

# Leadership Excellence Networks (LENS)

## 2023 Member Benefits Prospectus



### Leadership Excellence Networks - Premier Program Overview

Learn about leadership and organizational development issues in a collaborative environment alongside leading healthcare institutions. Stay on the cutting edge of evidence-based practice by joining our Leadership Excellence Networks (LENS), one of three premier programs led by the National Center for Healthcare Leadership (NCHL).

LENS is a collaborative of US hospitals and health systems dedicated to strengthening leadership and organizational excellence through communities of practices focused on the advancement of diversity, equity, & inclusion; leadership development; well-being; and talent metrics, analytics, and planning. Senior leaders from LENS member organizations participate in a variety of shared learning activities and joint initiatives through a council structure.

### JOIN LENS TODAY

Email Ren Lovegood, LENS (Leadership Excellence Networks) Senior Manager at [lens@nchl.org](mailto:lens@nchl.org)

### 2022 Leadership Excellence Networks Members

Boston Children's Hospital Carilion Clinic CommonSpirit Health Cone Health Dartmouth Health Emeritus Henry Ford Health System Herzing University Intermountain Healthcare Medical University of South Carolina	Northwell Health Norton Healthcare NYU Langone Health OhioHealth Johns Hopkins Medicine Mass General Brigham Memorial Health System Memorial Sloan Kettering Cancer Center Mount Sinai Health System	Prisma Health Rush University Medical Center Stanford Children's Health Stanford Health Care Trinity Health UAB Medicine UC Davis Health UK HealthCare UPMC Vanderbilt University Medical Center
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### NATIONAL COLLABORATION



Figure 1 2021-2022 NCHL Membership Across All Premier Programs

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A Premier Program of the  
National Center for Healthcare Leadership

### Benefits At-A-Glance

MEMBERSHIP BENEFITS	PREMIUM	BASIC	INDIVIDUAL COUNCIL
	\$25,000	\$15,000	\$6,000
<b>CORE LENS PROGRAM BENEFITS</b>			
<b>LENS STEERING COMMITTEE</b> The LENS Steering Committee oversees the work of the Leadership Excellence Networks and the various councils. The committee consists of one representative from each of the LENS premium member organizations. Being on this committee offers priority eligibility to participate in national research and demonstration projects and co-development, design, and peer review of new leadership development initiatives.	☑		
<b>PARTICIPATION IN LENS COUNCILS</b> LENS Councils meet with peers to share best practices, advance leadership and organizational excellence, and collaborate with change makers within the healthcare sector. Current councils include: Diversity, Equity, & Inclusion; Leadership Development; Talent Metrics, Analytics, and Planning; and Well-being. (See pgs. 4-7 for council descriptions)	☑ All	☑ Select 3	☑ Select 1
<b>NCHL'S ALL-MEMBER CONFERENCE</b> Complimentary or discounted attendance to NCHL's annual All-Member Conference.	Three (3) Complimentary Tickets	Two (2) Complimentary Tickets	One (1) Complimentary Ticket
<b>LENS EXECUTIVE BRIEFINGS</b> A monthly newsletter aimed towards providing up-to-date published research relevant to council call topics and leadership challenges facing our member organizations	☑	☑	☑
<b>LITERATURE REVIEW REQUESTS</b> Access to NCHL team for literature review requests in the realm of leadership and talent management best practices.	☑		
<b>NETWORKING AND SHARED CONNECTION</b>			
<b>IN-PERSON LENS MEMBER MEETING*</b> 1 in-person meeting per year to gather and network with other Steering Committee members at our All-Member Conference.	☑		
<b>MEMBER ONLY VIRTUAL DISCUSSION FORUMS AND PORTAL</b> Access to past LENS webinars recordings; LENS Council discussion forums; member-curated toolkits and guides; access to archived LENS Executive Briefings; and access to member information through our Member portal (M365)	☑	☑	☑

<p><b>BUILDING CONNECTION AND PARTNERSHIP BETWEEN THE FIELD OF PRACTICE AND ACADEMIA</b>  <b>*NEW 2023 BENEFIT*</b></p> <ul style="list-style-type: none"> <li>• One (1) Joint In-Person; and</li> <li>• One (1) Joint Virtual Collaborative Council Meeting with Graduate Education in Health Management (GEHM) program members (Academia) and LENS (Field of Practice) and NCAF Council Sites (Academia and Field of Practice)</li> </ul> <p>The <b>in-person</b> collaborative council meeting will be hosted at the NCHL All-Member Conference. Invited LENS participants will be dependent on the focus of the collaborative meeting. The <b>virtual</b> collaborative council meeting will be hosted in spring or summer of 2023. There will be no limit to the number of participants from LENS member organizations. The focus of these collaborative meetings will be built in partnership between GEHM and LENS committee/council chairs.</p>	<input checked="" type="checkbox"/>		
<p><b>JOINT ACADEMIA-INDUSTRY DISCUSSION FORUM</b>  <b>*NEW 2023 BENEFIT*</b></p> <p>Accessed through the NCHL member portal, LENS members will have access to a discussion board built for asynchronous communication amongst other LENS members and all GEHM program members, where conversations regarding field of practice and its link to academia can take place.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>AD HOC OPPORTUNITIES</b>			
<p><b>COACH CERTIFICATION PROGRAM</b></p> <p>Members receive a discount specific to their program member level on the annual LENS Coach Certification program which offers an accredited International Coach Federation (ICF) coach training program (ACSTH). This valuable certificate will provide leaders with evidence-based skills necessary to develop high performing teams and drive meaningful results within their organizations.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>360 PHYSICIAN ASSESSMENT</b></p> <p>Members can purchase an NCHL developed 360 Physician Assessment tool, to assess the strengths and areas of improvement in their physician leaders. End-to-end support is provided by NCHL.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>PARTICIPATION IN LENS RESEARCH AND EVENTS</b></p> <p>LENS councils pursue additional opportunities to author research papers on topics relevant to our members. Participation in white papers, research, and creation of resources specific to advancing healthcare leadership are provided to members.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>COMMUNICATIONS</b>			
<p><b>LENS CONNECTION NEWSLETTER</b></p> <p>Bi-monthly communications focused on recent LENS updates for our community</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

