



National Center for Healthcare Leadership
Leading 21st century healthcare

2016 NATIONAL HEALTH LEADERSHIP SCORECARD

for

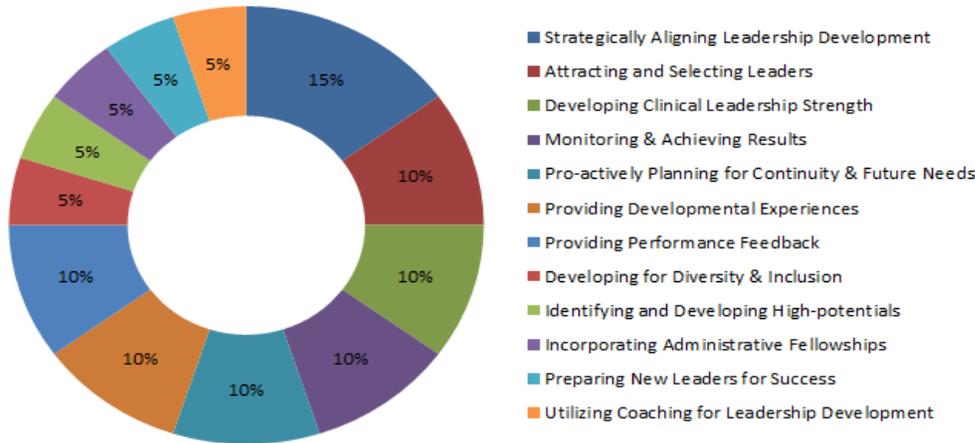
ABC Health System

Leadership Development in Healthcare Systems: Toward an Evidence-based Approach

THE SCORECARD

The NCHL Leadership Development Scorecard provides feedback on your organization’s leadership development practices compared to peer organizations across the country. The Scorecard provides feedback on 12 interdependent dimensions that are considered highly important to strong leadership development systems in healthcare settings. The theoretical maximum score, both overall and in each dimension, is 100. Weightings are applied to help balance expected differences in the unique contribution of specific dimensions to overall effectiveness, as shown in Figure 1.

Figure 1: 2016 Dimensions of Leadership Development System-Percent of Total Score



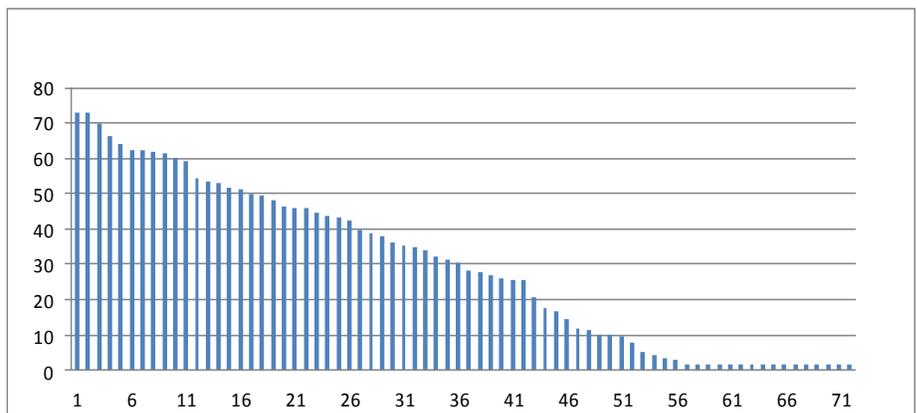
2016 survey participants included not-for-profit organizations (81%), public institutions (11%), and for-profit organizations (8%). The respondents were comprised of health systems (61%), hospitals (34%), and regional sub-systems (4%).

As shown in Figure 2, the top respondent score was 73.0, and the median score was 29.4, indicating broad variability practices across organizations.

HOW YOU CAN USE YOUR SCORES

The scorecard is designed to help you see how your organization’s leadership development practices compare to those of other hospitals/health systems, and to identify areas that might be useful to consider strengthening. The “Ranking” column indicates how many organizations rated higher than your organization in a given area. Areas where your organization ranks lower may be particularly useful to consider strengthening. The text underneath each domain heading describes the practices associated with this domain area, giving you a more precise sense of the kinds of practices associated with strong leadership development systems.

Figure 2: 2016 Distribution of Leadership Index Total Scores



NCHL has resources available to help you strengthen your leadership development practices. On our website you will find numerous white papers containing case studies of high-performing organizations. Video case studies from prior national conferences are also available online at www.youtube.com/user/NCHLeadership. We also offer a service for NCHL specialists to review your scorecard with your leadership team. To arrange for a consultation, please contact ccarter@nchl.org.

