



Banner Health[®]

North Colorado Medical Center

MEDICAL STAFF BYLAWS

**Adopted:
Banner Health Board of Directors March 9, 2017**

TABLE OF CONTENTS

| | |
|---|--|
| ARTICLE ONE: NAME | |
| 1.1 | Name..... 5 |
| ARTICLE TWO: PURPOSES AND RESPONSIBILITIES OF THE MEDICAL STAFF | |
| 2.1 | Purposes 5 |
| 2.2 | Responsibilities 5-6 |
| ARTICLE THREE: MEMBERSHIP | |
| 3.1 | General Qualifications 6-9 |
| 3.2 | Rights of Individual Staff Membership 9 |
| 3.3 | Basic Obligations of Individual Staff Membership 9-10 |
| 3.4 | Term of Appointment..... 10 |
| 3.5 | Exhaustion of Administrative Remedies 10 |
| 3.6 | Limitation of Damages 10-11 |
| 3.7 | Practitioners Providing Contractual Professional Services by Contract or Employment 11 |
| 3.8 | Exclusive Contracts 11 |
| 3.9 | Medical Directors 11-12 |
| 3.10 | Credentialing Process 12-14 |
| 3.11 | Processing the Application.....14-16 |
| 3.12 | Reappointment Procedures.....16-19 |
| 3.13 | Delineation of Clinical Privileges Procedures..... 19-20 |
| 3.14 | Leave of Absence and Reinstatement.....20-21 |
| 3.15 | Resignation.....21 |
| 3.16 | Delays, Reapplications and Reporting.....21-22 |
| 3.17 | Property of Documents.....22 |
| ARTICLE FOUR: CATEGORIES OF THE MEDICAL STAFF | |
| 4.1 | Categories..... 22 |
| 4.2 | Limitations on Prerogatives..... 22 |
| 4.3 | Active Staff..... 22-23 |
| 4.4 | Consulting Staff.....23 |
| 4.5 | Telemedicine Staff.....23-24 |
| 4.6 | Community Based Staff..... 24-25 |
| 4.7 | Emeritus Staff Recognition.....25 |
| 4.8 | Change in Staff Category.....25 |
| 4.9 | Resident Physicians.....25 |
| 4.10 | Allied Health Professionals.....25-26 |
| ARTICLE FIVE: CLINICAL PRIVILEGES | |
| 5.1 | Process for Credentialing for Membership and Privileges 26 |
| 5.2 | Process for Credentialing and Privileging Allied Health Professionals and Ancillary 26-27 |
| 5.3 | Exercise of Privileges..... 27 |
| 5.4 | Telemedicine and Teleradiology Privileges 27 |
| 5.5 | Procedure for Delineating Privileges 27 |
| 5.6 | Basis for Privilege Determinations 27 |
| 5.7 | Privilege Decision Notification.....28 |
| 5.8 | Privileges for New Procedures..... 28 |
| 5.9 | Establishment of Privileges for Interdisciplinary Procedures 28 |
| 5.10 | Temporary Privileges 28-29 |
| 5.12 | Disaster Privileges..... 29-30 |
| ARTICLE SIX: CORRECTIVE ACTION | |
| 6.1 | Criteria for Initiating Corrective Action..... 30 |
| 6.2 | Collegial Intervention.....30 |

| | | |
|------|--|-------|
| 6.3 | Procedures for Initiating an Investigation Leading to Possible Corrective Action | 31 |
| 6.4 | Procedure for Professional Review | 31 |
| 6.5 | Precautionary Suspension..... | 31-32 |
| 6.6 | Automatic Suspension or Limitation | 32-34 |
| 6.7 | Reinstatement Following a Suspension..... | 34 |
| 6.8 | Reporting Requirement | 34 |
| 6.9 | Fair Hearing Plan and Appeal Rights..... | 34-35 |
| 6.10 | Hearing Prerequisites..... | 35-37 |
| 6.11 | Hearing Procedure..... | 37-38 |
| 6.12 | Hearing Committee Report & Further Action..... | 38-39 |
| 6.13 | Appellate Review. | 39 |
| 6.14 | Final Action..... | 39-40 |
| 6.15 | Number of Reviews..... | 40 |
| 6.16 | Nonreviewable Action..... | 40-41 |

ARTICLE SEVEN: MEDICAL STAFF OFFICERS

| | | |
|-----|---|-------|
| 7.1 | Officers of the Medical Staff..... | 41 |
| 7.2 | Term of Office..... | 41 |
| 7.3 | Eligibility for Re-Election | 41 |
| 7.4 | Nominations..... | 41-42 |
| 7.5 | Elections, Vacancies and Removals | 42 |
| 7.6 | Duties of Officers | 42-43 |

ARTICLE EIGHT: CLINICAL DEPARTMENTS

| | | |
|-----|------------------------------------|-------|
| 8.1 | Current Clinical Departments | 43 |
| 8.2 | Assignment to Departments | 43 |
| 8.3 | Functions of Departments | 43-44 |
| 8.4 | Department Officers..... | 44-45 |

ARTICLE NINE: COMMITTEES

| | | |
|-----|-------------------------------------|-------|
| 9.1 | Designation..... | 45 |
| 9.2 | General Provisions | 45-46 |
| 9.3 | Medical Executive Committee | 46-48 |
| 9.4 | Professional Review Committee | 48-49 |
| 9.5 | Credentials Committee | 49 |
| 9.6 | Bylaws Committee | 49-50 |
| 9.9 | Ethics Program..... | 50 |

ARTICLE TEN: MEETINGS

| | | |
|------|--|-------|
| 10.1 | Medical Staff Meetings | 50 |
| 10.2 | Clinical Departments and Committee Meetings..... | 50 |
| 10.3 | Attendance Requirements | 50-51 |
| 10.4 | Quorum..... | 51 |

ARTICLE ELEVEN: CONFIDENTIALITY, IMMUNITY RELEASES and INDEMNIFICATION

| | | |
|------|--------------------------------------|-------|
| 11.1 | Authorizations and Releases | 51 |
| 11.2 | Confidentiality of Information | 51 |
| 11.3 | Activities Covered | 51-52 |
| 11.4 | Releases and Documents | 52 |
| 11.5 | Cumulative Effect..... | 52 |
| 11.6 | Indemnification..... | 52 |

ARTICLE TWELVE: GENERAL PROVISIONS

| | | |
|------|---|----|
| 12.1 | Medical Staff Rules and Regulations | 52 |
| 12.2 | Staff Dues..... | 52 |
| 12.3 | Special Notice..... | 52 |
| 12.4 | Construction of Terms and Headings..... | 52 |
| 12.5 | Parliamentary Procedure | 53 |
| 12.6 | Conflict Resolution..... | 53 |

12.7 Histories and Physicals 53

ARTICLE THIRTEEN: ADOPTION AND AMENDMENT

13.1 Medical Staff Authority and Responsibility..... 53
13.2 Bylaws Reviews 53-54
13.3 Medical Staff Rules and Regulations and Medical Staff Policies..... 54
13.4 Medical Staff Direct Communication to the Board Process..... 54
13.5 Board of Directors Action..... 55
13.6 Joint Conference Committee..... 55

PREAMBLE

These Bylaws are adopted in order to provide for the organization of the Medical Staff of Banner North Colorado Medical Center ("Medical Center") and to provide a framework for self-government in order to permit the Medical Staff to discharge its responsibilities in matters involving the quality of medical care and to govern the orderly resolution of those purposes. These Bylaws provide the legal structure for Medical Staff operation and describe relations between the organized Medical Staff and applicants to, and members of, the Medical Staff. These Bylaws along with the Bylaws of Banner Health provide a recognized structure for Medical Staff activities and document the relationship between the Medical Staff and the Banner Health Board of Directors ("Board").

ARTICLE ONE: NAME

- 1.1 The organizational component of Banner Health to which these Bylaws are addressed is called "The Medical Staff of Banner North Colorado Medical Center."

ARTICLE TWO: PURPOSES AND RESPONSIBILITIES OF THE MEDICAL STAFF

2.1 PURPOSES

The purposes of this Medical Staff are:

- 2.1-1 The primary functions of the organized medical staff are to provide oversight for the quality of care, treatment, and services provided by practitioners with privileges, and to approve and amend medical staff bylaws.
- 2.1-2 To continually provide quality care for all patients admitted to, or treated in, any facilities, departments, or service of Banner North Colorado Medical Center.
- 2.1-3 To provide a mechanism for accountability to the Board for the review of the appropriateness of patient care services, professional and ethical conduct, and teaching and research activities of each practitioner appointed to the Medical Staff, so that patient care provided at the Medical Center facilities is maintained at that level of quality and efficiency consistent with generally recognized standards of care.
- 2.1-4 To evaluate clinical processes and outcomes and identify and implement opportunities for professional performance improvement.
- 2.1-5 To maintain high scientific and educational standards for continuing medical education programs for members of the Medical Staff.
- 2.1-6 To serve as the organization through which individual practitioners may obtain prerogatives and clinical privileges at the Medical Center and through which they fulfill the obligations of staff appointment.
- 2.1-7 To provide an orderly and systematic means by which staff members can give input to the Board and Chief Executive Officer on medico-administrative issues and on Medical Center policymaking and planning processes.

2.2 RESPONSIBILITIES

The responsibilities of the Medical Staff through its departments, committees, and officers include:

- 2.2-1 To participate in the performance improvement, patient safety and utilization review programs by conducting all activities necessary for assessing, maintaining, and improving the quality and efficiency of care provided in the Medical Center, including:
 - (a) Evaluating practitioner and institutional performance through measurement systems based on objective, clinically-sound criteria and taking action to decrease morbidity and mortality;
 - (b) Engaging in the ongoing monitoring of patient care practices;
 - (c) Evaluating practitioners' credentials for appointment and reappointment to the Medical Staff and for the delineation of clinical privileges;
 - (d) Promoting the appropriate use of Medical Center resources; and

- (e) Complying with the Banner Care Management Initiatives.
- 2.2-2 To make recommendations to the Board concerning appointments and reappointments to the staff, including category, department, clinical privileges, corrective action, and termination of membership and privileges.
- 2.2-3 To participate in the development, conduct, and monitoring of medical education programs and clinical research activities.
- 2.2-4 To develop and maintain Bylaws and Policies consistent with sound professional practices, and to enforce compliance with them.
- 2.2-5 To take action, as necessary, to enforce the Medical Staff Bylaws, Rules and Regulations and policies.
- 2.2-6 To participate in the Medical Center's long range planning activities.
- 2.2-7 To assist in identifying community health needs and to participate in developing and implementing appropriate institutional policies and programs to meet those needs.
- 2.2-8 To exercise through its officers, committees, and other defined components, the authority granted by these Bylaws, to fulfill these responsibilities in a timely and proper manner, and to account thereon to the Board.

ARTICLE THREE: MEMBERSHIP

3.1 GENERAL QUALIFICATIONS

Every practitioner who seeks or has Medical Staff membership must, at the time of application and continuously thereafter, demonstrate, to the satisfaction of the Medical Staff and the Board, the following qualifications and any additional qualifications and procedural requirements as are set forth in these Bylaws or in department rules and regulations:

3.1-1 LICENSURE

Evidence of a currently valid license issued by the State of Colorado to practice medicine, dentistry, podiatry, or psychology. If the applicant is a telemedicine provider located in a different State, the applicant must also possess licensure in that State.

3.1-2 DEA/CONTROLLED SUBSTANCE REGISTRATION

To have prescribing privileges for controlled substances, the applicant must possess a current Federal Drug Enforcement Administration (DEA) registration with the applicant's in-state address for the State of Colorado. Prescribing privileges shall be limited to the classes of drugs granted to the applicant by the DEA and may be further limited by the Medical Staff through the delineation of medication prescribing privileges based on the scope of practice and current competence of the applicant.

3.1-3 PROFESSIONAL EDUCATION AND TRAINING

- (a) Graduation from an approved medical, osteopathic, dental, or podiatric school; or certification by the Educational Council for Foreign Medical Graduates; or Fifth Pathway certification and successful completion of the Foreign Medical Graduate Examination in the Medical Sciences.

For purposes of this Section, an "approved" or "accredited" school or university is one fully accredited during the time of the practitioner's attendance by the Accreditation Council for Graduate Medical Education, by the American Osteopathic Association, by the Commission on Dental Accreditation, by the American Board of Podiatric Surgery, the Council on Podiatric Medical Education of the American Podiatric Medical Association, by the American Psychological Association, or by a successor agency to any of the foregoing or by an accrediting agency on file with the U.S. Secretary of Education.

- (b) Satisfactory completion of an approved postgraduate training program. An "approved" postgraduate training program is one fully accredited throughout the time of the practitioner's

training by the Accreditation Council for Graduate Medical Education (ACGME), by the American Osteopathic Association, by the Commission on Dental Accreditation, by the American Board of Podiatric Surgery, by the Council on Podiatric Medical Education of the American Podiatric Medical Association, by the American Psychological Association, or by a successor agency to any of the foregoing, or a program equivalent to one accredited by the ACGME.

3.1-4 **BOARD CERTIFICATION**

- (a) Board certified or qualified for Board certification. Where membership and privileges are granted on the basis of Board qualification, applicant must be Board certified at the time of initial appointment, or achieve certification within five years of completion of training. A one year extension may be recommended by the Credentials Committee and approved by the Medical Executive Committee if the member can document active participation in the Board certification process. Failure to become certified within the time allowed under these Bylaws shall result in the voluntary, automatic resignation of Medical Staff membership and privileges.

For purposes of this Section, "Board certification" or "Board certified" means certified and/or shows active participation in the Maintenance of Certification (MOC) program, if applicable, by a Board approved by the American Board of Medical Specialties or the Advisory Board for Osteopathic Specialists or by a Board determined by the department to be equivalent. For purposes of this Section, "Board qualification" or "Board qualified" means the applicant has completed the training necessary to be accepted to become/applied for and been accepted to become an active candidate for certification as determined by the appropriate Board. Where the Board requires a period of practice prior to submitting an application for certification, the applicant will be deemed qualified during this time period if the director of his/her training program certifies that he/she has met all training requirements for qualification by the appropriate Board.

- (b) Exceptions to achieving Board certification may be considered in the following circumstances as determined by the Medical Executive Committee:
- a. where a particular field or specialty of the department does not have a Board certification;
 - b. where privileges are limited to surgical assisting or referring only; or
 - c. to applicants/members where there is a shortage of qualified Medical Staff members in the practitioner's specialty necessary to meet the Medical Center's demand for services where the Medical Executive Committee has determined that the practitioner's training and experience approximates as nearly as possible those assured by Board certification.
- (c) Members are required to remain Board certified if they wish to maintain their privileges. Recertification must be obtained within 2 years from the expiration of board certification or recertification. Failure to become recertified within two years shall result in the voluntary, automatic relinquishment of Medical Staff membership and privileges.
- (d) The Medical Executive Committee may consider extending membership within the current appointment term, under the following circumstances for initial certification or maintenance of certification:
- a. a practitioner has taken the exam, and is awaiting results or has exam schedule and provides evidence of this; or
 - b. a practitioner has submitted evidence of a particular medical, physical, family, or financial hardship in which they were unable to become certified or recertified within the required time frame. In this instance, the practitioner must sit for the next available Board exam to become certified or recertified.

In the event the practitioner fails to certify or does not take the exam, it shall be considered a voluntary and automatic resignation of membership and privileges.

3.1-5 **CLINICAL PERFORMANCE AND COMPETENCE**

Current competence, experience, clinical results, and utilization patterns, documenting a continuing ability to provide patient care services at an acceptable level of quality and efficiency.

- 3.1-6 **COOPERATIVENESS**
Demonstrated ability and willingness to work with and relate to others in a cooperative, professional manner that is essential for maintaining an environment appropriate to quality and efficient patient care and patient and employee satisfaction. It is the policy of Banner North Colorado Medical Center and this Medical Staff, that all individuals within its facilities be treated courteously, respectfully, and with dignity. To that end, all Medical Staff members, and other practitioners must conduct themselves in a professional and cooperative manner. Failure to do so may constitute disruptive behavior. Disruptive behavior by any practitioner against any individual (e.g., against another Medical Staff member, other healthcare providers, Medical Center employee, patient or visitor) shall not be tolerated. If a practitioner fails to conduct himself/herself appropriately, corrective action, including summary suspension, may be taken.
- 3.1-7 **TEAMWORK**
Demonstrated ability to work as a member of the healthcare team, exhibiting the skills, communication practices and behaviors of a team leader.
- 3.1-8 **SATISFACTION OF MEMBERSHIP OBLIGATIONS**
Satisfactory compliance with the basic obligations accompanying appointment to the staff and equitable participation, as determined by Medical Staff and Board authorities, in the discharge of staff obligations specific to staff category.
- 3.1-9 **SATISFACTION OF CRITERIA FOR PRIVILEGES**
Evidence of satisfaction of the criteria for the granting of, and maintenance of, clinical privileges in at least one department.
- 3.1-10 **PROFESSIONAL ETHICS AND CONDUCT**
Demonstrated high moral character and adherence to generally recognized standards of medical and professional ethics which include refraining from: paying or accepting commissions or referral fees for professional services; delegating the responsibility for diagnosis or care to a practitioner or allied health professional not qualified to undertake that responsibility; failing to seek appropriate consultation when medically indicated; failing to provide or arrange for appropriate and timely medical coverage and care for patients for whom the practitioner is responsible; and failing to obtain appropriate informed patient consent for treatment.
- 3.1-11 **PARTICIPATION IN GOVERNMENT PROGRAMS**
Ability to participate in Medicare/AHCCCS and other federally funded health programs.
- 3.1-12 **HEALTH STATUS**
Freedom from, or adequate control of any significant physical or mental health impairment and freedom from abuse of any type of substance or chemical that may affect cognitive, motor, or communication ability in a manner that interferes with the ability to provide quality patient care or the other qualifications for membership, and freedom from infectious tuberculosis.
- 3.1-13 **VERBAL AND WRITTEN COMMUNICATION SKILLS**
Ability to read and understand the English language, to communicate in writing and verbally in the English language in an intelligible manner, and to prepare medical record entries and other required documentation in a legible manner.
- 3.1-14 **PROFESSIONAL LIABILITY INSURANCE**
Evidence of professional liability insurance with limits of at least \$1 million for each claim and \$3 million in aggregate. An applicant for Medical Staff membership only, with no clinical privileges, shall not be required to provide proof of professional liability insurance coverage (e.g., a member in the Community Based staff category).
- 3.1-15 **FELONY CHARGES**
Demonstrate that he/she has never been convicted of, or entered a plea of guilty to or a plea of no contest to any felony related to the practice of medicine.

3.1-16 **EFFECTS OF OTHER AFFILIATIONS**

No practitioner shall be entitled to appointment, reappointment, or the exercise of particular clinical privileges merely because of:

- (a) Licensure to practice;
- (b) Completion of a postgraduate training program at any Banner facility;
- (c) Certification by any clinical Board;
- (d) Membership on a medical school faculty;
- (e) Staff appointment or privileges at another health care facility or in another practice setting; or
- (f) Prior staff appointment or any particular privileges at Medical Center.

3.1-17 **NONDISCRIMINATION**

No aspect of Medical Staff appointment or particular clinical privileges shall be denied on the basis of age, sex, race, creed, color, sexual orientation, national origin, a handicap unrelated to the ability to fulfill patient care and required staff obligations, or any other criterion unrelated to the delivery of quality and efficient patient care in the Medical Center, to professional qualifications, to the Medical Center's purposes, needs and capabilities, or to community need.

3.1-18 **EXEMPTIONS FROM QUALIFICATIONS**

Any or all of the above stated requirements for Medical Staff membership may be waived for those practitioners appointed to the Emeritus staff and as otherwise provided in these Bylaws.

3.2 **RIGHTS OF INDIVIDUAL STAFF MEMBERSHIP**

Each staff member, regardless of assigned staff category, shall have the following rights:

- (a) The right to meet with the Medical Executive Committee in the event he/she is unable to resolve a difficulty working with his/her respective department chair. The member must submit written notice to the Chief of Staff at least two weeks in advance of the regular meeting;
- (b) The right to initiate a recall election of a Medical Staff Officer and/or a department chair by following the procedures set forth in Section 7.5-3 and/or Section 8.4-4;
- (c) The right to initiate the scheduling of a general staff meeting by following the procedures set forth in Section 10.1-2;
- (d) The right to challenge any rule or policy established by the Medical Executive Committee by presentation to the Medical Executive Committee of a petition signed by 40% of the Active Staff, as herein defined. Upon receipt of such a petition, the Medical Executive Committee will provide information clarifying the intent of the rule or policy or schedule a meeting to discuss the issue;
- (e) The right to request conflict resolution of any issue by presentation to the Medical Executive Committee of a petition signed by 40% of the Active Staff. Upon receipt of such a petition, the Medical Executive Committee will schedule a meeting to discuss the issue.
- (f) The right to request a department meeting when a majority of members in a section or specialty believe that the department has not acted appropriately;
- (g) The right to request a hearing pursuant to the Fair Hearing Plan as set forth in Section 6.9 in the event that reviewable corrective action is taken.
- (h) The right to request that the Medical Executive Committee request a Joint Conference Committee meeting with the Board to resolve concerns regarding medical staff bylaws, credentialing recommendations, policies or other issues which such medical staff has been unable to resolve through informal processes with the Chief Executive Officer, senior management, or the Board.

