

# Tyler's Tidbits

WINTER 2006

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

Providing News and Information to Help Corporate Decision-Makers



## MARKET MEMO

### Building Trust Between Physicians and Administrators



*George Linney, Jr., M.D.*

When Tyler & Company and I are retained to conduct a search in a hospital or health

system for a Chief Medical Officer (CMO), one of the skills every client specifies is that the winning candidate be able to function as a liaison between the administration and the medical staff. In every healthcare organization, administrators and the leaders of the medical staff want someone who can build trust between parties.

Why aren't trust levels high to begin with between these key players in the healthcare organization? Some administrators may resent physicians' compensation levels or the arrogance some physicians display. They may also dislike the chronic complaining some medical staff members demonstrate or their seeming unwillingness to cooperate with hospital policies or to be team players.

The medical staff is wary of administrators for different reasons. Some physicians may think administrators care only about the "bottom line." Further, they worry that non-clinical managers do not understand, or care to understand, the complexities of patient care.

Obviously the CMO (or as it is sometimes titled, Vice President for Medical Affairs) understands the complexities of patient care but is charged with "bottom line" responsibilities. This leaves him/her in limbo from the perspective of the

medical staff. In fact, in a few extremely negative situations, some of the medical staff may think that the CMO is simply a "shill" for the Chief Executive Officer—the head administrator—who pays his/her salary. Of course, all the factors cited above can come into play for a CMO as well as any other physician, so the CEO in an organization such as this is never sure the CMO is on "his/her side" either!

Even in healthcare organizations where physician-administrator relationships are generally good, there will still be challenges. There may be differences in values and vocabularies. Below is a list, though not exhaustive, of some of the possible differences between clinicians and administrators:

CLINICIANS	ADMINISTRATORS
Doers	Planners, Designers
Enjoy One-to-One Interactions	Enjoy One-to-Many Interactions
Reactive Personalities	Proactive Personalities
Require Immediate Gratification	Accept Delayed Gratification
Deciders	Delegators
Value Autonomy	Value Collaboration
Independent	Participative
Patient Advocate	Organization Advocate
Identify with Profession	Identify with Organization

So then, how do I, as the retained executive search consultant, identify CMO candidates who are good bridge builders or interface agents given these inherent obstacles?

*see Market Memo, page 2*

### Tyler & Company Does Not Skip a Beat with its Expanding Cardiology Practice



An estimated 700,000 Americans die each year from coronary heart disease. The disease further affects approximately 13 million people in the United States. No

wonder cardiology services have been an area of tremendous growth in healthcare. Since heart disease is one of the leading causes of death of the aging population, hospitals, group practices, and freestanding heart hospitals/centers are seeking effective leaders and champions (clinical and non-clinical executives) to provide and manage cardiology services. Tyler & Company has been active in the cardiology market for many years and has gotten "to the heart of it" by successfully recruiting senior level executives (CEO, finance, operations), product line administrators, physician leaders/medical directors, clinical and patient care managers, and practice administrators. The company continues to be committed to finding cardiology leaders that are the right "fit" for your organization.

Many Tyler & Company consultants have led cardiology-related searches including company President, J. Larry Tyler; Senior Vice Presidents, Robin Singleton, Patti Hoffmeir, and Dennis Kain; Vice Presidents, George Linney, Jr., M.D., Bruce McClearn, and Stephanie Underwood; and Senior Consultants, Roberta Levine and Kirk Durosette.

Given this level of consultant activity, it is not surprising that the number of Tyler & Company's searches in this area has increased in the last few years.

*see Cardiology, page 3*

# ASK A CONSULTANT



Kirk Durossette



We just hired Tyler & Company to do a search for our organization. During your site visit, you explained that searches for the position we are filling are currently taking about five months. This was reiterated in the Engagement Letter we just received from you. We appreciate the fact that you understand the market and are being candid in setting our expectations, but how do we know that Tyler & Company will start actively recruiting candidates for this position now and not two months into the search?

It may come as a surprise that our actual recruiting activities often start well before our site visit! How long before? Well, when we learn of a search opportunity and begin to put a proposal together, we research our multiple databases on all of our prior searches for the same position, looking for trends and milestones, timeframes, and candidates to ensure that we stand a reasonable chance at success with the new search opportunity. Thus, by the time we decide to submit a proposal, we are certain we can do the search successfully, and we already understand the marketplace and compensation needs.

