

Tyler's Tidbits

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A PUBLICATION OF *Tyler & Company*[®]

Providing News and Information to Help Corporate Decision-Makers



MARKET MEMO

Tyler & Company's Philadelphia Office— A Decade of Dedication



J. Larry Tyler

What on earth possessed me to open an office in Philadelphia? People don't often

ask me this today, now that this office has been successfully established for ten years. But when I chose to open the Philadelphia (or "Philly") office in 1996—especially after a previous attempt at establishing a foothold in the Philadelphia market had already fallen short—I often heard that question!

Some people think I simply wanted to broaden my southern diet (and I do like Philly cheese steaks); however, my decision to reenter the Philadelphia market was more profound. I felt that the Northeast was a region that needed to be served by a healthcare retained executive search firm with the values Tyler & Company espouses. In 1996, a combination of events dictated Tyler & Company's return to the Philadelphia market: that is, I found two key Consultants to be the cornerstones for that office. First, I knew that one of Tyler & Company's Atlanta-based Consultants, Bill Wilson, wanted to relocate from Atlanta to Philadelphia. About that time, I passed Patti Hoffmeir, CHC, a well-known retained executive search consultant who then worked for a competing firm, on the escalator at the ACHE Congress. She told me that she was interested in joining Tyler & Company, and she lived near Philadelphia. It was meant to be!

I hired Patti and happily let Bill move north. Roberta Levine, a well-respected researcher in the Philadelphia area, joined Patti and Bill, and the Philly office opened in September 1996.

As Tyler & Company's Philly office celebrates its 10-year anniversary, it is amazing to look back over the accomplishments that have emanated from this office as well as the group of people Tyler & Company has assembled there. Bill Wilson retired after five years of dedicated service there, but Patti Hoffmeir and Roberta Levine—two of the other members of the founding trio, and today a Senior Vice President and Senior Consultant respectively—have been mainstays of the office for the entire decade. Dennis Kain, FACHE, joined the office in 2000 and today is Senior Vice President and manages the office. Stephanie Underwood, Vice President, joined the staff in 2001. Marge LaRue manages office operations, and additional administrative support is provided by Anne Marie Kelly and Meredith LaRue. Alicia Longshore Flannery, Research Associate, completes the Philly team.

To help Tyler & Company's Philly office become better acquainted with the Northeast market, a leadership advisory board, known as the Northeast Regional Leadership Advisory Board, was created. We owe a debt of gratitude to this group of healthcare executives as they have been instrumental in providing feedback regarding current industry challenges and sharing their thoughts about what keeps them awake at

see Market Memo, page 2

It's Academic!

Patti Hoffmeir



In retrospect, it seems only natural that Tyler & Company's academic search practice has grown significantly over the last decade. Historically, Tyler & Company has done

many searches each year for physician leaders starting with the recruitment of the traditional Vice President of Medical Affairs (VPMA) position in the 1980s. This was a time when hospitals, and later health systems, created the position out of necessity for physician executives who understood clinical medicine and the complex business of medicine. Searching for physician leaders later expanded to include Chief Medical Officers (CMOs), Physician Chief Quality Officers, and even group practice Chief Executive Officers (CEOs) and system CEOs.

Tyler & Company's academic practice also grew out of the need for teaching hospitals and, more recently, medical schools to go beyond the traditional methods of recruiting Department Chair talent via the nomination methodology. Once again, the competitive business of medicine and the complexity of healthcare determine that the skill set for a successful Chair includes in-depth knowledge and experience with finance and operations. Today, a medical school department needs to function as a self-sufficient business as well as a teaching and research enterprise. Becoming a Chair is not for the faint of heart. The competition for accomplished leaders within each specialty is fierce, and unless a medical school and/or teaching hospital are in the top ten nationally in the needed specialty, the ability to recruit the needed leadership and turn around a department that is floundering operationally, financially, or educationally is difficult.

Tyler & Company has been a successful partner to teaching hospitals and medical schools because retained executive search is

see Academic, page 3

ASK A CONSULTANT



Dennis Kain



There is a book by Bradford D. Smart, Ph.D. titled, *Topgrading: How Leading Companies Win by Hiring, Coaching, and Keeping the Best People*, in which the author discusses three different types of workers that he labels A, B, and C players. How does this concept apply to you as a retained executive search consultant, and why is re-deployment of C players so important?

This book is remarkable, and I often “re-read” it on my drive to the office as it is available in audio form. I recommend it to those who haven’t read it.

