



Connect to an audience of pre-qualified ASC professionals with ASCA's strategic advertising, sponsorship and content marketing opportunities!

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Mix and match opportunities to build a dynamic multi-platform marketing package. Learn more inside.



2027 MEDIA KIT

ascassociation.org ascaconnect.org ascfocus.org

The Ambulatory Surgery Center Association (ASCA) is the national membership trade association that represents ambulatory surgery centers (ASCs) across the country.

Looking to build an annual marketing package? Reach out today.

Alex Yewdell
Affiliate Relations
ayewdell@ascassociation.org
202.337.1897

ASCs are modern healthcare facilities that have transformed the outpatient experience for millions of Americans by providing them with a more convenient alternative to hospital-based outpatient procedures—and done so with a strong track record of quality care and positive patient outcomes.

ASC Industry Overview

From ASC Data's Q2 2026 Insights Report

6,640

Medicare-Certified ASCs

10.7%

growth over the past 5 years

47%

Single-Specialty

53%

Multi-Specialty

18,657

Operating Rooms

1,506

Procedure Rooms

257

ASCs are now performing cardiovascular surgery

328

ASCs have gained Medicare certification in 2026

184

Non-Medicare Certified ASCs have opened or plan to soon open in 2026

Stay in the know with the latest ASC industry data!

All ASCA Members receive discounted pricing on ASC Data's Annual Subscription.



Learn more at ascdata.com/get-started

12,000+
active members

46% report having buying authority

90% report having buying influence

ASCA represents the interests of outpatient surgery centers across all specialties, offering advocacy and resources to help them deliver safe, high-quality, and cost-effective patient care. Our members rely on ASCA's educational resources and programs to help them improve their business operations and patient experience.

ASCA members are physicians, administrators, owners, materials managers, nursing directors, infection preventionists and billing staff at ASCs of all types and sizes.

Spend more to get more!

The more you spend with ASCA throughout the year, the greater the Affiliate benefits you receive.



Learn more about how to become an ASCA Affiliate Member on page 9.





ASC FOCUS

The most reliable print resource in the ASC industry has a fresh new look!

ASC Focus, ASCA's official magazine, keeps ASC professionals informed with ongoing coverage of critical industry topics. An annual advertising program keeps your company in front of ASC professionals nationwide.

5 Exclusive Ad Placements

- Inside Front Cover Spread: \$5,000
- Opposite Table of Contents: \$4,000
- Center Spread: \$5,000
- Inside Back Cover: \$4,000
- Back Cover: \$5,000

Every ad placement comes with a two-month web ad.

➔ Learn more about ASCA's digital advertising on page 4.

Reserve four ad insertions and receive a free sponsored member e-blast.

➔ Learn more about ASCA's email advertising on page 5.

Redesigned for a bigger audience!

PRINT



View the ASC Focus archive here.

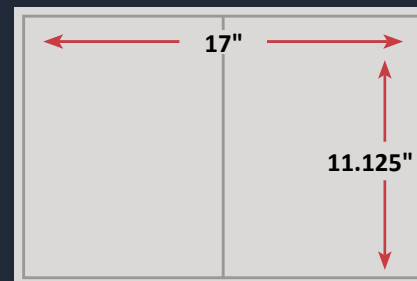
Issue	Theme	Editorial Deadline	Ad Reservation	Ad Materials
JANUARY	Industry Forecast	10/26	10/26	11/17
FEBRUARY*	Cardiology	11/23	11/23	12/18
MARCH	Orthopedics	1/5	1/5	1/28
APRIL CONFERENCE ISSUE	Anesthesia	2/5	2/5	3/2
MAY	HR/Staffing	3/8	3/8	4/7
JUNE/JULY	Technology/AI	4/14	4/14	5/6
AUGUST	Building & Renovation	6/15	6/15	7/8
SEPTEMBER	IT/Cybersecurity	7/15	7/15	8/6
OCTOBER*	10 Under 40	8/13	8/13	9/7
NOV/DEC	Financials	9/14	9/14	10/6

Additional article themes will include: accreditation updates, pediatrics, advocacy, ASCA 2026, inclusion, and joint ventures. Specific themes might change or be eliminated without prior notice.

