

# Tyler's Tidbits

SUMMER 2006

A PUBLICATION OF *Tyler & Company*<sup>®</sup>

Providing News and Information to Help Corporate Decision-Makers



## MARKET MEMO

### Introducing Marcia Champagne

*Tyler & Company's Addition Supports Managed Care Practice and Expands into the Bio Technology and Medical Device Arenas*



**M**arcia Champagne joined Tyler & Company in April as a Senior Vice President based in Atlanta. The addition of Champagne

to the Tyler & Company team signals the launch of a new growth period for Tyler & Company—one with many possible avenues for the company and Champagne to pursue.

Champagne brings more than twenty years of retained executive search and consulting experience to Tyler & Company. Though she has had plenty of healthcare experience, Champagne has also worked in a variety of other industries, including insurance, banking, finance, technology, venture capital, and general manufacturing. Besides bringing this wealth of non-healthcare experience to Tyler & Company, Champagne brings experience in the international market. Prior to joining Tyler & Company, she founded an executive search firm headquartered in Atlanta that managed domestic and international assignments. The firm specialized in assisting German companies: establishing their presence in the United States, recruiting their top management, and serving as a resource for their organization development and compensation planning.

Champagne's experience stretches beyond that of retained executive search too. Her early working experience was spent with Booz Allen Hamilton and KPMG Peat Marwick.

With both firms, she managed their human resource consulting practices for the Southeast, handling organization studies and compensation plans as well as retained executive search.

J. Larry Tyler, President of Tyler & Company, believes that Champagne's past experiences will prove synergistic to Tyler & Company. That is, her experiences outside the healthcare industry (and those outside the United States) will be useful to Tyler & Company's current healthcare client base. Tyler says, "There is an increasing trend among healthcare providers to adopt general business management practices, strategies, and concepts. Marcia's business acumen will benefit our clients as we help them reach their goals by finding the right executives to lead them."

Tyler also believes that Champagne's business savvy will allow her to help Tyler & Company expand into new, complementary industries—e.g., bio technology and medical devices as well as reinvigorate Tyler & Company's managed care practice. In this way, Tyler & Company can grow vertically as well as horizontally. Champagne says, "Tyler & Company's affiliation with the Taplow Group [an international consortium of independent executive search and human capital firms] will provide resources for this dramatically growing area."

Interestingly, though both Champagne and Tyler are seasoned executive search professionals (and both are based in Atlanta) who knew and respected each other's reputation, they had not met through the years.

*see Market Memo, page 2*

### Northeast Regional Leadership Advisory Board Scheduled to Meet in September

**T** Tyler & Company's Philadelphia office will host its annual Northeast Regional Leadership Advisory Board meeting on September 15, 2006 at the Hyatt Regency Philadelphia at Penn's Landing from 11:30 a.m. - 3:00 p.m. Attendees will have a chance to network as well as listen to two popular speakers:

■ Alan Zuckerman, author of *Healthcare Strategic Planning: Approaches for the 21<sup>st</sup> Century* and the critical environmental assessment, *Futurescan 2004. Futurescan 2004* was a landmark study of healthcare trends based in part on a national survey of more than 500 healthcare CEOs, executives, strategists, marketers, and communicators. Mr. Zuckerman's presentation will revisit this study, "Futurescan 2004: Current Healthcare Trends and Implications."

■ J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President of Tyler & Company. Mr. Tyler's presentation, "Best Practices in Succession Planning," will help attendees understand why they need to join this bandwagon. Following his formal presentation, Tyler will lead a group discussion that past meeting attendees have always embraced, asking the question, "What Keeps You Up at Night?!"

Invitations to the Northeast Regional Leadership Advisory Board meeting were mailed over the summer. Besides Mr. Tyler, joining attendees from Tyler & Company will be Philadelphia office hosts: Patti Hoffmeier, CHC, and Dennis Kain, FACHE, Senior Vice Presidents; Stephanie Underwood, Vice President; Roberta Levine, Senior Consultant; Alicia Flannery and Stephanie Odorisio, Research Associates; and Anne Marie Kelly and Marge LaRue, Administrative Assistants. They are looking forward to welcoming this year's guests.

