Credentialing
for Excellence

Advanced Tools & Techniques

Susan Lapenta

Lauren Massucci

HORTY SPRINGER

TOPICS

Faculty, Susan Lapenta and Lauren Massucci use a unique approach by combining "credentialing lessons" with active participation by attendees in solving challenging credentialing issues. We will cover the following exercises and topics during the seminar:

Join Our Credentials Committee Meeting
Attendees will participate in a mock Credentials Committee meeting in which they will learn how to use a number of credentialing skills and techniques, including:

- spotting red flags in an actual application;
- determining whether an applicant meets threshold eligibility criteria; and
- reappointing a low/no volume practitioner.

"I Wish I Had Your Bylaws"
If you think that all medical staff bylaws documents are the same, your opinion will most likely change after you join us in playing a thought-provoking game about bylaws in which you see how the bylaws documents of two hospitals match up when put to the test of real-life scenarios. You will learn that medical staff bylaws documents can be your "best friend" or "worst enemy." There's a prize for everyone who plays: excellent bylaws language that you can take home with you.

Credentialing in an Employment World
The push by hospitals and affiliated entities to employ more physicians can cause headaches for those involved in the credentialing process, especially when employment decisions are made before the credentialing process begins. We'll offer pointers on how to better align your employment and credentialing process and information sharing.

Clinical Privileges – Who Can Do What in Your Hospital?
Using interactive case studies, we'll address difficult to manage clinical privileging issues, including privileges for new procedures, *locum tenens* privileges, privileges that cross-specialty lines, and telemedicine privileges.

The Ever-Expanding Role of Advanced Practice Providers
Many states have expanded the scope of practice for advanced practice providers (APPs) to include more complicated procedures and more expansive responsibilities. Medical staff and hospital leaders are left with lots of questions: "How much responsibility should APPs be given?" "How much training is required first?" and "How much supervision is appropriate?" We'll address these questions and provide practical guidance on credentialing APPs and the role of APPs on the medical staff.

Managing Behavior and Health Concerns
With patient safety being paramount in the delivery of care, hospitals often wrestle with how to address practitioner health concerns as well as behavior that undermines a culture of safety. Drawing on decades of experience, we'll offer our favorite pearls of wisdom and provide advice on how to avoid the perilous pitfalls that lurk behind both the routine and the more exceptional behavioral and health challenges you may face.

Making the Most of References
Speaking with references can uncover invaluable information that isn't reflected in an applicant's credentialing file. We will share best practices for reaching out to peers. We will also offer tools for responding to reference requests for individuals who have had a checkered past at your institution.

Documenting the Credentialing Process
Keeping good minutes for committees involved in credentialing is essential to establishing a record and providing justification for the decisions that are made. We'll discuss the "dos and don'ts for meeting minutes."

Protecting Your Leaders and Your Organization
The law recognizes the importance of credentialing and provides significant legal protections. We'll discuss what protections available for your leaders and your organization and the ways to preserve those protections. You'll also come away with important language to include in your policies and application forms.

Granting Access to Credentials File
Managing requests from practitioners to view their credentials file can be tricky since the file contains both sensitive and non-sensitive information. We will discuss setting appropriate guardrails when grating access to this information.

System Credentialing
Many hospitals are now a part of a healthcare system and looking to coordinate their processes by developing rigorous, consistent standards that are applied across the system. We will provide you with tips and tools based on our work with health systems across the country in reshaping their credentialing and medical staff processes, such as moving to a system credentials committee.

FACULTY/ACCREDITATION

Susan Lapenta

Susan Lapenta is a partner in the law firm of Horty, Springer & Mattern, P.C. in Pittsburgh, Pennsylvania. Ms. Lapenta is an Editor of the *Health Law Express*, a weekly e-newsletter on the latest health law developments. She is currently a faculty member for the HortySpringer seminar *Credentialing for Excellence* and was previously a faculty member for *The Complete Course for Medical Staff Leaders*.

She has worked extensively with hospitals and their medical staffs on peer review investigations and hearings and she has assisted medical staffs in the revision of medical staff governance documents including bylaws and related policies. She has also worked with systems in revising their medical staff documents to achieve uniformity and consistency and to reflect recommended best practices. Additionally, Ms. Lapenta has served as counsel in litigation stemming from credentialing decisions. Ms. Lapenta has also served on the faculty of the American College of Obstetricians and Gynecologists and on the faculty of the American Association for Physician Leadership.

Ms. Lapenta received her Bachelor of Arts degree from West Virginia University, and her Juris Doctor degree from the *University of Pittsburgh School of Law*. She was a member of the staff and served as the Managing Editor of the University of Pittsburgh Law Review. Upon graduating from law school, Ms. Lapenta worked as a law clerk for U.S. District Court Judge Glenn E. Mencer.

Lauren Massucci

Ms. Massucci is a partner with the law firm of Horty, Springer & Mattern, P.C. in Pittsburgh, Pennsylvania. She works extensively with hospitals and their medical staffs in addressing a broad range of medical staff issues relating to practitioner credentialing, behavior, health and competence. She also assists them with peer review investigations, hearings, the development of medical staff governance documents and other related policies, and regulatory and compliance issues. In addition, she has assisted in litigation involving medical staff matters.

Ms. Massucci has served as an editor for the third, fourth and fifth editions of the American Health Law Association *Peer Review Guidebook* and the first edition of the American Health Law Association *The Complete Medical Staff, Peer Review, and Hearing Guidebook*. She is a member of the Allegheny County, Pennsylvania and American Bar Associations. Ms. Massucci has conducted several HortySpringer audio conferences on various topics and is currently a faculty member of the HortySpringer seminar *Credentialing for Excellence*.

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EDUCATIONAL INTENT

Credentialing for Excellence provides comprehensive training for those involved in all levels of the credentialing process, including medical staff professionals, medical staff leaders, committee members, board members, and legal counsel. Attendees will leave this seminar with the skills and knowledge they need to manage the risks involved in credentialing and to use the credentialing process to establish a highly qualified medical staff that will provide quality patient care. The seminar is designed to be interactive, engaging and thought-provoking so that attendees will get the most out of their experience.

WHO SHOULD ATTEND?

- Credentials Committee and MEC members
- Medical Staff Officers
- CMOs, VPMAs, CEOs
- Department Chiefs
- Medical Staff Professionals
- Management involved in credentialing
- Board members
- Medical Staff members who serve on Performance Improvement and Quality Committees

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

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