*bonus distribution

Ad diagrams

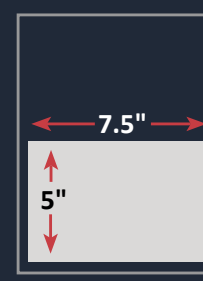
2-Page Spread (including 1/4" bleed)
Trim size = 16.5" x 10.875"



Full Page (including 1/4" bleed)
Trim size = 8.375" x 10.875"



1/2 Page
Trim size = 7.5" x 5"



ASC Focus annual advertisers get access to premium ASCA 2027 exhibit spaces!

Connect with us today to sync your advertising program with your exhibit space in Orlando.

Questions?

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Stay in front of thousands of ASC professionals by advertising across ASCA's full suite of websites.

Spotlight Ad (300 x 250)

\$1,000/month

Featured across all three websites:

ASCAAssociation.org

ASCAconnect.org

ASCfocus.org

Sponsored Content

\$2,500

Written article or video presentation featured on ASCfocus.org for six months. Host your content directly on ASCA's website or redirect users to your designated landing page.

Questions?

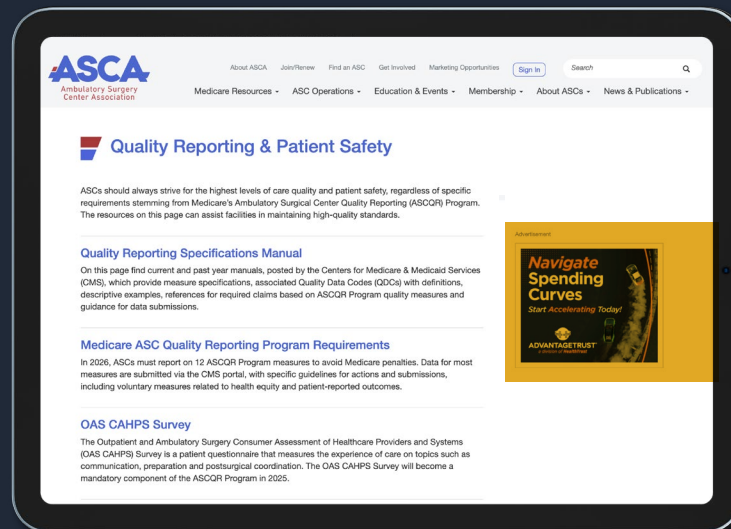
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Affiliate Relations

ayewdell@ascassociation.org

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WEB



ASCAAssociation.org

Main website

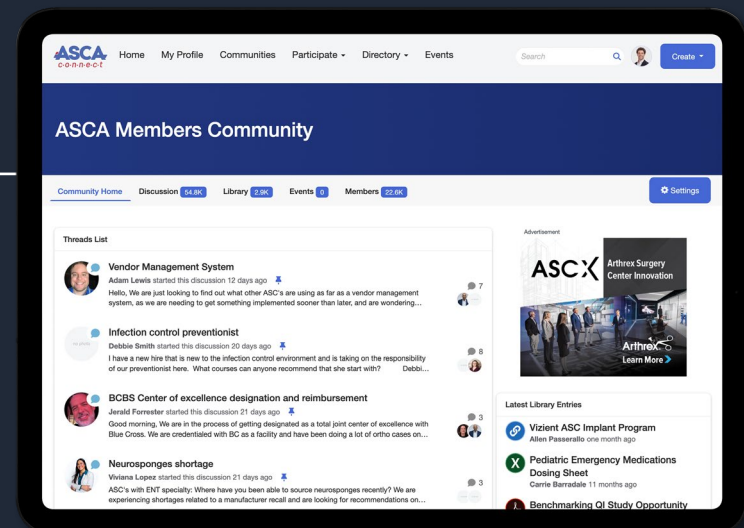
50,000+ users per month

Spotlight ad placements allow you to drive traffic to your landing page of choice.

