherty Biddison’s research interests include hospital operations, patient safety, critical care disaster response, and physician well-being. In addition to her research responsibilities, Dr. Daugherty Biddison also serves as Vice Chair for Clinical Affairs for Department of Medicine in the Johns Hopkins School of Medicine. She chairs the Department’s Clinical Directors Council and co-chairs the Clinical Affairs Planning and Strategy team. She also serves as a member of the Johns Hopkins Hospital’s Credentials Committee. Immediately prior to becoming Chief Wellness Officer, she served on the Dean’s Task Force on Joy in Medicine. As part of that work, she co-chaired the Working Group on Culture and Work-life Balance and served as lead author of the summary report of the Task Force. She currently represents Johns Hopkins on the National Academy of Medicine.
Medicine Action Collaborative on Clinician Well-Being and Resilience. Dr. Daugherty Biddison completed her undergraduate studies in journalism at Washington and Lee University, magna cum laude, and received her medical degree from Georgetown University School of Medicine, cum laude. She is a member of the Phi Beta Kappa and Alpha Omega Alpha Honor Societies. She completed her internal medicine residency at the University of Pennsylvania and her Pulmonary and Critical Care Medicine fellowship at Johns Hopkins, where she also earned her Master of Public Health degree.

**Farida Ahmed, MHS,** is an Associate Program Officer on the Action Collaborative on Clinician Well-Being and Resilience at the National Academy of Medicine (NAM). She earned her master’s degree at Johns Hopkins Bloomberg School of Public Health. Prior to that, she worked as a social worker/intensive care coordinator at the National Association of Drug Abuse Problems (NADAP). She worked as an Emergency Medical Technician in New York City before and during the pandemic. She also administered COVID-19 vaccines. Her passion and dedication toward the well-being of the health workforce align with the vision of the Action Collaborative on Clinician Well-Being and her long-term goal of being a physician. In her spare time, she loves to cook and explore nature.

**Elisa Arespacochaga, MBA,** is Vice President, Clinical Affairs and Workforce at the American Hospital Association. In her role, Ms. Arespacochaga supports the workforce strategy efforts of the association, focused on strengthening the current health care workforce and planning for the workforce needed for the future. As part of this work, she also leads the AHA Physician Alliance, a strategic initiative that advances physician leadership through the educational offerings, professional development opportunities and greater inclusion within hospital and health system administration and policy activities.

**Carol A. Bernstein, MD,** is Professor and Vice Chair for Faculty Development and Wellbeing in the Department of Psychiatry and Behavioral Science at the Montefiore Medical Center/Albert Einstein College of Medicine. She is also a Senior Scholar in the Department of Education and Organizational Development for the Accreditation Council for Graduate Medical Education (ACGME). She was previously Vice Chair for Education and Director of Residency Training in Psychiatry at NYU. From 2001-2011, Dr. Bernstein also served as the Associate Dean for Graduate Medical Education and the Designated Institutional Official for ACGME accredited training programs at NYU. Dr. Bernstein is a Past-President of the American Psychiatric Association and served the Association as Vice-President, Treasurer and Trustee-at-Large and as the chair of multiple committees. She has served as a spokesperson for the American Psychiatric Association on many occasions and received the 1997 exemplary psychiatrist award from the National Alliance for the Mentally Ill (NAMI). She is the recipient of the APA/NIMH Vestermark Award in Psychiatric Education and the APA Alexandra Symonds Award for contributions to the advancement of women in leadership and in women’s health. In 2018, Dr. Bernstein received a special Presidential commendation from the APA for her work in educating the public about mental illness through her role on Sirius/XM Doctor Radio. In 2019, she received the John Gienapp Award for notable contributions to Graduate Medical Education from the ACGME and the Distinguished Service Award from the American College of Psychiatrists. Dr. Bernstein completed medical school at the Columbia University College of Physicians and Surgeons. Following an internship in internal medicine at St. Luke’s/Roosevelt Medical Center in New York, she completed her psychiatric residency training at Columbia University and the New York State Psychiatric Institute. Dr. Bernstein is active in many national psychiatric associations in addition to the APA - these include the American College of Psychiatrists where she is
currently the Treasurer of the Board of Regents, the Group for the Advancement of Psychiatry and the American Board of Psychiatry and Neurology, among others. In 2003, Dr. Bernstein was selected as a Fellow in ELAM (Executive Leadership in Academic Medicine) a national program, designed to promote leadership for women in medicine. In 2005, Dr. Bernstein completed the Physician Leadership Development Program at NYU as well as the Graduate Medical Education Leadership Program of the ACGME. From 2010-2016, Dr. Bernstein served on the Board of Directors of the ACGME where she co-chaired the ACGME Task Force on Physician Well Being. She is also a member of the Action Collaborative on Clinician Wellbeing and Resilience of the National Academy of Medicine. Dr. Bernstein has written numerous articles and chapters on psychiatric education and has served as a peer reviewer for both the American Journal of Psychiatry and Academic Psychiatry. She has served on the editorial boards of Academic Psychiatry, the Journal of Psychiatric Services and Focus, has presented at more than 80 conferences and meetings and has been the recipient of a number of visiting professorships. For more than ten years, Dr. Bernstein hosted a weekly call-in show for consumers on Sirius Radio’s Doctor Radio Channel sponsored by the NYU Langone Medical Center.

