

## DETERMINING THE SCOPE OF THE PRIVILEGING PROJECT

### Which departments require privileging?

Once you have secured support from the medical staff, administration, and governing body, you will need to determine the scope of the project. Examine the overarching structure of your hospital's departments. What specialties, subspecialties, and services exist in the facility? Among these, which will require privileging?



It is key to break down the scope of work not by department, but by specialties, subspecialties, and services.

Once you've drawn up this list, look at the "who, what, and where" of each service. This is where departments play the "turf card." In many cases, it is like a dessert buffet, where physicians will want everything on the table, even if they should not partake.

Take a look at existing delineation forms, and target the ones that are in need of revision or development. The medical staff practitioner will need to apply his or her leadership skills at this point. A process will need to be in place for working through these forms in an organized and efficient manner.

**Take the low-hanging fruit first**

Some specialties or subspecialties will, by their nature or design, be easier to convert from laundry list to core privileging (e.g., emergency medicine and pathology). Target these before attempting to tackle the more complex, difficult, or combative specialties.

Finally, determine the approval process for the completed drafts. It is important to recognize that without a clear plan of action, progress in moving the forms forward can stop cold in its tracks. Each member of a clinical department does not have to agree to the content of the newly developed privilege forms. Deadlines should be provided and adhered to for input into the forms. This is where the medical staff leaders recruited to your cause in step 2 must come into play—and where medical staff leaders must know how to lead. Ultimately, the credentials committee, if you have one, or the medical executive committee (MEC) should make recommendations for those areas that are bogged down and cannot come to an agreement.