

# THE MEDICAL STAFF SERVICES HANDBOOK FUNDAMENTALS AND BEYOND

**Second Edition**

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# Dedication

This book is dedicated...

To John, my best friend and soul mate; to my wonderful friends and colleagues in medical staff services, some of whom I have known for 35 years; and to my students.

C.A.G.

To all the people who have supported me throughout my years in working in health care. That includes my three children, who were always supportive of everything that I wanted to try. And now my grandchildren—Summer, John Thomas, Samantha, Sabrina, Xander, and Cathryn—who help keep me grounded into what is really important: love, laughter, and time spent with people who you love and who love you back unconditionally.

V.L.S.

To all newcomers to the field and those who continue to strive to better themselves and their organizations; to my children, Brett and Amy, and my grandchildren, Elle, Evelyn, Cade, and Angel—the hope for the future!

C.W.G.



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## Foreword

When asked to write the foreword for this important new addition to credentialing literature, I felt honored. After reviewing the excellent chapters I am hopeful that many others will feel the same. The authors have accomplished a marvelous objective by synthesizing an enormous amount of critical material in a very readable format. Medical staff service professionals, credentials coordinators, managed care associates, and physician leaders will undoubtedly find this book to be a valuable and continuing resource as they constantly improve their own individual credentialing programs and enhance their knowledge of this important patient safety program.

The process of “credentialing” exists for three vital purposes. The first is to protect the patient, who has very little ability to question or determine the qualifications and competence of any particular physician; the second is to facilitate clinical practice because no physician may legally practice in a hospital without a grant of clinical privileges; and the last is to protect the organization from legal, regulatory, societal, and accreditation embarrassments.

One wonders what would have been the fate of Darling, Johnson, and Elam had the hospital’s credentialing programs been administered by well-read and highly skilled credentialing professionals? Might Michael Swango have been prevented from injuring patients throughout the United States if the credentialing process had followed the advice of dedicated credentialing experts? Is it likely that Mr. Themoglie would not have been allowed to provide clinical service to hundreds of managed care patients if a simple licensure check had been performed by a certified credentialing coordinator? Would “Doc Barns” have been allowed to conduct physical exams on FBI agents if his credentials had been verified by a certified MSSP instead of an HR specialist?

A few readers of this excellent new book may not be familiar with the names in the foregoing paragraph; however, once you have had an opportunity to study the following chapters you will be well versed in concepts behind these and many other poignant examples of credentialing failures. You will better understand how

to assist in preventing such catastrophes in the future. As you peruse this book you will also gain valuable insight concerning various accreditation options, the need for adequate form to follow function and substance, physician leadership development, and much, much more.

Congratulations to Cindy, Vicki, Chris, Jodi, Margaret, Curtis, Carla, and Joanne.

Hugh Greeley  
Managing Director  
HG Healthcare Consultants, LLC



# Preface

The *Second Edition* of *The Medical Staff Services Handbook: Fundamentals and Beyond* has been revised and updated to reflect changes in hospital accreditation standards and practices relating to credentials verification and support for the organized medical staff in healthcare organizations. The intended audience for this book includes students in medical staff services academic programs, medical staff and credentialing service professionals, those individuals who are studying for the certification exams provided by the National Association Medical Staff Services, students in other allied health programs, professionals working in the quality and risk management departments in hospitals, paid and voluntary medical staff leaders, and those who have an interest in the organized medical staff and its functions.

Competent professionals working in medical staff service departments in hospitals and other healthcare delivery organizations, as well as managed care organization credentialing departments and credentials verification organizations, are key to successful administration of the organized medical staff or a panel of providers in a managed care organization. This book presents how-to information on state-of-the-art processes that are crucial to the functions performed by those departments.

Patient safety begins with the credentialing and privileging of all licensed independent practitioners and the identification of the level of competency of each practitioner. All of those activities are the primary functions carried out by the medical staff services or credentialing professional. In this *Second Edition*, both chapters on credentialing and privileging have been revised and updated. There still remains a great deal of confusion about what is best practice for credentialing and privileging allied health professionals. These professionals are playing an increasingly important role in healthcare delivery and, therefore, are becoming much more common in the hospital and ambulatory care arenas. The difficulty and confusion about their credentialing and privileging persist because of the variations in state laws and regulations governing allied health professionals; this book outlines a basic approach and discusses the various issues that should be considered as part of these processes. All other chapters in the text have been likewise revised and updated.

Whether the reader is a seasoned veteran of medical staff services or a student just learning the ins and outs of the field, this book offers solutions to the dilemmas most commonly encountered by the medical staff services professional. The CD that accompanies the book contains all exhibits from the text as downloadable and printable PDF files as well as many other helpful forms, policies, and samples, some of which are only included on the CD.

