Dear Friends,

I am excited to invite you to PRACTICE MANAGEMENT 2016 – the most relevant, timely and dynamic practice management conference devoted to physician anesthesiologists, practice administrators and quality directors.

This year’s theme, Delivering Value Through Physician and Practice Performance, is enhanced by the leaders in anesthesiology – both speakers and attendees – who join us to share their insights and strategies for success.

The wide variety of topics, world-renowned speakers and industry professionals representing every facet of anesthesiology – all assembled in one place – makes this conference unlike any other. With almost 100 educational sessions, four pre-conferences, an ASA®/ASRA special pain program, resident track, panel discussions and sessions about operational efficiency, and quality improvement, PRACTICE MANAGEMENT 2016 offers something for everyone.

Join us and engage with other physician anesthesiologists, practice administrators and quality directors so you can learn from one another – connect, share successes and failures, and grow together. We’ve even built in time for you to explore cutting-edge products and technology.

I look forward to meeting you and learning with you at PRACTICE MANAGEMENT 2016.

See you in January!

James R. Mesrobian, M.D.
Chair, ASA Committee on Practice Management
Regional Medical Director
TeamHealth Anesthesia

PS. You can learn more about PRACTICE MANAGEMENT 2016 at asahq.org/pm.
Why attend?

The most relevant and timely conference of its kind, PRACTICE MANAGEMENT 2016 brings together subject matter experts and leaders in anesthesia to share knowledge and critical skills needed to stay at the forefront of anesthesia practice management. Discover how to deliver value through physician and practice performance, and engage with a variety of world-renowned specialty leaders.

Maximize your time at the meeting with these exciting pre-conferences:
- Basics in Practice Management
- Building Effective Leaders
- LEAN Management in Health Care
- Developing Your Value Proposition – NEW!

New this year! ASA and ASRA present a Special Pain Program that runs simultaneously with PRACTICE MANAGEMENT 2016 on Saturday, January 30.

Attendees will come away fully equipped to make a positive impact on their anesthesia practices.

What you’ll learn:

Upon completion of this continuing medical education activity, you will be able to:
- Identify the impact of recent regulatory and legislative changes in anesthesia practices
- Identify QCDR requirements and the impact of SGR repeal (MACRA)
- Identify the importance of managing key human resource issues: hiring strategies, generational differences between providers, and physician engagement
- Discuss benchmarking and identify specific benchmarking strategies related to operations, productivity and quality
- Identify strategies to address common challenges in contracting with health care organizations
- Discuss the latest developments on the Perioperative Surgical Home (PSH) model

Who should attend?
- Physician Anesthesiologists and Other Anesthesia Clinicians
- Anesthesiology Practice Leaders
- Practice Presidents
- QA Directors
- Department Chiefs
- AAA Members
- Hospital and Health Care Organization Leaders

“The ASA Practice Management Conference pre-conference on Basics in Practice Management is an excellent pre-conference for first-time attendees and attendees new to the business responsibility of their group.”

- Amr E. Abouleish, M.D., M.B.A.
  Professor & The Michael Phillips Family Chair
  Department of Anesthesiology
  The University of Texas Medical Branch
  Galveston, TX
Conference highlights

- **Keynote:** Ed Park, Executive Vice President and Chief Operating Officer at Athenahealth, shares outlining critical strategies for aligning physician anesthesiologists and health systems
- Important state and federal advocacy updates
- Intimate roundtable discussions to engage with speakers
- Resident track featuring educational lectures, panel discussions and expert one-on-one critiques

Featured lectures

**Keynote Address**
Ed Park, M.B.A.
Executive Vice President and Chief Operating Officer at Athenahealth
New Payment Models: Big Challenges, Big Opportunities

**Business School Lecture**
Joe Damore, FACHE
Vice-President
Population Health Management, Premier, Inc.
Value-Based Contracting: The New Anesthesia Market

