

**Bibliography of Payment and Practice Management Articles**

| Month/Year | Title   | Reference   | Summary  |
|------------|---|---|--|
| April 2017 | Part-Time, Job-Sharing Arrangements   | Timely Topic: <a href="#">Part-Time, Job-Sharing Arrangements</a>   | Does your group include anesthesiologists nearing retirement looking to lighten their call load? Does it include younger members interested in working part-time? This Timely Topic offers information on how some groups have addressed this issue. |
| April 2017 | Patient Data Under Siege – The Greatest Weakness of EHRs                                | Chan, L, Wong, B, Howell, S. Patient Data Under Siege – The Greatest Weakness of EHRs. ASA Monitor, 2017 Volume 81, Number 04, p 26-29.   | A dramatic series of data breaches over the last few years have exposed the cybersecurity shortcomings in electronic medical records. Read more about the risks involved in this article.  |
| April 2017 | Paper Charting Anesthetics: Forgotten But Not Gone... Especially During an EHR Downtime | Poterack, K, Gottlieb, O, Rothman, B. Paper Charting Anesthetics: Forgotten But Not Gone... Especially During an EHR Downtime. ASA Monitor, 2017 Volume 81, Number 04, p 30-32. | Are you familiar with how to chart an anesthetic or write an order on paper? This knowledge could be critical in the event of EHR downtime.  |
| April 2017 | When You Can't Hear Me Now  | Paganelli, W, Berg, K, Poler, S, Rothman, B. When You Can't Hear Me Now. ASA Monitor, 2017 Volume 81, Number 04, p 34-37.   | After reviewing the difficulties of communications at play during times of emergencies, what can be done during routine operations to help alleviate these issues and ensure patient safety?   |
| April 2017 | The 2016 Job Market for Graduating Anesthesiology Residents                             | Stein, E, Mesrobian, J, Szokol, J, Abouleish, A. The 2016 Job Market for Graduating Anesthesiology Residents. ASA Monitor, 2017 Volume 81, Number 04, p 58-62.                  | A review of the fifth annual survey of graduating anesthesiology residents reveals interesting trends in the anesthesiology job market.  |

| Month/Year    | Title  | Reference   | Summary   |
|---------------|--|---|---|
| March 2017    | CMS Changes Direction on Non-Face-to-Face Services                     | Timely Topic: <a href="#">CMS Changes Direction on Non-Face-to-Face Services</a>  | As value-based payment systems evolve, CMS has changed its stance on payment for some non face-to-face services. Staying informed on such policy changes will be helpful as you prepare for MACRA.                |
| March 2017    | NGS and TEE: Your CAC reps at Work!                                    | Timely Topic: <a href="#">NGS and TEE: Your CAC Reps at Work</a>  | Knowing how to access Medicare's national and local coverage policies will help you understand coverage requirements for procedures/services you provide. Read more in this ASA Timely Topic.                     |
| March 2017    | Pain for Physicians: Reporting MIPS Quality Measures for Pain Medicine | Popovich, M. Pain for Physicians: Reporting MIPS Quality Measures for Pain Medicine. ASA Monitor, 2017 Volume 81, Number 03, p 40-41. | The quality component of MIPS replaced PQRS in 2017, but choosing the best quality measures for Pain Medicine practices can be difficult to define.   |
| March 2017    | Evolution of Obstetric Anesthesia in the Value-Based Care Landscape    | Sullivan, J. Evolution of Obstetric Anesthesia in the Value-Based Care Landscape. ASA Monitor, 2017 Volume 81, Number 03, p 36-37.    | The future landscape of value-based care requires understanding of both the quality and cost components to know how our discipline will fare with models of alternative reimbursement such as bundled payments.   |
| February 2017 | New Players in the Payment Process                                     | Timely Topic: <a href="#">New Players in the Payment Process</a>  | As we move from Fee for Service to Value Based Purchasing, the payment process includes new players. Our latest Timely Topic discusses three of them: CMMI, PTAC and HCP-LAN.                                     |
| February 2017 | Resident Focused: Anesthesia Practice Types - Academic Anesthesiology  | Timely Topic: <a href="#">Resident Focused: Anesthesia Practice Types - Academic Anesthesiology</a>                                   | This Timely Topic in Payment and Practice Management focuses on residents' need to learn more about anesthesia practice types. In this article, the authors provide key information about Academic Anesthesiology |

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|---------------|--|---|--|
| February 2017 | Professional Liability Trends in 2016: Things Are Stable, But Changes May Be Lurking | Burkle, C. Professional Liability Trends in 2016: Things Are Stable, But Changes May Be Lurking. ASA Monitor, 2017 Volume 81, Number 02, p 12-14. | The ASA Committee on Professional Liability provides a report on changing trends in malpractice insurance premiums and characteristics impacting physician anesthesiologists.  |
| February 2017 | Employed Physicians and Professional Liability Insurance                             | Leib M, Joseph V. Employed Physicians and Professional Liability Insurance. ASA Monitor, 2017 Volume 81, Number 02, p 18-19.                      | It is very important for physicians contemplating employment to understand the details of their future professional liability coverage as employees.   |
| February 2017 | New Reporting Requirement: Visits Within a Global Period                             | Merrick S. New Reporting Requirement: Visits Within a Global Period. ASA Monitor, 2017 Volume 81, Number 02, p 60-61.                             | This article will provide a bit of background on the new CMS reporting requirement for visits within a global period and describe what some ASA members will be required to do as part of the new data collection requirement. |
| January 2017  | NCDs, LCDs and the MCD: How to Learn What CMS Does or Does Not Cover                 | Timely Topic: <a href="#">NCDs, LCDs and the MCD: How to Learn What CMS Does or Does Not Cover</a>  | Knowing how to access Medicare’s national and local coverage policies will help you understand coverage requirements for procedures/services you provide. Read more in this ASA Timely Topic.                                  |
| January 2017  | For Your 2017 “To Do” List   | Timely Topic: <a href="#">For Your 2017 “To Do” List (January 2017)</a>   | Read our first Timely Topic for 2017 to see what should be near the top of your “to do” list: collect patient deductibles, prepare for MIPS reporting, and report on visits with a global period.                              |
| January 2017  | Practice Management 2017   | Giesecke N. Practice Management 2017. ASA Monitor, 2017, Volume 81, Number 01, p 4-5  | The 2017 Practice Management meeting will be held in Grapevine, Texas January 27-29 at the Gaylord Texan Resort.   |

| Month/Year   | Title  | Reference  | Summary  |
|--------------|--|--|--|
| January 2017 | Practice Management 2017: Critical Changes, Critical Strategies                    | Blough G. Practice Management 2017: Critical Changes, Critical Strategies. ASA Monitor, 2017, Volume 81, Number 01, p 14-15                                      | Now introducing a new preconference developed by and for the other anesthesiology professional: the practice administrator.  |
| January 2017 | Healing is an Art, Medicine is a Science, and Healthcare is a Business             | Vitale S. Healing is an Art, Medicine is a Science, and Healthcare is a Business. ASA Monitor, 2017, Volume 81, Number 01, p 16-17                               | Art, Science and Business are intertwined. Join our panel of experts for a preconference discussion on “Billing, Coding and Compliance.”   |
| January 2017 | Remembering Vigilance in the Age of Technology                                     | Deshur M, Levine W. Remembering Vigilance in the Age of Technology. ASA Monitor, 2017, Volume 81, Number 01, p 18-20   | Over the past 50 years technology has flourished within the periprocedural world, significantly improving patient safety with real, measurable reductions in morbidity and mortality.                              |
| January 2017 | Anesthesiology Practices Can Align with the New World of Integrated Practice Units | Regev A, Cole D, Mahajan A. Anesthesiology Practices Can Align with the New World of Integrated Practice Units. ASA Monitor, 2017, Volume 81, Number 01, p 22-49 | Healthcare is being redefined based on value and anesthesiologists must embrace the coming changes and be at the forefront of the transition from volume-based payment toward creating value for the patient.      |
| January 2017 | Positioning Your Practice to Succeed in a Value-based Era                          | Cartegena, R, Galinanes F. Positioning Your Practice to Succeed in a Value-based Era. ASA Monitor, 2017, Volume 81, Number 01, p 26-27                           | To meet the needs of their patients, anesthesiologists can proactively act as catalyst for change by capturing, analyzing and utilizing data that measures the patient experience, satisfaction and overall value. |
| January 2017 | Insurance Gaps Root Cause of Out-of-Network Payment Issues                         | Hansen J. Insurance Gaps Root Cause of Out-of-Network Payment Issues. ASA Monitor, 2017, Volume 81, Number 01, p 54-55   | Dr. Plagenhoef explains that balance billing is a symptom of a much larger problem and “gaps in insurance coverage” are the root cause.  |

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| December 2016 | EOBeware   | Timely Topic: <a href="#">EOBeware (December 2016)</a>   | Be sure that you understand how to read your EOB's to avoid missing out on possible payments or proper handling of your claims.  |
| December 2016 | Interlaminar Epidurals in 2017                                   | Merrick S. Interlaminar Epidurals in 2017. ASA Monitor, 2016, Volume 80, Number 12, p 54-56                                  | Read this article to learn about important coding changes for interlaminar epidurals to be introduced in 2017.   |
| December 2016 | Creative Writing and Medicine: Unpacking your Heart With Words   | Khan, A. Creative Writing and Medicine: Unpacking your Heart With Words. ASA Monitor, 2016, Volume 80, Number 12, p 58-59    | Poetry promotes emotional awareness of and sensitivity to the medical experience, thereby preventing the depersonalization of patients to a room number or diagnosis. Read one resident's perspective on narrative training in medicine. |
| December 2016 | FAER Funding Helps Maintain Continuous Transformation            | Eisenach J. FAER Funding Helps Maintain Continuous Transformation. ASA Monitor, 2016, Volume 80, Number 12, p 62-63          | Your practice has been transformed in a good way because anesthesiology continues to be the practice of medicine. Read this article about ways FAER funding has assisted in positive continuous transformation.                          |
| November 2016 | Modifier Mania   | Timely Topic: <a href="#">Modifier Mania (November 2016)</a>   | Proper use of modifiers will help you receive accurate payment and avoid claim denials.  |
| November 2016 | Anesthesia Care Not Typically Required                           | Timely Topic: <a href="#">Anesthesia Care Not Typically Required (November 2016)</a>   | Some entries in the ASA CROSSWALK® say "Anesthesia Care Not Typically Required." Learn more about what that means and steps to take if you need to report anesthesia care for a procedure with this designation.                         |
| November 2016 | Practice Management 2017 – Critical Changes, Critical Strategies | Szokol J. Practice Management 2017 – Critical Changes, Critical Strategies. ASA Monitor, 2016, Volume 80, Number 11, p 32-34 | Anesthesia practices are facing immense challenges (and maybe opportunities) in today's constantly changing economic landscape.  |

| Month/Year    | Title   | Reference   | Summary   |
|---------------|---|---|---|
| November 2016 | Medicare Physician Compare – Not Just for Doctor Shopping!      | Halzack N, Rock-Klotz J. Medicare Physician Compare – Not Just for Doctor Shopping! ASA Monitor, 2016, Volume 80, Number 11, p 12-14          | In December 2010 under regulations set forth by the Patient Protection and Affordable Care Act (ACA), the Centers for Medicare & Medicaid Services (CMS) launched the publicly-accessible Physician Compare (PC) website.   |
| November 2016 | The Pediatric Perioperative Surgical Home: Current Developments | Wald S, Raman V, Ferrari L. The Pediatric Perioperative Surgical Home: Current Developments. ASA Monitor, 2016, Volume 80, Number 11, p 20-22 | There has been a great deal of momentum over the past several years related to the Perioperative Surgical Home (PSH) model of care.   |
| November 2016 | The Emperor’s New Clothes – Two Decades Later                   | Lema M. The Emperor’s New Clothes – Two Decades Later. ASA Monitor, 2016, Volume 80, Number 11, p 39  | Eighteen years ago, as the <i>ASA Newsletter</i> editor, I wrote a provocative piece, which to this day is still referenced by physicians worldwide.  |
| November 2016 | Make Your Coding Easier   | Merrick S. Make Your Coding Easier. ASA Monitor, 2016, Volume 80, Number 11, p 40-41  | CPT® codes are added, revised and deleted on an annual basis.   |
| October 2016  | Physicians and the Social Security Number Removal Initiative    | Timely Topic: <a href="#">Physicians and the Social Security Number Removal Initiative (October 2016)</a>                                     | As required by MACRA, CMS has started to work on its Social Security Number Removal Initiative (SSNRI), where a new identifier will be used to identify Medicare beneficiaries. Read this Timely Topic to learn about the time line and any actions you may need to take to ensure your practice will be ready once the transition is underway. |
| October 2016  | Performance and Documentation of Imaging Guidance               | Timely Topic: <a href="#">Performance and Documentation of Imaging Guidance (October 2016)</a>  | When performing and reporting imaging guidance, be sure that you know—and follow—CPT® guidance on proper documentation.   |

