

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 Embraces Diversity

Nelson Mann



Diversity continues to be one of the most elusive challenges in 21st century healthcare delivery, and indeed one of the greatest challenges our society as a whole faces. Yet defining diversity is a demanding task. For example, there continues to be a fair amount of confusion between diversity and disparities in the healthcare field. In their article, "Diversity and Disparities: Parallel Challenges for 21st Century Health Care," (*Bridges*, Summer 2007), F. Hobby and J. Dreaschlin postulate that diversity means difference—the word has no negative connotations. A disparity, on the other hand, means inequalities. There is definitely a negative connotation associated with this concept. Inequities in treatment, access, or outcomes constitute disparities. Only through embracing strategic diversity management can we transform ourselves and our organizations and create a healthcare environment that is truly conducive to elimination of disparities. According to this definition, diversity is truly to be embraced.

Tyler & Company has a longstanding history of supporting diversity in healthcare. The firm once leased space to the Institute for Diversity in Health Management in our home offices in Atlanta; and, we helped start the first local NAHSE (National Association of Health Services Executives) chapter. Tyler & Company consultants still actively attend local and national NAHSE meetings. Tyler

& Company is also an active member of the American Hospital Association's Institute for Diversity and is a sponsor of their annual meeting.

On a larger scale, however, diversity is a strategic initiative for Tyler & Company. We are aggressively committed to having a diverse group on every slate of candidates that we present to our clients. We now ask candidates to voluntarily disclose their ethnicity so that we can proactively track and promote their candidacy. All of our positions are posted on diversity Web sites in order to gain maximum exposure. One of our commitments is to interview at least one minority candidate on every search we conduct. And, incentives have been put in place within the company to reward diversity representation and placements.

Tyler & Company's "Statement of Policy on Diversity Recruitment" can be found on our Web site. It is also attached to every new proposal that we submit to potential clients. (See *Tyler's Tidbits "Extras"* on www.Tylerandco.com to read a full copy of Tyler & Company's diversity policy within the text of this article.) This policy details specific steps Tyler & Company follows to achieve diversity objectives. The company's strategic commitment to diversity is clear here—as is our pledge to help clients achieve their own diversity objectives. We believe that in serving our clients through these diversity initiatives, we will be fulfilling our active commitment to a more inclusive, equitable, and tolerant workforce.

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RA SHOWCASE: Hallie Banker

This is the third in our continuing series of articles profiling Research Associates (RAs) at Tyler & Company. These seasoned professionals are career researchers. Through their work with you—as a Tyler & Company client or candidate—they get to know you well. We hope you are enjoying getting to know them better too. In this edition of Tidbits, we are profiling Hallie Banker.



Hallie Banker initially joined Tyler & Company in 1993 as an intern while working on her MHA and MBA degrees at Georgia State University. After completing her Masters coursework in

December of 1994, Hallie signed on as a fulltime Research Associate with Tyler & Company.

Having logged fifteen years of experience in healthcare retained executive search—all of it at Tyler & Company and most of it as a Research Associate, Hallie is uniquely positioned to evaluate the value of this role. When asked what she enjoys most about being an RA, Hallie said that she enjoys working with the kind-hearted, yet business-savvy, people she encounters in healthcare. She also enjoys cultivating relationships and keeping in touch with the numerous candidates she has worked with over the past fifteen years.

Born in Rome, Georgia, Hallie grew up in Atlanta. She attended the Lovett School, a private preparatory school, and earned a Bachelor of Business Administration degree from the University of Georgia. She earned her MBA and MHA degrees in 1994/1995 from GSU, and completed her residency under J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President of Tyler & Company. Hallie worked for five years at Tyler & Company's Atlanta headquarters, then transferred to the Charlotte, North Carolina office. She supports Tyler & Company's searches countrywide. She is married and has a five-year old daughter and two-year old son.

Sara Brown, former Director of Research at Tyler & Company, has worked with Hallie since Hallie's first days at the company.

