



# AHRA 33rd Annual Meeting and Exposition

August 7-11, 2005  
Gonzalez Convention Center  
San Antonio, Texas  
[www.ahraonline.org](http://www.ahraonline.org)  
1-877-984-MEET

**ahra**

american healthcare radiology administrators

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**REGISTRATION BROCHURE**

# SAN ANTONIO

## AHRA 33rd Annual Meeting and Exposition

August 7-11, 2005 • Henry B. Gonzalez Convention Center • San Antonio, TX



### TRAVEL AND GENERAL INFORMATION

#### SAN ANTONIO, TEXAS

San Antonio captures the spirit of Texas. Now the eighth largest city in the United States, the city has retained its sense of history and tradition, while carefully blending in cosmopolitan progress. The city has always been a crossroads and a meeting place. Sounds and flavors of Native Americans, Old Mexico, Germans, the Wild West, African Americans, and the Deep South mingle and merge. Close to 20 million visitors a year delight in the discovery of San Antonio's charms. For history buffs, San Antonio is a mecca. Native Americans first lived along the San Antonio River, calling the area "Yanaguana," which means "refreshing waters" or "clear waters." A band of Spanish explorers and missionaries came upon the river in 1691, and because it was the feast day of St. Anthony, they named the river "San Antonio." The actual founding of the city came in 1718 by Father Antonio Olivares, when he established Mission San Antonio de Valero, which became permanently etched in the annals of history in 1836 as the Alamo, where 189 defenders held the old mission against some 4,000 Mexican troops for 13 days, "Remember the Alamo!"



## HOTELS

All exhibits and educational sessions will be held at the Henry B. Gonzalez Convention Center. Some events will be held at the Marriott Rivercenter and Marriott Riverwalk Hotels, adjacent to the Gonzalez Convention Center. The Marriott hotels are offering discounted rates for the 2005 AHRA Annual Meeting and Exposition.

### **Marriott Rivercenter and Riverwalk Hotels**

101 Bowie At Commerce Street  
San Antonio, TX 78205

\$149 single/double plus tax

For reservations call: 1-800-648-4462 and mention AHRA. Room rates are available until July 13, 2005, or until exhausted, so reserve early.

### **Airline and Car Rental Discounts**

American Airlines is offering 5% off the lowest fare available. For reservations call 800-433-1790. AHRA's Conference ID # is S1585AB. You can add a rental car by calling 800-331-1600 and mentioning code D086806.

## CONTINUING EDUCATION INFORMATION

ARRT Category A Continuing Education Credit will be available at the AHRA Annual Meeting and Exposition. Continuing Education credit for states with licensure for radiologic technologists will also be available. The number of credits per session will be listed in the on-site program. You will be given a CE card when you enter a session. This will be used for both ARRT and state licensure credit. Two months following the meeting, you will receive a letter documenting your credit. Complete rules and instructions for receiving credit will be in the on-site program.



## SPECIAL EVENTS

### **Golf Tournament**

**Sunday, August 7**

**6:30 AM – 2:00 PM**

Don't miss the 6th Annual AHRA Education Foundation Golf Tournament! The Imaging Classic is fun and raises money for a worthy cause...the AHRA Education Foundation. See details on page 18.

### **President's Reception**

**Sunday, August 7**

**6:30 PM – 8:00 PM**

Greet your AHRA friends and meet new ones at the annual AHRA President's Reception.

*Generously sponsored by AGFA Corporation, Inc.*

### **Welcome Breakfast for New Members and First-Time Attendees**

**Monday, August 8**

**7:00 AM – 8:00 AM**

Learn how to pace yourself this week and get the most out of your conference. Get some helpful tips on setting priorities. Make your conference experience a success by planning ahead, reading the session descriptions to decide which ones are "must sees." Above all, relax and enjoy!

## Grand Opening Ceremony

Monday, August 8

9:00 AM – 11:00 AM

### **Clinical and Operational Impact of Emerging Imaging Technology**

**Michael Silver, PhD, Sg2**



Michael Silver will discuss emerging trends in imaging and the resulting impact on healthcare service delivery. This presentation will cover changes to imaging modalities for the near term (3-5 years) out through the long term (10 years +) from concepts that will shortly reach the market to ideas that are on the drawing board for the future. You will learn about changes to CT imaging, MR imaging, and PET imaging as informational services. Along with highlighting these technology specific changes, this presentation will focus on 5 key themes: the changing role of imaging in patient management; the convergence of imaging and interventional services; the emergence of molecular and functional imaging technologies and their impact on imaging services; the emergence of embedded proactive, patient management tools; and the key challenges that will face imaging in the future. Michael will tie these technical innovations and concepts back to some of the technology adoption, operational and planning issues that radiology administration is facing today.

