

# Tyler's Tidbits

SUMMER 2008

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



Providing News and Information to Help Corporate Decision-Makers



## MARKET MEMO

### Tyler & Company Affiliates with Signium International

Tyler & Company has entered a new era. At the end of April 2008, company President, J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, announced that the firm had joined Signium International, a network of executive search firms with 40 offices in 22 countries.

The decision to join forces came after a year of evaluation on the part of both Tyler & Company and Signium. As Tyler explained in a letter sent to company clients, the root of Tyler & Company's decision stemmed to 2006. That is when the company decided to strategically broaden its healthcare practice beyond the provider sector, pushing into life sciences. Senior Vice President Marcia Champagne agreed to spearhead this new initiative. She focused her efforts on medical devices and biotech markets, as the firm's previous international affiliation was not strong enough to allow the full-bore pursuit of the pharmaceutical market.

Tyler & Company's Atlanta headquarters was a good base for this new practice as Atlanta is home to a great number and variety of life sciences firms. Tyler & Company joined the Atlanta Chamber of Commerce and started to participate in other Atlanta-based organizations like the Southeast Medical Device Association, various venture capital forums, and Georgia Bio. The new practice began to pay dividends in the form of new clients. (See related stories in *Tyler's Tidbits*, Summer 2006 and Fall 2007.)

Tyler & Company's growing Life Sciences Practice complemented its established provider sector practice, making the firm quite an attractive

## Signium International

partner. Signium International noticed, and they approached Tyler & Company in March 2007.

Signium International was founded more than 50 years ago by Henry Wardwell Howell. It was known as Ward Howell International until it re-branded itself in 1998. The firm was one of the first management consulting firms created with a focus on senior level executive search. As one of the founders of the Association of the Executive Search Consultants (AESC), it helped create the professional and ethical standards the executive search industry—and Tyler & Company, an AESC member—relies upon. In *Executive Recruiter News'* Ranking Issue, Signium is ranked number 16. (See "Tyler & Company Earns Another 'ERN 40' Ranking" in the "Worth Noting" column in this issue to learn about Tyler & Company's latest ranking and more about this survey.)

Through the years, Tyler & Company has been approached by other firms and consortiums, but Signium was different. Signium was the first group to recognize that it made more strategic sense to develop the U.S. market according to service lines rather than geography. Since earlier potential suitors had wanted to organize geographically and had offices where Tyler & Company already had an office of its own, these matches never got off the ground.

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### Northeast Regional Leadership Advisory Board Meet Will Meet in September

Tyler & Company's Philadelphia office will host its annual Northeast Regional Leadership Advisory Board meeting on Friday, September 19, 2008 at The Downtown Club at Independence Hall West in Philadelphia. Two prominent speakers are featured on the program this year:

■ Alan Zuckerman, FACHE, FAAHC, President, Health Strategies & Solutions, Inc., and author of *Healthcare Strategic Planning: Approaches for the 21<sup>st</sup> Century*. Zuckerman will present, "The Next Wave of Health Care Provider Consolidation: Issues and Opportunities."

■ J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President of Tyler & Company. Tyler will present, "The Controversy Over CEO Compensation." 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?!"

In addition to these two formal presentations, attendees are always afforded plenty of time to network during this popular meeting. Discussions during the luncheon are always lively!

Invitations to the Northeast Regional Leadership Advisory Board meeting were mailed over the summer. Besides Tyler, joining attendees from Tyler & Company will be Philadelphia office hosts: Dennis Kain, FACHE, Executive Vice President and COO; Patti Hoffmeir, CHC, and Stephanie Underwood, Senior Vice Presidents; Ron Sellers, Vice President; Roberta Levine, Senior Consultant; Michael Glenn, Stephanie Odorisio Arriviello, and Amy Rose, Research Associates; and the administrative team, Anne Marie Kelly and Marge LaRue.

