

What Makes the LENS Experience Unique

Leadership Commitment

Unlike open membership organizations, NCHL welcomes healthcare organizations to participate based on their demonstrated commitment and forward-thinking approaches to healthcare leadership.

High-Impact Outcomes

LENS councils prioritize their work based on what they believe will provide them with the highest impact outcomes in the short term with an eye on long-term outcomes for the field.

Leveraged Resources

LENS council members seek opportunities to share resources and develop inter-organizational programs with other members.

Evidence-Based Data Sharing

The systematic collection of models, metrics, and tools provides a snapshot of current healthcare environments and stimulates discussions on trends and unique areas to develop.

Research Support

Members have access to analytic support and current research related to the development of their leaders.

OVERVIEW

NATIONAL CENTER FOR HEALTHCARE LEADERSHIP

The National Center for Healthcare Leadership (NCHL) is a not-for-profit organization dedicated to ensuring the availability of accountable and transformational healthcare leadership for the 21st century. Its vision is to optimize the health of the public through leadership and organizational excellence. A central part of NCHL's work is supporting the leadership and organizational development agendas of the *Leadership Excellence Networks (LENS)* along with our other two membership programs: the US Cooperative for International Patient Programs (USCIPP) and the National Council on Administrative Fellowships (NCAF). For more information please visit NCHL's website at www.nchl.org.

LEADERSHIP EXCELLENCE NETWORKS (LENS)

LENS is a group of healthcare organizations seeking to advance leadership excellence and organizational effectiveness. LENS organization senior leaders serve on the LENS Steering Committee, and take an active role in prioritizing the initiatives to be addressed each year in the Councils. LENS & Council members include:

LENS Organizations

Aurora Health Care
Boston Children's Hospital
Carilion Clinic
Carolinas HealthCare System
Cone Health
Henry Ford Health System
Memorial Health System
Northwell Health
Partners HealthCare
Rush University Medical Center
Stanford Children's Health
University of Pennsylvania Health System

D&I Council-only Organizations

Bon Secours Health System
Catholic Health Initiatives
Children's Hospital of Philadelphia
Cleveland Clinic
Mount Sinai Health System

TMA Council-only Organization

Princeton HealthCare System

LENS ACTIVITIES

In 2017, LENS Councils include **Diversity and Inclusion**, the **Interorganizational Coaching Council**, **Physician Leadership Development**, and **Talent Metrics and Analytics** (new in 2017). Within the Councils, senior leaders share their learning and experiences to design, develop, benchmark, and evaluate value-added interorganizational resources and programming.

LEADERSHIP EXCELLENCE NETWORKS & COUNCILS

- **LENS Coaching Certification Course** - Launched a coach certification course with Coach Academy International for a cohort of 16 LENS coaches who are being trained in an ICF-certified course with additional training in neuro-linguistic processing. This three session (3 days + 3 days + 2 days) in-person training in Dallas is occurring from January-April 2017. Feedback has been extremely positive and a second cohort is being planned for the Fall 2017
- **Physician-Specific 360 Assessment** - In partnership with J3Personica, a 360-degree assessment tool specifically geared toward physicians will be created and validated for use by LENS member organizations in their physician leadership development endeavors
- **Refresh of the NCHL Healthcare Leadership Competency Model** - In partnership with Select International, along with support from a group of academic, healthcare, and organizational experts, NCHL will be embarking on a refresh of its future-facing competency model
- **Mentorship Matching Process** - Similar to the Coaching Exchange, a pairing process of topical experts from LENS organizations with leaders in need of mentoring at other LENS organizations (e.g., a LENS member looking for a mentor to walk a leader through the Magnet-designation process)

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.

The Interorganizational Coaching Exchange, coaching certification, and other leadership initiatives are available only to full LENS members. Individual Council memberships are available as follows:

- Diversity & Inclusion Council: \$5,000/year
- Physician Leadership Development Council: \$10,000/year
- Talent Metrics & Analytics Council: \$5,000/year

For additional information about LENS and the qualification process, please contact LENS Program Manager Cassia Carter at 312-563-6656 or ccarter@nchl.org.

