



MEDICAL

STAFF

BYLAWS

Revised 10/04

MEMORIAL HOSPITAL WEST
MEDICAL STAFF
BYLAWS

TABLE OF CONTENTS

<u>ARTICLE</u>	<u>TITLE</u>	<u>PAGE</u>
	PREAMBLE	1
	DEFINITIONS	2-3
<u>ARTICLE 1</u>	<u>NAME</u>	4
<u>ARTICLE 2</u>	<u>GOALS</u>	5
<u>ARTICLE 3</u>	<u>CATEGORIES OF THE MEDICAL STAFF</u>	
3.1	The Medical Staff	6
3.2	Provisional Staff	6-7
3.3	Active Staff	8
3.4	Courtesy Staff	8-9
3.5	Honorary Staff	9
<u>ARTICLE 4</u>	<u>MEMBERSHIP</u>	
4.1	Nature of Medical Staff Membership	10
4.2	Qualifications for Membership	10-13
4.3	Conditions and Duration of Appointment	13-14
<u>ARTICLE 5</u>	<u>PROCEDURE FOR APPOINTMENT AND REAPPOINTMENT</u>	
5.1	Application for Appointment	15-16
5.2	Appointment Process	16-17
5.3	Reappointment	18-21
5.4	Relief of Duties	21-22
5.5	Leaves of Absence	22-23
5.6	Inactive Medical Staff	23
5.7	Resignation from Medical Staff	24
5.8	Automatic Termination	24

<u>ARTICLE</u>	<u>TITLE</u>	<u>PAGE</u>
<u>ARTICLE 6</u>	<u>CLINICAL PRIVILEGES</u>	
6.1	Delineation of Clinical Privileges	25-27
6.2	Temporary Privileges	28-30
6.3	Emergency Privileges	30
<u>ARTICLE 7</u>	<u>APPOINTMENT OR REAPPOINTMENT OF MEDICAL STAFF MEMBERSHIP OR GRANTING OR RENEWING OF CLINICAL PRIVILEGES</u>	
7.1	Recommendation to Deny Appointment of Reappointment of Medical Staff Membership or Granting or Renewing of Clinical Privileges	31
7.2	Grounds for Recommending Denial of Request for Appointment of Reappointment of Medical Staff Membership or Granting or Renewing of Clinical Privileges	31-33
7.3	Recommendation for Granting Appointment of Reappointment of Medical Staff Membership or Granting or Renewing of Clinical Privileges	33-34
7.4	Status of Privileges During Review of a Recommendation for Denial of Granting or Renewing Privileges or Appointing or Reappointing of Medical Staff Membership	34-35
7.5	Notification	35-36
7.6	Waiver of Rights	36
7.7	Executive Committee Reconsideration	36-37
7.8	Recommendation for Granting or Reappoint Privileges after Reconsideration	38
7.9	Appointment of a Hearing Panel	38-39
7.10	Scheduling and Notice of Hearing	39
7.11	Failure to Appear	40
7.12	Hearing Procedure	40-42
7.13	Record of Hearing	42
7.14	Personal Appearance Required	42
7.15	Hearing Panel Report	43
7.16	Executive Committee Review of Hearing Panel Report	43-44
7.17	Executive Committee Recommendation	44-45
7.18	Recommendation for Appointment or Reappointment of Medical Staff Membership or Granting or Renewing of Clinical Privileges	45

<u>ARTICLE</u>	<u>TITLE</u>	<u>PAGE</u>
7.19	Notice of Appellate Review	45-46
7.20	Waiver of Right to Appellate Review	46
7.21	Scheduling of Appellate Review	46
7.22	Procedure for Appellate Review	46-48
7.23	Personal Appearance Required	48
7.24	Effect of Waiver of Right to Appellate Review	49
7.25	Board Action on the Matter	49
<u>ARTICLE 8</u>	<u>CORRECTIVE ACTION</u>	
8.1	Grounds for Requesting Corrective Action	50
8.2	Initiating a Request for Corrective Action	50
8.3	Form of Requests for Corrective Action	50-51
8.4	Appointment of Ad Hoc Committee	51
8.5	Review of the Request for Corrective Action by the Adhoc Committee	51-52
8.6	Report of Ad Hoc Committee	52
8.7	Status of Privileges During Review of a Recommendation for Corrective Action	52-53
8.8	Notification	53
8.9	Waiver of Rights	53-54
8.10	Executive Committee Review	54
8.11	Rejecting the Recommendation for Corrective Action	55
8.12	Appointment of a Hearing Panel	55-56
8.13	Scheduling and Notice of Hearing	56
8.14	Failure to Appear	56-57
8.15	Hearing Procedure	57-58
8.16	Record of Hearing	58
8.17	Personal Appearance Required	59
8.18	Hearing Panel Report	59
8.19	Executive Committee Review of Hearing Panel Report	59-60
8.20	Executive Committee Recommendation	60
8.21	Rejecting the Recommendation for Corrective Action After Reconsideration	60
8.22	Notice of Right to Appellate Review	61
8.23	Waiver of Right to Appellate Review	61
8.24	Scheduling of Appellate Review	61
8.25	Procedure for Appellate Review	61-63
8.26	Personal Appearance Required	63
8.27	Effect of Waiver of Right to Appellate Review	63

<u>ARTICLE</u>	<u>TITLE</u>	<u>PAGE</u>
8.28	Board Action on the Matter	63-64
8.29	Automatic Suspension or Termination	64-65
8.30	Hospital-Based Contract Physicians	65

ARTICLE 9 IMPOSING SUMMARY SUSPENSION

9.1	Imposing Summary Suspension	66
9.2	Notification	66-67
9.3	Waiver of Rights	67
9.4	Executive Committee Review	67-68
9.5	Appointment of a Hearing Panel	68-69
9.6	Scheduling and Notice of Hearing	69-70
9.7	Failure to Appear	70
9.8	Hearing Procedure	71-72
9.9	Record of Hearing	72
9.10	Personal Appearance Required	72
9.11	Hearing Panel Report	72-73
9.12	Executive Committee Review of Hearing Panel Report	73
9.13	Executive Committee Recommendation	74
9.14	Terminating Suspension	74
9.15	Notice of Right to Appellate Review	74
9.16	Waiver of Right to Appellate Review	75
9.17	Scheduling of Appellate Review	75
9.18	Procedure for Appellate Review	75-76
9.19	Personal Appearance Required	76-77
9.20	Effects of Waiver of Right to Appellate Review	77
9.21	Board Action on the Matter	77

ARTICLE 10 OFFICERS

10.1	Officers of the Medical Staff	78
10.2	Qualification of Officers	78-79
10.3	Election of Officers	79
10.4	Term of Office	79
10.5	Vacancies in Office	80
10.6	Duties of Officers	80-81
10.7	Removal of Staff Officers	81-82

<u>ARTICLE</u>	<u>TITLE</u>	<u>PAGE</u>
<u>ARTICLE 11</u>	<u>DEPARTMENTS</u>	
11.1	Organization of the Departments	83-84
11.2	Qualifications, Selections and Tenure of Department and Section Chiefs	84-85
11.3	Removal of Department Officers	85
11.4	Function of Department Chiefs	85-86
11.5	Functions of Departments	87
11.6	Formation of New Departments	87-88
11.7	Formation of Section	89
<u>ARTICLE 12</u>	<u>COMMITTEES</u>	
12.1	Bylaws Committee	90
12.2	Cancer Committee	90-91
12.3	Credentials Committee	91-92
12.4	Critical Care Committee	92
12.5	District Medical Advisory Committee	93
12.6	Emergency Preparedness Committee	94
12.7	Ethics Committee	94
12.8	Executive Committee	95-98
12.9	Formulary Committee	98
12.10	Institutional Review Board	98-99
12.11	Medical Staff Planning Committee	99
12.12	Nominating Committee	99-100
12.13	Pharmacy and Therapeutics Committee	100
12.14	Quality Care and Patient Safety Council	100-101
12.15	Transfusion Committee	101
12.16	Utilization Review Committee	102
12.17	Other Committees	102
<u>ARTICLE 13</u>	<u>MEDICAL STAFF MEETINGS</u>	
13.1	General Staff Meeting	103
13.2	Special Meetings	103
13.3	Quorum	103
13.4	Robert's Rules of Order	103

<u>ARTICLE</u>	<u>TITLE</u>	<u>PAGE</u>
<u>ARTICLE 14</u>	<u>COMMITTEE AND DEPARTMENT MEETINGS</u>	
14.1	Regular Meetings	104
14.2	Special Meetings	104
14.3	Notice of Meetings	104
14.4	Quorum	104
14.5	Manner of Action	105
14.6	Minutes	105
14.7	Attendance Requirements	105-106
14.8	Robert's Rule of Order	106
<u>ARTICLE 15</u>	<u>IMMUNITY FROM LIABILITY</u>	107-108
<u>ARTICLE 16</u>	<u>RULES AND REGULATIONS</u>	109
<u>ARTICLE 17</u>	<u>AMENDMENTS</u>	110
<u>ARTICLE 18</u>	<u>ADOPTION</u>	111

BYLAWS
OF THE
MEDICAL STAFF OF MEMORIAL HOSPITAL WEST
OF THE
**SOUTH BROWARD HOSPITAL DISTRICT
D/B/A MEMORIAL HEALTHCARE SYSTEM
HOLLYWOOD, FLORIDA**

Preamble

WHEREAS, Memorial Hospital West is a hospital of the South Broward
Hospital District,

a special tax district, organized under the laws of the State of Florida; and

WHEREAS, its purpose is to serve as a general hospital providing patient care,
education and
research; and

WHEREAS, it is recognized that the Medical Staff is responsible for the quality
of patient care, treatment and services in the hospital, subject to the ultimate
authority of the hospital Governing Board, and that the
cooperative efforts of the Medical Staff, the Hospital Administrator, the Chief Executive
Officer and the Governing Board are necessary to fulfill the hospital's obligations to its patients;

THEREFORE, the practitioners practicing in this hospital hereby organize themselves
into a

Medical Staff in conformity with these Bylaws.

DEFINITIONS

- (1) The term “Medical Staff” means all doctors of medicine, doctors of osteopathy, dentists, podiatrists and psychologists who are privileged to attend patients in the hospital.
- (2) The term “Board” means the Board of Commissioners of the South Broward Hospital District who constitute the hospital’s governing body.
- (3) The term “Executive Committee” means the Executive Committee of the medical staff, unless specific reference is made to the Executive Committee of the Board.
- (4) The term “Chief Executive Officer” or “CEO” means the individual appointed by the Board to act on its behalf as the CEO in the overall management of the District.
- (5) The term “Administrator” means the individual appointed by the CEO/District Administrator to act on its behalf as the CEO in the overall management of the hospital.
- (6) The term “practitioner” means an appropriately licensed doctor of medicine (M.D.), doctor of osteopathy (D.O.), dentist (D.D.S., D.M.D.), doctor of podiatry (D.P.M.), psychologist (Ph.D. or Psy.D.).

For the sake of brevity, all individuals are referred to as “he” in these Bylaws, in the gender neutral use of the third person pronoun, which in all aspects applies to both male and females.

- (7) The term “assigned patient” means a patient who has presented himself or herself at this hospital, without an attending practitioner who is a member of this Medical Staff, and who is therefore assigned to a Medical Staff member of the appropriate department. Such assignment shall be made in accordance with a predetermined order of rotation. The medical staff member then becomes the patient’s attending practitioner for this particular episode of medical care.
- (8) The term “physician” means an appropriately licensed doctor of medicine (M.D.) or doctor of osteopathy (D.O.)
- (9) The term “corrective action” means:
 - A. A letter of warning or reprimand; (letters are defined in the following order of increasing severity: (i) letter of information to the individual; (ii) letter of reprimand to the individual, read to the individuals at a meeting of the executive committee;

- B. Imposing Terms of Probation;
- C. Requirements for consultations to be obtained by a practitioner;
- D. Reduction, suspension, revocation of clinical privileges;
- E. Reduction in Medical Staff rank;
- F. Suspension or revocation of a practitioner's staff membership;
- G. A requirement for counseling;
- H. A requirement for education.

Any corrective action that requires supervision, mandatory consultations, increased observation, or greater scrutiny of a practitioner's medical records shall not be considered a reduction in rank or curtailment of privileges.

- (10) In computing any period of time prescribe or allowed by these Bylaws, or by any Rule of the Medical Staff or its Departments and Sections, the day of the act or event from which the designated period of time begins to run is not to be included. The last day of the period so computed shall be counted, unless it is Saturday, Sunday or a legal holiday, in which event the period shall run until the end of the next day unless it is neither a Saturday, Sunday, nor a legal holiday. When the period of time prescribed or allowed shall be less than 7 days, intermediate Saturdays, Sundays and legal holidays shall be excluded in the computation.
- (11) The term "District" means the South Broward Hospital District and all its component parts.
- (12) The term "Healthcare System" means the Memorial Healthcare System and all its component parts.
- (13) The term "Hospital or "The Hospital" means Memorial Hospital West.
- (14) The term "Medical "Staff means the Medical Staff of Memorial Hospital West.
- (15) The term "Executive Committee" means the Exectuive Committee of Memorial Hospital West.
- (16) The term "Pediatric Patient" generally means a patient who is 17 years of age or younger, with such exceptions as are required to properly care for the patient in accord with the appropriate standard of care.
- (17) The terms "District Medical Advisory Committee" is defined in detail under Article 12.1.

ARTICLE 1: NAME

The name of this organization shall be the Medical Staff of Memorial Hospital West of the South Broward Hospital District (referred to as the Medical Staff).

ARTICLE 2: GOALS

The purposes of this organization are:

- (1) To make a reasonable effort to ensure that all hospital patients shall receive a uniform standard of quality-care, treatment and service.
- (2) To make a reasonable effort to ensure an appropriate level of professional performance by all practitioners who practice in this hospital, through the delineation of clinical privileges that each practitioner may exercise in the hospital and through an ongoing review and evaluation of each practitioner's performance within the hospital;
- (3) To provide an educational setting that will maintain scientific standards that will lead to advancement in professional knowledge and skill;
- (4) To initiate and maintain rules and regulations for self-government of the Medical Staff; and
- (5) To provide a mechanism to the Medical Staff, the Administrator, the CEO, and the Board for resolving issues concerning the Medical Staff and the hospital.

ARTICLE 3: CATEGORIES OF THE MEDICAL STAFF

Sect. 3.1 The Medical Staff

The Medical Staff shall be divided into provisional, active, courtesy and honorary categories.

Sect. 3.2 The Provisional Staff

- A. Each new practitioner must start as a provisional member, in a specific department, and must serve a minimum of two years before he is eligible to become an active staff member.
- B. At the end of this two-year period, each member of the provisional medical staff will be evaluated by the department in which he has privileges and the results of this evaluation will be submitted to the Credentials Committee and the Executive Committee. If this member is not eligible for advancement to the active staff, his provisional period may be extended for one year. At the end of this period, re-evaluation of his status will be made. If, at the end of this period he does not qualify for advancement, the provisional staff member will lose his membership and privileges on the Medical Staff. This recommendation for denial of advancement, will result in loss of membership and privileges on the Medical Staff and will entitle the practitioner to the procedural rights in accordance with Article 7 of these Bylaws for a determination of whether he should be advanced or lose his membership on the Medical Staff. Contract physicians are exempted from this provision and may remain on the provisional staff for an indefinite period of time.
- C. In the case of dentists, membership on the provisional staff shall be limited to those who have completed a least three years of approved residency training in maxillofacial surgery, trauma and fractures and, for advancement to the active staff, shall have demonstrated their competence in treating assigned patients by serving on the emergency room roster, and have accepted and properly performed these duties. Such dentists shall be assigned to the Surgery Department in the Section of Oral and Maxillofacial Surgery.

- D. In the case of podiatrists, membership on the provisional medical staff shall be limited to those podiatrists who in addition to the requirements for State Licensure for the practice of podiatry, shall also have complete three years of post-graduate surgical podiatry training in an accredited program and who have presented for review a minimum of 25 varied operative procedures performed in a hospital operating room. Podiatrists who fulfill these requirements and are approved for privileges shall be assigned to the Section of Orthopedics, Department of Surgery.
- E. In the case of psychologists, the psychologist must be appropriately licensed by the State of Florida pursuant to Ch.490, Fla. Stat., and membership on the provisional staff is limited to psychologists who have a Ph.D., or Psy.D. degree in Clinical Psychology from an accredited university of professional school with a one-year internship. Psychologists who qualify for membership on the Medical Staff shall be assigned to the Section of Psychiatry, Department of Internal Medicine.
- F. Provisional members are encouraged to attend medical staff meetings, department meetings and committee meetings. They have no voting privileges, except on those committees to which they are assigned.
- G. Provisional members may admit and treat private patients according to their clinical privileges, delineated at the time of their appointment, and according to the Rules and Regulations of their department/section.
- H. Provisional members are to admit and/or treat assigned patients as in Subsection of above, as directed by the Chief of the Department or one of his designees.
- I. Provisional members shall remain under the observation of the chief of the department at his discretion.

Sect. 3.3 The Active Staff

Members of the active staff shall be appointed to a specific department, shall admit and treat private and assigned patients according to their clinical privileges as delineated at the time of their appointment and as appropriately modified thereafter, and according to the Rules and Regulations of their Department. Active staff members shall be eligible to vote and are encouraged to attend Medical Staff meetings, department and committee meetings.

Sect. 3.4 Courtesy Staff

- A. The courtesy medical staff consists of physicians in the southeast Florida area who do not reside and practice in the area required under these bylaws, but who fulfill all the requirements of Section 4.2 with the exception of 4.2.(D) regarding office and residence, and Section 4.2.(E) regarding utilization.

Such physicians must have special skills that are not available among the members of the active medical staff, or are available in such small numbers of staff members that an adequate free choice is not available. The Department in which the individual seeks courtesy staff membership and privileges, with the approval of the Credentials Committee, and Executive Committee, will determine adequate free choice. When the Department determines that an adequate number of physicians become available in the particular specialty on the active medical staff, the courtesy staff member must seek appointment to the active staff or be dropped from the staff. Courtesy staff physicians who are removed from the staff will not be entitled to the procedural rights described in the bylaws. If they seek membership on the active medical staff and are denied privileges, they will be entitled to procedural rights in accordance with Article 7. Privileges extended to members of the courtesy medical staff must be limited to the special skill that qualified the individual for courtesy staff membership.

Courtesy staff physicians cannot hold office and shall not be required to serve on committees, attend medical staff meetings, participate in emergency rooms staffing or in treating assigned patients. They shall have no voting privileges.

- B. The courtesy dental staff consists of dentists who fulfill all the qualifications for membership listed in Section 4.2, but are not qualified under the provisions of Section 2 of this Article 3, to serve as members of the active staff.

They shall be appointed to the surgical department, section of oral and maxillofacial surgery, with specific delineation of their clinical privileges.

They cannot hold office and shall not be required to serve on committees, attend medical staff meetings, participate in emergency room staffing or in treating assigned patients.

They shall not be eligible to vote, except that the chief of the section of oral and maxillofacial surgery may permit them to vote at section meetings on matters pertaining exclusively to dentistry.

- C. The courtesy podiatry staff shall consist of podiatrists who fulfill all the qualifications for membership listed in Section 4.2, but are not qualified under the provisions of Section 2 of this Article 3, to serve as members of the active staff. They shall be appointed to the Department of Orthopedics.

They cannot hold office and shall not be required to serve on committees, attend medical staff meetings, participate in emergency room staffing or in treating assigned patients. They shall have no voting privileges.

Sect. 3.5 Honorary Medical Staff

- A. The Honorary Medical Staff shall consist of physicians who have retired/resigned from the Active Medical Staff who have demonstrated a special dedication and service to the hospital, medical staff, and the community. The Honorary Emeritus Medical Staff shall consist of members of the Honorary Medical Staff who have, in addition served in positions of leadership and have otherwise distinguished themselves as skilled and dedicated physicians.
- B. Consideration for membership on the Honorary or Honorary Emeritus Medical Staff will be recommended by the Executive Committee, which will refer potential candidates to a Committee consisting of the three most recent Past Chiefs of Staff. This Committee will review the member's service to the hospital, medical staff, and the community and make a recommendation to the Executive Committee.
- C. Members of the Honorary and Honorary Emeritus Medical Staffs shall not be eligible to admit patients, to vote, to hold office, or to serve on standing committees, and shall not be required to pay medical staff dues.

ARTICLE 4: MEMBERSHIP

Sect. 4.1 Nature of Medical Staff Membership

Membership on the Medical Staff of Memorial Hospital West is a privilege which shall be extended only to professionally competent physicians, dentists, podiatrists, and psychologists who continue to meet the qualifications, standards, and requirements of these Bylaws.

Memorial Hospital West will not discriminate in granting staff appointment and/or clinical privileges on the basis of ancestry, race, gender, national origin, sexual orientation, faith, or handicap that does not affect the ability to perform patient care.

