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. Over 5,000 members from 1,850 facilities 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.
2013-2014 Governance

AHRA
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Chris Tomlinson, CRA

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Directors
David Fox, CRA, FAHRA
Cathleen P. Story, CRA, FAHRA
Carlos E. Vasquez, CRA, FAHRA
Ed Yoder, CRA, FAHRA

AHRA Staff

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Executive Assistant
Sarah Murray

Marketing Director
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Associate Editor
Kerri Hart-Morris

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Rapid Review Coordinator
Meghan Wilson

Accounting Coordinator
Suzee Slatton

CRA Coordinator
Kathryn Keeler
Message from the President and CEO

As you read through the following pages, you will gain a good sense of what your association undertakes on behalf of your professional development as well as the general advancement of the industry. AHRA is a member driven organization that relies on volunteers to provide the direction, expertise, and energy for our programs with the support of a committed staff. Led by the board of directors, the past twelve months have been very successful. Some highlights:

- The Certified Radiology Administrator (CRA) program was initiated in 2002 and has been growing steadily since. In the past year, the total number of active CRAs surpassed 1,000 for the first time. Congratulations to the Radiology Administration Certification Commission (RACC) for their efforts in creating and promoting an exam that fairly measures the expertise of medical imaging managers.
- AHRA’s membership is at an all time high as we currently have 5,230 members. Our group membership model continues to be popular. It’s an excellent way to promote team dynamics at member facilities and encourages the involvement of future leaders. A Membership Development Committee has been established to help ensure we provide the highest value to our members and ensure long term retention through the delivery of quality programs and services. The committee advises AHRA leadership on membership policies to keep us responsive to member needs. The committee also oversees programs for the recruitment and retention of members. As a result, our member satisfaction scores and retention rate continue to improve.
- AHRA’s website is the heart of our connection with our members. Our site visits and page views are at all time highs and our social media audience continues to grow every day. Our Forum discussion group recently passed the 100,000 message mark. That’s a lot of communicating! The Online Institute continues to grow, as well, offering free CE credits with instant grading and reports. In 2013, over 15,000 credits were awarded through this program and we are on pace for more in 2014.
- One of the great accomplishments of the past decade has been the publication of a series of textbooks covering all aspects of medical imaging management. The content was written, edited, and reviewed by AHRA members and are considered the primary references for the field. Recognizing the fast pace changes taking place in healthcare, we have begun developing second editions of these books.
- AHRA’s Education Foundation develops and provides the resources needed to deliver programs, services, and products that meet member needs and expectations. We greatly appreciate all the companies who support us and we are especially grateful to our members who contribute their personal funds to demonstrate their commitments.

AHRA is a dynamic organization that thrives on the energy and collaboration of our members. Thank you for your dedication to AHRA and the profession of medical imaging management.
Membership

Statistics and Dues as of July 1, 2014

• Membership is 5,230. This is a 1% net increase over the July 1, 2013 total of 5,182.

• Membership represents 1,846 facilities.

• There are 763 individuals signed up for two year memberships.

• Under the organizational membership option, 272 companies participate, representing 2,161 members.

• The retention rate for 2013 was 80%.

• The majority of members (99%) reside in the United States and its territories. States with the highest number of AHRA members:
  Texas (437), California (368), Florida (293), New York (259), Ohio (234), Illinois (243), Washington (175)

• Foreign members (43) are located in:
  Canada (15), Australia (16), Saudi Arabia (3), Bermuda (2), United Arab Emirates (1), United Kingdom (1), Argentina (1), Bahamas (1), Singapore (1), Hong Kong (1), Portugal (1)

2013 Scholarship, Award, and Grant Recipients

President’s Award
Hazel Hacker, FAHRA

Gold Award
Gary D. Boyd, FAHRA
Jeffrey A. Palmucci, CRA, FAHRA
Luann J. Culbreth, CRA, FAHRA

Award for Excellence
Renee S. Lauck, CRA
John J Smith, CRA
M. Kevin Spears, CRA
Michele Troutman, CRA
Cindy M. Winter, CRA

Fellow Status
Jason C. Theodore, CRA, FAHRA
Angelic P. McDonald, CRA, FAHRA
Wanda Coker, CRA, FAHRA
Jacqui F. Rose, CRA, FAHRA
William R. Johnson, CRA, FAHRA
Melody W. Mulaik, CRA, FAHRA

