Leadership Excellence Networks

NCHL
National Center for Healthcare Leadership

LENS

2027 Membership Prospectus



A connected community to advance healthcare leadership excellence

Peer connection, practical learning, and shared insight across the leadership continuum, from fellowship development to enterprise leadership capability.

COLLABORATE • EDUCATE • RESEARCH • CONNECT • CONTRIBUTE • ADVANCE

A MESSAGE FROM NCHL

Our community shapes our direction

LENS
LEADERSHIP EXCELLENCE NETWORKS
COLLABORATION | EDUCATION | RESEARCH
Advancing Healthcare Leadership Excellence
A Program of the National Center for Healthcare Leadership

An invitation to learn together, share expertise, and strengthen healthcare leadership.

At the National Center for Healthcare Leadership (NCHL), we believe leadership excellence grows through connection, collaboration, and shared learning. Leadership Excellence Networks (LENS) brings healthcare organizations and academic partners together to exchange expertise and address shared challenges.

Throughout 2026, LENS members contributed through councils, workgroups, Discovery Forums, Learning Labs, benchmarking, and leadership development programs. The launch of our Rural Health Leadership Council further expanded the perspectives represented in this national community.

Looking to 2027, the National Council on Administrative Fellowships (NCAF) will become a named community within LENS. This closer connection strengthens the leadership pipeline from graduate education and fellowships through executive practice, while preserving a dedicated space for fellowship excellence.

What makes LENS distinctive is its reciprocity. Members do more than attend programs. They contribute insight, guide priorities, share lessons, and help shape solutions that benefit the wider healthcare field.

We look forward to advancing this work with you.

David L. Schreiner
PhD.
Chief Executive Officer

Christina Volpicelli
MBA, MSN, RN, CNML, CAPM®
Director, Leadership Programs

NCHL
National Center for Healthcare Leadership

THE VALUE OF MEMBERSHIP

A relationship that works both ways

LENS is a connected community where members contribute expertise, gain perspective, and bring practical learning back to their organizations.

Build meaningful connections

Learn with peers who understand the complexity of healthcare leadership, across disciplines, settings, and career stages.

Shape a shared agenda

Bring your organization's perspective into councils, applied learning, research priorities, and practical collaboration.

Equip your organization

Access frameworks, peer practices, development opportunities, and research that can inform leadership decisions.

Amplify member expertise

Share case studies, contribute to learning, and advance conversations that matter across the healthcare field.

MEMBER PERSPECTIVE

"An unparalleled forum to connect with peers tackling similar challenges... sharing insights, problem-solving, and actively shaping the future of the healthcare industry."

PATTI ADELMAN | Northwell Health, LENS Steering Committee Chair



VALUE FOR YOUR ORGANIZATION

Value at a glance

Leadership Excellence Networks (LENS) brings healthcare organizations and academic partners together to strengthen leadership capability through collaboration, education, and research.

Thought leadership	Research, peer expertise, and opportunities to contribute to national conversations about healthcare leadership.
Education and professional enrichment	Practical learning that connects leadership development with the challenges leaders face in their organizations.
Networking and community	Peer relationships across healthcare systems, academic partners, fellows, and functional leaders.
Research and insight	Benchmarking and NCHL Leadership Framework resources to inform leadership development and pipeline priorities. Access varies by level of member engagement.
Recognition and influence	Opportunities to share practices, present, publish, and elevate member expertise through NCHL channels.

Value for your organization

Connect multiple leaders through one organizational relationship. Bring peer perspectives, resources, and learning back to your teams. Advance healthcare leadership excellence for the communities you serve.

YOUR LEADERSHIP PRIORITIES

Shared priorities. Practical ways forward.

The topics members care about inform the work. LENS convenings and resources create the opportunities to learn, contribute, and act.

WHAT MATTERS TO OUR MEMBERS

Workforce Capacity & Development
Address staffing challenges by attracting, developing, and retaining the talent needed to meet evolving care demands.

Experience, Culture & Well-Being
Strengthen organizational culture, workforce well-being, and the experiences of patients, employees, and communities.

Digital Health & AI Readiness
Navigate rapid technological change and responsibly apply digital tools, data, and AI to improve care and performance.

