



Medical Staff Services

An untapped strategic asset of your Healthcare System:
The impact on performance, growth, and cost

November 21, 2024



The webinar will start
at the top of the hour.

Navigating the Zoom interface

Handouts:

Check the chat function for copies of the slides for note taking and any other handouts.

Questions and comments:

Please participate in the discussion by asking question through the Q&A function during the webinar.

There will also be a survey you will receive immediately after the webinar that will give you an opportunity to ask additional questions or make comments.

Any questions not answered during the webinar will be addressed in a follow-up email or posting.

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A PDF of these slides can be found in Chat.



Post your questions or comments in the Q&A window.

We will answer as many questions as possible during the live session.

Any remaining questions will be answered in writing after the Webinar

And please take a moment to respond to our post-webinar survey. You'll receive a link immediately after the webinar ends.

November 2024

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Past webinars available for streaming



SOLUTIONS INSIGHTS EDUCATION ABOUT CONTACT US

Filter

- Clinical Quality
- High Reliability
- Infection Control
- Medical Staff
- Medical Staff Services

MORE

- Rules and Regulations
- Clinical Compliance
- Credentialing & Privileging
- Annual Peer Review
- Inpatient/Outpatient

MORE

- Article
- Podcast
- Full Screen
- Information

25 RESULTS

Reset x CLEAR ALL

Medical Staff Services: An untapped strategic asset of your healthcare system

This session will emphasize the true value of an optimized medical staff services department in a manner that will resonate with senior executives and empower MDs to get the support and resources they need.



Translating bedside data into board room information: How to transform raw data into meaningful information for healthcare leaders

Our national experts in quality and safety will share tools and resources for meaningfully interpreting data and presenting it to leaders in a format that will drive decisions and enable effective governance.



Optimizing your Clinical Documentation Integrity (CDI) program for quality



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November 2024

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Start 2025 on the Right Foot

WEBINAR

Medical Staff 101: The complex relationships between individual practitioners, the organized medical staff, and the board



January 16, 2025

10:00-11:00 a.m. PT | 1:00-2:00 p.m. ET

[REGISTER NOW](#)

Clinical Quality Insights

The relationship between US hospitals and Practitioners (physicians, APPs, etc.) is extraordinarily complex, leaving very educated and gifted board members, hospital executives, physicians, and associates scratching their heads. Our 60-minute primer on medical staff functions, structures, and responsibilities will shed light on some of the dark spaces in medical staff processes.

Our experts will address the most common questions posed by clients across the country, including:

- What is the relationship between the medical staff and the board?
- What is a medical staff "privilege" and who needs privileges?
- What is medical staff membership?
- What is the difference between membership, employment, contracting, and privileges?
- What is the difference between an Advanced Practice Provider and an Allied Health Professional, and what is their relationship with the medical staff?

CHARTIS CLINICAL QUALITY SOLUTIONS PANELISTS

Marcia Adams
Associate Partner



Paul Murphee, DO
Partner



Healthcare challenges are not siloed. Neither are we.

Chartis has six lines of business that together craft singular solutions.

- 1000+ Professionals
- Mission: to materially improve healthcare
- Ranked Best Overall Management Consulting Firm by KLAS
- Charis acquires Greeley in 2019, became Chartis Clinical Quality Solutions in 2022
- Greeley brand brought back in 2024 to cover Medical Staff Services Related Offerings and now part of Clinical Transformation



High Reliability Care

UNPARALLELED BREADTH AND DEPTH

Our clients are all striving toward the same goal of providing safe, high-quality care—something that's becoming even more important with the many distractions and disruptions in healthcare today. We help clients achieve their organizational reliability, quality, and safety goals, leading to results in areas that matter most—improved care outcomes, staff engagement, operational stability, and total cost of care, enhanced reputation, and better patient experience.

High Reliability Organization (HRO)

- High reliability organizational design and infrastructure
- Quality, Value, and Performance Improvement
- Quality ratings and rankings optimization
- Patient safety / harm reduction / safety and reliability culture
- Adverse event response and remediation / RCA
- High fidelity measurement / Clinical Documentation Integrity (CDI)
- Care facilitation

Clinical Compliance, Regulatory, and Physical Environment Solutions

- Adverse event response
- Adverse action regulatory response and remediation
- Accrediting body readiness assessment
- Regulatory readiness rehearsal / mock surveys
- Life safety and environment of care assessment
- Policy simplification
- Infection prevention program

Bylaws, Rules and Regulations, and Peer Review

- Bylaws and rules and regulations assessment and redesign
- Peer review assessment and redesign
- Medical staff / medical director structure and governance
- Credentialing, OPPE

