It was a meeting of (MGM) Grand proportions in every way. From the overflowing breakout sessions to the 8/10 mile walk from the hotel to the conference center, AHRA’s 29th Annual Meeting & Exposition exceeded all expectations (and capacity!).

The Grand Opening Ceremony set the tone for the week, first with a fabulous performance by the entertaining Knudsen Brothers, followed immediately by AHRA’s big announcement of its new advanced certification program.

The news of a $1 million, five-year pledge by Kodak Health Imaging to support the certification program effected a standing ovation by the entire audience, who filled the huge ballroom in the MGM Conference Center.

Even the President’s Reception sponsored by Agfa took on a grand new look. With the Annual Meeting Design Team dressed in formal attire, the buzz generated from the afternoon’s Opening Ceremony carried over into the elegant reception. Design Team member Steve Clevenger played his trumpet for the crowd, who dined on roast pork loin and chicken stir fry.

The ever popular Exhibit Hall repeated its great success of 2000 with 130 dazzling booths. The celebrated “Hot Positions Open
Greetings from Viva Las Vegas! If you attended the meeting, I sincerely hope that you enjoyed your Odyssey. If not, we missed you and hope to see you next year in New Orleans.

Last month, I mentioned a number of projects that the Board is working on. This month, I'd like to focus on the results of the Market Research survey conducted a few months ago. The idea for a market research study began with J.D. Mace when he was President. The AHRA has always conducted member needs surveys but has not participated in a large-scale market research analysis. Money was budgeted, and the Board approved the project this year.

Early in 2001, requests for proposals were distributed to a number of marketing research firms. A team comprised of Board and staff evaluated and graded the responses. While DiAnne Wallace, Mary Reitter, and I were in Atlanta for a conference, we interviewed three companies and selected Kerr and Downs Research to conduct market research for the AHRA.

Two member focus groups were conducted in Dallas and New York City in May, and five telephone focus groups were also facilitated. These groups included lead technologists, supervisors, chief technologists, and directors of radiology. In addition, 850 individual phone interviews were conducted by Kerr and Downs. These were divided into three groups: 450 members, 350 non-members, and 50 past members.

The sample included different work settings, from hospitals of different sizes to free standing imaging centers. The survey also included people from all geographical locations, ages, sex, income, and length of membership (for members).

The results of the research were reported to the Board in Las Vegas. Listed below are some of the strengths of the AHRA identified by members surveyed:

- High member satisfaction
- Even though 73% of members' dues are paid by facilities, 3/4 of these members would pay their own dues if necessary
- Hospital-based and free standing center-based members expressed equal percentages of satisfaction with AHRA membership
- AHRA is clearly positioned as the source of members' professional development and networking needs
- Radiology Management is the number one product; most members do not want any major changes
- Conferences and seminars received high evaluations
- Educational programs are relevant to changing needs of the profession
- Members feel comfortable contacting staff
- Staff received high evaluations
- One third of past members are prospects

Several questions centered around how satisfied members were with the AHRA. I'm very happy to report that 93% of members were satisfied, with 52% being very satisfied with their membership. Kerr and Downs has conducted research for more than 500 associations and found that the AHRA has satisfaction scores on the high end of the scale.

Eighty-three percent of the members said the benefits were equal to or exceeded the cost of membership. Members voted the most valuable products as: Radiology Management, Link, and the Annual Meeting, respectively. The number one issue facing our members (as reported by 63%) is attracting and retaining staff. As a result, the Board spent numerous hours in Las Vegas brainstorming about the staffing issue. (A copy of the motion that was approved by the Board is printed on page 3.) The Board's commitment to our members is to use the information in the survey to make changes in response to our members' needs.

Of the 350 non-members surveyed, 42% rely on the ASRT for professional development. One clear message that we received from this survey is that most of the non-members surveyed had never heard of the AHRA (55%). The number one issue facing non-members is also recruitment and retention of staff.

There are a number of other issues that our members identified in the survey. Members told us that they rely on the AHRA for professional development and training as well as assistance with networking. Several questions included information for future directions that the AHRA should take. Eighty-seven percent of members supported AHRA efforts to encourage chief technologists and supervisors to become members, enhanced efforts to increase local programs, programs that enhance business and management skills, and more use of e-mail and Internet communication with members. The next step in our Strategic Planning process is to evaluate all programs and services offered by the AHRA. The feedback from the survey will be used in the analysis so the board can make informed decisions about what new programs and services we need to develop for our members. I'll report on this as soon as we've completed the analysis.

Well, I hope this information has been useful. I'm excited that the board gets to use data to drive our decisions. If you have any questions, please feel free to call me or send me an e-mail.