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| October 2016   | ICD-10-CM: 12 Months and 70,000 Codes Later                                | Leib M, Merrick S. ICD-10-CM: 12 Months and 70,000 Codes Later. ASA Monitor, 2016, Volume 80, Number 10, p 36-40                                 | A little less than one year ago, the U.S. health care system underwent one of its most significant changes since the implementation of Medicare and Medicaid, when ICD-10-CM was implemented on October 1, 2015.                      |
| October 2016   | ICD-10: Looking Back on a Major Coding Change                              | Wanderer J. ICD-10: Looking Back on a Major Coding Change. ASA Monitor, 2016, Volume 80, Number 10, p 42-43                                      | In the past few years, a variety of regulatory changes and new regulatory requirements have brought in a host of new, potentially confusing terms for anesthesiologists to grapple with.  |
| October 2016   | ASA Survey Results for Commercial Fees Paid for Anesthesia Services - 2016 | Stead S, Merrick S. ASA Survey Results for Commercial Fees Paid for Anesthesia Services - 2016. ASA Monitor, 2016, Volume 80, Number 10, p 58-65 | ASA is pleased to present the annual commercial conversion factor survey for 2016.  |
| September 2016 | Medical Direction versus Medical Supervision                               | Timely Topic: <a href="#">Medical Direction versus Medical Supervision (September 2016)</a>  | Anesthesiology residents and fellows need to learn billing rules. This Timely Topic offers a glimpse into the differences between medical direction and medical supervision.  |
| September 2016 | Does the Future Include Unwrapping the Global Surgical Package?            | Timely Topic: <a href="#">Does the Future Include Unwrapping the Global Surgical Package? (September 2016)</a>                                   | A proposal from CMS on how it will implement a MACRA requirement to collect information about the number and level of visits provided during a procedure's assigned global period will impact ASA members who practice pain medicine. |
| September 2016 | The Silent M in CMS packs a Big Punch                                      | Timely Topic: <a href="#">The Silent M in CMS packs a Big Punch (September 2016)</a>   | No two Medicaid programs are alike. Read this Timely Topic to learn about some of the many differences in the Medicaid programs, and how to find out what you should know about your program for proper billing and payment.          |

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| September 2016 | Ready for Business: AQI Launches New Era of Quality Reporting                | Ready for Business: AQI Launches New Era of Quality Reporting. ASA Monitor, 2016, Volume 80, Number 9, p 46   | On June 30, 2016, the Anesthesia Quality Institute's (AQI's) National Anesthesia Clinical Outcomes Registry (NACOR) successfully transitioned its data collection platform to health analytics provider ArborMetrix.   |
| September 2016 | Website Enhancements Continue: QMDA and QRA Offer Online Tools for Practices | Hertzberg L, Quill E. Website Enhancements Continue: QMDA and QRA Offer Online Tools for Practices. ASA Monitor, 2016, Volume 80, Number 9, p 58-59 | For many years, QMDA has supplied valuable member resources on the Quality Improvement website, and QMDA and QRA worked to make these resources more easily available to members.  |
| August 2016    | Avoiding Fraud and Abuse: Follow the Rules of the Road                       | Timely Topic: <a href="#">Avoiding Fraud and Abuse: Follow the Rules of the Road (August 2016)</a>  | CMS offers an informative booklet to help physicians learn about federal fraud/abuse laws. Read more in this latest Timely Topic   |
| August 2016    | Trends in Ambulatory Surgery Centers: A Result of Myriad Forces              | Rock-Klotz J, Halzack N. Trends in Ambulatory Surgery Centers: A Result of Myriad Forces. ASA Monitor, 2016, Volume 80, Number 8, p 14-17           | The first ambulatory surgery center (ASC) opened in 1970, and there are almost 5,500 Medicare-certified ASCs currently in the United States.   |
| August 2016    | AQI Reports  | Richardson E. AQI Reports. ASA Monitor, 2016, Volume 80, Number 8, p 50-51  | Collection of data is all well and good, but improvement in patient outcomes requires the ability to turn information into action. The AQI Practice Quality Improvement Committee (PQIC) will collect and present examples of this principle so that all of us can learn from those who are doing it well. |
| August 2016    | MACRA Rule: Proposed vs. Finalized   | Merrick S, Popovich M. MACRA Rule: Proposed vs. Finalized. ASA Monitor, 2016, Volume 80, Number 8, p 59   | The proposed rule on MACRA is very complex and CMS may very well revise some of its proposals in its final rule. It is important to stay informed and engaged as the rule making process progresses.   |



| Month/Year  | Title   | Reference   | Summary  |
|-------------|---|---|--|
| August 2016 | Payments to Physicians Are Just Part of the Picture                   | Merrick S. Payments to Physicians Are Just Part of the Picture. ASA Monitor, 2016, Volume 80, Number 8, p 58-59 | As payments to physicians for professional services is increasingly impacted by all costs of care, anesthesiologists will benefit from a basic understanding of how Medicare determines payments to hospitals, ambulatory surgery centers, skilled nursing facilities and home health care agencies  |
| July 2016   | Revalidation Notices: Do Not Ignore Them!                             | Timely Topic: <a href="#">Revalidation Notices: Do Not Ignore Them! (July 2016)</a>                             | This ASA Timely Topic provides the information and resources you need to help you understand the CMS provider enrollment and revalidation process. Failure to revalidation enrollment information when requested to do so could result in possible delays in your Medicare payments and/or deactivation of your Medicare billing privileges. |
| July 2016   | New ICD-10-CM Codes for Unintended Awareness Under General Anesthesia | Timely Topic: <a href="#">New ICD-10-CM Codes for Unintended Awareness Under General Anesthesia (July 2016)</a> | The 2017 edition of ICD-10-CM will include new codes that describe the uncommon instance of unintended awareness under general anesthesia. This Timely Topic explains more about these new codes –including when they become effective and how to properly use them  |
| July 2016   | MACRA Proposed Rule Released  | Merrick S, Popovich M. MACRA Proposed Rule Released. ASA Monitor, 2016, Volume 80, Number 7, p 57               | As proposed, MACRA will differ from the all or nothing approach used in PQRS and will allow for more flexibility in reporting and scoring.   |
| July 2016   | Closing Out PQRS, Moving Onto MACRA                                   | Popovich M. Closing Out PQRS, Moving Onto MACRA. ASA Monitor, 2016, Volume 80, Number 7, pp 56-57               | The transition from the known PQRS program to the proposed MACRA program will require that anesthesiologists understand where their strengths and challenges lie in identifying measures to report , the methods on how to report and how they can be fairly and accurately scored.  |

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|------------|---|--|--|
| July 2016  | Seeking Posters for PRACTICE MANAGEMENT 2017          | Seeking Posters for PRACTICE MANAGEMENT 2017. ASA Monitor, 2016, Volume 80, Number 7, p36                            | The Committee on Practice Management and the Foundation for Anesthesia Education and Research (FAER) will continue its successful abstract and poster session format for the 2017 program. Abstracts may be submitted via <a href="http://www.asahq.org/meetings/practice-managment">www.asahq.org/meetings/practice-managment</a> from August 1 through October 31, 2016. |
| June 2016  | Updates to the Recovery Audit Program                 | Timely Topic: <a href="#">Updates to the Recovery Audit Program (June 2016)</a>                                      | This Timely Topic discusses recent updates to the Medicare Part B Recovery Audit Program.  |
| June 2016  | CMS Policy Change: Unused or Discarded Drugs          | Timely Topic: <a href="#">CMS Policy Change: Unused or Discarded Drugs (June 2016)</a>                               | CMS plans to implement a new policy on reporting discarded/unused drugs. Read this Timely Topic for details.   |
| June 2016  | MACRA and APMs  | Merrick S, Popovich M. MACRA and APMs  | A reminder that not all Alternative Payment Models (APMs) will qualify for the 5% bonus available from 2019-2024 or the 0.75% increase to the Medicare conversion factor starting in 2026.   |
| June 2016  | Locum Tenens: Make Sure You Know the Rules            | Chisolm K. Locum Tenens: Make Sure You Know the Rules. ASA Monitor, 2016, Volume 80, Number 6, pp 62-63              | If your practice uses locum tenens anesthesiologists, it is important that you understand the rules and regulations for billing Medicare for these services.   |
| June 2016  | Using O.R. Metrics to Drive Perioperative Performance | Mesrobian R. Using O.R. Metrics to Drive Perioperative Performance. ASA Monitor, 2016, Volume 80, Number 6, pp 44-46 | Becoming expert in O.R. efficiency is important to anesthesiology groups desiring to achieve higher efficiency in their perioperative area.  |

| Month/Year | Title   | Reference   | Summary   |
|------------|---|---|---|
| June 2016  | Benchmarking Anesthesiologists' Performance: Understanding Factors That Impact Productivity | Hudson M. Benchmarking Anesthesiologists' Performance: Understanding Factors That Impact Productivity. ASA Monitor, 2016, Volume 80, Number 6, pp 40-42 | Benchmarking productivity is increasingly used to evaluate physicians and physician practices. As such, a thorough understanding of factors impacting productivity is essential.  |
| June 2016  | Benchmarking Clinical Quality Outcomes  | Lagasse R. Benchmarking Clinical Quality Outcomes. ASA Monitor, 2016, Volume 80, Number 6, pp 36-38   | A summary of how anesthesia groups, hospitals and accrediting agencies use clinical quality benchmarks for performance improvement.   |
| May 2016   | MACRA Implementation: Pulse Checks along the Way  | Timely Topic: <a href="#">MACRA Implementation: Pulse Checks along the Way (May 2016)</a>   | Passage of MACRA legislation was not the end of a process. In fact it was just the beginning. Feedback on MACRA via mandated GAO and MedPAC reports along with the large number of comment letters CMS will receive in response to its proposed rule will play an important part in how MACRA will be put into operation. |
| May 2016   | Is Your ICD-10 Transition Still on Track?   | Timely Topic: <a href="#">Is Your ICD-10 Transition Still on Track? (May 2016)</a>  | A Timely Topic to provide a timely reminder on the importance of seeing your transition to ICD-10 through to the end. The memo provides links to helpful tools and resources.   |
| May 2016   | The MACRA Maelstrom: Beginning to Unpack the Payment Milieu                                 | Popovich M, Merrick S. The MACRA Maelstrom: Beginning to Unpack the Payment Milieu. ASA Monitor, 2016, Volume 80, Number 5, pp 60-61                    | ASA members will need to learn about how passage of the Medicare Access and CHIP Reauthorization Act (MACRA) and the plethora of regulatory work that will ensue will impact their practices.   |

| Month/Year | Title   | Reference   | Summary  |
|------------|---|---|--|
| May 2016   | Can Physician-administered Anesthesia Survive as a Viable Practice Model? | Sibert K. Can Physician-administered Anesthesia Survive as a Viable Practice Model?, ASA Monitor, 2016, Volume 80, Number 5, pp 48-50 | In this article, Karen Sibert, M.D., presents this very important question. The article includes two differing points of view from Zachary Deutch, M.D. and Michael Simon, M.D.  |
| May 2016   | ASA Emerging Leaders Scholarship Program                                  | Page S. ASA Emerging Leaders Scholarship Program. ASA Monitor, 2016, Volume 80, Number 5, pp 42-43                                    | The Emerging Leaders Scholarship program facilitates residents' participation in the ASA Practice Management Conference. Scholarship winners receive \$1000 toward the costs of registration, travel and hotel accommodations to attend the Conference's Resident Track. Read this article to learn how to apply for a scholarship for 2017. |
| May 2016   | Residents Get on Track at Practice Management Conference                  | Kraus M. Residents Get on Track at Practice Management Conference. ASA Monitor, 2016, Volume 80, Number 5, p 40                       | The Resident Track at the ASA Practice Management Conference provides invaluable educational offerings to help residents prepare for the non-clinical aspects of anesthesia practice.  |
| May 2016   | Practice Management 2016 Critical Information at a Critical Time          | Mesrobian J. Critical Information at a Critical Time. ASA Monitor, 2016, Volume 80, Number 5, pp 36-39                                | Jay Mesrobian, M.D. provides a summary of Practice Management 2016 which took place January 29-31 in San Diego. After reading this article, mark your calendars now for Practice Management 2017 which will take place on January 27-31, 2017 at the Gaylord Texan Resort.   |
| April 2016 | Medicare Appeals Process  | Timely Topic: <a href="#">Medicare Appeals Process (April 2016)</a>   | Read this Timely Topic to learn how to navigate your way through the steps to follow if Medicare incorrectly denies or underpays a claim.  |

