

W E L C O M E



# The 2018 Credentialing Resource Center *Symposium*

FEBRUARY 5-6, 2018

The leading professional event for  
***MSPs, medical staff leaders,***  
and ***quality directors.***

**THE MIRAGE | LAS VEGAS, NV**  
Credentialing Resource Center Members  
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Dynamic training, first-class faculty, and unmatched networking make **The 2018 CRC Symposium** the leading professional event for MSPs, medical staff leaders, and quality directors.

**The 2018 CRC Symposium** delivers two days of engaging education and training to MSPs, medical staff leaders, and quality directors in credentialing environments spanning the care continuum. Top industry experts impart fresh insight and actionable strategies for developing and sustaining effective credentialing, privileging, competence assessment, and medical staff governance processes amid constant changes to healthcare service delivery and reimbursement.

### NEW FOR 2018

- ★ An expanded speaker lineup features celebrated experts eager to share their success stories and practical application pointers
- ★ Flexible session tracks allow attendees to custom-fit their training trajectories to their career focuses and experience levels
- ★ A networking reception connects professionals across department and state lines
- ★ Innovative topics and formats reflect today's rapidly evolving medical staff and credentialing landscape. Panels, skits, and solo and group-led sessions cover ambulatory competence assessment, telemedicine credentialing, paperless environments, the physician's role in OPPE and FPPE, and more

### BACK BY POPULAR DEMAND

- ★ CRC's mobile conference app provides tons of useful information about sessions and speakers, including an interactive agenda and downloadable materials, as well as opportunities to connect with fellow attendees
- ★ Expanded sessions, now an hour and fifteen minutes in length, allow for deeper dives into crucial concepts and even richer audience engagement
- ★ The second annual Achievement Awards ceremony and case study presentation honor winners of the 2018 CRC contests and provide unique insight into what's working for in-the-trenches MSPs and medical staff leaders

### SYMPOSIUM STAPLES

- ★ The symposium is designed and delivered by veteran faculty members with decades of diverse industry experience and a finger on the pulse of emerging pain points and best practices
- ★ Attendees take part in unparalleled interdisciplinary networking and collaborative problem solving. Healthcare organizations send their medical staff services and leadership teams to learn concrete strategies for streamlining key processes and fostering interdepartmental cohesion
- ★ Continuing education credits are available from the Accreditation Council for Continuing Medical Education (ACCME), the National Association Medical Staff Services (NAMSS), and the National Association for Healthcare Quality (NAHQ)

# 2018 Credentialing Resource Center Symposium

5-6, 2018

## HOT TOPICS

- ★ Privileging and competence assessment methods for advanced practice professionals
- ★ Credentialing and privileging in ambulatory settings
- ★ Risk management and credentialing
- ★ CVO creation and implementation
- ★ Health system credentialing and privileging
- ★ Developing a paperless medical staff services department
- ★ Sham peer review
- ★ OPPE & FPPE
- ★ Employed physicians
- ★ Conflicts of interest
- ★ Accreditation survey success
- ★ Telemedicine credentialing and privileging
- ★ Legal issues in credentialing, privileging, and peer review
- ★ Competence assessment strategies for medical staff leaders

## WHO SHOULD ATTEND

- ★ Medical staff coordinators and professionals
- ★ Medical staff services directors and managers
- ★ Credentialing professionals
- ★ Medical staff leaders
- ★ Medical staff committee members
- ★ Quality directors and managers
- ★ Chief medical officers and vice presidents of medical affairs

## BY THE NUMBERS

Whether you're a newly minted professional or an industry veteran, a symposium regular or a first-time attendee, you won't want to miss out on this premier credentialing event. Just take it from last year's attendees:

- ★ 100% "agree" or "strongly agree" that the CRC Symposium relates to their organization's needs
- ★ 96% find the CRC Symposium relevant to both physician leaders and medical staff professionals
- ★ 94% believe the CRC Symposium will help the relationship between physician leaders and medical staff professionals in their organization

“

*As a nurse and the VP of Quality with oversight of the Professional Staff Office, this was one of the best conferences I have attended in a long time. I am always happy to have one or two points I can take 'back home.' This time, I have so many! Thank you!"*

**—2016 CRC SYMPOSIUM ATTENDEE**

8:00–9:00 A.M.

