Honoring the Past, Celebrating the Future

2007-2008 Annual Report
Honoring the Past,
Celebrating the Future
2007-2008 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 education conferences and seminars, the AHRA Leadership Institute, networking opportunities, award-winning publications and the Certified Radiology Administrator credential. Founded in 1973, AHRA's membership reaches across the country and around the world. Its more than 4,000 members represent management at all levels for freestanding imaging centers, hospital imaging departments and group practices.

As it celebrates its 35th Anniversary, AHRA recognizes the contributions of thousands of medical imaging professionals whose enthusiasm, support and dedication have developed the premier association for leaders in the field. AHRA looks to the future with a sense of pride and the understanding that the future's potential is limitless—provided we remember lessons learned from our past.

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.

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Message from the President and Executive Director

As you read through this Annual Report, you will get a good sense of where we came from, what we are about and what we have done lately. As healthcare changes, so must the AHRA, but it is important for us to honor our past as we move forward. As an organization, we are committed to maintaining our core values and remaining a member-driven organization, with service to our members as our major focus.

Our Strategic Plan is reviewed annually by the Board and consists of the following goals:

**Goal #1 — Knowledge Source**
The AHRA will be the leader in creating, expanding, refining and transferring the body of knowledge of imaging management to healthcare professionals.

**Goal #2 — Community**
The AHRA will be the conduit for personal connection and sense of community among a broad constituency of imaging professionals.

**Goal #3 — Advocacy/Awareness**
The AHRA will influence the direction of the imaging community by enhancing awareness and developing collaborative relationships. Members, vendors and the imaging community will increasingly recognize, understand and appreciate that AHRA provides resources for growth of the profession.

**Goal #4 — Professional Development**
Members will achieve a high level of business and management success through AHRA professional development products and services.

**Goal #5 — Resource Development (AHRAEF)**
The AHRA Education Foundation (AHRAEF) will acquire increasing amounts of resources to fund services, programs, products and opportunities to meet the needs of imaging managers.

As we continue to move forward in the 21st Century, Baby Boomers will enter into their well-earned retirement years. The AHRA will respond by focusing on increased use of technology and systems that were not even dreams in 1973. We will be comforted by the knowledge that we are a membership organization made up of individuals who have not changed in 35 years. Our newest members have joined for the same reasons that visionary group founded the AHRA… to educate and support each other so that we can be successful in our own careers and make a difference in the delivery of healthcare that ultimately results in better patient care.

Thank you to all for your support.

Jeffrey A. Palmucci, CRA, President
Edward J. Cronin, Jr., CAE, Executive Director
AHRA Milestones

Thirty-five years can seem like a lifetime—or pass in the blink of an eye. Here is just a sampling of AHRA’s many and varied accomplishments over the course of its history.

1972: Seven individuals in the Boston area—Michael Thomas, Robert Wagner, Tammy Waldhauser, Edward Cohen, Hal Magida, Marion O’Toole and Howard Beam—agree to establish an association representing all areas (regions) in the United States.

1973: The American Hospital Radiology Administrators (AHRA) is founded and holds its first Annual Meeting in New Orleans. One hundred three professionals representing five regions are in attendance. Hal Magida is elected first AHRA president. National officers serve two-year terms.

1973-1978: Membership grows to 450. The Memo newsletter is published. AHRA’s Membership Roster is provided to promote networking. AHRA begins publishing statistical resource surveys.

1976: The President-Elect position is created and added to the Board of Directors. National officers’ terms are reduced to one year. The United States Internal Revenue Service rules that AHRA qualifies as a non-profit organization.

1978: Radiology Management is launched.

1980: AHRA Gold Award is created; the first recipient is James B. Conway. AHRA joins the new Radiologic Society of North America’s (RSNA) Associated Sciences Consortium.

1981: Regional seminars and meetings expand.

1982: First dues increase—from $50 per year to $80—is implemented. A new monthly newsletter, the AHRA Announcement, is published.

1983-1987: RADWORKS Workload Management System is developed. Forty-four hospitals represented by AHRA members serve as test sites.

1983-1988: Membership increases from nearly 2,000 to more than 3,000. 1987 Summit on Manpower Participation is held.

1986: In response to changes in the healthcare delivery system, AHRA changes its name to American Healthcare Radiology Administrators. AHRA Fellow is established, recognizing members’ dedication to the association. The Emeritus Member category is created for those who held AHRA memberships at least 15 years and who are retired or no longer employed in healthcare.

1987: The AHRA Board of Directors votes to centralize the association’s administrative operations in a single site and managed by a contracted firm.

