It’s hard to believe that today is already the last day of the Annual Meeting! We still have a lot of sessions to take advantage of today (see pg. 12), as well as an exhibitor symposium, and our closing ceremony and final keynote. Tonight’s AHRA Super Bash will be the party of the year! Come enjoy food and dancing, and celebrate the new connections and friends you’ve over made the past four days.

At yesterday’s general session, it was AHRA Education Foundation (EF) day! EF Chair Cathy Story took the stage to acknowledge the hard work of the AHRA EF Board of Directors. AHRA CEO Ed Cronin joined Cathy on stage to recognize the phenomenal success of the Defining Our Future campaign, which exceeded the fundraising goal of $3 million over the last year. Representatives of the companies who contributed to the campaign each had their turn in the spotlight as attendees applauded and thanked them for their generous support. The 2018 Annual Corporate Partners were also highlighted and thanked for their support.

Rick Banner, Senior Director of Marketing, Fujifilm Medical Systems USA, then introduced our keynote speaker. Colette Carlson spoke about the power of making connections. In today’s competitive market, your ability to connect is a competitive advantage - if you can’t connect with your patients, you won’t be memorable to them. Colette invited an attendee on stage to hilariously demonstrate the different obstacles fighting for your attention every day. So how do you find the time to make those connections?

Your behavior makes or breaks your connections. You need to know how you come across and be aware of your blind spots. In a statistic Colette quoted, 95% of people think they are self-aware, but only 10-15% of people actually meet the criteria for being self-aware. Be open to what the truth-tellers in your lives are telling you to become aware of your blind spots. You can’t change what you can’t acknowledge.

Colette also stressed the importance of being willing to embrace conflict. Be comfortable having those hard conversations.

And finally, Colette encouraged everyone to be a “human highlighter.” Catch your employees doing something right and offer them sincere, genuine, and specific praise. They will remember that, and you will be positively connected to them.
A Message from the New President

Good morning friends! Is it really already Wednesday? That just can’t be! What another great AHRA Annual Meeting. I hope all of you are ready for one more day of some excellent education, and don’t leave early or you will miss the biggest party of the year! I have my Super Hero costume ready - do you have yours? Mark Feeley and the rest of the Annual Meeting Design Team have done an incredible job.

Every year, I find this event to be a great opportunity to meet new colleagues and develop relationships that will last a lifetime. You will hear me refer to this meeting as a “Family Reunion,” and that is a great description. I hope you leave having given away all of your business cards, and having gained a phone full of new numbers and new friends on social media. For me, this is always one giant therapy session. I get to recharge my batteries with my friends and literally scare my team when I go back and start implementing new things.

We have had some incredible keynote speakers. Kevin Brown challenged us to build a culture of heroes. I couldn’t write fast enough to get all the nuggets and ideas he shared. Yesterday, Colette Carlson kept us laughing while providing us with a different opportunity to connect with our staff at work. Today, Todd Henry will challenge us “To Be Brilliant at a Moment’s Notice!” (I could really use a dose of that some days.)

Today is the last time you can visit the Exhibit Hall to make some great last minute deals. I have had many of our vendor partners tell me how much more they value coming to the AHRA Annual Meeting compared to some other, much larger meetings. They tell me it is great to have some one on one time with the true decision makers and people with real influence over purchasing decisions. While you’re there, make sure to get your business cards (if you have any left) in a Hot Spot bowl for your chance to win $300 cash! I have won this before, and it sure does help pay for the trip. It also makes for a nice donation to the Education Foundation.

I personally want to thank everyone who presented this year. There have been some excellent presentations by our peers and at least one I had to attend just because of the title: “Why do smart people do dumb sh*t?” Brenda and Starla did a great job helping us see that everyone is not perfect and how to manage through those challenges. Every year I walk away with pages of notes of things to try and work to improve my leadership skills. Trust me, next week my team will say, “Uh oh, Bill has been to another AHRA Annual Meeting.” Yes! That means I learned something and got some great takeaways.

