

Survey Results: Teaching Practice Management

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I have no conflicts to disclose.

ASA Ad Hoc Committee on Practice Management Issues in Anesthesia Training Programs

- Background: Feedback from several ASA committees including Practice Management, Large Group Practice, Economics and Future Models of Anesthesia Practice indicated concern that that residency programs lack training, didactics, and rotations in practice management topics.
- The Committee was asked to define what types of educational programs have been implemented and to identify opportunities to improve the training.
- Survey: 10 questions, 56 responses from AACPD.

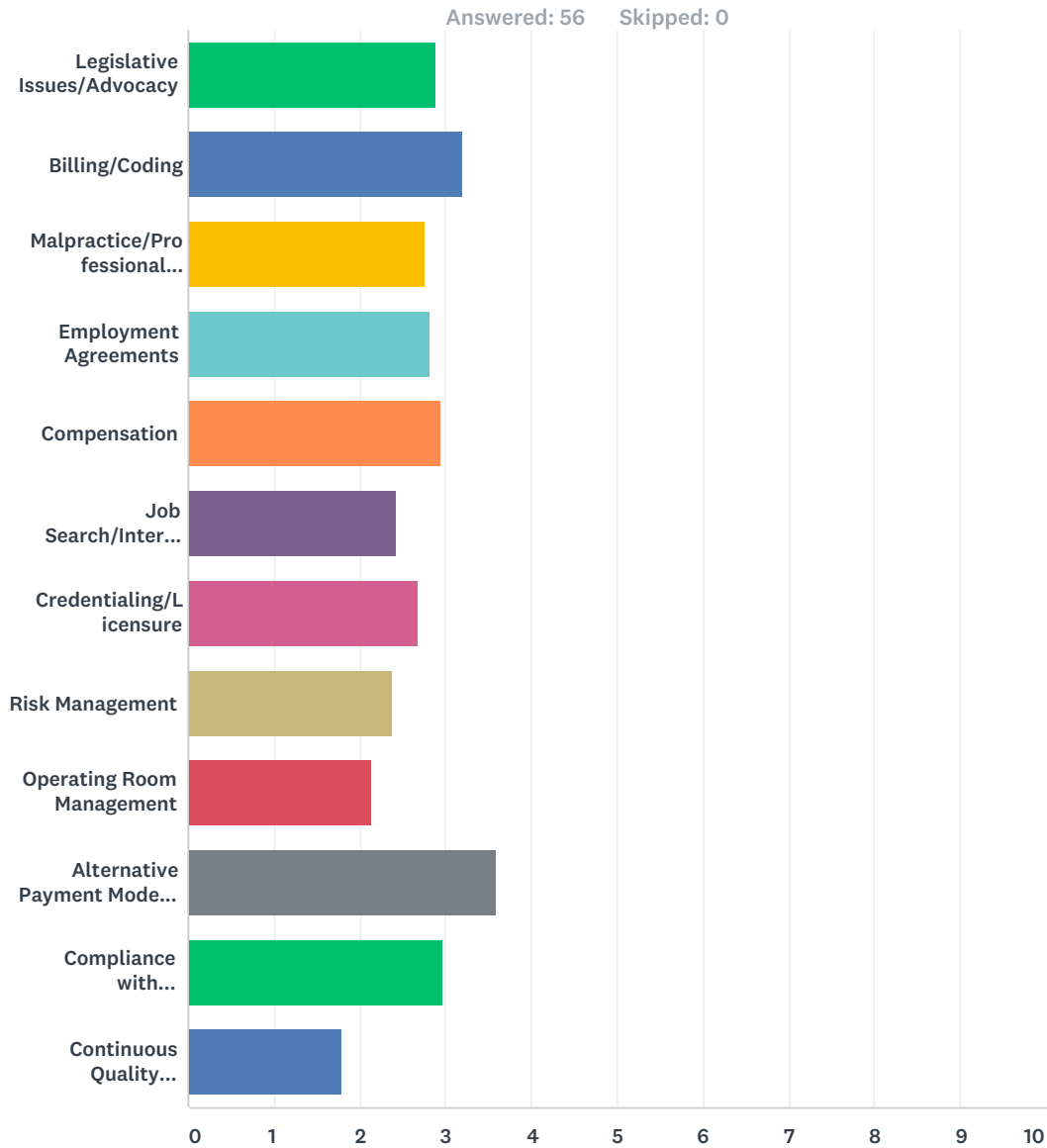
Findings from the Survey

- A significant proportion of programs do not teach major aspects of practice management, e.g. 27% do not teach Billing/Coding, 38% do not cover Compensation, 21% Employment Agreements, 25% Compliance with Medicaid and Medicare, and 57% do not teach Alternative Payment Methods.
- Didactics are still the major format for covering most topics, although OR Management (whatever that might include) is often taught as a rotation or by shadowing.
- The time devoted to didactics is small – an average of 6.8 hours. For those programs who have created a rotation, about half devote at least 40 hours to the topic.

Conclusions and Future Directions

- Residency programs would benefit from and would appreciate more specific and structured guidance from the RRC.
- Residencies need concrete examples of comprehensive curricula that individual programs could then adopt or adapt.
- Program Directors would appreciate resources such as webinars, updates to the COPM syllabus, and other on-line tools they could incorporate.