Participants on both sides of the table look forward to these meetings. As Tyler & Company's Chief Operating Officer, Dennis Kain, explains, "The relationships that have developed over the years between members

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**Marcia Champagne**  
Senior Vice President,  
Atlanta

"Lessons from the Boy Scouts." *Atlanta Hospital News*, "Positioning" column, June 2008.

**Dennis J. Kain, FACHE**  
Executive Vice President and  
Chief Operating Officer,  
Philadelphia

Kain was quoted in "Diversity Hiring Targets Mean Business for Search Firms," authored by Natalie Kostelni. The article appeared in *Philadelphia Business Journal*, April 4-10, 2008, page 27. Kain was quoted as saying, "Each slate [Tyler & Company] presents has at least one diversity candidate. Period." The article and Kain's quote underscore the message delivered in *Tyler's Tidbits* "Market Memo" story from the Spring 2008 issue: "Tyler & Company Embraces Diversity."

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

Tyler was a guest speaker at a Board retreat for the combined Boards of SantaFe HealthCare Inc., Orlando, FL, April 6, 2008. The topic of his

presentation was, "Current and Future Board Issues."

"Career Development," a presentation made to students in the MSHA program at the University of Alabama at Birmingham in Birmingham, AL, May 20, 2008.

"The Three-Legged Stool: Building a Better Board by Bracing the Governance Leg." A presentation during the 26<sup>th</sup> National Symposium for Healthcare Executives co-sponsored by the University of Alabama at Birmingham and the Center for Health Services Continuing Education. The meeting was held in Sandestin, FL, July 24-29, 2008.

"Advanced Board Self-Evaluation." A presentation at the Annual Conference of the Texas Hospital Trustees in San Antonio, July 25, 2008. **Nelson Mann**, Senior Vice President, and **Allison Morris**, Consultant, also attended.

"Succession Planning in Executive Search Firms." Presentation to be made at a symposium sponsored by *Executive Recruiter News*, in New York, October 21, 2008.

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Signium's model held much more promise. And, as they had identified healthcare/life sciences as one of the service lines, Tyler & Company fit them perfectly.

Tyler & Company and Signium initiated talks. Then the courtship took off, strangely enough, with a trip to Japan! Tyler and Champagne were invited to attend the Signium annual meeting held in Tokyo in October 2007. They were greeted warmly by Signium consortium members and left impressed with what they had learned and seen. In November 2007, Tyler & Company decided to move forward with its affiliation with Signium.

There have been no changes in ownership—that is, Tyler & Company has not been purchased by another firm. Rather, Tyler & Company is now a stockholder in a bigger firm. But, this alliance literally offers a world of opportunity to Tyler & Company clients. In announcing the new affiliation, Tyler said, "For most clients, Tyler & Company's new affiliation will mean little change other than an affirmation in the market that the firm is of such a stature that other search firms wish to affiliate with us. Our processes and our people will be strengthened by a closer working relationship with other firms in other industries and in other countries, however. And, our bandwidth will be wider for searches in the provider sector as international and life sciences opportunities unfold."

Signium International's Chairman, Ignacio Bao, said, "Tyler & Company is an outstanding firm. It was our #1 choice to expand and complement our current membership, and we feel lucky to have them!"

The two companies plan a long and rewarding future together. Next on the calendar? This October, Signium will host its annual meeting in Atlanta. Tyler & Company will hold its annual company retreat immediately preceding this Signium meeting so company consultants can attend both events.

"This initiative is an adjunct to, not a substitution for, the company's existing provider-based practice," Tyler said. In this as in all company initiatives, Tyler thanks clients for their support of the firm—past, present, and future! He added that "Tyler & Company has now embarked on an exciting new venture," and he is happy the extended Tyler & Company family is along for the ride. **T**

For more information about Tyler & Company or Signium International, please visit [www.tylerandco.com](http://www.tylerandco.com). Or, feel free to contact Tyler directly. He can be reached at 770.396.3939 or via e-mail at [Ityler@tylerandco.com](mailto:Ityler@tylerandco.com).