ASCAconnect.org

Member networking community

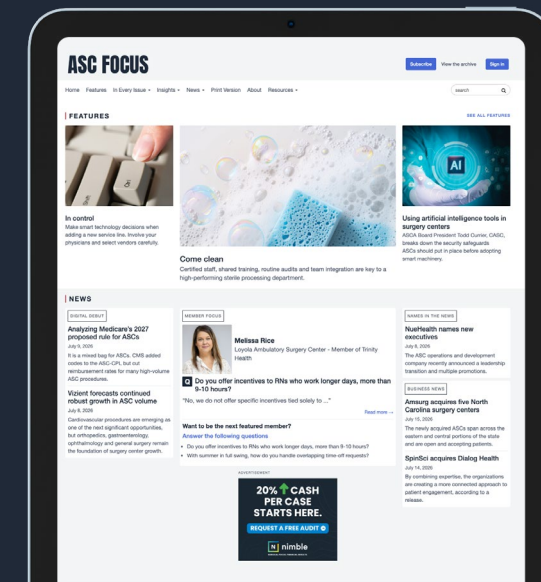
17,000+ users per month



ASCfocus.org

Magazine website

11,500+ users per month



Engage directly with ASCA members by sponsoring one of ASCA's email channels. Each sponsorship includes prominent advertising placements that put your company right in the inboxes of thousands of active subscribers.

DAILY

Community Digest Daily Email

1 Available
Spotlight Ad (200 x 200)
19,500+ subscribers
\$2,500/month

ASCA Members Community Digest for Tuesday June 30, 2026

DO NOT FORWARD: If you forward this message to someone, they could access your ASCA Connect account.



ASCA Members Community

[Post New Message](#)

Jun 30, 2026

Discussions

EMAIL

WEEKLY

ASC Focus Email

1 Available
Spotlight (180 x 150) + Banner (600 x 90)
23,000+ subscribers
\$2,000/month

ASC FOCUS
The official magazine of ASCA

Highlights from ASC Focus Online

DIGITAL DEBUT
ASCA members partake in spring fly-in
ASCA advocates met with 58 members of Congress, urging support for the Medicare Beneficiary Co-Pay Fairness Act and other key legislation.
[Read the full story →](#)

NAMES IN THE NEWS
AAAH expands 2026 Quality Roadmap
The updated version comes in comprehensive and primary care formats, offering benchmarking data and compliance guidance.
ASCA board member joins New York state public health council
Governor Kathy Hochul appointed and the state senate confirmed Jon Van Valkenburg, CASC, to the seat.

MEMBER FOCUS
Do you offer incentives to RNs who work more than 9-10 hours?
Find out what Sarah Musallam, director of clinical operations at Manhattan Reproductive Surgery Center in New York, New York, has to say.
[Read more →](#)

Want to be the next featured member? Answer these questions:

- Do you offer incentives to RNs who work longer days, more than 9-10 hours?
- With summer around the corner, how do you handle overlapping time-off requests?

[Submit your answers](#)

Advertisement
20% CASH PER CASE STARTS HERE.
[REQUEST A NO-COST AUDIT](#)
nimble

LATEST ISSUE HIGHLIGHTS

THE TECHNOLOGY/AI ISSUE
Rooted in care, enabled by technology
[Read the June-July Issue](#)
[Access the print version](#)
[See the exclusive online feature](#)

ASC FOCUS
JUNE 2026

Government Affairs Email

1 Available
Spotlight (180 x 150) + Banner (600 x 90)
10,600+ subscribers
\$2,000/month

ASCA
Ambulatory Surgery Center Association

Government Affairs Update

June 16, 2026 - Volume XVI, Issue 22

CMS Issues Final Rule Impacting Oversight of Accrediting Organizations
The Centers for Medicare & Medicaid Services (CMS) has issued a final rule that aims to strengthen oversight of accrediting organizations.
[Read More >>](#)

