

# Asset Management in Radiology

Second Edition

**ahra**

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AHRA is the premier association for imaging professionals. Since 1973, the organization has led the industry in information, education, and professional support. Its programs—including its journal, *Radiology Management*; conferences; publications; and annual meeting and exposition—establish standards of excellence throughout the profession. In addition, AHRA's Certified Radiology Administrator (CRA) program is the first and only professional credential tailored specifically for radiology administrators. The CRA is designed to elevate professional standards, enhance individual performance, and recognize administrators who demonstrate knowledge essential to the practice of radiology management. The AHRA Education Foundation supports the membership and radiology professionals in the US and abroad by granting scholarships and conducting research that enhance the effectiveness of imaging and healthcare disciplines.

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# Acknowledgments

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Carla M. Knisley, MBA, CRA, RT(R)(MR)  
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# Introduction

Since the inception of the Certified Radiology Administrator (CRA) credential in 2002, AHRA: The Association for Medical Imaging Management, the preeminent organization for leaders in medical imaging management, has strived to develop educational materials in support of imaging administration. The AHRA Professional Development book series covers all the domains of the CRA exam: *Financial Management in Radiology*, *Operations Management in Radiology*, *Communication & Information Management in Radiology*, *Human Resource Management in Radiology*, and *Asset Management in Radiology*. The first edition of the asset management book was produced in 2009, and this second edition continues the tradition of addressing material in depth to aid the continuing education of the imaging administrator. With a healthcare climate that is ever changing, updating the material to be more in line with current practices was necessary to keep those in the industry positioned to be the best leaders possible.

The authors and reviewers of this book represent a cross section of today's imaging profession, including academic medical centers, community and rural hospitals, freestanding imaging centers, and private enterprise. This range of experience allows a broad perspective of ideas and expertise.

*Asset Management in Radiology*, second edition, consists of four sections in which the building blocks and strategies of asset management are discussed:

Section I, *Capital Equipment Planning*, reviews the initial steps of determining equipment needs, short and long term planning, identifying the key decision makers, and common evaluation and selection processes.

Section II, *Building and Construction Planning*, discusses the physical space needs of equipment. Planning and determining space needs and new construction versus renovated existing space are reviewed.

Section III, *Project Implementation*, provides a review of expected phases of a capital equipment project and how to coordinate them, selecting a vendor based on preferred specifications, and outlining a plan for staff training once the project is complete.

Section IV, *After Project Completion*, reviews issues regarding the service of the equipment after installation and acceptance, including the interpretation of service contracts and assuring ongoing quality in the imaging department. The end of this section discusses processes of maintaining an adequate stock of supply inventory and methods of monitoring the associated expenses. State-of-the-art electronic inventory systems are also reviewed.

Assets in the healthcare environment defined as building infrastructure, capital equipment, and supplies represent a significant expense to any organization; second only to labor costs. Managing these assets and their associated expenses requires expertise, know-how, and an acquired wisdom. *Asset Management in Radiology*, second edition, is designed to provide the imaging administrator with the foundational knowledge in order to manage these assets on a day-to-day and annual basis. This book is certain to become an important tool referenced time and again by the imaging administrator.

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# Editors

***Carla M. Knisley, MBA, CRA, (RT)(R)(MR)***

Medical Imaging Manager  
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Carla Knisley is an imaging manager at OhioHealth in Columbus, Ohio. She has worked in the medical imaging field for 16 years with a technical background in general radiography and MRI. Ms. Knisley has held leadership positions at Premier Health Partners in Dayton, Ohio as well as her current role at OhioHealth. She holds a master's degree in business administration, a baccalaureate degree in health-care management with a minor in human resource management, and an associate's degree in applied science – radiologic technology. Ms. Knisley became a CRA in 2014. She has previously been a presenter at an AHRA conference and has authored chapters in other books in AHRA's Professional Development series.

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Laurence Weinreich is the director of radiology at the Edinburg Regional Medical Center and Children's Hospital, and over radiology at South Texas Health System's free standing emergency departments. He has more than 31 years of experience in imaging, of which over 17 are in management. Mr. Weinreich trained in the U.S. Air Force as a radiology technologist, and retired from the U.S. Navy reserves as a corpsman. He received a master of arts in healthcare leadership and a bachelor of applied arts in radiology with a minor in healthcare management, both from Siena Heights University in Adrian, Michigan. He is an active member of the AHRA, and is a CRA. Mr. Weinreich has participated on the AHRA Spring Conference Design Team in 2014-2015. He is also certified by the ARRT in radiology.

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# Contributors

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Curt Bush currently serves as the director of imaging services at Baylor University Medical Center in Dallas, TX, a position he has held since 2014. Prior to that he was the operations manager and has also held director positions in Florida and Wisconsin. He has a bachelor of science degree in nuclear medicine technology from the University of Wisconsin-LaCrosse, and dual master's degrees from Troy University in healthcare and business administration. Curt serves the AHRA as a commissioner on the Radiology Administration Certification Commission and as a member of the Product Development Committee. He has also written many articles and serves as a volunteer and mentor. He is a Fellow with the American College of Healthcare Executives and a CRA.