### **KEYNOTE**

Our veteran faculty are known for opening the CRC Symposium with skits, props, and humor. See what lively means they use this year to engage the audience and set the stage for two full days of world-class training.

9:15–10:30 A.M.

### **BREAKOUT SESSION 1**

#### **Tackling Challenging Medical Staff Applications: Credentialing Practices That Support Risk Management**

With negligent credentialing suits on the rise, MSPs and medical staff leaders face more pressure than ever to protect patients from poor outcomes and providers from costly legal proceedings through stringent application review and expedient identification of red flags.

In this session, our expert faculty will zero in on some of the biggest risk areas on medical staff applications, arming attendees with actionable strategies for identifying, addressing, and curbing these issues before they spiral into damaging legal snares.

#### **Ambulatory Assessment Strategies: Credentialing, Privileging, and Peer Review in Outpatient Environments**

As mergers and acquisitions continue to unite hospitals and ambulatory facilities, formalized credentialing, privileging, and competence assessment are picking up speed across the care continuum, leaving MSPs and physician leaders scrambling to retool processes originally developed for acute care practice. Our expert faculty will provide guidance on the most common ambulatory practice vetting and assessment conundrums, including what competency monitoring mechanisms to use, how frequently to conduct assessments, and who to enlist to conduct collegial interventions with outpatient practitioners.

10:30–11:00 A.M.

### **NETWORKING REFRESHMENT BREAK (EXHIBIT HALL OPEN)**

11:00–12:15 P.M.

### **GENERAL SESSION 1**

#### **Rapid Fire: Competency Conundrum Edition**

This year, our expert faculty center this classic session around competence assessment, providing attendees with an interactive platform for discussing chronic compliance headaches, emerging trends and best practices, and other hot topics in the FPPE, OPPE, and peer review arena. Attendees will receive high-level overviews and quick tips for evaluating the performance of low-volume physicians, advanced practice professionals, telemedicine providers, and practitioners based in ambulatory environments. Want to help steer the FPPE/OPPE conversation? Audience members are invited to submit questions ahead of the conference.

12:15–1:15 P.M.

### **NETWORKING LUNCH--PROVIDED (EXHIBIT HALL OPEN)**

1:15–2:30 P.M.

### **BREAKOUT SESSION 2**

#### **Stopping Suspected Dr. Swangos in Their Tracks: Strategies for Identifying and Handling Practitioners Who Pose High Patient Safety Risks**

Many MSPs see the rise of the medical staff services profession as a direct response to Dr. Michael Swango's deadly surgical practice throughout the 1980s and 1990s—he is estimated to have fatally poisoned as many as 60 patients and colleagues.

Despite significant strides in practitioner vetting in the decades since Dr. Swango's crimes, his destruction is far from an isolated event. In February 2017, Dr. Christopher Duntsch was sentenced to life in prison for botched surgeries resulting in partial paralysis and the death of a patient.

In this session, our expert legal faculty recount such real-life horror stories fueled in part by insufficient credentialing, share best practices that can prevent similar occurrences in your organization, and provide strategies for protecting patients when concerns about potentially dangerous practitioners fall on deaf ears.

#### **Health System Mergers and Acquisitions: Implications for Credentialing, Privileging, and Peer Review**

As ever-rising merger and acquisition rates drive consolidation among and within healthcare organizations, medical staffs must determine how—and to what extent—to align distinctive medical staffs and governance approaches. Considerations include whether to create a unified medical staff, what peer review information to share across member facilities, and how to bring together varying credentialing and privileging processes.

Through candid discussion of their trials and triumphs in the trenches, our expert faculty will provide helpful context, compliance considerations, and practical strategies for systemizing peer review and privileging and for fostering cohesion among medical staff cultures.

2:40–3:15 P.M.