Osborn Scholarship
Joy Broyles
Scott M. Mattes, CRA
Kimberly L. Masters, CRA
Denise Cole
Brooke Spencer

Annual Meeting Scholarship
Sandra M. Edson
Rich Egan, CRA
Carol A. Flynn, CRA
Mary Phillips
Richard S. Stonicher, FAHRA
Beth L. Weber, CRA

Broadley Scholarship
Mark Ahrens
Dawn M. Vincic

CRA Exam Scholarship
Heather Burkdoll
Constance Stone

Radiology Management Editorial Awards
Alicia R. Campbell
Rachel Giliotti

Putting Patients First Grant
• Medical City Dallas Hospital, Timothy Burns, Dallas, TX
• Main Line Health-Riddle Hospital, Diane Curran, Media, PA
• Blue Mountain Hospital District, Dan Goldblatt, John Day, OR
• Our Lady of the Lake, Jennifer Hussey, Baton Rouge, LA
• San Joaquin General Hospital, Evette Quiroz, Ripon, CA
• Children’s Hospital of Philadelphia, Chris Tomlinson, Philadelphia, PA
• OhioHealth, David Partridge, Columbus, OH
Membership

Committees

2013 Fall Conference Design Team
Chair: Mark E. Feeley, CRA
Mark E. Brown, CRA
Gara K. Colelli
Betty M. Roakes, CRA

2014 Annual Meeting Design Team
Chair: Scott Cummins, CRA
Tonya Bell Brightmon
Gina Greenwood
Wesley Harden
Kyle Kellum
Vicki Novick
Mark Toatley, CRA
Thomas L. Wall
Gina F. Winters, CRA

2014 Spring Conference Design Team
Chair: Mark Steffen, CRA, FAHRA
John Beall
Kimberly Berry, CRA
Terry Lynn Bucknell, CRA
Larry Weinreich, CRA

Annual Appeal Committee
Chair: Luann J. Culbreth, CRA, FAHRA
Bill Algee
Tonya Bell Brightmon
Lori Ann Burns
Russell L. Cain, CRA
Wanda Coker, CRA, FAHRA
Gregory B. Fenstermaker
Wesley D. Harden, CRA
Edward L. Morgan, CRA
Peggy Pust, CRA, FAHRA
Noel R. Rhodes, CRA
Brenda Rinehart, CRA, FAHRA
Cathleen P. Story, CRA, FAHRA
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Mark A. Viau, CRA, FAHRA
Thomas L. Wall
Ruth A. Woosley
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Terry Dowd, CRA, FAHRA
Maureen Firth, CRA, FAHRA
Louise Saxby, CRA
Kevin E. Smith
Cindy Winter, CRA

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Wanda Coker, CRA
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Kelly Firestone, CRA
Bruce Hammonds, CRA
Jason Scott, CRA
Elisabeth A. Yacoback, CRA

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Penny Olivi, CRA, FAHRA

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Charles Phaneuf
Linda Stous
Judy Wood

Web Development Committee
Chair: Brenda DeBastiani, CRA
Dan B. Goldblatt
James W. Sutton, CRA-Retired, FAHRA
David A. Woodford, CRA
AHRA’s premier event was held July 28-30, 2013 in Minneapolis, MN. Total attendance was 744:

- Advanced Program: 647
- Basic Management Program: 70
  - ELM Program: 8
- CRA Exam Workshop: 46
  - Physician Track: 36
  - Exhibitors: 161

**Keynote Speakers**

- **The Art of Vision**
  - Erik Wahl
- **Yippee! Another Day in Paradise... Driving Negativity Out of the Workplace**
  - Liz Jazwiec
- **The Levity Effect**
  - Scott Christopher

**Breakout sessions included:**

- Strategic Planning in the New Era of Accountable Care
- The Medicare Audit Landscape
- Strong Resumes Create New Opportunities
- Radiation Dose Reduction
- Workplace Violence
- Joint Commission 2013-2014 Update
- Sensational Customer Service
- Regulations Impacting HealthCare Marketing
- MRI Safety: 2013 Update
- The Dense Breast Tissue Issue
- Key Metrics and Quality Indicators
- Managing the Multiple Personalities of a Radiology Practice
Conferences

2013 Fall Conference
October 1-3, 2013 in Baltimore, MD.

- Advanced Program: 170
- Basic Management Program: 58
- CRA Exam Workshop: 41
  - Exhibitors: 41

