

## CURRICULUM VITAE

**Patricia (Tricia) M. Marriott, BS, PA-C, MPAS, MJ Health Law, CHC®, DFAAPA**

554 Country Club Road  
Waterbury, CT 06708  
203/641-5610

- Education:** Bachelor of Science, Biology/Pre-Med, Minor Psychology (BS)  
Fairfield University, 1984
- Physician Associate Post-Graduate Certificate (PA-C)  
Yale University School of Medicine, 1986  
Thesis: **“Sexual Function after Spinal Cord Injury”**
- Masters Physician Assistant Studies, Orthopaedics (MPAS)  
University of Nebraska Medical Center, 2002  
Thesis: **“The Use of Aspirin for the Prevention of Venous Thromboembolic Disease Following Total Hip Arthroplasty”**
- Master of Jurisprudence, Health Law (MJ Health Law)  
Loyola University Chicago School of Law, 2015  
Thesis: **“The Impact of the Balanced Budget Act of 1997 on the Role of PAs and NPs in Hospitals and Health Systems: Implications for Compliance and Avoiding Allegations of Healthcare Fraud and Abuse”**
- Board Certifications:** National Commission on Certification of Physician Assistants,  
Physician Assistant Certified/PA-C, 1987-present, valid through  
12/31/2021 Verify at [www.nccpa.net](http://www.nccpa.net)
- Compliance Certification Board®, Certified in Healthcare  
Compliance/CHC®, valid through 10/31/2021
- Other Certification:** Yellow Belt/Lean Six Sigma Certificate Feb 2019
- Licensure:** Connecticut State License #00036, expires June 2020  
CT Consumer Protection Controlled Substance License and Federal  
DEA Registration are current and available upon request.
- NPI:** 1851373658
- Employment:** **Associate Professor-Department of PA Studies**  
**University of Saint Joseph/ [www.usj.edu](http://www.usj.edu)**  
**1678 Asylum Avenue**  
**West Hartford, CT 06117**  
**October 2019-present**
- Affiliate Consultant**  
**KarenZupko & Associates, Inc./ [www.karenzupko.com](http://www.karenzupko.com)**  
**625 N. Michigan Avenue Suite 525**  
**Chicago, IL 60611**  
**July 2019-present**

**Previous Employment:**

Regional Director, PA & APRN Providers  
Trinity Health Of New England Medical Group  
1000 Asylum Avenue  
Hartford, CT 06105  
July 2018-June 2019

Orthopaedic Service Line Administrator  
Trinity Health Of New England-Saint Mary's Hospital  
[www.stmh.org](http://www.stmh.org)  
56 Franklin Street  
Waterbury, CT 06702  
June 2017-June 2018

Consultant  
AAPA Center for Healthcare Leadership and Management  
Advisory Services <https://www.chlm.org/about-us/>  
2318 Mill Rd  
Suite 1300  
Alexandria, VA 22314  
[www.aapa.org](http://www.aapa.org)  
June 2017-June 2018

*The Center for Healthcare Leadership and Management's (CHLM) mission is to provide both strategic and operational guidance on how institutions can best utilize their PA and NP workforces while maintaining alignment with organizational goals. Research shows that peak optimization of all healthcare providers is essential in the new era of value-based care and physician shortages.*

*As a part of this mission, CHLM offers a wide range of customized resources to PAs, NPs, and those who manage them, aimed at fostering leadership and management skills in the healthcare setting. Our flexible educational resources include online courses and certificate programs, live conferences, and degree pathway programs in partnership with several leading academic institutions.*

*In our work with institutions across the country, we have witnessed how organizations that optimize PA and NP utilization and prepare their providers for leadership see enhanced retention and recruitment, improved patient outcomes, and bottom-line efficiencies.*

American Academy of Physician Assistants,  
2318 Mill Rd  
Suite 1300  
Alexandria, VA 22314  
[www.aapa.org](http://www.aapa.org)  
January 2009-June 2017  
Senior Director, Regulatory & Professional Advocacy  
2014-2017 and Principal Advisor, AAPA Center for Healthcare  
Leadership & Management, <http://www.chlm.org/advisory-services/>  
June 2015-June 2, 2017

AAPA Staff Liaison to the Joint Commission Hospital Professional  
Technical Advisory Committee  
January 2009-June 2017

AAPA Director of Regulatory & Professional Advisory Services  
October 2012-2014

AAPA Interim Vice President  
Constituent Organization Development  
March 2012-Oct 2012

AAPA Director of Reimbursement Policy  
January 2009-March 2012

Physician Assistant  
Yale Medicine Department of Orthopaedics and Rehabilitation  
Yale Medical Group  
800 Howard Avenue  
New Haven, CT,  
2009-January 2017

Physician Assistant  
Orthopaedic Surgery PC  
1579 Straits Turnpike  
Middlebury CT  
2007-2009

Chief Physician Assistant/Clinical Administrator  
Department of Orthopaedics  
Waterbury Hospital  
64 Robbins Street  
Waterbury, CT 06710  
1998-2007

Physician Assistant, Department of Surgery  
Section of Orthopaedics  
Hospital of Saint Raphael  
1450 Chapel Street  
New Haven, CT  
1993-1998

Physician Assistant Manager  
Department of Emergency Medicine  
Hospital of Saint Raphael  
1450 Chapel Street  
New Haven, CT  
1991-1993