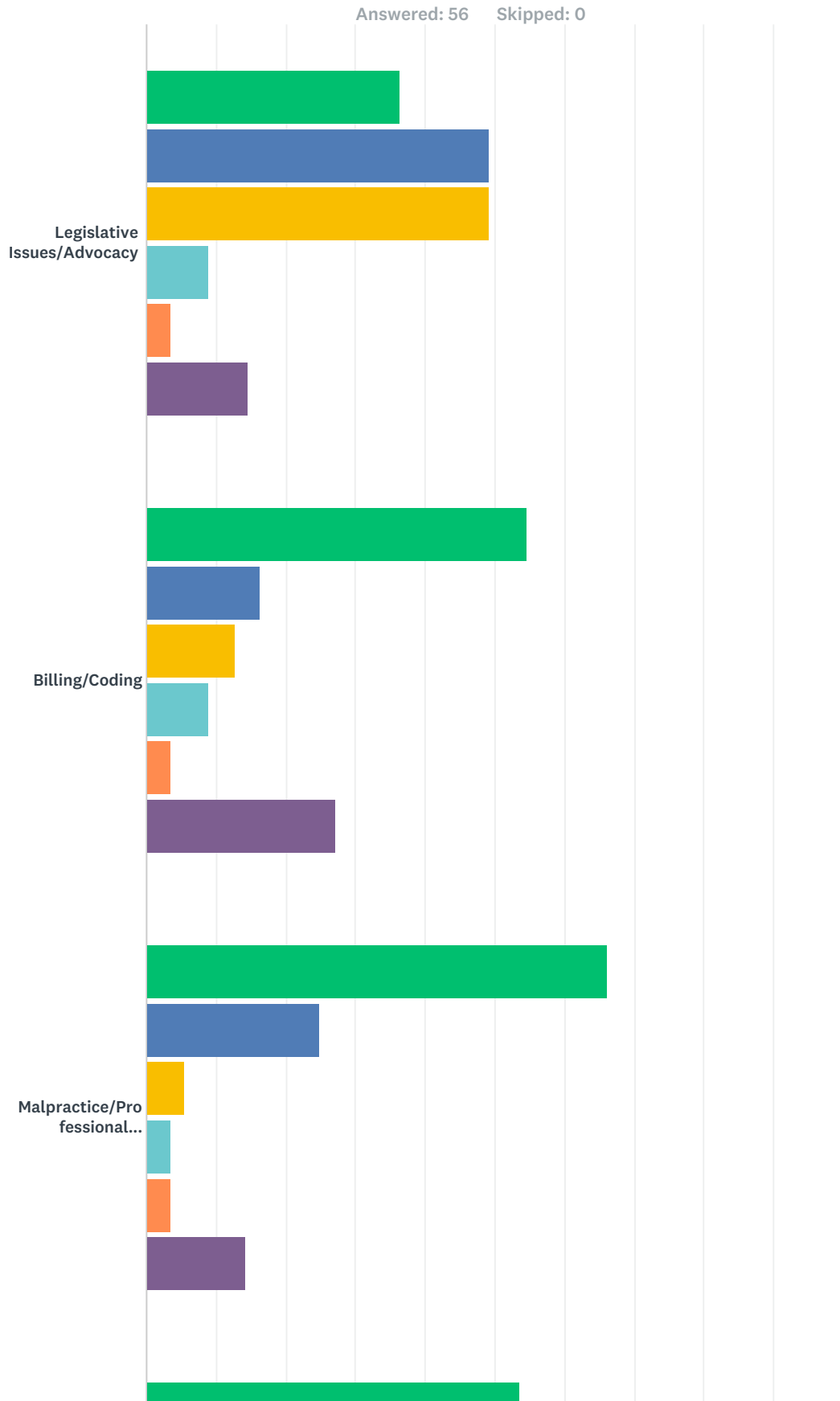
Q1 Please rank how adequately your program exposes residents to the following topics:

