

2020 National Health Leadership Scorecard

for

ABC Org



Leadership Development in Healthcare Systems

Toward an Evidence-Based Approach

The Scorecard

The NCHL Leadership Development Scorecard provides feedback on your organization's leadership development practices compared to participating health systems from across the country. The Scorecard provides feedback on 12 interdependent dimensions that have demonstrated impact on the effectiveness of leadership development systems. The maximum score, overall and in each dimension, is 100. Weightings are applied to help balance expected differences in the unique contribution of specific dimensions to overall effectiveness, as shown in Figure 1.

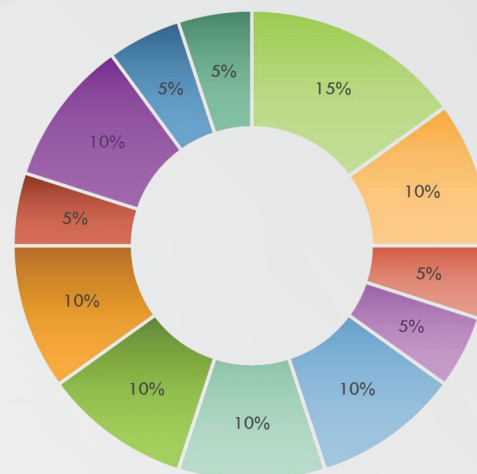
As shown in Figure 2, the top respondent score was 75.0, and the median score was 39.5, indicating broad variability in practices across organizations.

How You Can Use Your Scores

The scorecard is designed to help you see how your organization's leadership development practices compare to those of other hospitals/health systems, and to identify areas that might be useful to consider strengthening. The "Ranking" column indicates the number of responding organizations from our database that scored higher than your organization in a given dimension. Areas where your organization ranks lower may be particularly useful to consider strengthening. The text underneath each domain heading gives examples of the types of practices associated with this domain area.

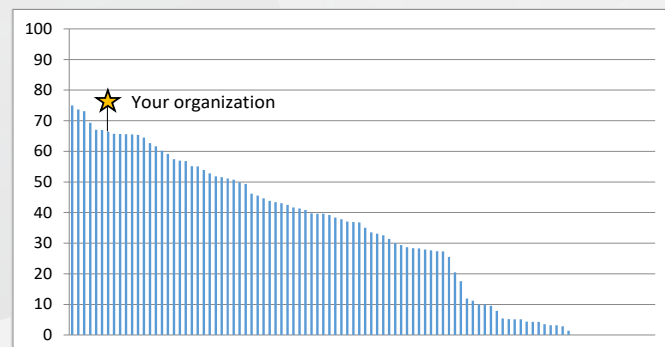
NCHL has resources available to help you strengthen your leadership development practices. On our website you will find numerous white papers containing case studies of high-performing organizations. Video case studies from prior national conferences are also available online at www.youtube.com/user/NCHLeadership. We can also engage your organization to review your scorecard with your leadership team, and identify peer organizations whose approaches may be helpful to learn from. To arrange for a consultation, please contact info@nchl.org.

Figure 1: 2020 Dimensions of Leadership Development System - Percent of Total Score



- Strategically Aligning Leadership Development
- Attracting and Selecting Leaders
- Preparing New Leaders for Success
- Talent Management and Succession Planning
- Providing Developmental Experiences
- Providing Performance Feedback
- Developing Clinical Leadership Strength
- Developing for Diversity & Inclusion
- Incorporating Administrative Fellowships
- Monitoring & Achieving Results
- Utilizing Coaching for Leadership Development
- Leadership and Well-being

Figure 2: Distribution of Leadership Index Total Scores, 2016-2020



Leadership Development Pays Important Organizational Dividends

The NCHL Survey program is designed to help your health systems strengthen its capacity to develop your leaders, so that your leaders are best prepared to help you fulfill your organization's mission. The survey is revised every two years to continuously reflect the most current state-of-the-science in leadership development best practices. Recent peer-reviewed research using the scorecard has validated the impact of these practices on numerous organizational outcomes, including significant associations with hospital operating margins¹ as well as patient experience (HCAHPS) scores.²

¹Crowe, D., Garman, A. N., Li, C., Helton, J., Anderson, M. A., & Butler, P. W. (2017). Leadership development practices and health system financial outcomes. *Health Services Management Research*, 30(3), 140-147. doi: 10.1177/0951484817702564.

²Li, C., Barth, P., Garman, A. N., Anderson, M. A., & Butler, P. (2017). Leadership development practices and patient satisfaction: A study of U.S. Academic medical centers. *Patient Experience Journal*, 4(1), 97-102.

2020 Best Organizations for Leadership Development Scorecard

ABC Organization

This scorecard provides the results of areas measured on the 2020 NCHL Health Leadership Survey. Survey items were developed by a team of researchers based on best-available evidence about development activities that have the greatest impact on leadership performance over time. The scorecard is designed to provide a comparison of your organization's leadership development to the organizations who participated in the 2020 survey. The goals of the scorecard are to provide guidance about where development resources can be optimally allocated in support of your organization's long-term human capital development goals. Unique survey responses from 2016, 2018, and 2020 were used to calculate group median and top-performer scores.

