



BOARD & MEDICAL STAFF LEADERSHIP RETREAT

FRIDAY, OCTOBER 4, 2024

Marshside at Nowell Creek Village, Edisto Conference Room
100 Coastal Drive, Suite 410
Charleston, SC 29492

7:30 A.M. - 3:00 P.M.

AGENDA

7:30 – 8:30 AM MEET DR. ELLIOTT EMBER! (INITIAL APPLICANT CASE STUDY)

8:30 – 9:45 AM MEET DR. DOWD (CASE STUDY - THE BOARD'S ROLE IN MEDICAL STAFF FUNCTIONS)

Dr. Dowd has come before the Board fully recommended for initial appointment and privileges in general surgery. When problems soon arise, the Board begins to wonder what, if anything, may have been missed during the first credentialing cycle. With Dr. Dowd now on staff and due for reappointment, the Board wants to make sure that it has the right information to make the right choice. But, what is the right information? And what should the Board be doing about this? Isn't credentialing a medical staff responsibility?

At the conclusion of this case study session, Medical Staff leaders and Board members alike should understand the careful balance between Medical Staff responsibility for quality of care provided by practitioners and the Board's duty to actively oversee those activities.

9:45 – 10:00 AM MORNING BREAK

10:00 – 11:00 AM TIPS FOR EFFECTIVE CREDENTIALING

- Establishing detailed threshold criteria
- Appropriately considering waivers
- Giving and getting references
- Managing incomplete applications
- Aligning recruitment and credentialing

11:00 – 12:00 PM REMEMBER DR. EMBER? (PEER REVIEW OF CLINICAL CONCERNS)

CASE STUDY)

After suffering a few setbacks during the credentialing process, Dr. Ember joined our Medical Staff. While his initial appointment term went relatively smoothly, recently concerns about his clinical performance have come to the leadership's attention. With his checkered background – and now spotty performance – is there room for a second chance? How can we get there from here? And what would the second chance look like?

12:00 – 1:00 PM LUNCH BREAK

1:00 – 2:15 PM TIPS FOR NAVIGATING THE PROGRESSIVE STEPS OF PEER REVIEW

- When and how to notify a practitioner that clinical concerns have been raised through the peer review process
- Deciding *WHO* should handle peer review issues on behalf of the Medical Staff: The MEC? The PPEC? The Leadership Council? Who does what?
- Deciding if precautionary suspension is appropriate – and acting on that decision
- Obtaining practitioner input
- Documenting peer review activities

2:15 – 3:00 PM MEDICAL STAFF BYLAWS THAT WORK *FOR* YOU - NOT *AGAINST* YOU

PRESENTER



RACHEL REMALEY

PARTNER, HORTY, SPRINGER & MATTERN, P.C.

B.S., Carlow College, J.D., Case Western Reserve University

rremaley@hortyspringer.com

Rachel joined the law firm of Horty, Springer & Mattern, P.C. in 2000 and is a partner in the firm. Often described as genuine and “real,” Rachel has an easy-going demeanor balanced with a detail-oriented approach. She tends to be a creative thinker, helping clients and colleagues to fashion new methods for addressing old problems. She helps clients manage difficult credentialing and peer review issues and frequently works with hospital and physician leaders to review and revise Medical Staff documents. When she's not at work, Rachel enjoys traveling and conquering her bucket list (marathon running, skydiving, and climbing Mt. Kilimanjaro included), though in recent years, she has largely devoted her time to raising a family.

Practice Areas

- Hospital and medical staff consulting and legal services, including services related to credentialing, peer review, and Medical Staff structure and function, physician employment and

other hospital-physician relationship issues (e.g., on-call disputes), drafting Medical Staff Bylaws and related governance documents, and Board and hospital/physician-leader education

- HIPAA privacy and security and breach notification
 - Experience representing hospitals and physician leaders in medical staff hearings
-

HORTY SPRINGER

Founded in 1971, Horty, Springer & Mattern, P.C. has always been devoted to excellence in health care law. To that end, Horty Springer's attorneys have focused their practice to provide education, consulting, and legal services exclusively to health systems, hospitals, hospital medical staffs, and related health care organizations (such as affiliated managed care organizations, physician group practices, and clinics). Horty Springer has served clients in all 50 states and the District of Columbia.

HORTY, SPRINGER & MATTERN, P.C.

20 STANWIX STREET, SUITE 405

PITTSBURGH, PA 15222

412.687.7677