### **Mike Rayburn**

Mike Rayburn is known as the World's Funniest Guitar Virtuoso. He uses his astounding guitar creations, uproarious songs, and presentation skills to encourage, challenge, and inspire his audiences to step beyond their perceived limitations.



Mike Rayburn draws from a wealth of life experiences as an adventurer, comedian, published songwriter, author, philanthropist, and father, to deliver a presentation which is completely energizing and entertaining.

Featured in *Newsweek*, *USA Today*, *Billboard*, *Gig*, and on the nationally acclaimed and syndicated "Bob and Tom" radio show, Mike has received standing ovations at all 3 of his Carnegie Hall performances.

*Generously sponsored by Eastman Kodak Company*

## Tuesday Keynote Session and Awards Ceremony

Tuesday, August 9

9:45 AM – 11:00 AM

### **Nobody Moved Your Cheese!**

**Ross Shafer**



In this hilarious and motivational program, Ross Shafer demonstrates why he doesn't think your cheese can be moved. Your "cheese" is the fuel that nourishes your passion and cannot be moved. He is a fierce proponent of taking responsibility for what happens in your life — and being accountable for the outcome. By using examples from his careers in show business, as a human resources training film producer and as a corporate speaker, Ross can prove how believing in (and using) your unique talents will encourage people to stop making excuses for their failures and start celebrating their successes.

*Generously sponsored by Fujifilm Medical Systems USA, Inc.*

## Wednesday Keynote Session and Awards Ceremony

Wednesday, August 10

9:45 AM – 11:00 AM

### **Life Skills for the 21st Century**

**C.W. Metcalf**



Life Skills for the 21st Century is a detailed exploration of humor and 4 additional skills C.W. Metcalf has found to be critical in his own survival of the crises of life. He professes that true survivors are not living in caves with beans and bullets. Those who remain creative, healthy, and productive in periods of uncertainty possess hallmark traits such as resilience, fluidity, and optimism. Metcalf's audiences learn that those behaviors are based on developed skills — and he offers practical tools for developing them. With honesty and intensity, he takes the audience on a journey that will be experienced by each individual in a unique way.

*Generously sponsored by RSI Medical Group*



**Theme Party**  
**The Best of Texas at La Villita**  
**Wednesday, August 10**  
**7:00 PM – 10:00 PM**

Come join the fun on the famous paseo del rio, walking distance from the Marriott Hotels and convention center at Villita Assembly Hall! Meet a cowboy trick roper, listen to a mariachi troupe playing festive tunes, and enjoy a traditional fiesta with a variety of local favorites while Galo strums southwestern classic tunes on his guitar and banditos sketch souvenir portraits. Festive Maypoles adorn the area with colorful paper flowers and white fencing. Indoor guests are greeted by the engaging sounds of the Jody Jenkins Country/Western Band while being invited out to the dance floor by costumed line dance instructors. If they prefer to sit this one out, cowboy caricaturists will be available for souvenir portraits and will be decorated with life-like long horn steer, coral fencing, and hay bales. The Alamo dessert area will be set inside for guests to enjoy sweet bites.

*Generously sponsored by Berlex Imaging*

**Closing Luncheon**  
**Thursday, August 11**  
**11:00 AM – 2:00 PM**

**How to Leave The Office Earlier!**  
**Laura Stack**

Successful people don't trade personal satisfaction for professional achievement. They know high performance depends on both. To avoid the peaks and valleys of productivity created by balancing the urgent demands of work and personal life, professionals must be able to balance both without sacrificing either. Good leaders understand that time management is not about squeezing more into their days; it is about you and your people spending time productively toward the accomplishment of organizational goals.



*Generously sponsored by Bracco*

**PRE-CONFERENCE WORKSHOPS**

AERS Workshop, Sunday, August 7, 7:30 AM – 5:00 PM

AHRA Workshop, Sunday, August 7, 8:00 AM – 12:00 PM:  
 Six Sigma in Healthcare



**EXHIBIT HALL**

Visit more than 175 vendors in over 50,000 square feet of exhibit space. Exhibitor raffles and the AHRA Hot Spots are back again this year. Don't miss your chance to win terrific prizes! (See times below.)

