

Bibliography of Payment and Practice Management Articles

Month/Year	Topic	Title	Reference	Summary
September 2015	PQRS and ASA QCDR	Navigating PQRS Reporting Through the ASA QCDR	Antos, A. & Popovich, M. (2015). Navigating PQRS Reporting Through the ASA QCDR. <i>ASA NEWSLETTER, Volume 79</i> (Issue 9), pp. 62-63.	This article discusses the Physician Quality Reporting System (PQRS) and reporting it through the ASA Qualified Clinical Data Registry (QCDR) option. Furthermore, it discusses how QCDR is a distinctly different option from claims-based reporting and steps to take to report PQRS through QCDR.
September 2015	ICD-10 and Private Health Plans	Commercial Payers and the ICD-10-CM Transition	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	ICD-10-CM: The Devil Is In the Details	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	Medicaid	Expand Your Medicaid Knowledge	Ayoobi, S. (2015). Expand Your Medicaid Knowledge. <i>ASA NEWSLETTER, Volume 79</i> (Issue 8), pp. 58-60.	This article discusses anesthesia and pain policies under different Medicaid plans.

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August 2015	ICD-10	CMS/AMA Guidance on ICD-10 Transition: What Does It Really Mean?	CMS/AMA Guidance on ICD-10 Transition: What Does It Really Mean?	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	ICD-10-CM Testing- Don't Skip This Essential Step	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	Medicare Access and CHIP Reauthorization Act (MACRA)	MACRA Strategy: Quality Reporting and Contribution to Savings	Stead, S. (2015). MACRA Strategy: Quality Reporting and Contribution to Savings. <i>ASA NEWSLETTER, Volume 79</i> (Issue 7), pp. 6-9.	Dr. Stan Stead, ASA's Vice President for Professional Affairs, discusses MACRA's rules and regulations.
July 2015	Account Receivable	The Vital Signs of Your Practice: Days in Accounts Receivable	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.

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July 2015	Anesthesiologist Assistants	What can Certified Anesthesiologist Assistants Bring to Your Practice?	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	2014 Job Market	The 2014 Job Market for Graduating Anesthesiology Residents	Abouleish, A, Mesrobian, J., & Stein, E. (2015). The 2014 Job Market for Graduating Anesthesiology Residents. <i>ASA NEWSLETTER, Volume 79</i> (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	ICD-9-CM to ICD-10-CM	Have You Mapped Your Most Commonly Reported ICD-9-CM Codes to ICD-10-CM?	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	ICD-10	Ten Questions to Ask Yourself about ICD-10-CM	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 Record (EHR)	Electronic Health Records: Understanding Implications for Anesthesia Practice	Cohen, N. (2015). Electronic Health Records: Understanding Implications for Anesthesia Practice. <i>ASA NEWSLETTER, Volume 79</i> (Issue 5), pp. 36-39.	Dr. Neal Cohen explains the challenges associated with implementing an EHR system.

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May 2015	MACRA	MACRA's Impact Starts Before 2019	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.
May 2015	OIG Report on Service Codes	OIG Issues Report on Incorrect Place of Service Codes on Claims	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	Virtual Credit Card Payments	The Effects of Health Plan Virtual Credit Card Payments	Shaker, M. (2015). The Effects of Health Plan Virtual Credit Card Payments. <i>ASA NEWSLETTER, Volume 79</i> (Issue 4), pp. 40-41.	The article discusses the effects of health plan virtual credit card (VCC) payments.

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April 2015	Medicare's MUE Program	Modifications to Medicare's MUE Program	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	Reporting E&M or TCM Codes	What Anesthesiologists Need to Know about Reporting E&M or TCM	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

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April 2015	Medicare Physician Fee Schedule	Tools and Resources: Staying Up-To-Date with the Medicare Physician Fee Schedule	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	Medicare Provider Enrollment Programs: General Information and New Policies	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	CMS Performance Measures	Newly Proposed CMS Performance Measures for Anesthesiologists	Hyder, J. & Johnson, V. (2015). Newly Proposed CMS Performance Measures for Anesthesiologists. <i>ASA NEWSLETTER, Volume 79</i> (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	Payment Post-SGR	How Do You See the Payment Landscape Post SGR?	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.

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February 2015	2015 Payment and Quality policy changes	2015: More Changes Ahead	Merrick, S. & Popovich, M. (2015). PQRS, Payment and the 2015 Physician Fee Schedule. <i>ASA NEWSLETTER, Volume 79</i> (Issue 2), pp. 52-54.	The article discusses more changes from the 2015 Medicare Physician Fee Schedule (PFS).
February 2015	ICD-10	ICD-10: Resources to Help in Your Transition	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	2015 Physician Fee Schedule	PQRS, Payment and the 2015 Physician Fee Schedule	Merrick, S. & Popovich, M. (2015). PQRS, Payment and the 2015 Physician Fee Schedule. <i>ASA NEWSLETTER, Volume 79</i> (Issue 1), pp. 32-34.	The article discusses information from the 2015 Medicare Physician Fee Schedule (PFS).
January 2015	MACs and Facet Joint Injections	MACs and Facet Joint Injections	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.

