



National Center for Healthcare Leadership

2021-2022

Annual Impact REPORT

COLLABORATE
EDUCATE
RESEARCH

✉ info@nchl.org

🌐 www.nchl.org

🌐 [national-center-for-healthcare-leadership](https://www.linkedin.com/company/national-center-for-healthcare-leadership)

MESSAGE FROM THE CEO

Esteemed Colleagues,

I am pleased to share the 2021-2022 National Center for Healthcare Leadership's (NCHL) Annual Impact Report. In the ever-changing industry of healthcare, NCHL programs and resources are more vital to the healthcare community than ever before. This report highlights our accomplishments over the past year, many of which we have achieved collaboratively with our member organizations.

NCHL reinforces the connections among our three premier programs - USCIPP, LENS and NCAF - in driving results and fulfilling our mission of advancing healthcare leadership and organizational excellence by building diverse, inclusive, and collaborative relationships in the US and abroad. Every day we are creating opportunities for shared expertise and the exchange of innovative ideas and practices, to help advance healthcare leaders.

Each year the support, dedication, and participation from our program and corporate members grow even greater, and I am especially grateful to those individuals who have generously provided their time and expertise to NCHL over the years. Without our members, the successes described in these pages would not be possible. As we celebrate the achievements over the past year, we also want to look to the future as we continue to focus on establishing our place and purpose in the healthcare community.

As we near the end of 2022, I invite you to join with us again in 2023 as a highly valued program member. With your support, we will be able to continue to provide valuable resources, connections, and networking opportunities to help you stay on the forefront of issues impacting hospitals and health systems. It is more important than ever for healthcare leaders to be focused and informed on the challenges and changes affecting us. NCHL continues to stand in partnership with all our member organizations to ensure a brighter future for all.

Sincerely,



A handwritten signature in black ink that reads "LeAnn Swanson".

LeAnn Swanson, MPH
Chief Executive Officer
National Center for Healthcare Leadership

EVERY DAY WE ARE CREATING OPPORTUNITIES FOR SHARED EXPERTISE AND THE EXCHANGE OF INNOVATIVE IDEAS AND PRACTICES, TO HELP ADVANCE HEALTHCARE LEADERS

IMPACTING THE INDUSTRY THROUGH

Collaboration ● Education ● Research

MISSION

Dedicated to advancing healthcare leadership and organizational excellence by building diverse, inclusive, and collaborative relationships in the US and abroad.

VALUE

NCHL is widely recognized as the premier source for evidence-based healthcare leadership practices, cultivating communities for peer collaboration across organizations, and collectively developing industry models and benchmarks to improve healthcare.

NATIONAL COLLABORATION



26
Organizational
Members



60
Organizational
Members



119
Organizational
Members

2021-2022 Program Member Participation



COLLECTIVE IMPACT

A list of all NCHL members by program affiliation, during the reporting period of July 1, 2021 through June 30, 2022.

Alabama

- UAB Medicine ○
- University of Alabama Birmingham □ ◇

Arkansas

- Arkansas Children's □
- University of Arkansas for Medical Sciences □

California

- Alameda Health System □
- Cedars-Sinai △
- Children's Hospital Los Angeles □ △
- City of Hope National Medical Center □ △
- Dignity Health International △
- Hoag Hospital & Hoag Orthopedic Institute □
- Keck Medicine of the University of Southern California □ △
- Providence □
- St. Joseph Heritage Healthcare □
- Stanford Children's Health ○
- Stanford Children's Health - Lucile Packard Children's Hospital Stanford □
- Stanford Health Care ○ △ □
- UC Davis Health □ ○
- University of California, Los Angeles (UCLA) Health △
- University of California, San Diego (UCSD) Health △
- University of California, San Francisco (UCSF) Health □ △

Colorado

- CommonSpirit Health ○
- Denver Health □
- University of Colorado Denver □

Connecticut

- Community Health Center, Inc. □
- Connecticut Children's □
- Hartford Health □
- Yale International Medicine Program △
- Yale New Haven Health System □

Delaware

- Nemours Alfred I duPont Hospital for Children △

District of Columbia

- Children's National Hospital △
- George Washington University □
- MedStar Health □ △

Florida

- Baptist Health (Jacksonville) □
- Baptist Health South Florida □ △
- Broward Health △
- Florida A&M University □
- Memorial Healthcare System △
- Moffitt Cancer Center △
- Nicklaus Children's Health System □ △
- The Paley Institute at St. Mary's Medical Center △
- University of Central Florida □
- University of Florida □
- University of Florida Health - Shands Hospital □
- University of South Florida ◇

Georgia

- Georgia Southern University □
- Georgia State University □
- Northeast Georgia Health □

