







ADVOCACY • EDUCATION • COMMUNICATIONS • MEETINGS • TECHNOLOGY HUMANITARIAN OUTREACH • FOUNDATIONS • MEMBER SERVICES • FINANCE

ANNUAL REPORT 2012





Jerry A. Cohen, M.D.

"During my presidency,
I saw firsthand the many
accomplishments by ASA
to help advance and secure
the future of anesthesiology.
Our ability to advocate for
initiatives that make
anesthesia safe is at the
core of our specialty."

Dear Colleagues,

It has been a profound honor to have been President of the American Society of Anesthesiologists (ASA) in 2012. It truly was a pleasure to work with ASA's thousands of dedicated volunteer members. I continue to be amazed and grateful for the willingness of so many to represent the Society in so many ways.

During my presidency, I saw firsthand the many accomplishments by ASA to help advance and secure the future of anesthesiology. Our ability to advocate for initiatives that make anesthesia safe is at the core of our specialty.



In 2012, ASA remained committed to advancing the specialty through legislative, quality and regulatory agendas. As we review the past year, I am pleased to highlight these initiatives, along with several others that reinforce the growing role of anesthesiologists in the coming years.

Advocacy

The ASA Political Action Committee (ASAPAC) celebrated another record-setting fiscal year, raising more than \$1.83 million in contributions. Thanks to the support of individual ASA members throughout the country, ASAPAC continued to be the nation's largest and most active physician PAC in 2012.

ASA also welcomed several new directors to the Washington, D.C. office. The increased staff will dedicate even more resources to advocacy in 2013 to address several key areas, including drug shortages, Medicare cuts, Electronic Health Records (EHRs), rural "pass-through" and repealing the Independent Payment Advisory Board (IPAB).

Communications

In 2012, ASA spread critical patient safety messages through national media placements, including in ABC News, the *New York Times*, Politico, Reuters and the *Wall Street Journal*. Additionally, national radio announcements informed listeners about how the administration of anesthesia is a complicated medical procedure that requires physician expertise.

In addition, ASA remained committed to keeping its members up to date on all information and news that impacted them in 2012 through the ASA NEWSLETTER and the weekly electronic publication ASAP.

Education

In 2012, the Education Center, the central online storehouse for all your education-related needs, exceeded expectations with more than 15,000 registered users – far more than the 10,000 anticipated. There are currently more than 160 education products available through the Education Center.

Recently granted Accreditation with Commendation from the Accreditation Council for Continuing Medical Education (ACCME), ASA plans to continue the growth of its education initiatives in 2013.

The ANESTHESIOLOGY™ 2012 annual meeting

In October 2012, more than 14,500 attendees gathered in our nation's capital for the ANESTHESIOLOGY™ 2012 annual meeting. International registrants accounted for more than 22 percent of attendees and represented nearly 90 countries.

More than 2,800 sessions/presentations occurred, including special events, hands-on workshops and late-breaking panel discussions. During the Opening Session, 2012 ASA First Vice President Jane C.K. Fitch, M.D. moderated a unique discourse from veteran political commentators James Carville and Mary Matalin.

Membership

Membership numbers continued to set ASA records. The total membership number in 2012 was more than 50,000, up 3.4 percent from the previous year, with more than 4,300 international members from nearly 90 countries.

Looking Ahead

While our specialty continues to face a changing medical landscape, we look forward to an exciting year ahead. In March 2013, ASA's new Chief Executive Officer Paul Pomerantz will join the Society. Paul brings more than two decades of executive experience in the health care association sector. He will work to continue to raise the standards of the discipline to improve patient care and safety.

In 2013, we also plan to further advance ASA's Perioperative Surgical Home[™] model of care concept. As coordinated care is needed more than ever, who better than hospital-based physicians, such as anesthesiologists, to care and treat patients from start to finish?

On behalf of the ASA leadership, we look forward to serving you in 2013 to meet all of your membership needs.