3.3 **BASIC OBLIGATIONS OF INDIVIDUAL STAFF MEMBERSHIP**

Each staff member granted privileges, regardless of assigned staff category, and each practitioner exercising temporary privileges under these Bylaws, shall:

- (a) Provide patients with continuous care at the level of quality and efficiency generally recognized as appropriate;
- (b) Abide by the Banner Health Bylaws, these Bylaws, department and Medical Staff rules and regulations, and all other standards and policies of the Board, the Medical Staff and Medical Center;
- (c) Discharge such staff, committee, department, and Medical Center functions for which he or she is responsible, including review and supervise the performance of other practitioners;
- (d) Serve on the unassigned patient call coverage as determined by the applicable department, the Medical Executive Committee and the Chief Executive Officer;

- (e) Prepare and complete in timely fashion, according to these Bylaws and to Medical Center policies, the electronic medical record and other required records for all patients to whom the practitioner provides care in the Medical Center, or within its facilities, services, or departments;
- (f) Complete Medical Center medical records solely in accordance with medical staff documents;
- (g) Arrange for appropriate and timely medical coverage and care for patients for whom he or she is responsible and obtain consultation when necessary for the health or safety of those patients;
- (h) Participate in continuing education programs;
- (i) Use confidential information only as necessary for treatment, payment or healthcare operations in accordance with the Health Insurance Portability and Accountability Act (HIPAA) laws and regulations, to conduct authorized research activities, or to perform Medical Staff responsibilities. For purposes of these Bylaws, confidential information means patient information, peer review information, and Banner Health's business information designated as confidential by Banner Health or its representatives prior to disclosure;
- (j) Refrain from disclosing confidential information to anyone unless authorized to do so;
- (k) Protect access codes and computer passwords and to ensure confidential information is not disclosed;
- (l) Disclose to the Medical Staff when requested any ownership or financial interest that may conflict with, or have the appearance of conflicting with, the interests of the Medical Staff or the Medical Center;
- (m) Refrain from making treatment recommendations/decisions for economic benefit of the practitioner and unrelated to needs of the patient;
- (n) Comply with all applicable state and federal law in disclosing to a patient any direct financial interest that the practitioner, his/her group or his/her employer has in a separate diagnostic or treatment facility prior to transferring the patient to such facility;
- (o) Complete the Banner training program for the electronic medical record (EMR) prior to exercising clinical privileges and to remain current with regard to relevant changes, upgrades and enhancements to the EMR;
- (p) Participate in the Banner North Colorado Medical Center Medical Staff New Provider Orientation Program as required by the Medical Executive Committee and Administration.

3.4 **TERM OF APPOINTMENT**

Appointments to the Medical Staff and grants of clinical privileges are for a period not to exceed two years. The Board, after considering the recommendations of the Medical Executive Committee, may establish a shorter appointment period for the exercise of particular privileges in general or for a staff member who has an identified impairing disability, has been the subject of disciplinary action, or is under investigation or where further evaluation is pending.

3.4-1 **EXPIRATION**

The appointment of each staff member shall expire every two years on the last day of the birth month of the practitioner, except as provided in this Section.

3.5 **EXHAUSTION OF ADMINISTRATIVE REMEDIES**

Every applicant to and member of the Medical Staff agrees that when corrective action is initiated or taken or when a recommendation is made by any committee or any person acting on its behalf, the effect of which is to deny, revoke, or otherwise limit the privileges or membership of the applicant or staff member, such applicant or member shall exhaust the administrative remedies afforded in these Bylaws; including the Fair Hearing Plan prior to initiating litigation.

3.6 **LIMITATION OF DAMAGES**

Every applicant to and member of the Medical Staff agrees that his or her sole remedy for any adverse or corrective action for failure to comply with these Bylaws shall be the right to seek injunctive relief pursuant to CRS Section 12-36.5-101 et. seq. An alleged breach of any provision of these Bylaws shall provide no right to monetary relief from the Medical Staff, the Medical Center or any third party, including any employee, agent or member of the Medical Staff or the Medical Center and any person engaged in peer review activities.

3.7 **PRACTITIONERS PROVIDING CONTRACTUAL PROFESSIONAL SERVICES BY CONTRACT OR EMPLOYMENT**

3.7-1 **QUALIFICATIONS**

A practitioner who is or who will be providing professional direct patient care services pursuant to a contract or employment with the Medical Center must meet the same appointment qualifications, must

be evaluated for appointment, reappointment, and clinical privileges in the same manner, and must fulfill all of the obligations of the assigned category as any other staff member. For purposes of this Section, practitioners providing specified professional services does not include outside practitioners assisting the Medical Staff with its peer review functions.

Unless otherwise provided in the contract for professional services or in an exclusive contract, termination of such employment or contracts shall not result in automatic termination of Medical Staff membership and privileges.

3.8 **EXCLUSIVE CONTRACTS**

The Medical Center may enter into an Exclusive Agreement with members of the Medical Staff which limit the rights of other practitioners to exercise clinical privileges and/or the rights and prerogatives of Medical Staff membership. Such Agreements may only be entered into after a determination that expected improvements to the quality of care, coverage, cost-efficiency and/or service excellence will outweigh the anticompetitive effect of the Agreement as required by the Board's Physician Exclusive Agreements policy. Applications will not be accepted or processed for applicants that are not a part of the Exclusive Agreement provider group. No reporting is required under federal or state law when privileges or membership is limited because an Exclusive Agreement is entered into, and no such reports shall be made.

3.8-1 **REVIEW OF POSITIONS**

- (a) The Medical Executive Committee shall give Medical Staff members whose privileges may be adversely affected by the establishment or modification of the Agreement an opportunity to submit written information to the Medical Executive Committee regarding the impact the establishment of the Agreement would have on the quality of patient care to be provided and/or why the Agreement is not necessary to establish the expected benefits.
- (b) The Medical Executive Committee shall be given an opportunity to report its findings to the Chief Executive Officer before the Exclusive Agreement is entered into or transferred. The report shall be limited to information relating to the impact the Agreement would have on quality of care and whether the Agreement is necessary to establish the expected benefits. The report must be submitted, if at all, within 60 days of the Chief Executive Officer's explanation of the need for, and expected benefits of, the Exclusive Agreement to the Medical Executive Committee. The Chief Executive Officer is ultimately responsible for determining, in his/her discretion, whether to enter into the Exclusive Agreement.
- (c) In the event the Medical Executive Committee disagrees with the decision of the Chief Executive Officer to enter into an Exclusive Agreement, the Medical Executive Committee may request a Joint Conference Committee as set forth in Section 13.6. The request must be made, if at all, within ten days of notification by the Chief Executive Officer's decision.

3.9 **MEDICAL DIRECTORS**

3.9-1 **ROLE**

A Medical Director is a practitioner engaged by the Medical Center either full or part-time in an administrative capacity. Where provided for by contract, a Medical Director's responsibilities shall include assisting the Medical Staff and/or the Care Management Council to carry out peer review and quality improvement activities. Medical Directors may serve as ex officio appointee with vote on all committees of the Medical Staff consistent with the scope of their responsibilities. Medical Directors, except for the Medical Director of Care Coordination, must continuously satisfy the qualifications and complete the requirements set forth in Section 3.1.

3.9-2 **CHIEF MEDICAL OFFICER/ASSOCIATE CHIEF MEDICAL OFFICER**

The Chief Medical Officer and Associate Chief Medical Officer shall automatically be granted Active Staff membership without privileges. The Chief Medical Officer need not remain in the active practice of medicine, and need not comply with the applicable requirements in Section 3.1. The Chief Medical Officer shall have Medical Staff leadership and peer review responsibilities including, but not limited to, responsibility for reviewing care, conducting investigations, identifying trends and resolving issues and such other duties as requested by the Medical Executive Committee. For the Chief Medical Officer/Associate Chief Medical Officer to exercise privileges at the Medical Center he/she must apply for membership and privileges in the manner described in these Bylaws and must continuously satisfy the qualifications and complete the requirements set forth in Section 3.1.

3.10 CREDENTIALING PROCESS

3.10-1 INITIAL APPLICATION/APPOINTMENT

The following credentialing procedures shall be applicable for Medical Staff, Allied Health Professional and Ancillary Healthcare Personnel. A credentials record shall be maintained for each potential Applicant for membership and/or privileges. For initial Applicants, a Request for Application form shall be completed and submitted to the Banner Health Credentials Verification Office (CVO) which shall forward a copy to the Medical Center Medical Staff Service Office to determine eligibility. If the Applicant meets minimum established eligibility criteria, the CVO will be notified and the Applicant will be sent an application for completion. If the Applicant does not meet the eligibility criteria for membership they will be notified and an application will not be sent and they shall not be entitled to procedural rights.

3.10-2 APPLICATION CONTENT

The application will include the Colorado Health Care Professional Credentials Application and such other forms as may be approved by the Board. Every Applicant must furnish complete information regarding:

- (a) Medical school, and postgraduate training, including the name of each institution, degrees granted, programs completed, dates attended, and for all postgraduate training, names and contact information of those responsible for monitoring the Applicant's performance; for Allied Health and Ancillary Applicants this includes their applicable education and training;
- (b) Military Service through a valid DD214 (if applicable);
- (c) All currently valid medical, dental, or other professional licensures or certifications, and Drug Enforcement Administration (DEA) registration when applicable, with the date and number of each;
- (d) Specialty or sub-specialty board certification, recertification, or eligibility status as detailed in Section 3.1-4 of these Bylaws;
- (e) Health status and any health impairments (including alcohol and/or drug dependencies) which may affect the Applicant's ability to perform professional and medical staff duties fully, including freedom from infectious tuberculosis;
- (f) Professional liability insurance coverage, in the amount acceptable to the Board including the names of present and past insurance carriers, and complete information on malpractice claims history and experience including claims, suits, and settlements made, concluded, and pending. If an Allied Health or Ancillary Practitioner is covered under the supervising physician's policy, documentation must be provided from the professional liability insurer which acknowledges coverage for the physician's employment or supervision of the Allied Health/Ancillary Practitioner and, if the physician group employs the Allied Health/Ancillary Practitioner, the documentation must indicate that the specific Allied Health/Ancillary Practitioner, by name, is covered by the policy in the amounts required;
- (g) Any pending or completed action involving the withdrawal of an application for or the denial, revocation, suspension, reduction, limitation, probation, non-renewal, or voluntary relinquishment (by resignation or expiration) of: license or certificate to practice in any state or country; DEA or other controlled substances registration; specialty or sub-specialty board certification or eligibility; staff membership status, prerogatives, or clinical privileges at any hospital, clinic, or health care institution; professional liability insurance coverage;
- (h) Specific clinical privileges, medical staff category, and Department requested and supporting documentation as required in the department's criteria for privileges;
- (i) Any sanctions or exclusions by the Office of the Inspector General of the Department of Health and Human Services, any exclusion from government contracts by the General Services Administration/any government entity, or any convictions of any crime relating to health care;
- (j) Any pending or past misdemeanor or felony criminal charges or convictions involving alcohol, drugs, criminal damage, assault or moral turpitude against the Applicant including their resolution;
- (k) Names, addresses, and contact information of all hospitals or health care organizations where the Applicant had or has any association, employment, privileges or practice with the inclusive dates of each affiliation. All time interval since graduation must be accounted for. Verification of practice history, employment, other staff memberships and time gaps of more than six months

will be verified for the previous 10 years unless concerns are identified, which necessitate further investigation;

- (l) Information from the National Practitioner Data Bank (NPDB), and other data banks as required by the Executive Committee and/or regulatory bodies;
- (m) Evidence of the Applicant's agreement to abide by the provisions of these Bylaws and Rules and Regulations;
- (n) Names of other members of the Medical Staff to which the Applicant is applying who have agreed to provide coverage for Applicant's patients when the Applicant is unavailable;
- (o) Photocopy of the Applicant's driver's license or other government issued photo ID (e.g. passport);
- (p) Peer References;
- (q) Attestation statement by the Applicant documenting number of Continuing Medical Education hours completed during the past year. Documentation of Continuing Medical Education will not be required of those who have graduated from an accredited postgraduate training program within the last year;
- (r) Procedure log detailing the number of patients cared for in the last two (2) years including specific surgeries and procedures performed;
- (s) Acknowledgment and agreement that the Applicant has read the Medical Staff Bylaws and agrees to be bound by the terms thereof that are currently in effect and as they may be amended from time to time if granted Medical Staff membership and/or clinical privileges, and to be bound by the terms thereof in all matters relating to consideration of his/her Application without regard to whether or not Medical Staff membership and/or clinical privileges are granted; and
- (t) Dependent Allied Health and Ancillary Applicants must provide the name of the supervising Medical Staff Member and any alternative Medical Staff Member names and a signed statement by the supervising physician of their agreement to provide the required supervision. Supervising physicians must have current clinical privileges at the Medical Center.

3.10-3 **REFERENCES**

The application must include the names of three medical or health care professionals of the same professional discipline, not related to the Applicant, with personal knowledge of the Applicant's clinical practice and qualifications. The named individual must have acquired the requisite knowledge through recent observation of the Applicant's professional performance and clinical competence over a reasonable period of time. References that are "fair" or "poor" shall be viewed as unfavorable in connection with the evaluation of an application. Further references may be required at the discretion of the Medical Staff. Allied Health and Ancillary Applicants must provide at least one physician reference.

3.10-4 **EFFECT OF APPLICATION**

The Applicant must sign the application and in so doing:

- (a) Attests to the correctness and completeness of all information furnished and in so doing acknowledges that any material misstatement in or omission from the application may constitute grounds for denial or revocation of appointment;
- (b) Signifies willingness to appear for interviews in connection with the application;
- (c) Signifies willingness to undergo a physical or mental health evaluation upon the request of the Credentials Committee;
- (d) Agrees to abide by the terms of these Bylaws, the Rules and Regulations of the Medical Staff and assigned department, and the policies of the Medical Staff and the Medical Center, regardless if membership and/or clinical privileges are granted;
- (e) Agrees to exhibit professional conduct and refrain from disruptive conduct as defined in the Medical Center's Disruptive Practitioner Policy;
- (f) Agrees to maintain an ethical practice and to provide continuous care to his/her patients;
- (g) Authorizes and consent to representatives of the Medical Staff and Medical Center consulting with any individual who or entity which may have information bearing on the Applicant's qualifications and consent to the inspection of all records and documents that may be material to evaluation of such qualifications;
- (h) Authorizes and consents to the sharing of information in accordance with Banner's Sharing of Information Policy; and

- (i) Releases from any liability Banner Health, the Board, Medical Center employees, Medical Staff members, and all others who review, act on, or provide information regarding the Applicant's qualifications for staff appointment and clinical privileges.

3.11 **PROCESSING THE APPLICATION**

3.11-1 **APPLICANT'S BURDEN**

The Applicant has the burden of producing adequate information for a proper evaluation of his or her qualifications and of resolving any doubts about any of the qualifications required for staff membership, department assignment, or clinical privileges, and of satisfying any requests for information or clarification (including health examinations).

The Applicant has the burden of demonstrating his or her qualifications to the satisfaction of the Medical Center. Applications not demonstrating compliance with the requirements for medical staff membership and privileges will be deemed to be incomplete. Incomplete applications will not be processed. If information is not obtained from the Applicant within sixty (60) days after a written request has been made, the application will be deemed voluntarily withdrawn.

3.11-2 **VERIFICATION OF INFORMATION**

Representatives of the Banner Health CVO shall collect and verify the references, licensure, and other qualification evidence submitted and notify the Applicant of any problems in obtaining the required information. Upon such notification, it is the Applicant's obligation to obtain the required information. The following primary source verifications will be obtained by the Medical Staff Services Office: Verification of current competency of privileges requested, and National Practitioner Data Bank query. When collection and verification is accomplished, the application shall be deemed to be conditionally complete and shall be transmitted with all supporting materials to the Medical Center's Medical Staff Service Office. Should the application subsequently be determined to be incomplete, processing will stop.

3.11-3 **DEPARTMENT EVALUATION/REPORT**

Medical Staff Services will submit the application to the appropriate Department Chair for review of the application and scope of clinical privileges requested and all supporting documentation, including potential "red flag" items. The Department Chair review shall be completed within 30 days of receipt of the completed application and the evaluation and recommendation will be forwarded to the Credentials Committee. Applications for Advanced Practice Nurses will also be reviewed by the Chief Nursing Officer.

Prior to submitting a recommendation to the Credentials Committee, the Department Chair shall review all "red flag" items and determine whether an application shall be deemed a Category II and require full review and discussion by the Credentials Committee; in addition to determining if the application will be **expedited** or **routine** as defined by the Banner Medical Staff Expedited Review/Banner Medical Staff Reporting to the Banner Health Board of Directors Policy. Applications deemed to be a Category I will be forwarded to the Credentials Committee as part of a consent agenda.

Applications meeting any of the following criteria shall automatically be a Category II and will not be eligible for expedited review:

- (a) Where the application is incomplete;
- (b) Where the Medical Executive Committee has made a final recommendation that is adverse or has limitations;
- (c) Where there is a current challenge or previous successful challenge to an Applicant's licensure or registration;
- (d) Where the Medical Executive Committee determines that there have been either an unusual pattern of, or an excessive number of, professional liability actions resulting in a final judgment against the Applicant;
- (e) Where the Applicant has received an involuntary termination of medical staff membership or limitation, reduction, denial or loss of clinical privileges by any hospital or healthcare facility;
- (f) Where the Applicant has been convicted of, or pleads guilty or no contest to, a felony related to the practice of medicine.

3.11-4 **CREDENTIALS COMMITTEE EVALUATION/REPORT**

Upon receipt from the Department Chair, the Credentials Committee at its next regularly scheduled meeting shall review the Category I applications included on the Credentials Report as part of the consent agenda; in addition to the Category II applications, any supporting documentation, and any other relevant information and determine if the application is complete and if the Applicant meets all of the necessary qualifications for membership and privileges as requested. The Credentials Committee may conduct an interview with the Applicant or may designate a committee to conduct such interview. The Credentials Committee shall forward to the Medical Executive Committee; recommendations for membership and privileges and any special conditions to be placed on the clinical privileges to be granted. If there are any adverse recommendations, the reasons shall be stated. The Credentials Committee action shall be at the next regular meeting of the committee following receipt of the department report; to be within 30 days.

3.11-5 **MEDICAL EXECUTIVE COMMITTEE EVALUATION/REPORT**

The Medical Executive Committee, at its next regular meeting, shall review the Category I applications included on the Credentials Report as part of the consent agenda. Any Category II applications shall be reviewed with any supporting documentation and any other relevant information and determine if the application is complete and if the Applicant meets all of the necessary qualifications for membership and privileges as requested. The Medical Executive Committee shall prepare a written report with recommendations as to approval or denial of, or any special limitations on, staff appointment, category of staff membership, and prerogatives, department affiliation, and scope of clinical privileges, or defer action for further consideration. The Medical Executive Committee will make recommendations to the Board as provided in these Medical Staff Bylaws.

3.11-6 **EFFECT OF MEDICAL EXECUTIVE COMMITTEE ACTION**

- (a) Favorable Recommendation: A Medical Executive Committee recommendation that is favorable to the Applicant in all respects shall be promptly forwarded to the Board.
- (b) Conditional Appointment: The Medical Executive Committee may recommend that the Applicant be granted conditional appointment for the term of appointment. Conditional appointment is not a reduction or limitation of membership or privileges, and does not constitute corrective action. Where the Medical Executive Committee recommends conditional appointment, the Chief Executive Officer will advise the Applicant of the expectations for conduct and/or performance and the possible consequences if those expectations are not met.
- (c) Limited Period of Appointment: From time to time, the Medical Executive Committee may recommend a period of appointment of less than two years. A limited appointment does not, in and of itself, entitle an Applicant to procedural rights as set forth in these Bylaws. A limited appointment may be extended without completion of a new application and review required by these Bylaws provided that a reappointment application is completed and processed within two years. The practitioner will submit any requested information, which will be reviewed, along with any additional information deemed appropriate, by the Department.
- (d) Adverse Recommendation: An adverse Medical Executive Committee recommendation shall entitle the Applicant to the procedural rights as provided in these Medical Staff Bylaws except where the recommendation is non-reviewable.
- (e) Deferral: Action by the Medical Executive Committee to defer the application for further consideration shall be followed up at its next regular meeting or upon receipt of adequate information with its recommendations as to approval or denial of, or any special limitations on, staff appointment, staff category, prerogatives, department affiliation, and scope of clinical privileges.

3.11-7 **BOARD**

At its next regularly scheduled meeting and in accordance with the Banner Medical Staff Expedited Review/Banner Medical Staff Reporting to the Banner Health Board of Directors Policy, the Board may adopt or reject, in whole or in part, a recommendation of the Medical Executive Committee, make a recommendation to the Banner Board, or refer the recommendation back to the Medical Executive Committee for further consideration stating the reasons for such referral. Favorable action by the Board is effective as its final decision. Practitioners will be informed of the decision to grant, limit or deny any initially requested privilege within 30 days of the Board review and decision. If the Board's action is adverse to the Applicant in any respect, the Chief Executive Officer shall, by special notice,

promptly so inform the Applicant who is then entitled to the procedural rights provided in these Medical Staff Bylaws. Board action after completion of the procedural rights or after waiver of these rights is effective as its final decision.

3.11-8 BASIS FOR RECOMMENDATION AND ACTION

The report of each individual or group, including the Board, required to act on an application must state the reasons for each adverse recommendation or action taken, with specific reference to the completed Application and all other documentation considered. Any dissenting views at any point in the process must also be documented, supported by reasons and references, and transmitted with the majority report.

