

# Tyler's Tidbits

WINTER 2008

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



Providing News and Information to Help Corporate Decision-Makers



## MARKET MEMO

### Looking Back: 30 Years at Tyler & Company

J. Larry Tyler



It is hard to believe that our firm has been in business for thirty years. It doesn't seem like we started business yesterday, but it sure doesn't feel like thirty years have gone by. The editor of *Tidbits* asked me to do a retrospective on the firm—to give those reading this newsletter an understanding of our thirty-year journey. So here goes.

The seeds of the formation of Tyler & Company go back to my days at Price Waterhouse & Co. At the same time that I was getting my CPA certificate, I was also hunting for a job as a Chief Financial Officer—auditing wasn't my calling. I found a job through an internal contact: a construction-firm client was in desperate need of a CFO. The three founders of the firm were church buddies who were convinced that they could make a mint constructing industrial buildings. One of the owners, Jack Coker, had an executive search business, and one of his understudies, Rick Jackson, placed me in another job as a CFO. In 1978, both these men convinced me that I should join them in retained executive search as they had gotten really tied up in physician recruiting and were letting the executive search business pass by the wayside. At this point, I had tired of being a CFO—I wanted more people contact and more freedom in my life, so I decided to take a flyer and do executive search. I also figured that there wasn't much downside to this venture. I

could always go back to accounting and finance.

Success came quickly. I was hooked and knew I had found my calling. This was fortuitous because by September 1978, Coker had decided to retire and wanted me to purchase the executive search part of the business—this consisted of me at the time. I deliberated about two weeks and then decided to take on the challenge. I named my new firm Coker, Tyler & Company, dropping "Coker" after five years.

The late 70s and early 80s were years of tremendous growth in the for-profit hospital companies, and Tyler & Company prospered along with the growth of two of these companies: Charter Medical Corporation and American Medical International. Tyler & Company's first non-profit client was St. Mary's Hospital in Athens, GA. Others followed, including Emory University Hospitals in Atlanta and Moses Cone Hospital in Greensboro, NC. By 1983, we decided to enter the physician search business, and it eventually accounted for half of Tyler & Company's revenues over the next few years. We exited this business in the mid-90s. More on that in the next issue.

I think we started *Tidbits* in the early 80s. It always served as a mechanism for communicating with clients and friends of the firm. We still have many of the early editions of *Tidbits* that were distinguished by a full page of "Tyler's Truisms"—often readers flipped to this back page first! Our firm's commitment to writing and lecturing also began in those first few years when I started to lecture at Georgia State University's MHA

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### Why Have a Human Resources Search Practice?

J. Lee Perrett



Great question! The simple answer is because the people who work in your organization are the most important resource you have, so hiring first-rate leadership for human resources is critical to your success. The issues around the "people side" of healthcare—e.g., recruiting, customer service, staffing levels, strategic planning, corporate governance, succession planning, labor relations—are becoming more and more critical to the successful operation of any organization. Therefore, the key differentiator between success and something less than success will most likely be the quality of the people on your team.

Gone are the days when the Human Resources (HR) Department was viewed as "personnel managers," paper pushers, or the administration police. Now, senior HR practitioners in progressive organizations are driving change, proactively managing the people resources, and helping make the organization successful. If you haven't noticed, a talent war is once again in progress for many areas of the healthcare industry. The U.S. Department of Labor reports that the growth in demand for health occupations will be twice that of other (non-health) occupations by the year 2010. (Bureau of Labor Statistics. "Employment by Occupation, 2000 and Projected 2010.") The key to filling these spots is HR leadership, and these leaders are themselves in short supply.

In the last few years, Tyler & Company has seen an increase in the number of organizations seeking to add strategic, experienced HR professionals to their organizations. Listed below are just a very few of the many senior-level HR searches conducted by Tyler & Company in the last two years:

see *Human Resources*, page 2

# ASK A CONSULTANT



Dennis J. Kain

*I read Dennis Kain's article about Topgrading in an earlier edition of Tidbits. Could he amplify on the topic as it relates to evaluating existing talent, redeployment, and managing change?*



I received a lot of feedback from *Tidbits* readers after I wrote about Topgrading in the Spring 2006 edition of the newsletter. The concept, outlined in the book, *Topgrading: How Leading Companies Win by Hiring, Coaching, and Keeping the Best People*, by Bradford D. Smart, Ph.D., obviously resonates with people.