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|------------|--|---|---|
| April 2016 | Advance Beneficiary Notices                                    | Timely Topic: <a href="#">Advance Beneficiary Notices (April 2016)</a>  | In this Timely Topic, Kenneth Stone, M.D. provides an in-depth look at how to properly execute an Advance Beneficiary Notice (ABN) - a feature of the Medicare program by which, under specific circumstances, a patient may be made liable if Medicare denies payment for a claim rendered for services provided.                        |
| April 2016 | ICD 10 Transition: Don't Quit Before You Cross the Finish Line | Merrick S. ICD-10 Transition: Don't Quit Before You Cross the Finish Line. ASA Monitor, 2016, Volume 80, Number 4, pp 48-49 | To assist providers in their transition to ICD-10, the Centers for Medicare & Medicaid Services (CMS) allows some coding flexibility for one year after transition. Take time now to be sure that continued success in ICD-10 reporting is not dependent on policies that will expire on September 30, 2016.                              |
| March 2016 | CMS HOP Panel  | Timely Topic: <a href="#">CMS HOP Panel (March 2016)</a>  | Johnathan Pregler, M.D. is a member of the CMS Advisory Panel of Hospital Outpatient Payments. In this Timely Topic, he explains the role and function of this panel and how it affects ASA members and their practices.  |
| March 2016 | CMS Explains Change to 2016 Conversion Factors                 | Timely Topic: <a href="#">CMS Explains Change to 2016 Conversion Factors (March 2016)</a>                                   | In January 2016, the Centers for Medicare & Medicaid Services (CMS) issued notice that the anesthesia and RBRVS conversion factors would decrease due to technical errors in the underlying calculations within the fee schedule. This Timely Topic offers additional information as provided by CMS in its March 2016 correction notice. |
| March 2016 | PQRS 2016: Reporting Options Beyond Claims                     | Hielsberg C, Popovich M. PQRS 2016: Reporting Options Beyond Claims. ASA Monitor, 2016, Volume 80, Number 3, pp36-37        | The removal of a claims-based reporting mechanism for most of the 2016 anesthesia care measures may be a source of anxiety. This article provides information on other reporting mechanisms that can be used to satisfactorily report PQRS for 2016.  |

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|---------------|---|--|---|
| February 2016 | Medicare's Final Rule: Reporting and Returning of Overpayments                    | Timely Topic: <a href="#">Medicare's Final Rule Reporting and Returning of Overpayments (February 2016)</a>                                | The Centers for Medicare & Medicaid Services (CMS) has issued a final rule on reporting/returning Medicare overpayments. Read this Timely Topic to learn about what you may need to do to comply.   |
| February 2016 | The A B C's [and D] of Medicare   | Timely Topic: <a href="#">The A B C's [and D] of Medicare (February 2016)</a>  | Because many new Medicare payment methods combine –or differentiate – between the parts of the Medicare program, a review of Medicare basics is in order. Read this Timely Topic to learn about the ABC and Ds of Medicare.                                     |
| February 2016 | CMS Mandating Bundled Payments for Comprehensive Care for Joint Replacement (CJR) | Merrick S. CMS Mandating Bundled Payments for Comprehensive Care for Joint Replacement (CJR). ASA Monitor, 2016, Volume 80, Number 2, p 69 | Starting in April 2016, the CJR model holds selected hospitals financially accountable for the quality and cost of a CJR episode of care and incentives increased coordination of care among hospitals, physicians and post-acute care providers.               |
| February 2016 | Improper Payments: A Past, Present and Future Problem                             | Merrick S. Improper Payments: A Past, Present and Future Problem. ASA Monitor, 2016, Volume 80, Number 2, pp 68-69                         | There is more to the Medicare Access and CHIP Reauthorization Act (MACRA) than repeal of the Sustainable Growth Rate (SGR) formula. A full section of the law is focused on reducing improper Medicare payments.  |
| January 2016  | National Correct Coding Initiative Policy Manual for Medicare Services            | Timely Topic: <a href="#">National Correct Coding Initiative Policy Manual for Medicare Services (January 2016)</a>                        | <i>The 2016 National Correct Coding Initiative Policy Manual for Medicare Services</i> is now available on the CMS website. This manual is an excellent reference tool for understanding the rationale and policies behind the NCCI edits of the previous year. |
| January 2016  | Coding for Nitrous Oxide for Labor Analgesia                                      | Timely Topic: <a href="#">Coding for Nitrous Oxide for Labor Analgesia (January 2016)</a>  | Read this Timely Topic to learn how to properly report use of nitrous oxide for labor analgesia.  |

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|--------------|--|--|---|
| January 2016 | Quality Reporting in 2016: Changes to Measure and Reporting Mechanisms to Affect Practices                                       | Popovich M. Quality Reporting in 2016: Changes to Measure and Reporting Mechanisms to Affect Practices. ASA Monitor, 2016, Volume 80, Number 1, pp 48-49   | The release of the 2016 Physician Fee Schedule has presented members and their practices with a number of considerations regarding their choice of reporting method and measures to report for this year.   |
| January 2016 | The 2015 Job Market for Graduating Anesthesiology Residents  | Stein E, Mesrobian J, Abouleish A. The 2015 Job Market for Graduating Anesthesiology Residents. ASA Monitor, 2016, Volume 80, Number 1, pp 20-24   | The ASA Committee on Practice Management has completed its fourth annual survey of graduating anesthesiology residents.   |
| January 2016 | Protecting PHI and Cyber Liability Insurance   | Epstein J, Semo J, Parker B. Protecting PHI and Cyber Liability Insurance. ASA Monitor, 2016, Volume 80, Number 1, pp 14-18  | 2015 will likely end up being the most notorious year to date in regard to data breaches, with the area of health care clearly in the crossroads. The risks of a data breach are very real, and the regulatory requirements and potential costs of dealing with such an occurrence can be overwhelming. |
| January 2016 | Pain Medicine Practice: How to Succeed in the New Health Care Landscape, and Reasons to Attend the ASA/ASRA Special Pain Program | Provenzano D, Marshall L. Pain Medicine Practice: How to Succeed in the New Health Care Landscape, and Reasons to Attend the ASA/ASRA Special Pain Program. ASA Monitor, 2016, Volume 80, Number 1, pp 12-13 | Understanding strategies to effectively manage a pain practice and provide care in this complicated health care delivery system, while also ensuring the sustainability of the practice is critical   |

| Month/Year    | Title   | Reference   | Summary  |
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| January 2016  | PRACTICE MANAGEMENT 2016: Getting From Quality to Value   | Hertzberg L, Szokol J. PRACTICE MANAGEMENT 2016: Getting From Quality to Value. ASA Monitor, 2016, Volume 80, Number 1, pp. 10-11             | The PRACTICE MANAGEMENT 2016 Conference, to be held January 29-31 in San Diego, is designed to help attendees demonstrate that quality in anesthesia care will generate value to patients, health care facility, payers and anesthesia groups. |
| December 2015 | 2015 Timely Topics Word Puzzle  | Timely Topic: <a href="#">2015 Timely Topics Word Puzzle (December 2015)</a>  | We offer a bit of fun to end the year. Search the word puzzle in this Timely Topic for some of the issues that kept us busy in 2015 – and that we will see again in 2016.  |
| December 2015 | Challenges, Challenges...and Opportunity  | Merrick, S. (2015). 2016: Challenges, Challenges...and Opportunity. ASA NEWSLETTER, Volume 79 (Issue 12), pp. 48.                             | This article describes challenges anesthesiologists will face in 2016 related to MedPAC, CPT Editorial Panel, RUC, New ICD-10 codes, and new payment methods (MACRA and CCJR).   |
| December 2015 | Are You Reporting Paravertebral Facet Joint Nerve Destruction Correctly?                        | Timely Topic: <a href="#">Are You Reporting Paravertebral Facet Joint Nerve Destruction Correctly? (December 2015)</a>                        | Proper reporting of paravertebral facet joint radiofrequency Neurotomy   |
| November 2015 | Is Locum Tenens a 60-day Fix for Your Practice?   | Timely Topic: <a href="#">Is Locum Tenens a 60-Day Fix for Your Practice? (November 2015)</a>   | This article will help you determine if locum tenens arrangements can help if you use a substitute physician to provide care when a physician anesthesiologist is absent due to illness, pregnancy, vacation or continuing education.          |
| November 2015 | Why Did the Medicare Conversion Factor Go Down for 2016 When MACRA Said It Would Go Up by 0.5%? | Timely Topic: <a href="#">Why Did the Medicare Conversion Factor Go Down for 2016 When MACRA Said It Would Go Up by 0.5%? (November 2015)</a> | This article describes why the Medicare conversion factor went down when MACRA said it would go up by 0.5%.  |



| Month/Year     | Title   | Reference  | Summary  |
|----------------|---|--|--|
| November 2015  | Anesthesia Services and the OIG Work Plan                                   | Timely Topic: <a href="#">Anesthesia Services and the OIG Work Plan (November 2015)</a>  | Each year, the Department of Health and Human Services (HHS) Office of Inspector General (OIG) publishes a summary of the issues it plans to review as part of its work to identify and prevent waste and fraud in the Medicare and Medicaid programs. The 2016 Work Plan was recently released and it includes two items specific to anesthesia. This article describes what the OIG is looking into. |
| November 2015  | 2016 ASA CROSSWALK and Relative Value Guide – Order Now!                    | Merrick, S. (2015). 2016 ASA CROSSWALK and Relative Value Guide – Order Now. <i>ASA NEWSLETTER, Volume 79</i> (Issue 11), pp. 32.                                    | With the transition to ICD-10-CM/PCS, the 2016 CPT® code set will include many new or revised codes. It's important that ASA members stay current on these annual changes. The 2016 ASA CROSSWALK and RVG will help ensure anesthesiologists properly report the anesthesia and pain medicine procedures they perform.   |
| October 2015   | ASA Surveys Results for Commercial Fees Paid for Anesthesia Services – 2015 | Stead, S. & Merrick, S. (2015). ASA Surveys Results for Commercial Fees Paid for Anesthesia Services – 2015. <i>ASA NEWSLETTER, Volume 79</i> (Issue 10), pp. 48-54. | This article discusses the annual commercial conversion factor survey for 2015. It reports to ASA members the average contractual amounts for the top five contracts and presents a regional survey of trends in commercial contracting.   |
| September 2015 | Navigating PQRS Reporting Through the ASA QCDR                              | Antos, A. & Popovich, M. (2015). Navigating PQRS Reporting Through the ASA QCDR. <i>ASA NEWSLETTER, Volume 79</i> (Issue 9), pp. 62-63.                              | This article discusses the Physician Quality Reporting System (PQRS) and reporting it through the ASA Qualified Clinical Data Registry (QCDR) option. Furthermore, it discusses how QCDR is a distinctly different option from claims-based reporting and steps to take to report PQRS through QCDR.   |

