



National Center for Healthcare Leadership  
Leading 21<sup>st</sup> century healthcare

## A Year in Review Newsletter

Winter 2020

*Welcome to the annual year-in-review newsletter of the National Center for Healthcare Leadership (NCHL). NCHL is the leader in supporting the advancement of evidence-based leadership practices. We believe great leadership drives quality healthcare and better outcomes. This communication provides highlights of our three premier membership programs—Leadership Excellence Networks, National Council on Administrative Fellowships, and the US Cooperative for International Patient Programs. Each program helps to advance healthcare leadership in creative and innovative ways, all focused on the power of interorganizational collaboration and the use of research-informed leading practices to create knowledge and innovation for the field as a whole.*

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### CEO Letter

*Dear Friends of NCHL,*

*When I first stepped into the CEO role on a part-time basis in 2011, I could scarcely imagine the organization as it exists today—a thriving ecosystem supporting leaders from hundreds of organizations in pursuit of wildly diverse interorganizational learning and innovation initiatives, collectively creating more human-centered organizations to provide more accessible and equitable care. NCHL also has reached a point where its future success depends on the support only a very talented, full-time CEO can provide, and NCHL’s Board has been working very hard toward that goal. In the weeks to come, we look forward to sharing more details about this transition as well as the new role I plan to continue with NCHL going forward.*

*Meantime, I invite you to look at a sampling of NCHL’s activities on the pages that follow. If you see work that may benefit your organization, we invite you to consider joining us, or reaching out for more information. Thank you for your interest - we wish you the best of health and success in the year ahead.*

*Sincerely,*



Andy Garman

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### Evolving the Health Leadership Competency Model

The updated NCHL Health Leadership Competency Model 3.0 was released in 2018. NCHL receives hundreds of requests every month for its use by hospital and health systems, professionals, students, associations, professional organizations, and university programs. An important part of the NCHL competency modeling research involves examining common elements of leadership effectiveness across the professions. In the past year, NCHL-associated researchers published a first-of-its-kind analysis of how the revised NCHL Competency Model would perform as a universal framework to ['bridge worldviews.'](#)

In addition to continuing research on leadership competencies, NCHL is exploring the development of a Competency Model User Group in 2020. If your organization is interested in participating, please contact Melanie Standish at [mstandish@nchl.org](mailto:mstandish@nchl.org).

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### 2020 National Leadership Survey and Best Organizations for Leadership Development Recognition



How can health systems best prepare our leaders for the future? NCHL's biennial National Health Leadership Survey and Best Organizations for Leadership Development (BOLD) recognition are designed to not only recognize high-performing organizations, but also to point all organizations toward practices that are firmly grounded in sound scientific principles and best-available evidence for effectiveness.

In spring 2020, in partnership with our corporate member **Cielo**, we will again launch the biennial survey nationally. Every health system that completes the survey is eligible to receive a complimentary benchmarking scorecard describing how their practices compare to other health systems on each of the survey dimensions. During the off-cycle year, NCHL provides consultative support to health systems seeking to strengthen their leadership development systems using the peer-referenced survey as part of their process.

Look for an email from us in late spring with participation instructions, or email Melanie Standish at [mstandish@nchl.org](mailto:mstandish@nchl.org) to be added to our notification list. BOLD awardees will be recognized at the Human Capital Investment Conference in November 2020.

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### Annual Human Capital Investment Conference & Gail L. Warden Leadership Excellence Award



In November 2019, NCHL held its 14th annual **Gail L. Warden Leadership Excellence Award Dinner** in conjunction with the 8th annual **Human Capital Investment Conference, "Healthcare. Powered by People."** that brought together industry leaders and reminded us that while the latest advances in technology often dominate our work, healthcare is fundamentally powered by the relationships we build with colleagues, patients, families, and community; the critical thinking we

bring to every situation; and the human touch that is essential to our work.

More than 300 leaders and academicians spent time together focusing on and celebrating healthcare leadership at the **Gail L. Warden Leadership Excellence Award** event. Dr. Rod Hochman, president and CEO of Providence, was recognized as recipient of the 2019 Gail L. Warden Leadership Award for his innovative, visionary, and bold leadership. During Dr. Hochman's tenure, Providence has emerged as an organization focused on population health, mental health, and genomics medicine, while maintaining its mission to serve all, especially the poor and vulnerable. View [Dr. Hochman's acceptance remarks](#) at the Award dinner and take a look at Dr. Hochman's interview on page 13 in the [event program](#).



