

2026 Member Benefit Prospectus

Welcome to LENS

The **Leadership Excellence Networks (LENS)**, led by the National Center for Healthcare Leadership (NCHL), is a national collaborative of leading U.S. hospitals and health systems. LENS connects senior healthcare leaders through shared learning, evidence-based practices and innovative strategies that drive real impact.

Through LENS councils and initiatives, members co-create transformative solutions and help shape the future of healthcare leadership.

Joining LENS means more than belonging to a network – it means partnering with peers to **lead change, develop the next generation of leaders, and advance workforce innovation**. Together, our members benchmark outcomes, share best practices and invest in leadership excellence.

Membership Benefits at a Glance

LENS membership is offered at four levels. Each level unlocks a distinct set of benefits designed around five domains: **Thought Leadership, Professional Development, Networking & Community, Organizational Impact** and **Recognition & Influence**. A summary of benefits by tier is provided below.

Benefit Type		Member Value
	Thought Leadership	Members gain evidence-based insights, research briefings and curated best-practice resources, positioning them to not only stay at the forefront of healthcare leadership but also to lead and guide their organizations and peers through emerging challenges.
	Professional Development	Members gain discounted or priority access to leadership development programs, coaching certifications and other learning opportunities that build critical skills.
	Networking & Community	Members engage with peers through councils, in-person summits and virtual forums, fostering relationships and collaboration across the healthcare sector.
	Organizational Impact	Members leverage benchmarking data, dashboards and collaborative initiatives to drive measurable improvements in their own organizations.
	Recognition & Influence	Members enjoy public recognition on NCHL platforms, opportunities to contribute to thought leadership and access to channels (such as job boards) that raise their professional profile.

BENEFIT LEVEL	SUBSCRIBER \$0	COUNCIL \$4,000–\$6,000	CORE \$13,000	PREMIUM \$25,000
THOUGHT LEADERSHIP				
LENS Steering Committee	–	–	–	One representative per premium member
Leadership Opportunities	–	–	Ability to serve as council chair or workgroup facilitator	Ability to serve as council chair or workgroup facilitator
Competency Model 4.0 Initiative	–	–	Ability to participate	Ability to participate
Resource Hub	–	–	Limited access	Full access to curated resources, case studies, and best practices
NCHL Leadership Programs Newsletter (monthly)	Access	Access	Access	Access
PROFESSIONAL DEVELOPMENT				
Leadership Summit	–	One (1) ticket annually	Two (2) tickets annually	Four (4) tickets annually
Discovery Forum	–	–	Participant	Opportunity to participate, co-facilitate, or host a Discovery Forum featuring external or member insights on emerging leadership topics.
Learning Lab	–	–	Participant	Opportunity to lead, present, facilitate a Learning Lab engagement as well as organizational participation
NETWORKING & COMMUNITY				
Council Participation	–	Access to One (1) Council	Access to Three (3) Council	Access to All Councils
Member-to-Member Connections	–	Access	Access	Access
Virtual Discussion Forum	–	Access	Access	Access to recordings, toolkits, and community portal

BENEFIT LEVEL	SUBSCRIBER \$0	COUNCIL \$4,000–\$6,000	CORE \$13,000	PREMIUM \$25,000
ORGANIZATIONAL IMPACT				
NCHL Leadership Programs Newsletter (monthly)	Access	Access	Access	Access
Summer Workshops	\$349 per workshop	Discounted rate (\$175 per participant for one workshop)	Discounted rate for up to two participants	Free access to both workshops and recordings. Opportunity to lead, present, facilitate a Summer Workshop engagement as well as organizational participation
Benchmarking	-	Tier 1 – council-specific data	Tier 2 – cross-council data	Tier 3 – system-level dashboards
RECOGNITION & INFLUENCE				
Recognition on social media and Newsletters	-	Organization specific across member communications; internal and social media.	Highlight members & Organization across member communications; internal and social media.	Highlight members & Organization across member communications; internal and social media.
Authoring & Facilitation	-	-	Available	Available
Publication & Presentation Support	-	Available	Eligible to submit proposals to present at LENS events or Learning Labs; limited authoring opportunities.	Priority opportunities to lead councils or workgroups, facilitate workshops, and author or co-author publications/case studies.
Job Postings	-	Available	Unlimited postings	Unlimited postings