### **BREAKOUT SESSION 3**

#### **Winning Presentation: 2018 CRC Symposium Case Study Competition**

During this special presentation, the winners of the 2018 CRC Symposium Case Study Competition will take the podium to share their expert-selected success story from the field. The second annual Case Study Competition invited pioneering MSPs and physician leaders to pitch a symposium session covering a recent organizational triumph propelled by MSPs and/or medical staff leaders. Attendees will have the opportunity to ask targeted questions of their peers and will walk away with creative solutions to implement in their own organization.

#### **Dealing With Disruptive Physicians**

As a medical staff leader, it can be uncomfortable to confront a colleague who is causing disruption on your medical staff. However, tolerating unprofessional behavior can undermine trust in the medical staff leadership, upend key governance processes, and erode morale throughout the organization. In this session, attendees will learn how to train and support medical staff leaders in effective management of disruptive conduct, how to protect patients and other physicians from any fallout, and how to defuse tense situations before they escalate into systemic issues.

3:15–3:45 P.M.

### **NETWORKING REFRESHMENT BREAK (EXHIBIT HALL OPEN)**

3:45–5:00 P.M.

### **BREAKOUT SESSION 4**

#### **Telemedicine: Credentialing, Privileging, and Competence Assessment for Remote Practitioners**

As physician shortages grow and patients' care needs intensify, more and more healthcare institutions will fortify their ranks with telemedicine practitioners. While distance doesn't diminish a hospital's responsibility to thoroughly vet and assess affiliated practitioners, it can throw a wrench in conventional approaches. Regardless of whether your organization credentials telemedicine practitioners in-house, uses a proxy, or is still weighing the options, this session will provide practical, compliance-minded guidance on vetting and assessing competence in remote practice.

#### **System CVOs: Implementation, Management, and Expansion Tips From the Trenches**

As mergers and acquisitions proliferate, newly aligned facilities are increasingly streamlining their credentialing workflows by forming systemwide credentials verification organizations (CVO). Presented by an expert speaker with firsthand experience conceptualizing, launching, and expanding an in-house CVO, this session will provide audience members with a clear roadmap for gaining buy-in, getting the new department off the ground, recasting credentialing as a revenue-generating service, and sustaining strategic growth.

#### **Employed Physicians and the Traditional Medical Staff**

As physician employment picks up speed in hospitals across the country, medical staffs face new challenges and incentives in adapting traditional processes for a diversifying membership and leadership pool. In this session, attendees will learn how to quash conflicts of interest and turf battles created by physician employment, to execute effective peer review and corrective action for employed practitioners, and to coordinate medical staff services and HR vetting processes.



8:00–9:15 A.M.

### **GENERAL SESSION 1**

#### **Addressing Conflicts of Interest and Ethics**

Clashing interests and ethics can fuel turf wars among medical staff members, incite financial disputes between a healthcare institution and the physicians who practice there, disrupt key governance processes, cause other rifts that jeopardize patient care and, in extreme cases, instigate costly legal action. In this session, our expert faculty will walk attendees through long-standing and emerging conflicts that can undermine medical staff stability, providing practical strategies for addressing these issues and articulating resolution tactics in governance documents.

9:30–10:45 A.M.

### **BREAKOUT SESSION 1**

#### **Bring Your Most Challenging Credentialing and Privileging Problems**

In the true spirit of the CRC Symposium, this open-panel forum invites audience members to ask questions and share ideas with our expert faculty and each other, collaborating to overcome today's top credentialing, privileging, and medical staff services management challenges.

#### **Medical Staff Leadership Crash Course**

Our physician leaders will cover topics such as board of director orientation and education, reviewing governing documents, the role of physician leaders in the privileging process, creation of criteria, and more.

10:45–11:15 A.M.

### **NETWORKING REFRESHMENT BREAK (EXHIBIT HALL OPEN)**

11:15–12:30 P.M.

### **GENERAL SESSION 2**

#### **Advanced Practice Professionals: Contemporary Approaches to Credentialing, Privileging, Appointment, and Practice Scope Expansion**

Advanced practice professionals (APP) are increasing in number and significance across the healthcare continuum. However, varying state laws and organizational cultures can make it difficult for medical staffs to develop an action plan and acquire the necessary tools for APP privileging, peer review, and practice scope expansion. In this session, attendees will learn how to create a mechanism that supports legal expansion of an APP's scope of practice and privileges and gain insight into the potential benefits of an APP interdisciplinary committee.