2014 Spring Conference
April 22-24, 2014 in San Antonio, TX.

- Advanced Program: 115
- Basic Management Program: 24
- CRA Exam Workshop: 24
  - Exhibitors: 33

Live Webinars
From July 1, 2013 through June 30, 2014 AHRA hosted three webinars:

- 2014 Joint Commission Standards and Changes
- Build Your Imaging 3.0™ Toolkit
- I Signed THAT? The mistakes quality auditors find

Local Area Meetings
Between July 1, 2013 and June 30, 2014 there were 30 area meetings held. A total of 1,035 attendees took part in these free local seminars for CE credit, an increase of 30% over the prior year.

Coding and Reimbursement Seminar
On January 22-23, 2014, a total of 47 individuals attended this live virtual seminar. The first day was about interventional radiology and the second was on diagnostic radiology. CDs of the recorded event were made available.
Radiology Management

The bi-monthly journal continues to be rated the most valuable AHRA product, program, or service among members. It is peer reviewed by AHRA’s Editorial Review Board.

In 2013, a special seventh issue - a leadership supplement - was published. Content included: emotional intelligence, Lean principles, interview techniques, employee incentives, succession planning, and accountability.

A total of 83 articles were published between July 2013 and June 2014.

Link

AHRA’s online newsletter shifted its publication schedule in early 2014. Content was published, in bulk, once a month. Frequency went to publishing individual articles several times per week. This provides members an easier opportunity to read every article.

Readers also have the option to subscribe to Link and receive an email notification when an article publishes.

A total of 123 articles were published between July 2013 and June 2014.

Professional Development Series

The success of this series continues with the August 2013 release of the second edition of the inaugural book, Financial Management in Radiology. Development of subsequent editions in the series is ongoing:

Communication & Information Management in Radiology
Human Resource Management in Radiology
Asset Management in Radiology
Operations Management in Radiology

Each book has a coordinating free exam in the Online Institute that has been approved for ARRT Category A CE credit.
The Online Institute contains dozens of courses updated on a regular basis, including archived webinars and conference sessions. The most accessed are:

Quick Credit
24 FREE exams based on the most recent Radiology Management articles. Between July 1, 2013 – June 30, 2014, a total of 10,560 Quick Credit exams were taken.

Textbook Chapters
68 FREE exams based on chapters from the AHRA Professional Development Series. Between July 1, 2013 – June 30, 2014, a total of 1,788 textbook exams were taken.
Since 2002, the CRA has validated excellence in imaging management. Today, more than 1000 professionals, and 20% of AHRA members, hold the only credential tailored specifically for medical imaging administration. The examination focuses on five management areas that are crucial to success: human resources, asset management, fiscal management, operations, 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.

RACC Elections and the RACC Public Commissioner

In the most recent RACC annual election, held in October of 2013, Bette Drescher, CRA, was elected to serve on the RACC and Bruce W. Hammond, CRA was re-elected to serve a second term. Their new terms run from January 1, 2014 through December 31, 2016.

In December 2013, Sheryl M. Jackson was appointed to serve a three year term as the RACC's Public Commissioner. Sheryl is Administrator, Communities of Practice and Knowledge Manager for Carlisle & Gallagher Consulting Group in Dallas, TX. She brings to the RACC a wealth of experience in development, planning, and solution architecture, particularly in the healthcare environment.

Post 9/11 GI Bill

The CRA exam has been approved by the U.S. Department of Veterans Affairs for reimbursement under the Post 9/11 GI Bill. This approval allows veterans to use Post 9/11 GI Bill benefits to cover fees associated with taking the exam.

New Practice Test

In the fall of 2013, the RACC released a new 40 question practice test which is now available in addition to the prior 50 question practice test free of charge on the CRA website, www.CRAinfo.org.

CRA Awareness

The RACC has focused on increasing understanding of the CRA credential within the healthcare community. As part of this effort, the RACC ran advertisements in the journals of the Radiology Business Managers Association (RBMA) and the American Society for Healthcare Human Resources Administration (ASHHRA), as well as continued outreach activities to raise awareness among AHRA members.

In 2013, the CRA website was redesigned with a fresh look, improved navigation, and a streamlined contact process.