Illinois

- Advocate Aurora Healthcare □
- American Hospital Association □
- Ann & Robert H. Lurie Children's Hospital of Chicago □ △
- Cancer Treatment Centers of America △
- Memorial Health System ○
- Northwestern Medicine △
- Rush University Medical Center ◇ □ ○ △
- The Shirley Ryan AbilityLab △
- UChicago Medicine □ △
- University of Illinois at Chicago □

Indiana

- Indiana University Health □ △

Iowa

- Des Moines University □
- Genesis Health System □
- University of Iowa ◇

Kansas

- The University of Kansas Health System □
- University of Kansas Medical Center □

Kentucky

- Norton Healthcare ○
- St. Elizabeth Healthcare □
- St. Elizabeth Physician □
- University of Kentucky HealthCare □ ○

Louisiana

- Ochsner Health System △

Maryland

- Johns Hopkins Medicine □ ○
- Johns Hopkins Medicine International △
- Kennedy Krieger Institute △
- Luminis Health □
- Meritus Health □

Massachusetts

- Atrius Health □
- Boston Children's Hospital □ ○ △
- Boston University School of Public Health □
- Brigham and Women's Hospital □
- Brigham Health/Dana-Farber Cancer Institute △ □
- Lahey Hospital and Medical Center □
- Mass General Brigham ○
- Massachusetts General Hospital □ △
- Tufts Medical Center □

Michigan

- Henry Ford Health System □ ○ △
- Trinity Health □
- University of Michigan School of Public Health □ ◇

Minnesota

- Gillette Children's Specialty Healthcare △
- Mayo Clinic △
- University of Minnesota □ ◇

Missouri

- Ascension □
- Barnes-Jewish Hospital □
- Children's Mercy Kansas City △
- Mercy (St. Louis) □
- Saint Louis University □
- University of Missouri □ ◇
- Washington University School of Medicine in St. Louis △

Nebraska

- Children's Hospital Medical Center (Omaha) □

New Hampshire

- Dartmouth Health ○

New Jersey

- Atlantic Health System □
- Seton Hall University □
- University Hospital - Newark □

New York

- Columbia University □
- Columbia University, Vagelos College of Physicians and Surgeons □
- Cornell University □ ◇
- Hospital for Special Surgery △
- Maimonides Medical Center □
- Memorial Sloan Kettering Cancer Center ○ □ ○ △
- Montefiore Medical Center □
- Mount Sinai Health System □ ○
- New York University (NYU) Langone Health □ ○ △
- NewYork-Presbyterian △
- Northwell Health ○ △

North Carolina

- Atrium Health △
- Atrium Health Wake Forest Baptist □
- Cone Health □ ○
- UNC Chapel Hill □ ◇

Ohio

- Cincinnati Children's Hospital Medical Center □ △
- Cleveland Clinic □ △
- Nationwide Children's Hospital △
- Ohio State University Physicians, Inc. □
- OhioHealth □ ○
- The James Cancer Hospital at The Ohio State University △
- The Ohio State University College of Public Health □ ◇
- University Hospitals Cleveland Medical Center □ △
- Xavier University □

Oklahoma

- INTEGRIS Health □

Oregon

- Oregon Health and Science University □
- Samaritan Health Services □

Pennsylvania

- Allegheny Health Network □
- Children's Hospital of Philadelphia △
- Lehigh Valley Health Network □
- Penn Medicine △
- Penn State University □
- Philadelphia International Medicine △
- The Guthrie Clinic □
- University of Pittsburgh □ ◇
- University of Pittsburgh Medical Center (UPMC) and Children's Hospital of Pittsburgh of UPMC △ ○
- University of Scranton □
- UPMC □
- WellSpan Health □

South Carolina

- Medical University of South Carolina (University) □
- Medical University of South Carolina Health (MUSC Health) □ ○
- Prisma Health □ ○

South Dakota

- Sanford Health □

Tennessee

- Vanderbilt University Medical Center ○

Texas

- Baylor St. Luke's Medical Center △
- Baylor University □ ◇
- Cook Children's Health Care System △
- Houston Methodist □ △
- MD Anderson Cancer Center △
- Memorial Hermann-Texas Medical Center & TIRR Memorial Hermann △
- Texas A&M Health Science Center □
- Texas Children's Hospital △
- Texas Women's University □
- Trinity University □ ◇
- University of Texas at Arlington □
- University of Texas School of Public Health □

Utah

- Intermountain Healthcare ○
- University of Utah Health □

Virginia

- Carilion Clinic □ ○
- Sentara Healthcare □
- Virginia Commonwealth University □ ◇

Washington

- PeaceHealth □
- University of Washington ◇

West Virginia

- WVU Medicine □

Wisconsin

- The Medical College of Wisconsin □
- SSM Health of Wisconsin □

There are no NCHL program members in Alaska, Arizona, Hawaii, Idaho, Maine, Mississippi, Montana, Nevada, New Mexico, North Dakota, Rhode Island, South Dakota, Vermont, or Wyoming.