California Senate Revises Facility Fee Restrictions
On June 3, the California Senate Committee on Health replaced the text of AB 225 with new language that would restrict the ability of healthcare providers to charge facility fees.
[Read More >>](#)

North Carolina House Tweaks Surgical Smoke Requirements
The North Carolina House Committee on Health added language to SB 528 on June 9 that would tweak the state's recently effective surgical smoke evacuation requirements.
[Read More >>](#)

Upcoming Events
WEBINAR:
Safeguard Your ASC from Cyberattacks
July 21, 2026
REGULATORY SERIES:
Understanding Medicare's Proposed Rule for 2027
July 28, 2026

Follow ASCA on:
in f x
G i

Support You Can Count On
Annual Testing & Retrofit Support
[Request a Quote](#)
PG LifeLink

Ambulatory Surgery Center Association
The Altum Building, 2775 Westgate Blvd, Ste 375, Alexandria, Virginia 22314, USA
Phone: 703.636.8608 | Email: asc@ascassociation.org
[Update Preferences in myAccount](#) | [Privacy Policy](#)

News Digest

38,000+ subscribers
See box below for options

[View this message in a browser](#)

You only get one chance to launch your ASC. **stryker**
We help you do it right. [Learn more](#)

ASCA NEWS DIGEST
JUNE 30, 2026

Colonoscopy Remains the Top Choice for Colorectal Cancer Screening Amid New Guidance
As new colorectal cancer screening guidance draws attention to the growing number of testing options, the American Gastroenterological Association urges patients and primary care providers to understand how those options compare. ASCA experts emphasize that screening saves lives — and that the type of test matters. Colonoscopy remains the strongest screening option.
American Gastroenterological Association (06/17/26)
[Read More](#)

[Share](#) [Facebook](#) [Twitter](#) [LinkedIn](#)

DOING MORE SPINE SURGERIES AT YOUR ASC?
Ensure Safety and Success with IONM. [Learn more](#)

One Week Left to Request ASCA + SAMBA 2026 CE Credits
Thank you to everyone who joined us in Washington, D.C., for the ASCA + SAMBA Conference & Expo! If you attended the conference, be sure to request your continuing education (CE) credits online via [ASCA's Education & Events Portal](#). **The deadline to request CE credits is next Tuesday, June 30.**
As a reminder, you must complete evaluations for the sessions you attended before you can request CE credits.
ASCA Content (06/23/26)
[Read More](#)

[Share](#) [Facebook](#) [Twitter](#) [LinkedIn](#)

SPONSORED CONTENT

From pre-op to post-op, 50 charts
Top performers already know these numbers. Do you?
Read the 2026 State of the ASC Industry report
HST Pathways

80 charts, 3 years of data. Insights from 682 surgery centers & 4.8 million cases.
See how leading ASCs measure performance, then learn how HST Pathways helps you track the same metrics in your own center. Measure where you are and get to where you want to be.
[Read the 2026 State of the ASC Industry report](#)

A Call for New Research on the No Surprises Act
The No Surprises Act was signed into law on December 27, 2020, to protect patients from surprise billing—unexpected charges from doctors, hospitals, or other health care providers who are not part of a patient's health plan's network. The law limits the amount that patients are required to pay in those situations and creates an independent dispute resolution process for resolving disputes

Leaderboard 1

1 Available
Banner Ad
Position: Top of Email
\$2,500/month

Leaderboard 2

1 Available
Banner Ad or Sponsored Content
Position: Below First Story
\$2,500/month

Inline Banner

5 Available
Banner Ad or Sponsored Content
Position Rotates Weekly
\$1,500/month

Ad Specs:

Leaderboards/Banner 728 x 90 pixels
Sponsored Content 300 x 250 pixels plus ~50 words of preview text

CUSTOM

ASC Focus Member E-Blast

23,000+ subscribers

\$3,500

Availability is limited to 2 deliveries per month and 2 emails per advertiser in a calendar year.

