A History of Our Association
Perspective

As healthcare changes, so must AHRA. The organization is committed to maintaining its core values and remaining a member-driven organization, with education as the major focus.

As AHRA moves forward it is important to look at where the association has come from and all that’s been achieved.
Organizational Goals
1973

- To improve the administration of the business and non-medical management aspects of hospital radiology departments
- To provide a forum for publishing scientific, educational, and professional literature
- To establish and improve the standards of professional conduct and service in non-medical radiology management.
Organizational Goals
1973

- To provide a means of communication among hospital radiology administrators
- To offer referral and consulting opportunities in radiology administration
- To perform all of the above activities solely for the purpose of disseminating information to and among members of the association, with the ultimate goal of improving management of radiology departments
Humble Beginnings
1973

Quotes from the Founders

- “In the early 70’s we were looking for information and education.”
- “Many of us were managing the radiologists’ private practice and were also being given responsibility for the hospital side of the business.”
- “We needed information on equipment acquisition, department budgeting, staffing and existing associations were not set up to provide it.”
During the 1972 RBMA meeting in Boston, a small group agreed that there was no organization to meet the needs of the individual responsible for radiology services (a quickly emerging position).

At the time, RBMA was called the Radiologists’ Business Manager Association.

RBMA’s focus was geared to the educational needs of the radiologist’s business manager.
Humble Beginnings
1973

- ASRT was primarily focused on technologists
- No organization covered areas like budget, human resources, equipment acquisition, etc
- Although groups of x-ray managers and administrators were meeting locally, there was no national organization
Humble Beginnings
1973

- The small group from Boston decided to spearhead the founding of a new association that would represent all regions of the country.

- The initial group:
  - Mike Thomas
  - Bob Wagner
  - Tammy Waldhauser
  - Ed Cohen
  - Hal Magida
  - Howard Beam
Humble Beginnings
1973

First National Meeting: New Orleans

- Attendees drew up a slate of officers, nominating from the floor (103 in attendance)
- Hal Magida was elected to lead association as president
- All officers would serve 2 year terms
- Following the national election, attendees from five regions of the country met and formed breakout sessions to conduct their own business and elect officers
The First 5 Years
1973 - 1978

- Organization incorporated in the state of New York
- By-laws and Constitution were prepared and dues structure established
- Invitation letters and applications sent to hospital and radiology administrators across the country (300 checks and completed membership applications)
The First 5 Years
1973 - 1978

- Newsletter called **MEMO**
- Membership roster (networking)
- Regional offerings
  - Diagnostic radiology equipment specifications and performance standards
  - Nuclear medicine equipment specifications and standards
  - Bibliography for the radiology administrator
- Statistical resource surveys
1976 Changes

- Position of President-Elect added to the board
- National office was reduced to one year
- Internal Revenue Service officially ruled that AHRA qualified as a non-profit organization
In 1978, AHRA’s flagship publication *Radiology Management* was first published.

It was the operating philosophy of the Editorial Committee that each issue of *Radiology Management* serve as a collective mirror for the ideas, developments and concerns that defined the daily existence of healthcare professionals.
“In this respect, Radiology Management was continuously challenged to earn our recognition as the journal of choice for thousands of radiology administrators (and other healthcare professionals) intent on staying one step ahead of our industry and our specialty.”

- Howard W. Schwartz, FAHRA
Years of Growth and Challenge
1978 – 1983

- Membership soared from 450 to nearly 2,000 in 5 years
- The regions continued to produce products and services
- Tremendous growth in the national and regional meetings
- Western Michigan University grants college credits
- 1980 Associated Sciences Program at RSNA
Years of Growth and Challenge
1978 – 1983

- 1980: AHRA Gold Medal Award initiated
- 1981: Mini seminars at the regional level plus expanded regional meetings
- 1982: First increase in membership dues from $50 to $80
In 1983, the AHRA Education Committee was separated into two distinct committees:

- Educational Resources
- Annual Meeting Program

Better support for the regions’ educational activities

Dedicated committee to handle complex responsibilities of planning and executing the national meeting
1983: Workload Measurement Project. An ambitious undertaking that required a major fundraising campaign and a cooperative effort between six different allied health organizations.