Bram Bond is a Program Specialist for the Action Collaborative on Clinician Well-Being and Resilience at the National Academy of Medicine (NAM). New to the Collaborative, she joined the team, bringing administrative experience from the Washington D.C. education sector. A native Washingtonian, she enjoys discovering new coffee shops, listening to podcasts, and traveling with her family.

Pascale Carayon, PhD, is Professor Emerita in the Department of Industrial and Systems Engineering at the University of Wisconsin-Madison, USA. She is the Founding Director of the Wisconsin Institute for Healthcare Systems Engineering; she led the interdisciplinary Systems Engineering Initiative for Patient Safety (SEIPS) program at the University of Wisconsin-Madison, USA. She received her Engineer diploma from the Ecole Centrale de Paris, France, and her PhD in Industrial Engineering from the University of Wisconsin-Madison. She has over three decades of research experience analyzing, designing and improving complex work systems such as those in health care. For more than 20 years, her research has focused on patient safety and health care issues such as design of health information technologies and healthy work systems. As an industrial and systems engineer, she is renowned for her groundbreaking contributions in modeling complex system interactions in health care processes that influence patient safety and other outcomes for patients and health care workers such as clinician well-being. Professor Carayon is an outstanding scholar with more than 400 journal publications and conference papers. She is the editor of the Handbook of Human Factors and Ergonomics in Health Care and Patient Safety, which is considered as the definitive textbook on human factors in health care. She is a Fellow of the Human Factors and Ergonomics Society, and a Fellow of the International Ergonomics Association. In 2016, she received the John M. Eisenberg Patient Safety and Quality Award for Individual Achievement. Dr. Carayon was the co-chair of the US National Academies’ Committee on Systems Approaches to Improve Patient Care by Supporting Clinician Well-Being. She is a member of the International Academy of Quality and Safety in Health Care. In 2020, she was designated as a National Associate of the National Academies of Sciences, Engineering, and Medicine for her extraordinary service.
Chia-Chia Chang, MBA, MPH, is a Coordinator in the NIOSH Office for Total Worker Health® and the NIOSH Healthy Work Design and Well-Being Cross-Sector Program. She leads collaborations to share research and identify promising practices for advancing worker safety, health, and well-being. She guided the development of a worker well-being framework and the NIOSH Worker Well-Being Questionnaire (WellBQ). Ms. Chang is a member of the NIOSH CORE: Equitable Research and Partnerships with Diverse Populations Community of Practice. During the CDC COVID-19 response, she completed a brief virtual deployment as Deputy Chief Health Equity Officer for the response.