Until next month, take care.
Sheila's Favorite Sips

I told you last month that I don’t drink a lot of white wine, but I don’t want to be a wine snob. So here's my white wine recommendation, from Southeastern Australia:

Hardy's Chardonnay

While I was in Las Vegas, I ate at some great restaurants in the MGM Grand. Of course, I sampled wines so that I could report back to you (my duties as President are endless). I had two favorites; they are both from the West Coast. Let me know what you think!
AHRA would like to extend its sincerest condolences to the family of Ellie Gambrel, who recently succumbed to breast cancer. Ellie was the Director of Imaging at Hancock Memorial Hospital in Greenfield, Indiana for many years, and a 2000 recipient of the Nycomed Amersham Award for Excellence. Congratulations to Richard Lewis, who was selected as the Annual Meeting Design Team Leader for 2003. Lewis served on the Design Team for Odyssey, and is a member of the 2002 team for Reflections. Congratulations also to AHRA Education Foundation Vice-Chairman Ronald Bernardi, who is getting married this fall. Best wishes, Ron!

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AHRA installed its new Board of Directors in Las Vegas, adding seven new faces to the team. Led by President Sheila Sferrella, the board is undergoing a thorough strategic planning process that has it evaluating several facets of the organization, and finding new ways to address old concerns.

No friend to administrators, staffing shortages continue to plague the members in their daily work life. The Board has decided that it is not just enough to be aware of the problem and has taken the first step in attempting to solve it (see page 3). Hours of brainstorming were spent in Las Vegas thinking of innovative ideas to address this concern.

The group also learned the results of the market research study led by Kerr & Downs Research and incorporated its findings into subsequent strategic planning discussions. The next meeting will be held in November in Fort Lauderdale, FL.

**Name that Group**
The Healthcare Financing Administration, commonly referred to as HCFA, has changed its name. It is now known as the Centers for Medicare and Medicaid, or CMS.

**One Degree of Separation**
A recent ASRT-commissioned practice analysis and white paper titled “Advancing Radiation Therapy Education and Practice” do not provide empirical evidence to support the linkage of such an educational prerequisite to the requirements of professional practice.

Though the analysis and paper strongly advocate baccalaureate requirements for radiation therapists, the ARRT, through a six-step action plan, is trying to determine whether such a degree should be an eligibility requirement for certification in radiation therapy. ARRT’s final report on the project will be presented in June of 2002. For more information on this finding, go to www.arrt.org.

**Is the Check in the Mail?**
Second-notice dues renewals have gone out. If you haven’t yet renewed your membership, now is your chance! Don’t miss your next issue of Radiology Management! Membership for those who are due to renew September 1, 2001 will expire on September 30, 2001, and a $5.00 reinstatement fee will be required after that date. And while you’re renewing, please consider contributing $25 to the AHRA Education Foundation to help support this new certification program that AHRA is beginning.

“**Tell Me About Your Skills...**”
Speaking of the new advanced certification program, the Certification Development Committee is conducting a practice analysis survey of 1,000 radiology administrators to determine what knowledge and responsibilities to the work of the administrator are important. In other words, what skills are critical to the success of a radiology administrator? Should you receive the survey, please take the time to complete it. The analysis of responses will be the foundation for the knowledge test of Certified Radiology Administrators.

This month’s featured web site is the radiology department at:

**Beth Israel Deaconess Medical Center**
http://radiology.bidmc.harvard.edu

Information abounds on this patient friendly site. The “About Radiology” section contains a complete overview of every discipline and exam, an extensive glossary of terminology, and even a brief history of radiology. The site also describes in good detail the research it is conducting in the various disciplines, and there is a nice description and photo of its new Open MRI Scanner, complete with a downloadable 360-degree, 3-D movie of the suite. A very nice feature of the site is an online patient survey that visitors can fill out after their appointment.

This feature is designed to enable AHRA members to visit other members’ sites to share and compare, obtain valuable information and to network. If you would like to submit your department’s web site, or another that you have seen, e-mail the site’s address to:

Link@ahraonline.org

No commercial submissions, please.
2001-2002 ahra

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AHRA would like to thank all of its team members for their countless hours of effort and dedication on behalf of the organization.

**AHRA Education Foundation**

*Missing from photo: Michael Albertina, Mel Allen, Judy Dye, Elizabeth McKnight, and Chuck Mitchell*

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**The rest of the ahra teams...**

**Member Recognition Team**
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davidtrevino@shannonhealth.org
Team still forming

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Tony Benedetto
Dennis Cherry
Steven Dowd
Gary Duehring, Ph.D.
Gerald Heskeht
Jim Kilmartin
Steve Lambiasse
Vincent Lariccia
Rosemary Lippincott
Julie McQueeney
Franklin Pope
Paul Preziuso
Kevin Seitz
James Sutton
David Trevino
Linda Van Nostrand
Bonnie Wold

