

OVERVIEW

NATIONAL CENTER FOR HEALTHCARE LEADERSHIP

National Center for Healthcare Leadership is the leader in supporting the advancement of evidence-based leadership practices. We believe great leadership drives quality healthcare and better outcomes. NCHL brings together preeminent healthcare organizations from across the country. Members include blue chip academic medical centers as well as community and regional market leaders.

NCHL has three premier membership programs that support a number of collaboratives addressing the critical issues for leaders today in the pursuit of excellence and solutions and advance leadership in healthcare in various ways. These programs include:

- US Cooperative for International Patient Programs
- Leadership Excellence Networks
- The National Council on Administrative Fellowships

NCHL is proud to host every year the Gail L. Warden Leadership Excellence Dinner, honoring one of the industry elites making the event literally a “who’s who” of healthcare executives from across the country celebrating exceptional leadership.

LEADERSHIP EXCELLENCE NETWORKS (LENS)

LENS is a group of healthcare organizations seeking to advance leadership excellence and organizational effectiveness. LENS Members take an active role in prioritizing the initiatives to be addressed each year in the Councils. Organizations can join as full-supporting LENS members or as members of individual Councils. LENS and Council members include:

LENS MEMBERS	COUNCIL MEMBERS
Boston Children’s Hospital	Bon Secours Mercy Health
Carilion Clinic	Cleveland Clinic
Henry Ford Health System	CommonSpirit Health
Johns Hopkins Medicine	Cone Health
Memorial Health System	Stanford Health Care
Moffitt Cancer Center	Trinity Health
Mount Sinai Health System	UK HealthCare
Northwell Health	Vanderbilt University Medical Center
NYU Langone Health	
Partners HealthCare	
Rush University Medical Center	
Stanford Children’s Health	

ROI FOR MEMBER INVESTMENT IN LENS

1. Peer-to-peer networking experience to share, discuss, and solve challenges members face
2. Access and exposure to the latest innovations in leading human capital practice and technology solutions
3. Personal relationships the LENS members develop
4. Personal leadership development

LEADERSHIP EXCELLENCE NETWORKS

LENS BENEFITS

Full Leadership Excellence Networks (LENS) members are eligible to participate in the following activities and benefits:

- Participation in the LENS Steering Committee, which provides advisory oversight to LENS and its Councils, including the National Council on Administrative Fellowships
- Complimentary registration for up to five (5) participants from your organization to attend the annual *Human Capital Investment Conference* in November; Council only members receive one (1) complimentary registration
- Receipt of monthly Executive Briefings, LENS newsletter, and other leadership communications and reports
- Priority eligibility to participate in national research and demonstration projects and co-development, design, and peer review of new leadership development initiatives
- Access to NCHL consultants and analysts in support of specific research needs

LENS ACTIVITIES

LENS Councils include **Diversity and Inclusion, Interorganizational Coaching, Physician Leadership Development, and Talent Metrics, Analytics, & Planning**. Within the Councils, senior leaders share their learning and experiences to design, develop, benchmark, and evaluate value-added interorganizational resources and programming. Highlights of Council activity in 2018 included:

- **LENS Coaching Certification Course** - Brought together 18 LENS coaches to receive ICF-certified training, including neuro-linguistic processing training, with Coach Academy International. Feedback from the first three cohorts has been extremely positive. A fourth cohort is being planned.
- **Refresh of the NCHL Healthcare Leadership Competency Model** - With support from Rush University Medical Center and a group of academic, healthcare, and organizational experts, including LENS focus group, NCHL has completed its research to create the next future-facing Leadership Competency Model 3.0.
- **Physician-Specific 360 Assessment** - In conjunction with the refresh of NCHL's Healthcare Leadership Competency Model, a 360-degree assessment tool specifically geared toward physicians was created for use by LENS member organizations in their physician leadership development endeavors. The tool is being piloted in 2019.
- **Best Organizations for Leadership Development (BOLD)** - The biennial National Health Leadership Survey was released in spring 2018. LENS leadership and Councils provided expertise and insight on the various domains. BOLD award winners were recognized in November 2018 in Chicago during NCHL's Human Capital Investment Conference.

LENS & COUNCIL MEMBERSHIP

LENS organizational membership dues are \$25,000/year and include participation on the LENS Steering Committee and each Council, as well as the National Council on Administrative Fellowships. New members are requested to make a minimum two-year commitment.

Individual Council memberships are available as follows:

- Diversity & Inclusion Council: \$5,000/year
- Interorganizational Coaching: \$7,500/year
- Physician Leadership Development Council: \$10,000/year
- Talent Metrics, Analytics, & Planning Council: \$5,000-8,000/year
- National Council on Administrative Fellowships: \$1,000/year

For additional information about LENS and the qualification process, please contact LENS Program Coordinator Chelsea Johnson at 312-563-6356 or cjohnson@nchl.org.