Physician Assistant  
Department of Emergency Medicine  
Hospital of Saint Raphael  
1450 Chapel Street  
New Haven, CT  
1986-1993

**Teaching Appointments  
/Affiliations:**

Yale University School of Medicine,  
Lecturer, Preceptor, Thesis Reader Yale Physician  
Associate Program

Quinnipiac University,  
Adjunct Clinical Associate Professor, School of Health  
Sciences

Northeastern University/Bouve' College of Health Sciences  
Adjunct Faculty, PA Leadership and Management  
Certificate Program: Course Instructor-*Medical Billing and  
Reimbursement for Advanced Practice Providers.*

**Hospital Medical Staff  
Affiliations/Clinical Privileges:**

Saint Mary's Hospital, Waterbury, CT-Jan-Aug 2018

Yale-New Haven Hospital, New Haven, CT-2007-Jan 2017

Waterbury Hospital, Waterbury, CT-1998-2015

New Milford Hospital, New Milford, CT 2007-2009

Hospital of Saint Raphael, New Haven, CT 1986-1998

**Awards:**

AAPA Board of Directors' Commendation May 2009

Achievement Award, Connecticut Academy of Physician Assistants,  
2009

Distinguished Fellow, (DFAAPA), American Academy of Physician  
Assistants, 2008-present

President's Award, Connecticut Academy of Physician Assistants,  
2007

Leadership Award, Connecticut Academy of Physician Assistants,  
2006

**Professional Service/  
Leadership/  
Membership:**

National Association of Medical Staff Services (NAMSS) Board of  
Directors, Public Member (Appointed) Term January 2019-January  
2020.

*Journal of the American Academy of Physician Assistants*, Peer  
Reviewer, professional practice, healthcare administration and  
regulatory topics, current.

Sullivan Cotter Associates National APP Advisory Council 2018-  
present

Member Healthcare Compliance Association 2015-present

Member-American College of Healthcare Executives 2018-present

Fellow-American Academy of Physician Assistants 1986-present,  
#022353 (Student member 1984-1986)

Fellow- Connecticut Academy of Physician Assistants, 1986-  
present

Member-Medical Group Management Association 2009-present

Member-National Association Medical Staff Services  
2010-present

Member-Society of Hospital Medicine-2010-present

Member-American Health Lawyers Association, 2010-present

Member-Connecticut Orthopaedic Society, current

Member-American Academy of Orthopaedic Surgeons, May 2018-  
present (PAs gained membership status in 2018)

Member-Connecticut State Medical Society-current

House of Delegates, Alternate Delegate, American Academy of  
Physician Assistants, 2006, 2007, 2008

AAOS/AAPA Course Faculty Co-Director for PAs in Orthopaedics;  
Inaugural Course March 2009; 2<sup>nd</sup> yr February 2010, 3<sup>rd</sup> year,  
March 2011, 4<sup>th</sup> year March 2012; Faculty 2013, 2014, 2015, 2016

AAOS Orthopaedic Team Practice Course-Orthopaedic Learning  
Center, Faculty 2011

Liaison representing the American Academy of Physician  
Assistants to the American Academy of Orthopaedic Surgeons,  
2006-2009

Liaison representing the American Academy of Physician  
Assistants to the Joint Commission for the Accreditation of  
Hospitals Organization (JCAHO) Hospital Professional Technical  
Advisory Committee, 2002-2007

Liaison representing the American Academy of Physician  
Assistants to the Joint Commission for the Accreditation of  
Hospitals Organization (JCAHO) Task Force on Credentialing and  
Privileging, 2003

President Elect, Connecticut Academy of Physician Assistants,  
2006-2007

President, Connecticut Academy of Physician Assistants, 2007-  
2008, 2008-2009

Chairman, Legislative Committee, Connecticut Academy of Physician Assistants, 2005-2009

Chairman, Hospital Based Physician Assistant Subcommittee, Connecticut Academy of Physician Assistants, 2007-2009

Chairman, Professional Practice Subcommittee, Connecticut Academy of Physician Assistants, 2005

Member, Conference Planning and Education Committee, American Academy of Physician Assistants, 2008-2009; Staff Advisor 2014, 2015

Member, Legislative Committee and Professional Practice Subcommittee, Connecticut Academy of Physician Assistants, 2003-2009

Chairman, Hospital Based Physician Assistant Group, Connecticut Hospital Association, 2001-2005; Member 1999-2005

Member, Physician Assistants in Orthopaedic Surgery, 1994, 2001-present

Associate Member, Connecticut State Medical Society, 2007 (First PA member)-present

Associate Member, Connecticut State Medical Society Legislative Committee, 2008-2009

Affiliate Member, Connecticut Orthopaedic Society, 2006-present

Allied Health Member, Eastern Orthopaedic Association, 2008

Member, Pharmacy and Therapeutics Committee, Waterbury Hospital, 2000-2008

Editorial Peer Reviewer, *ADVANCE for Physician Assistants*, Merion Publications, 2007-2009

Medical Advisory Board, *Physician Assistant Prescribing Reference*, Haymarket Media, 2008-2009

### **Upcoming Invited Speaking Engagements**

National Credentialing Forum 2020  
**PA Profession Policy and Legislative Update**  
February 6, 2020  
San Diego, CA