CRA and Future CRA Networking Opportunities

The RACC hosted CRA and future CRA lunches at the 2013 Fall Conference and the 2014 Spring Conference. They provided an opportunity for CRAs and future CRA exam candidates to network and get answers to questions about the CRA. Additionally, every summer, the RACC hosts a well attended CRA reception in conjunction with the AHRA Annual Meeting, and they staff a booth in the exhibit hall.

New CRAs

From July 1, 2013 through June 30, 2014, 133 individuals successfully completed the examination and earned the CRA credential. As of July 1, 2014, there are 1079 CRAs and 23 CRA-Retired.
The AHRA Education Foundation (EF) 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 millions of dollars and created myriad programs, projects, products, and services specifically designed to promote ongoing applied management education for imaging leaders.

In 2013, the AHRA EF fundraising efforts realized contributions totaling over $1,654,313.

The Annual Appeal serves as a primary funding mechanism for the general operating budget of the EF. By the end of calendar year 2013, the member drive campaign raised $25,538 from our members alone! The 2014 campaign “Giving to Enable Growth” has raised $11,835 as of June 30. The goal is to raise $200,000 from corporate and member constituents by year end. AHRA members may contribute to the EF 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. Thank you to all of you who support the Annual Appeal.

We also send out a special thank you to our corporate sponsors for their continued support and the programs they help fund. By year end 2013, we received corporate gifts totaling $1,628,775! Please see our list of corporate partners on the following pages. We look forward to our continued relationships.

In 2013, six people were able to attend the Annual Meeting through the AHRA Annual Meeting scholarship program, which is cosponsored by the EF. And five people received Osborn scholarships. 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 registration fees. Funds are provided by the EF.

Two AHRA members received Broadley scholarships in 2013. This EF program provides financial assistance to AHRA members who have been accepted into an initial undergraduate or graduate degree program relevant to a supervisory career in the medical imaging field.

We are very excited about a new scholarship introduced in 2014: the CRA Exam Scholarship. It provides opportunities for AHRA members who might not otherwise be able to afford the registration fees associated with the test to take the CRA exam. The CRA Exam Scholarship covers exam fees and application fees (when applicable) and is paid by the EF. Two members received the scholarship in early 2014.

A special thank you to all of our wonderful volunteers who give of themselves, their time, and resources. Our organization would not be as strong as it is without their commitments. Our success allows us to deliver relevant and meaningful educational programs to our membership. Thank you all for your ongoing support!
2013 - 2014
Corporate Donors*

Chairman’s Circle

AGFA HealthCare

ahra

Bayer

Bracco

Coding Metrix

Fujifilm

GE Healthcare

Hitachi

Kubtec

Mallinckrodt

Sectra

Philips

Shimadzu

Siemens

SpeechCheck

Toshiba

*Companies listed on pages 13-15 made new pledges or payments on past pledges between July 2013 and July 2014. For a complete list of corporate partners by year, please visit www.ahraonline.org.
2013 - 2014
Corporate Donors

President’s Circle

- Beeley Medical
- Canon
- CSI Coding Strategies, Inc.

Director’s Circle

- Hologic
- InterMed
- Landauer
- Swissray
- Neusoft

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Teresa Adams, CRA
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Gene H. Bernieri, CRA
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Terry Lynn Bucknall, CRA
Lori Ann Burns
Russell L. Cain, CRA
John W. Campbell, CRA, FAHRA
Ginny Carpenter, CRA
Linda Carrol
Theodore J. Caveglia, FAHRA
Ernesto A. Cerdena, CRA, FAHRA
Deborah Clark, CRA
Paul Claus, CRA
Sue Claybourne, CRA
Jamie Coder, CRA
Wanda Coker, CRA, FAHRA
Gina Collier McCormack
Edward L. Cousins, FAHRA
Nancy C. Cowden
Linda M Creamer
Edward J. Cronin, Jr.
Luann J. Culbreth, CRA, FAHRA
Thomas Cummings
Peter De Graaf, CRA
Brenda DeBastiani, CRA
Stephanie R. Dirckx
April A. Dixon, CRA
Terry A. Dowd, CRA, FAHRA
Regina Driscoll
Paul A. Dubiel, CRA, FAHRA
Joanne M. Durney, CRA
Martha Dussiere
Robert M. Edge, CRA, FAHRA
Sandra M. Edson,
Lisa Ellermann
Melody K. Ernsberger, CRA
Janice Eurton, CRA, FAHRA
Sheryl Fall
Nicole Faucher
Kenneth A. Fazzino, CRA, FAHRA
Mark E. Feeley, CRA
Gregory B. Fenstermaker
Terry L. Ferguson
Judy Fickey
Maureen R. Firth, CRA, FAHRA
Joanne Fisher
Carol A. Flynn, CRA
Brian D. Fox, CRA
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England Griner
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Lisa Hammonds, CRA
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Margaret A. Kowski, CRA
Herman Krug, FAHRA
Dawn Kuklinski, CRA
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Sylvia A. Lesic, CRA
James D. Lipcamon
Michael Jon Locke, CRA
Scott Looper, CRA
Stephan A. Lopez, FAHRA
John Marshall, CRA
Kimberly L. Masters, CRA
Brian Matsusaka, CRA

