

Bibliography of Payment and Practice Management Articles

Month/Year	Title	Reference	Summary
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, pp 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, pp 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: Modifier Mania (November 2016)	Proper use of modifiers will help you receive accurate payment and avoid claim denials.
November 2016	Anesthesia Care Not Typically Required	Timely Topic: Anesthesia Care Not Typically Required (November 2016)	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, pp 32-34.	Anesthesia practices are facing immense challenges (and maybe opportunities) in today's constantly changing economic landscape.
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, pp 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, pp 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 ASA Newsletter editor, I wrote a provocative piece, which to this day is still referenced by physicians worldwide.

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November 2016	Make Your Coding Easier	Merrick S. Make Your Coding Easier. ASA Monitor, 2016, Volume 80, Number 11, pp 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: Physicians and the Social Security Number Removal Initiative (October 2016)	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: Performance and Documentation of Imaging Guidance (October 2016)	When performing and reporting imaging guidance, be sure that you know—and follow—CPT® guidance on proper documentation.
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, pp 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, pp 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, pp 58-65.	ASA is pleased to present the annual commercial conversion factor survey for 2016.
September 2016	Medical Direction versus Medical Supervision	Timely Topic: Medical Direction versus Medical Supervision (September 2016)	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: Does the Future Include Unwrapping the Global Surgical Package? (September 2016)	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: The Silent M in CMS packs a Big Punch (September 2016)	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, pp 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: Avoiding Fraud and Abuse: Follow the Rules of the Road (August 2016)	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, pp 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, pp 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, pp 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.
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, pp 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

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July 2016	Revalidation Notices: Do Not Ignore Them!	Timely Topic: Revalidation Notices: Do Not Ignore Them! (July 2016)	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: New ICD-10-CM Codes for Unintended Awareness Under General Anesthesia (July 2016)	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.
July 2016	Seeking Posters for PRACTICE MANAGEMENT 2017	Seeking Posters for PRACTICE MANAGEMENT 2017. ASA Monitor, 2016, Volume 80, Number 7, p 36.	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 www.asahq.org/meetings/practice-managment from August 1 through October 31, 2016.
June 2016	Updates to the Recovery Audit Program	Timely Topic: Updates to the Recovery Audit Program (June 2016)	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: CMS Policy Change: Unused or Discarded Drugs (June 2016)	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.

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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.
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: MACRA Implementation: Pulse Checks along the Way (May 2016)	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: Is Your ICD-10 Transition Still on Track? (May 2016)	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.
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.

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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: Medicare Appeals Process (April 2016)	Read this Timely Topic to learn how to navigate your way through the steps to follow if Medicare incorrectly denies or underpays a claim.
April 2016	Advance Beneficiary Notices	Timely Topic: Advance Beneficiary Notices (April 2016)	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: CMS HOP Panel (March 2016)	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.

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March 2016	CMS Explains Change to 2016 Conversion Factors	Timely Topic: CMS Explains Change to 2016 Conversion Factors (March 2016)	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, pp 36-37.	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.
February 2016	Medicare's Final Rule: Reporting and Returning of Overpayments	Timely Topic: Medicare's Final Rule Reporting and Returning of Overpayments (February 2016)	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: The A B C's [and D] of Medicare (February 2016)	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: National Correct Coding Initiative Policy Manual for Medicare Services (January 2016)	The 2016 National Correct Coding Initiative Policy Manual for Medicare Services 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: Coding for Nitrous Oxide for Labor Analgesia (January 2016)	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
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: 2015 Timely Topics Word Puzzle (December 2015)	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), p 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).

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December 2015	Are You Reporting Paravertebral Facet Joint Nerve Destruction Correctly?	Timely Topic: Are You Reporting Paravertebral Facet Joint Nerve Destruction Correctly? (December 2015)	Proper reporting of paravertebral facet joint radiofrequency Neurotomy
November 2015	Is Locum Tenens a 60-day Fix for Your Practice?	Timely Topic: Is Locum Tenens a 60-Day Fix for Your Practice? (November 2015)	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: Why Did the Medicare Conversion Factor Go Down for 2016 When MACRA Said It Would Go Up by 0.5%? (November 2015)	This article describes why the Medicare conversion factor went down when MACRA said it would go up by 0.5%.
November 2015	Anesthesia Services and the OIG Work Plan	Timely Topic: Anesthesia Services and the OIG Work Plan (November 2015)	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. ASA NEWSLETTER, Volume 79 (Issue 11), p 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. ASA NEWSLETTER, Volume 79 (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. ASA NEWSLETTER, Volume 79 (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.

