

NHS FACILITATION REPORT

SUMMARY OF RECOMMENDATIONS

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1. MEDICAL BY-LAWS

- Immediately update the by-laws to reflect the new environment. Ensure that the existing by-laws are followed appropriately. Key issues to be addressed are:
 - Length of terms of Senior Responsible Physician Leaders;
 - Selection Process of Chiefs including Acting Chiefs;
 - Mandatory attendance at NHS Department/ Division meetings.

2. MEDICAL ORGANIZATIONAL STRUCTURE

- Review the structure to reduce its size and minimize site roles

3. HIP

- Move forward with a collaborative, transparent implementation organizational structure for the plan.

4. SITE IMPLEMENTATION AND LEADERSHIP COMMITTEE

- Review the necessity of these committees. This is within a review of the need for site committees and site positions both medical and administrative, when the ideal structure is NHS positions and only a site day-to-day operational committee.

5. NHS DESIGNATION

- Review position and committee names to minimize site descriptions and encourage NHS description and responsibilities

6. MEDICAL STAFF ASSOCIATION

- The role of the MSA needs to be reviewed. Of particular importance is identifying MSA leadership candidates to ensure these roles are filled at all times by interested and qualified candidates.

7. CODE OF CONDUCT

- Physician code of conduct completed and signed off by all physicians

8. COMMUNICATION

- Address ways and means of improving transparent communication with the medical staff. This will be part of addressing the trust and transparency concerns.

9. QUALITY OF CARE

- Review of quality of care should be part of the regular NHS Department and Division meetings.

10. ATTENDANCE AT DEPARTMENT AND DIVISIONAL MEETINGS

- Review the requirements for attendance and enforce the expectations

11. STANDARDIZATION OF CARE

- Increase the use of care pathways and standard equipment and implants for all sites.

12. PHYSICIAN HUMAN RESOURCES

- Create a plan for physician recruitment, retention, and recognition.
- Identify subspecialty needs and recruit appropriately

13. PHYSICIAN MEDICAL MANAGEMENT

- Need improved management educational opportunities for physicians

14. PROGRAM PHYSICIAN HEADS

- Responsibilities and accountabilities need to be well defined

15. POSITION DESCRIPTIONS

- Physician leadership positions need a description of responsibilities and accountabilities

16. INFORMATION TECHNOLOGY

- Physicians need to be at the decision making table

17. RE-APPOINTMENT PROCESS

- Needs a close review to ensure it accomplishes the goal of ensuring appointment of competent physicians