Sect. 4.2 Qualifications for Membership

Only practitioners with the following qualifications shall be eligible for membership on the Medical Staff:

- A. A physician must be a graduate of a medical or osteopathic school recognized by the State of Florida, a dentist must be a graduate of a dental school recognized by the State of Florida, and a podiatrist must be a graduate of a podiatric school recognized by the State of Florida, and a psychologist must have a Ph.D. or Psy.D. degree in clinical psychology from an accredited American Psychological Association program with a one year internship.
- B. The physician must have a valid current license to practice as a doctor of medicine (M.D.) or doctor of osteopathy (D.O.) in the State of Florida. The dentist must have a license to practice as a dentist (D.D.S. or D.M.D.) in the State of Florida. The podiatrist must have a license to practice as a podiatrist (D.P.M.) in the State of Florida. The psychologist must be appropriately licensed by the State of Florida pursuant to Chapter 490, Fla. Stat. As a minimum requirement for appointment to the medical staff, any physician whether licensed to practice as a doctor of medicine or as a doctor of a osteopathy, and any podiatrist applying for membership on the Medical Staff, must be Board Certified by the applicable American or Canadian

Board in his or her chosen specialty at the time of his or her appointment or if not Board Certified the practitioner must be qualified to sit for Board examination at the time of appointment to the Medical Staff in his or her chosen specialty and must become Board Certified within five (5) years of appointment in order to maintain staff membership. If the applicant has been qualified to sit for the Board examination for more than five (5) years since completion of his/her training and has not obtained Board Certification, he/she will not be eligible for Medical Staff membership.

The term “qualifying Board” as used in this Section means those Boards recognized by either the American Board of Medical Specialties, the American Osteopathic Association, or the Royal College of Physicians and Surgeons of Canada. Only Board Certification by a “qualifying Board” will meet the requirements under this Section. If the qualifying Board applicable to the practitioner has not established a certification program, the requirements of this section must be satisfied by the physician showing that he or she has completed a fellowship program approved by the Accreditation Council for Graduate Medical Education in that specialty, or by the physician demonstrating current clinical experience and competence in that specialty, with experience and competence to perform all privileges sought.

This provision shall not be applied and shall have no effect on the reappointment of any practitioner who was grand fathered on staff in May 1992.

For physicians seeking privileges to care for pediatric patients, the above requirements must be satisfied through one of the following:

1. Board Certified or Board qualified in Pediatrics;
2. Board Certified or Board qualified in Family Practice;
3. Board Certified or Board qualified in a specialty with demonstration of added clinical competence/experience or special expertise in the care of children in that specialty.

The following are exceptions to this policy:

1. Medical specialists who have not completed a general pediatric residency or fellowship in a pediatric specialty will be granted privileges, but will be required to limit their practice to patients 13 years of age and older;
 2. The above requirements will not be applied to anesthesiologists, pathologists or radiologists.
- C. A practitioner must be able to establish and demonstrate on an ongoing basis, through the peer review process, his background, experience, training and demonstrated competence, his adherence to the ethics of his profession, his good reputation and his ability to work compatibly and efficiently with others, and his mental and physical health status in order that the medical staff and the Board will be assured that patients will be given high-quality medical care while being treated at this hospital.

No physician, dentist, podiatrist or psychologist shall be entitled to membership on the medical staff simply because he is duly-licensed to practice medicine, dentistry, podiatry or psychology in this or any other state; or because he is a member of any professional organization, or that he has had privileges at another hospital.

A practitioner must provide on an on-going basis the information needed on professional liability claims and settlements as required by the hospital to comply with hospital licensure laws.

New applicants desiring Active Staff membership with admitting privileges or procedure privileges who have not had hospital experience or procedure privileges who have not had hospital experience or procedure experience for more than one year are required to obtain formal training from a recognized training program accredited by the Accreditation Council for Graduate Medical Education and subsequently obtain written documentation from the training program director that indicates that the applicant is currently competent to perform the privileges specifically requested.

- D. With the following exceptions, a practitioner must maintain a bonafide residence and primary office for practice (primary

being defined as the office where the physician spends 75% of his office hours each week) within a reasonable travel time to the Hospital that ensures availability as determined by the clinical department but in no instance greater than 30 minutes.

Exceptions:

1. Courtesy Staff (Section 3.4);
2. Relief of Duties (Section 5.4);
3. Physicians with current effective contract with the hospital to provide medical services. However, if a physician once had, but no longer has, a hospital contract, that physician must fulfill all of the requirements for staff membership in order to maintain his/her staff privileges, including but limited to, office and residence requirements.

Section 4.3 Conditions and Duration of Appointment

- A. Initial appointments and reappointments to the Medical Staff will be made by the Board. The Board shall act on appointments, reappointments and revocation of appointments, only after there has been a recommendation from the Medical Staff Executive Committee as provided in these Bylaws.

In the event of an unwarranted delay beyond the time limitations specified in Section 5.2, the Board may consider this delay a denial of staff privileges and entitle the applicant to a hearing and appeal in accordance with Bylaws.

- B. Initial appointments shall be until the next routine reappointment and will not exceed two years.

Reappointments shall be for a period of not more than two year. See Section 5.3.

- C. Appointment to the medical shall allow only those clinical privileges that have been granted by the Board in accordance with these Bylaws.

- D. Every application for staff appointment shall be signed by the applicant and shall contain the applicant's agreement, if appointed to

the Medical Staff to meet his obligations to provide continuous care and supervision to his patients; to abide by the Medical Staff Bylaws, Rules and Regulations; to accept consultation and assignment and to participate in the staffing of the emergency room area and other special care units. With such application, the practitioner represents and warrants that he is qualified to perform the specific procedures or treatments for which he is seeking privileges.

ARTICLE 5: PROCEDURE FOR APPOINTMENT AND REAPPOINTMENT

Section 5.1 Application for Appointment

- A. All applications for appointment to the medical staff shall be in writing, be signed by the applicant and shall be submitted on a form prescribed by the Board, after consultation with the executive committee. The application shall require detailed information concerning the applicant's professional qualifications and mental and health status; shall include a statement that no health problems exist that could affect his or her ability to perform the privileges requested; shall include the name of at least two peer references in the same professional discipline who are not associates and who have personal knowledge of the applicant's relevant training, experience, current competence and any effects of health status on privileges being requested and shall include information as to whether the applicant's membership status and/or clinical privileges have ever been revoked, suspended, reduced, or not renewed at any other hospital or institution; and as to whether his membership in local, state and national medical societies or his license to practice any profession in any jurisdiction have ever been suspended or terminated. The applicant shall provide to the hospital all information regarding professional liability claims, judgments and settlements arising from or relating to professional acts or omissions of applicant. The applicant shall provide the hospital with all information relating to applicant's professional liability insurance, past and present, including without limitation, whether or not any policy has been canceled or non-renewed by a carrier. The applicant shall also report any challenges to any licensure or registration, or voluntary or involuntary relinquishment of such; voluntary or involuntary reduction or loss of clinical privileges; and voluntary or involuntary termination of medical staff membership;
- B. The applicant shall have the burden of producing adequate information for a proper evaluation of his competence, character, physical and mental health status, and ethics and other qualifications, including but not limited to proof of compliance with the requirements set forth in Section 4.2, and for resolving any doubts about such qualifications.
- C. By applying for appointment to the medical staff, each applicant thereby signifies his willingness to appear in person for interviews in regard to his application. He authorizes the hospital to consult with members of the medical staff, administrative officials of other hospitals with which the applicant is or has been associated, insurance carriers and with others who

may have information bearing on his competence, character, and ethical qualifications.

He consents to the hospital's inspection of all records and documents that may be relevant to an evaluation of his professional qualifications and competence to carry out the clinical privileges he requests as well as his moral and ethical qualifications for membership;

He releases from any liability all representatives of the hospital and its medical staff for their acts or omissions in connection with evaluating the applicant and his credentials, and releases from any liability all individuals and organizations who provide information to the hospital concerning the applicant's competence, ethics, and other qualifications for staff appointment and clinical privileges, including otherwise privileged or confidential information;

He further agrees to execute authorizations and releases to accomplish the preceding clauses on the application forms provided by the hospital.

- D. The hospital shall query the National Practitioner Data Bank (NPDB) at the time of initial medical staff appointment.
- E. The application form shall include a statement that the applicant has received and read the bylaws of the governing board, as well as the bylaws, rules and regulations of the medical staff, and that he agrees to be bound by their terms without regard to whether or not he is granted membership and/or clinical privileges in all matters relating to consideration of his application.

Sect. 5.2 Appointment Process

- A. The application shall not be considered complete until references and any other pertinent material, including without limitation that the information as specified in Section 5.1.D above, has been received by the hospital. At such time, the completed application and all supporting data will be sent to the chief of the department involved and the chairman of the credentials committee.

Within 90 days after receipt of the completed application and its supporting material, the credentials committee shall make a written report of its investigation to the executive committee.

Prior to submitting this report, the credentials committee shall examine the evidence relating to the character, professional competence, qualifications, and ethical standing of the practitioner. It shall determine, through information contained in references provided by the practitioner and from other available sources, including an appraisal from the department in which privileges are sought, whether the practitioner has established and meets all of the necessary qualifications for the category of staff membership and the clinical privileges he is requesting.

Each department in which the practitioner seeks clinical privileges shall provide the credentials committee with specific written recommendations for delineating his clinical privileges. These recommendations should be made part of the credentials committee's written report.

- B. At its next regular meeting after receipt of the application together with the credentials committee's report, the executive committee shall determine whether to recommend to the Board that the practitioner be appointed as a provisional member of the medical staff, rejected for provisional staff membership or that the application be deferred for further consideration.

All recommendations for appointment must also include the recommendation of specific clinical privileges. The granting of clinical privileges may be limited and/or qualified by certain provisional conditions.

- C. If the executive committee recommends deferment for further consideration, a subsequent recommendation must be made within 30 days for appointment as a provisional member, rejection for staff membership or for another 30-day deferment. Deferments beyond 60 days from the date the executive committee first reviews the applications shall not be permitted without the consent of the applicant.
- D. When the executive committee's recommendation is favorable for the practitioner, the Chief of Staff shall promptly forward the recommendation, together with all supporting documentation to the Governing Board for review.

When the executive committee's recommendation is not favorable for the practitioner, he shall be entitled to reconsideration in accordance with procedures outlined in Article 7.

- E. When the Board's decision is made, the Chief Executive Officer shall send appropriate notices to the Chief of Staff, and to the practitioner.

Sect. 5.3 Reappointment

- A. Each member of the medical staff will be evaluated for reappointment every two years.

- B. The Credentials Committee will review the performance of the individuals in every setting under the control of the hospital where the individual practices. The evaluation will include procedures performed, pertinent results of review of operative and other procedures, morbidity and mortality review, medication usage, blood usage, medical record review, utilization review, risk management data, patient safety data, and other performance improvement activities as appropriate. The Credentials Committee will review relevant practitioner-specific data compared to aggregate data if such data are available for the practitioner.

The hospital shall query the National Practitioner Data Bank (NPDB) at the time of reappointment.

It will be the member's responsibility to furnish the credentials committee with whatever other pertinent information they may need or request to assist them in making such a determination. This information shall include, but not be limited to:

- Continuing medical education activities that relate, at least in part, to the individual's clinical privileges;
- Professional meeting attended;
- Physical and mental health status – a statement that no health problems exist that could affect his ability to perform the privileges requested;
- Board status;
- Fellowship in specialty organizations;
- Honors received;
- Residence address and phone number;
- Office address and phone number;
- Professional liability claims, judgments, settlements, and other pertinent insurance information;
- Current licensure and Drug Enforcement Administration registration;
- Previously successful or currently pending challenges to any licensure or drug enforcement administration registration or voluntary relinquishment of such licensure or registration;
- Voluntary or involuntary termination of medical staff membership or voluntary or involuntary limitation, reduction, or loss of clinical privileges at another hospital;

- Membership on other hospital staffs; and
- Two peer recommendations when there is insufficient peer review information available.

C. Each physician must maintain at least 10 patient care encounters for each year he or she is a member of the Medical Staff. For purposes of this section, patient encounters will include both private and assigned patients.

A patient encounter shall mean the following:

- Admissions including 23 hour observations
- Consultations
- Inpatient Surgical Procedures
- Outpatient Surgical Procedures
- Preoperative evaluations done in a physician's office for a procedure performed in the Memorial Healthcare System and included in the patient's medical record
- Outpatient laboratory work or outpatient diagnostic radiology will not be considered a patient encounter. Multiple procedures performed on a single patient during one episode of care will be considered as a patient encounter for purposes of determining compliance with this section.

The patient encounters must be performed at a facility of the Memorial Healthcare system, except as otherwise permitted herein.

The review will be conducted at the time of reappointment.

By adoption of Rules and Regulations in accord with these Bylaws, individual departments may adopt requirements for a greater, but not a lesser number of annual patient encounters. Further, by adoption of Rules and Regulations in accord with these Bylaws, individual departments may require minimum numbers of patient encounters involving specific types of care or procedures, when necessary to evaluate patient care for credentialing purposes, or when necessary to maintain competence in the type of care or procedure.

Patient care information, credentialing information, risk management information and peer review information from all facilities of the Memorial Healthcare System may be considered in connection with these Medical Staff Bylaws.

The following physicians shall be exempted from the patient encounter requirements of this Section: (a) physicians with current effective contracts with the hospital to provide services; (b) dermatologists; (c) oral and maxillofacial surgeons; (d) allergists; (e) rheumatologists; (f) ophthalmologists; (g) pediatricians; and (h) members of the courtesy medical, dental and podiatry staffs. Other exemptions may be granted, upon request, by the Executive Committee, upon a demonstration that the physician could not fulfill the requirement due to good cause. For purposes of this section, good cause is limited to illness and voluntary limitation of practice.

If a department feels that the patient care encounter policy is adverse to members of the Department or jeopardizes service to the hospital or community, the Department may petition the Executive Committee for an exemption. The Executive Committee will consider the Department's request only if it can be uniformly applied to all members of the Department and only when it is accompanied by a planned mechanism that specifically outlines how the Department will evaluate members who have minimal clinical activity.

Family practitioners who do not meet the requirement of twenty patient encounters in the two-year reappointment period will be allowed to remain on staff, but their privileges shall default to a maximum of Category 1 for all procedures as delineated on their privilege form. When the practitioner can demonstrate a minimum of twenty patient encounters, he/she may request that his/her privilege status be re-evaluated. (Category 1 privileges allow practitioners to render emergency care and outpatient care. Practitioners must co-admit with an appropriate qualified consultant).

- D. Each recommendation concerning reappointment and continuation of clinical privileges will be based upon evidence of the member's current ability to perform the privileges requested and clinical judgment in the treatment of patients, his ethics, and conduct; his participation in medical staff affairs; his compliance with the medical staff's bylaws, rules and regulations; his relations with other practitioners; his general attitude toward patients, the hospital staff, and the public; his mental and physical health status; and any other factors deemed pertinent by the credentials committee.
- E. At least thirty days prior to the expiration of a practitioner's reappointment, the credentials committee shall examine the evidence relating to the practitioner's current competence, clinical judgment, ethics, conduct, compliance with the medical staff bylaws and rules and regulations, as well as his mental and physical health status.

Each department in which the practitioner seeks reappointment of clinical privileges shall provide the credentials committee with a written recommendation regarding reappointment to the medical staff and specific recommendations regarding delineation of privileges.

The credentials committee recommendation will be transmitted to the executive committee.

The credentials committee may recommend deferment of a practitioner's reappointment for sixty days for further consideration or evaluation of information provided as part of the practitioner's reappointment application. Deferments beyond sixty days from the date the credentials committee first reviews the reappointment application shall not be permitted.

If the executive committee's recommendation is favorable for the practitioner, the chief of staff shall promptly forward the recommendation for reappointment, together with all supporting documentation to the governing board for review.

When the executive committee's recommendation is not favorable for the practitioner, he shall be entitled to reconsideration in accord with the procedures outlined in Article 7.

Sect. 5.4

Relief of Duties

- A. An active staff member who has completed a minimum of ten years as a member of the staff is eligible for the following relief of duties:
 - 1. He may write the chief of his department requesting relief from the emergency room roster as well as from treating and admitting assigned patients. This will be voted on within his department and a subsequent recommendation made to the executive committee. The executive committee can either accept or reject the department's recommendation. Relief may be rescinded at any time, based on the needs of the hospital, including without limitation the need for coverage, as determined in part or in whole, by the District Medical Advisory Committee, the executive committee on its own initiative, or by recommendation of the department when approved by the Executive Committee.

Staff members who have served their emergency room duty and been relieved of that duty because of tenure shall not be required to return to that duty or to serve after attaining the age of 60.

2. This section explicitly does not relieve such practitioner from committee assignment or attendance at medical staff meetings.
- B. Past chiefs of the medical staff are automatically relieved of committee assignment. The status of past chief of staff, however, does not relieve them from any other duties. Past chiefs of staff may serve on other committees voluntarily, if they so desire.

Sect. 5.5 Leaves of Absence

- A. A medical staff member may apply in writing to his department and the executive committee for a leave of absence. Each request shall state the reason the leave is being requested and will be considered individually. No physician on provisional status shall be permitted to take a leave of absence except for a bona fide medical reason, which precludes him from practicing within his specialty anywhere. In the event that a physician on provisional status wishes to take a leave of absence, he shall instead resign from the Medical Staff.

Leaves of absence will be limited to a maximum of one year's duration. At the end of the leave of absence, the physician may request, and must receive approval of the executive committee to be allowed to join the "Inactive Staff". If he/she does not elect to join the Inactive Staff, he/she must resign from the Active Medical Staff or request reinstatement. Failure to request reinstatement or submit a letter of resignation will result in automatic termination.

A longer leave may be granted in those instances where a specific time period is known, such as military service or graduate training.

- B. To return from a leave of absence, the member shall apply to the Credentials Committee for reinstatement. He shall furnish the committee with a full report of his activities, professional or otherwise, during the period of the leave. The Credentials Committee will receive and review quality reports and any other pertinent information from the member's last reappointment cycle. The hospital shall query the National Practitioner Data Bank (NPDB). If approved, the member will return to the same department at the same rank. Prior to the member's resumption of practice in the hospital, the executive committee shall recommend the delineated privileges of the

member to the Board, based on the recommendations made by his department.

A practitioner returning from a leave of absence as a result of illness shall present a report on his illness and documentation of his present health status from his own personal physician. He may elect to re-enter his own private practice at a slower or limited pace in the beginning. If so, the chief of his department and/or the executive committee may temporarily relieve him from the duty of treating and admitting assigned patients, including relief from the emergency room roster. This should be for a reasonable period of time, until he resumes a full and active practice. At the discretion of the Executive Committee, the practitioner may be required to submit to an independent examination to determine his fitness to return from leave.

- B. Any time spent on a leave of absence cannot be applied towards relief of duties described in Section 4 of this Article 5, except for time spent in military service.

Sect. 5.6 Inactive Medical Staff

An active staff member may apply in writing to the executive committee for placement on the inactive medical staff. Members of the inactive medical staff must abide by the following rules:

1. Will pay dues annually in the same amount as are assessed for the Active Medical Staff;
2. Must annually request renewal of "Inactive Staff" status;
3. If annual dues are not paid and/or a request for renewal of inactive staff status is not received within 90 days of the anniversary date of inactive staff status, the individual will automatically be dropped from membership;
4. May not admit or treat patients in the hospital;
5. Will not be required to attend staff or committee meetings;
6. May be reinstated on the active medical staff in the following manner: Must apply for appointment as defined in Sections 5.1 and 5.2 of these Medical Staff Bylaws and must meet the qualifications for membership as described in Article 4 of these Bylaws.
7. Prior to resuming active medical staff membership, the member may be placed on a one-year provisional status at the discretion of the individual's department, and, if so placed, will be returned to his/her previous status on the active medical staff.

Sect. 5.7 Resignation from the Staff

- A. Any practitioner wishing to resign from the Medical Staff shall submit a letter of resignation to the executive committee. The executive committee will forward a recommendation to the Board.
- B. Resignation from the staff will not relieve a practitioner from any Medical Staff obligations incurred prior to resignation, including without limitation, maintenance of insurance applicable to the period of membership and completion of his records.
- C. If a practitioner has resigned and wishes to rejoin the staff, he must complete a new application and follow the procedure in Sections 1 and 2 of this Article 5.

If the application is approved, the executive committee shall assign the practitioner to the staff category and delineate his clinical privileges. The category may be at a level recommended by the executive committee, up to and including his category at the time of his resignation.

Sect. 5.8 Automatic Termination

- A. If at any time the Medical Staff has reason to believe that a practitioner has ceased to maintain an office and residence as required under these bylaws, a notice shall be mailed by certified mail requesting confirmation of the practitioner's office and residence. If said certified mail is returned undelivered after being sent to both last known addresses for the practitioner's office and residence, the Medical Executive Committee may, by majority vote, recommend to the Board termination of the practitioner's medical staff membership. The Board may, at its sole discretion, terminate said practitioner's medical staff membership and/or clinical privileges upon a finding in accord with this section.