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September 2015	Commercial Payers and the ICD-10-CM Transition	Timely Topic: Commercial Payers and the ICD-10-CM Transition (September 2015)	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: ICD-10-CM: The Devil Is In the Details (September 2015)	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. ASA NEWSLETTER, Volume 79 (Issue 8), 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: CMS/AMA Guidance on ICD-10 Transition: What Does It Really Mean? (August 2015)	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.
August 2015	ICD-10-CM Testing- Don't Skip This Essential Step	Timely Topic: ICD-10-CM Testing- Don't Skip This Essential Step (August 2015)	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. ASA NEWSLETTER, Volume 79 (Issue 7), pp 6-9.	Dr. Stan Stead, ASA's Vice President for Professional Affairs, discusses MACRA's rules and regulations.

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July 2015	The Vital Signs of Your Practice: Days in Accounts Receivable	Timely Topic: The Vital Signs of Your Practice: Days in Accounts Receivable (July 2015)	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: What can Certified Anesthesiologist Assistants Bring to Your Practice? (July 2015)	Article to learn more about Anesthesiologist Assistants and what they can bring to your practice. Provides information about implementing them into your practice.
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. ASA NEWSLETTER, Volume 79 (Issue 6), 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: Have You Mapped Your Most Commonly Reported ICD-9-CM Codes to ICD-10-CM? (June 2015)	An ASA Timely Topic article listed ten questions that you should be asking yourself about ICD-10. One of those questions was "Have you mapped your most commonly reported ICD-9-CM codes to ICD-10-CM?" 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: Ten Questions to Ask Yourself about ICD-10-CM (June 2015)	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. ASA NEWSLETTER, Volume 79 (Issue 5), 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: MACRA's Impact Starts Before 2019 (May 2015)	The compliance and coding provisions of the Medicare Access and CHIP Reauthorization Act of 2015 (MACRA) that will have an impact before 2019.

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May 2015	OIG Issues Report on Incorrect Place of Service Codes on Claims	Timely Topic: OIG Issues Report on Incorrect Place of Service Codes on Claims (May 2015)	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. ASA NEWSLETTER, Volume 79 (Issue 4), pp 40-41.	The article discusses the effects of health plan virtual credit card (VCC) payments.
April 2015	Modifications to Medicare's MUE Program	Timely Topic: Modifications to Medicare's MUE Program (April 2015)	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.
April 2015	What Anesthesiologists Need to Know about Reporting E&M or TCM	Timely Topic: What Anesthesiologists Need to Know about Reporting E&M or TCM (April 2015)	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

Month/Year	Title	Reference	Summary
April 2015	Tools and Resources: Staying Up-To-Date with the Medicare Physician Fee Schedule	Timely Topic: Tools and Resources: Staying Up-To-Date with the Medicare Physician Fee Schedule (April 2015)	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: Medicare Provider Enrollment Programs: General Information and New Policies (April 2015)	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. ASA NEWSLETTER, Volume 79 (Issue 3), 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: How Do You See the Payment Landscape Post SGR? (March 2015)	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.
February 2015	2015: More Changes Ahead	Merrick, S. & Popovich, M. (2015). PQRS, Payment and the 2015 Physician Fee Schedule. ASA NEWSLETTER, Volume 79 (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: ICD-10: Resources to Help in Your Transition (February 2015)	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. ASA NEWSLETTER, Volume 79 (Issue 1), pp 32-34.	The article discusses information from the 2015 Medicare Physician Fee Schedule (PFS).

Month/Year	Title	Reference	Summary
January 2015	MACs and Facet Joint Injections	Timely Topic: MACs and Facet Joint Injections (January 15, 2015)	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.
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. ASA NEWSLETTER, Volume 78 (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: CMS Announces Next Opportunity for ICD-10 Testing (December 2014)	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: ASC X12: Electronic Health Data Interchange Standards (December 2014)	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.
December 2014	ICD-10-CM Mapping Guide	Timely Topic: ICD-10-CM Mapping Guide (December 2014)	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). ASA NEWSLETTER, Volume 78 (Issue 11), pp 26-27.	Members are strongly encouraged to order the 2015 ASA CROSSWALK and ASA Relative Value Guide (RVG).