As I mentioned in my earlier column, Topgrading begins with an intriguing premise: employees are considered to be either A, B, or C players. Within any organization, only 10-15 percent of its employees are A players, another 10-15 percent are B players. The rest—the majority—are C players.

Topgrading was embraced by General Electric and, subsequently, other leading companies. I have noticed that healthcare organizations are also beginning to move away from the typical end-of-year performance review to a Topgrading-like evaluation. For example, the 360-degree evaluation performed twice a year (or more) is yielding surprising results, especially if forced ranking is associated with the effort. In this case, 5-10 percent of managers are ranked into the “needs improvement” (C players in Topgrading) category. The number of managers who are categorized as “top performers” (A players in Topgrading) is capped at 30 percent. Just as in a pure Topgrading evaluation, this type of review provides a realistic appraisal of each manager’s performance and allows for a discussion and agreement of an improvement plan.

The Topgrading model can also be used to understand and manage organizational change. I elaborate on this point (and expand some other elements in this column) in the on-line, “Extra” version, found under *Tyler’s Tidbits* on [www.Tylerandco.com](http://www.Tylerandco.com).

Implementing forced ranking is not easy, and the results can be shocking to some managers who have had standard yearly performance reviews and were automatically (and inaccurately) over-rated. Great leaders—A players—must strive to promote an environment that reinforces high performers and allows for open discussion of improvement plans and, if necessary, redeployment. The potential for employee development as well as organizational change and growth are immeasurable. **T**

*Dennis J. 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](mailto:dkain@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](mailto:kmazzuckelli@tylerandco.com) or fax to Katie Mazzuckelli at 770.396.6693. (Please indicate that you are submitting an item for “Ask a Consultant.”)

## Market Memo *from page 1*

program. The late Max Holland and I became friends, and he introduced me to other educators from around the country who invited me to lecture to their classes. I still have the first article I wrote—for GSU’s Business magazine—called, “What Do You Do When the Headhunter Comes Calling?” Because of my finance background, Tyler & Company was very active in placing CFOs, and I was very active in HFMA, eventually passing the organization’s exam and receiving my Fellowship. As the firm started to conduct searches for COOs and CEOs, I added activities with ACHE to my list (as well as an ACHE Fellowship). I have now only missed one ACHE Congress in 27 years.

The first ten years at Tyler & Company were great. Occasionally there were hiccups, but it seems that each time we thought that we weren’t going to make payroll, an unexpected check would show up in the mail. By the mid 80s, healthcare had become a major growth industry as new hospitals were being built and new enterprises in need of staffing came on line. Cost-based reimbursement was the engine for the growth, but that was all about to change. A new acronym, DRG, came into being ... **T**

*Tyler’s retrospective on Tyler & Company’s first thirty years will continue throughout the 2008 issues of Tyler’s Tidbits. Comments about this article can be directed to J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President of Tyler & Company, based in the firm’s Atlanta office. He can be reached at 770.396.3939 or via e-mail at [lt Tyler@tylerandco.com](mailto:lt Tyler@tylerandco.com).*

## Human Resources *from page 1*

### AtlantiCare

Egg Harbor Township, NJ  
Vice President,  
Human Resources  
and Organizational  
Development

### The Children’s Hospital of Philadelphia

Philadelphia, PA  
Chief Human  
Resources Officer

### Presbyterian Healthcare Services

Albuquerque, NM  
Vice President  
Human Resources  
Director, Management  
and Employee Relations

*[See Tyler’s Tidbits “Extras” on [www.Tylerandco.com](http://www.Tylerandco.com) for more examples!]*