Sincerely,

Jerry A. Cohen, M.D. 2012 President American Society of Anesthesiologists



Enhancing Advocacy With an Eye to the Future

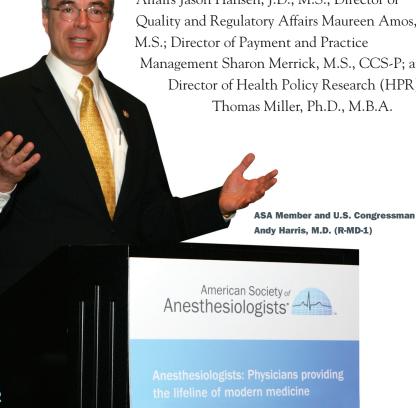
Between the Supreme Court's landmark health care ruling, elections and regulatory pursuits, 2012 was a busy year for ASA. Despite turbulent times, the ASA Advocacy Department continued to advance the Society's legislative, quality and regulatory agendas with the White House and Congress.

ASA enhanced its advocacy efforts through strategic

reorganization and the addition of several new staff in the D.C. office, including: Director of State Affairs Jason Hansen, J.D., M.S.; Director of Quality and Regulatory Affairs Maureen Amos, M.S.; Director of Payment and Practice Management Sharon Merrick, M.S., CCS-P; and Director of Health Policy Research (HPR) Thomas Miller, Ph.D., M.B.A.



The ASA Political Action Committee (ASAPAC) celebrated another record-setting year, raising nearly \$3.5 million in 2012 contributions and experienced a win-rate of 89 percent in the House and 63 percent in the Senate. Thanks to the support of individual ASA members throughout the country, ASAPAC continued to be the nation's largest and most active physician PAC.







ASA provided its members with unique advocacy opportunities throughout 2012:

- In May, more than 500 attendees participated in the highly regarded 2012 Legislative Conference "ASA Signifies Advocacy."
- In July, ASA hosted a telephone town hall with Congressman Andy Harris (R-MD-1), the first anesthesiologist elected to Congress, about the U.S. Supreme Court decision that upheld the Patient Protection and Affordable Care Act (PPACA).
- In September, as part of a public awareness campaign launched by The Partnership at Drugfree.org, ASA presented a webinar on prescription drug abuse.
- In December, ASA held a telephone town hall with senior officials from the Food and Drug Administration (FDA) about drug shortages.

Legislative and Regulatory Success

- The 112th Congress devoted an entire section to the prevention of drug shortages in its Food and Drug Administration Safety and Innovation Act (FDASIA).
- CMS allowed a positive modification of up to half a percent to the conversion factor and allowed for claims reprocessing after ASA identified an error in the calculation of the conversion factor for 2011 and early 2012.
- CMS included an automatic hardship exemption from penalties for anesthesiologists in Stage 2 of the final rule on Electronic Health Records (EHRs).
- The Independent Payment Advisory Board (IPAB) Repeal Coalition, composed of 25 medical specialties, recruited 234 bipartisan co-sponsors of legislation in the House to repeal the onerous board.
- Medical rural pass-through legislation was expanded to include anesthesiologists. Three separate bills included the ASA-endorsed pass-through provision during the 112th Congress.
- In coordination with other physician groups, the 26.5 percent Medicare
 Sustainable Growth Rate (SGR) payment formula-mandated cut was postponed.

(Left to right) Norman A. Cohen, M.D., ASA Vice President for

Professional Affairs; Donald M. Berwick, M.D., M.P.P., former

CMS Administrator; Jerry A. Cohen, M.D., 2012 ASA President;
Jane C.K. Fitch, M.D., ASA 2012 First Vice President.

Never Stop Learning

The Education Center, launched at the end of 2011 with the goal of becoming the central storehouse for all ASA education-related member needs, exceeded everyone's expectations with more than 15,000 registered users.

The Education Center allows individuals to purchase education products, track their courses, download certificates for continuing medical education (CME) activities provided by ASA, and maintain a transcript of completed courses that can be used for hospital credentialing, meeting Maintenance of Certification in Anesthesiology (MOCA®) requirements and for state licensing. In just over a year, more than 8,000 courses were completed and over 16,000 credits claimed.

Maintaining the highest Accreditation Council for Continuing Medical Education (ACCME) Accreditation Status – Accreditation with Commendation – ASA offers an unprecedented variety and

volume of products and services to meet members' needs. There are currently more than 160 education products available through the Education Center.