ARTICLE 6: CLINICAL PRIVILEGES

Sect. 6.1 Specific Delineation of Clinical Privileges

- A. Every practitioner practicing at this hospital shall be entitled to exercise only those clinical privileges specifically granted to him by the Board, except for temporary or emergency privileges, as provided in Sections 6.2 and 6.3.
- B. Every practitioner making application for staff appointment must request the specific clinical privileges for which he is qualified. The evaluation of such requests shall be based upon competence, references, and other relevant information, including an appraisal by the department in which these privileges are sought. The applicant shall assume responsibility for documenting his qualifications and competency in the clinical privileges he requests.
- C. In order to increase or curtail clinical privileges, a determination shall be made, based on direct observation of the care provided, review of records for patients treated in this or other hospitals; and a review of the member's participation in the delivery of medical care.

Requests for additional clinical privileges must be in writing. Such requests must include the clinical privileges desired and the member's relevant training and/or experience. Such requests shall be processed in the same manner as applications for initial privileges.

The hospital shall query the National Practitioner Data Bank (NPDB) at the time of granting additional privileges.

Specifically, these requests shall be processed by each clinical department who shall be responsible for deciding what the acceptable minimal criteria for granting the new privilege is, followed by processing through the credentials committee, the executive committee and the governing board.

- D. Clinical privileges granted to dentists shall be based on their training, experience, and demonstrated competence and judgment. The scope and extent of surgical procedures that each dentist may perform shall be specifically delineated and granted in the same manner as all other surgical privileges.

Surgical procedures performed by dentists shall be under the overall supervision of the Chief of the Department of Surgery. Patients admitted to the hospital for dental care shall receive the same basic medical appraisal as patients admitted for other services. This includes the performance and recording of the findings in the medical record by a physician member of the medical staff of an admission history and physical examination and an evaluation of the overall medical risk, except in those cases where a qualified oral surgeon has been granted privileges to perform the history and physical examination and the patient has no known medical problems. The dentist shall take into account the recommendations of the consultant in the overall assessment of the specific procedure proposed and the effect of the procedure on the patient. The dentist is responsible for that part of the history and physical examination related to dentistry. A physician member of the medical staff shall be responsible for the care of any medical problem that may be present on admission or that may arise during hospitalization of dental patients.

- E. Clinical privileges granted to podiatrists shall be based on their training, experience, and demonstrated competence and judgment. The scope and extent of surgical procedures that each podiatrist may perform shall be specifically delineated and granted in the same manner as all other surgical privileges. Surgical privileges performed by podiatrists, shall be reviewed by the Chief of the Section of Orthopedics.

Those podiatrists not eligible for membership on the active medical staff, but who meet the qualifications for membership on the courtesy podiatry staff may be granted privileges to perform the following: application of topical medications (exclusive of liquid nitrogen), injection of local anesthetics, nail prophylaxis and nail care, ordering of laboratory tests, ordering x-rays, orthotic prescriptions for the foot, prescriptions of narcotics (if they have a DEA Registration), and shoe prescriptions.

A podiatrist with clinical privileges may, under conditions defined in the rules and regulations, initiate with the concurrence of a physician member of the medical staff the procedure for admitting or discharging a patient. Admission of a podiatric patient shall be a dual responsibility of the podiatrist and a physician member of the medical staff. Patients admitted to the hospital for podiatric care shall receive the same basic medical appraisal as patients admitted for other services. This includes the performance and recording of the findings in the medical record by a physician member of the medical staff of an admission history and physical examination, which is related to podiatry. A physician member of the medical staff shall be responsible for the care of any medical problem that may be present on admission or that may arise during hospitalization of podiatric patients.

- F. Clinical privileges granted to psychologists shall be based on their training, experience, and demonstrated competence and judgment. At a minimum, a psychologist must have a Ph.D. or Psy.D. and have graduated from an accredited APA program with a 1 year internship and licensed under Chapter 459 in the State of Florida. The scope and extent of clinical privileges that each psychologist may perform shall be specifically delineated and granted in the same manner as all other clinical privileges. Psychologists shall not have admitting privileges, or privileges to order medications, or laboratory, radiology, EEG, or EKG testing. Without limitation of the foregoing, psychologists shall be eligible for granting of clinical privileges for the selection, administration, and interpretation of psychological tests, including personality, projective, neuropsychological, cognitive, educational, and vocational tests. Psychologists shall additionally be eligible for granting of clinical privileges for psychological consultations, psychological and/or psychosocial histories, mental status exams, individual, family, and group therapy, crisis intervention, initiation and rescinding of 72-hour involuntary examination and evaluation under Chapter 394, Fla.Stat. formally know as the Baker Act, participation in treatment planning, discharge planning, and biofeedback. Psychologists admitted to the Medical Staff of Memorial Hospital West shall be members of the Department of Medicine. This provision shall not be applied and shall have no affect on the reappointment of any psychologist who became a staff member on or before October 24, 2001.

Sect. 6.2 Temporary Privileges

- A. Circumstances for which the granting of temporary privileges may be considered are as follows:
1. To fulfill an important patient care need, service or treatment: In this circumstance, temporary privileges may be granted on a case-by-case basis when there is an important patient care need that mandates immediate authorization to practice, for a limited period of time, while the full credentials information is verified and approved. For example, when a specific licensed independent practitioner has the necessary skills to provide care to a patient that a member of the staff currently privileged does not possess. In these circumstances, temporary privileges may be granted by the applicable Administrator of the facility, upon recommendation of the applicable department chief, and the chief of staff and only after verification of current licensure in the State of Florida, current competence, and malpractice insurance in limits set forth by the Governing Board.
 2. When an applicant with a complete, clean application is awaiting review and approval of the Executive Committee and Governing Board: In this circumstance, temporary privileges may be granted when the new applicant for medical staff membership or privileges is waiting for a review and recommendation by the medical staff executive committee and approval by the governing body. Temporary privileges may be granted for a limited period of time, not to exceed 120 days by the applicable Administrator upon recommendation of the department chief and the chief of staff provided:
 - a. that there is verification of current licensure, relevant training or experience, current competence, ability to perform privileges requested;
 - b. that the results of the National Practitioner Data Bank query have been obtained and evaluated;
 - c. that there are no current or previously successful challenges to licensure or registration;
 - d. that the applicant has not been subject to involuntary termination of medical staff membership at another organization;
 - e. that the applicant has not been subject to involuntary limitation, reduction, denial, or loss of clinical privileges; and
 - f. that there has been a favorable recommendation by the Credentials Committee.

- B. Locum Tenens: A member of the active staff has the privilege of requesting temporary appointment of locum tenens, for a period of not less than four weeks nor more than 26 weeks, if he is unable to maintain his own practice because of illness, military service, vacation or attendance at a course of medical education.

The locum tenens must comply with the requirements of Section 4.2.D., even if residence is temporary.

The process of granting temporary admitting and clinical privileges is similar to that described for new medical staff applicants in Subsection A of this Section 2 (temporary sponsorship appointment). In addition, the application must be accompanied by a letter from the practitioner being-replaced, requesting the locum tenens for a specified period of time and endorsing the application of the prospective locum tenens. The locum tenens' clinical privileges will be specifically delineated in each individual case by the credentials committee and the executive committee and cannot exceed those of the practitioner he is replacing.

The locum tenens remains under the supervision and observation of the chief who may reduce the locum tenens' clinical privileges or may impose certain consultation requirements or other patient safeguards.

Upon written request to the executive committee from both the locum tenens and the practitioner temporarily being replaced, the period of time may be extended. In special circumstances, the executive committee may, on its own initiative, further extend the time period.

The practitioner being replaced must be responsible for completion of the locum tenens' medical records.

- C. Other Temporary Privileges:

Consultative Privileges:

Any practitioner who is appropriately licensed anywhere in the United States may examine a patient as a temporary consultant, upon written request on the medical chart by the attending practitioner. Such temporary consultant must complete the usual hospital consultation form. However, such temporary

consultant cannot write any medical orders or perform any medical or surgical procedures.

Sect. 6.3 Emergency Privileges

In the event of any emergency, any physician, to the degree permitted by his license and regardless of staff status, or lack of it, shall be permitted and assisted to do everything possible to prevent serious permanent harm to a patient, using every necessary hospital facility, including any necessary or desirable consultations.

ARTICLE 7. DENIAL OF APPOINTMENT OR REAPPOINTMENT OF
MEDICAL STAFF
MEMBERSHIP OR GRANTING OR RENEWING OF CLINICAL
PRIVILEGES

Sect. 7.1 Recommendation to Deny Appointment or Reappointment of
Medical Staff Membership or Granting or Renewing of Clinical
Privileges

Whenever a recommendation is made by the Credentials Committee to the Executive Committee of the Medical Staff to deny a practitioner's request for appointment or reappointment of Medical Staff membership or to grant or renew clinical privileges, the Credentials Committee shall state, in writing:

1. The reason for the recommendation to deny the practitioner's request for appointment or reappointment of medical staff membership or granting or renewing clinical privileges, stating which of the grounds specified under Section 7.2, below gave rise to the recommendation to deny the request; and
2. Allegations of specific acts or omissions or conduct or deficiencies which constitute the grounds for denying the practitioner's request for appointment or reappointment of Medical Staff membership or granting or renewing clinical privileges; and
3. The source, if known, of the allegations. Where possible, and appropriate, the recommendation to deny the request for appointment or reappointment of Medical Staff membership or granting or renewing clinical privileges should specifically cite relevant medical records or the practitioner's credentialing file or other supporting documents.

Sect. 7.2 Grounds for Recommending Denial of Requests for Appointment
or Reappointment of Medical Staff Membership or Granting or
Renewing of Clinical Privileges

Requests for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges may be denied for any of the following circumstances:

1. When there is cause to question the clinical competence of the practitioner making the request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges; or
2. When there is cause to question the care or treatment of a patient performed by the practitioner making the request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges;
3. When the practitioner making the request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges has committed a known or suspected violation of, or does not meet the requirements of, these Medical Staff Bylaws, or the Medical Staff Rules and Regulations, and/or the Department Rules and Regulations, and/or the rules and regulations of the hospital or;
4. When there is cause to question whether the practitioner making the request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges has failed to comply with the ethics of his profession; or
5. When there is reason to suspect that a practitioner requesting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges may be subject to a physical or mental impairment which would interfere with his or her ability to render appropriate care; or
6. When there is reason to suspect that the practitioner requesting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges does not have the ability to work compatibly and efficiently with others.

When the Executive Committee of the Medical Staff first considers the recommendation to deny the practitioner's request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, at its regular meeting, the practitioner shall not be allowed to be present, nor shall he be allowed to provide any further input into the matter, other than the information submitted as part of his application for

privileges, or as part of his credentialing file, until the Executive Committee of the Medical Staff decides, at its discretion, upon a preliminary recommendation to the Board regarding the practitioner's request for granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges. This preliminary recommendation regarding the practitioner's request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges may include, without limitation, recommending granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges or recommending the appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges subject to corrective action. Notice of the recommendation of the Executive Committee of the Medical Staff regarding the practitioner's request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges shall state, as part of the minutes of the meeting in which the recommendation was adopted, the grounds for the recommendation to deny Medical Staff membership or privileges, and the basis for those grounds, as contained in the practitioner's credentialing file.

Sect. 7.3 Recommendation for Granting Appointment or Reappointment of Medical Staff Membership or Granting or Renewing of Clinical Privileges

If the Executive Committee decides, after preliminary consideration of the request for granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges that such membership should be appointed or reappointed, or such privileges should be granted or renewed, this recommendation shall be forwarded to the Board in accord with Section 5.2 (D) of these Medical Staff Bylaws. The Executive Committee of the Medical Staff may condition their recommendation for granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges with any corrective action that does not involve a reduction or suspension of clinical privileges, nor suspension nor expulsion from the Medical Staff. When such recommendation for granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges is conditioned upon the above specified types of corrective action,

those conditions shall be binding on the practitioner upon approval of the granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges by the Board, and the affected practitioner shall not be entitled to a hearing before a Hearing Panel nor to appellate review of such corrective action by the Board.

Sect. 7.4 Status of Privileges During Review of a Recommendation for Denial of Granting or Renewing Privileges or Appointing or Reappointment of Medical Staff Membership

Except as otherwise provided in this Article 7, the affected practitioner shall retain Medical Staff privileges previously granted which may be the subject of a recommendation by the Executive Committee of the Medical Staff for denial of reappointment of Medical Staff membership or renewal of clinical privileges, pending the hearing and appellate review specified in this Section. If the affected practitioner has not previously been granted the privileges which are the subject of a recommendation by the Executive Committee of the Medical Staff for granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, then the affected practitioner shall not be entitled to exercise those privileges until they are granted in accordance with these Bylaws. Nothing in this Section precludes a summary suspension or privileges pursuant to Article 9 of these Medical Staff Bylaws. If a summary suspension is imposed at any time during proceedings under this Article, the procedures specified in Article 9 for summary suspension shall take precedence. Duplicate proceedings under these Medical Staff Bylaws shall not be required for matters reviewed pursuant to different articles. Without limiting the foregoing, each practitioner shall be entitled to no more than one hearing or appellate review of a denial of a request for granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges.

After a period of two years from the date of a final determination, in accord with these bylaws, denying or terminating privileges or Medical Staff membership, a practitioner may reapply for those privileges or Medical Staff membership. After said two year period, such a practitioner shall be again entitled to a hearing and appeal in accord with this Article 7. The practitioner must demonstrate that there has been significant change in

circumstances affecting the practitioner's abilities. Such changes in circumstances may include, without limitation, further education on the part of the practitioner, psychiatric or other rehabilitation, or recovery from illness, as applicable. The burden of proving such a change in circumstances shall be on the practitioner making a reapplication for privileges or Medical Staff membership.

Sect. 7.5 Notification

Within 20 days from the date the Executive Committee of the Medical Staff decides upon a preliminary recommendation for denial of a practitioner's request for granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, notification of preliminary recommendation shall be sent by the Administrator to the subject practitioner, and this notice shall:

1. State that the Executive Committee of the Medical Staff has adopted a preliminary recommendation to deny appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges to the practitioner.
2. State the grounds for the recommendation for denial of granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges;
3. Advise the practitioner to refer to the Medical Staff Bylaws;
4. Specify that the practitioner has the right to request the Executive Committee of the Medical Staff of the hospital where the recommendation for denial or granting or reappointing privileges originated to consider the practitioner's arguments against the denial of his request for granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges;
5. Advise that if the practitioner does not make this request within 30 days following the date of receipt of this notice, then failure to make this request within the 30 day time period shall constitute a waiver of his rights to a reconsideration of the recommendation to deny appointment or reappointment of Medical Staff membership or granting or

renewing of clinical privileges and a waiver of his right to hearing and appellate review on the matter;

6. State that after receipt of his request for reconsideration of the matter by the Executive Committee of the Medical Staff, the practitioner will be notified of the date, time, and place of the meeting of the Executive Committee of the Medical Staff at which the matter will be reconsidered;
6. Contain a copy of this Article 7 of the Medical Staff Bylaws; and
7. Be sent by certified mail, return receipt requested.

Sect. 7.6 Waiver of Rights

The failure of a practitioner to request reconsideration of the matter by the Executive Committee of the applicable Medical Staff within thirty days of his receipt of the written notice specified in Section 7.5 above shall be deemed a waiver of his right to argue against the recommendation for denial of appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges before the Executive Committee of the Medical Staff and to the hearing and appellate review that would otherwise have been available under this Article 7. Effective immediately, upon the occurrence of such a waiver, the practitioner's Medical Staff membership or clinical privileges which were the subject of the recommendation for denial shall be either denied, if not previously granted, or terminated, if previously granted, without further action by the Board.

Sect. 7.7 Executive Committee Reconsideration

If the practitioner requests reconsideration of the recommendation for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges by the Executive Committee of the of the applicable Medical Staff, the Executive Committee shall hold within 60 days of such a request from the practitioner a meeting to reconsider the recommendation for denial of appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges and to consider the practitioner's arguments against

the recommendation for denial. The Administrator shall notify the practitioner of the time, place, and date of the Executive Committee meeting at which the matter will be reconsidered. At the meeting of the Executive Committee convened pursuant to a practitioner's request and the reasons for the preliminary recommendation, the affected practitioner shall be permitted to make an appearance at said meeting to discuss, explain, or refute the charges upon which the preliminary recommendation was based, but neither party will present evidence. The affected practitioner shall not be permitted to be present when the Executive Committee of the Medical Staff votes on action regarding whether or not the preliminary recommendation should be changed. The meeting of the Executive Committee pursuant to this section shall not constitute a hearing and none of the rules provided in these Bylaws with respect to hearings shall apply. A record of these proceedings shall be made by the Executive Committee of the Medical Staff.

In reconsidering the preliminary recommendation for denial of granting or reappointing privileges under this Section, the Executive Committee of the Medical Staff shall consider only the practitioner's credentialing file compiled to date, and the practitioner's statement. The Executive Committee of the Medical Staff shall not review any additional evidence at this meeting.

Upon reconsideration of the practitioner's request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, the Executive Committee of the Medical Staff may recommend, without limitation, appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, or denial of appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges subject to corrective action. Notice of the reconsidered recommendation of the Executive Committee of the Medical Staff regarding the practitioner's request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges shall be sent to the Administrator within five days of the meeting at which the recommendation is adopted.

Sect. 7.8 Recommendation for Granting or Reappointing Privileges After Reconsideration

If the Executive Committee decides, after reconsideration of the request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges that such requests should be granted, this recommendation shall be forwarded to the Board in accord with Section 5.2 (D) of these Medical Staff Bylaws. The Executive Committee of the Medical Staff may condition their recommendation for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges with any corrective action that does not involve a reduction or suspension of clinical privileges by the Board, and the affected practitioner shall not be entitled to a hearing before a hearing panel nor to appellate review by the Board of such corrective action.

Sect. 7.9 Appointment of Hearing Panel

If the Executive Committee of the Medical Staff decides on a reconsidered recommendation to the Board to deny the practitioner's request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, the affected practitioner shall be entitled to a hearing before a hearing panel. At the meeting of the Executive Committee of the Medical Staff which the reconsidered recommendation to deny appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges is decided upon, the hearing panel shall be appointed by the Administrator or his designee. The hearing panel shall be composed of not less than three members.

The panel members will be individuals who are not: (a) in direct economic competition with the practitioner whose privileges or membership is under consideration; (b) individuals having a prior relationship with the affected practitioner of shared medical practice, including without limitation, partnership, employment, or agency relationships; (c) relatives of the affected practitioner; (d) individuals exhibiting racial, religious, ethnic, or other prohibited prejudice as demonstrated by reasonable evidence as determined by the Executive Committee; (e) individuals who are creditors or debtors of the affected practitioner; and (f) members of the Executive Committee; (g) members of the Credentials

Committee; (h) any other individual who previously considered the matter; and (i) individuals who demonstrate any conflict of interest, which could adversely affect such individual's ability to fairly and objectively review the matter under consideration, as determined in the judgment of the Executive Committee. At any time prior to the commencement of the hearing by the hearing panel, the Administrator may appoint additional or replacement panel members. Panel members may include, without limitation, physician or laymen not associated with the hospital. Such appointment by the Administrator shall include designation of the Chairman of the hearing panel. Knowledge of the matter involved shall not preclude any person from serving as a member of the hearing panel.

Sect. 7.10 Scheduling and Notice of Hearing

The Administrator shall schedule the hearing. The Administrator shall mail written notice to the affected practitioner stating the time, place and date of the hearing. The hearing shall commence within 30 days of the meeting at which the Executive Committee of the Medical Staff reconsidered the recommendation for denial of appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges and the practitioner's argument against it and decided upon its adverse recommendation to the Board. The notice of the hearing shall be sent to the practitioner via certified mail return receipt requested. As part of, or together with, the notice of the hearing, the Administrator shall state in writing, in concise language, the basis for the recommendation for denial of granting or reappointing privileges, the names and addresses of witnesses, if known, and a list of the medical records, if any, in question. The notice shall also state that failure, without good cause, of the practitioner to appear at the hearing before the hearing panel shall be deemed a waiver of the practitioner's right to a hearing and appeal. If the representative of the Executive Committee of the Medical Staff requests a list of witnesses, then the practitioner shall furnish a written list of the names and addresses of the individuals, so far as is then reasonably known, who will give testimony or evidence supporting him at the hearing. The names and addresses of witnesses will be provided as soon as reasonably possible.

Sect. 7.11 Failure to Appear

Failure, without good cause, of the practitioner requesting the hearing to appear at such hearing, shall be deemed to constitute voluntary waiver of his right to a hearing before a panel and a waiver of his right to an appeal to the Board.

