

# Leadership Excellence Networks (LENS)

## 2024 Member Benefits Prospectus



### Leadership Excellence Networks - Premier 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 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 have the opportunity to 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 | Contact us at: [lens@nchl.org](mailto:lens@nchl.org)**

### 2023 Leadership Excellence Networks Members

AON Carilion Clinic CommonSpirit Health Cone Health Cornerstone Dartmouth Health Henry Ford Health System Herzing University Intermountain Healthcare	Johns Hopkins Medicine Mass General Brigham Medical University of South Carolina Memorial Health System Memorial Sloan Kettering Cancer Center Mount Sinai Health System Northwell Health Norton Healthcare NYU Langone Health	OhioHealth Prisma Health Rochester Regional Rush University Medical Center Stanford Children's Health Sodexo UAB Medicine UK HealthCare University of Pittsburgh Medical Center
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A Premier Program of the  
National Center for Healthcare Leadership

### Benefits At-A-Glance

MEMBERSHIP BENEFITS	PREMIUM	BASIC	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 councils. The committee consists of one representative from each of the LENS premium member organizations.	☑		
<b>NCHL EXECUTIVE FORUM</b> *NEW FOR 2024* Invitation and complimentary attendance for one (1) organizational executive leader to NCHL's private Executive Forum.	☑		
<b>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. 2023 councils included: Diversity, Equity, & Inclusion; Leadership Development; Talent Metrics, Analytics, and Planning; and Well-being. (See pgs. 3-5 for council descriptions)	☑ <b>All</b>	☑ <b>Select 3</b>	☑ <b>Select 1</b>
<b>NCHL'S CONFERENCE</b> Complimentary or discounted attendance to NCHL's annual conference or LENS specific community of practice summit(s).	Two (2) Complimentary Tickets	One (1) Complimentary Ticket	One (1) Complimentary Ticket
<b>LENS EXECUTIVE BRIEFINGS</b> Quarterly newsletter aimed towards providing up-to-date published research relevant to council call topics and leadership challenges facing our member organizations	☑	☑	☑
<b>NETWORKING AND SHARED CONNECTION</b>			
<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)	☑	☑	☑

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ENHANCED LEARNING OPPORTUNITIES			
<b>COACH CERTIFICATION PROGRAM</b> 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).	☑	☑	☑
<b>360 LEADERSHIP ASSESSMENT</b> Members can purchase an NCHL developed 360 Leadership Assessment tool, to assess the strengths and areas of improvement in their leaders. End-to-end support is provided by NCHL.	☑	☑	☑
NCHL CROSS-MEMBER BENEFITS			
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 white papers and other publications Opportunity to attend NCHL coffee chats and other virtual learning opportunities	☑	☑	☑

## LENS COUNCILS OVERVIEW

### I. Diversity, Equity & Inclusion Council

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

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- 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**

- In 2024 this Council will meet bimonthly
- 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.

## **II. 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. 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**

- In 2024 this Council will meet monthly
- 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

## **III. Talent Metrics, Analytics, & Planning Council**

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:

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- 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**

- In 2024 this Council will meet quarterly
- Rotating sessions on peer-sharing; may also include non-LENS organizations and guest speakers

## **IV. Well-being Council**

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**

In 2024, this Council will meet bimonthly  
Participation in 2-3 organizational practices surveys