

2025 Member Benefit Prospectus

Program Overview

Elevate your organization's leadership excellence practices and foster organizational development alongside esteemed peer healthcare institutions. Become a part of our exclusive Leadership Excellence Networks (LENS), a flagship program led by the National Center for Healthcare Leadership (NCHL). LENS is a dynamic collaborative of top-tier U.S. hospitals and health systems passionately dedicated to fortifying leadership and organizational brilliance.

Here's why you should be a part:

- **Stay Ahead with Evidence-Based Practice:** In LENS, you'll remain at the forefront of healthcare by embracing evidence-based practices. Gain insights and strategies that are proven to drive positive outcomes in the ever-evolving healthcare landscape.
- **Community of Practice:** Join a vibrant community of healthcare leaders committed to multiple facets of healthcare including leadership development, well-being, and talent metrics, analytics, and planning. It's not just a program; it's a network of like-minded leaders striving for excellence.
- **Shared Learning and Initiatives:** As a senior leader in LENS, you'll actively engage in shared learning activities and can collaborate on transformative initiatives. Through our council structure, you'll have a direct hand in shaping the future of healthcare leadership.

Lead the way in healthcare leadership and organizational development. Join LENS today, where excellence is a journey, not a destination.

JOIN LENS TODAY.

Apply by contacting Jen Petite, Senior Manager of Leadership Programs at lens@nchl.org

Current Leadership Excellence Networks Members

Bryan Health
Carilion Clinic
CommonSpirit Health
Cone Health
Henry Ford Health System
Intermountain Healthcare
Mass General Brigham

Medical University of South Carolina
Memorial Health System
Memorial Sloan Kettering Cancer Center
Mount Sinai Health System
Northwell Health
Norton Healthcare
OhioHealth

Rochester Regional
Rush University Medical Center
Stanford Children's Health
Sodexo
UK HealthCare
University of Pittsburgh Medical Center

Benefits At-A-Glance

2025 MEMBERSHIP BENEFITS	Premium \$25,000	Basic \$13,000	Council \$4,000 - \$6,000
<p>LENS STEERING COMMITTEE</p> <p>The LENS Steering Committee oversees the work of the Leadership Excellence Networks and councils. The committee consists of one representative from each of the LENS premium member organizations. The steering committee meets bimonthly for 90 minutes.</p>	<input checked="" type="checkbox"/>		
<p>LENS RESOURCE HUB New in 2025</p> <p>LENS Premium members will have access to a resource hub, which includes access to shared best practices in leadership development courses, diversity, equity, inclusion, and belonging, and more. All resources are accessible through a secure resource hub. Members are encouraged to share their resources for other premium members to engage with.</p>	<input checked="" type="checkbox"/>		
<p>LENS COUNCILS Updated for 2025</p> <p>LENS Councils meet with peers to share best practices, advance leadership, and organizational excellence, and collaborate with change-makers within the healthcare sector. 2025 councils include:</p> <ol style="list-style-type: none"> 1. Diversity, Equity, Inclusion & Belonging (\$6,000) 2. Leadership Development (\$6,000) 3. Talent Metrics, Analytics, and Planning (\$6,000) 4. Well-being (\$6,000) 5. NEW - Bridging Academia to Industry (\$4,000) 6. NEW - Environmental Sustainability in Healthcare Leadership (\$4,000) 7. NEW - Leadership in Digital Health and Artificial Intelligence (\$4,000) <p>(See pgs. 3-7 for council descriptions)</p>	<p>Access to all</p>	<p>Access to three (3)</p>	<p>Access to one (1)</p>

