

# Session 85

## Transitioning From Military to Civilian Healthcare

**Presented by:**

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American College of  
Healthcare Executives  
*for leaders who care*



# Transitioning From Military to Civilian Healthcare

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

**2016  
CONGRESS  
ON  
HEALTHCARE  
LEADERSHIP**

MARCH 14–17, 2016  
HYATT REGENCY CHICAGO

**LEADING  
WELL**

## 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-speaker 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



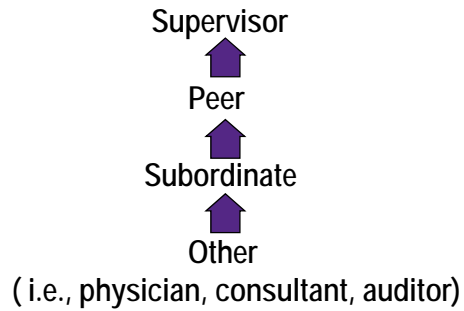
- Failure to delineate responsibilities and accomplishments
- Format errors with successive jobs at one employer
- Failure to demilitarize



## References

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

*Hierarchy of references:*



## 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](http://6figurejobs.com)
- [ache.org/career.cfm](http://ache.org/career.cfm)
- [careerboard.com](http://careerboard.com)
- [careerbuilder.com](http://careerbuilder.com)
  - [healthcare.careerbuilder.com](http://healthcare.careerbuilder.com)
- [execunet.com](http://execunet.com)
- [glassdoor.com](http://glassdoor.com)
- [healthcareers.com](http://healthcareers.com)
- LinkedIn job boards (discussions via groups) and Jobs tab



## Some Internet Sites to Visit (cont.)

- [monster.com](http://monster.com)
  - [jobs.monster.com/v-healthcare.aspx](http://jobs.monster.com/v-healthcare.aspx)
- [resumedoctor.com](http://resumedoctor.com)
- [healthcareerweb.com](http://healthcareerweb.com)
- [healthcarejobstore.com](http://healthcarejobstore.com)
- [healthjobsnationwide.com](http://healthjobsnationwide.com)
- [wiederholdassoc.com](http://wiederholdassoc.com)
  - Executive career coaching/transition resource
- [wetrichgroup.com/blog/OPR](http://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](http://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](http://newspaperlinks.com)
- [medicare.gov/hospitalcompare/About/What-Is-HOS.html](http://medicare.gov/hospitalcompare/About/What-Is-HOS.html)
- [Leapfroggroup.org](http://Leapfroggroup.org) and [hcahpsonline.org/home.aspx](http://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



Thank you

## Tyler & Company Survey of Transitioned Military

Biannual Survey of ACHE Members  
Year 2014

## Organizations Employing Military Retirees

	<u>2012</u>	<u>2014</u>
• Hospitals	40%	19%
• Managed Care	0%	0%
• Consulting	7.5%	12%
• Physician Group Mgmt.	10%	12%
• Home Health	2.5%	0%
• Other	40%	57%

*\*2012/2014 Tyler & Company Survey*

## Organizations Employing Military Retirees "Other" Category

	<u>2012</u>	<u>2014</u>
• Corporate Hdqrs of a H/C System	7.5%	12%
• Integrated Health System	5%	12%
• Government	20%	12%
• Public Health/Mental health	0%	0%
• Education/Research	7.5%	4%
• Health Related Industry	0%	0%
• Non-Healthcare	0%	0%
• Association	0%	0%
• Health Info Systems	0%	4%
• Long-term care	0%	4%
• Other	0%	9%

## Number of Months You Looked For a Position (average)

	<u>2012</u>	<u>2014</u>
• While in Military	4.6	5.5
• After Leaving	<u>5.9</u>	<u>3.4</u>
	10.5	8.9

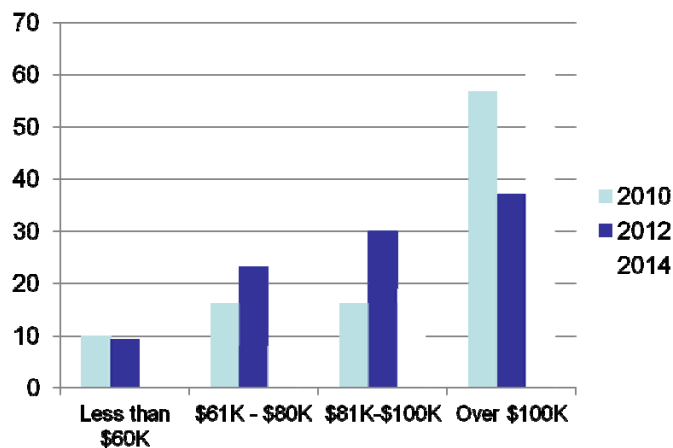
## Percent of Individuals That Found Jobs

<u>2012</u>	<u>2014</u>
After the Military 46.5%	After the Military 31%
While in the Military 53.5%	While in the Military 65%

## Results from 2014 Survey Data

	<u>YES</u>	<u>NO</u>
• Did you relocate?	15%	85%
• Have you been promoted?	35%	54%
• Did military payment of relocation affect negotiations?	23%	73%

## Starting Salaries In First Positions (After Military)



## What If You Don't Get the Job Offer?

- Conduct yourself professionally
- Keep the door open



## Evaluating Job Offers

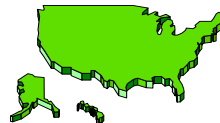
✓ MONEY



✓ 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

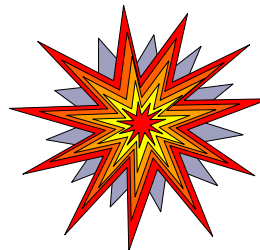
- Know your worth in the market
- Know your required salary range
- Compare locations and quality of life
- Be flexible
- Be willing to share risk
- Homefair.com or [money.cnn.com/tools](http://money.cnn.com/tools) for cost-of-living calculators

## 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 ...



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53

## My Transition Stories ...

- 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!*

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54

## 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

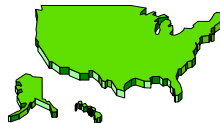
✓ MONEY is less but still good



✓ 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



### Military Titles:

- Wing/Group Commander
- Vice/Deputy Commander
- HQ Director/Wing/Group Staff
- Squadron Commander
- HQ Division Director
- Flight Commander
- Element Leader

### Civilian Titles:

- CEO
- COO
- C-Suite (CFO, CHRO, CNO)
- COO/Senior Vice President
- COO/Senior Vice President
- Director
- Manager

## 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 😊



## Contact Information



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Practical Governance Group  
Chairman Emeritus, Tyler & Company

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## J. Larry Tyler, FACHE, FHFMA, CMPE

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

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*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)



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Disclosure of Relevant Financial Relationships  
By Faculty and Planners of Continuing Education Activities**

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**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 the 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**

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Christopher L. Morgan, FACHE

Signature

November 27, 2015

Date

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**Name:** J. Larry Tyler, FACHE  
**Event Title:** 2016 Congress on Healthcare Leadership  
**Program Title:** Transitioning From Military to Civilian Healthcare (85 and 85)  
**Relationship:** Faculty

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J. Larry Tyler, FACHE

Signature

October 08, 2015

Date