Once we have won the assignment, then, in preparation for conducting the site visit with the client, the recruiting activities move into full gear. First, we call past candidates in the specific area, clients, and any related resources in order to prepare notes and questions that will be discussed during the first client visit. Of course, during those conversations we ask for references and recommendations. This is the beginning of our networking, and it helps ensure a quick and efficient launch of the search. Next, we post the job description associated with any new search to the Tyler & Company Web site within the first week of the search (Tyler & Company policy dictates this!). The Tyler & Company Web site is visited daily by multitudes of potential candidates since we are already well known in the industry, so we typically start receiving inquiries within the first few days. On the first full business day following the site visit we hold a meeting with all of the research staff at Tyler & Company who will be involved with the search. This meeting gives the Consultant, Research Associate, and even administrative staff assigned to the search the opportunity to develop a unique search strategy and pick each other's brains for specific candidate ideas. It also allows them to establish the search specifics and parameters that will be shared during their conversations with potential candidates as the search progresses. Immediately following this meeting, the

research staff is also busy posting the position to appropriate Web sites (e.g., ACHE, HFMA, HIMSS, or other association sites) or at meeting venues which will introduce the position to even more potential candidates. All of this activity occurs within the first couple of weeks of launching of the search.

A note about the Engagement Letter you mentioned in your question. This client tool is written and delivered by Tyler & Company immediately after the initial site visit along with the client specification, called the Client/Candidate Profile (CCP). The Engagement Letter details the specific steps of the search process (such as target dates for initial candidate presentations, interviews, offer letter, and start dates) as well as corresponding dates for each step to be completed. One of the bonus criteria set for Tyler & Company employees is meeting the milestones outlined in Engagement Letters, so any delays in recruiting will have financial implications for all members of the search team.

Finally, as the Consultant, I believe in monitoring the daily activity and time being spent on behalf of each of my clients. This consists of reviewing phone reports and other correspondence to make sure my clients are receiving the attention and effort they deserve from our researchers. I very rarely have a problem with successfully completing a search earlier than expected and welcome the positive references from clients who are pleased with the quick results. However, I am also diligent about avoiding the opposite situation of promising a speedy process to impress a client but then failing to deliver on time because I did not set and manage expectations appropriately. As you noted in your question, some searches naturally take longer than others. But you can rest assured that Tyler & Company has a proven process that ensures quick and efficient recruiting on every assignment. **T**

Kirk Durossette is a Senior Consultant in Tyler & Company's Atlanta office. He can be reached at 770.396.3939 or via e-mail at kdurossette@tylerandco.com.

## Market Memo from page 1

I scan the resumes of potential candidates looking for indicators of accomplishment statements that show evidence of successful liaison work.

When I do face-to-face interviews with semifinalist candidates, I ask them to tell me about their bridge-building activities. I also encourage clients to ask similar questions when they interview candidates on-site.

And finally, in our reference-checking process, we ask the references to tell us what the candidate has done to improve physician-administration relationships in his/her current or previous positions.

Healthcare organizations will always need physician executives who can help promote positive relationships between administrators and the medical staff. A good retained executive search consultant can help healthcare organizations identify candidates who can perform that critical interface function. These will be physician executives who can walk in both camps, speak both vocabularies, and embrace—or at least understand—values that are different from traditional physician values. **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.

## CLIENT KUDOS

**Client: Newton Memorial Hospital  
Newton, NJ**

Dennis H. Collette, President and CEO of Newton Memorial Hospital, was given the Sussex Distinguished Citizen Award and honored at the organization's 24th annual dinner on October 19, 2005. This award "honors a man who lives by the Scout Oath and Law and who by his example and deeds, works to improve the opportunities and quality of life in Sussex County." Proceeds from the dinner benefited the Boy Scouts of America.

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

### Tyler & Company's New Director of Operations



**Kelly A. Rector** joined Tyler & Company as Director of Operations in the fall of 2005; she works in the Atlanta office. Prior to joining Tyler & Company, Rector served in a number

of managerial capacities at Adecco North America, a Fortune 500 company specializing in staffing, recruiting, and executive placements. Prior to that, Rector worked with other search firms including KAR Executive Search & Recruiting and The Hindman Group. Her work experience in this industry stretches back almost ten years. A native of Scranton, Pennsylvania, Rector earned her Bachelor's degree in psychology from Bloomsburg University of Pennsylvania. She has lived in the Atlanta area since 2001 and today lives in Marietta with her husband, Tom, and thirteen-year-old daughter, Masha. J. Larry Tyler, President of Tyler & Company, commented about Rector's joining the firm, "At Tyler & Company, we have a focus on getting the search completed and remaining dedicated to quality throughout the process. Kelly's joining us will strengthen our commitment to this end."

