AHRA is a resource and catalyst for the development of professional leadership in medical imaging management.
95% of members agree that AHRA is the leader in creating, expanding, refining and transferring the body of knowledge of imaging management to healthcare professionals

Source: AHRA Member Survey, March 2015.

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.

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As you read through the pages of this Annual Report you will see that AHRA, your association, has had a very busy and successful twelve months. Membership is at an all time high and our retention rate continues to improve. Online education credits, meeting attendance, and the CRA program are all growing and our financial position is strong. All of this is the result of the commitment and dedication of hundreds of member volunteers who have worked hard on your behalf. We acknowledge and thank all of them!

We completed a major member survey in the first quarter of 2015 and were pleased to have over 750 members and 150 non-members provide us with their thoughts and comments on a range of issues. AHRA’s Board of Directors has been using this information to craft a revised Strategic Plan for the next three years. This document will be completed mid 2015 and shared with our membership, but two items are important to highlight.

Our members indicated in the survey that they believed it was very important for us to keep them informed of regulatory/legislative issues that will affect imaging operations. To that end, our Regulatory Affairs Committee has conducted a search for a government relations firm to monitor and track issues on Capitol Hill and at the Centers for Medicare & Medicaid Services (CMS). This firm will provide an opportunity for AHRA to offer our members’ perspective to key influencers and decision makers. They will also advise us on the possible implications of proposed regulations and help us inform our membership on appropriate actions.

The survey also communicated that our members continue to have time and budget restrictions that make meeting attendance challenging. In response, we have decided to present the 2015 Fall Conference in a virtual format only. The conference will be held over several days including live webinars, Q&A sessions, interactive chats, and an online exhibit hall. We hope that this format will allow more members to participate.

To all of our members and friends, our corporate partners, and the other related associations we work with we thank you for your support. Your participation, in even the smallest way, makes a difference and helps keep AHRA: The Association for Medical Imaging Management a strong, stable, enjoyable organization for all of us.
5,276: Number of members
1,871: Number of facilities
45: Number of international members
702: Individuals with two year memberships
280: Organizational memberships (representing 2,215 members)
83%: The 2014 retention rate
(As of July 1, 2015)

2014 Award and Scholarship Recipients

President’s Award
Rita M. Yoder

Gold Award
Terry A. Dowd, CRA, FAHRA

Award for Excellence
Gene H. Bernieri, CRA
Peter De Graaf, CRA
Sharon Harms
Dennis Indiero
Sharon White

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Bruce W. Hammond, CRA, FAHRA
Kevin Hendrickson, CRA, FAHRA
Jason Newmark, CRA, FAHRA
Jason Scott, CRA, FAHRA

Radiology Management Editorial Awards
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Jason Scott, CRA, FAHRA

Osborn Scholarship
Laurelyn L. Brey, CRA
Michelle Garza
Eric Pollard, CRA
Brooke Spencer
Adam Volluz

Annual Meeting Scholarship
Nancy Jo David, CRA
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Shelly L. Meese, CRA
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Broadley Scholarship
Brenda DeBastiani, CRA, FAHRA
Dave Wilson

CRA Exam Scholarship
Brad Frish
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Putting Patients First Grant
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- Jennifer Caldwell, Upstate Medical University At Syracuse, Syracuse, NY
- Ronda Kreutzer, Ozarks Community Hospital, Granby, MO
- Penny Olivi, University of Maryland Medical Center, Baltimore, MD
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2014 Annual Meeting and Exposition

AHRA’s premier event was held August 10-13, 2014 in Washington, DC. Total attendance was 747.

- Advanced Program: 637
- Basic Management Program: 67
- CRA Exam Workshop: 41
- Physician Track: 15
- Exhibitors: 152

Keynote Speakers

Waldo Waldman
“Never Fly Solo: The Power of Partnership to Reach New Heights in Business and Life”

Mark Mayfield
“Can I Have a Side Order of Service With That?”

