



National Center for Healthcare Leadership

2022 NCHL All-Member Conference | Session Descriptions

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Keynote: The Lighthouse Effect of Leadership

The pandemic changed every single dimension of our lives and many of those are here to stay. Our relationships with institutions and expectations of one another have undergone a massive paradigm shift. What is expected of leaders has also changed and in this inspiring, interactive session Steve will provide a framework for how we can go about navigating this new world. From dealing with stress and burnout, both our own and our teams, to creating empowering cultures of recognition we will learn how we can shine and help others to do the same!

Session A1: Leaning in -- Leveraging Differences, Strengths, and the Power of Dyad Leadership

Dyad leadership models are critical in healthcare delivery, as both administrative and clinical leaders are essential to successful patient care and achievement of our mission. At Carilion Clinic, a dyad partnership is the pairing of clinical and administrative leaders in a synergistic, shared decision-making relationship with aligned goals and objectives for the purpose of providing outstanding patient care. Research indicates that collaborative and balanced dyad relationships, focused on achieving a shared vision are critical for successful, truly integrated healthcare systems.

During this session, Carilion presenters will discuss the importance of a dyad model in healthcare, the creation of the Carilion Clinic Dyad Model, and the lessons learned from our pilot groups. We will discuss measurements of success, feedback from participants, and changes made to the program based on results and organizational need. Through the creation of our Dyad Development plan, Carilion Clinic is establishing a program model that supports the improvement of dyad relationships, team effectiveness, and organizational culture.

Session A2.1: Opportunities and Challenges in Caring for Multicultural Patients

Increasing diversity in patient populations can lead to cross-cultural misunderstandings, medical errors, and decreased patient satisfaction. Despite increasing global diversification among patients and healthcare providers, caregivers are often not adequately prepared to provide cross-culturally competent care, leading to disparities in healthcare access and health outcomes. Join this session to learn how Cleveland Clinic has developed a culture of relationship-centered care through cultural competence. Cross-cultural competence training allows caregivers develop skills in providing empathetic care while enhancing communication and developing tools to understanding how to deliver cross-culturally competent care for every patient.

Session A2.2: Cultural Competence Across the Continuum of Care: Reimagining Experiences for Limited-English Speakers

National health is progressing, but health disparities persist among culturally and linguistically diverse populations. Limited-English proficient (LEP) patients are more likely to be hospitalized, receive unnecessary tests, and experience delays in diagnosis. They also experience lower health literacy, make fewer visits to the doctor, experience increased readmission rates and more delays in preventative care



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and services. Through fostering cultural competence, organizations can improve communication with these vulnerable populations, thus improving health outcomes. Join this session to hear from GLOBO on how your organization can address health disparities by approaching the patient journey through the lens of cultural competence. This session will provide a framework for how to assess the needs of your limited-English speaking population and improve accessibility across the entire continuum of care, enhancing experiences for providers and patients.

Session A3: Collaboration is Key: How an Academic Medical Center is Building a Diverse Healthcare Workforce Pipeline

To address diversity and ensure well-trained medical personnel for the future, a major academic medical center developed an innovative collaboration with a local community college and county school districts. The collaboration accelerates healthcare education, beginning in high school, and offers full tuition scholarships to students who would historically not have been able to afford a college education.

Through the unique partnership of industry and education, and using dual credit offerings, high school students' complete college-level prerequisite healthcare education requirements prior to graduation. Utilization of the health system, advanced practice providers as instructors for the college prerequisite courses ensures that faculty are readily available and physically present within the high schools, ensuring a strong understanding in the foundational blocks of healthcare education. With selective admission into the healthcare track of the student, choosing, the students are able to enter the local community college with less than two years remaining to degree completion. Increasing historically underrepresented minority populations within the healthcare workforce is an intentional focus of this program to ensure high quality care for the patients, while also broadening and deepening the workforce demographics and strengthening the community.

Session B1: Fully Human Leaders: High-Potential Development as a Cultural Disruptor

There has been a lot of discussion about protecting organizational culture through the significant changes of the past two years. But at OhioHealth, the spectrum of High Potential programs spanning from Administrative Fellowship through the executive level program have played a key role in not just developing and retaining high impact leaders, but also serving as an incubator for developing leaders who are positive deviants. As they graduate from their programs and move through the business, these leaders represent a new wave of conscious, relational, resilient leaders who are challenging the system to reconsider behaviors and attitudes which no longer serve the organization.

Learn about the structure and connections between our four cohort-based high potential programs, and how we have leveraged these transformative programs to develop high-achieving, pace-setting leaders into resonant leaders who are setting boundaries, digging into self-awareness, and modeling wellbeing and advocating for a people-first approach to recovery. Using a blend of formal learning, executive coaching, sponsorship, and more, these programs have changed leaders, lives inside and outside the walls of the organization. We will share our communities of talent approach and discuss the learnings from our experimentation over the course of the pandemic.



