

Medical Staff in Action

Interactive Hypotheticals and Case Studies



MEDICAL STAFF SEMINAR 2025

Empowering Medical Staff. Enabling Excellence.

DECEMBER 4-5, 2025

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The Unfinished Application

A new orthopedic surgeon's file is nearly complete—but the verification of malpractice history reveals a pending suit alleging surgical error. The applicant insists it's frivolous and asks that the application proceed anyway so privileges can be granted before the busy trauma season.

The MEC's “Verbal Warning”

A department chair documents multiple behavioral outbursts by a long-tenured physician but hesitates to initiate formal corrective action. The MEC votes to issue a “verbal warning” without documentation in the practitioner’s file.

Behavioral vs. Clinical — Where Does It Belong?

A high-volume surgeon with excellent outcomes berates OR staff and refuses to comply with timeout protocols. After multiple counseling attempts, the Chief of Surgery recommends corrective action for “disruptive behavior.” The surgeon insists the issue should go through the peer review process, not corrective action, claiming it involves “clinical judgment.”

Resignation Mid-Investigation

A surgeon under investigation for questionable outcomes submits a resignation letter citing “personal reasons.” The MEC debates whether to accept it to avoid confrontation.

Peer Review Committee Email Trail

A peer review committee member forwards case-review emails to a colleague not on the committee “for input.”

Competence Through Accommodation

A well-liked, long-serving cardiologist develops a progressive tremor but insists it's controlled with medication. Colleagues note occasional dropped instruments and prolonged procedures. The Risk Manager and HR Director become involved after the physician demands a “reasonable accommodation.”

The Advanced Practice “Gray Zone”

A nurse practitioner is asked by a hospitalist to perform procedures not listed in her privileges but “covered under her training.” The CMO says it’s fine since it’s “standard in most hospitals.”

Telemedicine Tangle

A telemedicine specialist provides remote stroke coverage. A bad outcome occurs when the on-site nurse claims the tele-neurologist “failed to respond timely.” The hospital seeks to discipline the telemedicine physician, but credentialing and privileging were handled through a delegated agreement with a tertiary partner hospital.

The Online Review

A patient posts a scathing online review accusing a physician of “gross negligence.” The physician demands that the medical staff investigate the hospital for allowing the comment to remain on Google.

When Quality Data Becomes Ammunition

The hospital's quality department compiles a quarterly report showing one intensivist's mortality rates are statistically higher than peers. The CMO privately shares the report with the group's practice manager to "encourage improvement." A week later, the physician threatens to sue for defamation and breach of peer review confidentiality.

The Department Chair's Conflict

A department chair is also the subject of a peer review case. The chair insists on attending the committee meeting “for transparency.”

Conditional Reappointment” Compromise

A physician has borderline quality metrics but strong community ties. The credentials committee recommends reappointment with conditions: required CME, mentoring, and semiannual case review. The physician accepts—but later refuses to comply, saying the conditions were “unenforceable suggestions.”

The Locum Tenens with Lapses

A locum physician is found to have performed a procedure without confirming privileges. The department claims they assumed his prior hospital credentials were “transferrable.”

The Quality Data Dilemma

The Quality Committee identifies patterns of poor outcomes in a particular service line but hesitates to refer cases for peer review because the physicians are “high admitters.”

Late Arrival to the OR

An anesthesiologist is repeatedly late for first cases, delaying surgeries. The OR manager logs the incidents, but the chief of staff says, “We can’t take away privileges for tardiness.”

Questions?



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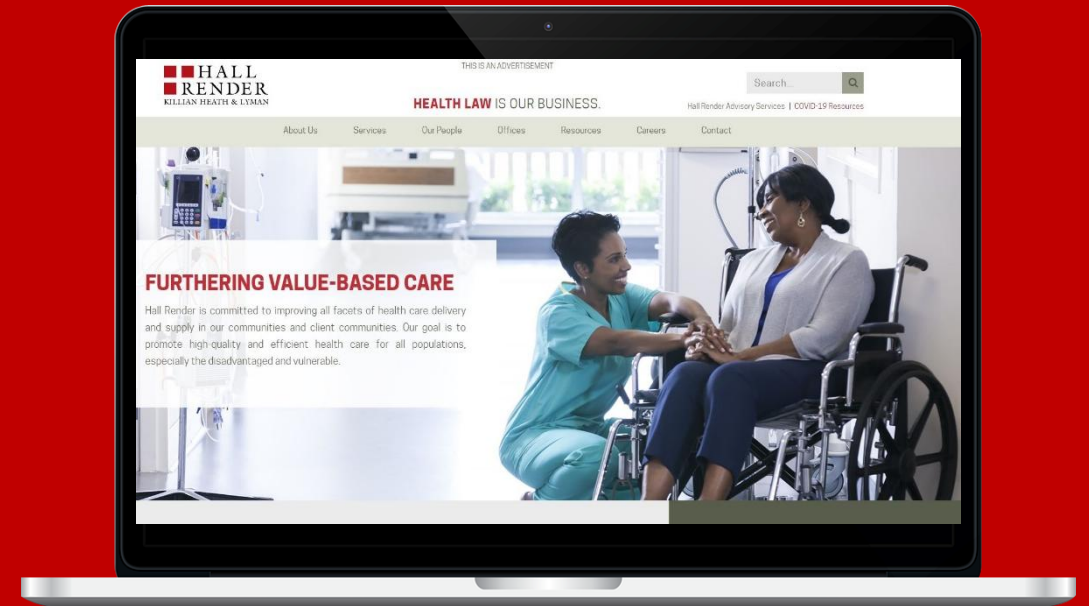
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