

Tyler's Tidbits

WINTER 2007

A PUBLICATION OF *Tyler & Company*[®]

Providing News and Information to Help Corporate Decision-Makers



MARKET MEMO

Centers of Excellence on the Bounce

The term, "Center of Excellence," was coined by payers in the early 1980s to channel patients from low volume/high cost programs to high volume/low cost programs. The term caught on quickly because it resonates so profoundly with clinicians' fundamental values: providing excellent (well beyond the ordinary) care and being recognized for it.

Not surprisingly, programs began proclaiming themselves Centers of Excellence with neither internal substantiation nor external corroboration. The term lost value to the point that many physicians and hospital executives became repulsed by its use, believing only the unsophisticated would continue to employ the term.

But the term never died; its fundamental attraction is too strong. A rebirth appears to be in the works.

Centers of Excellence represent an opportunity and a challenge for executives. Consider first these precepts:

- Excellence is a proposition of unquestioned value; its value is given in terms of the competitive market, the financial environment, and the professional milieu.

- A Center of Excellence (COE) is not a thing to be had, it is a condition to be sought; not something you have, but something you are.

- This designation is not permanent; it is instead something that must be won, earned, defended, maintained, or reclaimed. The power of the concept is its ability to continually fuel the fire of ambition and to cause an organization to strive and struggle to sustain success.

- Employing the term must be done cautiously, ensuring that the concept earns complete understanding and support; it must serve to inspire and unify.

Executives with responsibility for clinical programs can use the framing concepts of a center of excellence for program development even without using the term itself.

1. Organizing for Excellence

If form follows function, the organization's form must reflect excellence as its fundamental purpose. The progress, slow but certain, made in the maturing of clinical service lines, is a positive sign that hospitals are reorganizing around patients and physicians, the clinical and programmatic resources necessary to support them rather than around convenience. Executives should become well versed in the state-of-the-art of COE organization design and development.

2. Raising the Bar

Once the importance of excellence is firmly established, a process of not simply documenting results but understanding them can be undertaken. Dashboards and balanced scorecards are tools executives are comfortable deploying. Standards abound on a national level. Understanding them means reaching beyond the simple recording and reporting of numbers to being able to prioritize them, to nuance them. Hospitals typically record and report everything, failing to realize that attention has limits and the more data presented the less likely information will be found. Once this occurs, stretch points can be agreed to. It is in running faster and jumping higher that excellence produces its greatest benefits.

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Introducing Tyler & Company's New COO: Dennis J. Kain, FACHE



Tyler & Company's new COO is already well known to many clients and candidates. On October 1, 2006, Dennis J. Kain, FACHE, was promoted to the position of Executive Vice President and Chief

Operating Officer for the firm. Based in the Chadds Ford office, Kain has worked for Tyler & Company since 2000, and has managed the Philadelphia office since 2001.

In making this announcement, Tyler & Company's President, J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, said, "Dennis has been a driving force in developing our Philadelphia office. His leadership and his knowledge of the profession make this a natural transition that will not only continue our prominent role in healthcare, but also will allow us to provide stepped-up services to our clients."

Kain has accrued more than thirty years of experience in healthcare. He first worked in operations and consulting—serving as a hospital Chief Executive Officer, a Vice President of a publicly traded healthcare management company, and as a member of the Board of Directors of a national marketing firm. He then moved to the retained executive search field where he gained experience leading searches for large health networks, academic medical centers, and community hospitals. Kain joined Tyler & Company's Philadelphia office as a Vice President.

Complementing his consulting work, Kain is an author and frequent speaker. His industry audiences include the American Hospital Association (AHA), the Healthcare Financial Management Association (HFMA), and the Medical Group Management Association (MGMA). He is also a Fellow of the American College of Healthcare Executives (ACHE) and serves as Regent for the organization. He is frequently requested to speak to regional and national ACHE audiences as well.

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ASK A CONSULTANT →

Marcia Champagne



A critical position in our organization has just been vacated. We cannot afford any delays in filling this role, so we would like to hire a retained executive search firm immediately. However, we do have one candidate in mind. Will we have to pay the search firm if we hire the candidate we have identified?

Interestingly enough, this situation often occurs. Tyler & Company's clients are visible organizations. Outside candidates are attracted to opportunities in these organizations—sending their resumes to the human resources department or directly to a contact within the organization. Sometimes clients have an internal candidate who is interested in the open position.

When we discuss this issue with clients, we suggest three options:

■ **Quickly interview the potential candidate and make a “go/no go” decision.** If the client decides to hire this candidate, they would not have to pay the retained search fee and, of course, their open position is quickly filled. However, in our experience, this first candidate rarely proves to be a perfect fit. And it is especially difficult to judge his/her candidacy without having the opportunity to see a variety of candidates.