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December 2014	Value proposition	Anesthesia Value Proposition: An Introduction to a Practice Business Strategy	Ananth, A. & Choi, Alexander. (2014). Anesthesia Value Proposition: An Introduction to a Practice Business Strategy. <i>ASA NEWSLETTER</i> , 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	ICD-10 Testing	CMS Announces Next Opportunity for ICD-10 Testing	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	ASC X12: Electronic Health Data Interchange Standards	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.

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December 2014	ICD-10 Mapping Guide	ICD-10-CM Mapping Guide	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)	2015 ASA CROSSWALK and ASA Relative Value Guide (RVG)	Merrick, S. & Shaker, M. (2014). 2015 ASA CROSSWALK and ASA Relative Value Guide (RVG). <i>ASA NEWSLETTER, Volume 78</i> (Issue 11), pp. 26-27.	Members are strongly encouraged to order the 2015 ASA CROSSWALK and ASA Relative Value Guide (RVG).
November 2014	Contractor Advisory Committee (CAC)	CAC 101	CAC 101 (November 2014)	An article providing more information on the Contractor Advisory Committee (CAC) as well as interviews with state representatives.
November 2014	Advanced Beneficiary Notices	The ABC's of ABN	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	Healthcare "Exchange"	Exchange 101	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.

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October 2014	Conversion Factor	ASA 2014 Survey Results for Commercial Fees Paid for Anesthesia Services	Merrick, S. & Stead, S. (2014). ASA 2014 Survey Results for Commercial Fees Paid for Anesthesia Services. <i>ASA NEWSLETTER, Volume 78</i> (Issue 10), pp. 64-69.	The article discusses 2014 ASA Commercial Conversion Factor Survey results.
September 2014	Misvalued Codes	RUC Review of 'Misvalued' Codes	Leib, M. (2014). RUC Review of 'Misvalued' Codes. <i>ASA NEWSLETTER, Volume 78</i> (Issue 9), pp. 50-51.	Dr. Leib, Chair of ASA's Committee on Economics, discusses the American Medical Association (AMA)/Specialty Society Relative Value Update Committee (RUC).
September 2014	4 Models Under BCPI Initiative	Bundled Payments for Care Improvement Initiative (BCPI)	Bundled Payments for Care Improvement Initiative (BPCI) (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	HCPCS: Modifier 59	New Specific HCPCS Modifiers for Distinct Procedural Services (Modifier 59)	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— <i>used to identify procedures/services, other than E/M services, that are not normally reported together, but are appropriate under the circumstances.</i>
August 2014	Hiring Employees	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. <i>ASA NEWSLETTER, Volume 78</i> (Issue 8), pp. 50-51.	The writers discuss what qualifications to look for when hiring individuals for your healthcare practice.

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August 2014	ICD-10 Readiness	ICD-10: Getting Ready for October 1, 2015	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	Bundled Payments	Change is NOW: Learn More About Bundled Payments	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	Medicare's Revalidation	Revalidation	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 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	Perioperative Surgical Home (PSH)	Practice Management and the Perioperative Surgical Home	Weyand, A. (2014). Practice Management and the Perioperative Surgical Home. <i>ASA NEWSLETTER, Volume 78</i> (Issue 7), pp. 58-59.	The writer discusses how the PSH model serves as an example of how good practice management can improve medical practices.

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July 2014	Practice Management Conference Resident Track Program	Resident Track	Resident Track (July 2014)	Information about the opportunities for resident physicians at PRACTICE MANAGEMENT 2015.
July 2014	HCPCS: Modifier 50	Modifier 50	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	Tools and Resources: Star Your Favorites	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.
June 2014	Perioperative Surgical Home (PSH)	Practice Management 2014: Implementing a Perioperative Surgical Home: Start With Why...And Then Start	Boudreaux, A. & Vetter, T. (2014). Practice Management 2014: Implementing a Perioperative Surgical Home: Start With Why...And Then Start. <i>ASA NEWSLETTER, Volume 78</i> (Issue 6), pp. 28-29.	Dr. Boudreaux and Dr. Vetter discuss why and how practices should implement a PSH.

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June 2014	Open Payments	Open Payments	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	Exclusive Contracts and Closed/Open Departments	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

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June 2014	Reporting E&M and Anesthesia Services	Reporting E&M Services and Anesthesia Services Together in the Pre-operative Period	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.
June 2014	ICD-10	Tense about ICD-10	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	Practice Management 2014: Current Challenges, Future Opportunities and Identifying Value	Mesrobian, J. (2014). Practice Management 2014: Current Challenges, Future Opportunities and Identifying Value. <i>ASA NEWSLETTER, Volume 78</i> (Issue 5), pp. 28-29.	Dr. Mesrobian, Chair of the Committee on Practice Management discusses key highlights from PRACTICE MANGEMENT 2014.

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May 2014	Modifier 59	Modifier 59 – Distinct Procedural Service	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 and E&M Services	NGS Announces Prepayment Review for Specific Evaluation and Management Services	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	CMS Grace Period	How Graceful is the Grace Period?	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	Job Market	2013 Job Market for Graduating Anesthesiology Residents	Abouleish, A., Mesrobian, J. & Stein, E. (2014). 2013 Job Market for Graduating Anesthesiology Residents. <i>ASA NEWSLETTER, Volume 78</i> (Issue 4), pp. 44-47.	The ASA Committee on Practice Management has completed the second annual survey of graduating anesthesiology residents. The main goal of this survey is to better identify current market trends in the anesthesiology job market.

