

Consolidating to one license: Academic and community hospitals merge medical staff functions

The vision

An academic medical center (AMC) wanted to combine its newly acquired community hospitals under a single operating license. The goal: Flex clinical resources, improve quality, and enhance patient experience. However, differing medical staff structures meant aligning bylaws, rules, and regulations—requiring careful attention. The AMC's chief medical officer (CMO) wanted to give all medical staffs a voice in the process.

Co-creating the solution

The AMC partnered with Chartis to ensure a mindful medical staff merger. Rather than requiring community hospital medical staff to “fit,” the AMC formed a task force with representatives from each hospital to address unique needs, questions, and concerns. This group gave the AMC the input it needed to create a new integrated medical staff structure and governing documents with defined roles and responsibilities.

Mapping old and new rules, regulations, and structures with clear rationales for each change helped all medical staff understand reasoning and benefits. The streamlined bylaws and integrated governance meet the needs of all locations and allow nimble updates.

Believe in better

By thoughtfully merging disparate bylaws, rules, and regulations, the AMC successfully passed its state licensing survey and unified all hospitals and their medical staff under one license. Now, the integrated medical staff feels empowered and trusts that the AMC will operate transparently and prioritize their interests.

Meaningful outcomes

By integrating its medical staff, the AMC achieved:

Consistency and equality

as uniform medical staff services promote enterprise-wide strategic goals.

Medical staff satisfaction

as fewer appointment applications and governing documents minimize administrative burden.

Medical staff engagement

as providers collaborate on decisions at local and enterprise levels.

Building to better

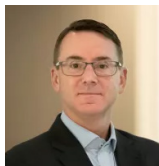
Productively merging academic and community medical staff operations requires:

**MEDICAL STAFF BUY-IN
AND EXECUTIVE SUPPORT**

**TRANSPARENCY AND
CHANGE MANAGEMENT**

INPUT FROM ALL STAKEHOLDERS

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