### Southwest Regional Leadership Advisory Board Established



Following on the heels of the strong launch of Tyler & Company's Austin office last summer (see related story in *Tidbits*, Fall 2005), the office has established its own Regional

Leadership Advisory Board. This group complements the company's highly successful Northeast and Southeast Regional Leadership Advisory Boards. Senior executives from regional health systems have been enlisted to provide strategic direction and advice for Tyler & Company as it develops its office in Austin and its practice in the Southwest. Southwest Practice Leader, **Nelson Mann**, and Tyler & Company President, J. Larry Tyler, also hope this group of key executives will help them keep track of regional healthcare trends, issues, and opportunities related to executive search. Group members participate in quarterly or semi-annual conference calls and receive a few "perks," including a copy of Tyler's industry-standard book, *Tyler's Guide*, and an invitation to attend the annual Tyler & Company dinner held in conjunction with ACHE's Congress on Healthcare Leadership.



## SIGHTINGS

### ACHE's 2006 Congress on Healthcare Leadership

Tyler & Company will be represented in a number of ways at the annual meeting of the American College of Healthcare Executives, March 27-30, 2006, Chicago, IL.

#### J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President, Tyler & Company, will:

- Lead the "Governance Roundtable" along with Errol L. Biggs, Ph.D., FACHE, Director of Graduate Programs in Health Administration, University of Colorado, Denver.
- Offer CEOs and other top executives inside information on the current healthcare job market as well as how candidates can position themselves for success in the "Headhunters Forum" with Roger W. Nutter, President, Nutter Group, LLC, and Tom Giella, Practice Leader, Healthcare Services Practice, Korn Ferry International.
- Co-present "Transitioning from Military to Civilian Healthcare Leadership" with Bernard James Kerr, Jr., Ed.D., FACHE, Associate Professor, Central Michigan University.

**Robin Singleton**, FACHE, FAAHC, Senior Vice President in Atlanta, will present, "The Fundamentals of Healthcare Consulting." Her co-presenter will be Michael C. Carroll, FACHE, Managing Director, TriBrook Healthcare Consultants. Singleton is speaking on behalf of the American Association of Healthcare Consultants.

**Dennis Kain**, FACHE, Senior Vice President in Tyler & Company's Philadelphia office will attend the Convocation, ACHE District Meeting and Annual Meeting of Regents in his capacity as an ACHE Regent for the Southeast Pennsylvania region.

Besides Tyler, Singleton, and Kain, several other Tyler & Company consultants will attend this year's Congress: **Patti Hoffmeir**, CHC, a Senior Vice President and stockholder, and **Stephanie Underwood**, Vice President, both from the Philadelphia office; **Nelson Mann**, Vice President, from the Austin office; and **Kirk Durossette**, Senior Consultant, from the Atlanta office. All Tyler & Company representatives will help host the Congress on Healthcare Leadership's annual Resume Review/Critique Service.

#### George Linney, Jr., M.D., CPE, FACPE Vice President, Charlotte

Dr. Linney was a participant on the Executive Recruiter Panel Presentation as part of the Milestone Program at the Fall Institute of the American College of Physician Executives (ACPE), held in Tucson, AZ, November 12-17, 2005. His specific topic was titled, "Why Semi-Finalists Do Not Get the Job." He also represented Tyler & Company at a Recruiter Fair that was held during the conference.

## Cardiology *from page 1*

### Examples include:

#### Christiana Care Health System

Wilmington, DE  
Medical Director, Heart and Vascular Program  
Section Chief, Cardiology & Vice Chair,  
Medicine

#### Moses Cone Health System

Greensboro, NC  
Director, Invasive Cardiovascular Services  
Vice President, Heart and Vascular Center

#### Our Lady of Lourdes Medical Center

Camden, NJ  
Director of Cardiovascular Services

#### Saint Joseph HealthCare

Lexington, KY  
Director, Cath Laboratory

#### St. Joseph's/Candler Health System

Savannah, GA  
Director of the Institute for  
Cardiovascular Health

### University of Connecticut Health Center

Farmington, CT  
Division Chief, Cardiology

Tyler & Company is an active participant in the cardiology community in other ways as well. The company is a member of the American College of Cardiovascular Administrators (ACCA) through its Consultant, Roberta Levine. Tyler & Company will exhibit at ACCA's 17th Annual Cardiovascular Administrators' Leadership Conference in Atlanta, Georgia, March 8-10, 2006. Levine and several other Tyler & Company consultants will represent the company, and they hope to see friends of the firm at the meeting as well as make new ones. Please come visit!