2026 Highlights & What's New

- **Competency Model 4.0 Initiative:** A revalidation project that invites premium members to help shape the next iteration of NCHL's leadership competency model. Join fellow leaders in crafting the benchmark for future healthcare leadership.
- **All-Council Convening:** Building on the 2025 pilot, 2026 will feature a branded, large-scale convening of all councils. This event will include keynote speakers, cross-council panels and collaborative breakout sessions that foster alignment and spark new ideas.
- **Summer Workshops:** Two interactive workshops—one on sustainability & environmental stewardship and one on operational effectiveness—where members bring real-world challenges and co-develop actionable solutions.
- **Discovery Forums**
Building on the work of each council, Discovery Forums serve as facilitated learning experiences that bring together leaders from across the network to explore emerging trends and shared challenges. Guided by NCHL facilitators and guest experts, these interactive sessions connect council insights with broader industry perspectives—helping members translate learning into practice and co-create forward-looking solutions.
- **Learning Lab:** New opportunities for members to facilitate and engage in focused learning sessions on emerging topics in healthcare leadership. These sessions create space for peer-to-peer exchange, practical insights, and collaborative problem-solving.

THE VOICE OF OUR MEMBERS

"After more than a decade, NCHL truly feels like family, offering an **unparalleled forum to connect** with peers tackling similar challenges. This **collaborative** environment has been essential for **sharing insights, problem-solving**, and actively **shaping the future of the healthcare** industry." - Patti

Patti currently serves as Chairperson for our LENS Steering Committee



Patti Adelman
Vice President
Northwell Health

"Being a member of the NCHL LENS Leadership Development council has been an invaluable experience, offering rich opportunities to **build meaningful relationships** and **share best practices** with peers across the healthcare leadership landscape. The **camaraderie and connections** fostered through NCHL have empowered us to **collaborate** with other healthcare organizations to **tackle shared challenges** and **advance impactful solutions** across the industry." - Jessica

Jessica currently serves as Chairperson our LENS Leadership & Professional Development Council



Jessica Buechli
Senior Director
UPMC

Key 2026 Benefits

- **LENS Steering Committee:** A seat on the steering committee allows premium members to guide the strategy and direction of LENS.
- **Leadership Opportunities:** Core and premium members may serve as council chairs or facilitate workgroups, directly shaping program initiatives.
- **Competency Model 4.0:** Premium members can contribute to the development and validation of NCHL's next-generation leadership competency model.
- **Resource Hub:** Members access a curated digital library of best practices, case studies and tools to support leadership development and organizational excellence.
- **Executive Briefings:** Bi-monthly briefs summarize cutting-edge research and insights relevant to healthcare leadership challenges.
- **Council Participation:** Members engage with peers through topical councils to share best practices, co-create innovative solutions and advance leadership and organizational excellence.
- **Annual Leadership Summit:** Members attend an in-person summit to learn from thought leaders, connect with peers and explore new ideas for advancing healthcare leadership.
- **Discovery Forum:** Interactive, member-driven sessions that bring together leaders from across councils to explore emerging trends, test ideas, and co-create forward-looking solutions. Each topic convenes twice annually and is open for registration throughout the year.
- **Learning Labs:** Interactive workshops where members can either participate or (at premium level) lead and facilitate sessions to share their expertise.
- **Virtual Discussion Forum:** A member portal with webinars, discussion forums, toolkits and recordings that fosters community and collaboration.
- **Summer Workshops:** Focused sessions on operational effectiveness and sustainability; premium members may facilitate these sessions.
- **Benchmarking:** Tiered access to benchmarking data and dashboards—from council-specific data to system-level analytics—to measure performance and identify improvement opportunities.
- **Recognition & Influence:** Opportunities to publish case studies or white papers, present at events, and highlight organizational achievements on NCHL platforms.
- **Job Board:** Core and premium members can post unlimited job listings on NCHL's job board, extending their recruitment reach.
- **NCHL Leadership Programs Newsletter (monthly):** A digest of news, updates, and upcoming opportunities across NCHL's leadership initiatives—including LENS, NCAF, and specialty programs—designed to keep you and your organization informed and engaged.

Enhanced Learning Opportunities

Beyond council activities, NCHL offers a range of professional development programs at discounted rates for members:

- **Healthcare Leader as a Coach:** A 17-hour virtual workshop that equips healthcare leaders with coaching skills. Participants engage in exercises and role-plays and leave with tools to apply immediately in the workplace.
- **Level 1 HCI Coaching Certification Program:** A 64-hour International Coach Federation (ICF)–accredited course offered in partnership with the Healthcare Coaching Institute. It focuses on conversational coaching models and includes ten hours of mentor coaching.
- **Bridge to PCC Certification:** A 66.5-hour advanced program for graduates of Level 1. It provides 49.5 hours of additional training and mentorship to prepare participants for ICF’s PCC credential.

