NATIONAL CENTER for HEALTHCARE LEADERSHIP

2016 HUMAN CAPITAL INVESTMENT CONFERENCE &
GAIL L. WARDEN LEADERSHIP EXCELLENCE AWARD DINNER

CREATING A
BOLD CULTURE

NOVEMBER 15-16, 2016  ■  RITZ-CARLTON CHICAGO

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FOLLOW THE CONVERSATION AT #HCIC2016
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2015 Gail L. Warden Leadership Excellence Award Recipient

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Community Hospital Corporation

MISSION

To be an industry-wide catalyst to ensure that high-quality, relevant, and accountable health management leadership is available to meet the needs of 21st century healthcare.

VISION

Improve the health of the public through leadership and organizational excellence.

NATIONAL CENTER FOR HEALTHCARE LEADERSHIP

Follow us at

@ NCHL_Leadership

NCHLeadership

Recordings of the conference and Gail L. Warden Leadership Excellence Award Dinner will be made available shortly following the conference.

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Executive Director, Peterson Center on Healthcare

Maryjane Wurth  
Chief Strategy & Relationship Officer, American Hospital Association and President & CEO Health Forum

Gail L. Warden  
Senior Advisor, President Emeritus, Henry Ford Health System
Dear Friends and Colleagues,

Welcome to the National Center for Healthcare Leadership’s (NCHL) 2016 Human Capital Investment Conference. We hope our theme “Creating a BOLD Culture” will prove to be informative and provocative as you explore new ways to help your organization excel by infusing it with innovation, collaboration, creativity, and bold thinking.

But just how is a bold culture created? Keynote speaker Douglas Conant, founder of Conant Leadership, will tell us how he did it when he was president and CEO of Campbell Soup Company from 2001 to 2011 and how those lessons can be incorporated into your organization. He is credited with turning around the company by creating a high-trust culture that included employee engagement and leadership development. His keynote will be followed by a panel discussion of health system CEOs whose organizations are leading mission-driven change through economic development in their neighboring communities.

Gregory Carpenter, the James Farley/Booz Allen Hamilton Professor of Marketing Strategy at Northwestern University’s Kellogg School of Management, will offer a keynote discussion on how organizations can align their branding strategies with their cultures, and a panel discussion of healthcare executives will bring to life stories of how innovation is becoming their new reality.

Friday morning will add another layer of innovation to our conference as we recognize the 2016 Best Organizations for Leadership Development, which will include presentations from some of these outstanding healthcare systems. Keynote addresses on Friday from Shideh Sedgh Bina, founding partner of Insigniam, and Eric L. Langhsur, managing partner of Abundant Venture Partners, will keep the discussion of boldness both lively and alive.

Finally, bold is most definitely the right word to apply to the career of Dr. Christine Cassel, this year’s recipient of the Gail L Warden Leadership Excellence Award, who will be honored at Tuesday night’s Award Dinner. Dr. Cassel has been a pioneer in geriatrics, bioethics, and quality improvement and is expected to continue to bring bold thinking to her new role as planning dean of the Kaiser Permanente School of Medicine.

The conference and dinner are an opportunity for you to learn, question, connect with colleagues. And along the way, we hope you will find some bold ideas to help fuel success for you and your organization.

This year, NCHL is introducing a new crystal sculpture that will be given to the recipient of the Gail L Warden Healthcare Leadership Excellence Award. The sculpture features eight individually hand-faceted pieces of crescent-shaped optical crystals that are fastened together to resemble the crest of a wave. The sculpture is forward-looking. It gives physical representation to the rapid waves of change that are encompassing healthcare. The overlapping crystal layers reflect our field’s interconnectedness and the cooperation and collaboration that will be needed throughout the healthcare ecosystem and amongst community leaders to achieve future success.

Thank you for sharing your time with us.

R. Timothy Rice
President & Board Chair
National Center for Healthcare Leadership

Andrew N. Garman, PsyD
CEO, National Center for Healthcare Leadership
Professor, Health Systems Management
Rush University
2016 Gail L. Warden Leadership Excellence Award Recipient:

Christine K. Cassel, MD
Planning Dean, Kaiser Permanente School of Medicine

Thank you for your pioneering work, contributions and dedication to improving the quality of healthcare.

Modern Healthcare is the industry’s leading source of healthcare business and policy news, research and information.
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<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>9:00 AM</td>
<td><strong>LEADERSHIP EXCELLENCE NETWORKS (LENS) WORKSHOPS (invitation only)</strong></td>
<td>Vendome</td>
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<td>1.</td>
<td>I. UTILIZING TALENT ANALYTICS AND METRICS TO MAKE BETTER WORKFORCE DECISIONS</td>
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<td><strong>Vendome</strong></td>
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<td>Health systems around the country are effectively using data to drive clinical decisions but are still struggling on how to best use employee data to drive talent decisions. Join two thought leaders from Willis Towers Watson who have decades of experience helping organizations around the country with determining the “right” talent metrics, using analytics to tell compelling stories, driving action around human capital. This will be an interactive session focused on sharing best practices as well as tips for overcoming common barriers and pitfalls.</td>
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<td>Helen Friedman, Workforce Analytics &amp; Planning, Global Practice Leader, Willis Towers Watson</td>
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<td>Rick M. Sherwood, Client Relationship Director, Willis Towers Watson</td>
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<tr>
<td>11:30 AM</td>
<td><strong>NCHL BOARD-SPONSORED LUNCH (invitation only)</strong></td>
<td>Salon</td>
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<td>12:30 PM</td>
<td><strong>OPENING REMARKS</strong></td>
<td>Ballroom</td>
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<td>R. Timothy Rice, CEO Emeritus, Cone Health and President &amp; Chair, National Center for Healthcare Leadership</td>
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<td>Jeff Paulson, CEO, Sodexo Healthcare</td>
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<td>12:45 PM</td>
<td><strong>KEYNOTE: LEADING IN THE 21ST CENTURY</strong></td>
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<td>The importance of leadership to transform an organization and engage the culture is indisputable. As the president &amp; CEO of Campbell Soup Company, Mr. Conant dramatically reversed a precipitous decline in market value and low employee engagement to create a culture that allowed Campbell Soup to be consistently ranked among the best among Fortune 500 companies. Having overcome career setbacks and personal challenges along the way, hear how Mr. Conant’s “in-the-trenches” expertise re-energized a low-engagement culture through leadership.</td>
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<td>Douglas R. Conant, Founder, ConantLeadership and former Fortune 500 CEO</td>
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<td>1:30 PM</td>
<td><strong>PANEL DISCUSSION: BOLDLY LEADING MISSION-DRIVEN CHANGE</strong></td>
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<td>Hospitals and health systems are looking to reach outside the bounds of their operations to address social factors that contribute to poor health outcomes, engage in their communities more fully, and play an expanded role in improving the health of the population. Three system CEOs will discuss how they are boldly leading their organizations to be more externally focused on the opportunities and challenges within their communities. Join our panel to examine ways mission-driven leaders reorient their resources to focus on local supply chain opportunities, employment and workforce development, and community investment to improve economic conditions within the communities they serve.</td>
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<td>Moderator: James Hamblin, MD, Senior Editor, The Atlantic</td>
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<td>Nancy Howell Agee, President &amp; CEO, Carilion Clinic</td>
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<td>Larry J. Goodman, MD, CEO, Rush University Medical Center</td>
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<td>Nancy M. Schlichting, CEO, Henry Ford Health System</td>
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<td>2:30 PM</td>
<td><strong>TABLE DISCUSSION &amp; INSIGHTS</strong></td>
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<td>2:45 PM</td>
<td><strong>NETWORKING BREAK</strong></td>
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3:00 PM
KEYNOTE: BUILDING AN EXTRAORDINARY BRAND
Leaders sometimes fail to recognize the urgency to change the culture and create a movement within their company. The biggest challenge most organizations face is “transforming themselves from hierarchical and centralized to more collaborative and trusting.” Mr. Carpenter will discuss the importance of creating a shared vision to harness the organizational culture as the organization’s brand. Digital media allows organizations to create and share communal experiences that help align the culture and the brand, while delivering a message that customers value.
Gregory S. Carpenter, PhD, James Farley/Booz Allen Hamilton Professor of Marketing Strategy, Northwestern University Kellogg School of Management

3:45 PM
PANEL DISCUSSION: INNOVATING A HEALTHCARE CULTURE
Creating an innovative culture requires more than just vision; it requires hard work, insight, communication, and discipline. Social norms within an organization are difficult to change, but it is necessary to do so in order to allow for the adoption of new ways of thinking and doing things. Learn from three leaders who will address this topic from very different vantage points. We will hear from a senior executive who is creating an innovative culture across nearly 90 hospitals; an expert who focuses on the importance of culture change to improve patient safety and quality; and an architect who focuses on research to show the effects of physical space and design on culture and outcomes.