Legend

Program Membership Type (7/1/2021 - 6/30/2022)

○ Leadership Excellence Networks (LENS)

△ US Cooperative for International Patient Programs (USCIPP)

□ National Council on Administrative Fellowships (NCAF)

◇ Graduate Education Health Management (GEHM)

MOVING BEYOND MEASUREMENT AND TOWARD IMPACT



Since its founding in 2001, the National Center for Healthcare Leadership (NCHL) has sought to promote evidence-based approaches to leadership development and organizational excellence in healthcare. It has supported these efforts in part through multiple research initiatives. In 2013, NCHL began redesigning its approach to move beyond measurement and toward impact.

LEADERSHIP EXCELLENCE NETWORKS

National Healthcare Leadership Survey

In 2014, NCHL sought to capitalize on the sector's interest in organizational recognition as well as NCHL's familiarity with cross-organizational benchmarking. This ultimately led to the development of the National Healthcare Leadership Survey, which provides organizationally specific data on how leadership development practices compare to the state of practice, the state of science, and the association of both with performance outcomes. The survey is reviewed every other year and revised as needed by a panel of academic and field-of-practice experts. All hospitals and healthcare systems across the United States are invited to participate in the survey at no cost. The survey also enables NCHL to evaluate the rate of adoption of evidence-based leadership best practices in the field and to study the relationship between the adoption of specific leadership practices to organizational performance. The results of this survey culminate in the Best Organizations for Leadership Development (BOLD) award. In 2022, NCHL conducted the fifth biannual iteration of the National Health Leadership Survey.

NCHL Health Leadership Competency Model 3.0™

The NCHL Health Leadership Competency Model 3.0 reflects benchmarking against the best available evidence and thought leadership outside of healthcare, which was then adapted to the unique healthcare environment. It provides a standard of leadership excellence and translates it to improving professional development, organizational performance, health management education, and, ultimately, the health of the population. The NCHL Health Leadership Competency Model™ was developed to provide the field with a comprehensive, validated competency model suitable as the foundation for a breadth of leadership assessment and development applications. To ensure relevance to leaders from across disciplines, the model was developed and validated using interdisciplinary subject matter experts and refined in collaboration with industrial and educational psychologists. It is available to the public at no cost via the NCHL Online Store.

US COOPERATIVE FOR INTERNATIONAL PATIENT PROGRAMS (USCIPP) **USCIPP Annual Benchmarking Survey of International Programs in the US**

In 2021, USCIPP conducted the 12th iteration of the Annual Benchmarking Survey of International Programs in the US, an initiative in which NCHL collects benchmarking data from organizational members of USCIPP.

CONTINUED - MOVING BEYOND MEASUREMENT AND TOWARD IMPACT

The goal of this survey is to allow respondents to benchmark their international program operations against those at peer institutions through the data and insights. Given USCIPP's diverse set of member organizations, NCHL has designed data analytics and reporting that allow survey respondents to distinguish pediatric vs. adult services, large vs. small programs, and other relevant data stratifications of interest. The survey collects information about services offered, financial metrics, operational metrics, and patient volumes. Additionally, the survey results provide insights into international program structures and geographic regions of home residence for patients traveling to the US for care. In-depth data and our full benchmarking reports as well as data dashboards are available to USCIPP's member organizations.

An Internal Guide for International Programs at US Hospitals

In 2019, USCIPP collaborated with four of its member organizations to develop "An Internal Guide for International Programs at US Hospitals." This evidence-based industry report provides an overview of the medical travel industry in the US, which is specific to patients who travel for the sole purpose of receiving medical care. It introduces the concept of international patient programs and touches upon international healthcare business development efforts at US hospitals and healthcare systems. The report was created with the purpose of improving understanding of the medical travel industry in the US. It can be used to assist with executive leadership, orient new staff to the field of international healthcare, and improve communication and relationships with other departments. The work product is freely available to all USCIPP members and was made available to the public via the NCHL Online Store in 2022.

NATIONAL COUNCIL ON ADMINISTRATIVE FELLOWSHIPS (NCAF)

An Internal Guide to Implementing an Administrative Fellowship

In 2018, NCAF developed "An Internal Guide to Implementing an Administrative Fellowship" in collaboration with NCAF's Long-term Planning & Special Projects and Membership & Outreach Subcommittees. This evidenced-based report serves as an internal guide for hospitals and health systems that are seeking industry best practices in setting up and running an administrative fellowship program, including the fellow selection and offer process as well as optimal operational structures for administrative fellowship programs. The work product is freely available to all NCAF members and was made available to the public via the NCHL Online Store in 2022.