3.11-9 VERIFICATION OF IDENTIFICATION

Prior to practicing at the Medical Center; each practitioner is required to obtain a Banner Health photo identification badge which has been verified by legible photo identification. The practitioner is required to present legible Federal/State government issued photo identification (i.e. driver's license, passport, etc.) prior to receiving a Banner Health identification badge.

3.11-10 FOCUSED PROFESSIONAL PRACTICE EVALUATION

Any focused evaluation of a practitioner's professional practice shall be conducted in accordance with the Focused Professional Practice Evaluation Policy.

3.12 REAPPOINTMENT PROCEDURES

3.12-1 INFORMATION COLLECTION AND VERIFICATION FROM STAFF MEMBER

- (a) The Medical Staff Office and/or the Banner Health Credentials Verification Office (CVO) shall send each practitioner an application for reappointment and notice of the date on which membership and/or privileges will expire. The application for reappointment must be submitted on the Colorado Health Care Professional Credentials Application and such other forms as may be approved by the Board. The application shall include information to demonstrate the member's continued compliance with the qualifications for medical staff membership and to update the member's credentials file. Allied Health and Ancillary shall include information to demonstrate continued compliance with the Allied Health and Ancillary qualifications and to update their credentials file.
- (b) The Medical Staff Office or its agent shall verify the information provided on the reappointment form and notify the practitioner of any specific information inadequacies or verification problems. The practitioner has the burden of producing adequate information and resolving any doubts about it.
- (c) Failure to return the satisfactorily completed forms shall be deemed a voluntary resignation from the staff and shall result in automatic termination of membership at the expiration of the current term. Reinstatement may be requested if the reappointment application is complete, verified and submitted for approval within 90 days of expiration of membership. Otherwise, the initial application process and fees will apply.

3.12-2 INFORMATION COLLECTION AND VERIFICATION FROM INTERNAL SOURCES

The Medical Staff Office and or the CVO shall collect relevant information since the time of the member's last appointment regarding the individual's professional and collegial activities, performance, clinical or technical skills and conduct in the Medical Center. Such information may include:

- (a) Findings from the performance review and utilization management activities;
- (b) Participation in relevant continuing education activities or other training or research programs at the Medical Center;
- (c) Level of clinical activity at the Medical Center;
- (d) Information from Risk Management;
- (f) Timely and accurate completion of medical records;
- (g) Cooperativeness in working with other practitioners and hospital personnel;
- (h) General attitude toward and interaction with peers, patients and the Medical Center personnel and will include results from patient satisfaction and employee surveys as available; and

- (i) Compliance with all applicable Bylaws, Medical Staff and department Rules and Regulations, and policies and procedures of the Medical Staff and Medical Center.

3.12-3 **INFORMATION COLLECTION AND VERIFICATION FROM EXTERNAL SOURCES**

The Medical Staff Office and/or the CVO shall collect and verify relevant information since the time of the member's last appointment regarding the individual's professional and collegial activities, performance, clinical or technical skills and conduct. Such information may include:

- (a) Peer references including clinical competence reference;
- (b) National Practitioner Data Bank;
- (c) Professional Liability Insurance – current coverage and any malpractice claims history resulting in settlement or judgments as reported by the National Practitioner Data Bank. Verification from prior malpractice insurance carriers will be sought if concerns are identified which necessitate further investigation;
- (d) Verification of all medical, dental, or other professional licensures or certifications to practice and sanctions against such license, termination or restriction of licensure and any previously successful or currently pending challenges to licensure, voluntary or involuntary.
- (e) Board Certification status;
- (f) Attestation statement by the Applicant documenting completion of Continuing Medical Education during the time since last appointment. Documentation of Continuing Medical Education may be requested at the discretion of the review Committees;
- (g) Hospital Staff memberships and clinical privileges - for relevant professional experience and termination or restriction of membership or clinical privileges, voluntary or involuntary;
- (h) Medicare/Medicaid Sanctions;
- (i) DEA Registration;
- (j) Additional information from other databanks, including the NPDB, may be gathered by the Medical Staff Office or its agent, as required by the Executive Committee and/or regulatory agencies; and
- (k) Health Status.

3.12-4 **DEPARTMENT EVALUATION/REPORT**

Medical Staff Services will submit the reappointment application to the appropriate Department Chair for review of the application and scope of clinical privileges requested and all supporting information and documentation, and evaluate the information for continuing satisfaction of the qualifications for staff appointment, the category of assignment and the privileges requested.

Prior to submitting a recommendation to the Credentials Committee, the Department Chair shall review all new "red flag" items and determine whether an application shall be deemed a Category II and require full review and discussion by the Credentials Committee; in addition to determining if the application will be **expedited** or **routine** as defined by the Banner Medical Staff Expedited Review/Banner Medical Staff Reporting to the Banner Health Board of Directors Policy. Applications deemed to be a Category I will be forwarded to the Credentials Committee as part of a consent agenda. Applications for Advanced Practice Nurses will also be reviewed by the Chief Nursing Officer.

Applications meeting any of the following criteria shall automatically be a Category II and will not be eligible for expedited review:

- (a) Where the application is incomplete;
- (b) Where the Medical Executive Committee has made a final recommendation that is adverse or has limitations;
- (c) Where there is a current challenge or previous successful challenge to an Applicant's licensure or registration;
- (d) Where the Medical Executive Committee determines that there have been either an unusual pattern of, or an excessive number of, professional liability actions resulting in a final judgment against the Applicant;
- (e) Where the Applicant has received an involuntary termination of medical staff membership or limitation, reduction, denial or loss of clinical privileges by any hospital or healthcare facility; or
- (f) Where the Applicant has been convicted of, or pleads guilty or no contest to, a felony related to the practice of medicine.

3.12-5 **CREDENTIALS COMMITTEE EVALUATION/REPORT**

Upon receipt from the Department Chair, the Credentials Committee at its next regularly scheduled meeting shall review the Category I reappointment applications included on the Credentials Report as part of the consent agenda; in addition to the Category II applications, any supporting documentation, and any other relevant information and determine if the application is complete and if the member meets all of the necessary qualifications and continuing satisfaction for staff appointment, the category of assignment and the privileges requested. The Credentials Committee may conduct an interview with the member or may designate a committee to conduct such interview. The Credentials Committee shall forward to the Medical Executive Committee; recommendations for membership and privileges and any special conditions to be placed on the clinical privileges to be granted. If there are any adverse recommendations, the reasons shall be stated. The Credentials Committee action shall be at the next regular meeting of the committee following receipt of the department report; to be within 30 days.

3.12-6 **MEDICAL EXECUTIVE COMMITTEE EVALUATION/REPORT**

The Medical Executive Committee, at its next regular meeting, shall review the Category I reappointment applications included on the Credentials Report as part of the consent agenda. Any Category II applications shall be reviewed with any supporting documentation and any other relevant information and determine if the application is complete and if the member meets all of the necessary qualifications for continued membership and privileges as requested. The Medical Executive Committee shall prepare a written report with recommendations as to approval or denial of, or any special limitations on, staff appointment, category of staff membership, and prerogatives, department affiliation, and scope of clinical privileges, or defer action for further consideration. The Medical Executive Committee will make recommendations to the Board as provided in these Medical Staff Bylaws.

3.12-7 **EFFECT OF MEDICAL EXECUTIVE COMMITTEE ACTION**

- (a) Favorable Recommendation: A Medical Executive Committee recommendation that is favorable to the Applicant in all respects shall be promptly forwarded to the Board.
- (b) Conditional Reappointment: The Medical Executive Committee may recommend that the member be granted conditional appointment for the term of reappointment. Conditional reappointment is not a reduction or limitation of membership or privileges, and does not constitute corrective action. Where the Medical Executive Committee recommends conditional reappointment, the Chief Executive Officer will advise the member of the expectations for conduct and/or performance and the possible consequences if those expectations are not met.
- (c) Limited Period of Appointment: From time to time, the Medical Executive Committee may recommend a period of appointment of less than two years. A limited appointment does not, in and of itself, entitle a member to procedural rights as set forth in these Bylaws. A limited reappointment may be extended without completion of a new application and review required by these Bylaws provided that a reappointment application is completed and processed within two years. The practitioner will submit any requested information, which will be reviewed, along with any additional information deemed appropriate, by the Department.
- (d) Adverse Recommendation: An adverse Medical Executive Committee recommendation shall entitle the Applicant to the procedural rights as provided in these Medical Staff Bylaws except where the recommendation is non-reviewable.
- (e) Deferral: Action by the Medical Executive Committee to defer the application for further consideration shall be followed up at its next regular meeting or upon receipt of adequate information with its recommendations as to approval or denial of, or any special limitations on, staff appointment, staff category, prerogatives, department affiliation, and scope of clinical privileges.

3.12-8 **BOARD**

At its next regularly scheduled meeting and in accordance with the Banner Medical Staff Expedited Review/Banner Medical Staff Reporting to the Banner Health Board of Directors Policy, the Board Medical Staff Committee may adopt or reject, in whole or in part, a recommendation of the Medical Executive Committee, make a recommendation to the Banner Board, or refer the recommendation back to the Medical Executive Committee for further consideration stating the reasons for such referral. Favorable action by the Board is effective as its final decision. Practitioners will be informed of the decision to grant, limit or deny any initially requested privilege within 30 days of the Board review and decision. If the Board's action is adverse to the Applicant in any respect, the Chief

Executive Officer shall, by special notice, promptly so inform the Applicant who is then entitled to the procedural rights provided in these Medical Staff Bylaws. Board action after completion of the procedural rights or after waiver of these rights is effective as its final decision.

3.12-9 BASIS FOR RECOMMENDATION AND ACTION

The report of each individual or group, including the Board, required to act on an application must state the reasons for each adverse recommendation or action taken, with specific reference to the completed Application and all other documentation considered. Any dissenting views at any point in the process must also be documented, supported by reasons and references, and transmitted with the majority report.

3.12-10 TIME PERIODS FOR PROCESSING

All recommendations for reappointment should be presented to the Board prior to the expiration of the appointment period.

3.13 DELINEATION OF CLINICAL PRIVILEGES PROCEDURES

3.13-1 REQUESTS

Each application for appointment and reappointment must contain a request for the specific clinical privileges desired by the practitioner. Specific requests must also be submitted for modifications of privileges in the interim between reappointment periods. When requesting additional privileges, the practitioner shall submit request in writing and submit documentation as required by privilege criteria. Medical Staff Services shall query the NPDB and Colorado licensure and provide all documents to the Department Chairman for review. If the practitioner satisfies all requirements for the additional privilege(s), the Department Chairman will forward the file to the Credentials Committee, Medical Executive Committee, and the Board.

3.13-2 SUPERVISION OR CONSULTATION

Whenever a practitioner requests clinical privileges not previously granted to the practitioner by the Board, the practitioner must arrange for the number and types of cases to be reviewed or observed as may be required by the department, rules and regulations or privilege criteria, unless a waiver of supervision or consultation has specifically been recommended by the department and the Medical Executive Committee and approved by the Board. After the completion of such supervision or consultation, the practitioner may be granted unsupervised privileges.

3.13-3 PROCESSING REQUESTS

All requests for clinical privileges will be processed according to the procedures as outlined above.

3.14 LEAVE OF ABSENCE AND REINSTATEMENT

3.14-1 A practitioner may request a voluntary leave of absence by submitting a written notice to the Chief of Staff through the applicable department chair. The request must state the reason for the leave, contact information during the leave, and the period of time of the leave which may not exceed one year. During the period of the leave, the staff member's clinical privileges, prerogatives, and responsibilities, including payment of staff dues, are suspended. The request for such leave shall be considered by the Medical Executive Committee which shall forward its recommendation on the request to the Board for final action. A member must cover or arrange for coverage for scheduled call responsibilities and complete and sign all medical records prior to being granted a leave. A leave of absence may be granted for the following reasons:

(a) MEDICAL LEAVE OF ABSENCE

Practitioners must report to the Department Chair, Chief Of Staff or Medical Staff Office any time they are away from Medical Staff and/or patient care responsibilities for longer than 30 days and the reason for such absence is related to their physical or mental health or otherwise to their ability to care for patients safely and competently. A practitioner may request and be granted a leave of absence for the purpose of obtaining treatment for a medical or psychological condition, disability, or health issue. If an individual is unable to request a medical leave of absence because of a physical or psychological condition or health issue, the Chief of Staff or Department Chair of

the individual's Department may submit the written notice on his/her behalf. A certified letter will be sent to the individual informing him/her of this action.

(b) **MILITARY LEAVE OF ABSENCE**

A practitioner may request and be granted a leave of absence to fulfill military service obligations. In addition to a written request for leave, a military reservist shall submit a copy of deployment orders. Medical Staff members who are on active military duty for more than one year will be afforded an automatic extension of their leave until their active duty is completed. Reinstatement of membership status and/or clinical privileges may be subject to certain monitoring and/or proctoring conditions as determined by the Medical Executive Committee, based on an evaluation of the nature of activities during the leave.

(c) **EDUCATIONAL LEAVE OF ABSENCE**

A practitioner may request and be granted a leave of absence to pursue additional education and training. Any additional clinical privileges that may be desired upon the successful conclusion of additional education and training must be requested as outlined in these Medical Staff Bylaws.

(d) **PERSONAL/FAMILY LEAVE OF ABSENCE**

A practitioner may request and be granted a leave of absence for a variety of personal reasons (e.g., to pursue a volunteer endeavor such as contributing work to "Doctors Without Borders/USA") or family reasons (e.g., maternity leave). Reinstatement of membership status and clinical privileges may be subject to certain monitoring and/or proctoring conditions as determined by the Medical Executive Committee, based on an evaluation of the nature of activities during the leave.

3.14-2 **REINSTATEMENT FOLLOWING LEAVE OF ABSENCE**

A practitioner may request reinstatement of membership and privileges by sending a written notice to the Medical Staff Office. The practitioner must submit a written summary of relevant activities during the leave of absence as well as evidence of current licensure, DEA registration, and liability insurance coverage. If the leave of absence was for health reasons, the request for reinstatement must be accompanied by a report from the individual's physician indicating that the individual is physically and/or mentally capable of safely exercising the clinical privileges requested.

If the term of appointment expired during the leave of absence; the practitioner must complete an application for reappointment as defined in Section 3.12 and the review process will be followed as defined for the reappointment.

If the request for reinstatement does not coincide with reappointment, the request for reinstatement shall be reviewed by the appropriate Department Chair, the Credentials Committee Chair, the Chief of Staff and Chief Executive Officer/designee with initial approval for reinstatement, followed by Credentials Committee and MEC review and recommendation to the Board for full approval.

Failure to request a return from a Leave of Absence after one year will result in automatic relinquishment of Medical Staff appointment and clinical privileges.

Granting of a leave of absence is a matter of courtesy, not of right. In the event that it is determined that an individual has not demonstrated good cause for a leave; it will result in automatic relinquishment of Medical Staff appointment and clinical privileges and the determination will be final, with no recourse to a hearing and appeal.

3.15 **RESIGNATION**

Practitioners who wish to resign their membership may do so by sending or delivering a written notice to the Medical Staff Services Office of the Medical Center. Such notice should include the date the physician wishes to have his or her resignation become effective. A voluntary resignation from the Medical Staff shall be effective after: 1) the physician has completed and signed all medical records, including discharge summaries, for which he or she is responsible; and 2) the physician has completed any call rotation period scheduled to commence within two (2) weeks following receipt of the written request for resignation.

3.15-1 **REINSTATEMENT FOLLOWING RESIGNATION**

Practitioners may request reinstatement of membership and privileges within six (6) months of resignation date by sending written notice to the Medical Staff Office, completing an application for reappointment and providing a summary of relevant activities from the time of resignation, which will be verified. Practitioners requesting reinstatement of membership and privileges more than six (6) months from resignation date must complete a new application for staff membership and privileges as described in these Bylaws.

3.15-2 **PROCESS FOR REINSTATEMENT**

Requests for reinstatement of membership and privileges must be approved by the applicable Department Chair, the Credentials Committee, the Medical Executive Committee, and the Board before privileges may be reactivated.

3.16 **DELAYS, REAPPLICATIONS AND REPORTING**

3.16-1 **DELAYS**

All applications will be processed within a reasonable amount of time not to exceed 120 days from review by the Department Chair. However, any practitioner who believes that his/her request for membership and or privileges has been improperly delayed may request the Chief of Staff to investigate the reason for such delay. The Chief of Staff shall inform the practitioner of the reasons for the delay, if a delay has occurred, and shall notify the practitioner of the additional time expected to be necessary to act upon the practitioner's request.

3.16-2 **REAPPLICATION AFTER ADVERSE CREDENTIALS DECISION**

Except as otherwise provided in these Bylaws or as determined by the Credentials Committee in light of exceptional circumstances, an Applicant or current practitioner who has received a final adverse decision regarding appointment or reappointment or staff category, department assignment, or clinical privileges is not eligible to reapply to the Medical Staff or for the denied category, department, or privileges for a period of two years from the date of the notice of the final adverse decision. Any such reapplication will be processed in accordance with the procedures set forth in Section 3.11. The Applicant or current practitioner must submit such additional information as the Medical Staff and the Board may require in demonstration that the basis of the earlier adverse action no longer exists. If such information is not provided, the request will be considered incomplete and voluntarily withdrawn.

3.16-3 **REQUESTS WHILE ADVERSE RECOMMENDATION IS PENDING**

No Applicant or current practitioner may submit a new application for appointment, reappointment, staff category, a particular department assignment, or clinical privileges while an adverse recommendation is pending. The Medical Executive Committee shall not submit to the Board any additional recommendations regarding a practitioner while an adverse recommendation is pending.

3.16-4 **REPORTING REQUIREMENTS**

The Medical Center shall comply with any reporting requirements applicable under the Health Care Quality Improvement Act, including required reporting to the NPDB, and under the Colorado Revised Statutes. The Medical Center shall also comply with the Banner Sharing of Information Policy.

3.17 **PROPERTY OF DOCUMENTS**

All documents pertaining to an application and/or to the application process shall be the property of the Medical Center.

ARTICLE FOUR: CATEGORIES OF THE MEDICAL STAFF

4.1 **CATEGORIES**

The Medical Staff shall include the categories of Active, Consulting, Community Based, and Telemedicine. At the time of appointment and at the time of each reappointment, the Medical Staff Member's staff category shall be recommended by the Credentials Committee and Medical Executive Committee and approved by the Board.

4.2 **LIMITATIONS ON PREROGATIVES**

The prerogatives of Medical Staff membership in these Bylaws are general in nature and may be limited or restricted by special conditions attached to a practitioner's appointment or reappointment, by state or federal law or regulations, of other provisions of these Bylaws, the Rules and Regulations, or other policies, commitments, contracts or agreements of the Medical Center.

4.3 **ACTIVE STAFF**

4.3-1 **REQUIREMENTS FOR ACTIVE STAFF**

The Active Staff category shall consist of practitioners who actively support the Medical Staff and the Medical Center by contributing to efforts to fulfill Medical Staff functions. The Active Staff category of practitioners shall be responsible for oversight of care, treatment and services provided by the Medical Staff, and members in the Active Staff category shall have the requisite skills for providing such oversight. To qualify for the Active Staff category, the Medical Staff Member shall have contributed to fulfilling medical staff functions by managing at least forty (40) Patient Contacts during the last term of appointment. The forty contacts must include at least 20 patient contacts at Banner North Colorado Medical Center and the remainder may include contacts from another NoCo area Banner Health facility, which are limited to McKee Medical Center or Fort Collins Medical Center. Patient contact shall include being listed as the admitting or consulting practitioner or providing medical management of a patient; and/or performing any procedure listed as a surgical operation, diagnostic procedure or nonsurgical procedure whether the patient is classified as an inpatient or an outpatient. A Member shall not be deemed to have accumulated more than one (1) patient contact per patient per admission.

In the event that an Applicant who is a member of the Active Staff does not meet the qualifications for reappointment to the Active Staff and the Applicant is otherwise abiding by these Bylaws and the other Medical Staff Documents, the Applicant may be appointed to the Consulting Staff, and such appointment shall not, in and of itself, entitle the Applicant to the procedural rights set forth in the Corrective Action/Fair Hearing Plan; as set forth in Section 6 of these Bylaws.

4.3-2 **PREROGATIVES OF ACTIVE STAFF**

Members of the Active Staff shall be eligible to vote and hold office within the Medical Staff organization, unless otherwise specified elsewhere in these Bylaws. Any Active Staff Member may attend Medical Staff and department meetings and serve on committees of the Medical Staff or Medical Center. Members in the Active Staff category shall compose the group defined as the Organized Medical Staff.

4.3-3 **OBLIGATIONS OF ACTIVE STAFF**

Each Member of the Active Staff shall discharge the basic obligations of staff members as required in these Bylaws and any future changes to these Bylaws; participate in unassigned patient call coverage for emergency care services within his/her Medical Staff Department; provide continuous care and supervision of his/her patients in the Medical Center or arrange a suitable alternative; actively participate in the quality assessment and performance improvement activities of the Medical Center; attend Medical Staff and Department meetings; pay all required Medical Staff dues and assessments in a timely manner as detailed in the Medical Staff Dues Policy; and perform such further duties as may be required under these Bylaws or Rules and Regulations including any future changes to these Bylaws or Rules and Regulations, and comply with directives issued by the Medical Executive Committee.