**Town Hall with ASA Executive Committee**
Daniel J. Cole, M.D.
ASA President

Hot topics:

- Update on Perioperative Surgical Home
- Updates on QCDR Reporting and MACRA
- **NEW:** Town Hall with ASA Executive Committee
- Physician Engagement: What It is and How to Create It
- Benchmarking: What It is and How to Do It
- Contract Challenges: How to Deal With a RFP or Offer of Employment
- Roundtables
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<td>Corporate Citizenship - Jeffrey Plagienhoef, M.D.</td>
<td>Emotional Intelligence - Torin Shear, M.D.</td>
<td>Introduction to Lean - Lori Pelletier, M.B.A., Ph.D.</td>
<td>Reporting Your Data to the Hospital - Avery Tung, M.D., FCCM</td>
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<td>Risk Management and Compliance - Jeffery S. Vender, M.D., FCCM, FCOI, M.B.A.</td>
<td>Break in Exhibit Hall</td>
<td>Potato Head Exercise - All Faculty</td>
<td>Strategies for Meeting Quality Mandates: Outcome Monitoring and Risk Adjustment - Avery Tung, M.D., FCCM</td>
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<td>Navigating Medical Staff Issues - Randall M. Clark, M.D.</td>
<td>Strategic Thinking for Anesthesiologists - James Grant, M.D., M.B.A.</td>
<td>Lean Problem Solving - Nicholas Comeau</td>
<td>Using Information Technology to Drive Quality - Mark Deshur, M.D., M.B.A.</td>
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<td>Organizational Psychology for Leaders - Allan Lind, Ph.D.</td>
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<td>Creating a Culture of Change - Jeffery S. Vender, M.D., FCCM, FCOI, M.B.A.</td>
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<td>Review Pre-Reading and Questions - Varang Parikh</td>
<td>Making Quality Pay: How Do You Value Your Quality Program and Your Group to the Facility, Payers and Patients - Stanley W. Stead, M.D., M.B.A.</td>
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<td>Role of the Anesthesia Clinical Director-Critical Leadership Role in the OR - Salvatore G. Vitale, M.D.</td>
<td>Introduction to A3 thinking - Lauren Russell</td>
<td>Enhanced Recovery after Surgery (ERAS) for Patients, Surgeons and Your Hospital Administrator - Andrew W. Gorlin, M.D.</td>
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<tr>
<td>OR Capacity-Allocating Valuable Resource-Basic Block Scheduling and Utilization Monitoring - Shubjeet Kaur, M.D., M.Sc., HCM</td>
<td>Negotiation Strategies - Jeffery S. Vender, M.D., FCCM, FCOI, M.B.A.</td>
<td>Break-out exercise - All Faculty</td>
<td>Performance Measurement: Quality Metrics, Pay for Performance, MIPS and Your Practice - Robert S. LaGasse, M.D.</td>
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<td>OR Metrics-Tracking the Right Data-Provider and Hospital Perspectives - Michael B. Simon, M.D.</td>
<td>Case-based Negotiations Exercise - Allan Lind, Ph.D. and Samuel Wald, M.D., M.B.A.</td>
<td>Current Conditions - Lori Granger</td>
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<td>Applying “Lean Models” to Perioperative Operations: A Learning Journey - Anita Honkanen, M.D., M.S.</td>
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<td>Accreditation and Regulatory Services - Donald Arnold, M.D.</td>
<td>Break-out Exercise</td>
<td>Root Causes Analysis - Nicholas Comeau</td>
<td>Developing Your Value Proposition - Alexander S. Choi, M.D., M.P.H.</td>
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<td>contracting With Your Hospital: Negotiating Your Employment Contract - Judith Jurin Semo, J.D.</td>
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<td>Quality in Your Practice</td>
<td>Countermeasures - Varang Parikh</td>
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<td>Measuring Quality: Data Collection and Reporting - Richard P. Dutton, M.D., M.B.A.</td>
<td>Break-out Exercise - All Faculty</td>
<td>Executing the Plan - Lauren Russell</td>
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<td>Setting Up a Quality Program in Your Department - Shubjeet Kaur, M.D., M.Sc., HCM</td>
<td>Break-out Exercise - All Faculty</td>
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<td>The ACA, ACOs and the Anesthesiologist: What It Means to You in 2016 - David A. Lubarsky, M.D., M.B.A.</td>
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<tr>
<td>Using Information Technology to Improve Group Quality - Mark Deshur, M.D.</td>
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## Schedule-at-a-glance

