

Tyler's Tidbits

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A PUBLICATION OF *Tyler & Company*[®] Signium International

Providing News and Information to Help Corporate Decision-Makers



MARKET MEMO

Are You a One-Trick Pony?

George Linney, Jr., M.D.



At the Annual Spring Meeting of The American College of Physician Executives (ACPE, or The College), Mr. Roger Schenke, the recently retired Executive Vice President of The College, spoke to a group of physician executives and admonished them not to be just "one-trick ponies." What he meant was that when a Chief Medical Officer (CMO) goes into a meeting of senior management or the Board, he or she must be prepared to talk not

only about quality—the traditional purview of a CMO—but also about the organization's staff, its customers, the greater community it serves, and the bottom line.

The CMO position is a real healthcare success story. Fifty years ago, no such position existed in most organizations. Today, following a period of astounding growth, the CMO is certainly a trusted member of the CEO's team in most healthcare organizations in the U.S.

Just as firmly as the CMO position has become established, the definition of this role has continued to evolve along with the healthcare environment it serves. Any Chief Medical Officer who wants to be more than just a "one-trick pony," will need to

expand his/her reading beyond quality, safety, and general medical staff issues. He/she will also need to "raise his/her hand" when the boss needs to have someone work on a project outside the job description or comfort zone. And, it will also become increasingly important for CMOs to pursue a master's degree in the business of healthcare. Some specific suggestions for ways that a CMO might increase the number of

"tricks" he/she has to offer—thus enhancing his/her value to the organization include:

- Encourage the CEO and Board, if the organization is not already doing so, to work with a consulting firm to

improve patient and staff satisfaction. Volunteer to be the leader within the hospital on this project.

- Ask the CEO's permission to represent the hospital on some community Board such as the United Way or Habitat for Humanity.

- Ask to be involved in budget preparation and cost management for the entire hospital or system, not just that part that applies directly to the medical staff.

- Work with the Chief Financial Officer to identify costs for high-dollar equipment. Estimate a baseline for those costs and then set a goal to reduce costs by 10 to 20 percent over one to two years. In order to do this, become involved in vendor selection. And, work with orthopedists, invasive cardiologists, and other

You must be prepared to talk about the organization's staff, its customers, the greater community it serves, and the bottom line.

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The Company We Keep

Stephanie Underwood



In April 2008, we announced Tyler & Company's relationship with Signium International. (See "Tyler & Company Affiliates with Signium International," *Tyler's Tidbits*, Summer

2008.) Since then, the Tyler & Company team has worked with the other members of this network of executive search firms to get to know each other.

In October 2008, Tyler & Company hosted Signium's annual meeting in Atlanta immediately following the Tyler & Company annual strategic planning session. It was exciting to see the faces of the people who had previously been "voices on the telephone." Led by Chairman Ignacio Bao (or "Nacho" as he is known within the organization), Signium is indeed an impressive organization filled with caring, dedicated professionals who are willing to go the extra mile for clients. At the annual meeting, we had ample time to talk about our practices and realize that we share a passion for exceeding clients' expectations and dedication to their success.

In another sign of this growing relationship, J. Larry Tyler was appointed to Signium's Board during the annual meeting in Atlanta. The Board, in turn, appointed Tyler to be Speaker of the Americas Region. In his role as Speaker of the Americas Region, Tyler will coordinate meetings and business activities between Signium's North and South American affiliates. Tyler said, "Our relationship with Signium International is going well. We are developing good relationships with our counterparts around the world, and we're pleased with where we are at this point."

Signium's partners—a consortium of executive search firms with 38 offices in 23 countries—bring much to the table. This group meets monthly via conference call. We discuss industry trends in life sciences and opportunities for collaboration.

see *The Company We Keep*, page 4

ASK A CONSULTANT



Nelson Mann



I'm about to re-write my resume. What kind of problems lead you to "red flag" a candidate when you review resumes?

(This question was initially published in the last issue of Tyler's Tidbits, Fall 2008. Mann's response continues below.)

Besides the three problems I outlined in the last issue of the *Tidbits* (job hopping, lack of career progression, and organizational inertia), don't forget the basics. Most organizations prefer chronological resumes as opposed to functional resumes. Describe the organizations you worked for: type, size, net revenue, number of FTEs, etc. Be sure to include responsibilities and accomplishments associated with each position (I'm a big fan of bullets); and quantify accomplishments when possible. And, don't forget to recruit two to three proof readers who explicitly check for spelling and grammar mistakes. There is no quicker way to be eliminated from consideration than submitting a resume with these or any other typographical errors.

