



Leading 21<sup>st</sup> century healthcare

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# Cross Systems Collaboration: The Role of Leadership Excellence Networks (LENS)

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ACMHA  
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# Session Overview

1. NCHL national research on leadership competencies and learning model
2. Contribution of NCHL leadership competencies to IOM aims and SAMHSA's *Federal Action Agenda*
3. Systems-based approach to transforming leadership and organizational performance
4. Role of NCHL Leadership Excellence Networks (LENS) in accelerating the transformation process
5. Key issues in implementing the Leadership Development System in behavioral healthcare

*“It is never too late to be what you  
might have been.”*

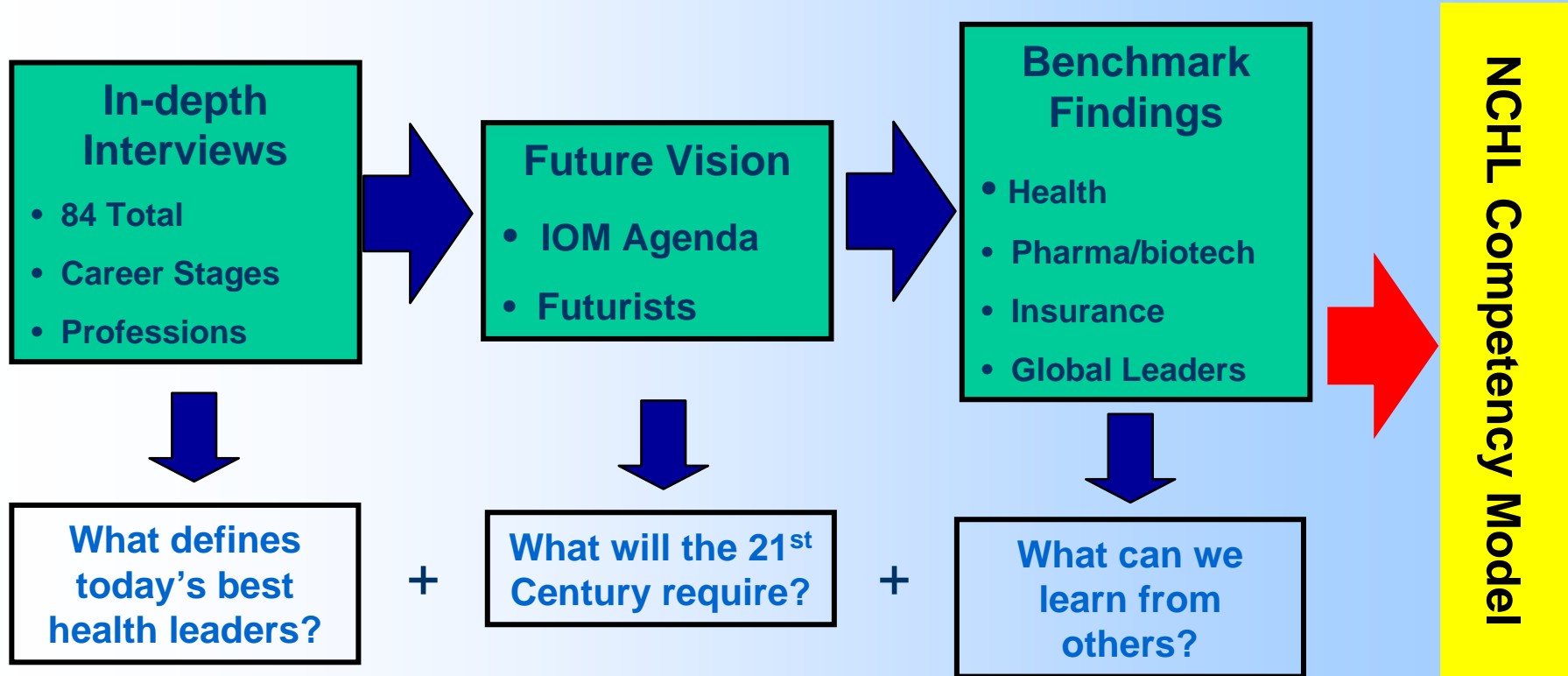
*— George Eliot*

# 2004 NCHL National Competency Research

*A validated set of competencies required for exceptional performance in managing health organizations across selected provider sectors, across disciplines and across career levels*