4.4 **CONSULTING STAFF**

4.4-1 **REQUIREMENTS FOR CONSULTING STAFF**

The Consulting Staff category shall consist of practitioners who are not actively involved in Medical Staff affairs and are not major contributors to fulfillment of Medical Staff functions, due to practicing primarily at another hospital or in an office-based specialty, or other reasons, but who wish to remain affiliated with the Medical Center for consultation, call coverage, referral of patients, or other patient care purposes. The Consulting Staff category is reserved for members who have, or expect to have, less than forty (40) Patient Contacts in a given reappointment cycle. A member of the Consulting Staff who has more than forty (40) Patient Contacts in any given reappointment cycle shall not be eligible to reapply for membership on the Consulting Staff, and such Member will be appointed to the Active

Staff, which appointment shall not, in and of itself, entitle the Applicant to the procedural rights set forth in the Corrective Action/Fair Hearing Plan; as set forth in Section 6 of these Bylaws.

4.4-2 PREROGATIVES OF CONSULTING STAFF

Members of the Consulting Staff shall not be eligible to vote or hold office within the Medical Staff organization. A Consulting Staff Member may serve on committees of the Medical Staff or Medical Center and may attend Medical Staff and Department meetings and educational programs unless otherwise specified elsewhere in these Bylaws. Consulting Staff members may serve as attending, admitting, or surgeons of record.

4.4-3 OBLIGATIONS OF CONSULTING STAFF

Each member of the Consulting Staff shall discharge the basic obligations of staff members as required in these Bylaws; participate in unassigned patient call for emergency care services within his/her clinical specialty as may be specified by the requirements of the assigned Medical Staff Department; provide continuous care and supervision of his/her patients in the Medical Center or arrange a suitable alternative; actively participate in quality/performance improvement, risk management, and monitoring activities recognized by the Medical Center and Banner Health; pay all required Medical Staff dues and assessments in a timely manner as detailed in the Medical Staff Dues Policy; participate in the training and subsequent use of the electronic medical record system, including computerized physician order entry; and perform such further duties as may be required under these Bylaws or Rules and Regulations.

4.5 TELEMEDICINE STAFF

4.5-1 REQUIREMENTS FOR TELEMEDICINE STAFF

The Telemedicine Staff category shall consist of practitioners who remotely practice privileges granted and do not physically treat patients in the Medical Center. The Telemedicine Staff category is for members who provide diagnostic treatment delivered through a telemedicine medium. Specific delineation of privileges for Telemedicine shall define the ability to write orders and/or manage direct patient care. Members of the Telemedicine Staff shall not serve as the attending, admitting, or surgeon of record for any patient. As Members of the Medical Staff, Telemedicine Staff shall be fully credentialed and when a telemedicine practitioner is providing services from a different State, licensure will be verified for both Colorado and the State where the practitioner is located. Telemedicine Staff members are subject to focused professional practice evaluation and ongoing professional practice evaluations.

4.5-2 PREROGATIVES OF TELEMEDICINE STAFF

Members of the Telemedicine Staff may practice privileges granted from a remote location through electronic communication. Telemedicine Staff shall not be eligible to vote or hold office within the Medical Staff organization. Telemedicine Staff may attend educational events, Department meetings, or any other meetings of the Medical Staff unless otherwise specified elsewhere.

4.5-3 OBLIGATIONS OF TELEMEDICINE STAFF

Each member of the Telemedicine Staff shall discharge the basic obligations of staff members as required in these Bylaws; but they shall not provide unassigned patient call or perform any other duties for which on site clinical privileges are required, they shall pay all required Medical Staff dues and assessments in a timely manner as detailed in the Medical Staff Dues Policy; participate in the training and subsequent use of the electronic medical record system, including computerized physician order entry; and perform such further duties as may be required under these Bylaws or Rules and Regulations.

4.6 COMMUNITY BASED STAFF

4.6-1 REQUIREMENTS FOR COMMUNITY BASED STAFF

The Community Based Staff category shall consist of practitioners who do not practice in the Medical Center but request services for their patients and desire to maintain Medical Staff membership. The Community Based Staff category is a membership-only category of the Medical Staff with no clinical privileges. As members of the Medical Staff, Community Based Staff shall be credentialed and shall be granted membership with approval by the Board. Since no clinical privileges are granted, Community

Based Staff shall not be subject to the requirements for focused professional practice evaluation or ongoing professional practice evaluation.

4.6-2 PREROGATIVES OF COMMUNITY BASED STAFF

Members of the Community Based Staff may visit their hospitalized patients and review their patients' medical records (if CPOE training has been completed); order outpatient diagnostic services, and be appointed to Medical Staff committees and vote on matters presented at those Medical Staff committees unless otherwise provided by these Bylaws or another Medical Staff Document. Members of the Community Based Staff cannot exercise clinical privileges and may not write orders, progress notes, or any notations in the medical record. Members may attend continuing medical education programs or meetings of the Medical Staff without a vote. Community based members shall not be eligible to vote or serve as an officer of the medical staff.

4.6-3 OBLIGATIONS OF COMMUNITY BASED STAFF

Each member of the Community Based Staff shall discharge the basic obligations of staff members as required in these Bylaws including paying all Medical Staff dues and assessments in a timely manner as detailed in the Medical Staff Dues Policy. They shall not provide emergency on-call coverage or perform any other duties for which clinical privileges are required. Each member of the Community Based Staff shall establish appropriate referral and coverage arrangements with an Active or Consulting Staff member for the medical care of his/her patients that require Hospital services.

4.6-4 CHANGE IN MEDICAL STAFF CATEGORY

A member of the Community Based Staff may request a change in category to the Active, Consulting, or Telemedicine Staff if such member of the Community Based Staff: meets the necessary qualifications; is able to provide evidence of current clinical competence; and meets all qualifications for the specific privileges they are applying for.

4.6-5 DENIAL OR TERMINATION OF COMMUNITY BASED STAFF MEMBERSHIP

Notwithstanding anything contained in any Medical Staff Document to the contrary, members of the Community Based Staff are not entitled to due process rights under these Bylaws or the Corrective Action/Fair Hearing Plan. An Applicant who believes he/she was wrongly denied membership on the Community Based Staff or a member of the Community Based Staff who believes his/her membership was wrongly terminated may submit information to the Medical Executive Committee demonstrating why such denial or termination was unwarranted. The Medical Executive Committee, in its sole discretion, shall decide whether to review the submission. The Applicant or member shall have no appeal or other rights in connection with the Medical Executive Committee's decision.

4.7 EMERITUS STAFF RECOGNITION

4.7-1 REQUIREMENTS FOR EMERITUS RECOGNITION

Emeritus status shall be granted to practitioners retired from professional practice who are recognized for their noteworthy contributions and outstanding service to the Medical Center and/or long-standing service of at least 15 years to the Medical Center. The recommendation for Emeritus Staff will be initiated by the Credentials Committee to the Medical Executive Committee. Emeritus Staff practitioners are not eligible for Medical Staff membership or clinical privileges, and therefore shall not be subject to any other credentialing processes.

4.7-2 PREROGATIVES OF EMERITUS RECOGNITION

Emeritus Staff shall be invited and welcome to attend educational and social functions of the Medical Center and Medical Staff.

4.8 CHANGE IN STAFF CATEGORY

Pursuant to a request by the Medical Staff Member, upon a recommendation by the Credentials Committee, or pursuant to its own action, the Medical Executive Committee may recommend a change in medical staff category of a Member consistent with the requirements of the Bylaws. The Board shall approve any change in category.

4.9 RESIDENT PHYSICIANS

Resident physicians as used in these Bylaws, refer to practitioners who are currently enrolled in a graduate medical education program and under the supervision of qualified Medical Staff members. Residents shall not be considered Independent practitioners, shall not be eligible for clinical privileges or medical staff membership, and shall not be entitled to any of the rights, privileges, or to the hearing or appeal rights under these Bylaws. Residents shall abide by the provisions outlined in the *Resident Physician Scope of Activities Policy*. Resident physicians enrolled with a graduate medical education program which is conducted by Banner will not require an affiliation agreement with the Medical Center (Banner Residents). All other resident physicians shall be credentialed by the sponsoring training program in accordance with provisions in a written affiliation agreement between the Medical Center and the program; credentialing information shall be made available to the Medical Center upon request and as needed by the Medical Staff in the performance of their supervisory function.

The Graduate Medical Education Committee (GMEC) has been established to oversee graduate and post graduate medical education within North Colorado Medical Center. The GMEC will also oversee the care provided by Banner Residents provided occasionally at nearby Banner facilities. The Chair of the Graduate Medical Education Committee shall be responsible to communicate to the Medical Executive Committee and the Board about the patient care provided by, and the related educational and supervisory needs of, the resident physicians in the professional graduate education programs, including demonstrated compliance with any residency review committee citations as applicable to the program.

4.10 **ALLIED HEALTH PROFESSIONALS**

- (a) The term, "Allied Health Professional" (AHP) refers to individuals, other than those defined as a practitioner, who provide direct patient care services in the Medical Center under a defined degree of supervision, exercising judgment within the areas of documented professional competence and consistent with applicable law. Categories/types of AHPs eligible for clinical privileges shall be approved by the Board and shall be credentialed through the same processes as a Medical Staff member and shall be granted clinical privileges as either a dependent or independent healthcare professional as defined in State laws and in these Bylaws. Although AHPs are credentialed as provided in these Bylaws, they are not eligible for Medical Staff membership. They may provide patient care services only to the extent of the clinical privileges that have been granted. The Board has determined the categories of individuals eligible for clinical privileges as an AHP are physician assistants (PA), certified registered nurse anesthetists (CRNA), certified nurse midwives (CNM), Audiologists (AUD), clinical psychologists (Ph.D.) and advanced registered nurse practitioners (ARNP).
- (b) Other categories of dependent healthcare professionals, known as Ancillary Health Professionals, who are not working as Medical Center employees but who provide patient care services in support of, or under the direction of a Medical Staff member shall have their qualifications and ongoing competence verified and maintained through a process administered by the Medical Center. Categories of dependent healthcare professionals subject to such Medical Center processes, policies and procedures shall include, without limitation, operating room nurses and technicians, perfusionists, surgical first assistants, clinical assistants, autotransfusionists, orthotist/prosthetists, registered and practical nurses, dental technicians. Medical Center policies and procedures shall govern the actions and patient care services provided by dependent healthcare professionals. *These categories of dependent healthcare professionals are not considered Allied Health Professionals.* Although a Medical Staff member may provide employment, sponsorship and supervision of a non-hospital-employed dependent healthcare professional through the terms of a sponsorship agreement, which shall impose binding responsibilities upon the Medical Staff member, *these Bylaws shall not apply to such ancillary healthcare professionals.* Dependent healthcare professionals are listed here only to distinguish them from AHPs.
- (c) A Medical Staff member who fails to fulfill the responsibilities as outlined in the Allied Health Professional Policy and/or the Ancillary Healthcare Personnel Policy, Rules and Regulations and/or in a sponsorship agreement for the supervision of an AHP or an Ancillary Health Professional shall be subject to appropriate actions provided by these Bylaws.

4.10-1 **REQUIREMENTS FOR ALLIED HEALTH PROFESSIONALS AND ANCILLARY HEALTHCARE PERSONNEL**

Allied/Ancillary providers shall be responsible and accountable at all times to a member of the Medical Staff, and shall be under the supervision and direction of a member of the Medical Staff. In addition to

a complete application, as defined in these Bylaws, the supervising Physician will sign the agreement of supervision included on the Allied/Ancillary provider's privilege form and/or reference form.

4.10-2 OBLIGATIONS OF ALLIED HEALTH PROFESSIONALS AND ANCILLARY HEALTHCARE PERSONNEL

Each Allied/Ancillary provider shall discharge the basic obligations as required in these Bylaws; abide by these Bylaws, the Rules and Regulations, and all other rules, policies and procedures, guidelines, and other requirements of the Medical Staff and the Medical Center, as applicable to his/her activities in association with the Medical Center, including the provisions outlined in the Allied Health Professional policy and/or the Ancillary Healthcare Personnel Policy.

ARTICLE FIVE: CLINICAL PRIVILEGES

5.1 PROCESS FOR CREDENTIALING FOR MEMBERSHIP AND PRIVILEGES

Completed applications for membership and privileges are submitted at the time of initial appointment and reappointment to the Department Chair, Credentials Committee and Medical Executive Committee, subject to final approval by the Board. The process for appointment and reappointment to the Medical Staff is set forth in further detail in Section 3.10 of these Bylaws.

5.2 PROCESS FOR CREDENTIALING AND PRIVILEGING ALLIED HEALTH PROFESSIONALS and ANCILLARY HEALTHCARE PERSONNEL

Completed applications for Allied Health and Ancillary membership and privileges are submitted at the time of initial appointment and reappointment to the Department Chair, Credentials Committee, and Medical Executive Committee, subject to final approval by the Board. The process for appointment and reappointment to the Allied Health Staff and Ancillary Healthcare staff is set forth in further detail in these Bylaws, Section 3.10.

5.3 EXERCISE OF PRIVILEGES

5.3-1 IN GENERAL

Privileges may not be exercised at the Medical Center until the practitioner has successfully completed Banner's Computer Physician Order Entry/Electronic Medical Record (CPOE/EMR) training and orientation. Except in an emergency, a practitioner providing clinical services at the Medical Center may exercise only those clinical privileges specifically granted.

5.3-2 PRIVILEGES IN EMERGENCY SITUATIONS

In case of an emergency in which serious permanent harm or aggravation of injury or disease is imminent, or in which the life of a patient is in immediate danger and any delay in administering treatment could add to that danger, any practitioner is authorized to the degree permitted by the practitioner's license, when better alternative sources of care are not available within the necessary time frame, to do everything possible to save the patient's life or to save the patient from serious harm, regardless of department affiliation, staff category, or privileges. A practitioner providing such emergency services outside the scope of granted privileges is obligated to summon all consultative assistance deemed necessary and to arrange for appropriate follow-up care.

5.3-3 EXPERIMENTAL PROCEDURES

Experimental drugs, procedures, or other therapies or tests (Experimental Procedures) may be performed only after approval of the involved protocols by the Banner Institutional Review Board. Any Experimental Procedure may be performed only after the regular credentialing process has been completed and the privilege to perform or use such procedure has been granted to the practitioner.

5.4 TELEMEDICINE AND TELERADIOLOGY PRIVILEGES

The Medical Executive Committee shall determine which patient care, treatment, and services may be provided by practitioners through a telemedicine link. The clinical services offered must be consistent with commonly accepted quality standards. Telemedicine and Teleradiology services may also be used in the event of a disaster when the emergency management plan has been activated, and the organization is unable to meet immediate patient needs with resources on hand.

5.5 PROCEDURE FOR DELINEATING PRIVILEGES

5.5-1 **REQUESTS**

Each application for appointment and reappointment must contain a request for the specific clinical privileges desired by the practitioner. In some instances, staff membership may be granted to a practitioner who desires not to request clinical privileges. Specific requests must also be submitted for modifications of privileges in the interim between reappointment periods. All requests for clinical privileges will be processed in accordance with the procedures set forth in Section 3.10 of these Bylaws.

5.6 **BASIS FOR PRIVILEGES DETERMINATIONS**

Clinical privileges shall be granted in accordance with education and training, experience, utilization practice patterns, current health status, and demonstrated competence and judgment to provide quality and appropriate patient care in an efficient manner as documented and verified in each practitioner's credentials file. Additional factors that may be used in determining privileges include those qualifications set forth in Section 3.1. Where appropriate, review of the records of patients treated in other hospitals or practice settings may also serve as the basis for privileges determination(s). In reappointment determinations, results of quality and performance improvement and utilization review, peer review, supervised cases (if applicable), and where appropriate, practice at other hospitals will also be considered. In review of requests for changes in privileges, evidence of appropriate training and experience and current clinical competence must be documented.

5.7 **PRIVILEGE DECISION NOTIFICATION**

The decision to grant, limit or deny an initially requested privilege or an existing privilege petitioned for renewal is communicated to the requesting practitioner within three (3) weeks of the Board's action. In case of privilege denial, the application is informed of the reason for denial. The decision to grant, deny, revise or revoke privilege(s) is disseminated and made available to all appropriate internal and/or external persons or entities.

5.8 **PRIVILEGES FOR NEW PROCEDURES**

Departments will consider new technologies and procedures to determine whether the privilege to use such technologies or perform such procedures is subsumed under existing core or other privileges or requires additional education and training, experience and demonstrated competence and/or new staff competencies. Physicians desiring to utilize new technologies or perform new procedures may do so once the Credentials Committee and Medical Executive Committee have considered and approved the department's recommendation to create/not create new criteria for privileges and, where new criteria are established, have determined that the physician has demonstrated the necessary qualifications. The Medical Executive Committee's determination is subject to ratification by the Board.

5.9 **ESTABLISHMENT OF PRIVILEGES FOR INTERDISCIPLINARY PROCEDURES**

5.9-1 **REQUEST FOR PRIVILEGES**

As a result of emerging technology, practitioners in different specialties may be qualified by training, demonstrated competence and judgment to perform procedures traditionally under the jurisdiction of one department. In the event that a practitioner requests privileges to perform a procedure not currently within the jurisdiction of his or her department, the practitioner will notify the Credentials Committee in writing. The notice must contain basis for such practitioner's determination that he or she is qualified for the requested privileges, including proof of training and number of procedures performed.

5.9-2 **DETERMINATION OF APPROPRIATENESS**

The Credentials Committee will evaluate the request, and shall give the affected practitioner and other interested persons an opportunity for an interview as applicable. The Credentials Committee will forward the recommendation to the Medical Executive Committee and they will recommend to the Board whether interdisciplinary privileges are appropriate and, if applicable, the criteria and process for granting such privileges.

5.10 **TEMPORARY PRIVILEGES**

5.10-1 **CONDITIONS**

Temporary privileges may be granted only in the two circumstances and under the conditions described below, to an appropriately licensed practitioner, who is appropriately Board certified or

qualified for Board certification, when the information substantially supports a favorable determination regarding the requesting practitioner's qualifications, and only after the practitioner has satisfied the requirement of these Bylaws. Special requirements of supervision and reporting may be imposed by the Chief of Staff or department chair. Under all circumstances, the practitioner requesting temporary privileges must agree to abide by these Bylaws, Rules and Regulations and the policies of the Medical Staff and Medical Center. Temporary privileges shall be time-limited as specified for the type of temporary privileges listed below.

5.10-2 **CIRCUMSTANCES**

Upon the recommendation of the department chair, Credentials Committee chair and Chief of Staff or their respective designees, the Chief Executive Officer or designee may grant temporary privileges in the following circumstances:

- (a) Applicant awaiting review and approval of the Medical Executive Committee and Board/Pendency of Application: Temporary privileges may be granted to an Applicant who has submitted a complete application that has been verified and raises no concerns, and is awaiting review and approval of the Credentials Committee, Medical Executive Committee and the Board. "Applicant for new privileges" includes an individual applying for clinical privileges for the first time; an individual currently holding clinical privileges who is requesting one or more additional privileges; and an individual who is in the reappointment/re-privileging process and is requesting one or more additional privileges. Temporary privileges granted under this condition shall not exceed 120 days.

Temporary privileges will NOT be granted under the following circumstances:

- a. Application is still pending because the applicant has not responded in a satisfactory manner to a request for clarification of a matter or for additional information;
- b. There are current or previously successful challenges to licensure or registration;
- c. There are adverse membership actions at another hospital; or
- d. There are adverse actions against the Applicant's privileges at another hospital.

- (b) To Fulfill an Important Patient Care, Treatment and Service Need (Locum Tenens) /Care of Specific Patient Including one-time privileges for training, etc.:

Temporary privileges may be granted to a practitioner who is not an Applicant for Medical Staff membership to fill an important need and will be identified by the following process:

- a. An Applicant for temporary privileges for important patient care, treatment and service need (locum tenens) shall complete a Request for Application form and submit the completed form to the Banner Health Credentials Verification Office (CVO) which shall forward a copy to the Medical Center Medical Staff Services Office to determine eligibility. If the Applicant meets minimum established eligibility criteria, the CVO will be notified and the Applicant will be sent an application for completion. If the Applicant does not meet the eligibility criteria for membership he/she will be notified and an application will not be sent. The Applicant shall not be entitled to any procedural rights.

The application will include the Colorado Health Care Professional Credentials Application, request for the specific privileges desired and all of the following verifications:

- 1) Primary State License
- 2) Education and Training
- 3) Primary Hospital Affiliation
- 4) Board Certification
- 5) DEA Registration
- 6) Adequate professional liability insurance coverage
- 7) One favorable professional reference
- 8) Favorable results of the National Practitioner Data Bank Query
- 9) Demonstration of current competence
- 10) Background check will be requested, but temporary privileges may be granted pending return of results

Temporary privileges granted under this condition shall not exceed 120 consecutive days. An Applicant may be granted temporary privileges under this condition for no more than two

instances in a twelve (12) month period after which the practitioner must apply for membership and privileges before providing additional patient care, treatment or services.

b. An Applicant for temporary privileges for care of a specific patient (including one time privileges for training, etc.) will include completion of all requested information on the specified application form (not the Colorado State Application), request for privileges and all of the following verifications will be completed:

- 1) Primary State License
- 2) Education and Training
- 3) Primary Hospital Affiliation
- 4) Board Certification
- 5) DEA Registration – Copy must be provided
- 6) Adequate professional liability insurance coverage
- 7) One professional reference
- 8) Favorable results of the National Practitioner Data Bank Query
- 9) Demonstration of current competence

Temporary privileges granted under this condition shall not exceed the length of stay of the specific patient(s) and/or number of days approved for training. An Applicant may be granted temporary privileges under this condition for no more than fourteen (14) consecutive days and for no more than two (2) instances in a twelve (12) month period after which the practitioner must apply for membership and privileges before providing additional patient care, treatment or services.