Annual Benchmarking Survey

In 2022, NCAF conducted its seventh national survey of administrative fellowship sites and graduate health management programs as well as its fifth annual student applicant survey. This annual data collection and reporting process—which is overseen by the Benchmarking, Metrics, and Research Subcommittee—is designed to monitor dynamics within the field of administrative fellowships as well as the impact of NCAF activity on outcomes.

LOOKING TO THE FUTURE & TO LEARN MORE

In 2023, NCHL plans to continue its benchmarking and research initiatives in several key areas of importance to our program members, including healthcare leadership development, administrative fellowship programs, international programs at US hospitals, and global healthcare market analysis.

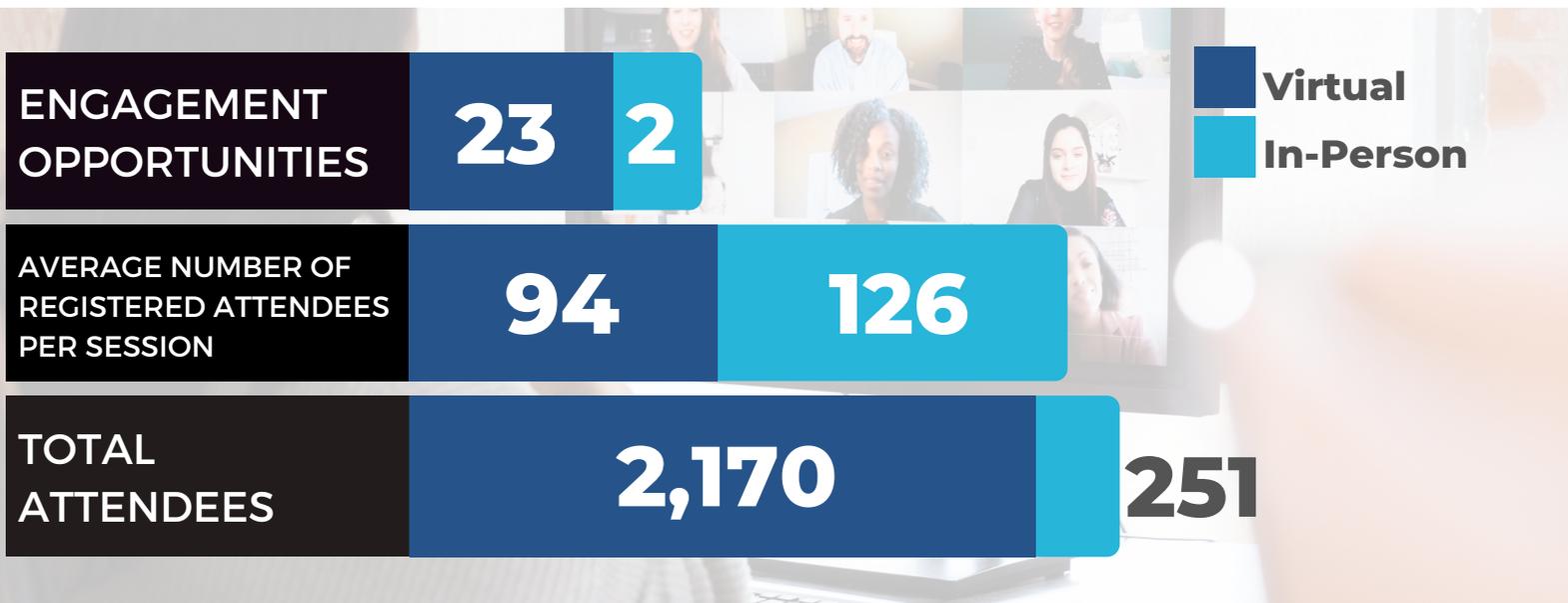


Learn more at: <http://www.nchl.org/research/>



BUILDING CONNECTION AND KNOWLEDGE WITH VIRTUAL AND IN-PERSON EVENTS

In 2021-2022 we saw a slow return to a few in-person learning opportunities. In November 2021, we welcomed 124 colleagues to the Organizational and Leadership Excellence Conference and 127 attendees at the Gail L. Warden Leadership Excellence Award celebration. In addition, we hosted 23 virtual learning opportunities, where we saw an average attendance of over 94 attendees. In total, our virtual engagement opportunities welcomed more than 2,170 attendees.