American Academy of Orthopaedic Surgeons Annual Meeting 2020  
*Instructional Course Lecture & Panel Discussion:*  
**"PA Utilization Within Your Practice: Financial Implications"**  
March 26, 2020  
Orlando, FL

American Association of Neurological Surgeons (AANS) 2020 Annual Scientific Meeting  
**Understanding Value and Legal Risk in Neurosurgical Advanced Practice**  
April 27, 2020

Physician Assistants in Orthopaedic Surgery  
Extremities in the Carolinas Conference  
**1. PAs & NPs in Orthopaedics: Demonstrating Your Value**  
**2. Billing and Reimbursement Update**  
May 16, 2020  
Charlotte, NC

### **Speaking Engagements**

Yale School of Medicine Physician Associate Program Commencement Ceremony  
December 9, 2019  
**Class of 2019 Commencement Address**  
<https://medicine.yale.edu/education/news-article/22312/>  
Woolsey Hall  
New Haven, CT

National Association of Medical Staff Services Annual Conference October 2019  
**"Hot Topics in PA/APRN Certification, Credentialing and Privileging"**  
Philadelphia, PA

Society of Hospital Medicine Annual Conference 2019  
CME General Session/NP/PA Track  
**"PAs & NPs: Evaluating ROI and Contribution Margin"**  
National Harbor, MD  
March 27, 2019

American Academy of Orthopaedic Surgeons Annual Conference 2019  
*Instructional Course Lecture & Panel Discussion 309:*  
**"PA Utilization Within Your Practice: Financial Implications"**  
Las Vegas, NV  
March 14, 2019

Vizient 2018 CAP2™ National Summit/Center for Advancing Provider Practices  
[Agenda](#)  
**"Quantifying APP Productivity"**  
Plano, TX  
November 6, 2018

Stanford Health Care Advanced Practice Provider S.H.I.N.E Project/Sullivan Cotter Associates  
Consulting  
**Strategies to Heighten Integration & Engagement of APPS: Regulatory Overview**  
Palo Alto, CA  
October 15, 2018

National Association of Medical Staff Services Annual Conference 2018  
*Instructional Sessions*  
**"PAs & NPs: Hot Topics and Emerging Issues"**  
**"PAs: Certification, Credentialing, and Competencies"**  
Long Beach, CA  
October 3, 2019

Vizient CAP2™ Education Series Live Webcast

[On Demand Link](#)

[Promo](#)

**“Show me the money: making the business case for PAs and NPs “**

September 6, 2018

American Academy of PAs/American Academy of Orthopaedic Surgeons Course:

*10<sup>th</sup> Annual PA's Guide to the Musculoskeletal Galaxy*

**“Orthopaedic Reimbursement-PAs and NPs”**

**“Calculating PA/NP Productivity”**

New Orleans, LA

June 30, 2018

Society of Hospital Medicine Annual Conference 2018

CME General Session/NP/PA Track

**“Utilization of PAs and NPs: What Hospitalists Need to Know”**

Orlando, FL

April 11, 2018

Orthopaedic Summit 2017: Evolving Techniques

*Advanced Practitioner CME Session*

**“Dispelling the PA Reimbursement Myth: What About the 15% Left on the Table?!”**

Las Vegas, NV

December 8, 2017

Catholic Health Initiatives

*National CME Webinar*

**“Optimizing the PA & APRN Provider Workforce: Roles, Reimbursement and ROI”**

November 30, 2017

Vizient/[Center for Advancing Provider Practice](#) (CAP2™)

*2017 CAP2™ National Summit (AGENDA)*

**“Panel: Billing and Compliance”**

Chicago, IL

November 17, 2017

American Academy of PAs/Society for Hospital Medicine

*Ninth Annual Adult Hospital Medicine Boot Camp*

**“Reimbursement Workshop for PAs and NPs in Hospital Medicine”**

San Diego, CA

September 27, 2017

Medical College of Wisconsin

*Froedert Hospital Grand Rounds*

**“Maximizing PA and NP Utilization”**

Milwaukee, WI

September 11, 2017

Vizient/[Center for Advancing Provider Practice](#) (CAP2™)

*CAP 2 Webinar Series*

**“APRNs and PAs in the News: Press as Parable”**

September 7, 2017

PAs in Orthopaedic Surgery

*Annual Conference 2017*



**CME Lecture: "Hot Topics in Reimbursement" and  
CME Lecture: "Calculating PA Value and Contribution"**

Baltimore, MD  
August 2017

American Academy of PAs  
*Annual Conference 2017*

**CME: "Meet the Expert: Medicare Billing Scenarios-Let's Submit a Clean Claim"**  
**CME: "Medicare Billing and Reimbursement for PAs and NPs-Hospital Inpatient and  
Outpatient Setting"**

**CME: "Medicare Fraud Enforcement: Emerging Trends/ Hot Topics for PAs & NPs"**

**CME Lecture: "Calculating Productivity: RVUs & ROI"**

**CME/ Center for Healthcare Leadership and Management Symposium:  
"Avoiding Allegations of Fraud, Abuse and a Plague of Locusts" and  
"When the Storm is Brewing: Preparing for the Arrival of Hospital Surveyors"**