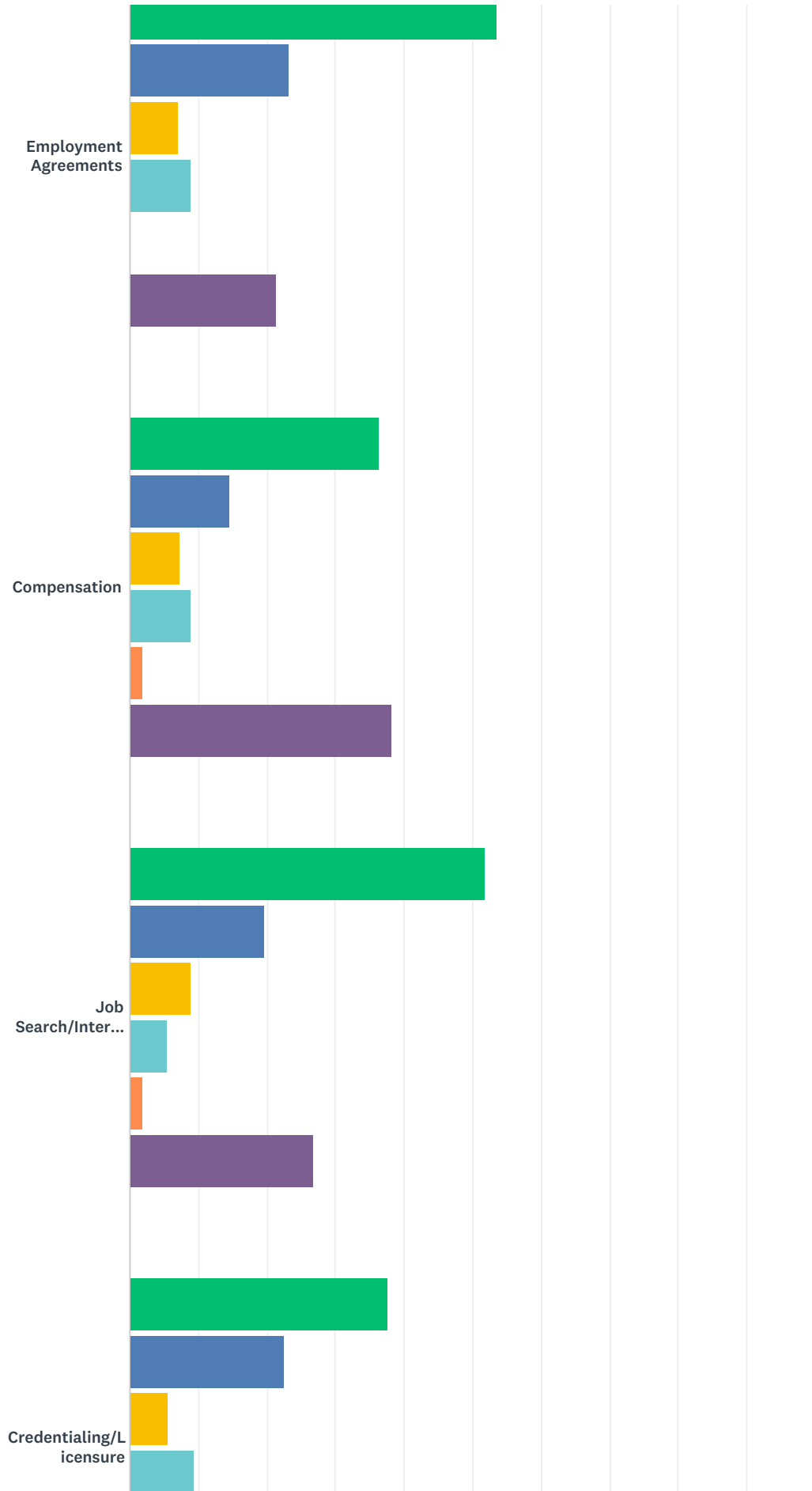


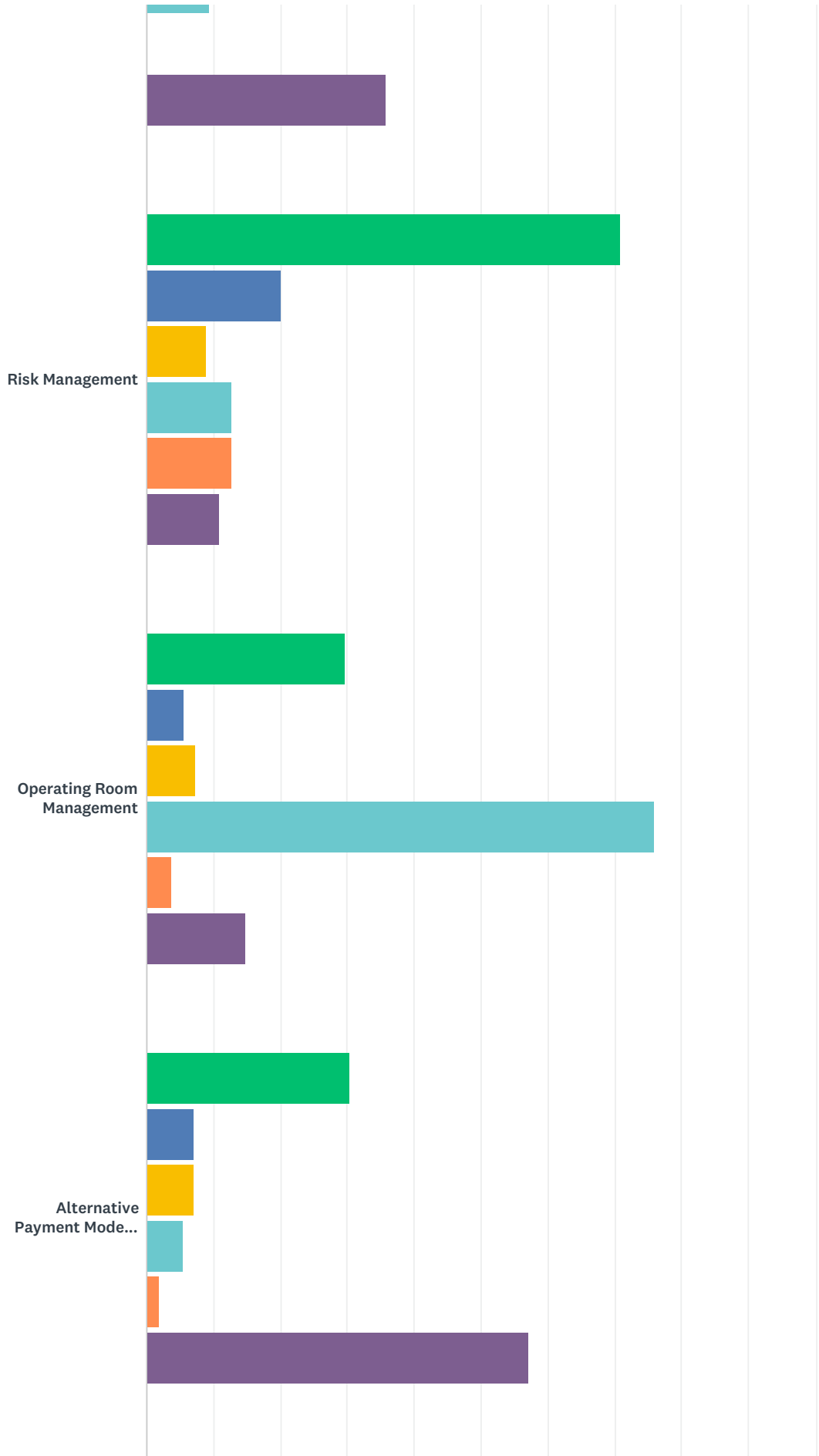
	Thoroughly	Adequately	Inadequately	Minimally/Not at All	Don't Know	Total	Weighted Average
Legislative Issues/Advocacy	12.50% 7	42.86% 24	33.93% 19	10.71% 6	0.00% 0	56	2.88
Billing/Coding	7.14% 4	37.50% 21	37.50% 21	17.86% 10	0.00% 0	56	3.21
Malpractice/Professional Liability	7.14% 4	55.36% 31	28.57% 16	8.93% 5	0.00% 0	56	2.77
Employment Agreements	8.93% 5	48.21% 27	37.50% 21	5.36% 3	0.00% 0	56	2.82
Compensation	5.36% 3	46.43% 26	44.64% 25	3.57% 2	0.00% 0	56	2.95