You shape the message and provide us with the content. Our team does the rest to program your email and get it out to our audience.

Check out the latest Custom E-Blasts [HERE](#) and [HERE](#)

ASC FOCUS

The official magazine of ASCA

This is a sponsored message.



MEDICODIO AI
AI MEDICAL CODING FOR ASCS

Stop playing denial bingo. Get paid the first time.

Code, validate, route — automatically. MediCodio AI supercharges your coding team, so clean claims go out faster.

The only bingo you win by losing.

Every coder knows this card by heart — documentation gaps, shifting payer rules and quarterly code set changes keep filling it in. Medicare's 2024 ASC improper payment rate hit 14.7% (approximately \$656 million), and roughly half of denied claims are never appealed.



MediCodio AI plays for you!

[Book a discovery call](#)

ASC FOCUS

The official magazine of ASCA

This is a sponsored message.

TURN DATA INTO REVENUE
Find hidden revenue gaps and accelerate payments



How in2itive helps ASCs find revenue gaps and work smarter

After ASCA + SAMBA 2026, one thing is clear: Artificial intelligence is no longer something ASCs are discussing only as a future concept. It is something that ASCs can begin using today to work more efficiently and save time.

At ASCA + SAMBA 2026, in2itive's Melanie Howitt participated in a panel discussion titled "Work Smarter, Not Harder: Using AI in Your ASC." The session offered an overview of AI and focused on practical ways it can be used in ASCs to automate daily tasks and streamline workflows. Examples included embedded tools such as Copilot that support everyday work and reduce time spent on routine tasks.

The message was simple. AI does not need to be complex or disruptive to be useful. When applied intentionally, it helps teams work smarter and creates space for better focus and decision-making.

That same principle applies to the revenue cycle. Before automation or AI can improve performance, ASCs need clear insight into where revenue is being delayed or lost and which workflows are slowing payment. This is where an in2itive assessment delivers value.

An in2itive assessment provides a clear view into how your revenue cycle is functioning. It identifies revenue leaks, workflow gaps and opportunities to accelerate payment. More importantly, it turns data into insight and insight into revenue by showing which process changes will have the greatest impact and where automation or AI can support those improvements.

Clarity starts with an in2itive assessment

It delivers a clear roadmap to faster payments, stronger workflows, and smarter use of automation and AI.

For those who want to explore this approach further, our [white papers](#) go deeper into how ASCs turn insight into action.

Start with clarity. Build from insight. Turn data into revenue.

[Start with an in2itive assessment.](#)



ANNUAL EMAIL SPONSORSHIP PROGRAMS

\$8,400/year

Survey Program

- 1 Available
Spotlight (180 x 150) + Banner (600 x 90)
- Includes all Benchmarking, Clinical & Operational Benchmarking Survey, and Salary & Benefits Survey emails
 - ~25 emails per year
 - 3,000+ subscribers

Update Program

- 1 Available
Spotlight (180 x 150) + Banner (600 x 90)
- Includes all News and Physician Brief emails
 - 16 emails per year
 - 9,000–25,000 subscribers

Education Program

- 1 Available
Spotlight (180 x 150) + Banner (600 x 90)
- Includes all Education & Quality Newsletter, Virtual Education and Virtual Courses emails
 - 16 emails per year
 - 7,500 subscribers

EMAIL

Questions?

Alex Yewdell

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202.337.1897

ASCA makes it easy for members to stay up to date on continuing education throughout the year with in-depth virtual opportunities that cover the most relevant topics in today's evolving healthcare landscape.

These virtual educational offerings are free to all ASCA members, further maximizing the reach for each sponsor!