| Month/Year     | Title  | Reference  | Summary  |
|----------------|--|--|--|
| September 2015 | Commercial Payers and the ICD-10-CM Transition                   | Timely Topic: <a href="#">Commercial Payers and the ICD-10-CM Transition (September 2015)</a>                | The October 1, 2015 switch from ICD-9-CM to ICD-10-CM/PCS is approaching quickly. CMS recently announced a one-year learning period which allows for flexibility in the specificity of the codes. This article discusses whether major private health plans will mirror CMS's policy.  |
| September 2015 | ICD-10-CM: The Devil Is In the Details                           | Timely Topic: <a href="#">ICD-10-CM: The Devil Is In the Details (September 2015)</a>                        | On August 24, 2015, ASA presented a webinar on "ICD-10-CM For Anesthesiologists" that included examples of ICD-10-CM coding for both surgical anesthesia and pain medicine. One of the participants asked when to include additional codes beyond the main diagnosis code and how to know if/when additional codes might be required. This Timely Topic includes more information about that question. |
| August 2015    | Expand Your Medicaid Knowledge                                   | Ayoobi, S. (2015). Expand Your Medicaid Knowledge. <i>ASA NEWSLETTER, Volume 79 (Issue 8)</i> , pp. 58-60.   | This article discusses anesthesia and pain policies under different Medicaid plans.  |
| August 2015    | CMS/AMA Guidance on ICD-10 Transition: What Does It Really Mean? | Timely Topic: <a href="#">CMS/AMA Guidance on ICD-10 Transition: What Does It Really Mean? (August 2015)</a> | The October 1, 2015 deadline approaching for the transition from ICD-9-CM to ICD-10-CM/PCS. Information included in a joint announcement from Centers for Medicare and Medicaid Services (CMS) and the American Medical Association (AMA) may make the transition a little easier as it establishes some elements of flexibility that were not previously specified.                                   |

| Month/Year  | Title  | Reference  | Summary  |
|-------------|--|--|--|
| August 2015 | ICD-10-CM Testing- Don't Skip This Essential Step                      | Timely Topic: <a href="#">ICD-10-CM Testing- Don't Skip This Essential Step (August 2015)</a>  | The transition date from ICD-9-CM to the ICD-10-CM/PCS code sets is October 1, 2015. As we begin counting down the last few weeks, now is the time to make sure that you have done everything you can to prepare for this switch. One very important preparation action is to test your claims.  |
| July 2015   | MACRA Strategy: Quality Reporting and Contribution to Savings          | Stead, S. (2015). MACRA Strategy: Quality Reporting and Contribution to Savings. <i>ASA NEWSLETTER, Volume 79 (Issue 7)</i> , pp. 6-9. | Dr. Stan Stead, ASA's Vice President for Professional Affairs, discusses MACRA's rules and regulations.  |
| July 2015   | The Vital Signs of Your Practice: Days in Accounts Receivable          | Timely Topic: <a href="#">The Vital Signs of Your Practice: Days in Accounts Receivable (July 2015)</a>                                | Knowing if your billing operation is performing effectively is a vital aspect of financial viability in an anesthesia or pain medicine practice. Just as it is important to monitor your patient's vital signs, it is also important to monitor the vital signs of your practice—one being days in accounts receivables (A/R). Monitoring your days in accounts receivable can provide an overview of how efficiently your revenue cycle is flowing. |
| July 2015   | What can Certified Anesthesiologist Assistants Bring to Your Practice? | Timely Topic: <a href="#">What can Certified Anesthesiologist Assistants Bring to Your Practice? (July 2015)</a>                       | Article to learn more about Anesthesiologist Assistants and what they can bring to your practice. Provides information about implementing them into your practice.   |

| Month/Year | Title   | Reference   | Summary   |
|------------|---|---|---|
| June 2015  | The 2014 Job Market for Graduating Anesthesiology Residents                   | Abouleish, A, Mesrobian, J., & Stein, E. (2015). The 2014 Job Market for Graduating Anesthesiology Residents. <i>ASA NEWSLETTER, Volume 79 (Issue 6)</i> , pp. 54-57. | The ASA Committee on Practice Management completed the third annual survey of graduating anesthesiology residents. The article describes survey findings such as current status of the anesthesiology job market.   |
| June 2015  | Have You Mapped Your Most Commonly Reported ICD-9-CM Codes to ICD-10-CM?      | Timely Topic: <a href="#">Have You Mapped Your Most Commonly Reported ICD-9-CM Codes to ICD-10-CM? (June 2015)</a>  | An ASA Timely Topic article listed ten questions that you should be asking yourself about ICD-10. One of those questions was “ <i>Have you mapped your most commonly reported ICD-9-CM codes to ICD-10-CM?</i> ” This TT shows how to find copies of Medicare Local Coverage Determinations that include ICD-10-CM codes to help you with this important step in your preparation for ICD-10-CM |
| June 2015  | Ten Questions to Ask Yourself about ICD-10-CM                                 | Timely Topic: <a href="#">Ten Questions to Ask Yourself about ICD-10-CM (June 2015)</a>   | The transition to ICD-10 is just a little more than 3 months away. It is important to use the time between now and October 1, 2015 well to ensure that your practice’s transition goes as smoothly as possible. This Timely Topic will help you learn what questions you should be asking yourself about your ICD-10 preparation.   |
| May 2015   | Electronic Health Records: Understanding Implications for Anesthesia Practice | Cohen, N. (2015). Electronic Health Records: Understanding Implications for Anesthesia Practice. <i>ASA NEWSLETTER, Volume 79 (Issue 5)</i> , pp. 36-39.              | Dr. Neal Cohen explains the challenges associated with implementing an EHR system.  |
| May 2015   | MACRA’s Impact Starts Before 2019   | Timely Topic: <a href="#">MACRA’s Impact Starts Before 2019 (May 2015)</a>  | The compliance and coding provisions of the Medicare Access and CHIP Reauthorization Act of 2015 (MACRA) that will have an impact before 2019.  |

| Month/Year | Title   | Reference  | Summary   |
|------------|---|--|---|
| May 2015   | OIG Issues Report on Incorrect Place of Service Codes on Claims | Timely Topic: <a href="#">OIG Issues Report on Incorrect Place of Service Codes on Claims (May 2015)</a>                           | A recent report from the Health and Human Services Office of Inspector General (HHS-OIG) has found that improper reporting of Place of Service on claims for physician services has resulted in potential overpayments totaling approximately \$33.4 million for services performed from January 2010 to September 2012. OIG audits often result in increased scrutiny of claims. Anesthesiologists and pain physicians can use the information found in this Timely Topic article to help ensure that they are correctly reporting place of service on the claims they submit. |
| April 2015 | The Effects of Health Plan Virtual Credit Card Payments         | Shaker, M. (2015). The Effects of Health Plan Virtual Credit Card Payments. <i>ASA NEWSLETTER, Volume 79</i> (Issue 4), pp. 40-41. | The article discusses the effects of health plan virtual credit card (VCC) payments.  |

| Month/Year | Title  | Reference   | Summary   |
|------------|--|---|---|
| April 2015 | Modifications to Medicare's MUE Program                        | Timely Topic: <a href="#">Modifications to Medicare's MUE Program (April 2015)</a>                            | <p>The Centers for Medicare and Medicaid Services (CMS) have long been looking for ways to save the Medicare program money and to reduce paid claim error rates. CMS implemented the National Correct Coding Initiative (NCCI) procedure-to-procedure claims edits in 1996. In 2007, CMS added another type of claims edit under NCCI – Medically Unlikely Edits (MUE) and in April of 2013, CMS modified the MUE program so that some MUE values would be date of service edits rather than just claim line edits. Read this ASA Timely Topic article to expand your knowledge of MUE edits and how they impact your claim submissions.</p>  |
| April 2015 | What Anesthesiologists Need to Know about Reporting E&M or TCM | Timely Topic: <a href="#">What Anesthesiologists Need to Know about Reporting E&amp;M or TCM (April 2015)</a> | <p>As anesthesiologists assume a broader role in perioperative care, there may be other opportunities to bill for clinical services beyond those included in the anesthesia codes. Coding and documentation requirements related to these services are different than the traditional anesthesia billing requirements which include routine pre-, intra- and postoperative management. This article describes the clinical services that might be billed using evaluation and management (E&amp;M) codes and the requirements for billing for transitional care management related to services provided to patients when the services are provided to patients during the 30-day period following discharge from a hospital admission, observational status or nursing home</p> |

| Month/Year | Title  | Reference  | Summary   |
|------------|--|--|---|
| April 2015 | Tools and Resources: Staying Up-To-Date with the Medicare Physician Fee Schedule | Timely Topic: <a href="#">Tools and Resources: Staying Up-To-Date with the Medicare Physician Fee Schedule (April 2015)</a>                            | The Medicare Physician Fee Schedule is complex and has a lot of moving parts—as evidenced by correction notices and other updates and revisions issued by the CMS. This Timely Topic shows physicians how they can confirm payment accuracy.  |
| April 2015 | Medicare Provider Enrollment Programs: General Information and New Policies      | Timely Topic: <a href="#">Medicare Provider Enrollment Programs: General Information and New Policies (April 2015)</a>                                 | Medicare's enrollment system uses a language of its own and it is important for healthcare providers to familiarize themselves with the basics. This article will help expand knowledge of basic enrollment terms and to learn about some new Medicare procedures intended to increase the accuracy of a provider's enrollment information. |
| March 2015 | Newly Proposed CMS Performance Measures for Anesthesiologists                    | Hyder, J. & Johnson, V. (2015). Newly Proposed CMS Performance Measures for Anesthesiologists. <i>ASA NEWSLETTER, Volume 79 (Issue 3)</i> , pp. 22-25. | ASA has proposed six measures to CMS for consideration. The authors discuss these measures and other proposed CMS performance measures relevant to anesthesiologists.   |
| March 2015 | How Do You See the Payment Landscape Post SGR?                                   | Timely Topic: <a href="#">How Do You See the Payment Landscape Post SGR? (March 2015)</a>  | The U.S. House's passage of the Medicare Access and CHIP Reauthorization Act signaled that Medicare payment methodology change is coming. This article assists anesthesia and pain practices to become familiar with the road ahead.  |

| Month/Year    | Title   | Reference  | Summary   |
|---------------|---|--|---|
| February 2015 | 2015: More Changes Ahead                          | Merrick, S. & Popovich, M. (2015). PQRS, Payment and the 2015 Physician Fee Schedule. <i>ASA NEWSLETTER, Volume 79</i> (Issue 2), pp. 52-54. | The article discusses more changes from the 2015 Medicare Physician Fee Schedule (PFS).   |
| February 2015 | ICD-10: Resources to Help in Your Transition      | Timely Topic: <a href="#">ICD-10: Resources to Help in Your Transition (February 2015)</a>   | The transition from ICD-9-CM to ICD-10-CM/PCS is October 1, 2015. As the countdown begins, this article will help you learn more about resources that are available to assist you with this transition.   |
| January 2015  | PQRS, Payment and the 2015 Physician Fee Schedule | Merrick, S. & Popovich, M. (2015). PQRS, Payment and the 2015 Physician Fee Schedule. <i>ASA NEWSLETTER, Volume 79</i> (Issue 1), pp. 32-34. | The article discusses information from the 2015 Medicare Physician Fee Schedule (PFS).  |
| January 2015  | MACs and Facet Joint Injections                   | Timely Topic: <a href="#">MACs and Facet Joint Injections (January 15, 2015)</a>   | As a healthcare provider offering Medicare services, it is important to know who serves as your regional Medicare Administrative Contractor (MAC). In the absence of a national policy, it is essential to know and follow the policies in effect for your particular MAC. This article will provide further information. |