According to Dr. Smart’s research, there are precious few A players in the workforce. He asserts that 10-15 percent of the people in a certain job at a particular salary level are A players; B players represent another 10-15 percent of this group, and the rest are C players. Employing this model, Jack Welch, the retired CEO of General Electric (GE), used to worry that a few C players would somehow end up in the same department (or by the water cooler) at the same time; creating the potential for severely damaging the company. This is why GE implemented a forced rating performance evaluation system during Mr. Welch’s tenure. In this system, managers are evaluated each quarter, and a certain percent of each department’s managers have to be scored in the bottom right quadrant when compared to the others in the same department. Managers who landed in this quadrant for two consecutive quarters were determined to be the C players and were often redeployed. A more draconian example involved a large car dealership in the Philadelphia region that routinely fired the sales person with the lowest numbers each month. (Of course, these systems as well as any other system of identifying and dealing with C players, brings a certain level of anxiety to the workplace.)

I have been taken by Dr. Smart’s use of the word, “redeploy.” In managing others, it is important to remember that C players don’t realize that they are C players. They think they are A players. I am also taken by

the fact that a C player can become an A player in another role in the same organization—something that better fits that person’s skills. Relative to firing someone, moving them to a role they are better suited for is a preferable method of redeploying a C player—it is better for them and the organization. If during his/her career, a manager has a history of identifying and redeploying C players, and thereby focuses on hiring only A players, it would appear that this candidate could indeed be an A player. I look for things like this when I’m interviewing a managerial candidate. I also like to ask about his/her direct reports and how many have been C players. More important, my next question is, “What did you do with the C players?” If a manager has a career trend of enduring C players, then this may signify that the candidate might not be the A player that our client has hired us to find.

I also agree with the phrase, “A players hire A players, while B players hire only C players.” If your organization is allowing B players to hire C players, the business will slowly strangle itself. If you are in a leadership role and you have any C players reporting to you, I strongly suggest that you immediately work with Human Resources to develop a plan that will result in redeployment. If you simply tolerate a situation where you continually retain C players, it may drag your career down as well. **T**

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Dennis Kain, FACHE, is a Senior Vice President in Tyler & Company’s Philadelphia office. He can be reached at 610.558.6100 or via e-mail at dkain@tylerandco.com.

Market Memo *from page 1*

night. We consider the Northeast Regional Leadership Advisory Board participants to be our friends and enjoy meeting with them each September.

Today, the Philadelphia Office—located in beautiful Chadds Ford, Pennsylvania—is a high-performing center that provides quality retained executive search services. As I had hoped when I opened the doors ten years ago, this Northeast-based business has truly diversified Tyler & Company’s client base: Philadelphia’s clients represent over 45 percent of Tyler & Company’s revenues. As I see that the list of clients served by the Philly office continues to grow, the Consultants based in the office remain active in multiple organizations—both within the industry and in their communities. I judge the Philly office an unqualified success. I’m especially proud that the quality data that Tyler & Company generates over the course of each search supports this conclusion. Finally, I have to say that personally, I enjoy visiting the Philly office. They are a high-spirited, hard working group!

Congratulations to Tyler & Company’s Philly office on its 10th anniversary! **T**

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Comments about this article can be directed to J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President of Tyler & Company, based in the firm’s Atlanta office. He can be reached at 770.396.3939 or via e-mail at lt Tyler@tylerandco.com.



SIGHTINGS

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

J. Larry Tyler was/will be a featured presenter at two ACHE (American College of Healthcare Executives) Chapter Meetings this spring. On April 7, 2006, he presented, “Managing Your Career in the Era of Uncertainty” to the San Antonio, Texas Chapter. On May 18, 2006, for the Tyler, Texas Chapter, J. Larry Tyler will present, “Hey You, Look at Me.”

George Linney, Jr., M.D., CPE, FACP Vice President, Charlotte

“Is There an Interim in Your Future?”
The Physician Executive, Sep/Oct 2005.

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.”)



WORTH NOTING

Tidbits Available for Delivery to Your E-mail Address!

Now you don't have to wait the extra time it takes the Post Office to deliver *Tidbits* to you. As of this, spring 2006, edition, Tyler & Company's *Tidbits* is available for electronic delivery. If we have your E-mail address, you have already received a request, asking if you would like to receive your copy of *Tidbits* in electronic form. If you replied to this inquiry indicating your preference to receive *Tidbits* by E-mail, you may be reading this edition in electronic format now. If you have not seen an E-mail from us, we do not have your E-mail address. Please feel free to contact us at TylerAndCompany@tylerandco.com, and we will be happy to add you to the *Tidbits* E-mail delivery list. Soon you will be reading *Tidbits* in the timeliest fashion possible!

Tyler & Company In-and-Around the Industry ...

AESC—Patti Hoffmeir, CHC, and Dennis Kain, FACHE, both Senior Vice Presidents in Tyler & Company's Philadelphia office represented the company at the Association of Executive Search Consultant's 2006 Americas Conference in New York City, March 8-9, 2006. The conference's theme was, "Moving the Agenda Forward;" presentations focused on the changing nature of Executive Search. Attendees, with presenters, discussed ways to transform challenges into opportunities.

