



# Healthcare Leadership Talent Institute

## Enhance Your Leadership Journey

The Healthcare Leadership Talent Institute (HLTI) is responsible for leadership development, talent management, and succession planning for over 350,000 employees of the Veterans Health Administration (VHA). HLTI identifies, develops, and strategically manages healthcare leadership talent across VHA, with the goal of growing an engaged workforce that delivers exceptional service to our Nation's Veterans.

To achieve our goals, HLTI works to:

- Expand the capacity of VHA leadership programs to attract and retain talent
- Broaden leadership development opportunities for all employees
- Enhance the leadership skills of employees transitioning into supervisory and senior leadership positions
- Implement talent management systems and data-driven succession planning practices to meet critical workforce needs



Leadership Development



Succession Planning



Technical Career Training



U.S. Department of Veterans Affairs  
Veterans Health Administration  
Healthcare Leadership Talent Institute

**Developing VHA Leaders**



For more information: [vaww.HLTI.va.gov](http://vaww.HLTI.va.gov)



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## 1. Leadership Development Programs

The Healthcare Leadership Talent Institute (HLTI) both manages and partners with other organizations to offer VHA employees leadership development programs. These programs encompass a wide-range of learning formats, including in-person, virtual, and on-the-job training. Below is a list of the current programs offered.

### **HLTI Managed Programs:**

- **Army-Baylor University Graduate Program:** The Army-Baylor Master of Health Administration (MHA) and MHA/Master of Business Administration (MBA) programs are top ranked, nationally accredited programs that consist of one year in the classroom at the university and another year in residence at the employee's VA medical facility.
- **Explorations in Leadership (LeadX):** LeadX is a self-paced, online portfolio of courses and activities targeted to five different levels of VHA leadership (Emerging Leader, Team Leader, First-Line Supervisor, Manager and Senior Leader). LeadX provides employees with on-demand, professional development opportunities. Course registration is via TMS.
- **Graduate Healthcare Administration Training Program (GHATP):** GHATP recruits new healthcare administrators to participate in a year-long training experience preparing them for critical VHA administrative positions. This intensive VHA training program is for candidates with education or experience in healthcare administration both within and external to VA.
- **Health Care Leadership Development Program (HCLDP):** HCLDP is comprehensive, leadership program for aspiring healthcare leaders preparing for a VHA executive position. The three-week residency program applies competencies for successful healthcare leadership and uses a variety of modalities and senior leader coaches to develop these key skills with ongoing feedback.
- **New Executive Training Program (NExT):** NExT is a "survival skills" course for all newly-appointed VHA medical center executive team members (Chiefs of Staff, Associate/Assistant Directors, Associate Directors for Patient Care Services). This week-long, face-to-face orientation provides employees with essential technical content and networking to succeed in their healthcare leadership role.
- **Supervisor Ready:** Supervisor Ready targets Emerging Leaders and Team Leaders aspiring to be a supervisor in a healthcare setting. Participants learn fundamental competencies and concepts of the supervisor dynamic. The program is 100% online and instructor-led.
- **VHA Executive Management Fellowship (EMF):** EMF is a one year-long experience established by the *VA Choice and Quality Employment Act of 2017* for a select number of healthcare professionals to strengthen learning partnerships between the VA and the private sector.
- **VHA Governance Board Shadowing:** This program exposes VHA leaders to VHA governance structures through national committees. It affords select Medical Center Directors an opportunity to shadow meetings of the VHA Governance Board.
- **VHA Senior Executive Orientation (VHA SEO):** SEO is designed for newly appointed senior executive healthcare leaders to help accelerate a successful transition by delivering knowledge transfer in a variety of ways, including mentorship.

### **Partner Programs:**

- **Excellence in Government Fellows (EIG):** EIG is an intergovernmental effort that allows VA leaders to collaborate with and share ideas and viewpoints in an educational setting across the Federal Government.
- **Federal Executive Institute Leadership for a Democratic Society (FEI-LDS):** FEI-LDS follows the ECQs to enhance leadership & management strengths and identify areas of improvement. It builds future talent for Federal government management and executive functions. In addition, participants may tailor their learning experience to achieve their self-determined goals and interests.
- **Leadership VA (LVA):** LVA is a leadership development program for high-potential VA employees. It includes residential sessions and online course content to enhance the skills and competencies of future VA leaders. It prepares them for increased levels of responsibility and fosters a VA-wide perspective.