Financial & Operational Excellence
Navigate financial pressures, optimize resources, and improve organizational performance, efficiency, and outcomes.

Sustainability & Stewardship
Advance responsible resource management, sustainable operations, and long-term organizational resilience.

Governance & Regulatory Readiness
Navigate evolving policies, regulatory requirements, and accreditation standards while strengthening organizational accountability and trust.

HOW LENS CONVENES AND EQUIPS

Councils & workgroups
Peer exchange and co-created solutions.

Discovery Forums & Learning Labs
Emerging issues and applied examples.

Summits & development
Learning and leadership capability.

NCHL Healthcare Leadership Framework
Research-informed leadership competencies.

Benchmarking & insight
Comparison and practice improvement.

Resources & member contribution
Practical tools and member expertise.

ONE YEAR-ROUND COMMUNITY | Connection • Learning • Research • Contribution

COUNCILS AND COMMUNITIES

Find the peers advancing your priorities

Choose the peer communities that align with your organization's needs. Each brings practitioners together to learn, exchange, and improve.

Leadership & Professional Development

Evidence-based leadership development, coaching, and frontline success.

Workforce Planning & Development

Workforce forecasting, talent strategy, analytics, and mobility.

Culture, Community & Access Leadership

Belonging, organizational culture, community access, and change.

Well-Being

Enterprise approaches to workforce well-being and outcomes.

Rural Health Leadership

Rural leadership, workforce sustainability, and operational resilience.

Academia & Industry Collaborative

Applied partnership between educators and healthcare leaders.

National Council on Administrative Fellowships

Fellowship standards, recruitment, development, and benchmarking.

Steering Council

Provides strategic guidance across LENS. Participation is role-based and tied to Prism engagement.

MEMBER PERSPECTIVE

"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 BUECHLI | UPMC, Leadership & Professional Development Council Chair



EXPLORE OUR MEMBER ORGANIZATIONS → NCHL MEMBER LIST

RESEARCH AND INSIGHT

Insight your leaders can put to work

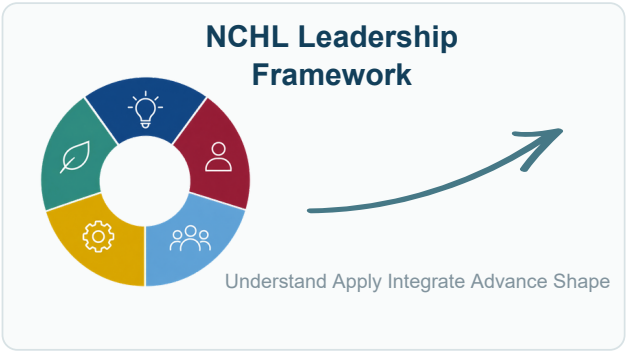
NCHL combines research-informed leadership guidance with member-contributed benchmarking to help organizations learn from peers and identify opportunities.

01 NCHL Healthcare Leadership Framework

Know which capabilities to develop.

A shared, research-informed foundation for leadership assessment, development, and talent strategy.

EXPLORE Framework tools and application pilots



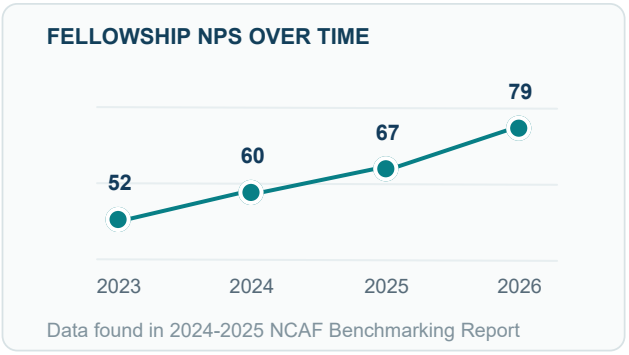
Framework advances the work of the NCHL Advancing Healthcare Leadership Competency Model 3.0 research. Updated framework launches on November 17, 2026.

02 NCAF Annual Benchmarking

Strengthen the leadership pipeline.

