



Leading 21st century healthcare

National Center For Healthcare Leadership

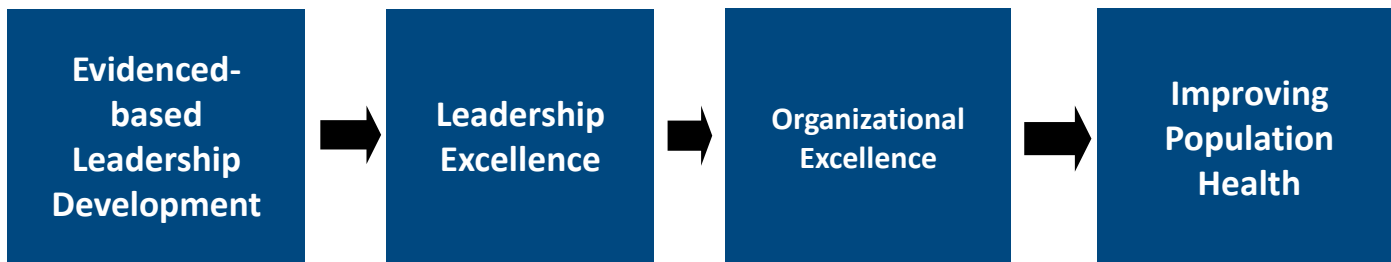
Human Capital Investment Conference 2012

Leveraging Leadership



NCHL Vision

- Improve the health of the population through leadership and organizational excellence



The Work of NCHL



I. Building the Evidence Base

Priority Area	Activities
#1 What competencies will <u>future leaders / leadership</u> require?	<ul style="list-style-type: none"> • Future trends analysis, thought leadership interviews, practitioner feedback
#2 <u>Which</u> leadership practices are most important for achieving <u>specific organizational outcomes</u> ?	<ul style="list-style-type: none"> • Leadership Index research • Organizational Excellence Council • Human Capital Investor Conference
#3 How can <u>technology</u> best enhance leadership development?	<ul style="list-style-type: none"> • Practice research: applications of simulation and modeling to developing health and healthcare leaders • Virtual Leadership Academy project
#4 How can leadership teams better <u>reflect the communities they serve</u> ?	<ul style="list-style-type: none"> • Women in senior leadership: Analysis of pathways, barriers, and opportunities • Leadership in Diversity & Inclusion
#5 How can leaders collaborate more effectively <u>across the entire health system</u> ?	<ul style="list-style-type: none"> • ReThink Health collaboration

II. Creating Collaborations

Bringing leaders together, finding common ground, strengthening other organizations' work and support of their own leaders

- Organizational membership program: The Leadership Excellence Network
- Demonstration & service projects

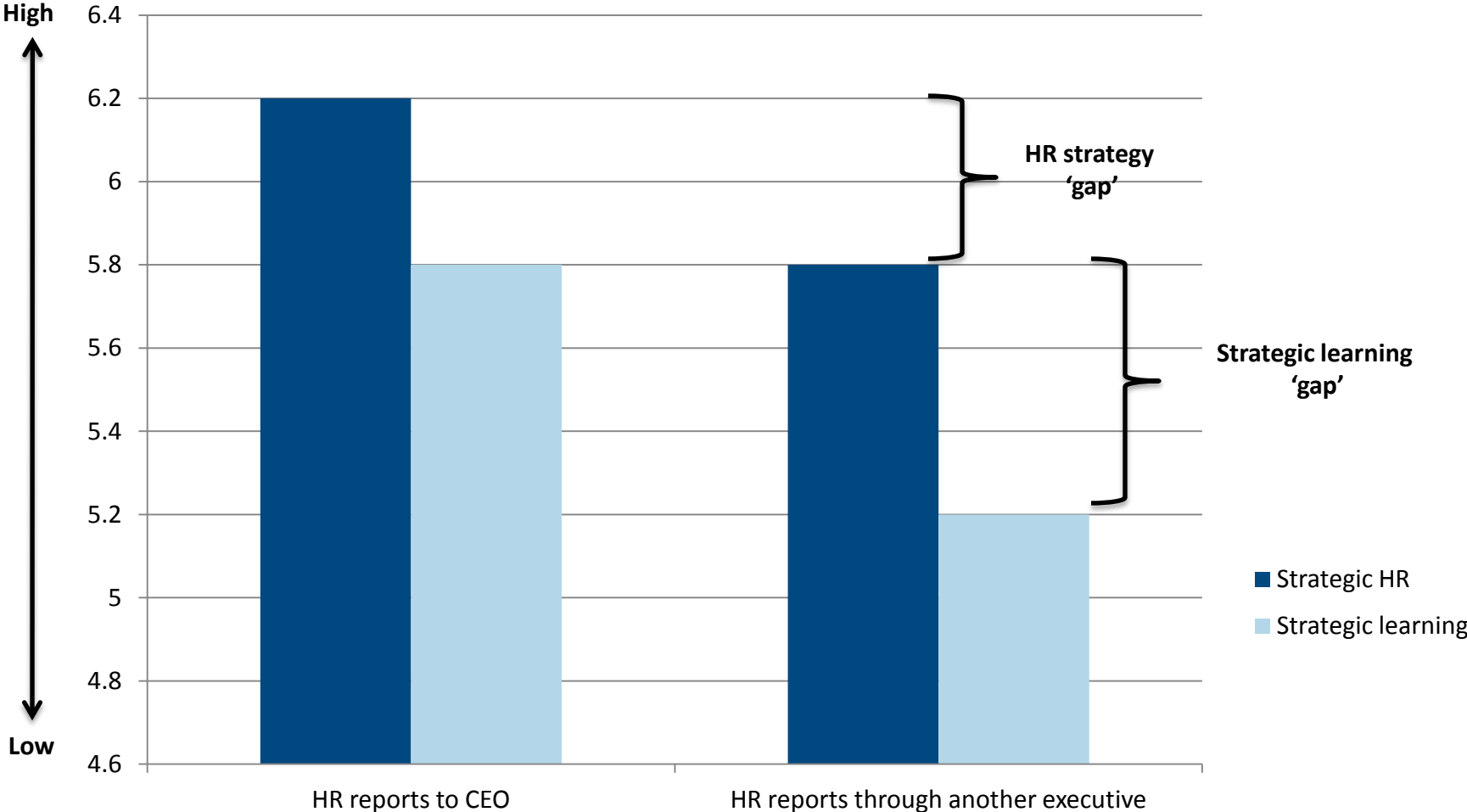
III. Recognizing Leadership Excellence & IV. Influencing Practice