In partnership with a prestigious group of leaders in healthcare and academia, Gail Warden founded NCHL in 2001. In recognition of his contributions to the field, [watch this special video](#) of Gail Warden's legacy. We also encourage you to check out the [photos](#), [videos](#), and [presentations](#) from the event. Many thanks to our [2019 sponsors](#)!

We will open up the Call for Nominations for the Gail L. Warden Leadership Excellence Award this spring. Please plan to join us this November 17-18, 2020 in Chicago!

For more information about the events, please contact Nilu Faiz-Ali at [nfaiz-ali@nchl.org](mailto:nfaiz-ali@nchl.org).

## Leadership Excellence Networks & Councils

At the core of NCHL's work is the collaborative and innovative work of our Leadership Excellence Networks (LENS) and Council members. LENS is a premier program of NCHL consisting of hospitals and health systems seeking to advance organizational effectiveness through leadership excellence within their organizations. LENS and the Councils are incubators for interorganizational learning and transparent conversations to solve practical real challenges in real time and to ignite new thinking and actions.

NCHL welcomes hospitals and health systems to participate based on their demonstrated commitment and forward-thinking approaches to leadership. Over the past year, we have had three new members: **Cone Health, Mount Sinai Health System, and NYU Langone Health**. They join our other LENS members: **Boston Children's Hospital, Carilion Clinic, Henry Ford Health System, Johns Hopkins Medicine, Memorial Health System, Moffitt Cancer Center, Northwell Health, Partners HealthCare, Rush University Medical Center, and Stanford Children's Health**. Our Council members include: **Bon Secours Mercy Health, Cleveland Clinic, CommonSpirit Health, Sodexo, Stanford Health Care, Trinity Health, UK HealthCare, and Vanderbilt University Medical Center**. NCHL Corporate Members supporting LENS include the **Center for Creative Leadership, Furst Group, and Glint**.

Benefits to LENS membership include:

- Engage with organizational members who demonstrate commitment and use forward-thinking approaches to healthcare leadership
- Opportunities to share resources and develop inter-organizational programs with other members
- Learning how to prioritize work based on highest impact on the organization in the short term, with an eye on long-term outcomes for the field
- Complimentary registrations to attend the annual Human Capital Investment Conference
- Monthly distribution of Executive Briefings and other leadership communications and reports
- Priority eligibility to participate in national research and demonstration projects, co-development and design of new leadership development initiatives

For more information about LENS, please contact Chelsea Johnson at [cjohnson@nchl.org](mailto:cjohnson@nchl.org).

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## National Council on Administrative Fellowships

Another premier program of NCHL that continues to make important contributions to the field is the National Council on Administrative Fellowships (NCAF). Members work collaboratively to advance the role, availability, and quality of administrative fellowships across the country. NCAF's membership currently stands at [120 members](#) whose leaders have chosen to be at the forefront of this movement, putting the profession of health management and the success of the next generation of healthcare leaders ahead of their own self-interest. They agree to abide by a uniform, coordinated, and fair approach to the fellowship application process.

A few highlights from 2019 include:

- In March, NCAF partnered with the American College of Healthcare Executives (ACHE) and the Association of University Programs in Health Administration (AUPHA) to host the first-ever collaborative National Fellowship Fair in conjunction with ACHE's Congress
- Earlier this year, the NCAF Steering Committee voted to modify the Code of Good Practice based on membership feedback, which allowed NCAF fellowship sites to make formal, written offers to applicants at any time after the standard application deadline; in turn, applicants were able to have more control over their decision making, allowing them to consider all their options throughout the offer period until the official offer acceptance day in mid-November

- Another success of NCAF is the second application and offer cycle, which runs from the end of November through January, is growing in popularity for both fellowship sites and students as it provides each another opportunity to find their perfect match

NCAF benchmarking data shows that both candidates and fellowship sites are looking for a long-term fit. In fact based on an NCAF benchmarking survey, 86% of fellowship sites offered fellows post-fellowship roles and 94% of fellows accepted and continued their career within that organization. NCAF's Code of Conduct helps foster these mutually beneficial matches for both students and fellowship sites.