1990: AHRA’s membership approves creation of the AHRA Education Foundation.


1993: Monthly newsletter name is changed to Link.

1994: AHRA receives provisional status as a Recognized Continuing Education Evaluation Mechanism (RCEEM) by the American Registry of Radiologic Technologists (ARRT).

1995: AHRA begins to re-examine its mission, vision and organizational structure.

1995-1998: AHRA website and List Server are developed.

1996: AHRA membership approves restructuring of the association. Radiology Management increases publication from quarterly to bimonthly issues.

1997: AHRA selects its first Executive Director.

2002: AHRA Board of Directors finalizes a comprehensive strategic plan for the association. AHRA finishes developing the Certified Radiology Administrator (CRA) credential. Two hundred thirty-five individuals take the first exam at the Annual Meeting; 85% pass.

2003: AHRA adds computer-based CRA exams in the spring and fall.

2005: Financial Management in Radiology, the first in the AHRA Professional Development Series of textbooks, is published.

2006: The AHRA Leadership Institute is launched, offering Basic and Advanced programs. The AHRA Education Foundation Partnership Initiative is announced.


2008: AHRA membership reaches an all-time high of 4,254.
Administration

To meet the needs and expectations of its members—and its growing membership—AHRA has added programs and resources.

Staffing
In the past year, AHRA has created five new positions: Accounting Coordinator, Certification Coordinator, Fundraising Director, Membership Coordinator and Rapid Review Coordinator. The Accounting Coordinator and Certification Coordinator positions were filled by personnel already in AHRA’s employ. The remaining positions were filled by new hires.

In addition, the Project Coordinator position was eliminated and those duties distributed to other personnel.

Office Relocation/Projects
AHRA relocated to a larger suite of offices in the same building. This move was facilitated to address the needs of the growing staff, technology and other requirements of the association’s expanding programs and services.

A new phone system was needed when the existing system failed. In addition, AHRA updated its computer servers to meet its increasing technology needs.

Rapid Review™ Program
AHRA rededicated its efforts toward expanding the Rapid Review program, including adding a full-time position to coordinate the program. A mailing was distributed to more than 4,500 prospective customers, and current customers are surveyed regularly to assess the program’s performance and identify areas for growth and improvement.

For the period of July 1, 2007 through June 30, 2008, AHRA processed 596 reviews. This represents a 23.7% increase over the 482 reviews processed during the preceding 12-month period.

Additional Programs and Projects
The first phase of the iMIS eSeries project was completed in January 2008. This phase enables transactions through AHRA’s website to be interfaced with the association’s iMIS database. It also allows for staff access to website content, thereby greatly reducing the costs associated with web content contractors.

AHRA has also expanded its marketing efforts. Through its collaborative relationships with other medical imaging organizations, the association is able to promote membership, education programs and products to a larger audience. In addition, the association is carefully placing advertisements in vehicles that can enhance AHRA’s image and increase awareness if its programs, products and services.

For the first time, the AHRA survey of members, past members and nonmembers was conducted online rather than over the telephone. As a result, a record number of 1,140 responses—830 members, 135 past members and 175 nonmembers—were collected. These responses are crucial to evaluating program, product and service performance, and to developing new benefits.
AHRA’s membership continues to grow and diversify.

**Membership Statistics**

As of July 1, 2008, AHRA’s membership stood at 4,254. This is a 4.1% net increase over the July 1, 2007 total of 4,087.

The overwhelming majority (98.6%) of members—4,196—reside in the United States and its territories. The states with the highest number of AHRA members: California (313), Florida (293), Texas (253), New York (215), Illinois (199), Ohio (182), Pennsylvania (174), Georgia (144), New Jersey (136) and Virginia (133).

The remaining 58 members (1.4%) are located in Argentina (1), Australia (8), Barbados (1), Bermuda (2), Canada (37), Guatemala (1), India (1), Italy (1), Lebanon (1), Saudi Arabia (1), Singapore (2), United Arab Emirates (1) and Vietnam (1).

**Dues**

Effective January 1, 2008, AHRA’s membership dues increased from $155 to $175 per year. The organization dues billing discounts were prorated accordingly. Its two-year dues increased from $280 to $295. There was no drop in membership as a result of the dues increase.

As of July 1, 2008, 3,324 members paid single-year dues. Another 775 opted for the two-year dues, and 158 members from 29 organizations participated in the organization dues billing option.
AHRA has improved existing communications tools and added new ones.