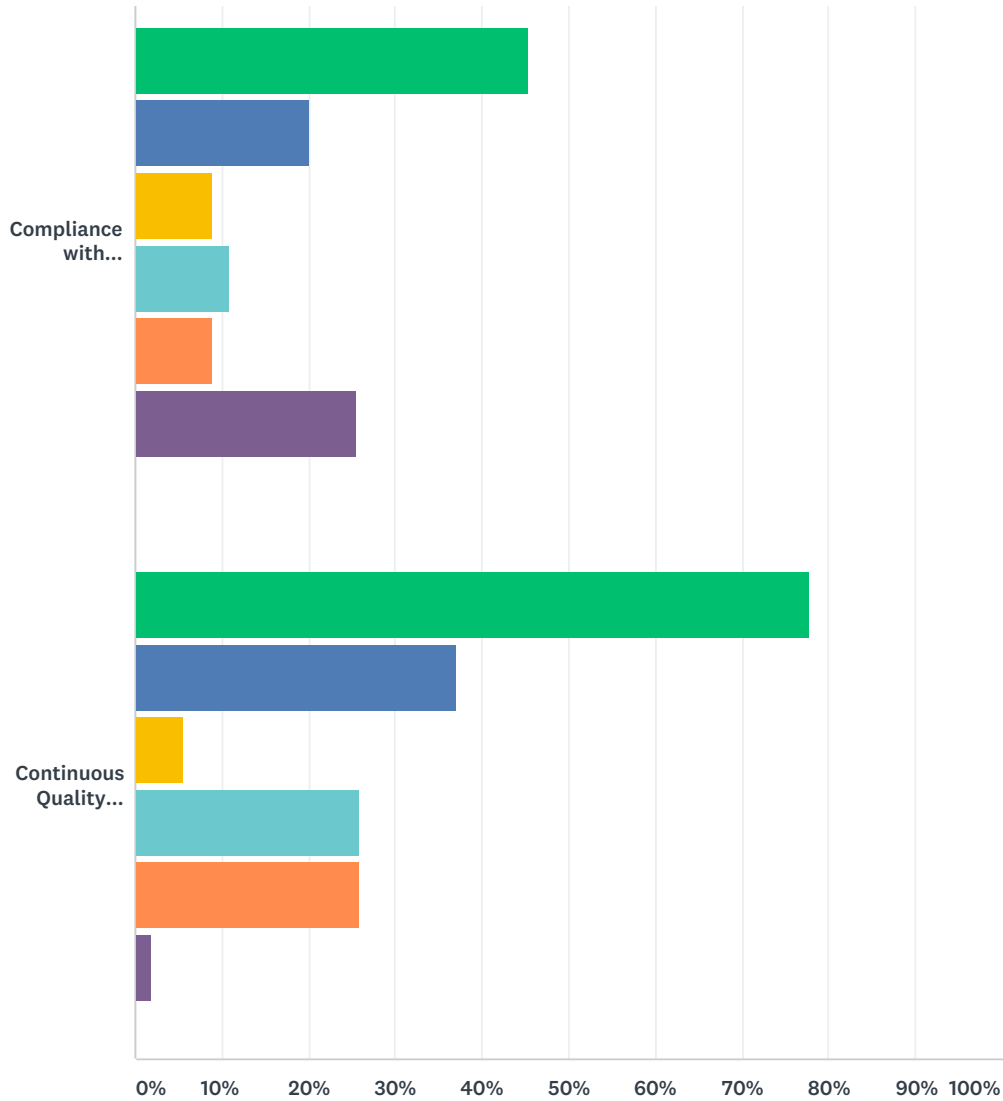
Job Search/Interviewing	14.29% 8	60.71% 34	17.86% 10	7.14% 4	0.00% 0	56	2.43
Credentialing/Licensure	7.27% 4	58.18% 32	29.09% 16	5.45% 3	0.00% 0	55	2.67
Risk Management	23.21% 13	48.21% 27	25.00% 14	3.57% 2	0.00% 0	56	2.38
Operating Room Management	33.93% 19	44.64% 25	17.86% 10	3.57% 2	0.00% 0	56	2.13
Alternative Payment Models (Accountable Care Organizations, Health Maintenance Organizations, etc.)	3.57% 2	23.21% 13	57.14% 32	16.07% 9	0.00% 0	56	3.59
Compliance with Medicare/Medicaid	8.93% 5	42.86% 24	37.50% 21	10.71% 6	0.00% 0	56	2.98
Continuous Quality Improvement Process	35.71% 20	57.14% 32	5.36% 3	1.79% 1	0.00% 0	56	1.80

Q2 How does your program teach the following to residents? (Mark all that apply.)









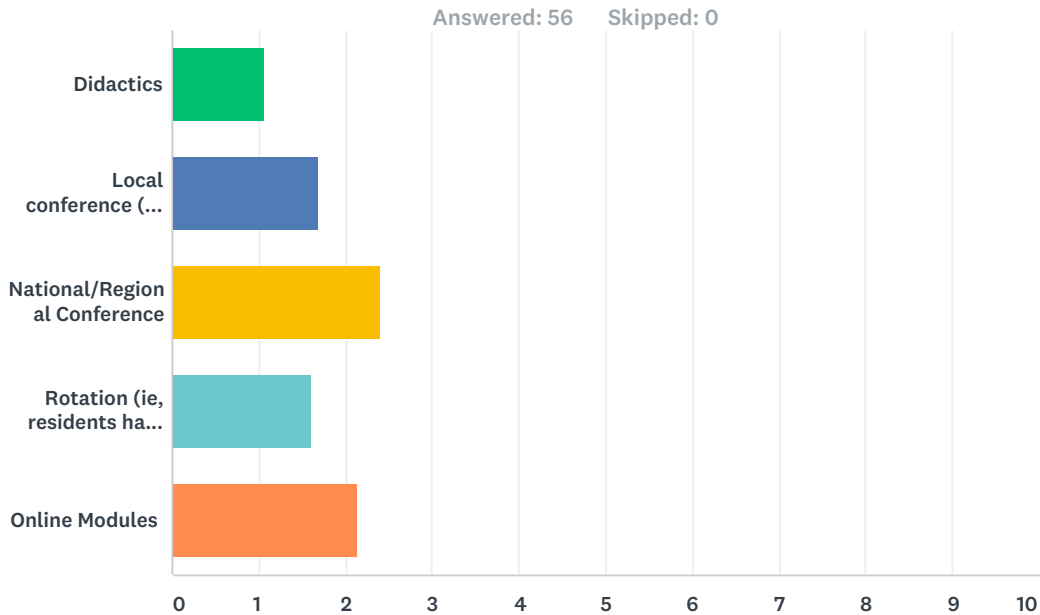
- Didactics
- Local conference (ie, your department has a conference that covers this topic)
- National/Regional Conference
- Rotation (ie, residents have a rotation in which they learn OR Management skills)
- Online Modules
- We do not teach this

	Didactics	Local conference (ie, your department has a conference that covers this topic)	National/Regional Conference	Rotation (ie, residents have a rotation in which they learn OR Management skills)	Online Modules	We do not teach this	Total Respondents
Legislative Issues/Advocacy	36.36% 20	49.09% 27	49.09% 27	9.09% 5	3.64% 2	14.55% 8	55
Billing/Coding	54.55% 30	16.36% 9	12.73% 7	9.09% 5	3.64% 2	27.27% 15	55
Malpractice/Professional Liability	66.07% 37	25.00% 14	5.36% 3	3.57% 2	3.57% 2	14.29% 8	56

Employment Agreements	53.57% 30	23.21% 13	7.14% 4	8.93% 5	0.00% 0	21.43% 12	56
Compensation	36.36% 20	14.55% 8	7.27% 4	9.09% 5	1.82% 1	38.18% 21	55
Job Search/Interviewing	51.79% 29	19.64% 11	8.93% 5	5.36% 3	1.79% 1	26.79% 15	56
Credentialing/Licensure	37.74% 20	22.64% 12	5.66% 3	9.43% 5	0.00% 0	35.85% 19	53
Risk Management	70.91% 39	20.00% 11	9.09% 5	12.73% 7	12.73% 7	10.91% 6	55
Operating Room Management	29.63% 16	5.56% 3	7.41% 4	75.93% 41	3.70% 2	14.81% 8	54
Alternative Payment Models (ex, Accountable Care Organizations, Health Maintenance Organizations)	30.36% 17	7.14% 4	7.14% 4	5.36% 3	1.79% 1	57.14% 32	56
Compliance with Medicare/Medicaid	45.45% 25	20.00% 11	9.09% 5	10.91% 6	9.09% 5	25.45% 14	55
Continuous Quality Improvement Process	77.78% 42	37.04% 20	5.56% 3	25.93% 14	25.93% 14	1.85% 1	54