While this past October marked the fifth year of the National Council on Administrative Fellowships (NCAF), this is the second formal year of the Graduate Education Health Management Program Leadership Excellence Networks (GEHM-LENS), a higher learning collaborative. While NCAF has been effectively changing and helping standardize the fellowship process, the GEHM-LENS program has taken a deeper dive into topics of importance to graduate health management programs. Currently, there are 15 members from across the country who come together to share best practices and move the field forward.

For more information about NCAF, please contact Nitasha Kassam at [nkassam@nchl.org](mailto:nkassam@nchl.org).

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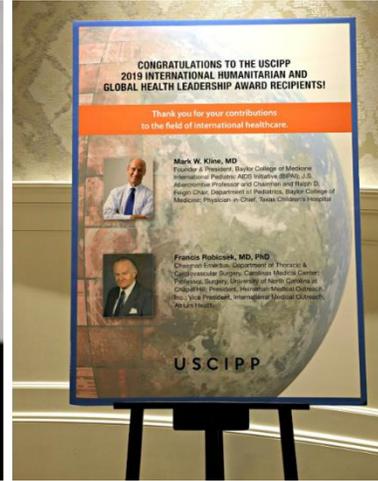
## US Cooperative for International Patient Programs

Another premier program of NCHL, the US Cooperative for International Patient Programs (USCIPP) serves as a national industry association of US academic medical centers and health systems that work together to advance global access to US expertise in high-quality healthcare. Representing nearly all the US hospitals with formal international patient programs, USCIPP's [64 organizational members](#) share a focus on providing care to international patients, engaging in global education and training programs, offering management and advisory services to international organizations, and collaborating with hospitals and governments around the world.

In 2019, USCIPP welcomed several new members, **Inova Health System, Pacific Neuroscience Institute, Paley Institute at St. Mary's Medical Center, The University of Texas MD Anderson Cancer Center, University Hospitals Cleveland Medical Center, and Washington University School of Medicine in St. Louis.** USCIPP Corporate Members include **Flywire, MORE Health, Sodexo, and QTC Care.**

A few highlights from 2019 include:

- USCIPP formally launched the second year of the [International Patient Experience Survey Initiative](#), in partnership with corporate member **Sodexo**, with 19 member organizations collectively surveying over 1,300 international patients in order to create dashboards that will help them improve care for international patients and their families
- USCIPP hosted its 2019 annual meeting at **Texas Children's Hospital**, where over 300 attendees participated in three days of networking, peer learning, and discussion of market research and business intelligence
- In conjunction with the conference, USCIPP honored [Dr. Mark Kline, Texas Children's Hospital](#) and [Dr. Francis Robicsek, Atrium Health](#) with the **2019 International Humanitarian and Global Health Leadership Award** Dinner for their demonstrated exceptional leadership in advancing global health across Africa, Latin America, and Eastern Europe.



- In 2019, [USCIPP's business intelligence team](#) released new country analyses for several markets, including the Dominican Republic, Kuwait, and Qatar, as well as a refreshed report for the United Arab Emirates
- With 18 organizations from across the US, USCIPP's 2019 "China Trek" in October was the largest-ever American hospital delegation that has traveled abroad together for such an event; over the course of three days in Beijing, USCIPP members learned about Chinese health insurance products, networked with potential Chinese partner organizations, discussed trends in cross-border telemedicine, and learned about public policies affecting the export of US healthcare services to China



USCIPP's 2020 annual meeting will be co-hosted by **Children's Hospital of Philadelphia** and **Penn Medicine** and is scheduled for June 17-19 in Philadelphia.

For more information about USCIPP, please contact Jarrett Fowler at [uscipp@nchl.org](mailto:uscipp@nchl.org).

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[Most Requested Executive Brief Articles](#)

Our LENS & Council Members receive a monthly Executive Brief that highlights current leadership development-related articles and publications of interest. Below are the top-requested articles by our members in 2019.

### **The Challenges of Coaching Surgeons and Emergency-Room Physicians**

A career in surgery is one of the most psychologically demanding professions that one could enter, and surgeons and emergency-room physicians are arguably *the* ultimate performers. Given their tight schedules and extraordinary work, coaching these professionals can hold unique challenges. In this article, Barbara J. Walker describes how her career path led to coaching these elite professionals and describes her approach to coaching them. She offers three case studies from her time as a coach, highlighting the approaches that coaches can take to make a difference in the lives of surgeons and emergency-room physicians. One of the author's most important takeaways include the need for coaches to take the time to learn about the daily practices and lives of these professionals, as to better understand their situation and their uniquely demanding careers.