*Individuals listed on pages 16-17 made contributions between July 2013 and July 2014. For a complete list of donors by year, please visit www.ahraonline.org.
2013 - 2014
Individual Donors

Scott M. Mattes, CRA
Christine A. Mattingly
Jay P. Mazurowski, CRA, FAHRA
Curtis L. McCloggan
John McCollister
Angelica P. McDonald, CRA, FAHRA
Michael W. Miller, CRA
Katherine A. Mohr, CRA
Susan L. Moore, CRA
Amy R Moran-Yannis
Edna L. Moreno
Edward L. Morgan, CRA
Jason Newmark, CRA
Gail A. Nielsen, FAHRA
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Karen Orozco
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Noel R. Rhodes, CRA
Roland Rhynus, CRA, FAHRA
Jacqueline Richter
Cathy Riley, CRA
Brenda Rinehart, CRA, FAHRA
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M. Kevin Spears, CRA
Terry Stavang, CRA, FAHRA
Mark W. Steffen, CRA, FAHRA
Ernie R. Stewart, CRA, FAHRA
Carrie Stiles
Dianna Stiles
Wendy Stirnkorb, CRA
Richard S. Stonicher, FAHRA
Cathleen P. Story, CRA, FAHRA
Mike Suddendorf
Barbara Swartz
Susan Tate-Potanovic, CRA
Leann Teigen
Phyllis Terakita
J. Luis Terreforte
Jason C. Theadore, CRA, FAHRA
Mark Toatley, CRA
Chris Tomlinson, CRA
Jeanne Trullinger
Denise R. Vander Werf
Carlos E. Vasquez, CRA, FAHRA
Eliezer Vazquez, CRA
Adalgisa Vergara
Mark A. Viau, CRA, FAHRA
Brien J. Vokits
Aileen M. Walker, CRA
Thomas L. Wall
Linda Walla, CRA
Beth L. Weber, CRA
Laurence Andrew Weinreich, CRA
Victoria Wessner
Edward T. White
Robert E. White, CRA
Kathy I. Willer
Joy A. Winfrey
Cindy M. Winter, CRA
Ruth A. Woosley, CRA
Kathy Wortham
Warren W. Wylie
Denys K. Wynn
James A. Yeager
Ed Yoder, CRA, FAHRA
Denise Young
The financial performance of AHRA for 2013 was extremely sound. In comparison to 2012, we were able to sustain our membership levels and associated dues, realize significant improvements in our long term investment account, manage operating expenses associated with the annual and seasonal meetings, as well as to receive increased support from many sponsors for educational programs, products, and publications. Combined, these factors have positioned the association for continued strong operations in FY14 and beyond.

**Strategic Plan, Operations, and Finance**

The association’s financial operations and performance are closely aligned with the strategic plan approved by (and reviewed annually by) the AHRA Board of Directors. The Board meets throughout the year to review and monitor progress towards the goals of the strategic plan, and where necessary, make changes and develop plans for additional support and action. Additionally, the Finance Committee meets monthly to carefully review all financial activities to ensure they are in line with the approved annual budget and overall strategic plan.

In 2013, AHRA realized significant improvements in its financial position over 2012.