Las Vegas, NV  
May 2017

American Association of Medical Audit Specialists  
*Annual Conference 2017*

**"Medicare Billing and Reimbursement for Professional Services Provided by PAs &  
NPs"**

Chicago, IL  
May 2017

Society of Hospital Medicine  
*Annual Meeting 2017*

**CME Lecture: "Myths, Misunderstandings, Medicare & Money: PA/NP Physician Teams  
in Hospital Medicine"**

Las Vegas, NV  
May 2017

American Association of Orthopaedic Executives  
*Annual Meeting 2017 Pre-Course*

**"Effective and Compliant Utilization of PAs & NPs in the Orthopaedic Practice:  
Hot Topics for 2017"**

Indianapolis, IN  
April 2017

American Academy of Orthopaedic Surgeons  
*Annual Conference 2017 Practice Management Seminar*

**"Utilization of PAs & NPs in Orthopaedic Practice"**

San Diego, CA  
March 14, 2017

National Credentialing Forum  
*Annual Meeting 2017*

**"Ripped from the Headlines: PAs and NPs in the News"**

San Diego, CA  
March 1-3, 2017

Illinois Staff Physician Recruiters  
*Midwest Recruiter Conference and Physician Job Fair*

**“PAs & NPs in High Demand: Fundamentals for Finding the Right Fit”**

Chicago, IL

December 2016

Center for Advancing Provider Practice (CAP2)

*APRN/PA Educational Summit 2016*

**CME Lecture: “Navigating the Complexities of NP/PA Billing & Reimbursement: A Compliance Road Map” (2.5 hrs)**

Chicago, IL

November 2016

AAPA Center for Healthcare Leadership and Management/Wake Forest co-sponsored

*Healthcare Administration & Executive Leadership Conference 2016*

**CME Lecture: “Tales and Trends from the Road” and**

**CME Lecture: “Influencing Decision Making”**

Winston-Salem, NC

November 2016

Association of Academic Surgical Administrators

*Annual Conference 2016*

**“Show Me the Money: PA/NP Reimbursement & ROI in Academic Medical Centers”**

Washington, DC

October 2016

Orthopaedic Trauma Association

*Annual Conference 2016*

**CME Lecture: “PAs & NPs in Orthopaedics: Rules, Reimbursement and Realities”**

National Harbor, MD

October 2016

American Academy of PAs/Society for Hospital Medicine

*Adult Hospital Medicine Bootcamp for PAs and NPs*

**CME Workshop: “Reimbursement Workshop for PAs and NPs in Hospital Medicine” (3hrs)**

Indianapolis, IN

October 2016

National Association of Medical Staff Services

*Annual Conference 2016*

**“PAs: Certification, Credentialing & Competencies” and**

**“Maximizing Utilization of PAs & NPs: Rules, Realities, and Reimbursement”**

Boston, MA

September 2016

PAs in Orthopaedic Surgery

*Annual Conference 2016*

**CME Lecture: “Hot Topics in Reimbursement” and**

**CME Lecture: “Calculating PA Value and Contribution”**

Scottsdale, AZ

August 2016

American Academy of PAs/American Academy of Orthopaedic Surgeons Course:

*8<sup>th</sup> Annual PA’s Guide to the Musculoskeletal Galaxy*

**CME Workshop: “Reimbursement Workshop for the PA and NP in Orthopaedics” (4hrs)**  
**CME Lecture: “Peri-operative Strategies for Success in Total Joint Arthroplasty”**  
Minneapolis, MN  
June 2016

Toledo Multi-Specialty Clinic  
*Grand Rounds*  
**CME Lecture: “Maximizing PA & NP Utilization: Reimbursement, Billing Policy and Compliance: Surgery” (2 hrs) and**  
**CME Lecture: “Maximizing PA & NP Utilization: Reimbursement, Billing Policy and Compliance: Medicine” (2 hrs)**  
Toledo, OH  
June 16-17, 2016

American Association of Orthopaedic Executives (AAOE)  
*2016 Annual Conference*  
**“Utilization of PAs & NPs: Part I Rules, Regulations, Reimbursement and Realities” and**  
**“Utilization of PAs & NPs: Part II Revenue, Compensation and ROI”**  
San Francisco, CA  
June 12, 2016

Pennsylvania State Hershey S. Milton Medical Center  
*Grand Rounds*  
**CME Lecture: “Professional Billing and Reimbursement for Physicians, PAs & NPs: Rules, Regulations and Realities”**  
Hershey, PA  
June 1, 2016

Bon Secours St. Mary’s Hospital Richmond  
*Grand Rounds*  
**CME Lecture: “Professional Billing and Reimbursement for Physicians, PAs & NPs: Rules, Regulations and Realities” [2 hrs]**  
Richmond, VA  
May 2016

American Academy of PAs  
*Annual Conference 2016*  
**CME Lecture: “Dollars and Sense: Calculating PA Productivity”**  
**CME Lecture: “PA Billing and Reimbursement in the Hospital Inpatient and Outpatient Setting”**  
**CME Lecture: “Meet the Expert: Billing and Reimbursement -Compliance and Avoiding Allegations of Medicare Fraud”**  
San Antonio, TX  
May 2016

National Association of Physician Recruiters (NAPR)  
*Webinar*  
**“PAs & NPs: Reimbursement Rules, Realities and Revenue”**  
April 28, 2016

Center for Advancing Provider Practice (CAP2™)  
*Webinar*

**“The Reimbursement Perspective: Are You Billing Medicare Incident-to for PAs & NPs? Should You Be?”**

Chicago, IL  
April 13, 2016

Connecticut Academy of Physician Assistants  
*Annual Charter Oak Conference 2016*

