2011-2012 Annual Report

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About AHRA
AHRA is the preeminent organization for leaders in medical imaging management. The association offers a complete slate of professional development programs—including a comprehensive selection of educational conferences and seminars, the Leadership Institute, networking opportunities, award-winning publications and the CRA credential. Founded in 1973, AHRA’s membership reaches across the country and around the world. Its approximately 5000 members represent management at all levels for freestanding imaging centers, hospital imaging departments, and group practices.

Mission
AHRA is a resource and catalyst for the development of professional leadership in medical imaging management.

Vision
AHRA will be the association of choice for leaders in medical imaging management. It will be dedicated to developing products and services driven by member needs. The association will be a driving force toward improving the healthcare environment.
2011-2012 Governance

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Message from the President and CEO

It has been a very busy year at YOUR association. All of the accomplishments of the year are the result of many very dedicated volunteers working with our talented staff to move our strategic plan forward. The commitment and support of our members is what makes AHRA such a special community.

As we kicked off the year in August 2011 at our Annual Meeting in Dallas we reviewed the fact that our membership numbers had declined by about 10% over the past 3 years of difficult budgets and uncertain healthcare environment. We announced a campaign to increase our membership by 38% to 5,000 by the 2012 Annual Meeting. As we go to print with this report, two weeks before our deadline we have 4,822 members, a 33% increase in just one year! We were able to do this for several reasons:

1. We created new membership models to allow facilities and systems to enroll the entire imaging management team at a discounted price.
2. We developed a model for local area meetings to provide networking and educational opportunities in smaller, more intimate settings.
3. Most importantly, we established a network of volunteers in every state who worked diligently to make it happen.

Special thanks to Brenda Rinehart, CRA, our national campaign chair and the following zone leaders: Debi Farnham, Sue Rysted, CRA, Rudy Apodaca, CRA, Jason Scott, CRA, Joseph E. Daniels, Edward L. Morgan, CRA, Tim L. Ludwig, CRA, FAHRA, Ronald F. Bernardi, FAHRA, and Deborah Clark, CRA.

In addition to increasing membership, our second major goal for the year was to create more value for all of our members. In today’s challenging times we recognize the increased importance of a professional association in helping members succeed. A major initiative over the past year has been the development of AHRAdatalynx.

Over the years, AHRA has produced various printed statistical surveys. These resources became stale quickly and were tedious to compile. AHRAdatalynx is an online, interactive collection of myriad data points. Members enter their facility data, instantly seeing how they compare to national standards, and drill down to see comparable facilities by size, region, etc. It will be a valuable tool for reinforcing success and identifying areas of needed improvement. A member task force identified what data was important to collect and then staff worked hard with Regents Health to develop the tool to capture and report it. It’s vital for our members to invest the time to enter data not only for their benefit, but for the good of the industry.

Members are a part of AHRA’s continued success by working on committees, participating in the Forum, attending meetings, buying products, contributing to the Education Foundation, recruiting new members, and many other ways.

We thank you for your support and confidence in allowing us to work on your behalf.

Luann Culbreth, CRA, FAHRA
President

Edward J. Cronin, Jr., CAE
CEO
Membership

Statistics and Dues

- As of July 1, 2012, membership stood at 4,584. This is a 21% net increase over the July 1, 2011 total of 3,601.
- As of July 1, 2012, 994 individuals have signed up for two-year memberships.
- As of July 1, 2012, 177 organizations participate in the organization billing option.
- In June 2011, a new one price plan was introduced for facilities to sign up multiple members at a lower cost. Prices are based on facility bed size.

