

# Providing Experienced, Skilled Management Support to Hospital Leadership Team

## Client

A 330-bed Midwestern acute care hospital.

## Background

The client hospital had experienced many of The Greeley Company's services, including onsite consulting, core privileging assistance, participation in national seminars, and membership in The Greeley Membership Program. When their medical staff services department (MSSD) supervisor and two other experienced medical services professionals (MSPs) left the organization in December 2014, leaving no experienced MSSD members with the necessary experience to step into a supervisory role, the hospital's VPMA sought Greeley's assistance in securing an interim manager for the MSSD until they were able to hire a full-time supervisor.

Greeley quickly placed a highly skilled MSP with leadership experience to provide the hospital's leadership team with the management support they needed.

## Greeley's scope of work

### Day-to-day management, training, and mentorship

Because the client had experienced recently high staff turnover in the MSSD and had new, inexperienced MSPs, they relied on the Greeley interim manager to not only oversee the day-to-day departmental activities, but also provide training to the MSPs.

The interim manager helped the MSSD staff to identify knowledge gaps, then initiated discussions every chance she could get to add to the staff's knowledge base. She also established weekly 2-hour educational sessions on the basics of credentialing and privileging.

As the Greeley interim manager worked with the MSSD team, she uncovered cultural challenges that required her leadership skill set and mentoring abilities. For example:

- Processes were being handled multiple ways, mainly because the staff was inexperienced and hadn't been able to identify or implement uniform practices on their own.
- MSSD staff members were feeling overwhelmed and misunderstood—again, this was in part due to inexperience.
- There was an overall culture of unrest and uncertainty in the MSSD department, which the Greeley interim manager attributed to recent leadership turnover (new VPMA, CEO, and CNO).

### **Leadership support**

The interim manager coordinated and organized MEC and general staff meetings, worked with the Chief of Staff, VPMA, and system Chief Medical Officer to organize medical staff functions, and participated in meetings with medical staff leadership and legal counsel to discuss practitioner issues. She worked closely with the Credentials Chair on specific credentialing issues and applicants and was asked to revise some delineation of privileges forms and to research and create a new form for sports medicine.

The interim role also included managing a personnel issue with the Quality Coordinator and overseeing the medical staff quality function, including supporting and coordinating the Medical Staff Quality Review Committee.

### **Other MSSD functions**

As part of the day-to-day management of the MSSD, the interim role also encompassed overseeing the MSSD's function as a CVO for four smaller network hospitals and a same-day surgery center.

Prior to the Greeley interim manager coming on board, the provider enrollment function had fallen apart because the one individual in the MSSD who handled it had left the organization. The interim manager was therefore asked to participate in a hospital-wide PI team working to determine the best way to handle provider enrollment and, in the interim, assist the MSSD staff member who was trying to process the backlog of provider enrollment work.

## 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. In addition to external peer review services, The Greeley Company provides innovative consulting, education, outsourcing solutions, and interim staffing. We focus on contemporary needs and challenges related to medical staff optimization & physician engagement and alignment; accreditation & regulatory compliance; quality, performance & safety; 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](mailto:info@greeley.com) for more information on how The Greeley Company can help you meet your challenges and goals.