**Keynote: “Shaping the Future of the Profession 2016-2020”**

Groton, CT  
April 5, 2016

Society for Hospital Medicine  
*Annual Conference 2016*

**CME Lecture: “Maximizing Utilization of PAs & NPs: Rules, Realities and Reimbursement”**

San Diego, CA  
March 2016

Hartford Healthcare  
*Grand Rounds*

**CME Lecture: “PAs and APRNs: Opportunities & Challenges for Maximizing Roles & Efficiencies”**

Hartford, CT  
March 2016

National Credentialing Forum  
*Annual Meeting 2016*

**“AAPA/NCCPA Update: PAs, Certification and Maintenance of Certification”**

San Diego, CA  
February 11, 2016

Cadence Northwestern Orthopaedics

**“Utilization of PAs & NPs in the Orthopaedic Practice: Rules, Regulations, Revenue & Realities”**

Naperville, IL  
January 2016

Center for Advancing Provider Practice (CAP2)  
*Annual APRN/PA Educational Summit 2015*

**CME Lecture: “The Reimbursement Perspective: Are You Billing Medicare Incident-to for PAs & NPs? Should You Be?”**

Chicago, IL  
November 19, 2015

Association of Post-Graduate PA Programs  
*Annual Meeting 2015*

**“Regulatory and Billing Considerations for Post-Graduate PA Programs”**

Washington, DC  
November 13, 2015

AAPA Center for Healthcare Leadership/Wake Forest co-sponsored  
*Healthcare Administration & Executive Leadership Conference 2016*

**CME Lecture: “Emerging Issues and Situational Challenges”**

Winston-Salem, NC  
November 2015

National Association of Medical Staff Services  
*Annual Conference 2015*  
**"Physician Assistants: Certification, Credentialing, Competencies and Case Studies"**  
Seattle, WA  
October 2015

American Academy of PAs/Society for Hospital Medicine  
*7<sup>th</sup> Annual Adult Hospital Medicine Bootcamp for PAs and NPs*  
**CME Workshop: "Reimbursement Workshop for PAs and NPs in Hospital Medicine"**  
**CME Lecture: "PAs & NPs Practicing in Hospitals: Hot Topics and FAQs from the Field"**  
Phoenix, AZ  
October 2015

University of Connecticut School of Medicine/John Dempsey Medical Center  
*Grand Rounds*  
**"PAs & APRNs at UCONN Health Center: Fundamentals and Strategies for Future Success"**  
Farmington, CT  
September 24, 2015

PAs in Orthopaedic Surgery  
*Annual Conference 2015 "Topics in the Windy City"*  
**CME Lecture: "Medicare Update" and**  
**CME Lecture: "Knowing Your Worth: Calculating PA Productivity"**  
Chicago, IL  
August 2015

American Academy of PAs/American Academy of Orthopaedic Surgeons Course  
*7<sup>th</sup> Annual PA's Guide to the Musculoskeletal Galaxy*  
**CME Workshop: "Reimbursement Workshop for PAs and NPs in Orthopaedics" and**  
**CME Lecture: "Peri-operative Strategies for Success in Total Joint Arthroplasty"**  
San Diego, CA  
June 2015

American Academy of PAs  
*Annual Conference 2015*  
**CME: "PAs (and NPs) Practicing in Hospitals: Billing Challenges & Opportunities"**  
**CME: "Dollars and Sense: Calculating PA Productivity"**  
**CME: "PAs Practicing in Hospitals: Hot Topics & FAQs"**  
**CME: "Perioperative Strategies for Successful Surgical Outcomes In Joint Arthroplasty"**  
**CME: "Reimbursement Advocacy Network 2015"**  
**CME: "STAT Consult: PAs Are Not Scribes: Rules and Risks"**  
**CME: "STAT Consult: The Pre-Op H+P: Are You Billing? Should You Be?"**  
**CME: "PA Practice in Hospitals: Myths and Realities/CHLM Hospital Management Symposium"**  
**CME: "PAs on the Credentialing Committee-Why You Want to Be There/CHLM Hospital Management Symposium"**  
San Francisco, CA  
May 2015

American Association of Orthopaedic Executives  
*Annual Conference 2015*  
**"Utilization of PAs (& NPs) in the Orthopaedic Practice: Rules, Regulations, Revenue and Realities- Part I: Regulations" and**

**“Utilization of PAs (& NPs) in the Orthopaedic Practice: Rules, Regulations, Revenue and Realities -Part II: Productivity”**

Chicago, IL  
April 2015

Center for Advancing Provider Practice (CAP 2)

*APRN/PA Webinar Series*

**CME Lecture: “PA/NP Reimbursement: Rules, Risks and Realities”**

March 2015

American Academy of PAs

*Leadership and Advocacy Summit*

**CME Lecture: “Billing Challenges & Opportunities for PAs Practicing in Hospitals”**

Alexandria, VA  
March 2015

National Credentialing Forum

*Annual Meeting 2015*

**“AAPA Update”**

**“NCCPA Certification Maintenance”**

San Diego, CA  
February 2015

Center for Advancing Provider Practice (CAP 2)