External Peer Review

- Physician/advanced practice professional external peer review
- Focused Professional Practice Evaluation (FPPE)
- Ongoing case review in support of OPPE/FPPE
- Medical necessity reviews
- Patient safety/carequality case reviews

MEMBERSHIP AND PROFESSIONAL EDUCATION SERVICES



A CHARTIS COMPANY

We are a partner to healthcare organizations nationwide, helping to advance patient safety and clinical quality for the past 30+ years. We help healthcare providers achieve top-tier clinical performance through:

- Medical Staff Services Optimization
- Education Solutions
- Chartis Workforce Solutions

Integration with other best-in-class consulting services offered by Chartis

Greeley | 888.749.3054 | greeley@chartis.com

Meet the *speakers*



Frances Ponsoen,
CPMSM, CPCS
Senior Director



Justine Spinosi,
MBA, CPMSM, CPCS
Senior Consultant

Learning *objectives*

Articulate the value of the MSSD
from a performance, growth and cost/risk exposure perspective

Educate Senior Executives
about the value of the MSSD

Identify KPIs to measure
success in medical staff services

Utilize an organization's data
to show ROI from a revenue margin perspective.

*Questions should be posted in the webinar interface throughout the presentation.
We will respond to any unanswered questions in writing following the webinar.*

Understanding your situation

Medical Staff Services functions have increased in volume and complexity

CHALLENGED BY:

- High turnover; inadequate talent pipeline, competition for scarce resources
- Underutilized technology and redundant processes
- Increased volumes with MSA and newly introduced care models
- Friction with internal recruitment and rev cycle
- Non-standardized and ad hoc requests impacting physician satisfaction

ONE-DAY
\$10K

A **one-day** delay in provider onboarding can cost a medical group **\$10,122**.
(2019 Merritt Hawkins survey on physician inpatient/outpatient revenue)

75%

Struggle to find MSP candidates with the experience and skill set required
(HealthStream 2023 Annual Report of Medical Staff Credentialing)

AT LEAST
\$1.3M

Average total cost to replace a single physician
(The cost of physician turnover Sep 2023 Becker's Hospital Review.com)

\$1-5M

Negligent credentialing verdict settlements in recent headlines
(Dr. Death, Calwood Hospital, Inc., Yucapai Regional Medical)

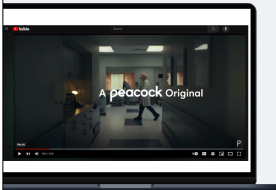
Patient safety and negligent credentialing vulnerability

DR. DEATH CASE EXTREME BUT REAL

Dr. Death, Peacock Original, YouTube podcast and 8-episode adaptation

The True Story of Christopher Duntsch, The Killer Surgeon Known As 'Dr. Death'

'Dr. Death – Plano surgeon Christopher Duntsch left a trail of bodies. The shocking story of a madman with a scalpel'
— D Magazine

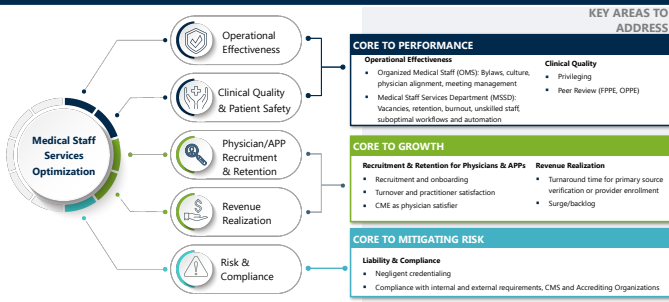


Risk and Compliance cost exposure continue

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The MSSD as an untapped asset

Medical Staff Services significantly impacts performance, growth, and risk



It's all about YOU – Cameos

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POLL QUESTION:

Have you led a transformation project in your organization?

Have you been able to obtain additional resources by identifying an associated ROI to your senior leaders?

Does your organization recognize the MSSD as a strategic asset?

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Untapping the value of your Medical Staff Services

Goal

Provide a compliant and effective **STRUCTURE** to inform the right **PROCESSES**, that are conducted by skilled and trained **PEOPLE** enabled with the right **TECHNOLOGY**

COMPLIANCE & RISK	
1 Structure	2 Processes
MS Bylaws, Policies, Privileging and Guiding Documents that are contemporary, support alignment and integration and establish compliant practices	Improvement through procedures that operationalize objectives that consider interdependencies and impress KPIs while optimizing technology
3 People	4 Technology
<ul style="list-style-type: none">Appropriate, skilled staff and effective management of resourcesAccountable Physician LeadershipEnhanced communication and alignment	<ul style="list-style-type: none">Fully leverage enhanced technology for data collection, tracking, and reportingSingle source of truthPaperless