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<tbody>
<tr>
<td>Exhibit Hall Open</td>
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<td>Introduction and Welcome - David A. Provenzano, M.D., Lori Hill Marshall, M.D.</td>
<td>Welcome - Erica Stein, M.D.</td>
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<tr>
<td>Keynote Address: New Payment Models: Big Challenges, Big Opportunities - Ed Park, M.D.</td>
<td>Update on the ASA PSH Collaborative - Stanley W. Stead, M.D., M.B.A.</td>
<td>Break in Exhibit Hall</td>
<td>AKs, CRNAs, and Medical Direction - John H. Stephenson, M.D.</td>
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<tr>
<td>Welcome and Wine Reception in Exhibit Hall</td>
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<td>Employment Contracts and Pearls - Judith Jurin Semo, J.D.</td>
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<tr>
<th>Registration</th>
<th>Roundtables</th>
<th>Updates in Pain Medicine Coding and Payment 2016 - Kevin E. Vorenkamp, M.D.</th>
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<td>Main Conference Continental Breakfast</td>
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<tr>
<td>Poster Viewing</td>
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<tr>
<td>Young, Old and In Between: General Differences - Shena J. Scott, M.B.A.</td>
<td>QC/QR: What We Have to Do Now - Richard P. Dutton, M.D., M.B.A.</td>
<td>Update on National and State Matters for Pain Care - Lisa Pearlstein, J.D.</td>
<td>Managing Expectations; What Does My Employer Expect From Me - James R. Mesrobian, M.D.</td>
</tr>
<tr>
<td>Engagement Physicians for High Performance - Thomas Yackel, M.D.</td>
<td>Incentivizing Compensation: How to Get Your Providers to Do It - Amir E. Abouleish, M.D., M.B.A.</td>
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<td>Clinical Quality Outcomes - Robert S. LaGasse, M.D.</td>
<td>Become Employed or Else: How to Respond - Judith Jurin Semo, J.D.</td>
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<td>Using OR Metrics to Drive Perioperative Performance - Robert B. Mesrobian, M.D.</td>
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### Sunday, January 31

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For a full schedule, please visit [asahq.org/pm](http://asahq.org/pm)
Pre-conferences
Friday, January 29

Basics in Practice Management
Moderator: Brian M. Parker, M.D.
Deepen your understanding of basic economic and business management principles necessary to run a successful anesthesia practice beyond clinical work.

Who should attend?
- Physician Anesthesiologists with less than 5 years of practice management experience
- Physician Anesthesiologists seeking a leadership role within their group or practice
- Anesthesia Administrators

What you’ll learn:
- Fundamental economic and business administration principles
- Importance of O.R. management and its value to your hospital or organization
- Quality and risk management principles
- Effective leadership skills

Building Effective Leaders
Moderator: Samuel Wald, M.D., M.B.A.
Physicians are increasingly finding themselves in an environment that requires physician leaders effectively manage change. An understanding of the tools necessary to meet these needs is becoming a required part of managing an anesthesiology practice. This one-day course shares strategies for how to become a successful leader.