# NCHL Competency Research: Foundation for Learning Continuum

*What technical and behavioral characteristics create outstanding performance?*



# NCHL Health Leadership Competency Model

*The NCHL model provides breakthrough research and a comprehensive database for defining the competencies required for outstanding healthcare leadership for the future.*



# Transformation

*Visioning, energizing, and stimulating a change process that coalesces communities, patients, and professionals around new models of healthcare and wellness.*

Achievement Orientation

Analytical Thinking

Community Orientation

Financial Skills

Information Seeking

Innovative Thinking

Strategic Orientation

# Execution

*Translating vision and strategy into optimal organizational performance.*

Accountability  
Change Leadership  
Collaboration  
Communication  
Impact and Influence  
Information Technology Management  
Initiative  
Organizational Awareness  
Performance Measurement  
Process Management and Organizational Design  
Project Management

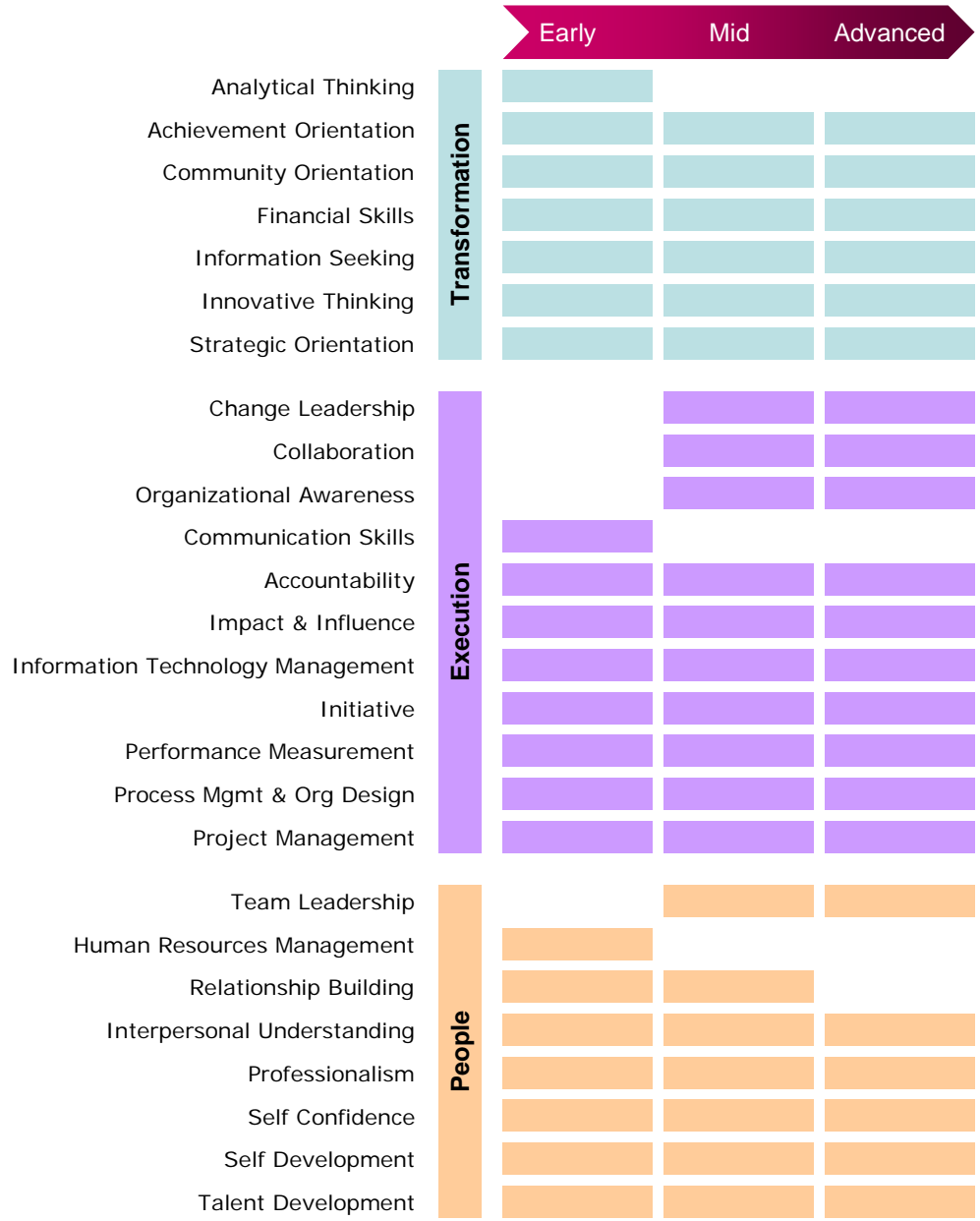


# People

*Creating an organizational climate that values employees from all backgrounds and provides an energizing environment for them. Also includes the leader's responsibility to understand his or her impact on others and to improve his or her capabilities, as well as the capabilities of others.*

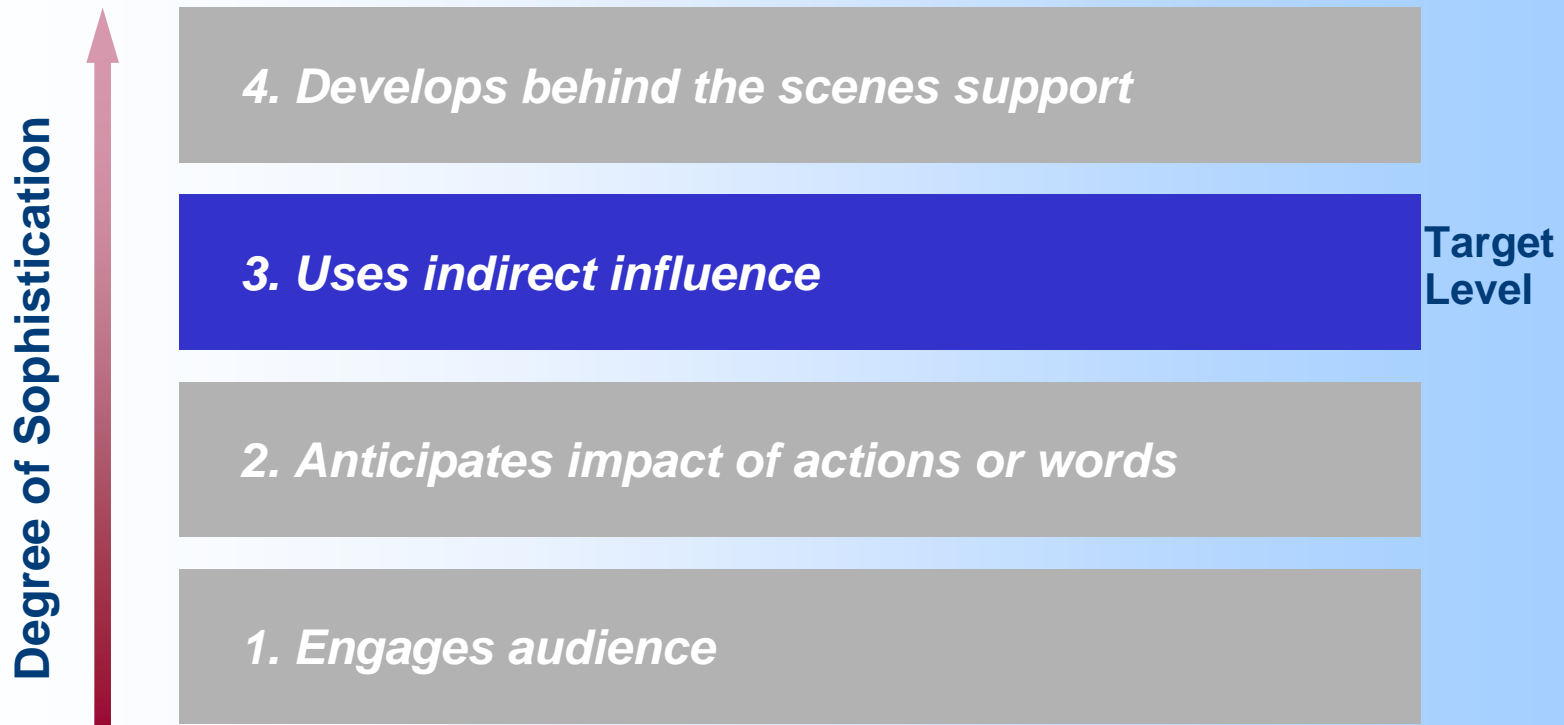
Human Resources Management  
Interpersonal Understanding  
Professionalism  
Relationship Building  
Self Confidence  
Self Development  
Talent Development  
Team Leadership