*APRN/ PA Educational Summit 2014*

**CME Lecture; “PA/NP Reimbursement: Rules, Risks and Realities”**

Chicago, IL  
November 20, 2014

Baylor Scott & White Health System

*Grand Rounds*

**CME Lecture: “Maximizing the Utilization of PAs & NPs: Rules, Realities and Reimbursement”**

Temple, TX  
Dallas, TX  
Round Rock, TX  
November 2014

Association of Academic Surgical Administrators

*Annual Meeting 2014*

**“Physician Assistants & Nurse Practitioners in AMCs”**

San Francisco, CA  
October 2014

American Academy of PAs/ Cleveland Clinic co-sponsored

*5<sup>th</sup> Annual PAs in Clinical Administration and Management Conference*

**CME Lecture: “Regulatory Update”**

Cleveland, OH  
October 2014

Pennsylvania Society of Physician Assistants

*Annual Conference 2014*

**CME Lecture: “ICD-10”**

**CME Lecture: “Medicare Preventive Services”**

**CME Lecture: "Incident-to, Shared Visits and the Pre-op H+P: Are You Billing?"**

Lancaster, PA  
October 2014

American Academy of PAs/American Academy of Orthopaedic Surgeons Course:

*6<sup>th</sup> Annual PA's Guide to the Musculoskeletal Galaxy*

**CME Workshop: "Reimbursement Workshop for the PA in Orthopaedics"** (4 hrs) and

**CME Lecture: "Peri-operative Management of the Orthopaedic Patient"**

Atlanta, Ga  
June 2014

Connecticut Hospital Association

*Physician Executive Committee*

**"Physician Assistants & Hospital Practice"**

Wallingford, CT  
March 2014

Association of Academic Surgical Administrators

*Webinar*

**"Reimbursement Policy for Services Provided by PAs & NPs"**

March 2014

American Academy of Orthopaedic Surgeons/National Association of Orthopaedic Nurses

*Allied Health Annual Meeting 2014*

**"Orthopaedic Team Practice & Health Care Reform"**

New Orleans, LA  
March 2014

American Academy of Orthopaedic Surgeons

*Annual Meeting 2014*

**Instructional Course Lecture: "Assembling the Orthopaedic Team"**

New Orleans, LA  
March 2014

National Credentialing Forum

*Annual Meeting 2014*

**"Health Reform and the Role of the PA" and**

**"PA Certification Maintenance"**

San Diego, CA  
February 2014

Northeast Ohio Chapter ACHE

*Webinar*

**"Best Practices for Leveraging NP & PAs to Optimize Care & Efficiency"**

January 2014

American Academy of PAs/ Cleveland Clinic co-sponsored

*4<sup>th</sup> Annual PAs in Clinical Administration and Management Conference*

**CME Lecture: "Regulatory Update"**

Cleveland, OH  
November 2013

Connecticut Association of Professional Coders

*Regional Meeting*

**"PA Billing: Dispelling Myths and Misunderstandings"**

Cromwell, CT

November 2013

Wisconsin Academy of Physician Assistants

*Annual Fall CME 2013*

**CME: "PA Leaders in the Workplace: Strategies & Successes from the Field"**

The Dells, Wisconsin

October 2013

American Academy of PAs/Society for Hospital Medicine

*Adult Hospital Medicine Bootcamp for PAs and NPs*

**"PAs/NPs Practicing in Hospitals: Rules Regulations and Reimbursement"**

New Orleans, LA

October 2013

Hospital Association of Pennsylvania

*PA/NP Conference*

**"Billing Opportunities and Challenges for PAs & NPs in Hospitals"**

Harrisburg, PA

September 2013

Connecticut Association of Medical Staff Services

*Regional Meeting*

**"Physician Assistants: Hot Topics for the MSSP"**

Wallingford, CT

August 2013

Yale School of Medicine, Department of Orthopaedics

*Grand Rounds*

**"PAs in the Academic Medical Center: Challenges & Opportunities"**

New Haven, CT

June 2013

Yale/Norwalk PA Post-Grad Surgical Residency Program Graduation 2013

**Keynote Address: "Back to the Future: PAs Are Stepping Up"**

Norwalk, CT

September 2013

New Jersey Chapter, American College of Cardiology

*PA/NP Conference*

**CME Lecture: "Billing and Reimbursement: Challenges and Opportunities for Team Practice"**

Jersey City, NJ

May 2013

Connecticut Academy of Physician Assistants

**CME Workshop: "PA Reimbursement: Rules, Regulations and Realities" [4hrs]**

Farmington, CT

March 2013

Cincinnati Children's Hospital-Department of Orthopaedics

*Grand Rounds*

**CME: "Maximizing PA Utilization"**

Cincinnati, OH



March 2013

American Academy of PAs/ Cleveland Clinic co-sponsored  
*3<sup>rd</sup> Annual PAs in Clinical Administration and Management Conference*  
**CME Lecture: "Regulatory Update"**  
Cleveland, OH  
October 2012

PAs in Orthopaedic Surgery  
*Annual Meeting 2012-Orthopaedic Topics on the Island*  
**CME Lecture: "Reimbursement Update" and**  
**CME Lecture: "Knowing Your Worth: Calculating PA Productivity"**  
Hilton Head, SC  
October 2012

American Academy of PAs/Society of Hospital Medicine  
*Adult Hospital Medicine Bootcamp for PAs and NPs*  
**CME Lecture: "PAs Practicing in Hospitals: Rules Regulations and Reimbursement"**  
New Orleans, LA  
October 2012