- The majority of members (99%) reside in the United States and its territories. States with the highest number of AHRA members:
  - California (297)
  - Texas (337)
  - Florida (264)
  - New York (229)
  - Ohio (215)
  - Illinois (182)
  - Washington (179)

- Foreign members (58) are located in:
  - Canada (32), Australia (15), Bermuda (4), Saudi Arabia (2), Argentina (1), Bahamas (1), Finland (1), Singapore (1), United Arab Emirates (1)

Membership Development Campaign

Healthcare reform and budget cuts led the way to declining membership - from a high of 4,254 members in 2008 to a low of 3,576 in 2011. At a time when membership is arguably its most important, AHRA needed to address the fiscal challenges faced by imaging leaders.

The membership development campaign kicked off at the 2011 Annual Meeting with a goal of reaching 5,000 members by the 2012 Annual Meeting. Developed as a way to increase membership among current member facilities and encourage new membership, the “Get Serious” campaign saw the creation of a new group membership model offering discounted dues to facilities that signed up multiple members. With one payment, medical imaging professionals could sign up for as little as $82 per person.

<table>
<thead>
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<th>Health System Bed Size</th>
<th>Available # of memberships</th>
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<tr>
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Membership

Member Survey

In March 2012, an online survey of current AHRA members was conducted, yielding a 19% response rate. Among participating members:

- Almost a quarter have been members for two to five years and nearly half have been members for between two and ten years.
- Most members are between the ages of 50 and 64.
- Women outnumber men 57% to 43%.
- The majority (82%) are in administrator or manager positions.
- The most important AHRA attribute for members was: “Expanding my knowledge of medical imaging management, keeping pace with changing environments.” 77% of members have heard of the AHRA Education Foundation, although only 14% of members have applied for a scholarship through the Foundation. 39% of members say they have donated to the AHRA Education Foundation.
- The AHRA attribute with the highest importance and the greatest negative gap between expectation and performance was: “Monitor regulatory issues that impact medical imaging management, and provide resources that address these issues.”
- 72% of AHRA members are considered Promoters (i.e., “Would you recommend us to a friend or colleague?”)
- 44% of respondents rated AHRA’s relevance to their day-to-day professional lives as very relevant.
- The three most valuable AHRA programs, services or products are:
  - 64% - Radiology Management Journal
  - 47% - AHRA Annual Meeting and Exposition
  - 36% - Online education credits

2011 Scholarship, Award, and Grant Recipients

Broadley Scholarship
- Amanda Daugherty
- Keri Deacon

Osborn Scholarship
- Melissa Baker
- Laura K. Haas
- Kyle Kellum
- Vicki Novick
- Amanda Marquez

Annual Meeting Scholarship
- Cathy G. Beelman, CRA
- Reginald T. Cooks, CRA
- Cheryl Hescher
- Tina Murray
- Suzanne K. Ramthun, CRA
- Beth Roubique
- Sue Rysted, CRA
- Hollis A. Tessmer II, CRA

President’s Award
- Brenda Holden, CRA, FAHRA

Radiology Management Editorial Award
- Ronald V. Bucci
- Anne Musitano
- William R. Johnson, CRA

Award for Excellence
- Patricia M. Allen
- Christopher J. Hayman, CRA
- Robert H. Lee
- John R. Neal, CRA
- Lorissa Price, CRA

Fellow Status
- Ron J. Barak, CRA, FAHRA
- Paul A. Dubiel, FAHRA
- Janice Eurton, CRA, FAHRA
- David R. Fox, CRA, FAHRA
- Jeffrey A. Palmucci, CRA, FAHRA
- Enrico M. Perez, CRA, FAHRA
- Mark W. Steffen, CRA, FAHRA
- Ernie R. Stewart, CRA, FAHRA

Putting Patients First Grant
- Texas Children’s Hospital, Houston, TX
- St. Vincent’s Medical Center, Bridgeport, CT
- Harnett Health Betsy Johnson Hospital, Dunn, NC
- John T. Mather Memorial Hospital, Port Jefferson, NY
- Bronson Methodist Hospital, Kalamazoo, MI
- Children’s Hospital Medical Center, Cincinnati, OH
- Fairview Health System, St. Paul, MN
Conferences