#	Comment (optional)	Date
1	CA-3 residents have a dedicated rotation at business headquarters that covers these topics and more.	5/23/2017 2:19 PM
2	All of our residents during various rotations must participate and complete PI/QI projects.	5/2/2017 10:21 AM
3	We have a yearly 4-hour practice management seminar for all residents that covers many of these topics.	2/6/2017 10:03 AM
4	1-2 week business rotation outside the hospital at our business headquarters.	1/31/2017 1:28 PM

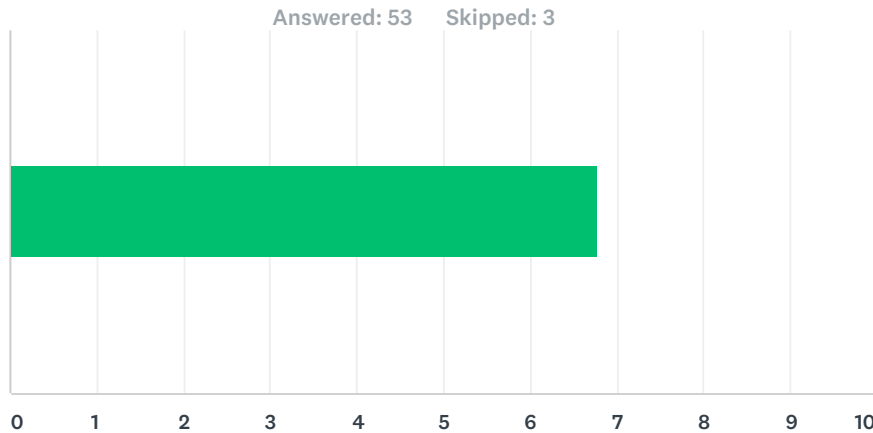
Q3 If your program uses any of the following to teach these topics to residents, is attendance mandatory for all residents?



	Yes, most or all of the time.	No, never or rarely.	Don't Know.	We do not use this method.	Total	Weighted Average
Didactics	94.44% 51	5.56% 3	0.00% 0	0.00% 0	54	1.06
Local conference (ie, your department has a Conference that covers this topic)	56.25% 27	31.25% 15	0.00% 0	12.50% 6	48	1.69
National/Regional Conference	20.41% 10	46.94% 23	4.08% 2	28.57% 14	49	2.41
Rotation (ie, residents have a rotation in which they learn OR Management skills)	71.70% 38	11.32% 6	0.00% 0	16.98% 9	53	1.62
Online Modules	53.06% 26	12.24% 6	2.04% 1	32.65% 16	49	2.14

#	Other (please specify)	Date
	There are no responses.	

Q4 About how many hours is a resident required to invest in didactics for Practice Management education?

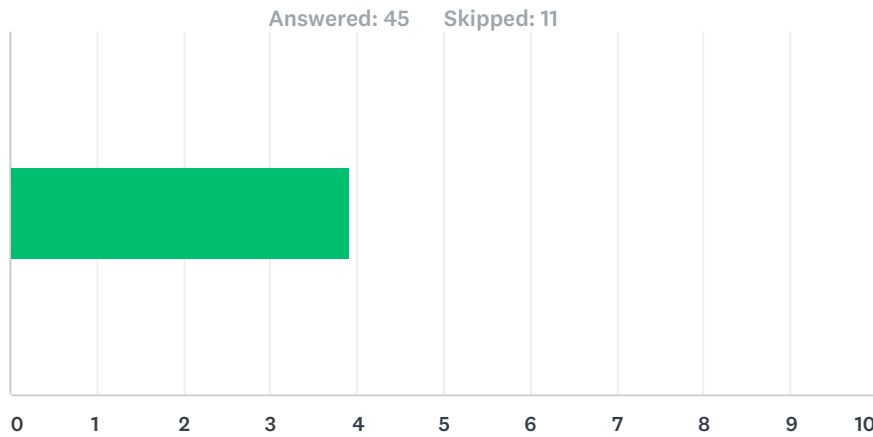


Answer Choices	Average Number	Total Number	Responses
	7	359	53
Total Respondents: 53			

#		Date
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2	10	7/1/2017 11:14 AM
3	0	6/14/2017 8:44 AM
4	4	5/25/2017 8:18 AM
5	1	5/24/2017 1:15 PM
6	4	5/23/2017 2:19 PM
7	2	5/17/2017 9:17 AM
8	16	5/9/2017 10:49 AM
9	10	5/9/2017 8:52 AM
10	2	5/8/2017 6:42 PM
11	5	5/8/2017 2:18 PM
12	0	5/8/2017 2:16 PM
13	15	5/8/2017 1:51 PM
14	21	5/4/2017 8:26 PM
15	12	5/4/2017 11:28 AM
16	4	5/2/2017 10:21 AM
17	10	5/1/2017 2:57 PM
18	4	5/1/2017 1:50 PM
19	3	5/1/2017 1:14 PM
20	4	3/23/2017 7:58 AM
21	13	3/22/2017 6:54 AM
22	7	3/21/2017 1:45 PM

23	3	3/21/2017 12:39 PM
24	8	2/17/2017 2:47 PM
25	9	2/10/2017 9:33 PM
26	5	2/10/2017 5:25 PM
27	5	2/10/2017 11:54 AM
28	5	2/10/2017 11:50 AM
29	2	2/10/2017 11:43 AM
30	10	2/10/2017 10:06 AM
31	10	2/6/2017 10:03 AM
32	5	2/3/2017 10:41 AM
33	3	2/2/2017 9:09 PM
34	2	2/2/2017 11:40 AM
35	10	2/2/2017 10:41 AM
36	3	2/1/2017 2:07 PM
37	1	2/1/2017 10:45 AM
38	5	2/1/2017 9:55 AM
39	15	2/1/2017 9:18 AM
40	12	1/31/2017 5:12 PM
41	5	1/31/2017 2:29 PM
42	10	1/31/2017 1:31 PM
43	0	1/31/2017 1:28 PM
44	3	1/31/2017 1:26 PM
45	0	1/31/2017 12:58 PM
46	5	1/31/2017 12:53 PM
47	11	1/31/2017 12:36 PM
48	10	1/31/2017 12:31 PM
49	0	1/31/2017 12:20 PM
50	21	1/31/2017 12:07 PM
51	6	1/31/2017 12:06 PM
52	10	1/31/2017 11:58 AM
53	10	1/31/2017 11:57 AM

Q5 About how many hours is a resident required to invest in local conference (i.e., your department has a conference that covers this topic) for Practice Management education?