■ **Start the search and have the retained executive search consultant “fast track” the internal candidate interviews without delaying the development of a slate of other candidates.** Typically, if a client chooses this option and then does hire the internal candidate within 30 days, Tyler &

Company bills the client for just the first 30 days of the assignment. That is, the client only incurs the first third of the typical retained executive search fee; the rest of the assignment is canceled. In this option, the client benefits from a more thorough screening of the internal candidate, does not lose time in launching the research should this candidate not pan out, and pays only a partial search fee.

■ **Start the search normally, including the potential candidate in the total candidate pool.** This is the choice most Tyler & Company clients make. Why? Because, most clients want to see a slate of the best and the brightest candidates available at the time the position is open. They want to be assured that the candidates are properly screened and evaluated. They know there is a small possibility that they have identified a viable candidate, but it is worth the time and cost of a complete Tyler & Company retained executive search process to ensure that they choose the right person. **T**

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Marcia Champagne is a Senior Vice President for Tyler & Company, 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.”)

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The first recipient of the Greater Philadelphia Health Assembly's Administrative Achievement Award, Kain has served on the Board of a state hospital association and as an alternate member of the American Hospital Association's Regional Policy Board. He has also led numerous civic and community programs and is past chairman in the Health Services Management and Policy Alumni Association of George Washington University.

Kain graduated from Lafayette College, Easton, PA, with his Bachelor's degree and earned his Master of

Healthcare Administration from George Washington University, Washington, DC.

“I am looking forward to this new challenge,” says Kain. “I was ready to tackle increased responsibilities, and I am pleased that the opportunity for advancement presented itself right here at Tyler & Company.” **T**

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Dennis Kain, FACHE, is the Executive Vice President and COO of Tyler & Company, based in the firm's Philadelphia office. He can be reached at 610.558.6100 or via e-mail at dkain@tylerandco.com.

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3. Aligning the Value System

Excellence at this point can serve as the spine of the skeleton of values upon which decisions are made and actions are taken. Like policies, the values surrounding excellence become guides to thinking and provide the strength of purpose to ensure performance against agreed upon measures, maintain success, and to strive to reach new levels of attainment.

4. Generating “Promotable” Pride

Excellence is its own reward, of course. But everyone is better off if referring physicians, patients, and the community at large are aware of the resources available within the program. As such, programs must promote themselves by informing their public of results achieved and how those results compare to those of alternative providers. Successful marketing seems to be contained in a pot at the end of some promotional rainbow: everyone sees the rainbow, but no one has ever seen the pot or what is in it. Combining a shared understanding of excellence and the program's performance together with a sense of controlling the program's performance and future, result in a more easily packaged and promoted program pride. The message is built around the source of the pride. Message agreement builds support for promotional channels and tools.

Call it what you will, new opportunities for excellence are available. Executives who can expand and exploit excellence, inquire within. **T**

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This article was written by Philip L. Ronning, Senior Associate, HeartWorks (pronning@heartworksadvisors.org). HeartWorks is a Tyler & Company strategic partner. Headquartered in Indianapolis, Indiana, HeartWorks is an advisory firm serving the diverse needs of cardiovascular service lines, heart and vascular centers, and C-V specialists; their CEO is Tom Lane. For more information about HeartWorks, please visit their Web site at www.heartworksadvisors.org (or contact Tom Lane at 877.411.2121 or tlane@heartworksadvisors.org). Tyler & Company's focus is finding executive talent for the healthcare field. Tyler & Company has had an active cardiovascular services practice for more than ten years. This practice is led by Roberta Levine, Senior Consultant. For more information about Tyler & Company, visit www.tylerandco.com, or contact Levine at 610.558.6100 or rlevine@tylerandco.com.

**Dennis Kain, FACHE**
Executive Vice President and COO, Philadelphia

Kain was a guest lecturer for a graduate healthcare leadership class on the campus of The University of Scranton, Scranton, PA, November 15, 2006. His presentation covered two topics: "ACHE Update," and "Observations from an Executive Recruiter: Leadership Competencies and Credentials and Experience."

"ACHE Update and Observations from an Executive Search Professional." Kain was the keynote speaker at a dinner gala sponsored by the MBA program of DeSales University and the Eastern Pennsylvania Healthcare Executive Network, the Lehigh Valley Chapter of ACHE. The dinner was held on the DeSales University campus, Center Valley, PA, December 13, 2006. Kain's presentation was heralded as "Dinner with the ACHE Regent."

Kain served as moderator for a panel titled, "HCIT (Health Care Information Technology) Legislative Outlook" during the Healthcare Policy and IT Initiatives First Annual Forum, January 9, 2007. The meeting was sponsored by the Delaware Valley Chapter of HIMSS and was held at Siemens corporate headquarters in Malvern, PA. Panel members discussed their views on national and state legislative efforts to advance the adoption of healthcare information technology and of health information exchange. The Keynote speaker at the event was **Newt Gingrich**, former House Speaker and Founder of the Center for Health Transformation. Tyler & Company was a co-sponsor of this meeting. Other Tyler & Company attendees included **Mark Stevens**, Research Associate.