Overall Composite Performance	Ranking	Composite Score	Top-Performer Score	Group Median
Overall	*****	66.4	75.0	35.9
Leadership Domain Performance	Ranking	Domain Score	Top-Performer Score	Group Median
Strategically Aligning Leadership Development (15%)	32	73.0	95.9	58.3
Includes measures of program centralization, senior leadership and governance involvement, fostering of leadership accountability, and attention to ensuring objectivity in the performance review process.				
Attracting and Selecting Leaders (10%)	29	46.0	75.6	30.6
Measures an organization's efforts to recruit top talent by competitively positioning their quality of work and worklife, and their sophistication in using evidence-based approaches to the leader selection process.				
Preparing New Leaders for Success (5%)	14	95.0	100.0	30.0
Assesses the extent to which the organization systematically prepares new leaders during the critical early period of new roles.				
Talent Management and Succession Planning (5%)	17	62.0	90.0	22.9
Assesses the presence and depth of succession planning, the selection and development of high potentials, and the level of formal leadership development provided to manage talent.				
Providing Developmental Experiences (10%)	24	65.0	100.0	25.0
Includes use and frequency of formal job rotations (re-assignment of leaders on a full-time basis to temporary roles for skill development), action learning (facilitated learning through team-based work on organizational problems), and the provision of cohort leadership development programs.				
Providing Performance Feedback (10%)	29	40.0	73.0	29.3
Includes the extent of systematic collection of information about leadership performance, as well as the regular provision of this feedback to leaders in a context of development as well as accountability.				
Developing Clinical Leadership Strength (10%)	4	78.0	84.0	16.5
Assesses focal attention to clinical sub-populations as part of the selection, development, and succession planning systems.				
Developing for Diversity & Inclusion (10%)	18	63.8	94.6	39.1
Includes the percentage of leadership positions occupied by women and/or under-represented minorities, weighted according to organizational level.				
Incorporating Administrative Fellowships (5%)	10	85.0	94.0	14.5
Measures the presence and competitiveness of administrative fellowships (training/work programs, lasting 12 months or longer, for recent graduates of healthcare management / related graduate programs), as well as the sophistication of development provided to administrative fellows.				
Monitoring & Achieving Results (10%)	4	70.0	90.0	15.0
Includes program monitoring activities as well as their associated outcomes, including leadership bench strength and leadership retention.				
Utilizing Coaching for Leadership Development (5%)	17	60.0	97.0	23.1
Includes internal and external coach engagements, training and credentialing of internal and external coaches, and evaluation and structure of coaching engagements.				
Leadership and Well-being (5%)	2	82.0	88.0	33.0
Assesses the extent to which the organization's leadership systematically supports the health and well-being of its employees.				

Note. The Leadership and Well-being dimension was added in 2020 so the rankings were calculated using only 2020 data. 2016 and 2018 total scores were based on historical dimension scores and weights.

***** Top Decile

**** Second Decile

*** Third Quintile

** Fourth Quintile

* Fifth Quintile

The Best Organizations for Leadership Development (BOLD) Award

BOLD—Best Organizations for Leadership Development – recognizes health systems that are leading the field in preparing leaders for better health outcomes for all. Thanks to the generous sponsorship of Cielo Healthcare, health systems were able to participate in the program this year at no cost.



BOLD awardees scored highly on a comprehensive survey of evidence-based leadership development practices. 'Top Ranking' awardees were the organizations scoring highest overall; 'Program of Distinction' awardees recognize additional health systems for scoring among the highest in one or more survey dimensions.

2020 BOLD Award Recipients

Top Ranking Awardees

- Centura Health
- Children's Health System of Texas
- Children's Hospital Los Angeles
- Cone Health
- Henry Ford Health System
- Intermountain Healthcare
- Tampa General Hospital
- The Cleveland Clinic Foundation
- University of Texas MD Anderson Cancer Center
- UPMC

Program of Distinction Awardees

- Akron Children's Hospital
- Atrium Health
- Hartford HealthCare
- Lucile Packard Children's Hospital at Stanford
- Mount Sinai Health System, Inc.
- Rush University Medical Center

National Center for Healthcare Leadership (NCHL)

The National Center for Healthcare Leadership (NCHL), a Chicago-based not-for-profit organization, serves as an industry catalyst to improve healthcare leadership through inter-organizational collaboration and learning. Our vision is to improve health for all through inclusive leadership and organizational excellence.



National Center for Healthcare Leadership

NCHL regularly facilitates organizational membership groups for health systems interested in collaboratively pursuing new solutions to specific leadership challenges they are facing in common. For more information about NCHL or the scorecard, please visit our website at www.nchl.org, or contact us at info@nchl.org or 312-563-6656.

National Center for Healthcare Leadership

17 North State Street, Suite 1530
Chicago, IL 60602