In 2012:

- The Anesthesia Patient Safety Program, which helps fulfill MOCA® Part 2 requirements, was expanded to include eight sessions held at the ANESTHESIOLOGY™ 2012 annual meeting.
- With approval from the ABA of certification in subspecialties, ASA collaborated with the American Society of Regional Anesthesia and Pain Medicine (ASRA) to create the Self-Assessment Module for Pain Medicine (SAM-PM) Editorial Board.







- The first ethics course, Clinical Ethics Decision-Making, was launched as a companion to the 2012 Syllabus on Ethics.
- Interactive CME modules on basic practice management for physicians early in their careers were created. A resident curriculum in practice management also is in development.

2012 Highlights - Focus on MOCA® Part 4

MOCA® Part 4 product line – Practice Performance Assessment and Improvement (PPAI) – was developed through collaboration with the PPAI Editorial Board, the ASA Information Technology Department, the Anesthesia Quality Institute (AQI) and the American Board of Anesthesiology (ABA).



 A process was established by the Editorial Board for Simulation-based Training for Simulation Education
 Network-endorsed centers to provide subspecialty scenarios in pain medicine and critical care.

ASA In the News



"ASA's YouTube channel has received more than 180,000 views since its inception in November 2009."

ASA members provided interviews and expertise to several top-tier media outlets on a wide variety of topics in 2012, including chronic pain, drug shortages, innovative research and scope-of-practice issues. The ASA Advocacy and Communications departments aligned efforts throughout the year to prepare member spokespeople for interviews.





Inaugural Media Resource Center

In 2012, ASA launched its first-ever online Media Resource Center to accommodate journalists who attended and covered the ANESTHESIOLOGY™ 2012 annual meeting. The center served as a one-stop shop for reporters, providing easy access to press kits, officer biographies, and downloadable logos and images. As a result, more than 65 published articles featured news from the 2012 meeting.

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National Radio and Print Coverage

ASA spread critical patient-safety messages across national airwaves in 2012. Radio announcements informed listeners about how the administration, monitoring and reversal of anesthesia are complicated medical procedures that require a physician's expertise. ASA also appeared in a syndicated article picked up by more than 1,270 media outlets, featuring tips on how patients can help ensure the best surgical outcomes.

Public Education Campaign

In partnership with the Iowa Society of Anesthesiologists, ASA launched a public education campaign in July 2012 to help put Iowa residents at ease about anesthesia risks. As a state suffering from some of the highest rates of heart disease and diabetes in the country, the campaign helped promote and support Iowa's goal to become the healthiest state in the nation.

In 2012, ASA was featured in:









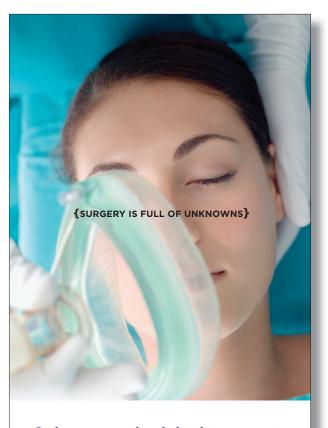




WALL STREET JOURNAL
The New York Times



Los Angeles Times



Only an anesthesiologist can put your body and your mind at rest.

Going into surgery is never easy. With so much on your mind, it's important to know and trust the physicians responsible for your anesthesia care. With more than eight years of advanced medical training and education, your anesthesiologist is ready to make split-second decisions to protect your health.

It's your life, and we care very much about it.



American Society of Anesthesiologists'

Learn more about ways to prepare for your next surgical procedure at www.LifelinetoModernMedicine.com

2012 ANNUAL REPORT

ASA Social Media

Anesthesiologists Anesthesiologists myAsA: Your ASA Online Community www.asahq.org asahq.fbjoin.me asavitalhealth.fbjoin.me twitter.com/asalifeline twitter.com/patientlifeline You Tube youtube.com/lifelinepatients

linkd.in/ASAGroup

Social Media Expansion

In 2012, ASA members recognized the importance of social media. ASA contributed monthly guest columns on the leading health blog **KevinMD.com**. In addition, ASA's social media networks saw incredible growth. In just 12 months, the ASA Twitter feed (**@ASALifeline**) grew 63 percent and the ASA Facebook page (**asahq.fbjoin.me**) grew 60 percent.