LEADERSHIP EXCELLENCE NETWORKS

OVERVIEW OF LENS COUNCILS

DIVERSITY & INCLUSION COUNCIL

The goals of the D&I Council involve **identifying and spreading best practices in pursuing diversity leadership best practices across LENS members and other organizations**. Over the years, the D&I Council has developed a *Compendium of D&I Scorecard Measures*, *D&I Succession Planning Toolkit*, *Employee Resource Groups Guidebook*, *Mentoring Program Guide*, and an Unconscious Bias Lunch & Learn module. The Council has also focused its learning on improving supplier diversity, evaluating incentive compensation methodologies, providing interpreter services, engaging physicians in cultural competency efforts, creating mentor programs, implementing Healthcare Equality Index best practices, collecting REaL data, serving transgender patients, cultural competence, community partnerships, women in leadership, transgender benefits, equity of care, and employment for returning citizens, pipeline strategies, race relations, and benchmarking. In 2018, the D&I Council launched a strategic planning process for broadening impact, benchmarking/metrics, and education and planning.

D&I Council time and resource commitment: Two face-to-face meetings (one prior to a conference of interest to the Council members and one held in conjunction with the annual NCHL conference in November in Chicago), plus a monthly teleconference in the off-months.

INTERORGANIZATIONAL COACHING COUNCIL

The Coaching Council offers an opportunity for leaders to both dive into the strategic importance of coaching in healthcare organizations, to utilize the Interorganizational Coaching Exchange, and to participate in an annual coach certification program. The Exchange is an innovative opportunity that **provides cross-organizational executive coaching**, matching internal coaches from one LENS organization with clients from another LENS organization. LENS members have reported an average savings of \$12,000 per coaching engagement versus hiring an external coach.

In 2017, the Coaching Council launched its first **cohort of LENS coaches into an ICF coaching certification program** run by Coach Academy International. This program takes place in person over 8 days and costs LENS participants a per person discounted rate, which includes all session materials, mentor coaching, and training. Since that time a two additional cohorts have completed the certification program, and a fourth cohort will launch in 2020.

Coaching Council time and resource commitment: Participation in monthly teleconferences, including the rotation of continuing coaching education calls and planning calls. Two in-person meetings occur in spring and in conjunction with the annual NCHL conference in November.

PHYSICIAN LEADERSHIP DEVELOPMENT COUNCIL

Since 2013, this Council has focused on aspects of physician development that are of great importance in the changing health ecosystem: preparing physicians for senior roles, developing the next generation of physician leaders, physician wellness and burnout, leadership program outcomes and metrics, and physician succession planning. Work of the Council has contributed to a white paper on physician leadership best practices and three case studies highlighting exemplary PLD programs.

In 2018, the PLD Council's interorganizational learning centers on the topics of: physician burnout and wellness, leadership development for chief residents, dyadic leadership, building strong PLD programs, and the creation of a **physician-specific 360 degree assessment tool**. The pilot for use of the 360 assessment will launch in 2019.

PLD Council time and resource commitment: Participation in monthly teleconferences and a half-day meeting in conjunction with the annual NCHL conference in November. The Council is interested in adding an additional in-person meeting in spring to be held at a member site.

LEADERSHIP EXCELLENCE NETWORKS

TALENT METRICS, ANALYTICS, & PLANNING

The TMAP Council is an interorganizational network for health system leaders involved with talent metrics and analytics. Based on member feedback, the group expanded the work of this Council to include:

- Analytics – sharing experiences with specific approaches to talent metrics and analytics, identifying areas of need, and looking for alternative approaches
- Strategic workforce planning – strengthening capabilities for assessing future workforce needs

TMAP Council time and resource commitment: Participation in monthly teleconferences (to accommodate this diversity of interests, we propose a meeting sequence that alternates between analytics and planning topics every other month) and two in-person meetings (a full-day meeting in spring or summer and a half-day meeting in conjunction with the annual NCHL conference in November).

NATIONAL COUNCIL ON ADMINISTRATIVE FELLOWSHIPS

The National Council on Administrative Fellowships (NCAF) is an organization of nearly 120 fellowship programs and graduate health management programs who are working collaboratively to create an industry standard in the recruitment of administrative fellows. In doing so, NCAF allows for a uniform and coordinated recruitment process, helps organizations access a national pipeline of the next generation of healthcare industry leaders, and brings fellowship sites and graduate health management programs together to share ideas and best practices. The expectations for applicants, graduate program directors, and administrative fellowships are spelled out in a NCAF member-developed *Code of Good Practice*.

NCAF members are involved in the following leadership structure: Steering Committee, Long-term Planning & Special Projects, Membership & Outreach, Benchmarking, Metrics, & Research, and Fellows Education. The cadence of calls depends on each committee/subcommittee. NCAF meets annually in conjunction with the ACHE Leadership Congress in March.