12:30–1:30 P.M.

### **NETWORKING LUNCH--PROVIDED (EXHIBIT HALL OPEN)**

1:30–2:45 P.M.

### **BREAKOUT SESSION 2**

#### **Accreditation Survey Crash Course: Avoiding Today's Top Speed Bumps**

Across healthcare settings and accreditors, credentialing, privileging, and peer review standards consistently rank among the highest deficiency areas. In this panel-based session, expert faculty will share highlights—and lowlights—from their recent survey experiences, summarize salient standards, and provide relevant best practices. Attendees will come away with new insight into what may be coming down the survey pike, how to shore up processes in anticipation, and how to account for major accreditation focus areas in long-term compliance strategies.

#### **Going Paperless**

How many stacks of paper are on your desk right now? How much time do you spend filing, printing materials, and preparing binders for meetings? Don't waste time searching through mounds of paper looking for a specific document. Make the move to a paperless medical staff services department and feel the freedom wash over you! In this session, presented by an MSP leader who has successfully transformed her department into a paperless environment, attendees will gain tools and techniques for making the switch as they learn how to create a step-by-step action plan, identify the necessary resources, increase departmental efficiency, and define the metrics that will demonstrate their success.

#### **OPPE & FPPE: The Physician Leader's Role**

OPPE and FPPE pose unique challenges for the medical staff leaders charged with shaping myriad data into meaningful evaluation frameworks and assessing peers across increasingly specialized fields and numerous practice locations. Our accomplished medical staff leaders shed light on today's top clinical evaluation pain points, including ways to conduct a productive peer evaluation, requirements for employed physicians, indicator selection and scoring modalities, and strategies for discussing less-than-stellar assessment outcomes with practitioners.

2:45–3:15 P.M.

## NETWORKING REFRESHMENT BREAK (EXHIBIT HALL OPEN)

3:15–4:30 P.M.

## GENERAL SESSION 3

### **Miller v. Huron: Lessons Learned**

What better way to culminate two days of leading-edge professional training than with an exclusive insider's look at *Miller v. Huron*, the credentialing industry's latest noteworthy court case for which CRC's very own Carol Cairns served as an expert witness. Best practices and themes shared throughout the symposium are thrown into sharp relief by this cautionary tale from the real world, where failings at virtually every level of medical staff and institutional leadership dismantled a physician's career and cost a hospital hundreds of thousands of dollars in legal fees and payouts from the practitioner's ensuing negligent credentialing suit.

Cairns, aided by legal expert Todd Sagin, will share highlights she observed from the trial floor and enumerate the case's many takeaways for professionals in the trenches, including the responsibility of medical staff leaders to safeguard individual practitioners against unfounded accusations and the potentially disastrous consequences of unresolved conflicts of interest. Plus, Cairns and Sagin discuss their experiences as expert witnesses, explaining how MSPs and medical staff leaders should prepare for depositions and trial testimony.



*This conference was excellent and timely to the issues that my organization is dealing with around unifying medical staffs. The faculty were terrific!"*

**—2016 CRC SYMPOSIUM ATTENDEE**



**PLEASE NOTE** that the program materials will be available via download and the conference app only. A download link will be provided prior to the event, but a printed book of the presentations will not be available on-site.

## AT THE CONCLUSION OF THE 2018 CRC SYMPOSIUM YOU WILL BE ABLE TO:

- ★ Create an OPPE process that accommodates difficult competence evaluation scenarios, renders audit-ready documentation, and promotes compliance with regulatory and accreditation standards
- ★ Learn strategies for integrating the OPPE and FPPE processes
- ★ Address pink flags on medical staff applications before they turn bright red
- ★ Identify the similarities and differences in best-practice vetting for employed and contracted physicians
- ★ Custom-fit scopes of practice, OPPE, FPPE, and related medical staff processes for advanced practice professionals
- ★ Develop full-bodied credentialing and privileging processes for healthcare entities beyond the traditional hospital, such as health systems, health plans, CVOs, and ambulatory centers
- ★ Outfit standard medical staff processes for the expanding presence of telemedicine providers
- ★ Streamline credentialing processes and diminish duplicative medical staff governance work to maximize efficiency, uphold quality, and invigorate the revenue cycle
- ★ Avoid negligent credentialing lawsuits by identifying common triggers and developing solid policies