2011 Annual Meeting and Exposition
AHRA’s premier event was held August 14-17, 2011 in Grapevine, TX. There were 174 exhibitors. Total attendance was 853:

- Advanced Program: 760
- Basic Management Program: 71
- CRA Exam Workshop: 55

2011 Fall Conference
“The Future of Healthcare: Is It a Gamble?” was held October 25-27 in Las Vegas, NV. A total of 167 individuals attended the event:

- Advanced Program: 122
- Basic Management Program: 41
- CRA Exam Workshop: 43

NEW! ELM Program
This year long program began at the 2011 Annual Meeting in Grapevine, TX. There were 8 participants who will finish this intensive consulting program at the 2012 Annual Meeting in Orlando, FL.

Area Meetings
Between July 1, 2011 and June 20, 2012 there were 29 area meetings held. A total of 722 attendees took part in these free local seminars for CE credit, an increase of 88% over the prior year.

2012 Spring Conference
This event was held April 3-5, 2012 in Seattle, WA. A total of 180 individuals were in attendance:

- Advanced Program: 106
- Basic Management Program: 72
- CRA Exam Workshop: 33

Coding and Reimbursement Seminars
Three coding and reimbursement seminars were held in early 2012. To maximize participation, they were held in different geographic areas: Louisville, KY; Arcadia, CA; New York, NY. A total of 102 individuals attended these seminars.

Live Webinars
From July 1, 2011 through June 30, 2012, AHRA presented 2 live webinars. There were 144 individuals or facilities registered for these events.
Resources

Radiology Management

The bi-monthly peer reviewed journal continues to be rated the most valuable AHRA product, program, or service among members.


Augmenting the print edition, this environmentally friendly option allows readers timely access, easy search, convenience, and ability to share. As of July 2012, 718 members had opted to receive the digital edition only. This has resulted in a reduction of waste by nearly 2,000,000 printed pages since its launched in 2010.

NEW! Basic Imaging Management: A Reference Manual

Written by AHRA members, this publication is designed for new imaging managers, as well as seasoned managers assuming responsibility in a new facility. It provides a high level operations framework of the basic components to manage a medical imaging department.

AHRA’s monthly member newsletter continues to engage readers. A reader survey was conducted in January 2012 to better understand the publication’s performance and gauge what content readers would like to see more of.

Professional Development Book Series

The success of this series continues and development of a second edition of the inaugural book, *Financial Management in Radiology*, was approved by the board of directors. Each book has a coordinating free exam in the Online Institute that has been approved for ARRT Category A CE credit.
In collaboration with Regents Health and National Imaging Network, the development of AHRA data lynx began in 2011 after receiving approval from the AHRA board of directors. It is a sophisticated benchmarking tool specifically for medical imaging professionals. AHRA data lynx was officially introduced to the membership at the 2012 Spring Conference and will be populated with data from a set of surveys more comprehensive than previously utilized anywhere in the imaging industry.

With an electronic collection and analysis process, the data will be as current as the last AHRA member who enters survey data. This revolutionary method compresses the months of collection, analytics, and book production previously utilized by AHRA. Now, even more comprehensive and detailed operational metrics will help drive better imaging operations. Its success depends on member participation.
Resources

The Online Institute contains dozens of courses updated on a regular basis.

Quick Credit
- 24 FREE exams based on the most recent Radiology Management articles.
- Between July 1, 2011 – June 30, 2012, a total of 8,640 Quick Credit exams were taken, an increase of 19% over the previous year.

Textbook Chapters
- 68 FREE exams based on chapters from the AHRA Professional Development Series.
- Between July 1, 2011 – June 30, 2012, a total of 2,069 textbook exams were taken, an increase of 31% over the previous year.

Webinars
- An archive of previously conducted live Webinars. Free to view.
- Between July 1, 2011 – June 30, 2012, a total of 490 webinars were viewed.

Conference Sessions
- Streaming video from previously held AHRA conferences. Free to view.
- Between July 1, 2011 – June 30, 2012, a total of 1,163 conference sessions were viewed.