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

"Post-Retirement Career Strategies," a presentation at the Fall Institute of the American College of Physician Executives (ACPE), Tucson, AZ, November 10-15, 2006. Dr. Linney also represented Tyler & Company at a Recruiter Fair that was held during the conference.

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

Tyler writes a bimonthly column in the *Atlanta Hospital News*. In his column, "Hello, My Name Is...", he interviews healthcare leaders in the metropolitan Atlanta area. In recent columns he interviewed:

Michele M. Molden, Executive Vice President and Chief Administrative Officer, Piedmont Healthcare System. (October 2006.)

Joe Austin, Chief Executive Officer, North Fulton Regional Medical Hospital. (December 2006.)

"Governance in an Era of Accountability." A presentation to the Board of Directors

of Haywood Regional Medical Center, Waynesville, NC, December 4, 2006.

"Core Competencies for Healthcare Executives." A presentation at the Georgia Hospital Association, Leadership GHA, Atlanta, GA, December 5, 2006.

Tyler will be the guest lecturer for the University of Colorado at Denver's graduate program in Health Administration on February 23, 2007. Tyler's presentation will be "Career Development."

"Healthcare Marketplace," "Networking," "Both Sides of Interviewing," and other career development topics. These tutorials will be presented by Tyler during the CCMM (Certification Commission in Medical Management) certification course sponsored by the American College of Physician Executives in Tampa, February 26, 2007.

At the ACHE's 2007 Congress on Healthcare Leadership in New Orleans, March 19-22, 2007, Tyler will:

- Present "CEO Governance Roundtable," with **Errol L. Biggs**, Ph.D., FACHE, Director of Graduate Programs in Health Administration, University of Colorado, Denver.
 - Present "Transitioning from Military to Civilian Healthcare Leadership," with **Brian J. Cramer**, Executive Director, Oncology Services, Columbia St. Mary's Healthcare, Milwaukee.
 - Participate in the "Headhunters Forum" with **Eleonore A. Heinrich**, FACHE, President, Heinrich, Casey & Associates, and **Jack R. Schlosser**, FACHE, Managing Director and Practice Leader, Spencer Stuart.
 - Other Tyler & Company representatives at this annual Congress will include: **Marcia Champagne**, Senior Vice President; **Patti Hoffmeir**, CHC, Senior Vice President; **Dennis Kain**, FACHE, Executive Vice President and COO; **Nelson Mann**, Vice President; **Lee Perrett**, Senior Vice President; and **Stephanie Underwood**, Vice President. Kain will attend the Convocation and the ACHE District Meeting and Annual Meeting of Regents in his capacity as an ACHE Regent for the Eastern Pennsylvania region. He will also attend the Board of Directors and Annual Meeting of the Alumni Association of the HSMP Program at George Washington University. All Tyler & Company representatives will participate in the Congress' annual Resume Review/Critique Service which is led each year by **J. Larry Tyler**.
- "Compensation: Understanding Where You Should Be." To be presented with Tyler & Company Senior Consultant **Roberta Levine** at the 18th Annual American College of Cardiovascular Administrators (ACCA) Cardiovascular Administrators Leadership Conference in New Orleans on March 22, 2007. Tyler & Company is a Silver Sponsor of ACCA and will be exhibiting during the conference.

**Please Welcome . . .****J. Lee Perrett**

Lee Perrett joined Tyler & Company in December 2006 as a Senior Vice President; he is based in the Atlanta office.

Perrett has more than twenty years of experience in the search field. Prior to joining Tyler & Company, he served as a Director for Talent Connections, LLC, a firm that provided a variety of human resources consulting services; and, as a Vice President for a retained executive search firm. Before holding these positions, Perrett worked with the Coca-Cola Company for more than fifteen years—holding a variety of human resources-based positions in the U.S. and in Europe. Perrett serves as an advisor to Sigma Nu Fraternity's High Council, its National Board of Directors. He once worked at the organization's headquarters. Perrett earned his Bachelor of Science and Bachelor of Arts degrees from Auburn University in Auburn, AL. He is married and has three sons.

**Mark W. Stevens**

Mark Stevens joined Tyler & Company's team of Research Associates in the fall of last year. He is based in the company's Philadelphia office. Stevens has

more than fifteen years of search and consulting experience with a number of firms in the Northeast. He has experience in a vast array of fields, including healthcare. Prior to joining the search arena, Stevens worked in public administration, development, and communications. Stevens is active in the Delaware Valley chapter of HIMSS (a regional chapter of the Healthcare Information Management Systems Society), and he was a member of the Board of the New England HIMSS Chapter. Stevens earned his Bachelor of Arts degree from the University of Vermont and has worked toward graduate degrees in business administration and public affairs. Stevens is the married father of two children.