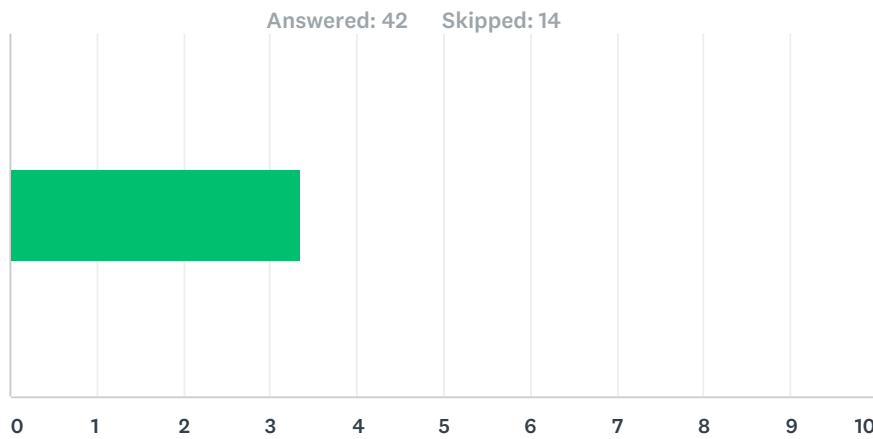


Answer Choices	Average Number	Total Number	Responses
	4	176	45
Total Respondents: 45			

#		Date
1	6	7/1/2017 11:14 AM
2	0	6/14/2017 8:44 AM
3	3	5/25/2017 8:18 AM
4	1	5/24/2017 1:15 PM
5	2	5/17/2017 9:17 AM
6	0	5/9/2017 10:49 AM
7	10	5/9/2017 8:52 AM
8	1	5/8/2017 6:42 PM
9	0	5/8/2017 2:18 PM
10	2	5/8/2017 1:51 PM
11	12	5/4/2017 8:26 PM
12	2	5/4/2017 11:28 AM
13	4	5/2/2017 10:21 AM
14	6	5/1/2017 2:57 PM
15	1	5/1/2017 1:50 PM
16	0	5/1/2017 1:14 PM
17	1	3/23/2017 7:58 AM
18	0	3/21/2017 1:45 PM
19	0	3/21/2017 12:39 PM
20	3	2/17/2017 2:47 PM
21	5	2/10/2017 9:33 PM

22	5	2/10/2017 5:25 PM
23	4	2/10/2017 11:54 AM
24	0	2/10/2017 11:50 AM
25	1	2/10/2017 11:43 AM
26	2	2/10/2017 10:06 AM
27	13	2/6/2017 10:03 AM
28	0	2/3/2017 10:41 AM
29	6	2/2/2017 9:09 PM
30	2	2/2/2017 11:40 AM
31	8	2/2/2017 10:41 AM
32	2	2/1/2017 2:07 PM
33	1	2/1/2017 10:45 AM
34	5	2/1/2017 9:55 AM
35	24	2/1/2017 9:18 AM
36	5	1/31/2017 2:29 PM
37	10	1/31/2017 1:31 PM
38	0	1/31/2017 1:26 PM
39	0	1/31/2017 12:58 PM
40	5	1/31/2017 12:53 PM
41	10	1/31/2017 12:31 PM
42	1	1/31/2017 12:20 PM
43	3	1/31/2017 12:07 PM
44	6	1/31/2017 12:06 PM
45	4	1/31/2017 11:58 AM

Q6 About how many hours is a resident required to invest in national/regional conference for Practice Management education?

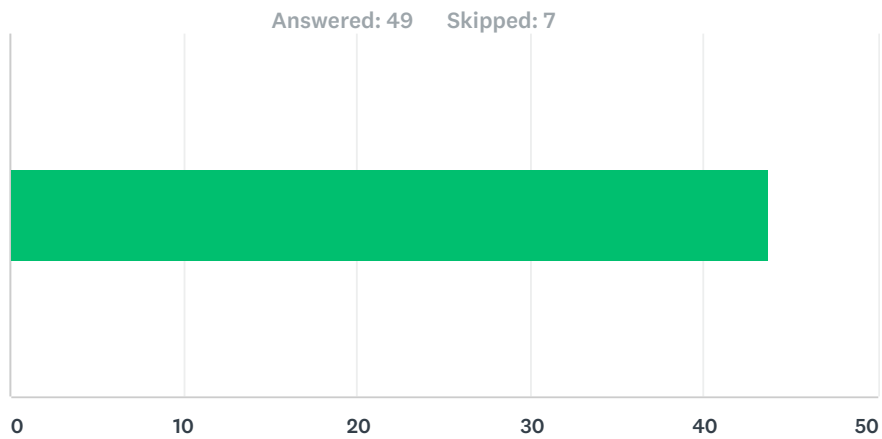


Answer Choices	Average Number	Total Number	Responses
	3	141	42
Total Respondents: 42			

#		Date
1	15	7/1/2017 2:15 PM
2	6	7/1/2017 11:14 AM
3	0	6/14/2017 8:44 AM
4	19	5/25/2017 8:18 AM
5	2	5/17/2017 9:17 AM
6	0	5/9/2017 10:49 AM
7	0	5/9/2017 8:52 AM
8	4	5/8/2017 6:42 PM
9	0	5/8/2017 2:18 PM
10	0	5/8/2017 1:51 PM
11	20	5/4/2017 8:26 PM
12	0	5/4/2017 11:28 AM
13	2	5/2/2017 10:21 AM
14	0	5/1/2017 1:14 PM
15	3	3/23/2017 7:58 AM
16	0	3/21/2017 1:45 PM
17	0	3/21/2017 12:39 PM
18	4	2/10/2017 9:33 PM
19	4	2/10/2017 11:54 AM
20	0	2/10/2017 11:50 AM
21	11	2/10/2017 11:43 AM

22	1	2/10/2017 10:06 AM
23	0	2/6/2017 10:03 AM
24	0	2/3/2017 10:41 AM
25	0	2/2/2017 9:09 PM
26	0	2/2/2017 11:40 AM
27	0	2/2/2017 10:41 AM
28	0	2/1/2017 2:07 PM
29	0	2/1/2017 10:45 AM
30	5	2/1/2017 9:55 AM
31	18	1/31/2017 5:12 PM
32	0	1/31/2017 2:29 PM
33	0	1/31/2017 1:31 PM
34	0	1/31/2017 1:28 PM
35	0	1/31/2017 1:26 PM
36	0	1/31/2017 12:58 PM
37	5	1/31/2017 12:53 PM
38	0	1/31/2017 12:31 PM
39	0	1/31/2017 12:20 PM
40	7	1/31/2017 12:07 PM
41	0	1/31/2017 11:58 AM
42	15	1/31/2017 11:57 AM

Q7 About how many hours is a resident required to invest in rotation (ie, residents have a rotation in which they learn OR Management skills) for Practice Management education?