Tyler & Company has a very robust database of human resources professionals from the healthcare, life sciences, and biotech industries, and we are getting to know more people every day. Tyler & Company consultants are members of the American Society for Healthcare Human Resources Administration (ASHHRA) as well as the Society of Human Resources Management (SHRM) and participate actively in the programs sponsored by these industry groups. We feel that our Human Resources practice will continue to grow as organizations face challenges that call for the best talent to help them achieve the missions of their institutions. With an engaged, proactive, and strategic human resources department, organizations are able to do more (usually with less) and do better. Success hinges on the people factor, and Tyler & Company is proud to be able to meet our clients’ needs. **T**

*Comments about this article can be directed to Lee Perrett, a Senior Vice President in Tyler & Company’s Atlanta office. Perrett can be reached at 770.396.3939 or via e-mail at [lperrett@tylerandco.com](mailto:lperrett@tylerandco.com).*



## WORTH NOTING

### J. Larry Tyler Honored by HFMA

Tyler & Company's President and Founder, J. Larry Tyler, FACHE, FAHC, FHFMA, CMPE, has earned another industry accolade: the Healthcare Financial Management Association (HFMA) has granted him its Frederick T. Muncie Gold Award for contributions made to the organization. Tyler had previously earned the organization's William G. Follmer Bronze and Robert H. Reeves Silver Awards. All three awards make up HFMA's Merit Award Series that acknowledges contributions made by HFMA members. The contributions Tyler has made are many, including being a member of the Editorial Advisory Board of *hfm*, reviewing multiple articles, and authoring several articles published by HFMA. Tyler says, "With my background in finance, HFMA was the first organization I joined when I decided to specialize in healthcare search. HFMA has been a great source of information as well as influential in networking. It has been a pleasure participating as a member, so receiving this award is a testament to that."

### Tyler & Company Web site Update

We hope you have taken the opportunity to visit Tyler & Company's Web site since the new site was launched—if not, please do so now! Many wonderful new features were introduced in April (see article in *Tidbits*, Summer 2007). Since then, the site has continued to grow. A recent addition includes a feature within the "News & Events" section. There, you can go to *Tyler's Tidbits* and see the "Extra" sections now associated with many editions of the newsletter.

Sometimes authors have more to say than we can publish in our four-page newsletter format; sometimes articles contain client lists, and we would love to cite more examples than space allows. There are lots of "Extras" we can add, and you will find them here. Simply go to: [www.tylerandco.com](http://www.tylerandco.com) and see everything the Tyler & Company Web site has to offer!

**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.**



### Welcome to ... Cindy Collier

Cindy Collier joined Tyler & Company's Atlanta office as a consultant in October, bringing with her over twenty-five years of healthcare experience and fifteen-plus years of financial experience. She has worked in hospital administration at both the University of Virginia and Duke University Medical Centers and as a national healthcare consultant for Coopers & Lybrand. Collier has also worked as an independent consultant and has served as an adjunct professor at Duke University and the University of Virginia and a Visiting Scholar at Ohio State University. She is a nationally recognized speaker on a variety of topics related to business valuation and strategic management in the healthcare industry. Collier has served on a number of industry boards and currently chairs the AICPA National Business Valuation Education Task Force. Collier earned her Bachelor of Arts in Psychology and her Master of Science in Accounting from the University of Virginia. She earned her Master

of Health Administration degree from Duke University. Collier has two sons who attend Miami University in Oxford, Ohio.

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

**Metro Atlanta Chamber of Commerce—J. Lee Perrett and Marcia Champagne**, Senior Vice Presidents, attended the Chamber's third quarter Technology Marketing Council meeting in Atlanta, September 13, 2007.

**ASHHRA—J. Lee Perrett**, Senior Vice President, attended the 43<sup>rd</sup> Annual American Society for Healthcare Human Resources Administration Conference & Exposition in Anaheim, CA, September 30-October 2, 2007.

**ACPE—George Linney, M.D., CPE, FACHE**, Vice President, represented Tyler & Company at the Recruiter Fair held during the Fall Institute of the ACPE in Tucson, November 11-13, 2007.

**GAHE—J. Lee Perrett**, Senior Vice President, attended the Georgia Association of Healthcare Executives meeting in Atlanta, November 29, 2007.