If the practitioner wishes to have his absence excused, he may:

1. Obtain permission from the Chairman of the hearing panel at any time in advance of an anticipated absence. Such permission will be granted or withheld by the Chairman of the hearing panel at his sole discretion.
2. Request, within seven days following an unanticipated absence, an opportunity to appear before the panel to demonstrate that the practitioner has good cause for his unanticipated absence. Within 14 days following such a request from the affected practitioner, the panel shall convene for the express purpose of reviewing the practitioner's explanation for the unanticipated absence. If the practitioner does not request a review of his unanticipated absence within seven (7) days of such absence, or if the Hearing Panel determines, after reviewing the practitioner's explanation for the unanticipated absence, that the practitioner did not have good cause for such absence, then effective immediately upon such determination, the practitioner's privileges that were the subject of the recommendation for denial of appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges shall be denied, if not previously granted, or terminated, if previously granted, without further action by the Board.

Sect. 7.12 Hearing Procedure

- A. The Chairman of the hearing panel shall act to insure that all participants in the hearing have a reasonable opportunity to be heard and to present all oral and documentary evidence, and that decorum is maintained throughout the hearing. The chairman of the hearing panel shall be entitled to determine the order of procedure throughout the hearing. He shall have the authority and discretion, to make rulings on all questions that pertain to

matters of procedure. He may be advised upon such matters by legal counsel to the hospital.

- B. Postponement of hearings beyond the time limit stated in these Bylaws may be done only with the approval of the hearing panel and may be done only when good cause is shown.
- C. The practitioner is entitled to be accompanied to a hearing or represented at the hearing by an attorney or other person of the practitioner's choice.
- D. The hearing need not be conducted in strict accordance with rules of the law pertaining to examination of witnesses and/or presentation of evidence. Any relevant matter upon which responsible persons customarily rely in the conduct of serious affairs shall be considered, regardless of any existing common law or statutory rule which might make evidence inadmissible over objection in civil or criminal law. Prior to, or during the hearing, the practitioner shall be entitled to submit evidence concerning any issue or procedure or fact, and such information shall be made a part of the hearing record.
- E. The Executive Committee of the Medical Staff shall appoint one of its members or at its discretion, an attorney, or another member of the medical staff as its representative at the hearing, to present facts supporting the denial of appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges and to examine witnesses.
- F. The affected practitioner shall thereafter be responsible for supporting his challenge to the recommendation for denial of appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges through an appropriate demonstration that the charges or grounds involved lack any factual basis, or that the recommendation for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, based on the allegations, is either arbitrary or capricious.

- G. The practitioner or his representative, and the Executive Committee of the Medical Staff's representative shall have the following rights:
 - 1. To call and examine witnesses;
 - 2. To introduce evidence;
 - 3. To cross examine any witness on any matter relevant to the issue of the hearing;
 - 4. To challenge any witness;
 - 5. To rebut any evidence;
 - 6. To submit a written statement at the close of hearing.

- H. The Hearing panel may order that oral evidence be taken under oath of affirmation and administered by a Notary Public of the State of Florida.

- I. A majority of the hearing panel members must be present throughout the hearing and deliberations. If a panel member is absent from any part of the proceedings, he shall be immediately excused from the panel. The hearing panel may recess the hearing and reconvene with written or verbal notice to the interested parties. Upon conclusion of the presentation of oral and written evidence, the hearing shall be closed. The hearing panel shall thereupon conduct its deliberations with only the hearing panel members present. Upon conclusion of its deliberations, the hearing panel shall be declared finally adjourned.

Sect. 7.13 Record of Hearing

The hearing panel shall maintain a record of the hearing by having a court reporter present to make a record of the hearing through an electronic recording, or a stenographic record of the proceedings. The cost of such court reporter shall be borne by the hospital.

Sect. 7.14 Personal Appearance Required

The personal appearance of the practitioner for whom the hearing has been scheduled is required.

Sect. 7.15 Hearing Panel Report

The hearing panel shall make a written report and recommendation. The recommendation of the hearing panel shall be determined by majority vote of its members and shall be based on the evidence presented at the hearing. The report of the hearing panel shall contain:

1. A statement of the hearing panel's recommendations.
2. A statement of relevant findings of fact that support the hearing panel's recommendations.

The hearing panel's recommendation and written report shall be forwarded to the Executive Committee, within 30 days after final adjournment of the hearing. The report may recommend any appropriate action with respect to the practitioner's privileges, based on its findings at the hearing, including, without limitation, granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, or denying granting appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges.

Sect. 7.16 Executive Committee Review of Hearing Panel Report

Within thirty (30) days from the time the Executive Committee has received the hearing panel's report, the Executive Committee shall convene and review the hearing panel's report and reconsider again the practitioner's request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges. Members of the Executive Committee who are in direct economic competition with the practitioner, or who otherwise have a conflict of interest, shall not participate in decision making under this Section. These reconsidered recommendations of the Executive Committee of the Medical Staff shall be based on the report of the hearing panel, except where:

1. The Executive Committee of the Medical Staff disagrees with the findings of fact of the hearing panel, and the hearing record supports an alternate finding of fact.

2. The Executive Committee of the Medical Staff finds that the action recommended by the hearing panel is not justified by the findings of fact by the hearing panel, or by the facts as presented in the hearing record.

Either the affected practitioner or the representative of the Executive Committee of the Medical Staff can submit written arguments to the Executive Committee for consideration at its meeting to review the hearing panel's report. Neither the affected practitioner nor anyone representing the affected practitioner will be allowed to attend this meeting of the Executive Committee of the Medical Staff. Evidence will not be presented at this meeting of the Executive Committee of the Medical Staff. The Chairman of the hearing panel will be invited to attend this meeting of the Executive Committee of the Medical Staff. Upon review of the hearing panel's report and this renewed reconsideration of the practitioner's request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, the Executive Committee of the Medical Staff may recommend, without limitation, appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, or denial of appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, or appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, subject to corrective action. Notice of the reconsidered recommendation of the Executive Committee of the Medical Staff regarding the practitioner's request for the appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges shall be sent to the Administrator within five days of the meeting at which the reconsidered recommendation is adopted.

Sect. 7.17

Executive Committee Recommendation

The reconsidered recommendation of the Executive Committee of the Medical Staff, based on its review of the report of the hearing panel, shall be adopted by a majority of votes and shall be in writing and shall state:

1. The portions of the hearing panel report that the Executive Committee of the Medical Staff agrees with.

2. The portions of the hearing panel report that the Executive Committee of the Medical Staff disagrees with and the basis for such disagreement, from the record.
3. The action which the Executive Committee of the Medical Staff recommends to the Board after reconsideration of this matter.
4. The basis for the recommendations of the Executive Committee of the Medical Staff.

Sect. 7.18 Recommendation for Appointment or Reappointment of Medical Staff Membership or Granting or Renewing of Clinical Privileges

If the Executive Committee decides, after review of the hearing panel's report and reconsideration of the request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, that such request should be granted, this recommendation shall be forwarded to the Board in accord with Sections 5.2 (D) and (E) of these Medical Staff Bylaws. The Executive Committee of the Medical Staff may condition their recommendation for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges with any corrective action that does not involve a reduction or suspension of clinical privileges, nor suspension nor expulsion from the Medical Staff. When such recommendation for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges is conditioned upon the above specified types of corrective action, those conditions shall be binding on the practitioner upon approval of the appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges by the Board, and the affected practitioner shall not be entitled to appellate review by the Board of such corrective action.

Sect. 7.19 Notice of Right to Appellate Review

If, as a result of a review of the hearing panel's report, the Executive Committee of the Medical Staff decides on a

reconsidered recommendation to the Board, which if adopted by the Board would deny the practitioner's request for appointment or reappointment of Medical Staff membership or granting or renewing of clinical privileges, then the practitioner shall be notified, by the Administrator in writing, of his right to appellate review by the Board of this matter. Said notice shall be sent by certified mail and shall include:

1. A copy of the Executive Committee's recommendation to the Board;
2. A statement that the failure of the practitioner to request appellate review by the Board within 30 days of his receipt of the notice, or his failure to appear, without good cause, at any scheduled appellate review hearing shall be deemed a waiver of the practitioner's right to appellate review.

Sect. 7.20 Waiver of Right to Appellate Review

If the practitioner does not request appellate review by the Board within 30 days from his receipt of the notice, his right to such appellate review shall be waived.

Sect 7.21 Scheduling of Appellate Review

The Administrator shall, within 15 days after receiving a timely request for appellate review from the practitioner, schedule a date for appellate review. The Administrator shall send, by certified mail, a notice to the practitioner specifying the date, time and place of the appellate review hearing. The date of the appellate review hearing shall be not less than ten (10) days nor more than thirty (30) days from the date the request for the review is received by the Administrator.

Sect. 7.22 Procedure for Appellate Review

- A. When requested by the affected practitioner, the appellate review shall be conducted by the Board and a quorum of its members must be present.
- B. The practitioner shall have access to the report and the record (and transcription, if any) of the hearing, as well as all other material, favorable or unfavorable, that was

considered in making the adverse reconsidered recommendation or decision against him.

- C. An accurate record of the appellate review hearing must be maintained by the use of a court reporter who will be present to make an electronic recording or a stenographic record. The cost of the court reporter shall be borne by the Hospital.
- D. Postponement of the hearing beyond the time limit stated in these Bylaws for appellate review may be done only with the approval of the Chairman of the Board, at his sole discretion, and only when good cause is shown.
- E. The practitioner shall be entitled to be accompanied to the appellate review, and/or represented, by a member of the medical staff in good standing and/or by legal counsel.
- F. The Chairman of the Board shall preside over the appellate review, determine the order of procedure during the appellate review, assure that all participants in the appellate review have a reasonable opportunity to present relevant arguments based on the record, and maintain decorum. The Chairman of the Board may receive advice on such matters by legal counsel for the Hospital District.
- G. The appellate review need not be conducted in strict accordance with the rules of appellate procedure. Only the record to date shall be considered. Prior to or during the appellate review, the practitioner shall be entitled to submit a written statement concerning any issue of procedure or fact, and such information shall be made a part of the appellate review record.
- H. The Executive Committee of the Medical Staff shall appoint one of its members or another member of the medical staff and/or legal counsel as its representative at the appellate hearing to present relevant portions of the record supporting the adverse recommendation of the Executive Committee of the Medical Staff. The affected practitioner shall thereafter be responsible for supporting from the record his challenge to the adverse recommendation of the Executive Committee of the

Medical Staff with an appropriate demonstration that the charges or ground involved lack any factual basis, or that the recommendations based on the findings of fact are either arbitrary or capricious.

- I. The practitioner or his representative and the Executive Committee of the Medical Staff's representative shall have the following rights:
 1. To make arguments based on the record;
 2. To submit a written statement at the close of the appellate hearing.

Sect. 7.23 Personal Appearance Required

The personal presence of the practitioner for whom the hearing has been scheduled shall be required. A practitioner, who, without good cause, fails to appear and proceed with the hearing, shall be deemed to have waived his rights to appellate review of the matter. If the practitioner wishes to have his absence excused, he may:

- A. Obtain permission from the Chairman of the Board at any time in advance of an anticipated absence. Such permission will be granted or withheld by the Chairman of the Board, at his sole discretion.
- B. Request, within seven days following an unanticipated absence, an opportunity to appear before the Board to demonstrate that the practitioner had good cause for his anticipated absence. The Board will review the practitioner's explanation for his unanticipated absence.

If the practitioner does not request a review by the Board of his unanticipated absence within seven days of such absence, or if the Board determines, after reviewing the practitioner's explanation for the unanticipated absence, that the practitioner did not have good cause for such absence, then, the practitioner's rights to appellate review shall be deemed to be waived.

Sect 7.24 Effect of Waiver of Right to Appellate Review

When the practitioner waives his rights to appellate review, either by failure to request appellate review within the time specified in these Bylaws, or by his failure to appear without good cause, then effective immediately, the practitioner's privileges or Medical Staff membership which was the subject of the recommendation for denial shall be either denied, if not previously granted, or terminated, if previously granted, without further action by the Board.

Sect. 7.25 Board Action on the Matter

- A. The Board shall take action on the matter by adopting or rejecting or modifying the Executive Committee of the Medical Staff's recommendation in whole or in part, or by referring the matter back to the Executive Committee of the Medical Staff for further reconsideration. Any such referral back shall state the reasons therefore, set a time limit within which a subsequent recommendation to the Board must be made, and may include a directive that an additional hearing be conducted to clarify issues that are in doubt.
- B. Within thirty (30) days after the conclusion of the appellate review, and the Board's consideration of any additional matters referred by the Board to the Executive Committee of the Medical Staff, the Board shall render its final decision in the matter in writing and shall send notice thereof to the practitioner by certified mail, return receipt requested, to the Chief Executive Officer, the Chief of Staff, Administrator, and to the Executive Committee.
- C. Final action by the Board shall affect the practitioner's privileges and membership at all District facilities.

ARTICLE 8. CORRECTIVE ACTION

Sect. 8.1 Grounds for Requesting Corrective Action

- A. When there is cause to question the clinical competence of a Staff member; or
- B. When there is cause to question the care or treatment of a patient performed by a staff member; or
- C. When a Medical Staff member has committed a known or suspected violation of these Medical Staff Bylaws, of the Medical Staff Rules and Regulations, the Department Rules and Regulations, and/or the Rules and Regulations of the Hospital; or
- D. When there is cause to question whether a staff member has failed to comply with the ethics of his profession; or
- E. When there is reason to suspect that a staff member may be subject to a physical or mental impairment which would interfere with his or her ability to render appropriate care; or
- F. When there is reason to suspect that a Medical Staff member does not have the ability to work compatibly and efficiently with others.

Sect. 8.2 Initiating a Request for Corrective Action

A request for corrective action may be sent:

- A. By any member of any Medical Staff department to the Chief of his department; OR
- C. By any officer of the Medical Staff, by the Chief of any Department, by a Chairman of any Medical Staff standing committee, by the Chief Executive Officer, by the Administrator, or by the Board, to the Executive Committee of the Medical Staff, which will forward the request for corrective action to the Chief of the Medical Staff Department in which the practitioner has privileges.

Sect. 8.3 Form of Requests for Corrective Action

Any request for corrective action initiated under this Article 8 shall be in writing, and it shall state:

- A. The reason for the request for corrective action, stating which of the grounds specified under Section 8.1, above gave rise to the request; and
- B. Allegations of specific acts, omissions, conduct or deficiencies which constitute grounds for the request for corrective action; and
- C. The source, if known, of the allegations. Where possible, and appropriate, the request for corrective action should specifically cite relevant medical records or other supporting documents.

Sect. 8.4 Appointment of Ad Hoc Committee

Upon receiving a request for corrective action, either from a member of the Medical Staff Department, or from the Executive Committee of the Medical Staff, the Chief of the Department shall appoint an ad hoc committee to investigate the matter and shall designate a chairman of the ad hoc committee. The ad hoc committee will be composed of members of the Medical Staff, and may include members who are not members of that particular department. The Chief of the Department may, at his discretion, investigate the matter as a committee of one.

Sect. 8.5 Review of the Request for Corrective Action by the Ad Hoc Committee

- A. The Medical Staff member who is the subject of the request for corrective action shall be advised of the request for corrective action, and shall be given a copy of the written request for corrective action, which was submitted, to the Chief of the Department.
- B. The ad hoc committee shall review the matter, and shall allow the practitioner being investigated to appear for an interview before the investigating committee. This interview shall not constitute a hearing, and shall be preliminary in nature, and none of the procedural rules provided in these Bylaws with respect to hearings shall apply. The practitioner being investigated may submit a written response concerning the request for corrective action.
- C. At the conclusion of a review of the request for corrective action, the ad hoc committee shall submit a report of its investigation to the Chief of the Department.
- D. If, as a result of the investigation and review, the ad hoc committee recommends corrective action which does not involve a reduction or suspension of clinical privileges, nor suspension nor expulsion from the

Medical Staff, nor a reprimand, counseling, or requirement for education due to the practitioner having been held liable for medical negligence, and if the Chief of the Department agrees with the recommendations of the ad hoc committee, then the Chief of the Department may take the recommended corrective action, and send documentation of this corrective action to the Chief of Staff and the Administrator. The action taken under this Section may include, without limitation, a requirement for supervision, mandatory consultations, or increased observation for the practitioner, or greater scrutiny of the practitioner's medical records. No actions taken by the Chief of the Department pursuant to this Subsection D shall entitle the affected practitioner to a hearing before a hearing panel, or to appellate review by the Board.

- E. If, as a result of the investigation and review, the ad hoc committee recommends corrective action which involves a reduction or suspension of privileges, or suspension or expulsion from the Medical Staff, or a reprimand, counseling, or requirement for education due to the practitioner having been held liable for medical negligence, then the Chief of the Department shall, within fourteen (14) days, send the report of the ad hoc committee to the Executive Committee of the Medical Staff and the Administrator. If the practitioner under investigation submitted a written response to the ad hoc committee, this shall also be sent to the Executive Committee of the Medical Staff and to the Administrator with the report of the ad hoc committee and the original request for corrective action. In these circumstances, the report of the ad hoc committee is referred to as a "recommendation for corrective action".

Sect. 8.6 Report of Ad Hoc Committee

The report of the ad hoc committee shall be in writing and shall state:

- A. The ad hoc committee's recommendations regarding the request for corrective action;
- B. Relevant findings of that which support the ad hoc committee's recommendations.

Sect 8.7 Status of Privileges During Review of a Recommendation for Corrective Action

Except as otherwise provided in this Article 8, the affected practitioner shall retain any privileges which may be the subject of a recommendation for corrective action, pending the hearing and appellate review specified in this Section. Nothing in this Section precludes a summary suspension of such privileges pursuant to Article 9 of these Medical Staff Bylaws. If a summary suspension is imposed at any time during proceedings under this Article, the procedures

specified in Article 9 for summary suspension shall take precedence. Duplicate proceedings under Article 9 shall not be required for matters reviewed pursuant to this Article 8. Without limiting the foregoing, each practitioner shall be entitled to no more than one hearing before a hearing panel and no more than one appellate review by the Board regarding any specific matter.

Sect. 8.8 Notification

Within 14 days from the date the recommendation for corrective action is sent by the Chief of the Department to the Executive Committee of the Medical Staff, and the Administrator, notification of the recommendation shall be sent to the subject practitioner by the Administrator, by return of a certified mail receipt, and this notice shall:

- A. State that a recommendation for corrective action against the practitioner has been sent to the Executive Committee of the Medical Staff;
- B. Contain a copy of the request for corrective action and the recommendation for corrective action.
- C. Advise the practitioner to refer to the Medical Staff Bylaws;
- D. Specify at which South Broward Hospital District hospital the recommendation for action originated;
- E. Specify that the practitioner has the right to request the Executive Committee of the Medical Staff of the hospital where the recommendation for action originated to consider the practitioner's arguments against the recommendation for corrective action;
- F. Advise that if the practitioner does not make this request within 30 days following the day of receipt of this notice, then his failure to make this request within the 30 day time period shall constitute a waiver of his right to have the Executive Committee of the Medical Staff consider the arguments against the recommendation for corrective action, and a waiver of his right to a hearing and appellate review on the matter;
- G. State that after receipt of his request for consideration of his arguments against the recommendation for corrective action by the Executive Committee of the Medical Staff, the practitioner will be notified of the date, time, and place of the meeting of the Executive Committee of the Medical Staff; and
- H. Contain a copy of this Article 8 of the Medical Staff Bylaws, which pertains to corrective action.

Sect. 8.9 Waiver of Rights

The failure of a practitioner to request consideration of his arguments against the recommendation for corrective action by the Executive Committee of the applicable Medical Staff within 30 days of his receipt of the written notice

specified in Section 8.8 above shall be deemed a waiver of his right to provide such arguments, and to the hearing and appellate review that would otherwise have been available under this Article 8, and the Executive Committee of the Medical Staff may adopt the recommendation for corrective action and forward same to the Board, which may take action on the recommendation without further arguments or information submitted by or on behalf of the affected practitioner.

Sect 8.10 Executive Committee Review

If the practitioner requests consideration of his arguments against the recommendation for corrective action by the Executive Committee of the applicable Medical Staff, the Executive Committee shall hold a meeting to review the recommendation for corrective action and consider the practitioner's arguments. The Administrator shall notify the practitioner of the time, place, and date of the Executive Committee meeting.

At the meeting of the Executive Committee of the Medical Staff convened pursuant to a practitioner's request for consideration of his arguments, the Chairman of the ad hoc committee making the recommendation for corrective action shall appear to discuss the recommendation and the reasons for the recommendation. The affected practitioner shall be permitted to make an appearance at said meeting to discuss, explain or refute the charges upon which the recommendation for corrective action was based, but neither party will present evidence. The affected practitioner shall not be permitted to be present when the Executive Committee of the Medical Staff votes on action regarding the recommendation for corrective action. The meeting of the Executive Committee pursuant to this section shall not constitute a hearing and none of the rules provided in these Bylaws with respect to hearings shall apply. The Executive Committee of the Medical Staff shall make a record of these proceedings.