- Identifying promising leadership development practices, accelerating their dissemination to the broader field
- Event sponsors
- Event participants

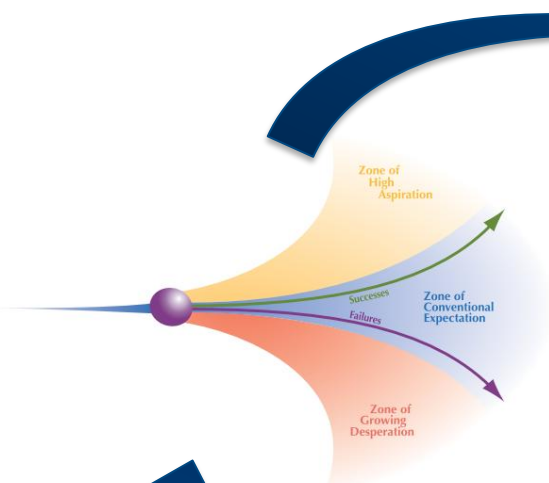
Leadership practices matter to organizational outcomes

VBP process-of-care subscale (r = .12)	VBP experience-of-care subscale (r=.21)
Succession planning: medical leadership & administration	Behavioral & competency-based interviews for hiring
Manager accountability for performance management	360-degree feedback: medical, nursing, and administrative leadership
Leadership learning and development aligned with organization's strategic goals and priorities	Leadership learning and development aligned with organization's strategic goals and priorities
	Manager accountability for developing direct reports
	Metrics for succession planning

HR positioning matters to strategic execution



Today's Program



Culture Change & Innovation

Cone Health
Cultural Transformation Drives Breakthrough Performance
 R. Timothy Rice, CEO
 Joan Evans, Vice President, People Development & Chief Learning Officer

Holy Family Memorial
Roadmap to Results
 Mark Herzog, President & CEO
 Laura Fielding, Administrative Director

Froedtert Health
Creating a Workplace of Choice
 Catherine Jacobson, President & CEO
 John Pandl, Chief Learning Officer

Hospira
Ignite Programming Sparks the Fire Within Its Employees
 Thomas Moore, President, Hospira US
 Pamela Puryear, Vice President

Stanford Hospital & Clinics
Rapid Culture Change in an Academic Medical Center; This is Not an Oxymoron
 Amir Dan Rubin, President & CEO
 Todd Prigge, Director

Henry Ford Health System
Building an Advanced Leadership Academy
 Robert Riney, President & COO
 Marwan Abouljoud, MD, Director, Henry Ford Medical Group Physician Affairs
 Kathy Oswald, Senior Vice President & Chief Human Resource Officer

Diversity & Inclusion

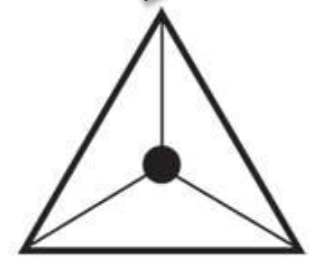
Piedmont Healthcare
The Gender Gap in Healthcare
 Rod Odom, Jr., Board Director, Piedmont Healthcare
 Michele Molden, Executive Vice President & Chief Transformation Officer

Sodexo
Making Every Day Count
 Patrick Connolly, COO & President of Healthcare Market
 Karen Penn, Market Vice President for Diversity

Clinical & Interdisciplinary Leadership Development

North Shore-LIJ Health System
Physician Leadership Development for the New Healthcare Environment
 Michael Dowling, President & CEO
 Jeremy Boal, MD, Senior Vice President & Chief Medical Officer
 Joseph Cabral, Senior Vice President & Chief Human Resource Officer

University of Pennsylvania Health System
Our Big Ideas – Increasing the Capacity for Innovation in Penn Medicine
 Kevin Mahoney, Vice Dean, Senior Vice President & Chief Administrative Officer
 Judy Schueler, Vice President



IHI *Triple Aim*

Conference Format

- Brisk presentations
- Hold to the times indicated
- Short transition times
- Q&A opportunities during the breaks

Leadership development is a long-term investment

- “If you’re short on bench strength today, it’s because your predecessors were asleep at the wheel 10 to 15 years ago”
 - - *Michael Lombardo*