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ASK A CONSULTANT → Patti Hoffmeir

How would you describe a “good client?!”



What a great question! In our field we often talk about the factors that make a candidate stronger, but characteristics of a “good client” are equally important to the successful outcome of any search. I can offer some detailed examples of “good client” behavior, and then I will share an overall principle.

First the specific criteria. Good clients:

- Return phone calls and e-mails in a timely fashion;
- Give prompt feedback on documents that need approval;
- Give us enough information to appropriately represent the organization while we search on its behalf;
- Read the information on candidates we have diligently prepared and provide feedback;
- Assign an internal designee to prepare the candidate visits and itineraries, and send this information to the candidate/s on time;
- Keep us informed of organizational changes that impact the search;
- Don't assume we know their thoughts—please share;
- Are not afraid to over communicate—we love it!

This list suggests the guiding tenet: good clients will partner with their retained executive search firm to drive searches forward in an expeditious and effective manner. Remember, retained executive search consultants are, by nature, fairly positive, outgoing people. We enter into a new client relationship with the fervor of building a new business friendship, filled with high expectations of being considered a trusted advisor to our client. Over the almost 30 years that I have been in executive search, I have learned that clients come in all personality types and interaction styles. The variation these styles present does not bother me because I am an “adapter,” eager to meet the needs of each client. This helps me drive the process of forming a partnership, but partnership building is a two-way street—I need the client's help!

Shorter search times and other benefits accrue when a successful partnership is achieved. Good client behavior rewards the client and the search firm! **T**

Patti Hoffmeir, CHC, Senior Vice President, is based in the firm's Philadelphia office. She can be reached at 610.558.6100 or via e-mail at phoffmeir@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.”)

CLIENT KUDOS

The Children's Hospital of Philadelphia, Philadelphia, PA

For the fifth straight year, The Children's Hospital of Philadelphia topped the list of “America's Best Children's Hospitals,” compiled by *U.S. News and World Report*. The survey, published in the September 3, 2007 issue, relied on a survey of 122 children's hospitals. Rankings were based not just on reputation but on statistics about services, performance, and quality of care.

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Tyler & Company's proactive commitment to diversity is another example of why Tyler & Company has been able to not only survive, but flourish, for over 30 years in healthcare retained executive search. Through this strategic imperative, we continue to do everything possible to help our clients and candidates achieve outstanding results by presenting excellent and diverse slates of candidates. **T**

Comments about this article can be directed to Nelson Mann, Senior Vice President in Tyler & Company's Austin office who also heads the firm's Southwest Practice. He can be reached at 512.266.8739 or via e-mail at nmann@tylerandco.com.



SIGHTINGS

Marcia Champagne, Senior Vice President, Atlanta
“And You Think the Mortgage Crisis Doesn't Affect You?”
Atlanta Hospital News, “Positioning” column, April 2008.

Dennis J. Kain, FACHE Executive Vice President and COO, Philadelphia
Kain hosted “Breakfast with the Regents,” a meeting of the Healthcare Leadership Network of the Delaware Valley at Lankenau Hospital in Philadelphia, February 7, 2008. Kain served as ACHE Regent for Eastern Pennsylvania from 2005-2008. During this event, he introduced speakers **Gayle Capozzalo, FACHE**, Executive VP, Strategy and System Development, Yale New Haven Health System; and, **John J. Lynch, III, FACHE**, President and CEO, Main Line Health. He also presented Regent Awards to Mr. Lynch and **Richard J. Cohen, Ph.D., FACHE**, President and CEO, Philadelphia Health Management Corporation; and, an Early Career Award to **Richi A. Chaudhry**, Associate Project Manager, Information Service, The University of Pennsylvania Health System.

Kain moderated a provider panel discussion reacting to a webinar keynote presentation during the Healthcare Policy & IT Initiatives Program offered by the Delaware Valley Chapter of the Healthcare Information and

Management System Society meeting in Malvern, PA, March 25, 2008. Tyler & Company was also a sponsor of this DVHIMSS event.