In reviewing a recommendation for corrective action under this Section, the Executive Committee of the Medical Staff shall consider whether the alleged acts or omissions of the practitioner, as stated in the findings of fact by the ad hoc committee in its recommendations for corrective action, would justify the recommended action, if they are true. The Executive Committee shall not review evidence at this meeting. In reviewing the recommendation for corrective action and the practitioner's arguments, the Executive Committee of the Medical Staff shall assume that the allegations contained in the recommendation for corrective action are true, and shall decide on a recommendation to the Board regarding the ad hoc committee's recommendation for corrective action, which may include, without limitation, adopting or rejecting the recommendation for corrective action, in whole or in part, or imposing different corrective action.

Sect. 8.11 Rejecting the Recommendation for Corrective Action

If the Executive Committee decides, after consideration of the request for corrective action and the practitioner's arguments against it, that no corrective action is warranted, the recommendation for corrective action shall be deemed rejected and the matter concluded without further action by the Board. The Executive Committee of the Medical Staff may alternatively impose any corrective action that does not involve a reduction or suspension of clinical privileges, nor suspension nor expulsion from the Medical Staff, nor a reprimand, counseling nor requirement for education due to the practitioner being found liable for medical negligence. When the Executive Committee of the Medical Staff imposes such alternative corrective action, it shall be binding on the practitioner without further action by the Board, and the affected practitioner shall not be entitled to a hearing before a Hearing Panel or to appellate review of such corrective action by the Board.

Sect. 8.12 Appointment of a Hearing Panel

If, as a result of a review of a recommendation for corrective action and the practitioner's arguments against it, the Executive Committee of the Medical Staff decides on a recommendation to the Board, which if adopted by the Board, would reduce or suspend the practitioner's privileges or which would require a reprimand, counseling, or education due to the practitioner's having been held liable for medical negligence, then the affected practitioner shall be entitled to a hearing before a hearing panel. At the meeting of the Executive Committee of the Medical Staff at which the adverse recommendation to the Board is decided upon, the hearing panel shall be appointed by the Administrator or his designee. The hearing panel shall be composed of not less than three members.

The panel members will be individuals who are not: (a) in direct economic competition with the practitioner whose privileges or membership is under consideration; (b) individuals having a prior relationship with the affected practitioner of shared medical practice, including without limitation, partnership, employment or agency relationships; (c) relatives of the affected practitioner; (d) individuals exhibiting racial, religious, ethnic, or other prohibited prejudice as demonstrated by reasonable evidence as determined by the Executive Committee; (e) individuals who are creditors or debtors of the affected practitioner; (f) members of the executive committee; (g) members of the Credentials Committee; (h) any other individuals who previously considered the matter and (i) individuals who demonstrate any conflict of interest, which could adversely affect such individual's ability to fairly and objectively review the matter under consideration, as determined in the judgment of the Executive Committee.

At any time prior to the commencement of the hearing panel, the Administrator may appoint additional or replacement panel members. Panel members may include without limitation, physicians or laymen not associated with the hospital. Such appointment by the Administrator shall include designation of the Chairman of the hearing panel. Knowledge of the matter involved shall not preclude any person from serving as a member of the hearing panel.

Sect. 8.13 Scheduling and Notice of Hearing

The Administrator shall schedule the hearing. The Administrator shall mail written notice to the practitioner under suspension stating the time, place and date of the hearing. The hearing shall commence within 30 days of the meeting at which the Executive Committee of the Medical Staff reviewed the recommendation for corrective action and the practitioner's arguments against it and decided upon its adverse recommendation to the Board. The notice of hearing shall be sent to the practitioner via certified mail return receipt requested.

As part of, or together with, the notice of hearing, the Administrator shall state in writing, in concise language, the acts or omissions with which the practitioner is charged, the names and addresses of witnesses, if known, and a list of the medical records, if any, in question. The notice shall also state that failure, without good cause, of the practitioner to appear at the hearing before the hearing panel shall be deemed a waiver of the practitioner's right to a hearing and appeal. If the representative of the Executive Committee of the Medical Staff requests a list of witnesses, then the practitioner shall furnish a written list of the names and addresses of the individuals, so far as is then reasonably known, who will give testimony or evidence supporting him at the hearing. The names and addresses of witnesses will be provided as soon as reasonably possible, but no later than 10 days after receiving the notification of the hearing.

Sect. 8.14 Failure to Appear

Failure, without good cause, of the practitioner requesting the hearing to appear at such hearing, shall be deemed to constitute voluntary waiver of his right to a hearing before a panel and a waiver of his right to an appeal to the Board.

If the practitioner wishes to have his absence excused, he may:

- A. Obtain permission from the Chairman of the hearing panel at any time in advance of an anticipated absence. Such permission will be granted or withheld by the Chairman of the hearing panel at his sole discretion.

- B. Request, within seven days following an unanticipated absence, an opportunity to appear before the panel to demonstrate that the practitioner had good cause for his unanticipated absence. Within 14 days following such a request from the affected practitioner, the panel shall convene for the express purpose of reviewing the practitioner's explanation for his unanticipated absence.

If the practitioner does not request a review by the hearing panel of his unanticipated absence within seven days of such absence, or if the hearing panel determines, after reviewing the practitioner's explanation for the unanticipated absence, that the practitioner did not have good cause for such absence, then within 7 days after such determination, the recommendations which the Executive Committee of the Medical Staff decided upon under Section 8.10 of these Bylaws shall be forwarded to the Board, which may take action without further information or argument from or on behalf of the affected practitioner.

Sect. 8.15 Hearing Procedure

- A. The Chairman of the hearing panel shall act to insure that all participants in the hearing have a reasonable opportunity to be heard and to present all oral and documentary evidence, and that decorum is maintained throughout the hearing. The chairman of the hearing panel shall be entitled to determine the order of procedure throughout the hearing. He shall have the authority and discretion, to make rulings on all questions which pertain to matters of procedure. He may be advised upon such matters by legal counsel to the hospital.
- B. Postponement of hearings beyond the time limit stated in these Bylaws may be done only with the approval of the hearing panel and may be done only when good cause is shown.
- C. The practitioner is entitled to be accompanied to a hearing or represented at the hearing by an attorney or other person of the practitioner's choice.
- D. The hearing need not be conducted in strict accordance with rules of the law pertaining to examination of witnesses and/or presentation of evidence. Any relevant matter upon which responsible persons customarily rely in the conduct of serious affairs shall be considered, regardless of any existing common law or statutory rule which might make evidence inadmissible over objection in civil or criminal law. Prior to, or during the hearing, the practitioner shall be entitled to submit evidence concerning any issue or

procedure of fact, and such information shall be made a part of the hearing record.

- E. The Executive Committee of the Medical Staff shall appoint one of its members or at its discretion, an attorney, or another member of the medical staff as its representative at the hearing, to present facts supporting the suspension of privileges and to examine witnesses.
- F. The affected practitioner shall thereafter be responsible for supporting his challenge to the adverse action through an appropriate demonstration that the charges or grounds involved lack any factual basis, or that suspension of privileges based on the allegations is either arbitrary or capricious.
- G. The practitioner or his representative, and the Executive Committee of the Medical Staff representative shall have the following rights:
 - 1. To call and examine witnesses;
 - 2. To introduce evidence;
 - 3. To cross-examine any witness on any matter relevant to issue of the hearing;
 - 4. To challenge any witness;
 - 5. To rebut any evidence
 - 6. To submit a written statement at the close of hearing.
- H. The hearing panel may order that oral evidence be taken under oath or affirmation and administered by a Notary Public of the State of Florida.
- I. A majority of the hearing panel members must be present throughout the hearing and deliberations. If a panel member is absent from any part of the proceedings, he shall be immediately excused from the panel. The hearing panel may recess the hearing and reconvene with written or verbal notice to the interested parties. Upon conclusion of the presentation of oral and written evidence, the hearing shall be closed. The hearing panel shall hereupon conduct its deliberations with only the hearing panel members present. Upon conclusion of its deliberations, the hearing panel shall be declared finally adjourned.

Sect. 8.16 Record of Hearing

The hearing panel shall maintain a record of the hearing by having a court reporter present to make a record of the hearing through an electronic recording, or a stenographic record of the proceedings. The cost of such court reporter shall be borne by the hospital.

Sect. 8.17 Personal Appearance Required

The personal appearance of the practitioner for whom the hearing has been scheduled is required.

Sect. 8.18 Hearing Panel Report

The hearing panel shall make a written report and recommendation. The recommendation of the hearing panel shall be determined by majority vote of its members and shall be based on the evidence presented at the hearing. The report of the hearing panel shall contain:

1. A statement of the hearing panel's recommendations.
2. A statement of relevant findings of fact that support the hearing panel's recommendations.

The hearing panel's recommendation and written report shall be forwarded to the Executive Committee, within 30 days after final adjournment of the hearing. The report may recommend any appropriate action with respect to the practitioner's privileges, based on its findings at the hearing, including without limitation, accepting or rejecting the recommendation for corrective action in whole or in part, or implementing different corrective action.

Sect. 8.19 Executive Committee Review of Hearing Panel Report

Within 30 days from the time the Executive Committee has received the hearing panel's report, the Executive Committee shall convene and reconsider action on the recommendation for corrective action. Members of the Executive Committee who are in direct economic competition with the practitioner, or who otherwise have a conflict of interest, shall not participate in decision making under this Section. These reconsidered recommendations of the Executive Committee of the Medical Staff shall be based on the report of the hearing panel, except where:

1. The Executive Committee of the Medical Staff disagrees with the findings of fact of the hearing panel, and the hearing record supports an alternate finding of fact.
2. The Executive Committee of the Medical Staff finds that the action recommended by the hearing panel is not justified by the findings of fact by the hearing panel, or by the facts as presented in the hearing record.

Either the affected practitioner or the representative of the Medical Staff can submit written arguments to the Executive Committee of the Medical Staff for consideration at its meeting to review the hearing panel's report. Neither the affected practitioner nor anyone representing the affected practitioner will be allowed to attend this meeting of the Executive Committee of the Medical Staff. Evidence will not be presented at this meeting of the Executive Committee of the Medical Staff. After reviewing the hearing panel's recommendations, the Executive Committee of the Medical Staff will reconsider the matter and recommend action to the Board which it deems appropriate, which may include, without limitation, adopting or rejecting the recommendation for corrective action, in whole or in part, or imposing different corrective action.

Sect. 8.20 Executive Committee Recommendation

The reconsidered recommendation of the Executive Committee of the Medical Staff, based on its review of the report of the hearing panel shall be adopted by a majority of votes and shall be in writing and shall state:

1. The portions of the hearing panel report that the Executive Committee of the Medical Staff agrees with.
2. The portions of the hearing panel report that the Executive Committee of the Medical Staff disagrees with and the basis for such disagreement, from the record.
3. The action which the Executive Committee of the Medical Staff recommends to the Board after reconsideration of this matter.
4. The basis for the reconsidered recommendations of the Executive Committee of the Medical Staff.

Sect. 8.21 Rejecting the Recommendation for Corrective Action After Reconsideration

If the Executive Committee decides, after reconsideration of the matter, that no corrective action is warranted, the recommendation for corrective action shall be deemed rejected and the matter concluded without further action by the Board. The Executive Committee of the Medical Staff may alternatively impose any corrective action that does not involve a reduction or suspension of clinical privileges, nor suspension nor expulsion from the Medical Staff, nor a reprimand, counseling, nor requirement for education due to the practitioner being found liable for medical negligence. When the Executive Committee of the Medical Staff imposes such alternative corrective action, it shall be binding on the practitioner without further action by the Board, and the affected practitioner shall not be entitled to appellate review of such corrective action by the Board.

Sect. 8.22 Notice of Right to Appellate Review

If, as a result of review of the hearing panel's report, the Executive Committee of the Medical Staff decides on a reconsidered recommendation to the Board which, if adopted by the Board, would reduce or suspend the practitioner privileges, or which would require a reprimand, counseling, or education due to the practitioner having been held liable for medical negligence, then the practitioner shall be notified, in writing, of his right to appellate review by the Board on this matter. Notice shall be sent, in writing by certified mail return receipt requested, and such notice shall include;

1. A copy of the Executive Committee's recommendation to the Board;
2. A statement that the failure of the practitioner to request appellate review by the Board within 30 days of his receipt of the notice, or his failure to appear, without good cause, at any scheduled appellate review hearing shall be deemed a waiver of the practitioner's right to appellate review.

Sect.8.23 Waiver of Right to Appellate Review

If the practitioner does not request appellate review by the Board within 30 days from his receipt of the notice, his right to such appellate review shall be waived.

Sect. 8.24 Scheduling of Appellate Review

The Administrator shall, within 15 days after receiving a timely request for appellate review from the practitioner, schedule a date for appellate review. The Administrator shall send, by certified mail return receipt requested, a notice to the practitioner specifying the date, time, and place of the appellate review hearing. The date of the appellate review hearing shall be not less than 10 days nor more than 30 days from the date the request for the review is received by the Administrator. When appellate review is waived, the Board shall take action on the reconsidered recommendations of the Executive Committee of the Medical Staff without regard to any deadlines.

Sect. 8.25 Procedure for Appellate Review

- A. When requested by the affected practitioner, the Board shall conduct the appellate review and a quorum of its members must be present.
- B. The practitioner shall have access to the report and the record (and transcription, if any) of the hearing, as well as all other material, favorable or

unfavorable, that was considered in making the adverse reconsidered recommendation of the Executive Committee of the Medical Staff.

- C. An accurate record of the appellate review hearing must be maintained by the use of a court reporter who will be present to make an electronic recording or a stenographic record. The cost of the court reporter shall be borne by the Hospital.
- D. Postponement of the hearing beyond the time limit stated in these Bylaws for appellate review may be done only with the approval of the Chairman of the Board, at his sole discretion, and only when good cause is shown.
- E. The practitioner shall be entitled to be accompanied to the hearing, and/or represented, by a member of the medical staff in good standing and/or by legal counsel.
- F. The Chairman of the Board shall preside over the hearing, determine the order of procedure during the hearing, assure that all participants in the hearing have a reasonable opportunity to present relevant arguments based on the record, and maintain decorum. The Chairman of the Board may receive advice on such matters by legal counsel for the Hospital District.
- G. The hearing need not be conducted in strict accordance with the rules of appellate procedure. Only the record to date shall be considered. Prior to or during the hearing, the practitioner shall be entitled to submit a written statement concerning an issue of procedure or fact, and such information shall be made a part of the appellate hearing record.
- H. The Executive Committee of the Medical Staff shall appoint one of its members or another member of the medical staff and/or legal counsel as its representative at the appellate hearing to present relevant portions of the record supporting the adverse recommendation of the Executive Committee of the Medical Staff. The affected practitioner shall thereafter be responsible for supporting from the record his challenge to the adverse recommendation of the Executive Committee of the Medical Staff with an appropriate demonstration that the charges or grounds involved lack any factual basis, or that the recommendations based on the findings of fact are either arbitrary or capricious.
- I. The practitioner or his representative and the Executive Committee of the Medical Staff's representative shall have the following rights:
 - 1. To make arguments based on the records; and

2. To submit a written statement at the close of the appellate hearing.

Sect. 8.26 Personal Appearance Required

The personal presence of the practitioner for whom the hearing has been scheduled shall be required. A practitioner, who, without good cause, fails to appear and proceed with the hearing, shall be deemed to have waived his rights to appellate review of the matter.

If the practitioner wishes to have his absence excused, he may:

- A. Obtain permission from the Chairman of the Board at any time in advance of an anticipated absence. Such permission will be granted or withheld by the Chairman of the Board, at his sole discretion.
- B. Request, within seven days following an unanticipated absence, an opportunity to appear before the Board to demonstrate that the practitioner had good cause for his unanticipated absence. At its next regularly scheduled meeting, the Board will review the practitioner's explanation for his unanticipated absence.

If the practitioner does not request a review by the Board of his unanticipated absence within seven days of such absence, or if the Board determines, after reviewing the practitioner's explanation for the unanticipated absence, that the practitioner did not have good cause for such absence, then, the practitioner's right to appellate review shall be deemed to be waived.

Sect. 8.27 Effect of Waiver of Right to Appellate Review

When the practitioner waives his rights to appellate review, either by failure to request appellate review within the time specified in these Bylaws, or by his failure to appear without good cause, the Board shall act on the recommendations of the Executive Committee of the Medical Staff without regard to deadlines, and may take any action regarding the practitioner's privileges without being required to consider any arguments or information submitted by, or on behalf of, the practitioner.

Sect 8.28 Board Action on the Matter

- A. The Board shall take action on the matter by adopting or rejecting or modifying the Executive Committee of the Medical Staff's recommendation in whole or in part, or by referring the matter back to the Executive Committee of the Medical Staff for further reconsideration. Any such referral back shall

state the reasons therefore, set a time limit within which a subsequent recommendation to the Board must be made, and may include a directive that an additional hearing be conducted to clarify issues that are in doubt.

- B. Within 30 days after the conclusion of the appellate review, and the Board's consideration of any additional matters referred by the Board to the Executive Committee of the Medical Staff, the Board shall render its final decision in the matter in writing and shall send notice thereof to the practitioner by certified mail, return receipt requested, to the Chief Executive Officer, the Chief of Staff, Administrator, and to the Executive Committee.
- C. Final action by the Board shall affect the practitioner's privileges at all District facilities.

Sect. 8.29 Automatic Suspension

- A. Until a practitioner's medical records are completed, temporary suspension through termination of his practice privileges shall be enforced in the following circumstances:
 - 1. When medical records have not been completed within 15 days of a patient's discharge, the Director of the Medical Records Department shall notify the practitioner of his delinquency.
 - 2. The Chief of Staff or his designee may grant a reasonable exemption from these provisions if the practitioner is out-of-town, disabled due to illness or has some other valid, similar reason for not completing the medical records. In no event shall the exemption exceed 30 days.
 - 3. The practitioner has seven days to correct the deficiency. Failure to comply within seven days will result in the automatic loss of his privileges to admit, examine and/or treat new patients until the delinquent charts have been completed (copies of the notice shall be sent to the Chief of Staff, the chief of his department, and the Administrator).
 - 4. It shall not be permissible for associates of the practitioner to serve on his behalf during the time of automatic loss of privileges. However, a member who has lost his privileges shall be permitted to continue caring for his patients already in the hospital until they are discharged.
 - 5. It will be the duty of Administration to cooperate with the Chief of Staff in enforcing all automatic suspensions.

6. Any member of the Medical Staff whose privileges are automatically suspended because of medical record delinquency, will be asked to appear before the Executive Committee at its next scheduled meeting.
 7. Medical Records will provide to Medical Staff Services a list of physicians whose privileges are suspended because of medical record delinquency. Medical Staff Services will then notify these physicians of the suspension by certified mail return receipt requested and fax. This notice will request the physician to appear before the Executive Committee at its next scheduled meeting for disciplinary action. If a physician fails to appear before the Executive Committee, without good cause, and if his or her records have not been completed, Medical Staff membership and privileges shall automatically be terminated and the practitioner's failure to appear before the Executive Committee shall be deemed a waiver of any right to a hearing or appeal under these Bylaws regarding such automatic termination of Medical Staff membership and privileges.
- B. Action by the State Board of Medical Examiners, revoking or suspending a practitioner's license shall automatically suspend all privileges at all District facilities.
 - C. Termination of any privileges or Medical Staff membership at one of the District's Hospitals due to waiver of a practitioner's rights to a hearing and/or appellate review pursuant to Articles 7, 8, and 9 of these Medical Staff Bylaws shall result in automatic termination of those privileges or membership at all District facilities.
 - D. Any practitioner who is convicted of a felony related to healthcare or who is presently listed by a Federal agency as debarred, excluded, or otherwise ineligible for participation in a Federally funded Healthcare Program shall automatically be terminated from membership on the Medical Staff

Sect. 8.30

Hospital-Based Contract Physicians

A practitioner's Medical Staff membership or privileges will terminate automatically when such automatic termination is specified under terms and conditions of a contract between the Hospital District and the physician, or between the Hospital District and the entity which employs or otherwise retains the physician.

Automatic termination under this Section 8.30 does not entitle a practitioner to a hearing before a hearing panel nor an appeal to the Board.

ARTICLE 9 SUMMARY SUSPENSION

Sect. 9.1 Imposing Summary Suspension

- A. The Chief of Staff, the Administrator, the Chief Executive Officer, or the Board shall each have the authority to summarily suspend all or any portion of a practitioner's clinical privileges when such action is, or reasonably appears to be, immediately necessary to prevent an immediate threat to the well being of patients and/or personnel of the hospital.

Summary suspension shall become effective immediately, when given verbally or in writing to the affected practitioner. The summary suspension shall remain effective until modified or terminated in accord with this Article 9.