| Month/Year    | Title   | Reference  | Summary   |
|---------------|---|--|---|
| December 2014 | Anesthesia Value Proposition: An Introduction to a Practice Business Strategy | Ananth, A. & Choi, Alexander. (2014). Anesthesia Value Proposition: An Introduction to a Practice Business Strategy. <i>ASA NEWSLETTER, Volume 78</i> (Issue 12), pp. 34-36. | Over the next several months, the Committee on Practice Management will present various articles in order to help members think about how to create and improve their value proposition.  |
| December 2014 | CMS Announces Next Opportunity for ICD-10 Testing                             | Timely Topic: <a href="#">CMS Announces Next Opportunity for ICD-10 Testing (December 2014)</a>  | The next round of end-to-end testing for will take place from April 27 until May 1, 2015. All ASA members are encouraged to take advantage of these opportunities to help ensure a smooth and successful transition to ICD-10-CM/PCS on October 1, 2015. Participants will be selected from the pool of providers who volunteer via a registration process through their Medicare Administrative Contractor (MAC). Registration will close on January 9, 2015 and this article describes why it is important to watch your MAC's website for instructions on how to be a part of this important element of the transition to ICD-10-CM/PCS. |
| December 2014 | ASC X12: Electronic Health Data Interchange Standards                         | Timely Topic: <a href="#">ASC X12: Electronic Health Data Interchange Standards (December 2014)</a>  | With hospitals and individual medical practices becoming more and more digitized, it is no surprise that electronic data interchange (EDI) is on the rise. This article discusses the role that ASC X12 plays in EDI and how ASA is involved in ASC X12.  |

| Month/Year    | Title   | Reference   | Summary  |
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| December 2014 | ICD-10-CM Mapping Guide                               | Timely Topic: <a href="#">ICD-10-CM Mapping Guide (December 2014)</a>   | The ASA Department of Payment and Practice Management has created an ICD-10-CM Mapping Guide Tool Kit to help anesthesiologists and pain medicine physicians in the transition from ICD-9-CM to ICD-10-CM  |
| November 2014 | 2015 ASA CROSSWALK and ASA Relative Value Guide (RVG) | Merrick, S. & Shaker, M. (2014). 2015 ASA CROSSWALK and ASA Relative Value Guide (RVG). <i>ASA NEWSLETTER, Volume 78</i> (Issue 11), pp. 26-27. | Members are strongly encouraged to order the 2015 ASA CROSSWALK and ASA Relative Value Guide (RVG).  |
| November 2014 | CAC 101   | Timely Topic: <a href="#">CAC 101 (November 2014)</a>   | An article providing more information on the Contractor Advisory Committee (CAC) as well as interviews with state representatives.   |
| November 2014 | The ABC's of ABN                                      | Timely Topic: <a href="#">The ABC's of ABN (November 2014)</a>  | The Advance Beneficiary Notice of Noncoverage (ABN), Form CMS-R-13, is a written notice issued by providers to beneficiaries before providing healthcare services under Medicare Part B. With physicians feeling the hit of rising costs for providing patient services and a decrease in payment, the ABN is a vital part of collecting every possible legitimate dollar for rendered services. |
| November 2014 | Exchange 101  | Timely Topic: <a href="#">Exchange 101 (November 2014)</a>  | Healthcare coverage is available through federal and state exchange programs. An "exchange" allows individuals and employers to compare and select from a variety of Qualified Health Plans (QHPs) for their families and employees. This article provides more information on exchanges.  |

| Month/Year     | Title   | Reference   | Summary  |
|----------------|---|---|--|
| October 2014   | ASA 2014 Survey Results for Commercial Fees Paid for Anesthesia Services    | Merrick, S. & Stead, S. (2014). ASA 2014 Survey Results for Commercial Fees Paid for Anesthesia Services. <i>ASA NEWSLETTER, Volume 78</i> (Issue 10), pp. 64-69. | The article discusses 2014 ASA Commercial Conversion Factor Survey results.  |
| September 2014 | RUC Review of 'Misvalued' Codes   | Leib, M. (2014). RUC Review of 'Misvalued' Codes. <i>ASA NEWSLETTER, Volume 78</i> (Issue 9), pp. 50-51.  | Dr. Leib, Chair of ASA's Committee on Economics, discusses the American Medical Association (AMA)/Specialty Society Relative Value Update Committee (RUC).   |
| September 2014 | Bundled Payments for Care Improvement Initiative (BCPI)                     | Timely Topic: <a href="#">Bundled Payments for Care Improvement Initiative (BPCI) (September 2014)</a>  | Under BCPI selected healthcare organizations have the option to enter into one of four different payment models. BCPI models combine payment for all procedures patients receive throughout an episode of care. The goal of these new payment models is high quality of care provided at lower costs. This article describes those 4 models.   |
| September 2014 | New Specific HCPCS Modifiers for Distinct Procedural Services (Modifier 59) | Timely Topic: <a href="#">New Specific HCPCS Modifiers for Distinct Procedural Services (Modifier 59) (September 2014)</a>  | Effective January 1, 2015, the Centers for Medicare and Medicaid Services recently announced they are issuing four specific Healthcare Common Procedure Coding System (HCPCS) modifiers that will supersede Modifier 59— <i>used to identify procedures/services, other than E/M services, that are not normally reported together, but are appropriate under the circumstances.</i> |
| August 2014    | Hiring The Right Fit For Your Practice- What You Need to Know               | Ayoubi, S. & Shaker, M. (2014). Hiring The Right Fit For Your Practice- What You Need to Know. <i>ASA NEWSLETTER, Volume 78</i> (Issue 8), pp. 50-51.             | The writers discuss what qualifications to look for when hiring individuals for your healthcare practice.  |

| Month/Year  | Title   | Reference  | Summary  |
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| August 2014 | ICD-10: Getting Ready for October 1, 2015               | Timely Topic: <a href="#">ICD-10: Getting Ready for October 1, 2015 (August 2014)</a>  | The transition date from ICD-9-CM to the ICD-10-CM/PCS code sets is October 1, 2015. One very important preparation action is to test your claims and this article presents more information about how to test your ICD-10-CM claims with Medicare.  |
| August 2014 | Change is NOW: Learn More About Bundled Payments        | Timely Topic: <a href="#">Change is NOW: Learn More About Bundled Payments (August 2014)</a>                                       | In today's changing world of healthcare, payers are moving away from volume based care and are venturing into bundled payment systems. This article will help you discover what resources you need to be fully prepared for this up and coming change.   |
| August 2014 | Revalidation  | Timely Topic: <a href="#">Revalidation (August 2014)</a>   | All Medicare-enrolled providers that have enrolled prior to March 25, 2011 will be required to submit their revalidation application after receiving notification from their from their Medicare Administrative Contractor (MAC). This article presents the quickest and easiest methods to revalidate in order to prevent payment hold and deactivation of billing privileges |
| July 2014   | Practice Management and the Perioperative Surgical Home | Weyand, A. (2014). Practice Management and the Perioperative Surgical Home. <i>ASA NEWSLETTER, Volume 78</i> (Issue 7), pp. 58-59. | The writer discusses how the PSH model serves as an example of how good practice management can improve medical practices.   |
| July 2014   | Resident Track  | Timely Topic: <a href="#">Resident Track (July 2014)</a>   | Information about the opportunities for resident physicians at PRACTICE MANAGEMENT 2015.   |

| Month/Year | Title   | Reference   | Summary   |
|------------|---|---|---|
| July 2014  | Modifier 50   | Timely Topic: <a href="#">Modifier 50 (July 2014)</a>   | CMS issued instructions on how to report bilateral procedures. This article on Modifier 50 will help make sure your claims for these procedures are reported properly and paid promptly.  |
| July 2014  | Tools and Resources: Star Your Favorites  | Timely Topic: <a href="#">Tools and Resources: Star Your Favorites (July 2014)</a>  | With the healthcare industry in a continuous state of change and challenge, providers may find themselves lost in a bundle of information. To make your hunt easier, this article contains a compiled list of relevant resources from ASA and CMS.  |
| June 2014  | Practice Management 2014: Implementing a Perioperative Surgical Home: Start With Why...And Then Start | Boudreaux, A. & Vetter, T. (2014). Practice Management 2014: Implementing a Perioperative Surgical Home: Start With Why...And Then Start. <i>ASA NEWSLETTER, Volume 78 (Issue 6)</i> , pp. 28-29. | Dr. Boudreaux and Dr. Vetter discuss why and how practices should implement a PSH.  |
| June 2014  | Open Payments   | Timely Topic: <a href="#">Open Payments (June 2014)</a>   | As described by CMS, "Open Payments is a national disclosure program that promotes transparency by publishing the financial relationships between the medical industry and healthcare providers (physicians and hospitals) on a publicly accessible website developed by CMS." This article provides more information about this program and what you can do to make sure the data linked to you is accurate. |

| Month/Year | Title   | Reference   | Summary   |
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| June 2014  | Exclusive Contracts and Closed/Open Departments                                     | Timely Topic: <a href="#">Exclusive Contracts and Closed/Open Departments (June 2014)</a>   | Exclusive contracts are not the solution for job security that most anesthesiologists believe it is. They can present substantial legal barriers to prevent competitors from exercising anesthesiology privileges. But exclusive contracts can be lost, terminated, and outbid on various levels. This article further discusses these circumstances and the differences between exclusive contracts and closed/open departments  |
| June 2014  | Reporting E&M Services and Anesthesia Services Together in the Pre-operative Period | Timely Topic: <a href="#">Reporting E&amp;M Services and Anesthesia Services Together in the Pre-operative Period (June 2014)</a> | As anesthesiologists assume a broader role in perioperative care, there may be other opportunities to bill for clinical services beyond those included in the anesthesia codes. Coding and documentation requirements related to these services are different than the traditional anesthesia billing requirements which include routine pre-, intra- and postoperative management. This article describes the clinical services that might be billed using evaluation and management (E&M) codes and the requirements for billing for transitional care management related to services provided to patients when the services are provided to patients during the 30-day period following discharge from a hospital admission, observational status or nursing home. |
| June 2014  | Tense about ICD-10  | Timely Topic: <a href="#">Tense about ICD-10? (June 2014)</a>   | This Reduce your ICD-10 tension by reading this Payment and Practice Management Memo. The transition to the new code set is expected to take place on October 1, 2015. Take advantage of the extra time to learn more about ICD-10-CM diagnosis coding.   |

| Month/Year | Title  | Reference  | Summary   |
|------------|--|--|---|
| May 2014   | Practice Management 2014: Current Challenges, Future Opportunities and Identifying Value | Mesrobian, J. (2014). Practice Management 2014: Current Challenges, Future Opportunities and Identifying Value. <i>ASA NEWSLETTER, Volume 78</i> (Issue 5), pp. 28-29. | Dr. Mesrobian, Chair of the Committee on Practice Management discusses key highlights from PRACTICE MANGEMENT 2014.   |
| May 2014   | Modifier 59 – Distinct Procedural Service  | Timely Topic: <a href="#">Modifier 59 – Distinct Procedural Service (May 2014)</a>   | This modifier is one of the most potent modifiers within the CPT® code set. CMS released an article that describes both correct and incorrect use of modifier 59. When CMS and its contractors that process claims see instances of improper coding, they often issue what they term “provider education” on the issue(s). This CMS article may or may not be a result of such an observation but nonetheless, it is information you should know and use when submitting your claims. |
| May 2014   | NGS Announces Prepayment Review for Specific Evaluation and Management Services          | Timely Topic: <a href="#">NGS Announces Prepayment Review for Specific Evaluation and Management Services (May 2014)</a>   | National Government Services (NGS) announced it will conduct prepayment reviews on claims for higher level Evaluation and Management (E/M) codes for both inpatient and office services. NGS states that the results of these reviews will serve as the starting point for provider-education materials. If a request for documentation is received, it is important to address it promptly. You will have 30 days to respond.  |

