Session 85
Transitioning From Military to Civilian Healthcare

Presented by:
J. Larry Tyler, FACHE
Christopher L. Morgan, FACHE
Transitioning From Military to Civilian Healthcare

March 16, 2016

J. Larry Tyler, FACHE, FHFMA, CMPE
Chris Morgan, FACHE

Presenters

J. Larry Tyler, FACHE, FHFMA, CMPE
Chairman and CEO, Practical Governance Group
Chairman Emeritus, Tyler & Company

Chris Morgan, FACHE
Senior Director, Advisory Services
Vanderbilt Health Affiliated Network
Learning Objectives

- Learn from others who have moved from military to civilian healthcare.
- Review professional development techniques needed for transition, such as networking, interviewing skills and resume preparation.

Agenda

- The Military Advantage
- The Military Disadvantage
- Resumes
- Resumes’ Three Biggest Mistakes
- References
- Networking Resources
  - Five Most Beneficial Techniques
  - Three Least Beneficial Techniques
Agenda (cont.)

• The Interview Process
• Mistakes on Interviews
• Tyler & Company Survey of Transitioned Military (2014)
• Evaluating & Negotiating an Offer
• Co-sponsor Introduction and Discussion
  – Discussion Points
    • Background
    • Transition Stories
    • Personal Advice and Observations

The Current Healthcare Environment for Military Candidates
Healthcare in the U.S.

- Rapid consolidation of hospitals and physician practices
- Large number of unemployed executives
- Financial challenges
- Implementation of ACA
- Value purchasing
- Population health
- Presidential elections

The Military Advantage

- Physically fit
- Technologically advanced
- Results oriented
- Financially affordable
- Easy to relocate
- Positive public support of military
The Military Disadvantage

- The military look
- Military jargon
- Different healthcare system
- Not enough process orientation
- Trapped in trappings
- Understanding civilian work habits

Potential Jobs

- Hospitals
- Physician practices
- Medical schools
- Interim assignments
- International
- Vendors
- Government/VA
Resumes

• A resume is a facilitation tool
• A great resume will not get you a job
• A bad resume will eliminate you

Resumes’ Three Biggest Mistakes

• Failure to delineate responsibilities and accomplishments
• Format errors with successive jobs at one employer
• Failure to demilitarize
References

Have a separate sheet for references that you furnish only when requested

Hierarchy of references:

- Supervisor
- Peer
- Subordinate
- Other
  (i.e., physician, consultant, auditor)

Networking

NETWORKING IS THE ONLY TECHNIQUE THAT IS SUREFIRE AND THAT WORKS.
Networking = Connecting With People

How many ways can we connect with people?
Are there really only six degrees of separation?
1. 5.
2. 6.
3 7.
4. 8.

Networking Resources

• Relatives
• Outlook contacts
• Military Officers Association of America (MOAA)
• ACHE membership directory
• University alumni associations
• LinkedIn
LinkedIn Tips

- Increasing in popularity and use among healthcare audiences
- Recruiter platform (push) job posts (pull)
- Set privacy (move “notify your network” to “no”)
- Update contact settings
- Enhance your profile
  - Google articles
  - Executive summary
  - Employment (companies)
  - Education
  - Posts (blogs)

LinkedIn Tips (cont.)

- Connect, connect, connect
  - Network of first-, second- and third-degree connections
  - Start by connecting with people you know to avoid being blacklisted
    - Use best practices (e.g., customized messages)
- Join relevant groups
  - Associations
  - Search firms (Tyler & Company)
  - Universities
- Check “feed” frequency to avoid bombardment
Five Most Beneficial Techniques

1. Networking with civilians that you already know
2. Networking with former military that you already know
3. Networking with former military that you did not previously know
4. Job postings on websites
5. Job postings with ACHE

*2014 Tyler & Company Survey

Three Least Beneficial Techniques

1. Answering ads in newspapers/magazines
2. Direct mailing of resumes
3. Working through retained and contingency search consultants

*2014 Tyler & Company Survey
Some Internet Sites to Visit

- 6figurejobs.com
- ache.org/career.cfm
- careerboard.com
- careerbuilder.com
  - healthcare.careerbuilder.com
- execunet.com
- glassdoor.com
- healthecareers.com
- LinkedIn job boards (discussions via groups) and Jobs tab

Some Internet Sites to Visit (cont.)