WHAT OUR MEMBERS ARE SAYING

"USCIPP is our subject matter expert for international business development intel and market analysis. As well the members of the community of leaders from other hospitals are of great value to us. USCIPP provides opportunities to interact and learn from each other." -Milly Valverde, The James Cancer Hospital at The Ohio State University

"NCHL has provided a wonderful community of practice for learning leaders in health care organizations. We share best practices, discuss challenges, and connect to brainstorm solutions. I haven't found a similar community elsewhere, and this alone makes the value of our NCHL membership worth the cost. Add to that the great benefits of learning forums, resources, and more." - Jessica Buechli, University of Pittsburgh Medical Center

"It has been a pleasure to connect with healthcare leaders from across the country through our engagement with the LENS D&I Council and NCAF. Not only have we been able to obtain valuable insight from other institutions and share our own experiences, but also network, learn, and form valuable partnerships through conferences and other engagements." - Shana Dacon-Pereira, Mount Sinai Health System

"NCHL provides a valuable platform through NAFCAS for our fellowship recruitment." - Cassandra Taft, University of Utah Health

PREMIER PROGRAMS

LENS USCIPP NCAF

Leadership Excellence Networks (LENS)

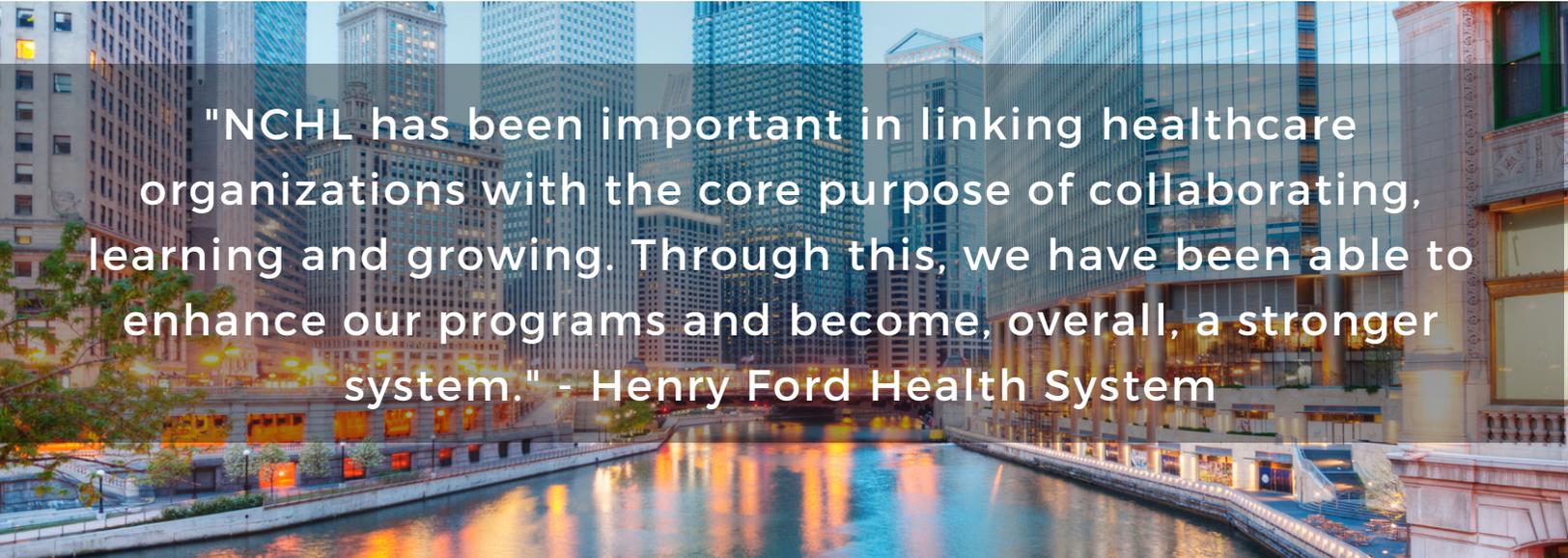
The Leadership Excellence Networks is a collaborative of US hospitals and health systems dedicated to strengthening leadership and organizational excellence through communities of practices focused on the advancement of diversity, equity, and inclusion; leadership development; well-being; and talent 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.

US Cooperative for International Patient Programs (USCIPP)

USCIPP is a consortium of US academic medical centers and health systems that work with international patients and hospitals, foreign governments, and other partners from around the world. USCIPP operates on a member-driven agenda focused on continuing member education, international market research, peer benchmarking, inter-organizational collaboration, awareness building, and more. Representing the majority of US hospitals with active international programs, USCIPP's 60 organizational members include many of the country's preeminent institutions of medicine.