1985: With funding secured and a multi-association committee the AHRA contracted with the Center for Cost Effective Control at Harvard Medical School to conduct the research using rigorous data protocols and statistical modeling.
Programs & Services
1983 - 1988

- 44 hospitals represented by AHRA members were test sites
- The project culminated in 1987 with the introduction of RADWORKS Workload Measurement System, a productivity tool for radiology managers
Programs & Services
1983 – 1988

- Statistical Resource Committee produced salary surveys, radiology program trends, computer applications in radiology, etc
- Membership Committee launches successful recruitment campaigns (1985 – 88)
  - “You + 1”
  - “Share It”
- Membership increased from 2,000 to over 3,000
Programs & Services
1983 - 1988

- Editorial Committee enhanced the quality and size of *Radiology Management*
- 1982: Introduced new monthly newsletter called “AHRA Announcement”
- Enhancements to membership directory and annual report and other AHRA publications
- 1987 Summit on Manpower Participation (AHRA leadership)
Programs & Services
1983 - 1988

- New membership category for Emeritus member
- Establishment of AHRA Fellow category
Membership Question
1986

- With significant changes in the country’s healthcare delivery system, radiology outgrew the hospitals and our members were providing leadership in free-standing imaging centers, clinics, etc. How does this affect active membership in AHRA?

- Change in the Policy and Procedure Manual under the Membership Section

- Change in the name of the association to American Healthcare Radiology Administrators
Administration Changes
1987

- AHRA as a volunteer organization needed help.
- Contracts established with association management professionals to assist the volunteer efforts with financial, editorial, annual meeting, and central office activities.
- In 1987, the Board voted to centralize the administrative operations of AHRA at one site and selected a management firm for overall administrative assistance.
Products & Services
1988 - 1993

- At least two single topic monographs are published each year
- Editorial Committee introduces *Radiology Management*
  Outstanding Article Award in 1988 and the Creative Management Award for Innovation in 1990
- Statistical resources continued with important surveys on staff utilization, salary trends, film loan practices, etc
- In 1992 a new product was developed to offer a mechanism for measuring referring physician satisfaction with radiology services
- In 1993, “AHRA Announcement” was rebranded as “Link”
Products & Services 1988 - 1993

- Work continued on the **RADWORKS** Project with a computer software package to be used as a companion to the manual.
- In 1988 the regions produced over 32 seminars across the country (in addition to the programs produced by the national organization); introduced “educational tracks” for specialized learning and “core” management skill sessions at the annual meeting.
- In 1991, the first group of traveling seminars was organized by the AHRA national organization.
- From 1988 to 1993 the regions continued to provide successful educational programs, along with new products:
  - The Southern Region published its highly successful career brochure followed soon thereafter by two recruitment videos.
  - The Midwest Region introduced a very successful leadership boot camp that was later adopted by the national AHRA.
In August 1990, AHRA members approved an initiative to form the AHRA Education Foundation in order to:

- Provide education
- Support technical and scientific advances in the profession
- Secure grants for specific projects
- Provide scholarships
- Sponsor research in related fields
The Foundation’s mission would focus on securing gifts and grants to assist AHRA in providing member services and be extended to providing assistance to the radiology community.

During the first 8 years of existence the AHRA Education Foundation raised in excess of $1.25 million.
AHRA Education Foundation
Mission Statement

To identify and secure alternative sources of revenue to support AHRA endeavors which serve the radiology management community (1991)

The AHRA Education Foundation, in cooperation with the American Healthcare Radiology Administrators, Inc., obtains and provides resources to enhance the effectiveness of imaging and healthcare disciplines (1996)
AHRA Education Foundation

- Current Foundation Board / Governance Structure
  - Class I  AHRA president, past-president, president-elect, and finance director
  - Class II  Two individuals appointed by the AHRA board
  - Class III Up to four, two elected by the Class I and II directors with up to two additional selected

- Foundation Bylaws
AHRA Education Foundation

The AHRAEF Board committed to the following bundle of benefits which define our business:

- A funding source for the AHRA
- A collaborator on AHRA funding initiatives
- A funding source for other related healthcare organizations
- A promoter of “professional” style fundraising
- A pursuer of grants as alternative funding sources
- A provider of educational programs and resources
- A recipient of bequests and gifts
AHRA Education Foundation
2006

- AHRA launched its first fundraising campaign, the Foundation Partnership Initiative (FPI), with a goal of raising $2,500,000. When the campaign culminated in August 2007, AHRA had greatly exceeded its goal by securing over $3.6 million from AHRA members and corporate partners.

- During the FPI, AHRA was able to secure its first ever seven-figure commitment and five six-figure commitments from corporate partners.
2009: AHRA introduced a member giving program entitled “Get Pinned.” “Get Pinned” resulted in over 275 AHRA members donating a total of $11,000. Many were first time donors. Also in 2009, the EF finalized partnerships with six corporate constituents totaling $120,000.