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April 2014	ICD-10	ICD-10-CM/PCS Delay: What Does It Mean To You?	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	Company Model	The Company Model: Update on ASA Efforts to Address a Growing Problem	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	Company Model	Moral Hazards Presented By The Anesthesia Company Model	Epstein, J. (2014). Moral Hazards Presented By The Anesthesia Company Model. <i>ASA NEWSLETTER, Volume 78</i> (Issue 3), pp. 18-19.	The writer describes ethical conflicts that have begun to emerge that further call the Anesthesia Company Model into question.

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March 2014	ICD-10 Testing	ICD-10 Readiness Testing	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	Debt Management for Residents	Medical Education Debt Management	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	Medicare Physician Fee Schedule (MPFS)	Constant Change	Merrick, S. (2014). Constant Change. <i>ASA NEWSLETTER, Volume 78</i> (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.
February 2014	2014 Medicare Physician Fee Schedule Final Rule Value-Based Payment Modifier	Value-Based Payment Modifier	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	Anesthesiologist Assistants	Integrating Anesthesiologist Assistants Into Your Practice	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.

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January 2014	Anesthesia Information Management System (AIMS)	Implementing an Anesthesia Information Management System	Deshur, M. & Szokol, J. (2014). Implementing an Anesthesia Information Management System. <i>ASA NEWSLETTER, Volume 78</i> (Issue 1), pp. 22-24.	The writers provided a broad overview regarding Anesthesia Information Management System (AIMS) implementation.
January 2014	CMS Proposed and Final Rule Process	The Rulemaking Process and the Medicare Fee Schedule	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	Company Model	A Growing Problem: Results of the Second ASA Survey on the Company Model	Merrick, S. & Mesrobian, J. (2013). A Growing Problem: Results of the Second ASA Survey on the Company Model. <i>ASA NEWSLETTER, Volume 77</i> (Issue 12), pp. 46-48.	The article discusses results of a survey ASA conducted on the company model. ASA distributed the survey June 2013.
December 2013	Meaningful Use	Meaningful Use – Stage 2 Extension and Stage 3 Delay	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.

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November 2013	PRACTICE MANAGEMENT 2014	PRACTICE MANAGEMENT 2014: YOU CAN'T AFFORD NOT TO BE HERE	Merrick, S. & Mesrobian, J. (2013). PRACTICE MANAGEMENT 2014: YOU CAN'T AFFORD NOT TO BE HERE. <i>ASA NEWSLETTER</i> , Volume 77 (Issue 11), pp. 50-51.	PRACTICE MANAGEMENT 2014 will take place January 24-26, 2014 in Dallas, Texas.
November 2013	Recovery Audit Contractors (RACs)	RACS – Be in the Know	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	Conversion Factor	ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2013	Merrick, S., Miller, T. & Stead, S. (2013). ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2013. <i>ASA NEWSLETTER</i> , 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 (PHI)	Protected Health Information	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.

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September 2013	Local Coverage Determination (LCD)	Local Coverage Determinations: Where They Come From and Why They Matter	Merrick, S. (2013). Local Coverage Determinations: Where They Come From and Why They Matter. <i>ASA NEWSLETTER, Volume 77</i> (Issue 9), pp. 60-61, 63.	The writer describes the LCD process and elaborates on the Contractor Advisory Committee (CAC).
September 2013	ICD-10	ICD-10-CM/PCS: Thirteen Months and Counting	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	Electronic Health Record (EHR) Incentive Program	ASA Efforts to Improve the EHR Incentive Program	Couch, G. (2013). ASA Efforts to Improve the EHR Incentive Program. <i>ASA NEWSLETTER, Volume 77</i> (Issue 8), pp. 60-61.	The article discusses the EHR Incentive Program.
July 2013	Medication Errors	ASA Partners With FDA's Safe Use Initiative to Reduce Preventable Medication Harm	Cammarata, B., Peairs, C. & Pearlstein, L. (2013). ASA Partners With FDA's Safe Use Initiative to Reduce Preventable Medication Harm. <i>ASA NEWSLETTER, Volume 77</i> (Issue 7), pp. 52-54.	The ASA has partnered with the Food and Drug Administration's (FDA) Safe Use Initiative on two major initiatives to improve the safe use of medications.

Month/Year	Topic	Title	Reference	Summary
July 2013	AA's and the QZ Modifier	Anesthesiologist Assistants and the QZ Modifier	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	Perioperative Surgical Home (PSH)	The Perioperative Surgical Home Model	Fahy, B., Leib, M., Merrick, S., Rosenquist, R. & Schweitzer, M. (2013). The Perioperative Surgical Home Model. <i>ASA NEWSLETTER, Volume 77</i> (Issue 6), pp. 58-59.	The writers elaborate on how the ASA is currently developing the Perioperative Surgical Home (PSH) model of care as a counterpart to the Patient-Centered Medical Home (PCMH).
May 2013	National Correct Coding Initiative (NCCI)	NCCI: What Is It and How to Use It...Correctly	Merrick, S. (2013). NCCI: What Is It and How to Use It...Correctly. <i>ASA NEWSLETTER, Volume 77</i> (Issue 5), pp. 58-59, 61.	The article takes a deeper look at the National Correct Coding Initiative (NCCI).
April 2013	Value-Based Payment Modifier (VBPM)	What You Need to Do to Avoid a Negative Adjustment	Merrick, S. (2013). What You Need to Do to Avoid a Negative Adjustment. <i>ASA NEWSLETTER, Volume 77</i> (Issue 4), pp. 50-51.	The article discusses the Value-Based Payment Modifier (VBPM).