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Case Studies

Choose one of two scenarios to address in your breakout rooms:

- Share the impact your department has had on the overall success of your organization
- Share a situation where you have turned lemons into lemonade – walk us through your organization’s transformational journey

TIPS

- Consider choosing one of the ‘Core’ areas – Performance, Growth, Risk Mitigation to frame your discussion
- Identify areas where you optimized operations including:
 - Simplification and streamlining of workflows
 - Standardization
 - Cost reduction
 - Launch of an internal CVO
 - Enhanced ‘systemness’ while preserving local autonomy and control where applicable
- Discuss challenges or barriers you encountered and how you navigated them to resolution
- Identify one or two spokespersons from your group
- Ten minutes to develop
- Five minutes to report out

KPIs vs. ROI

What’s the difference?

Top 5 metrics/KPI for each workflow

Workstream	Credentialing/Privileging	Licensing	Application Management	Provider Enrollment
STEP 1	Release of Application to Practitioner/Portal access 2-4 DAYS	Application to Provider/ Portal access 2-4 DAYS	Application to Provider/ Portal access 2-4 DAYS	Application to Provider/ Portal access 2-4 DAYS
STEP 2	Application completed/ Returned for processing 7-10 DAYS	Application completed/ Returned for processing 2-5 DAYS	Application completed/ Returned for processing 2-5 DAYS	Application completed/ Returned for processing 2-5 DAYS
STEP 3	Primary Source Verification 21 DAYS	Review and submit to third party (Medical Board) 2-4 DAYS	Review and submit to third party 2-4 DAYS	Review and submit to third party (Payer) 2-4 DAYS
STEP 4	Auditing 7-10 DAYS	Confirmation/Follow Up 7-14 DAYS	Confirmation/Follow up 4-7 DAYS	Confirmation/Follow up 7-14 DAYS
STEP 5	Committee Recommendation/ Board Approval 30 DAYS	Medical Board Approval 60-180 DAYS	Client (facility) Approval 75 DAYS	Participation confirmed 60-120 DAYS
Total Days on Average	75 DAYS	140 DAYS	85 DAYS	110 DAYS

Medical Staff Services is one of the greatest untapped assets significantly impacting performance, growth, and risk



Meaningful results, long-lasting impact

- Accelerated revenue capture with reduced turnaround times
- Optimized single source of truth
- Full compliance with external and internal requirements
- Well trained, knowledgeable medical services professionals and medical staff leaders
- High level of practitioner satisfaction

Organizations that invest in MSSO have been able to *achieve ...*

Sample Return on Investment

21 Days

Average credentialing TAT (primary source verification)



\$2-4M

Annual revenue generated per practitioner



\$ >6M+

Incremental annual margin opportunity attaining Greeley benchmark TAT of <21 Days

Specialty	Year 2023 Onboarding cFTE	Hospital "ABC" Avg. Credentialing Time (days)	Greeley Avg. TAT (days)	Accelerated Process (days)	Revenue per FTE	Revenue per Day	High Opportunity	Mid Opportunity	Low Opportunity
Fam. Pract.	10	50	21	29	\$ 2,111,931	\$ 5,786	\$ 1,677,973	\$ 1,258,479	\$ 838,986
Neurosurgery	3	50	21	29	\$ 3,437,500	\$ 9,418	\$ 819,349	\$ 614,512	\$ 409,675
Int. Med.	20	50	21	29	\$ 2,675,387	\$ 7,330	\$ 4,251,300	\$ 3,188,475	\$ 2,125,650
Gen. Surgery	4	50	21	29	\$ 2,707,317	\$ 7,417	\$ 860,408	\$ 645,306	\$ 430,204
OB/GYN	5	50	21	29	\$ 2,024,193	\$ 5,546	\$ 804,131	\$ 603,099	\$ 402,066
Neurology	6	50	21	29	\$ 2,052,884	\$ 5,624	\$ 978,635	\$ 733,976	\$ 489,318
Peds	15	50	21	29	\$ 1,612,500	\$ 4,418	\$ 1,921,747	\$ 1,441,310	\$ 960,873
Psychiatrist	9	50	21	29	\$ 1,820,512	\$ 4,988	\$ 1,301,791	\$ 976,343	\$ 650,895
CT Surgery	3	50	21	29	\$ 3,697,916	\$ 10,131	\$ 881,421	\$ 661,066	\$ 440,711
TOTAL	75						\$ 13,496,754	\$ 10,122,566	\$ 6,748,377

Quantify margin impact to the organizations

Organizations that invest in MSSO have been able to *achieve ...*

Sample Return on Investment

Lowering TAT equates to significant opportunity for accelerated revenue

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— Questions/concerns? —



— Thank *you* —