# NCHL Competency Model by Career Stage



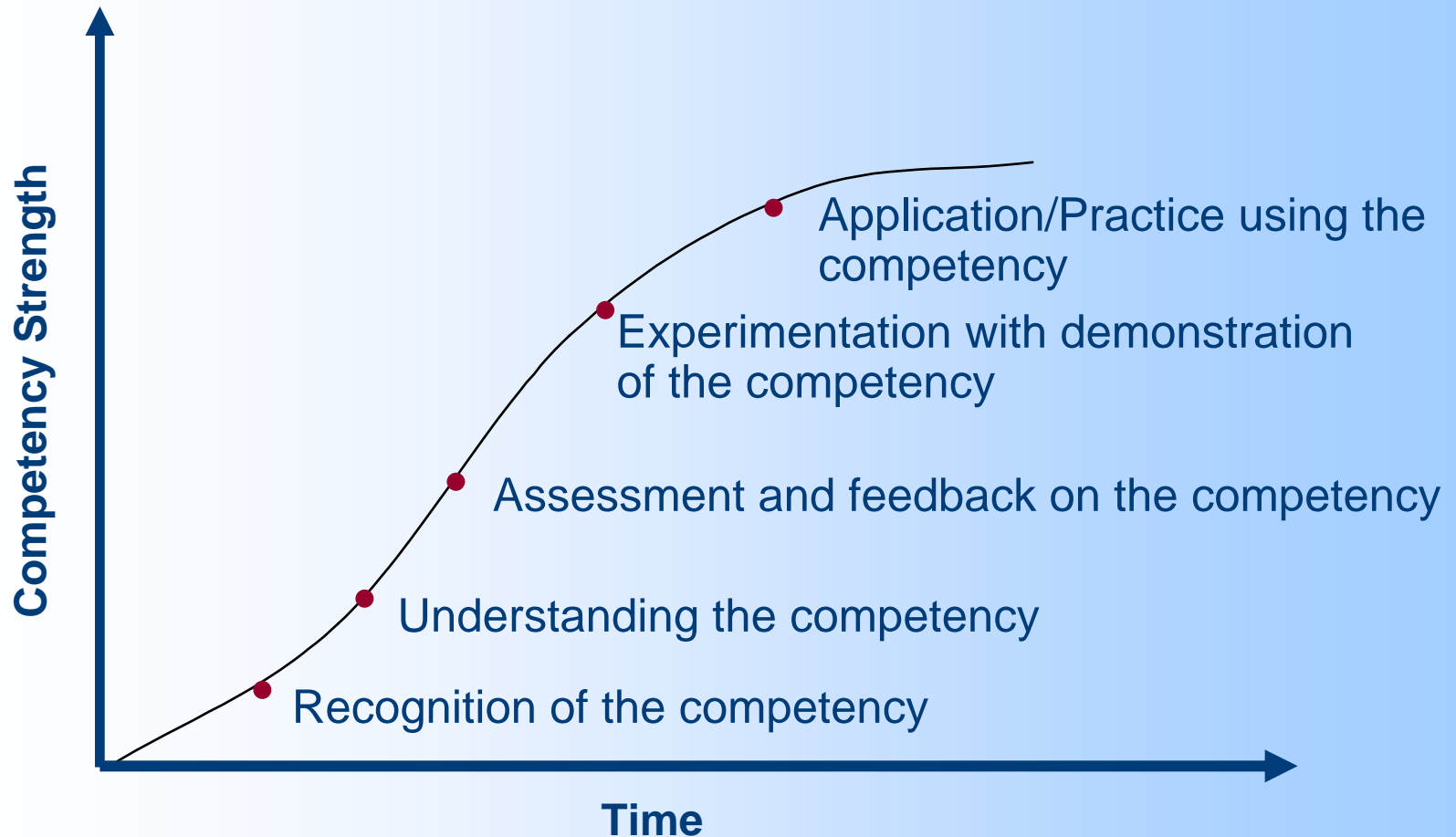
# Scaled Competencies

## *Influence*



***Competency levels increase by degree of difficulty***

# Competency Acquisition Process



Source: Spencer and Spencer "Competence at Work"