Month/Year	Topic	Title	Reference	Summary
March 2013	Chronic Pain Management	Protect Competency-based Pain Care in Your State	Pearlstein, L. (2013). Protect Competency- based Pain Care in Your State. <i>ASA NEWSLETTER, Volume 77</i> (Issue 3), pp. 52-53.	The Centers of Medicare and Medicaid Service's (CMS) new national policy will allow Medicare funds to be used to pay nurse anesthetists (NAs) for treating chronic pain. This policy only applies to NAs who are permitted to perform these services under state law.
February 2013	Electronic Health Records (EHR)	Important Developments on Electronic Health Records	Couch, G. (2013). Important Developments on Electronic Health Records . <i>ASA NEWSLETTER, Volume 77</i> (Issue 2), pp. 46-47.	The article discusses regulatory and legislative developments related to the Electronic Health Record (EHR) Incentive Program.
January 2013	Practice Management	What Every Resident Needs to Know About Practice Management...and Where to Find It	Ananth, A. & Helgeson, L. (2013). What Every Resident Needs to Know About Practice Management...and Where to Find It. <i>ASA NEWSLETTER, Volume 77</i> (Issue 1), pp. 18-19.	Writers identify useful practice management resources for residents.
January 2013	Audits	Will 2013 Be the Year of the Audit?	Merrick, S. (2013). Will 2013 Be the Year of the Audit?. <i>ASA NEWSLETTER, Volume 77</i> (Issue 1), pp. 38-39.	The article describes audit programs, such as: The Recovery Audit Program, National Correct Coding Initiative (NCCI) and the Health and Human Services Office of the Inspector General (OIG) 2013 Work Plan.
December 2012	Job Market	How Was the Job Market for Graduation Residents in 2012?	Abouleish, A., Mesrobian, J. & Stein, E. (2012). How Was the Job Market for Graduation Residents in 2012?. <i>ASA NEWSLETTER, Volume 76</i> (Issue 12), pp. 44-46.	The ASA sent a survey to residents nationwide in June 2012. Survey results conclude that most residents applied to four to nine practices but only received job offers from one to three groups.

Month/Year	Topic	Title	Reference	Summary
November 2012	Conversion Factor	ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2012	Merrick, S., Miller, T. & Stead, S. (2012). ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2012 . <i>ASA NEWSLETTER, Volume 76</i> (Issue 11), pp. 44-48.	The ASA conduct its conversion factor survey annually. The results indicate that the national commercial conversion factor average for 2012 was \$67.94.
October 2012	Drug Abuse	ASA Partners on Medicine Abuse Project to Reduce Misuse and Abuse of Prescription Drugs	Pearlstein, L. (2012). ASA Partners on Medicine Abuse Project to Reduce Misuse and Abuse of Prescription Drugs. <i>ASA NEWSLETTER, Volume 76</i> (Issue 10), pp. 46-47.	The ASA has partnered with The Partnership at Drugfree.org on the Medicine Abuse Project. This project raises awareness about the dangers of abusing prescription as well as over-the-counter medications.
September 2012	EHR Incentive Program	The Meaningful Use Hurdle	Couch, G. (2012). The Meaningful Use Hurdle . <i>ASA NEWSLETTER, Volume 76</i> (Issue 9), pp. 40-41.	The writer discusses the difficulties anesthesiologists face with the Electronic Health Record (EHR) Incentive Program.
August 2012	ICD-10	ICD 10: Get Ready, Get Set...	Merrick, S. (2012). ICD 10: Get Ready, Get Set... . <i>ASA NEWSLETTER, Volume 76</i> (Issue 8), pp. 70-71.	The writer discusses the transition from ICD-9CM to ICD-10-CM/PCS.
July 2012	Confidential Physician Quality and Resource Use Reports (QRURs)	Know Your Quality and Costs	Byrd, J. (2012). Know Your Quality and Costs. <i>ASA NEWSLETTER, Volume 76</i> (Issue 7), pp. 48-49.	The article further explains QRURs, the creation process and what kind of information they provide.