Moderator: Joan H. Evans, Executive Vice President, Innovation & Transformation, Cone Health
Anna Marie Butrie, RN, Chief Innovation Officer, Trinity Health
Maleek Jamal, PhD, Chief Strategy Officer, Safe and Reliable Healthcare
Lorissa MacAllister, PhD, President, Enviah

4:45 PM
TABLE DISCUSSION & INSIGHTS

5:00 PM
CLOSING REMARKS
Richard J. Umbdenstock, 2015 Gail L. Warden Leadership Excellence Award Recipient

2016 BEST ORGANIZATIONS FOR LEADERSHIP DEVELOPMENT

BOLD AWARDEES

Banner Health
Carilion Clinic
Carolinas HealthCare System
Duke Regional Hospital
Henry Ford Health System
Memorial Health System
Northwell Health
Penn Medicine
Stanford Children’s Health / Lucile Packard Children’s Hospital Stanford
Tenet Healthcare

ORGANIZATIONS OF DISTINCTION

Aurora Health Care
BayCare Health System
Cleveland Clinic
Cone Health
Deaconess Health System
Magee Rehabilitation Hospital
Palmetto Health
Renown Health
Yale New Haven Health

NATIONAL CENTER FOR HEALTHCARE LEADERSHIP
AGENDA | HUMAN CAPITAL INVESTMENT CONFERENCE

WEDNESDAY, NOVEMBER 16, 2016

HUMAN CAPITAL INVESTMENT CONFERENCE: CREATING A BOLD CULTURE | DAY 2

7:30 AM WELCOME & BREAKFAST
  Andrew N. Garman, PsyD, CEO, National Center for Healthcare Leadership

8:15 AM AWARD RECOGNITION: 2016 BEST ORGANIZATIONS FOR LEADERSHIP DEVELOPMENT (BOLD)
  Jill Schwieters, President, Cielo Healthcare
  R. Timothy Rice, CEO Emeritus, Cone Health and President & Chair, National Center for Healthcare Leadership

8:50 AM KEYNOTE: IS YOUR CULTURE EATING YOUR STRATEGY FOR BREAKFAST?
  Every healthcare system has a strategy, but more often than not, even the best strategies go awry. However, when your culture is directly supporting the strategy, even in the most turbulent of times, your people will be taking the right actions and delivering on the desired outcomes. Ms. Bina will address what constitutes culture, the impact of your culture, and insight into key lessons learned from culture initiatives.

Shideh Sedgh Bina, Founding Partner, Insigniam

BOLD PRESENTATIONS

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<th>Changing Mindsets</th>
<th>Cultivating Talent</th>
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<td>CHANGING MINDSETS</td>
<td>CULTivating Talent</td>
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<td>Ballroom</td>
<td>Salon</td>
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<td>Moderator: Michael P. Wright, EdD, Vice President, Diversity &amp; Health Equity, Northwell Health</td>
<td>Moderator: Andrew N. Garman, PsyD, CEO, National Center for Healthcare Leadership</td>
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9:40 AM ACHIEVING EQUITY THROUGH A STRATEGIC FOCUS ON DIVERSITY
  Le Joyce K. Naylor, Chief Diversity & Inclusion Officer, Cleveland Clinic
  Dexter Nolley, CHRO, Duke Regional Hospital

10:15 AM TEACHING DESIGN THINKING TO ENHANCE LEADER ENGAGEMENT
  Jeremy Falke, Vice President of Talent, Culture & Performance Systems, Tenet Healthcare

10:40 AM NETWORKING BREAK

10:55 AM BUILDING THE FOUNDATION FOR MINDFUL LEADERSHIP
  Laura Gottlieb, Director, Enterprise Learning & Development, Stanford Children’s Health

11:25 AM KEYNOTE: DEVELOPING YOUR BOLD SELF
  For good or bad, culture at work regulates the norms of our work life; however, even in a great culture, the demands of our jobs and the pressures of our daily life can make us feel anxious and stressed. Hear from Mr. Langshur how we can rewire our brains to increase focus, engagement, and resilience in order to improve our lifelong wellbeing. This session will leave you better able to build stronger relationships at work and at home.

Eric L. Langshur, Managing Partner, Abundant Venture Partners, and New York Times Best Selling Author of Start Here: Master the Lifelong Habit of Wellbeing

12:15 PM FAREWELL
CONGRATULATIONS

to one of health care’s
leading minds

Dr. Christine Cassel
2016 Gail L. Warden
Leadership Excellence
Award Recipient

Thank you for pointing the way
to a better future.

We’re proud to support your mission

Vizient™ is proud to support the National Center for Healthcare Leadership (NCHL) for the 2016 Gail L. Warden Leadership Excellence Award

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PREMIER CONGRATULATES

DR. CHRISTINE CASSEL

Winner of the
2016 Gail L. Warden Leadership Excellence Award

Thank you for your dedication to improving the health of our nation.

Improving the standards of care

We celebrate the work of the National Center for Healthcare Leadership and its continued efforts to make strides in improving the standards of public healthcare through relevant, high-quality leadership in patient care.

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GAIL L. WARREN LEADERSHIP EXCELLENCE AWARD

TUESDAY, NOVEMBER 16, 2016

GAIL L. WARREN LEADERSHIP EXCELLENCE AWARD DINNER AGENDA

Music provided by The Arlen Music Production

5:15 PM AWARD RECEPTION
6:00 PM WELCOME
R. Timothy Rice, CEO Emeritus, Cone Health Department of Health Services Administration and President & Chair, National Center for Healthcare Leadership
Christy Harris Lemak, PhD, Department Chair, University of Alabama at Birmingham

6:15 PM OPENING REMARKS
Fawn Lopez, Publisher & Vice President, Modern Healthcare

6:30 PM INTRODUCTION OF 2016 AWARD RECIPIENT
Kathryn J. McDonagh, PhD, RN, Executive Coach and Co-Chair, NCHL Selection Committee

6:40 PM AWARD RECIPIENT’S REMARKS
Christine K. Cassel, MD, Planning Dean, Kaiser Permanente School of Medicine

7:00 PM REFLECTION & DINNER
Robert G. Riney, COO, Henry Ford Health System

8:00 PM CLOSING REMARKS
Andrew N. Garman, PsyD, CEO, National Center for Healthcare Leadership

POST-DINNER RECEPTION | cash bar
Deca Bar (Lobby)

NATIONAL CENTER FOR HEALTHCARE LEADERSHIP
GAIL L. WARREN LEADERSHIP EXCELLENCE AWARD

NCHL named the award in honor of Gail L. Warden, founding chairman of the NCHL Board, President Emeritus of Henry Ford Health System, and one of healthcare’s foremost leaders. This distinction is made in recognition of his remarkable accomplishments as an innovator in healthcare delivery, community wellness, and health policy, and as a mentor and inspiration to future generations. Gail has truly been a force for change in healthcare. This enduring tribute is in recognition of his legacy of leadership.

PAST LEADERSHIP AWARD RECIPIENTS

2016  Richard J. Umbdenstock
former President & CEO, American Hospital Association

2014  Nancy Schlichting
CEO, Henry Ford Health Systems
Glenn D. Steele, Jr., MD, PhD
former President & CEO, Geisinger Health System

2013  John W. Bluford III
President Emeritus, Truman Medical Centers

2012  Mitchell H. Katz, MD
Director, Los Angeles County Department of Health Services
Margaret E. O’Kane
President, National Committee for Quality Assurance

2011  Michael J. Dowling
President & CEO, Northwell Health

2010  Robert H. Brook, MD, ScD
Distinguished Chair, RAND Health, Professor of Medicine & Health Services, UCLA, Director, UCLA/Robert Wood Johnson Clinical Scholars Program

2009  Denis A. Cortese, MD
former President & CEO, Mayo Clinic

2008  Patricia A. Gabow, MD
former CEO, Denver Health

2007  Thomas M. Priselac, MPH
President & CEO, Cedars-Sinai Health System

2006  Richard J. Davidson
former President, American Hospital Association
Gary A. Mecklenburg
former President & CEO, Northwestern Memorial HealthCare

2005  William H. Nelson
former President & CEO, Intermountain Healthcare
ANNA MARIE BUTRIE, RN

Anna Marie Butrie is a nurse and vice president of innovation at Trinity Health. Ms. Butrie has been at Trinity Health since 2003 in multiple positions. Ms. Butrie currently leads the system’s first innovation program that focuses on bringing new products and services to the market by providing operating and capital funding to prototype and replicate new breakthrough ideas across the system. In Ms. Butrie’s most recent position as vice president of strategy management and operations improvement at Catholic Health East (CHE), she led the development of regional and system strategies that positioned the organization for ACA, health exchanges, and population health. She guided regional leadership in strategy formation and service development. Ms. Butrie was selected by the Centers of Medicare and Medicaid (CMS) in 2012 as one of 70 individuals across the country to be an innovation advisor for CMS. She has over 25 years of clinical, educational and operational experience in community teaching hospitals, academic medical centers, and integrated delivery systems. Ms. Butrie received a Master of Science degree in nursing and a Master of Arts degree in public health from Columbia University as well as a Bachelor of Science degree in nursing from the University of Pennsylvania.
**GREGORY S. CARPENTER, PhD**

Greg Carpenter is a James Farley/Booz Allen Hamilton professor of marketing strategy, director of the Center for Market Leadership, and a faculty director of the Kellogg Markets and Customers Initiative. Previously, Dr. Carpenter served on the faculty of UCLA, Columbia University, and Yale University. Dr. Carpenter focuses on understanding how organizations create competitive advantage through marketing strategy. As faculty director he fosters research, teaching, and engagement on topics that cross traditional academic boundaries. As academic director of Kellogg’s Chief Marketing Officer program, he works to prepare executives for the challenging role of CMO. Dr. Carpenter’s most recent book, based on award-winning research, *Resurgence: The Four Stages of Marketing Focused Reinvention*, examines how organizations become more customer-focused to enjoy renewed advantage and success. Dr. Carpenter’s contribution to the field was recognized with numerous awards from the American Marketing Association. His research has been featured by *Harvard Business Review*, *Financial Times*, and National Public Radio. Lawyers arguing before the United States Supreme Court have cited it. Carpenter received a BA and MBA from Ohio Wesleyan University, and MA in philosophy and PhD from Columbia University.

**CHRISTINE K. CASSEL, MD**

Chris Cassel is the planning dean of Kaiser Permanente School of Medicine and the 2016 Gail L. Warden Leadership Excellence Award recipient. Previously, she served as president and CEO of the National Quality Forum. Dr. Cassel is a leading national expert in geriatric medicine, medical ethics, health policy, and quality of care. She is one of 20 scientists chosen by President Obama to serve on the President’s Council of Advisors on Science and Technology (PCAST), which advises the President on science, technology, and innovation relevant to responsible and effective policy. Among her many professional achievements and honors, Dr. Cassel is a member of the Institute of Medicine, was president of the American College of Physicians, chair of the American Board of Internal Medicine, president of the American Federation for Aging Research, and was a member of the Advisory Committee to the Director at the National Institutes of Health. She has served on the boards of directors of Kaiser Foundation Health Plan and Hospitals, Premier Inc., and the Greenwall Foundation.