5.10-3 **TERMINATION**

The Chief Executive Officer, Chief of Staff, department chair, or credentials chair may terminate any or all of a practitioner's temporary privileges on the discovery of any information or the occurrence of any event of a nature that raises a question about a practitioner's professional qualifications. In the event of such termination, the practitioner's patients in the Medical Center will be assigned to another practitioner. The wishes of the patient will be considered, where feasible, in choosing a substitute practitioner.

5.10-4 **RIGHTS OF THE PRACTITIONER**

A practitioner is not entitled to the procedural rights afforded by these Bylaws because a request for temporary privileges is refused in whole or in part or because all or any portion of the temporary privileges are terminated, not renewed, restricted, suspended, or limited in any way.

5.11 **TEMPORARY PRIVILEGES**

5.11-1 **CONDITIONS**

Temporary privileges may be granted only in the two circumstances and under the conditions described below, to an appropriately licensed practitioner, who is appropriately Board certified or qualified for Board certification, when the information substantially supports a favorable determination regarding the requesting practitioner's qualifications, and only after the practitioner has satisfied the requirement of these Bylaws. Special requirements of supervision and reporting may be imposed by the Chief of Staff or department chair. Under all circumstances, the practitioner requesting temporary privileges must agree to abide by these Bylaws, Rules and Regulations and the policies of the Medical Staff and Medical Center. Temporary privileges shall be time-limited as specified for the type of temporary privileges listed below.

5.11-2 **CIRCUMSTANCES**

Upon the recommendation of the department chair, Credentials Committee chair and Chief of Staff or their respective designees, the Chief Executive Officer or designee may grant temporary privileges in the following circumstances:

(b) Applicant awaiting review and approval of the Medical Executive Committee and Board/Pendency of Application: Temporary privileges may be granted to an Applicant who has submitted a complete application that has been verified and raises no concerns, and is awaiting review and approval of the Credentials Committee, Medical Executive Committee and the Board. "Applicant for

new privileges” includes an individual applying for clinical privileges for the first time; an individual currently holding clinical privileges who is requesting one or more additional privileges; and an individual who is in the reappointment/re-privileging process and is requesting one or more additional privileges. Temporary privileges granted under this condition shall not exceed 120 days.

Temporary privileges will NOT be granted under the following circumstances:

- e. Application is still pending because the applicant has not responded in a satisfactory manner to a request for clarification of a matter or for additional information;
 - f. There are current or previously successful challenges to licensure or registration;
 - g. There are adverse membership actions at another hospital; or
 - h. There are adverse actions against the Applicant’s privileges at another hospital.
- (b) To fulfill an important patient care, treatment and service need/Care of Specific Patient (includes Locum Tenens): Temporary privileges may be granted to a practitioner who is not an Applicant for Medical Staff membership to fill an important need but only after receipt of a request for the specific privileges desired and verification of appropriate current licensure, current competence, adequate professional liability insurance coverage and favorable results of the National Practitioner Data Bank query. Temporary privileges granted under this condition shall not exceed the length of stay of the specific patient(s) or 120 consecutive days, whichever is less. An Applicant may be granted temporary privileges under this condition for no more than two instances in a twelve (12) month period after which the practitioner must apply for membership and/or privileges before providing additional patient care, treatment or services.

5.11-3 **TERMINATION**

The Chief Executive Officer, Chief of Staff, department chair, or credentials chair may terminate any or all of a practitioner's temporary privileges on the discovery of any information or the occurrence of any event of a nature that raises a question about a practitioner's professional qualifications. In the event of such termination, the practitioner's patients in the Medical Center will be assigned to another practitioner. The wishes of the patient will be considered, where feasible, in choosing a substitute practitioner.

5.11-4 **RIGHTS OF THE PRACTITIONER**

A practitioner is not entitled to the procedural rights afforded by these Bylaws because a request for temporary privileges is refused in whole or in part or because all or any portion of the temporary privileges are terminated, not renewed, restricted, suspended, or limited in any way.

5.12 **DISASTER PRIVILEGES**

5.11-1 Disaster privileges may be granted to volunteer licensed independent practitioners when the Emergency Operations Plan has been activated in response to a disaster and the Medical Center is unable to meet immediate patient care needs. Disaster privileges may be granted by the Chief Executive Officer, Chief of Staff or their designees. Disaster privileges will be granted on a case-by-case basis at the discretion of the Chief Executive Officer or Chief of Staff (or their designee) but they are not required to grant privileges to any individual. Before a volunteer practitioner is considered eligible to function as a volunteer licensed independent practitioner, the Medical Center obtains his or her valid government-issued photo identification issued by a state or federal agency (for example, a driver’s license or passport) and at least one of the following:

- (a) A current picture identification card from a health care organization that clearly identifies professional designation;
- (b) A current license to practice in the United States;
- (c) Primary source verification of licensure;
- (d) Identification indicating that the individual is a member of a Disaster Medical Assistance Team (DMAT), the Medical Reserve Corps (MRC), the Emergency System for Advance Registration of Volunteer Health Professionals (ESARVHP), or other recognized state or federal response hospital or group;
- (e) Identification indicating that the individual has been granted authority by a government entity to provide patient care, treatment, or services in disaster circumstances; or

- (f) Confirmation by a licensed independent practitioner currently privileged by the Medical Center or a staff member with personal knowledge of the volunteer practitioner's identity and ability to act as a licensed independent practitioner during a disaster.
- 5.11-2 The volunteer practitioner must complete and sign the "Disaster Verification and Approval Form" and the "Emergency Licensure and Certification Procedure" form. A Banner Identification badge and/or ESAR-VHR badge must be worn when entering the facility for assigned duties.
 - 5.11-3 Primary source verification of licensure will begin within 72 hours of the practitioner presenting to the Medical Center or as soon as the immediate situation is under control (whichever comes first). If not verified within 72 hours, the reason must be documented and evidence of the volunteer practitioner's ability to continue to provide adequate care, treatment and services.
 - 5.11-4 The volunteer practitioner will be assigned to a currently credentialed Medical Staff member and practice only within their scope of practice.
 - 5.11-5 The Chief Executive Officer, Chief of Staff or their designee may terminate any or all of a practitioner's disaster privileges on the discovery of any information or the occurrence of any event of a nature that raises a question about a practitioner's professional qualifications. In the event of such termination, the practitioner's patients then in the Medical Center will be assigned to another practitioner.

ARTICLE 6: CORRECTIVE ACTION

6.1 CRITERIA FOR INITIATING CORRECTIVE ACTION

Corrective action may be initiated against a practitioner if it appears that the practitioner does not meet the standards required by these Bylaws, Rules and Regulations or any applicable Medical Staff policies, or if the practitioner is or may be engaged in a course of conduct, either within or outside the Medical Center, that is detrimental to patient care or lower than the standards or aims of the Medical Staff.

6.2 COLLEGIAL INTERVENTION

- 6.2-1 These bylaws encourage the use of progressive steps by Medical Staff leaders and Medical Center management, beginning with collegial and educational efforts to address issues pertaining to clinical competence and/or professional conduct. Initial collegial efforts may be made prior to resorting to corrective action, when appropriate. Such collegial interventions shall not constitute corrective action and shall not afford the right to a fair hearing and appeal as set forth in Section 6.9 of these bylaws and shall not require reporting to the state licensure Board or the NPDB except as otherwise provided in these Bylaws.
- 6.2-2 Collegial intervention is part of the Medical Center's professional review activities and may include, but not limited to:
 - (a) Advising providers of applicable policies such as policies regarding appropriate behavior; unassigned call obligations, and timely and appropriate medical records documentation;
 - (b) Informal discussion or formal meetings regarding concerns raised about conduct or performance;
 - (c) Consultation with providers;
 - (d) Sharing of data to assist individuals to conform practices to appropriate guidelines and norms;
 - (e) Written letters of guidance, reprimand or warning regarding concerns about conduct or performance; or
 - (f) Warnings regarding potential consequences of failure to improve conduct or performance.
- 6.2-3 The Chief of Staff in conjunction with the Chief Medical Officer may determine whether a matter should be handled in accordance with another policy (e.g., Disruptive Practitioner Policy, Practitioner Health Policy) or should be referred to Medical Executive Committee for further action.
- 6.2-4 The relevant medical staff leader will determine whether to document a collegial intervention effort and any documentation that is prepared will be placed in the individual's confidential file. The individual will have an opportunity to review the documentation and respond to it and the response will be maintained in the file with the original documentation.

6.3 PROCEDURES FOR INITIATING AN INVESTIGATION LEADING TO POSSIBLE CORRECTIVE ACTION

- (a) A request for an investigation and/or corrective action may be submitted to the Chief of Staff by any member of the Medical Staff, the Chief Executive Officer, or the Board. The request must be in writing and must be supported by reference to the specific activities or conduct forming the basis for the request.
- (b) The Professional Review Committee or subcommittee thereof ("Professional Review Committee") shall consider the request and determine if an investigation is warranted. The Professional Review Committee may use one or more "evaluation tools" described below to determine if an investigation is warranted or, where an investigation is found to be warranted, to determine whether corrective action is necessary. Evaluation tools include but are not limited to an interview with the involved practitioner, concurrent or retrospective chart review, concurrent observation and/or consultation requirements and interviews with other medical staff members and/or Medical Center employees. The involved practitioner's refusal to cooperate in an evaluation constitutes grounds for automatic suspension pursuant to Section 6.6 of these Bylaws. The involved practitioner is not entitled to the procedural rights afforded by these Bylaws because of the use of such tools. The Medical Executive Committee will be kept informed of the status of such investigations.
- (c) Certain matters that may lead to corrective action are routinely considered by each Medical Staff department and/or the Professional Review Committee as a part of their ongoing quality and performance improvement, clinical, administrative, and educational functions. When, as a result of fulfilling these functions, information comes to the attention of the department or the Professional Review Committee, the Professional Review Committee shall conduct a review as set forth herein, and no request for an investigation and/or corrective action is required.

6.4 **PROCEDURE FOR PROFESSIONAL REVIEW**

- (a) Within 60 days of the determination by the Professional Review Committee that an investigation or corrective action may be warranted, the Professional Review Committee shall conclude an investigation and document its findings. If the findings warrant that corrective action be taken, the affected practitioner shall have an opportunity for an interview with the Professional Review Committee. This interview shall not constitute a hearing, shall be preliminary in nature, and none of the procedural rules provided in these Bylaws shall apply thereto, including the right to be accompanied by counsel. A record of such interview shall be made and included with its report. In certain instances, the Professional Review Committee investigation may not be concluded within 60 days. In such instances, the investigation shall be concluded as soon as reasonably practical. The affected practitioner shall have no procedural rights arising out of such delay. After its deliberations, the Professional Review Committee will make its recommendation, and if adverse, shall forward it to the Medical Executive Committee.
- (b) If the Professional Review Committee recommends that corrective action be taken, the Medical Executive Committee shall review the recommendation to determine whether it is supported by substantial evidence and whether the Bylaws were followed. Prior to recommending reviewable corrective action, the Medical Executive Committee shall give the affected practitioner an opportunity for an interview. This interview shall not constitute a hearing, shall be preliminary in nature, and none of the procedural rules provided in these Bylaws shall apply thereto, including the right to be accompanied by counsel. If the Medical Executive Committee recommends corrective action that is reviewable, the affected practitioner shall be given notice and a right to a hearing as set forth in these Bylaws.

6.5 **PRECAUTIONARY SUSPENSION**

6.5-1 **INITIATION**

Whenever a practitioner willfully disregards these Bylaws or the Rules and Regulations or Medical Center policies, or whenever a practitioner's conduct may require immediate action to protect the life of any patient(s) or to reduce the substantial likelihood of immediate injury or damage to the health and/or safety of any patient, employee or other person present in the hospital or to prevent interference with the orderly operation of the Medical Center; any of the following individuals shall have the right to summarily suspend membership and all or any portion of the clinical privileges of a practitioner: Chief of Staff, Chief Medical Officer, Associate Chief Medical Officer, and Chief Executive Officer or their respective designees.

A summary suspension is effective immediately upon imposition and until such time as a final decision is made regarding the practitioner's membership and privileges. Summary suspension shall be followed promptly by special notice to the affected practitioner.

6.5-2 **REVIEW BY THE PROFESSIONAL REVIEW COMMITTEE AND MEDICAL EXECUTIVE COMMITTEE**

A practitioner whose clinical privileges have been summarily suspended shall be entitled to request a review of the summary suspension by the Professional Review Committee or a subcommittee thereof having no less than three (3) members. The review must be requested within 10 business days of the practitioner's receipt of notice of the suspension. Such review shall take place within 10 business days of the request for review, unless the Professional Review Committee has met with the practitioner. Upon deliberation, the Professional Review Committee or subcommittee thereof may direct that summary suspension be terminated or continued. Where the suspension is continued, the affected practitioner shall be entitled to request a review of the summary suspension by the Medical Executive Committee or a subcommittee thereof having no less than three (3) members. The review must be requested within 10 business days of the practitioner's receipt of notice of the Professional Review Committee's decision. Such review shall take place within 10 business days of the request for review.

6.5-3 **EXPEDITED HEARING RIGHTS**

In the event summary suspension is continued, special notice of the decision shall be sent to the affected practitioner who may request a hearing or an expedited hearing pursuant to the Fair Hearing Plan.

6.5-4 **ALTERNATIVE COVERAGE**

Immediately upon imposition of summary suspension, the Chief of Staff, Chief Medical Officer, Chief Executive Officer, department chair or their respective designees shall have the authority to provide for alternative medical coverage for the patients of the suspended practitioner who remain in the Medical Center. Patients' wishes shall be considered in the selection of an alternative practitioner.

6.6 **AUTOMATIC SUSPENSION OR LIMITATION**

When grounds exist for automatic suspension, the privileges of the practitioner will be automatically suspended without prior action by the Medical Executive Committee or the Board. Alternative medical coverage will be provided for patients as set forth in Section 6.5-4. The Chief of Staff will notify the practitioner of the suspension. The following circumstances shall constitute conditions for automatic suspension, and further corrective action may be recommended in accordance with the provisions contained within these Bylaws:

6.6-1 **LICENSE**

- (a) Revocation: Whenever a practitioner's license to practice in this State is revoked, Medical Staff appointment and clinical privileges are immediately and automatically revoked.
- (b) Restriction: Whenever a practitioner's license is limited or restricted in any way, those clinical privileges that are within the scope of the limitation or restriction are similarly immediately and automatically restricted.
- (c) Suspension: Whenever a practitioner's license is suspended, Medical Staff appointment and clinical privileges are automatically suspended for the term of the licensure suspension.
- (d) Probation: Whenever a practitioner is placed on probation by a licensing authority, his or her membership status and clinical privileges shall become subject to the same terms and conditions of the probation.
- (e) Expiration: Whenever a practitioner's license becomes expired.

6.6-2 **PROFESSIONAL LIABILITY INSURANCE, DEA AND OTHER CERTIFICATIONS**

Practitioners are required to maintain and provide documentation of current Colorado license, professional liability insurance, DEA and other certifications (ACLS, ALSO, ATLS, NRP, etc.) required for maintaining membership and privileges. The notification process of "expirables" is defined in the Medical Staff Policy: *Expirable Tracking for Practitioners of the Medical and Allied Health Staff*. Whenever a practitioner's DEA is revoked, restricted, suspended, or has expired, the practitioner's right to prescribe medications covered by the registration is similarly revoked, restricted, or suspended. In addition, a practitioner's appointment and clinical privileges shall be immediately suspended for failure to maintain the minimum amount of professional liability insurance coverage under Section 3.1-14 of these Bylaws. Privileges will be reinstated upon primary source verification of the provided information during a 90 day period following the suspension. Failure to provide updated information within the 90 day period shall be deemed a voluntary resignation of membership and privileges and practitioners must reapply.

6.6-3 **MEDICAL RECORDS**

A temporary suspension of privileges to admit patients or to schedule new procedures shall be imposed for failure to complete medical records within the time periods established by the Medical Executive Committee and designated in medical staff documents. Temporary suspension shall be lifted upon completion of the delinquent records. If a medical staff member remains on suspension for 30 calendar days and all delinquent records have not been completed, the practitioner shall be deemed to have voluntarily resigned from the medical staff.

6.6-4 **FAILURE TO BE VACCINATED OR TO OBTAIN EXEMPTION**

A practitioner's Medical Staff clinical privileges shall be immediately suspended for failure to provide evidence of flu vaccination or an approved exemption granted by Banner or, where granted an exemption, for failure to wear a mask as required by Banner policy. Privileges may be reinstated at the end of flu season.

6.6-5 **EXCLUSION FROM MEDICARE/STATE PROGRAMS**

The Chief Executive Officer with notice to the Chief of Staff will immediately and automatically suspend the Medical Staff privileges of an Excluded Practitioner. The Chief Executive Officer will restore limited privileges to an Excluded Practitioner upon his/her signing an agreement whereby he/she agrees (a) not to provide items or services to patients enrolled in Medicare/State Programs and (b) to indemnify the Medical Center and the Medical Staff for any liability they might have solely as a result of a breach of this agreement. An "Excluded Practitioner" is a practitioner whose name is listed on the then current "list of Excluded Individuals/Entities" maintained by the Office of Inspector General, Department of Health and Human Services or who has been barred from participation in any Medicare/State Program. A "Medicare/State Program" is any federal or state program, including Medicare, Medicaid, AHCCCS, Indian Health Service, or Tricare (formerly CHAMPUS) program. If the practitioner fails to sign the agreement within a 90 day period, such practitioner shall be deemed to have resigned voluntarily from the staff and must reapply for staff membership and privileges.

6.6-6 **FAILURE TO SATISFY SPECIAL APPEARANCE REQUIREMENT**

A practitioner, who fails without good cause to appear at a meeting where his or her special appearance is required, shall automatically be suspended from exercising all clinical privileges with the exception of emergencies and imminent deliveries. If the practitioner fails to appear within 3 months of the request to appear, such practitioner shall be deemed to have resigned voluntarily from the staff and must reapply for staff membership and privileges.

6.6-7 **FAILURE TO EXECUTE RELEASES AND/OR PROVIDE DOCUMENTS**

A practitioner who fails to execute a general or specific release and/or provide documents, as set forth in Section 11.4, during a term of appointment when requested by the Chief of Staff, department chair or designee shall automatically be suspended. If the release is executed and/or documents provided within 30 calendar days of the notice of suspension, the practitioner shall be reinstated. Thereafter, such practitioner shall be deemed to have resigned voluntarily from the staff and must reapply for staff membership and privileges.

6.6-8 **FAILURE TO PARTICIPATE IN AN EVALUATION**

A practitioner who fails to participate in an evaluation of his/her qualifications for Medical Staff membership and/or privileges shall automatically be suspended. If, within 30 days of the suspension, the practitioner agrees in writing to participate in the evaluation and does participate constructively, the practitioner shall be reinstated. Thereafter, such practitioner shall be deemed to have resigned voluntarily from the staff and must reapply for staff membership and privileges.

6.6-9 **FAILURE TO COMPLETE ASSESSMENTS AND PROVIDE RESULTS**

A practitioner who fails to complete a required educational assessment and/or training program and/or health (including psychiatric/psychological health) assessment and follow-up treatment or to provide a report of such findings shall automatically be suspended. If the report is provided within 30 calendar days of the notice of suspension, the practitioner shall be reinstated. Thereafter, such practitioner shall be deemed to have resigned voluntarily from the staff and must reapply for staff membership and privileges.

6.6-10 FAILURE TO BECOME/REMAIN BOARD CERTIFIED

Failure to become/remain Board certified within the time allowed under these Bylaws shall result in the voluntary, automatic resignation of Medical Staff membership and privileges.

6.6-11 MISREPRESENTATION

If it is discovered that an individual misrepresented, omitted or erred in answering the questions on an application for Medical Staff membership or clinical privileges or in answering interview queries, and the misrepresentation or omission is a material or substantive misrepresentation, as judged by the Medical Executive Committee, the individual's membership and clinical privileges shall be automatically terminated. Substantial or material misrepresentation of the applicant's qualifications, competence or character may be grounds for the Board to permanently disqualify an individual from applying for membership or clinical privileges or to set a specific time period after which the applicant may reapply.

6.7 REINSTATEMENT FOLLOWING A SUSPENSION

Requests for reinstatement will be reviewed by the relevant department chair, Credentials Committee Chair, Chief of Staff, and the Chief Executive Officer. If all these individuals make a favorable recommendation on reinstatement, the Medical Staff member or other individual with clinical privileges who has been subject to suspension may immediately resume clinical practice at the Medical Center. This determination will then be forwarded to the Credentials Committee, Medical Executive Committee, and the Board for ratification. If, however, any of the individuals reviewing the request have any questions or concerns, those questions will be noted and the reinstatement request will be forwarded to the full Credentials Committee, Medical Executive Committee, and Board for review and recommendation.

6.8 REPORTING REQUIREMENT

The Medical Center, shall comply with any applicable reporting requirements. In compliance with the Health Care Quality Improvement Act of 1996, reports to the National Practitioner Data Bank shall include actions based on professional competence or conduct which adversely affects or could affect the health or welfare of a patient, or the surrender of privileges as a result of, or during, an investigation that affects an individual's privileges for more than thirty (30) days.

