

LEADERSHIP EXCELLENCE NETWORKS (LENS)

Premier Program Overview

Are you and your organization looking for an efficient way to learn from leading organizations to develop your talent? Stay on the cutting edge of evidence-based practice by joining our Leadership Excellence Networks, one of three premier programs led by the National Center for Healthcare Leadership (NCHL).

The National Center for Healthcare Leadership advances healthcare leadership by addressing critical issues facing today's leaders. NCHL offers three membership programs including the Leadership Excellence Networks (LENS), the US Cooperative of International Patient Programs (USCIPP), and the National Council on Administrative Fellowships (NCAF).

Leadership Excellence Networks (LENS) is a community of industry leading member organizations, including winners of NCHL's Best Organizations for Leadership Development (BOLD) award.

CURRENT LEADERSHIP EXCELLENCE NETWORKS MEMBERS

Boston Children's Hospital
Bon Secours Mercy Health
Carilion Clinic
CommonSpirit Health
Cone Health
Henry Ford Health System
Mass General Brigham
Johns Hopkins Medicine
Memorial Health System
Mount Sinai Health System

Northwell Health
NYU Langone Health
OhioHealth
Rush University Medical Center
Stanford Children's Health
Stanford Health Care
Trinity Health
UK HealthCare
Vanderbilt University Medical Center

BENEFITS OF LENS MEMBERSHIP

1. Peer-to-peer networking to share, discuss, and solve common challenges
2. Exposure to the latest innovations in leading human capital practice and technology solutions
3. Long-term relationships with peers in your field
4. Ongoing professional development
5. Cost savings on programs and resources

NCHL

National Center for Healthcare Leadership

www.nchl.org

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2021 Membership Offerings and Benefits

Membership Benefits	Premium Membership \$25,000	Basic Membership \$12,500	Individual Council \$5,000
Participation in the LENS Steering Committee	✓		
Priority eligibility to participate in national research and demonstration projects and co-development, design, and peer review of new leadership development initiatives (would include Workforce and Future Collaborative)	✓		
Access to NCHL research team in support of specific research needs	✓		
Access to a BOLD benchmarking & Resource Page (internally facing database and report generator)	✓		
Name and logo recognition on NCHL website and social media platforms	Name & Logo	Name only	Name only
Complimentary registration participants from your organization to attend the annual Human Capital Investment Conference	5 tickets	3 tickets	1 ticket
Receipt of monthly Executive Briefings, LENS Newsletters, and other leadership communications and reports	✓	✓	✓
Participation in Committee and/or Council calls	All	3	1
Discounted rate for the Coach Certification Program	Best	Better	Good
Six Educational Webinars Offerings (not Council specific)	All	3	1
Discounted registration for other LENS activities (e.g. leadership programs and/or other training)	Best	Better	Good
Additional Resources			
<ul style="list-style-type: none"> • Access to past LENS webinars recordings • Access to LENS Council listservs • Access to curated toolkits and guides • Access to LENS Education Corners • Access to archived LENS Executive Briefs • Access to LENS Coaching Exchange 	<ul style="list-style-type: none"> • Access to NCHL's mentorship program • Access to NCHL's Competency Model • Opportunity to participate in the National Health Leadership Survey/BOLD • Access to past Human Capital Investment Conference (HCIC) content • Access to NCHL's white papers and other publications 		

For additional information about joining LENS, please contact LENS Program Coordinator Chelsea Johnson at cjohnson@nchl.org or LENS Program Coordinator and Researcher Melanie Standish at mstandish@nchl.org

LEADERSHIP EXCELLENCE NETWORKS (LENS) 2021 COUNCIL OVERVIEWS

Diversity, Equity, & Inclusion Council

Hospitals and health systems have a responsibility to ensure a diverse, equitable, and inclusive environment for their employees and patient communities. Under-representation of minorities within health systems, equitable care, and building a sense of community throughout the neighborhoods that the health system serves are some of the challenges that need to be met to eradicate these disparities. The Diversity, Equity, & Inclusion Council works to identify best practices to continue erasing these disparities and racial inequities in healthcare by:

1. Working to ensure the health of the community that the organization serves, through health equity programs, community partnerships, and employment opportunities
2. Supporting staff and raising consciousness around racial and social injustice movements
3. Peer-sharing and learning opportunities among member organizations

Leader Participation

Members of this Council include Chief Diversity Officers, Directors of Diversity & Inclusion and Program Managers within the DEI departments.

Time and Resource Commitment

- Council meets quarterly
- Peer learning and educational opportunities are provided each month. Peer learning opportunities consist of member organizations presenting on their programs, initiatives, and strategies.
- Other educational sessions may include non-LENS member organizations that present on related topics.

Leadership Development Council (NEW in 2021)

Today's healthcare organizations recognize the need to develop the next generation of leaders to respond to the challenges of volatile, uncertain, complex, and ambiguous environments. New for 2021, the Leadership Development Council will focus efforts on:

1. Leadership coaching - providing opportunities for coach certification and continued education
2. Peer-sharing of health system approaches to leadership development
3. Education on leadership development best practices
4. Opportunities to engage in research to advance the pragmatic practice of healthcare leadership

Leader Participation

Members of this Council comprise senior level professionals who oversee learning and development, a health system's leadership institute, talent management, or organizational development and change.

Time and Resource Commitment

- Council meets quarterly
- Educational opportunities are provided every month, including: coaching educational sessions with CEUs, and webinars that are targeted at providing member organizations' clinician leaders.
- Other educational sessions may include non-LENS member organizations that present on related topics

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2021 COUNCIL OVERVIEWS

Talent Metrics, Analytics, & Planning Council

With personnel expenses often exceeding 50 percent of total health system operating costs, effectively measuring, predicting and managing talent needs is essential to the successful pursuit of high-value care. The Talent Metrics, Analytics, & Planning Council focuses on:

1. Sharing experiences with specific approaches to talent metrics and analytics, identifying areas of need, and looking for alternative approaches
2. Strengthening capabilities for assessing future workforce needs
3. Discussions on the latest literature surrounding people analytics and talent acquisition

Leader Participation

Members of this Council include senior level professionals who oversee workforce planning, people analytics, or workforce intelligence.

Time and Resource Commitment

- Council meets monthly
- Rotating sessions on peer-sharing; may also include non-LENS organizations and guest speakers
- Journal club discussions

Well-Being Council (NEW in 2021)

Leaders increasingly recognize how important staff well-being is to organizational success. However there are few clear practice guidelines to inform organization-level efforts, and tremendous variation of practice across organizations. Even the definition of well-being can vary widely across organizations, making identifying successful practices all the more difficult. Launching in 2021, the primary goal of the Well-being council is to help organization leaders make more informed decisions about how to invest their limited resources for maximum well-being impact. The Council-driven agenda will focus on gaining clarity in areas including:

1. Focus/philosophy: how health systems are defining well-being, and their approaches to it for different groups (e.g. physicians, clinicians, staff)
2. Organizational structures / staffing: how health systems are organizing their well-being activity
3. Outcomes: developing greater consensus on what/how to measure impact
4. Education/implementation: accelerating dissemination of new learnings regarding items (1) - (3), and supporting adoption of emerging best-practice guidelines broadly across the field

Leader Participation

Members of this Council are typically responsible for well-being at the enterprise level. This may include, for example: chief wellness / well-being officers; chief learning officers; leaders of employee & organization development; employee health / employee assistance leaders

Time and Resource Commitment

- Organizational participation in monthly teleconference meetings (estimated 12 hours total, which can be a shared responsibility - see "Leader Participation" above)
- Participation in 2-3 organizational practices surveys.