**DOUGLAS R. CONANT**

Doug Conant is the founder of ConantLeadership and a former Fortune 500 CEO with over 40 years of leadership experience at world-class global companies. He is passionate about helping leaders deliver superior performance with high-impact leadership practices. Mr. Conant began his career in marketing at General Mills, held leadership positions in marketing and strategy at Kraft, and served as president of the Nabisco Foods Company. In 2011, Mr. Conant founded ConantLeadership—a mission-driven community of leaders and learners who are championing leadership that works in the 21st century. From 2001 to 2011, Mr. Conant served as CEO and president of the Campbell Soup Company. He dramatically transformed the global leadership team, reconfigured the portfolio, cut costs, revolutionized the culture, and made integral strategic investments at Campbell Soup. These efforts resulted in cumulative shareholder returns in the top tier of the global food industry. Dr. Conant is a *New York Times* bestselling author of *Touchpoints: Creating Powerful Leadership Connections in the Smallest of Moments*.

**CONAN DICKSON, PhD**

Conan Dickson serves as the senior director of business development and strategy at the Johns Hopkins Medicine Community Division, which includes three community hospitals, ambulatory facilities, and affiliation relationships. Dr. Dickson has been at Johns Hopkins for 20 years in various roles, more recently as chief of staff at Sibley Memorial Hospital, administrator of operations support for Johns Hopkins Health System, and administrator of medical affairs for the Johns Hopkins Hospital. He has been the program director of the JHM Administrative Fellowship for ten years. Dr. Dickson earned a doctorate degree in health services research from Johns Hopkins University, a master’s degree from Yale University, and bachelor’s degrees in health system management and accounting from Auburn University. He is a fellow in the American College of Healthcare Executives. He holds a faculty appointment in the Johns Hopkins Bloomberg School of Public Health.

**JOAN H. EVANS**

Joan Evans is executive vice president of innovation & transformation at Cone Health. Ms. Evans’ work at Cone Health involves work in cultural change, organizational development, leadership development, and succession planning. Ms. Evans joined Cone Health in 1981 as a physical therapist. She has since served in various roles including vice president of rehabilitation, vice president of health services, and chief learning officer. Ms. Evans earned her MBA degree from the University of North Carolina at Greensboro and a BS in physical therapy from the Medical College of Virginia at Virginia Commonwealth University. She is also a graduate of the NeuroLeadership Institute™ with a certification in neuroleadership. Ms. Evans is a member of the American Society of Training and Development, the American College of Healthcare Executives, and the American Society for Healthcare Human Resources Administration. She serves on the Elon University Board of Advisors and the boards of the Greensboro Science Center and the Health Share Credit Union.
JEREMY FALKE
Jeremy Falke serves as vice president of talent, culture, and performance systems at Tenet Healthcare. In this role, he leads the company’s talent and culture programs and oversees overall talent planning and internal succession planning. Mr. Falke’s key responsibilities include facilitating the company’s executive peer resource groups and councils as well as Tenet’s employee engagement programs—including the Tenet Care Fund and Tenet Hero program. Mr. Falke leads the team that delivers the Tenet Balanced Scorecard and Annual Incentive Plan Scorecard, along with all people data reporting and analytics. Mr. Falke has worked in leadership positions in healthcare human resources and operations for 19 years. Previously within Tenet Healthcare, Mr. Falke served as senior director of human resources (HR) strategic operations. Prior to that role, he served as the chief HR officer at Creighton University Medical Center. Mr. Falke received a BA in business management and an MBA from the University of Nebraska – Omaha.

HELEN FRIEDMAN
Helen Friedman is the director and global leader of workforce analytics and planning for Willis Towers Watson in New York, NY. She is Willis Towers Watson’s key thought leader supporting the development of strategic offerings and technology for global workforce dashboards, analytics, and planning. Ms. Friedman has 30 years of experience in leading and supporting client efforts across a broad array of analytics, including workforce planning and optimization, dashboards and reporting, site selection and labor market analysis, and total rewards strategy. She has implemented sophisticated statistical modeling techniques to uncover drivers of key organizational outcomes. In the HR consulting community, she is known as a thought leader, who has worked with large, multinational organizations in a number of industries, including defense, energy, financial services, healthcare, high tech, hospitality, specialty materials, and retail. Ms. Friedman’s work has been published in national journals, including the Journal of Organizational Excellence, as well as been quoted in The New York Times, Yahoo Finance, CFO.com and other well-known media outlets. Ms. Friedman earned her BA in mathematics at Haverford College and an MBA with highest honors at Columbia Business School in finance and management.

ANDREW N. GARMAN, PsyD
Andy Garman is CEO of the National Center for Healthcare Leadership and is a professor in the Department of Health Systems Management at Rush University. He is coauthor of three books, Exceptional Leadership: The Healthcare C-Suite: Leadership Development at the Top; and The Future of Healthcare: Global Trends Worth Watching (Health Administration Press). Dr. Garman is a three-time recipient of the American College of Healthcare Executives’Health Management Research Award, and has received support from the Agency for Healthcare Research and Quality. His professional experience includes roles at the Federal Reserve Bank of Chicago, Illinois Institute of Technology, University of Chicago, and Illinois Department of Mental Health. Dr. Garman received a PsyD in clinical psychology from the College of William & Mary/Virginia Consortium, an MS in human resource development from the Illinois Institute of Technology, and a BS in psychology from Pennsylvania State University.

LARRY J. GOODMAN, MD
Larry Goodman is the CEO of Rush University Medical Center in Chicago. He also serves as president of Rush University, president of the Rush System for Health, and principal officer of the Rush Board of Trustees. Prior to being named president and CEO, Dr. Goodman was senior vice president for medical affairs at Rush University Medical Center and the Henry R. Russe Dean of Rush Medical College. Dr. Goodman has published in such prestigious publications as the Journal of the American Medical Association and the Journal of Infectious Diseases. His research has focused on infectious diseases, particularly gastrointestinal infections in HIV-positive patients. Dr. Goodman is also known for promoting innovation in medical education, and has written extensively about such issues as curricula and how students select a specialty for residency training. Dr. Goodman received his medical degree from the University of Michigan Medical School in 1976, having graduated with distinction from the University of Michigan’s undergraduate program. He came to Rush University Medical Center in 1977 as a resident in the Department of Internal Medicine. He was named chief resident in 1979. He subsequently completed a fellowship in infectious disease and joined the faculty and staff. On a national level, Dr. Goodman has served as a site survey team member for the Liaison Committee on Medical Education, which accredits medical schools.

LAURA GOTTLIEB
Laura Gottlieb is the director of enterprise learning & development at Stanford Children’s Health / Lucile Packard Children’s Hospital Stanford. She is a seasoned HR learning and development professional with 20+ years of experience in industries ranging from healthcare, high-tech, financial services, publishing, and higher education. At Stanford Children’s, Ms. Gottlieb acts as a trusted adviser to the senior leadership team providing deep expertise in designing, executing, and communicating compelling leadership and workforce development strategies fully aligned with enterprise goals. She creates, influences, and implements large-scale, enterprise-wide initiatives; designs and facilitates leadership development programs tied to key business outcomes; and routinely coaches business leaders on strengthening their relationships, clarifying their decision-making, and building dynamic teams. Ms. Gottlieb is personally and professionally committed to elevating the “human experience” for patients and families and the extraordinary people who care for them. Ms. Gottlieb is an ALCN certified coach and earned her Master of Arts degree in education from Boston University.
**SPEAKER BIOS**

**JAMES HAMBLIN, MD**
Jim Hamblin is a writer and senior editor at *The Atlantic* magazine. He previously worked as a radiologist at the University of California, Los Angeles Medical Center before he decided to leave the medical profession and work in media. Dr. Hamblin joined *The Atlantic* as editor of its health channel in 2012. He hosts the video series *If Our Bodies Could Talk*, for which he was a finalist in the Webby Awards for Best Web Personality. He was a past Yale University Poynter Fellow in journalism, and he has lectured at Harvard Medical School, Wharton Business School, Columbia Mailman School of Public Health, and SXSW, among others. Dr. Hamblin’s writing and videos have been featured by *The New York Times, Politico* magazine, *Bon Appétit, Comedy Central, NPR, BBC, MSNBC, New York, and The Awl. Time Magazine* named him among the 140 people to follow on Twitter, Greatist named him among the most influential people in health media, and *BuzzFeed* called him “the most delightful MD ever.” Dr. Hamblin’s forthcoming first book is titled *If Our Bodies Could Talk*. Dr. Hamblin earned his MD degree from Indiana University.

**RUSSELL HULLSTRUNG, RN**
Russell Hullstrung is the director of e-learning education at Yale New Haven Health. Mr. Hullstrung joined Yale New Haven Health’s Institute for Excellence (IFE) in May 2011. He works with the IFE team to integrate e-learning opportunities into educational initiatives throughout the Yale New Haven Health. Mr. Hullstrung ensures self-authored e-learning modules reflect instructional design standards and meet their publishing requirements. Mr. Hullstrung has led, co-led, and consulted on numerous leadership development and leadership continuity initiatives. He has several years of experience in executive coaching and is certified through the International Coaching Federation. Prior to joining the IFE, Mr. Hullstrung worked at Bridgeport Hospital, one of Yale New Haven’s delivery networks. He served as the coordinator of the organization development and education department. Mr. Hullstrung was also an active member in establishing the hospital’s shared governance model. He received his bachelor’s degrees in healthcare administration and nursing, master’s degree in public administration, and post master’s certificate in educational technology and instructional design.