| Month/Year | Title   | Reference  | Summary  |
|------------|---|--|--|
| May 2014   | How Graceful is the Grace Period?                       | Timely Topic: <a href="#">How Graceful is the Grace Period? (May 2014)</a>   | CMS is responsible for implementing the many provisions within the Patient Protection and Affordable Care Act (ACA). One of those provisions could put healthcare professionals at risk for providing services without payment. This specific provision is referred to as the “90-day grace period.”   |
| April 2014 | 2013 Job Market for Graduating Anesthesiology Residents | Abouleish, A., Mesrobian, J. & Stein, E. (2014). 2013 Job Market for Graduating Anesthesiology Residents. <i>ASA NEWSLETTER, Volume 78</i> (Issue 4), pp. 44-47. | The ASA Committee on Practice Management has completed the second annual survey of graduating anesthesiology residents. The main goal of this survey is to better identify current market trends in the anesthesiology job market.   |
| April 2014 | ICD-10-CM/PCS Delay: What Does It Mean To You?          | Timely Topic: <a href="#">ICD-10-CM/PCS Delay: What Does It Mean To You? (April 2014)</a>  | The Protecting Access to Medicare Act of 2014, H.R. 4302 not only provided a one year patch for the Sustainable Growth Rate (SGR) formula, it also further delayed transition to ICD-10-CM/PCS. The ASA PPM Department conducted a survey to determine ASA members’ viewpoints on how the delay would impact them. We prepared a brief questionnaire via Survey Monkey and sent a link to various ASA Committees and to the ASA members who follow us on LinkedIn. The survey ran from April 7-10, 2014 and garnered 27 responses. |



| Month/Year    | Title   | Reference  | Summary   |
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| April 2014    | The Company Model: Update on ASA Efforts to Address a Growing Problem | Timely Topic: <a href="#">The Company Model: Update on ASA Efforts to Address a Growing Problem (April 2014)</a>                     | The term ‘company model’ refers to a financial arrangement in which referring physicians seek to share in revenue from anesthesia services. More specifically, referring physicians set up a separate company to bill for the anesthesia services, then pass along only a portion of the revenue to the anesthesia provider, keeping the rest as profit. This article describes ASA strategies to address this major problem. |
| March 2014    | Moral Hazards Presented By The Anesthesia Company Model               | Epstein, J. (2014). Moral Hazards Presented By The Anesthesia Company Model. <i>ASA NEWSLETTER, Volume 78 (Issue 3)</i> , pp. 18-19. | The writer describes ethical conflicts that have begun to emerge that further call the Anesthesia Company Model into question.  |
| March 2014    | ICD-10 Readiness Testing  | Timely Topic: <a href="#">ICD-10 Readiness Testing (March 2014)</a>  | CMS has updated previously announced information to provide more information about opportunities to make sure your practice will be ready to submit claims with ICD-10-CM codes for services provided on/after October 1, 2014. MLM Matters® Number SE1409 has been revised to include more information which is described in this article.   |
| March 2014    | Medical Education Debt Management                                     | Timely Topic: <a href="#">Medical Education Debt Management (March 2014)</a>   | The Association of American Medical Colleges (AAMC) released its “Education Debt Manager” monograph to help both new and graduating residents navigate the complex world of education loan management and repayment. This article summarizes this monograph.  |
| February 2014 | Constant Change   | Merrick, S. (2014). Constant Change. <i>ASA NEWSLETTER, Volume 78 (Issue 2)</i> , pp. 52-53.   | The article discusses key points of the CY2014 Medicare Physician Fee Schedule (MPFS), the rule making process and future changes.  |

| Month/Year    | Title  | Reference   | Summary  |
|---------------|--|---|--|
| February 2014 | Value-Based Payment Modifier                               | Timely Topic: <a href="#">Value-Based Payment Modifier (February 2014)</a>  | This article discusses important changes from CMS's 2014 Medicare Physician Fee Schedule (MPFS) Final Rule. The VBPM is directly tied to participating in the Physician Quality Reporting System (PQRS)  |
| February 2014 | Integrating Anesthesiologist Assistants Into Your Practice | Timely Topic: <a href="#">Integrating Anesthesiologist Assistants Into Your Practice (February 2014)</a>  | The purpose of this article is to provide instruction and guidance to anesthesiology practices that intend to integrate AAs. This document is a guide; specific issues related to incorporation of AAs will vary depending upon state and hospital regulations.  |
| January 2014  | Implementing an Anesthesia Information Management System   | Deshur, M. & Szokol, J. (2014). Implementing an Anesthesia Information Management System. <i>ASA NEWSLETTER, Volume 78 (Issue 1)</i> , pp. 22-24. | The writers provided a broad overview regarding Anesthesia Information Management System (AIMS) implementation.  |
| January 2014  | The Rulemaking Process and the Medicare Fee Schedule       | Timely Topic: <a href="#">The Rulemaking Process and the Medicare Fee Schedule (January 2014)</a>   | The annual proposed and final rules govern Medicare physician payment policies while providing updates to the Medicare Physician Fee Schedule (PFS). This article describes positive or negative payment changes of the Physician Quality Reporting System (PQRS) and Value-Based Payment Modifier (VBPM) programs affect how payment or policy changes. Furthermore, it describes the rulemaking process. |

| Month/Year    | Title  | Reference   | Summary   |
|---------------|--|---|---|
| December 2013 | A Growing Problem: Results of the Second ASA Survey on the Company Model | Merrick, S. & Mesrobian, J. (2013). A Growing Problem: Results of the Second ASA Survey on the Company Model. <i>ASA NEWSLETTER, Volume 77</i> (Issue 12), pp. 46-48. | The article discusses results of a survey ASA conducted on the company model. ASA distributed the survey June 2013.   |
| December 2013 | Meaningful Use – Stage 2 Extension and Stage 3 Delay                     | Timely Topic: <a href="#">Meaningful Use - Stage 2 Extension and Stage 3 Delay (December 2013)</a>  | CMS and the Office of the National Coordinator (ONC) for Health Information Technology announced an extension of Stage 2 into 2016 and delaying Stage 3 into 2017 of the Electronic Health Record Incentive Program (“meaningful use”). This article describes how this will affect anesthesiologists.  |
| November 2013 | PRACTICE MANAGEMENT 2014: YOU CAN’T AFFORD NOT TO BE HERE                | Merrick, S. & Mesrobian, J. (2013). PRACTICE MANAGEMENT 2014: YOU CAN’T AFFORD NOT TO BE HERE. <i>ASA NEWSLETTER, Volume 77</i> (Issue 11), pp. 50-51.                | PRACTICE MANAGEMENT 2014 will take place January 24-26, 2014 in Dallas, Texas.  |
| November 2013 | RACS – Be in the Know  | Timely Topic: <a href="#">RACS - Be in the Know (November 2013)</a>   | RACs are to protect the Medicare program by identifying and correcting improper Medicare payments and referring potential fraud to CMS. RAC objectives include identifying improper payments by Medicare Administrative Contractors (MACs), conducting post-payment reviews to identify overpayments and underpayments and recouping any overpayments identified. This article further explains the importance of proper documentation and claims review. |

| Month/Year     | Title  | Reference   | Summary   |
|----------------|--|---|---|
| October 2013   | ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2013 | Merrick, S., Miller, T. & Stead, S. (2013). ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2013. <i>ASA NEWSLETTER, Volume 77</i> (Issue 10), pp. 58-63. | The article discusses the results of the 2013 ASA commercial conversion factor survey.  |
| October 2013   | Protected Health Information   | Timely Topic: <a href="#">Protected Health Information (October 2013)</a>   | PHI refers to individually identifiable health information that is transmitted or maintained by a covered entity and its associations. However, with the substantial amount of information multifaceted healthcare organizations carry today, a potential breach in complying with HIPAA is not as unlikely as one may think. |
| September 2013 | Local Coverage Determinations: Where They Come From and Why They Matter  | Merrick, S. (2013). Local Coverage Determinations: Where They Come From and Why They Matter. <i>ASA NEWSLETTER, Volume 77</i> (Issue 9), pp. 60-61, 63.                       | The writer describes the LCD process and elaborates on the Contractor Advisory Committee (CAC).   |
| September 2013 | ICD-10-CM/PCS: Thirteen Months and Counting                              | Timely Topic: <a href="#">ICD-10-CM/PCS: Thirteen Months and Counting.... (September 2013)</a>  | This article describes what can be expected in the months leading to the ICD-9 to ICD-10 coding transition. It also describes what will and will not change in the coding process.  |
| August 2013    | ASA Efforts to Improve the EHR Incentive Program                         | Couch, G. (2013). ASA Efforts to Improve the EHR Incentive Program. <i>ASA NEWSLETTER, Volume 77</i> (Issue 8), pp. 60-61.  | The article discusses the EHR Incentive Program.  |

| Month/Year | Title   | Reference  | Summary  |
|------------|---|--|--|
| July 2013  | ASA Partners With FDA's Safe Use Initiative to Reduce Preventable Medication Harm | Cammarata, B., Peairs, C. & Pearlstein, L. (2013). ASA Partners With FDA's Safe Use Initiative to Reduce Preventable Medication Harm. <i>ASA NEWSLETTER, Volume 77</i> (Issue 7), pp. 52-54. | The ASA has partnered with the Food and Drug Administration's (FDA) Safe Use Initiative on two major initiatives to improve the safe use of medications.   |
| July 2013  | Anesthesiologist Assistants and the QZ Modifier                                   | Timely Topic: <a href="#">Anesthesiologist Assistants and the QZ Modifier (July 2013)</a>  | When providing anesthesia services, anesthesiologist assistants (AAs) must work with anesthesiologist oversight – as specified under the laws of the state where the anesthesiologist and AA practice. Instances in which the required elements to bill a case as medically directed are not met for a case involving an anesthesiologist assistant should be uncommon. If such a circumstance were to happen, it is important to review applicable state law to determine whether the case met the state specific requirements. |
| June 2013  | The Perioperative Surgical Home Model   | Fahy, B., Leib, M., Merrick, S., Rosenquist, R. & Schweitzer, M. (2013). The Perioperative Surgical Home Model. <i>ASA NEWSLETTER, Volume 77</i> (Issue 6), pp. 58-59.                       | The writers elaborate on how the ASA is currently developing the Perioperative Surgical Home (PSH) model of care as a counterpart to the Patient-Centered Medical Home (PCMH).   |
| May 2013   | NCCI: What Is It and How to Use It...Correctly                                    | Merrick, S. (2013). NCCI: What Is It and How to Use It...Correctly. <i>ASA NEWSLETTER, Volume 77</i> (Issue 5), pp. 58-59, 61.   | The article takes a deeper look at the National Correct Coding Initiative (NCCI).  |

| Month/Year    | Title  | Reference  | Summary   |
|---------------|--|--|---|
| April 2013    | What You Need to Do to Avoid a Negative Adjustment                                 | Merrick, S. (2013). What You Need to Do to Avoid a Negative Adjustment. <i>ASA NEWSLETTER, Volume 77</i> (Issue 4), pp. 50-51.   | The article discusses the Value-Based Payment Modifier (VBPM).  |
| March 2013    | Protect Competency-based Pain Care in Your State                                   | Pearlstein, L. (2013). Protect Competency- based Pain Care in Your State. <i>ASA NEWSLETTER, Volume 77</i> (Issue 3), pp. 52-53.   | The Centers of Medicare and Medicaid Service's (CMS) new national policy will allow Medicare funds to be used to pay nurse anesthetists (NAs) for treating chronic pain. This policy only applies to NAs who are permitted to perform these services under state law. |
| February 2013 | Important Developments on Electronic Health Records                                | Couch, G. (2013). Important Developments on Electronic Health Records . <i>ASA NEWSLETTER, Volume 77</i> (Issue 2), pp. 46-47.   | The article discusses regulatory and legislative developments related to the Electronic Health Record (EHR) Incentive Program.  |
| January 2013  | What Every Resident Needs to Know About Practice Management...and Where to Find It | Ananth, A. & Helgeson, L. (2013). What Every Resident Needs to Know About Practice Management...and Where to Find It. <i>ASA NEWSLETTER, Volume 77</i> (Issue 1), pp. 18-19. | Writers identify useful practice management resources for residents.  |
| January 2013  | Will 2013 Be the Year of the Audit?  | Merrick, S. (2013). Will 2013 Be the Year of the Audit?. <i>ASA NEWSLETTER, Volume 77</i> (Issue 1), pp. 38-39.  | The article describes audit programs, such as: The Recovery Audit Program, National Correct Coding Initiative (NCCI) and the Health and Human Services Office of the Inspector General (OIG) 2013 Work Plan.  |