**MONDAY 8/8**

11:00 AM – 2:30 PM Lunch in Exhibit Hall  
 12:00 PM – 12:15 PM Hot Spot!  
*Raffles throughout the day!*

**TUESDAY 8/9**

11:00 AM – 2:30 PM Lunch in Exhibit Hall  
 12:00 PM – 12:15 PM Hot Spot!  
*Raffles throughout the day!*

**WEDNESDAY 8/10**

11:00 AM – 2:30 PM Lunch in Exhibit Hall  
 12:00 PM – 12:15 PM Hot Spot!  
*Raffles throughout the day!*

**The Place to Meet**

is the AHRA meeting area on the 2nd floor of the Gonzalez Convention Center. If you need information on membership, educational programs and products, this is your one stop shop for all things AHRA! Meet other members and attendees, learn more about AHRA, and bid on silent auction items. Stop by to have all of your questions answered. We're here to help you get the most from the Annual Meeting.



# conference sessions at a glance

## SUNDAY, AUGUST 7

- 6:00 AM – 2:00 PM**     **Golf Tournament**
- 7:30 AM – 5:00 PM**     **AERS Workshop**  
(this workshop requires a separate fee)
- 8:00 AM – 12:00 PM**     **AHRA Workshop**  
(this workshop requires a separate fee)
- Six Sigma in Healthcare
- 1:00 PM – 4:00 PM**     **Expanded Sessions**
- Determining Your Personality Type: How to Use It Effectively as a Manager  
(this session requires a separate fee)
  - Managers “Tool Box” for Building Customer Loyalty
- 1:00 PM – 3:00 PM**     **In-Depth Sessions**
- PACS Workflow in Motion
  - Radiology Coding Tips & Traps, Part One
- 1:00 PM – 2:30 PM**     **Breakout Sessions**
- The “State of the State” in Imaging
  - Organization Techniques for the Successful Radiology Administrator
  - Budgeting for the Radiology Administrator
  - Performance Feedback: Increasing Employee Involvement
- 2:30 PM – 3:30 PM**     **Coffee Break**
- 3:00 PM – 4:00 PM**     **Breakout Sessions**
- Radiologists and Administrators: Strengthening the Bonds
  - Operational Impacts and Benefits of Direct Digital Radiography
  - My Job is Great...Except for the People
  - Stressed is “Desserts” Spelled Backwards
- 3:30 PM – 5:30 PM**     **In-Depth Sessions**
- Planning Long-Term Requirements for Diagnostic Imaging Capacity and Capital
  - Radiology Coding Tips & Traps, Part Two
- 4:30 PM – 5:30 PM**     **Breakout Sessions**
- Improving the OR Exam Interpretation Process with PACS
  - Staffing Today: Recruitment and Retention, Now and Forever
  - Are You Managing in the Dark?
  - Putting the “Fun” Back Into Dysfunctional
- 6:30 PM – 8:00 PM**     **President’s Reception**

## MONDAY, AUGUST 8

- 9:00 AM – 11:00 AM**     **Grand Opening General Session: Clinical and Operational Impact of Emerging Imaging Technology**  
featuring **Michael Silver, PhD**  
Also featuring **Mike Rayburn**
- 11:00 AM – 2:30 PM**     **Lunch in Exhibit Hall (Grand Opening of hall)**
- 2:30 PM – 5:30 PM**     **Expanded Sessions**
- Managers “Tool Box” for Building Customer Loyalty
  - Medical Imaging Reimbursement for Imaging Centers: 2005 Update
- 2:30 PM – 4:00 PM**     **Breakout Sessions**
- The “State of the State” in Imaging
  - A Mammography Quality Standards Act (MQSA) Update
  - Organization Techniques for the Successful Radiology Administrator
  - Leadership and Whole Body Communication
  - Documentation Requirement for CPT® and ICD-9 Compliance
- 4:00 PM – 4:30 PM**     **Coffee Break**
- 4:30 PM – 5:30 PM**     **Breakout Sessions**
- Improving the OR Exam Interpretation Process with PACS
  - Advanced Sales Effectiveness
  - Global Outsourcing and the Coming Revolution in Teleradiology Services
  - Balanced Scorecards in Medical Imaging
  - The Devil is in the Details: Cost of Ownership of Your Equipment
  - A Radiology Administrator Wears Many Hats

## TUESDAY, AUGUST 9

- 8:00 AM – 9:30 AM**     **Breakout Sessions**
- Budgeting for the Radiology Administrator
  - MRI Suite Safety Challenges, Including Seamless Upgrades from 1.5 to 3.0 Tesla
  - 2005 Nuclear Medicine Coding and Payment for Hospitals and Imaging Centers
  - A Mammography Quality Standards Act (MQSA) Update
  - Leadership and Whole Body Communication
  - The Key to Strategic Growth: Research and Strategy
- 9:45 AM – 11:00 AM**     **General Session and Keynote: “Nobody Moved Your Cheese”**  
featuring **Ross Shafer**
- 11:00 AM – 2:30 PM**     **Lunch in Exhibit Hall**
- 2:30 PM – 5:30 PM**     **Expanded Sessions**
- AHRA Writer’s Workshop
  - JCAHO 2005-2006 Update for Hospital Imaging Departments