Virtual Education Sponsorships

2 Available Per Program
\$10,000

- A 30-90 second commercial played at the beginning of selected session(s)
- Recognition in all related emails
- Receive a full Attendee Report that includes:

Name	# of ORs and Procedure Rooms
Title	Specialties Served
Organization	Areas of Interest (Products/Services & Companies)
Email Address	
City/State	
Primary Function	

VIRTUAL EDUCATION



ASCA
2026 Webinar Series

Safeguard Your ASC from Cyberattacks

Tuesday, July 21, 1:00 p.m. ET

Presented by:
Gary Salman, BA
Chief Executive Officer and Co-Founder, Black Talon Security

[Register Now!](#)

Webinar Description

Cyber threats such as ransomware, data theft and email account takeovers are causing significant financial, reputational and regulatory challenges for surgery centers. Get a comprehensive understanding of key cybersecurity threats and practical solutions tailored for ASCs. Find out:

- Who is targeting ASCs and why
- What a real-world attack looks like and how it would impact your revenue cycle

Digital Media Sponsorship

1 Available | **\$35,000**

In addition to cross-promotional branding as an ASCA 2027 Diamond-level sponsor, this year-long sponsorship includes exclusive ad placements in:

- 2027 Webinar Series
- ASCA's Advancing Surgical Care Podcast
- ASCA Audio Update

Virtual Coding & Reimbursement Course

This virtual course provides essential training for ASC billers and coders. Industry experts share their insights on the coding and billing updates for 2027 and strategies members can use to maximize their ASC's reimbursements.

JANUARY 2027

Regulatory Series Sponsorship

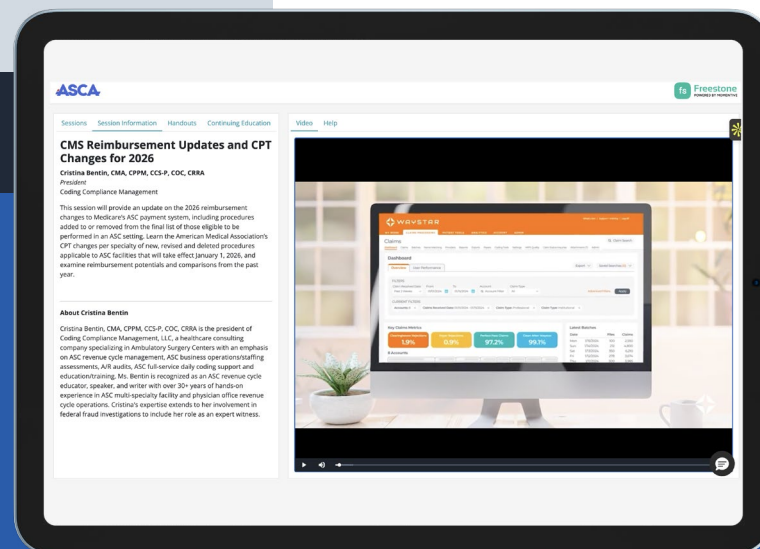
Connect with ASC professionals as they look to stay up-to-date with the latest ASC regulatory compliance standards. It features short conversational sessions that deliver expert insights on the complex network of regulatory requirements.

ONGOING

Sponsored Content: Webinar

4 Available | **\$4,000**

Host a webinar on ASCA's Virtual Education platform! Content must be approved by ASCA's Education Committee prior to publication but the content area is open to the sponsor's interest. The webinar will live on ASCA's Virtual Education platform for 12 months.



ASCA

CMS Reimbursement Updates and CPT Changes for 2026

Cristina Bente, CMA, CPMA, CCS-P, CQC, CBA
President, Coding Compliance Management

This session will provide an update on the 2026 reimbursement changes to Medicare's ASC payment system, including procedures added to or removed from the final list of those eligible to be performed in an ASC setting. Learn the American Medical Association's CPT Changes per specialty of new, revised and deleted procedures applicable to ASC facilities that will take effect January 1, 2026, and examine reimbursement potentials and comparisons from the past year.

