

System-Wide Credentialing & Privileging Challenges and Opportunities

Background & Challenges

The client health system has recognized that the manner in which its credentialing activities are currently being carried out across its system does not consistently achieve the level of quality, timeliness, efficiency, high reliability, and value needed to succeed in today's environment.

Specific challenges include:

- Inconsistency and lack of standardization with credentialing and privileging processes
- Lengthy turnaround times for the initial appointment process
- Lack of physician satisfaction with the credentialing and privileging process

The healthcare organization sought assistance from **The Greeley Company** to establish a comprehensive look at the current state of credentialing activities throughout its system, identify future state improvement opportunities, and make recommendations for implementation of necessary changes to enhance the value of credentialing activities across the system.

The client's goals were to:

- Develop consistency and standardization market to market to drive economies of scale
- Leverage credentialing data across the system (i.e., hospitals, employed physician groups, clinical integrated network (CIN), health plan)
- Centralize credentialing functions to the extent this is strategically value added
- Optimize turnaround time and decrease overall costs
- Increase physician satisfaction
- Improve competencies and skill sets of medical services professionals

Greeley's Approach

The scope of work Greeley consultants has provided includes:

- High-level document and data review and interviews addressing credentialing activities for the system
- High-level assessment of credentialing activities for the system's entities performing the following credentialing activities:
 - Hospital credentialing and privileging of licensed independent practitioners and allied health practitioners
 - Credentialing for employed physician practices
 - Provider enrollment in third-party payer contracts for employed physicians
- Evaluation of the quality and effectiveness of credentialing and privileging at selected hospitals

Greeley has brought to this project a unique combination of capabilities including:

- State-of-the-art credentialing methodology
- A comprehensive team of nationally respected consultants that includes physician executives and medical services professionals
- Online capabilities to deploy unique scoring tools for capturing large quantities of data efficiently across widespread systems
- Experience working with health systems in preserving appropriate local variation, autonomy, and control while capturing the value of 'systemness' to achieve sustainable change
- Experience working with over 500 hospitals and health systems each year spanning all markets, from large academic medical centers to critical access hospitals

Greeley's Findings & Solutions

Identifying organizational and compliance risks

Greeley has identified multiple areas that pose organizational and compliance risks for the healthcare system, including:

- Lapsed reappointments or administrative extensions
- Inconsistency or deficiencies in criteria-based privileging
- Lack of adherence to medical staff bylaws
- Deficiencies in definition and use of temporary privileges
- Reappointment cycles beyond two years
- Cases in which practitioners who practice in provider-based clinics that fall under the hospital survey process and have the same CCN# were not being privileged
- Inconsistent performance of confirmation of practitioner identity prior to delivering patient care

For the above areas, Greeley has provided documentation and process changes to achieve compliance with The Joint Commission and CMS.

Hospital Credentialing and Privileging

The Greeley consultants have also identified many areas for improvement and recommendations related to hospital credentialing and privileging. Some examples include:

- Lack of standardization and methodology resulting in inconsistent practices and tools, such as verification methods, peer references, and privileging forms
- Some system facilities were collecting elements or items that are not required by accreditors and are non-value added
- Inconsistency in credentialing and privileging practices, such as verification methods and sources, across client facilities
- Lack of operational policies and procedures for the medical staff services department
- Wide variation of subject matter expertise and knowledge base across system facilities
- Credentialing and privileging orientation, education, and training provided to physician leaders was varied and inconsistent within the system

Credentialing for Employed Physician Practices

There were multiple processes and stakeholders involved in the credentialing process within the client's employed physician practices—along with multiple packets of information required at hire, and a high degree of decentralization in the onboarding process. Furthermore, the definition and process of onboarding varies across the organization's markets, with approximately half of all facilities reporting inadequate or lack of written policies and procedures.

The Greeley consultants have made multiple recommendations that should achieve a more expedited and efficient processes, improve consistency and standardization, and increase physician satisfaction.

Provider Enrollment

As with hospital credentialing and privileging, the Greeley consultants also identified many areas for improvement and recommendations related to provider enrollment. For example:

- A lack of integration between provider enrollment, recruitment, and credentialing exists within markets
- Significant costs are incurred for initial provider enrollment
- The system is writing off an estimated 60-90 days of accounts receivable on new physician hires

Greeley Deliverables

In addition to the activities, findings, and recommendations above, the Greeley consultants also:

- Provided intelligence to enhance senior leadership effectiveness in selecting a future state for credentialing activities across the system
- Facilitated senior leadership decision-making regarding options for enhancing the value of credentialing activities across the system
- Provided an executive summary report that included a summary of the key activities, sequencing, and timeline required to implement the recommended options

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.