Enjoy your last day at the family reunion, and safe travels back home. Make sure when you get back your team is just a little bit scared of all the new stuff you are throwing at them. Only 361 days until next year’s meeting, and I can’t wait!
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As leaders, we all too often ask ourselves that question. We think that our employees intentionally disregard our instructions… or do they? Maybe we aren’t as clear as we think! In this session presented by Brenda DeBastiani and Starla Ringer, I was challenged to evaluate my leadership style and skills to make sure my employees “don’t do dumb sh*t.”

We looked at how to identify procedural drift—a mismatch between procedures or rules and actual practice; practical drift—a slow, steady uncoupling of practice from procedures that normally grows over time; and the Hawthorne effect—when people act differently when being observed.

The Nut Island effect was a phenomenon in which a team of skilled employees became isolated, either physically, psychologically, or both, from distracted top managers, resulting in a catastrophic loss of the ability of the team to perform an important mission. How can we stop the Nut Island effect from happening in our healthcare organizations before it starts?

- Implement performance measures and tie rewards and recognition to both departmental and company goals.
- Have a hands-on presence with staff through rounding, recognizing employees, and touring others through their area. This gives the team a sense that they matter and are listened to.
- Involve staff in meetings outside the department. Team personnel must be integrated with people from other parts of the organization, and this encourages them to think “big picture.”
- Managers, team members, and outside people need to be rotated into the team environment. Bring other directors in to emulate an inspection. They may help identify bad habits we have but aren’t aware of.

After looking after different types of bias, Starla discussed how leaders will let their bias influence how they respond to employees in different situations. Don’t jump to conclusions and make sure you check all the facts. Slow down and ask opinions. Make sure what you promise is realistic or don’t make any promises at all. Stay open-minded. You don’t have to answer every question immediately, so don’t rush to solve a problem.

The top 5 reasons that good employees make bad decisions:

1. **They feel like a cog in a machine.** Staff don’t know the goal or where you are taking them, so let them know the department and organizational goals and what is expected of them.
2. **Time pressure puts their back against the wall.** We need to define expectations before time pressure arrives. Have a plan and communicate it to staff, whether it be not answering the phone while working with a patient, or calling the ER to triage which patients need to be done first when the worklist is full, etc.
3. **Employees mirror leadership and “unwritten rules.”** Simply stated, your people are watching you, so lead by example.
4. **Bad micro-cultures.** We all have department cliques. Make sure you address issues that arise if staff are working to sabotage other staff.
5. **Too much gray area.** The values you reward are the values you will get. Make sure your expectations are clear.

Critical thinking skills CAN be taught! Provide staff with training through simulation. Use critical thinking questions and encourage discussion and debate!

Brenda also discussed roadblocks that contribute to errors, which include unclear policies, unreported equipment issues, technology that is difficult to use, incompetent staff, inconsistent performers, distractions, miscommunications, hostile work environments, lack of teamwork, failure to report near misses, and intentional rule violations. Leaders need to hold staff accountable and help eliminate roadblocks. Documentation is a must when working with staff to show balanced review of all sides involved and cover legal responsibility and liability.

To be effective leaders, we need to set our employees up so they DON’T fail. Be aware of how your biases can affect your employees, and make sure your employees are properly trained. Most employees WANT to do a good job, and solid leadership is the first step to helping prevent smart people from doing dumb sh*t!
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Exhibit Hall Happenings

Above: Tuesday’s Hot Spot! winners: (Left) Tom Jessie, Director Medical Imaging, Community Hospital East, Indianapolis, IN at Metrasens, Booth #321 (Right) James Scrivner, Director Imaging Services, Norton Hospital, Louisville, KY, at Shimadzu, Booth #404

Corrections and Updates:
Please note the following changes:

New Exhibitor: Advanced Imaging Solutions
Booth # 224
3200 NW 27th Ave, Ste 100, Pompano Beach, FL 33069