Sarah A. Delgado, DNP RN ACNP, is a Strategic Advocacy at the American Association of Critical-Care Nurses. Dr. Delgado's clinical experience in chronic disease management and palliative care. She taught at the University of Virginia and has co-edited books on acute and critical care. Her current work with the strategic advocacy team includes co-leading staffing initiatives, advocating for healthy work environments, and collaborating with AACN Certification on advanced practice scope of practice.

Heather Farley, MD, MHCDS, FACEP, is Chief Wellness Officer at ChristianaCare™. As the first Chief Wellness Officer for ChristianaCare in Newark, DE, Dr. Farley’s focus is on advancing the professional fulfillment and wellbeing of healthcare workers. She leads advocacy programs and initiatives aimed at optimizing the caregiver experience and fostering WorkLife meaning, connection, and joy. Dr. Farley completed residency training in emergency medicine in 2005, fellowship training in administration in 2006, and earned her Master of Health Care Delivery Science from Dartmouth College in 2018. She has previously served as the Assistant Chair of the Department of Emergency Medicine at ChristianaCare and was instrumental in establishing the institution’s first freestanding emergency department in 2013, subsequently serving as the medical director for 3 years. In 2014, she developed “Care for the Caregiver” one of the nation’s earliest and largest peer support programs for health care providers. Dr. Farley is a Professor of Emergency Medicine at Sidney Kimmel Medical College at Thomas Jefferson University. She has held several leadership positions within the American College of Emergency Physicians on the state and national level. She has co-authored multiple peer-reviewed journal articles and has been the principal or co-investigator in over 10 grant-funded studies. She frequently speaks at local, national and international venues with the goal of mutual sharing of best practices and innovations in the field of clinician wellbeing. She continues to oversee a team of dedicated and talented individuals who make the transformational work of ChristianaCare’s Center for WorkLife Wellbeing possible.

Susan T. Hingle, MD, MACP, FRCP, FAMWA is a Professor of Internal Medicine and Medical Humanities and serves as Associate Dean for the Center for Human and Organizational Potential, Chair of the Department of Medical Humanities, and Director of Professional Development and Wellness for the Department of Medicine. Dr. Hingle completed the prestigious Executive Leadership in Academic Medicine Program. She was awarded the AMWA Elizabeth Blackwell Career Award for her contributions to advancing women in medicine and the SGIM Career Award for her contributions to educational research, education, leadership and mentoring in general internal medicine. Dr. Hingle has also received several teaching awards including the Golden Apple Award,
the Excellence in Teaching Outstanding Teacher Award and the Leonard Tow Humanism in Medicine Award. She has been active nationally in numerous organizations including the American College of Physicians (ACP), the American Medical Women’s Association (AMWA), the Alliance of Academic Internal Medicine (AAIM), and the American Medical Association (AMA). She served as Chair of the ACP Board of Regents and Chair of the Board of Governors. Dr. Hingle is President-elect of the American Medical Women’s Association and serves on the AMA Women Physician Section Governing Council. She earned a bachelor’s degree from Miami University and a medical degree from Rush University Medical College. She completed an internal medicine residency at Georgetown University Medical Center, where she served as chief resident of internal medicine. Dr. Hingle is married and has two sons. She grew up in Decatur, Illinois, and is extremely proud to be part of SIU’s mission.