Who should attend?
- Physician Anesthesiologists
- Resident Anesthesiologists (Physicians-in-Training)
- Anesthesiology Group Practice Administrators
- Hospital and Health System Administrators
- Critical Care Physicians
- Pain Management Physicians
- Surgeons
- Hospitalists

What you’ll learn:
- Develop skills and competencies to maintain a competitive edge
- Describe the importance of strategic planning
- Utilize effective communication and leadership skills
- Implement negotiation strategies with hospital administration
- Discuss how to leverage emotional intelligence

LEAN Management in Health Care
Moderator: Shubjeet Kaur, M.D.
Add value to your practice by applying LEAN management principles. Attendees will leave with a tool kit for implementing LEAN strategies in their workplace, creating better outcomes at a lower cost.

Who should attend?
- Physicians and practice leaders who have a responsibility for protecting the group’s future
- Physicians and practice leaders involved in contracting
- Physicians and practice leaders involved in resource management
- Physicians and practice leaders involved in strategic planning

What you’ll learn:
- Implement the guiding principles of LEAN
- Identify the eight wastes
- Describe the basics of A3 problem solving
- Apply LEAN to everyday work to create “value” and provide better outcomes at lower cost

Developing Your Value Proposition – NEW!
Moderator: Joseph W. Szokol, M.D., J.D., M.B.A.
Physicians are continuously finding themselves in an increasingly complex health care environment created by changing demographics, mechanisms of health care financing and integration of services through system-based models. How do you best prepare your anesthesiology practice, given the rapidity of change, the diverse roles required to lead patient care teams and have access to the necessary resources to remain relevant in your health care organizational system? This one-day course introduces you to strategies necessary to transform your practice into a value-driven model and remain competitive in today’s health delivery market.

Who should attend?
- Physician Anesthesiologists
- Resident Anesthesiologists (Physicians-in-Training)
- Anesthesia Group Practice Administrators
- Hospital and Health System Administrators
- Critical Care Physicians
- Pain Management Physicians
- Surgeons
- Hospitalists

What you’ll learn:
- List three critical services that your anesthesia group provides within an integrated care model
- Implement value delivery care strategies that the physician anesthesiologist can implement in the next six months
- Describe how Accountable Care Organizations (ACOs) and Enhanced Recovery After Surgery (ERAS®) impact physician anesthesiologists practices
Resident Track
Saturday, January 30

Resident Track
Moderator: Erica Stein, M.D.
The Accreditation Council for Graduate Medical Education (ACGME) states that practice management should be taught during anesthesiology residency. Unfortunately, what needs to be taught is loosely defined. This one-day course provides foundational concepts in practice management so attendees can meet and excel at the non-clinical demands unique to starting out in practice.

Who should attend?
• Anesthesiology Fellows and Residents (CA2 and CA3)

You’ll be able to:
• List differences among various types of anesthesiology practices and how they reflect in employment contracts
• Identify various value delivery strategies that physician anesthesiologists and anesthesiology group practices can implement to improve their practice
• Recognize the requirements for accurate billing and coding and apply these concepts
• Apply fundamentals of physician payment, hospital and medical staff relations and compliance

ASA/ASRA Special Pain Program – NEW!
Saturday, January 30

Moderators: Lori Hill Marshall, M.D., and David Provenzano, M.D.
In the ever-changing world of pain medicine, practitioners need to acquire and fine-tune the critical skills needed to allow chronic pain services or facilities to run efficiently and cost effectively while providing high-quality care and being in compliance with regulations. This program will help identify and minimize risks in practices, evaluate ways to make practices more financially viable and increase revenue.

Who should attend?
• Pain Practice Managers, Business Managers, Office Managers, Owners and Medical Directors
• Pain Medicine Fellows and Fellowship Directors
• Pain Organization Leaders

What you’ll learn:
• Analyze the effects of current regulatory changes on chronic pain management
• Evaluate employment models and insurance contracts in pain medicine
• Apply effective internet and social media marketing strategies
• Define physician extenders and ancillary services in pain practice
• Discuss clinical risk management issues specifically affecting chronic pain practices
• Identify economic indicators to evaluate practice finances