**AESC—J. Larry Tyler**, FACHE, FAHC, FHFMA, CMPE, President, and **Dennis J. Kain**, FACHE, Executive VP and COO, will attend the Association of Executive Search Consultant's Council of the Americas Conference in New York, March 5. Tyler is a member of the Americas Council of the AESC through 2009 and is a member of the Council of the Americas Membership Committee.

**SEMDA—Marcia Champagne**, Senior VP, will attend the Venture Capital Forum sponsored by the Southeast Medical Device Association in Atlanta, March 13, 2008. Champagne is on the planning committee for this event.



## SIGHTINGS

### Ron Sellers Vice President, Philadelphia

"A Collaborative Model between Nursing Homes, Hospices, and Primary Care Providers for Delivering Care to Frail Elderly Nursing Home Residents," with **William E. Finn**, MBA, CEO, The Center for Hospice and Palliative Care, Buffalo, NY; and, **Steve Ryan**, M.D., Medical Director, Evercare, in the Upstate New York market. Presentation made to the Hospice and Palliative Care Association of New York State at their Annual Leadership Meeting in Albany, NY, November 17, 2007.

**J. Larry Tyler**, FACHE, FAHC, FHFMA, CMPE, President, Atlanta Tyler taught an immersion course during a CHE Exam Preparation

Course offered by the American College of Healthcare Executives, Atlanta, November 29, 2007. He will teach the course to a new group of students in Chicago, April 28, 2008.

"Executive Search Firms and the Competencies Graduates Will Need to Compete in This Turbulent Healthcare Environment." A lecture to graduate students in the Health Administration program directed by **Errol L. Biggs**, Ph.D., FACHE, February 15, 2008. Tyler's speech was part of a course called, "Profiles in Healthcare." **Leland R. Kaiser**, Ph.D., currently an associate Professor at the University of Colorado, calls this the "\$100,000 course," as Tyler is one of a host of featured speakers who flew to Denver. Other speakers included: **Kevin Lofton**, President and CEO, Catholic Healthcare Initiatives, Denver, and Chair of the AHA; **J. Knox Singleton**, President and

CEO, Inova Health Systems, Fairfax, VA; and, **Joseph Swedish**, President and CEO of Trinity Health, Novi, MI.

At ACHE's 2008 Congress on Healthcare Leadership in Chicago, March 10-13, 2008, Tyler will present or participate in the following:

- "CEO Governance Roundtable," with **Errol L. Biggs**, Ph.D., FACHE, Director of Graduate Programs in Health Administration, University of Colorado, Denver.
- "Transitioning from Military to Civilian Healthcare Leadership," with **Donald H. Hutson**, FACHE, CEO, Baptist Memorial Health Care, Union City, TN.
- The "Headhunters Forum" with **Eleonore A. Heinrich**, FACHE, President, Heinrich, Casey & Associates, and **Carson F. Dye**, FACHE, Witt/Kieffer.

Other Tyler & Company representatives at this annual Congress will

include: **Dennis J. Kain**, FACHE, Executive VP and COO; **Marcia Champagne**, **Patti Hoffmeir**, CHC, **Lee Perrett**, and **Stephanie Underwood**, Senior VPs; **Nelson Mann** and **Ron Sellers**, VPs; **Roberta Levine**, Senior Consultant; and **Cindy Collier** and **Allison Morris**, Consultants. Kain will attend the Convocation, ACHE District Meeting, and Annual Meeting of Regents in his capacity as an ACHE Regent for Eastern Pennsylvania. He will also attend the Board of Directors and Annual Meeting of the Alumni Association of the HSMP Program at George Washington University; Kain is a Past Chairman of this organization. All Tyler & Company representatives will participate in the Congress' annual Resume Review/Critique Service which is led each year by Tyler.

# SEARCH SUPERLATIVES

In this column we typically share comments from Tyler & Company clients. We are just as pleased that many of our candidates find Tyler & Company to be praiseworthy. Following is one such example:

"My search experience with Tyler & Company was seamless from start to finish. From the first phone call I received from a Tyler & Company research associate, to my first interview with my Tyler & Company consultant, to my arrival in Philadelphia at The Children's Hospital, I knew what to expect every step of the way. Tyler & Company was very knowledgeable about the organization and coached me every step of the way. They took the time up-front to get to know me and understand what I needed for my family and me to make such a major life decision. I am two years into my position as Director of Diversity & Inclusion Programs. The job is a perfect fit for my background, and I'm continuing to grow within my profession. Thank you Tyler & Company!"