Find Us On...

Between July 2011 and June 2012

- Number of fans increased 43%
- Number of channel views increased 99%
- Number of group members increased 230%
- Number of followers increased 69%
Certification

Since 2002, more than 1000 professionals have earned the only credential for medical imaging administration. The Certified Radiology Administrator (CRA) credential was tailored specifically for medical imaging administrators. The examination focuses on five subject areas that are crucial to successful administration: human resource management, asset resource management, fiscal management, operations management, and communication and information management. The CRA program, including the examination, is managed by the Radiology Administration Certification Commission (RACC), a self-governing body created to maintain the credential's integrity and relevance.

A Decade of Excellence

In 2012, the RACC recognized the 10th Anniversary of the CRA credential's first exam administration with a “Decade of Excellence” themed CRA reception at AHRA’s Annual Meeting and special “10 Years Strong” pins.

Role Delineation Review

In early 2012, a subcommittee of RACC commissioners undertook a review of the existing CRA Role Delineation study, the “blueprint” of the CRA domains and exam.

It was the subcommittee’s finding that:

While the industry and segment of the industry have seen monumental regulatory, fiscal, technological and delivery mechanism changes, the striking thing about the original CRA blueprint document is that the work done by the group in 2000 and 2001 remains a valid representation of the role of imaging administrators today - it is stellar by that standard.

As such, the committee recommended only grammar and language updates.

CRA Exam Item Writing

In 2012, the RACC under the guidance of Castle Worldwide, Inc. began the year-long process of creating new exam questions to rotate into the CRA exam. Imaging Administrators from a range of facility types, locations, and backgrounds took part in the item writing and review processes. The updated version of the CRA exam will debut in the November 2012 exam administration window.

New CRAs

From July 1, 2011 through June 30, 2012, 129 individuals successfully completed the examination and earned the CRA credential. As of June 30, 2012, there are 895 CRAs and 13 CRA-Retired.
Message from the AHRA Education Foundation Chair

In 2011, the AHRA Education Foundation fundraising efforts realized contributions totaling over $300,000.

Following up on the success of the 2009 inaugural “Get Pinned” program, the 2010 “Get Pinned Too” program was a rousing success. We raised $10,000 prior to the 2011 Annual Meeting and secured funding from more than 350 members on site, with an average member gift of $33. This amount represents an average increase of 10% per gift over the previous year. By the end of calendar year 2011, AHRA was successful in raising over $22,500 from our members! Thank you to all of you that supported the 2012 Annual Appeal.

Our corporate sponsors continue to support the EF, our programs, and the Annual Meeting. By year end 2011, we received corporate gifts totaling $285,000!

We want to acknowledge our 2011 premier partners:

- Philips
- Toshiba
- Covidien
- Hitachi Medical
- Fuji Medical Systems
- Siemens
- Hologic
- MetalQuest

In 2011, eight people were able to attend the Annual Meeting through the AHRA Annual Meeting scholarship program, which is cosponsored by the EF. And three people received Osborn scholarships, through the EF, to attend the Annual Meeting.

Thank you to all our wonderful EF volunteers who give of themselves, their time, and their resources. Our organization would not be as strong as it is without your support and commitment. We also send out a special thank you to our corporate sponsors for their commitment to the EF and the programs they help partner and fund. We look forward to our continued relationships!

Our success allows us to deliver relevant and meaningful educational programs to our membership. Thank you all for your continued support!
AHRA Education Foundation

The AHRA Education Foundation is a non-profit foundation dedicated to education in the field of imaging management and related disciplines. Since its inception in 1990, it has raised thousands of dollars and created multiple programs, projects, products, and services specifically designed to promote ongoing applied management education for imaging managers.