# NCHL Learning Model

## *Current Learning Model*

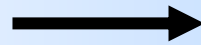
## *New Learning Model*

Information & Skill Transfer



Lifelong Learning

Lecture & Classroom Discussion



Action Learning

Test & Paper Assessment



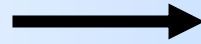
Career-like Outcome Assessment

Syllabus & Knowledge Focus



Competency-based Skills & Behavioral Outcomes

Faculty-centric Assessment



Self-Peer-Expert Assessment and Feedback

Cognitive Learning (thinking, knowledge acquisition)



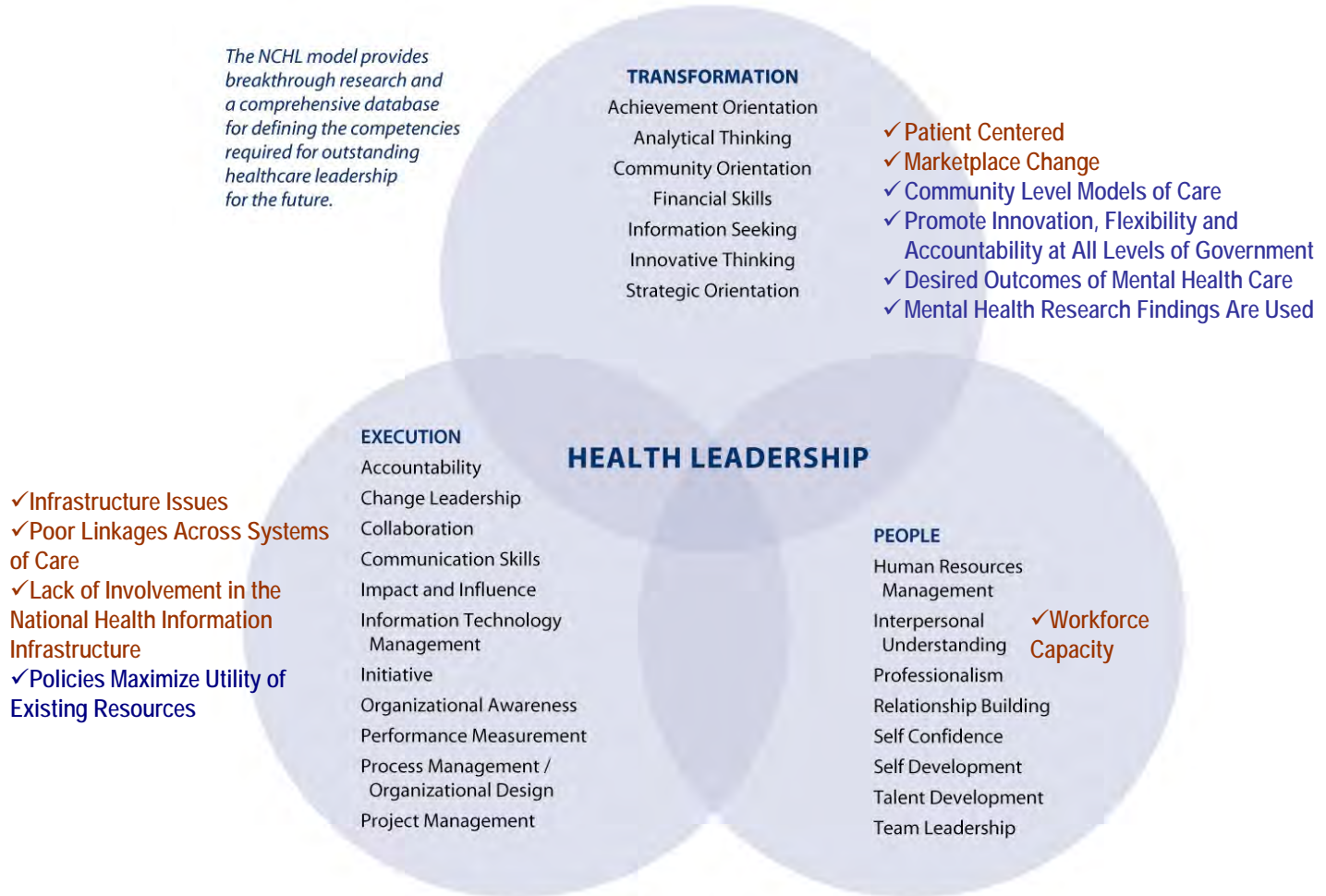
Cognitive & Affective Learning (value, ethics, principles, perceptions)

