Good Fences Make Good Neighbors: Understanding the roles and responsibilities of the board, medical staff, and administration

Presented by

Richard A. Sheff, MD,
chair and executive director

Todd Sagin, MD, JD,
vice president and medical director
**Target Audience**
- Members of the Greeley Medical Staff Institute
- Medical staff officers
- Medical staff department chairs
- Medical executive committee members
- Developing medical staff leaders
- Senior hospital managers
- Governing board members
- Medical staff professionals
- Credentials committee members
- Medical staff quality committee members
- Vice presidents for medical affairs/Chief medical officers
- CEOs
- COOs
- Governing Board Members

**Statement of Need**
This audioconference program is to educate and train members of The Greeley Medical Staff Institute, physicians and other healthcare leaders to understand the roles and responsibilities the medical staff, governing board and administration must fulfill to effectively carry out the functions of a hospital in today’s environment.

**Educational Objectives**
At the conclusion of this audioconference, participants will be able to:
- Articulate the most important activities for governing boards
- Describe the accountability relationships among the governing board, medical staff, and administration
- Identify the specific responsibilities assigned to the medical staff
- Articulate the responsibilities of management
- Describe the spheres of control, influence, and interest of the medical staff
- Discuss the important elements of today’s truly effective medical staff
The “Good Fences Make Good Neighbors: Understanding the roles and responsibilities of the board, medical staff, and administration” audioconference materials package is published by The Greeley Medical Staff Institute, 200 Hoods Lane, P.O. Box 1168, Marblehead, MA 01945.

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“Good Fences Make Good Neighbors: Understanding the roles and responsibilities of the board, medical staff, and administration”
Agenda

1. Who is responsible for the quality of care?
2. Effective governance today: The Greeley Governance Model
3. Medical staff responsibilities
4. Management responsibilities
5. Understanding the spheres of control, influence, and interest
6. Today’s truly effective medical staff
   • Balancing physician success and hospital success
   • Critical medical staff structures and processes
   • Keys to a great medical staff culture
   • Physician and hospital collaboration
   • How to achieve strong medical staff leadership
   • Communication that works
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The Greeley Company's consultants and educators are physician leaders and senior healthcare professionals with hands-on experience in hospital, ambulatory, physician practice, and managed care settings. Our approach is to provide consultation, education, and training that is timely and cost-effective and to partner with our clients to produce high-impact results that serve the best interests of your organization, your patients, and the communities you serve.

We're dedicated to helping healthcare leaders succeed in the face of today's toughest challenges. We know how hard your job is. We have years of experience doing your job and helping others across the country do their jobs. From that experience we know you don't always have all the talent, resources, or time available within your organization to tackle the issues most important for your success and sometimes even for your organization's survival. So when you need help, we'll be there with just the customized, effective solution you need.

Contact us at
Consulting: 888/749-3054  781/639-0085 (fax)
Seminars: 800/801-6661  800/738-1553 (fax)

About The Greeley Medical Staff Institute

The Greeley Medical Staff Institute is a unique membership organization dedicated to serving the needs of hospital and medical staff leaders who recognize the importance of effective physician relationships to their hospital’s success. Members of the institute receive exclusive access to high-level, nationally renowned consulting experts—all physicians and former hospital leaders—who work closely with you and members of your staff to develop and implement a multifaceted relationship-building program. Each customized program is designed to reduce hospital costs, build effective medical staff leadership, develop a succession strategy, comply with regulatory requirements, meet public accountability for quality, and train staff to practice safe and effective medicine.
Speaker profiles

Todd Sagin, MD, JD

Dr. Sagin serves as Vice President and National Medical Director of The Greeley Company. He brings over 25 years of healthcare clinical, managerial, and legal experience to his work with physicians and hospitals across the United States.

Dr. Sagin applies his medical, legal and executive expertise to help physician and hospitals develop solutions to their most challenging problems. He has consulted, authored, and presented on a wide-range of clinical and healthcare management topics, including hospital and group practice governance, quality and performance management, credentialing and privileging, medical staff affairs, liability issues and legal trends. He is a frequent lecturer and facilitator at hospital, board, and medical staff retreats.

Dr. Sagin is a board-certified family physician and geriatrician. Prior to joining The Greeley Company, Dr. Sagin’s experience included executive and senior level positions at numerous healthcare institutions and university medical centers. His previous positions have included university health system vice-president and chief medical officer, medical school professor and department chair, residency program director, PHO and IPA medical director, and physician executive of group practices.

Dr. Sagin is a graduate of the University of Pittsburgh School of Medicine and the Temple University School of Law. He interned at Cook County Hospital in Chicago, was chief resident at Chestnut Hill Hospital in Philadelphia, and completed an academic fellowship at Temple University School of Medicine while working on his masters in public health.

