

# Credentialing for Excellence

*Advanced Tools & Techniques*

Susan Lapenta

Lauren Massucci

Moises A. Tonoc Bonilla

HORTY  SPRINGER

Jointly sponsored by the University of Pittsburgh School of Medicine Center for Continuing Education in the Health Sciences and HortySpringer Seminars.

The University of Pittsburgh is an affirmative action, equal opportunity institution.

# TOPICS

Faculty, Susan Lapenta, Lauren Massucci and Moises A. Tonoc Bonilla 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 meeting of a Credentials Committee in which they will learn how to spot red flags in the credentialing process and through an interactive case study learn useful credentialing skills and techniques to address those red flags as well as other issues that they are likely to face. We will also share some of our favorite credentialing tips including: “using waivers sparingly,” “manage misstatements and omissions” “knowing when to dig deeper into malpractice claims;” and “developing threshold criteria.”

## Making the Most of References

Speaking with references can uncover invaluable information that isn’t reflected in an applicant’s credentials file. We will provide tips on how to reach out to references and elicit valuable information that can greatly improve your credentialing process.

## What Do You Do When You Are on the Receiving End of a Reference Request

When you have only good things to say about a physician who has left your hospital, the answer to this question is easy. But what about the physician like Dr. Aaron Gant who was a problem from the very beginning and then things got worse. How much do you say to the next hospital? Too much information can get you in trouble, not enough information can make it harder for the next hospital to protect its patients. Join us for this case study to discover how to provide just the right amount of information to share about Dr. Gant. And you will leave with an authorization that will provide you with added legal protection.

## 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 has even begun. We’ll offer pointers on how to better align your employment and credentialing process and cover topics that are implicated by credentialing and employment, including sharing information within systems.

## Clinical Privileges – Who Can Do What in Your Hospital?

Using interactive case studies, we will address difficulty managing issues, including, locum tenens privileges, privileges that cross specialty lines, and credentialing and privileging of advanced practice providers.

## “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.” Throughout the course, and as part of the supplemental materials, we will provide you with sample bylaws language.

## Managing Behavior and Health Concerns

With patient safety being paramount in the delivery of care, hospitals often wrestle with how to address disruptive behavior that undermines the culture of safety in their organization and health concerns. 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.

## 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” and you’ll get a chance to review and revise minutes.

## Protecting Your Leaders and Your Organization

The law recognizes the importance of credentialing and provides significant legal protection. We’ll cover the protections available, and review recommended best practices in credentialing to help ensure that the legal protections are available to your organization. You’ll also come away with important language to include in your policies and application forms.

## 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 provide you with guidelines as to how much information a practitioner should be able to review, where the review should take place, and the rules that should apply to the review.

## System Credentialing

Most hospitals are now a part of a healthcare system, many of which are looking to achieve coordination and consistency among their hospitals when it comes to credentialing. We will provide you with tips and tools based on our work with health systems across the country in helping them achieve coordination and consistency in credentialing throughout the system, such as moving to a single application form and a system CVO and credentials committee. We will also provide you with policy language to address some of the problems systems face with respect to conflicting recommendations and decisions in credentialing matters.

## National Practitioner Data Bank Reporting

Knowing whether an action that you take requires a report to the National Practitioner Data Bank (“NPDB”) can be tricky at times particularly when it comes to relinquishments and resignations. We will walk through your reporting obligations under the NPDB and then let you take a turn at deciding whether certain scenarios that you are likely to face are reportable to the NPDB.

# 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*.



## Moises A. Tonoc Bonilla

Moises A. Tonoc Bonilla is an associate attorney with the law firm of Horty, Springer & Mattern, P.C. in Pittsburgh, Pennsylvania. He handles projects from each of the firm's practice areas, assisting clients on a broad range of corporate, regulatory, and transactional matters.

Moises earned his J.D. from the University of Pittsburgh School of Law. While there, Moises participated in various clinics and practicums, including a landlord-tenant practicum and a wage theft clinic. He also translated for his peer's Spanish-speaking clients at Pitt Law's family law clinic.

Prior to attending law school, Moises obtained his B.A. in Criminal Justice and Minor in Sociology at the University of Wyoming.

## 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.

## 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](http://www.hortyspringer.com))*

**Phone:** 412-687-7677

**Mail:** HortySpringer Seminars  
20 Stanwix Street, Suite 405  
Pittsburgh, PA 15222

**Online:** [www.hortyspringer.com](http://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

### *Three Half-Day format*

#### *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

### *One-and-a-Half-Day format*

#### *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 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 026

(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: \_\_\_\_\_

---

## Attendee Information Form 2026 - Page 2

(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