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Senior Consultant

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:**  
Senior Consultant

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**

This session is an intensive, practical program designed to prepare physician leaders and medical staff professionals to effectively lead the medical staff in today's complex healthcare environment. The Institute focuses on the core responsibilities of the MEC, including credentialing and privileging, peer review, and management of performance and behavioral issues. Through real-world examples and best practices, participants gain clarity around roles, accountability, and collaboration with hospital leadership and the board—leaving with actionable tools they can immediately apply to strengthen governance and support high-quality patient care.

**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.

**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

**AGENDA**

Medical Executive Committee Institute | 3 Day National Agenda  
Aventura, FL | December 3-5, 2026

**DAY 1 - DECEMBER 3, 2026**

**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?

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| <b>8:00 – 10:00 AM</b>  | <b>Rethinking the Medical Staff</b><br>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?<br><i>continued</i>  |
| <b>10:00 – 10:15 AM</b> | <b>Break</b>  |
| <b>10:15 – 12:15 PM</b> | <b>Effective Medical Staff or Obsolete Medical Staff: How can physicians hold each other accountable for the quality of care we provide?</b><br>The Physician Performance Pyramid: Keys to achieving great physician performance<br><b>Essentials of Credentialing and Privileging for Medical Staff Leaders (Part I)</b><br>Make patients the focus of credentialing and privileging decisions – How to streamline credentialing so it is fair, effective, and efficient |
| <b>12:15 – 1:15 PM</b>  | <b>Lunch</b>  |

**DAY 2 - DECEMBER 4, 2026**

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| <b>7:00 – 8:00 AM</b>   | <b>Breakfast</b>  |
| <b>8:00 – 10:15 AM</b>  | <b>Essentials of Credentialing and Privileging for Medical Staff Leaders (Part II)</b><br>Making sense of laundry lists, core privileges, and competency clusters –<br>Managing today's privileging challenges<br><b>Making Peer Review Effective, Efficient, and Fair</b><br>How to drive bias out of peer review – General competencies – OPPE and FPPE   |
| <b>10:15 – 10:30 AM</b> | <b>Break</b>  |
| <b>10:30 – 12:15 PM</b> | <b>How to Manage Poor and Marginal Performance, Disruptive Behavior, and Impairment</b><br>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<br><b>How to Run a Meeting So People Will Come and Thank You</b><br>A Step-by-Step Approach to running a great meeting |
| <b>12:15 – 1:15 PM</b>  | <b>Lunch</b>  |

**DAY 3 - DECEMBER 5, 2026**

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| <b>6:00 – 7:00 AM</b>  | <b>Breakfast</b>   |
| <b>7:00 – 9:00 AM</b>  | <b>Regulatory Compliance Made Simple</b><br>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<br><b>Legal Issues: The top 10 you need to know to stay out of trouble</b><br>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 |
| <b>9:00 – 9:15 AM</b>  | <b>Break</b>   |
| <b>9:15 – 11:00 AM</b> | <b>The Healthcare Crisis and Why Change Can't Wait</b><br><b>Change to High-Reliability Care: Tying it all Together</b><br><b>Leaving a Legacy You Can Be Proud Of?</b>  |