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

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National Center for Healthcare Leadership

ACMHA
The Santa Fe Summit on Behavioral Health
Santa Fe, NM
March 15, 2006
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?

In-depth Interviews
- 84 Total
- Career Stages
- Professions

Future Vision
- IOM Agenda
- Futurists

Benchmark Findings
- Health
- Pharma/biotech
- Insurance
- Global Leaders

What defines today’s best health leaders?

What will the 21st Century require?

What can we learn from others?

NCHL Competency Model
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
- Achievement Orientation
- Analytical Thinking
- Community Orientation
- Financial Skills
- Information Seeking
- Innovative Thinking
- Strategic Orientation

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

HEALTH LEADERSHIP

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

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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

<table>
<thead>
<tr>
<th>Early</th>
<th>Mid</th>
<th>Advanced</th>
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<tbody>
<tr>
<td>Analytical Thinking</td>
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<tr>
<td>Achievement Orientation</td>
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<td>Community Orientation</td>
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<td>Financial Skills</td>
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<td>Information Seeking</td>
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<td>Innovative Thinking</td>
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<td>Strategic Orientation</td>
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<td>Change Leadership</td>
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<td>Collaboration</td>
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<td>Organizational Awareness</td>
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<td>Communication Skills</td>
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<td>Accountability</td>
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<td>Impact &amp; Influence</td>
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<tr>
<td>Information Technology Management</td>
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<td>Initiative</td>
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<td>Performance Measurement</td>
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<td>Process Mgmt &amp; Org Design</td>
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<td>Project Management</td>
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<td>Team Leadership</td>
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<tr>
<td>Talent Development</td>
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Scaled Competencies

Influence

4. Develops behind the scenes support
3. Uses indirect influence
2. Anticipates impact of actions or words
1. Engages audience

Competency levels increase by degree of difficulty
Competency Acquisition Process

- Recognition of the competency
- Understanding the competency
- Assessment and feedback on the competency
- Experimentation with demonstration of the competency
- Application/Practice using the competency

Source: Spencer and Spencer "Competence at Work"
NCHL Learning Model

<table>
<thead>
<tr>
<th>Current Learning Model</th>
<th>New Learning Model</th>
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<tbody>
<tr>
<td>Information &amp; Skill Transfer</td>
<td>Lifelong Learning</td>
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<tr>
<td>Lecture &amp; Classroom Discussion</td>
<td>Action Learning</td>
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<tr>
<td>Test &amp; Paper Assessment</td>
<td>Career-like Outcome Assessment</td>
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<tr>
<td>Syllabus &amp; Knowledge Focus</td>
<td>Competency-based Skills &amp; Behavioral Outcomes</td>
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<tr>
<td>Faculty-centric Assessment</td>
<td>Self-Peer-Expert Assessment and Feedback</td>
</tr>
<tr>
<td>Cognitive Learning (thinking, knowledge acquisition)</td>
<td>Cognitive &amp; Affective Learning (value, ethics, principles, perceptions)</td>
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<tr>
<td>IOM's SIX PROBLEM AREAS FOR IMPROVING MENTAL AND SUBSTANCE USE CARE</td>
<td>SAMHSA’s FEDERAL ACTION AGENDA FIVE PRINCIPLES FOR ACTION</td>
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<td>---------------------------------------------------------------</td>
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<tr>
<td>Patient-centered care</td>
<td>A: desired outcomes of mental health care</td>
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<td>B: community level models of care</td>
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<td>C: policies maximize utility of existing resources</td>
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<td>D: mental health research findings are used</td>
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<td>E: promote innovation, flexibility and accountability at all levels of government</td>
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<tr>
<td>Weak measurement &amp; quality improvement infrastructure</td>
<td>A: desired outcomes of mental health care</td>
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<td>B: community level models of care</td>
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<td>C: policies maximize utility of existing resources</td>
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<td>Poor linkages across systems of care</td>
<td>B: community level models of care</td>
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<tr>
<td>Lack of involvement in the national health information infrastructure</td>
<td>E: promote innovation, flexibility and accountability at all levels of government</td>
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<td>Insufficient workforce capacity</td>
<td>C: policies maximize utility of existing resources</td>
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</tr>
<tr>
<td>A differently structured marketplace</td>
<td>C: policies maximize utility of existing resources</td>
</tr>
<tr>
<td></td>
<td>E: promote innovation, flexibility and accountability at all levels of government</td>
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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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TRANSFORMATION
- Achievement Orientation
- Analytical Thinking
- Community Orientation
- Financial Skills
- Information Seeking
- Innovative Thinking
- Strategic Orientation

- Patient Centered
- Marketplace Change
- Community Level Models of Care
- Promote Innovation, Flexibility and Accountability at All Levels of Government
- Desired Outcomes of Mental Health Care
- Mental Health Research Findings Are Used

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

- Infrastructure Issues
- Poor Linkages Across Systems of Care
- Lack of Involvement in the National Health Information Infrastructure
- Policies Maximize Utility of Existing Resources
- Workforce Capacity

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

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

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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

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NCHL Leadership Development System
A Systems Approach to Leadership Development and Organizational Competence

GOVERNANCE SYSTEM

Organizational Strategy and Performance Goals
- NCHL Leadership Competencies
  - Across Career Phases
  - Across Disciplines

Individual Assessments
- 360-degree
- Lifelong Leadership Inventory

Team Assessments
- Team Climate
- Team Effectiveness

Organizational Assessments
- Climate
- Human Resources
- Governance
- Cultural Diversity
- Organizational Performance Measures

Individual Leadership Development Plan

Improvement Programs
- Individual
  - Action Learning
  - Coaching
  - Mentoring
  - Fellowships
- Team
  - Action Learning
  - Coaching
- Organizational
  - Human Resource
  - Governance
  - Cultural Diversity

RESULTS

Strategic Human Resource System
- Recruitment & Selection
- Job Design / Work Systems
- Learning & Development
- Performance Management
- Reward & Recognition
- Succession Planning

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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

Fosters needs analysis, program co-development, continuous improvement and evaluation in an environment of shared learning
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