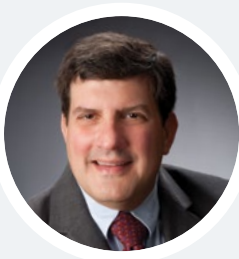
**Carol S. Cairns, CPMSM, CPCS**, has more than 40 years of experience in the medical staff services profession. She is the president of PRO-CON, and an advisory consultant and frequent presenter with The Greeley Company. A recognized expert in the field, Cairns has been a faculty member with the National Association Medical Staff Services since 1990. She presents frequently at state and national seminars on subjects such as basic and advanced credentialing and privileging, core privileging, AHP credentialing, CMS' *Conditions of Participation*, and the standards of—and survey preparation for—The Joint Commission, NCQA, HFAP, and DNV GL. For the past 18 years, Cairns has been an advisor to healthcare attorneys, including providing expert witness testimony regarding credentialing and privileging issues. She conceptualized and wrote six versions of *Verify and Comply*, an industry textbook and favorite since 1999.



**Sally Pelletier, CPMSM, CPCS**, is an advisory consultant and chief credentialing officer with The Greeley Company. She brings nearly 25 years of credentialing and privileging experience to her work with medical staff leaders and MSPs across the nation. Pelletier advises clients in the areas of accreditation and regulatory compliance; credentialing redesign, including change management, standardization, and centralization; medical services department operations; privileging redesign; and leadership and development training for MSPs.



**Todd Sagin, MD, JD**, is a physician executive recognized across the nation for his work with hospital boards, medical staffs, and physician organizations. He is the national medical director of Sagin Healthcare Consulting, LLC, and HG Healthcare Consultants, LLC, which provide guidance on a wide range of healthcare issues. He served for more than half a decade as the vice president and national medical director of The Greeley Company, Inc. Dr. Sagin is a practicing family physician and geriatrician who has held executive positions in academic and community hospitals and in organized medicine. He frequently lectures and facilitates retreats on medical staff affairs, physician leadership skills, relationships between hospitals and doctors, strategic healthcare planning, governance, and related topics.



**Mark A. Smith, MD, MBA, FACS**, is a senior consultant with HG Healthcare Consultants, LLC, a healthcare consulting firm, and the chief medical officer for MorCare LLC. He brings 30 years of clinical practice and hospital administration experience to his work with physicians and hospitals across the United States, where he provides expertise in system quality and performance improvement, peer review, ongoing and focused professional practice evaluation, management of deficient practitioner performance, criteria-based privileging, low-volume practitioners, population health management, and external focused review. Dr. Smith is a board-certified surgeon who practices part time as a clinical assistant professor of surgery in the vascular and endovascular surgery section at the University of California, Irvine Medical Center. Previously, he practiced general and vascular surgery in a private practice setting.



## INTRODUCING CRC'S NEW FACULTY MEMBERS



**Catherine Ballard, Esq.**, is a partner at the law firm of Bricker & Eckler and vice chair of its healthcare practice group. She works with clients in the areas of hospital/medical staff integration, medical staff and hospital-employed physician integration, quality assessment and performance improvement, and related peer review matters. She develops medical staff/advanced practice provider governing documents, and she provides advice on Medicare *Conditions of Participation* and private accreditation, provider scope of practice, physician recruitment/employment, and general patient care. She also provides mediation and arbitration services. From 1985 to 1987, Ballard served as a law clerk to Judge John D. Holschuh of the Federal District Court for the Southern District of Ohio, and as an adjunct assistant professor in legal writing at The Ohio State University Mortiz College of Law. Ballard is a regular speaker for the Ohio Hospital Association and the American Health Lawyers Association on a variety of healthcare issues and speaks at national forums on topics such as healthcare quality management, credentialing and peer review, medical staff governance, fair hearings, and ethics.