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With a mix of PowerPoint, facilitated discussion, and multimedia content from our participants, we will highlight our high potential program development and the role it plays in the creation and evolution of culture. We will discuss the challenges, successes, and implications in the time of the Great Resignation.

Session B2: Global Engagements of US Academic Medical Centers: Current State and Future Directions

For decades, major US teaching hospitals have extended their mission by engaging in research, clinical and educational initiatives abroad. The goals of these global engagements include brand visibility, global research, patient recruitment, clinical service expansion, and educational collaborations. The purpose of this work is to 1) provide a current, objective assessment of leading US AMC engagements abroad, and 2) to consider challenges, lessons learned, and opportunities in this space. Data suggests that the last decade has witnessed a significant expansion of global engagements by leading US academic medical centers. Ownership and delivery models remain the most nuanced and challenging with increasing efforts in advisory and co-management strategies.

Session B3: Leveraging Educational Opportunities to Influence Leadership Pipeline Development

University of Utah Health balances three key missions: clinical care, research, and education. U Health fosters a culture of growth and learning that transcends across the system, from training opportunities for executive leadership to early careerist programs. With labor shortages in healthcare expected to rise as demand for talent grows, identifying competitive ways to increase recruitment and retention is as prominent as ever. Leveraging a connection to local graduate programs and fostering educational programs, such as administrative internship and fellowship programs, provides organizations an ideal platform for developing workforce pipeline opportunities.

To become more diverse, forward-thinking, or innovative, we seek out those perspectives and skills. Candidates, unique backgrounds are recognized as invaluable, and their passion for growth is an asset. In a work environment that prioritizes continuous learning and organizational investment, employers are better suited to identify and grow individuals who may seem like less traditional applicants. This culture allows for greater flexibility when hiring and may reduce tendencies to hire one phenotype. This also facilitates diversity of perspective and pushes organizations themselves to continue to adapt and learn.

While it is intuitive that graduate program connections, administrative fellowships, and administrative internships create value to an organization and can be a natural workforce pipeline, little data exists to objectively demonstrate this value. We aim to solidify the value this “microecosystem” brings to an organization through a series of data collection within University of Utah Health.

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Session C1: Breaking Barriers: A Blueprint for the Future of Leadership Development

This case study session will provide participants with an emerging blue print for an inter-organizational leadership immersion program and insight on the benefits of innovative leadership



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development programs, crosspollination of leadership thoughts and practice, and developing courage and creativity. The CrossRoads program is among the first of its kind and is designed to develop c-suite executive mentors, successors to c-suite positions, and delegate proxies through a year-long experience. The approach involves on site experiences in another health system, forums, mentorship, personal reflection, and action learning. The presenters will share the why and how to develop an inter-organizational immersion program, legal considerations, lessons learned, and early outcomes. The co-presenters are leaders from Intermountain Healthcare and Northwell Health; responsible for executive and leadership development. The session will include audience participation.

Session C2: International Telehealth Partnerships in India and Mexico

Join this session to learn about how Memorial Sloan Kettering and UC San Diego Health have developed and implemented robust cross-border telemedicine and second opinion programs in two global markets. Memorial Sloan Kettering will discuss their telemedicine collaboration in Chennai, India, and how the program benefits patients in India while complementing the local hospitals/oncologists. Memorial Sloan Kettering will also discuss educational and research components of the partnership, in addition to discussing their end-to-end workflow from consult request from spoke site, to consult, to patient arrival at the facility. UC San Diego Health will discuss how they were able to expand their acute telehealth service offerings outside of California to a private hospital in Mexico with a large tourist population that was concerned about access to acute care specialists in the case of a stroke, acute cardiovascular syndrome, and other trauma/emergency needs. UC San Diego Health will also discuss their approach to offering crossborder telehealth services, including information about end-to-end workflow from acute consult request to in-person transfer for higher level of medical care.

Session C3.1: Rethinking Administrative Fellowships: Innovative Strategies to Develop the Next Generation of Healthcare Leaders

This presentation will detail the fellowship program, strategy and vision to develop a pipeline of transformational healthcare leaders. Highlights of the session include: 1) defining the attributes of a high-performing IU Health fellow and embedding those attributes into talent development; 2) building rigor around diversity and inclusion in program structure and recruitment efforts; 3) challenging traditional thinking about pipeline and eligibility requirements beyond traditional accreditation standards; 4) fostering an environment of executive engagement and mentorship to propel talent to their roles post fellowship; 5) embedding community service and engagement to enhance fellow fulfillment and purpose.