**Kelley F. Cornish, Director of Diversity and Inclusion Programs, The Children's Hospital of Philadelphia, Philadelphia, PA.**

## Tyler's Truisms

### BRILLIANT'S OBSERVATION

*Life may have no meaning. Or even worse, it may have a meaning of which I disapprove.*

### CHARLIE BROWN'S MUSINGS

*Sometimes I lie awake at night, and I ask, "Where have I gone wrong?" Then a voice says to me, "This is going to take more than one night."*

### LAW OF DIPLOMACY

*Diplomacy is saying, "Nice Doggy" until you can find a big enough rock.*

### TECHNOLOGY LAW

*Applying computer technology is simply finding the right wrench to pound in the correct screw.*

### ZWANZIG'S LAW

*Duct tape is like "The Force." It has a light side, a dark side, and it holds the universe together.*



## WELCOME TO OUR NEWEST (OR RETURNING) CLIENTS

### Beebe Medical Center

Lewes, DE  
Chief Operating Officer

### Charles A. Cannon Jr. Memorial Hospital

Linville, NC  
Executive Director, Behavioral Health

### The Children's Hospital of Philadelphia

Philadelphia, PA  
Vice President, Finance  
Cardiac Service Line Director

### Community Health Choice

Houston, TX  
Executive Vice President

### Inhibitex

Alpharetta, GA  
Senior Molecular Virologist

### King's Daughters Medical Center

Ashland, KY  
Executive Director, Kentucky Heart Institute

### Maricopa Integrated Health System

Phoenix, AZ  
Chief Medical Officer

### Medical University of South Carolina

Charleston, SC  
Service Line Medical Director, Hollings Cancer Center  
Director, Neuroscience Service Line

### Methodist Health Care System

San Antonio, TX  
Vice President, Transplant Services

### Millard Fillmore Suburban Hospital

Williamsville, NY  
Chief Nursing Officer

### Munroe Regional Medical Center

Ocala, FL  
Senior Vice President of Medical Affairs & Chief Quality Officer

### New Mexico Heart Institute

Albuquerque, NM  
Chief Executive Officer

### Piedmont Healthcare/Mercer University

Atlanta, GA  
Executive Director, Center for Health and Learning

### Piedmont Heart Institute

Atlanta, GA  
Chief Administrative Officer

### Self Regional Healthcare

Greenwood, SC  
President and Chief Executive Officer

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

Bethlehem, PA  
Chief of Medicine

### UPMC Health Plan

Pittsburgh, PA  
Vice President of Marketing and Communications

### Virtua Health

Marlton, NJ  
Chief Human Resources Officer  
Assistant Vice President Programs of Excellence, Cardiology



## RECENTLY CLOSED SEARCHES

### AtlantiCare

Egg Harbor Township, NJ  
Corporate Director, Imaging Services  
Vice President, Human Resources and Organizational Development

### Centennial Surgery Center

Voorhees, NJ  
Executive Director

### Child, Inc.

Wilmington, DE  
Executive Director

### Christiana Care Health System

Wilmington, DE  
Chair, Obstetrics and Gynecology

### Ellis Hospital

Schenectady, NY  
Vice President, Human Resources

### Genesis HealthCare Corporation

Kennett Square, PA  
Vice President, Corporate Clinical Operations

### Guthrie Healthcare System

Sayre, PA  
Chief Medical Officer

### Jupiter Medical Center

Jupiter, FL  
Chief Financial Officer

### Magee-Womens Hospital

Pittsburgh, PA  
Vice President of Operations

### Memorial Hermann Healthcare System

Houston, TX  
System Director of Critical Care

### Moses Cone Health System

Greensboro, NC  
Vice President, Medical Affairs

### St. Francis Healthcare Services

Wilmington, DE  
Executive Vice President and Chief Operating Officer

### University Physicians, LLC

Jackson, MS  
Director, Revenue Cycle

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