<b>NCHL CROSS-MEMBER BENEFITS</b>			
<p>Membership recognition on NCHL social media channels, NCHL website and Annual Impact Report  Access to view available positions and post opportunities for free on NCHL's job board  Access to NCHL's Competency Model  Opportunity to participate in the National Health Leadership Survey/BOLD  Access to NCHL's mentorship program  Access to NCHL's white papers and other publications  Opportunity to attend NCHL coffee chats and other virtual learning opportunities</p>			

# LENS COUNCILS OVERVIEW

## Diversity, Equity & Inclusion Council

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Hospitals and health systems have a responsibility to ensure a diverse, equitable, and inclusive environment for their employees and patient communities. Nevertheless, health disparities and inequities persist amongst historically marginalized and vulnerable populations. Under-representation of minorities within health systems, equitable care, and building a sense of community throughout the neighborhoods that the health system serves are some of the challenges that need to be met to eradicate these disparities.

The Diversity, Equity, & Inclusion Council works to identify best practices to continue erasing these disparities and racial inequities in healthcare by:

- Working to ensure the health of the community that the organization serves, through health equity programs, community partnerships, and employment opportunities
- Supporting staff and raising consciousness around racial and social injustice movements
- Supporting the development of strategic, data-informed DEI and Health Equity priorities, initiatives, and programs that meet the needs of all patients, community members and employees within the hospital and healthcare system
- Providing members with opportunities to ask specific questions related to their own organizational challenges and solicit strategic advice from leaders who are tackling similar issues within their own hospitals and health systems. Peer-sharing and learning opportunities are an integral component of our program

### Leader Participation

Members of this Council include Chief Diversity Officers, Directors of Diversity & Inclusion and Program Managers within the DEI departments.

### Time and Resource Commitment

- Council meets monthly
- Peer learning and educational opportunities are provided each month. Peer learning opportunities consist of member organizations presenting their programs, initiatives, and strategies.
- Other educational sessions may include non-LENS member organizations that present on related topics.

## Leadership Development Council

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Today's healthcare organizations realize they must support the evolving needs of their current leaders and develop the next generation of leaders in increasingly volatile, uncertain, complex, and ambiguous environments. Leadership Development Council will focus efforts on:

- Peer-sharing of health system approaches to leadership development and coaching
- Education on leadership development best practices
- Opportunities to engage in research to advance the pragmatic practice of healthcare leadership

## Leader Participation

Members of this Council comprise senior level leaders and professionals who oversee learning & development, a health system's leadership institute, talent management, or organizational development & change.

## Time and Resource Commitment

- Council meets bimonthly
- Educational opportunities and webinars are provided to target at providing member organizations' clinical, administrative, and high potential leaders.
- Other educational sessions may include non-LENS member organizations that present on related topics

## Talent Metrics, Analytics, & Planning Council

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With people related expenses often exceeding 60 percent of total health system operating costs, measuring, predicting, and managing all things “people” is essential to the successful pursuit of high-value care delivery. The Talent Metrics, Analytics, & Planning Council focuses on:

- Sharing the experiences of our talent metric and analytics journey, identifying challenges, and continuously improving our processes
- Strengthening capabilities for assessing future workforce needs
- Discussions on the latest literature surrounding people analytics and workforce planning

## Leader Participation

Members of this Council include senior level professionals who oversee workforce planning, people analytics, or similarly related disciplines. Those just starting their journey building these functions or have been doing so for a decade are welcome to engage and learn.

## Time and Resource Commitment

- Council meets monthly
- Rotating sessions on peer-sharing; may also include non-LENS organizations and guest speakers

## Well-being Council

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Leaders increasingly recognize how important staff well-being is to organizational success. However, there are few clear practice guidelines to inform organization-level efforts, and tremendous variation of practice across organizations. As the industry experiences a historic shift in the workforce, identifying effective and evidence-based strategies to recruit and retain an engaged and healthy workforce is paramount. Launched in 2021, the primary goal of the Well-being council is to help organization leaders make more informed decisions about how to invest their limited resources for maximum well-being impact across their organization. The Council-driven agenda will focus on gaining clarity in areas including:

- Focus/philosophy: how health systems define well-being, and their approaches to it for different groups (e.g., physicians, clinicians, staff)

- Organizational structures / staffing: how health systems are organizing their well-being activity
- Outcomes: developing greater consensus on what/how to measure impact
- Education/implementation: accelerating dissemination of new learnings regarding items (1) - (3), and supporting adoption of emerging best-practice guidelines broadly across the field

### **Leader Participation**

Members of this Council are typically responsible for well-being at the enterprise level. This may include, for example: chief wellness / well-being officers; chief learning officers; leaders of employee & organization development; employee health & employee assistance leaders

### **Time and Resource Commitment**

- Organizational participation in bimonthly teleconference meetings
- Participation in 2-3 organizational practices surveys

**YOU'RE INVITED TO JOIN LENS TODAY.**

Email Ren Lovegood, LENS Senior Manager at [LENS@nchl.org](mailto:LENS@nchl.org)