National Council on Administrative Fellowships (NCAF)

The National Council on Administrative Fellowships is a consortium of fellowship sites and graduate health management programs that work together to continuously improve early-career development opportunities for our next-generation healthcare leaders. NCAF creates an industry standard in the recruitment of administrative fellows. In doing so, NCAF allows for a uniform and coordinated recruitment process, helps organizations access a national pipeline of the next generation of healthcare industry leaders, and brings fellowship sites and graduate health management programs together to share ideas and best practices.



"NCHL has been important in linking healthcare organizations with the core purpose of collaborating, learning and growing. Through this, we have been able to enhance our programs and become, overall, a stronger system." - Henry Ford Health System

LEADERSHIP EXCELLENCE NETWORKS

Ten Years of Shared Investment in DEI

35

Healthcare organizations have participated in the DEI Council since its inception

“As healthcare changes rapidly, having an ever-ready network of colleagues is critical to your success and the success of our organization.

- Carilion Clinic

The National Center for Healthcare Leadership's mission to advance healthcare leadership and organizational excellence by building diverse, inclusive, and collaborative relationships is a cornerstone of our Diversity, Equity, and Inclusion (DEI) Council work.

Launched in 2013 with support from our Steering Committee and corporate partner Sodexo, our inaugural DEI Council began with 8 member organizations and prioritized the creation of a DEI benchmarking scorecard, mentoring program, and sharing of best practices across organizations. The decision to launch a DEI Council was rooted in data supporting that despite equity being an essential component of a thriving organization, individuals who identify as a member of historically marginalized groups not only receive lower-quality care but also face additional barriers to accessing care. In addition, workers from these same vulnerable groups face structural and organizational barriers to inclusion at all levels of the talent life cycle, and our members have shown determination in the face of a Herculean task- how do we drive effective culture change, support a diverse population of workers and patients with significantly nuanced experiences, and move the needle.

2023 will mark a decade of DEI Council engagement and shared commitment to prioritizing DEI in healthcare. Current membership incorporates 70 leaders from 20 organizations and ranges geographically across 34 states. Recent topics have focused on sustaining training and employee support services, empowering colleagues to create a culture of safety and belonging through employee resource groups, implementing clear code of conduct policies to protect individuals from discrimination, capturing and leveraging metrics to drive organizational decisions, and identifying current barriers to implementing inclusive policies and programs.

There is still much work to be done to achieve true health equity for all members of our diverse and vibrant communities, and our members have continued to inspire us in their commitment to driving change. Despite the uncertain future of healthcare and never-before-seen resource constraints impacting our member organizations, the need to invest in pioneering, evidence-based innovations to drive effective organizational change has never been more important. As the healthcare sector moves through an unclear time in history, it is of paramount importance for leaders to collaborate, recreate, and improve upon their organizational systems to drive advancements in health equity and operational efficiencies focused on benefiting their diverse teams; patients; and communities.



Learn more at: <https://www.nchl.org/lens/>

US COOPERATIVE FOR INTERNATIONAL PATIENT PROGRAMS

Making Global Connections

Over the past year, US hospitals with international programs have looked forward to reconnecting with their peers and meeting new international partners through events that NCHL has hosted. Given that business travel remained challenging for some US hospitals during this period, NCHL recognized the need to continue supporting USCIPP members by providing opportunities for networking, thought leadership, and peer-to-peer engagement. As we emerge from COVID-related travel and large gathering restrictions, we look forward to returning to hosting in-person events in 2022.

USCIPP Annual Meeting

NCHL hosted a virtual annual meeting for USCIPP members August 23-26, 2021. The event drew 257 attendees from more than 60 US hospitals and healthcare stakeholders. One of the presentation highlights was “Entry and Investment in the Saudi Arabian Healthcare Market.” This in-depth session showcased the USCIPP team’s ongoing work to help build relationships in an important partner country for many of our members. American hospitals regularly provide complex care to Saudi patients who travel abroad for treatment, and US providers are increasingly involved in capacity-building and other meaningful healthcare collaborations with a range of partner organizations in Saudi Arabia.

USCIPP International Healthcare Partnership Forums

Between July 2021 and June 2022, the USCIPP team at NCHL hosted two virtual events designed to provide participating USCIPP member hospitals with business intelligence as well as opportunities to connect with potential international partners.

The USCIPP team and our event partner CalleoHealth (formerly known as CompHealth) organized the 2021 US-Israel Healthcare Partnership Forum December 15-16, 2021. This event focused on innovative collaborations between the US and Israel. The forum was held in cooperation and with support from HealthIL, a joint venture of the Israeli Ministry of Economy, Digital Israel Bureau, and the Israel Innovation Institute that works in close collaboration with the Israeli Ministry of Health and the Israel Innovation Authority.