## TUESDAY, AUGUST 9 (continued)

2:30 PM – 3:30 PM

### Breakout Sessions

- CR & DR — Working Together in One Department
- Advanced Sales Effectiveness
- PACS: It's Not What it Used to Be
- Imaging Centers: Creating an Effective Compliance Program
- My Job is Great...Except for the People
- Data Migration: Optimizing Image Data Use to Improve Clinical Workflows

3:30 PM – 4:00 PM

### Coffee Break

4:00 PM – 5:30 PM

### Breakout Sessions

- How to Make Your Meetings at Work a Success
- How the Transition to HOPPS Has Affected Radiology
- Thinking About PACS? Critical First Steps Toward Success
- Help! I'm Responsible for Overseeing Coding!
- How to Use and Measure the Productivity of Your RIS/PACS for Proactive Management of Radiology Workflow
- Developing a Pro Forma

7:00 PM – 9:00 PM

### Partners in Learning and Awards and Fellows Dinner

2:30 PM – 3:30 PM

### Breakout Sessions

- Predictive Equipment Maintenance Effects on Department Workflow and Repair Budgets
- The Language of Leadership: Overcoming Obstacles to Accountability
- The Art of Forecasting Demand: Planning Wisely for Resource Expenditure
- Electronic Imaging Quality Assurance and Its Impact on Patient Safety
- Radiologist Assistants: Notes from Across the Pond
- Data Migration: Optimizing Image Data Use to Improve Clinical Workflows

3:30 PM – 4:00 PM

### Coffee Break

4:00 PM – 5:30 PM

### Breakout Sessions

- How to Make Your Meetings at Work a Success
- You've Signed the Contract — So What's Next?
- Improving Coding Consistency Between Hospital and Radiologist
- MRI Suite Safety Challenges, Including Seamless Upgrades from 1.5 to 3.0 Tesla
- How to Use and Measure the Productivity of Your RIS/PACS for Proactive Management of Radiology Workflow
- The Key to Strategic Growth: Research and Strategy

7:00 PM – 10:00 PM

### Theme Party

## WEDNESDAY, AUGUST 10

8:00 AM – 9:30 AM

### Breakout Sessions

- Integrating Your Systems: RIS, PACS, VR, and Document Management
- Thinking About PACS? Critical First Steps Toward Success
- Improving the Bottom Line: Establishing a Denials Management Program
- RFP: The Basics of Building and Using an Effective RFP for Capital Acquisitions
- PET or PET/CT? The Questions That Must Be Answered
- Building Career Ladders in Imaging Departments

9:45 AM – 11:00 AM

### General Session and Keynote: "Life Skills for the 21st Century" featuring C.W. Metcalf

11:00 AM – 2:30 PM

### Lunch in Exhibit Hall

2:30 PM – 5:30 PM

### Expanded Sessions

- Service Enthusiasm
- JCAHO 2005-2006 Update for Freestanding Imaging and Diagnostic Centers Not Associated with a Hospital

## THURSDAY, AUGUST 11

8:00 AM – 9:30 AM

### Breakout Sessions

- You've Signed the Contract — So What's Next?
- Successful PACS Implementation for the Imaging Center
- Improving the Bottom Line: Establishing a Denials Management Program
- The ABCD's of Hiring the Right Person for the Job
- PACS Administration and Project Management
- Education and the Developing Role of the Radiologist Assistant

10:00 AM – 11:00 AM

### Breakout Sessions

- A Radiology Primer for Access, Billing and Compliance
- The Language of Leadership: Overcoming Obstacles to Accountability
- Strategies for Contracting with Workers' Compensation Payor Outsourcing Companies (aka - Brokers)
- Equipment Management: The Good, the Bad, and the Effective
- Developing an MRI Safety Program for Emergency Response Personnel

11:00 AM – 2:00 PM





### Closing Luncheon and Keynote: "How to Leave The Office Earlier!" featuring Laura Stack

### Session Content

-  MANAGEMENT/OPERATIONS
-  ELECTRONIC IMAGING/PACS/TECHNOLOGY
-  REGULATION/ACCREDITATION
-  HUMAN RESOURCES
-  PROFESSIONAL DEVELOPMENT
-  IMAGING CENTERS



### CRA (Certified Radiology Administrator)

-  CRA – ASSET MANAGEMENT
-  CRA – FISCAL MANAGEMENT
-  CRA – HUMAN RESOURCES
-  CRA – COMMUNICATIONS
-  CRA – OPERATIONS

Five major performance domains have been identified and validated by the Radiology Administration Certification Committee (RACC) for CRA standards. Identifying icons will be placed by each session according to the domain that the session would qualify for CE renewal as well as a course identified as an advantageous preparatory course for CRA applicants and administrators.