Keeping in Touch

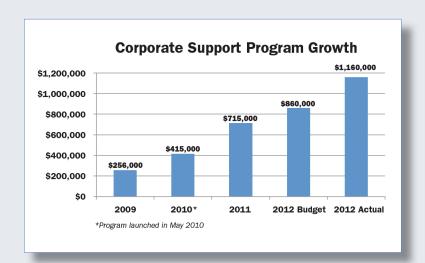
ASA continued to keep members informed on all the information and news impacting anesthesiology in 2012 through the ASA NEWSLETTER and the weekly electronic publication ASAP. Topics ranged from practice management to professional liability to academic anesthesia.

In addition, the Journal Press Release Program continued to highlight groundbreaking studies from Anesthesiology, resulting in national media attention by HealthDay, Outpatient Surgery Magazine, Same-Day Surgery, Time Magazine and U.S. News & World Report.



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ASA Corporate Supporters

In May 2010, ASA introduced the Corporate Supporter Program. ASA Corporate Supporters provide generous unrestricted support for the vital functions of ASA, including member resources, professional development programming and advancement of the specialty. In the two-and-a-half years the program has been in effect, unrestricted corporate support for ASA has increased by 453 percent!

ASA is proud to acknowledge and recognize the following ASA Corporate Supporters for their generous support in 2012:









Transforming Patient Safety Through



2012 Annual Meeting Chair Andrew D. Rosenberg, M.D. at the 2012 Opening Session.



The John W. Severinghaus
Lecture on Translational
Science was presented
by University of
Washington Professor
and Chair of the Department of Anesthesiology
and Pain Medicine
Debra A. Schwinn, M.D.,
pictured here with
Dr. Severinghaus.



ASA Past President Jeffrey A. Apfelbaum,
M.D. received the Distinguished Service Award
from 2012 ASA President Jerry A. Cohen, M.D.
Dr. Apfelbaum also delivered the Emery A.
Rovenstine Memorial Lecture titled
"Safety in Numbers: The Genesis, Development
and Future of ASA Practice Parameters."

The ANESTHESIOLOGY™ 2012 annual meeting attracted more than 14,500 attendees to our nation's capital. The event dedicated five days to improving patient safety with more than 2,800 sessions/presentations, including special events, hands-on workshops and late-breaking panel discussions.

International registrants accounted for more than 22 percent of meeting attendees (3,148) and represented nearly 90 countries.

More than 300 exhibiting companies and vendors had the opportunity to showcase their product innovations, services and cutting-edge technology to attendees in the exhibit hall and in the premier of the ASA Industry Product Theater.

Former CMS Administrator
Donald Berwick, M.D. presented
"How Anesthesiologists Can Continue
to Lead in Patient Safety" at the
inaugural ASA/APSF Ellison C. Pierce
Lecture on Patient Safety.



Education and Advocacy



MEETINGS



The political satire group Capitol Steps entertained attendees throughout the exhibit hall during the Welcome Reception.

John P. Abenstein, M.D. was elected ASA First Vice President.





More than 300 attendees witnessed four experts discuss the 2012 U.S. meningitis outbreak in the late-breaking educational panel "The Fungal Meningitis Crisis."



More than 600 participants honored U.S. military service members and their families at the third annual Run For The Warriors* conducted by Hope For The Warriors*. The event raised more than \$109,000.



The ANESTHESIOLOGY™ 2013 annual meeting will take place October 12-16, 2013 in San Francisco. Titled "Global Partners in Quality Outcomes and Patient Safety," the meeting will feature a presentation delivered by Editor-in-Chief of the *Journal of Patient Safety* Charles Denham, M.D. and an anticipated appearance by actor and patient safety advocate Dennis Quaid.

The President/President-Elect reception was held at the Smithsonian National Air and Space Museum, where invited guests viewed the largest collection of historic air and spacecraft in the world.



Charles Denham, M.D.

Dennis Quaid

PRACTICE MANAGEMENT 2012

In January 2012, nearly 800 attendees participated in PRACTICE MANAGEMENT 2012 in Orlando. The conference featured keynote speakers Mr. Patrick Jordan, Disney Institute; Ross J. Musumeci, M.D., M.B.A., Anaesthesia Associates of Massachusetts; and 2012 ASA President Jerry A. Cohen, M.D.