Foundation Partnership Initiative
In 2006, AHRA announced the launch of the Foundation Partnership Initiative (FPI), a program by which funds and in-kind donations were raised to support existing AHRA education programs and create new ones. Nine corporate sponsors, one association, two companies, and 58 individuals pledged more than $3,000,000 to the FPI. Some of these pledges were multi-year payments and all funds committed to the FPI have already been allocated for use.

Annual Appeal
The annual appeal serves as a primary funding mechanism for the general operating budget of the Education Foundation. By the end of calendar year 2011, the member drive campaign raised over $22,500.

Dues Check Off/Gifts
AHRA members may voluntarily contribute to the Foundation by including a donation with their membership dues. In addition, individuals may send gifts at any time. All donations are directed to the annual appeal fund.

Broadley Scholarship
Established to honor Louise Broadley, FAHRA, a long time leader of AHRA, this program provides assistance to current AHRA members who hold supervisory positions within a medical imaging department or imaging center and have been accepted into an initial undergraduate or initial graduate degree program relevant to a supervisory career in the medical imaging field. From July 1, 2011 through June 30, 2012, Broadley scholarships were presented to two AHRA members.

Osborn Scholarship
The Osborn Scholarship recognizes the importance of and commitment to education. It was created in memory of Royce R. Osborn, FAHRA, one of the first radiologic technologists to make the transition to medical imaging administrator. Scholarships provide opportunities for AHRA members to participate in AHRA’s Annual Meeting and the Spring and Fall Conferences. Recipients are offered up to $1,500 for the Annual Meeting and up to $1,200 for the Spring or Fall Conference in addition to the meeting registration fee. From July 1, 2011 through June 30, 2012, Osborn Scholarships were presented to five AHRA members.
2011-2012 Corporate Donors

Diamond Circle: $1 Million+

Bayer Healthcare Pharmaceuticals

Platinum Circle: $250,000+

Siemens Medical

Philips

Gold Circle: $100,000+

GE Healthcare

*Part of a multi-year pledge.
2011-2012 Corporate Donors

Silver Circle: $50,000+

Bronze Circle: $5,000 - $49,999

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*Part of a multi-year pledge.
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Kathleen Williams, CRA*  
Judy Wilson  
Ruth A. Woosley, CRA  
Denys K. Wynn  
James A. Yeager  
Ed Yoder, CRA, FAHRA  
Denise Young  
Rosalyn Young, CRA

*Part of a multi-year pledge.
Message from the Finance Director

2011 continued to be a challenging year for AHRA as it was for our economy at large. As an individual membership association with relatively low annual dues we rely on meeting attendance, product sales, and advertising revenue to fund our operations. Our financial performance is thus affected as our members find it difficult to obtain funding for travel and education and corporate advertising budgets are cut.

**Strategic Plan, Operations, and Finances**

The association’s operations are closely aligned with the strategic plan approved by the AHRA Board of Directors. The board meets throughout the year to review this plan and, where necessary, makes revisions. Each fall, the AHRA staff use this plan to develop an operating plan and budget for the coming year.

In 2011, AHRA had operating revenue of $2,738,481, an increase of 0.46% from 2010. Unfortunately, most of our operating expenses are either fixed or contractual, especially for the annual meeting which is planned 3-4 years in advance. The annual meeting expenses are closely reviewed and adjusted as necessary. Operating expenses for 2011 were $2,717,215, down 1.86% from 2010. Realized and unrealized capital gains, interest, and dividends provided a net loss of $49,819. The total net deficit for 2011 was $28,553.

**Long Term Investments**

It has long been AHRA’s policy to invest net surplus each year into a long term investment fund. The association’s goal is to reach a balance which would cover one year of operating expenses. Working with the investment advisors, the finance committee reviews our investment policy each year and the performance of our fund. The policy is focused on long term growth.

At the close of 2011, the AHRA investment fund totaled $1,515,949. Although this amount has not reached our goal, we believe it will be more than sufficient to support our operations during this difficult economy.

