

The client was the Billings Clinic, a multi-specialty group practice of over 250 physicians and non-physician providers in a structure is similar to that of the Mayo Clinic, with a 272-bed hospital plus primary and specialty-care clinics throughout the region. The need: a Director of Patient Financial Services. The challenge to Marshall Koll & Associates: find the right person, with the right skills, and the right fit for a remote location.

Bob Wilson, Chief Financial Officer, Billings Clinic, describes his first steps in the recruitment process:

“I contacted another national search firm, because they do a fair number of executive-level searches for us. My contact there was quite candid about the fact that mid-level positions are not their sweet spot. He mentioned two former colleagues of his, who had formed their own companies. I talked to both of them, and one of them was Neill Marshall. We engaged Marshall Koll and Associates.”

Wilson found it easy to work with Neill Marshall:

“I talked at length with Neill, to brief him on our need and what the attributes were that we were looking for. Neill understood what we needed from the beginning—he was on the same wavelength as we were, he knew the language, he was easy to get in touch with and very responsive. He canvassed MKA’s contacts for potential candidates, winnowing it down to four candidates that he had prescreened, and suggested we move forward with interviewing those four.”

He was impressed with the materials MKA produced to support the search:

“The package of support materials was very well done. I liked the fact that it highlighted the key attributes of Billings Clinic. They researched and got more information on the community than I knew! Nice job.”

There were some challenges unique to this particular search. Wilson explains:

“The pool of potential candidates was comparatively small. But Neill warned us going in—part of it was the position, and part of it was the location. It would have been nice to have had a larger pool to draw from, but luckily, one of the four was pretty much what we were looking for.”

When asked what he thought was particularly valuable about working with MKA, Wilson responded:

“Two things come to mind. One is Neill Marshall’s candor—he didn’t try to oversell what they could deliver. The other—I thought he did a good job of coaching us, giving us advice in terms of closing the deal with the successful candidate, and to some degree in arranging terms. That was very valuable.”

With excellent results in this first search, Wilson would use MKA again:

“MKA seems to have a niche in the mid-management positions. Not everybody has that niche. Neill Marshall clearly was very experienced and applied that experience in coaching us. He was the right recruiter for the position we needed to fill. It was a good experience, and we’re looking forward to our new Director of Patient Financial Services joining us. I would certainly use MKA again.”

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