The event delivered the latest information physicians need to navigate the ever-changing, complex practice environment and featured regulatory, legislative and accreditation changes, best practices and workable solutions.



Amr Abouleish, M.D., M.B.A., Chair of the Committee on Practice Management (center), with Charles K. Anderson, M.D. (left) and keynote speaker Patrick Jordan.





Keynote speaker Ross J. Musumeci, M.D., M.B.A.

PRACTICE MANAGEMENT 2012 attendees participated in roundtable discussions to share best practices (below).



ASA Technology Updates –

ASA enhanced and expanded its technology services at the ANESTHESIOLOGY™ 2012 annual meeting to include more WI-FI hotspots, enhanced online registration, an improved ASA/annual meeting mobile app, expanded use of audience-response systems, an upgraded presentation management system and the introduction of the Electronic Scientific Abstract Poster Presentation program.



Annual Meeting and Beyond

Improving Our Infrastructure

Since joining ASA in October 2012, Director of Information Technology Daniel Barron has been evaluating and developing plans to enhance ASA's technology infrastructure. While ASA will see significant improvements in 2013, some critical advancements have already been made:

Developed industry standard online PAC Builder.



- Introduced fully automated committee self- and colleague-nomination and appointment process.
- Created automated online ASA domestic and international membership application.
- Launched Education Center Practice Performance Assessment and Improvement (PPAI).
- Improved ASAHQ.org search indexing and results, as well as load and response times.

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GLOBAL HUMANITARIAN OUTREACH/ASA CHARITABLE FOUNDATION

Charitable Work



ASA was committed to aiding those in need in 2012 on a national and international scope through its Global Humanitarian Outreach (GHO) program and Charitable Foundation. ASA thanks its members who generously contributed to these important initiatives to support those in need.





GHO (asahq.org/GHO)

Thirty-four million anesthetics are delivered each year without pulse oximetry. In 2012, GHO grew its partnership with Lifebox, a global not-for-profit organization, to provide life-saving pulse oximeters for operating rooms in developing countries around the world.

At the ANESTHESIOLOGY™ 2012 annual meeting, GHO delivered a training session titled "How to Deliver Lifebox Training in the Field." Attendees obtained an understanding of how to set up and run Lifebox workshops in low-resource settings.



Cyril Goddia, Chief Anesthesia Medical Officer, prepares for intubation of a poisoning victim in the High Dependency Unit in Chiradzulu District Hospital, Malawi. Photo courtesy of Marcel Durieux, M.D.



Anesthesiologists Caring for Others

ASA members have a long history of contributing to those in need. Countless members volunteer their professional skills in the far corners of the world. In the midst of unspeakable disaster, anesthesiologists respond generously with time and money to support those in need.

For deades, our society has supported anesthesia education in remote facilities of Africa through the Overseas Teaching Program. When Hurricane Katrina disrupted medical care and anesthesia education here at home, our members contributed to the support of anesthesia trainees urgently relocated to continue their education. Read More







ASA Charitable Foundation (asacharity.org)

Founded in 2011, the ASA Charitable Foundation supports the charitable endeavors of ASA members to improve health and medical care in underserved communities, increase access to quality anesthesia care and support the anesthesiology profession's response to disasters and health crises.

Pediatric surgery at Queen Elizabeth Central Hospital in Blantyre, Malawi. Marcel Durieux, M.D., Health Volunteers Oversees participant (right).

Photo courtesy of Marcel Durieux, M.D.

In October 2012, the Charitable Foundation launched its website, which allowed individuals to donate online to several charities, including Lifebox, Hope For The Warriors® and the ASA Resident Practice Management Scholarship Fund.



A month later, in response to requests from ASA members, the Charitable Foundation established the ASA Hurricane Sandy Relief Fund in support of Hurricane Sandy victims in the U.S. and abroad. The American Red Cross and the International Medical Corps distributed contributions received by the Foundation.