The Northeast Regional Leadership Advisory Board is complemented by Tyler & Company's Southeast and Southwest Regional

*see Advisory Board, page 4*

# ASK A CONSULTANT



Nelson Mann



***I've heard retained executive search consultants refer to something called an "off-limits" policy. Can you explain what this means?***

An "off-limits policy" is standard search-industry jargon that describes the agreement about the length of time a retained executive search firm is restricted from recruiting candidates away from a client organization. During a search process, consultants get to know client's employees well. Off-limits policies ensure that search consultants do not leverage this knowledge unfairly—using information gained about these employees in one client setting to move them to another client.

It is imperative that clients review a firm's off-limits policy when selecting a retained executive search firm. The client should expect to receive written guidelines concerning the off-limits conditions for their own search. The Association of Executive Search Consultants' (AESC—the industry body which governs the search field) guidelines indicate that this should be a business issue between the parties and should reflect a time period and scope of application such that there will be no misunderstanding in the future should personnel change.

The AESC guidelines also dictate that full disclosure of any limitations affecting the search (such as clients or individuals who are off-limits) is essential. Such limitations should be spelled out—in writing if necessary—and the client should be fully satisfied that sufficient market is open to the consultant to conduct an effective search. When a client is evaluating firms, it is very appropriate to discuss which clients would be off-limits to the proposed search. A very large search firm may be prohibited from recruiting some of the best candidates because those candidates work for other clients of the search firm and would therefore be off-limits.

At Tyler & Company, a search

client is defined as the organization for which Tyler & Company is contracted to perform a retained search and/or related service. The off-limits time period begins at the initiation of a search and ends one year from the completion of the last search assignment. Tyler & Company is rarely, if ever, prohibited from recruiting some of the best candidates because of its off-limits policies. Though its client rosters include some of the finest healthcare organizations in the country, it is by no means excluded from so many of them at any one time by its off-limits policy that it can not find the best candidates for its clients.

One more note—from the candidate's perspective. An off-limits policy can seem onerous if you decide to seek out a new career opportunity. You could identify an appealing prospect, call the retained executive search consultant representing the search opportunity, and find you could not be entered as a prospective candidate because you currently work for an organization that is labeled, "off-limits" to the firm! In cases like this, Tyler & Company would talk with you about your qualifications as a candidate for the search. Assuming you had real potential to move forward—i.e., your background, skills, and interests match those required for the opportunity—we would ask you to speak with your manager before moving forward. This is always a difficult situation because you would be forced to publicize your actions much earlier in the search process than you normally would. But, our duty to our clients compels this and protects all parties. **T**

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*Nelson Mann is a Vice President in Tyler & Company's Austin office. He can be reached at 512.266.8739 or via e-mail at nmann@tylerandco.com.*

## Market Memo *from page 1*

Last fall, Champagne was beginning to look for a new opportunity, and a chance encounter introduced the two veterans for the first time. Champagne said she quickly learned it was an ideal match: "I value the search process as much as Larry Tyler does—and I know how rare that is in the retained executive search field! The end result is only as good as the search process, and quality is the key." The more Champagne and Tyler talked, the more they respected each other's work ethic, and the better they realized the match would be. For Champagne, agreeing to join Tyler & Company was not a difficult decision.

A graduate of Michigan State University, Champagne also did graduate work at New York University. She has been an active member of the Society of International Business Fellows, and she also serves on the advisory board for the Wildlife Trust in New York City. Champagne and her husband, John, a consultant, have lived in Atlanta for twenty-five years. She has two children, a daughter and son—one graduated from high school and one from college on one busy weekend in May 2006! Now that she is soon to be an empty nester, Champagne says this is the ideal time to tackle the challenge of launching these practices at Tyler & Company.