The USCIPP team also hosted the 2022 US-Caribbean Healthcare Partnership Forum virtually from June 21-22. This event focused on seven markets in the Caribbean – Bahamas, Barbados, Bermuda, Cayman Islands, Dominican Republic, Jamaica, and Trinidad and Tobago. Nearly 200 attendees participated across both events, including 18 USCIPP members and 64 international healthcare organizations interested in partnering with US institutions.

“USCIPP is our subject matter expert for international business development intel and market analysis. Also, the community of leaders from other hospitals are of great value to us. USCIPP provides opportunities to interact and learn from each other.” - The James Cancer Hospital at The Ohio State University

581

USCIPP attendees participated in learning engagements throughout this reporting period



Learn more at: <https://www.nchl.org/uscipp/>

NATIONAL COUNCIL ON ADMINISTRATIVE FELLOWSHIPS

Professional Development & Data-Driven Insights for Administrative Fellowships

85%

of Fellows are hired
post-fellowship

(20-21 NCAF Benchmarking Survey)

96%

of NCAF members are satisfied
with their membership



“ NCHL has been a great opportunity for me to learn and network with leaders and colleagues. I have gained a great mentor through this program. When I completed my fellowship, I had the opportunity to learn about my growth and skillset as well as how to be a confident leader. - Hartford HealthCare ”

With a strong emphasis on the early careerist in 2021-2022, the National Council on Administrative Fellowships (NCAF) focused on learning opportunities and the development of future healthcare leaders. NCAF provided space for future healthcare leaders to build their networking skills with each other and the hospitals and health systems that serve as fellowship sites, with the re-emergence of the fellowship fair co-hosted with the American College of Healthcare Executives (ACHE). Panels of seasoned professionals and administrative fellows were curated to provide guidance and wisdom to current graduate students interested in pursuing careers in the healthcare space.

2022 also brought the revitalization of the Summer Enrichment Series. The series brought together leaders from across the healthcare spectrum to provide insight to students and administrative fellows as they navigate the early stages of their careers. The series provided space for fellows and students to engage in areas of healthcare that they may not have otherwise.

June 2022 sessions:

- Get Noticed! Professional Ways to Stand Out for Fellowships and Beyond
- Working in Hospitals and Health Systems
- Healthcare Inequities: Where is Healthcare Today and Where Does it Need to Go?

Along with these professional development opportunities, NCAF revived the benchmarking surveys for graduate programs, fellowship sites, students, and current administrative fellows. The responses from each group provide the field with valuable information on fellowship program format, desired competencies of applicants, graduate program data, and more.

Results from this data will drive NCHL learning opportunities for 2023 and beyond, as well as the decisions of graduate programs and fellowship sites as they garner interest in administrative fellowships for recent graduates.

As NCAF looks towards the end of 2022, several new projects and learning developments will be made available, including a jointly written white paper with the Commission on Accreditation of Healthcare Management Education (CAHME), the continuation of the Summer Enrichment Series, and amplification of the benchmarking data to advance the field of administrative fellowships further.



Learn more at: <https://www.nchl.org/ncaf/>



National Center for Healthcare Leadership

A CALL FOR 2023 MEMBERSHIP



The NCHL 2023 call for membership is now open. We invite you to renew your membership or join as a new member in 2023 for one of our three premier programs, the US Cooperative for International Patient Programs, the National Council for Administrative Fellowships, and the Leadership Excellence Networks. Additionally, we're recruiting new corporate members. We invite you to join your peers and secure your membership for 2023 today.

Leadership Excellence Networks (LENS)

PREMIUM LEVEL	\$25,000
BASIC LEVEL	\$15,000
COUNCIL LEVEL	\$6,000

US Cooperative for International Patient Programs (USCIPP)

PREMIUM PLUS LEVEL	\$15,000
PREMIUM LEVEL	\$11,000
STANDARD LEVEL	\$6,000
ORGANIZATIONAL AFFILIATE	\$11,000

National Council on Administrative Fellowships (NCAF)

COUNCIL LEVEL	\$5,000
STANDARD LEVEL	\$1,250
NEW MEMBER SET-UP FEE	\$500

Corporate Membership

LEADING LEVEL	\$40,000
SUSTAINING LEVEL	\$30,000
PARTNERING LEVEL	\$20,000
CONTRIBUTING LEVEL	\$15,000

To learn more about joining an NCHL premier program, contact us directly at info@nchl.org or visit nchl.org

FINANCIAL STEWARDSHIP

This financial snapshot provides an overview of NCHL financials during the 2021 fiscal year.