Month/Year	Title	Reference	Summary
November 2014	CAC 101	Timely Topic: CAC 101 (November 2014)	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: The ABC's of ABN (November 2014)	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: Exchange 101 (November 2014)	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.
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. ASA NEWSLETTER, Volume 78 (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. ASA NEWSLETTER, Volume 78 (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: Bundled Payments for Care Improvement Initiative (BCPI) (September 2014)	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: New Specific HCPCS Modifiers for Distinct Procedural Services (Modifier 59) (September 2014)	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—used to identify procedures/services, other than E/M services, that are not normally reported together, but are appropriate under the circumstances.

Month/Year	Title	Reference	Summary
August 2014	Hiring The Right Fit For Your Practice- What You Need to Know	Ayoobi, S. & Shaker, M. (2014). Hiring The Right Fit For Your Practice- What You Need to Know. ASA NEWSLETTER, Volume 78 (Issue 8), pp 50-51.	The writers discuss what qualifications to look for when hiring individuals for your healthcare practice.
August 2014	ICD-10: Getting Ready for October 1, 2015	Timely Topic: ICD - 10: Getting Ready for October 1, 2015 (August 2014)	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: Change is NOW: Learn More About Bundled Payments (August 2014)	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: Revalidation (August 2014)	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. ASA NEWSLETTER, Volume 78 (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: Resident Track (July 2014)	Information about the opportunities for resident physicians at PRACTICE MANAGEMENT 2015.
July 2014	Modifier 50	Timely Topic: Modifier 50 (July 2014)	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: Tools and Resources: Star Your Favorites (July 2014)	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.

Month/Year	Title	Reference	Summary
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. ASA NEWSLETTER, Volume 78 (Issue 6), pp 28-29.	Dr. Boudreaux and Dr. Vetter discuss why and how practices should implement a PSH.
June 2014	Open Payments	Timely Topic: Open Payments (June 2014)	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.
June 2014	Exclusive Contracts and Closed/Open Departments	Timely Topic: Exclusive Contracts and Closed/Open Departments (June 2014)	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: Reporting E&M Services and Anesthesia Services Together in the Pre - operative Period (June 2014)	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.

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June 2014	Tense about ICD-10	Timely Topic: Tense about ICD-10? (June 2014)	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.
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. ASA NEWSLETTER, Volume 78 (Issue 5), pp 28-29.	Dr. Mesrobian, Chair of the Committee on Practice Management discusses key highlights from PRACTICE MANAGEMENT 2014.
May 2014	Modifier 59 – Distinct Procedural Service	Timely Topic: Modifier 59 – Distinct Procedural Service (May 2014)	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: NGS Announces Prepayment Review for Specific Evaluation and Management Services (May 2014)	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.
May 2014	How Graceful is the Grace Period?	Timely Topic: How Graceful is the Grace Period? (May 2014)	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. ASA NEWSLETTER, Volume 78 (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.

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April 2014	ICD-10-CM/PCS Delay: What Does It Mean To You?	Timely Topic: ICD-10-CM/PCS Delay: What Does It Mean To You? (April 2014)	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.
April 2014	The Company Model: Update on ASA Efforts to Address a Growing Problem	Timely Topic: The Company Model: Update on ASA Efforts to Address a Growing Problem (April 2014)	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. ASA NEWSLETTER, Volume 78 (Issue 3), 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: ICD-10 Readiness Testing (March 2014)	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: Medical Education Debt Management (March 2014)	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. ASA NEWSLETTER, Volume 78 (Issue 2), 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: Value-Based Payment Modifier (February 2014)	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: Integrating Anesthesiologist Assistants Into Your Practice (February 2014)	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. ASA NEWSLETTER, Volume 78 (Issue 1), 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: The Rulemaking Process and the Medicare Fee Schedule (January 2014)	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.
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. ASA NEWSLETTER, Volume 77 (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: Meaningful Use - Stage 2 Extension and Stage 3 Delay (December 2013)	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. ASA NEWSLETTER, Volume 77 (Issue 11), pp 50-51.	PRACTICE MANAGEMENT 2014 will take place January 24-26, 2014 in Dallas, Texas.