**MALEEK JAMAL, PhD**
Maleek Jamal is the chief strategy officer of Safe & Reliable Healthcare. Over the course of his strategy consulting career, he has worked closely with David Pecaut, Clay Christensen, and Dr. Allan Frankel to develop models of disruptive innovation and culture change, eventually applying them for clients such as Mayo Clinic, Apple, Tesla, Pfizer, CVS, and the University of California. Currently, Dr. Jamal leads Safe & Reliable Healthcare’s national collaborative with Duke University to link efforts to assess and design culture change with the creation of new clinical and financial value. His professional experience includes roles as an advisor to CMS Center for Clinical Standards and Research Quality, the California Hospital Association’s Healthcare Quality Institute, and the Boston Consulting Group’s Global Strategy Institute. He is a lecturer at McGill University Department of Medicine in Montréal where he completed his training and research. Dr. Jamal earned a PhD in Regenerative Medicine from McGill University.

**ERIC L. LANGSHUR**
Eric Langshur is the co-founder of Abundant Venture Partners, a purpose-based incubator focused on improving the human condition by creating companies that improve human wellness, human performance, and human engagement. He also serves as the co-founder and CEO of AVIA and as a values-based entrepreneur. Mr. Langshur was an early leader in the social media field, as founder of CarePages, which he built to become the world's largest healthcare social networking website. Following the sale of CarePages to Steve Case, he founded Rise Health, a venture-backed healthcare digital technology company recently sold to Best Doctors. Mr. Langshur’s ventures focus on delivering meaningful impact and transformative change to our health system. His current entrepreneurial roles include co-founder and director of LIFE CrossTraining and PatientWisdom and director of Healthfinch, PUSH Wellness, The Abundancy, and Transparent Media Partners. Before transitioning to values-based entrepreneurship, Eric held top corporate executive positions at United Technologies Corporation and Bombardier Aerospace. Eric is also a *New York Times* best-selling author of his book, *Start Here: Master the Lifelong Habit of Wellbeing*. Eric holds an MBA from Columbia University.

**CHRISTY HARRIS LEMAK, PhD**
Christy Lemak is program chair of the University of Alabama Birmingham's Department of Health Services Administration and board chair of the Association of University Programs in Health Administration. Formerly, Dr. Lemak was associate professor and director of the Griffith Leadership Center at the University of Michigan. Dr. Lemak’s teaching, research, and practice focus on how leadership and organizational structure can lead to high performance in healthcare. She is a past chair of the Academy of Management Health Care Management Division. Dr. Lemak was previously the Michael O. and Barbara Bice Professor of Health Services Research, Management and Policy at the University of Florida and a director at the Sachs Group. Dr. Lemak holds a PhD in health services organization and policy from the University of Michigan, MHA and MBA from the University of Missouri-Columbia, and a BS in health planning and administration from the University of Illinois.
FAWN LOPEZ

Fawn Lopez is publisher and vice president of Modern Healthcare and Modern Physician. Ms. Lopez’s previous work includes, associate publisher to Modern Healthcare, national advertising director of Crain’s Chicago Business, and advertising director of the Kansas City Business Journal. Ms. Lopez received a bachelor’s degree in business administration with an emphasis in marketing from the University of Missouri and participated in graduate studies at Webster University in Kansas City. Currently, Ms. Lopez serves as a board member of the Asian Health Care Leaders Association (AHCLA), The American Heart Association-Chicago, The Heartland Alliance, and the Dean’s Advisory Board at DePaul University, School of Communication. Additionally, Ms. Lopez is a member of the Women Business Leaders of the US Healthcare Industry Foundation, Chicago United, Executives Club of Chicago, and the Economic Club of Chicago. She has served as a consultant for Junior Achievement, chaired the sponsorship committee for the American Cancer Association, and was a chair member of the luncheon committee of the Kansas City Chamber of Commerce.

LORISSA MACALLISTER, PhD

Lorissa MacAllister is the president of Enviah, a company that develops ways to align built environments with operations by removing barriers that work against staff success and patient satisfaction. Dr. MacAllister is a thought leader in her field, who blends her healthcare and architectural expertise to pioneer a unique approach to design in the healthcare industry and beyond. With a background in architecture and medical social work, Dr. MacAllister is interested in the way people interact with—and are affected by—the physical environment. She has led operational assessments, and facilitated integrating people and place with a clear process for some of the largest healthcare systems in the country. Her research focuses on exploring direct outcome measures such as H-CAHPS scores and effectiveness and productivity. Dr. MacAllister serves on many national boards, to develop a way to standardize the process of creating environments for health. Dr. MacAllister holds a PhD in architecture, culture and behavior from Georgia Institute of Technology.

KATHRYN J. MCDONAGH, PhD, RN

Kathy McDonagh is a certified executive coach, author, and speaker. She has extensive experience as a healthcare executive including CEO of hospital/health systems and governing board director across the country. Dr. McDonagh has published extensively and speaks at national conferences on topics such as governing board effectiveness, women’s leadership, population health improvement, equity of care, and patient safety. Her current board positions include the American Hospital Association Center for Healthcare Governance and the National Center for Healthcare Leadership. She is a fellow of the American College of Healthcare Executives and a fellow at the Grifﬁth Leadership Center at the University of Michigan School of Public Health. Dr. McDonagh has won a National Cable Television Award (Telly Award) in 2000 as host and creator of the program, Focus on Health. Dr. McDonagh is a graduate of Providence Hospital School of Nursing in Southﬁeld, Michigan, the University of Detroit, and the University of Michigan in Ann Arbor. Dr. McDonagh received a Doctor of Philosophy degree in health sciences from Touro University International. Her dissertation research was about healthcare governing boards and their impact on hospital performance.

JOSEPH MOSCOLA

Joe Moscola serves as the senior vice president and chief people ofﬁcer at Northwell Health. He is also responsible for Northwell Health’s human resources. In his role, Mr. Moscola provides initiatives to develop the health system’s workforce to enhance its productivity, drive change and accountability, and strengthen employee engagement. Mr. Moscola has held a number of positions throughout the system, most recently as senior vice president and executive director of ambulatory operations. In that role, he led operations for the $1.1 billion business, which included Ambulatory Services, working with the clinical and administrative service line leadership, Northwell Health Physician Partners leadership, and Clinical Joint Ventures. Mr. Moscola helped the Northwell Health physician partners achieve a “silver level of distinction” from the Regional Baldrige Performance Excellence Committee. He has also been responsible for leading efforts to successfully integrate several clinical joint ventures, expanding the ambulatory footprint. Mr. Moscola began his career as a physician assistant in cardiothoracic surgery. Mr. Moscola received a BS from St. John’s University, an MBA from Adelphi University, and a physician assistant certiﬁcate from Catholic Medical Centers–Bayley Seton Campus.

LE JOYCE K. NAYLOR

Le Joyce Naylor is the chief diversity and inclusion ofﬁcer at Cleveland Clinic. Ms. Naylor oversees Cleveland Clinic’s ten resource groups and diversity councils for each of its divisions. Previously she served as a division administrator for Human Resources. Prior to joining Cleveland Clinic, Ms. Naylor held numerous leadership roles in human resources, diversity management, corporate relations, and public relations, including senior manager at Pinnacle Leadership Consulting and manager of diversity and corporate ethics at the Lubrizol Corporation. Ms. Naylor is a member of the Membership Impact Committee of the Greater Cleveland Partnership’s Commission on Economic Inclusion and of the advisory council of the Cleveland chapter of the National Society of Hispanic MBAs. She received both her BS degree in business administration and a MS degree in human resources management from Cleveland State University.

NATIONAL CENTER FOR HEALTHCARE LEADERSHIP
SPEAKER BIOS

DEXTER NOLLEY
Dexter Nolley is the chief human resources officer for Duke Regional Hospital, a 369 bed Magnet hospital with over 1,800 FTEs. Mr. Nolley has more than 20 years of experience in human resources, including employee relations, mediation, performance management, team building, and training and development. Mr. Nolley joined Duke’s staff and labor relations in 2000, and most recently became divisional chief human resources officer for Duke Primary Care. Mr. Nolley’s key responsibility includes the optimum utilization of the human resources staff at Duke Regional Hospital. This is accomplished by planning, directing, and evaluating care delivery, implementing quality measures, and monitoring levels of success via a balanced score card and the strategic operating plan. Mr. Nolley serves on a wide array of committees such as Duke Regional Hospital, Duke University Heath System, and in the community, as well as professional organizations, like the Society for Human Resources Management. Mr. Nolley holds a Bachelor of Arts degree in communication from Mercer University and a Master of Education in Counseling from Georgia Southern University.

STEPHANIE NORLING
Stephanie Norling is the managing director of Communities of Excellence 2026. After graduating with a BA in anthropology from Tufts University, Ms. Norling joined the Institute for Healthcare Improvement (IHI) in Boston. At IHI, she was first introduced to the Baldrige Criteria as a project coordinator supporting their many quality improvement initiatives. Ms. Norling saw the powerful effect this framework had on transforming health systems, and recognized its potential for our communities. In 2001, Ms. Norling moved to San Diego where she spent the next 12 years at the San Diego Zoo and Safari Park, the operations department, and later taking a lead role in the Elephant Department at the San Diego Zoo’s Safari Park. In 2012, Ms. Norling received an MBA and a certificate in nonprofit management from the University of San Diego. She recently completed her second year on the National Board of Baldrige Examiners. Ms. Norling is an active member of her community in San Diego with extensive volunteer history.