Richard A. Sheff, MD

Dr. Sheff is the Chairman and Executive Director of The Greeley Company. He brings over 25 years of healthcare management and leadership experience to his work with physicians, hospitals and healthcare systems across the country.

Dr. Sheff, with a distinctive combination of medical, healthcare and management acumen, develops tailored and valued solutions to the unique needs of physicians and hospitals. Dr. Sheff has consulted, authored and lectured on a wide-range of healthcare management and leadership issues and topics including governance, hospital and medical staff performance improvement, managing poor quality and disruptive physicians, patient safety and error reduction, credentialing, medical staff effectiveness and redesign, medical staff leadership development, strategic planning, and regulatory compliance.

Prior to joining The Greeley Company, Dr. Sheff’s positions included VPMA, IPA president, PHO medical director, president of a corporation that owned and operated physician practices, and group practice medical director. He has taught at Tufts University School of Medicine and served as chairman of the Massachusetts Academy of Family Practice Research Committee.

Dr. Sheff is a graduate of the University of Pennsylvania School of Medicine and the Brown University residency program in family medicine. He was an undergraduate at Cornell University and recipient the Keasbey Scholarship for the study of politics and philosophy at Oxford University.

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Exhibit A

presentation by
Todd Sagin, MD, JD, and
Richard A. Sheff, MD
Good Fences Make Good Neighbors:

Understanding the roles and responsibilities of the board, medical staff, and administration

Mission: Why does the organized medical staff exist?

“Good Fences Make Good Neighbors: Understanding the roles and responsibilities of the board, medical staff, and administration”
Question . . .

Who is responsible for the quality of care at your healthcare organization?

Question . . .

What does the board know about the quality of medical care?
So the board assigns responsibility for monitoring and improving the quality of care to the medical staff and management.

The Greeley Governance Model

- Set performance expectations
  - Financial targets
  - Quality targets
  - Physician performance
  - Compliance with policies
  - Regulatory and legal requirements
- Measure performance
- Periodic feedback
- Support performance
- Succession planning
- Recruit and hire
- Mission, vision, and values
  - Strategic plan
- Finanacial targets
  - Community
  - Med staff membership and privileges
  - Adopt policies and procedures
  - Resolve conflicts
  - Self management
- Boards do
- Boards don’t
- End run
- Undermine the CEO
- Manage
- Issue minority reports
- Enter conflicts prematurely
- Quality
- Select, retain, and support CEO
- Assemble responsibility and ensure accountability
- Safety
Board, administration, and medical staff relationships

Board of directors

CEO

Medical staff

Medical executive committee
The medical staff is assigned responsibility for monitoring and improving the quality of care that is primarily dependent upon the performance of individuals granted privileges.

The medical staff democratically organize to carry out these tasks.
Physicians are mutually accountable to each other for the quality of care they provide.

Management’s responsibilities

- Achieve board-approved quality and financial targets
- Recruit and train competent staff
- Meet legal and regulatory requirements
- Provide adequate resources for the medical staff to fulfill its responsibilities
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Major medical staff functional areas

Sphere of interest
Sphere of influence
Sphere of control

Communication
Quality assessment and improvement
Administration
Credentialing
Governance
Vision: What would it look like if we hit a home run fulfilling our mission?

Answer . . .

A truly effective medical staff
What does a truly effective medical staff do?

- Carries out responsibilities in its sphere of control well
- Expands its sphere of influence optimally

“All things should be made as simple as possible, but not more so.”

—Albert Einstein
Today’s truly effective medical staff

Structure and processes

- Bylaws
- Committees and departments
- Policies and procedures
- Credentialing and privileging
- Peer review and PI
Culture

- Collegiality and excellence
- Freedom and commitment
- Appropriate independence and mutual accountability
- Appreciation and continuous performance improvement

Med staff and hospital collaboration

- Mutual support for strategic goals
- Strategic medical staff development planning
- Proactive and win-win
Leadership

- Position descriptions
- Development and training
- Selection
- Succession planning
- Rewards and recognition
- Physician champions

Today’s truly effective medical staff

Communication
- Collegiality and excellence
- Appropriateness independence and mutual accountability
- Freedom and commitment
- Appreciation and continuous performance improvement
- Med staff development
- Planning and improvement
- Mutual support for strategic goals
- Med staff development planning
- Peer review and PI
- Proactive and win–win

Culture
- Bylaws
- Committees and departments
- Policies and procedures
- Credentialing and privileging
- Position descriptions
- Selection
- Development and training
- Rewards and recognition
- Succession planning
- Physician champions

Organizational success
- Med staff and hospital collaboration

Physician success

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Resources
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- long-term care
- medical staff
- nursing
- pharmacy
- physician practice
- quality/patient safety
- safety
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attended

“Good Fences Make Good Neighbors: Understanding the roles and responsibilities of the board, medical staff, and administration”

a 60-minute audioconference

Rick Sheff
Chairman and Executive Director
The Greeley Company