Month/Year	Title	Reference	Summary
November 2013	RACS – Be in the Know	Timely Topic: RACS - Be in the Know (November 2013)	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.
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. ASA NEWSLETTER, Volume 77 (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: Protected Health Information (October 2013)	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. ASA NEWSLETTER, Volume 77 (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: ICD - 10 - CM/PCS: Thirteen Months and Counting..... (September 2013)	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. ASA NEWSLETTER, Volume 77 (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. ASA NEWSLETTER, Volume 77 (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: Anesthesiologist Assistants and the QZ Modifier (July 2013)	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. ASA NEWSLETTER, Volume 77 (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. ASA NEWSLETTER, Volume 77 (Issue 5), pp 58-59, 61.	The article takes a deeper look at the National Correct Coding Initiative (NCCI).
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. ASA NEWSLETTER, Volume 77 (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. ASA NEWSLETTER, Volume 77 (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.

Month/Year	Title	Reference	Summary
February 2013	Important Developments on Electronic Health Records	Couch, G. (2013). Important Developments on Electronic Health Records . ASA NEWSLETTER, Volume 77 (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. ASA NEWSLETTER, Volume 77 (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?. ASA NEWSLETTER, Volume 77 (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.
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?. ASA NEWSLETTER, Volume 76 (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 . ASA NEWSLETTER, Volume 76 (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. ASA NEWSLETTER, Volume 76 (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 . ASA NEWSLETTER, Volume 76 (Issue 9), pp 40-41.	The writer discusses the difficulties anesthesiologists face with the Electronic Health Record (EHR) Incentive Program.

Month/Year	Title	Reference	Summary
August 2012	ICD 10: Get Ready, Get Set...	Merrick, S. (2012). ICD 10: Get Ready, Get Set... . ASA NEWSLETTER, Volume 76 (Issue 8), pp 70-71.	The writer discusses the transition from ICD-9CM to ICD-10-CM/PCS.
July 2012	Know Your Quality and Costs	Byrd, J. (2012). Know Your Quality and Costs. ASA NEWSLETTER, Volume 76 (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 . ASA NEWSLETTER, Volume 76 (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 . ASA NEWSLETTER, Volume 76 (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. ASA NEWSLETTER, Volume 76 (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 . ASA NEWSLETTER, Volume 76 (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. ASA NEWSLETTER, Volume 76 (Issue 2), pp 52-53.	Franc Galinanes, a representative of the Medical Group Management Association (MGMA)- Anesthesia Administration Assembly (AAA) discusses healthcare consolidation methods.
January 2012	CMS October Rules and Regulations: Trick or Treat?	Byrd, J. (2012). CMS October Rules and Regulations: Trick or Treat?. ASA NEWSLETTER, Volume 76 (Issue 1), pp 40-41.	The writer discusses new rules and regulations released by CMS, October 2011.

Month/Year	Title	Reference	Summary
January 2012	The Case for Hiring Anesthesiologist Assistants	Mesrobian, J & Odom, H. (2012). The Case for Hiring Anesthesiologist Assistants . ASA NEWSLETTER, Volume 76 (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. ASA NEWSLETTER, Volume 75 (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. ASA NEWSLETTER, Volume 75 (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. ASA NEWSLETTER, Volume 75 (Issue 10), pp 38-41.	The article discusses the results of the 2011 ASA commercial conversion factor survey.
September 2011	Malpractice by Nurse Anesthetist Calls into Question Feres Doctrine	Byrd, J. (2011). Malpractice by Nurse Anesthetist Calls into Question Feres Doctrine. ASA NEWSLETTER, Volume 75 (Issue 9), pp 64-65.	The writer outlines all factors of the Feres Doctrine.
August 2011	ACOs and the Surgical Home	Byrd, J., Cohen, N. & Singh, L. (2011). ACOs and the Surgical Home. ASA NEWSLETTER, Volume 75 (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 . ASA NEWSLETTER, Volume 75 (Issue 7), pp 56-59.	The NEWSLETTER 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).

Month/Year	Title	Reference	Summary
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. ASA NEWSLETTER, Volume 75 (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. ASA NEWSLETTER, Volume 75 (Issue 5), pp 40-45.	The writers discuss episode-based payments for anesthesiology.
May 2011	Are 'Meaningful Use' Requirements Meaningful for Anesthesiologists?	Byrd, J. (2011). Are 'Meaningful Use' Requirements Meaningful for Anesthesiologists?. ASA NEWSLETTER, Volume 75 (Issue 5), 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'. ASA NEWSLETTER, Volume 75 (Issue 4), 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. ASA NEWSLETTER, Volume 75 (Issue 3), 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. ASA NEWSLETTER, Volume 75 (Issue 2), 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?. ASA NEWSLETTER, Volume 75 (Issue 1), pp 18-19.	The article describes different skills a professional practice administrator can bring to an anesthesia practice.