**Annual Independent Audit**

Each year, AHRA undergoes an external audit conducted by an independent auditing firm. Due to the efforts of AHRA’s CEO and financial staff, the association consistently receives positive comments on the quality and completeness of our financial records. As in every year, AHRA received an unqualified opinion on our financial statements.

2012 continues to be a challenge, but with an engaged board of directors, a qualified professional staff, and the financial resources, the association is well positioned to continue strong operations.
REPORT OF INDEPENDENT AUDITORS

To the Board of Directors
American Healthcare Radiology Administrators, Inc.
Sudbury, Massachusetts

We have audited the accompanying statement of financial position of American Healthcare Radiology Administrators, Inc. (an Illinois non-profit corporation) (the "Association") as of December 31, 2011 and the related statements of activities, functional expenses and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year summarized comparative information has been derived from the Association's 2010 financial statements and, in our report dated March 30, 2011, we expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Association as of December 31, 2011, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Leonard, Mulherin & Greene, P.C.
LEONARD, MULHERIN & GREENE, P.C.
Braintree, Massachusetts

March 26, 2012

2011 Revenue

- **Annual Meeting**: 41.6%
- **Membership**: 20.2%
- **Publications/Products**: 13.1%
- **Education Programs/Leadership Institute**: 15.8%
- **Certification**: 6.6%
- **Investment Income/Other**: 2.7%

2011 Expenses

- **Annual Meeting**: 37.46%
- **Membership**: 10.54%
- **Publications/Products**: 9.85%
- **Education Programs/Leadership Institute**: 11.67%
- **Certification**: 4.72%
- **Promotion**: 5.15%
- **AHRAEF Programs**: 0.39%
- **Governance**: 4.26%
- **Administration**: 15.97%

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**ahra 2011-2012 Annual Report**
# AMERICAN HEALTHCARE RADIOLOGY ADMINISTRATORS, INC.

**Statement of Financial Position**

*December 31, 2011*

(with comparative totals for 2010)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$215,916</td>
<td>$78,514</td>
</tr>
<tr>
<td>Accounts receivable, net of allowance for doubtful accounts of $10,455 and $7,524 in 2011 and 2010, respectively</td>
<td>$87,716</td>
<td>$123,143</td>
</tr>
<tr>
<td>Pledges receivable, current portion</td>
<td>$47,566</td>
<td>$45,251</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>$96,129</td>
<td>$97,740</td>
</tr>
<tr>
<td>Inventory</td>
<td>$51,163</td>
<td>$88,892</td>
</tr>
<tr>
<td>Refundable income taxes</td>
<td>$5,000</td>
<td>$5,000</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>$503,490</td>
<td>$438,540</td>
</tr>
<tr>
<td><strong>PROPERTY AND EQUIPMENT,</strong> net of accumulated depreciation</td>
<td>$37,781</td>
<td>$31,839</td>
</tr>
<tr>
<td><strong>OTHER ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pledges receivable, net of current portion</td>
<td>-</td>
<td>$47,566</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>$1,515,949</td>
<td>$1,553,873</td>
</tr>
<tr>
<td>Security deposit</td>
<td>$4,744</td>
<td>$4,744</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$2,061,964</td>
<td>$2,076,562</td>
</tr>
</tbody>
</table>

| **LIABILITIES AND NET ASSETS** |
| Current Liabilities          |
| Accounts payable and accrued expenses | $164,921  | $149,691  |
| Due to affiliate              | $103,230  | $87,131   |
| Deferred revenue              | $507,056  | $507,047  |
| Deferred lease incentive      | $27,868   |            |
| **Total liabilities**         | $803,075  | $743,869  |

| **COMMITMENTS AND CONTINGENCIES** |
| **NET ASSETS**                   |
| Unrestricted                      | $1,211,323| $1,239,876|
| Temporarily restricted net assets | $47,566   | $92,817   |
| **Total net assets**             | $1,258,889| $1,332,693|
| **Total liabilities and net assets** | $2,061,964| $2,076,562|