ABC Health System

This scorecard provides the results of areas measured on the 2016 NCHL Health Leadership Survey. Survey items were developed by a team of researchers based on best-available evidence about development activities that have the greatest impact on leadership performance over time. The scorecard is designed to provide a comparison of your organization's leadership development to the organizations who participated in the 2016 survey. The goals of the scorecard are to provide guidance about where development resources can be optimally allocated in support of your organization's long-term human capital development goals.

Overall Composite Performance	Ranking	Composite Score	Top-Performer Score	Group Median
Overall	***	46.2	73.0	29.4
Leadership Domain Performance	Ranking	Domain Score	Top-Performer Score	Group Median
Strategically Aligning Leadership Development (15%)	32	71.3	95.9	72.9
Includes measures of program centralization, senior leadership and governance involvement, fostering of leadership accountability, and attention to ensuring objectivity in the performance review process.				
Attracting and Selecting Leaders (10%)	45	16.7	100.0	33.4
Measures an organization's efforts to recruit top talent by competitively positioning their quality of work and worklife, and their sophistication in using evidence-based approaches to the leader selection process.				
Preparing New Leaders for Success (5%)	16	87.5	100.0	50.0
Assesses the extent to which the organization systematically prepares new leaders during the critical early period of new roles.				
Identifying and Developing High-Potentials (5%)	14	81.5	95.5	32.5
Includes identification and scope of high-potential identification, as well as the sophistication of development identified individuals participate in.				
Providing Developmental Experiences (10%)	10	75.0	100.0	50.0
Includes use and frequency of formal job rotations (re-assignment of leaders on a full-time basis to temporary roles for skill development), action learning (facilitated learning through team-based work on organizational problems), and the provision of cohort leadership development programs				
Providing Performance Feedback (10%)	29	33.0	90.0	33.5
Includes the extent of systematic collection of information about leadership performance, as well as the regular provision of this feedback to leaders in a context of development as well as accountability				
Pro-actively Planning for Continuity & Future Needs (10%)	8	56.3	75.9	27.8
Includes presence and depth of succession planning, as well as the level of formal leadership development provided				
Developing Clinical Leadership Strength (10%)	29	18.0	54.0	18.3
Assesses focal attention to clinical sub-populations as part of the selection, development, and succession planning systems				
Developing for Diversity & Inclusion (5%)	21	50.0	94.6	38.6
Includes the percentage of leadership positions occupied by women and/or under-represented minorities, weighted according to organizational level				
Incorporating Administrative Fellowships (5%)	9	71.1	100.0	14.5
Measures the presence and competitiveness of administrative fellowships (training/work programs, lasting 12 months or longer, for recent graduates of healthcare management / related graduate programs), as well as the sophistication of development provided administrative fellows				
Monitoring & Achieving Results (10%)	32	10.0	70.0	20.0
Includes program monitoring activities as well as their associated outcomes, including leadership bench strength and leadership retention.				
Utilizing Coaching for Leadership Development (5%)	41	3.1	76.9	29.2
Includes internal and external coach engagements, training and credentialing of internal and external coaches, and evaluation and structure of coaching engagements				

***** = Top Decile **** = Second Decile *** = Third Quintile ** = Fourth Quintile * = Fifth Quintile

About the Best Organizations for Leadership Development (BOLD) Award



BOLD—Best Organizations for Leadership Development—is NCHL’s platform to recognize organizations that are leading the field in preparing current and future generations who are transforming our health system, sponsored this year by Cielo Healthcare.

NCHL selects “BOLD” healthcare organizations that use evidence-based leadership development practices to continuously to improve the quality of healthcare in their communities. In 2016, 19 “BOLD” award winners were selected from health systems that participated in NCHL’s 2016 National Health Leadership Survey.

2016 BOLD Award Recipients

Awardees

Banner Health
Carilion Clinic
Carolinas HealthCare System
Duke Regional Hospital, Duke University
Health System
Henry Ford Health System
Memorial Health System
Northwell Health
Penn Medicine
Stanford Children's Health / Lucile Packard
Children's Hospital Stanford
Tenet Healthcare

Organizations of Distinction

Aurora Health Care
BayCare Health System
Cleveland Clinic
Cone Health
Deaconess Health System
Magee Rehabilitation Hospital
Palmetto Health
Renown Health

About the National Center for Healthcare Leadership (NCHL)



The National Center for Healthcare Leadership (NCHL), a Chicago-based not-for-profit organization, serves as an industry catalyst to ensure the availability of accountable and transformational healthcare leadership for the 21st century. Our vision is to improve the health of the public through leadership and organizational excellence.

NCHL also supports several membership groups for health systems interested in collaboratively pursuing new solutions to specific leadership challenges they are facing in common. For more information about NCHL or the scorecard, please visit NCHL’s website at www.nchl.org or contact us at info@nchl.org or 312-563-6656.