Month/Year	Topic	Title	Reference	Summary
June 2012	Drug Shortages	Breadth and Depth of Anesthesia Drug Shortages Increasing: Summary of ASA Survey	Byrd, J. & Singh, L. (2012). A Bouquet of Regulatory Issues . <i>ASA NEWSLETTER, Volume 76</i> (Issue 6), pp. 56-57.	The writers describe the results of an ASA drug shortage survey.
May 2012	Regulatory Issues	A Bouquet of Regulatory Issues	Byrd, J. (2012). A Bouquet of Regulatory Issues . <i>ASA NEWSLETTER, Volume 76</i> (Issue 5), pp. 48-49.	The article goes in depth about the following regulatory issues: Medicare conversion factors, 4010 to 5010 transition, drug shortages and Comparative Billing Reports (CBR) on pain management services.
April 2012	Patient Safety	Fatigue and Its Potential Impact on Patient Safety	Byrd, J. (2012). Fatigue and Its Potential Impact on Patient Safety. <i>ASA NEWSLETTER, Volume 76</i> (Issue 4), pp. 48-49.	Details of an alert issued by The Joint Commission (JTC) titled, "Health care worker fatigue and patient safety" is analyzed.
March 2012	Anesthesia Claims	Anesthesia Claims and the 5010 Standards	Doyle, C., Leib, M. & Merrick, S. (2012). Anesthesia Claims and the 5010 Standards . <i>ASA NEWSLETTER, Volume 76</i> (Issue 3), pp. 42-43, 45.	The article explains the function of X12N version 5010, the designated standard for electronic claims submission.
February 2012	Consolidation	The Increasing Consolidation of Our Industry	Galinanes, F. (2012).The Increasing Consolidation of Our Industry. <i>ASA NEWSLETTER, Volume 76</i> (Issue 2), pp. 52-53.	Franc Galinanes, a representative of the Medical Group Management Association (MGMA)-Anesthesia Administration Assembly (AAA) discusses healthcare consolidation methods.
January 2012	CMS October Rules and Regulations	CMS October Rules and Regulations: Trick or Treat?	Byrd, J. (2012). CMS October Rules and Regulations: Trick or Treat?. <i>ASA NEWSLETTER, Volume 76</i> (Issue 1), pp. 40-41.	The writer discusses new rules and regulations released by CMS, October 2011.

Month/Year	Topic	Title	Reference	Summary
January 2012	Anesthesiologist Assistants	The Case for Hiring Anesthesiologist Assistants	Mesrobian, J & Odom, H. (2012). The Case for Hiring Anesthesiologist Assistants . <i>ASA NEWSLETTER, Volume 76</i> (Issue 1), pp. 22-23, 36.	The article explains the role of the anesthesiologist assistant (AAs) and discusses the benefits of hiring AAs.
December 2011	Coding for Pain Medicine	Changes in Coding and Compliance for Pain Medicine	Dombrowski, J., Merrick, S. & Stead, S. (2011). Changes in Coding and Compliance for Pain Medicine. <i>ASA NEWSLETTER, Volume 75</i> (Issue 12), pp. 22-26.	Writers describe how to properly report pain procedures.
November 2011	Commercial Fees Paid for Anesthesia	2011 Commercial Conversion Factor Survey Results- Part II	Byrd, J. & Singh, L. (2011). 2011 Commercial Conversion Factor Survey Results- Part II. <i>ASA NEWSLETTER, Volume 75</i> (Issue 11), pp. 38-40.	A continuation of result findings for the 2011 ASA commercial conversion factor survey.
October 2011	Commercial Fees Paid for Anesthesia	2011 Commercial Conversion Factor Survey Results	Byrd, J. & Singh, L. (2011). ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2011. <i>ASA NEWSLETTER, Volume 75</i> (Issue 10), pp. 38-41.	The article discusses the results of the 2011 ASA commercial conversion factor survey.
September 2011	Malpractice	Malpractice by Nurse Anesthetist Calls into Question <i>Feres</i> Doctrine	Byrd, J. (2011). Malpractice by Nurse Anesthetist Calls into Question <i>Feres</i> Doctrine. <i>ASA NEWSLETTER, Volume 75</i> (Issue 9), pp. 64-65.	The writer outlines all factors of the <i>Feres</i> Doctrine.

Month/Year	Topic	Title	Reference	Summary
August 2011	ACOs, Surgical Home	ACOs and the Surgical Home	Byrd, J., Cohen, N. & Singh, L. (2011). ACOs and the Surgical Home. <i>ASA NEWSLETTER, Volume 75</i> (Issue 8), pp. 48-50.	Writers describe Accountable Care Organizations (ACOs) and what they mean to anesthesiologists. They also discuss the surgical home concept.
July 2011	Drug Shortages	No Shortage of Drug Shortages: Results of ASA Survey	Byrd, J. & Singh, L. (2011). No Shortage of Drug Shortages: Results of ASA Survey. <i>ASA NEWSLETTER, Volume 75</i> (Issue 7), pp. 56-59.	The <i>NEWSLETTER</i> column discusses results of a Drug Shortage Summit the ASA co-convened with the American Society of Health System Pharmacists (ASHP), the American Society of Clinical Oncology) and the Institute for Safe Medication Practices (ISMP).
June 2011	QZ Modifier	Billing for Anesthesia Services and the QZ Modifier: A Lurking Problem	Byrd, J., Merrick, S. & Stead, S. (2011). Billing for Anesthesia Services and the QZ Modifier: A Lurking Problem. <i>ASA NEWSLETTER, Volume 75</i> (Issue 6), pp. 36-38.	The article outlines the debate over the QZ modifier.
May 2011	Bundled Payments	Episode-Based (Bundled) Payments for Anesthesiology	Merrick, S. & Stead, S. (2011). Episode-Based (Bundled) Payments for Anesthesiology. <i>ASA NEWSLETTER, Volume 75</i> (Issue 5), pp. 40-45.	The writers discuss episode-based payments for anesthesiology.
May 2011	Meaningful Use	Are 'Meaningful Use' Requirements Meaningful for Anesthesiologists?	Byrd, J. (2011). Are 'Meaningful Use' Requirements Meaningful for Anesthesiologists?. <i>ASA NEWSLETTER, Volume 75</i> (Issue 5), pp. 50-52.	The writer describes the Medicare EHR Incentive Program and the multiple stages of meaningful use requirements.