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January 2011	Volume II: 2010 Commercial Conversion Factor Survey Results	Byrd, J. & Singh, L. (2011). Volume II: 2010 Commercial Conversion Factor Survey Results. ASA NEWSLETTER, Volume 75 (Issue 1), pp 38-40.	The writers elaborate on the October 2010 NEWSLETTER 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 . ASA NEWSLETTER, Volume 74 (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. ASA NEWSLETTER, Volume 74 (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. ASA NEWSLETTER, Volume 74 (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. ASA NEWSLETTER, Volume 74 (Issue 10), pp 44-47.	The article discusses results of the ASA commercial conversion factor survey.
September 2010	Is There an Anesthesiologist in the House?	Byrd, J. & Peterson, M. (2010). Is There an Anesthesiologist in the House?. ASA NEWSLETTER, Volume 74 (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.

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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. ASA NEWSLETTER, Volume 74 (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. ASA NEWSLETTER, Volume 74 (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. ASA NEWSLETTER, Volume 74 (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. ASA NEWSLETTER, Volume 74 (Issue 5), pp 48-49.	The NEWSLETTER column discusses the "Privacy Rule" issued by the Department of Health and Human Services (HHS).
April 2010	Recovery Audit Contractors (RACs) Are Here to Stay	Byrd, J. (2010). Recovery Audit Contractors (RACs) Are Here to Stay. ASA NEWSLETTER, Volume 74 (Issue 4), 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. ASA NEWSLETTER, Volume 74 (Issue 3), 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?. ASA NEWSLETTER, Volume 74 (Issue 2), pp 42-43.	The writers describe the CMS Physician Quality Reporting Initiative (PQRI) and new ways for anesthesiologists to participate.

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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. ASA NEWSLETTER, Volume 74 (Issue 1), 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. ASA NEWSLETTER, Volume 73 (Issue 12), pp 34-35.	The writer describes Surgical CAHPS® Survey results.
November 2009	Cornucopia of Practice Management Issues	Byrd, J. (2009). Cornucopia of Practice Management Issues. ASA NEWSLETTER, Volume 73 (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. ASA NEWSLETTER, Volume 73 (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. ASA NEWSLETTER, Volume 73 (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. ASA NEWSLETTER, Volume 73 (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. ASA NEWSLETTER, Volume 73 (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'. ASA NEWSLETTER, Volume 73 (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.

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May 2009	Red Flag in Morn, Physicians Be Warned	Byrd, J. (2009). Red Flag in Morn, Physicians Be Warned. ASA NEWSLETTER, Volume 73 (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. ASA NEWSLETTER, Volume 73 (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. ASA NEWSLETTER, Volume 73 (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. ASA NEWSLETTER, Volume 73 (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. ASA NEWSLETTER, Volume 73 (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. ASA NEWSLETTER, Volume 72 (Issue 12), pp 32-35.	The Office of Inspector General (OIG) investigates potential improper payment for pain procedures.
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. ASA NEWSLETTER, Volume 72 (Issue 11), 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. ASA NEWSLETTER, Volume 72 (Issue 10), pp 20-22, 34.	The writers discuss ICD-10.

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September 2008	Designing a Flexible Compensation System	Blough, G & Scott, S. (2008). Designing a Flexible Compensation System. ASA NEWSLETTER, Volume 72 (Issue 9), 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. ASA NEWSLETTER, Volume 72 (Issue 7), 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. ASA NEWSLETTER, Volume 72 (Issue 6), pp 30-32.	Jason Byrd discusses his position at the ASA and his experiences working in the healthcare field.
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. ASA NEWSLETTER, Volume 72 (Issue 5), 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. ASA NEWSLETTER, Volume 72 (Issue 4), 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. ASA NEWSLETTER, Volume 72 (Issue 3), 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. ASA NEWSLETTER, Volume 72 (Issue 2), 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. ASA NEWSLETTER, Volume 72 (Issue 1), pp 30-33.	The writer discusses health care changes in 2008.