KEVIN L. PATTERSON, EdD
Kevin Patterson is director of talent management and leadership development for Banner Health in Phoenix. His team oversees the development of leadership culture and strategy for all levels of leaders across the system. Mr. Patterson has over 12 years of experience in learning and development and has steered leadership development efforts in healthcare, technology, and education. In his current role, Mr. Patterson has created business and leadership-focused simulations to provide real world immersion and learning for clinical and nonclinical leaders. His team has revolutionized how Banner Health leads succession planning and talent management. In his role, Mr. Patterson has created key partnerships with leaders in the field to collaboratively create a leader-led development culture at Banner Health. He is a certified Korn-Ferry Lominger Competency Architect, and facilitates curriculum from Franklin-Covey, Emergenetics, Essi Systems Emotional Intelligence, FKA Performance Consulting, Ken Blanchard’s Situational Leadership, DISC behavioral instrument, and ProSci Change Management. Mr. Patterson holds a doctorate in education in curriculum and instructional design, a master’s degree in organizational psychology, and bachelor’s degree in business management.

JEFF PAULSON
Jeff Paulson is CEO of Sodexo Healthcare and leads teams across the US marketplace as a member of Sodexo’s global leadership team. Mr. Paulson has been with Sodexo since 1981 in a variety of roles including operations and business development in both the university and the healthcare segments. He is a board member with the National Center for Healthcare Leadership and a dedicated leader in both Sodexo’s and NCHL’s diversity and inclusion journey. Previously, Mr. Paulson served as the divisional vice president for Sodexo Healthcare’s hospitals segment in the West. In this role, he developed high levels of commitment to service excellence throughout his focused and motivated team, achieving exceptional results in both retention and revenue growth. Mr. Paulson’s favorite quote is from the legendary Steve Prefontaine: “To give anything less than your best is to sacrifice the gift.”

SANDRA POTTHOFF, PhD
Sandy Potthoff is an associate professor at the University of Minnesota School of Public Health. Under Dr. Potthoff’s leadership, the Minnesota MHA Program was one of four healthcare administration programs first selected to participate in the National Center for Healthcare Leadership’s Graduate Health Management Education Demonstration Project. Dr. Potthoff teaches in the areas of healthcare operations management, data analytics, systems analysis, and quality. She is a founding faculty advisor for CLARION, a health professions student group focused on patient safety and quality at the University of Minnesota’s Center for Health Interprofessional Programs (CHIP), and in 2003 received the Faculty of the Year Award by the Student CHIP Board. Dr. Potthoff’s research focuses on systems improvement in healthcare. Her current research focuses on using EMR time stamp data to study, model, and improve patient flow, staffing, and scheduling. Dr. Potthoff currently serves as an ex-officio member of the board for Communities of Excellence 2026. She is a past board member of the Association of University Programs in Health Administration. Dr. Potthoff holds MS and PhD degrees in industrial engineering and a BA degree in social work, all earned at the University of Wisconsin-Madison.
R. TIMOTHY RICE

Tim Rice serves as CEO emeritus for Cone Health and is the president and board chair of NCHL. He previously served as COO of Cone Health from 2001-2004, when he was responsible for the network’s five acute care hospitals. Prior roles also include executive vice president of Moses Cone Memorial Hospital and executive vice president of the health services division. Mr. Rice serves on the boards of the North Carolina Hospital Association, North Carolina Agricultural and Technical State University, Greensboro Partnership, Piedmont Triad Partnership, and the GTCC Foundation. Nationally, he serves on the boards of the Joint Commission, the National Center for Healthcare Leadership, the VHA Central Atlantic, and the Southern Atlantic Healthcare Alliance. He is a fellow of the American College of Healthcare Executives. Mr. Rice received the Thomas Z. Osborne Distinguished Citizen Award for 2011 from the Greensboro Partnership, and the Distinguished Service Award for 2012 from the North Carolina Hospital Association. Mr. Rice received a degree in pharmacy from Washington State University and a graduate degree in health administration from Duke University.

ROBERT G. RINEY

Bob Riney serves as the executive vice president and COO of Henry Ford Health System. In this role, Mr. Riney oversees all hospital and service operations for the six-hospital health system, consisting of more than 60 clinical locations, 23,000 employees, and annual revenues of $4 billion. Mr. Riney, a graduate of Wayne State University, joined HFHS in 1978 and has had the privilege throughout his career to work in almost every business unit in the system. Mr. Riney is a passionate contributor to the overall quality of the community as well as his profession, and he is often sought out for input on major community strategic issues. His current board and community roles include: board president, Dominican Healthcare Board; vice chair, National Center for Healthcare Leadership; board member, Nemours Foundation, Wayne State University School of Business Administration, Michigan Health & Hospital Association, Detroit Metro Convention and Visitors Bureau, ACCESS, Greater Detroit Area Health Council, and Parade Company.

WILLIAM J. RUDMAN, PhD

Bill Rudman is the executive director of the AHIMA Foundation and vice president of education visioning for the American Health Information Management Association (AHIMA). Dr. Rudman worked for over 20 years in academia as a professor in health information management. Rudman also chaired a MD/PhD program and served as the director of the HIT core for the Delta Regional Institute, overseeing implementation of an electronic record exchange in rural Mississippi. He served on the state of Mississippi task force for health information exchange and chaired the education committee. Rudman was the principal investigator (PI) on the HISPC grant for education and training for the implementation on electronic medical records for the state of Tennessee. In addition to hands on experience in the development, implementation, and training of those working in the field of HIM, Dr. Rudman has an extensive list of presentations, publications, and health information technology grants. Rudman has published over 85 scholarly articles, made 150 scholarly presentations, and received over $80 million in federally-funded grants. Among those grants, Rudman served as a PI on funding for the Southern Mississippi Health Information Exchange (at the time was the largest operating HIE in the US), a rural e-network of Mississippi hospitals; a telemedicine grant to connect hospitals in the Delta Region in Mississippi; and the National Apprenticeship Program for health information management.

NANCY M. SCHLICHTING

Nancy Schlichting is the CEO of Henry Ford Health System. Henry Ford Health System implemented creative initiatives to improve the patient experience while making positive changes to the economic challenges of its surrounding region under Ms. Schlichting’s leadership. She is credited with creating a patient-centered health system focused on enhancing the patient experience, while improving the health system’s surrounding communities and creating an organization whose name is synonymous with leadership development and growth. During her 16-year tenure, Henry Ford Health System has been the recipient of numerous honors and awards, including the prestigious Malcolm Baldrige National Quality Award in 2011 for its commitment to quality and excellence. Ms. Schlichting is the recipient of the 2014 TRUST Awards from the Health Research & Educational Trust of the American Hospital Association, has been named six times by Modern Healthcare as one of the “100 Most Powerful People in Healthcare,” and was named as one of the “Top 25 Women in Healthcare” multiple times. She is a United Way Cabinet member and sits on the boards of the Kresge Foundation and the Downtown Detroit Partnership, and served on the board of the American Hospital Association. Ms. Schlichting earned an MBA from Cornell University in 1979 and a BA degree, graduating magna cum laude from Duke University in 1976 with a major in public policy studies.

REBECCA SCHMALE, PhD

Rebecca Schmale serves as vice president of learning and organizational development at Carolinas HealthCare System. Dr. Schmale joined Carolinas HealthCare System in April of 2016 to lead learning and organizational development for a six billion dollar public healthcare system with 65,000 teammates. Dr. Schmale is responsible for leadership development, talent management, performance management, succession planning, career and executive coaching, instructional design, change management, and learning technologies. Previously, Dr. Schmale was CLO at Froedtert Health System and the Medical College of Wisconsin, associate chief of learning at the University of Virginia Health System, and system vice president and CLO at OhioHealth. She currently serves on the 4CP Chief Learning and Talent Officer Board, Queens University Master of Science in Organizational Development Advisory Board, and Executive Women’s Leadership Program Board. She has presented at numerous national conferences and has taught both graduate and undergraduate courses at several colleges and universities including The Ohio State University, University of Dayton, and Otterbein College. Dr. Schmale earned her PhD from the University of Dayton, MS from Wright State University, and BS from Indiana University.
SPEAKER BIOS

JILL SCHWIETERS
Jill Schwieters is the founder and president of Cielo Healthcare and the leading provider of talent acquisition and management solutions to healthcare organizations. Since 2006, Ms. Schwieters has worked to design appropriate solutions and extend Cielo Healthcare’s global footprint. Prior to founding Cielo Healthcare (formerly named Pinstripe Healthcare), Ms. Schwieters served as a human resource executive for a large integrated healthcare system in the Midwest comprised of more than 15,000 employees. In that role, Jill pioneered organization-wide initiatives that enhanced the employee experience, created operational efficiencies, and reduced overall labor costs. Currently, Ms. Schwieters serves on the AHA Coalition to Protect America’s Healthcare, the executive committee for the Young President’s Organization’s (YPO) healthcare network, the Advisory Board for the Women’s Business Leaders, the board for the National Center for Healthcare Leadership (NCHL), and Board Chairman for Intelligere, a leading provider of language services. Ms. Schwieters received a BS in industrial psychology from University of Wisconsin-Stevens Point, a MSM from Cardinal Stritch University, and participates in the Harvard Business School President’s Program.

RICK M. SHERWOOD
Rick Sherwood is the client relationship director at Willis Towers Watson. For more than 15 years, Mr. Sherwood partnered with dozens of hospitals and hospital systems across the country on a number of different issues related to talent. He was the leader of the firm’s healthcare industry group for the talent and reward practice. His work in the industry focuses on partnering with human resources and the organization’s leadership to improve hospital performance and patient experience through employees and the efficiency of the HR Function. Mr. Sherwood has worked with the country’s top health systems across a number of different areas including measuring and improving employee engagement, driving performance through talent management programs, and driving increased efficiency and effectiveness in the HR function. Mr. Sherwood earned his MBA from The Kellogg School of Management, graduating with majors in change management and healthcare enterprise management, and has a BS from the Honors Program at the University of Maryland in College Park.