COUNCILS OVERVIEW

DIVERSITY & INCLUSION COUNCIL

With sponsorship support from Sodexo, the goals of the D&I Council involve **identifying and spreading best practices in pursuing a diverse leadership workforce across LENS members and other organizations**. Over the years, the D&I Council has developed a *Compendium of D&I Scorecard Measures* and a *D&I Succession Planning Toolkit*, *Employee Resource Groups Guidebook*, *Mentoring Program Guide*, and an Unconscious Bias Lunch & Learn module. The Council also has 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, and serving transgender patients.

LEADERSHIP EXCELLENCE NETWORKS & COUNCILS

In 2016, the D&I Council focused on issues such as cultural competence, community partnerships, women in leadership, transgender benefits, equity of care, and employment for returning citizens. The Council also created a national diversity pipeline strategy survey, in conjunction with researchers from the University of Alabama at Birmingham, which is currently open for response. In 2017, the Council will be exploring issues of race relations, benchmarking, the results of the pipeline survey, and other topics of interest to the members.

D&I Council time and resource commitment: Two half-day, 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 Interorganizational Coaching Exchange is an innovative opportunity for leadership development for our LENS members' high potential leaders. Skilled coaches have been associated with high-value improvements in leader skill-sets, and external coaches often appeal to leaders in part due to the lower concern about confidentiality. However, high-quality coaches often exist internally, and would save significant cost versus engaging an external coach.

Within this context, **the Exchange provides cross-organizational executive coaching**, matching internal coaches from one LENS organization with clients from another LENS organization. Clients can request coaches from the LENS coaching pool whenever a coaching need is identified. The Council focuses on designing the Exchange processes, along with developing a Coaching Manual for use in the Exchange. 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 over 8 days in person in Dallas (on a 3+3+2 day schedule) and costs LENS participants a per person discounted rate, which includes all session materials, mentor coaching, and training.

Coaching Council time and resource commitment: Participation in monthly teleconferences and a half-day meeting in conjunction with the annual NCHL conference in November.

PHYSICIAN LEADERSHIP DEVELOPMENT COUNCIL

Since 2103, 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, physician leadership development 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 2017, the PLD Council's interorganizational learning will center on the topics of: physician burnout and wellness, adaptive leadership, dyadic leadership and coaching models with physicians and administrators, and building strong PLD programs. The Council is in process of creating a **physician-specific 360 degree assessment tool** in partnership with a vendor for use among LENS members to benchmark physician strengths and challenges on leadership competencies. The Council is also doing a **curriculum gathering activity** to synthesize our members' current PLD educational opportunities.

LEADERSHIP EXCELLENCE NETWORKS & COUNCILS

PLD Council time and resource commitment: Participation in monthly teleconferences and a half-day meeting in conjunction with the annual NCHL conference in November.

TALENT METRICS & ANALYTICS (new in 2017)

With personnel expenses often exceeding 50 percent of total operating costs, effectively measuring and managing these costs will be essential to the successful pursuit of high-value care. At the same time, both the science and the technologies supporting talent analytics are evolving very rapidly, and identifying the innovations worth paying attention to vs. those that may not be worth adopting can be very difficult.

With the above in mind, LENS has launched a Talent Metrics & Analytics (TMA) Council. Cielo Healthcare, a corporate sponsor of NCHL, has agreed to assist with start-up support. The TMA Council will first focus on understanding how members are currently defining and deploying key talent metrics within their organizations, in areas such as succession planning, leadership development, organizational effectiveness, and organizational design/structure. The Council will then move into examining opportunities for creating shared definitions which could then support defining and more rapidly disseminating particularly promising practices.

TM&A Council time and resource commitment: Participation in monthly teleconferences and a half-day meeting in conjunction with the annual NCHL conference in November.