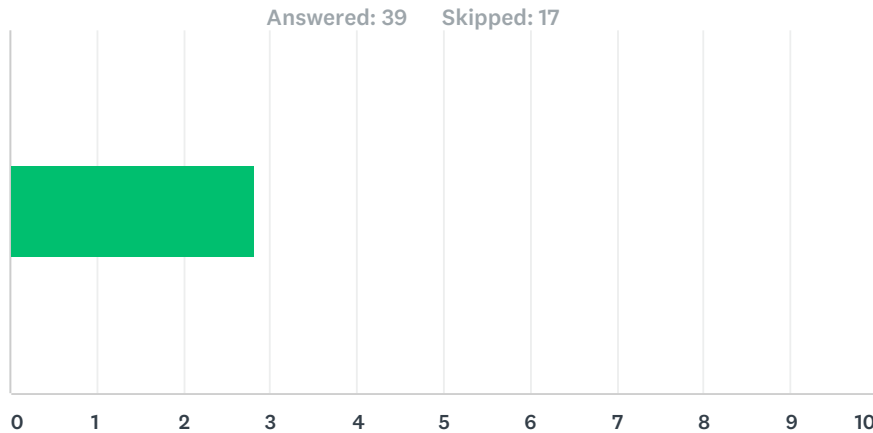


Answer Choices	Average Number	Total Number	Responses
	44	2,143	49
Total Respondents: 49			

#		Date
1	5	7/1/2017 2:15 PM
2	80	7/1/2017 11:14 AM
3	41	5/25/2017 8:18 AM
4	3	5/24/2017 1:15 PM
5	40	5/23/2017 2:19 PM
6	10	5/17/2017 9:17 AM
7	0	5/9/2017 10:49 AM
8	40	5/9/2017 8:52 AM
9	4	5/8/2017 6:42 PM
10	0	5/8/2017 2:18 PM
11	100	5/8/2017 2:16 PM
12	25	5/8/2017 1:51 PM
13	70	5/4/2017 8:26 PM
14	100	5/4/2017 11:28 AM
15	2	5/2/2017 10:21 AM
16	50	5/1/2017 2:57 PM
17	100	5/1/2017 1:14 PM
18	100	3/23/2017 7:58 AM
19	100	3/22/2017 6:54 AM
20	0	3/21/2017 1:45 PM
21	5	3/21/2017 12:39 PM

22	50	2/17/2017 2:47 PM
23	30	2/10/2017 9:33 PM
24	41	2/10/2017 5:25 PM
25	0	2/10/2017 11:50 AM
26	10	2/10/2017 11:43 AM
27	40	2/10/2017 10:06 AM
28	0	2/6/2017 10:03 AM
29	100	2/3/2017 10:41 AM
30	0	2/2/2017 9:09 PM
31	40	2/2/2017 11:40 AM
32	0	2/2/2017 10:41 AM
33	100	2/1/2017 2:07 PM
34	63	2/1/2017 10:45 AM
35	60	2/1/2017 9:55 AM
36	100	2/1/2017 9:18 AM
37	24	1/31/2017 5:12 PM
38	100	1/31/2017 2:29 PM
39	0	1/31/2017 1:31 PM
40	60	1/31/2017 1:28 PM
41	17	1/31/2017 1:26 PM
42	100	1/31/2017 12:58 PM
43	0	1/31/2017 12:53 PM
44	38	1/31/2017 12:36 PM
45	100	1/31/2017 12:31 PM
46	6	1/31/2017 12:20 PM
47	9	1/31/2017 12:07 PM
48	80	1/31/2017 11:58 AM
49	100	1/31/2017 11:57 AM

Q8 About how many hours is a resident required to invest in online modules for Practice Management education?

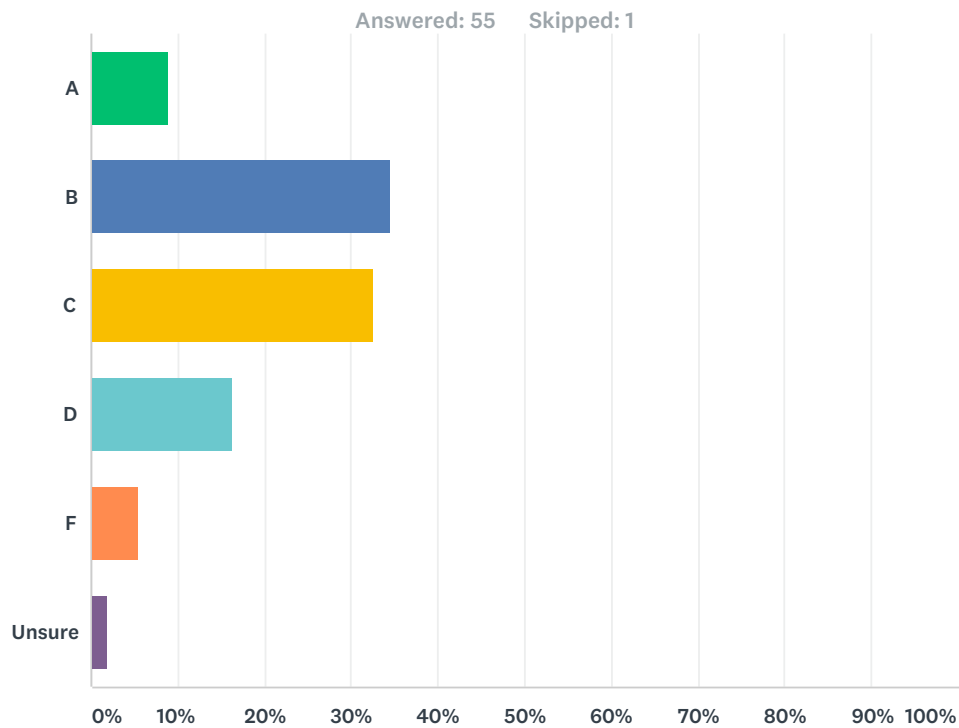


Answer Choices	Average Number	Total Number	Responses
	3	110	39
Total Respondents: 39			