RICHARD J. UMBDENSTOCK
Rich Umbdenstock is the former president and CEO of the American Hospital Association (AHA) and the 2015 Gail L. Warden Leadership Excellence Award recipient. Mr. Umbdenstock’s career includes 11 years as an independent consultant for voluntary hospital governing boards in the United States and Canada. His prior positions with the AHA include serving as a member of the AHA board of trustees and its executive committee, chairing the operations committee, and serving as an ex-officio member of Regional Policy Board 9. He also served on the Circle of Life committee and chaired the Task Force on Coverage & Access. Before joining AHA, Mr. Umbdenstock was executive vice president of Providence Health & Services and president and CEO of the former Providence Services in Spokane, Washington. Mr. Umbdenstock received a master of science degree in health services administration from the State University of New York at Stony Brook and a bachelor of arts degree in politics from Fairfield University. Mr. Umbdenstock was awarded a doctor of laws honorary degree from Gonzaga University.

MICHAEL P. WRIGHT, EdD
Michael Wright is the vice president of diversity and health equity at Northwell Health. He joined the system in August 2014. Previously, he was vice president of learning and development and CLO for Shaw Communications, Canada’s largest cable & entertainment company, based in Calgary. In this role, Mr. Wright was accountable for the identification, development and implementation of talent strategies to enable, engage and inspire each of Shaw’s employees to achieve extraordinary business and personal growth. In November 2010, Mr. Wright joined Starbucks as global director of leadership development. As part of Starbucks management team, he was responsible for codifying and leading the enterprise leadership development strategy, ensuring that the company is building a pipeline of talent to achieve its future leadership growth needs and business strategy. At Starbucks, he leveraged the iconic company brand and a leader-led approach to drive innovation in the leadership development arena while supporting new designs in developing global leaders. He has also held roles at Microsoft, China University in Beijing; Constellation Energy, based in Baltimore; and Invensys, a London-based company. He holds a bachelor’s degree from the University of Waterloo and both a masters of divinity and master’s degree in education and counseling psychology from the University of Toronto. He completed his doctorate in Work-based Learning Leadership, a joint program between the Wharton School of Business and the Graduate School of Education at the University of Pennsylvania.
The American Hospital Association congratulates NCHL’s 2016 Gail L. Warden Leadership Excellence Award recipient

Christine Cassel, M.D.
Planning Dean, Kaiser Permanente School of Medicine


We salute Dr. Cassel’s deep commitment to patient safety and quality improvement, her passion for educating the next generation of physicians and her leadership in advancing population health. Her efforts benefit patients, communities and hospitals across America.
The National Center for Healthcare Leadership is honored to present the 2016 Gail L. Warden Leadership Excellence Award to Christine K. Cassel, MD for her pioneering work in geriatrics and bioethics, and her leadership at the National Quality Forum and other national organizations. Now, as Planning Dean at the new Kaiser Permanente School of Medicine, Dr. Cassel is helping to build something from the ground up with an innovative approach to medical school education that immediately immerses students into clinical work with a focus on patient-centered care.

**DR. CHRISTINE CASSEL’S QUEST FOR QUALITY IMPROVEMENT, SHATTERING SILOS AND PRACTICING MEDICINE THROUGH A DIFFERENT LENS**

Christine K. Cassel, MD
Gail L. Warden Leadership Excellence Award Recipient

It was a broken arm and a magnanimous doctor that set Dr. Christine Cassel on the path of medicine. A fall while hiking through the Pacific North West left her with a badly broken arm and rejection from the local emergency room because she was uninsured. Ever so resourceful, she found care from a nearby Navy Base doctor who treated her gratis, calling it a humanitarian act. From that encounter Dr. Cassel knew that she, too, wanted to do something humanitarian. And that is how it began.

Q. What about that experience set you on a career in medicine?
A. The way that Navy doctor treated me was a case of moral philosophy in action. His willingness to provide care without pay just melted me and I wondered if I could do something similar. After my arm healed, I took a year of pre-med classes and never looked back. Although my background was in philosophy and I had intended to get a PhD, I decided to pursue medicine in a way that continued to explore the philosophy of ethics.

After medical school I focused on bioethics, which was just emerging in those days, and I did a fellowship in geriatric medicine, which was quite unique at the time. I was attracted to it because of the complexity, need, and obvious challenge of caring for older people, especially around patient safety and complications related to hospitalizations. From there I sought out
opportunities to study ways to make hospitals safer. In my career, I have always had a penchant for problem solving and the desire to try new things, so I have been drawn to work in policy areas with ethics and values serving as a backdrop to whatever I was doing.

Q. So your interest in quality improvement grew from your study of philosophy?

A. Yes, you can see the thread connecting everything I have done. A significant event was when I was elected to the Institute of Medicine in 1991. Everyone came to that experience with a different perspective and mine was a focus on setting clearer standards for physicians. I was really concerned about how doctors felt that every mistake was their fault; I wanted to see how to change that to an understanding of how systems—rather than an individual—can help support quality improvement.

Q. How did you react to your work on the IOM’s reports on the status of healthcare in the US?

A. IOM’s two seminal reports—To Err is Human in 1999 and Crossing the Quality Chasm in 2001—while harsh, gave me hope. I actually came away from that experience optimistic, perhaps naively so, that once the gaps were exposed, healthcare professionals would be motivated to improve and get better. We have made a lot of progress toward quality improvement, especially along the lines of ensuring that we have the right patient, the right procedure, and all the boxes are checked. That progress continues and is now moving towards providing physicians with immediate feedback from patients to inspire more focus on recording patient outcomes. Even though this is more expensive and difficult to measure, the digital world is really pushing us to make this approach the new standard. So in the future patients may see a survey that pops up on your phone the minute you finish a medical appointment and then two weeks later you get another phone survey seeking feedback on outcomes.

Q. How does emphasis on survey information translate into meaningful change?

A. Transparency of data and information across an organization is transformative. When you show people the data and they can share ownership of that information and identify how to fix it, dramatic change can occur because clinicians and healthcare professionals really care about doing the right thing. We are scientists and empirical people and we can be motivated to make things better when we can see the supportive data.

Q. It was your work on the IOM that set the stage for you to assume the leadership role at the National Quality Forum in 2013. What was your initial focus at NQF?

A. The NQF grew out of the IOM reports that said two things: first the nation needed ongoing oversight and guidance to monitor the quality of care, and second, that public and private institutions would need to work together to develop quality measures that would become standard. One of the reasons this award is so meaningful to me is because Gail Warden was the first chair of the NQF. Gail was the force behind it and he really understood the need for a national entity to oversee quality measurement while recognizing it would be difficult and politically complex to get this started. I was appointed to the initial strategic framework to create the design of what NQF would become. And because my focus on quality is seen through an ethical lens, I brought that to the NQF. For all of us engaged in this endeavor of healthcare, we recognize the importance of improving quality and transparency.

Q. You are credited with reinvigorating NQF. How would you describe your influence over the organization and what focus will it have in the future?

A. One of my mandates from the board was to make NQF more nimble and creative so that it could work more easily with technology and with the private sector. That meant more transparency, more accountability. In some ways that was something younger doctors could embrace more easily than more experienced doctors who couldn’t quite see the need for change.

When I left NQF earlier in 2016, we were “ranking the rankings.” With the Internet has come a proliferation of reviews and rankings and listings that provide tons of information to people, but not necessarily information that is presented in a way that is useful or helpful.

Q. How can those rankings be made meaningful to the public?

A. You can’t stop these rankings; people are hungry for information. But we need a way for consumers to evaluate the reliability of the healthcare information that is being provided. The federal government has done a good job with nursing home information, but hospital and doctor information isn’t good enough yet. This really should be something the private sector also does, but it can’t be a black box. The technology has to be transparent so people can determine the most reliable source of
Information. However, there is a limit to patient empowerment; we can’t ignore our own responsibility and just say “caveat emptor.” Furthermore, we have to be sensitive to cultural issues around patient empowerment as this concept may not resonate the same way in all cultures. We need to think about the range of patients that are under our care.

Q. You have also talked about how silos frustrate quality improvement. Why are they hard to breakdown?

A. Silos are cultural and organizational. It’s not that people are resistant to needed change; however, it has do with the culture of an organization that says this is how we have always done it. So resistance is not active, it’s just a culture of passive resistance to collaboration. But we know medicine can’t work like that anymore. The culture has to change so that healthcare professionals understand the incentives and value of learning to do things differently. And we know the way to do this is to involve and engage your team and, importantly, identify leaders inside your organizations who you can be advocates for change.

Q. How have you broken down silos?

A. My clinical work in geriatric medicine is a great example of how leadership that walks the talk can make change. We would treat geriatric patients who had many different specialists; in effect the patient was the general contractor. Not surprisingly we would see many mistakes: medications that interacted or test results that were lost. We created an interdisciplinary team that worked together. This was long before workable electronic medical records. Technology has made it much easier now.

Looking to the future, new payment models are also breaking down walls, especially as it relates to the need for hospitals to reduce readmissions. Until recently, most hospital leaders probably had never been in their local nursing homes. There was no working crossover, creating opportunity for lots of errors and miscommunication. We know now that hospitals can reduce readmissions of high-risk older people if they have good communications with the nursing homes and home healthcare agencies. So this is an excellent example of how a single payment policy is driving change to benefit the hospital, the nursing home, or home healthcare agency, but most importantly to benefit the patient.

Q. You have held just about every kind of healthcare leadership position available from academic medical center chairs to president and CEO of the American Board of Internal Medicine and NQF. Now you are returning to medical school education as the planning dean at the new Kaiser Permanente School of Medicine. How did that come about?