Dr. Bill Magee
“The Humanitarian World and its Links with Technology”

Education Sessions Included:
- Lean Six Sigma
- Understanding Healthcare Reform’s Impact on Imaging
- ICD-10: 2015
- Interpreting the Healthcare Move to Value
- Managing the MRI Suite: Successes in Safety
- Risk Management in Radiology
- Positioning for Positive Personal Potential
- Quality and Safety: Developing a Physician Peer Review Program
- Radiology Department Efficiency
- Effective Performance Appraisals
- Service Delivery vs. Service Excellence
Meetings

2014 Fall Conference
October 28-30, 2014 in St. Louis, MO
- Advanced Program: 74
- Basic Management Program: 29
- CRA Exam Workshop: 11
- Exhibitors: 12

2015 Spring Conference
March 31-April 2, 2015 in Orlando, FL
- Advanced Program: 112
- Basic Management Program: 52
- CRA Exam Workshop: 29
- Exhibitors: 15

Live Webinars
From July 2014 to June 2015, AHRA hosted 9 webinars. There were 2,285 participants or facilities registered for these events.

- 7 Steps to Speech Recognition
- The Value of Implementing 3D Mammography
- The Changing Landscape of Breast Imaging
- The Gravy Train Has Left the Station
- Ten Steps to Better Speech Recognition
- 2015 Joint Commission Standards and Changes
- The Value of Using Skin Markers in 3D Breast Tomosynthesis
- Doing More with Less: The Evolving Regulatory Environment
- How Good is Good Enough? Quality Documentation Matters

Local Area Meetings
From July 2014 to June 2015 there were 17 area meetings held. A total of 711 participants took part in these free local seminars for CE credit.

Coding and Reimbursement Seminar
On February 18-19, 2015, a total of 33 individuals attended this live virtual seminar. The first day covered 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.

A total of 69 articles were published between July 2014 and June 2015. And 13% of members and subscribers opt out of print to receive the digital edition only.

Professional Development Series

The success of this textbook series continues. Development of subsequent editions is ongoing:

- Financial Management in Radiology, 2E
- 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.

AHRA’s online newsletter averages 900 visits and 2,600 page views a month. The most popular content is the “Regulatory Review” series.

A total of 127 articles were published between July 2014 and June 2015.

The AHRA Board of Directors decided that our association should develop informed papers that produce an overview on some very pressing topics that the membership brought forth as most important right now. The goal was to keep members as informed as possible so that they can make educated operational decisions. The published papers include a five part series on the Affordable Care Act, data/metrics/analytics, population health, and vendor neutral archives.
**2014 Compensation and Benefits Survey**

Data represents complete and accurate profiles of the compensation and benefits practices at facilities engaged in the imaging profession - from senior leadership to administrative staff.

**2014 Staff Utilization Survey**

This survey of AHRA members includes number of FTEs and total annual procedure volumes per modality across various organization types and sizes. It also aggregates this information into volume of procedures per FTE.

**MICI: Medical Imaging Confidence Index**

MICI is a quarterly index calculated based on the input of US hospital imaging directors and managers who complete the same online survey about their perceptions of macro trends in medical imaging (cost, revenue, operation). Data has been tracked since 2011.

[www.ahraonline.org/MICI](http://www.ahraonline.org/MICI)

**AHRA’s Rapid Review™**

This program evaluates and grants ARRT Category A CE credit to qualified education tools.

Number of submissions between July 1, 2014 and June 30, 2015: **1,094**

**The Online Institute**

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, 2014 – June 30, 2015, a total of 11,241 exams were taken.

**Textbook Chapters**

68 FREE exams based on chapters from the AHRA Professional Development Series. Between July 1, 2014 – June 30, 2015, a total of 1,934 exams were taken.

**Social Media Statistics**

- Number of fans: **954**
- Number of group members: **3,333**
- Number of followers: **2,242**
- Number of channel views: **8,834**
Since 2002, the CRA credential has validated excellence in imaging management. Today, more than 1000 professionals hold 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.

RACC Elections

In the most recent RACC annual elections held in October of 2014, Brenda DeBastiani, CRA, FAHRA, and Chris Snyder, CRA, were elected to 3-year terms running from January 1, 2015 through December 31, 2017.

In July 2015, Peggy Pust, CRA, FAHRA, will complete her final term on the AHRA Board and her service as AHRA Board Liaison to the RACC and Wanda Coker, CRA, FAHRA, will take her place. The RACC thanks Peggy for her sharing her time and insight and looks forward to continuing to work with Wanda.

New CRA Exam Version

The most recent version of the CRA examination was released with the May 2015 exam administration. This exam version is the final piece of the 2014 CRA item writing process, led by team leader Kimlyn Queen, CRA, FAHRA. The item writing process is a periodic part of CRA exam maintenance which involved creating new questions for the exam, reviewing existing and new questions, setting a passing point, and reverifying the validity of the exam in conjunction with item writing experts and psychometricians from Castle Worldwide, Inc.