Concludes Tyler, "Tyler & Company remains dedicated to its focus on healthcare, but healthcare is now defined very broadly as an industry. And, our traditional healthcare clients are increasingly looking outside their conventional base for candidates. Marcia's leadership skills in retained executive search, her strong international experience, plus excellent management contacts across many industries will serve our clients well. And, as Tyler & Company re-stakes our claim to the managed care arena and expands our retained executive search capabilities into the bio technology and medical devices areas and maybe beyond to life sciences, healthcare venture capital, and perhaps the pharmaceutical arena, Marcia will prove an invaluable asset to our Tyler & Company team as well as a value-added benefit to our clients." **T**

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*Marcia Champagne is a Tyler & Company Senior Vice President, based in the firm's Atlanta office. She can be reached at 770.396.3939 or via e-mail at mchampagne@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.")



**Tyler & Company Welcomes Two New Research Associates**



**Laurie Goldstein**

Laurie Goldstein joined Tyler & Company's Research Associate team in March 2006; she works in the company's Atlanta

office. Goldstein has spent her entire career in healthcare. From 1998 until joining Tyler & Company, she worked in various managerial and consultant capacities within Ernst & Young's Health Sciences Advisory Services practice. She started her healthcare career with positions at healthcare information systems vendor, Medaphis Corporation (now Per-Se Technologies). Goldstein earned her Bachelor of Business Administration, Management Information Systems degree from The University of Georgia in Athens, Georgia; and, she holds two masters degrees from Georgia State University in Atlanta—a Master of Business Administration and a Master of Health Administration.

**Stephanie Odorisio**



The Philadelphia office welcomed Stephanie Odorisio to the RA force in May 2006. Prior to joining Tyler & Company, Odorisio

worked for The Children's Hospital of Philadelphia—first as a Graduate Medical Education Coordinator in Medical Staff Affairs and most recently as Education and Development Liaison in Home Care. Odorisio earned her Bachelor of Science, Psychology degree as well as her teacher certificate from Widener University in Chester, Pennsylvania.

**Did You Know . . .**

. . . that *Tidbits* is now available in electronic format?! Tyler & Company's quarterly newsletter can be in your hands much more quickly if you are interested in receiving it via e-mail. Tyler & Company began delivering *Tidbits* electronically as of the spring 2006 issue, and the process was well received. If you would like to get a jump on the next edition, please contact us at [Tidbits@tylerandco.com](mailto:Tidbits@tylerandco.com).

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

**Delaware Regents Advisory Council—Patti Hoffmeir, CHC, and Dennis Kain, FACHE, both Senior Vice Presidents in the Philadelphia office, attended the Spring 2006 Program for Regents of the American College of Healthcare Executives (ACHE) in Newark, DE, May 11, 2006. Kain is also an ACHE Regent for Pennsylvania's Eastern Area.**

**NJHA—Senior Vice Presidents, Patti Hoffmeir, CHC, and Dennis Kain, FACHE, as well as Roberta Levine, Senior Consultant, and Stephanie Underwood, Vice President, attended the New Jersey Hospital Association's 88th Annual Meeting in Princeton, NJ, May 19, 2006.**

**NACHRI—George Linney, Jr., M.D., CPE, FACPE, and Stephanie Underwood, both Vice Presidents, will represent Tyler & Company at the National Association of Children's Hospitals and Related Institutions Annual Meeting in Boston, MA, October 8-11, 2006. Tyler & Company is also a contributing sponsor of this annual meeting.**

**THA—Nelson Mann, Vice President, and J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President, will attend Texas Hospital Association's 2006 Leadership Conference in Austin, TX, October 9-11, 2006. Tyler & Company will also exhibit at this event.**



Pictured at left are Tyler & Company's **Dennis J. Kain, FACHE; David A. Rubenstein, FACHE, Brigadier General, Assistant Surgeon General, U.S. Army, and Former Commander, Landstuhl (Germany) Regional Medical Center, a member of the Board of Governors of the ACHE; William C. Schoenhard, FACHE, Executive Vice President and Chief Operating Officer, SSM Health Care in St. Louis, MO and Chair of ACHE; and Deborah**