AHRA List Server
As of July 1, 2008, 1,133 AHRA members use the List Server to share ideas and information, take part in collaborative problem solving and connect on a professional level. Created as a “safe haven,” i.e. free of promotional materials, the AHRA List Server provides an open, yet respectful, environment for members to communicate.

AHRA Digest
In August 2007, AHRA introduced the Digest, a weekly broadcast email sent out to more than 8,500 industry professionals, including AHRA members, product purchasers, program attendees and supporters. The Digest includes concise information on AHRA developments, events and programs.

Additional broadcast emails pertaining to specific subjects are disseminated on an as-needed basis.
Publications

AHRA publications continue to provide relevant information for medical imaging management professionals.

Radiology Management

AHRA’s flagship publication is still the highest-ranked benefit among members. As the premier publication for medical imaging leaders, Radiology Management provides in-depth articles and expert columns that provide guidance to professionals in hospital, imaging center and group practice environments.

Communication and Information Management in Radiology

In September 2007, AHRA published the second in its professional development series of textbooks, Communication and Information Management in Radiology. This textbook provides information on the latest, most effective best practices in radiology communication and information management. Sections are devoted to Strategic Planning, Internal and External Communications, and Applying Technology.

Image Management Survey


Link

Link, AHRA’s monthly newsletter for members, was awarded a 2008 EXCEL Award by the Society of National Association Publications (SNAP). This award acknowledges design and content. The design was unveiled with the November 2007 issue.
**Education**

Through the AHRA Leadership Institute, the association has expanded its educational offerings.

**2007 Annual Meeting and Exposition**

AHRA’s premier event was held July 8-12, 2007 in Orlando, Florida. One thousand twenty-four medical imaging leaders had the opportunity to choose from more than 80 educational sessions. These sessions included the Basic Management Skills Program, which was attended by 90 registrants. Attendees were able to network with their peers, participate in social events and meet with more than 200 exhibitors.

**Executive Program**

The first AHRA Leadership Institute Executive Program was held September 26-27, 2007 at the GE Healthcare Institute in Waukesha, WI. “Leadership Development and Operational Excellence” was an intense two-day course designed for individuals with 10 or more years in a senior medical imaging management position. Thirty medical imaging leaders participated in the program.

**2007 Fall Conference**

The 2007 Fall Conference, “Navigating Towards Imaging Success,” held October 10-11, 2007 in Savannah, Georgia, provided an Advanced Program for medical imaging administrators. Two hundred nineteen individuals participated in the Advanced Program. In addition, the Institute presented its Basic Management Skills Program. Forty-nine new and aspiring managers and supervisors attended this track.

**2008 Coding and Reimbursement Seminar Series**

Four Coding and Reimbursement Seminars were held in early 2008. To maximize participation, they were held in four different geographic areas: San Diego, California; Philadelphia, Pennsylvania; Dallas, Texas; and Atlanta,
GEORGIA. A total of 126 individuals attended these seminars.

2008 Spring Conference

“Optimizing All Levels of the Enterprise” was the theme of the 2008 Spring Conference Advanced Program. It applied to the overall conference, as the Advanced and Basic Programs were joined by the CRA Prep Course. A total of 222 individuals attended the event. One hundred seventy-three participated in the Advanced Program, 45 in the Basic Program and 50 in the CRA Prep Course, which could be taken in addition to the Advanced and Basic Programs.

Webinars

From July 1, 2007 through June 30, 2008, AHRA presented 11 webinars in diverse areas, including JCAHO, marketing and budgeting. Four hundred eighteen individuals or facilities registered for these events.

Quick Credit™ Tests

Beginning with the July/August 2007 issue of Radiology Management, AHRA provided free Quick Credit tests to members. When passed, these tests, based on articles in the journal, provide Continuing Education (CE) credit. For the period of July 1, 2007 through June 30, 2008, a total of 2,973 Quick Credit tests were processed; 2,246 of those were free for AHRA members.
Since 2002, more than 600 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.

Online Resources
In early 2008, the CRA Study Guide was discontinued, and most of the information was made available online free of charge. In addition, the practice test was also made available online at no charge. The overall CRA website was also redesigned to distinguish it from the AHRA website.

New CRAs
From July 1, 2007 through June 30, 2008, 79 individuals successfully completed the examination and earned the CRA credential. As of July 1, 2008, there are 634 Certified Radiology Administrators.
The AHRA Education Foundation is committed to supporting the mission of the AHRA to be a “resource and catalyst for the development of professional leadership in imaging.” In 2007, the AHRAEF continued and expanded the work of the Foundation Partnership Initiative (FPI) that began in August 2006.