For additional information on this topic, I would suggest reading *Tyler's Guide: the Healthcare Executive's Job Search* (by Tyler & Company President J. Larry Tyler, published by Health Administration Press; see www.tylerandco.com for more information). It is the most complete guide to finding a job in healthcare on the planet! **T**

Nelson Mann is a Senior Vice President in Tyler & Company's Austin office; he is also the company's Southwest Practice Leader. He can be reached at 512.266.8739 or via e-mail at nmann@tylerandco.com.

Do you have a question for a Tyler & Company consultant? If so, please share it with us. Questions answered in Tidbits will appear without reference to your name or organization. Please send your questions to kmazzuckelli@tylerandco.com or fax to Katie Mazzuckelli at 770.396.6693. (Please indicate that you are submitting an item for "Ask a Consultant.")

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appropriate specialties to reduce costs, such as identifying lower-cost equipment that is equally as effective as the higher cost counterparts.

For those of you who are Chief Executive Officers or other senior managers or Board members, help support your Chief Medical Officer in his or her efforts to be involved in all of the above areas. Your organization will certainly benefit from your CMO's expanded job responsibilities.

For those CMOs out there, I would like to hear from those of you who are learning new tricks. **T**

Comments about this article can be directed to George Linney, Jr., M.D., CPE, FACPE, Vice President in Tyler & Company's Charlotte office who also heads the firm's Physician Executive Search Practice. Dr. Linney can be reached at 704.364.0746 or via e-mail at glinney@tylerandco.com.



SIGHTINGS

Dennis J. Kain, FACHE Executive Vice President and COO, Philadelphia

Kain taught a program in leadership and competencies to students in the Graduate Health Administration Program at the University of Scranton, Scranton, PA, on October 29, 2008.

Patti Hoffmeir, CHC, Senior Vice President, Philadelphia

"The Five-Minute Mentor: How Long Should a Search Take?" *Academic Physician & Scientist*, November/December 2008, page 8.

Allison A. Morris, Consultant, Austin

"Working with Executive Search Firms," a presentation made at the Texas Hospital Association's Leadership Development Council meeting in Dallas, November 14, 2008.

J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE President, Atlanta

Tyler was quoted in "New CEO Optimistic About Grady's Future," authored by Pamela A. Keene. The article appeared in *Atlanta Hospital News*, October 2008.

Tyler was quoted in "Owners Should Have Exit Plan," authored by Laura Raines. The article appeared in *The Atlanta Journal-Constitution*, November 14, 2008.

"Leadership and Behavioral Competencies." A presentation at the Georgia Hospital Association, Leadership GHA, Atlanta, November 20, 2008.

Tyler was the keynote speaker at the awards dinner hosted by the South Florida Healthcare Executive Forum in Miami, January 22, 2009.

Tyler will speak at the Tutorial for the Certifying Commission in Medical Management for the American College of Physician Executives. His sessions will deal with multiple topics, including: "Employment Marketplace," "Networking," "Interviewing from Both Sides of the Desk," "Negotiating Your Salary," and, "What to do if You are Fired." Tampa, February 23, 2009.

"Healthcare Career Development." A lecture to graduate students in the Health Administration program at the University of Colorado, Denver, February 27, 2009.

At ACE's 2009 Congress on Healthcare Leadership in Chicago, March 23-26, 2009, Tyler will present or participate in the following:

- "CEO Governance Roundtable," with **Errol L. Biggs**, Ph.D., FACHE, Director of Graduate Programs in Health Administration, University of Colorado, Denver.
- "Transitioning from Military to Civilian Healthcare Leadership," with **Steven J. Wyrsh**, FACHE, Senior Director, Practice Operations, Wentworth-Douglass Physician Corporation.
- The "Headhunters Forum," with **Michael J. Corey**, Consultant, Spencer Stuart, and **John G. Self**, Chairman, JohnMarch Partners, Inc.

Other Tyler & Company representatives at this annual Congress will include: Senior Vice Presidents **Patti Hoffmeir**, CHC, **Nelson Mann**, and **Stephanie Underwood**; Consultant **Allison A. Morris**; and Executive Vice President and COO **Dennis J. Kain**, FACHE. As always, all Tyler & Company representatives will participate in the Congress' annual Resume Review/Critique Service. This much anticipated event is led each year by Tyler.



WORTH NOTING

Texas Hospital Association Endorsement

The Texas Hospital Association and its marketing subsidiary, HealthShare, added Tyler & Company to its list of preferred vendors in November 2008. Tyler & Company is the only search firm on this list, and this honor followed a rigorous review process. Under the preferred vendor relationship, Texas hospitals will have access to Tyler & Company's full-service executive search expertise, including screenings, consultant interviews, reference and background checks, and 360-degree, post-placement assessments of candidates. The fact that one of Tyler & Company's four offices is based in Austin demonstrated the company's commitment to the Texas market as well as its understanding of the healthcare challenges in the state. Said company President, **J. Larry Tyler**, "Tyler & Company is especially proud to have been named the THA-endorsed executive search firm. Although we've done more than 2,000 hospital executive searches throughout the years, we tailor our searches to benefit our clients. No situation or organization is entirely the same, and we owe it to our partners to deliver the best we can. That is the art of executive search, and having the tools is our science."