Fellowship site, graduate program, applicant, and fellow perspectives inform recruitment and program practices.

CONTRIBUTE Annual survey for your stakeholder group

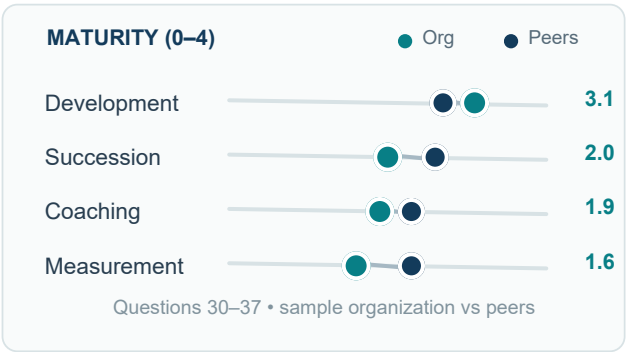


03 LENS Leadership Programs Benchmarking

See where your leadership systems stand.

Compare the maturity of leadership development, succession, coaching, and measurement with peers.

CONTRIBUTE Annual organizational survey



Inaugural survey in Fall 2026. Above chart is illustrative only. Report to be shared in December 2026.

Contribute expertise. Gain perspective. Drive improvement.

2027 COMMUNITY INTEGRATION

One connected network. Advancing the next generation of healthcare leaders.

MEMBER PERSPECTIVE

"As an NCAF member for 10 years, I have gained profound insight into ways to strengthen the fellowship program at my health system while also offering advice to those beginning programs at their own institutions."

SHANA DACON-PEREIRA | Mount Sinai, NCAF Co-Chair



WHAT IS CHANGING

Beginning in 2027, the National Council on Administrative Fellowships (NCAF) will become a community within LENS. This integration brings academic partners, healthcare organizations, and emerging leaders into a broader network, creating more opportunities to collaborate, share expertise, and advance leadership development across the career continuum.

NCAF within LENS
A connected leadership community

Advancing fellowship excellence through shared standards, peer collaboration, fellow development, and benchmarking. NCAF membership also includes access to the NAFCAS recruitment platform.

NAFCAS Only
A dedicated recruitment subscription

Provides fellowship posting, application management, and candidate recruitment tools for organizations seeking recruitment services without broader LENS membership.

WHAT IT MEANS FOR EXISTING MEMBERS

As we transition to the 2027 membership model to provide enhanced membership value for our NCAF members, investments may change based on existing LENS and NCAF arrangements and selected engagement levels. Some organizations may see reduced costs, others may experience an increase, and some will have no additional investment. We are committed to providing clear guidance and helping members identify the best options for their needs.

2027 Membership Considerations

- Existing NCAF graduate programs: $2,000 transitional membership investment for 2027 (Focus level).
- Existing LENS and NCAF members: Individual review of current membership arrangements and 2027 engagement options.

QUESTIONS ABOUT YOUR 2027 MEMBERSHIP?
Individualized membership information will accompany renewal communications.
Christina Volpicelli | Director, Leadership Programs | cvolpicelli@nchl.org | lens@nchl.org

COACHING & MENTORSHIP

Develop leaders. Activate potential. Build your bench.

LENS LEADERSHIP EXCELLENCE NETWORKS
COLLABORATION | EDUCATION | RESEARCH
Advancing Healthcare Leadership Excellence

Invest in the people who will move your organization forward. LENS connects your team with coaching education and mentorship opportunities that strengthen leadership practice and support growth across career stages.

DEVELOP

Develop leaders who develop others.

Coaching Education & Certification

Through NCHL's partnership with the Healthcare Coaching Institute (HCI), leaders can strengthen their coaching skills or pursue a deeper coaching certification pathway with expert faculty.

Leader as Coach: Build practical skills for more effective conversations, stronger relationships, and team development.

Leadership Coach Certification: Pursue comprehensive coach training that prepares participants for the ICF Associate Certified Coach credential pathway.

Reduced pricing for LENS members.
Separate program registration and fees apply.

Explore coaching programs →

ACTIVATE

Give emerging talent a stronger start.

Mentorship Mastermind

Activate potential through a six-month group mentorship experience connecting early-career professionals with experienced healthcare leaders and a community of peers.