| Month/Year     | Title   | Reference  | Summary  |
|----------------|---|--|--|
| December 2012  | How Was the Job Market for Graduation Residents in 2012?                                | Abouleish, A., Mesrobian, J. & Stein, E. (2012). How Was the Job Market for Graduation Residents in 2012?. <i>ASA NEWSLETTER, Volume 76</i> (Issue 12), pp. 44-46.             | The ASA sent a survey to residents nationwide in June 2012. Survey results conclude that most residents applied to four to nine practices but only received job offers from one to three groups.           |
| November 2012  | ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2012                | Merrick, S., Miller, T. & Stead, S. (2012). ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2012 . <i>ASA NEWSLETTER, Volume 76</i> (Issue 11), pp. 44-48. | The ASA conduct its conversion factor survey annually. The results indicate that the national commercial conversion factor average for 2012 was \$67.94.   |
| October 2012   | ASA Partners on Medicine Abuse Project to Reduce Misuse and Abuse of Prescription Drugs | Pearlstein, L. (2012). ASA Partners on Medicine Abuse Project to Reduce Misuse and Abuse of Prescription Drugs. <i>ASA NEWSLETTER, Volume 76</i> (Issue 10), pp. 46-47.        | The ASA has partnered with The Partnership at Drugfree.org on the Medicine Abuse Project. This project raises awareness about the dangers of abusing prescription as well as over-the-counter medications. |
| September 2012 | The Meaningful Use Hurdle   | Couch, G. (2012). The Meaningful Use Hurdle . <i>ASA NEWSLETTER, Volume 76</i> (Issue 9), pp. 40-41.   | The writer discusses the difficulties anesthesiologists face with the Electronic Health Record (EHR) Incentive Program.  |
| August 2012    | ICD 10: Get Ready, Get Set...   | Merrick, S. (2012). ICD 10: Get Ready, Get Set... . <i>ASA NEWSLETTER, Volume 76</i> (Issue 8), pp. 70-71.   | The writer discusses the transition from ICD-9CM to ICD-10-CM/PCS.   |

| Month/Year    | Title  | Reference   | Summary  |
|---------------|--|---|--|
| July 2012     | Know Your Quality and Costs  | Byrd, J. (2012). Know Your Quality and Costs. <i>ASA NEWSLETTER, Volume 76</i> (Issue 7), pp. 48-49.  | The article further explains QRURs, the creation process and what kind of information they provide.  |
| June 2012     | Breadth and Depth of Anesthesia Drug Shortages Increasing: Summary of ASA Survey | Byrd, J. & Singh, L. (2012). A Bouquet of Regulatory Issues . <i>ASA NEWSLETTER, Volume 76</i> (Issue 6), pp. 56-57.                            | The writers describe the results of an ASA drug shortage survey.   |
| May 2012      | A Bouquet of Regulatory Issues   | Byrd, J. (2012). A Bouquet of Regulatory Issues . <i>ASA NEWSLETTER, Volume 76</i> (Issue 5), pp. 48-49.  | The article goes in depth about the following regulatory issues: Medicare conversion factors, 4010 to 5010 transition, drug shortages and Comparative Billing Reports (CBR) on pain management services. |
| April 2012    | Fatigue and Its Potential Impact on Patient Safety                               | Byrd, J. (2012). Fatigue and Its Potential Impact on Patient Safety. <i>ASA NEWSLETTER, Volume 76</i> (Issue 4), pp. 48-49.                     | Details of an alert issued by The Joint Commission (JTC) titled, "Health care worker fatigue and patient safety" is analyzed.  |
| March 2012    | Anesthesia Claims and the 5010 Standards   | Doyle, C., Leib, M. & Merrick, S. (2012). Anesthesia Claims and the 5010 Standards . <i>ASA NEWSLETTER, Volume 76</i> (Issue 3), pp. 42-43, 45. | The article explains the function of X12N version 5010, the designated standard for electronic claims submission.  |
| February 2012 | The Increasing Consolidation of Our Industry                                     | Galinanes, F. (2012).The Increasing Consolidation of Our Industry. <i>ASA NEWSLETTER, Volume 76</i> (Issue 2), pp. 52-53.                       | Franc Galinanes, a representative of the Medical Group Management Association (MGMA)-Anesthesia Administration Assembly (AAA) discusses healthcare consolidation methods.                                |



| Month/Year    | Title   | Reference  | Summary   |
|---------------|---|--|---|
| January 2012  | CMS October Rules and Regulations: Trick or Treat?        | Byrd, J. (2012). CMS October Rules and Regulations: Trick or Treat?. <i>ASA NEWSLETTER, Volume 76</i> (Issue 1), pp. 40-41.                                    | The writer discusses new rules and regulations released by CMS, October 2011.                                   |
| January 2012  | The Case for Hiring Anesthesiologist Assistants           | Mesrobian, J & Odom, H. (2012). The Case for Hiring Anesthesiologist Assistants . <i>ASA NEWSLETTER, Volume 76</i> (Issue 1), pp. 22-23, 36.                   | The article explains the role of the anesthesiologist assistant (AAs) and discusses the benefits of hiring AAs. |
| December 2011 | Changes in Coding and Compliance for Pain Medicine        | Dombrowski, J., Merrick, S. & Stead, S. (2011). Changes in Coding and Compliance for Pain Medicine. <i>ASA NEWSLETTER, Volume 75</i> (Issue 12), pp. 22-26.    | Writers describe how to properly report pain procedures.  |
| November 2011 | 2011 Commercial Conversion Factor Survey Results- Part II | Byrd, J. & Singh, L. (2011). 2011 Commercial Conversion Factor Survey Results- Part II. <i>ASA NEWSLETTER, Volume 75</i> (Issue 11), pp. 38-40.                | A continuation of result findings for the 2011 ASA commercial conversion factor survey.                         |
| October 2011  | 2011 Commercial Conversion Factor Survey Results          | Byrd, J. & Singh, L. (2011). ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2011. <i>ASA NEWSLETTER, Volume 75</i> (Issue 10), pp. 38-41. | The article discusses the results of the 2011 ASA commercial conversion factor survey.                          |

| Month/Year     | Title  | Reference  | Summary  |
|----------------|--|--|--|
| September 2011 | Malpractice by Nurse Anesthetist Calls into Question <i>Feres</i> Doctrine | Byrd, J. (2011). Malpractice by Nurse Anesthetist Calls into Question <i>Feres</i> Doctrine. <i>ASA NEWSLETTER, Volume 75</i> (Issue 9), pp. 64-65.                      | The writer outlines all factors of the <i>Feres</i> Doctrine.  |
| August 2011    | ACOs and the Surgical Home   | Byrd, J., Cohen, N. & Singh, L. (2011). ACOs and the Surgical Home. <i>ASA NEWSLETTER, Volume 75</i> (Issue 8), pp. 48-50.   | Writers describe Accountable Care Organizations (ACOs) and what they mean to anesthesiologists. They also discuss the surgical home concept.   |
| July 2011      | No Shortage of Drug Shortages: Results of ASA Survey                       | Byrd, J. & Singh, L. (2011). No Shortage of Drug Shortages: Results of ASA Survey. <i>ASA NEWSLETTER, Volume 75</i> (Issue 7), pp. 56-59.                                | The <i>NEWSLETTER</i> column discusses results of a Drug Shortage Summit the ASA co-convened with the American Society of Health System Pharmacists (ASHP), the American Society of Clinical Oncology) and the Institute for Safe Medication Practices (ISMP). |
| June 2011      | Billing for Anesthesia Services and the QZ Modifier: A Lurking Problem     | Byrd, J., Merrick, S. & Stead, S. (2011). Billing for Anesthesia Services and the QZ Modifier: A Lurking Problem. <i>ASA NEWSLETTER, Volume 75</i> (Issue 6), pp. 36-38. | The article outlines the debate over the QZ modifier.  |
| May 2011       | Episode-Based (Bundled) Payments for Anesthesiology                        | Merrick, S. & Stead, S. (2011). Episode-Based (Bundled) Payments for Anesthesiology. <i>ASA NEWSLETTER, Volume 75</i> (Issue 5), pp. 40-45.                              | The writers discuss episode-based payments for anesthesiology.   |

| Month/Year    | Title  | Reference  | Summary   |
|---------------|--|--|---|
| May 2011      | Are 'Meaningful Use' Requirements Meaningful for Anesthesiologists?      | Byrd, J. (2011). Are 'Meaningful Use' Requirements Meaningful for Anesthesiologists?. <i>ASA NEWSLETTER, Volume 75 (Issue 5)</i> , pp. 50-52.                    | The writer describes the Medicare EHR Incentive Program and the multiple stages of meaningful use requirements.   |
| April 2011    | The Extent of the Problem: ASA Survey Results for the 'Company Model'    | Byrd, J. & Singh, L. (2011). The Extent of the Problem: ASA Survey Results for the 'Company Model'. <i>ASA NEWSLETTER, Volume 75 (Issue 4)</i> , pp. 38-40.      | The article discusses results of a survey ASA conducted on the company model. The survey began December 10, 2010 and ended January 10, 2011.  |
| March 2011    | Anesthesia Conversion Factors  | Byrd, J. & Merrick, S (2011). Anesthesia Conversion Factors. <i>ASA NEWSLETTER, Volume 75 (Issue 3)</i> , pp. 38-40.   | The writers discuss the 2011 anesthesia conversion factor rate and how it was determined. The writers go in depth about the Medicare sustainable growth rate (SGR), physician practice information survey (PPIS) and the Medicare Economic Index (MEI). |
| February 2011 | Performance Measures: Present and Future                                 | Byrd, J. & Johnstone, R (2011). Performance Measures: Present and Future. <i>ASA NEWSLETTER, Volume 75 (Issue 2)</i> , pp. 56-58.                                | The writer defines current options for reporting performance measures and predictions for the future of performance.  |
| January 2011  | What Can a Professional Administrator and MGMA AAA Do for Your Practice? | Comes, S. & Walton, M. (2011). What Can a Professional Administrator and MGMA AAA Do for Your Practice?. <i>ASA NEWSLETTER, Volume 75 (Issue 1)</i> , pp. 18-19. | The article describes different skills a professional practice administrator can bring to an anesthesia practice.   |

| Month/Year    | Title   | Reference   | Summary  |
|---------------|---|---|--|
| January 2011  | Volume II: 2010 Commercial Conversion Factor Survey Results   | Byrd, J. & Singh, L. (2011). Volume II: 2010 Commercial Conversion Factor Survey Results. <i>ASA NEWSLETTER, Volume 75</i> (Issue 1), pp. 38-40.                              | The writers elaborate on the October 2010 <i>NEWSLETTER</i> article for the commercial conversion factor study.  |
| December 2010 | Anesthesia Groups Should Consider Offering Critical Care Services                                   | Byrd, J. Maccioli G. & Scott, S. (2010). Anesthesia Groups Should Consider Offering Critical Care Services . <i>ASA NEWSLETTER, Volume 74</i> (Issue 12), pp. 40-42.          | The writers present survey results on a study for critical care services. ASA identifies reasons why groups do not provide these services and the challenges they face.  |
| December 2010 | Myth or Fact? Nurse Anesthetists Cost Less Than Anesthesiologists                                   | Abouleish, A., Cohen, N. & Stead, S. (2010). Myth or Fact? Nurse Anesthetists Cost Less Than Anesthesiologists. <i>ASA NEWSLETTER, Volume 74</i> (Issue 12), pp. 30-34,51.    | The writers describe the compensation of anesthesiologists and nurse anesthetists.   |
| November 2010 | Keeping Up With Regulations: ASA Comment Letter to CMS on 2011 Physician Fee Schedule Proposed Rule | Byrd, J. (2010). Keeping Up With Regulations: ASA Comment Letter to CMS on 2011 Physician Fee Schedule Proposed Rule. <i>ASA NEWSLETTER, Volume 74</i> (Issue 11), pp. 34-35. | The ASA sends a comment letter to the CMS on the 2011 Physician Fee Schedule Proposed Rule. The comment highlights four major issues: Medicare Economic Index, Physician Quality Reporting Initiative, site of service anomalies and anesthesia services as potentially misvalued. |
| October 2010  | ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2010                            | Byrd, J. (2010). ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2010. <i>ASA NEWSLETTER, Volume 74</i> (Issue 10), pp. 44-47.                            | The article discusses results of the ASA commercial conversion factor survey.  |