A. Well, I was not planning to leave NQF. But I am drawn to new ideas and problems that need to be solved and this struck me as a once in a lifetime opportunity. This medical school is different because it is not being created at a university, it is being started inside a healthcare system. Context, culture, and innovation are driving it. Even though the first students don’t come on board until 2019, we have a group of physicians and other professionals at the KP system who have working on this for six or seven years. They were able to convince the Board to fund the new medical school through the community benefit part of KP, which as an institution is well recognized for the way it measures quality and uses data for decision making. With 18,000 physicians and 36 hospitals, it has a culture of transparency. Early on it invested in electronic health records to share data about its 10.5 million members in 13 states. They have the ability to look at and understand the data.

Q. And the new medical school will teach medicine in a different way, correct?

A. We are going to give students the opportunity to be part of a medical team that will be involved in quality improvement as well as patient care. Starting on day one the students will be embedded with the clinical reality. Whatever they do will have a lasting contribution within that unit. So when they leave, they will know that they made something happened and learned how to work with nurses and staff and pharmacists to solve problems and care for patients. Our program is attracting a certain kind of student; one who is interested in clinical immersion and understanding healthcare delivery science.

Q. As head of a medical school, what advice would you give to aspiring healthcare professionals?

A. Learn how to be a change agent. One of the reasons doctors are so frustrated and experiencing burn out at rapid rate is that everything in healthcare is changing so rapidly. We are not typically trained in change management. When doctors come out of medical school, they know they have to keep up with changes in medical science, but they expected the healthcare system to be stable. That just isn’t the case any longer. One of our goals at Kaiser Permanente School of Medicine is for our students to be energized rather than traumatized by changing environments.
Q. How would you describe your management style?

A. I am a collaborative person and I like to get input from multiple sources. I also like to have people disagree freely. I like to come into a room and get all the ideas on a table and then have those ideas challenged. The keystone in that kind of setting is to keep the environment safe so everyone can contribute and disagree freely; however, there also has to be a level of trust so that when everyone leaves the room they are on board and supportive of the decisions that have been made and what we are doing. That level of trust comes from having personal relationships with your team.

Q. How do you see your role as a mentor?

A. It’s not a formal program. It’s just the way it is. People come to me for advice and I try to be available, especially to young people who are just starting their careers. Even though when I came up in medicine there were not many women I could turn to for guidance, I was fortunate to have mentors who did guide me. I didn’t always take their advice, however. I had one mentor tell me that I was throwing away my career by studying geriatrics. It’s important for young people to know that if you ask for advice and then don’t take it, you have to find a way to respectfully communicate that information back. Thank them, let them know what you are doing. Don’t ever burn bridges.
FIVE MORE YEARS OF PROGRESS

In the past five years, NCHL’s organizational structure has grown and evolved three organizational membership groups that include over 130 hospitals and health systems as well as 35 graduate health management programs. These groups drive NCHL’s catalytic work developing high-quality US healthcare leadership and expertise to meet our evolving health and healthcare goals.

ORGANIZATIONAL MEMBERSHIPS

- Leadership Excellence Networks (LENS) & LENS Councils
- National Council on Administrative Fellowships (NCAF)
- US Cooperative for International Patient Programs (USCIPP)

LENS COUNCILS
- Steering Committee
- Diversity & Inclusion
- Inter-organizational Coaching
- Physician Leadership Development
- Talent Analytics & Metrics (new in 2017)

NCAF COMMITTEES
- Steering Committee
- Benchmarking, Metrics, & Research
- Outreach & Education
- Special Projects & Long-term Planning

USCIPP COMMITTEES
- Advisory Council
- Benchmarking & Analytics
- Education & Conference
- Membership & Partnership
- Market Development
- Cooperator Program

OTHER ACTIVITIES OF NCHL

- Best Organizations for Leadership Development (BOLD) research & awards programs
- Gail L Warden Leadership Excellence Award
- Developing / maintaining the NCHL Inter-professional Healthcare Leadership Competency Model
- Supporting work-based learning programs through the Healthcare Workforce Collaborative
- NCHL and USCIPP annual conferences
- Member program meetings, webinars, shared learning opportunities
- Member benchmarking, collaboration, inter-organizational sharing and program development

NCHL MEMBER ORGANIZATIONS

LENS  |  NCAF  |  USCIPP

[Map showing member organizations across the United States]
CREATING A MOVEMENT OF INTERORGANIZATIONAL COLLABORATION THAT BENEFITS MEMBERS AND THE FIELD

A membership program of the National Center for Healthcare Leadership, the Leadership Excellence Networks (LENS) is an inter-organizational collaboration of hospitals and health systems dedicated to advancing leadership excellence and organizational effectiveness. LENS members collaborate on various topics of interest to the members, holding educational webinars, and meeting face to face. In 2016, LENS Councils include Diversity and Inclusion, the Interorganizational Coaching Exchange, and Physician Leadership Development. Within the Councils, senior leaders share their learning and experiences to design, develop, benchmark, and evaluate value-added inter-organizational resources and programming.

2016 Highlights
The innovative Interorganizational Coaching Exchange continued in 2016, where LENS member coaches are paired with executive leaders in need of coaching from other LENS member organizations. In 2016 the Exchange became an on-demand process, matching coaches to clients whenever coaching needs arose within LENS organizations.

The Diversity & Inclusion Council focused on interorganizational collaboration of between- and within-member learning. The Council hosted many speakers, met face to face, and held webinars on the topics such as cultural competence, community partnerships, women in leadership, and benchmarking efforts.

The PLD Council’s inter-organizational learning has centered around the topics of: emotional intelligence correlates of long-term physician development, incorporating mindfulness into PLD programs, payment models and their effect on physician engagement, change management, and utilizing assessments to measure outcomes and metrics. The Council is in process of creating a physician-specific 360-degree assessment tool for use among LENS members to benchmark physician strengths and challenges on leadership competencies. The PLD Council also is doing a curriculum gathering activity to synthesize current PLD educational opportunities.

2017 Proposed Initiatives
For the first time in four years, a new LENS Council is being launched. The Talent Metrics and Analytics Council will start in 2017, with sponsorship support from Cielo Healthcare. The Council will focus on workforce analytics, succession planning, outcomes measurement, and strategic usage of talent metrics in healthcare organizations.

Additionally, the LENS Steering Committee will continue designing the LENS Leadership Co-Op, an executive fellowship program that will allow leaders to participate in a rotational fellowship at four to six LENS organizations. Learning will touch on topics such as: business acumen, healthcare finance, inter-disciplinary teams, change management, leadership resilience, and talent analytics.

As an initial part of the Co-Op, LENS will explore launching an Interorganizational Mentoring Exchange. Formatted similarly to our successful InterOrganizational Coaching Exchange, this group would utilize the current networks of expert leaders within LENS organizations to pair up mentors and mentees between members systems.

Also in 2017, LENS will launch a special CHRO Leadership Group to focus on topics of strategic importance to human resources leaders in member hospitals and health systems.

For more information about LENS or the LENS Councils, contact Cassia Carter at ccarter@nchl.org.
ADVANCING AND PROMOTING FELLOWSHIPS AS AN IMPORTANT ENTRY POINT TO THE PROFESSION OF HEALTH ADMINISTRATION

About NCAF
The National Council on Administrative Fellowships (NCAF) is an organization of fellowship sites 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. As of October 2016, NCAF’s membership included 75 fellowship sites and 36 graduate programs, who have put much effort into the success of this extraordinary initiative.

National Administrative Fellowship Centralized Application Service
NCAF’s centralized application service for administrative fellows launched for the first time this past summer. The National Administrative Fellowship Centralized Application Service (NAFCAS) simplifies the application process for those applying to administrative fellowships and the review and offer processes for fellowship sites. For the first time, applicants were able to apply to their preferred sites using a single online service, offering time savings and convenience, and reducing duplication of effort and unwieldy tracking of application submissions. Administrative fellowship sites have been able to review and evaluate applicants online, in real-time, and can manage communications with applicants more easily through NAFCAS.

For more information about NCAF, please contact Lindsey Tucker at ltucker@nchl.org.

ADMINISTRATIVE FELLOWSHIP SITES
Advocate Healthcare
Akrn Children’s Hospital
Ann and Robert H. Lurie Children’s Hospital
Anne Arundel Medical Center
Aurora Health Care
Barnes-Jewish Hospital
Baylor College of Medicine
Blanchard Valley Health System
Brigham and Women’s Hospital
Bryan Health
Carilion Clinic
Carle Foundation Hospital
Carolina Healthcare
CHI Health (Omaha)
CHI St. Luke’s Health
CHI St. Vincent
Children’s Hospital of Wisconsin
City of Hope
Cleveland Clinic
Dana-Farber Cancer Institute
Emory Healthcare
Froedtert Hospital
Geisinger Health System
Hartford HealthCare
Henry Ford Health System
Holy Family Memorial Health System
Hospital Sisters Health System
Houston Methodist
Indiana University Health
Intermountain Healthcare
Jackson Healthcare
Johns Hopkins Medicine
Keck Medicine of USC
Lehigh Valley Health Network
Lexington Medical Center
 Loyola University Medical Center
Lucile Packard Children’s Hospital Stanford
Massachusetts General Hospital
Mayo Clinic
MD Anderson Cancer Center
Medical University of South Carolina Health
MedStar Health
Memorial Health System
Mercy Health
Mercy Medical Center-Des Moines
NYU Langone Medical Center
Novant Health
Ohio Health
Our Lady of the Lake Regional Medical Center
Premier Health
Rochester Regional Health
Rush University Medical Center
SSM Health of Wisconsin
St. Joseph Health
St. Louis Children’s Hospital
Stanford Health Care
The George Washington University Hospital
The Mount Sinai Health System
Trinity Health
UC Davis Medical Center
UC Health
UCSF Medical Center
UNC Healthcare
University Hospitals
University of Alabama at Birmingham Hospital
University of Chicago Medicine
University of Kentucky HealthCare
University of Michigan Health System
University of Pennsylvania Health System
University of Utah Health Sciences
University of Utah Hospitals and Clinics
UPMC
Vidant Health
Yale New Haven Health System