- monster.com
  - jobs.monster.com/v-healthcare.aspx
- resumedoctor.com
- healthcareerweb.com
- healthcarejobstore.com
- healthjobsnationwide.com
- wiederholdassoc.com
  - Executive career coaching/transition resource
- wetrichgroup.com/blog/OPR
  - Open Positions Report
Interviews

- Interviews are the most important part of the job search process.
- Two types of interviews
  - COURTESY INTERVIEWS
  - REAL INTERVIEWS

Three Things to Know

- Know the organization
- Know the hiring manager
- Know yourself
How to Know the Organization

- Organization’s website
- Google the organization
- Bond rating agencies
- Bond offering statement
- Business journal (local)
- Chamber of Commerce website
- Edgar | sec.gov/edgar/searchedgar/webusers.htm
- Facebook.com presence for organization
- Glassdoor.com
- Guidestar.org

How to Know the Organization (cont.)

- Healthgrades.com
- Newspaper website (local) | newspaperlinks.com
- medicare.gov/hospitalcompare/About/What-Is-HOS.html
- Leapfroggroup.org and hcahpsonline.org/home.aspx
- LinkedIn.com presence for organization
- Twitter.com presence for organization
- And a host of others
How to Know the Hiring Manager

- Your networking
- People who are in the organization
- People who have left the organization
- Friends of the hiring manager
- Google
- Ache.org membership directory
- Local newspaper
- Ask your contact at the organization
- Facebook.com
- LinkedIn.com

Know Yourself

- Testing
- 360-degree evaluation
- Officer Performance Report
- DD214

“Knowing yourself is the beginning of all wisdom.”

~ Aristotle
Anatomy of an Interview

- Arrive at the location ahead of time
- Stop by the restroom
- Arrive at the office for the interview exactly on time
- Be especially nice to the secretary
- Break the ice through prior research and/or observations about the office

The Interview

- Discuss accomplishments at each position
- Focus on particularly notable accomplishments that relate to the new job, such as achieving high quality scores
- Focus on accomplishments which may be needed by the organization in the future
- Ask questions from your research
Questions You May Be Asked

1.
2.
3.
4.
5.
6.

Questions You Should Ask All

1.
2.
3.
4.
5.
6.
Mistakes On Interviews

- Smoking
- Drinking
- Talking too much or too little
- Not asking for job
- Offending female staff
- Eating too much

Exiting

- Thank them for their time and hospitality
- What is the next step?
- Ask for second interview
- Express interest in the job
Follow Up

• Thank you notes
• Calls back to the organization

Tyler & Company
Survey of Transitioned Military

Biannual Survey of ACHE Members
Year 2014
### Organizations Employing Military Retirees

<table>
<thead>
<tr>
<th>Category</th>
<th>2012</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitals</td>
<td>40%</td>
<td>19%</td>
</tr>
<tr>
<td>Managed Care</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Consulting</td>
<td>7.5%</td>
<td>12%</td>
</tr>
<tr>
<td>Physician Group Mgmt.</td>
<td>10%</td>
<td>12%</td>
</tr>
<tr>
<td>Home Health</td>
<td>2.5%</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>40%</td>
<td>57%</td>
</tr>
</tbody>
</table>