Orthopaedic Trauma Association  
*Annual Conference 2012*  
**CME Lecture: "Tools and Tips for Maximizing Utilization of PAs and NPs"**  
Minneapolis, MN  
October 2012

Virginia Academy of Physician Assistants  
*Annual Conference 2012*  
**CME Workshop: "Ins and Outs of PA Reimbursement"**  
**CME Lecture: "Calculating PA Productivity" and**  
**CME Lecture: "Strategies to Support Successful Surgical Outcomes"**  
Virginia Beach, VA  
July 2012

Maryland Academy of Physician Assistants  
*Annual Meeting 2012*  
**CME Lecture: "Reimbursement Update"**  
Ocean City, MD  
July 2012

American Academy of Physician Assistants  
*Annual Conference 2012*  
**CME Lecture: "PAs Practicing in Hospitals: Rules and Regulations"**  
**CME Lecture: "Dollars and Sense: Calculating PA Productivity"**  
Toronto, Canada  
May 2012

Connecticut Academy of Physician Assistants  
*Annual Charter Oak Conference 2012*  
**CME Lecture: "Strategies to Support Successful Surgical Outcomes"**  
Groton, CT  
April 2012

Virginia Orthopaedic Society

*Annual Conference 2012*

**"Billing and Reimbursement for PAs in Orthopaedics"**

Williamsburg, VA

April 2012

American Academy of PAs/American Academy of Orthopaedic Surgeons Course

*PA's Guide to the Musculoskeletal Galaxy*

**CME Workshop: "Reimbursement Workshop for the PA in Orthopaedics" (4hrs)**

**CME Lecture: "Peri-operative Management of the Orthopaedic Patient"**

Tyson's Corner, VA

March 2012

American Academy of Orthopaedic Surgeons

*Annual Conference 2012*

**Instructional Course Lecture: "Utilization of PAs in Your Orthopaedic Practice"**

San Francisco, CA

February 2012

American Academy of PAs/Cleveland Clinic

Clinical Leaders Conference 2011

**CME Lecture: FPPE/OPPE**

Cleveland, OH

November 2011

Connecticut Orthopaedic Society

*Annual Meeting 2011*

**"Physician Assistants in Your Orthopaedic Practice – Utilization, Billing and Reimbursement"**

Farmington, CT

May 13, 2011

American Academy of Orthopaedic Surgeons

*Annual Conference 2011*

**Instructional Course Lecture: "Utilization of PAs in Your Orthopaedic Practice"**

San Diego, CA

February 2011

Downeast (Maine) Academy of Physician Assistants

*Annual Meeting 2011*

**CME Lecture: "Reimbursement Update"**

Bethel, ME

February 2011

Spectrum Healthcare

*Grand Rounds*

**CME: "Utilization of PAs in a Teaching Hospital"**

Grand Rapids, MI

November 2010

Tennessee Academy of Physician Assistants

*Annual Meeting 2010*

**CME Lecture: "Reimbursement Update"**

Gatlinburg, TN

October 2010

New Hampshire Academy of Physician Assistants  
*Annual Meeting 2010*  
**CME Lecture: "Reimbursement Update"**  
Portsmouth, NH  
October 2010

Ohio Association of Physician Assistants  
*Pharmacology Conference*  
**CME Lecture: "Reimbursement"**  
Cuyahoga Falls, OH  
April 2010

Connecticut Academy of Physician Assistants  
*Annual Charter Oak Conference 2010*  
**CME Lecture: "Reimbursement"**  
Mystic, CT  
March 2010

American Academy of PAs/American Academy of Orthopaedic Surgeons Course  
*PA's Guide to the Musculoskeletal Galaxy*  
**CME Lecture: "Peri-operative Management and DVT Prophylaxis"**  
Phoenix, AZ  
February 2010

Physician Assistant Academy of Vermont  
*Annual Conference 2010*  
**CME Lecture: "Reimbursement-They Pay Us for This?"**  
Manchester Village, VT  
January 2010

Pennsylvania Society of Physician Assistants  
*Annual Conference 2009*  
**CME Lecture: "PA Reimbursement"**  
Pittsburgh, PA  
November 2009

Physician Assistants in Orthopaedic Surgery,  
*Annual Meeting 2009 Topics in the Sun*  
**CME Lecture: "PA Reimbursement"**  
**CME Lecture: "Peri-operative Management and DVT Prophylaxis"**  
Scottsdale, Arizona  
October 2009

Delaware Academy of Physician Assistants  
*Annual Meeting 2009*  
**CME Lecture: "PA Reimbursement"**  
Wilmington, DE  
October 2009

New York State Society of PAs  
*Annual Meeting 2009*  
**CME Lecture: "PA Reimbursement"**  
Saratoga Springs, NY  
September, 2009

SUNY Downstate PA Program  
**"Reimbursement for the New Graduate"**  
Brooklyn, NY  
April 2009

Michigan Academy of Physician Assistants  
*Annual Meeting 2009*  
**CME Lecture: "Hospital PA Practice: Rules, Regulations, Responsibilities and Ramifications (Oh My!)"**  
April 2009

American Academy of PAs/Cleveland Clinic  
**CME Lecture: "Reimbursement"**  
Cleveland, OH  
April 2009