2010: AHRA launched a follow up program to “Get Pinned” entitled “Get Pinned Too,” which raised over $13,000 from individuals. By year end, the EF received corporate gifts totaling $95,000 and corporate pledges totaling $250,000, for a grand total of $345,000.
AHRA Education Foundation 2011 - 2014

- 2011: AHRA raised over $20,000 from members and $162,500 from corporate gifts.
- 2012: AHRA raised over $18,500 from members and $12,500 from corporate gifts.
- 2013: AHRA raised over $20,000 from members and $51,500 from corporate gifts.
- 2014: AHRA raised over $24,800 from members and $153,950 from corporate gifts. Tagline - “Giving to Enable Growth”

*Prior to 2009, less than 75 AHRA members supported the EF. In 2014, over 350 AHRA members contributed.

*Corporate gifts are single year commitments, separate from the corporate, multi-year pledges (eg, FPI, Expanding Excellence campaigns)
August 2012: Sponsorships garnered by the FPI fundraising campaign began to expire. The Expanding Excellence Campaign was launched to unify thought leaders and corporate visionaries to further solidify AHRA as the leading resource and catalyst for the development of professional leadership in medical imaging management. Investments, payable over five years (through 2017), allowed AHRA to "Expand" on the “Excellence” of its world-class education and research initiatives.

A fundraising goal of $3,000,000 was established with investments from corporate constituents, AHRA members, and other industry stakeholders.

The EF surpassed its goal with a total raised of $3,050,124.80.
Products & Services
1993 - 1998

- In 1993 the AHRA National Board established a Marketing Resource Committee:
  - Product catalog
  - Enhanced market efforts at national and regional meetings
  - Signature products
  - GE satellite broadcasts
  - Career manual for health care administrators
1993 Board began development of a Recognized Continuing Education Evaluation Mechanism (RCEEM). The following year the AHRA received provisional status as a RCEEM from the American Registry of Radiologic Technologists (ARRT).

In 1995 - 1996 the Board appointed a Special Task Force to pilot a benchmarking study that evaluated changes in radiology costs associated with physician ordering practices. Major financial support was provided by a grant from the Education Foundation and Eastman Kodak.
In 1995, AHRA played a major role in helping to celebrate the 100th anniversary of the discovery of the x-ray.

A museum quality exhibit was displayed at the AHRA Annual Meeting in 1995 and AHRA documents were sealed in a 100 year time capsule.
In 1994, a total redesign of *Radiology Management* was completed.

In 1996, *Radiology Management* increased publication from 4 to 6 issues per year.
Twelve important survey reports were produced for the members including key issues like report turnaround, repeat rate, film library practices, radiology nursing, nuclear medicine operations, and technologist education assessment.
The regions continued to expand member service opportunities:

- Southwest Region introduced a monograph on Competency Assessment and Pediatric Training Video

- Western Region completed the Medical Imaging Equipment Matrix

- Midwest Region added more updates to the Policy & Procedure Manual while coordinating with the Southwest Region and the ASRT to develop monograph on Career Enhancement Programs

- Southern Region produced Construction & Renovation Guide for Imaging Facilities
AHRA developed a new way to communicate and provide education by establishing its presence on the Internet. Its website, www.ahraonline.org, was launched and along with it the AHRA List Server.
The Association Restructures
1993 - 1998

- Why the need? (survival)
- AHRA leadership conducts the first “Leadership Council” in February of 1993 (Dallas, Texas)
- All National & Regional Boards & Committee Chairs
- Strategic Planning Committee Initiatives each year
- Conjoint Meetings - Annually 1993 – 1997

September 1995 Conjoint Meeting - it became clear that the association needed to re-examine its mission, vision and organizational structure if it was to continue to meet the changing needs of the members
In November of 1995 the AHRA National Board appointed a Steering Committee to develop and propose a revised organizational structure for the association.

In May of 1996 the AHRA National Board and each Regional Board approved the Restructuring Plan.

At the August 1996 Annual Meeting in Seattle, WA, the AHRA membership overwhelmingly approved the restructuring of the AHRA.
The Association Restructures
1993 - 1998

Transition Implementation Task Force was appointed in late 1996 to facilitate and consolidate the process and clearly define new AHRA functions. The task force made numerous recommendations and helped implement:

- Selection of an Executive Director
- Specifications for a computer information system
- Consolidation of all regional and national assets
- The development of strategies for professional networks
- Enhanced marketing and product development
- Workable financial structure
- Educational structure to meet member needs
Governance Today
1999 - ...