About Cristina Bente

Cristina Bente, CMA, CPMA, CCS-P, CQC, CBA is the president of Coding Compliance Management, LLC, a healthcare consulting company specializing in Ambulatory Surgery Centers with an emphasis on ASC revenue cycle management, ASC business operations, staffing assessments, A/R audits, ASC full-service daily coding support and education/training. Ms. Bente is recognized as an ASC revenue cycle educator, speaker, and writer with over 20 years of hands-on experience in ASC multi-specialty facility and physician office revenue cycle operations. Cristina's expertise extends to her involvement in federal fraud investigations to include her role as an expert witness.

ASCA offers a number of unique sponsorship opportunities throughout the year—connecting your company to highly targeted member groups.

ASC Administrator Development Program Sponsorship

5 Available | \$3,500

The ASC Administrator Development Program is a year-long mentoring program that matches newer and aspiring administrators with more experienced peers to strengthen and broaden the knowledge and professional network of all participants. This is a great opportunity to connect with newer ASC professionals at the start of their career.

Participation

- Join in-person meetings, presentations and networking events.

Recognition

- Your branding will be featured on the website, in emails to mentees/mentors and on in-person meeting signage.

Marketing

- Participant Mailing List
- Option to provide exclusive handouts, giveaways and/or swag for participants when meeting in person

ASCA National Advocacy Day Sponsorship

10 Available | \$7,500

ASCA's National Advocacy Day brings together more than 100 successful ASC professionals committed to the advancement of the ASC industry. As a sponsor, you'll receive recognition in the promotion of the event as well as exclusive marketing and networking opportunities.

Participation

- 2 Event Registrations
- Join the facility leaders in Capitol Hill visits, meetings, presentations and networking throughout the day.
- Full access to the post-Capitol Hill dinner, providing an excellent opportunity to network with attendees in an open, relaxed setting.

Recognition

- Logo and company listing featured on website
- Special recognition in event emails, marketing and announcements
- Digital collateral in the mobile app

Marketing

- Post-Event Mailing List
- Option to provide exclusive handouts, giveaways and/or swag for attendees onsite.

Private Fall Meeting

10 Sponsorships Available | Inquire for Details

Attendance is invite-only, bringing together 100 leaders in the ASC industry.

Virtual Focus Group

\$7,500

Get unparalleled access to ASCA members! Hosting a virtual focus group puts you in direct contact with a highly-targeted group of ASC professionals in a private, virtual setting. ASCA takes care of promotion and participant recruitment, you're in charge of setting the agenda and moderating the conversation.

Survey Program

Available to Affiliates | Inquire for Pricing

Learn more about the needs, opportunities and challenges today's ASCs are facing. ASCA will work with you to prepare survey questions and then distribute it to members. Once completed, you'll receive the full survey results.

SPECIAL PROGRAMMING



ASC Administrator Development Program

The ASC Administrator Development Program is a yearlong mentoring program that matches newer and aspiring administrators with their experienced peers to strengthen and broaden the knowledge and professional network of all participants.

Fall Class (September 2025-August 2027)

Application Period: July 15-31, 2026

Notification of Acceptance: August 15, 2026

For Mentees

Learn from Someone Who's Been There

Participate in this program and connect with an experienced ASC administrator who is ready to help and support you as you get acclimated to your new role. As a mentee, you'll learn new ideas and best practices from those who have been in your shoes. You will get the tools and resources you need to improve your ASC, make meaningful professional connections, and learn about the approaches and successes of administrators from all over the country.