<p>LENS BOUTIQUE SUMMITS New in 2025</p> <p>In 2025 NCHL will offer two in-person boutique summit events (1.5 days) (one in April 2025 and the second in November 2025).</p> <p>The Spring Summit (exact location and date TBD) will include areas of focus for the Well-being, TMAP, Environmental Sustainability, and Leadership Development Council members.</p> <p>The Fall Summit will take place in November in Chicago. Topics will include areas of interest for DEI, Digital Health, and AI, and Academia to Industry Council members.</p>	<p>Four (4) tickets for 2025</p>	<p>Two (2) tickets for 2025</p>	<p>One (1) ticket for 2025</p>
<p>BENCHMARKING OPPORTUNITIES New in 2025</p> <p>LENS members will have access to a variety of benchmarking initiatives.</p> <ol style="list-style-type: none"> 1. Tier 1: Access to data from the council associated with program membership. 2. Tier 2: Access to data across councils associated with program membership. 3. Tier 3: Access to data across all councils and individualized dashboard data. 	<p>Access to tier three (3) results</p>	<p>Access to tier two (2) results</p>	<p>Access to tier one (1) results</p>
<p>LENS EXECUTIVE BRIEFINGS</p> <p>Quarterly newsletter aimed towards providing up-to-date published research relevant to council call topics and leadership challenges facing our member organizations</p>	<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>
<p>MEMBER-ONLY VIRTUAL DISCUSSION FORUM</p> <p>Access to webinar recordings, LENS Council discussion forums, member-curated toolkits and guides, and member information through our member portal.</p>	<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>

ENHANCED LEARNING OPPORTUNITIES

In 2025, NCHL is excited to bring members of our Leadership Programs including LENS a great line-up of NEW enhanced learning opportunities, trainings and certifications. Many of these learning opportunities will be offered to LENS members at discounted registration fees. If you are interested in learning more about any of these opportunities, please contact lens@nchl.org or keep an eye out for more information from NCHL.

HEALTHCARE LEADER AS A COACH

New in 2025

Based on the program membership level, members receive a discount on the healthcare leader as a coach program. This course serves as a comprehensive introduction to coaching for all leaders.

COACHING CERTIFICATION PROGRAM

Updated for 2025

Based on program membership level, members receive a discount on the annual LENS Coach Certification program which offers an accredited International Coach Federation (ICF) coach training program (ACSTH).

BRIDGE TO PCC

This course is made available to those that have completed the level one course with HCI. This includes 66.5 hours of coursework.

GROUNDWATER INSTITUTE IMMERSIVE EXPERIENCE (1.5 day)**New in 2025**

A 1.5 day learning experience, combining video and live facilitation, that provides a comprehensive analysis of the Groundwater Theory. Pricing is based on the program membership level. The course has limited capacity.

UNLOCKING NEURODIVERGENT POTENTIAL: COURSES & COACHING FOR INCLUSIVE LEADERSHIP**New in 2025**

1. Foundational Session on Neurodiversity
2. How to Support and Supervise Neurodivergent Team Members for Managers

**Will be provided if class minimums are met*

NCHL CROSS-MEMBER BENEFITS

- Membership recognition on NCHL social media channels and NCHL website
- 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
- Access to NCHL's white papers and other publications
- Opportunity to attend NCHL coffee chats and other virtual learning opportunities

2025 LENS Councils

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Council Descriptions

Diversity, Equity and Inclusion Council (\$6,000)

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

Focus/philosophy: This council works to ensure the health of the communities they serve is enhanced through health equity programs, community partnerships, and employment opportunities. This council discusses:

- 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.

Leader Participation

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

Time and Resource Commitment

- In 2025 this Council will meet monthly starting in **January 2025**.

- 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

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.

Focus/philosophy: Leaders involved in this council focus in leadership development initiatives, coaching programs, and align physicians, non-clinical leaders, and early careerists for leadership success.

- Peer-sharing of health system approaches to leadership development and coaching
- Education on leadership development best practices
- Opportunities to engage in research and white paper development 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

- In 2025 this Council will meet monthly starting in **January 2025**.
- Educational opportunities and webinars are provided to target at providing member organizations' clinical, administrative, and high potential leaders.
- ***New in 2025*** this Council will have ad hoc, voluntary meetings to develop at least one (1) white paper on a specific leadership development topic.
- Other educational sessions may include non-LENS member organizations that present on related topics

Talent Metrics, Analytics, & Planning Council (\$6,000)

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.

Focus/philosophy: Sharing the experiences of organizational talent metric and analytics journey, identifying challenges, and continuously improving 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

- In 2025 this Council will meet bimonthly starting in **February 2025**.
- 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.