Our ongoing partnerships with AGFA, Bayer HealthCare Pharmaceuticals, CodeRyte, Coding Strategies/Coding Metrix, E-Z-EM, GE Healthcare, Siemens and Swissray support our current programs. We continue to pursue other corporate partnerships with the assistance of our new Fundraising Director.

The AHRA membership has acknowledged that education is the key to our legacy. The Broadley and Osborne Scholarships and the Partners in Learning Program are examples of education opportunities that allow members to pursue their professional leadership goals. In addition, promoting the awareness and value of the CRA credential continues to be a high priority. To date, more than 630 imaging leaders have received their certification.

The Imaging Advisory Council in the second phase of the FPI, is working on an outreach program to secure commitments from our members to support and enhance current and future educational opportunities. In November 2007, a video appeal was produced and unveiled at RSNA. This video was disseminated to more than 9,000 AHRA members and stakeholders. We will continue this member support phase of the FPI by reaching out to all our members at the annual meeting in Denver with a Phonathon.

The AHRA Imaging Leadership Institute continues to expand and mature. The curriculum committee formed this year assesses the program for content and presentation. The Basic Management Skills and Advance Programs are offered three times a year at the Annual Meeting and the Spring and Fall Conferences. Attendance at these meetings has been steadily increasing. In September 2007, the first Executive Level Track of the Leadership Institute was offered at the GE Healthcare Institute in Waukesha, Wisconsin. Thirty AHRA members were extremely pleased with this program and excited about the opportunity to participate in this renowned training.

As we look forward to the future, we ask for your continued support. We recognize that you, our members, are our greatest strength. It is an honor and a pleasure to serve as the AHRA Education Foundation Chair, and I look forward to exploring new avenues with you as we continue to learn and grow.

Terry A. Dowd, CRA, FAHRA
Chair
Since its founding in 1990, the AHRA Education Foundation has strived for educational excellence and scholarship.

**Partners in Learning**
The Partners in Learning Program provides medical imaging administrators at any stage of professional development resources to spend a few days at another healthcare facility. This allows them to learn how other professionals address similar day-to-day operations. At the same time, participants—visitors and hosts—offer each other fresh perspectives by sharing their own professional experiences and specific areas of expertise.

Sponsored by GE Healthcare, Partners in Learning matched 14 visitors with 14 hosts for the period of July 1, 2007 through June 30, 2008.

**Broadley Scholarship**
The Broadley Scholarship Program was established to honor Louise Broadley, FAHRA, a long-time leader of AHRA. The 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, 2007 through June 30, 2008, Broadley scholarships were presented to two AHRA members.

**Osborn Scholarship**
The Osborn Scholarship Fund was created in memory of Royce R. Osborn, FAHRA, one of the first radiologic technologists to make the transition to medical imaging administrator. The Fund recognizes the importance and commitment to education. Osborn Scholarships provide opportunities for AHRA members to participate in AHRA’s Annual Meeting and Exposition, and the AHRA Leadership Institute’s Spring and Fall Conferences. Osborn Scholarships offer the recipient up to $1,500 for the Annual Meeting and up to $1,200 for the Spring or Fall Conference.

For the period of July 1, 2007 through June 30, 2008, five Osborn Scholarships were presented: three for the Annual Meeting and one each for the Spring Conference and Fall Conference.

**Foundation Partnership Initiative**
In 2006, AHRA announced the launch of the Foundation Partnership Initiative (FPI), a program by which funds and in-kind donations are raised to support existing AHRA education programs and create new ones.

As of July 1, 2008, 10 sponsors—nine corporations and one association—two companies and 58 individuals have pledged more than $3,000,000 to the FPI. A complete list of sponsors and donors can be found on pages 13 and 14.

**Dues Check Off/Gifts**
AHRA members may voluntarily contribute to the Education Foundation by including a donation with their membership dues. In addition, individuals may send gifts at any time.

From July 1, 2007 through June 30, 2008, 181 individuals donated $5,472 through dues check offs and other gifts. A complete list of donors begins on page 15.
# Foundation Partnership Initiative

## Sponsors

### Diamond Circle — $1 Million+

- **Bayer HealthCare Pharmaceuticals**

### Sapphire Circle — $500,000+

- **AGFA**
- **ahra**
- **GE Healthcare**

### Platinum Circle — $250,000+

- **SIEMENS**

### Gold Circle — $100,000+

- **EZ EM**

### Silver Circle — $50,000+

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Honoring the Past, Celebrating the Future
Message from the AHRA Finance Director

Fiscal Year 2007 was a success for AHRA-strategically, operationally and financially. Through sound planning, consistent operations, and careful budgeting and fiscal management, the association maintained its position of strength.