Please note: This program is for new or prospective administrators with a maximum of two years of experience. **It is not designed to**

For Mentors

Give Back to the ASC Community

A mentor can play a massive role in helping employees get acclimated and decrease the learning curve in their new position. Your knowledge and expertise of the role of an ASC administrator is based on experience that new ASC administrators, and those interested in becoming an administrator, want and need. Help them develop the skills necessary to tackle the challenges ahead by sharing what you have learned over the years. Through this program, you will strengthen your leadership skills, expand the professional network for yourself and your mentee(s), and, ultimately, leave your

"The ASCA Administrator Development program is a great learning opportunity for gaining exposure to the various leadership functions ASC administrators encounter. The program will cover topics ranging from accreditation and governance to HR and finance, providing a broad overview of critical areas. In addition to learning about different topics, you'll be assigned a mentor and be in a cohort of other administrators to share knowledge and experiences. I would highly recommend the Administrator Development program to anyone who is interested in growing in their knowledge and career."

Michael DeGuire
Mentee, 2025-2026 Spring Virtual Class

"My mentor was great! She had a suggestion for every issue brought forward. She also gave real examples and helpful feedback. I enjoyed this program and I believe I will help in my future role and timing for the ASC Admin exam."

Kimberly Sumner, BS, RN, CRNFA, CNO
Mentee, 2025-2026 Spring Virtual Class

"The program was well-organized and extremely beneficial. I appreciate the structure, variety of content and opportunities to learn from others. My mentor was supportive, engaging and available whenever I needed clarification or guidance. The mentoring component

ASCA's Affiliate Membership is available to all companies that serve the ASC community.

For just \$1,275 in annual membership dues, you'll become an ASCA Affiliate and start receiving the first tier of member benefits.

From there, you can achieve higher Affiliate Status Levels based on your annual advertising, exhibit and sponsorship spend with ASCA.

The more you spend, the more benefits you receive!

ASCA Affiliate Benefits

	 ASCA AFFILIATE	 ASCA AFFILIATE ADVOCATE	 ASCA AFFILIATE PARTNER	 ASCA AFFILIATE ADVISER	 ASCA AFFILIATE LEADER
	annual dues \$1,275	annual spend \$6,500+	annual spend \$17,500+	annual spend \$40,000+	annual spend \$75,000+
Inclusion in ASCA's online Corporate Member and Affiliate Directory	✓	✓	✓	✓	✓
Company-wide access to ASCA Connect, ASCA's professional networking site	✓	✓	✓	✓	✓
Access to ASC Focus magazine, ASCA News Digest, and ASCA's News and Government Affairs Email Updates	✓	✓	✓	✓	✓
Member discount on exhibit space at ASCA events, ASC Data subscription, ASCA publications and on postings within the ASCA career center	✓	✓	✓	✓	✓
Access to thousands of ASC professionals in ASCA Connect's online Membership Directory	✓	✓	✓	✓	✓
Consideration for speaking and authoring opportunities for ASCA events and publications	✓	✓	✓	✓	✓
Annual Report of ASCA's Clinical & Operational Benchmarking Survey Results	✓	✓	✓	✓	✓
Unique ASCA Affiliate level logo for promotional use in industry-wide advertisements		✓	✓	✓	✓
Biannual virtual meetings and Q&A with ASCA's leadership		✓	✓	✓	✓
Special recognition on designated Affiliate webpage and onsite at ASCA's Annual Conference & Expo			✓	✓	✓
Access to premier exhibit booth locations at ASCA events			✓	✓	✓
Promotion in a special ASCA News Digest e-newsletter "Thank You" message			✓	✓	✓
Expanded Report of ASCA's Clinical & Operational Benchmarking Survey Results				✓	✓
Company logo featured on ASCAssociation.org				✓	✓
Complimentary company-wide access to ASCA's annual Webinar Series				✓	✓
Inclusion in a special "Thank You" email to ASCA members				✓	✓
Inclusion to invite-only events with ASCA's Board of Directors				✓	✓
Two shared content posts in ASCA News Digest				✓	✓
Individual briefings on the state of the ASC industry with ASCA leadership					✓
Complimentary Podcast Guest Spot					✓
Two shared content posts on the ASC Focus website					✓

AFFILIATE MEMBERSHIP