Month/Year	Topic	Title	Reference	Summary
April 2011	Company Model	The Extent of the Problem: ASA Survey Results for the 'Company Model'	Byrd, J. & Singh, L. (2011). The Extent of the Problem: ASA Survey Results for the 'Company Model'. <i>ASA NEWSLETTER, Volume 75</i> (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	Anesthesia Conversion Factors	Byrd, J. & Merrick, S (2011). Anesthesia Conversion Factors. <i>ASA NEWSLETTER, Volume 75</i> (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	Performance Measures: Present and Future	Byrd, J. & Johnstone, R (2011). Performance Measures: Present and Future. <i>ASA NEWSLETTER, Volume 75</i> (Issue 2), pp. 56-58.	The writer defines current options for reporting performance measures and predictions for the future of performance.
January 2011	MGMA AAA	What Can a Professional Administrator and MGMA AAA Do for Your Practice?	Comes, S. & Walton, M. (2011). What Can a Professional Administrator and MGMA AAA Do for Your Practice?. <i>ASA NEWSLETTER, Volume 75</i> (Issue 1), pp. 18-19.	The article describes different skills a professional practice administrator can bring to an anesthesia practice.
January 2011	Commercial Conversion Factor	Volume II: 2010 Commercial Conversion Factor Survey Results	Byrd, J. & Singh, L. (2011). Volume II: 2010 Commercial Conversion Factor Survey Results. <i>ASA NEWSLETTER, Volume 75</i> (Issue 1), pp. 38-40.	The writers elaborate on the October 2010 <i>NEWSLETTER</i> article for the commercial conversion factor study.

Month/Year	Topic	Title	Reference	Summary
December 2010	Critical Care Medicine Services	Anesthesia Groups Should Consider Offering Critical Care Services	Byrd, J. Maccioli G. & Scott, S. (2010). Anesthesia Groups Should Consider Offering Critical Care Services . <i>ASA NEWSLETTER, Volume 74</i> (Issue 12), pp. 40-42.	The writers present survey results on a study for critical care services. ASA identifies reasons why groups do not provide these services and the challenges they face.
December 2010	Provider Costs	Myth or Fact? Nurse Anesthetists Cost Less Than Anesthesiologists	Abouleish, A., Cohen, N. & Stead, S. (2010). Myth or Fact? Nurse Anesthetists Cost Less Than Anesthesiologists. <i>ASA NEWSLETTER, Volume 74</i> (Issue 12), pp. 30-34,51.	The writers describe the compensation of anesthesiologists and nurse anesthetists.
November 2010	2011 Physician Fee Schedule Proposed Rule	Keeping Up With Regulations: ASA Comment Letter to CMS on 2011 Physician Fee Schedule Proposed Rule	Byrd, J. (2010). Keeping Up With Regulations: ASA Comment Letter to CMS on 2011 Physician Fee Schedule Proposed Rule. <i>ASA NEWSLETTER, Volume 74</i> (Issue 11), pp. 34-35.	The ASA sends a comment letter to the CMS on the 2011 Physician Fee Schedule Proposed Rule. The comment highlights four major issues: Medicare Economic Index, Physician Quality Reporting Initiative, site of service anomalies and anesthesia services as potentially misvalued.
October 2010	Commercial Conversion Factor	ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2010	Byrd, J. (2010). ASA Survey Results for Commercial Fees Paid for Anesthesia Services-2010. <i>ASA NEWSLETTER, Volume 74</i> (Issue 10), pp. 44-47.	The article discusses results of the ASA commercial conversion factor survey.
September 2010	Anesthesia Workforce Issues	Is There an Anesthesiologist in the House?	Byrd, J. & Peterson, M. (2010). Is There an Anesthesiologist in the House?. <i>ASA NEWSLETTER, Volume 74</i> (Issue 9), pp. 42-43.	The main focus of this article is the results of a study published by the RAND Corporation. RAND uses the demand-based analysis (DBA) as one of its methodologies to assess Anesthesia shortages and surpluses for all states.

Month/Year	Topic	Title	Reference	Summary
August 2010	CMS Interpretive Guidelines Implementation	ASA Releases Template Forms and Resources for CMS Interpretive Guidelines Implementation	Byrd, J. (2010). ASA Releases Template Forms and Resources for CMS Interpretive Guidelines Implementation. <i>ASA NEWSLETTER, Volume 74</i> (Issue 8), pp. 54-55.	The writer discusses ASA template forms and resources for the CMS Interpretive Guidelines Implementation, The Joint Commission (TJC) Sentinel Event Alerts and a new fraud reporting announcement from the Office of Inspector General (OIG).
July 2010	Recovery Audit Contractors (RACs)	ASA Convinces RAC to Discontinue Anesthesia E&M Services Review	Cohen, N., Merrick, S. & Stead, S. (2010). ASA Convinces RAC to Discontinue Anesthesia E&M Services Review. <i>ASA NEWSLETTER, Volume 74</i> (Issue 7), pp. 54-55.	The ASA expresses concern over an issue posted on the Health Data Insights (HDI) website.
June 2010	Patient Protection Affordable Care Act (PPACA)	The Regulatory Tsunami Awaits	Byrd, J. (2010). The Regulatory Tsunami Awaits. <i>ASA NEWSLETTER, Volume 74</i> (Issue 6), pp. 42-43.	The Patient Protection and Affordable Care Act (PPACA) and Health Care and Education Reconciliation Act of 2010 will bring forth changes for all of medicine, as well as the practice of anesthesia.
May 2010	HIPAA	The HIPAA Privacy Rule: Be Aware or Beware	Byrd, J. (2010). The HIPAA Privacy Rule: Be Aware or Beware. <i>ASA NEWSLETTER, Volume 74</i> (Issue 5), pp. 48-49.	The <i>NEWSLETTER</i> column discusses the “Privacy Rule” issued by the Department of Health and Human Services (HHS).
April 2010	Recovery Audit Contractors (RACs)	Recovery Audit Contractors (RACs) Are Here to Stay	Byrd, J. (2010). Recovery Audit Contractors (RACs) Are Here to Stay. <i>ASA NEWSLETTER, Volume 74</i> (Issue 4), pp. 46-47.	The article explains how the Recovery Audit Contractor (RAC) program became permanent.