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Brenda DeBastiani is the director of imaging at Mon Health Medical Center. She has 31 years of experience in imaging, which includes 16 years of leadership experience. She received her bachelor of arts degree from Fairmont State University in December 2015. She is an active AHRA member and has been a CRA since 2007. She was the recipient of the 2012 Award for Excellence from the AHRA. In 2014 she received AHRA Fellow status. Ms. DeBastiani is currently a commissioner on the Radiology Administration Certification Commission. She has enjoyed giving presentations at past AHRA meetings. Ms. DeBastiani has been happily married to her high school sweetheart for over 31 years and has two children whom she adores. She enjoys reading, cooking, and gardening in her spare time.



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Gina Greenwood has spent her entire professional career in radiology, beginning as a staff technologist in 1984, and going on to specialize in MRI in 1987. She has worked in a variety of roles over the past 33 years, including imaging related positions in both clinical and commercial settings. For the past sixteen years, Gina has been employed at the University of Wisconsin Hospital and Clinics (UW Health) and began serving as the director of radiology services in 2014. Gina received a bachelor of science degree in health arts from the University of St. Francis in Joliet, Illinois, and a master's degree in business administration from Cardinal Stritch University in Milwaukee, Wisconsin. She holds the CRA designation and has been actively involved in AHRA, serving on various committees, the Annual Meeting Design Team, and currently on the Board of Directors.

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Kimlyn N. (Sorrell) Queen-Weis is the regional director of business operations heart & vascular services – north market for OhioHealth Marion General Hospital. She received a bachelor's degree in business administration (2000), a master of science management (2005) and a master of business administration (2016) from Mount Vernon Nazarene University in Mount Vernon, Ohio. She received a master certificate in six sigma—healthcare from Villanova University (2014). She received the distinguished honor of Manager of the Year in 2006 from OhioHealth Marion General Hospital. Mrs. Queen-Weis has 27 years of experience in radiology services, 17 of which have been in radiology management, heart & vascular management, pulmonary services management, and healthcare administration. She was a contributing author on *Communication & Information and Management in Radiology*, *Human Resource Management in Radiology*, 2/e and the first edition of *Asset Management in Radiology*, and has written articles for *Radiology Management* and *Link*. Mrs. Queen-Weis is currently serving as a director on the AHRA Board and was appointed to the Executive Committee of the board in 2017. Over the years she has served on the AHRA Editorial Review Board and the Radiology Administration Certification Commission.

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Jacqui is the director of medical imaging, telecommunications and IT at Upper Valley Medical Center in Troy, which is part of Premier Health, headquartered in Dayton, Ohio. She has been in the imaging field since completion of a bachelor's degree and clinical training at The Ohio State University in 1988, with a majority of these years in administration. She completed a master's degree in business administration in 1998 from the University of Dayton in Ohio. Jacqui is a CRA as well as having achieved her FAHRA in 2013. Jacqui was a contributing author for *Financial Management in Radiology* and *Human Resource Management in Radiology* as well as articles for *Radiology Management* and *Link*. She is currently serving on the AHRA Board of Directors along with the Regulatory Affairs Committee, the Financial Committee, and the Executive Committee.

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Marcy Rushford is the administrative director of imaging at Catholic Medical Center in Manchester, New Hampshire. She has more than 25 years of experience in imaging, of which 17 are in management. Mrs. Rushford received a bachelor of science degree from Johnson State College, in Johnson, Vermont, as well as a master of business administration from St. Joseph's College of Maine, in Standish, Maine. She is an active member of the AHRA, American College of Healthcare Executives (where she also holds a Fellowship), and the New England Radiology Managers Association, and is a CRA. She is also certified by the ARDMS in OB/GYN, abdomen, and neuro-sonography, and holds certifications from the ARRT in radiology and mammography.

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Kevin Smith has served in healthcare for 20 years and is currently the chief operating officer for High Point Regional Health, a 351-bed acute care hospital within the University of North Carolina Health System located in High Point, North Carolina. Kevin worked previously for Baylor Scott & White Health serving as chief operating officer for Austin/Round Rock Region Hospitals and chief operating officer of Baylor Scott & White Hospital-Taylor in Texas. Other administrative positions held include directorship at Baylor Scott & White Hospital - Round Rock, TX, and directorship at College Station Medical Center - College Station, TX. Kevin holds a master's degree in healthcare administration from Texas A&M University-Health Science Center, a bachelor of science in radiology sciences from Mid-Western State University, and is a Fellow of the American College of Healthcare Executives. He has been a member of AHRA since 2006 and volunteers on the Curriculum Committee, currently serving as chair.

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