**Watson, FACHE, FACMPE, Vice President, Southern Region for Bayhealth Medical Center in Milford, DE, and an incoming ACHE Regent from Delaware. The photograph was taken at the formal dinner held on March 25, 2006 during this year's American College of Healthcare Executives (ACHE) Congress on Leadership at an event for ACHE Regents and Governors following the annual Regent's meeting. Kain, a Senior Vice President based in the company's Philadelphia office, is the Regent representing Pennsylvania's Eastern Area.**



**Dennis Kain, FACHE Senior Vice President, Philadelphia**

"The Baby Boomers & Their Impact on Health Care in Northeastern Pennsylvania." Kain was a member of four-person panel that addressed this topic at the Northeastern Pennsylvania HFMA Chapter's Twelfth Annual Healthcare Symposium held at the University of Scranton on April 27, 2006. This meeting was co-sponsored by the University of Scranton's ACHE student chapter.

**Robin Singleton, FACHE, FAAHC Senior Vice President, Atlanta**

Singleton was tapped to be a regular columnist in a new publication: *Atlanta Hospital News*. Her column, "Positioning," will offer career and search advice in the monthly publication. "Building a Foundation for Successful Hiring Starts with Simple Task: Evaluation Form," appeared in the premier issue, April 2006.

Singleton was the primary contributor to "Moving on Up: What You Can Do to Become Management Material," authored by Pamela A. Keene. This article was published in the "For Your Benefit" column of *Pulse*, June 2006. *Pulse* is a publication of the *Atlanta Journal-Constitution*; the monthly newsletter is sent to 135,000 allied health professionals in Georgia.

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

Tyler was the primary contributor to "Atlanta Hospital Scene Destined for Continued Change," authored by Pamela A. Keene. This article was published in the premiere issue of *Atlanta Hospital News*, April 2006.

Tyler was quoted in: "Looking to Advance Your Career? Be Sure to Beef Up Your 'Soft Skills,'" *HFMA Wants You to Know*, the daily electronic newsletter published by the Healthcare Financial Management Association, May 31, 2006.

Tyler served on a panel that shared their thoughts about the field in a presentation titled, "Keys to Success in a Healthcare Career," during the Healthcare Leadership Network of the Delaware Valley's 30<sup>th</sup> anniversary celebration meeting held at The College of Physicians of Philadelphia, June 14, 2006. Other panel members were Tom Dolan, President of ACHE; George Lynn, AHA Chairman and President and CEO of AtlantiCare in New Jersey; and Meg McGoldrick, COO of Abington Memorial Hospital in Abington, PA.

"What HFMA Means to Me," published in the "People" section of *hfm*, June 2006. Tyler was the Healthcare Financial Management Association member featured in the "Special Person of Interest" section of this issue.

"Moving On Up to the CEO!" Presentation at the Healthcare Financial Management Association's Annual National Institute in Orlando, FL in June 20, 2006.

"Succession Planning at the Top: Current Effective Strategies," co-authored by Andrew Garman, Psy.D., M.S., Associate Professor of Health Systems Management, Rush University. *Healthcare Executive*, July/August 2006.



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

**AtlantiCare Regional  
Medical Center**

Pomona, NJ  
Medical Director of  
Quality and Medical  
Management

**Boice-Willis Clinic**

Rocky Mount, NC  
Director of Cardiology

**Cardiology Consultants, Ltd.**

Norfolk, VA  
Chief Executive Officer

**Community Medical  
Center**

Scranton, PA  
President and Chief  
Executive Officer  
Chief Financial Officer

**Emory University  
School of Medicine**

Atlanta, GA  
Executive Administrator  
for Finance and  
Clinical Operations

**Health Care District of  
Palm Beach County**

West Palm Beach, FL  
Chief Executive Officer,  
Glades General Hospital

**Hurley Medical Center**

Flint, MI  
Senior Vice President and  
Chief Financial Officer  
Senior Vice President  
of Operations