Barbara J. Walker. Coaching Surgeons and Emergency-Room Physicians. *Consulting Psychology Journal: Practice and Research*. 2019.

### **Diversifying your D&I Strategy: Beyond Diversity Training**

Organizations often see diversity training as the "Silver Bullet" that address biases of all sorts among its employees and inflict positive behavior change. Recent research highlighted in this *Harvard Business Review* article suggests that organizations need to stop treating diversity training as the ultimate solution towards a more inclusive workplace. The study highlighted in this article suggests that while there were some surprising positives to diversity training, there was very little evidence to suggest that men and white employees were affected by the training. As such, this article highlights the importance of using a broad range of approaches to diversity and inclusion programs, from reducing bias in performance evaluations to changing up hiring practices. Most importantly, the article recommends that organizations should frequently collect and review data to understand how effective their D&I initiatives really are.

Edward H. Chang, Katherine L. Milkman, Laura J. Zarrow, Kasandra Brabaw, Dena M. Gromet, Reb Rebele, Cade Massey, Angela L. Duckworth and Adam Grant. Does Diversity Training Work the Way It's Supposed To? *Harvard Business Review*. 2019.

### **Power and Physician Leadership**

While physician leadership continues to be an evolving topic in healthcare, power remains a less discussed concept in the context of physicians as leaders. Saxena and colleagues demonstrate that leadership and power are closely related and suggest that it is a needed area of attention. In this article, the authors present readers with three models of power, how each contribute to appropriate and inappropriate uses of power, and ways in which abuse of power can be prevented. The authors highlight that physicians can draw upon multiple bases of power based on their expertise, reputation, and networks. As physicians are being promoted to more formal positions of leadership, it will be crucial to understand how physicians can mold leadership into their professional identities, and comfortably accept and utilize their power. Beyond this article's thoughtful review of power in the context of physician leadership, they bring up creative and inclusive approaches to how power can be used to improve healthcare, such as utilizing power to promote well being, and exercising power in a way that brings cross cultural differences into account.

Anurag Saxena, Diane Meschine, Lara Hazelton, Ming-Ka Chan, David A Benrimoh, Anne Matlow, Deepak Dath, and Jamiu Busair. Power and Physician Leadership. *BMJ Leader*. 2019.

### **Effect of a Professional Coaching Intervention on the Well-being and Distress of Physicians**

Professional coaching is used in many industries to improve individual leadership skills, interpersonal relationships, and better self-awareness. Coaching has been one suggested intervention to reduce burnout symptoms among physicians, but very few studies have been carried out to measure its impact on wellbeing. In this study, Dyrbye and colleagues conducted a randomized clinical trial to demonstrate the impact of professional coaching on factors related to physician well-being. The results suggest that professional coaching may reduce physician emotional exhaustion and overall symptoms of burnout while also increasing quality of life and resilience. While the authors

are quick to note that professional coaching should not replace organizational efforts to improve healthcare practice overall, there does seem to be a case for providing professional coaching opportunities to physicians.

Liselotte N. Dyrbye, Tait D. Shanafelt, Priscilla R. Gill, Daniel V. Satele, and Colin P. West. Effect of a Professional Coaching Intervention on the Well-being and Distress of Physicians. *JAMA Internal Medicine*. 2019.

### **When Metrics Replace Strategy: A Cautionary Tale**

Companies work hard to utilize metrics to monitor progress on their goals. While metrics give strategy concreteness, companies may run into trouble when employees begin confusing what is being measured with the metric being implemented. What happens when metrics replace strategy? This is called surrogation, and it can be very harmful to an organization. In this article from *Harvard Business Review*, the authors describe the dangers of surrogation and how to guard against it. The authors provide specific examples on how to prevent surrogation via a case study at Intermountain Healthcare. The article describes how this health system involved all stakeholders in developing a strategy to improve clinical care, as a way to prevent surrogation. Further clarification of surrogation and examples of its dangers are discussed.

Michael Harris and Bill Tayler. Don't let metrics undermine your business. *Harvard Business Review*. 2019.

CONTACT US

*Feel free to pass along this newsletter to your team members and professional network. We value your input and feedback on how to improve this communication. Please send any comments or suggestions you may have or to participate in NCHL's work and learn more:*

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