Beverly Malone, PhD, RN, FAAN, is President and CEO, National League for Nursing. Dr. Malone has led the National League for Nursing since 2007. She received her BSN and PhD in Clinical Psychology from the University of Cincinnati and her M.S. in Adult Psychiatric Nursing from Rutgers University. She contributed to the groundbreaking IOM report, "The Future of Nursing: Leading Change, Advancing Health," and served on the Minority Health Federal Advisory Committee. With over 20 honorary degrees and numerous accolades, Dr Malone’s distinguished career has blended policy, education, administration, and clinical practice—including the position of Federal Deputy Assistant Secretary for Health under President Bill Clinton. Dr. Malone serves as Vice Chair at the Institute for Healthcare Improvement (IHI) Board of Directors, Co-Leads the National Academy of Medicine (NAM) Health Professional Education and Communication Working Group, as well as serves on NAM’s Steering Committee. She is a member of ecoAmerica’s Leadership Circle Executive Committee. The American Nurses Association (ANA) named Dr. Beverly Malone as their 2024 Hall of Fame Award recipient. Modern Healthcare, a leading publication in the health care field, has honored Dr. Malone as one of the nation’s leading health care executives by naming her to the 2023 list of the Top 50 Most Influential Clinical Executives in Healthcare and was listed in Modern Healthcare’s 100 Most Influential People in Health Care for the fourth consecutive year (2020, 2021, 2022, 2023). The American Nurses Credentialing Center (ANCC) presented Dr. Malone with the prestigious 2023 HRH Princess Muna Al Hussein Award for her commitment to advancing the nursing profession and excellence in nursing professional practice across international borders. Dr. Malone is internationally recognized as the first African American General Secretary of the United Kingdom (UK) Royal College of Nursing representing 400,000 nurses and served as a member of the UK delegation to the World Health Assembly.

Barry Marx, MD, FAAP, currently serves as the Director of the Office of Clinician Engagement for the Centers for Medicare and Medicaid Services (CMS) and as a Medical Officer in the Center for Clinical Standards and Quality. Dr. Marx’s committed focus is on the achievement of positive health outcomes for patients and families through the delivery of high-quality, person-centered care across all care settings. He believes that these outcomes are best supported by robust efforts to actively engage and enable clinicians, their staffs, and support systems to provide care that is personalized, collaborative, informed by best practice, and that fosters the joy and rewards of clinical medicine. His clinical focus is on the care of children and families in challenging circumstances. Dr. Marx came to CMS from the Department of Defense, most recently as the Chief of Primary Care of the Kirk US Army Health Clinic at Aberdeen Proving Ground. Prior to working for the Department of Defense, Dr. Marx was the Senior Medical Advisor to the Office of Head Start in the
Administration for Children and Families. Dr. Marx has worked in Federally Qualified Health Centers for more than two decades.

Jessica Perlo, MPH, is the Executive Vice President of the ABIM Foundation, a nonprofit focused on advancing medical professionalism and clinician leadership to improve the health care system. Ms. Perlo is an expert in workforce well-being, quality, and safety and teaches and coaches around the globe, building individual and organizational capability for improvement and well-being, and has authored publications on these topics. Previously, Ms. Perlo led the Institute for Healthcare Improvement (IHI)'s work to support workforce well-being, which aims to reverse the worrying trend of burnout and moral injury in health care and support leaders at all levels in creating a positive work and learning environment that fosters equity, safety, meaning, choice, and a shared commitment to deliver high-quality care. For more than 15 years, she has worked to design and implement health system improvement efforts, including roles at Finger Lakes Health Systems Agency, Strong Memorial Hospital, Mass General Brigham and the Atlantic Health Equity Fellowship. She is a member of the National Academy of Medicine Action Collaborative on Clinician Wellbeing and Resilience, trained in community organizing from the Harvard Kennedy School of Government, and is an IHI-certified Improvement Advisor. Ms. Perlo earned a bachelor’s degree in biology from the University of Vermont and her master’s degree in public health from Boston University’s School of Public Health.

Makenzie Peterson, DSW, MSc, is an Organizational Well-Being and Strategy Consultant and Former Director for Well-Being, American Association of Veterinary Medical Colleges. As a member of their senior leadership team, Dr. Peterson served as the Director for Wellbeing at the American Association of Veterinary Medical Colleges (AAVMC). She worked to advance AAVMC’s strategic goal of fostering a culture of wellbeing throughout academic medicine by promoting preventative, systems-based initiatives that positively impact people’s lives. She led efforts to improve the wellbeing of students, interns, residents, staff, and faculty at AAVMC member institutions by conducting the first national research on mental health and wellbeing for these groups and providing organizational recommendations and consultation for program development and implementation. Now, as an organizational wellbeing and strategy consultant, Dr. Peterson provides subject-matter expertise on evidence-based health and wellbeing practices and how professions and organizations can improve overall wellbeing by addressing the root causes of distress. Born and raised in Alaska, Dr. Peterson completed her master’s degree from the University of Utah in Health Promotion & Education and her Doctorate of Social Work from the University of Southern California.