6.9 FAIR HEARING PLAN AND APPEAL RIGHTS

6.9-1 HEARINGS AND APPEALS

The hearing will be conducted in accordance with the following Fair Hearing Plan as set forth herein. The appeal will be conducted in accordance with the Board's Appellate Review Policy.

6.9-2 CONCURRENT HEARINGS

Where the Medical Executive Committee and one or more other Banner Medical Center Medical Executive Committee(s) make an adverse recommendation against the same practitioner relating to the same or similar facts or circumstances; and if the affected practitioner requests a hearing at more than one Medical Center, the Chiefs of Staff of such Medical Centers may, in their sole discretion, elect to conduct a single hearing which shall fulfill the affected practitioner's right to a hearing under the Fair Hearing Plans of all participating Medical Centers. The Chiefs of Staff of the participating Medical Centers shall collectively determine the members of the hearing committee; provided that reasonable efforts will be made to have at least one member of the Medical Staff of each participating Medical Center on the hearing committee.

6.9-3 FAIR HEARING PLAN TRIGGERING EVENTS

Any practitioner whose membership and/or privileges are denied, revoked, suspended, reduced, or otherwise limited shall be entitled to a hearing upon timely and proper request, unless such limitation constitutes non reviewable action as defined in these Bylaws Section 6.16.

6.9-4 NOTICE OF ADVERSE RECOMMENDATION OR ACTION

Upon the adverse recommendation of the Medical Executive Committee, the practitioner against whom an adverse recommendation or action has been taken shall promptly be given special written notice of such action. The special notice shall be either hand delivered or sent by certified mail, return receipt requested, or by facsimile or e-mail with confirmation of receipt. The notice shall:

- (a) Advise the practitioner that an adverse recommendation has been proposed; and contain a concise statement of the reasons for an adverse recommendation or action, with enough specifics to allow response;

- (b) Advise the practitioner of the right to a hearing upon timely and proper request; including specification that the practitioner has 30 calendar days following receipt of the notice to submit a written request for a hearing to the Chief Executive Officer;
- (c) State that failure to request a hearing within thirty (30) days and in the proper manner shall constitute a waiver of rights to a hearing and to an appellate review of the matter, and the recommendation for adverse action will become final upon approval by the Board;
- (d) State a summary of the practitioner's rights at the hearing; and
- (e) State that upon receipt of the request for a hearing, the practitioner will be notified of the date, time and place of the hearing.

6.9-5 AMENDED ADVERSE RECOMMENDATION OR ACTION

The Medical Executive Committee may modify its proposed adverse recommendation or action, or the grounds for such recommendation or action at any time during the course of the proceeding, and shall notify the practitioner of all additions or deletions. However, the Medical Executive Committee must provide timely notice of such modifications to the practitioner. In the event a practitioner receives notice of any such modification, the practitioner may request a postponement of the hearing, if it has been scheduled, so as to give the practitioner a reasonable opportunity to respond to the modified proposed adverse recommendation or action and/or the additional grounds for such recommendation or action. If the Chief of Staff determines that the request is reasonable, the hearing will be postponed.

6.9-6 REQUEST FOR HEARING

A practitioner shall have thirty (30) calendar days following receipt of a notice pursuant to Section 6.9-4 to file and deliver a written request for a hearing to the Chief Executive Officer either in person or by certified mail.

6.9-7 WAIVER BY FAILURE TO REQUEST A HEARING

A practitioner who fails to request a hearing within the time and in the manner specified in Section 6.9-4 shall be deemed to waive his/her rights to any hearing or appellate review to which he/she might otherwise have been entitled. A waiver shall constitute acceptance of the recommendation and action, which shall immediately be transmitted to the Board for a final decision. An adverse action by the Board shall constitute acceptance of that action, which shall become effective immediately as the final decision. The Chief Executive Officer will send the practitioner notice of the Board's decision.

6.10 HEARING PREREQUISITES

6.10-1 NOTICE OF TIME AND PLACE FOR HEARING

Upon receiving a timely and proper request for hearing, the Chief Executive Officer shall deliver the request to the Chief of Staff, who shall schedule the hearing. At least thirty (30) calendar days prior to the hearing, the Chief Executive Officer shall send the practitioner special notice of the date, time, and place of the hearing. The Chief of Staff shall use his or her best efforts to schedule the meeting to commence not less than 30 calendar days nor more than 90 calendar days after the Chief Executive Officer sends special notice to the practitioner. Upon receipt of a written request by a practitioner for an expedited hearing, the hearing must be held as soon as the arrangements may reasonably be made, with a goal that the hearing commence within thirty (30) calendar days after the receipt of the request for the expedited review. The above stated time periods may be modified upon the mutual agreement of the practitioner and the Chief of Staff.

6.10-2 APPOINTMENT OF HEARING COMMITTEE BY THE MEDICAL CENTER

When a hearing is requested, the hearing shall be conducted by a committee appointed by the Chief of Staff, and composed of at least 3 members. The Chief of Staff shall designate one of the appointees as chair of the committee. If the Chief of Staff is in direct economic competition with the practitioner, the vice chief of staff, immediate past chief of staff or remaining member of the Medical Executive Committee (in that order) shall appoint the committee members and chair.

6.10-3 SERVICE ON HEARING COMMITTEE

No person in direct economic competition with the practitioner or who directly participated in the consideration of the adverse recommendation shall participate on the hearing committee. Members of the hearing committee shall be physicians and members of the medical staff, but may also include Allied Health Professionals.

6.10-4 PRACTITIONER'S RIGHT TO OBJECT

The Chief of Staff or the designee shall notify the practitioner of the names of the committee members and the date by which the practitioner must object, if at all, to the appointment of any member(s). Such objection must be in writing and must include the basis for the objection. If the Chief of Staff or the designee who appointed the committee determines that the objection is reasonable, the Chief of Staff or the designee may designate alternative member(s) and shall notify the practitioner of such new member(s). The practitioner may object to any new member(s) by giving written notice of the objection and the reasons therefor.

6.10-5 HEARING OFFICER

The Chief of Staff, at his/her discretion or upon request of the affected practitioner, may appoint a hearing officer. The Hearing Officer shall serve as the Presiding Officer, as defined below, and maintain decorum, rule on matters of law, procedure, and rule on the admissibility of evidence, including the admissibility of testimony and exhibits. The Hearing Officer may participate in the deliberations and assist in the preparation of a written decision, but may not act as an advocate or advisor for either party and may not vote. The Hearing Officer need not be a member of the Medical Staff or a physician and may not be in direct economic competition or affiliation with the practitioner. The practitioner has the right to object to the hearing officer in the same manner as specified in Section 6.10-4.

6.10-6 PRESIDING OFFICER

In the absence of a Hearing Officer, the hearing committee chair shall be the Presiding Officer. The Presiding Officer shall maintain decorum, and rule on matters of law, procedure, and the admissibility of evidence, including the admissibility of testimony and exhibits. If the chair is serving as the Presiding Officer, he or she shall be entitled to vote.

6.10-7 LIST OF WITNESSES

At least 10 days prior to the scheduled date for commencement of the hearing, each party shall give the other party a list of the names of the individuals who, as far as is then reasonably known, will give testimony or evidence in support of the practitioner at the hearing. The list shall contain only the names of individuals who can provide testimony relevant to the grounds for the adverse recommendation or action. Such list and the list of the Medical Executive Committee's witnesses shall be amended as soon as possible when additional witnesses are identified. The Presiding Officer may permit a witness who has not been listed in accordance with this Section to testify if it finds that the failure to list such witness was justified, that such failure did not prejudice the party entitled to receive such list, and that the testimony of such witness will materially assist the hearing committee in making its report and recommendation. The practitioner and the representative of the Medical Executive Committee will be permitted to testify regardless of whether identified as a witness.

6.10-8 STATEMENTS IN SUPPORT

If a statement in support of a party's position is to be submitted to the hearing committee, such party shall supply five copies of such statement to the Medical Staff Office at least 5 days prior to the scheduled date for commencement of the hearing. The party shall also supply two copies of the statement to the other party and his/her representative. The Medical Staff Office shall distribute the statements (if any) to members of the hearing committee at least 3 days prior to the scheduled date of the commencement of the hearing. Nothing in this paragraph shall preclude the Medical Executive Committee or its representative from submitting procedural information to the hearing committee.

6.10-9 EXHIBITS

At least 10 days prior to the scheduled date for commencement of the hearing, each party shall give the other party a copy of all exhibits, as far as then reasonably known which will be introduced during the hearing. Documents previously provided to a party need not be

resupplied. The Presiding Officer may permit the introduction of an exhibit which has not been provided in accordance with this Section if he/she finds that the failure to provide such exhibit was justified, that such failure did not prejudice the party entitled to receive it, and that the exhibit will materially assist the hearing committee in making its report and recommendation.

6.10-10 **DUTY TO NOTIFY OF NONCOMPLIANCE**

If the practitioner believes that there has been a deviation from the procedures required by this Fair Hearing Plan or applicable law, the practitioner must promptly notify the Presiding Officer such deviation, including the Fair Hearing Plan or applicable law citation. If the Presiding Officer agrees that a deviation has occurred and is substantial and has created demonstrable prejudice, he/she shall correct such deviation. The practitioner shall be deemed to have waived any violation of this Fair Hearing Plan or law not raised timely pursuant to this Section.

6.11 **HEARING PROCEDURE**

6.11-1 **PERSONAL PRESENCE**

The right to a hearing shall be waived if the practitioner fails, without good cause, to appear for the hearing. The personal presence of the practitioner is required throughout the hearing. The presence of the practitioner's counsel or other representative does not constitute the personal presence of the practitioner. A practitioner who fails without good cause to be present throughout the hearing shall be deemed to have waived his or her rights in the same manner and with the same consequence as provided in Section 6.9-7. The Presiding Officer shall determine what constitutes "good cause."

6.11-2 **REPRESENTATION**

The practitioner may be represented at the hearing by legal counsel or any other person of the practitioner's choice. The Medical Executive Committee shall appoint a representative who may be a member of the Medical Executive Committee or another member of the active staff to represent it and may also be represented by legal counsel.

6.11-3 **WAIVER BY FAILURE TO PARTICIPATE CONSTRUCTIVELY IN THE HEARING PROCESS**

A practitioner who fails to participate constructively in the hearing process shall be deemed to have waived his/her right to any hearing or appellate review to which he/she might otherwise have been entitled. The Presiding Officer must inform the practitioner that a waiver is being considered and give the practitioner reasonable opportunity to participate constructively prior to ruling that his/her hearing rights have been waived. Examples of failure to participate constructively include but are not limited to refusal of the practitioner to be sworn in or to answer questions posed by the hearing committee; failure to proceed with the hearing; and failure to abide by a ruling of the Presiding Officer. The waiver has the same force and effect as provided in Section 6.9-7. A practitioner who has been deemed to have waived his/her right to a hearing may request that the Medical Executive Committee review the ruling and may submit information demonstrating why the ruling is unwarranted. Such request and information in support of the practitioner's position must be submitted, if at all, within 10 days of the ruling. The Medical Executive Committee shall decide whether to reinstate the practitioner's hearing rights, and the practitioner shall have no appeal or other rights in connection with the Medical Executive Committee's decision.

6.11-4 **RIGHTS OF PARTIES**

During a hearing, each party shall have the following rights, subject to the rulings of the Presiding Officer on the admissibility of evidence and provided that such rights shall be exercised in a manner so as to permit the hearing to proceed efficiently and expeditiously:

- (a) Call, examine, and cross-examine witnesses;
- (b) Present relevant evidence;
- (c) Rebut any evidence;
- (d) Submit a written statement in support of such party's position if such statement is tendered pursuant to Section 6.10-8;
- (e) Submit proposed findings of fact and recommendations at the close of the hearing;

- (f) Have a record made of the proceedings, copies of which may be obtained by the practitioner upon payment of any reasonable charges associated with the preparation thereof; and
- (g) Have the right to receive the written recommendations of the hearing committee and the Executive Committee, both of which must include a statement of the basis for the decision.

6.11-5 PROCEDURE AND EVIDENCE

The hearing need not be conducted according to rules of law relating to the examination of witnesses or presentation of evidence. At the discretion of the Presiding Officer, any relevant matter may be considered. During the hearing, each party shall be entitled to submit a statement in support concerning any issue of law or fact if such statement was tendered pursuant to Section 6.10-8, and those statements shall become part of the hearing record. The hearing committee may ask questions of witnesses, call additional witnesses, or request documentary evidence if it deems it appropriate. The practitioner may be examined by the Medical Executive Committee representative and the hearing committee members regardless of whether the practitioner testifies in his/her own behalf. The Presiding Officer may order that oral evidence be taken only on oath.

6.11-6 BURDEN OF PROOF

The Medical Executive Committee has the initial obligation to present evidence in support of the adverse action or recommendation. Thereafter, the practitioner has the burden of demonstrating, by preponderance of the evidence, that the adverse action or recommendation lacks any substantial factual basis or is otherwise arbitrary, unreasonable, or capricious.

6.11-7 HEARING RECORD

A record of the hearing shall be kept. A court reporter shall be used for making the record.

6.11-8 POSTPONEMENT

Requests for postponement or continuance of a hearing may be granted by the Presiding Officer only upon a timely showing of good cause.

6.11-9 RECESSES AND ADJOURNMENT

The hearing committee may without special notice recess and reconvene the hearing for the convenience of the participants or for the purpose of obtaining new or additional evidence or consultation. Upon conclusion of the presentation of oral and written evidence, the hearing shall be adjourned. The hearing committee shall, at a time convenient to itself, conduct its deliberations outside the presence of the parties.

6.11-10 DELIBERATIONS

In reaching its conclusions of fact and making its recommendations, the hearing committee must act:

- (a) In the reasonable belief that the recommendation is in furtherance of quality health care;
- (b) After a reasonable effort to obtain the facts of the matter; and
- (c) In the reasonable belief that the action is warranted by the facts known after reasonable effort to obtain such facts.

6.12 HEARING COMMITTEE REPORT & FURTHER ACTION

6.12-1 HEARING COMMITTEE REPORT

Within 10 days after adjournment of the hearing, the hearing committee shall make a written report of its findings and recommendation. The report shall include a statement of the basis for its recommendation. The hearing committee shall forward the report along with the record and other documentation to the Medical Executive Committee.

6.12-2 ACTION ON HEARING COMMITTEE REPORT

At its next regularly scheduled meeting after receipt of the hearing committee report and the hearing record, the Medical Executive Committee shall consider the report of the hearing committee. The Medical Executive Committee shall also have available to it the hearing record and all documentation submitted at the hearing. If the recommendation of the hearing committee differs from the initial recommendation of the Medical Executive Committee, the Presiding Officer of the hearing committee shall be invited to the Medical Executive Committee to discuss the findings

and recommendation of the Fair Hearing committee. The Medical Executive Committee shall affirm, modify, or reverse its previous recommendation or action and shall include with its recommendation a statement of the basis therefor.

6.12-3 NOTICE AND EFFECT OF RESULT NOTICE

As soon as is practicable after the Medical Executive Committee meeting, the Chief Executive Officer shall send the practitioner a copy of the hearing committee's report and recommendation and the reconsidered recommendation of the Medical Executive Committee along with the statements of the bases for such recommendations.

6.12-4 EFFECT OF FAVORABLE RESULT

When the recommendation of the Medical Executive Committee is favorable to the practitioner, the Chief Executive Officer shall promptly forward it to the Board.

6.12-5 EFFECT OF ADVERSE RESULT

- (a) If the Medical Executive Committee's reconsidered recommendation continues to be adverse, the Chief Executive Officer shall promptly notify the practitioner by special notice and shall also notify the practitioner of the appellate review rights to which the practitioner is entitled. The Chief Executive Officer shall also forward such recommendation to the Board, but the Board shall not take any action thereon until after the practitioner has exercised or has been deemed to have waived the right to an appellate review.
- (b) When the Medical Executive Committee's recommendation continues to be adverse, the Chief Executive Officer shall notify the appropriate licensing authority and make such other notifications as are required by law regarding the recommendation and the grounds therefor and of the affected practitioner's pending appeal rights.

6.13 APPELLATE REVIEW

Upon receipt of a timely and proper request for appellate review, the General Counsel of Banner shall schedule the appellate review as soon as practicable. The General Counsel will attempt to schedule the review at a date and time acceptable to the practitioner, representatives of the Medical Staff and members of the Appeals Subcommittee. The appellate review process is set forth in the Banner Health Appellate Review Policy.

6.14 FINAL ACTION

6.14-1 ACTION TAKEN BY THE APPEALS SUBCOMMITTEE

As soon as practicable after adjournment of the appellate review, the Appeals Subcommittee shall prepare its report and recommendation. The General Counsel shall send a copy of the report and recommendation to the practitioner and to the Chief of the Medical Staff for transmittal to the Medical Executive Committee. The report and recommendation will be presented to the Medical Staff Subcommittee, which will make a recommendation to the Board's Quality and Care Management Committee. The Chief of the Medical Staff will be invited to attend the presentation of the report and recommendation to the Medical Staff Subcommittee, but may not remain for the deliberations or the vote.

(a) APPEALS SUBCOMMITTEE IN ACCORD WITH THE MEDICAL EXECUTIVE COMMITTEE

If the Appeals Subcommittee's recommendation is in accord with the Medical Executive Committee's last recommendation in the matter, the Medical Staff Subcommittee shall promptly forward its recommendation to the Quality and Care Management Committee along with all relevant documentation.

(b) APPEALS SUBCOMMITTEE NOT IN ACCORD WITH THE MEDICAL EXECUTIVE COMMITTEE

If the Appeals Subcommittee's recommendation differs from the Medical Executive Committee's last recommendation, the Medical Staff Subcommittee may make a recommendation to the Quality and Care Management Committee or refer the matter back to the Medical Executive Committee for further consideration.

6.14-2 SPECIAL JOINT CONFERENCE REVIEW

Prior to a recommendation by the Medical Staff Subcommittee or the Quality and Care Management Committee or a decision by the Board that differs from the Medical Executive Committee's last

recommendation, the Medical Executive Committee will be permitted to request review by a special Joint Conference Subcommittee; provided however that the Medical Executive Committee is entitled to only one Joint Conference review with respect to the adverse recommendation against the practitioner. As soon as practicable after receiving a matter referred to it, a special Joint Conference Subcommittee shall convene to consider the matter and submit its recommendation to the Board.

6.15 NUMBER OF REVIEWS

No practitioner is entitled as a right to more than one hearing and one appellate review with respect to the subject matter that is the basis of the adverse recommendation or action triggering the right.

6.16 NONREVIEWABLE ACTION

Not every action entitles the practitioner to rights pursuant to the Fair Hearing Plan as set forth in Section 6.9. Those types of corrective action giving rise to automatic suspension as set forth in Section 6.6 are not reviewable under the Fair Hearing Plan. In addition, the following occurrences are also non-reviewable under the Fair Hearing Plan:

- (a) Imposition of supervision pending completion of an investigation to determine if corrective action is warranted or pending exhaustion of due process rights.
- (b) Issuance of a warning or a letter of admonition or reprimand.
- (c) Imposition of monitoring of professional practices, other than direct supervision, for a period of 6 months or less.
- (d) Termination or limitation of temporary privileges or disaster privileges.
- (e) Supervision and other requirements imposed as a condition of granting privileges.
- (f) Termination of any contract with or employment by the Medical Center(s) or Banner Medical Group.
- (g) Any recommendation voluntarily imposed or accepted by a practitioner.
- (h) Denial of membership and privileges for failure to complete an application for membership or privileges.
- (i) Denial or termination of community-based affiliation.
- (j) Removal of membership and privileges for failure to submit an application for reappointment within the allowable time period.
- (k) Reduction or change in staff category.
- (l) Refusal of the credentials committee, department, or Medical Executive Committee to consider a request for appointment, reappointment, staff category, department assignment, or privileges within two years of a final adverse decision regarding such request.
- (m) Removal or limitation of Emergency Department call obligations.
- (n) Any requirement to complete an educational assessment or training program.
- (o) Imposition of a consultation requirement pending completion of an investigation to determine if corrective action is warranted or pending exhaustion of due process rights.
- (p) Any requirement to complete a health and/or psychiatric/psychological assessment and follow-up treatment recommended by the designated or approved healthcare professional.
- (q) Retrospective chart review.
- (r) Denial, removal or limitation of membership and/or privileges as a result of (1) the decision of the Chief Executive Officer to enter into, terminate or modify an exclusive contract for certain clinical services; or (2) the termination or modification of the practitioner's relationship with the exclusive provider.
- (s) Grant of conditional appointment/reappointment or appointment/reappointment for a limited duration less than two years.
- (t) Termination or limitation of membership or privileges based upon a limitation in the type or extent of clinical services which may be provided to Medical Center inpatients from a remote location.

