

Leadership Excellence Networks (LENS)

2022 Member Benefits Prospectus

NCHL

A Premier Program of the
National Center for Healthcare Leadership

Leadership Excellence Networks - Premier Program Overview

Are you and your organization looking for an efficient way to learn from leading organizations to develop your talent? Stay on the cutting edge of evidence-based practice by joining our Leadership Excellence Networks, one of three premier programs led by the National Center for Healthcare Leadership (NCHL).

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, & 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.

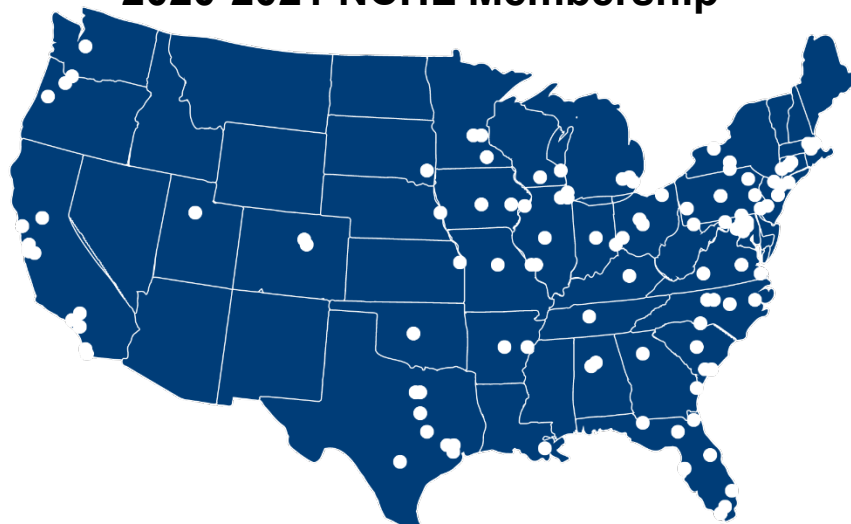
JOIN LENS TODAY.

Email Melanie Standish, LENS Program Manager at mstandish@nchl.org.

2021 Leadership Excellence Networks Members

Boston Children's Hospital Bon Secours Mercy Health Carilion Clinic CommonSpirit Health Cone Health Henry Ford Health System Intermountain Healthcare Johns Hopkins Medicine Mass General Brigham Memorial Health System Mount Sinai Health System	Northwell Health NYU Langone Health OhioHealth Prisma Health Rush University Medical Center Stanford Children's Health Stanford Health Care Trinity Health UAB Medicine UK HealthCare Vanderbilt University Medical Center
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2020-2021 NCHL Membership¹



¹ Organizational membership across all NCHL premier programs in 2020-2021

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Benefits At-A-Glance

MEMBERSHIP BENEFITS	PREMIUM	BASIC	INDIVIDUAL COUNCIL
	\$25,000	\$12,500	\$5,000
<p>LENS STEERING COMMITTEE The LENS Steering Committee oversees the work of the Leadership Excellence Networks and the various councils. The committee consists of one representative from each of the LENS premium member organizations. Being on this committee offers priority eligibility to participate in national research and demonstration projects and co-development, design, and peer review of new leadership development initiatives.</p>	☑		
<p>LITERATURE REVIEW REQUESTS Access to NCHL team for literature review requests in the realm of leadership and talent management best practices.</p>	☑		
<p>PARTICIPATION IN LENS COUNCILS LENS Councils meet to peer share best practices and advance leadership and organizational excellence within healthcare. Current council offerings include: Diversity, Equity, & Inclusion; Leadership Development; Talent Metrics, Analytics, and Planning; and Well-being. <i>(See pages 3-4 for descriptions of each Council)</i></p>	All	Select 3	Select 1
<p>NCHL'S ORGANIZATIONAL AND LEADERSHIP EXCELLENCE CONFERENCE Complimentary or discounted attendance to NCHL's annual Organizational and Leadership Excellence Conference.</p>	Three (3) Complimentary Tickets & Member Discount	Two (2) Complimentary Tickets & Member Discount	One (1) Complimentary Ticket & Member Discount
<p>IN-PERSON LENS MEMBER MEETINGS* 1-2 planned in-person meetings per year to gather and network with other LENS Members. One in-person meeting usually coincides with NCHL's annual Organizational and Leadership Excellence Conference</p>	☑	☑	☑
<p>RECEIPT OF LENS COMMUNICATIONS Communications received by members included the Executive Briefing - overview of the latest research findings in leadership development and talent management – and the LENS Connection – a newsletter of recent LENS news and other NCHL educational opportunities.</p>	☑	☑	☑