2026 Council Structure



Steering Committee

Purpose: To provide strategic guidance and cross-council insight to ensure NCHL’s programming remains relevant, impactful, and aligned with member priorities.

Participation: One member per premium membership organization.

Commitment: Meets every other month (three meetings January–May and two meetings September–November), with additional peer-sharing and educational opportunities.

Culture, Community, & Access Leadership (\$6,000)

Purpose: *“We advance equity and belonging in healthcare by fostering inclusive workplaces, ensuring access to high-quality care for all communities, and co-creating solutions that eliminate disparities through shared learning and collaboration.”*

Focus: This council is dedicated to advancing health equity, strengthening community partnerships, and shaping inclusive organizational cultures. Members explore data-informed strategies for culture transformation and share approaches to building stronger, more connected communities.

Participation: Chief Diversity Officers, Directors of Diversity & Inclusion, Chief Learning Officers, and leaders of employee & organizational development.

Commitment: Meets every other month (three meetings January–May and one meeting September–November), with additional peer-sharing and educational opportunities.

Well-Being Council (\$6,000)

Purpose: *“We accelerate shared understanding and solutions that strengthen workforce well-being in healthcare, enabling leaders to make informed, high-impact decisions that support their people and organizations.”*

Focus: Recognizing the pivotal role of staff well-being in organizational success, this council helps leaders navigate today’s historic workforce shifts with actionable strategies. Established in 2021, the council creates clarity around definitions, structures, and outcomes—empowering organizations to optimize resources and adopt evidence-based practices more quickly. Emphasize on **focus & philosophy, organizational structures & staffing, outcomes, education & implementation**.

Participation: Members are typically responsible for enterprise-level well-being efforts, such as Chief Wellness/Well-Being Officers, Chief Learning Officers, leaders of employee & organizational development, and leaders of employee health and employee assistance programs.

Commitment: Meets every other month (three meetings January–May and one meeting September–November), with additional peer-sharing and educational opportunities.

Leadership & Professional Development Council (\$6,000)

Purpose: *“We convene senior leadership professionals to learn, exchange, and co-create evidence-based strategies that cultivate strong leaders and drive organizational excellence.”*

Focus: This council cultivates leadership talent across healthcare systems. Members share leadership development strategies, coach training programs, and approaches to aligning physicians, non-clinical leaders and early-careerists. The council also collaborates on research and white paper development to advance the practical application of leadership science.

Participation: Senior leaders overseeing learning & development, leadership institutes, talent management, organizational development and change management.

Commitment: Meets every other month (three meetings January–May and one meeting September–November), with additional peer-sharing and educational opportunities.

Workforce Planning & Development Council (\$6,000)

Purpose: *“We convene healthcare leaders to advance people analytics and workforce planning, building a prepared and thriving workforce.”*

Focus: Formerly the Talent Metrics, Analytics & Planning council, this group concentrates on workforce analytics and strategic planning. Members strengthen capabilities in forecasting workforce needs, discuss the latest literature on people analytics and share innovations in talent planning and cost management.

Participation: Senior professionals responsible for workforce planning, people analytics and workforce management, whether just starting their analytics journey or seasoned experts.

Commitment: Meets every other month (two meetings January–May and two meetings September–December), with peer-learning presentations and optional benchmarking collaborations.

Bridging Academia to Industry Council (\$4,000)

Purpose: *“We translate research into practice, equip future leaders with relevant, future-ready competencies, and co-create sustainable early-careerist pipelines.”*

Focus: This council bridges academic research and healthcare practice. Members collaborate on evidence-based initiatives, foster interdisciplinary research, and redesign professional development to strengthen early-career pipelines.

Participation: Workforce development managers, leadership and organizational development leaders, and academic faculty and administrators (e.g., deans and department chairs).

Commitment: Meets virtually and in person (two meetings January–May and two meetings September–December), with additional peer-learning opportunities. Graduate programs participating in this council receive four NAFCAS coupon codes for student use.

Discovery Forums

In addition to the five standing councils, LENS will host a series of Discovery Forums—interactive sessions that foster cross-council collaboration and provide members with a space to exchange insights, test ideas, innovate, and co-create forward-looking solutions that shape the future of healthcare leadership.

Forums will address areas such as:

➤ **Finance & Operational Excellence**

Explore strategies that strengthen financial performance, optimize resources, and drive operational efficiency across healthcare systems.