SUPPORT & REVENUE
\$1.83 million



Meetings & Fees: 10%
Other Learning Programs: 14%
Other Misc. Support: 1%
Satisfaction of Restricted Revenue: 12%

OPERATING EXPENSES
\$1.52 million



Conferences & Fundraising: 7%
Management & General: 22%

2021-2022 PREMIER EVENTS

Late-Summer 2021

- July Coffee Chat - Going Global: Conversations on Why US Hospitals Develop International Strategies
- The Changing Landscape of International Commercial Payers and How Stakeholders are Adapting Webinar*
- July Town Hall - Remote Work Is Here to Stay: What Now?
- Transforming the Payment Experience for International Development and Advisory Programs Webinar*
- Creating Innovative Pathways To Retain Employees, Fill Job Gaps, and Promote From Within Webinar*
- 2021 Virtual USCIPP Annual Meeting *
- September Coffee Chat - 20/20 Foresight: The Future of Healthcare Leadership

Fall 2021

- NCHL's Organizational and Leadership Excellence Conference
- NCHL's Gail L. Warden Leadership Excellence Award Celebration
- December Town Hall: How Is the US Federal Government Helping Position American Healthcare Organizations as Global Leaders in a Competitive International Market?*
- 2021 US-Israel Healthcare Partnership Forum

Winter 2021-2022

- January Coffee Chat - NCHL's Best Organizations for Leadership Development (BOLD) Overview
- NCAF Prospective Member Webinar
- Executive Coaching Certification Informational Session
- Read to Lead Virtual Reading Club*

Spring 2022

- Understanding International Patient Referrals from Israel: A Conversation with Clalit Health Services Webinar*
- Changing Expectations in Today's Workforce*
- March Coffee Chat - Well-being 2.0: Moving Beyond Individual Resilience and onto Systems Level Integration
- Read to Lead Virtual Reading Club*
- Get Noticed! Professional Ways to Stand Out for Fellowships and Beyond - Summer Enrichment Series*
- Working in Hospitals & Health Systems - Summer Enrichment Series*

Early-Summer 2022

- 2022 US-Caribbean Healthcare Partnership Forum
- June Coffee Chat - Assuring Access to Healthcare for the LGBTQ Community
- Healthcare Inequities: Where is Healthcare Today and Where Does it Need to Go? - Summer Enrichment Series*
- Best Practices in Alumni Mentorship Programs *

*Indicates a learning opportunity exclusively available to organizational program members



Learn more at: <http://www.nchl.org/events/>



BOARD OF DIRECTORS

NCHL's Board of Directors is an exceptional cadre of high-level industry executives representing a vast array of healthcare sectors. These leaders support NCHL's efforts to facilitate the spread of best practices, recognize individual and organizational leadership in the field, create collaborations, and build the evidence base to meet the industry's challenges with improved leadership capabilities.

- **Board Chair: Jill Schwieters**, CEO, JAS & Associates
- **Jeanne Armentrout**, Executive Vice President & CAO, Carilion Clinic
- **Bob Clarke**, Chairman, Furst Group/NuBrick Partners
- **Richard O. Davis**, PhD, CEO, Rochester Regional Health
- **David Ertel**, CFO, Vizient, Inc.
- **David Gillan**, Chief of Client Retention & Strategy, Sodexo Healthcare
- **Carrie Harris-Muller**, Senior Vice President and Chief Population Health Officer, OhioHealth
- **M. Michelle Hood**, Executive Vice President & COO, American Hospital Association
- **Christy Harris Lemak**, PhD, Chair, Department of Health Services Administration, University of Alabama at Birmingham
- **Beverly Malone**, PhD, President and CEO, National League for Nursing
- **Jessica Melton**, President, Suburban Hospital, Johns Hopkins Medicine
- **Joseph (Joe) Moscola**, Executive Vice President, Enterprise Management, Northwell Health
- **Barbara Ralston**, Senior Consultant, Strategic Development, Dignity Health International
- **John Talaga**, Executive Vice President & General Manager, Healthcare, Flywire

MESSAGE FROM THE BOARD CHAIR

"For 21 years the National Center for Healthcare Leadership has worked collaboratively with our members to strengthen evidence-based leadership practices and support organizational excellence. This partnership is more important than ever given the significant healthcare workforce shortages, increasing demand for exceptional leadership, and the urgent need to evolve models of care. I am proud of the efforts NCHL has made to seek out effective solutions with our members at a time of great financial challenges. It is an honor to serve as Board Chair and lead with nationally recognized leaders to make a difference in communities across the US and globally."

In partnership,



Jill Schwieters
NCHL Board Chair
National Center for
Healthcare Leadership



NCHL TEAM



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Brandy Blanton, MLit, Research Coordinator, USCIPP



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