**Member Greet a Member Team**
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Shirley Chapman
Floyd Connelly
Karl Craig
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Michelle Underwood
Ed Yoder

AHRA Education Foundation
In April, Marilyn Biviano, Ph.D., Acting Director of the National Center for Health Workforce Information and Analysis, presented to the Health Professions Network an overview of the changes to the Standard Occupation Classification (SOC) system used by the United States Government. The federal government collects data on the listed occupations defined in its SOC. All federal agencies are now required to use the SOC, including the Census Bureau, Department of Labor, and the National Center for Education Statistics. State and local governments and private sector organizations are encouraged to use the SOC “standard taxonomy.” Information collected includes: number of persons employed in the occupation, hourly salaries, number of full and part time jobs, geographic distribution, race/ethnicity, and educational attainment.

Significant information for AHRA members is the inclusion of seven more radiology professions in the expanded SOC. While radiologic technologists are included in both the 1980 and 1998 versions of SOC, the following are new in the 1998 list:
- Radiation Therapists
- Cardiovascular Technologists
- Diagnostic Medical Sonographers
- Nuclear Medicine Technologists
- Medical Equipment Preparers
- Medical Transcriptionists
- Medical Assistants

Dr. Biviano noted that the projected increase in employment needs from 1998 - 2008 is 25% for healthcare technologists. Using data from the Bureau of Labor Statistics, Dr. Biviano listed the projected growth in the following disciplines:
- Radiation Therapists - 17%
- Cardiovascular Technologists - 38%
- Clinical Lab Techs - 17%
- Nuclear Medicine Technologists - 14%
- Radiologic Technologists - 20%
- Respiratory Therapists - 43%
- Surgical Technologists - 43%
- All Health Profession Occupations - 25%

The BLS attributes the radiologic technologist’s projected increases to aging population and the fact that multi-skilled technologists will have more opportunities. Conducting ultrasounds, for example, is an increasingly attractive alternative to radiologic procedures, and sonography has a better job outlook. (Note: With the addition of sonographers to the SOC in 1998, we will be able to watch changes in these occupations.)

Dr. Biviano also described further studies underway to identify and evaluate national trends and issues such as education, scope of practice, adequacy of distribution, and the development of 15-year supply and demand projections for these professions:
- Physicians
- Dentists
- PAs
- Nurses
- Pharmacists
- Chiropractors
- Social Workers
- Dieticians
- Occupational Therapists
- Physical Therapists
- Speech Pathologists
- Audiologists
- Radiologic Technologists
- Clinical Lab Technologists
- Respiratory Technologists
- Dental Hygienists

Health occupation statistics for each state are available from the Bureau of Health Professions. The significance of these numbers is the potential focus of studies and dollars toward the health professions in coming legislative cycles. Those health professions or occupations believed to be in desperate need of professionals are more likely to find grants and contracts available for research and improvement efforts. With the national focus on patient safety intensifying, and discussions and research increasing on how staffing affects patient safety, the potential for assistance to the radiologic professions could be affected. AHRA members should stay connected to the process and contribute their own experiences and stories to the growing data and information being compiled.

Allied Health Connections is a regular feature in Link. For further information about HPN or the recent symposium, contact Gail Nielsen at isgail@home.com.

On the Web

Looking for the annual report of Occupational Radiation Exposure? Or the Medical Expenditure Survey? This web site hails itself as the “gateway to statistics” from more than 100 federal agencies. It includes links to statistics, statistical references and resources, and statistical agencies. Search by region or topic.

Do you have a favorite site that you’d like to share? E-mail Link@ahraonline.org or fax to (978) 443-8046.
Spots returned, as did the generous raffle prizes. Lunch time in the Hall was always the hottest spot of all, as attendees flocked there to pick up their free lunch. With 25,000 square feet of booths, there was something for everyone to visit, although many people frequented the extremely popular foot massage booth!

While no one was two-stepping this year, many were second guessing as Tyler the Comedic Magician performed tricks that were seemingly beyond belief at the Berlex Imaging-sponsored mid-week theme party. (I still don’t get the bowling ball in the briefcase...) And when in Las Vegas, one is bound to bump into Elvis, and attendees were treated to two, as Design Team member Vinny Lariccia was a convincing “Elvis in His Later Years.” His biggest concern—did Elvis have chest hair?—was alleviated by the party’s young Elvis (Hazel Hacker’s son John), who, at age 11, did not.

Odyssey’s keynote speakers ran the gamut from humorous to informational to poignant. From the opening speaker’s standup comedy to a blind, world-class weightlifter to a HIPAA expert, even the most skeptical observer could find a fresh perspective in at least one of the exceptional messages.

Of course, the real reason for attending the conference did not disappoint, either. Extremely popular breakout sessions resulted in overflowing rooms. Many sessions were repeated, and attendees went home with a wealth of new information, ideas, and friends.
Madame President,
may I have this dance?