| Month/Year     | Title  | Reference  | Summary   |
|----------------|--|--|---|
| September 2010 | Is There an Anesthesiologist in the House?   | Byrd, J. & Peterson, M. (2010). Is There an Anesthesiologist in the House?. <i>ASA NEWSLETTER, Volume 74</i> (Issue 9), pp. 42-43.                                 | The main focus of this article is the results of a study published by the RAND Corporation. RAND uses the demand-based analysis (DBA) as one of its methodologies to assess Anesthesia shortages and surpluses for all states.                |
| August 2010    | ASA Releases Template Forms and Resources for CMS Interpretive Guidelines Implementation | Byrd, J. (2010). ASA Releases Template Forms and Resources for CMS Interpretive Guidelines Implementation. <i>ASA NEWSLETTER, Volume 74</i> (Issue 8), pp. 54-55.  | The writer discusses ASA template forms and resources for the CMS Interpretive Guidelines Implementation, The Joint Commission (TJC) Sentinel Event Alerts and a new fraud reporting announcement from the Office of Inspector General (OIG). |
| July 2010      | ASA Convinces RAC to Discontinue Anesthesia E&M Services Review                          | Cohen, N., Merrick, S. & Stead, S. (2010). ASA Convinces RAC to Discontinue Anesthesia E&M Services Review. <i>ASA NEWSLETTER, Volume 74</i> (Issue 7), pp. 54-55. | The ASA expresses concern over an issue posted on the Health Data Insights (HDI) website.   |
| June 2010      | The Regulatory Tsunami Awaits  | Byrd, J. (2010). The Regulatory Tsunami Awaits. <i>ASA NEWSLETTER, Volume 74</i> (Issue 6), pp. 42-43.   | The Patient Protection and Affordable Care Act (PPACA) and Health Care and Education Reconciliation Act of 2010 will bring forth changes for all of medicine, as well as the practice of anesthesia.  |
| May 2010       | The HIPAA Privacy Rule: Be Aware or Beware   | Byrd, J. (2010). The HIPAA Privacy Rule: Be Aware or Beware. <i>ASA NEWSLETTER, Volume 74</i> (Issue 5), pp. 48-49.  | The <i>NEWSLETTER</i> column discusses the "Privacy Rule" issued by the Department of Health and Human Services (HHS).  |

| Month/Year    | Title   | Reference   | Summary   |
|---------------|---|---|---|
| April 2010    | Recovery Audit Contractors (RACs) Are Here to Stay  | Byrd, J. (2010). Recovery Audit Contractors (RACs) Are Here to Stay. <i>ASA NEWSLETTER, Volume 74 (Issue 4)</i> , pp. 46-47.  | The article explains how the Recovery Audit Contractor (RAC) program became permanent.  |
| March 2010    | CMS Issues Revised Hospital Interpretive Guidelines   | Byrd, J. (2010). CMS Issues Revised Hospital Interpretive Guidelines. <i>ASA NEWSLETTER, Volume 74 (Issue 3)</i> , pp. 38-39.   | The writer discusses new hospital interpretive guideline revisions and how it impacts the practice of anesthesia.             |
| February 2010 | Are you 'Actively Warming' to PQRI in 2010?   | Byrd, J., Fleisher, L. & Johnstone, R. (2010) Are you 'Actively Warming' to PQRI in 2010?. <i>ASA NEWSLETTER, Volume 74 (Issue 2)</i> , pp. 42-43.  | The writers describe the CMS Physician Quality Reporting Initiative (PQRI) and new ways for anesthesiologists to participate. |
| January 2010  | Full Implementation of Anesthesia Teaching Rule: A Victory for Academic Programs and the Entire Specialty | Amoe, H., Byrd, J. & Merrick, S. Full Implementation of Anesthesia Teaching Rule: A Victory for Academic Programs and the Entire Specialty. <i>ASA NEWSLETTER, Volume 74 (Issue 1)</i> , pp. 38-39. | The Centers of Medicare and Medicaid Services (CMS) implement the Medicare anesthesiology teaching rule reform.               |
| December 2009 | Surgical CAHPS® Survey- Why Anesthesiologists Should Pay Attention  | Byrd, J. (2009). Surgical CAHPS® Survey- Why Anesthesiologists Should Pay Attention. <i>ASA NEWSLETTER, Volume 73 (Issue 12)</i> , pp. 34-35.   | The writer describes Surgical CAHPS® Survey results.  |

| Month/Year     | Title   | Reference   | Summary   |
|----------------|---|---|---|
| November 2009  | Cornucopia of Practice Management Issues                                  | Byrd, J. (2009). Cornucopia of Practice Management Issues. <i>ASA NEWSLETTER, Volume 73</i> (Issue 11), pp. 42-43.                                | The article explains current practice management issues.  |
| October 2009   | The Commercial Survey Results Strike Back                                 | Byrd, J. (2009). The Commercial Survey Results Strike Back. <i>ASA NEWSLETTER, Volume 73</i> (Issue 10), pp. 42-43.                               | The ASA analyzes Commercial Survey results.   |
| September 2009 | Analysis of Ambulatory Surgery Center Growth Rate                         | Byrd, J. (2009). Analysis of Ambulatory Surgery Center Growth Rate. <i>ASA NEWSLETTER, Volume 73</i> (Issue 9), pp. 30-31.                        | KNG Health Consulting, LLC analyzes the recent growth of Medicare services provided at Ambulatory Surgical Centers (ASCs).    |
| August 2009    | ASA Survey Results for Commercial Fees Paid for Anesthesia Services- 2009 | Byrd, J. (2009). ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2009. <i>ASA NEWSLETTER, Volume 73</i> (Issue 8), pp. 46-48. | The article discusses the results of the 2009 ASA commercial conversion factor survey.  |
| July 2009      | Untouchable No More: The Recession Impacts Anesthesiologists              | Byrd, J. (2009). Untouchable No More: The Recession Impacts Anesthesiologists. <i>ASA NEWSLETTER, Volume 73</i> (Issue 7), pp. 26-27.             | The writer evaluates economic issues which may change the current payment system and declining volume.                        |
| June 2009      | ASA Urges OIG to Take Action on the 'Company Model'                       | Byrd, J. (2009). ASA Urges OIG to Take Action on the 'Company Model'. <i>ASA NEWSLETTER, Volume 73</i> (Issue 6), pp.33 and 45.                   | The ASA submits a request to the Office of Inspector General (OIG) to issue a Special Advisory bulletin on the company model. |

| Month/Year    | Title   | Reference   | Summary   |
|---------------|---|---|---|
| May 2009      | Red Flag in Morn, Physicians Be Warned                                      | Byrd, J. (2009). Red Flag in Morn, Physicians Be Warned. <i>ASA NEWSLETTER, Volume 73</i> (Issue 5), pp.40-41.  | The article explains the Federal Trade Commission (FTC) "Red Flag Rules".                                 |
| April 2009    | When Usual and Customary is Neither   | Byrd, J. (2009). When Usual and Customary is Neither. <i>ASA NEWSLETTER, Volume 73</i> (Issue 4), pp.30-31.   | The writer describes the Usual, Customary and Reasonable (UCR) concept.                                   |
| March 2009    | The Ghost of Study Past: New RAND Study Shows Shortage of Anesthesiologists | Byrd, J & Peterson, M. (2009). The Ghost of Study Past: New RAND Study Shows Shortage of Anesthesiologists. <i>ASA NEWSLETTER, Volume 73</i> (Issue 3), pp.39-40. | RAND's economic analysis of survey data demonstrates a 54.1 percent anesthesiologist shortage in the U.S. |
| February 2009 | E-Prescribing   | Byrd, J. (2009). E-Prescribing. <i>ASA NEWSLETTER, Volume 73</i> (Issue 2), pp.48-49.   | The article elaborates on the CMS incentive program on E-prescribing.                                     |
| January 2009  | All Aboard the PQRI Express...Next Stop, Health System Reform               | Byrd, J. (2009). All Aboard the PQRI Express...Next Stop, Health System Reform. <i>ASA NEWSLETTER, Volume 73</i> (Issue 1), pp.24-25.                             | The Physician Quality Reporting Initiative (PQRI) program evolves into a program with 153 measures.       |
| December 2008 | The Many Facets of the OIG Facet Report                                     | Byrd, J., Cohen, N. & Merrick, S. (2008). The Many Facets of the OIG Facet Report. <i>ASA NEWSLETTER, Volume 72</i> (Issue 12), pp.32-35.                         | The Office of Inspector General (OIG) investigates potential improper payment for pain procedures.        |



| Month/Year     | Title  | Reference   | Summary  |
|----------------|--|---|--|
| November 2008  | A Question of Patient Safety: Disruptive Physicians and Colleagues | Byrd, J. & Webb, M. (2008). A Question of Patient Safety: Disruptive Physicians and Colleagues. <i>ASA NEWSLETTER, Volume 72 (Issue 11)</i> , pp.27-28. | The Joint Commission (JTC) issues a Sentinel Event Alert (Alert), which addresses, “behaviors that undermine a culture of safety”. |
| October 2008   | Delayed or Not: ASA Will Help You Transition to ICD-10             | Byrd, J. & Merrick, S. (2008). Delayed or Not: ASA Will Help You Transition to ICD-10. <i>ASA NEWSLETTER, Volume 72 (Issue 10)</i> , pp.20-22, 34.      | The writers discuss ICD-10.  |
| September 2008 | Designing a Flexible Compensation System                           | Blough, G & Scott, S. (2008). Designing a Flexible Compensation System. <i>ASA NEWSLETTER, Volume 72 (Issue 9)</i> , pp.38-40.                          | The article discusses how to create a flexible compensation system.  |
| July 2008      | What’s in a Rating? Patients Using Web Sites to Rate Physicians    | Byrd, J. (2008). What’s in a Rating? Patients Using Web Sites to Rate Physicians. <i>ASA NEWSLETTER, Volume 72 (Issue 7)</i> , pp.28-29.                | The writer evaluates the growing health care ratings service business.   |
| June 2008      | The New Face of Practice Management and Quality at ASA             | Byrd, J. (2008). The New Face of Practice Management and Quality at ASA. <i>ASA NEWSLETTER, Volume 72 (Issue 6)</i> , pp.30-32.                         | Jason Byrd discusses his position at the ASA and his experiences working in the healthcare field.                                  |

| Month/Year    | Title  | Reference  | Summary  |
|---------------|--|--|--|
| May 2008      | The Third National Pay-for-Performance Summit: Many Voices, Little Harmony                                     | Johnstone, R. (2008). The Third National Pay-for-Performance Summit: Many Voices, Little Harmony. <i>ASA NEWSLETTER, Volume 72 (Issue 5)</i> , pp.36-37.                                     | ASA members attend the Third National Pay-For-Performance Summit.  |
| April 2008    | Results from ASA's 2007 PQRI Participation Study   | Abouleish, A., Merrick, S., Stead, S. (2008). Results from ASA's 2007 PQRI Participation Study. <i>ASA NEWSLETTER, Volume 72 (Issue 4)</i> , pp.23-26.                                       | The writers discuss the results of ASA's 2007 Physician Quality Reporting Initiative (PQRI) Participation Study. |
| March 2008    | Practice Management: One Consultant's Composite  | Hicks, J. (2008). Practice Management: One Consultant's Composite. <i>ASA NEWSLETTER, Volume 72 (Issue 3)</i> , pp.30-33.  | The article describes the goals and tasks of the ASA Anesthesia Consultation Program.                            |
| February 2008 | Evaluating Contracts for Anesthesiology Services: Considerations and Pitfalls from the Clinician's Perspective | Hicks, J. (2008). Evaluating Contracts for Anesthesiology Services: Considerations and Pitfalls from the Clinician's Perspective. <i>ASA NEWSLETTER, Volume 72 (Issue 2)</i> , pp.32-33, 48. | Dr. David Cross evaluates the pitfalls in signing contracts with health care facilities.                         |
| January 2008  | Changes for 2008   | Merrick, S. (2008). Changes for 2008. <i>ASA NEWSLETTER, Volume 72 (Issue 1)</i> , pp.30-33.   | The writer discusses health care changes in 2008.  |