Joan Y. Reede, MD, MPH, MS, MBA, Dean for Diversity and Community Partnership; Professor of Medicine, Harvard Medical School; Professor of Society, Human Development and Health, Harvard T.H. Chan School of Public Health. Dr. Reede has a lifelong passion for mentoring and supporting diversity in the biosciences. She is responsible for the development and management of a comprehensive program that provides leadership, guidance, and support to promote the increased recruitment, retention, and advancement of underrepresented minority faculty. While at HMS, Joan created more than 20 diversity and leadership-focused programs, including founding the HMS Minority Faculty Development Program and the Biomedical Science Careers Program. Before joining Harvard, she served as the medical director of a Boston community health center and worked as a pediatrician in community and academic health centers, juvenile prisons, and public schools. She has held many advisory roles, serving on the HHS Advisory Committee on Minority Health and
the Secretary’s Advisory Committee to the Director of NIH. Dr. Reede is a member of the National Academy of Medicine and a fellow of the American Association for the Advancement of Science. Dr. Reede graduated from Brown University and Mount Sinai School of Medicine. She holds an MPH and an MS in Health Policy Management from Harvard T. H. Chan School, and an MBA from Boston University.

Susannah Rowe MD, MPH serves as Associate Chief Medical Officer for Wellness and Professional Vitality at Boston Medical Center (BMC). Together with colleagues in the Boston University Medical Group Office of Equity, Vitality and Inclusion, she leads institutional efforts to improve occupational equity and well-being, focusing on local and national drivers and on the particular experience of highly mission-driven clinicians dedicated to providing accessible healthcare to everyone. Dr. Rowe advocates on a regional and national level for systems-based changes to enhance occupational equity and well-being for health care workers. A member of the Massachusetts Medical Society-Massachusetts Health & Hospital Association Joint Task Force on Physician Burnout, Dr. Rowe collaborates with fellow members to identify and prioritize strategies to combat burnout and to advocate for statewide adoption of best practices for the well-being of all who work in health care. Dr. Rowe has co-authored multiple peer-reviewed journal articles and serves on the Scientific Advisory Board of the Healthcare Professional Well-Being Academic Consortium, a national coalition of approximately 30 academic health systems committed to the development, implementation and evaluation of evidence-based solutions to improve professional fulfillment and reduce burnout among healthcare workers nationwide. Dr. Rowe earned her MD and MPH from Johns Hopkins, then trained in ophthalmology at Massachusetts Eye and Ear Infirmary. Clinically, she has earned multiple teaching awards as Outstanding Surgical Instructor in the Department of Ophthalmology of the Boston University Chobanian and Avedisian School of Medicine. She maintains an active clinical and teaching practice with a focus on complex and high-risk cataract surgery, and on surgical eye care for patients who experience barriers to eye care due to intellectual disability, mental illness, autism and dementia.

T. Anh Tran is Director of the Action Collaborative on Clinician Well-Being and Resilience at the National Academy of Medicine (NAM). She has served the Collaborative for 3 years, where she oversaw the release of the National Plan for Health Workforce Well-Being in 2022 and managed workstreams on mobilizing national stakeholders, reviewing and applying lessons from COVID-19, and implementing evidence-based tools for clinician well-being. Prior to that, Ms. Tran conducted research on the Rwandan health sector as staff for the National Academies of Science’s evaluation of their Human Resources for Health Program—a landmark global partnership to build the health education infrastructure and workforce necessary for high-quality care in Rwanda. She started at the National Academies on the Board on Global Health and studied public health at The George Washington University.