Connecticut Academy of Physician Assistants  
*Annual Charter Oak Conference 2009*  
**CME Lecture: "Law and Order and PA Practice"**  
March 2009

American Academy of PAs/American Academy of Orthopaedic Surgeons Course:  
*PA's Guide to the Musculoskeletal Galaxy*  
**CME Lecture: "Peri-operative Management of the Orthopaedic Patient"**  
Fort Worth, TX  
March 2009

American Academy of Orthopaedic Surgeons *Annual Conference 2009*  
*Instructional Course Lecture:*  
**"PA Utilization in Your Orthopaedic Practice"**  
Las Vegas, NV  
2009

Yale New Haven Hospital  
*Mid-Level Practitioner Grand Rounds*  
**"Law and Order and PA Practice"**  
Jan 2009

American Academy of Physician Assistants  
*Annual Conference 2008*  
**CME Lecture: "Two Minute Safety Drill-Wrong Site Surgery"**  
San Antonio, TX  
May 2008  
Connecticut Academy of Physician Assistants Annual Charter Oak Conference 2008  
**CME Lecture: "Law and Order and PA Practice"**  
Groton, CT  
April 2008

American Academy of Orthopaedic Surgeons  
*Annual Conference 2008*  
**Instructional Course Lecture, "PA Utilization in Your Orthopaedic Practice"**  
San Francisco  
2008

American Academy of Physician Assistants  
*Annual Conference 2006*  
**CME Lecture: "PAs Delivering Care in Hospitals: New Rules, New Opportunities"**  
San Francisco, CA  
May 2006

Connecticut Academy of Physician Assistants  
*Annual Charter Oak Conference*  
**CME Lecture "Law and Order and PA Practice: What Every PA Should Know"**  
Westbrook, CT  
March 2006

American Academy of Physician Assistants  
*Annual Conference 2004*  
**"PAs Delivering Care in Hospitals: New Rules, New Opportunities"**  
Las Vegas, NV  
June 2004

American Academy of Physician Assistants  
*Annual Conference 2004*  
**Scientific Poster Presentation: "The Use of Aspirin for the Prevention of Venous Thromboembolic Disease Following Total Hip Arthroplasty"**  
Las Vegas, NV  
June 2004

#### **Publications:**

"Organizational PA and NP Policy Considerations", *AAPA-Center for Healthcare Leadership and Management*,  
May 2017

Contributing Author, "Optimizing Use of Advanced Practitioners",  
*SG2 Intelligence Report*, June 2017

Sg2 believes that unleashing the untapped potential of the growing cadre of advanced practitioners must quickly become a strategic priority for health systems. Read the Sg2 report: [Optimizing Use of Advanced Practitioners](#) for strategies to optimize the deployment of advanced practitioners, as well as case examples of successful programs.

Technical Editor, "Compliance Risk Considerations with the Integration of APCs", *AHLA 2017 Health Care Transactions Resource Guide*,  
[https://www.healthlawyers.org/Events/Programs/Documents/17\\_HCT\\_Resource\\_Guide.pdf](https://www.healthlawyers.org/Events/Programs/Documents/17_HCT_Resource_Guide.pdf), *American Health Lawyers' Association*, April 2017

Interview: "Healthcare's Underutilized Workforce: Deploy Physician Assistants + Nurse Practitioners to Improve Productivity + Quality", *Cardiovascular Business Jan 30, 2017* | Kathy Boyd David available online at <https://www.aapa.org/pas-connect/2016/12/test-test/>

Marriott, Tricia, PA, MPAS, DFAAPA; Dehn, Richard W., MPA, PA-C, DFAAPA; Schultz, Ann L., MACM, PA. "Commentaries on Health Research", *Journal of the American Academy of PAs*: [May 2015 - Volume 28 - Issue 5 - p 1-2](#), doi:10.1097/01.JAA.0000464282.07785.4c

Marriott, T. "Medical Scribes: PAs Take Note". *PA Professional FEB2014* available online at <https://www.aapa.org/download/5434/> (Login required.)

Marriott, T. "Evidence Based Reimbursement Advocacy: Answering FAQs with Facts". *PA Professional MAR 2012*

Marriott, T. "HIPAA Security Rules and Electronic Health Records: The ABCs of Staying in Compliance". *PA Professional DEC 2011*

Davis, A., Marriott, T. "Orthopaedic surgeons and PAs: best practices." *AAOS Now Dec 2011; Volume 5, Number 12*

Marriott, T. "PA Productivity: Pitfalls and Pearls". *PA Professional JUN/JUL 2011* available online at <https://www.aapa.org/download/5457/> (Login required.)

Marriott, T. "FPPE/OPPE Are More Than Just Acronyms". *PA Professional DEC 2010*

Marriott, T. "Who Says? Dispelling the Myths and Misinformation Surrounding PA Regulations" *PA Professional SEP 2010*

Marriott, T. "Measuring Productivity: Calculating Your Contribution". *PA Professional APR 2010* available online at <https://www.aapa.org/download/5457/> (Login required.)

Marriott, Tricia. "The Physician-PA Team" *CONNECTICUT MEDICINE JAN 2008; VOL 72, Number1*

Marriott, Tricia. "PAs in the orthopedics practice: Use this resource to extend your capabilities." *ORTHOPEDICS TODAY 2007; 27:38*

**Other:**

Keggi Orthopaedic Foundation  
Academic Director  
July 2008-2011