*2012/2014 Tyler & Company Survey

### Organizations Employing Military Retirees

#### “Other” Category

<table>
<thead>
<tr>
<th>Category</th>
<th>2012</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Hdqrs of a H/C System</td>
<td>7.5%</td>
<td>12%</td>
</tr>
<tr>
<td>Integrated Health System</td>
<td>5%</td>
<td>12%</td>
</tr>
<tr>
<td>Government</td>
<td>20%</td>
<td>12%</td>
</tr>
<tr>
<td>Public Health/Mental health</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Education/Research</td>
<td>7.5%</td>
<td>4%</td>
</tr>
<tr>
<td>Health Related Industry</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Non-Healthcare</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Association</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Health Info Systems</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>Long-term care</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>9%</td>
</tr>
</tbody>
</table>
## Number of Months You Looked For a Position (average)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>While in Military</td>
<td>4.6</td>
<td>5.5</td>
</tr>
<tr>
<td>After Leaving</td>
<td>5.9</td>
<td>3.4</td>
</tr>
<tr>
<td></td>
<td>10.5</td>
<td>8.9</td>
</tr>
</tbody>
</table>

## Percent of Individuals That Found Jobs

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>After the Military</td>
<td>46.5%</td>
<td>31%</td>
</tr>
<tr>
<td>While in the Military</td>
<td>53.5%</td>
<td>65%</td>
</tr>
</tbody>
</table>
### Results from 2014 Survey Data

<table>
<thead>
<tr>
<th>Question</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did you relocate?</td>
<td>15%</td>
<td>85%</td>
</tr>
<tr>
<td>Have you been promoted?</td>
<td>35%</td>
<td>54%</td>
</tr>
<tr>
<td>Did military payment of relocation affect negotiations?</td>
<td>23%</td>
<td>73%</td>
</tr>
</tbody>
</table>

### Starting Salaries In First Positions (After Military)

[Bar chart showing starting salaries in different salary ranges for 2010, 2012, and 2014]
What If You Don’t Get the Job Offer?

• Conduct yourself professionally
• Keep the door open

Evaluating Job Offers

✓ MONEY
✓ OPPORTUNITY
✓ LOCATION
Tyler’s Rules

- If only one factor is positive, pass.
- If two factors are positive, consider.
- If two factors are positive, especially location, get really serious.
- If all three factors are positive, accept quickly.

How to Evaluate Travel

- Find out how travel time is calculated
- Verify with others
- Do you sleep well in hotel rooms?
- Is your spouse independent or co-dependent?
- What will be your destinations?
- Do you have small children?
How to Evaluate Travel (cont.)

• Remember:
  – The glamour in travel wears off quickly.
  – Frequent Flyer points are nice, but cheap airfares are also nice.

Evaluating and Negotiating an Offer

• Know your worth in the market
• Know your required salary range
• Compare locations and quality of life
• Be flexible
• Be willing to share risk
• Homefair.com or money.cnn.com/tools for cost-of-living calculators
The Road to Success: Follow the Road Signs

- Work hard
- Network like crazy
- Prepare for your interviews
- Be flexible
- Keep a positive frame of mind

SUCCESS
Introduction

• Chris Morgan, FACHE
• Senior Director, Vanderbilt Health Affiliated Network
• Joined Air Force 1991, went into Reserves 2000
  – Healthcare Management career path (MSC)
• Attended this class in 1999 and 2000
• Applied for 6 jobs; got 4 interviews and 2 job offers
• First post-military job in 2000; secured while in Air Force
  – Director, Planning and Marketing, Danville Regional, VA

Introduction (cont.)

• Mobilized/Recalled to Active Duty Oct 2001
• Return to permanent Active Duty Jun 2002
• Attended Larry’s class (again 😊) in 2011
• Second post-military job in 2012; secured while in AF
  – Vice President of Clinical Integration, Singing River Health System, MS
  – Started terminal leave in March 2012
  – Transitioned to new job in April 2012
• Retired May 2012, Lt Colonel, 20 years of service
• Follow Larry’s Plan … IT WORKS! 😊
Transitioning ...