SIX-MONTH COHORTS	TWO COHORTS EACH YEAR	EARLY CAREER: 0–5 YEARS

Help administrative fellows, new hires, and emerging leaders build confidence, broaden their perspective, and navigate the early years of their careers.

Organizations are encouraged to nominate participants. A structured application process supports thoughtful cohort selection and a meaningful mentorship experience. Participation is subject to application review and cohort capacity.

Explore Mentorship Mastermind →

Would you like to serve as a mentor?
Contact lens@nchl.org for more info.

BUILD

Put membership to work for your talent strategy.

Integrate these opportunities into individual development plans, fellowship and new-hire experiences, and succession planning.

NCHL HEALTHCARE LEADERSHIP FRAMEWORK

Grounded in research. Shaped by healthcare practice.

Building on more than two decades of NCHL leadership research, the NCHL Leadership Framework was developed with healthcare leaders, academic partners, and Korn Ferry. Research synthesis, surveys, focus groups, and interviews informed its development, connecting evidence with the realities of leading in healthcare.



A future-ready framework for exceptional healthcare leadership

Building the leadership the future of healthcare demands

01

Set clear leadership expectations

Create a shared language for effective leadership across clinical and administrative roles. Connect what you expect of leaders with the capabilities you develop.

02

Focus development where it matters

Bring purpose to curricula, coaching, and career conversations. Help leaders focus on the capabilities relevant to their responsibilities and next steps.

03

Strengthen your leadership pipeline

Connect development with succession planning and organizational priorities. Strengthen an existing leadership model or inform a new approach.

READY TO ACTIVATE EXCEPTIONAL HEALTHCARE LEADERSHIP?

OPEN ACCESS

Core Framework and introductory resources for everyone.

THROUGH LENS

Planned member tools, implementation guidance, and peer learning.

ADVANCED ACTIVATION

Planned assessments and tailored support. Separate fees; preferred Prism member pricing planned.

EXPLORE THE FRAMEWORK | lens@nchl.org →

Phased introduction beginning in 2027. Resources, membership inclusions, availability, and fees will be confirmed as finalized. Nonmembers may inquire about organizational activation.

2027 ENGAGEMENT PATHWAYS

One Leadership Excellence Network. Different ways to engage in community.

From Focus to Vista to Prism, LENS offers progressively broader opportunities for engagement, connection, and collaboration. While access expands with each level, every member's perspective, expertise, and contribution remain equally valued.

2027 ANNUAL ORGANIZATIONAL MEMBERSHIP INVESTMENT

FOCUS



$5,000

One leadership community

Build meaningful relationships, share expertise, and contribute within one LENS community.

- Develop meaningful peer relationships
- Engage in selected member learning
- Contribute experience and practical insight

VISTA



$10,000

Up to four leadership communities

Expand connections and exchange perspectives across multiple LENS communities.

- Connect across functions and priorities
- Engage through broader member programming
- Bring cross-system insight to your teams

PRISM



$25,000

Full LENS portfolio

Engage across the LENS network, contributing to shared priorities, research, and collaborative initiatives.

- Participate across all communities
- Access the most extensive resources
- Contribute through expanded shared work

EXPANDING ACCESS & IMPACT →

SEPARATE RECRUITMENT SUBSCRIPTION

NAFCAS Only $1,750

Not a LENS membership tier. NAFCAS access is included with NCAF community selection.

BECOME A DIGITAL SUBSCRIBER

Sign-Up

Not ready for membership? Become an NCHL subscriber to receive our monthly newsletter, The Leadership Brief, plus updates on upcoming open events and opportunities to engage.

For detailed access and inclusions by engagement level, see the appendix.

Scan QR Code to become a complimentary digital subscriber.

JOIN OR RENEW

Connect your leaders to the wider community

The right membership relationship is the one that supports your priorities, participation, and fellowship needs.

01

Identify your priorities

Consider your organization's leadership priorities, fellowship needs, and the peers your teams most want to engage.

02

Choose your engagement pathway

Select Focus, Vista, or Prism. Organizations seeking only recruitment infrastructure can choose NAFCAS Only.