**Jupiter Medical Center**

Jupiter, FL  
Chief Executive Officer

**Medical University of  
South Carolina**

Charleston, SC  
Director and Endowed  
Chair, Center of Excellence  
in Gastrointestinal  
Malignancy

**Memorial Hermann  
Hospital**

Houston, TX  
Chief Executive Officer,  
The Institute for Research  
and Rehabilitation (TIRR)

**The Regional  
Medical Center**

Orangeburg, SC  
Director, Revenue Cycle

**Sentara Obici Hospital**

Suffolk, VA  
Vice President,  
Medical Affairs

**Shore Memorial Hospital**

Somers Point, NJ  
Vice President,  
Marketing and Public  
Relations

**Sparks Health System**

Fort Smith, AR  
Chief Nursing Officer

**St. Charles Hospital**

Port Jefferson, NY  
Director, Brain Injury  
Services


**St. Joseph Health System**

Bryan, TX  
Director of Internal Audit  
Vice President and  
Chief Financial Officer,  
St. Joseph Regional  
Health Center  
Director, Patient Financial  
Services, St. Joseph  
Regional Health Center

**Virtua Health**

Marlton, NJ  
Executive Director,  
Virtua Health Foundation  
Vice President and  
Chief Operating Officer,  
Post-Acute Services

**Advisory Board** *from page 1*

Leadership Advisory Boards. Both of these groups—led by Tyler & Company's Atlanta and Austin offices respectively—actively engage senior executives of regional healthcare systems via conference calls. The expertise of the senior executives in all these groups provides a continuous, valuable resource to Tyler & Company. 

*For more information about Tyler & Company's Regional Leadership Advisory Boards, please visit the company's Web site, [www.tylerandco.com](http://www.tylerandco.com), or call one of the company's offices.*

*Tyler's Truisms*

**ANTHONY'S LAW  
OF FORCE**

*Don't force it, get  
a larger hammer.*

**BARUCH'S ROLE FOR  
DETERMINING OLD AGE**

*Old age is always fifteen years  
older than I am.*

**FRANKLIN'S RULE**

*Blessed is he who expects  
nothing, for he shall not  
be disappointed.*

**KELLEY'S LAW**

*Last guys don't finish nice.*

**TECHNOLOGY LAW**

*If builders built buildings  
the way programmers wrote  
programs, then the first  
woodpecker that came along  
would destroy civilization.*

**SEARCH SUPERLATIVES**

"Our recent search for a new Chief Financial Officer worked very well due to the involvement of Tyler & Company. The position description and key characteristics we required were identified in detail, but I personally believe that Tyler & Company's work with candidates made all the difference. The most qualified candidates will always have options for employment, and it takes a retained executive search firm that can relate to those candidates for the search to be successful. Tyler & Company balanced the expectations we had for our position with a respect for candidates that differentiates it from the large national firms."

**William Mahone, President  
and Chief Executive Officer,  
Halifax Regional Medical Center,  
Roanoke Rapids, NC.**



**RECENTLY CLOSED  
SEARCHES**

**Alfred I. duPont  
Hospital for Children**

Wilmington, DE  
Associate Administrator

**The Children's Hospital  
of Philadelphia**

Philadelphia, PA  
Administrative Director,  
Pathology and  
Laboratory Medicine

**Doylestown Hospital**

Doylestown, PA  
Chief Information Officer

**Halifax Regional  
Medical Center**

Roanoke Rapids, NC  
Chief Financial Officer

**Hurley Medical Center**

Flint, MI  
Senior Vice President  
for Patient Care Services

**Moses Cone  
Health System**

Greensboro, NC  
Vice President, Heart  
and Vascular Center

**The Regional  
Medical Center**

Orangeburg, SC  
Vice President,  
Strategic Development

**Southeastern Regional  
Medical Center**

Lumberton, NC  
Senior Director of  
Business Development  
Director,  
Surgical Services

**Virtua Health**

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

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**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](http://www.tylerandco.com)  
e-mail: [info@tylerandco.com](mailto:info@tylerandco.com)