NACHRI—George Linney, Jr., M.D., CPE, FACPE, Vice President, represented Tyler & Company at the National Association of Children's Hospitals and Related Institutions 2006 Spring Conference in Arlington, VA, March 19-22, 2006.

AAHC—Patti Hoffmeir, CHC, and Robin Singleton, FACHE, FAAHC, both Senior Vice Presidents, attended the Midyear Conference of the American Association of Healthcare Consultants held in Chicago, March 27, 2006. The theme of this year's event was, "Translating Change into Business Opportunities."

ACPE—George Linney, Jr., M.D., CPE, FACPE, Vice President, attended the American College of Physician Executive's 2006 Spring Institute held in Las Vegas, NV, April 22-27, 2006.

KHA—Robin Singleton, FACHE, FAAHC, Senior Vice President, will attend the Kentucky Hospital Association's 77th Annual Convention in Covington, KY, May 15-17, 2006. Tyler & Company will also host a booth at this event.

Texas HealthCare Diversity Summit—Nelson Mann, Vice President, will attend the first annual Texas HealthCare Diversity Summit in Dallas, TX, May 24, 2006.

Health Forum/AHA Leadership Summit 2006—Robin Singleton, FACHE, FAAHC, Senior Vice President, and **J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE**, President, will attend the 14th Annual Health Forum/AHA Leadership Summit 2006 in San Francisco, CA, July 13-15, 2006.

NCHA—George Linney, Jr., M.D., CPE, FACPE, Vice President, will attend the North Carolina Hospital Association Summer Membership Meeting on Hilton Head Island, SC, July 19-21, 2006.

Academic from page 1

our full-time job. Any search committee member who started out as a "doubting Thomas" about the need to utilize our expertise most often awards us the biggest kudos at the end of the process. We make their lives easier from the beginning of the search through recruiting the right leader to "fit" the Department Chair position. **T**

Select Tyler & Company academic practice searches are listed below:

Medical University of South Carolina
Charleston, SC
Director, Hollings Cancer Center
Chair, Department of Radiology
Chief, Radiation Oncology

Greater Baltimore Medical Center
Baltimore, MD
Chair, Pediatrics

Saint Barnabas Medical Center
Livingston, NJ
Chairman, Obstetrics & Gynecology

University of Connecticut Health Center
Farmington, CT
Division Chief, Cardiology

Sinai Hospital of Baltimore
Baltimore, MD
Chairman of Pediatrics

Comments about this article can be directed to Patti Hoffmeir, CHC, a Senior Vice President and stockholder in Tyler & Company's Philadelphia office. She can be reached at 610.558.6100 or via e-mail at phoffmeir@tylerandco.com.

CLIENT KUDOS

**Client: Bayhealth Medical Center
Dover, DE**

Deborah Watson, FACHE, FACMPE, Vice President, Southern Region for Bayhealth Medical Center in Milford, DE, was elected Regent for the American College of Healthcare Executives for the state of Delaware in late 2005. She will be inducted in March 2006. Watson succeeds Joan Gracey Thomas, Vice President, Christiana Care Health System, Wilmington, DE.

**Client: Catholic Health East
Newtown Square, PA**

In a November 2005 ceremony, Robert V. Stanek, President and CEO of Catholic Health East presented a grant to Leslie D. Hirsch, President and CEO of the Touro Infirmary, New Orleans. "Through Catholic Health East's affiliation with Touro, we are creating a unique opportunity for two faith traditions with the same mission to work together to help the residents of New Orleans after one of the greatest natural disasters our country has seen," said Les Hirsch. "We are excited to work with Catholic Health East and are grateful that they were able to reach out to us in our time of need." Eileen Skinner, CEO of client hospital, Mercy Maine, also took part in this ceremony.

Farr Associates

Tyler & Company has a strategic alliance with Farr Associates, the firm that conducts our exclusive Transcendre executive assimilation/mentoring program, and we thought you would like to know about some of this company's other valuable educational offerings. A sample of the workshops remaining on their 2006 calendar are listed below. For a complete listing, please visit Farr Associates' Web site: www.farr.net.