**CLIENT KUDOS**

**King's Daughters Medical Center**  
Ashland, KY

Two recent awards spotlight KDMC's commitment to excellence in the workplace. In January 2008, for the second consecutive year, the organization was named one of the "Best Places to Work in Kentucky." This statewide program is dedicated to finding and recognizing the state's best employers. For more information, visit: [www.bestplacestoworkky.com](http://www.bestplacestoworkky.com). A month later, KDMC was included in *Fortune's* annual compilation of the "100 Best Companies to Work For." KDMC ranked 63<sup>rd</sup> on the "Best Companies" list and featured the highest job growth rate (13 percent) of the ten hospitals that appeared on the 2008 list. Also, of the 29 "Best Companies" offering an on-site child-care center, KDMC was cited as offering the fifth most affordable service. The full results of this 11<sup>th</sup> annual survey appeared in the February 4, 2008, edition of *Fortune*. For more information about the survey, visit: [www.fortune.com](http://www.fortune.com).

**Advisory Board** from page 1

of the Northeast Regional Leadership Advisory Board have added a unique dimension to the events themselves. People are relaxed, so the 'Question and Answer' sessions are wide open and meaningful. Each year the attendees indicate that coming to this meeting was well worth the time spent." **T**

The Northeast Regional Leadership Advisory Board is complemented by Tyler & Company's Southwest Regional Leadership Advisory Board which is led by Tyler & Company's Austin office. This Board is engaged via regular conference calls. For more information about either of 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.



## 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 30<sup>th</sup> anniversary. The first two chapters were published in the Winter and Spring 2008 newsletters; the final installment will be published in the Fall 2008 edition of Tyler's Tidbits.

In the 90s, we also were able to open a couple of new offices to expand our markets geographically. Dr. George Linney, Jr. joined the firm and established our Charlotte office. Helping him was Hallie Banker who had joined us as an intern and stayed on with us after she completed her MHA. In the late 80s we had opened an office in Philadelphia which closed two years later. In 1997 we decided to re-open the office with the addition of Patti Hoffmeir and Roberta Levine as anchors. We also opened an office in Dallas. Sara Brown joined us in the 90s and became our Director of Research. Chip Nagle joined us to run operations.

There was a lot of talk about the balanced budget act of 1996; it was implemented in 1997. Almost overnight the belt tightening of our client base forced us to tighten our belts too. The next two years were tough, resulting in the closing of the Dallas office. As we struggled along with our clients, my accounting and finance background paid off. We weathered the storm. Furthermore, some of our best and biggest searches were conducted during this decade. I was lucky enough to secure the search to replace Stu Westbury as President of ACHE with Tom Dolan, who remains the current CEO. I also conducted the CEO search for ProMedica in Toledo. Alan Brass has now transformed that organization into one of the largest and best integrated delivery system in the U.S.

By the end of the 90s, Tyler & Company had made *Executive Recruiter News*' "Top 40" list of executive search firms five times. And the 3<sup>rd</sup> millennium (i.e., the 2000s!) lay ahead ...

### A New Accolade for J. Larry Tyler

Tyler & Company President, **J. Larry Tyler**, was included in *BusinessWeek*'s inaugural list of the Top 100 Global Executive Recruiters ("World's Most Influential Headhunters." *BusinessWeek*, January 31, 2008). In compiling this list, *BusinessWeek* considered a number of factors including: individual reputations; years of headhunting experience; global scope of recruiting

practices; accessibility and responsiveness; high visibility within the client markets served; and, recognition enjoyed within their firms and/or global executive search communities.

Those who were chosen were asked to respond to a survey. Tyler's responses won't surprise clients and candidates who know him. His advice? "Tell the truth even if it hurts. Speak well of your leaders even if they are nuts. Live life with a sense of urgency. Never go sailing with a captain who has never been aground—he doesn't have enough experience."