Claiming CME Information

In order to claim CME credit, participants must review the CME information (accreditation, learning objectives, faculty disclosures, etc.) and attend the CME activity. To complete the evaluation, claim CME, and print your CME certificates for the main conference and any pre-conference session, follow the steps below:

Login with your ASA login data: asahq.org/mylearning
• As a reminder, your username is your email address on file with ASA.
• ASA members log in using your email on file with ASA and password.
• Non-members log in using your ASA login. First time accounts will be sent an email with login information
• If you do not recall your password, you can reset: www.asahq.org/member-center/forgot-password
• First time accounts will be sent an email with login information.
• After you have logged in, you will be directed to the Education Center.
• PRACTICE MANAGEMENT 2016 will be listed under My Enrollments: https://education.asahq.org/totara/my
• Select the course link to complete the evaluation, claim CME credits and print your certificate.

Your ASA certificate may be accessed at any time by navigating to the MY LEARNING tab: https://education.asahq.org/totara/my Access MY TRANSCRIPT dropdown, or go directly to: https://education.asahq.org/transcript

Accreditation and Designation Statement
The American Society of Anesthesiologists is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.

The American Society of Anesthesiologist designates this live activity for a maximum of 12 AMA PRA Category 1 Credits™.

Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Pre-conference 1: Basics in Practice Management:
8 AMA PRA Category 1 Credits™
Pre-conference 2: Building Effective Leaders:
6.75 AMA PRA Category 1 Credits™
Pre-conference 3: Lean Management in Health Care:
6.75 AMA PRA Category 1 Credits™
Pre-conference 4: Developing Your Value Proposition:
7.50 AMA PRA Category 1 Credits™
ASA/ASRA Advanced Strategies in Chronic Pain Practice Management:
6.25 AMA PRA Category 1 Credits™
Poster Sessions

Don’t miss the opportunity to view the posters and speak with the authors about the latest evidence-based research in the field. The poster viewing session will be open during the following hours:

Friday, January 29, 3:30-5 p.m.
Saturday, January 30, 7 a.m.-5 p.m.

The Committee on Practice Management is now accepting abstracts for PRACTICE MANAGEMENT 2016. Presentations should highlight the latest information in the following areas:
- Research in Perioperative Management
- Quality Improvement
- Leadership Development
- Challenging Cases
- Innovative Solutions in Practice Management

The deadline for submissions is October 31, 2015.

Submit your abstract at asahq.org/pm
CME will not be offered for the Poster Sessions.

Explore the latest products and technology

Exhibitors include anesthesia billing and coding companies, staffing services, anesthesia information management systems and other business consulting organizations related to anesthesia.
- Learn about state-of-the-art advances in practice management
- Enjoy breaks, lunch service and a welcome and wine tasting reception throughout the meeting with exhibitors
- Network with colleagues
- Explore and compare the latest products and services

Exhibits

Friday, January 29, 9 a.m.-7:30 p.m.
Break, 9-10 a.m.
Luncheon with Exhibitors, 11:30 a.m.-12:30 p.m.
Break, 2-3 p.m.
Welcome and Wine Reception, 6-7:30 p.m.

Saturday, January 30, 9 a.m.-4 p.m.
Break, 9-9:30 a.m.
Luncheon with Exhibitors, 11:45 a.m.-1 p.m.
Break, 3:30-4 p.m.

Get the ASA My Meeting app

ASA’s new mobile app enhances your meeting experience.

The ASA My Meeting app gives you:
- Immediate access to critical meeting materials
- Connectivity to schedule meet-ups with other attendees
- Ability to search and view exhibiting companies, products and descriptions
- Notifications and real-time alerts about can’t-miss events and important meeting information

Upon registering for PRACTICE MANAGEMENT 2016, you will gain access to the ASA My Meeting app. To see what else it can do and to download the app, visit asahq.org/PMapp

A SPECIAL THANK YOU

ASA is proud to recognize the ASA Industry Supporters for their year-round contributions to the American Society of Anesthesiologists.