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 to review this plan throughout the year and, where necessary, make revisions. Each fall, the AHRA Executive Director and Staff use this plan to create an operating plan for the next fiscal year.

At each November Board meeting, the Executive Director and Staff Management Team present an operational plan based on AHRA’s strategic goals. This plan includes a budget that allocated the association’s fiscal resources on programs and other initiatives.

For FY07, AHRA had operating revenue of $3,082,288 and operating expenses of $3,001,209, for an operating surplus of $81,079. In addition, realized and unrealized gains, interest, dividends and capital gain distributions added $119,583, for a net surplus of $200,662.

Long-Term Investments
It long has been AHRA’s policy to invest any net profit in order to save enough funds to address a year’s worth of the organization’s expenses. AHRA’s investment policy is conservative, and for FY07, the association’s investments are at $1,736,287—a gain of $105,876. This amount does not meet our overall goal of a year’s worth of operational expenses; however, through sound investment decisions and continued responsible fiscal management, we are making strides in ensuring AHRA will continue operations in case of a catastrophic event.

Each year, AHRA undergoes an external audit with an independent auditor. Due to the efforts of the AHRA Financial Staff, the association consistently shows excellent performance. As in previous years, AHRA received an unqualified opinion on its financial reports. All ratios and measurements show continued strength in AHRA’s financial position.

The association continues to be strong in a financial sense. We expect this performance to continue.

Michelle M. Wall, CRA
Finance Director
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 nonprofit corporation) (the "Association") as of December 31, 2007 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 2008 financial statements and, in our report dated March 24, 2007, 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, 2007, 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, 2008

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2007 Revenue

- Annual Meeting: 44.5%
- Memberships: 18.5%
- Certification: 4.2%
- Publications/Products: 13.8%
- Education Programs/Leadership Institute: 13.2%
- Investment Income/Other: 5.8%

2007 Expenses

- Annual Meeting: 38.4%
- Administration: 15.5%
- AHRAEF Programs: 2.1%
- Promotion: 3.2%
- Certification: 5.4%
- Publications/Products: 10.7%
- Membership: 9.0%
- Education Programs/Leadership Institute: 12.2%
## American Healthcare Radiology Administrators, Inc.

**Statement of Financial Position**  
December 31, 2007  
*(with comparative totals for 2006)*

<table>
<thead>
<tr>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$744,394</td>
</tr>
<tr>
<td>Accounts receivable, net of allowance for doubtful accounts of $10,000 in 2007 and 2006</td>
<td>48,346</td>
</tr>
<tr>
<td>Due from affiliate</td>
<td>–</td>
</tr>
<tr>
<td>Pledge receivable, current portion</td>
<td>40,954</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>197,094</td>
</tr>
<tr>
<td>Inventory</td>
<td>71,140</td>
</tr>
<tr>
<td>Refundable income taxes</td>
<td>9,487</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>$1,111,415</td>
</tr>
<tr>
<td><strong>Property and Equipment, net of accumulated depreciation</strong></td>
<td>$72,103</td>
</tr>
<tr>
<td><strong>Other Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Pledge receivable, long-term portion</td>
<td>135,866</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>1,736,287</td>
</tr>
<tr>
<td>Security deposit</td>
<td>4,744</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$3,060,415</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$183,757</td>
</tr>
<tr>
<td>Due to affiliate</td>
<td>10,118</td>
</tr>
<tr>
<td>Grant payable, current portion</td>
<td>186,384</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>641,436</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>$1,021,695</td>
</tr>
<tr>
<td>Grant payable, net of current portion</td>
<td>185,941</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$1,207,636</td>
</tr>
<tr>
<td><strong>Commitments and Contingencies</strong> <em>(Notes 7, 8 and 9)</em></td>
<td></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>1,655,316</td>
</tr>
<tr>
<td>Temporarily restricted net assets</td>
<td>197,463</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>$1,852,779</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$3,060,415</td>
</tr>
</tbody>
</table>
2007-2008 AHRA/AHRAEF Governance

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Penny M. Olivi, MBA, RT, CRA, FAHRA
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Website Administrator
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Executive Assistant
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Emily Ryan

Rapid Review Coordinator
Renee Decourcy

Accounting Coordinator
Suzee Slatton

Honoring the Past, Celebrating the Future