<p>ACCESS TO COACHING EXCHANGE PROGRAM FOLLOWING SUCCESSFUL PILOT LAUNCH The LENS Coaching Exchange facilitates expanded access to coaching resources by matching leaders and coaches from across health systems within the Leadership Excellence Networks. A pilot is planning to launch by end of 2021.</p>	☑	☑	☑
<p>COACH CERTIFICATION PROGRAM Members receive a discount to the annual LENS Coach Certification program which offers an accredited International Coach Federation (ICF) coach training program (ACSTH)</p>	Best	Better	Good
<p>DISCOUNTED REGISTRATION FOR OTHER LENS ACTIVITIES LENS councils occasionally pursue additional opportunities in the scope of their yearly work. Any activities requiring additional funding will offer a good, better, best discount by membership tier.</p>	Best	Better	Good
<p>LENS HISTORICAL RESOURCES Access to past LENS webinars recordings; LENS Council discussion boards; member-curated toolkits and guides; and access to archived LENS Executive Briefs</p>	☑	☑	☑

<p>NCHL CROSS-MEMBER BENEFITS Membership recognition on NCHL social media channels, NCHL website and Annual Impact Report Access to NCHL job board Access to NCHL’s Competency Model Opportunity to participate in the National Health Leadership Survey/BOLD Access to NCHL’s mentorship program Access to NCHL’s white papers and other publications Opportunity to attend NCHL corporate webinars and coffee chats</p>

*This membership benefit is contingent upon the state of COVID-19 in 2022.

LENS COUNCILS OVERVIEW

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. 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:

1. Working to ensure the health of the community that the organization serves, through health equity programs, community partnerships, and employment opportunities
2. Supporting staff and raising consciousness around racial and social injustice movements
3. Peer-sharing and learning opportunities among member organizations

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

- Council meets monthly
- Peer learning and educational opportunities are provided each month. Peer learning opportunities consist of member organizations presenting on 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 recognize the need to develop the next generation of leaders to respond to the challenges of volatile, uncertain, complex, and ambiguous environments. New for 2021, the Leadership Development Council will focus efforts on:

1. Leadership coaching - providing opportunities for coach certification and continued education
2. Peer-sharing of health system approaches to leadership development
3. Education on leadership development best practices
4. Opportunities to engage in research to advance the pragmatic practice of healthcare leadership

Leader Participation

Members of this Council comprise senior level professionals who oversee learning and development, a health system's leadership institute, talent management, or organizational development and change.

Time and Resource Commitment

- Council meets bimonthly

- Educational opportunities are provided, including coaching educational sessions with CEUs, and webinars that are targeted at providing member organizations' clinician leaders.
- Other educational sessions may include non-LENS member organizations that present on related topics

Talent Metrics, Analytics, & Planning Council

With personnel expenses often exceeding 50 percent of total health system operating costs, effectively measuring, predicting and managing talent needs is essential to the successful pursuit of high-value care. The Talent Metrics, Analytics, & Planning Council focuses on:

1. Sharing experiences with specific approaches to talent metrics and analytics, identifying areas of need, and looking for alternative approaches
2. Strengthening capabilities for assessing future workforce needs
3. Discussions on the latest literature surrounding people analytics and talent acquisition

Leader Participation

Members of this Council include senior level professionals who oversee workforce planning, people analytics, or workforce intelligence.

Time and Resource Commitment

- Council meets monthly
- Rotating sessions on peer-sharing; may also include non-LENS organizations and guest speakers
- Journal club discussions

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. Even the definition of well-being can vary widely across organizations, making identifying successful practices all the more difficult. Launching 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. The Council-driven agenda will focus on gaining clarity in areas including:

1. Focus/philosophy: how health systems are defining well-being, and their approaches to it for different groups (e.g. physicians, clinicians, staff)
2. Organizational structures / staffing: how health systems are organizing their well-being activity
3. Outcomes: developing greater consensus on what/how to measure impact
4. 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

- Organizational participation in bimonthly teleconference meetings
- Participation in 2-3 organizational practices surveys

YOU'RE INVITED TO JOIN LENS TODAY.

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