Tyler's full profile is available on the *BusinessWeek* Web site: [www.businessweek.com](http://www.businessweek.com). Additional information about this list as well as profiles of all other recruiters included there is available on the site as well.

### Tyler & Company Earns Another "ERN 40" Ranking

In its annual survey of retained search firms, *Executive Recruiter News* reported Tyler & Company at number 39 among all national firms—not just healthcare firms! The rankings were released in *ERN*'s "Ranking Issue," March 2008. This is the fifth time in the past six years that Tyler & Company has been recognized in this elite group. *ERN*'s "Ranking Issue" continues to be the benchmarking standard within the executive search industry; the survey ranks the 40 largest U.S. executive search firms based on 2007 revenues. (See *Tyler's Tidbits*, Spring 2008 for a link to **J. Larry Tyler's** blog on the subject of industry surveys!). About this honor, firm President, **J. Larry Tyler**, said, "We're celebrating our 30<sup>th</sup> anniversary in 2008, and this commendation is a wonderful way to kick off what looks to be another stellar year."

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

### Tyler & Company Web site Reminder

When we introduced Tyler & Company's redesigned Web site last summer, we mentioned one of the features that makes it unique: the fact that Tyler & Company posts detailed quality assurance data on-line. Through our formal Continuous Quality Improvement (CQI) program, we monitor client and candidate satisfaction. We are sure many have you have been part of these data collection processes! These data are compiled by the National Research Corporation (NRC Picker),

an established research firm dedicated to the healthcare performance measurement industry. Client and candidate questionnaire scores are updated and posted quarterly. (A visit to the site this quarter, for example, would reveal that 98-plus percent of those polled would recommend Tyler & Company for additional searches!) You won't see this on other search firm Web sites; have you seen it on Tyler & Company's yet? Time to visit [www.tylerandco.com](http://www.tylerandco.com)!

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

**HAP—Dennis J. Kain**, FACHE, Executive Vice President and COO, attended a Leadership Breakfast in Harrisburg, PA, May 14, 2008. The breakfast was part of Advocacy Day 2008, a program co-sponsored by the Hospital and Healthsystem Association of Pennsylvania and the five Pennsylvania ACHE Chapters.

**AESC—J. Larry Tyler**, FACHE, FAAHC, FHFMA, CMPE, President, attended the spring meeting of the Association of Executive Search Consultant's Council of the Americas Conference in Boston, May 15. Tyler is a member of the Americas Council of the AESC through 2009 and is a member of the AESC Membership Committee.

**Bio2008—Marcia Champagne**, Senior Vice President, **Roberta Levine**, Senior Consultant, and **J. Larry Tyler**, FACHE, FAAHC, FHFMA, CMPE, President, attended the Biotechnology International Technology Convention in San Diego, CA, June 17-20, 2008. Bio2009 will be held in Atlanta. This meeting will be coordinated by GaBio, and Champagne and Tyler are on the planning committee for this annual event.

### Institute for Diversity in Health

**Management—Allison Morris**, Consultant, attended the board dinner prior to the Institute's 2008 National Leadership Conference in San Antonio, June 18, 2008. Tyler & Company was a conference sponsor.

**GaBio—Marcia Champagne**, Senior Vice President and **J. Larry Tyler**, FACHE, FAAHC, FHFMA, CMPE, President, will attend the Georgia Life Science Summit 2008 hosted by Georgia Bio in Atlanta, September 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.

**NAHSE—J. Larry Tyler**, FACHE, FAAHC, FHFMA, CMPE, President will attend the Annual Meeting of the National Association of Health Services Executives in Atlanta, October 15-18, 2008.

# SEARCH SUPERLATIVES

“‘Invested’ is a word I would use to describe Tyler & Company. During our most recent search process, Tyler & Company demonstrated its commitment toward our organization by not only being extremely customer focused but by being a true partner in the search, interview, and selection portions of the process. That is to say, with Tyler & Company, the success of the search went beyond just finding the right candidate.”

