



Editor

N. Martin Giesecke, M.D., Chair

Assistant Editors

- Uday Jain, M.D., Ph.D.
- Girish Joshi, M.B.,B.S., M.D.
- Sadeq Quraishi, M.D.
- Kristin Richards, M.D.
- Vernon Ross, M.D.
- Stephen Rublaitus, D.O.
- Karen Sibert, M.D.
- Mary Ann Vann, M.D.
- Anita Vinjirayer, M.B.,B.S., FRCA

- Kristina Goff, M.D.
(Senior Residents' Review Co-Editor)
- Mark Jensen, M.D.
(Junior Residents' Review Co-Editor)

Ex Officios

Kenneth Elmassian, D.O.

Editorial Staff

- George Kendall
Director, Publications and Digital Content
- Terri Navarrete
Graphic Design Manager
- Jamie Reid
Publications Assistant
- Roy A. Winkler
Publications Editor

Send general **NEWSLETTER** questions to j.reid@asahq.org or call Jamie Reid at (847) 268-9112

The **ASA NEWSLETTER** (USPS 033-200) is published monthly for ASA members by the American Society of Anesthesiologists, 1061 American Lane, Schaumburg, IL 60173-4973.

Editor: Newsletter_Editor@asahq.org
website: <http://www.asahq.org>
Periodical postage paid at Schaumburg, IL and additional mailing offices.

POSTMASTER: Send address changes to the ASA NEWSLETTER, 1061 American Lane, Schaumburg, IL 60173-4973; (847) 825-5586.

Copyright © 2015 American Society of Anesthesiologists. All rights reserved. Contents may not be reproduced without prior written permission of the publisher. The views expressed herein are those of the authors and do not necessarily represent or reflect the views, policies or actions of the American Society of Anesthesiologists.

features

Use Business Intelligence to Demonstrate Your Organizational Value 16
Peter V. Killoran, M.D., M.S.
Brian S. Rothman, M.D.

Technology: An Uninvited Guest in the O.R.? 18
Thomas T. Klumpner, M.D.
Daniel A. Biggs, M.D., M.Sc.
Ori Gottlieb, M.D.

Clinical Informatics: The Convergence of Information Science and Health Care 22
Allan F. Simpaio, M.D.
Mohamed A. Rehman, M.D.
Jorge A. Gálvez, M.D.

The Perioperative Surgical Home: From Concept to Reality 26
Michael P. Schweitzer, M.D., M.B.A.
Vidya Raman, M.D.
Chris Steel, M.D.

Payment Models for the Perioperative Surgical Home 30
Marc L. Leib, M.D., J.D.
Peter J. Dunbar, M.B., Ch.B., M.B.A.

Perioperative Medicine and the Future of Anesthesiology Training 32
Navid Alem, M.D.
Kyle Ahn, M.D.
Maxime Cannesson, M.D., Ph.D.
Zeev N. Kain, M.D., M.B.A.

articles

Call for Nominations: ASA Excellence in Education Award 24

Implementing an AIMS as Part of an Enterprise EHR..... 36
James M. Moore, M.D.
Emily Richardson, M.D.

2015 ASA Nicholas M. Greene, M.D. Award for Outstanding Humanitarian Contribution: Call for Nominations..... 41

SEE Question 50

Society of Anesthesia and Sleep Medicine 2015 Grant Program 53

A Case Report From the Anesthesia Incident Reporting System..... 54

ACE Question 56

departments

Observations 4
N. Martin Giesecke, M.D.

Administrative Update 6
Jeffrey S. Plagenhoef, M.D.

Policy Matters 10
Nicholas M. Halzack, M.P.H.
Thomas R. Miller, Ph.D., M.B.A.

COO Report..... 14
Thomas P. Conway, M.B.A., CPA

Practice Management 40
Morasa Shaker, CCA

Committee News

- Committee on Obstetric Anesthesia* 42
- Committee on Professional Diversity* 44
- Committee on Communications* 46
- Committee on Global Humanitarian Outreach* ... 48

State Beat 52
Erin A. Sullivan, M.D.
Joseph F. Cassidy, Jr., M.D.

Subspecialty News
Society of Critical Care Anesthesiologists..... 58

ASA News 60

Letter to the Editor 61

Residents' Review..... 62
Mark R. Jensen, M.D.

FAER Report..... 64

Classified Ads..... 68