Learning outcomes of the presentation include: 1) strategies for cultivating diverse talent; 2) tools and program structure designed to enhance fellow growth and development; 3) impact of the fellowship program on organizational goals and strategy.

The session raises the question, What are some novel ways that others are adapting fellowship program strategy and design in light of forecasted declines in graduate enrollment?



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Session C3.2: Closing Leadership Equity Gaps for Good: Roles for Administrative Fellowships

Healthcare organizations have invested in administrative fellowships as part of their efforts to develop a pipeline of top talent leaders. A recent (soon to be published) study of health administration program graduates 5,10-, and 20-years post-graduation confirms the important role of fellowships as an accelerator for career progression; individuals who started their careers in fellowships had significantly higher levels of career attainment than their classmates who started their careers in other jobs. However, although both men and women benefited from fellowships in terms of their career growth, the effect was much stronger for men than women, thus creating a gender gap in this important segment of the talent pipeline, and raising questions about other unintended consequences for other under-represented groups. In this workshop, facilitators will present the study results and then facilitate discussion with participants to 1) surface potential gaps in the leadership development ecosystem that may be impeding women and other underrepresented groups from reaching their full potential, and 2) draw on the collective wisdom in the room to identify and prioritize possible interventions to close leadership equity gaps.

Session D1: Rise & Renew – A Multifaceted Approach to Fortifying & Rebuilding Our Workforce

Rise & Renew at Kaiser Permanente (KP) is a systematic approach to fortifying our workforce and to helping elevate their journey towards restored and re-imagined health and wholeness. Incorporating lessons learned from the Department of Defense, other exemplar organizations and through our own nationally recognized experts a multi-year and proactive journey was developed. The demonstration will include KP Southern California market as an initial case study and then highlight its adoption and application at a KP affiliated health system, Maui Health, showcasing the spread and unique application methodologies. Participants will be introduced to innovative structures, processes, content and customization that allowed for a rapid and highly responsive approach. The depth and breadth of the work was accelerated using tiger teams at each medical center and a highly structured and engaged community of practice. Participants will have the chance to apply Human Centered Design, measure success and to ensure integration and alignment across medical groups, health plans, hospitals and clinic operations and with labor partners. Methods of education include PowerPoint Presentation, simulation exercises and roundtable discussions.

Session D2: Changing Paradigms for Cross-Border Collaborations: Shirley-Ryan Ability Lab and Northwestern Medicine Explore a Multi-Institutional Approach

In the evolving world of international health, collaboration both between U.S. AMC partners and with our global peers is more necessary than ever. U.S. AMCs and our global partners all stand to gain from collaborations based in mutual learning around shared clinical and operational challenges. The approach to business development and referral generation that assumes the superior knowledge of U.S.-AMC's and is based in competition amongst them is outdated and ineffective. As international projects expand in complexity and size, they continue to seek the same highly experienced and highly ranked AMC partners. With the expanding scope and scale of work, AMC's will face increasing challenges to manage the demand by themselves, missing opportunities for growing revenue, brand recognition and referral pathways for direct patient care in the US. To expand their reach and capacity a shared approach with



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more than one AMC partner may allow for better management of projects and access to new international partners. Towards this end, initial collaborations in providing education, especially those that invite in prospective partners as equals in a process of knowledge exchange, can lay the groundwork and sew good will for future collaborations.

Session D3: Flex Selection: Effectively Sourcing Talent from Within Your Own Four Walls

The core theme of this presentation is to provide clear insight on ways to more effectively source talent from within your own organization. Discussion will emphasize things like the aftermath of the Great Recession on healthcare organizations nationwide. We will review internal case studies and real world application of solutions that have enabled the nation's 4th largest safety net healthcare system to dramatically increase:

- a) internal mobility
- b) equity and access to promotional opportunities for women and persons of color and
- c) more effectively adapt to a changing talent market.

Objective will be to equip our audience with more strategies that will lessen the reliance on external talent while building internal pathways that enable better movement and improve overall employee satisfaction and engagement.

Session E1: Winning with Diverse Suppliers to Close the Equity Gap

In the United States, racial/ethnic minority, rural, and low-income populations continue to experience suboptimal access to and quality of health care despite decades of recognition of health disparities and policy mandates to eliminate them. Healthcare inequities, which have long been a global challenge, were aggravated by COVID-19. In many instances, the poorest, most vulnerable populations experienced the worst health, economic and social impacts. But the reaction and mindset inspired by the pandemic has the potential to accelerate progress and achieve better outcomes for all. This panel will explore the role that diverse suppliers, particularly those focused on vulnerable communities, can play in closing the health equity gap. More specifically, the mindset shift that diverse suppliers create a competitive advantage for organizations looking to close the health equity gap will be the focus of this discussion

Session E2: Navigating Time Zones and Cultural Differences to Effectively Build Strong Leaders and Teams

NCHL Corporate Member Flywire will moderate a session with panelists from Cedars-Sinai, Children's National, and Common Spirit Health for a session on best practices on managing teams and offices globally. This session will offer insight into talent acquisition for both administrative and clinical teams working in locations abroad. Additionally, the session will provide cross-industry perspectives in building diverse and effective healthcare teams globally while maintaining equity and inclusion across cultures in countries where these organizations employ talent and build teams.