**Heather Johnson, CPCS**, is the manager of physician and practitioner services at PinnacleHealth and president of the South Central chapter of the National Association Medical Staff Services. A 15-year veteran of the medical staff services profession, Johnson recently applied her extensive skills and experience in creating PinnacleHealth's CVO. Her professional objectives are to enhance the practitioner onboarding experience while empowering credentialing staff through ongoing education.



**Barbara A. Warstler, MBA, CPMSM, FASPR**, is the director of medical staff services and credentialing at University Hospitals (UH) in Cleveland, where she began in 2007 as the manager of the medical staff office. In 2010, she was promoted to director of medical staff services and credentialing as a result of a merger between the two departments. Under Warstler's leadership, UH's medical staff services and credentialing department has centralized into a systemwide corporate department that serves as the health system's source of practitioner data, feeding the intranet, internet, mobile app, electronic medical record, and billing computer systems. The department transitioned to working paperlessly and with a systemwide reappointment cycle in 2011–12. Warstler led the integration efforts for six new hospital medical staffs into the system. She developed a career ladder program for the department to encourage employee development and an internship program with healthcare administration students from the University of Toledo and Ohio University to increase awareness of the medical staff services profession. Warstler has more than 17 years of experience in credentialing, medical education, physician relations, and physician recruitment. She completed a fellowship in medical staff development and earned her certification as a physician recruiter through the American Academy of Medical Management, is a certified fellow in the Association of Staff Physician Recruiters, and holds Certified Professional Medical Services Management certification.

Take a look at all of the great benefits our members receive.

The **Credentiaing Resource Center (CRC)** is the premier destination for credentialing, privileging, and peer review expertise. Membership provides MSPs, quality professionals, and medical staff leaders with a collection of continuously updated tools, best practice strategies, and compliance tips developed by industry experts.

*With three membership tiers, you can customize your access level depending on your education and training needs.*

MEMBERSHIP FEATURES	BASIC	PLATINUM	PLATINUM PLUS
<b>Timely Industry News, Compliance Strategies, and Expert Analysis:</b> Weekly article releases and monthly roundups provide members with full access to CRC's extensive coverage of urgent industry matters through the flagship publications <i>Credentiaing Resource Center Journal</i> (now featuring expanded legal guidance) and <i>Medical Staff Briefing</i> . Receive top-of-mind news, expert tips, sample forms, and near-real time notifications of new members-only content straight to your inbox each day through the <i>Credentiaing Resource Center Daily</i> e-newsletter. Plus, peruse a searchable archive of <i>Credentiaing &amp; Peer Review Legal Insider</i> back issues.	✓	✓	✓
<b>CRC Forums:</b> A modern platform for swapping field-tested tips, tools, and lessons learned on a range of hot industry topics.	✓	✓	✓
<b>Nearly 300 Clinical Privilege White Papers:</b> Signature CRC offerings that provide key background information, requirements and guidelines from relevant authorities, insights from active physicians and medical staff leaders, and sample competency parameters to guide the development of clinical privilege criteria for a range of practice areas and procedures.	✓	✓	✓
<b>Core Privileging Forms (Set of 20):</b> A specially curated sampling of customizable, criteria-based forms that reflect industry best practices and expert research for a variety of physician, advanced practice, and allied health specialties and subspecialties.	✓	✓	✓
<b>Tools and Forms Library:</b> Dozens of forms and resources used by in-the-trenches MSPs, medical staff leaders, and quality professionals. Plus, special quarterly releases showcase exemplary field-sourced materials that CRC's brand-new Tools and Forms Committee has endorsed and annotated with expert commentary.	✓	✓	✓
<b>Premier Access to MSP Salary Survey Findings and Analysis:</b> Data breakdowns and expert application pointers regarding HCPro's annual MSP Salary Survey, which measures the professional experiences of MSPs spanning the career ladder, compensation spectrum, and care continuum. Plus, complimentary access to the <i>MSP Salary Survey Special Report</i> , a first-of-its-kind resource featuring three years' worth of comparative data on more than 1,000 MSPs.	✓	✓	✓
<b>Exclusive Deals,</b> including a members-only discount to the annual CRC Symposium. This can't-miss industry event brings together MSPs, medical staff leaders, and quality professionals from across the country for two days of unparalleled networking and education.	✓	✓	✓
<b>Career Center:</b> A user-friendly site where you can connect with talented professionals and search for new career opportunities.	✓	✓	✓
<b>Core Privileging Forms (The Complete Collection):</b> Unrestricted access to CRC's more than 100 expert-developed, industry-recognized privileging forms.	✓	✓	✓
<b>Credentiaing Encyclopedia:</b> An on-the-go reference packed with easy-to-digest credentialing and privileging terms, definitions, and guidance to keep MSPs and medical staff leaders in the know and at the top of their game.	✓	✓	✓
<b>Credentiaing Primary Source Verification Directory:</b> Direct contact information and primary source verification request procedures for more than 5,300 organizations.	✓	✓	✓
<b>Expert-Led Webinars:</b> Access to HCPro's full lineup of for-sale medical staff and credentialing webinars. Available to Platinum Plus members three months after they air, these programs cover salient issues and feature actionable guidance from some of the industry's most celebrated experts.	✓	✓	✓
<b>E-Library:</b> An evolving collection of best-selling e-books that feature how-to guidance on medical staff governance, peer review, credentialing, and privileging.	✓	✓	✓
<b>Expanded Access to CRC's Ever-Growing Tools and Forms Library,</b> including the full gamut of field-sourced materials that have earned the Tools and Forms Committee's stamp of approval for their best-practice content, compliance with key requirements, and broad applicability.	✓	✓	✓



