

## OVERVIEW

### 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

The LENS Steering Committee and Councils prioritize their work based on highest impact outcomes in the short term, with an eye on long-term outcomes for the field.

#### Leveraged Resources

LENS and 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.

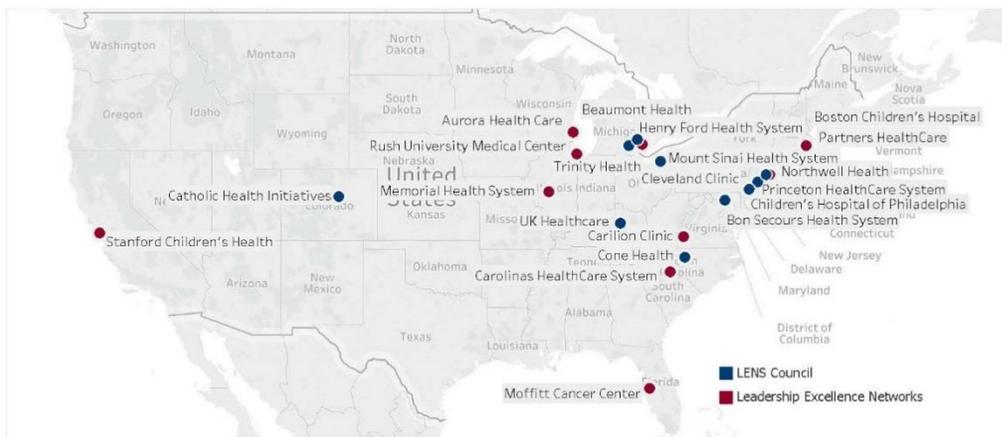
### NATIONAL CENTER FOR HEALTHCARE LEADERSHIP

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 two other 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](http://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. Organizations can join as full-supporting LENS members or as members of individual Councils. LENS and Council members include:

LENS MEMBERS	COUNCIL MEMBERS
Advocate Aurora Health	Beaumont Health
Boston Children's Hospital	Bon Secours Health System
Carilion Clinic	Catholic Health Initiatives
Atrium Health	Children's Hospital of Philadelphia
Henry Ford Health System	Cleveland Clinic
Johns Hopkins Medicine	Cone Health
Memorial Health System	Mount Sinai Health System
Moffitt Cancer Center	Trinity Health
Northwell Health	UK HealthCare
Partners HealthCare	
Rush University Medical Center	
Stanford Children's Health	



# LEADERSHIP EXCELLENCE NETWORKS & COUNCILS

## 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

In 2018, 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 include:

- **LENS Coaching Certification Course** - Brings together up to 18 LENS coaches to receive ICF-certified training, including neuro-linguistic processing training, with Coach Academy International. Feedback from the first two cohorts has been extremely positive. A third cohort may launch in 2018.
- **Refresh of the NCHL Healthcare Leadership Competency Model** - With support from Rush University Medical Center and a group of academic, healthcare, and organizational experts, NCHL has completed its research to create the next future-facing Competency Model 3.0. The Model will be rolled out broadly in 2018.
- **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 will be created for use by LENS member organizations in their physician leadership development endeavors.
- **Best Organizations for Leadership Development (BOLD)** - The biennial National Health Leadership Survey will be released in spring 2018. LENS leadership and Councils provide expertise and insight on the various domains. BOLD award winners will be recognized in November 2018 in Chicago.

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

For additional information about LENS and the qualification process, please contact LENS Program Specialist Chelsea Johnson at 312-563-6356 or [cjohnson@nchl.org](mailto:cjohnson@nchl.org).

# LEADERSHIP EXCELLENCE NETWORKS & COUNCILS

## COUNCILS OVERVIEW

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### 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 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, 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 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 Coaching Council offers an opportunity for leaders to both dive into the strategic importance of coaching in healthcare organizations, and also to utilize the Interorganizational Coaching Exchange. The Exchange is an innovative opportunity for leadership development for our LENS members' high potential leaders. **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. 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 (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. Since that time a second cohort has finished the certification program in 2018 and a third program will launch in 2019.

Coaching Council time and resource commitment: Participation in monthly teleconferences and two educational and planning sessions for continuing coaching education credit 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, 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 centers 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 also did a **curriculum gathering activity** to synthesize our members' current PLD educational opportunities. In 2018, the Council has created a **physician-specific 360 degree assessment tool** for use among LENS members to benchmark physician strengths and challenges on leadership competencies. The pilot for use of the 360 assessment will launch in June.

# 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, & PLANNING**

During 2017, NCHL coordinated an interorganizational network for health system leaders involved with talent metrics and analytics. With sponsorship support from SurePeople and based on member feedback, the group has asked to expand the work of this Council as follows:

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

NCHL proposes that the work of the group will continue into 2018, under a broader mandate that includes both analytics and workforce planning, with the understanding that many in the current group may want to focus primarily on one or the other.

TM&A 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), a full-day meeting in the third quarter of 2018, 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 advance the role, availability, and quality of administrative fellowships and to create a uniform, coordinated, and fair approach to the fellowship application process. The expectations for applicants, graduate program directors, and administrative fellowships are spelled out in a NCAF member-developed *Code of Good Practice*. NCAF membership is included in the full LENS membership.