ASA INDUSTRY SUPPORTERS

Teleflex
PharmDigm
Hospira
Edwards
Masimo
Medtronic
Mallinckrodt Pharmaceuticals
Host Hotel

Hilton San Diego Bayfront
1 Park Boulevard | San Diego, California 92101
(619) 564-3333

Room Rate: $239 single or double occupancy

The American Society of Anesthesiologists has secured a block of rooms at a special rate at the Hilton San Diego Bayfront. The special rate expires on January 4, 2016, or when the negotiated room block has been filled, whichever is earlier. Make your reservations early, and be sure to mention you are with ASA’s PRACTICE MANAGEMENT 2016 conference (Group code: COPM) to receive this group rate.

Hotel Reservations: 800-Hiltons or (619) 564-3333 (group code: COPM)
Online Reservation Link: https://resweb.passkey.com/go/ASA2016

Airport

San Diego International Airport (SAN)
3225 N. Harbor Drive | San Diego, California 92101
www.san.org

San Diego

The heart of every city lives in its downtown, and San Diego is no exception. Located only minutes from the airport, San Diego’s thriving downtown districts, including the historic Gaslamp Quarter, offer a plethora of options for accommodations, activities, dining, shopping and cultural attractions, all within walkable city blocks. Take a stroll along the Embarcadero and grab lunch at Seaport Village before you climb aboard the USS Midway Aircraft Carrier Museum. If a moving sea vessel is more your flavor, hop on a harbor cruise or sailing excursion. Catch the trolley for a quick ride to Balboa Park and the world-famous San Diego Zoo or Old Town San Diego. And when the sun goes down, the city’s Gaslamp Quarter comes alive as it takes center stage in San Diego’s happening nightlife scene.

Registration Fees

Registration is now open! Below is a summary of registration rates for PRACTICE MANAGEMENT 2016, the ASA/ASRA Special Pain Program, and Pre-conferences. Further details about the meeting and what the registration fee includes can be found online at asahq.org/pm. Please reference the website for updates. Note: Information is subject to change at the discretion of ASA.

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<td>Friday, Pre-conference Sessions*</td>
<td>$350</td>
<td>$375</td>
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<tr>
<td>Saturday, ASA/ASRA Special Pain Program**</td>
<td>$350</td>
<td>$375</td>
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<td>PRACTICE MANAGEMENT 2016</td>
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<tr>
<td>ASA Member</td>
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<td>ASA Resident Member</td>
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<td>MGMA AAA Member</td>
<td>$550</td>
<td>$650</td>
</tr>
<tr>
<td>Nonmember</td>
<td>$1,260</td>
<td>$1,360</td>
</tr>
</tbody>
</table>

* Attendees can choose one pre-conference.
** The ASA/ASRA Special Pain Program runs concurrently with the Main Conference on Saturday, and carries a separate registration fee.

ASA® Membership Matters
ASA members receive deep discounts on registration as well as other benefits throughout the year. Not a member or wish to renew your membership? Please contact ASA Member Services at (847) 825-5586.
PRACTICE MANAGEMENT 2016

Hot topics
• Update on Perioperative Surgical Home
• Updates on QCDR Reporting and MACRA
• NEW: Town Hall with ASA Executive Committee
• Physician Engagement: What It Is and How to Create It
• Benchmarking: What It Is and How to Do It
• Contract Challenges: How to Deal With a RFP or Offer of Employment
• Roundtables

Delivering Value Through Physician and Practice Performance

Register early and save! asahq.org/pm

Earn up to 12 AMA PRA Category 1 Credits™ for main conference
Earn up to 6.25 AMA PRA Category 1 Credits™ for ASA/ASRA Special Pain Program
Earn up to 8 AMA PRA Category 1 Credits™ for pre-conferences

Future dates
PRACTICE MANAGEMENT 2017
JANUARY 27-29 | GAYLORD TEXAN RESORT | GRAPEVINE, TX