

## CASE STUDY



# CHARTIS

## CLINICAL QUALITY SOLUTIONS

FORMERLY KNOWN AS THE GREELEY COMPANY

# From Underperforming to Powerhouse:

How Chartis Clinical Quality Solutions teamed with a multi-hospital health system to operationalize a high-performing Medical Staff Services function



## The Client Challenge

When a multi-hospital health system faced multiple regulatory challenges, it recognized the need to enhance their Medical Staff Services operation. The staff supported several entities under the organization's umbrella including a 550-bed acute care hospital, trauma center, and children's hospital, all located on two campuses in Orange County, CA.

The organization teamed with Chartis Clinical Quality to transform Medical Staff Services through outsourcing the entirety of the functions managed by the department.

## The Solution

Working in tandem with the organization's Chief Medical Officer, Chartis Clinical Quality developed a comprehensive improvement plan that began with a broad-based assessment of regulatory and accreditation issues, credentialing and privileging processes, technology use, data integrity, and compliance with existing policies and procedures. Findings illuminated key priorities and drove the development of improvement goals that could be measured against established metrics and timelines.

Optimizing the organization's technology capabilities moved credentialing and privileging processes from a paper-based function to a fully electronic, automated system. Standardized criteria and streamlined processes were implemented to improve turnaround time. Close adherence to the organization's faith-based mission and culture enabled Chartis Clinical Quality to collaboratively address and resolve Medical Staff performance and quality issues.

### MEDICAL STAFF SERVICES IMPROVEMENT OPPORTUNITIES

- Credentialing application turnaround time
- Privileging
- Reappointments
- Optimization of technology
- Regulatory compliance

### OUR APPROACH



#### ASSESS

Conduct deep analysis of processes, procedures, technology, and culture



#### DEFINE

Establish improvement priorities and goals



#### OPTIMIZE

Utilize untapped technology and automation to streamline and standardize



#### IMPLEMENT

Redesign and provide oversight to ensure quality



#### QUANTIFY

Measure and monitor success metrics



#### ALIGN

Adhere to mission and culture to improve trust

## Client Impact

Chartis Clinical Quality's implementation of a modernized and efficient Medical Staff Services function resulted in improved medical staff satisfaction, decreased credentialing turnaround time, and increased efficiency. Development and implementation of new credentialing policies and procedures met all compliance requirements and industry standards with no issues identified by regulatory and accrediting bodies.

The development of a Medical Staff Services Operations Manual coupled with training specific to credentialing, privileging, and risk management techniques further improved Medical Staff Services' outcomes.

The streamlining of reappointments achieved consistent distribution of work. Increased collaboration across the organization supported standardization of processes that ultimately improved trust and ensured medical staff operations were aligned with the organization's mission and commitment to quality. An extended outsourcing arrangement was developed to continue momentum and drive ongoing success.



### How We Are Making Healthcare Better

"Outsourcing our Medical Staff Services department functions to [Chartis Clinical Quality] allowed me to sleep at night."

—Health organization Chief Medical Officer

Outsourced Medical Staff Services achieved improvements that dramatically transformed outcomes.

**1,400**

Physicians and practitioners seamlessly credentialed on time

**100%**

Departmental privileges criteria based

**<21**

Days application processing turnaround time

## KEY TAKEAWAYS

The transformation of Medical Staff Services through outsourcing can be achieved by:

Teaming with credentialing and privileging experts

Implementing systems, processes, and functions that provide continuous regulatory compliance and best practice approaches

Measuring and monitoring performance to ensure long-term success

Optimizing technology and redesigning workflow

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