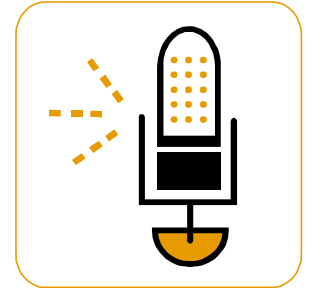


CREDENTIALING CHATTER

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NEW EMPLOYEE TRAINING

So, you've hired a new Medical Staff Office member and you need this person to jump in with both feet, but how do you train her to the ways of your organization and, in particular, to your office? The answer, use your Medical Staff Bylaws and Rules & Regulations, office policies and procedures, accreditation standards, state laws, and anything else that may apply to your particular organization. When an employee knows the reason specific tasks are being performed, especially mundane tasks, she is more likely to avoid placing some responsibilities on the back-burner because they "aren't important."

When you have hired your new staff member, give her a copy of the Medical Staff Bylaws and Rules and Regulations, practitioner application(s), and any other pertinent documents, then request that she review these documents and identify where the standards, laws, etc., are met in the documents. This will accomplish at least two things: 1) the new staff member will learn, intimately, the Bylaws and Rules and Regulations so she can quote them "chapter and verse" or at least be able to locate the answer quickly when in a meeting, on a phone call, etc., and 2) these documents will undergo review from a fresh perspec-

five. Not only will the new staff member be able to identify areas where standards are not clearly met, but she will find typos that nobody has seen for the past 20 years! Perhaps the biggest benefit of this process is that the new employee should attain a comfort level that often takes months, or even years, to achieve.

We realize your desire is to have your new employee "hit the ground running" because it is likely you have been trying to fill this position for some time and the work is piling up, but providing this opportunity should shorten the learning curve and will allow your employee to feel successful from the start. If other priorities do not allow for the new employee to devote the first few days of her employment focusing on this task, set aside a couple of hours each day where she can go into another room to complete the review uninterrupted. If reviewing for a couple of hours each day, she should be able to complete the process within a couple of weeks.

Please remember that when the new employee is conducting the review process, the manager should be open for questions. Sometimes it may be difficult to find exactly where specific

standards are met, so the manager should be certain to be available to explain where and how they are met, as well as accept recommendations for change.

For new employees who are responsible for meeting attendance, reading the minutes from the past two or three meetings should be required. This will familiarize the employee with the Committee's responsibilities, the issues that have been discussed recently and may be reviewed again during the upcoming meeting, as well as verbiage specific to the committee's work. This also provides the employee the opportunity to see how the minutes for the meeting have been written in the past. Meeting with the Committee Chair to prepare the agenda will also be extremely helpful to the new employee and the Chair.

In addition to reviewing the Bylaws and Rules and Regulations, an effective method for training new employees on the credentialing process should include a review of credentialing policies and procedures as they often

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CHATTER BOX

Future Chatter

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outline the entire credentialing process. When the time comes for the new employee to process a credentials file, it helps to have a sample file. The sample file can be one that you create specifically for training purposes, but there is really no need to go through the extra work of creating a file when you can pull the file of another practitioner in the same discipline. These files will likely contain a majority of similar documentation that will be required in the new practitioner's file. Also, the use of a checklist will help to ensure that most of the appropriate documentation is in the file. As we are all aware, it takes time to learn to identify those "red flags" that are sometimes hidden in responses, so having the manager or a trained staff member review the first several files will be invaluable to the new employee. Also, the availability of the manager and/or other staff to answer questions will help.

Last but not least, encourage the employee's continued learning. One of the first steps may be to take a medical terminology course at the local community college. Understanding what healthcare professionals are saying in their meetings goes a long way toward writing effective and meaningful committee minutes. And, of course, as the employee continues to grow and be comfortable in her job, encourage certification as either a CPCS or CPMSM or both.

LS Medical Staff Services Consulting, LLP is a consulting and temporary staffing company. Our mission is to equip your Medical Staff/Credentialing Office with the tools needed to enhance and further promote the success of your organization.

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