Well-being Council (\$6,000)

Recognizing the pivotal role of staff well-being in organizational success, leaders are increasingly seeking actionable strategies. Amidst a historic workforce shift, the Well-being Council, initiated in 2021, aims to provide clear practice guidelines. Our primary goal is to empower organizational leaders to make informed decisions, optimizing their resources for maximum well-being impact. Join us in shaping a focused agenda that seeks clarity in crucial areas, propelling your organization towards a healthier and more engaged workforce.

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, 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

- In 2025, this Council will meet bimonthly starting in **January 2025**.
- 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.

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

New in 2025, this council aims to bridge the gap between theoretical research and practical healthcare delivery. Members work to enhance the quality of healthcare through the integration of academic research and clinical expertise. By promoting evidence-based practices, continuous education, and collaborative research, the council seeks to improve early careerist experiences and advance the healthcare industry.

Focus/philosophy: how health systems and academic institutions can collaborate and learn from one another to advance workforce needs and solve mutual problems in workforce. Also, defining and understanding the link between early careerist development and pipeline enhancement.

- Collaboration across universities, hospitals, and research institution
- Promoting evidence-based practices
- Supporting and redesigning professional development
- Fosters interdisciplinary research across NCHL members

Leader Participation

- Members of this Council are workforce, leadership, or organizational development managers and senior leaders as well as members of academia including faculty, staff, and senior leadership (deans, department chairs, etc.).

Time and Resource Commitment

- In 2025, this Council will meet bimonthly starting in **February 2025**.
- 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.

Additional Council Benefits

- Graduate programs who participate in this Council will have access to four (4) NAFCAS coupon codes for student use.

NEW: Environmental Sustainability for Healthcare Leadership Council (\$4,000)

New in 2025, the Environmental Sustainability in Healthcare Leadership Council is a dynamic coalition of healthcare professionals and industry leaders committed to integrating sustainable practices within the healthcare sector. This council focuses on reducing the environmental impact of healthcare operations, promoting sustainable healthcare practices, and driving systemic changes that support a healthier planet.

Focus/philosophy: how health systems work through environmental sustainability issues and create sustainable models of care through its employees, patients, and stakeholders.

- **Sustainable Operations:** Developing and promoting best practices for reducing waste, energy consumption, and greenhouse gas emissions in healthcare facilities.
- **Green Healthcare Innovation:** Encouraging the adoption of sustainable technologies and innovations that minimize environmental impact while maintaining high standards of patient care. this council focuses on:
- **Education and Training:** Providing education and training for healthcare professionals on sustainable practices, and raising awareness about the importance of environmental sustainability in healthcare.
- **Collaboration and Partnerships:** Fostering collaboration among healthcare providers, environmental organizations, government agencies, and industry stakeholders to drive collective action towards sustainability.
- **Community Engagement:** Engaging with communities to promote environmental health and sustainability, ensuring that healthcare practices contribute positively to the overall health of the community and the environment.

Leader Participation

- Members of this council include Sustainability Officers, Directors of sustainability or environmental services, consultants, specialists, and analysts focused in sustainability work.

Time and Resource Commitment

- In 2025, this Council will meet bimonthly from **January - June 2025**.
- 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.

NEW: Leadership in Digital Health and Artificial Intelligence Council (\$4,000)

A new council in 2025, the Leadership in Digital Health and Artificial Intelligence Council is a group of healthcare leaders dedicated to advancing the integration of digital technologies and AI in healthcare. Comprised of industry leaders, the

council aims to foster collaboration, guide the development of best practices, and promote shared resources in the rapidly evolving landscape of digital health and artificial intelligence.

Focus/philosophy: Council members focus on how health systems define Digital Health and Artificial Intelligence through research and best practices.

- Encouraging groundbreaking research and development in digital health and AI to address current and emerging healthcare challenges.
- Promoting education and awareness about the benefits and risks of digital health technologies and AI among healthcare leaders.
- Fostering a collaborative ecosystem that connects stakeholders from academia, industry, healthcare, and government to share knowledge and drive collective progress.

Leader Participation

- Members of this Council are typically responsible for digital health initiatives and implementation of AI and related policies within their organization. This may include chief technology officers, chief AI officers, leaders of care navigation, success managers, case reviewers, AI strategists, and data scientists.

Time and Resource Commitment

- In 2025, this Council will meet bimonthly from **June - December 2025**.
- 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.