Once summary suspension is imposed, the Chief of Staff or the Chief of the practitioner's department shall have immediate responsibility for providing alternate medical coverage for the practitioner's patients still in the hospital at the time of the suspension. The wishes of the patients shall be considered in the selection of alternate practitioners.

Sect. 9.2 Notification

Notification of summary suspension shall be verified by return of a certified mail return receipt requested. This notice of summary suspension shall be sent by the party imposing the summary suspension and shall:

- a. State that a summary suspension has been imposed upon the practitioner. If only a portion of the practitioner's privileges have been suspended, the notice shall specify which privileges have been suspended; and
- b. State the general grounds for such action; and
- c. Advise the practitioner to refer to the Medical Staff Bylaws; and
- d. Specify at which Memorial Healthcare System Hospital the disciplinary action originated; and
- e. Advise that the suspension is effective at all Memorial Healthcare System hospitals; and

- f. Specify that the practitioner has the right to request the Executive Committee of the Medical Staff of the hospital where the disciplinary action originated to convene and review the matter; and
- g. Advise that if the practitioner does not make this request within 30 days following the date of receipt of this notice, then his failure to make this request within the 30 day time period shall constitute a waiver of rights to a review by the Executive Committee of the Medical Staff, and a waiver of his right to a hearing and appellate review on the matter; and
- h. State that after receipt of his request for review of the matter by the Executive Committee of the Medical Staff, the practitioner will be notified of the date, time and place of the meeting of the Executive Committee of the Medical Staff.

Sect 9.3 Waiver of Rights

The failure of a practitioner to request review of the matter by the Executive Committee of the applicable Medical Staff within thirty days of his receipt of the written notice specified in Section 9.2 above shall be deemed a waiver of his right to said review and to the hearing and appellate review that would otherwise have been available under this Article 9.

Effective on the date of such waiver, the portion of the practitioner's medical staff privileges that were summarily suspended shall be automatically revoked at all South Broward Hospital District facilities without further action by the Board. If all the practitioner's medical staff privileges were summarily suspended, then, effective on the date of the waiver, the practitioner's membership on the Medical Staffs of all South Broward Hospital District hospitals shall be automatically terminated without further action by the Board.

Sect. 9.4 Executive Committee Review

If the practitioner requests review by the Executive Committee of the applicable Medical Staff, as soon as reasonably possible but not later than 14 days after receipt of a request for review from a practitioner who has been summarily suspended, the Executive Committee of the Medical Staff shall hold a meeting to review said action. The Administrator shall notify the practitioner of the time, place and date of the Executive Committee meeting.

At the meeting of the Executive Committee convened pursuant to a practitioner's request for review of his summary suspension, the party imposing the suspension or his designee shall appear to discuss the action taken and the reasons for the action. The affected practitioner shall be permitted to make an appearance at said meeting to discuss, explain or refute the charges upon which the suspension was based, but neither party will present evidence. The affected practitioner shall not be permitted to be present when the Executive Committee of the Medical Staff votes on action regarding the suspension. The meeting of the Executive Committee of the Medical Staff pursuant to this section shall not constitute a hearing and none of the rules provided in these Bylaws with respect to hearings shall apply. The Executive Committee of the Medical Staff shall make a record of these proceedings.

In reviewing a summary suspension under this Section, the Executive Committee of the Medical Staff shall consider whether the alleged acts or omissions of the practitioner, as stated by the person who suspended the practitioner, would justify the suspension, if they were true. The Executive Committee of the Medical Staff shall not review evidence at this meeting. In reviewing the summary suspension, the Executive Committee of the Medical Staff may, at its discretion, vote to continue, terminate or modify the terms of the summary suspension. The actions taken by the Executive Committee of the Medical Staff, with respect to the practitioner's privileges after reviewing a summary suspension shall apply uniformly to all South Broward Hospital District hospitals.

Sect. 9.5 Appointment of a Hearing Panel

In cases in which the Executive Committee action is favorable to the practitioner with respect to all of his privileges, which were under suspension, the summary suspension shall be immediately terminated and the practitioner's privileges restored.

If, as a result of review of a summary suspension, the action taken by the Executive Committee of the Medical Staff reduces the practitioner's privileges or continues the suspension of the practitioner's privileges, the affected practitioner shall be entitled to a hearing before a panel. At the meeting of the Executive Committee of the Medical Staff at which the decision is made to continue the suspension of all, or a portion of the practitioner's privileges, the hearing panel shall be appointed by the Administrator or his designee. The hearing panel shall be composed of not less than three members. The panel members will be individuals who are not: (a) in direct economic competition with the practitioner whose privileges or membership is under consideration; (b) individuals having a

prior relationship with the affected practitioner of shared medical practice, including without limitation, partnership, employment or agency relationships; (c) relatives of the affected practitioner; (d) individuals exhibiting racial, religious, ethnic, or other prohibited prejudice as demonstrated by reasonable evidence as determined by the Executive Committee; (e) individuals who are creditors or debtors of the affected practitioner; (f) members of the Executive Committee; (g) members of the Credentials Committee; (h) any other individuals who previously considered the matter; and
(i) individuals who demonstrate any conflict of interest, which could adversely affect such individual's ability to fairly and objectively review the matter under consideration, as determined in the judgment of the Executive Committee.

At any time prior to the commencement of the hearing by the hearing panel, the Administrator may appoint additional replacement panel members. Panel members may include, without limitation, physician or laymen not associated with the Hospital. Such appointment by the Administrator shall include designation of the Chairman of the hearing panel. Knowledge of the matter involved shall not preclude any person from serving as a member of the hearing panel. The terms of the summary suspension, if sustained or modified by the Executive Committee, shall remain effective until modified, or terminated in accord with this Article 9.

Sect. 9.6 Scheduling and Notice of Hearing

The Administrator shall schedule the hearing. The Administrator shall mail written notice to the practitioner under suspension stating the time, place and date of the hearing. The hearing shall commence within 14 days of the meeting at which the Executive Committee of the Medical Staff reviewed the matter and sustained or modified the suspension of privileges. The notice of hearing shall be sent to the practitioner via certified mail return receipt requested.

As part of, or together with, the notice of hearing, the Administrator shall state in writing, in concise language, the acts or omissions or deficiencies with which the practitioner is charged, the name and addresses of witnesses, if known, and a list of the medical records, if any, in question. The notice shall also state that the failure, without good cause, of the practitioner to appear at the hearing before the hearing panel shall be deemed a waiver of the practitioner's right to a hearing and appeal. If the representative of the Executive Committee of the Medical Staff requests a list of witnesses, then the practitioner shall furnish a list of the names and addresses of the individuals, so far as is then reasonably known, who will give testimony or evidence supporting him at the hearing.

The names and addresses of witnesses will be provided as soon as reasonably possible, but no later than 10 days after receiving the notice of the hearing.

Sect. 9.7 Failure to Appear

Failure, without good cause, of the practitioner requesting the hearing to appear at such a hearing, shall be deemed to constitute voluntary waiver of his right to a hearing before a panel and a waiver of his right to an appeal to the Board.

If the practitioner wishes to have his absence excused, he may:

- a. Obtain permission from the Chairman of the hearing panel at any time in advance of an anticipated absence. Such permission will be granted or withheld by the Chairman of the hearing panel at his sole discretion.
- b. Request, within 7 days following an unanticipated absence, an opportunity to appear before the panel to demonstrate that the practitioner had good cause for his unanticipated absence. Within 14 days following such a request from the affected practitioner, the panel shall convene for the express purpose of reviewing the practitioner's explanation for his unanticipated absence.

If the practitioner does not request a review by the hearing panel of his unanticipated absence within 7 days of such absence, or if the hearing panel determines, after reviewing the practitioner's explanation for the unanticipated absence, that the practitioner did not have good cause for such absence, then effective immediately upon such determination, the practitioner's privileges that were under suspension shall be automatically terminated without further action by the Board, and, if all the practitioner's privileges were under suspension, the practitioner's membership on the medical staff shall be automatically terminated without further action by the Board.

Sect 9.8 Hearing Procedure

- A. The Chairman of the hearing panel shall act to insure that all participants in the hearing have a reasonable opportunity to be heard and to present all oral and documentary evidence, and that decorum is maintained throughout the hearing. The chairman of the hearing panel shall be entitled to determine the order of procedure throughout the hearing. He shall have the authority and discretion, to make rulings on all questions that pertain to matters of procedure. He may be advised upon such matters by legal counsel to the hospital.

- B. Postponement of hearings beyond the time limit stated in these Bylaws may be done only with the approval of the hearing panel and may be done only when good cause is shown.
- C. The practitioner is entitled to be accompanied to a hearing or represented at the hearing by an attorney or other person of the practitioner's choice.
- D. The hearing need not be conducted in strict accordance with rules of the law pertaining to examination of witnesses and/or presentation of evidence. Any relevant matter upon which responsible persons customarily rely in the conduct of serious affairs shall be considered, regardless of any existing common law or statutory rule which might make evidence inadmissible over objection in civil or criminal law. Prior to, or during the hearing, the practitioner shall be entitled to submit evidence concerning any issue or procedure or fact, and such information shall be made a part of the hearing record.
- E. The Executive Committee of the Medical Staff shall appoint one of its members or at its discretion, an attorney, or another member of the Medical Staff as its representative at the hearing, to present facts supporting the suspension of privileges and to examine witnesses.
- F. The affected practitioner shall thereafter be responsible for supporting his challenge to the summary suspension through an appropriate demonstration that the charges or grounds involved lack any factual basis, or that suspension of privileges based on the allegations is either arbitrary or capricious.
- G. The practitioner or his representative, and the Executive Committee of the Medical Staff's representative shall have the following rights:
 - 1. To call and examine witnesses;
 - 2. To introduce evidence;
 - 3. To cross-examine any witness on any matter relevant to the issue of the hearing;
 - 4. To challenge any witness;
 - 5. To rebut any evidence;
 - 6. To submit a written statement at the close of hearing.
- H. The hearing panel may order that oral evidence be taken under oath or affirmation and administered by a Notary Public of the State of Florida.

- I. A majority of the hearing panel members must be present throughout the hearing and deliberations. If a panel member is absent from any part of the proceedings, he shall be immediately excused from the panel. The hearing panel may recess the hearing and reconvene with written or verbal notice to the interested parties. Upon conclusion of the presentation of oral and written evidence, the hearing shall be closed. The hearing panel shall thereupon conduct its deliberations with only the hearing panel members present. Upon conclusion of its deliberations, the hearing panel shall be declared finally adjourned.

Sect. 9.9 Record of Hearing

The hearing panel shall maintain a record of the hearing by having a court reporter present to make a record of the hearing through an electronic recording, or a stenographic record of the proceedings. The cost of such court reporter shall be borne by the hospital.

Sect. 9.10 Personal Appearance Required

The personal appearance of the practitioner for whom the hearing has been scheduled is required.

Sect. 9.11 Hearing Panel Report

The hearing panel shall make a written report and recommendation. The recommendation of the hearing panel shall be determined by majority vote of its members and shall be based on the evidence presented at the hearing. The report of the hearing panel shall contain:

1. A statement of the hearing panel's recommendations; and
2. A statement of relevant findings of fact that support the hearing panel's recommendations.

The hearing panel's recommendation and written report shall be forwarded to the Executive Committee, within 30 days after final adjournment of the hearing. The report may recommend any appropriate corrective action with respect to the practitioner's privileges, based on its findings at the hearing.

Sect. 9.12 Executive Committee Review of Hearing Panel Report

Within 30 days from the time the Executive Committee has received the hearing panel's report, the Executive Committee shall convene and recommend action on the practitioner's privileges to the Board. Members of the Executive Committee who are in direct economic competition with the practitioner, or who otherwise have a conflict of interest, shall not participate in decision making under this Section. The recommendations of the Executive Committee of the Medical Staff shall be based on the report of the hearing panel, except where:

1. The Executive Committee of the Medical Staff disagrees with the findings of fact of the hearing panel, and the hearing record supports an alternate finding of fact.
2. The Executive Committee of the Medical Staff finds that the action recommended by the hearing panel is not justified by the findings of fact by the hearing panel, or by the facts as presented in the hearing record.

Either the affected practitioner or the representative of the Medical Staff can submit written arguments to the executive committee for consideration at its meeting to review the hearing panel's report. Neither the affected practitioner nor anyone representing the affected practitioner will be allowed to attend this meeting of the Executive Committee of the Medical Staff. The Chairman of the hearing panel will be invited to attend this meeting of the Executive Committee of the Medical Staff. Evidence will not be presented at this meeting of the Executive Committee of the Medical Staff. After reviewing the hearing panel's recommendations, the Executive Committee of the Medical Staff will recommend action which it deems appropriate, which may include, without limitation, terminating the suspension in whole or in part, or taking corrective action.

Sect. 9.13 Executive Committee Recommendation

The recommendation of the Executive Committee of the Medical Staff, based on its review of the report of the hearing panel shall be adopted by a majority of votes and shall be in writing and shall state:

1. The portions of the hearing panel report that the Executive Committee of the Medical Staff agrees with.
2. The portions of the hearing panel report that the Executive Committee of the Medical Staff disagrees with and the basis for such disagreement, from the record.

3. The action that the Executive Committee of the Medical Staff recommends on this matter.
4. The basis for the recommendations of the Executive Committee of the Medical Staff.

Sect. 9.14 Terminating Suspension

In cases in which the Executive Committee recommendation is favorable to the practitioner, with respect to all of his privileges, the summary suspension shall be lifted and the practitioner's privileges restored without further action by the Board.

Sect. 9.15 Notice of Right to Appellate Review

When the recommendations of the Executive Committee of the Medical Staff are adverse to the practitioner, and would terminate or reduce his privileges if approved by the Board, the practitioner shall be notified, in writing, of his right to appellate review by the Board on this matter. Notice shall be sent, in writing by certified mail return receipt requested, and such notice shall include:

1. A copy of the Executive Committee's recommendation to the Board;
2. A statement that the failure of the practitioner to request appellate review by the Board within 30 days of his receipt of the notice, or his failure to appear, without good cause, at any scheduled appellate review hearing shall be deemed a waiver of the practitioner's right to appellate review.

Sect. 9.16 Waiver of Right to Appellate Review

If the practitioner does not request appellate review by the Board within 30 days from his receipt of the notice, his right to such appellate review shall be waived.

Sect. 9.17 Scheduling of Appellate Review

The Administrator shall, within 15 days after receiving a timely request for appellate review from the practitioner, schedule a date for appellate review. The Administrator shall send, by certified mail return receipt requested, a notice to the practitioner specifying the date, time, and place of the appellate review hearing. The date, time, and place of the appellate review hearing shall be not less than 10

days nor more than 30 days from the date the request for the review is received by the Administrator. When appellate review is waived, the Board shall take action on the recommendations of the Executive Committee of the Medical Staff without regard to any deadlines.

Sect. 9.18 Procedure for Appellate Review

- A. When requested by the practitioner under suspension, the Board shall conduct the appellate review and a quorum of its members must be present.
- B. The practitioner shall have access to the report and the record (and transcription, if any) of the hearing, as well as all other material, favorable or unfavorable, that was considered in making the adverse recommendation or decision against him.
- C. An accurate record of the appellate review hearing must be maintained by the use of a court reporter that will be present to make an electronic recording or a stenographic record. The cost of the court reporter shall be borne by the Hospital.
- D. Postponement of the hearing beyond the time limit stated in these Bylaws for appellate review may be done only with the approval of the chairman of the Board, at his sole discretion, and only when good cause is shown.
- E. The practitioner shall be entitled to be accompanied to the hearing, and/or represented, by a member of the medical staff in good standing and/or by legal counsel.
- F. The Chairman of the Board shall preside over the hearing, determine the order of procedure during the hearing, assure that all participants in the hearing a reasonable opportunity to present relevant arguments based on the record, and maintain decorum. The Chairman of the Board may receive advice on such matters by legal counsel for the Hospital District.
- G. The hearing need not be conducted in strict accordance with the rules of appellate procedure. Only the record to date shall be considered. Prior to or during the hearing, the practitioner shall be entitled to submit a written statement concerning an issue of procedure or fact, and such information shall be made a part of the appellate hearing record.
- H. The Executive Committee of the Medical Staff shall appoint one of

its members or another member of the medical staff and/or legal counsel as its representative at the appellate hearing to present relevant portions of the record supporting the adverse recommendation of the Executive Committee of the Medical Staff. The affected practitioner shall thereafter be responsible for supporting from the record his challenge to the adverse recommendation of the Executive Committee of the Medical Staff with an appropriate demonstration that the charges or grounds involved lack any factual basis, or that the recommendations based on the findings of fact are either arbitrary or capricious.

- I. The practitioner or his representative and the Executive Committee of the Medical Staff's representative shall have the following rights:
 1. To make arguments based on the record;
 2. To submit a written statement at the close of the appellate hearing.

Sect. 9.19 Personal Appearance Required

The personal presence of the practitioner for whom the hearing has been scheduled shall be required. A practitioner, who, without good cause, fails to appear and proceed with a hearing, shall be deemed to have waived his rights to appellate review of the matter. If the practitioner wishes to have his absence excused, he may:

- A. Obtain permission from the Chairman of the Board at any time in advance of an anticipated absence. Such permission will be granted or withheld by the Chairman of the Board, at his sole discretion.
- B. Request, within 7 days following an unanticipated absence, an opportunity to appear before the Board to demonstrate that the practitioner had good cause for his unanticipated absence. At its next regularly scheduled meeting, the Board will review the practitioner's explanation for his unanticipated absence.

If the practitioner does not request a review by the Board of his unanticipated absence within 7 days of such absence, or if the Board determines, after reviewing the practitioner's explanation for the unanticipated absence, that the practitioner did not have good cause for such absence, then, the practitioner's rights to appellate review shall be deemed to be waived.

Sect 9.20 Effects of Waiver of Right to Appellate Review

- A. The Board shall take action on the matter by adopting or rejecting or modifying the Executive Committee of the Medical Staff's recommendation in whole or in part, or by referring the matter back to the Executive Committee of the Medical Staff for further reconsideration. Any such referral back shall state the reasons therefore, set a time limit within which a subsequent recommendation to the Board must be made, and may include a directive that an additional hearing be conducted to clarify issues that are in doubt.
- B. Within 30 days after the conclusion of the appellate review, and the Board's consideration of any additional matters referred by the Board to the Executive Committee of the Medical Staff, the Board shall render its final decision in the matter in writing and shall send notice thereof to the practitioner by certified mail, return receipt requested, to the Chief Executive Officer, the Chief of Staff, Administrator, and to the Executive Committee.
- C. Final action by the Board shall affect the practitioner's privileges at all District facilities.

Sect. 9.21 Board Action on the Matter

- A. The Board shall take action on the matter by adopting or rejecting or modifying the Executive Committee of the Medical Staff ' s recommendation in whole or in part, or by referring the matter back to the Executive Committee of the Medical Staff for further consideration. Any such referral back shall state the reasons therefore, set a time limit within which a subsequent recommendation to the Board must be made, and may include a directive that an additional hearing be conducted to clarify issues that are in doubt.
- B. Within 30 days after the conclusion of the appellate review, and the Board ' s consideration of any additional matters referred by the Board to the Executive Committee of the Medical Staff, the Board shall render its final decision in the matter in writing and shall send notice thereof to the practitioner by certified mail, return receipt requested, to the Chief Executive Officer, the Chief of Staff, the Administrator, and to the Executive Committee.
- C. Final action by the Board shall affect the practitioner ' s privileges at all District facilities.

ARTICLE 10: OFFICERS

Sect. 10.1 Officers of the Medical Staff

The Officers of the Medical Staff shall be the Chief of Staff, Vice Chief of Staff, and the Secretary-Treasurer.

Sect. 10.2 Qualification of Officers

Officers must be members of the active Medical Staff for greater than four (4) years at the time of their nomination and election, and must remain members in good standing during their term of office. Failure to maintain such status shall create an immediate vacancy in that particular office.

The nominees for officers of the Medical Staff shall have demonstrated interest in Memorial Hospital West and a commitment to its mission.

The nominees for officers of the Medical Staff shall be free of any and all conflicts of interest in relations to the Memorial Healthcare System. This shall include:

- a. They shall not concurrently serve on the Executive Committee of any other hospital including, without limitation, Memorial Regional Hospital, Memorial Hospital Pembroke; the Joe DiMaggio Children's Hospital; and Memorial Hospital Miramar.
- b. They shall not serve on the Board of Directors or Board of Trustees or occupy an administrative position at any other competing hospital or medical facility in Dade or Broward Counties;
- c. They shall not have any conflicts of interest as defined by the Governing Board's Conflict of Interest Policy;
- d. A physician whose practice is owned by a competing medical facility does not qualify to serve as an Officer of the Medical Staff;

- e. While servicing as an officer, if any of the above positions are violated, it will be considered grounds for removal from office.