• Hired in 2000 by Danville Regional Health System, VA
  – Dir, Planning and Marketing (1-hospital system)
  – Attended ACHE Congress
  – Used ACHE Job Bank and Resume Review Services
  – On-site interview at Congress
  – Applied for jobs at Congress
  – Studied for on-site interview
  – Knew no contacts there
  – *Timing and luck were the keys!*

• Hired in 2012 by Singing River Health System, MS
  – VP of Clinical Integration (2-hospital system)
  – Leveraged relationships developed over 5 years
  – Used local network of ACHE Chapter members who were CEOs to review my resume
  – Asked for interviews
  – Studied and knew their business and needs
  – *Networking was the key!*

My Transition Stories ...
My Transition Stories (cont.) …

- Hired in 2014 by WellStar Health System, Marietta, GA
  - VP of Clinical Integration (5 hospital system)
  - Gave a presentation to a group of CEOs in Georgia
  - Asked to come and share more of what I had done
  - Received a GREAT Offer!
  - Took the job, moved too quickly, challenges for my son
    - Expertise was the key!

- Hired in 2015 by Vanderbilt Health Affiliated Network, TN
  - Sr Dir, Advisory Services (creating a state-wide network of 26 hospitals)
  - I had co-presented with Vanderbilt 2 years earlier
  - Stayed in touch with them
  - I called Vanderbilt and they hired me; Travelling more
  - Moved back to home in MS
    - Relationship and expertise were the keys!

Evaluating My Current Job

- MONEY is less but still good
- OPPORTUNITY is much greater
- LOCATION is perfect for my son
Prepare for Your Transition

• Collect and organize all your evaluations/medals, etc.
• Compile detailed career file on yourself
  – DD214, OPRs, training records
• Build extensive reference directory
  – Keep contact information on co-workers and bosses

Prepare for Your Transition (cont.)

• Learn your military benefits
  – Attend a TAP class, moving benefits, GI Bill, VA benefits, states that tax retired income
• Understand what ACHE offers
  – Resume review, job bank, this class, salary information
Decide To Transition

• Decide what to do; stay in or get out?
  – Create a plan and timeline
  – Make your plan known to the military; don’t hide it
  – Don’t “go fishing” on interviews to try and decide
  – Only interview if you want the job and are ready

Decide To Transition (cont.)

• Decide what your true goals are
  – What comes first?
    • Job/opportunity, salary or location
  – What kind of organization do you want to join?
  – What work-life balance do you seek?
Starting Your Job Search

- Develop a schedule
  - Exercise, study, research, family time, fun
- Heavily research your targeted goals
- Use multiple search methods
  - ACHE Job Bank
  - Local ACHE chapters and members
  - Friends who have retired
- Be prepared for rejection and silence

Starting Your Job Search (cont.)

- Develop and employ your network
  - Previous bosses
  - Previous contractors
  - Friends who have retired
- Meticulously track contacts
  - Needs to be ongoing; they move and get other jobs too
- Be patient; take steps to minimize frustration
  - Keep a daily schedule; exercise, work, research and fun
Do Your Research
• Decide who you want to research
• Read everything about them (news, websites, Google)
• See if you know someone who works there
  • Any veterans work there?
  • Use associations for contacts (USAF, MSC)
• Know competitors and market information
• Stay organized
  – Keep files, dates, names, top issues, follow-up dates and keep reading/know current issues

Creating Your Resume
• Use your DD214, Officer Performance Reports and training records
• Focus on Action-Results: $, %, ROI, quality
  – We have a lot of this in our OPRs!
• De-emphasize military role
  – Focus on producing results through collaboration and teamwork
• Let others review your resume
• Be willing to make changes
Help With Your Resume

- Attend the Transition Assistance Program (TAP) Classes
- Use ACHE Resume Review and local chapter members
- Understand how military levels/titles translate to civilian positions