ASA Foundations' Initiatives

Anesthesia Foundation

Throughout its more than 50 years of existence, the Anesthesia Foundation has granted thousands of loans that have assisted the future leaders of the specialty. From October 2011 to October 2012, the Foundation granted 23 loans to anesthesia residents and fellows across the country in a total amount exceeding \$250,000. anesthesiafoundation.org

Anesthesia Patient Safety Foundation (APSF)

APSF awarded \$600,000 in research grants in 2012. Since 1987, APSF awarded 98 grants totaling \$7,670,000. APSF also sponsored a multidisciplinary conference in September 2012 to discuss perioperative visual loss and to develop best practices based on new knowledge. The inaugural Ellison C. Pierce Patient Safety Memorial Lecture was delivered as part of the opening ceremonies at the ANESTHESIOLOGY™ 2012 annual meeting. APSF continues to offer workshops at ASA annual meetings highlighting patient safety. apsf.org



Donald M. Berwick, M.D. delivered the Ellison C. Pierce Patient Safety Memorial Lecture as part of the opening ceremonies at the ANESTHESIOLOGY™ 2012 annual meeting.

Anesthesia Quality Institute (AQI)

In 2012, AQI's National Anesthesia Clinical Outcomes Registry (NACOR) grew to include data from more than 200 practices in 42 states, covering 12,000 providers, 1,400 facilities and more than 7 million cases. A parallel registry, the Anesthesia Incident Reporting System (AIRS), collected more than 1,000 case reports from adverse events and nearmisses in real clinical practice. These reports provide an

early warning system for threats to patient safety and are the basis for a monthly "case study" in the ASA NEWSLETTER proven to be both popular and educational.

aqihq.org



Support Patient Safety



Foundation for Anesthesia Education and Research (FAER)

In 2012, FAER awarded 16 research grants totaling \$1.875 million. FAER also launched several new initiatives, including the support of poster awards at PRACTICE MANAGEMENT 2012 and a panel on innovation and translational medical research at the Society for Technology in Anesthesia (STA) annual meeting. The initiatives FAER supports are designed to provide anesthesiologists of today and tomorrow with the information, skills and experience needed to be successful in academic anesthesiology and to advance the discipline and medicine through research and education. faer.org

Wood Library-Museum of Anesthesiology (WLM)

In 2012, WLM continued its most ambitious digitization project to date, expanding online availability of its rare books, living history videos, museum pieces, archives, photography and artwork, providing worldwide access to its many collections. More than 200 rare book titles were added to the website as well as approximately 130 historical vignettes. After 30 years of effort, WLM proudly published *The Heritage of Anesthesia: Patrick Sim's Annotated Bibliography of the Rare Book Collection of the Wood Library-Museum of Anesthesiology.* Copies of this scholarly tome are available at the WLM online store. woodlibrarymuseum.org



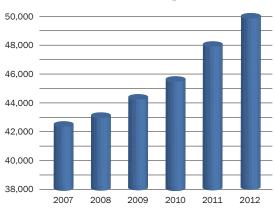
Record-Setting Membership

In 2012, ASA exceeded its goal and added more than 1,286 active members, up 4.4 percent from 2011. The total membership number in 2012 was more than 50,000, up 3.4 percent from the previous year.

In 2012, anesthesiologists across a wide variety of demographics recognized the value of ASA membership:

- Active members: 76 percent male; 24 percent female
- Resident members: 64 percent male; 36 percent female
- International members: 4,300 from nearly 90 countries
- California had the most members overall, NewYork had the most resident members, and the highest number of medical students were from Texas.

ASA Membership 2007-12





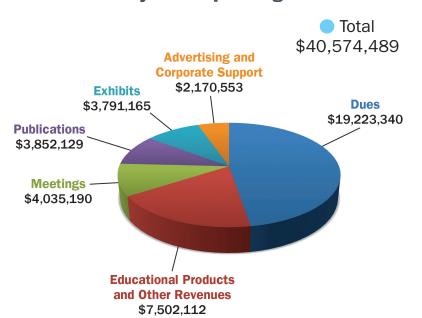




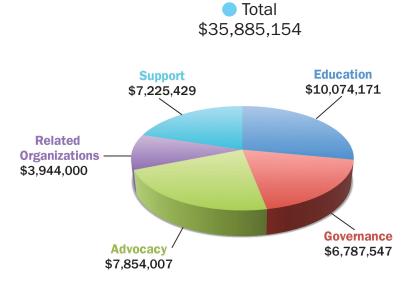
Strong Member Base and Financial Success

Growth in membership numbers and non-dues revenue allows ASA to recognize its mission to advance the practice and secure the future.