➤ **Experience & Engagement (Patient & Employee)**

Reimagine patient and employee experiences to enhance satisfaction, culture, and organizational outcomes.

➤ **Digital Health & AI fluency**

Advance responsible innovation through digital transformation, data analytics, and emerging technologies that improve care and decision-making.

➤ **Governance & Regulatory Readiness**

Navigate evolving policies, accreditation standards, and government impacts shaping the future of healthcare operations and leadership.

➤ **Sustainability & Stewardship**

Promote environmental responsibility and long-term resilience through sustainable practices and organizational stewardship.

Each Discovery Forum creates a space to **exchange proven practices** and **co-design solutions** that enhance financial, operational, and cultural outcomes across healthcare organizations.

Each forum topic will convene **twice per calendar year**, offering members the flexibility to engage in discussions most relevant to their organization's priorities. These sessions will be **open for registration** throughout the year, allowing participants to join live conversations, share best practices, and explore emerging challenges and opportunities in these areas.

Connect with **forward-thinking leaders** tackling the same challenges you face. Discover new strategies, test ideas, and bring back insights that **accelerate progress in your own system.**



Looking Ahead: Exploring New Frontiers

LENS continues to evolve in partnership with our members and with aligned collaboratives such as the **National Council on Administrative Fellowships (NCAF)** and the **U.S. Cooperative for International Patient Programs (USCIPP)**. Together, we are actively exploring strategic opportunities that strengthen leadership excellence and expand our collective impact, including:

- **Engaging early-careerists** through academic and workforce development partnerships, ensuring a robust pipeline of future healthcare leaders.
- **Creating pathways for retired executives** to contribute their expertise and mentor the next generation of leaders.
- **Expanding benchmarking and cross-sector collaborations** to keep our members at the forefront of evidence-based leadership and innovation.
- **Advancing professional development** through micro-credentialing and digital badging pathways that recognize mastery in high-impact, practice-based topics—offered through short-form workshops and multi-session learning experiences.

These initiatives represent our commitment to shaping what's next—driven by member priorities, guided by collaboration, and always aligned with NCHL's mission to advance healthcare leadership.

NCHL Cross-Member Benefits

All members, regardless of tier, enjoy additional benefits that enhance professional visibility and influence:

- **Recognition:** Highlight your organization and leaders on NCHL's social media channels and newsletters.
- **Job Board Access:** View available positions and post opportunities at no cost on the NCHL job board.
- **Competency Model:** Access NCHL's leadership competency model for benchmarking and development.
- **National Health Leadership Survey:** Participate in national surveys to benchmark organizational performance.
- **Publications:** Access NCHL white papers and research publications.
- **Virtual Learning:** Join NCHL coffee chats and other virtual learning opportunities.

Projected Calendar of Events for 2026

January	February	March
✓ NCHL LP Newsletter ✓ Council Calls ✓ Discovery Forums	✓ NCHL LP Newsletter ✓ Executive Briefing - Council Calls ✓ Discovery Forums	✓ NCHL LP Newsletter ✓ Council Calls ✓ Discovery Forums
April	May	June
✓ NCHL LP Newsletter ✓ Executive Briefing ✓ Council Calls ✓ Discovery Forums	✓ NCHL LP Newsletter ✓ Council Calls ✓ Discovery Forums	✓ NCHL LP Newsletter ✓ Executive Briefing ✓ All Council Call ✓ Summer Workshop
July	August	September
✓ NCHL LP Newsletter ✓ All Council Call ✓ Discovery Forums	✓ NCHL LP Newsletter ✓ Executive Briefing ✓ All Council Call ✓ Summer Workshop	✓ NCHL LP Newsletter ✓ Council Calls ✓ Discovery Forums
October	November	December
✓ NCHL LP Newsletter ✓ Executive Briefing ✓ Council Calls ✓ Discovery Forums	✓ NCHL LP Newsletter ✓ Leadership Summit	✓ NCHL LP Newsletter ✓ Executive Briefing ✓ Council Calls ✓ Discovery Forums
Newsletters – Councils (Vary by Topic) – Education/Development		

Join LENS in 2026

LENS is where healthcare leaders don't just adapt to change — they drive it. By becoming a member, you'll join a community committed to evidence-based leadership, continuous learning and collective impact.

To discuss the membership tier that best fits your organization or to request more information, contact lens@nchl.org.

Together, We Lead Forward

It's an honor to collaborate with leaders across the nation who are shaping the future of healthcare. Together, we continue to learn, grow, and drive meaningful change through leadership excellence. Thank you!



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