IOM's SIX PROBLEM AREAS FOR IMPROVING MENTAL AND SUBSTANCE USE CARE	SAMHSA's FEDERAL ACTION AGENDA FIVE PRINCIPLES FOR ACTION	NCHL Competencies
<b>Patient-centered care</b>	<i>A: desired outcomes of mental health care</i> <i>B: community level models of care</i> <i>C: policies maximize utility of existing resources</i> <i>D: mental health research findings are used</i> <i>E: promote innovation, flexibility and accountability at all levels of government</i>	Community Orientation Innovative Thinking Impact and Influence Strategic Orientation Accountability
<b>Weak measurement &amp; quality improvement infrastructure</b>	<i>A: desired outcomes of mental health care</i> <i>D: mental health research findings are used</i>	Analytical Thinking Performance Measurement Process Management & Organizational Design
<b>Poor linkages across systems of care</b>	<i>B: community level models of care</i>	Community Orientation Collaboration Organizational Awareness
<b>Lack of involvement in the national health information infrastructure</b>	<i>E: promote innovation, flexibility and accountability at all levels of government</i>	Information Technology Management Impact and Influence
<b>Insufficient workforce capacity</b>	<i>C: policies maximize utility of existing resources</i>	Human Resources Management Self Development Talent Development
<b>A differently structured marketplace</b>	<i>C: policies maximize utility of existing resources</i> <i>E: promote innovation, flexibility and accountability at all levels of government</i>	Community Orientation Innovative Thinking Strategic Orientation Process Management & Organizational Design

Source: Daniels, Alan S. and Neal Adams. "From Study to Action: A Strategic Plan for Transformation of Mental Health" February 2006

# NCHL Health Leadership Competency Model

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Red – IOM Six Problem Areas  
 Blue – SAMSHA's Five Principles for Action