Intensive Executive Development Workshop (IEDW)
5/8-5/12 & 5/22-5/26
6/12-6/16 & 6/26-6/30
(Offered monthly throughout 2006)

Personal Power and Influence Workshop (PPI)
10/2-10/6

Senior Level Executive Development Workshop (SLEDW)
9/25-9/29

Emerging Leaders Program (ELP)
9/20-9/22

Self-Awareness Workshop (SAW)
10/9-10/11



**WELCOME TO OUR
NEWEST (OR RETURNING)
CLIENTS**

**Alfred I. duPont
Hospital for Children**
Wilmington, DE
Associate Administrator

**AtlantiCare Regional
Medical Center**
Pomona, NJ
Administrator,
Mainland Campus

**Crozer-Keystone
Health System**
Springfield, PA
Chairman, Department of
Pediatrics, Crozer
Chester Medical Center

Doylestown Hospital
Doylestown, PA
Chief Financial Officer
Chief Information Officer

**Halifax Regional
Medical Center**
Roanoke Rapids, NC
Chief Financial Officer

**Medical University of
South Carolina**
Charleston, SC
Medical Director,
MUSC Medical Center

**Morton Plant Mease
Health Care**
Clearwater, FL
Vice President of
Medical Affairs

**Munroe Regional
Medical Center**
Ocala, FL
Director of Medical Affairs

**Parkview Health
System**
Fort Wayne, IN
Director of Corporate
Accounting/Controller

**The Regional
Medical Center**
Orangeburg, SC
Vice President,
Strategic Development

**Scott & White
Memorial Hospital**
Temple, TX
Chief, Division of
Neonatology

**Sinai Hospital
of Baltimore**
Baltimore, MD
Director,
Medical Education

**Southern Regional
Medical Center**
Riverdale, GA
Vice President,
Development

**St. Francis
Healthcare Services**
Wilmington, DE
Executive Vice President
and Chief Operating
Officer

Virtua Health
Marlton, NJ
Vice President and
Chief Operating Officer,
Virtua West
Jersey Hospital, Berlin



RECENTLY CLOSED SEARCHES

**The Children's Hospital
of Philadelphia**
Philadelphia, PA
Director of Research
Compliance

Civista Medical Center
La Plata, MD
Director of Healthcare
Information Management

Community Medical Center
Scranton, PA
Vice President, Medical Affairs
Clinical Director,
Emergency Services

**Crittenton Hospital
Medical Center**
Rochester, MI
Chief Strategy Officer

Edward Hospital
Naperville, IL
Vice President of
Medical Affairs

Emory Hospitals
Atlanta, GA
Director of Pharmacy Systems

Hunterdon Medical Center
Flemington, NJ
Director of Clinical Engineering

**Joe DiMaggio
Children's Hospital**
Hollywood, FL
Director of Medical Affairs

**Medical University
of South Carolina**
Charleston, SC
Chair, Department of
Anesthesia and
Perioperative Medicine

NorthEast Medical Center
Concord, NC
Vice President,
Chief Nursing Officer

**Our Lady of Lourdes
Memorial Hospital**
Binghamton, NY
Assistant Vice President,
Human Resources

Parkview Health System
Fort Wayne, IN
Internal Auditor

**Saint Francis
Medical Center**
Cape Girardeau, MO
Director, Physician Practices

**Southern Ocean
County Hospital**
Manahawkin, NJ
Vice President,
Chief Strategy Officer
Director Emergency
Services

**St. Joseph's/Candler
Health System**
Savannah, GA
Director of Imaging Services

**Temple University
Health System**
Philadelphia, PA
Director,
Operations Improvement
Temple Main Campus

Uniontown Hospital
Uniontown, PA
Vice President,
Patient Care Services
and Chief Nursing Officer

Tyler's Truisms

RULE OF ACCURACY

When working toward the solution of a problem, it always helps if you know the answer.

COROLLARY TO THE RULE OF ACCURACY

Provided, of course, that you know there is a problem.

MURPHY'S COMPUTER LAW

The best way to see your boss is to access the Internet.

MURPHY'S TECHNOLOGY LAW

If you can't understand it, it is intuitively obvious.

PANIC INSTRUCTION

When you don't know what to do, walk fast and look worried.

SEARCH SUPERLATIVES

"A couple of years ago, we chose Tyler & Company to do two senior-executive searches for Alfred I. duPont Hospital for Children. We found the Tyler & Company Consultant working with us on this search and her support team to be highly communicative throughout the search processes. They gained a clear understanding of the organization; we were particularly impressed with their understanding of the cultural attributes of the organization. This allowed the Tyler & Company team to introduce candidates who not only fit the exact specifications that we outlined, but some "out-of-the-box" candidates Tyler & Company felt had the aptitude to fit at Alfred I. duPont Hospital for Children as well. We appreciated Tyler & Company's ability to incorporate intangibles into these search processes. This was truly a value-added service, the result of which was the introduction of two effective, visionary leaders, who have contributed immensely to the leadership team. These results inspired us to call on Tyler & Company to conduct our most recent senior executive search."

Paul D. Kempinski, Chief Operating Officer, Alfred I. duPont Hospital for Children, Wilmington, DE.

Tyler's Tidbits

A PUBLICATION OF

Tyler & Company®

Editor

Katie Mazzuckelli
kmazzuckelli@tylerandco.com

Corporate Office

375 Northridge Road, Ste. 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
email: info@tylerandco.com