CRA Awareness and Marketing

The RACC has maintained a focus on increased understanding of the CRA credential within the healthcare community to continue adding value for CRAs and increasing awareness. As part of this effort, the RACC ran advertisements in the journals of the Radiology Business Managers Association (RBMA) and the American Society of Radiologic Technologists (ASRT), as well as continued outreach activities to raise awareness among AHRA members. Additionally, the CRA had a booth at the RBMA Radiology Summit in June 2015 and at AHRA’s Fall, Spring, and Annual Meetings. The RACC Marketing Team has been working with AHRA Marketing Director, Mike Suddendorf, to develop a coordinated set of marketing materials that will debut at the 2015 AHRA Annual Meeting.

CRA and Future CRA Networking Opportunities

The RACC has continued hosting the CRA and Future CRA Lunch at the 2015 AHRA Spring Conference. These lunches provide an opportunity for individuals to network and get answers to questions about the CRA. Additionally, the RACC will be hosting their annual CRA Reception in July in conjunction with the AHRA Annual Meeting in Las Vegas, in addition to staffing a booth in the exhibit hall during the meeting.

New CRAs

In 2014, 109 individuals successfully completed the examination and earned the CRA credential for an end of year total of 1,130 CRAs and CRA-Retired.
From July 2014 thru June 2015, the AHRA EF fundraising efforts garnered contributions totaling over $25,167.

The Annual Appeal serves as a primary funding mechanism for the general operating budget of the EF. From July 2014 thru December 2014, the member drive campaign raised $10,495 from our members alone! The 2015 campaign “Giving to Enable Growth” has raised $14,672.19 from January 2015 thru June 2015. The goal is to raise $200,000 from corporate and member constituents by year end. This year alone we have raised member participation by 23% which is the most ever. AHRA members may contribute to the EF by sending in a donation through the website at any time or including a donation with their membership dues. 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 constant support and the programs they help fund. We have received $3,503,200 from ongoing multiyear and new commitments and gifts. Please see our list of corporate partners on the following pages. We look forward to our continued relationships with them.

In 2014, nine members were able to attend the Annual Meeting through the AHRA Annual Meeting scholarship program, which is cosponsored by the EF. The Osborn scholarships are funded solely by the EF. We were honored to offer it to five members last year. Recipients are offered up to $1,500 to attend the Annual Meeting and up to $1,200 for the Spring or Fall Conference in addition to the registration fees.

Two AHRA members received Broadley scholarships in 2014. 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.

The CRA Exam Scholarship was introduced in 2014. This 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 is funded by the EF. Two members received the scholarship for the November 2014 CRA exam and two members received it for the May 2015 exam.

A special thank you to all of our magnificent volunteers who give of themselves, their time, and resources. Our association would not be as strong as it is without their commitment. Our success allows us to deliver pertinent and meaningful educational programs to our membership. Thank you all for your continuing support to OUR organization!
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Siemens
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*Companies listed on pages 13-15 made new pledges or payments on past pledges between July 2014 and June 2015. For a complete list of corporate partners by year, please visit www.ahraonline.org.
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*Individuals listed on pages 16-17 made contributions between July 2014 and June 2015. For a complete list of donors by year, please visit www.ahraonline.org.
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James A. Yeager
Ed Yoder, CRA, FAHRA
AHRA had very stable financial performance in 2014. We maintained our membership levels and associated dues from 2014 at over 5,000 paying members and managed expenses associated with operating our association very well; finishing on budget. Additionally, we continued to receive increased support from many sponsors for educational programs, products, and publications. Combined, these factors have positioned the association for continued strong financial operations in FY15 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 or develop plans for additional support and action. A dedicated Finance Committee meets monthly to carefully review all financial activities of the association to ensure they are in line with the approved annual budget and overall strategic plan.


- **Operating revenue:** $3,034,898 (2.99% increase)
  - Annual meeting attendance, sponsorships, and expense management
  - Sustained membership dues
  - Increased sponsorship revenue for programs and local and national meetings

- **Operating expenses:** $3,019,983 (1.49% increase)
  - Relatively flat to 2013
  - Increases primarily driven by increased expenses associated with the annual meeting and exposition, memberships, and certifications.

