The Complete Course for Medical Staff Leaders

LeeAnne Mitchell

Rachel Remaley

HORTY SPRINGER

TOPICS

CREDENTIALING AND PRIVILEGING TIPS & TOOLS

MEET DR. ELLIOTT EMBER! (INITIAL APPLICANT CASE STUDY)

TIPS FOR EFFECTIVE CREDENTIALING

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

PRIVILEGING DISASTERS & MANAGING PRIVILEGING CHALLENGES

- Delineating Privileges: Core privileges, special privileges, and how to decide who is granted what
- Low and no volume
- Privileges for new treatments and procedure
- Privileges that cross specialty and disciplinary lines
- Privileges for Advanced Practice Professionals (APPs)

PEER REVIEW STRATEGIES

REMEMBER DR. EMBER? (PEER REVIEW OF CLINICAL CONCERNS CASE STUDY)

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 if precautionary suspension is appropriate – and acting on that decision
- Obtaining practitioner input
- Addressing conflicts of interest in credentialing and peer review matters

GETTING DISRUPTIVE BEHAVIOR UNDER CONTROL BEFORE IT RUINS YOUR CULTURE AND JEOPARDIZES PATIENT CARE

TIPS FOR NAVIGATING THE PROGRESSIVE STEPS OF PEER REVIEW WHEN UNPROFESSIONAL CONDUCT IS AT ISSUE

- Choosing the best person for the job
- Heading off retaliation against those who report conduct
- When to consider a psychiatric evaluation

- When the physician perceives themselves as the lone champion of quality
- Managing avoidance tactics swiftly, administratively, and without breaking a sweat
- Stay on track! How to avoid distractions, deflections, and threats raised by the practitioner
- Drafting – and monitoring – performance improvement plans for a colleague with conduct issues

PLANNING A COLLEGIAL MEETING TO DISCUSS A BEHAVIORAL CONCERN – A VARIATION ON A FAMILIAR THEME!

PEER REVIEW STRATEGIES, CONTINUED. PLUS, GAMES OF RISK!

NAVIGATING PRACTITIONER HEALTH ISSUES

- What – and when – to ask about health issues during the credentialing process
- Types of impairment that should be on your radar
- Requesting that a practitioner undergo a health evaluation – a few preparatory steps can improve your chances of getting helpful information
- Drafting – and monitoring – performance improvement plans for a colleague with a health impairment
- Managing leaves of absence and reinstatement

BULLETPROOF INVESTIGATIONS & MANAGEABLE HEARINGS

MAXIMIZING LEGAL PROTECTIONS FOR MEDICAL STAFF LEADERS, UNDER THE LAW AND IN ORGANIZATIONAL DOCUMENTS

TAKEAWAY TIPS AND HOT TOPICS - MEDICAL STAFF BYLAWS EDITION

LET'S GET QUIZZICAL!

- The National Practitioner Data Bank (NPDB) – What's Reportable? What's Not?
- EMTALA and On-Call Obligations

FACULTY/ACCREDITATION

LeeAnne Mitchell

Ms. Mitchell is a partner with the law firm of Horty, Springer & Mattern, P.C. in Pittsburgh, Pennsylvania. She has worked extensively on medical staff matters, including working with hospitals and their medical staffs on the development of new Medical Staff Bylaws, credentials policies, and other medical staff related policies and procedures, advising on practitioner-specific credentialing, privileging, and peer review matters, and working with medical staff leaders involved in formal investigations and medical staff due process hearings. She also works with hospitals on matters related to institutional review boards and research-related compliance issues. She has served as a faculty member on the HortySpringer seminars *Strategies for Managing Physician Health and Disruptive Conduct, The Credentialing Clinic,* and, along with Rachel Remaley, she currently leads the *The Complete Course for Medical Staff Leaders*.

LeeAnne earned her J.D. from the University of Pittsburgh School of Law. While in law school, she also completed the coursework toward a master's degree in bioethics and was the recipient of the CALI Award for Excellence in Health Care Fraud and Abuse.

LeeAnne has served as a Community Member of the University of Pittsburgh Institutional Review Board since 2000 and is a member of the Board of Directors of the Carlynton School District. She is also a member of the American Health Lawyers Association, as well as the Allegheny County, Pennsylvania and American Bar Associations.

Rachel Remaley

Ms. Remaley 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, working with clients and colleagues to fashion new methods for addressing old problems.

Rachel's legal practice is focused solely on hospital, health system, and medical staff matters. She has helped countless clients manage difficult credentialing and peer review issues and frequently works with hospital and physician leaders to review and revise Medical Staff Bylaws and other Medical Staff documents. Rachel often provides education regarding these matters, presenting customized onsite education to health systems, hospitals, hospital boards, and medical staff leaders regularly throughout the year. In addition, beginning in the fall of 2022, Rachel began serving as a faculty member for HortySpringer's *The Complete Course for Medical Staff Leaders*. She has previously served as a faculty member for a number of other HortySpringer seminars, including: *The Physician Employment Institute*, *The Credentialing Clinic*, *The Peer Review Clinic*, and *Strategies for Managing Physician Health and Disruptive Conduct*.

ACCREDITATION STATEMENT
(Continuing Education Credit)

In support of improving patient care, this activity has been planned and implemented by the University of Pittsburgh and Horty Springer Seminars. The University of Pittsburgh is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

This activity is approved for the following credit: *AMA PRA Category 1 Credit™*. Other health care professionals will receive a certificate of attendance confirming the number of contact hours commensurate with the extent of participation in this activity.