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*Comments about this article can be directed to Roberta Levine, Senior Consultant in Tyler & Company's Philadelphia office who can be reached at 610.558.6100 or via e-mail at rlevine@tylerandco.com.*

## SEARCH SUPERLATIVES

"Tyler & Company was chosen by Blessing Hospital to guide our Chief Medical Officer search after a review of several retained executive search firms. What differentiated Tyler & Company was their well-defined recruitment process, the use of a physician consultant throughout the process, and the profiling techniques used in candidate selection. The process went smoothly; there was excellent communication through the course of the search. Tyler & Company sourced several qualified candidates who met our organization's needs and shared common values. It was a positive experience for our entire organization."

—Maureen Kahn, RN, President and Chief Executive Officer, Blessing Hospital, Quincy, IL



## WELCOME TO OUR NEWEST (OR RETURNING) CLIENTS

**Carolinas HealthCare System**  
Charlotte, NC  
Chief Medical Officer

**The Children's Hospital of Philadelphia**  
Philadelphia, PA  
Administrative Director, Pathology and Laboratory Medicine

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

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

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

**Drug Plastics & Glass Company, Inc.**  
Boyertown, PA  
Director, Human Resources

**Emory Clinic**  
Atlanta, GA  
Clinical Administrator, Ophthalmology

**Frankford Health Care System**  
Philadelphia, PA  
Chief Operating Officer

**Medical University of South Carolina**  
Charleston, SC  
Division Chief, Hematology/Oncology

**MediCorp Health System**  
Fredericksburg, VA  
Vice President, Campus Development

**Mountain States Health Alliance**  
Johnson City, TN  
Assistant Vice President, Outpatient Ambulatory Services

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

**Sinai Hospital of Baltimore**  
Baltimore, MD  
Executive Director, Brain and Spine Institute  
Director, Department of Medicine

**Southeastern Regional Medical Center**  
Lumberton, NC  
Senior Director of Business Development  
Administrative Director, Gibson Cancer Center  
Director, Surgical Services

**Southern Ocean County Hospital**  
Manahawkin, NJ  
Director, Emergency Services

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

**St. James Mercy Health System**  
Hornell, NY  
Vice President, Behavioral Health

**Saint Raphael Healthcare System**  
New Haven, CT  
Chief Operating Officer

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

## Tyler's Truisms

### BAKER'S BYROAD

*When you are over the hill, you pick up speed.*

### CLOPTON'S LAW

*For every credibility gap there is a gullibility fill.*

### FREEMAN'S LAW

*Nothing is so simple it cannot be misunderstood.*

### MURPHY'S TECHNOLOGY LAW

*Build a system that even a fool can use and only a fool will want to use it.*

### NEWMAN'S OBSERVATION

*The first shall be the last, and the last shall be the first. But if you're in the middle, you're stuck there.*



## RECENTLY CLOSED SEARCHES

**Anesthesia Medical Group, PC**  
Nashville, TN  
Central Billing Manager

**Blessing Hospital**  
Quincy, IL  
Chief Medical Officer

**Carolinas Healthcare System**  
Charlotte, NC  
Chair, Department of Pediatrics

**The Children's Hospital of Philadelphia**  
Philadelphia, PA  
Director of Diversity and Inclusion

**Children's National Medical Center**  
Washington, DC  
Director, Biomedical Engineering

**Conemaugh Health System**  
Johnstown, PA  
Chief Medical Officer

**Emory University**  
Atlanta, GA  
Clinical Administrator, Orthopaedic and Spine

**Erlanger Health System**  
Chattanooga, TN  
Senior Vice President, Planning & Business Development

**Halifax Regional Medical Center**  
Roanoke Rapids, NC  
President and CEO

**King's Daughters Medical Center**  
Ashland, KY  
Chief Nursing Officer

**Roswell Park Cancer Institute**  
Buffalo, NY  
Controller

**Southeast Georgia Health System**  
Brunswick, GA  
Director, Cancer Care Center

**Sparks Health System**  
Fort Smith, AR  
Vice President, Medical Affairs

**St. Francis Healthcare Services**  
Wilmington, DE  
Chief Executive Officer

**St. Joseph's/Candler Health System**  
Savannah, GA  
Cancer Care & Research Pavilion  
Executive Director

**Thomas Jefferson University Hospitals**  
Philadelphia, PA  
Vice President, Musculoskeletal Services

**Virtua Health**  
Marlton, NJ  
Chief Operating Officer, Marlton Division

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A PUBLICATION OF

Tyler & Company®

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