#		Date
1	0	6/14/2017 8:44 AM
2	2	5/17/2017 9:17 AM
3	1	5/9/2017 10:49 AM
4	0	5/9/2017 8:52 AM
5	2	5/8/2017 6:42 PM
6	1	5/8/2017 2:18 PM
7	1	5/8/2017 1:51 PM
8	5	5/4/2017 8:26 PM
9	2	5/4/2017 11:28 AM
10	0	5/2/2017 10:21 AM
11	0	5/1/2017 1:50 PM
12	0	5/1/2017 1:14 PM
13	2	3/23/2017 7:58 AM
14	0	3/21/2017 1:45 PM
15	0	3/21/2017 12:39 PM
16	2	2/17/2017 2:47 PM
17	6	2/10/2017 9:33 PM
18	1	2/10/2017 11:54 AM
19	3	2/10/2017 11:50 AM
20	0	2/10/2017 11:43 AM
21	0	2/6/2017 10:03 AM
22	10	2/3/2017 10:41 AM

23	0	2/2/2017 9:09 PM
24	10	2/2/2017 10:41 AM
25	0	2/1/2017 2:07 PM
26	0	2/1/2017 10:45 AM
27	10	2/1/2017 9:55 AM
28	0	2/1/2017 9:18 AM
29	6	1/31/2017 5:12 PM
30	0	1/31/2017 2:29 PM
31	0	1/31/2017 1:31 PM
32	0	1/31/2017 1:28 PM
33	0	1/31/2017 1:26 PM
34	1	1/31/2017 12:58 PM
35	10	1/31/2017 12:53 PM
36	10	1/31/2017 12:31 PM
37	0	1/31/2017 12:20 PM
38	0	1/31/2017 11:58 AM
39	25	1/31/2017 11:57 AM

Q9 Overall, what grade would you give your residency in providing Practice Management education that prepares your graduates for his/her first job?



Answer Choices	Responses
A	9.09% 5
B	34.55% 19
C	32.73% 18
D	16.36% 9
F	5.45% 3
Unsure	1.82% 1
Total	55

Q10 Please specifically document any innovative ways you teach this material.

Answered: 20 Skipped: 36

#	Responses	Date
1	Each resident attends one ASA Pract Manag Conf before graduation	7/1/2017 2:15 PM
2	Special CA-3 seminars with invited speakers from private practice who now work in our group	5/17/2017 9:17 AM
3	Conferences with the billing company, credentialing office, quality office	5/9/2017 8:52 AM
4	Rotation in OR management is supplemented with conferences regarding compliance, quality improvement.	5/8/2017 2:16 PM
5	Required one month rotation in OR management as CA-3 Residents perform a variety of tasks from supervision of ORs, participation in Managing GI endoscopy, managing L&D, and also serving as the Anesthesiologist in charge. There is a curriculum that they are required to cover during the month, articles regarding OR management issues, concepts on PSH, among others	3/22/2017 6:54 AM
6	N/A	3/21/2017 1:45 PM
7	rotation, hands on conference	2/17/2017 2:47 PM
8	Several of us have advanced degrees and or experience in practice management at large institution levels.	2/10/2017 9:33 PM
9	We provide lectures that are given by the President of the Academic Health Center, Commissioner of the State Board of Health, Presidents of the State Society and faculty that have an interest in the area of practice management.	2/10/2017 11:50 AM
10	Formal education is difficult Each dept runs differently based upon system based practices. We have them follow coordinator and involve residents on hospital committees	2/10/2017 11:43 AM
11	We use our faculty who have been in private practice and former graduates who have been in private practice to speak at a yearly practice management seminar and to participate in panels where residents can ask questions.	2/6/2017 10:03 AM
12	n/a	2/3/2017 10:41 AM
13	We organize a "Transition to Practice" - full day event on a weekend in spring for our residents. In addition to our own faculty, we bring in speakers from outside to cover a number of topics related to practice management. We also bring in some of our recent graduates and they serve on a panel to discuss do's and dont's of job search as well as what to focus on during their training.	2/2/2017 10:41 AM
14	High degree of state society level education and meeting attendance. Those in attendance share info with others. Monthly quality meetings in the department with multiple projects.	2/1/2017 9:55 AM
15	we have a rotation in which residents manage the OR's, PACU, and relief	1/31/2017 2:29 PM
16	Practice Management block of lectures; the block is given each year during their CA-2 & CA-3 years	1/31/2017 1:31 PM
17	Shadowing best method for us	1/31/2017 1:26 PM
18	Senior faculty members with experience in private practice hold seminars for the third years. We also have some billing/management items during the first month.	1/31/2017 12:53 PM
19	One month mandatory "Transition to Practice" rotation for CA-3s in which they have concentrated didactics and small group discussions with TTP faculty on most or all of these topics. They spend time running the OR schedule with loose attending oversight, as well as supervising AAs and CRNAs.	1/31/2017 12:31 PM
20	Required attendance at ASA practice management and legislative meetings	1/31/2017 11:57 AM

Q11 Additional comments:

Answered: 9 Skipped: 47

#	Responses	Date
1	On the issues of credentialing and licensure, job search/interviewing and compensation, I am of the opinion that you surely can sit down and teach these, but often times this knowledge is gained by just going through the process. We have all done it. It is not fun, but it is a necessary element in gaining employment. For that reason, there is substantial motivation for the individual to get these items covered. Should we really have to teach this?	5/17/2017 9:17 AM
2	Very important initiative.	5/9/2017 8:52 AM
3	We need to add more of these modules to our program teaching	5/2/2017 10:21 AM
4	The concepts can be integrated into daily OR teaching as well as have a rotation, special lectures with meetings, etc.	2/10/2017 9:33 PM
5	We send a number of residents each year to practice management seminars and governmental affairs meetings. The above answers in many cases were represented as zero hours since not all residents participate in these activities.	2/10/2017 11:50 AM
6	The syllabus on practice management that the ASA Committee produces is excellent, but we haven't figured out how to incorporate it effectively into our didactic program or into a rotation.	2/6/2017 10:03 AM
7	n/a	2/3/2017 10:41 AM
8	This year, we (UNC anesthesiology program) are collaborating with Duke's anesthesiology program on a "Transition to Practice" seminar for this spring for residents from both programs. We'll be happy to report on this after the event.	2/2/2017 10:41 AM
9	We have frequent discussions with the residents on the topic of practice management	1/31/2017 1:31 PM