ARTICLE SEVEN: MEDICAL STAFF OFFICERS

7.1 OFFICERS OF THE MEDICAL STAFF

7.1-1 IDENTIFICATION

The officers of the medical staff shall include:

- (a) Chief of Staff
- (b) Vice Chief of Staff
- (c) Immediate Past Chief of Staff (ex officio)

7.1-2 QUALIFICATIONS

- (a) Each medical staff officer must:

- a. Be a member of the Active Staff at the time of nomination and election and remain a member in good standing during his or her term of office.
 - b. Have demonstrated ability through experience and prior participation in staff activities and be recognized for a high level of clinical competence.
 - c. Have demonstrated a high degree of interest in and support of the Medical Staff and the Medical Center.
 - d. Be able and willing to fully discharge the duties and exercise the authority of the office held and work with the other general and department officers of the Medical Staff, the Chief Executive Officer, and the Board.
 - e. Not have a disabling conflict of interest with the Medical Staff or Medical Center as determined by the Medical Executive Committee.
- (b) Candidates for the Chief of Staff and Vice Chief of Staff must meet the qualifications for medical staff officers and must also have served as a department chair or a Member at Large on the Medical Executive Committee.
 - (c) A practitioner may not simultaneously hold both medical staff officer positions.
 - (d) The provisions of this Article relating to qualifications, nomination, election and term of office do not apply to the initial medical staff officers.

7.2 **TERM OF OFFICE**

The term of office of medical staff officers shall be two years. Officers shall assume office on the first day of January following their election, except that an officer appointed to fill a vacancy assumes office immediately upon appointment and serves for the remainder of the unexpired term. Each officer serves until the end of his or her term and until a successor is elected, unless such officer sooner resigns or is removed from office. At the end of the Chief of Staff's term, the Vice Chief of Staff shall automatically succeed to the office of Chief of Staff provided that qualifications are still met as set forth in 7.1-2 and the Chief of Staff shall automatically serve as the Immediate Past Chief of Staff.

7.3 **ELIGIBILITY FOR REELECTION**

A medical staff officer is eligible for nomination and re-election not to exceed a total of two two-year terms.

7.4 **NOMINATIONS**

7.4-1 **NOMINATING COMMITTEE**

- (a) The medical staff officers and department chairs shall serve as the nominating committee. In July of each year in which the Vice Chief of Staff's term of office shall expire, the Nominating Committee will develop a slate of nominees for the office of Vice Chief of Staff.
- (b) Nominations may also be made by petition of any voting member of the Medical Staff and signed by at least twenty (20) members of the Active medical staff. A signed statement of willingness to serve by the nominee must accompany the petition and the nominee must meet the qualifications for office. The petition must be presented to the Nominating Committee at least five (5) days prior to the election.
- (c) All Nominees must disclose interests that potentially compete with the interests of the Medical Staff and/or the Medical Center, including ownership and financial interests in competing facilities or employment or contractual relationships with the Medical Center or with competing facilities.
- (d) By the August meeting of the Medical Executive Committee, the Nominating Committee shall present for information the list of nominations to the Medical Executive Committee and the Chief Executive Officer.
- (e) The slate of candidates shall be distributed for Medical Staff consideration no later than October 1st. Election shall take place in November and ballots will be sent out electronically to be returned in person, by mail, facsimile, or e-mail within 14 days. Voting by proxy shall not be permitted.

7.5 **ELECTIONS, VACANCIES, AND REMOVALS**

7.5-1 **ELECTION PROCESS**

The Medical Executive Committee shall conduct all elections, both regular and special, and shall be in charge of all matters pertaining thereto. The candidate receiving the highest number of votes via electronic and/or mail ballot vote of members of the Active Staff is elected. In the case of a tie, a majority vote of the Medical Executive Committee shall decide the election.

7.5-2 VACANCIES IN ELECTED OFFICES

In the event of a vacancy in the office of Chief of Staff, the Vice Chief of Staff shall serve for the remainder of the unexpired term in addition to their succession two year term. When a vacancy occurs in the office of the Vice Chief of Staff, the Medical Executive Committee shall appoint an interim officer to fill the office until the next regular election.

7.5-3 RESIGNATIONS, REMOVAL AND RECALL FROM OFFICE

- (a) Resignations: any officer may resign at any time by giving written notice to the Medical Executive Committee. Such resignation takes effect on the date of receipt or at any later time specified in the notice.
- (b) Removals: any officer may be removed from office for cause. Removal shall occur with the majority vote of the Medical Executive Committee as to whether there is sufficient evidence for grounds for removal for cause. Grounds for removal shall include failure to maintain qualifications of the office as outlined in Bylaws Section 7.1-2 and/or uphold the duties of the office as outlined in Bylaws Section 7.6. The individual shall be afforded an opportunity to speak to the Medical Executive Committee prior to a vote on removal.

7.6 DUTIES OF OFFICERS

7.6-1 CHIEF OF STAFF

The Chief of Staff shall serve as the highest elected officer of the Medical Staff to:

- (a) enforce the Bylaws and implement sanctions where indicated;
- (b) call, preside at, and be responsible for the agenda of all medical staff meetings, meetings of the Medical Executive Committee;
- (c) serve as an ex officio member of all other staff committees without vote. If membership in a particular committee is specified by these Bylaws, he or she shall have a vote;
- (d) appoint, with the consultation of the Medical Executive Committee, members for all standing and special Medical Staff or multidisciplinary committees, and designate the chair of these committees;
- (e) interact with the Chief Executive Officer and Chief Medical Officer in all matters of mutual concern within the Medical Center;
- (f) represent the views and policies of the Medical Staff to the Chief Executive Officer;
- (g) be a spokesman for the Medical Staff in external professional affairs;
- (h) perform such other functions as may be assigned to him or her by these Bylaws, by the Medical Staff, or by the Medical Executive Committee;
- (i) receive and act upon requests of the Board to the Medical Staff; and
- (j) report to the Board on the performance and maintenance of quality with respect to the Medical Staff's delegated functions to promote quality patient care;
- (k) serve on the Banner Peer Review Council;
- (l) meet and discuss with the Board Subcommittee any matters of concern to the Medical Staff.

7.6-2 VICE CHIEF OF STAFF

The Vice Chief of Staff shall assume all duties and authority of the Chief of Staff in his or her absence. The Vice Chief of Staff shall be a member of the Medical Executive Committee, and shall perform such other duties as the Chief of Staff may assign or as may be delegated by these Bylaws or by the Medical Executive Committee.

7.6-3 IMMEDIATE PAST CHIEF OF STAFF

The Immediate Past Chief of Staff shall be an ex officio member of the Medical Executive Committee and shall perform such duties as may be assigned by the Chief of Staff or delegated by these Bylaws or by the Medical Executive Committee.

ARTICLE EIGHT: CLINICAL DEPARTMENTS

8.1 CURRENT CLINICAL DEPARTMENTS

The Medical Staff shall be organized into clinical departments and shall be responsible to the Medical Executive Committee. Each department shall be organized as a separate component of the Medical Staff and shall have a chair selected and entrusted with the authority, duties, and responsibilities as specified in this Article. When appropriate, the Medical Executive Committee may recommend the creation, elimination, modification, or combination of departments. Such recommendation shall become effective upon Board approval and shall not require formal amendment of these Bylaws. The Medical Staff Departments shall include:

Department of Anesthesiology
Department of Emergency Medicine
Department of Family Medicine
Department of Hospital Medicine (Hospitalist)
Department of Medicine
Department of OB/GYN
Department of Orthopedic Surgery
Department of Pathology
Department of Pediatrics
Department of Radiology
Department of Surgery

8.2 **ASSIGNMENT TO DEPARTMENTS**

Each member with privileges shall be assigned membership in one department. A practitioner may be granted clinical privileges in more than one department; the exercise of clinical privileges within the jurisdiction of any department is always subject to the rules and regulations of that department.

8.3 **FUNCTIONS OF DEPARTMENTS**

Departments shall continually seek to improve quality of care for all patients and shall perform the following functions:

- (a) Develop, approve and review annually clinically relevant quality and appropriateness parameters and criteria/indicators including medication use, blood use, operative/invasive review, unexpected deaths and identification of known or potential problems that have an adverse effect on patient care and recommend appropriate action to the Medical Executive Committee.
- (b) Develop recommendations for the qualifications and credentialing criteria appropriate to obtain and maintain clinical privileges in the department.
- (c) Establish and implement clinical policies and procedures, and monitor its members' adherence to them.
- (d) Identify and engage in opportunities for education and process improvement.
- (e) Participate in Banner clinical initiatives and assist with the adoption of appropriate clinical standards to facilitate improved aggregated clinical outcomes and patient safety as determined by the Medical Staff and Banner.
- (f) Adopt rules and regulations to clarify or expand these Bylaws to meet the needs of its particular area of practice. Department rules and regulations shall not conflict with these Bylaws and shall be subject to approval by the Medical Executive Committee and the Board. Any rule, regulation or policy that may be temporarily adopted on an emergency basis shall be approved by the Chief of Staff prior to communication or enforcement.
- (g) Meet as necessary to carry out the duties of the Department and to provide a forum for discussion of matters of concern to its members.
- (h) Work with the Medical Executive Committee and Chief Executive Officer to assure adequate on-call coverage for emergency patients consistent with the physician resources available within the department.
- (i) Coordinate the professional services of its members with those of other departments and with Medical Center nursing and support services.
- (j) Participate in budgetary planning pertaining to department activities including but not limited to space and resources with Medical Center administration, including the review of new technologies.
- (k) Establish a department committee and any subcommittees as are necessary to perform functions required of it. The composition and method of selection of the department committee and subcommittee members shall be defined within the department rules and regulations.

8.4 **DEPARTMENT OFFICERS**

8.4-1 **QUALIFICATIONS**

Each department shall have a chair and vice chair who shall be and remain, during his/her term:

- (a) A member in good standing of the active Medical Staff;
- (b) Be Board certified by an appropriate specialty Board or demonstrate comparable competence as established through the credentialing process and shall demonstrate a high degree of interest in and support of the Medical Staff and Medical Center.

8.4-2 **SELECTION**

Officers of the Departments of Emergency Medicine, Medicine, OB/GYN, Orthopedics, Pediatrics and Surgery shall have terms that expire in odd numbered years and Officers of the Departments of Anesthesiology, Family Medicine, Hospital Medicine (Hospitalist), Pathology and Radiology shall have terms that expire in even numbered years.

A department vice chair shall be elected every two years by the Active Staff members of the department. Nominations will be solicited and submitted by Department members with an electronic vote process. Ballots will be sent out electronically to be returned in person, by mail, facsimile, or e-mail within 14 days. Voting by proxy shall not be permitted.

Vacancies in elected department offices due to any reason shall be filled for the unexpired term through appointment by the chief of staff. Selection of any additional officers defined by the department shall follow this same procedure.

8.4-3 **TERM OF OFFICE**

Elected department chairmen and vice chairmen shall serve a two-year term unless a vacancy occurs for any reason. Department officers may be re-elected in succeeding terms not to exceed a total of two successive two-year terms. At the end of the Chair's term, the Vice Chair shall automatically succeed to the office of Chair provided that the qualifications are still met.

8.4-4 **REMOVAL**

An elected department officer may be removed for failure to maintain the qualifications of the office as required by these Bylaws. Removal must be initiated by a member of the Department with a referral to the Medical Executive Committee. The Medical Executive Committee will determine whether there is sufficient evidence to consider grounds for removal for cause. Grounds for removal shall include failure to maintain qualifications of the office as outlined in Bylaws Section 8.4-1 and/or uphold the duties of the office as outlined in Bylaws Section 8.4-5. The individual shall be afforded an opportunity to speak to the Medical Executive Committee prior to a vote for removal. Removal shall occur with the majority vote of the Medical Executive Committee.

8.4-5 **ROLES AND RESPONSIBILITIES**

Each chairman shall have the authority, duties, and responsibilities listed below:

- (a) Participate in every phase of administrative related activities of the department, including cooperation with the nursing service and Medical Center administration; act as presiding officer at department meetings and be a member of the Medical Executive Committee and account to the Medical Executive Committee for all administrative and clinically related activities within the department;
- (b) Provide continuing surveillance of the professional performance of all individuals in the department who have delineated clinical privileges;
- (c) Recommend to the medical staff the criteria for clinical privileges that are relevant to the care provided in the department;
- (d) Recommend the clinical privileges and staff category of practitioners who are members of or applying to the department;
- (e) Assess and recommend to the Medical Executive Committee and the Chief Executive Officer off-site sources for needed patient care, treatment, and services not provided by the department or the Medical Center;
- (f) Integrate the department into the primary functions of the Medical Center;
- (g) Coordinate and integrate interdepartmental and intradepartmental services;
- (h) Provide guidance on overall medical policies of the Medical Center; develop and implement policies and procedures that guide and support the provision of care, treatment and service;
- (i) Assess and recommend to the Medical Executive Committee and the Chief Executive Officer a sufficient number of qualified and competent persons to provide care, treatment, and services;
- (j) Ascertain the qualifications and competence of department or service personnel who are not licensed independent practitioners and who provide patient care, treatment, and services;
- (k) Monitor and evaluate the quality and appropriateness of patient care, treatment and services and professional performance rendered by practitioners with clinical privileges in the department and maintain quality control programs as appropriate;

- (l) Recommend to the Medical Executive Committee and Chief Executive Officer, space and other resources as needed by the department;
- (m) Recommend to the Medical Executive Committee and implement department rules and regulations, criteria for credentials review and privileges delineation, programs for orientation and continuing medical education;
- (n) Refer to the Professional Review Committee issues relating to professional conduct and the quality and appropriateness of patient care and professional performance;
- (o) Enforce the Bylaws, rules and regulations, and policies of the department and the Medical Center;
- (p) Implement, within the department, actions directed by the Medical Executive Committee or the Board;
- (q) Appoint such committees as are necessary to conduct the functions of the department;
- (r) Appoint such chairmen or committee members as required by these Bylaws and department rules and regulations; and
- (s) Perform such other duties as may be reasonably requested by the Chief of Staff or the Medical Executive Committee.

ARTICLE NINE: COMMITTEES

9.1 DESIGNATION

The committees described in this Article shall be the standing committees of the Medical Staff. The Chief of Staff may appoint other standing committees for specific purposes, the descriptions of which will be contained in the Medical Staff Rules and Regulations. When appropriate, the Medical Executive Committee may recommend the creation, elimination, modification, or combination of committees. Such recommendation shall become effective upon Board approval and shall not require formal amendment of these Bylaws. In addition, special or ad hoc committees may be appointed for specific purposes by the Chief of Staff; such appointment will cease upon the accomplishment of the purpose of the committee. Such special or ad hoc committees shall report to the Medical Executive Committee.

9.2 GENERAL PROVISIONS

9.2-1 EX OFFICIO MEMBERS

The Chief of Staff, Chief Medical Officer, the Chief Executive Officer or their respective designees and Medical Directors as consistent with their contract duties are ex officio members without vote of all standing and special committees of the Medical Staff. Professional Review Committee members may serve as ex-officio appointee(s) with vote on committees of the Medical Staff if and as requested by the Chief of Staff or Chief Executive Officer.

9.2-2 SUBCOMMITTEES

Any standing committee may elect to perform any of its specifically designated functions by appointing a subcommittee which reports its recommendations to the parent committee. Any such subcommittee may include individuals appointed by the committee chair who are not members of the standing committee.

9.2-3 SPECIAL OR STANDING INTERDISCIPLINARY COMMITTEES

When a procedure or group of procedures is performed on a regular basis by members of more than one clinical department, the Medical Executive Committee may create a committee to recommend privileges and develop regulations in regards to the performance of those procedures. The formed committee may carry out peer review and make recommendations to the Professional Review Committee.

9.2-4 APPOINTMENT OF MEMBERS AND CHAIRMEN

Except as otherwise provided, the Chief of Staff shall appoint, in consultation with the Medical Executive Committee, the members and chair of any Medical Staff committee formed to accomplish Medical Staff functions. The chairmen of all committees shall be members of the Active Staff.

9.2-5 TERM, PRIOR REMOVAL, AND VACANCIES

- (a) Except as otherwise provided, committee members and chairmen shall be appointed by the Chief of Staff for a term of two years or until the member's successor is appointed, unless such member or chair sooner resigns or is removed from the committee.

- (b) A Medical Staff member serving on a committee, except one serving ex officio, may be removed by the Chief of Staff from the committee for failure to remain as a member of the staff in good standing, or by action of the Medical Executive Committee.
- (c) A vacancy in any committee may be filled for the unexpired portion of the term in the same manner in which the original appointment was made.

9.2-6 VOTING RIGHTS

Each Medical Staff committee member shall be entitled to one vote on committee matters unless disallowed by staff category. Medical Center personnel assisting the Medical Staff in performance of the functions of the committee shall have no voting rights.

9.3 MEDICAL EXECUTIVE COMMITTEE

The Medical Executive Committee acts as the organizational body which oversees the functions and duties of the Medical Staff. It is empowered by the organized medical staff to act for the Medical Staff, to coordinate all activities and policies of the Medical Staff, its Departments and Committees and is actively involved in ensuring excellent patient care.

9.3-1 COMPOSITION

The Medical Executive Committee includes physicians and may include other licensed independent practitioners. Membership shall consist of:

- (a) Chief of Staff, as Chair
- (b) Vice-Chief of Staff
- (c) Immediate Past Chief of Staff (ex officio, with vote)
- (d) Department Chairs
- (e) Credentials Committee Chair
- (f) Community-Based Physician (with vote)*
- (g) Chief Medical Officer (ex officio without vote)
- (h) Chief Executive Officer and/or Chief Operating Officer (ex officio without vote)
- (i) Chief Nursing Officer (ex officio without vote)
- (j) Other representation as necessary, may be appointed by the Chief of Staff and approved by majority vote of the Medical Executive Committee (ex officio, without vote)

*Community-based physician representative shall be appointed by the Chief of Staff and Chief Executive Officer.

Chairs of standing committees may be invited to meetings of the Medical Executive Committee as necessary (without vote).

9.3-2 ELECTIONS, TERMS, VACANCIES, AND REMOVALS

(a) ELECTIONS

The medical staff officers shall be elected in the manner prescribed in Section 7.5. Department chairs shall be elected in the manner prescribed in Section 8.4-2.

(b) TERMS OF OFFICE

With the exception of ex officio members, all members of the Medical Executive Committee shall serve a two year term except for the initial medical staff officers and initial department chairmen. Members serving on the Medical Executive Committee by virtue of appointment by the Chief of Staff shall serve two year terms that terminate on December 31st. The Chief of Staff may appoint these members to subsequent two-year terms with approval of the Medical Executive Committee, or appoint new members, with approval of the Medical Executive Committee.

(c) REMOVALS AND VACANCIES

Removals and vacancies of medical staff officers, department chairmen, and other Medical Executive Committee members, will be handled in the manners prescribed in Section 7.5 and Section 8.4-4, respectively. Vacancies among at-large members may be filled by appointment by the Chief of Staff with approval of the Medical Executive Committee.

9.3-3 DUTIES

The duties and authority of the Medical Executive Committee are to:

- (a) Act on all matters of Medical Staff business, except for the election or removal of medical staff officers and for the approval of Medical Staff Bylaws. The Medical Executive Committee may act on behalf of the Medical Staff between meetings of the Medical Staff within the scope of its authority as set forth herein;
- (b) Receive and act upon reports and recommendations from Medical Staff departments and committees, and other assigned activity groups;
- (c) Make recommendations to the Board regarding the organized medical staff structure, and the process used to review credentials and delineate privileges;
- (d) Coordinate and implement the professional and organizational activities and policies of the Medical Staff, including but not limited to the review of department and committee policies and procedures, the review of department and committee reports, the determination of dues and assessments of members; responsibility for the investment and expenditure of Medical Staff funds which shall be exclusively for purposes permitted by the IRS and consistent with the responsibilities of the Medical Staff;
- (e) Review aggregate quality performance data and make recommendations for quality improvement;
- (f) Review quality parameters and indicators recommended by departments, Care Management and/or Banner;
- (g) Account to the Board for the quality and efficiency of medical care provided to patients in the Medical Center, including a summary of specific findings, actions, and results and including an assessment of the quality of services rendered pursuant to contract; and for the other responsibilities delegated by the Board to the Staff;
- (h) Represent the views of the Medical Staff to the Board and make recommendations to the Chief Executive Officer and to the Board on Medical Center medico-administrative matters;
- (i) Review the qualifications, credentials, performance, delineation of privileges and professional competence and character of Medical Staff applicants and members and make recommendations to the Board regarding such matters;
- (j) Review quality issues regarding contracted services and make recommendations to the Chief Executive Officer as necessary;
- (k) Take reasonable steps to ensure professionally ethical conduct and competent clinical performance on the part of staff members;
- (l) Designate such committees as may be appropriate to assist in carrying out the duties and responsibilities of the Medical Staff and provide consultation to the Chief of Staff in the appointment of members to such committees;
- (m) Assist in obtaining and maintaining regulatory compliance of the Medical Center;
- (n) Review and act on information derived from Risk Management, incident reports, and trend analysis, concurrent and retrospective, to effectively maintain a safe patient environment and reduce liability;
- (o) Make recommendations to the Medical Staff for the approval of, use of, and material changes in format of the medical record;
- (p) Declare a medical record complete for purposes of filing after reasonable attempts to contact the responsible physician have failed;
- (q) Provide oversight for the Utilization Review process, including review and approval of the annual Utilization Review Plan; and
- (r) Act on behalf of the organized Medical Staff.

9.3-4 **MEETINGS**

The Medical Executive Committee shall meet as often as necessary, but at least monthly and shall maintain a record of its proceedings and actions.

9.3-5 **ATTENDANCE REQUIREMENTS**

All members of the Medical Executive Committee are required to attend. If any department chair is unable to attend, he/she shall arrange in advance for the attendance of the vice-chair of the department or designee.