Month/Year	Topic	Title	Reference	Summary
March 2010	Hospital Interpretive Guidelines	CMS Issues Revised Hospital Interpretive Guidelines	Byrd, J. (2010). CMS Issues Revised Hospital Interpretive Guidelines. <i>ASA NEWSLETTER, Volume 74</i> (Issue 3), pp. 38-39.	The writer discusses new hospital interpretive guideline revisions and how it impacts the practice of anesthesia.
February 2010	Physician Quality Reporting Initiative (PQRI)	Are you 'Actively Warming' to PQRI in 2010?	Byrd, J., Fleisher, L. & Johnstone, R. (2010) Are you 'Actively Warming' to PQRI in 2010?. <i>ASA NEWSLETTER, Volume 74</i> (Issue 2), pp. 42-43.	The writers describe the CMS Physician Quality Reporting Initiative (PQRI) and new ways for anesthesiologists to participate.
January 2010	Medicare Anesthesiology Teaching Rule	Full Implementation of Anesthesia Teaching Rule: A Victory for Academic Programs and the Entire Specialty	Amoe, H., Byrd, J. & Merrick, S. Full Implementation of Anesthesia Teaching Rule: A Victory for Academic Programs and the Entire Specialty. <i>ASA NEWSLETTER, Volume 74</i> (Issue 1), pp. 38-39.	The Centers of Medicare and Medicaid Services (CMS) implement the Medicare anesthesiology teaching rule reform.
December 2009	Consumer Assessment of Healthcare Providers and Systems (CAHPS)	Surgical CAHPS® Survey- Why Anesthesiologists Should Pay Attention	Byrd, J. (2009). Surgical CAHPS® Survey- Why Anesthesiologists Should Pay Attention. <i>ASA NEWSLETTER, Volume 73</i> (Issue 12), pp. 34-35.	The writer describes Surgical CAHPS® Survey results.
November 2009	Practice Management	Cornucopia of Practice Management Issues	Byrd, J. (2009). Cornucopia of Practice Management Issues. <i>ASA NEWSLETTER, Volume 73</i> (Issue 11), pp. 42-43.	The article explains current practice management issues.

Month/Year	Topic	Title	Reference	Summary
October 2009	Commercial Survey	The Commercial Survey Results Strike Back	Byrd, J. (2009). The Commercial Survey Results Strike Back. <i>ASA NEWSLETTER, Volume 73</i> (Issue 10), pp. 42-43.	The ASA analyzes Commercial Survey results.
September 2009	Ambulatory Surgery Center (ASC)	Analysis of Ambulatory Surgery Center Growth Rate	Byrd, J. (2009). Analysis of Ambulatory Surgery Center Growth Rate. <i>ASA NEWSLETTER, Volume 73</i> (Issue 9), pp. 30-31.	KNG Health Consulting, LLC analyzes the recent growth of Medicare services provided at Ambulatory Surgical Centers (ASCs).
August 2009	Commercial Fees	ASA Survey Results for Commercial Fees Paid for Anesthesia Services- 2009	Byrd, J. (2009). ASA Survey Results for Commercial Fees Paid for Anesthesia Services- 2009. <i>ASA NEWSLETTER, Volume 73</i> (Issue 8), pp. 46-48.	The article discusses the results of the 2009 ASA commercial conversion factor survey.
July 2009	Economic Issues	Untouchable No More: The Recession Impacts Anesthesiologists	Byrd, J. (2009). Untouchable No More: The Recession Impacts Anesthesiologists. <i>ASA NEWSLETTER, Volume 73</i> (Issue 7), pp. 26-27.	The writer evaluates economic issues which may change the current payment system and declining volume.
June 2009	Company Model	ASA Urges OIG to Take Action on the 'Company Model'	Byrd, J. (2009). ASA Urges OIG to Take Action on the 'Company Model'. <i>ASA NEWSLETTER, Volume 73</i> (Issue 6), pp.33 and 45.	The ASA submits a request to the Office of Inspector General (OIG) to issue a Special Advisory bulletin on the company model.
May 2009	Federal Trade Commission (FTC) Regulations	Red Flag in Morn, Physicians Be Warned	Byrd, J. (2009). Red Flag in Morn, Physicians Be Warned. <i>ASA NEWSLETTER, Volume 73</i> (Issue 5), pp.40-41.	The article explains the Federal Trade Commission (FTC) "Red Flag Rules".