George Linney, Jr., M.D., Vice, FACP, Vice President, Charlotte
“The Marketplace for Physician Executives.” Presentation made at the ACPE-sponsored tutorial in Tampa, February 25, 2008. This program is offered for physician executives striving to earn CPE status.

Lee Perrett, Senior Vice President, Atlanta
“How's Your Network?” *Atlanta Hospital News*, “Positioning” column, March 2008.

J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President, Atlanta
“Hiring Right: Keys to Building Successful Executive Teams.” *Chief Executive Officer*, a publication of the ACHE CEO Circle, Winter 2008, pp. 1, 6, & 8.

“Being a Better Leader.” A presentation to a meeting of the Indiana Chapter of HFMA in Indianapolis, April 23, 2008.
“Moving On Up to the CEO.” Will be co-presented with **Phyllis Cowling**, former Chairman of HFMA and President and CEO, United Regional Health Care System, Wichita Falls, TX, at the Healthcare Financial Management Association's Annual National Institute (ANI) in Las Vegas, June, 23-26, 2008. This is the sixth consecutive year that Tyler has been asked to make this presentation at ANI.



WORTH NOTING

Looking Back: 30 Years at Tyler & Company

This retrospective by J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President of Tyler & Company, celebrates Tyler & Company's 30th anniversary. The first chapter was published in the winter 2008 newsletter; an installment will be published in each edition of Tyler's Tidbits in 2008.

As Tyler & Company emerged from our first decade, the introduction of DRGs had started to take its toll on healthcare. Our for-profit client base had begun to shrink as the for-profits consolidated offices and hired their own internal recruiting staffs in order to reduce recruitment fees. A sure sign of the belt-tightening: AMI Regional Executives even stopped flying first-class as they had done in the 80s! Fortunately, the physician search business that we started in 1983 had grown well. But by the mid-90s, it too hit a bump. Hospitals had begun to purchase physician practices in response to the formation of companies like Phycor and Med-Partners. As a result, the physician search practice began to stagnate as competitors cut fees in order to preserve what little business there was. At this point, I made the decision to exit the physician search business. Robin Singleton, who ran physician search, moved over to executive search with half of the staff. She helped the other half of the staff find jobs outside the company.

Fortunately Tyler & Company was able to compensate for these two shrinking markets in a few ways. Our non-profit hospital practice had started to expand nicely. And, new markets developed in the 90s. First, searches for practice managers for both hospitals and independent practices grew dramatically. In addition, the growth of PHOs prompted us to add a specialist to the firm—someone who had recruited in the insurance industry, Steve Kratz. We were able to leverage our contacts with the hospitals into a sustainable practice in managed care, resulting in numerous searches in this area including two Blue Cross CEO searches.

During this decade, Tyler & Company also developed a preferred provider relationship with SunHealth. I initially was skeptical about this type of arrangement but the long-term benefit to our firm was very good. Ben Lattimer, President of SunHealth, took a special interest in our success and personally worked to make sure that we were connected to the SunHealth organization. More on the 90s in the next installment ...

Tyler & Company was ranked in the top ten in *Modern Healthcare's* recently published annual list of healthcare executive search firms. Read J. Larry Tyler's rant about this listing on his blog at www.tylerandco.com —a *Tyler's Tidbits* "Extra."

Welcome to ... Amy Rose



Amy Rose joined the Philadelphia office as a Research Associate in February. Rose has an extensive background in research in healthcare as well as non-healthcare industries which spans almost fifteen years. She earned her Bachelor of Arts degree in Psychology from Goucher College in Towson, MD, and her Master of Arts degree in Library and Information Science from the University of South Florida in Tampa. Rose lives in the Philadelphia area with her husband of almost twenty years, Paul, and two teenagers, Katie and Nick.