03

Make participation meaningful

Connect your leaders to councils, learning opportunities, peer insight, and ways to contribute.

LET'S START THE CONVERSATION

Christina Volpicelli

Director, Leadership Programs

cvolpicelli@nchl.org

lens@nchl.org

Detailed member benefits and community participation guidance follow in the appendix.

MEET OUR TEAM & BOARD OF DIRECTORS

Your Partners in Leadership Excellence

Our team is here to help you make the most of your LENS membership, connect with peers, explore opportunities, and turn shared insights into meaningful impact.



David Schreiner

Chief Executive Officer



Jarrett Fowler

Senior Director, Strategic and International Initiatives



Meghan Nousaine

Senior Director, Communications and Development



Alia Ibrahim

Director, US Cooperative for International Patient Programs (USCIPP)



Christina Volpicelli

Director, Leadership Programs



Genaya Gaines

Senior Data Analyst

View the Team Profiles

View the Board of Directors

We're Here for You.
Whether you're exploring ways to engage, connecting colleagues to our communities, or looking to share your organization's expertise, we're here to listen, support, and help you make meaningful connections



Leadership Excellence Across the Continuum

USCIPP

In addition to LENS, the United States Cooperative for International Patient Programs (USCIPP) brings together healthcare organizations with international patient programs to advance excellence in global patient services. Through peer collaboration, benchmarking, and shared learning, USCIPP supports international patient experience, business development, global partnerships, and strategic growth.

For LENS members whose organizations operate or are exploring international patient programs, USCIPP offers a specialized community to exchange expertise, navigate emerging challenges, and advance organizational goals.

Explore USCIPP

APPENDIX

Membership details at a glance

Use these reference tables in the appendix to compare community access and benefits. The main prospectus focuses on the relationship, learning, and impact.



COMMUNITIES

See where your leaders can participate and contribute.

LEARNING & CONNECTION

Compare convenings, events, and resources.

RESEARCH & RECOGNITION

Review framework, benchmarking, and contribution access.

APPENDIX A: BENEFITS & VALUE

Community, learning, and leadership resources

Get a glimpse at what levels of engagement bring to your teams.

Benefit	NAFCAS Only $1,750	Focus $5,000	Vista $10,000	Prism $25,000
Thought Leadership				
Council/Community Participation	Not included	Choose 1	Up to 4‡	All
Leadership roles	Not included	Within community	Eligible	Priority
Steering, Workgroups, & Advisory	Not included	Not included**	Eligible***	Priority
Education & Enrichment				
Leadership Excellence Summit (in person)	Standard registration	1 ticket†	2 tickets†	4 tickets†
Leadership Accelerator Summit (virtual)	Standard registration	4 tickets	6 tickets	8 tickets
Discovery Forums / Learning Labs / Workshops	Not included	Limited seats; host/facilitate	Limited seats; host/facilitate	Expanded lead/facilitate
Coach & Mentor Programming	Not included	Access	Access	Access
Resource hub & Support Guides	Not included	Selected community	Selected communities	Full portfolio / network

‡ Option to add-on additional communities at the Focus engagement level to meet organizational needs. Consider Prism if adding two additional communities.

* NCAF participation provides access to fellowship professional enrichment and development opportunities.

** Academic graduate programs participating in NCAF also receive an invitation to participate in the Academia & Industry Collaborative Council. Members are also eligible to participate in workgroups and advisory initiatives, based on program needs.

***Steering available to Prism members only. Workgroups & Advisory eligible with invitation to participate based on program needs.

† Leadership Excellence Summit tickets are included according to membership level. Event registration details will be provided separately.