Sect. 10.3 Election of Officers

- A. Prior to, or at, the January Executive Committee meeting, the Chief of Staff will appoint a Nominating Committee which shall consist of two (2) past chiefs of staff and three active staff members. They shall propose a slate of nominees for the offices of Chief of Staff, Vice Chief of Staff and Secretary-Treasurer. These will be presented to the Executive Committee for approval at its February meeting.
- B. The Executive Committee will inform the Medical Staff of the nominees for officers via mail. Additional nominees may be added to the slate if each additional nominee has the written nominations of at least 15 percent of the members of the active Medical Staff. Nominations are closed on the 13th day after the date the initial list of nominees was mailed to the Medical Staff.
- C. Should there be an election, it will be held in April either by written ballot or at a general staff membership meeting at the discretion of the outgoing Chief of Staff.
- D. The winners of each office shall be those members who receive a majority of the votes cast for that position. If no majority is received, a run-off election will be held between the two candidates receiving the highest number of votes for that position.

Sect. 10.4 Term of Office

Officers shall take office on the first day of the medical staff year, May 1 and shall serve a two (2) year term. With the approval of the Medical Executive Committee, officers may serve an additional year. Officers may serve additional terms if so elected.

Sect. 10.5 Vacancies in Office

In the event that an officer position is vacated and not filled by automatic succession as specified in these Bylaws, then a person selected by a nominating committee appointed by the Chief of Staff will fill such position. Said election must be ratified by a majority vote of the Executive Committee.

Sect. 10.6 Duties of Officers

- A. The Chief of Staff and shall serve as the chief administrative officer of the Medical Staff to:
1. Work with the Administrator in the coordinator and cooperation of all matters of mutual concern to the hospital;
 2. Call, preside at and be responsible for the agenda of all general and special meetings of the medical staff;
 3. Serve as chairman of the Executive Committee;
 4. Call, preside at and be responsible for the agenda of all general and special meetings of the medical staff;
 5. Be a member of the District Medical Advisory Committee;
 6. Serve as an ex-officio member, with vote, on all other medical staff committees;
 7. Be responsible for the enforcement of the medical staff bylaws, rules and regulations; for implementation of sanctions where these are indicated, and for the medical staff's compliance with procedural safeguards in all instances where corrective action has been requested against a practitioner.
 8. Appoint chairman and members to all standing and special medical staff committees - except the Executive Committee, the Medical Staff Planning Committees, and the Mediation Committee;

9. Represent the views, policies, needs and grievances of the medical staff to the Administrator and the Board of Commissioners;
 10. Receive and interpret for the medical staff, the Board's policies; report to the Board on the performance and maintenance of quality for the medical staff's delegated responsibility to provide medical care.
 11. Be responsible for the educational activities of the medical staff; and
 12. Be the spokesman for the medical staff in its external professional and public relations.
- B. The Vice Chief of Staff shall, in the absence of the Chief of Staff, assume the duties and have the same authority of the Chief of Staff. The Vice Chief of Staff shall be a member of the Executive Committee of the Medical Staff, chairman of the Quality Care and Patient Safety Council and chairman of the Medical Staff Planning Committee. The Vice Chief of Staff shall automatically succeed the Chief of Staff if the latter fails to serve for any reason.
- C. The Secretary-Treasurer shall be a member of the Executive Committee of the medical staff, the Medical Staff Planning Committee, and shall serve as co-chairman of the Healthcare Credentials Committee. As treasurer, he shall collect and disburse all medical staff funds and shall be accountable for them. He shall submit a quarterly summary report on the medical staff's funds. He shall automatically succeed the Vice Chief of Staff, if the latter fails to serve for any reason.

Sect. 10.7 Removal of Staff Officers

Officers of the medical staff may be removed from office upon the recommendation of a 2/3's vote of the Executive Committee after the Executive Committee has received a petition from 1/3 of the active medical staff and following receipt of the report of a special ad hoc committee appointed by the Executive Committee to investigate the reasons for the petition.

Reasons for removal of an officer of the medical staff may include, but not limited, to the following: (a) conflict of interest as defined by the Board policy regarding conflicts or as defined in these Bylaws; (b) disciplinary action by the medical staff and/or any other healthcare entity or regulatory body; (c) loss of active medical staff membership or change in staff status (i.e., leave of absence); or (d) inability to perform the duties of office.

ARTICLE 11: DEPARTMENTS

Sect. 11.1 Organization of the Departments

- A. Each of the following department shall be organized as a separate part of the Medical Staff and will have a chief who will be responsible for the overall supervision of the work within his department.
1. Anesthesiology
 2. Family Practice
 3. Internal Medicine
 - a. General Internal Medicine
 - b. Allergy and Immunology
 - c. Cardiology
 - d. Dermatology
 - e. Endocrinology & Metabolism
 - f. Gastroenterology
 - g. Hematology & Oncology
 - h. Infectious Disease
 - i. Nephrology
 - j. Neurology
 - k. Psychiatry
 - l. Pulmonary Medicine
 - m. Rheumatology
 - n. Physical Medicine and Rehabilitation
 4. Obstetrics-Gynecology
 - a. Reproductive/Endocrinology
 - b. Perinatology
 - c. Gyn Oncology
 5. Pediatrics
 - a. Neonatology
 6. Pathology
 7. Radiology
 8. Surgery
 - a. General
 - b. Cardiac and Thoracic
 - c. Neurosurgery
 - d. Oral and Maxillofacial
 - e. Orthopedics
 - f. Plastic and Reconstructive
 - g. Vascular Surgery

- h. Ophthalmology
 - i. Otolaryngology/Head Neck Surgery
 - j. Urology
9. Emergency Medicine
- a. Members of the emergency medicine department shall have all the duties, privileges and responsibilities of the other staff members except that; (1) they shall have no admitting or consultation privileges; and (2) they shall not be required to participate on an emergency room roster other than that involved in their assigned work schedule.
 - b. Should members of the emergency medicine department sever their relationship with the hospital's emergency room, their staff appointment will also be automatically terminated. Should they wish to rejoin the staff in a different department, they shall make application for appointment as described in Article V, and must meet the listed qualifications for that service.

Sect. 11.2 Qualifications, Selection and Tenure of Department Chief

- A. Each chief of a department shall be an active Medical Staff member, in good standing, for greater than four years, in good standing. The chief of each department, except Pathology, Radiology, Emergency Medicine and Anesthesiology shall be elected for a two (2) year term by the voting members of his department. A chief may serve additional terms if so elected.
- B. In case of the Pathology, Radiology, Anesthesiology, and Emergency Medicine departments of the Medical Staff of Memorial Hospital West, each chief will be appointed by the Board of Commissioners, with the approval of the executive committee, and will contract with the Board regarding the duties, responsibilities, and remuneration for the department.

The chief of each of these four departments may be exempted from the previous paragraph A requiring that he is an active medical staff member for greater than four (4) years.

In all four of these departments, the chief as well as the members of the departments, must all be members of the Medical Staff. They must meet

the same requirements and proceed through the same appointment process, as do all other members of the medical staff.

In the event of a resignation or failure of a chief to serve his term, the vice chief of the department shall take over the position as chief for the unexpired term. The vice chief shall be an active medical staff member for greater than four years. The Vice Chief position will be filled by a person nominated by a Nominating Committee of the Department appointed by the department chief.

Sect. 11.3 Removal of Department Officers

Departmental officers may be removed from office upon the recommendation of a 2/3's vote of the Executive Committee after the Executive Committee has received a petition from 2/3's of the departmental members and following receipt of the report of a special ad hoc committee appointed by the Executive Committee to investigate the reasons for the department's petition. Reasons for removal of a departmental chief of the medical staff may include, but are not limited to, the following: (a) conflict of interest as defined by the Board policy regarding conflicts or as defined in these Bylaws; (b) disciplinary action by the medical staff and/or any other healthcare entity or regulatory body; (c) loss of medical staff membership or changes in staff status (i.e., leave of absence); or (d) inability to perform the duties of office.

Sect. 11.4 Function of Department Chiefs

The responsibilities of each department chief shall include the following:

- A. Establish together with the medical staff and administration, the type and scope of services required to meet the needs of the patients and the hospitals;
- B. Serve as a member of the Executive Committee;
- C. Be accountable for all clinical related activities of the department;
- D. Be accountable for all administratively related activities of the department, unless otherwise provided for by the hospital;

- E. Be responsible for the integration of the department into the primary functions of the organization;
- F. Develop and implement policies and procedures that guide and support the provision of services;
- G. Make recommendations regarding sufficient numbers of qualified and competent persons to provide care or service;
- H. Coordination of interdepartmental and intradepartmental services;
- I. Orient and provide continuing medical education for members of the department;
- J. Maintain continuing surveillance of the professional performance of all individuals who possess delineated clinical privileges in the department;
- K. Recommend to the medical staff the criteria for clinical privileges in the department;
- L. Make recommendations regarding clinical privileges for each member of the department to the Credentials Committee;
- M. Continually assess and make recommendations for improving the quality and safety of care and services provided and work towards addressing all national patient safety goals;
- N. Maintain quality control programs as appropriate;
- O. Make recommendations for space and other resources as needed;
- P. Determine the qualifications and competence of department personnel who are not licensed independent practitioners and who provide patient care, treatment, and services; and
- Q. Assess and recommend to Administration the off-site sources for needed patient care, treatment and services not provided by the Department and/or hospitals.

Sect. 11.5 Functions of Departments

- A. Each department shall establish its own criteria consistent with the policies of the medical staff and the Board, and approved by the Executive Committee and the Board, for granting clinical privileges and for holding office other than that of the chief or vice chief of the department.
- B. Each of the departments will submit rules and regulations governing their department to the Executive Committee. Once approved by the executive committee and the Board, they will be appended to these bylaws and implemented.

In no case shall the department's rules and regulations supercede or counteract the medical staff bylaws, rules and regulations.

Changes in any department's rules and regulations must be submitted to the Executive Committee and the Board for approval.

- C. Each department shall participate in the ongoing review of its care and submit quarterly reports to the Quality Care and Patient Safety Council.

Sect. 11.6 Formation of New Departments

- A. New departments may be formed, by disciplines that admit patients to the hospital, in the following manner:
 - 1. Staff members specializing in a particular discipline may petition the Executive Committee to form a separate department.
 - 2. The proposed department must meet the following qualifications:
 - a. The specialty must be recognized as a distinct discipline through having an approved Board for examination and certification in that specialty.
 - b. There must be at least five staff members who are Board certified or-Board eligible for certification in that specialty.

- c. At least one staff member must be an active medical staff member for greater than 4 years.
 - d. The members requesting the formation of the new department must demonstrate that they admit a combined total of at least 350 patients per year to the hospital in that specialty, except for those clinical department which are excluded from any admitting privileges.
 - e. The request for the formation of a new department shall be sent to the Executive Committee. They will investigate the need, desirability, advantages and disadvantages of providing such a department to the patients and the hospital. A decision regarding the request will then be made by a majority vote.
 - f. Any adverse ruling from the Executive Committee will result in rejection of the request. A favorable ruling will be sent on to the Board for final approval.
- B. New departments without admitting privileges may be formed, if the need exists, in the following manner:
- 1. The Executive Committee shall, de novo, or in response to a request from the Medical Staff, the Administrator or the Board, consider the advisability of forming such a department.
 - 2. If the Executive Committee agrees that such a step is warranted, it shall direct the Bylaws Committee to draw up the necessary bylaw amendments and present them to the Executive Committee.
 - 3. The Executive Committee will then consider the proposed amendments and if approved, with or without further alteration, the proposed amendments will be presented to the medical staff in accordance with Article 17 of the Bylaws.
 - 4. In accordance with Article 17 of the Bylaws, such amendments shall become effective when approved by the Board.

Sect. 11.7 Formation of Sections

Nothing in these Bylaws prohibits the formation of specialty or subspecialty sections within a department, as long as it is expressly understood that such section will remain subsidiary to that Department, and the rules and regulations of the department will continue to take precedence over the section's rules and regulations.

A section may be formed upon the department's decision, and must then be approved by the Executive Committee.

ARTICLE 12: COMMITTEES

Section 12.1 Bylaws Committee

- A. This Committee is a system-wide committee performing its functions for the Medical Staffs of Memorial Regional Hospital, Joe DiMaggio Children ' s Hospital, Memorial Hospital West, Memorial Hospital Pembroke, and Memorial Hospital Miramar. The Bylaws Committee shall consist of co-chairmen representing each of the hospitals, as well as Medical Staff representation from each of the facilities.
- B. The Bylaws Committee shall annually review and revise as necessary the Medical Staff Bylaws so that they reflect current staff practices. This review shall consist of comparing the Bylaws to standards recommended by the JCAHO and other accrediting bodies, as well as comparing the Bylaws to current practice. This Committee will also review all proposals for amendments to the Bylaws and submit recommendations to the Executive Committee. This Committee will meet as often as necessary, at the call of chairman, but least once a year.
- C. The Committee shall maintain a record of its proceedings and make timely reports to the Executive Committee.

Section 12. 2 Cancer Committee

- A. The Cancer Committee shall be multidisciplinary in nature and will include representatives from the Medical Staffs of the Memorial Healthcare System specializing in surgery, medical oncology, pediatric oncology, internal medicine, gynecology, pediatrics, urology, diagnostic radiology, radiation oncology, pathology, and family practice. The Committee will also include representatives from Administration, Nursing, Social Work, Rehabilitation, the Oncology Data Center, and from Quality Management. The American College of Surgeons Commission on Cancer Liaison Physician will serve as a permanent member of this committee.
- B. The Committee will be responsible for planning, initiating, stimulating, and assessing all cancer-related activities in the healthcare system.
- C. The Committee will:
 - 1. Organize, publicize, conduct, and evaluate weekly educational and consultative cancer conferences that are multi-disciplinary, system-wide, and patient oriented.

2. Assure consultative services from all major disciplines are available to all patients;
3. Plan and complete two patient care evaluations annually, including survival and comparison data;
4. Ensure rehabilitation services and a supportive care system is in place for all patients and families;
5. Supervise the Oncology Data Center and ensure accurate and timely abstracting, staging, and follow-up reporting; and
6. Monitor cancer program activities to maintain the standards for Comprehensive Community Cancer Program approval.

D. The Committee shall meet at least quarterly.

Sect. 12.3 Credentials Committee

There will be two distinct credentials committees of the Memorial Healthcare System appointed for a period of two years by the Chiefs of Staff as follows: (1) a committee to handle all pediatric-related credentialing issues; and (2) a committee to handle all credentialing issues that are not pediatric related. The “Adult” Credentials Committee shall consist of co-chairmen who are the elected Secretary-Treasurers of the Medical Staffs of the Memorial Healthcare System. The “Pediatric” Credentials Committee shall consist of co-chairmen who are appointed by the Chief of Staffs and who may or may not be the elected Secretary-Treasurers of the Medical Staff.

The Credentials Committees shall consist of members of the active staffs, appointed for a period of two years by the Chiefs of Staff, and selected to ensure representation by the major clinical specialties, the hospital-based specialties, and the medical staffs at large. There will be representation from Administration.

A. The duties of the Credentials Committee shall be:

1. To review the credentials of all applicants, making recommendations for membership and delineation of clinical privileges according to Articles 4, 5, and 6;

2. To report to the Executive Committee on each applicant for staff membership and/or clinical privileges, including specific consideration of the recommendations from the departments in which the applicant has requested privileges;
 3. To periodically review all available information regarding the competency of the Medical Staff members and to make subsequent recommendations to the Executive Committee for granting of privileges, reappointments and the assignment of practitioners to the various departments as provided in Articles 4, 5, and 6 of these Bylaws.
 4. To investigate any breach of ethics reported to it; and
 5. To review any reports referred to it by the Executive Committee, the Quality Care and Patient Safety Council, the department, and/or Chief of Staff.
- B. The Credentials Committee shall meet as often as necessary to perform its functions, shall maintain a permanent record of its proceedings and actions and shall make regular reports of its recommendations to the Executive Committee.

Sect. 12.4

Critical Care Committee

- A. The Critical Care Committee shall consist of a Chairman and at least six (6) members of the Medical Staff representing the specialties of Internal Medicine, General Surgery, Neurosurgery, Family Practice, Neurology and Cardiology, all appointed by the Chief of Staff.
- B. The Critical Care Committee shall be responsible for recommending policies and procedures for the critical care areas, as well as implementing such policies and procedures approved by the Executive Committee. This Committee will handle problems arising within the units concerning physicians, bed utilization and medical management concerns. The Committee will also assist with nursing staff training and on-going education to promote staff physician participation. In support of performance improvement, the Committee also assumes responsibility for the quality and appropriateness of care in the Critical Care units.

- C. The Committee shall maintain a record of its proceedings and make timely reports to the Executive Committee.

Sect. 12.5 District Medical Advisory Committee

- A. The South Broward Hospital District shall have a Medical Advisory Committee to assist the Board of Commissioners with issues relating to medical staff credentialing, and physician coverage for all District facilities.
- B. The District Medical Advisory will consist of: (1) the Chiefs of Staff of District Hospitals; (2) the Chairmen of the Credentials Committee of the District Hospitals; (3) the Administrators of the District Hospitals or their designees; (4) the Chief Executive Officer of the Hospital District, or his designee; (5) the Directors of Medical Affairs (ex-officio without vote).
- C. The duties of the District Medical Advisory Committee shall be as follows:
 - 1. To review discordant credentials and privileges for consistency at all District facilities prior to being presented to the Board for approval;
 - 2. To review all adverse recommendations of District Hospital ' s Medical Executive Committees for consistency at all District facilities prior to the Board ' s final action;
 - 3. To make recommendations regarding specific physician coverage needs at any District Hospital, including without limitation, emergency call; and
 - 4. To deal with conflicting Medical Staff issues at all District facilities;
- D. The District Medical Advisory Committee shall meet as necessary or as required by these Bylaws. A permanent record of the proceedings and reports shall be maintained.
- E. Recommendations and reports of the District Medical Advisory Committee will be forwarded to the Board within 30 days or as otherwise required by these bylaws.

Sect. 12.6 Emergency Preparedness Committee

- A. The Emergency Preparedness Committee shall consist of a chairman and at least six members of the medical staff, all appointed by the Chief of Staff. One of these members shall be the Chief of Emergency Medicine or his designee. The Administrator may appoint suitable hospital personnel to serve ex-officio without vote.
- B. The Emergency Preparedness Committee shall assist the hospital in the preparation and review of internal and external and disaster plans. The committee shall assure that there is Medical Staff participation in disaster drills and the committee will review the evaluation of these drills. The Committee will meet as often as necessary, at the call of the chairman, but at least annually.
- C. The Committee shall maintain a record of its proceedings and make timely reports to the Executive Committee.

Sect. 12.7 Ethics Committee

- A. The Ethics Committee shall be a system-wide Committee performing its functions for the Medical Staffs of Memorial Regional Hospital, Joe DiMaggio Children's Hospital, Memorial Hospital West, Memorial Hospital Pembroke, and Memorial Hospital Miramar. The Ethics Committee will consist of four co-chairmen representing each of the medical staffs and at least four representatives from each facility. A representative from the lay community will be appointed to the Committee, as well as a representative from the clergy. The administrators may appoint other hospital personnel to serve as ex-officio members of this committee, including legal representation.
- B. The functions of the Ethics Committee shall include education of the Committee members, medical staff and hospital staff members, patients, and families; policy recommendations; and case review of problematic cases. The hospital-specific representatives appointed to the system-wide Ethics Committee would handle emergency case reviews at the hospital level.
- C. The Committee shall make its recommendations to the Executive Committee. In case reviews, the committee will make its recommendations to the attending physician, patient, and/or family members and submit a brief summation of its proceedings to the Executive Committee.

Sect. 12.8 Executive Committee

- A. Each department shall be entitled to a single vote on the executive committee for each 40 active members in the department, plus vote for any fraction thereof. Each May, the number of Active staff members in each department will be recalculated to ensure proper representation at the Executive Committee.

- B. The Executive Committee shall consist of the following members of the Medical Staff.
 - 1. The Chief of Staff, Vice Chief of Staff and the Secretary-Treasurer of the staff, each elected by the Medical Staff with the procedures described in Article 10, Section 3. Each of the three officers of the staff shall have one vote.

 - 2. The elected chiefs of all departments. As provided in Subsection 12.2A, each chief of a department with one to 40 active members shall be entitled to one vote, and those departments with 41-80 active members shall be entitled to two votes, with the exception of hospital based departments which shall be limited to only 1 vote.

 - 3. Those departments with 81-120 and 121-160 active members shall have the Vice Chief of that Department serve on the executive committee with the right to cast 1 or 2 votes, respectively. When departments have over 160 active members, active members shall elect another active, non-provisional member to serve on the executive committee with the right to cast 1 or 2 votes, respectively. Similar increments shall continue in the same ratio.

 - 4. Each department shall annually elect a senior attending member of the executive committee when the chief or other elected representative of that department is unable to attend a meeting.