- In 2002, the Board of Directors finalized a comprehensive strategic plan for the association

- A strategic governance model was adopted by the board, focusing the actions of the board on the future of the organization

- Strategic Plan and Mega-Issue Questions reviewed at least annually

- New Strategic Plan updated and approved April 2011 and July 2015
CRA Program

- Established in 2002. Kodak partners with the AHRA to elevate professionalism of imaging leaders
- The first exam had 236 test takers with a pass rate of 86%
- Computer-based testing is added in 2003 in addition to a written exam at the AHRA Annual Meeting
- Offered three times annually:
  - Spring/Fall – computer based
  - Annual Meeting – written exam
A CRA prep course was developed and first presented at the 2006 Annual Meeting in Las Vegas. It was later renamed the CRA Exam Workshop and offered at every Annual Meeting, Spring Conference, and Fall Conference. In 2015, it was made available online, on demand via a series of pre-recorded webinars.

In early 2010 the RACC commissioned a task force to rewrite the exam, updating the questions and using a select list of 6 reference books.

At year end 2014, there were 1,130 CRAs and CRA-Retired.
In November 2006, the Board of Directors began a “mega issue” discussion as part of the strategic plan framework to rename the association to better reflect the shifting environment. The word “imaging” versus “radiology” was being adopted in the industry more and more. Other “ologies” were falling under the administrator’s responsibility and more modalities were moving away from the use of radiation. Since the acronym “AHRA” was so synonymous with the association’s identity, the board discussed and voted on a number of tagline options at the March 2007 meeting instead of a total name change. The new tagline was tested at the 2007 Annual Meeting and communication to the members began in early 2008. The motion to move forward with the change was finally passed at the November 2008 board meeting. AHRA would now do business as (“dba”) AHRA: The Association for Medical Imaging Management.
A comprehensive textbook series was developed as educational material to support the CRA credential.

- Financial Management in Radiology (2005)
- Communication & Information Management in Radiology (2007)
- Asset Management in Radiology (2009)
- Operations Management in Radiology (2010)
Products & Services
2005 – 2010

- Image Management Survey (2008)
- Quick Credit exams free for members: July 2007
- *Radiology Management* redesigned: March 2008
- Online Institute: Established in December 2008, this website provides courses in a wide array of subject areas relevant to the profession. Most courses are approved for ARRT Category A Continuing Education (CE) credit, as well as CRA credit.
Products & Services
2005 – 2010

- The 2006 Annual Meeting in Las Vegas had the highest attendance ever at just over 1,000.

- In 2005 – 2006, the Leadership Institute was created to offer a portfolio of development programs designed exclusively for imaging professionals at the basic, advanced, and executive levels.
  - The Basic Management Program was introduced in conjunction with the 2006 Annual Meeting.
  - The Advanced Program is the core track at the Annual, Spring, and Fall Conferences.
  - The Executive Program was launched in September 2007.

- In 2007, the Electronic Imaging and Imaging Center Conferences were formally renamed to the more all encompassing Spring and Fall Conferences.
Email weekly *Digest* introduced, broadcast emails redesigned: 2007

Integration of website and iMIS database: 2008; Website redesigned: 2008 – 2009

The AHRA & Toshiba Putting Patients First Program launched in 2008. Its intent was to improve pediatric and adult patient care and safety in diagnostic imaging through grants.

*Link* received a 2008 EXCEL Award for design and content by the Society of National Association Publications. A new design was competed in 2007. *Link* later transitioned to eNewsletter: 2009
Products & Services
2010 – 2015

- Established presence on Facebook, LinkedIn, Twitter, and YouTube: 2009
- Annual Meeting blog: 2010
- AHRA Forum (the next generation List Server): 2010
- Basic Imaging Management: 2011
- ELM Program: 2012
- The Compensation & Benefits Survey and Staff Utilization Surveys were published as an online tool (2014)
■ Local Area Meetings: Launched in 2009, these meetings quickly grew in popularity through grass root efforts

■ In 2011, the Annual Meeting format was shortened by one day (removed Thursday)

■ In 2012, the in person Coding and Reimbursement Seminar format was changed to a two day, two part live webinar

■ Webinars: 2014 – 2015 saw a revitalization to the program with the advent of corporate sponsored webinars (free for members)

■ In 2015, the Regulatory Affairs Committee submitted its first ever comments to CMS on the HOPPS and MPFS Proposed Rules.
Products & Services
2010 - 2015

- *Communication & Information Management in Radiology, 2E* (2015)
- Top Issues in Medical Imaging Management (2015)
- Staffing Tool (2015): An online algorithm was developed to help determine appropriate staffing levels in various modalities based on key metrics

2011: Launched promo for free buttons and posters to help members celebrate National Radiologic Technology Week.

2013: AHRA celebrated its 40th anniversary. Special branding was created.

2014: Top Hospitals Campaign. “The U.S. News and World Report 2013-14 Best Hospitals all have AHRA medical imaging leaders on their team. Just a coincidence? We don’t think so.”

2012 and 2015: Membership Survey conducted.