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Dr. Raúl Zambrano is a Senior Consultant with Greeley. He brings more than 20 years of consulting and healthcare experience to the firm, particularly in the areas of credentialing, medical staff relations, hospital operations, quality improvement, coaching, and telehealth.



Joe Cooper, MD:
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Joseph Cooper, MD, is a senior consultant with Greeley. He brings more than 30 years of experience in medical staff functions and affairs to his work with physicians, hospitals, and healthcare organizations across the country.

Greeley has confirmed that none of the faculty/presenters or contributors has any relevant financial relationships to disclose related to the content of this educational activity.

COURSE DESCRIPTION

The Essential Training for All Physician Leaders. Thousands of physicians have completed this course, preparing them to assume a variety of leadership positions within MEC, medical directors, chiefs of service, CMO's, or any leader that must navigate. Many hospitals make it standard practice to enroll current and future leaders in this program annually; one attendee recommended: "Hospitals should make this education mandatory for any and all Medical Executive Committee members."

PROGRAM GOAL

Provide new and developing physician leaders with new knowledge and skills to enhance their ability to fulfill their hospital governance and network leadership responsibilities within hospitals and ambulatory networks.

LEARNING OBJECTIVES

Upon completion of this program, participants should be able to:

- Understand the impact of healthcare reform and other trends on physicians and hospitals
- Describe the roles and responsibilities of the medical staff, board, and administration
- Explain the responsibilities of elected physician officers and department chairs
- Identify strategies for physicians to hold their peers accountable while helping them improve performance
- Identify effective practices for implementing a credentialing program that is fair to physicians and protects patients from potential harm
- Identify strategies for making peer review effective and fair
- Explain how to manage poor/marginal performance and disruptive behavior
- Identify key elements of healthcare law impacting medical staff leaders
- Describe today's new models of quality, safety and high reliability
- Understand ambulatory networks in the scheme of hospital governance.

AGENDA

Medical Executive Committee Institute | 3 Day National Agenda
 Lake Buena Vista, FL | December 4-6, 2025

DAY 1 - DECEMBER 4, 2025

7:00 – 8:00 AM Breakfast

What We Are Doing in Healthcare is Not Sustainable
Will you be part of the solution or part of the problem?

8:00 – 10:00 AM Healthcare trends affecting physicians and hospitals – The need to simultaneously cut costs and improve quality and safety – Healthcare stands on a burning platform. Now what? – What does it mean for each physician and every hospital to be part of the solution?

8:00 – 10:00 AM <i>continued</i>	Rethinking the Medical Staff Who is responsible for the quality and safety of patient care? – To whom are physicians accountable and for what? – How should physician leaders and hospital leaders work together to achieve physician success, hospital success, and great patient care?
10:00 – 10:15 AM	Break
10:15 – 12:15 PM	Effective Medical Staff or Obsolete Medical Staff: How can physicians hold each other accountable for the quality of care we provide? The Physician Performance Pyramid: Keys to achieving great physician performance
12:15 – 1:15 PM	Essentials of Credentialing and Privileging for Medical Staff Leaders (Part I) Make patients the focus of credentialing and privileging decisions – How to streamline credentialing so it is fair, effective, and efficient
12:15 – 1:15 PM	Lunch

DAY 2 - DECEMBER 5, 2025

7:00 – 8:00 AM	Breakfast
8:00 – 10:15 AM	Essentials of Credentialing and Privileging for Medical Staff Leaders (Part II) Making sense of laundry lists, core privileges, and competency clusters – Managing today's privileging challenges
10:15 – 10:30 AM	Making Peer Review Effective, Efficient, and Fair How to drive bias out of peer review – General competencies – OPPE and FPPE
10:30 – 12:15 PM	Break
12:15 – 1:15 PM	How to Manage Poor and Marginal Performance, Disruptive Behavior, and Impairment Manage the marginally performing physician – Manage common performance challenges: Medical record delinquencies, Noncompliance with hospital policies, Excess length of stay and costs – Identify and manage the impaired physician – A practical, step-by-step approach to intervene with a disruptive physician
12:15 – 1:15 PM	How to Run a Meeting So People Will Come and Thank You A Step-by-Step Approach to running a great meeting
12:15 – 1:15 PM	Lunch

DAY 3 - DECEMBER 6, 2025

7:00 – 8:00 AM	Breakfast
8:00 – 10:00 AM	Regulatory Compliance Made Simple What do CMS, JC, DNV, HFAP, and CIHQ really require? – Stop making compliance a burden for physicians and staff and see it as an opportunity – Process simplification as a strategy for better compliance and improved physician hospital alignment
10:00 – 10:15 AM	Legal Issues: The top 10 you need to know to stay out of trouble Corporate negligence – The legal status of bylaws – Exclusive contracting – EMTALA – HCQIA – NPDB reporting – Patient Protection and Affordable Care Act – Ethics in Physician Self-Referrals Law (Stark Law) – Anti-Kickback Statute – False Claims Act
10:15 – 12:00 PM	Break
12:00 – 12:15 PM	The Healthcare Crisis and Why Change Can't Wait
12:15 – 1:15 PM	High-Reliability Care: Tying it all Together Leaving a Legacy You Can Be Proud Of?