## PRICING

### Early bird pricing (ends December 8):

Credentialing Resource Center members: **\$795**

Non-members: **\$895**

### Regular pricing:

Credentialing Resource Center members: **\$895**

Non-members: **\$995**

### Team PROGRAM DISCOUNT—team of five for the price of four!

Sign up a team of five and only pay for the price of four.

### Group pricing—early bird:

Member group pricing: **\$3,180**

Non-member group pricing: **\$3,580**

### Group pricing—regular pricing:

Member group pricing: **\$3,580**

Non-member group pricing: **\$3,980**

## TWO WAYS TO REGISTER



Visit us at [hcmarketplace.com/CRCS2018](http://hcmarketplace.com/CRCS2018)



Call us at **800-650-6787**

## HOTEL

Book your hotel room by **January 15, 2018** and get a special hotel rate of \$125 (tax & fees not included).

*The Mirage*

*3400 Las Vegas Boulevard South*

*Las Vegas, NV 89109*

**Discounted room rate: \$125**

**Reservations: 615-255-8400**

For reservation information, call **800-374-9000** or **702-791-7444**. You can also visit [hcmarketplace.com/CRCS2018](http://hcmarketplace.com/CRCS2018)

For information on exhibiting, advertising, and sponsorship opportunities, please contact Amy Roadman at [aroadman@hcpro.com](mailto:aroadman@hcpro.com) or **615-594-1865**.



**#CRCS2018**

### H3.Group Cancellation Policy:

Due to the nature of live events – the need for advance purchases and limited seating – full refunds are not offered. However, we do offer the following:

- Cancellations received 30 days or more prior to the event are eligible for a credit or refund, less a \$250 cancellation fee. The credit will be valid for up to six months from date of cancellation.
- Cancellations made 30 to 14 days prior to the event are not eligible for refunds but are eligible for payment transfer (credit) to another H3.Group event, less a \$250 cancellation fee. The credit will be valid for up to six months from date of cancellation.
- Registrants(s) who cancel less than 14 days prior to the event will be considered “no shows” and will not be eligible for refunds/credits.
- Registrants who do not cancel and do not attend are liable for the full registration fee.
- Please notify the conference registrar at 1-800-650-6787 with any requests for changes.

H3.Group is not responsible for any loss or damage as a result of a substitution, alteration or cancellation/postponement of an event. H3.Group shall assume no liability whatsoever in the event this conference is cancelled, rescheduled or postponed due to an unfortunate event, Act of God, unforeseen occurrence or any other event that renders performance of this conference impracticable, illegal or impossible. For purposes of this clause, an unfortunate event shall include, but not be limited to: war, fire, labor strike, extreme weather or other emergency.