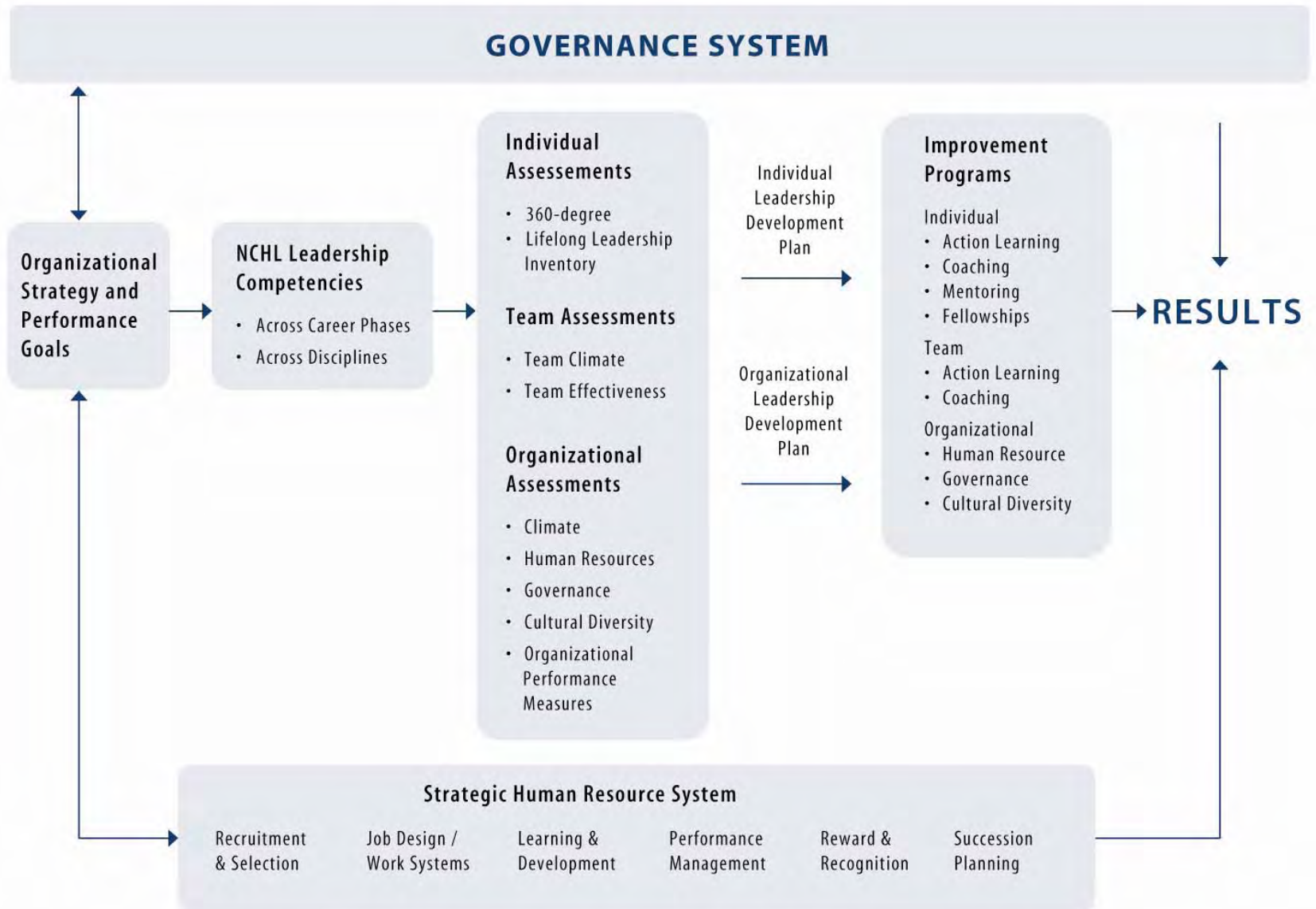
# NCHL Leadership Development System™

- ✓ A comprehensive and systematic approach for improving and sustaining leadership performance at all levels within an organization
- ✓ Competency based approach to improving leadership across all disciplines and career stages
- ✓ Focuses on individual, team and organizational effectiveness
- ✓ Integrates human resources management, governance, and leadership development
- ✓ Emphasizes results and evidence that leadership development improves organizational outcomes using balanced scorecard measures



# NCHL Leadership Development System

## A Systems Approach to Leadership Development and Organizational Competence



# Leadership Excellence Networks (LENS)

*LENS is a collaborative network of healthcare organizations committed to transforming leadership and organizational performance*

- Promotes sharing and learning with leading chief executive officers, chief operating officers, chief human resources officers, chief learning officers, chief medical officers, and chief nursing officers across healthcare industry sectors
- Focuses on evidence-based results of healthcare leadership initiatives
- Utilizes the *NCHL Leadership Development System* and *NCHL Health Leadership Competency Model* as its foundation for program development and collaboration
- Provide access to assessments and planning tools for leadership and organizational improvement and database for benchmarking results

# LENS *Critical Success Factors*

- Commitment of CEO, board, executive human resource officer, and a dedicated project manager
- Commitment to implement NCHL Leadership Development System and to set quantitative targets and timetables for improving leadership performance
- Participation in NCHL individual 360-degree assessment, team assessments, and organizational assessments
- Willingness to implement leadership development interventions (e.g., coaching and mentoring, team action learning, fellowships) to improve leadership
- Willingness to improve and align management processes to support and sustain improvement
- Willingness to share data (anonymously) with NCHL Leadership Excellence Networks (LENS) members and to compare data to national benchmarks on leadership performance

Never doubt that a small group  
of committed people can change the world –  
indeed, it's the only thing that ever has.

— *Margaret Mead*