9.4 **PROFESSIONAL REVIEW COMMITTEE**

9.4-1 **COMPOSITION**

The Professional Review Committee (PRC) shall consist of at least five members, including the Chief Medical Officer who shall serve as Chair. The Chair shall designate a member of the Committee as

Vice-Chair. Members shall be members of the medical staff engaged to assist the Medical Staff in the performance of its functions and duties, including its peer review and quality improvement activities. The Chief of Staff and Chief Executive Officer shall serve as ex officio members of the PRC (without vote). Members shall be appointed for staggered terms of three years and may be appointed for successive terms.

9.4-2 **QUALIFICATIONS**

PRC members (except the Chief Medical Officer) must continuously satisfy the qualifications and complete the requirements set forth in Section 3.1. Such members must demonstrate leadership skills and may not have disabling conflicting interests.

9.4-3 **SELECTION AND REVIEW PROCESS**

Requests for new members will be solicited and the slate of nominees will be interviewed by the Chief Medical Officer or his/her designee to determine the nominee's eligibility and understanding of the position. Nominees determined to be eligible will be presented for a vote by the Medical Executive Committee. The nominee(s) with the most votes will be elected to serve in any vacancies on the PRC. The Medical Executive Committee will periodically review the performance of PRC members and may remove any member for failure to maintain qualifications as outlined in Bylaws Section 9.4-2 and/or uphold the duties of the position as outlined in Bylaws Section 9.4-4 or for any other reason.

9.4-4 **DUTIES**

The duties of the Professional Review Committee are to:

- (a) Take reasonable steps to ensure professionally ethical conduct and competent clinical performance on the part of staff members;
- (b) Enforce the Bylaws, rules and regulations, and policies of the department and the Medical Center;
- (c) Review sentinel events, near misses, and complex clinical issues;
- (d) Review potential conflicts of interest and recommend actions to address actual conflicts;
- (e) Investigate, review and resolve complaints of disruptive conduct by any of member of the Medical and Allied Health Professional Staff;
- (f) Serve as a resource for moral and ethical issues;
- (g) Monitor and evaluate the quality and appropriateness of patient care and professional performance;
- (h) Seek peer review assistance from external sources if and when the PRC determines that such assistance is appropriate and/or necessary.
- (i) Review aggregate quality performance data of individual physicians and make recommendations for quality improvement in the context of peer review;
- (j) Share information with the Departments and Committees to provide opportunities for learning and process improvement;
- (k) Review professional competence issues identified as part of its ongoing quality and performance improvement, clinical, administrative and educational functions as well as issues referred from a department chair, Medical Director or Chief Medical Officer;
- (l) Implement investigative and precautionary tools as required, including requiring educational/health assessments, supervision, consultation and suspension as warranted
- (m) Recommend to the Medical Executive Committee as required the limitation, revocation or termination of Medical Staff membership and/or privileges;
- (n) Establish a subcommittee or subcommittees as are necessary to perform its duties. Members of subcommittees may include practitioners who are not members of the PRC and/or who are not members of the Medical Staff; and
- (o) Serve as ex officio appointee(s) with vote on committees of the Medical Staff if and as requested by the Chief of Staff or Chief Executive Officer.

9.5 **CREDENTIALS COMMITTEE**

9.5-1 **COMPOSITION**

The Credentials Committee shall consist of at least seven voting members who shall be Active Staff members in good standing and will be appointed by the Chief of Staff, one of whom shall be designated by the Chief of Staff as chair. The Chief Executive Officer and the Chief Medical Officer shall be ex-officio members without vote.

9.5-2 **DUTIES**

The duties of the Credentials Committee are to perform the key function of credentialing as described in these Bylaws under the oversight and direction of the Medical Executive Committee. The Credentials Committee shall review all applications for appointment, reappointment, and the granting, renewal or revision of clinical privileges and make recommendations as to whether the Applicants meet the Medical Staff's criteria for membership and/or clinical privileges.

In addition, the following functions shall also be performed by the Credentials Committee:

- (a) Oversee a mechanism to ensure that all providers with clinical privileges maintain required credentials ongoing;
- (b) Through recommendations made related to clinical privileges, ensure that the same level of quality of care is provided by all individuals with delineated clinical privileges, within Medical Staff Departments, across Departments and between members and non-members of the Medical Staff who have clinical privileges;
- (c) Oversee a mechanism to ensure that the scope of practice of individuals with clinical privileges is limited to the clinical privileges granted;
- (d) Make recommendations to the Medical Executive Committee with regard to any revisions on the process for appointment, reappointment or delineation of clinical privileges.

9.5-3 **MEETINGS**

The Credentials Committee shall meet monthly, and shall report their recommendations and activities to the Medical Executive Committee.

9.6 **BYLAWS COMMITTEE**

9.6-1 **COMPOSITION**

The Bylaws Committee shall be composed of a Chair, who shall be the Vice Chief of Staff, and at least two (2) other members who shall be appointed by the Chief of Staff. Banner Health legal counsel shall be an Ex-officio member of the Bylaws Committee, without vote.

9.6-2 **DUTIES**

The duties of the Bylaws Committee are to:

- (a) conduct a review of the Bylaws when deemed necessary, but at least annually;
- (b) submit to the Medical Executive Committee recommendations for changes in the Bylaws; and
- (c) receive and evaluate, for recommendation to the Medical Executive Committee, suggestions for modifying the Bylaws.

9.7 **ETHICS PROGRAM**

The Ethics Program is an interdisciplinary group that offers consultative services for ethical issues, questions or dilemmas related to patient care, and is available to consult with families, patients, health care professionals and Medical Center employees desiring assistance with ethical decision making.

The Ethics Program is comprised of physicians from a variety of specialties and associates including but not limited to social work, chaplaincy, nursing, risk management and administration. The members of the Ethics Program are convened on an ad hoc basis. The Medical Executive Committee will serve as the oversight committee for the Ethics Program.

ARTICLE TEN: MEETINGS

10.1 **MEDICAL STAFF MEETINGS**

10.1-1 **REGULAR MEETINGS**

General staff meetings will be held at least annually.

10.1-2 **SPECIAL MEETINGS**

A special meeting of the Medical Staff may be called by the Chief of Staff, the Medical Executive Committee, or the Board. The Chief of Staff will call for such a meeting upon petition signed by 10% of the members of the Active Staff.

10.2 **CLINICAL DEPARTMENT AND COMMITTEE MEETINGS**

10.2-1 **REGULAR MEETINGS**

Clinical departments and committees may, by resolution, provide the time for holding regular meetings and no notice other than such resolution is required. A department must meet as often as necessary to conduct department business.

10.2-2 **SPECIAL MEETINGS**

A special meeting of any department or committee may be called by the chair thereof, and must be called by the chair at the written request of the Chief of Staff, or the Medical Executive Committee. A notice of such special meeting will be sent to all members of the department or committee. Advanced notice of at least two days of such special meeting will be given to all members of the department or committee; however advanced notice shall not be required for the Professional Review Committee and the Medical Executive Committee.

10.2-3 **EXECUTIVE SESSION**

Any department or committee may call itself into executive session at any time during a regular or special meeting. Only the voting members of the applicable group and other individuals who have a legitimate reason to be present including the Chief Executive Officer or his/her designee may remain during such session. Separate minutes must be kept of any executive session.

10.3 **ATTENDANCE REQUIREMENTS**

10.3-1 **CHART REVIEW**

A practitioner whose patient's clinical course of treatment is scheduled for case discussion as part of regular quality review activities may be required by the PRC to present the case. If the practitioner has been so notified, Medical Executive Committee, Chief of Staff his or her attendance will be mandatory at the meeting at which the case is to be discussed. Absent good cause, failure to appear may result in automatic suspension of clinical privileges under Section 6.6-6.

10.4 **QUORUM**

10.4-1 **GENERAL STAFF MEETINGS**

A majority of those present at any regular or special meeting shall constitute a quorum for the transaction of any business under these Bylaws.

10.4-2 **COMMITTEE MEETINGS**

The presence of 50% of the members of the Credentials Committee, Medical Executive Committee and Professional Review Committee shall constitute a quorum for that respective committee. The presence of 2 voting members shall constitute a quorum at any other committee meeting.

10.4-3 **DEPARTMENT MEETINGS**

Two members of the department shall constitute a quorum for the transaction of business before the department as a whole unless the department establishes a higher quorum requirement in its rules and regulations.

ARTICLE ELEVEN: CONFIDENTIALITY, IMMUNITY, RELEASES AND INDEMNIFICATION

11.1 **AUTHORIZATIONS AND RELEASES**

By submitting an application for staff appointment or reappointment or by applying for or exercising clinical privileges or providing specified patient care services at the Medical Center, a practitioner:

- (a) authorizes Medical Center representatives to solicit, provide, and act upon information bearing on or reasonably believed to bear upon the practitioner's professional ability, utilization practices, and qualifications;
- (b) agrees to be bound by these Bylaws regardless of whether membership or clinical privileges are granted or are subsequently limited;
- (c) acknowledges that the provisions of this Article are express conditions to an application for, or acceptance of, staff membership, and the continuation of such membership and the exercise of clinical privileges or provision of specified patient care services at the Medical Center;
- (d) agrees to release from legal liability and hold harmless the Medical Center, Medical Staff, members of the Medical Staff, Medical Staff committees and all persons engaged in peer review activities, which include but are not limited to those activities identified in Section 11.3 of these Bylaws as well as any other Medical Staff functions provided for, or permitted, in the Bylaws or any applicable federal or state statute or regulation; agrees that his/her sole remedy for any corrective action taken or recommended by the

- Medical Staff, for failure to comply with these Bylaws or the Fair Hearing Plan, or for any other peer review action shall be the right to seek injunctive relief pursuant to CRS Section 12-36.5-101 et. seq.;
- (e) agrees to release from legal liability and hold harmless any individual who or entity which provides information regarding the practitioner to the Medical Center or its representatives; and
 - (f) authorizes the release of information about the practitioner in accordance with the Banner Sharing of Peer Review Information Policy.

11.2 **CONFIDENTIALITY OF INFORMATION**

Information obtained or prepared by any representative for the purpose of evaluating or improving the quality and efficiency of patient care, reducing morbidity and mortality, or contributing to teaching or clinical research, shall, to the fullest extent permitted by law, be confidential. Such information shall only be disseminated to the extent necessary for the purposes identified above or except as otherwise specifically authorized by law. Such confidentiality shall also extend to information provided by third parties.

11.3 **ACTIVITIES COVERED**

The confidentiality and immunity provided by this Article applies to all information obtained or disclosures made in connection with this or any other health care facility or organization's activities concerning, but not limited to:

- (a) applications for appointments, clinical privileges, or specified services;
- (b) periodic reappraisals for reappointment, clinical privileges, or specified services;
- (c) corrective or disciplinary actions;
- (d) hearings and appellate reviews;
- (e) quality review program activities;
- (f) utilization review and management activities;
- (g) claims reviews;
- (h) profiles and profile analysis;
- (i) significant clinical event review;
- (j) risk management activities; and
- (k) other Medical Center, committee, department, section, or staff activities related to monitoring and maintaining quality and efficient patient care and appropriate professional conduct.

11.4 **RELEASES AND DOCUMENTS**

Each practitioner shall, upon request of the Medical Center, execute general and specific releases and provide documents when requested by the Chief of Staff, department chair, chair of the applicable committee, or their respective designees. Execution of such releases is not a prerequisite to the effectiveness of this Article. Failure to execute such releases or provide requested documentation shall result in an application for appointment, reappointment, or clinical privileges being deemed voluntarily withdrawn, and it shall not be further processed. Failure to execute such releases or provide documents upon request during a term of appointment to the staff shall result in automatic suspension as provided in Section 6.6-7.

11.5 **CUMULATIVE EFFECT**

Provisions in these Bylaws and in application and reapplication forms relating to authorization, confidentiality of information and immunities from liability are in addition to other protection provided by relevant Colorado and federal law and not in limitation thereof. A finding by a court of law or administrative agency with proper jurisdiction that all or any portion of any such provision is not enforceable shall not affect the legality or enforceability of the remainder of such provision or any other provision.

11.6 **INDEMNIFICATION**

Banner Health shall provide indemnification for Medical Staff activities pursuant to the policy adopted by the Board.

ARTICLE TWELVE: GENERAL PROVISIONS

12.1 **MEDICAL STAFF RULES AND REGULATIONS**

Subject to approval by the Board, the Medical Executive Committee shall adopt and amend such Medical Staff Rules and Regulations as may be necessary to implement the general principles found in these Bylaws; such rules and regulations shall be consistent with these Bylaws and Medical Center policies. The Medical Staff Rules and Regulations may not conflict with the Banner Health Bylaws.

12.2 **STAFF DUES**

The Medical Executive Committee shall establish the amount of annual Medical Staff, Allied Health and Ancillary Healthcare Professional dues. The process for assessing annual dues is defined in the Medical Staff Dues Policy.

12.3 **SPECIAL NOTICE**

When special notice is required, the Medical Staff Office shall send such notice by certified mail, return receipt requested to the address provided by the practitioner; email with confirmation of receipt, hand delivery with confirmation of receipt, or facsimile with confirmation of receipt. If the post office indicates that the letter has been refused, such notice shall be deemed to be delivered on the date delivery was first attempted. If the post office indicates the letter is undeliverable, the Medical Staff Office shall attempt to contact the practitioner at the location last identified by him or her. If such attempt is unsuccessful, notice shall be deemed to be delivered on the date delivery was first attempted.

12.4 **CONSTRUCTION OF TERMS AND HEADINGS**

The captions or headings in these Bylaws are for convenience only and are not intended to limit or define the scope or effect of any provision of these Bylaws.

12.5 **PARLIAMENTARY PROCEDURE**

All committee meetings will be conducted with the intent of allowing interested parties an opportunity to provide their input and to achieve a fair resolution. Robert's Rules of Order, Newly Revised, shall provide general guidance for the conduct of meetings, but adherence to Robert's Rules of Order shall not be required, and technical or non-substantive departures from such rules shall not invalidate action taken at such a meeting.

12.6 **CONFLICT RESOLUTION**

12.6-1 **STAFF MEMBER CHALLENGE**

Any member of the Medical Staff may challenge any rule or policy established by the Medical Executive Committee by submitting to the Chief of Staff written notification of the challenge, with a petition signed by one third of the members of the active Medical Staff and the basis for the challenge, including any recommended changes to the rule or policy.

12.6-2 **MEDICAL EXECUTIVE COMMITTEE REVIEW**

The Medical Executive Committee will consider the challenge at its next meeting and will determine what changes will be made to the rule or policy or may, at its discretion, appoint a subcommittee to review the challenge and recommend potential changes to address the concerns. The Medical Executive Committee may use internal or external resources to assist in resolving the conflict. The Medical Executive Committee will review subcommittee recommendations and take final action on the rule or policy, subject to Board approval as required. The Medical Executive Committee will communicate all changes to the Medical Staff.

12.6-3 **CONFLICT RESOLUTION RESOURCES AND BOARD RESPONSIBILITY**

A recommendation to use either internal or external resources to resolve the conflict may be made by the Board, the Chief Executive Officer, or the Medical Executive Committee. Any conflict regarding the use of such resources or the process to be followed will be decided by the Board through the Medical Staff Subcommittee. The Board has final authority to resolve differences between the Medical Staff and the Medical Executive Committee.

12.7 **HISTORIES AND PHYSICALS**

A history and physical examination (H&P) in all cases shall be completed by a physician, oral surgeon, podiatrist and dentist within the scope of their training or Allied Health Professional who is approved by the Medical Staff to perform admission H&Ps within 24 hours after admission. The completed H&P must be on the medical record prior to surgery or invasive procedure or a pre-procedural assessment for any procedure in which moderate sedation will be administered; or the case will be cancelled unless the responsible practitioner documents in writing that such delay would constitute a hazard to the patient. A legible H&P performed within 30 days prior to admission is acceptable with an updated medical record entry documenting an examination for any changes in the patient's condition. The content of a complete H&P is delineated in the Medical Staff Medical Records Policy.

ARTICLE THIRTEEN: ADOPTION AND AMENDMENT

13.1 MEDICAL STAFF AUTHORITY AND RESPONSIBILITY

The Medical Staff shall be responsible for the development, adoption, and periodic review of these Bylaws which must be consistent with Medical Center policies, Banner Bylaws, and applicable laws. The Medical Staff shall exercise its responsibility in a reasonable, timely and responsible manner, reflecting the interest of providing patient care of recognized quality and efficiency and of maintaining a harmony of purpose and effort with the Chief Executive Officer, the Board and the community. These Bylaws may not conflict with the Banner Health Bylaws.

13.2 BYLAWS REVIEW

The Medical Staff has responsibility to formulate, review at least biennially, and recommend to the Board Medical Staff Bylaws and amendments as needed. Reviews shall also be conducted upon request of the Board.

13.2-1 The Bylaws of the Medical Staff are adopted by the Medical Staff and approved by the Board prior to becoming effective. Amendments to these Bylaws may be adopted upon approval of the Medical Executive Committee and approval by a majority electronic and/or ballot vote of members of the Active Staff voting. Ballots shall be sent to the Active Staff member by mail or email. A copy of the proposed amendments or a summary thereof will accompany the ballot or be posted online. The ballots must be returned within 14 days after their mailing/emailing at which time they will be tallied. Affirmative votes will include both a ballot returned with a "yes" vote and an unreturned vote. Any ballots received after the designated date shall not be opened and shall not affect the outcome of the vote.

13.2-2 The Medical Executive Committee shall have the power to adopt legal modifications or clarifications and such amendments shall be effective immediately upon Board approval. The Medical Executive Committee shall also have the power to adopt such amendments to the Bylaws as are technical, reorganization or renumbering of the Bylaws, or amendments made necessary because of punctuation, spelling, or other errors of grammar or expression, without the requirement for Board approval.

13.3 MEDICAL STAFF RULES AND REGULATIONS AND MEDICAL STAFF POLICIES

13.3-1 The Medical Staff Rules and Regulations and Medical Staff Policies shall be reviewed at least every two (2) years and shall be revised as needed. Reviews shall also be conducted upon request of the Board.

13.3-2 COMMUNICATION TO THE MEDICAL STAFF

- (a) Routine matters. Absent a documented need for urgent action, before acting, the Medical Executive Committee will communicate to the Staff via email the proposed changes to Medical Staff Rules and Regulations and Medical Staff policies before approving such changes. Members may submit comments and concerns to the Chief of Staff c/o Medical Staff Services within 10 days. If concerns are not received within 10 days, the Medical Executive Committee's recommendation relating to the proposed changes will be submitted to the Board for approval, if applicable, or approved by the Medical Executive Committee. If concerns are received, the Medical Executive Committee will determine whether to approve, modify or reject such proposed changes.
- (b) Urgent matters. In cases of a documented need for urgent amendment to the Medical Staff Rules and Regulations or a Medical Staff Policy, the Medical Executive Committee and Board may provisionally adopt an urgent amendment without prior notification of the Medical Staff. The Medical Executive Committee will immediately notify the Medical Staff of the amendment and provide an opportunity for comment. If concerns are not received within 10 days, the amendment stands. If there is a conflict and 40% of the Active Staff oppose the amendment, the Medical Executive Committee will utilize the conflict resolution process set forth in Section 12.6. If necessary, a revised amendment will be submitted to the Medical Staff, and if approved, to the Board for action.

13.4 MEDICAL STAFF DIRECT COMMUNICATION TO THE BOARD PROCESS

The Medical Staff may propose amendments to the Bylaws, Medical Staff Rules and Regulations and Medical Staff policies to the Medical Executive Committee or directly to the Board. To submit an amendment directly

to the Board, a petition seeking approval of proposed amendments signed by at least one third of the Active Staff members shall be submitted to the Medical Executive Committee. The Medical Executive Committee will review the proposed amendments at its next meeting and may meet with the applicable Medical Staff members representing the Medical Staff recommendations in the petition and determine whether to recommend language that is acceptable to the Medical Staff and the Medical Executive Committee. The Medical Executive Committee may create a subcommittee to consider the proposed amendments and make recommendations to the Medical Executive Committee. If the Medical Executive Committee proposes revised language, the members of the Medical Staff who proposed the challenge can decide to recommend its original language directly to the Board. Ballots shall be sent to each Active Staff member, by mail or email, along with the revised language and comments of the Medical Executive Committee. The ballots must be returned within 14 days after their mailing at which time they will be tallied. Affirmative votes will include both a ballot returned with a "yes" vote and an unreturned vote. Any ballots received after the designated date shall not be opened and shall not affect the outcome of the vote.

13.5 **BOARD OF DIRECTORS ACTION**

13.5-1 Medical Staff recommendations regarding proposed amendments to the Bylaws, Medical Staff Rules and Regulations and Medical Staff policies thereto shall be effective upon the affirmative vote of the Board.

13.5-2 In the event the Board has concerns regarding any provision or provisions of the proposed amendments to the Bylaws, Medical Staff Rules and Regulations or policies, the Board shall advise the Medical Staff of its concerns. The Medical Staff may request, and if so requested, the Board will establish, a joint conference committee comprised of three representatives of each body to resolve such concerns.

13.6 **JOINT CONFERENCE COMMITTEE**

The Medical Executive Committee may request a Joint Conference Committee to resolve concerns regarding Medical Staff Bylaws, credentialing recommendations, policies or other issues that the Medical Executive Committee has been unable to resolve through informal processes with Medical Center or Banner Health administration, management or Board. This committee shall consist of three representatives appointed by Banner and three members of the Medical Staff appointed by the Chief of Staff as specified in the Banner Health Bylaws.

ADOPTION AND APPROVAL

Approved by the Banner Health Board of Directors: March 9, 2017.