



Changes in Anesthesia Group Management or Employment Arrangement *Considerations*

Introduction

In today's healthcare environment, CRNAs may be faced with sudden changes in their employment arrangement and a thoughtful, effective plan of action is required for success. This checklist is intended to serve as a guide for CRNAs and CRNA groups who are faced with a transition in their employment arrangement.

This document can also serve as a proactive leadership approach to develop strategic relationships, as well as leadership and business skills prior to a transition.

This AANA resource presents a high level overview of considerations for various aspects of the negotiation and change process. Use this checklist as a guide and consult with the AANA as your situation unfolds. AANA staff is available to CRNAs to offer guidance and expertise on employment and business related matters.

Employment and Business Considerations

Relationships

- AANA and State Nurse Anesthetist Association
 - Contact AANA and/or State Nurse Anesthetist Association to identify relevant resources
 - List of [State Nurse Anesthetist Associations](#)
 - AANA State Government Affairs
sga@aana.com
(847) 655-1130
 - AANA Professional Practice
practice@aana.com
(847) 655-8870
- Develop and sustain facility leadership relationships prior to the event
- Develop a robust network for relationships and information sharing
 - Identify and engage with facility leadership relevant to your situation
 - Anesthesia Department
 - Medical Staff Office
 - Surgeons, proceduralists, obstetricians, radiologists, cardiologists, emergency room physicians, middle management and leadership
 - Departments of Surgery, Obstetrics, Radiology, Health Lab, Minor Outpatient Surgery, or other
 - "C" suite leadership, especially Chief Nursing Officer and others who are responsible for your practice areas
 - Quality Improvement/Peer review personnel
 - Risk Management/Facility legal counsel
 - Compliance Officer



- Advance Practice Committee or any other committees of the facility, system, or medical staff
- CRNA Team
 - Maintain professionalism
 - Plan to develop business solution through a collaborative, interprofessional team approach
 - Create a monitoring network with one point of reporting information/intelligence
 - Address workplace incivility, if present
 - Code of conduct
 - How to report and address
 - Governance
 - Consider if a healthcare business leadership/governance consultant would be valuable
 - Meeting planning and facilitation
 - Confidentiality
 - All voices welcome in the room, speaking with one voice outside of the room
 - Fundraising
 - Legal counsel
 - Involve experienced legal counsel, familiar with healthcare employment, business and contractual negotiations
 - Identify roles and define expectations
 - CRNAs
 - Facility
 - Legal counsel
 - State Association
 - AANA
 - Communication plan
 - Identify CRNA leadership and spokespersons who are able to partner with you in communication and project work with your staff and the facility
 - Appoint representative(s) who are able to properly communicate the groups goals and concerns, as well as assist in negotiation process
 - Identify of spokesperson for topics, interviews, and media publication
 - Communication plan: dissemination of information
 - Legal counsel
 - Face to face vs. written
 - Survey for CRNAs' comments on a position
 - Use of social media
 - Engagement with the press
 - Fundraising activities

Background Documents

- Terms of employment
- Facility privileges
- Facility bylaws and policies
- Facility accreditor and any relevant standards



- Identify federal or state law, regulations or policies that may impact your facility/employment situation

Data

- Identify quality improvement data that may support your position and goals
- Billing data (billing and coding consultant)
 - How are CRNA services being billed (e.g., QX, QZ)?
 - Who is being reimbursed (e.g., group, facility)?
 - Case volume
 - Case and payer mix
 - Allowances

Behavior

- Keep it professional, not personal
- Take the high road
 - Stay open to negotiation
 - Don't cloud the situation with unnecessary threats that you are not prepared to follow through
- Take care of yourself

Decision Points for Negotiation

- Identify points of the contract/agreement that can be impacted
- Define possible best end result(s) and negotiation points
- Personal and group decisions
 - Stay or go
 - Compensation - identify must have and negotiable elements
 - Salary, hourly, overtime, call
 - Schedule, vacation, licensure/education/dues, sick, personal, holiday
 - 401K, matching
 - Independent contractor

Negotiations

- Value of CRNA practice to facility
 - Cost and efficiency advantages of utilizing CRNAs top of license and education
 - Surgeons and staff know CRNAs (provide satisfaction survey analysis)
 - Safety
 - Relationships/teamwork
- Loss of current CRNA services
 - Indirect Cost
 - Workflow/efficiency
 - Disruption and loss of skills and service line(s)
 - Cost of orientation
 - Lengthy hiring, credentialing and privileging process
- Considerations
 - Practice Model
 - Autonomous
 - Collaborative
 - Supervised



- Anesthesia care team
 - Independent contractor
 - Higher cost of agency/locums staff
- Compensation Package
 - Anesthesiologist
 - CRNAs
- Subsidy (existing and future for call, clinical services, facility committees, etc.)
 - CRNA - facility employed, separate from anesthesia group
 - Examine facility reimbursement for CRNA services
 - Is the anesthesia group receiving all of the reimbursement?
 - CRNA - anesthesia group employed, group receives subsidy
- Facility cost savings
 - Supplies, equipment, medication (past and future savings opportunities)
 - Staffing, room utilization (schedule huddle/planning)
 - Interprofessional team
- Value added
 - Staff education
 - Research
 - Quality improvement activities
- When no one will meet with you
 - Find out why they are not meeting with you
 - Identify what the needs of the facility/employer are to develop new presentation of your strategy

Lessons Learned

- Debrief periodically for learning and to develop next steps
- Share deidentified lessons learned with AANA

AANA Resources

- CRNA Value
 - [CRNAs: The Future of Anesthesia Care Today](#)
 - [CRNA Fact Sheet](#)
- Negotiations
 - [Negotiation and Dispute Resolution Resources](#)
 - [Resolving Disputes More Effectively](#)
AANA NewsBulletin, January 2015
 - [Winning in Negotiations](#)
AANA NewsBulletin, May 2014
- Workplace Wellness
 - [Wellness in the Workplace](#)
 - [Promoting a Culture of Safety and Healthy Work Environment, Practice Considerations](#)
- Social Media
 - [Patient Privacy and Social Media](#)
AANA Journal, August 2010