The University of Pittsburgh designates this live activity for a maximum of 11.25 *AMA PRA Category 1 Credits™* for the Three Half-Day format, and 9.75 *AMA PRA Category 1 Credits™* for the One-and-a-Half-Day format. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

NAMSS ACCREDITATION

This course has been approved for National Association of Medical Staff Services (NAMSS) continuing education credit. Accreditation of this educational content in no way implies endorsement or sponsorship by NAMSS. This program is hereby awarded 11 NAMSS continuing education credits for the Three Half-Day format, and 9.75 NAMSS continuing education credits for the One-and-a-Half-Day format.

HORTY ⟩ SPRINGER

EDUCATIONAL INTENT

At the Complete Course, seminar faculty Rachel Remaley and LeeAnne Mitchell will use case studies and other engaging scenarios, based on their combined 45+ years of experience providing legal and consulting services to physician leaders, to help Medical Staff leaders hone the strategies and tools necessary to tackle the toughest credentialing, privileging, peer review, and related leadership challenges.

WHO SHOULD ATTEND?

- Medical Staff Officers
- Department Chiefs
- Credentials Committee Members
- MEC Members
- Bylaws Committee Members
- VPMAs, CMOs, and Medical Directors
- Medical Staff Services Professionals
- Quality/Performance Improvement Directors
- Hospital Management
- Hospital Counsel

REGISTRATION

$1,695 per person

HOW TO REGISTER

(Registration form can be found online at www.hortyspringer.com)

Phone: 412-687-7677
Mail: HortySpringer Seminars
             20 Stanwix Street, Suite 405
             Pittsburgh, PA 15222
Online: www.hortyspringer.com

Participation by all individuals is encouraged. Advance notification of any special needs will help us provide better service. Please notify us at least *two weeks* in advance of the program.

SEMINAR SCHEDULE
Phoenix and New Orleans

Day One
7:00 TO 8:00 AM – Breakfast
8:00 AM TO NOON – Seminar Session
9:45 TO 10:00 AM – Break
NOON – Day 1 Adjourns

5:30 TO 6:30 PM – Informal Reception

Day Two
7:00 TO 8:00 AM – Breakfast
8:00 AM TO NOON – Seminar Session
9:45 TO 10:00 AM – Break
NOON – Day 2 Adjourns

Day Three
6:00 TO 7:00 AM – Breakfast
7:00 TO 11:00 AM – Seminar Session
8:45 TO 9:00 AM – Break
11:00 AM – Seminar Adjourns

SEMINAR SCHEDULE
Amelia Island

Day One
7:00 TO 8:00 AM – Breakfast
8:00 AM TO 3:30 PM – Seminar Session
10:00 TO 10:15 AM – Break

NOON TO 1:00 PM – Lunch *(Provided)*

1:00 TO 3:30 PM - Seminar Session
2:15 TO 2:30 PM - Break
3:30 PM - Day 1 Adjourns

Day Two
6:00 TO 7:00 AM – Breakfast
7:00 TO 11:00 AM – Seminar Session
8:45 TO 9:00 AM – Break
11:00 AM – Seminar Adjourns

On Location Registration 2025-2026

Hospital Name: City: State:

Address: Zip Code:

Contact Person: E-mail:

Title: Phone:

Location - *please fill out a registration form for each location requested*

Registration Fee:

$1,695 per attendee

Payment:

Credit Card: (*HSME will contact you via phone for CC information.*)   Check Enclosed: (*Please make check payable to HSM Enterprises.*)

Please invoice: (*You will be sent an invoice within 10 days to the e-mail listed above.*)

How did you hear about this HortySpringer seminar?

Attendee Information Form 2025-2026

(Please give full names and titles as you would like them to appear on name tags.)

A unique e-mail address must be used for each individual participant.

Attendee #1 First: MI: Last:

Title: Credentials:

★E-mail:

★*E-mail address will be used to access our conference app, and to receive pre- and post-course materials.*

Seminar:

Attendee #2 First: MI: Last:

Title: Credentials:

★E-mail:

★*E-mail address will be used to access our conference app, and to receive pre- and post-course materials.*

Seminar:

Attendee #3 First: MI: Last:

Title: Credentials:

★E-mail:

★*E-mail address will be used to access our conference app, and to receive pre- and post-course materials.*

Seminar:

(Please give full names and titles as you would like them to appear on name tags.)

_____

Attendee #4 First: MI: Last:

Title: Credentials:

★E-mail:

  E-mail address will be used to access our conference app, and to receive pre- and post-course materials.

Seminar:

_____

Attendee #5 First: MI: Last:

Title: Credentials:

★E-mail:

  E-mail address will be used to access our conference app, and to receive pre- and post-course materials.

Seminar:

_____

Attendee #6 First: MI: Last:

Title: Credentials:

★E-mail:

  E-mail address will be used to access our conference app, and to receive pre- and post-course materials.

Seminar:

_____

Attendee #7 First: MI: Last:

Title: Credentials:

★E-mail:

  E-mail address will be used to access our conference app, and to receive pre- and post-course materials.

Seminar:

_____

Attendee #8 First: MI: Last:

Title: Credentials:

★E-mail:

★***E-mail address will be used to access our conference app, and to receive pre- and post-course materials.***

Seminar:

_____

Attendee #9 First: MI: Last:

Title: Credentials:

★E-mail:

  ★***E-mail address will be used to access our conference app, and to receive pre- and post-course materials.***

Seminar:

_____

Please fill out a second form if additional attendee information is needed.   info@hortyspringer.com

HORTY SPRINGER