Military to Civilian Translator

<table>
<thead>
<tr>
<th>Military Titles:</th>
<th>Civilian Titles:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wing/Group Commander</td>
<td>CEO</td>
</tr>
<tr>
<td>Vice/Deputy Commander</td>
<td>COO</td>
</tr>
<tr>
<td>HQ Director/Wing/Group Staff</td>
<td>C-Suite (CFO, CHRO, CNO)</td>
</tr>
<tr>
<td>Squadron Commander</td>
<td>COO/Senior Vice President</td>
</tr>
<tr>
<td>HQ Division Director</td>
<td>COO/Senior Vice President</td>
</tr>
<tr>
<td>Flight Commander</td>
<td>Director</td>
</tr>
<tr>
<td>Element Leader</td>
<td>Manager</td>
</tr>
</tbody>
</table>
Interviewing

- Prepare, practice, constantly adapt
- Lots of research! Know all you can!
- Ask targeted, intelligent questions
- Interview formats: telephone, panel, individual, groups

Interviewing (cont.)

- Heavily behavioral: know your success stories
- You and the company want to know if you are a good fit
- Senior-level jobs: prepare your spouse
- Be honest; ask for the job (only if you really want it)
Accepting the Offer

• Know yourself and your true career goals
• Does your family also feel good about the job?
• Know what income you need/expect
• Understand the total compensation package
  - Not just the base salary and PTO
• Everything is negotiable
  - Moving expenses, healthcare benefits, bonus, vehicles

Accepting the Offer (cont.)

• Don’t underestimate your value
  • 20+ years of experience
• Know what you are worth but be flexible
  • Is it a good starting job and company?
  • What are comparable salaries?
  • See ACHE Career Development for salary guidelines
• Are there opportunities for advancement?
• If you do well, it will be reflected in your pay
Suggested Checklist:
✓ Prepare in advance
✓ Decide, create a plan and stay organized
✓ Do your homework and research
✓ Translate your resume and dress the part
✓ Be patient and have a schedule
✓ Be honest with everyone
✓ Be realistic
✓ Be nice; you never know who may offer you a job 😊
J. Larry Tyler, FACHE, FHFMA, CMPE
Chairman and CEO,
Practical Governance Group
Chairman Emeritus, Tyler & Company

678-296-6775
ltyler@pgghealthcare.com

J. Larry Tyler, FACHE, FHFMA, CMPE, is Chairman and CEO of Practical Governance Group, a team of healthcare consultants and academicians passionate about good governance and the education of healthcare boards. He has presented on governance and career-related topics for healthcare organizations, universities and associations for nearly four decades, and co-authored Practical Governance.

Larry began his professional career on the audit staff of Price Waterhouse & Co. and became a CPA in 1975. Three years later, he founded Tyler & Company.

In 2008, Larry was named by BusinessWeek as “one of the top 100 most influential headhunters in the world.” He shares his knowledge as a healthcare executive recruitment consultant in the pages of Tyler’s Guide: The Healthcare Executive’s Job Search (fourth edition). Today, Larry is Chairman Emeritus of Tyler & Company, which in 2013, became part of Jackson Healthcare, one of the largest healthcare staffing companies in the country.
Contact Information

Chris Morgan, FACHE
Senior Director, Advisory Services
Vanderbilt Health Affiliated Network

228-243-0277
chris.morgan@vhan.com

Please see slides 51 to 56 for insight into Chris' background.