The 2001 Annual Meeting Design Team not in their formal attire!

Elvis was definitely in the building

Atul Minocha of Kodak Health Imaging and comedienne/keynote speaker Mary Feeley are all smiles after AHRA’s announcement of the new certification program

Terry Dowd, Wendy Casady, and Trudy Manning enjoy Agfa’s President’s Reception

Lynn and the Lounge Lizard: Design Team Members Steve Clevenger and Lynn McVey
The nominations on his behalf attest to his warm personality and genuine love of and dedication to AHRA:

“Gordon’s friendly smile, charming demeanor and ability to listen has endeared him to many members and vendor partners. His love of radiology and this organization is evident through the devotion, products, and relationships that he has helped to create or mentor. His great sense of humor and quiet patience has helped many AHRA members and the radiology profession to take a moment and look at themselves and to reflect on all that we have to be grateful for. Gordon could easily qualify as the Good Will Ambassador of AHRA.”

“Gordon exemplifies the mission of AHRA and is just an all-around nice person to have in your life.”

“Gordon splashed onto the national AHRA headlines with a guest appearance as Hop Sing at the first National conjoint meeting in Dallas. Since that meeting, he has led the organization as president with a combination of humor and common sense.”

“Gordon has proven himself to be a true asset to AHRA, serving on many committees and holding offices. He was a very effective president of AHRA.”

“Gordon gives endlessly of himself, writing articles for every Radiology Management and speaking at our annual meetings. He has been a superb mentor for many of our members, contributing significantly to the development of our AHRA membership.”

“One of Gordon’s most outstanding characteristics is his ability to welcome new participants into the organization. He is selfless and is always in support of what is best for AHRA. He’s a great role model!”

Ah Tye is an Account Manager for Kodak Health Imaging in Fresno, CA. He currently serves on Radiology Management’s Editorial Review Board.
**Director, Diagnostic Imaging**

Landmark Medical Center, a full service community healthcare network serving northern RI and southeastern MA, seeks a Director to coordinate delivery of a broad array of diagnostic imaging services for a multi-site environment.

Responsibilities will include managing the day-to-day operations of the department as well as developing a business plan for all imaging services, to include CT, MRI, nuclear medicine, mammography and ultrasound.

Bachelor’s degree in Business Administration with 5-7 yrs experience in the management of radiologic and/or clinical services required. Expertise in managing service quality and financial expenditures essential.

Landmark offers a competitive salary and a comprehensive benefits package, which includes a flexible benefits program. If you are interested in becoming part of a progressive, growing organization, forward a resume to: Employment Office, Landmark Medical Center, 115 Cass Ave PO Box L, Woonsocket, RI 02895 or fax to 401-766-0827, or send an email to: ggosselin@landmarkmedical.org. Equal Opportunity Employer
Network Director, Imaging Services

New Hanover Health Network (NHHN), Wilmington, NC, is seeking an executive to lead network radiology services to include three sites and over 16,000 procedures per month with accountability for over 179 FTEs. With advanced equipment, a strong management team and a growing community, imaging services continues to experience volume growth. Comprised of two acute care organizations with over 800 licensed beds, NHHN is a financially successful, NFP, Level II Trauma center. NHHN is a progressive organization, positioned for market dominance and growth. The ideal candidate will have a Bachelor’s degree in radiological sciences with a Masters degree preferred and progressive management experience in a similar sized, complex organization. Contact Jami Pechanec, MSA Executive Search, (816) 373-9988; FAX (816) 478-1929 or e-mail: jpechanec@mgmtscience.com.

Administrative Director

Well-established academic hospital based radiology private practice located in a major Mid-West metropolitan location is seeking an experienced and successful Administrative Director. The responsibilities will include operational interface with the hospital department, financial oversight with accountants and the outsourced billing company, information systems and human resources. A bachelor's degree is mandatory, master's degree in business preferred, three to five years management experience is required. Prior knowledge of radiology operations and billing would be beneficial. A demonstrated background of analytical, problem-solving and excellent oral/written skills will be essential for the successful candidate. The position reports to the Chairman and interfaces with hospital operations management. Salary is commensurate with experience along with a fine benefit package. Please send resume to 3811 Main Street, Brewster, MA 02631 or email to bdey@cape.com.

Radiology Directors/Managers

Ready to choose whether or not you want to continue working 55 hours a week/50 weeks a year? Attractive interim opportunities exist in many facilities nationwide! If you would accept a short-term assignment, send resume, requirements, and the names, addresses, and phone numbers of four professional/managerial references to: the Nielsen Healthcare Group, Dept I, 8460 Watson Rd, Suite 225, St. Louis, MO 63119 or fax to 314-984-0820 or e-mail nhcg@primary.net. No fees.