Company Description: Advanced Imaging Systems (AIS) provides MRI & CT parts and service to customers worldwide. Recently, AIS has added new business partners with years of professional diagnostic imaging experience and training. AIS has quickly grown into one of the largest MRI & CT parts inventory providers in the nation. We pride ourselves on the principle of providing customers with exceptional service and quality parts at a fair price. Our 35,000 square foot warehouse is located in the heart of South Florida which enables us to meet customer demands in a timely manner. AIS has onsite MRI & CT testing bays that ensure the integrity of the product before shipment. We know your time is valuable and we are here to help you meet your critical deadlines.

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340 East Crown Pt. Rd., Winter Garden, FL 34787
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EXHIBIT HALL SCHEDULE
11am-1:30pm: Hall Open
11:30am-11:45am: Hot Spot! Drawing
12:00 pm - 1:30 pm: Lunch Served in Exhibit Hall
12:45pm-1:00pm: Hot Spot! Drawing
1:00pm: Product Showcase Passport deadline
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Cheers, Design Team!

On behalf of everyone at AHRA and all of the 2018 Annual Meeting attendees, we’d like to extend a huge “THANK YOU!!” to this year’s Design Team for your unwavering and enthusiastic dedication and efforts toward the success of this conference. A debt of gratitude is owed to this year’s Design Team Chair, Mark Feeley, CRA and his team: John Beall, FAHRA; Laurie Hitzel, CRA; Billie McKee; Doug Sprague; Chuck Stamper, CRA; Tricia Trammell; Carrie Stiles, CRA; Jory Vidulich-Savino, CRA; Shelley Wells; Gerard Wilson; and Lisa Wood, CRA.

AHRA would also like to extend our deepest thanks to Conference Managers for their commitment, support, and wisdom in executing this event.

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Attendees who were present for the “Introduction to Business Writing: Proposals, P & P and Regulatory Requirements” session on Sunday were privy to a treat, as presenter Maureen Firth, CRA, FAHRA took the subject of business writing and brought it to life through her interactive style, use of everyday business writing scenarios, and engaging humor. While this course is a component of the Basic Management Track series, the learning was anything but basic.

The session began with the presenter sharing objectives essential to business writing success; noting that such writing is designed to get the reader to do something or think in a way that they would not have otherwise. An overview of these objectives included five keys to successful business writing, communication that is well written, architecture of simple and complex documents, policies and procedures, and how to avoid common mistakes.

The five steps to successful writing are preparation, research, organization, writing the draft, and revision. This pathway is straightforward, and writing the draft is a key component of completing these steps; however, identifying someone who can review your draft is equally important and is sometimes overlooked or not utilized. Whether it is a skilled administrative person, a peer, or someone with the capability to provide constructive feedback, having this draft input is valuable, especially if a document will be reviewed by executive leadership or others in approval positions. On a personal level, seeking draft review input from others is in part how I prepare; although I could benefit from having others review important business writing drafts more frequently before submitting. Looming deadlines and experience can carry the day, so increased use of this resource was an important takeaway for me.

Maureen next gave us the 5 Cs of communication: clarity, completeness, conscientiousness, concreteness, and correctness. I felt better about this aspect of my business writing, as I apply these most of the time.

The next step, which highlighted the architecture of simple and complex documents, policies, and procedures, involved focusing on using important main points, support, and knowing what to include in research. This too resonated with approaches I use.

The final aspect looked at avoiding common mistakes, and anticipating revelations about things that I could stop, start, or continue. I was not disappointed. First, Maureen cautioned us about avoiding unsupported claims. The next tip was trying not to do all of the draft revisions at one time. Another avoidance was being wary of the use of acronyms, something that happens less these days, but does occur occasionally.