**Meghan Patton, Vice President, Human Resources, Abington Memorial Hospital, Abington, PA.**



## WELCOME TO OUR NEWEST (OR RETURNING) CLIENTS

### Alfred I. duPont Hospital for Children

Wilmington, DE  
Director of Pharmacy Services

### Betsy Johnson Regional Hospital

Dunn, NC  
Vice President of Medical Affairs

### Community Medical Center

Toms River, NJ  
Administrative Director of Perioperative Services

### Gaylord Hospital

Wallingford, CT  
Chief Medical Officer  
Medical Director, Medical Division

### HealthPoint Medical Group

Tampa, FL  
Director of Business Services

### Jackson Healthcare

Alpharetta, GA  
President, Hospital Division

### KidsPeace

Orefield, PA  
President and Chief Executive Officer

### Memorial Hermann Texas Medical Center

(Memorial Hermann Hospital)  
Houston, TX  
Vice President, Operations

### Mercy Health System of Maine

Portland, ME  
Chief Financial Officer

### Robert Wood Johnson University Hospital

New Brunswick, NJ  
Vice President, Human Resources

### Sentara Williamsburg Community Hospital

Williamsburg, VA  
Vice President, Acute Care Services

### St. Luke's Hospital & Health Network

Bethlehem, PA  
Vice President, Planning & Business Development

### UPMC Health Plan

Pittsburgh, PA  
Vice President of Quality



## RECENTLY CLOSED SEARCHES

**Bayhealth Medical Center**  
Dover, DE  
Administrative Director of Operations, Cardiovascular Service Line

**Beebe Medical Center**  
Lewes, DE  
Chief Operating Officer  
Vice President of Patient Care Services

**The Health Network of the Chester County Hospital**  
West Chester, PA  
Senior Vice President, Strategic Planning and Marketing

**The Children's Hospital of Philadelphia**  
Philadelphia, PA  
Vice President, Finance & Corporate Controller  
Cardiac Service Line Director

**Community Health Choice**  
Houston, TX  
Executive Vice President

**Emory Hospitals**  
Atlanta, GA  
Director of Patient Accounts

**Hunterdon Medical Center**  
Flemington, NJ  
Director of Facilities

**Memorial Hermann | TIRR**  
Houston, TX  
Chief Operating Officer

**New Mexico Heart Institute**  
Albuquerque, NM  
Chief Executive Officer

**Piedmont Healthcare/Mercer University**  
Atlanta, GA  
Executive Director, Center for Health and Learning

**Piedmont Healthcare Organization**  
Atlanta, GA  
Chief Operating Officer, Piedmont Hospital

**Self Regional Healthcare**  
Greenwood, SC  
President and Chief Executive Officer

**Sentara Healthcare**  
Norfolk, VA  
Corporate Controller

**UPMC Health Plan**  
Pittsburgh, PA  
Vice President of Health Promotion

**Saint Barnabas Health Care System**  
West Orange, NJ  
Vice President of Finance & Chief Financial Officer, Nursing & Rehabilitation Centers

**Virtua Health**  
Marlton, NJ  
Assistant Vice President, Programs of Excellence, Cardiology

**Woodlands Hospital (Memorial Hermann Healthcare System)**  
Woodlands, TX  
Director, Emergency Department

## Tyler's Truisms

### ALLURE'S AXIOM

*False hope is nicer than no hope at all.*

### DAY'S PROMISE

*Every morning is the dawn of a new error.*

### MOTIVATION MANTRA

*Ambition is a poor excuse for not having enough sense to be lazy.*

### PLANNER'S PREROGATIVE

*A good scapegoat is nearly as welcome as a solution to the problem.*

### STEP THEORY

*A journey of a thousand miles begins with a single step. Of course, so does falling down a flight of stairs.*

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