GRADUATE HEALTH MANAGEMENT PROGRAMS
Armstrong Atlantic State University
Boston University School of Public Health
Columbia University
Cornell University
Des Moines University
Florida A&M University
George Washington University
Georgia State University
Medical University of South Carolina
Penn State University
Rush University
Saint Louis University
Seton Hall University
TAMU-HSC SRPH
Texas Women’s University
The Ohio State University
Tulane University
UNC Chapel Hill
University of Alabama at Birmingham
University of Arkansas for Medical Sciences
University of Central Florida
University of Colorado Denver
University of Florida
University of Iowa
University of Kansas Medical Center
University of Michigan
University of Minnesota
University of Missouri
University of Pittsburgh
University of Scranton
University of South Florida
University of Texas at Arlington
University of Texas School of Public Health
University of Washington
Virginia Commonwealth University
Xavier University

University of Kansas Medical Center
University of Michigan
University of Minnesota
University of Missouri
University of Pittsburgh
University of Scranton
University of South Florida
University of Texas at Arlington
University of Texas School of Public Health
University of Washington
Virginia Commonwealth University
Xavier University

\^ Denotes NCAF Affiliate members, including graduate schools with non-CAHME accredited programs and fellowship sites that are currently not offering a nationally competitive administrative fellowship.
EXPANDING GLOBAL ACCESS TO US EXPERTISE IN HIGH-QUALITY HEALTHCARE

About USCIPP
Although NCHL focuses most of its work on healthcare leadership in the US, we also recognize that leadership challenges present themselves in health systems all over the world—as do innovative solutions. This is a big part of why we think NCHL’s US Cooperative for International Patient Programs (USCIPP) is so important to our healthcare leadership work.

As an organizational membership program, USCIPP helps US academic medical centers, hospitals, and health systems expand global access to their expertise. USCIPP supports a member-driven portfolio of services, including a communication forum for international program leaders and staff; a shared agenda of data specification, collection, and sharing to support informed decision-making in pursuit of program growth; and support for strategies to increase the global competitiveness of US healthcare providers. As of November 2016, USCIPP is 67 members strong and growing.

Program Highlights
In 2015, USCIPP received a three-year, $225,000 award from the US Department of Commerce’s Market Development Cooperator Program to support the international work of our member organizations. In 2016, this collaborative agreement with the International Trade Administration facilitated nearly 20 USCIPP member organizations’ participation in and visibility at trade activities in Chicago, DC, Shanghai, Beijing, Hong Kong, and São Paulo. The program has also benefited from the expertise and support of Health Brand Group, a Chicago-based brand consultancy and strategic communications firm. In conjunction with a complete refresh of USCIPP’s brand identity system and logo, the new “ChooseUSHealth” branding initiative will roll out in 2017 and create a centralized global web presence for US health systems serving international patients and providers. While primarily focused on Brazil and China, this initiative has positioned USCIPP to communicate and position the value of US healthcare to these markets and beyond.

In April 2016, USCIPP hosted its annual meeting on the campus of UCLA Health. Over 180 attendees from USCIPP’s member organizations participated in two days of networking, peer learning, and discussion of USCIPP-led market research. Also in 2016, Johns Hopkins Medicine International led the development of an interorganizational learning program in which international healthcare professionals participate in focused informational exchanges at each other’s institutions. The inaugural exchange featured participants from three other USCIPP member organization—Ann & Robert H. Lurie Children’s Hospital of Chicago, Cancer Treatment Centers of America, and UCLA Health—and was held in coordination with the USCIPP annual meeting at UCLA Health. USCIPP’s next annual meeting, which will be hosted by NewYork-Presbyterian in Manhattan, is scheduled for April 12–14, 2017.

For more information about USCIPP, contact Jarrett Fowler at jfowler@nchl.org.
BEST ORGANIZATIONS FOR LEADERSHIP DEVELOPMENT LEAD WITH THEIR COMMITMENT

Survey Background
For close to 12 years, the National Center for Healthcare Leadership has been conducting industry-wide surveys of leadership development practices in healthcare settings. In 2014, a team of academic scholars and healthcare practitioners assisted us in a full redesign of our National Healthcare Leadership Survey, incorporating the evolving science of leadership development in pursuit of world-class practice. That survey resulted in the inaugural class of Best Organization in Leadership Development (BOLD) Awardees. In 2016, the survey was again updated to reflect an updated evidence base for some of the leadership dimensions, as well as the addition of coaching into the dimension mix.

The Scorecard
The NCHL National Leadership Development Scorecard provides feedback on 12 interdependent dimensions that are considered highly important to strong leadership development systems in healthcare settings. The theoretical maximum score, both overall and in each dimension, is 100. Weightings are applied to help balance expected differences in the unique contribution of specific dimensions to overall effectiveness.

BOLD Awards
Utilizing these overall leadership development scores from the survey, we are able to identify organizations that have made industry-leading investments in their future leadership. NCHL's recognition program is designed to draw attention to these best practices, so that other organizations can learn from their examples. We extend our congratulations to the top ten scoring award recipients and the nine organizations of distinction, as well as the leaders of all the organizations who participated in the survey process in support of continuously improving their own leadership development systems.

NCHL also wish to thank Cielo Healthcare, whose generous support made the 2016 Leadership Survey and BOLD Award a reality, as well as our academic and practitioner advisors who volunteered their time and expertise to the success of this program.

For more information about the Leadership Survey or the BOLD scorecard, contact Cassia Carter at ccarter@nchl.org.

BEST ORGANIZATIONS FOR LEADERSHIP DEVELOPMENT (BOLD)

**BOLD AWARD RECIPIENTS**
- Banner Health (Phoenix)
- Carilion Clinic (Roanoke, VA)
- Carolinas HealthCare System (Charlotte, VA)
- Duke Regional Hospital (Durham, NC)
- Henry Ford Health System (Detroit, MI)
- Memorial Health System (Springfield, IL)
- Northwell Health (Great Neck, NY)
- Penn Medicine (Philadelphia, PA)
- Stanford Children's Health/Lucile Packard Children's Hospital Stanford (Palo Alto, CA)
- Tenet Healthcare (Dallas, TX)

**BOLD ORGANIZATIONS OF DISTINCTION**
- Aurora Health Care (Milwaukee, WI)
- BayCare Health System (Tampa, FL)
- Cleveland Clinic (Cleveland, OH)
- Cone Health (Greensboro, NC)
- Deaconess Health System (Evansville, IN)
- Magee Rehabilitation Hospital (Philadelphia, PA)
- Palmetto Health (Columbia, SC)
- Renown Health (Reno, NV)
- Yale New Haven Hospital (New Haven, CT)
APPRENTICESHIPS REVISITED: TAKING WORK-BASED LEARNING TO THE NEXT LEVEL

As the costs of higher education continue to rise and the pace of change continues to escalate, more decision-makers are questioning whether our “one-time/full-time” approach to higher education is really the best model for supporting our future workforce needs. Pair this with findings that most professional learning takes place on the job rather than the classroom, and it’s no wonder many chief learning officers are wondering whether their workplaces could be the ones supplying degrees and other credentials.

The question is not just hypothetical. In recent years, the US Department of Labor has increasingly recognized how important the workplace can be as a source of learning and professional preparation—both as a complement and in some cases an alternative to pursuing additional degrees. In fact, this past April the White House announced a $90 million investment to expand establishment of formal work-based learning programs as part of their ApprenticeshipUSA initiative.

A portion of this support will be geared specifically toward the healthcare sector, where the opportunities for work-based learning approaches may be particularly significant. As health systems seek to continue strengthening the health of the communities they serve, many are recognizing that stable employment and career growth can be particularly important determinants of long-term health.

This October, NCHL was honored to be invited by the AHIMA Foundation to collaborate on its Department of Labor-sponsored Health Workforce Collaborative. In partnership also with AMIA and the American Hospital Association, the Collaborative will work to help health systems and other health sector employers across the country to develop new apprenticeship programs in their areas of greatest workforce need.

Would you like to learn more about how apprenticeships can help your organization address skill gaps as well as grow next-generation talent? We’d love to hear from you! Please contact Joyce Anne Wainio @ jwainio@nchl.org.

COMPONENTS OF REGISTERED APPRENTICESHIP

EMPLOYMENT WITH ON THE JOB TRAINING

RELATED EDUCATION

REWARD SKILLS

FULLY CREDENTIALED

MANAGING EDITOR
Joyce Anne Wainio | National Center for Healthcare Leadership

CONTRIBUTING EDITORS
Cassia Carter | National Center for Healthcare Leadership
Nilofer Faiz-Ali | National Center for Healthcare Leadership
Jarrett Fowler | US Cooperative for International Patient Programs
Andrew N. Garman, PsyD | National Center for Healthcare Leadership & Rush University
Lindsey Tucker | National Center for Healthcare Leadership
Lisabeth Weiner | Lisabeth Weiner Consultants, Inc. | www.lisweiner.com

ART DIRECTOR
Lisa Klein | Pisa Design, Inc. | www.pisadesign.com

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Northwell Health commends the **National Center for Healthcare Leadership** as they continue to make strides in improving the standards of public healthcare through relevant, high-quality leadership in patient care.

Congratulations to this year’s honoree **Christine K. Cassel, MD**
Planning Dean
Kaiser Permanent School of Medicine

**Mark L. Claster**
Chairman, Board of Trustees

**Michael J. Dowling**
President and Chief Executive Officer
WE HONOR YOUR PASSION, DRIVE AND THE PURSUIT OF A BRIGHTER WORLD FOR ALL OF US.

ON BEHALF OF CEDARS-SINAI, CONGRATULATIONS TO THE 2016 GAIL L. WARDEN LEADERSHIP EXCELLENCE AWARD RECIPIENT

Christine Cassel, MD