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

AAMC—**Patti Hoffmeir**, CHC, Senior Vice President, attended the Annual Meeting of the Association of American Medical Colleges in Seattle, WA, October 27-November 1, 2006.

ACE—**Patti Hoffmeir**, CHC, Senior Vice President, and **Dennis Kain**, FACHE, Executive Vice President and COO, attended the 2007 Annual Meeting of the Association of Cancer Executives in Charleston, SC, January 27-30, 2007.

HIMSS—**Mark Stevens**, Research Associate, will attend the 2007 Annual Meeting of the Healthcare Information Management Systems Society in New Orleans, February 25-March 1, 2007.



WELCOME TO OUR NEWEST (OR RETURNING) CLIENTS

Bureau of TennCare

Nashville, TN
Deputy Chief of
Long Term Care Operations
Associate Medical Director

The Children's Hospital of Philadelphia

Philadelphia, PA
Chief Human
Resources Officer

Children's National Medical Center

Washington, DC
Director of Facilities
and Engineering

Christiana Care Health System

Wilmington, DE
Chair, Obstetrics
and Gynecology

MCG Health, Inc.

Augusta, GA
Administrative Director
for the Center of Excellence
in Women's Health
Director, Corporate
Compliance and Privacy
Director, BioMedical
Engineering

Presbyterian Healthcare Services

Albuquerque, NM
Vice President, Human
Resources Operations
Director, Management
and Employee Relations
Director, Compensation
Senior Compensation
Consultant

Roswell Park Cancer Institute

Buffalo, NY
Associate Director
of Operations,
Health Research Institute

St. Luke's Physician Group

Bethlehem, PA
Chief Operating Officer

Sheltering Arms Physical Rehabilitation Centers

Richmond, VA
President and Chief
Executive Officer

Shepherd Center

Atlanta, GA
Executive Director
and Vice President,
Development

Trover Foundation

Madisonville, KY
Director, Revenue Cycle

University of Mississippi Medical Center

Jackson, MS
Executive Director,
Batson Hospital
for Children
Director,
Business Development

Virtua Health

Marlton, NJ
Medical Director, Operations

Washington Hospital Center

Washington, DC
Director of Recruitment

Tyler's Truisms

BRILLIANT'S VIEW

*My opinions may have changed,
but not the fact that I am right.*

CAESAR'S CREDO

*Rome did not create a great
empire by having meetings;
they did it by killing all those
who opposed them.*

HOLT'S LAW

*Indecision is the key
to flexibility.*

MONCUR'S LAW

*Artificial Intelligence is no
match for Natural Stupidity.*

RULE OF

PROCRASTINATION

*Never put off until tomorrow
what you can avoid altogether.*

Tyler's Tidbits

A PUBLICATION OF

Tyler & Company®

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RECENTLY CLOSED SEARCHES

AtlantiCare Regional Medical Center

Egg Harbor Township, NJ
Medical Director of
Quality and Medical
Management

Cardiology Consultants, Ltd.

Norfolk, VA
Chief Executive Officer

Carolinas Healthcare System

Charlotte, NC
Chief Medical Officer,
Mecklenburg County
Acute Care Facilities

Emory University School of Medicine

Atlanta, GA
Executive Administrator
for Finance and
Clinical Operations

Hurley Medical Center

Flint, MI
Senior Vice President
of Operations

Jupiter Medical Center

Jupiter, FL
Chief Executive Officer

Memorial Hermann Hospital

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

St. David's Health Care Partnership

Austin, TX
Partnership Controller

St. Joseph Health System

Bryan, TX
Director, Patient Financial
Services, St. Joseph
Regional Health Center
Director of Internal Audit

Sentara Obici Hospital

Suffolk, VA
Vice President,
Medical Affairs

Sinai Hospital of Baltimore

Baltimore, MD
Director, Brain and
Spine Institute

Sparks Health System

Fort Smith, AR
Chief Nursing Officer

Texas Children's Hospital

Houston, TX
Director, Supply Chain
Management

Virtua Health

Marlton, NJ
Vice President,
Virtua Health
Foundation

SEARCH SUPERLATIVES

"During our first retained executive search with Tyler & Company—a search for a Chief Financial Officer for our flagship hospital—the Tyler & Company consultant did a good job for us. He kept me updated and worked hard. So, when it came time to launch two new searches—for a new Director of Internal Audit and a Director of Patient Financial Services—we turned to Tyler & Company again."

William F. Hyer, Jr., Chief Financial Officer, St. Joseph Health System, Bryan, TX.