- Operating revenue: $2,946,787 (12.2% increase)
  - Maintained/increased membership dues
  - Increased sponsorship revenue for education, products, and publications

- Operating expenses: $2,975,503 (5.8% increase)
  - Primarily driven by consulting fees for a new productivity survey
  - Slight increases in expenses related to products/publications

- Net Operating Surplus: $305,127
  - Realized/unrealized gains: $199,602
  - Interest, dividends, and capital gains distributions: $55,888
  - AHREF Grant Adjustment: $78,353

**Long Term Investments**

AHRA’s investment strategies and policies continue to be conservative with a focus on sustained long term growth and assuring the ability to, at a minimum, cover one year of operating expenses. The Finance Committee and the Board work closely with our investment advisors to review our investment policy and portfolio, as well as to monitor the performance of our fund. At the close of 2013, the AHRA investment fund had increased by 16% from end of year 2012; reaching one of the highest levels in the association’s history: $1,932,906.

**Annual Independent Audit**

AHRA undergoes an external audit conducted by an independent firm. This ensures an un-biased and unqualified opinion on our financial records. For 2013, due to the strong leadership and management efforts of the CEO, financial staff, advisors, and Finance Committee, AHRA once again received positive feedback on the quality and completeness of financial records, policies, and practices. On the following pages, please refer to our auditor's summary letter for their 2013 report, a graphical break-out of our major 2013 revenue and expense categories, as well as our 2013 Statement of Financial Position (Balance Sheet).

2013 was an extremely strong financial year for our association; positioning us well for sound financials and continued strong operations in 2014.
TO: The Board of Directors and Senior Management
American Healthcare Radiology Administrators, Inc.

FROM: Leonard, Mulherin & Greene, P.C.

RE: 2013 Financial Results and Comments

INDEPENDENT AUDITOR’S REPORT ON ADDITIONAL INFORMATION

We have audited the financial statements of American Healthcare Radiology Administrators, Inc. as of and for the year ended December 31, 2013, and have issued our report thereon dated March 25, 2014, which contained an unmodified opinion on those financial statements. Our audit was conducted for the purposes of forming an opinion on the financial statements as a whole. The Financial Results Overview and the related graphs that follow are presented for purpose of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

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

March 25, 2014

2013 Revenue

- Membership: 20%
- Publications / Products: 13%
- Education Programs / Leadership Institute: 11%
- Investment Income / Other: 9%
- Certification: 7%
- Annual Meeting: 40%

2013 Expenses

- Membership: 20%
- Publications / Products: 13%
- Education Programs / Leadership Institute: 10%
- Certification: 5%
- Governance: 4%
- Annual Meeting: 33%

AHRAEF Programs: 1%
Promotion: 6%
AMERICAN HEALTHCARE RADIOLOGY ADMINISTRATORS, INC.

Statement of Financial Position
December 31, 2013
(with comparative totals for 2012)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$153,348</td>
<td>$54,557</td>
</tr>
<tr>
<td>Accounts receivable (net of allowance for doubtful accounts of $7,857 and $10,551 as of December 31, 2013 and 2012, respectively)</td>
<td>19,447</td>
<td>157,003</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>100,072</td>
<td>136,626</td>
</tr>
<tr>
<td>Inventory</td>
<td>36,532</td>
<td>38,508</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><strong>314,399</strong></td>
<td><strong>391,694</strong></td>
</tr>
</tbody>
</table>

| PROPERTY AND EQUIPMENT, net of accumulated depreciation | 83,958 | 69,849 |

<table>
<thead>
<tr>
<th>OTHER ASSETS</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments</td>
<td>1,932,906</td>
<td>1,669,501</td>
</tr>
<tr>
<td>Security deposit</td>
<td>4,744</td>
<td>4,744</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$2,336,007</strong></td>
<td><strong>$2,135,788</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$242,692</td>
<td>$169,060</td>
</tr>
<tr>
<td>Due to affiliate</td>
<td>1,223</td>
<td>106,817</td>
</tr>
<tr>
<td>Grant payable, current portion</td>
<td>82,270</td>
<td>78,353</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>613,877</td>
<td>601,332</td>
</tr>
<tr>
<td>Deferred lease incentive</td>
<td>20,730</td>
<td>27,866</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>960,792</strong></td>
<td><strong>983,430</strong></td>
</tr>
</tbody>
</table>

| Grant payable, net of current portion | 272,325 | 354,595 |
| **Total liabilities** | **1,233,117** | **1,338,025** |

<table>
<thead>
<tr>
<th>COMMITMENTS AND CONTINGENCIES</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>1,102,890</td>
<td>797,763</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>1,102,890</strong></td>
<td><strong>797,763</strong></td>
</tr>
</tbody>
</table>

| **Total liabilities and net assets** | **$2,336,007** | **$2,135,788** |