Bibliography/References

• Tyler & Company Survey of Transitioned Military
  – Biannual Survey of ACHE Members (2014)
• Resources (slide number)
  – Networking (16)
  – Job-seeker sites (21, 22 and 61)
  – Research (25, 26 and 63)
  – Hiring manager (27)
  – Knowing yourself (28)
  – Resume creation (64 and 65)
  – Salary guidelines (70)
American College of Healthcare Executives
Disclosure of Relevant Financial Relationships
By Faculty and Planners of Continuing Education Activities

It is the policy of the American College of Healthcare Executives (ACHE) to ensure balance, independence, objectivity and scientific rigor in all of its directly sponsored or jointly sponsored Continuing Education (CE) activities. The intention of this policy is to identify potential conflicts of interest, facilitate resolution according to protocols, and ensure that disclosure is provided to participants prior to the beginning of the activity so that learners may formulate their own judgments as to the objectivity of the activity. Failure to disclose is grounds for dismissal as a faculty member or planner.

All individuals in a position to influence and/or control the content of ACHE directly and jointly sponsored CE activities must disclose to ACHE and subsequently to learners that the individual has either no relevant financial relationships or the nature of the financial relationships with the manufacturer(s) of any commercial product(s) and/or provider(s) of commercial services discussed in the CE activities.

Conflict of Interest: Circumstances create a conflict of interest when an individual has received financial benefits in any amount from a commercial interest within the past 12 months and that individual is in a position to affect the content of CE regarding products or services of commercial interest.

Commercial Interest: A commercial interest is considered any entity producing, marketing, re-selling, or distributing goods or services.

Financial Relationships: A financial interest is established by payments for various activities to the individual, the individual’s spouse or partner by proprietary companies related to the content of a CE program. Examples of payments that constitute financial interests include grants or research support, employment, consultation, speaking or teaching activities, or royalties for companies. Financial interest also includes owning stock or options in any amount in these types of companies.

Name: Christopher L. Morgan, FACHE
Event Title: 2016 Congress on Healthcare Leadership
Program Title: Transitioning From Military to Civilian Healthcare (85 and 85)
Relationship: Faculty

Do you or any immediate family member have a financial relationship or interest (currently or within the past 12 months) with a proprietary entity? No

If Yes, please indicate the individual, organization and he nature of the financial relationship below.

Do you intend to discuss an unapproved/investigative use of a commercial product/device? If yes, please disclosure such references to the learner in the educational activity. No

I will adhere to the ACHE policy on Conflict of Interest Disclosure. I will uphold the ACHE standard to insure that balance, independence, objectivity and scientific rigor are maintained in the planning and presentation of this CE activity.

Christopher L. Morgan, FACHE
Signature

November 27, 2015
Date
American College of Healthcare Executives
Disclosure of Relevant Financial Relationships
By Faculty and Planners of Continuing Education Activities

It is the policy of the American College of Healthcare Executives (ACHE) to ensure balance, independence, objectivity and scientific rigor in all of its directly sponsored or jointly sponsored Continuing Education (CE) activities. The intention of this policy is to identify potential conflicts of interest, facilitate resolution according to protocols, and ensure that disclosure is provided to participants prior to the beginning of the activity so that learners may formulate their own judgments as to the objectivity of the activity. Failure to disclose is grounds for dismissal as a faculty member or planner.

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<thead>
<tr>
<th>Name:</th>
<th>J. Larry Tyler, FACHE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Title:</td>
<td>2016 Congress on Healthcare Leadership</td>
</tr>
<tr>
<td>Program Title:</td>
<td>Transitioning From Military to Civilian Healthcare (85 and 85)</td>
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<tr>
<td>Relationship:</td>
<td>Faculty</td>
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Do you or any immediate family member have a financial relationship or interest (currently or within the past 12 months) with a proprietary entity? **No**

If **Yes**, please indicate the individual, organization and the nature of the financial relationship below.

Do you intend to discuss an unapproved/investigative use of a commercial product/device? If yes, please disclose such references to the learner in the educational activity. **No**

I will adhere to the ACHE policy on Conflict of Interest Disclosure. I will uphold the ACHE standard to insure that balance, independence, objectivity and scientific rigor are maintained in the planning and presentation of this CE activity.

J. Larry Tyler, FACHE

**Signature**

October 08, 2015

**Date**