 - 5. The Administrator, the Chief Medical Officer, the Director of Medical Affairs, the immediate past Chief of Staff, the Chief Operating Officer, the Associate Administrator (Patient Services), and other administrative staff as deemed appropriate, shall be ex-officio members without vote.

- C. The duties of the Executive Committee shall be as follows:
1. To represent and act on behalf of the medical staff, subject to those limitations set forth in these bylaws;
 2. To coordinate the activities and general policies of the different services;
 3. To receive and act on reports of Medical Staff committees, departments and other assigned activity groups;
 4. To implement those medical staff policies for which the departments are not responsible;
 5. To provide a liaison mechanism between the medical staff, the Administrator and ultimately the Board;
 6. To make recommendations to the Board, through the Administrator, on hospital management matters;
 7. To fulfill the medical staff's responsibility to the Board by accounting for the medical care rendered to the hospital's patients;
 9. To ensure that the medical staff is kept abreast of the Joint Commission on Accreditation of Healthcare Organizations standards and to inform the staff of the hospital's accreditation status;
 10. To provide for the preparation of all staff meeting program, either directly or by delegating this responsibility to a program committee or some other individual;
 11. To review the credentials of all applicants and to make subsequent recommendations regarding staff membership, assignment to departments and delineation of clinical privileges to the Governing Board;
 12. To periodically review all available information regarding the performance and clinical competence of staff members and other practitioner's clinical privileges for making subsequent recommendations regarding reappointments and renewal or changes in clinical privileges;

13. To take all reasonable steps for ensuring competent clinical performance and professionally ethical conduct by all members of the medical staff, including the initiation of and/or participation in warranted corrective or review measures for the medical staff;
 14. To provide each member of the medical staff with information regarding significant Executive Committee action;
 15. Review and recommend amendments to the Bylaws;
 16. To make recommendations regarding the mechanisms used to review credentials and delineated individual's clinical privileges to the Governing Board;
 17. To organize the medical staff's performance improvement activities and establish a mechanism designed to conduct, evaluate, and revise such activities;
 18. To develop the mechanism by which medical staff membership may be terminated;
 19. To create the mechanism for fair hearing procedures;
 20. To represent and act on behalf of the Medical Staff, subject to those limitations set forth in these Bylaws; and
 21. To make recommendations regarding the organized Medical Staff's structure.
- D. The Executive Committee shall meet at least 10 times per year preceding the regular monthly Board meeting, unless specifically changed by the Chief Staff. A permanent record of the proceedings and actions taken at these meetings shall be maintained and are available for review by members of the Medical Staff.

Fifty percent of the duly-elected voting members (or their substitutes, as specified in Article 12, Section 12.2, will constitute a quorum.

Only members of the Executive Committee and specially invited guests are permitted to attend these meetings.

- E. Significant actions taken by the Executive Committee, as recorded in its minutes, shall be sent to the members of the medical staff within 20 days after each meeting. These will be considered automatically ratified and approved by the medical staff on the 14th day after they are sent, unless a staff member files a written objection with the Chief of Staff prior to that date (any staff member so objecting may also request to appear at the Executive Committee's next meeting).

If the Executive Committee has considered a staff member's objection and has rejected it, then the staff member may, in writing to the Chief of Staff, request that the matter be presented at the next regular medical staff meeting or at any special meeting called to consider the matter. Through this procedure any decision made by the Executive Committee may be overruled at the next medical staff meeting, by a two-thirds majority vote of the members present and voting provided there is a quorum.

- F. A member of the Medical Staff who is officially requested to appear at the time and place requested, unless excused by the Chief of Staff for good cause. Failure to appear may result in corrective action.

Sect. 12.9 Formulary Committee

- A. A system-wide Formulary Committee shall be responsible for the development of a system-wide Formulary that is reviewed annually. The Committee will consist of physician representatives from Memorial Regional Hospital, Joe DiMaggio Children's Hospital, Memorial Hospital West, Memorial Hospital Pembroke, and Memorial Hospital Miramar appointed by the Chiefs of Staff, and hospital representatives appointed by each Administrator.
- B. The Committee will meet as often as necessary and submit reports to the Executive Committee.

Sect. 12.10 Institutional Review Board

- A. This committee performs its functions for the Medical Staff of all hospitals in the Memorial Healthcare System. The Institutional Review Board shall consist of a chairman and at least 3 other members of the medical staff, all appointed by the Chief of Staffs. The Director of the hospital pharmacy of Memorial West Hospital shall be a member of the board, as may also be such

suitable hospital personnel as the administrators may appoint. A representative from the lay community will also be appointed to the board, as well as a representative from the clergy.

- B. The Institutional Review Board shall be responsible for review of all experimental procedures and the use of experimental drugs. The Committee will meet as necessary, at the call of the chairman.
- C. The Board shall maintain a record of its proceedings and make timely reports to the appropriate Executive Committee.

Sect. 12.11 Medical Staff Planning Committee

- A. The Medical Staff Planning Committee shall consist of the Chief of Staff, Vice Chief of Staff, Secretary-Treasurer of the Medical Staff, the Chief of the Department of Internal Medicine, Chief of the Department of Family Practice, The Chief of the Department of Surgery, the Chief of the Department of Ob/Gyn and the Chief of the Department of Pediatrics as voting members. Ex-officio members without vote shall include the Administrator, the Director of Medical Affairs and other administrative personnel as deemed appropriate.
- B. The Vice Chief of the Medical Staff shall serve as Chairman of the Committee.
- C. The duties of the Medical Staff Planning Committee are to receive and consider matters referred to it by the Board, the Administrator, or the Chief of Staff, and to make recommendations to the Executive Committee.
- D. The Committee shall meet at the call of the Chairman, shall maintain a record of its proceedings, and shall submit timely reports to the Executive Committee.

Sect. 12.12 Nominating Committee

- A. The Nominating Committee shall consist of two past Chiefs of Staff and three members chosen by the Executive Committee as a whole upon the recommendation of the Chief of Staff, with the Chairman appointed by the Chief of Staff.

- B. The duties of the Nominating Committee are to present to the Executive Committee at its February meeting, a slate of nominees for the following offices:
 - 1. One or more candidates for the office of Chief of Staff;
 - 2. One or more candidates for the office of Vice Chief of Staff; and
 - 3. One or more candidates for the office of Secretary-Treasurer.

Sect. 12.13 Pharmacy and Therapeutics Committee

- A. The Pharmacy and Therapeutics Committee shall consist of a Chairman and at least four other members of the Medical Staff, all appointed by the Chief of Staff. The Director of the hospital pharmacy shall be a member of the Committee with vote, as may also be such suitable hospital personnel as the Administrator may appoint, which shall include nursing representation.
- B. The Pharmacy and Therapeutics Committee shall be responsible for the development and surveillance of pharmacy and therapeutics policies and practices, ongoing planned and systematic review of drug usage, the review of all untoward reactions. The Committee will meet as often as necessary, at the call of the chairman, but at least quarterly.
- C. The Committee shall maintain a record of its proceedings and make timely reports to the Executive Committee.

Sect. 12.14 Quality Care and Patient Safety Council

- A. Membership shall consist of the following ex-officio members with vote:
 - (1) a representative from the Governing Board;
 - (2) the Vice Chief of the Medical Staff;
 - (3) the Chairman of the Pharmacy and Therapeutics Committee;
 - (4) the Director of Medical Affairs or designee;
 - (5) the Risk Manager;
 - (6) a representative from the Medical Records Department; and
 - (7) a representative from the Nursing Department.

Other voting members of the council will be as follows: (1) from the Department of Medicine; (2) a representative from the Department of Surgery; and (3) representatives from two of the other departments (all four appointed by the Chief of Staff).

- B. This Council shall be responsible for all performance improvement activities within the hospital. The review will include, but not limited to, the performance improvement activities of the hospital departments, the medical staff departments, the medical staff functions including surgical case review, blood usage, drug usage, medical record, infection control, utilization review, mortalities review, and development of standards and criteria for medical care.
- C. The Quality Care and Patient Safety Council shall meet at least quarterly and shall maintain a permanent record of its findings, proceedings and actions. They shall make a quarterly report to the Executive Committee.

Sect. 12.15 Transfusion Committee

- A. This Committee shall be a system-wide Committee performing its functions for the Medical Staffs of Memorial Regional Hospital, Joe DiMaggio Children's Hospital, Memorial Hospital West, Memorial Hospital Pembroke, and Memorial Hospital Miramar. The Transfusion Committee shall consist of a Chairman and other members, three of which are members of the medical staff of Memorial Regional Hospital appointed by the Chief of the Medical Staff of Memorial Regional Hospital and one of which is a member of the Medical Staff of the Joe DiMaggio Children's Hospital appointed by the Chief of the Joe DiMaggio Children's Hospital Medical Staff, three of which are members of the Medical Staff of Memorial Hospital West, three of which are members of the Medical Staff of Memorial Hospital Pembroke, and three of which are members of the Medical Staff of Memorial Hospital Miramar. The supervisor of the blood bank at Memorial Regional Hospital shall be an ex-officio member without vote, as may also be such suitable hospital personnel as each Administrator may appoint.
- B. The Transfusion Committee will be responsible for the evaluation of all confirmed transfusion reactions, the development or approval of policies and procedures relating to the distribution, handling, use and administration of blood and blood components, the review of the adequacy of transfusion services to meet the needs of patients and review of ordering practices for blood and blood products. The Committee will assist the clinical departments in the development and review of screening criteria for blood usage review.
- C. The Committee shall maintain a record of its proceedings and make timely reports to the Executive Committee.

Sect. 12.16 Utilization Review Committee

- A. This committee is a single committee performing its functions for the Medical Staff of Memorial Hospital West. The Utilization Review Committee shall consist of a chairman and at least four other members, three of which are members of the Medical Staff of Memorial Hospital West appointed by the Chief of the Medical Staff of Memorial Hospital West. The Medical Director of Clinical Resource Management and the Director of Clinical Resource Management shall be ex-officio members without vote, as may also be such suitable hospital personnel as the Administrator may appoint.
- B. The Utilization Review Committee will be responsible for oversight of all utilization, clinical resource, length of stay, and appropriateness of care issues.
- C. The Committee shall meet as often as necessary at the call of the Chairman. The Committee shall maintain a record of its proceedings and make timely reports to the Executive Committee.

Sect. 12.17 Other Committees

- A. Provisions for additional standing committees may be made at any time by amendments of these Bylaws in accordance with Article 17.
- B. The Chief of Staff may at any time appoint an ad hoc committee for a specified purpose. An ad hoc committee ceases to exist at the completion of its specified tasks or at the end of the staff year, whichever comes first, but may be reinstated the following year by the Chief of Staff, as he deems necessary.

ARTICLE 13: MEDICAL STAFF MEETINGS

Sect. 13.1 Annual Meeting

A general staff meeting shall be held as necessary. Written or printed notices, indicating the time and place of the general meeting, shall be mailed by the Director of Medical Staff Services to each member of the medical staff not less than seven days nor more than 21 days before the meeting date.

Sect. 13.2 Special Meetings

A. The Chief of Staff or the Executive Committee may call a special meeting of the medical staff at any time.

The Chief of staff shall call a special meeting within 15 days after he receives a written request for such, signed by not less than one-fourth of the active staff and stating the purpose of the meeting.

The Executive Committee shall designate the time and place for any special meeting.

B. Written or printed notices, indicating the time, place and purpose of the special meeting shall be mailed by the Director of Medical Staff Services to each member of the medical staff not less than seven (7) days nor more than 14 days before the date of such meeting.

C. No business shall be transacted at any special meeting except that stated in the notice calling the meeting.

Sect. 13.3 Quorum

A quorum will be comprised of the voting medical staff members present, but not less than two members of the active medical staff.

Sect. 13.4 Robert's Rule of Order

This order will prevail at all meetings unless they are in conflict with these Bylaws.

ARTICLE 14: COMMITTEE AND DEPARTMENT MEETINGS

Sect. 14.1 Regular Meetings

Committees shall meet as often as stated in these Bylaws, the time and place to be determined by the respective chairman.

Each department of the medical staff will meet at least quarterly.

Sect. 14.2 Special Meetings

At the request of any chairman or chief, a special meeting of any committee or department may be called. A special meeting may also be called at the request of the Chief of Staff or by one-third of the group's membership.

Sect. 14.3 Notice of Meetings

Written or verbal notice stating the time and place of any special or regular meeting shall be given to each member of the committee or department, by the person or persons calling the meeting, not less than seven (7) days prior to the meeting.

Sect. 14.4 Quorum

A quorum will be comprised of the voting medical staff members present but not less than two members of the active medical staff of the Department or Committee.

Individuals serving under these Bylaws as non-voting, or ex-officio members of a committee shall not be included when determining whether or not a quorum exists.

Sect. 14.5 Manner of Action

- A. The action of a majority of the members present at a meeting when a quorum exists, shall be the action of the committee or department; a minority report may be submitted to the Executive Committee.
- B. By unanimous consent, action may be taken without a meeting, as long as the action taken is stated in writing and signed by each member eligible to vote.

Sect.14.6 Minutes

Minutes of each regular and special meeting of a committee or department shall be prepared and will include a record of the members' attendance and the vote taken on each matter.

The minutes shall be signed by the presiding officer and forwarded to the Executive Committee. For each of their meetings, each committee or department shall maintain a permanent file of their minutes.

Sect. 14.7 Attendance Requirements

- A. Each member of the active or provisional medical staff is encouraged to attend departmental and committee meetings.
- B. A practitioner whose patient's clinical course is scheduled for discussion at a regular department meeting or clinical conference shall be so notified by the chief of the department and shall be expected to attend the meeting.

Whenever apparent or suspected deviation from standard clinical practice is involved, the practitioner shall be so notified by certified mail, return receipt requested. The notice shall include a statement that his attendance at the meeting at which the alleged deviation is to be discussed is mandatory.

- C. A practitioner's failure to attend any such meeting when he was notified that attendance was mandatory, unless excused by the Executive Committee after showing good cause, shall result in

automatic suspension of all or such portion of the practitioner's clinical privileges as the Executive Committee may direct, such suspension shall remain in effect until the matter is resolved through any mechanism that may be appropriate, including corrective action if necessary.

In all other cases, should the practitioner request postponement after showing good cause that his absence will be unavoidable, the presentation may be postponed by the chief of the department.

If the practitioner involved is a chief of a department, then the Executive Committee may postpone the presentation.

In either case, postponement shall not be any longer than the next regular department meeting. Otherwise, the pertinent clinical information shall be presented and discussed as scheduled.

Sect. 14.8

Robert's Rule of Order

Robert's Rule of Order will prevail at all meetings, unless in conflict with these Bylaws.

ARTICLE 15: IMMUNITY FROM LIABILITY

The following shall be express conditions to any practitioner's application for exercise of, clinical privileges at this hospital:

- A. The applicant releases from any liability all representatives of the hospital and its medical staff for their acts or omissions in connection with evaluating the applicant and his credentials, and releases from any liability all individuals and organizations who provide information to the hospital concerning the applicant's competence, ethics, and other qualifications for staff appointment and clinical privileges including otherwise privileged or confidential information. The applicant further agrees to execute authorizations and releases to accomplish the preceding clauses on the application forms provided by the hospital.
- B. That any act, communication, report recommendation or disclosure, with respect to any such practitioner, performed or made in good faith and without malice and at the request of an authorized representative or this or any other health care facility, for the purpose of achieving and maintaining quality patient care in this or any other health care facility, shall be privileged to the fullest extent permitted by laws.
- C. That such privilege shall extend to members of the hospital's medical staff and to its Board, its other practitioners, its Administrator and his representatives and to third parties, who supply information to any of the foregoing, authorized to receive, release or act upon the same.

For the purpose of this Article 15, the term "third parties" means both individuals and organizations from whom information has been requested by an authorized representative of the Board or of the Medical Staff.

- D. That there shall, to the fullest extent permitted by the law, be absolute immunity from civil liability arising from any such act, communication, report, recommendation or disclosure even where the information involved would otherwise be deemed privileged.
- E. That such immunity shall apply to all acts, communications, reports, recommendations, or disclosures performed or made in connection with this or any other health care institution's activities related but not limited to:

1. Applications for appointment or clinical privileges;
 2. Periodic re-appraisals for reappointment or clinical privileges;
 3. Corrective action, including summary suspension;
 4. Hearings or appellate reviews;
 5. Medical care evaluations;
 6. Utilization reviews; and
 7. Other hospital departmental, clinical department, or committee activities related to performance improvement and inter-professional conduct.
- F. That acts, communications, reports, recommendations and disclosures referred to in this Article 15 may relate to practitioner's professional qualifications, clinical competency, character, mental or emotional stability, physical condition, ethics or any other matter that might directly or indirectly have an effect on patient care.
- G. That in furtherance of the foregoing, each practitioner shall, upon request of the hospital, execute releases in accordance with the tenor and import of this Article 15 in favor of the individuals and organizations specified in Subsection B, subject to such requirements, including those of good faith, absence of malice and the exercise of a reasonable effort to ascertain truthfulness, as may be applicable under the laws of this State.
- H. That the consent, authorizations, releases, rights, privileges and immunities provided in Sections 1 and 2 of Article 15 of these Bylaws for the protection of this hospital's practitioners, other appropriate hospital officials and personnel and third parties, in connection with applications for initial appointment shall also be fully applicable to the activities and procedures covered by this Article 15.

ARTICLE 16: RULES AND REGULATIONS

The Medical Staff shall adopt such rules and regulations as may be necessary to implement more specifically the general principles found within these Bylaws, subject to the approval of the Board. These shall relate to the proper conduct of medical staff organization activities, as well as embody the level of practice that is to be required of each practitioner in the hospital. Each department shall adopt rules and regulations as necessary to more specifically implement the general principles found within these Bylaws, within their department. In no case may the rules and regulations of the department supersede or counteract the Medical Staff's Bylaws, Rules and Regulations.

The Medical Staff and Department Rules and Regulations shall be approved by the Executive Committee, then submitted to the Board and shall become effective when approved by the Board. These rules shall be reviewed and revised as necessary.

Neither the organized Medical Staff nor the Governing Board may unilaterally amend the Rules and Regulations.

ARTICLE 17: AMENDMENTS

Proposals for amendments to these Bylaws may be initiated by a voting member of the Medical Staff who obtains a signed concurrence of 15 other voting members, and shall be submitted to the Bylaws Committee. Proposals for amendments may also be initiated by action of the Executive Committee.

The Bylaws Committee shall report on the proposed amendment, with a recommendation to the Executive Committee, within 60 days. The Executive Committee may initiate changes to these Bylaws without prior report from the Bylaws Committee. Any Bylaws amendments approved by the Executive Committee shall be deemed to be adopted by the medical staff on the 14th day after the amendment are sent to the medical staff in accord with Section 12.2 (E) of these Medical Staff Bylaws, unless any member of the medical staff objects as stated in Section 12.2 (E) of these Medical Staff Bylaws. Such amendments adopted by the Executive Committee without objection from any staff member shall become effective when approved by the Board.

If any staff member, objects to Bylaws approved by the Executive Committee within said 14 day time period, or if the Executive Committee votes against adopting a proposed amendment to the Bylaws which was requested on a petition signed by 16 voting members of the medical staff, then in order to bring the proposed amendment to the medical staff, the supporters of the amendment must first obtain a petition signed by 30 voting members of the medical staff which petition supports the proposed amendment. This petition must be presented to the Executive Committee, which shall then arrange for the proposed amendment to be presented to a meeting of the medical staff, which may be the annual meeting, or a specially called meeting. To be adopted such a proposed amendment must be approved by a vote of not less than 2/3 of the members present and voting at the meeting. Such amendments shall become effective when approved by the Board.

The Medical Staff Bylaws will be reviewed annually and revised as necessary to reflect current staff practices. This review will be conducted by the members of the Bylaws Committee and will consist of comparing the Medical Staff Bylaws to standards recommended by the Joint Commission on Accreditation of Healthcare Organizations and other accrediting bodies, a review by the hospital attorney (if deemed appropriate), and comparison of the Bylaws to current staff practices.

Neither the organized Medical Staff nor the Governing Board may unilaterally amend the Rules and Regulations.

ARTICLE 18: ADOPTION

These Bylaws, together with the appended rules and regulations shall be adopted by the Medical Staff on the 14th day after they have been sent to the Medical Staff in accord with Article 12.2.E of these Medical Staff Bylaws, and they shall replace any previous bylaws, rules and regulations and shall become effective when approved by the Board of Commissioners.

These Bylaws were adopted by the Medical Staff of Memorial Hospital West at its meeting of October 11, 2004 held at Memorial Hospital West.

CHIEF OF STAFF
MEMORIAL HOSPITAL WEST

These Bylaws were subsequently approved by the Board of Commissioners of the South Broward Hospital District at its meeting of October 27, 2004.

CHAIRMAN
BOARD OF COMMISSIONERS