See *Tyler's Tidbits "Extras"* on www.tylerandco.com for a link to the press release on this topic, including quotes from HealthShare President/CEO **Jim Dixon**, and Tyler & Company Senior Vice President and Southwest Practice Leader **Nelson Mann**.

Kain Receives the ACHE Distinguished Service Award

Dennis J. Kain, FACHE, Tyler & Company's Executive Vice President and Chief Operating Officer recently received a Distinguished Service Award from the American College of Healthcare Executives. *Tidbits* readers might remember that company President J. Larry Tyler received this award earlier this year. (*Tyler's Tidbits*, Fall 2008.) Kain and Tyler are two of just 29 people nationally who have received this new ACHE honor.

Anniversary Celebration Overview

Tyler & Company marked its 30th anniversary in 2008. Its history was compiled by company President **J. Larry Tyler**. (Segments appeared in all four 2008 issues of *Tidbits*. And, the complete retrospective can be accessed by visiting the Fall 2008 Web site edition where it

is posted as a *Tyler's Tidbits "Extras."*) Tyler & Company celebrated its own anniversary over the course of the year with a variety of activities. Stress relief footballs were distributed in January. Every employee got his/her own, and each person signed a football for Tyler. February brought Mardi Gras celebrations to Tyler & Company. In March, gold candy stamped with Tyler & Company's insignia appeared in time for St. Paddy's Day. Employees fended off April showers with a Tyler and Company umbrella and made summer trips with luggage adorned with Tyler & Company luggage tags. "Tyler Crew" t-shirts now adorn employees; these appeared in time for Tyler & Company's Atlanta-based employees to enjoy a Braves game together. The best surprise came last, however. All offices came together to celebrate the milestone year at a joyous holiday party.

TALK to us. Talk to YOUR PEERS.
JOIN the discussion.
BLOG with us at www.tylerandco.com.
TYLER & COMPANY: Building an on-line community of healthcare experts.

Tyler & Company In-and-Around the Industry

DeBio—**Dennis J. Kain**, FACHE, Executive Vice President and COO, attended the Delaware Bio First Annual Awards Dinner in Wilmington, DE, September 25, 2008.

ACHE—**Dennis J. Kain**, FACHE, Executive Vice President and COO, attended the ACHE Philadelphia Cluster's meeting in Philadelphia, October 20, 2008.

Summit 2008—**Dennis J. Kain**, FACHE, Executive Vice President and COO, attended the Executive Search Summit 2008 in New York City, October 21-22, 2008. Attendees explored the theme, "Reshaping Search Firm Profitability."

AAMC—**Patti Hoffmeir**, CHC, Senior Vice President, attended the 2008 Annual Meeting of the Association of American Medical Colleges in San Antonio, October 31-November 5, 2008.

SELAM—**Patti Hoffmeir**, CHC, Senior Vice President, attended the educational meeting sponsored by The Society for Executive Leadership in Academic Medicine International, during the AAMC meeting, in San Antonio, November 1, 2008.

NJBio & PaBio—**Micheale Glenn**, Research Associate, **Patti Hoffmeir**, CHC, Senior Vice President, **Roberta Levine**, Senior Consultant, and **Stephanie Underwood**, Senior Vice President, attended the 8th Annual Biotech 2008, a two-day regional symposium held in Philadelphia, November 10-11, 2008. Tyler & Company is a member of PaBio and its newly formed education committee.

ACHE—**Dennis J. Kain**, FACHE, Executive Vice President and COO, attended the ACHE's Executive Search Firm Day in Chicago, November 11, 2008.

AESC—**Dennis J. Kain**, FACHE, Executive VP and COO, and **J. Larry Tyler**, FACHE, FAAHC, FHFMA, CMPE, President, will attend the Association of Executive Search Consultant's Council of the Americas Conference in New York, March 4, 2009. Tyler is a member of the Americas Council of the AESC through 2009 and is a member of the AESC Membership Committee. He will also participate in AESC's 50th anniversary celebration, held in conjunction with this meeting.

CLIENT KUDOS

Client: Memorial Hermann Healthcare System Houston, TX

Memorial Hermann Healthcare System was recognized as one of two inaugural winners of the National Health System Patient Safety Leadership Award. The award is a collaborative effort between the VHA Foundation and the National Business Group on Health, a non-profit organization of large employers devoted to finding innovative solutions to healthcare benefits issues. The award was established early in 2008, and winners—Memorial Hermann and Henry Ford Health System in Detroit—were announced in December. Winning systems were chosen from a national applicant pool by judges representing healthcare as well as corporations, patient safety organizations, and government. Applicants were selected on criteria designed to highlight the leadership of healthcare systems in creating a culture of safety.