Session E3: Total Rewards Optimization to Attract & Retain Healthcare Talent

Learn about a Total Rewards Optimization approach to address attraction and retention of talent through rewards programs, including market assessment and survey analytics to truly understand what your own colleagues are thinking and how those perspectives can be used to shape the direction of your reward programs. In the session we will 1) cover tactics and solutions for addressing labor shortages and



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turnover – where are healthcare organizations investing resources and what’s proving effective, 2) a total rewards optimization framework to shape the direction of and impact talent and workforce challenges and, 3) how Owensboro Health used the Total Rewards Optimization approach to shape their rewards programs and impact their return on rewards investment.

General Session: Roundtable Hot Topic Discussions

This general session allows attendees the time to network with others, and select topics of interest from the list below:

1. LENS Networking
2. USCIPP Networking
3. NCAF & GEHM Networking
4. Academia’s Connection to the Field of Practice
5. Integrating international healthcare services into your strategic plan
6. Cultural competency in caring for diverse patient populations
7. Innovative models for cross-border collaborations in healthcare
8. Predicting, measuring, analyzing, and managing talent in healthcare
9. Healthcare leadership development vs. healthcare management development
10. Creating a coaching culture and the importance of coaching in developing high-performing teams
11. How are you measuring culture?
12. Which industries are you learning from outside of healthcare?
13. Wellbeing strategies—what is your organization doing to promote wellbeing?
14. Working with international payors: embassies, insurance companies, and TPAs

Wednesday, November 16, 2022

General Session: Transforming Unconscious Bias into Conscious Inclusion

Appealing to the head and the heart is critical for overcoming unconscious bias. By leveraging tangible strategies and tools, leaders increase their emotional intelligence while cultivating and strengthening relationships across their organizations. This shift develops a culture that’s centered on belonging and increases psychological safety, which positively impacts everything from employee engagement and enhanced patient/consumer experience to recruitment, retention and development of talent and overall company performance.

Blending research with dynamic storytelling, this session will provide you with the aforementioned strategies and tools for practicing conscious inclusion— a practical approach to being more mindful of our biases, overcoming them and driving thoughts, beliefs and behaviors that value difference and diversity.

Key takeaways from this session include:

- Develop a stronger understanding of why we have biases and how to recognize and overcome them
- Gain tools and insights for practicing conscious inclusion



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- Learn approaches to remain curious and open to new ideas
- Strengthen the ability to hold ourselves and others accountable

General Session Panel: International Healthcare Leadership and Management Development: Experiences from the Saudi Commission for Health Specialties' Healthcare Leadership Academy and Johns Hopkins Medicine International

Join Dr. Sami Yousif and Dr. Charles M. Wiener as they offer global perspectives on how organizations operating outside of the United States are working to ensure that both healthcare leaders and managers are equipped with the skills they need. Moderated by Dr. Raymond Liu, the discussion will highlight how the Healthcare Leadership Academy at the Saudi Commission for Health Specialties is developing healthcare leaders and managers and equipping them with learning experiences to support the transformation of the Saudi healthcare system. Similarly, the discussion will explore how Johns Hopkins Medicine International approaches healthcare leadership and management development in the context of its global collaborations and how this compares with Johns Hopkins Medicine's approach domestically.

Closing Keynote: The Future of Work Begins with Conscious Leadership Today

Whisperings about the future of work have developed into full-fledged conversations. Still, we haven't yet arrived at a consensus on what exactly the future of work entails and how leaders can position their organizations and their people for success during such a transformative period in the workplace and beyond. Bringing a holistic perspective from inside some of the world's leading organizations, Ginny shares her sought-after insights and wisdom on the ways conscious, effective leaders can get the best out of their people and, in turn, create high-performing teams for the future. In this talk, she outlines the importance of beginning with organizational health when guiding your workforce into the future — paying special attention to how to assess, attract, and hire the best talent, and establish a culture rooted in accountability, trust, integrity, and inclusion. Ginny goes beyond ideas and, instead, offers leaders practical tactics and processes for optimizing talent, resources, productivity, and profitability to create a disruption-proof workplace that is equipped for the long run.