

HORTYSPRINGER PATHWAYS™

2026 LEADERSHIP TRAINING PROGRAM: MODERNIZE YOUR MEDICAL STAFF BYLAWS IN 8 HOURS OR LESS!

DETAILED AGENDA

SESSION 1:

THE MEDICAL STAFF BYLAWS – ESSENTIALS & UPDATES

JUNE 12, 2026 (12:00 PM – 2:00 PM EASTERN)

Faculty: LeeAnne Mitchell and Hala Mouzaffar

In the first Pathways installment of 2026, we will cover the document that lays the foundation for all Medical Staff activities and functions – the Medical Staff Bylaws! This document generally addresses the way membership on the Medical Staff is organized (Medical Staff categories), governance structure (officers, voting rights, etc.), and fundamental Medical Staff operations (holding meetings, dues, etc.). During the session, faculty members will review common missteps in drafting and provide specific language recommendations.

TOPICS TO BE COVERED:

- Do Medical Staff membership and clinical privileges go hand-in-hand? When should/can you grant one without the other?
- Medical Staff *categories* that value engagement and active participation, while remaining inclusive (for example, addressing voting and leadership roles for outpatient/ambulatory only providers, as well as those who will only refer but not practice in affiliation with any of the hospital's facilities);
- Drafting Medical Staff categories to help with *EMTALA compliance* (e.g., on-call participation);
- The difference between Medical Staff membership and other “*Status*” *categories* (and when to use each);
- The “*Administrative Staff*” category – what is it and do you need one?
- Should you have a separate Staff category for *long-term locum tenens providers* who have been granted temporary clinical privileges?
- What your Bylaws should say about *application fees, dues, and Medical Staff accounts*;
- *Nomination, election, confirmation, and removal of Medical Staff leaders*

- Nomination procedures
 - Eligibility criteria for officers, department chairs, and other leaders
 - Acknowledging Board confirmation
 - Removal criteria and procedures
 - Elections and removals within multi-campus and unified Medical Staff structures
 - The importance of a catch-call for filling vacancies
- ***Medical Staff officers:*** It seems like the Chief of Staff is assigned responsibility for virtually every Medical Staff activity. What do Vice-Presidents of the Medical Staff, Secretary/Treasurers, and Immediate Past Chief of Staff actually do? Do you need them as part of your leadership structure?
 - ***Medical Staff meetings:***
 - Should you set attendance requirements for Medical Staff members? For Medical Staff leaders? For certain committees? If the Chief of Staff is a member of all Medical Staff committees, does the Chief have to attend all meetings?
 - Requiring presence and/or participation, instead of live attendance
 - Action without meeting (including phone, written ballot, and electronic methods)
 - Reasonable quorum requirements (for meetings *and other action*);
 - Medical Staff ***leadership structures for unified and multi-campus Medical Staffs;***
 - The ***amendment process*** – including tips for amending the Bylaws at the time of unification, making amendments to system Bylaws (must there be unanimous agreement?), and tailoring and adopting template Bylaws;
 - The increasing value of ***footnotes, headings, and appendices*** in an era of increasing responsibility and decreasing support for Medical Staff leaders (how to include them in your Bylaws documents, without living to regret it).

LEARNING OBJECTIVES:

Upon completion of this audio conference, participants should be able to:

1. Develop Medical Staff categories that meet the modern needs of the hospital and medical staff and help them to achieve their legal responsibilities (including EMTALA compliance), rather than deferring to “the way things have always been done.”
2. Develop Bylaws language that supports widespread participation in Medical Staff matters by Medical Staff members (including those who cannot or do not attend meetings), while avoiding procedural formalities that can hamstring leaders.
3. Develop an amendment process that promotes consistency in the Medical Staff governance documents when utilizing a system template, system Bylaws, or a system Credentials Policy.