SEARCH SUPERLATIVES

"We hired Larry Tyler and the Tyler & Company team to conduct Self Regional Healthcare's search for a new President and Chief Executive Officer last summer. We were impressed with Tyler's track record, the straightforward, personable approach of the people we would be working with, and the process that differentiated them from other nationwide healthcare retained executive search companies. Every aspect of the search went exceedingly well because of the rapport we formed with the Tyler team and because we stuck to the "Tyler Process." It works!"

Len Bornemann, Past Chairman, Self Regional Healthcare Board of Trustees, Greenwood, SC.



WELCOME TO OUR NEWEST (OR RETURNING) CLIENTS

Baptist Health System

San Antonio, TX
Vice President,
Cardiovascular Services
Vice President,
Oncology Services

Children's Surgical Associates

Philadelphia, PA
Director of Operations

East Texas Medical Center

Tyler, TX
Vice President,
Patient Services

Geisinger Health System

Wilkes-Barre, PA
Regional Medical
Director of Hematology/
Oncology—Geisinger
Northeast

Kessler Foundation Research Center

West Orange, NJ
Director—Human
Performance and
Engineering Lab (HEPL)

Main Line Health

Bryn Mawr, PA
President, Riddle
Memorial Hospital

Moses Cone Health System

Greensboro, NC
Chief Operating Officer

Phoenix Baptist Hospital

Phoenix, AZ
Medical Director

Robert Wood Johnson University Hospital

New Brunswick, NJ
Vice President of
Communications &
Community Relations
Senior Vice President,
Nursing

WindberCare/Windber Medical Center

Windber, PA
President /
Chief Executive Officer



RECENTLY CLOSED SEARCHES

Betsy Johnson Regional Hospital

Dunn, NC
Vice President of
Medical Affairs

Doylestown Hospital

Doylestown, PA
Chief Financial Officer

Emory Clark-Holder Clinic

LaGrange, GA
Executive Director

Gaylord Hospital

Wallingford, CT
Chief Medical Officer

Medical University of South Carolina

Charleston, SC
Director, Neuroscience
Service Line

Mercy Health System of Maine

Portland, ME
Chief Financial Officer

Robert Wood Johnson University Hospital

New Brunswick, NJ
Vice President,
Human Resources

St. Luke's Hospital & Health Network

Bethlehem, PA
Administrative Director
of Oncology Services

University Hospital Health Alliance

Cincinnati, OH
Administrative Director,
The Neuroscience Institute

UPMC Northwest

Pittsburgh, PA
President

The Company We Keep *from page 1*

The affiliation with Signium has helped Tyler & Company's Life Sciences Practice gain traction and expand its reputation in the Life Sciences space. It seems logical that after building a solid track record in healthcare retained executive search over the last 30 years the company would widen its practice scope into pre-delivery healthcare sectors as well. Specifically, we now serve the areas of biotechnology, pharmaceuticals, and medical devices. Look for more great news from the Life Sciences Practice in the months and years ahead! **T**

Comments about this article can be directed to Stephanie Underwood, Senior Vice President in Tyler & Company's Philadelphia office who also heads the firm's Life Sciences Practice. She can be reached at 610.558.6100 or via e-mail at sunderwood@tylerandco.com.

Tyler's Truisms

CASE FOR CALAMITY

Accidents don't just happen, they must be carelessly planned.

DIETER'S LAW

The older you get, the tougher it is to lose weight, because by then your body and your fat have gotten to be really good friends.

FISCAL THEORY

A penny saved is a government oversight.

ROGERS' GOLF ADAGE

Long ago, when men cursed and beat the ground with sticks, it was called witchcraft. Today, it's called golf.

STRATEGIST'S SCHEME

No new plan is a complete failure. It can always be used as a bad example.

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A PUBLICATION OF
Tyler & Company

Editor

Katie Mazzuckelli
kmazzuckelli@tylerandco.com

Corporate Office

375 Northridge Road, Suite 400
Atlanta, GA 30350
770-396-3939 T
770-396-6693 F

Austin Office

901 South Mopac Expressway
Barton Oaks Plaza One, Suite 300
Austin, TX 78746
512-266-8739 T
770-396-6693 F

Charlotte Office

11915 Royal Lytham Court
Charlotte, NC 28277
704-845-2227 T
704-366-4499 F

Philadelphia Office

5 Christy Drive, Suite 108
Chadds Ford, PA 19317-9668
610-558-6100 T
610-558-6101 F

www.tylerandco.com
e-mail: info@tylerandco.com