APPENDIX A: BENEFITS & VALUE (CONTINUED)

Benefit	NAFCAS Only $1,750	Focus $5,000	Vista $10,000	Prism $25,000
Networking & Collaboration				
Member-only events	Not included	Within selected community	Selected Communities	Full Network
Member Directory & Peer Connection	Not included	Choose 1	Up to 4	All
Student & Early Careerist Connections‡	Not included	Community-based	Community-based	Priority
Academia & Industry Connections	Not included	Community-based	Community-based	Priority
Research & Insights				
NCHL Leadership Framework member resources†	Not included	Limited	Expanded	Enhanced
Leadership Benchmarking Report	Not included	Included with Completed Survey	Included with Completed Survey	Included with Completed Survey
NCAF Benchmarking Report	Included with Completed Survey	Included with Completed Survey	Included with Completed Survey	Included with Completed Survey
Recognition & Visibility				
NCHL Newsletter & Social Media Recognition	Not included	Available	Expanded	Enhanced
Fellowship & Early Career Program Visibility (NAFCAS)	Included	With NCAF community selection	With NCAF community selection	As needed
Authoring / case studies / presenting	Not included	Available	Eligible	Priority
Fellowship Fairs§/Candidate Connections	Not included	With NCAF community selection	With NCAF community selection	Priority as needed

‡ Student & Early Careerist Connections are available to graduate students, current administrative fellows, and early careerists with up to 5 years of experience.
† Core Framework resources are open to everyone. Member resources and inclusions by engagement level are being finalized; see page 10.
§ Virtual Fellowship Fairs offer dedicated hosting opportunities for LENS members, with additional exhibitor space available for purchase. Nonmember students and early careerists may purchase tickets. Details coming in early 2027.

APPENDIX B: COMMUNITY ACCESS & LEVELS OF ENGAGEMENT

Communities and participation

Focus selects one community; Vista selects up to four; Prism includes the full LENS portfolio. Select exceptions are noted below.

COMMUNITY	WHAT IT ADVANCES	MEMBER TYPE	ACCESS
Steering Council	Senior member leaders shaping LENS strategy, priorities, research, and cross-system engagement.	Healthcare Provider	Prism
Academia & Industry Collaborative Council*	Translate research into practice and career pipelines for early-career professionals. Provide applied leadership support across the leadership continuum.	Academia, Healthcare Provider	Prism for healthcare providers, open to focus level for academia members
Culture, Community & Access Leadership Council	Strengthen inclusive culture, belonging, and access to eliminate disparities.	Healthcare Provider	Prism, Vista, or Focus
Leadership & Professional Development Council	Strengthen leaders through evidence-based development and shared practices.	Healthcare Provider	Prism, Vista, or Focus
National Council on Administrative Fellowships (NCAF)*‡	Advance early careerist excellence through shared standards, resources, and collaboration across fellowship sites and graduate programs.	Academia, Healthcare Provider	Prism, Vista, or Focus
Rural Health Leadership Council†	Advance rural healthcare leadership through peer learning, workforce strategy, and shared solutions.	Healthcare Provider	Prism, Vista, or Focus
Well-Being Council	Accelerate well-being solutions that leaders can implement within their organizations.	Healthcare Provider	Prism, Vista, or Focus
Workforce Planning & Development Council	Activate workforce planning through people analytics and collaborative strategies.	Healthcare Provider	Prism, Vista, or Focus

*Academic graduate programs selecting NCAF receive reciprocal community access to Academia & Industry Collaborative.
‡NCAF provides complimentary access to NAFCAS Platform.
† Focus level provides reciprocal community access to Leadership & Professional Development Council.

Vista members may add up to two additional communities at the Focus membership rate per community.

APPENDIX C: WORKGROUPS & ADVISORY

Connection, learning, and advancing leadership excellence in the field.

Our workgroups and advisory groups advance leadership excellence through thought leadership, field-shaping research, benchmarking and business intelligence, and meaningful opportunities for peer learning and networking. Additional workgroups and advisory groups may form throughout the year to support member needs.

PARTICIPATION & ELIGIBILITY

Healthcare providers: Priority consideration for Prism members; Vista members eligible by invitation, based on program needs.

Academic members: Eligible at Focus level and above.

COMMUNITY	WHAT IT ADVANCES
Leadership Framework Research & Advisory	Guide the continued evolution and practical application of the NCHL Healthcare Leadership Framework, informing research priorities and future resources.
Benchmarking & Impact Workgroup	Support Leadership Program Benchmarking survey design, implementation, and insights.
Leadership Summit Planning Workgroup	Support the design and implementation of the annual Leadership Excellence Summit in Chicago.

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