Welcome to ... Michael Glenn



The Philadelphia office welcomed a second new Research Associate this February when Michael Glenn joined the staff. Prior to joining Tyler & Company, Glenn directed research efforts for a firm dedicated to retained search in the pharmaceutical and biotech industries both in the U.S. and international markets. Her ten-plus years of work history include marketing experience as well. Glenn earned her Bachelor of Arts degree from Pennsylvania State University. She lives in the Philadelphia area and has a daughter, Alexis, who is graduating from UNC-Chapel Hill. Her husband, Peter, is in a long-term care facility.

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.

Underwood and Mann Earn Promotions

J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President, was pleased to announce promotions of two key Tyler & Company staff members this past quarter. **Stephanie Underwood**, Senior Vice President based in the Philadelphia office, was named a Tyler & Company stockholder in January. Underwood becomes the fourth firm stockholder, joining Tyler, **Dennis J. Kain**, FACHE, Executive Vice President and COO, and **Patti Hoffmeir**, Senior Vice President. In the company's press release, Underwood said, "I am honored to be a member of this stockholder group. These fine people have inspired me in different ways—both professionally and personally—over the last six years, and I couldn't ask for better business partners."

Later in January, Tyler announced the promotion of **Nelson Mann** to Senior Vice President. Mann joined Tyler & Company in 2005 as a Vice President to establish the Austin office and lead the company's Southwest practice. Said Tyler, "Nelson has done a fantastic job establishing Tyler & Company's Austin office and our pres-

ence in the southwest. His business development and search execution skills are keen, and he has done an outstanding job of partnering with other consultants."

Tyler Joins Metro Atlanta Chamber of Commerce's Newest Taskforce

J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President, was recently asked to join a newly formed Metro Atlanta Chamber of Commerce taskforce. This taskforce will be charged with "evaluating opportunities for metro Atlanta to grow or attract significant numbers of jobs and companies to the medical/health services industry cluster." The Boston Consulting Group will provide consulting services to the taskforce as it develops this economic development strategy. Tyler will join many of Atlanta's leading business and health service industry leaders in this endeavor.

Tyler & Company in the News

Tyler & Company was ranked the seventh largest retained executive search firm in the Philadelphia area (based on 2006 local placements) in the "2008 Book of Lists" published by *Philadelphia Business Journal*, Vol. 26, Number 45, p. 93.

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

GaBio—**J. Lee Perrett**, Senior Vice President, attended the Annual Georgia Bio Awards dinner in Atlanta, January 24, 2008. Georgia Bio, is a private, non-profit association representing more than 300 pharmaceutical, biotech, and medical device companies, universities, research institutes, government groups, and other business organizations involved in the life sciences field.

Metro Atlanta Chamber of Commerce—**J. Lee Perrett** and **Marcia Champagne**, Senior Vice Presidents, attended the Chamber's Technology Committee meeting in Atlanta, February 7, 2008.

ACE—**Dennis J. Kain**, FACHE, Executive Vice President and COO, attended the Annual Meeting of the Association of Cancer Executives in San Francisco, February 16-19, 2008.

EPAHEN—**Dennis J. Kain**, FACHE, Executive Vice President and COO and former ACHE Regent for Eastern Pennsylvania, attended the Eastern Pennsylvania Healthcare Executive Network meeting in Bethlehem, PA, February 20, 2008. Kain presented a Regent Award to **John Haney**, COO of St. Luke's Physician Group, during this event.

AMGA—**George Linney, Jr.**, M.D., CPE, FACHE, Vice President, attended the Annual Meeting of the American Medical Group Association in Orlando, March 6-8, 2008.

ACCA—**Roberta Levine**, Senior Consultant, attended the 19th Cardiovascular Administrators' Leadership Conference sponsored by the American College of Cardiovascular Administrators in Chicago, March 26-28, 2008. Tyler & Company is a Silver Level Strategic Partner of ACCA and was an exhibitor at this conference.