- **Net Surplus:** $115,915
  - Operating surplus: $14,915
  - Realized/unrealized gains: $13,463
  - Interest, dividends, and capital gains distributions: $87,220

**Long Term Investments**

For 2014, AHRA’s investment strategies and policies continued to be conservative with a focus on sustained long term growth and assuring the ability to, at a minimum, cover one year of our association’s annual operating expenses. The Finance Committee and the Board of Directors worked closely with our investment advisors throughout the year to review our investment policy and portfolio, as well as to monitor the performance of our fund. At the close of 2014, the AHRA investment fund had increased by 5.3% from end of year 2014; reaching the highest level in the association’s history: $2,034,981.

**Annual Independent Audit**

On an annual basis, AHRA undergoes an external audit conducted by an independent auditing firm. This ensures an unbiased and unqualified opinion on our financial records. For 2014, due to the strong leadership and management efforts of the AHRA’s CEO, financial staff and advisors, and Finance Committee, the association once again received positive feedback on the quality and completeness of our financial records, policies, and practices. On the following pages, please refer to our auditor’s summary letter for their 2014 report, a graphical break-out of our major 2014 revenue and expense categories, as well as our 2014 Statement of Financial Position (Balance Sheet).

AHRA realized another year of positive financial performance in 2014 sufficient enough to support provision of a wide array of services to our members. Our long term investments also have continued to grow, allowing us a source of funding to be used in potentially “emergent” situations and/or for more strategic and innovative programs and expanded services for members to be developed in the future. Combined, positive operating performance and long term investment growth have positioned AHRA for continued success in 2015 and beyond.
INDEPENDENT AUDITOR’S REPORT ON ADDITIONAL INFORMATION

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

We have audited the financial statements of American Healthcare Radiology Administrators, Inc. as of and for the year ended December 31, 2014, and have issued our report thereon dated March 25, 2015, which contained an unmodified opinion on those financial statements. Our audit was performed 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 purposes 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, 2015
## Statement of Financial Position
December 31, 2014
*(with comparative totals for 2013)*

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$109,510</td>
<td>$153,348</td>
</tr>
<tr>
<td>Accounts receivable (net of allowance for doubtful accounts of $10,857 and $7,857 as of December 31, 2014 and 2013, respectively)</td>
<td>35,761</td>
<td>19,447</td>
</tr>
<tr>
<td>Due from affiliate</td>
<td>31,865</td>
<td>-</td>
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<tr>
<td>Prepaid expenses</td>
<td>165,491</td>
<td>100,072</td>
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<tr>
<td>Inventory</td>
<td>38,863</td>
<td>36,532</td>
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<tr>
<td>Refundable income taxes</td>
<td>12</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>381,502</td>
<td>314,399</td>
</tr>
<tr>
<td><strong>PROPERTY AND EQUIPMENT,</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>net of accumulated depreciation</td>
<td>62,600</td>
<td>83,958</td>
</tr>
<tr>
<td><strong>OTHER ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>2,034,981</td>
<td>1,932,906</td>
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<tr>
<td>Security deposit</td>
<td>4,744</td>
<td>4,744</td>
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<tr>
<td><strong>Total assets</strong></td>
<td>$2,483,827</td>
<td>$2,336,007</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$153,485</td>
<td>$242,692</td>
</tr>
<tr>
<td>Due to affiliate</td>
<td>-</td>
<td>1,223</td>
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<tr>
<td>Grant payable, current portion</td>
<td>82,270</td>
<td>82,270</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>724,538</td>
<td>613,877</td>
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<tr>
<td>Deferred lease incentive, current portion</td>
<td>9,507</td>
<td>9,507</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td>969,800</td>
<td>949,569</td>
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<tr>
<td>Deferred lease incentive, net of current portion</td>
<td>23,214</td>
<td>11,223</td>
</tr>
<tr>
<td>Grant payable, net of current portion</td>
<td>272,325</td>
<td>272,325</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td>1,265,339</td>
<td>1,233,117</td>
</tr>
<tr>
<td><strong>COMMITMENTS AND CONTINGENCIES</strong></td>
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<tr>
<td><strong>NET ASSETS</strong></td>
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<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>1,218,488</td>
<td>1,102,890</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td>1,218,488</td>
<td>1,102,890</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$2,483,827</td>
<td>$2,336,007</td>
</tr>
</tbody>
</table>