- **New Supervisor Essentials (NSE)**: NSE is a blended web-based, TMS learning course for new supervisors. It provides supervisory and leadership development during their first 90 days as a supervisor.
- **President’s Management Council Inter-Agency Rotation Program (PMC)**: PMC offers high-potential leaders the opportunity to compete for a six-month, developmental, interagency rotation assignment, either within or outside their current area of expertise. This is a semi-annual, cross-agency program.
- **Presidential Management Fellows (PMF)**: PMF is designed to develop a group of aspiring government leaders who hope to perform valuable public service and to jump-start their federal career in the process.
- **Senior Executive Service Candidate Development Program (SESCDP)**: SESCDP is an OPM-approved, 18-24 month program designed to train, develop, and create certified leaders. Upon completion, candidates can be non-competitively selected for Senior Executive Service (SES) positions across VA and the Federal Government.
- **Supervisor and Manager Refresher Training Program (SMR)**: SMR follows NSE to provide training for established VA supervisors. Topics include productivity, performance improvement, and employee satisfaction. SMR includes mandatory and recommended trainings; available on-demand.
- **VHA Leadership, Effectiveness, Accountability, and Development (LEAD)- Facility/VISN**: LEAD is a locally-hosted leadership development training program for VHA employees. LEAD programs are based and managed at local facility and/or VISN levels. Through LEAD, participants are introduced to healthcare leadership and teamwork concepts using classroom instruction and practical exercises.
- **Virtual Aspiring Supervisor Program (vASP)**: VASP targets Emerging Leaders and Team Leaders aspiring to be a supervisor. It prepares a new cadre of potential supervisors to meet the challenges of a 21st century VA. The program is instructor-led and entirely online.
- **White House Leadership Development Program (WHLDP)**: WHLDP is a highly competitive program which provides employees the opportunity to serve at another Federal agency for one year. Participants gain a broad Federal perspective on high-priority challenges and are exposed to a wide cross-section of the Federal government.

## 2. Leadership Succession Planning

HLTI coordinates leadership succession planning and talent management activities essential for identifying and developing future VHA leaders. Below is a list of succession planning activities offered by HLTI.

- **VHA Talent Review & Succession Planning Pipeline- Medical Center Director (MCD)**: HLTI works collaboratively with VHA MCDs/VISN NDs to identify and develop employees interested in becoming a VHA MCD. Employees typically are incumbents of VAMC or Network senior leadership teams. Staff complete a talent profile capturing their experiences, career desires, and leadership behaviors, which is reviewed/discussed by NDs, and developmental feedback is provided.
- **VHA Talent Review & Succession Planning Pipeline- Chief of Staff (COS)**: HLTI works collaboratively, by VISN, with VHA COS/CMO leaders to identify and develop talent (VM-15 Physicians, Title 38 Equiv.) with interest in becoming a VHA COS. Staff complete a talent profile that is reviewed by their VISN CMO & VAMC COS and receive developmental feedback on pursuing a future COS career pathway.
- **Talent Assessments**: VHA uses assessments to develop our current and future leadership talent by providing feedback to individuals and groups on their strengths and areas for improvement, as they aspire to specific levels of leadership.
- **Leadership Succession Planning Process & Consultation**: HLTI assists VHA organizations with leadership succession planning via outlining processes, providing best practices and guides, and offering consultation services to assist in identifying and developing a “talent pool” for key leadership positions in VHA.
- **Experience-based Learning**: HLTI has developed a list of experience-based learning opportunities that can help staff gain exposure to new leadership activities or perspectives and strengthen skills needed as a VHA leader.

## 3. Technical Career Training

HLTI offers technical career training designed to prepare professionals in critical occupations (e.g., HR, engineering, etc.) with specialized knowledge needed to support the delivery of quality care in VHA.

- **Technical Career Field Program (TCF)**: TCF is a national workforce development program within VHA designed to prepare technical staff in critical occupations (e.g., HR, engineering, etc.). Allocations are determined annually based on VHA succession needs and budget. TCF training programs equip professionals with the specialized knowledge they need to support the delivery of quality care in VHA.