SEARCH SUPERLATIVES

In this column we typically share comments from Tyler & Company clients. We are just as pleased to share tributes, such as the following, from our candidates:

"My path has crossed with that of Larry Tyler's on several occasions—first when I was a student in the MSHA program at the University of Alabama in Birmingham, later at several ACHE Congresses, and most recently at the Tyler & Company office. Each time, Mr. Tyler was kind enough to spend time with me—either as a classroom teacher, a one-on-one mentor, or simply to exchange pleasantries. Since these encounters, I have been through various phases of the executive search process with several different search firms. I wish to comment on the positive experiences that I have had during two searches performed by Tyler & Company. The caliber of the work product, investigation, and preparation has been far above what I have experienced in similar searches conducted by other firms. In this digital age, I am especially impressed that Tyler & Company still recognizes the value of personal interaction. My encounters with other Tyler & Company consultants and research associates have been as valuable as that with Mr. Tyler himself. Tyler & Company is richly blessed with a talented team that consistently exceeds expectation."

Thomas K. Steiner, FACHE, Executive Vice President and Chief Operating Officer, Beebe Medical Center, Lewes, DE

Hallie Banker *from page 1*

Sara has this to say about this remarkable RA, "Hallie has a network of admirers among our clients and candidates who appreciate her tenacity and hard work as well as her delightful personality. She is the consummate professional." If you have had the pleasure of working with Hallie, we are sure you agree! 

Hallie Banker is based in the firm's Charlotte office. She can be reached at 704-845-2227 or via e-mail at hbanker@tylerandco.com.



WELCOME TO OUR NEWEST (OR RETURNING) CLIENTS

Beebe Medical Center

Lewes, DE
Vice President of
Patient Care Services

Emory-Clark Holder Clinic

LaGrange, GA
Executive Director

The Emory Clinic

Atlanta, GA
Director of Operations,
Ambulatory Care

Emory Hospitals

Atlanta, GA
Director of Patient Accounts

Genesis HealthCare Corporation

Kennett Square, PA
Vice President, Clinical
Operations, Central Region

High Point Regional Health System

High Point, NC
Chief Financial Officer

Hill Country Memorial Health System

Fredericksburg, TX
Chief Executive Officer

Presbyterian Healthcare Services

Albuquerque, NM
Director of Compensation

Sentara Healthcare

Norfolk, VA
Corporate Controller

Saint Barnabas Health Care System

West Orange, NJ
Vice President of Finance,
Nursing & Rehabilitation
Centers & Assisted Living
Residences

St. David's HealthCare Partnership

Austin, TX
Service Line Administrator,
Heart and Vascular Services

WilMed Healthcare

Wilson, NC
Chief Financial Officer



RECENTLY CLOSED SEARCHES

The Children's Hospital of Philadelphia
Philadelphia, PA
Director, Environmental
Health and Safety

Children's National Medical Center
Washington, DC
Vice President, Human Resources

Culpeper Memorial Hospital
Culpeper, VA
Senior Vice President,
Financial Operations
(Chief Financial Officer)

Inhibitex
Alpharetta, GA
Senior Molecular Virologist

King's Daughters Medical Center
Ashland, KY
Vice President, Non-Acute
and Outpatient Services

MCG Health, Inc.
Augusta, GA
Director of Staffing

Piedmont Medical Care Corporation
Atlanta, GA
Chief Financial Officer

St. David's HealthCare Partnership
Austin, TX
Partnership Controller

UPMC Health Plan
Pittsburgh, PA
Vice President of Marketing
& Communications

Virtua Health
Marlton, NJ
Chief Human Resources Officer
Medical Director,
Medical Affairs

Tyler's Truisms

COMMERCE LAW
If at first you don't succeed, try again. Then quit. No use being a damn fool about it.

ESSIEN'S ADAGE
A consultant is someone brought in at the last minute to share the blame.

MURPHY'S MILITARY LAW
The problem with taking the easy way out is that the enemy has already mined it.

SHAKESPEARE INTERRUPTED
All's well that ends.

TWAIN'S WISDOM
Sacred cows make the best hamburger.

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