This session helped demystify business writing by sharing ways to navigate the waters of writing policies, procedures, and more. Attendees left armed with an increased awareness of and an organized approach to successful business writing concepts. If the goal was to leave the course positioned to write effective business proposals, then the information provided offered a sound foundation towards this end.
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The Chutes and Ladders of Staffing

By Sherry Reuter

I attended “The Chutes and Ladders of Staffing” presentation given by Janet Champagne and Carrie Stiles. Both speakers were wonderful and engaging and very receptive to further discussion after the seminar.

They presented a tool to help radiology administrators create a presentation that would help the C-Level leadership understand the request being made for additional staff in a radiology department.

First, develop a great plan that looks at productivity/labor standards and forecasts 3 to 5 years out. The plan should include productivity that was developed from using worked hours per unit of service (WHPOUS), RVU’s, or volume and & procedure times. Several examples of the mathematical calculation for WHPOUS was given and we learned how to use the excel spreadsheet Janet shared with us.

Look at what methods you plan to use for recruitment.

These can include newspapers, the internet, job fairs, staffing services, open houses, and employee relations, just to name a few. It is important to have competitive compensation that looks at salary, benefits, and intangible rewards. Benefits can equal 30% of employee wages. The compensation must achieve equity as perceived by the employees: internal, external, and individual. This compensation should be tied in with the position description.

Accurate job descriptions are one of the most important things you can do as a leader, as it not only provides for accurate hiring, but also provides a basis to perform performance appraisals. If you do not have an accurate job description, you cannot perform accurate appraisals.

On-boarding new employees successfully leads to excellent results as it imparts upon the new hire the cultural expectations of the organization.

Enter the AHRA Education Foundation Raffle!

Tickets are $5 each or 10 for $20

FREE Registration to the AHRA 2019 Annual Meeting
Drawing date: WEDNESDAY, JULY 25 (Closing Session)

All prizes may be claimed at the AHRA membership booth.

The 2018 CRA Photo from Monday Night’s Reception
Exhibitor Symposium: Developments in Pediatric Imaging: Best Practices in Dose, Comfort, and Safety  
7:15 AM - 8:15 AM  (Osceola A)  
Generously sponsored by FUJIFILM  
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Continental Breakfast  
7:30 AM - 8:30 AM (Osceola Lobby)

Breakout Sessions 8:30 AM - 9:30 AM  
• MRI for the Detection of Prostate Cancer (Naples)  
• Volume- to Value-based Reimbursement: Impact on Hospitals and Radiology (Sanibel)  
• MITA’s 2018 Advocacy Update (Sarasota)  
• Regional Standardization—A to Z (Miami)  
• Inspiring Innovation (Osceola 1-3)  
• From the Football Field to the Office (Osceola B)  
• Interactive Meetings (Osceola 4-6)  
• Extraordinary Leadership: Creating a Culture of Trust and Compassion (Osceola A)

Beverage Break 9:30 AM - 10:00 AM (City Hall Lobby)

Breakout Sessions 10:00 AM - 11:00 AM  
• The Time Has Come to Develop an Off-campus, Value-based Outpatient Strategy (Miami)  
• Update on Gadolinium-based MR Contrast Agents (Sarasota)  
• Ready or Not, Here They Come: Generation Z (Osceola 4-6)  
• The Positive Leader: It’s your key to success (Osceola B)  
• Plans for CDS Implementation by a Large Multi-practice Radiology Provider (Naples)  
• The Makings of a Radiology Quality Improvement Team (Sanibel)  
• Improving the Patient Experience by Improving Your Processes (Osceola 1-3)

Beverage Break 2:45 PM - 3:15 PM (City Hall Lobby)

Closing Business Session and Keynote: How to Be Brilliant at a Moments Notice  
3:15 PM - 5:15 PM (Osceola CD Ballroom)

AHRA’s Super Bash  
7:00 PM - 10:00 PM (Osceola CD Ballroom)

See you next year!  
AHRA 2019 Annual Meeting  
Denver, CO  
July 21-24

Looking for this year’s photos?  
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