Preliminary 2012 Operating Revenue

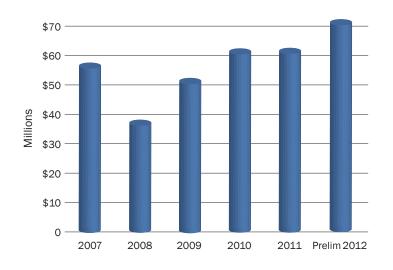


Preliminary 2012 Operating Expense

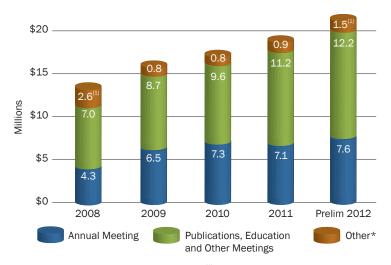


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ASA Total Reserves 2007-12

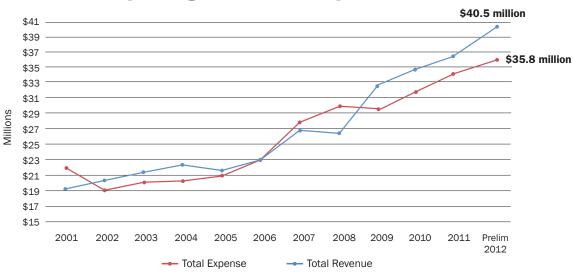


Non-Dues Operating Revenue 2008-11



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Operating Revenue and Expense 2001-12



^{*}Professional Fees, Investment Allocations[1] and Other

John M. Zerwas, M.D.



Dear Members,

There is no doubt the practice and delivery of medicine will remain a primary concern in the eyes of the American public in 2013. At every crossroad, ASA has been a highly respected participant, ready and willing to defend our members' interests and, ultimately, the safety and well-being of all patients.

Advancing our Specialty in 2013

ASA stands committed to effective advocacy, education and communications. It has become even more apparent in the last year that, without these vitally important efforts, it is possible the American public would be subject to a practice of medicine by inadequately trained nonphysicians. ASA is committed to upholding the quality standard of medical care defined by rigorous medical training, research and disciplined peer-review, legislative achievements and arduous scientific and medical instruction.

ASA and its state component societies will continue to work to preserve the physician supervision safety standard for the administration of anesthesia and work toward reversing prior gubernatorial decisions to opt out.

The Perioperative Surgical Home™ model of care will help manage the full spectrum of surgical episodes, reduce costly complications and mortality rates, and improve the efficiency of care. ASA will continue to advocate for the widespread adoption of such coordinated care.

ASA also will continue to proactively educate patients that the role of anesthesiologists extends beyond the operating room – they are highly skilled medical doctors (M.D. or D.O.) who coordinate and manage comprehensive patient safety before, during and after surgical procedures.

As we embark on a new and exciting journey in 2013, we embrace the vast opportunities that change brings.

Today, ASA is strong and vibrant. It is *your* collective efforts that continue to drive the exceptional character of our Society. With your ongoing support, I look forward to collaborating with you to advance the future of our specialty through the many initiatives we have outlined in the coming year.

John M. Zerwas, M.D. 2013 President American Society of Anesthesiologists

"Today, ASA is strong and vibrant. It is your collective efforts that continue to drive the exceptional character of our Society."



Dear Members,

"I appreciated the opportunity and the support to initiate processes which increased synergies from communication, collaboration and cooperation, as we accept and benefit from the single CEO structure.

It has been an honor and a pleasure for me to work with our very professional and dedicated members and staff who are committed to advancing the specialty."



Dear Members,

"Today's environment presents unprecedented challenges but also opportunities for anesthesiology. ASA's commitment to advocacy, quality of care and education will ensure its success.

I am eager to begin working with the ASA community to increase our impact on the specialty for our members, the patients they serve and the broader health care community in 2013 and beyond."

Barbara M. Fossum

Barbara M. Fossum, Ph.D. Interim CEO American Society of Anesthesiologists ful ful

Paul Pomerantz Incoming CEO American Society of Anesthesiologists

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