

A Novel Approach for the Medical Staff Services Department

Executive Summary

Hospitals and health systems regularly outsource non-core functions to specialty service companies to increase service levels, enhance quality, and control cost. The medical staff services department has historically been ‘below the radar’ as a business function. Increasingly, however, the workload and service levels of this function have a direct effect on revenue, cost, quality, compliance, and physician satisfaction.

Greeley Company research demonstrates that outsourcing the medical staff services department can be an effective strategy for cost-conscious hospitals and healthcare systems anticipating or undergoing significant changes in their practitioner relationships, such as an increase in employed physicians, a growing number of advanced practice professionals, or a shift to global contracting.

This white paper explores:

- Factors that commonly contribute to suboptimal medical staff services and outcomes
- The main purpose and functions of the medical staff services department
- The benefits of outsourcing the functions of the medical staff services department

Factors, symptoms, and outcomes of suboptimal performance

Frequently medical staff services departments experience some combination of insufficient resources, inexperienced or indifferent staff, and difficulties in creating functional economies of scale. These result in suboptimal service levels and outcomes, such as:

- Redundant and overly complicated application procedures that result in **high physician dissatisfaction and increased cost**
- Inefficient credentialing and privileging that impedes the provision of care—and **impedes the associated revenue** from third-party payers
- Inconsistent practices among medical staff services departments within the same healthcare system, which **increases cost and contributes to practitioner dissatisfaction**

- Lack of knowledge and understanding of regulatory and accreditation requirements associated with credentialing and privileging, resulting in **increased compliance risk**
- A disconnect between key stakeholders across the healthcare system, which can lead to **delays in processing credentials files and a crisis management mode of operation** to get practitioners on board

It's all about available resources

Hospitals and health systems that are experiencing any of the above suboptimal scenarios must determine how to turn things around if they are to meet the mission of the medical staff services department: to provide high-quality, compliant, and efficient practitioner competency management functions and to serve as a key resource for medical staff leadership and senior administration in the areas of regulation and accreditation.

Meeting this mission achieves the following critical benefits:

- Increased revenue
- Improved quality
- Reduced risk
- Predictable cost management
- Increased physician satisfaction

The solution inevitably leads back to the organization's need to secure the right resources and staff to be able to properly and successfully meet their mission. For many organizations, this presents a brick wall; there is simply a lack of available resources and staff to identify, plan, and perform all of the necessary changes and maintain optimal levels of performance.

An optimally functioning medical staff services department that meets the above mission is integral to the success of both the hospital and the organized medical staff.

When outsourcing is the best option

For an organization that understands the medical staff services department's impact on its business goals and realizes that there is a lack of available resources to create an optimally functioning medical staff services department on its own, outsourcing becomes a highly attractive option. Outsourcing enables the organization to entrust its medical staff functions to a specialized, knowledgeable, and efficient entity that knows how to reengineer its medical staff services department functions and ultimately deliver the crucial benefits outlined above.

Introducing CredenceSM, the revolutionary medical staff services department

The Greeley Company is pleased to announce **Credence**, a medical staff outsourcing service. **Credence** offers hospitals and healthcare systems a new alternative to achieving reliable, efficient, compliant, and cost-saving medical staff services department functions.

A full-service outsourcing solution, **Credence** provides:

- Application management and verification services in accordance with agreed-upon procedures
- Design and management of the privileging process, including defining criteria-based clinical privileges
- Maintenance of the practitioner database in accordance with data dictionary requirements
- Integration between essential departments (e.g., recruitment and provider enrollment)
- Ongoing training and education of medical services professionals and medical staff leaders
- Quality and compliance management
- Medical staff organization administrative support, such as committee management, maintenance of governance documents (bylaws, policies, procedures), and financial management of application fees/dues
- All aspects of practitioner competency management, including FPPE and/or proctoring requirements, periodic appraisal or OPPE, peer review, and development of comprehensive practitioner profiles

Credence results in both measurable and risk-reducing benefits to the organization by:

- Managing volume fluctuations
- Increasing revenue
- Improving quality
- Reducing risk associated with scarce skill sets
- Simplifying or eliminating multiple contract and employee relations
- Managing costs predictably

Experience and commitment to the profession

Every aspect of **Credence** reflects The Greeley Company's longstanding dedication and allegiance to the important role of the medical services professional. As with all products and services that The Greeley Company offers, **Credence** includes world-class education and training of medical services professionals and a commitment to advancing the profession.

The Greeley Company's consultants and educators are physician leaders and senior healthcare professionals with hands-on experience in hospital, ambulatory, and managed care settings. We partner with hospital clients to produce high-impact results that serve the organizations, their patients, and their communities. This expertise enhances The Greeley Company's outsourcing model and sets us apart in the industry.

ABOUT GREELEY

The Greeley Company

Headquartered in the greater Boston area, The Greeley Company serves administrative and clinical teams in more than 500 healthcare organizations nationwide each year—ranging from the largest healthcare systems and academic medical centers to critical access rural hospitals. We have a rich history of providing innovative consulting, education, outsourcing solutions, interim staffing, and external peer review to healthcare organizations nationwide. Greeley focuses on contemporary needs and challenges related to medical staff optimization & physician alignment; accreditation, regulatory compliance & quality; and credentialing & privileging.

Our mission

The Greeley Company's mission is to help healthcare organizations improve efficiency, comply with regulations and standards, achieve practitioner engagement and alignment, and excel in delivering high-quality, cost-effective patient care.

Our clients

Our clients include healthcare organizations of all sizes and types—from large, multi-setting healthcare systems and academic medical centers to critical access rural hospitals. We work with clinical and administrative individuals and teams across the entire organization including physicians, executives, directors, managers, and frontline staff.

Our advisors and staff

The Greeley Company provides our clients with a dedicated team of advisors who bring valuable experience and rich backgrounds as former hospital, nurse, and physician executives, as former “Big 4” consultants, and as former regulatory surveyors. Our professionals understand your pain and provide the breadth and depth of preparation, training, and education needed to drive success. Behind our advisors stand talented management and support staff committed to ensuring the highest level of customized attention and client fulfillment.

Contact us

Please contact us at 888/749-3054 or info@greeley.com for more information on how The Greeley Company can help you meet your challenges and goals.