In addition to the useful CD, at the end of this book there is a series of quizzes that readers can complete for as many as 16 National Association Medical Staff Services–endorsed CEUs.

We hope that our readers will gain valuable information and timely answers and will grow professionally by reading about the experiences and knowledge of the many successful and experienced medical staff service professional contributors.

# Acknowledgments

The editors are grateful once again to the contributors for their work. These very busy people time and again have dropped what they were doing to update and add to their previous work so that we may impart the latest information on state-of-the-art processes in medical staff services for our readers and students in the field. We also acknowledge two new authors, Curt Pullman and Maggie Palmer. We thank Maro Gartside, Associate Editor, and David Cella, Publisher, at Jones and Bartlett Publishers.



## About the Editors

**Cindy A. Gassiot, CPMSM, CPCS**, began her career in medical staff services in 1970 and has held the position of director of medical staff services in several hospitals in Texas and Florida. She is currently the coordinator for the Associate of Science in Medical Staff Services degree program for El Centro College, Dallas.

Ms. Gassiot is past president of the National Association Medical Staff Services (NAMSS) as well as cofounder and charter president of the Texas Society for Medical Staff Services. She served on the NAMSS Board of Directors for six years and was a member of both the Certification and Education Councils. She wrote a column for the NAMSS publication, *OverView* (now called *Synergy*), for several years. Cindy was the driving force behind the certification program of NAMSS and chaired the first Certification Committee, which administered the first certification examinations. She was the first recipient of the Golden Key Award by NAMSS for contributions made to the certification program. The Texas Society for Medical Staff Services also honored her by establishing the Cindy Gassiot Scholarship Award.

Ms. Gassiot is a full-time faculty member at El Centro College, Dallas, and instructs distance education courses for the online medical staff services degree program, for which she wrote the curriculum and syllabus. She is coauthor and coeditor of *Medical Staff Services Manual* published by Center for Health Education (1981), *Principles of Medical Staff Services Science* published by NAMSS (1987), and the previous editions of *Handbook of Medical and Professional Staff Management*, published by Aspen Publications and the Texas Society for Medical Staff Services (1990, 1998, and 2002) as well as the *First Edition of Medical Staff Services Handbook: Fundamentals and Beyond* (published in 2006). She is also coauthor of *AHP Competencies: A Method for Effective Assessment* published by HcPro in 2005.

Ms. Gassiot lives in San Antonio, Texas, with her husband John. The Web site for the medical staff services degree program is [http://www.elcentrocollege.edu/Program/Health/\\_docs/packet/MSST%2009.pdf](http://www.elcentrocollege.edu/Program/Health/_docs/packet/MSST%2009.pdf).

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Vicki is a popular speaker at conferences, seminars, and medical staff and board retreats, speaking on a variety of topics such as credentialing, privileging, peer review, and competency management.

She is recognized as a leading innovator in medical staff services. For example, she has assisted organizations across the United States to achieve operational excellence and has been a successful implementer of the “paperless” medical staff office.

In addition, Vicki has been a pioneer in the field of designing systems related to physician competency, development of privilege delineation systems, and physician profiling. In her position with Morrisey Associates, she has been responsible for the development of the Privileging Content and Criteria Builder, a Web-based system that allows organizations to develop their own privilege forms from Morrisey-provided content.

Vicki was the founding editor for *Health Care Competency & Credentialing Report*. She is a coauthor of *Professional Excellence = Professional Advancement: 101 Smart Things Every Medical Staff Services Professionals Should Do* (published by Searcy Resource Group, September 2005, and available from the National Association Medical Staff Services). Vicki has written numerous articles related to issues in medical staff organization management and quality management, which have been published in a variety of newsletters and magazines.

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**Christina W. Giles, CPMSM, MS**, is President of Medical Staff Solutions, a health-care consulting company specializing in medical staff administrative issues. Chris has been in the field of medical staff services since 1981, and has served as President of the Massachusetts Association of Medical Staff Services, Northeast Regional representative on the board of directors of the National Association of Medical Staff Services (NAMSS), as a member of the Education Council, and as a NAMSS faculty member since 1989. She has created and presented national seminars on various medical staff administrative and management topics since 1989. She is a founding member of Edge-U-Cate, a speakers’ bureau providing seminars, webinars, and training on current healthcare topics.

Ms. Giles is a member of the advisory board for many of the HcPro newsletters. She is a contributing author to *The Credentialing Handbook* (Aspen Publishers), contributing author to *A Guide to AHP Credentialing* (HcPro), and coauthor of *Health Care Credentialing: A Guide to Practical Innovations*.

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