Month/Year	Topic	Title	Reference	Summary
April 2009	Usual, Customary and Reasonable (UCR) Value	When Usual and Customary is Neither	Byrd, J. (2009). When Usual and Customary is Neither. <i>ASA NEWSLETTER, Volume 73</i> (Issue 4), pp.30-31.	The writer describes the Usual, Customary and Reasonable (UCR) concept.
March 2009	RAND Study	The Ghost of Study Past: New RAND Study Shows Shortage of Anesthesiologists	Byrd, J & Peterson, M. (2009). The Ghost of Study Past: New RAND Study Shows Shortage of Anesthesiologists. <i>ASA NEWSLETTER, Volume 73</i> (Issue 3), pp.39-40.	RAND's economic analysis of survey data demonstrates a 54.1 percent anesthesiologist shortage in the U.S.
February 2009	E-Prescribing	E-Prescribing	Byrd, J. (2009). E-Prescribing. <i>ASA NEWSLETTER, Volume 73</i> (Issue 2), pp.48-49.	The article elaborates on the CMS incentive program on E-prescribing.
January 2009	Physician Quality Reporting Initiative (PQRI)	All Aboard the PQRI Express...Next Stop, Health System Reform	Byrd, J. (2009). All Aboard the PQRI Express...Next Stop, Health System Reform. <i>ASA NEWSLETTER, Volume 73</i> (Issue 1), pp.24-25.	The Physician Quality Reporting Initiative (PQRI) program evolves into a program with 153 measures.
December 2008	Improper Payments	The Many Facets of the OIG Facet Report	Byrd, J., Cohen, N. & Merrick, S. (2008). The Many Facets of the OIG Facet Report. <i>ASA NEWSLETTER, Volume 72</i> (Issue 12), pp.32-35.	The Office of Inspector General (OIG) investigates potential improper payment for pain procedures.
November 2008	Patient Safety	A Question of Patient Safety: Disruptive Physicians and Colleagues	Byrd, J. & Webb, M. (2008). A Question of Patient Safety: Disruptive Physicians and Colleagues. <i>ASA NEWSLETTER, Volume 72</i> (Issue 11), pp.27-28.	The Joint Commission (JTC) issues a Sentinel Event Alert (Alert), which addresses, "behaviors that undermine a culture of safety".

Month/Year	Topic	Title	Reference	Summary
October 2008	ICD-10	Delayed or Not: ASA Will Help You Transition to ICD-10	Byrd, J. & Merrick, S. (2008). Delayed or Not: ASA Will Help You Transition to ICD-10. <i>ASA NEWSLETTER, Volume 72</i> (Issue 10), pp.20-22, 34.	The writers discuss ICD-10.
September 2008	Physician Compensation System	Designing a Flexible Compensation System	Blough, G & Scott, S. (2008). Designing a Flexible Compensation System. <i>ASA NEWSLETTER, Volume 72</i> (Issue 9), pp.38-40.	The article discusses how to create a flexible compensation system.
July 2008	Healthcare Ratings	What's in a Rating? Patients Using Web Sites to Rate Physicians	Byrd, J. (2008). What's in a Rating? Patients Using Web Sites to Rate Physicians. <i>ASA NEWSLETTER, Volume 72</i> (Issue 7), pp.28-29.	The writer evaluates the growing health care ratings service business.
June 2008	ASA	The New Face of Practice Management and Quality at ASA	Byrd, J. (2008). The New Face of Practice Management and Quality at ASA. <i>ASA NEWSLETTER, Volume 72</i> (Issue 6), pp.30-32.	Jason Byrd discusses his position at the ASA and his experiences working in the healthcare field.
May 2008	Pay-For-Performance (P4P)	The Third National Pay-for-Performance Summit: Many Voices, Little Harmony	Johnstone, R. (2008). The Third National Pay-for-Performance Summit: Many Voices, Little Harmony. <i>ASA NEWSLETTER, Volume 72</i> (Issue 5), pp.36-37.	ASA members attend the Third National Pay-For-Performance Summit.

Month/Year	Topic	Title	Reference	Summary
April 2008	Physician Quality Reporting Initiative (PQRI)	Results from ASA's 2007 PQRI Participation Study	Abouleish, A., Merrick, S., Stead, S. (2008). Results from ASA's 2007 PQRI Participation Study. <i>ASA NEWSLETTER, Volume 72</i> (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	Practice Management: One Consultant's Composite	Hicks, J. (2008). Practice Management: One Consultant's Composite. <i>ASA NEWSLETTER, Volume 72</i> (Issue 3), pp.30-33.	The article describes the goals and tasks of the ASA Anesthesia Consultation Program.
February 2008	Contracts	Evaluating Contracts for Anesthesiology Services: Considerations and Pitfalls from the Clinician's Perspective	Hicks, J. (2008). Evaluating Contracts for Anesthesiology Services: Considerations and Pitfalls from the Clinician's Perspective. <i>ASA NEWSLETTER, Volume 72</i> (Issue 2), pp.32-33, 48.	Dr. David Cross evaluates the pitfalls in signing contracts with health care facilities.
January 2008	2008	Changes for 2008	Merrick, S. (2008). Changes for 2008. <i>ASA NEWSLETTER, Volume 72</i> (Issue 1), pp.30-33.	The writer discusses health care changes in 2008.