## SUNDAY, AUGUST 7

7:30 AM – 5:00 PM

### AERS Workshop

7:30 AM – 8:00 AM  
**Breakfast**

8:00 AM – 10:00 AM

#### Submitting a Successful Interim Report

Joanne S. Greathouse, EdS, RT(R), FASRT, FAERS

Joint Review Committee on Education in Radiologic Technology, Chicago, IL

10:15 AM – 12:15 PM

#### Developing Outcome Assessments for an Interim Report

James Johnston MSRS, RT(R) (CV), MRT

Jeff Killion MSRS, RT(R) (QM)

Midwestern State University, Wichita Falls, KS

1:15 PM – 2:45 PM

#### Interim Reports: A Mini Self-Study

Lynn C. Sadler, MSRS, RT(R) (QM)

Lakeland Regional Medical Center, Lakeland, FL

3:00 PM – 4:30 PM

#### Case Study of a Successful Interim Report from a University Program

Laura Carwile, MSRS, RT (R) (M) (QM)

Northwestern State University, Shreveport, LA

4:30 PM – 5:00 PM

#### Open forum — Questions for speakers (No CE Credit)

8:00 AM – 12:00 PM

### AHRA Workshop



#### Six Sigma in Healthcare

Julie Porter, MBA, RT(R)

GE Healthcare Performance Solutions, Westmont, IL

Marguerite Powell, BS, RT(R)

GE Healthcare Performance Solutions, Brookfield, WI

This workshop will provide participants with an overview of how Six Sigma, Lean, Change Acceleration Process (CAP), and Work-Out™ tools combine to produce an effective change. The presentation will begin with a short overview of the roles that Six Sigma and Lean techniques play in identifying process waste and statistically validating primary drivers of process variation. The CAP and Work-Out™ toolset focuses on the critical people portion. The main body of the session will focus on the human component — the critical element — of any change process. The hands-on knowledge transfer combines just-in-time lecture and practical tool application.

To enhance the learning process, participants will select a real-life problem they are currently struggling to resolve. Participants will then divide into small groups utilizing the highly structured meeting format of a Work-Out™ and the consensus building tools of the CAP model to identify a feasible problem resolution. At the end of the session, participants should come away with a new vision for effectively initiating change in their departments/organizations.

Registration and an additional fee is required for this workshop.

You will learn to:

- Discuss how Six Sigma and Lean are used to identify variation and waste within and existing process.
- Use “Content Experts” found in front-line staff to solve process problems and drive change within your department/organization
- Use the Change Acceleration Process (CAP) model to create and sustain a new and improved process state.
- Utilize the highly structured Work-Out™ process to maintain meeting focus and momentum resulting in actionable solutions with individual accountabilities.

*This workshop generously sponsored by GE Healthcare Performance Solutions*

1:00 PM – 4:00 PM

## Expanded Sessions



### Managers “Tool Box” for Building Customer Loyalty

Sandy Anderson, BS, RT, RDMS, CRA, FAHRA  
Memorial Hospital, Colorado Springs, CO

Michael Favreau, BS, RT, FAHRA  
Baystate Health System, Inc., Springfield, MA

*This session repeated on Tuesday.*



### Determining Your Personality Type: How to Use It Effectively as a Manager

Eugene D. Frank, MA, RT(R), FASRT, FAERS  
Riverland Community College, Austin, MN

1:00 PM – 3:00 PM

## In-Depth Sessions



### Radiology Coding Tips & Traps Part One

Melody W. Mulaik, MSHS, CPC, CPC-H, RCC  
Coding Strategies, Inc., Powder Springs, GA

*This session generously sponsored by Coding Strategies, Inc.*



### PACS Workflow in Motion

Sheila M. Sferrella, MAS, BSRT, CRA, FAHRA  
Lehigh Valley Hospital, Allentown, PA

Cathleen Story, BSRT, CRA  
Lehigh Valley Hospital, Allentown, PA

1:00 PM – 2:30 PM

## Breakout Sessions



### The “State of the State” in Imaging

M. Shane Foreman  
3d Health, Inc., Chicago, IL

Patty Riskind  
HealthIntell LLC, Wilmette, IL

*This session generously sponsored by 3d Health, Inc.  
This session repeated on Monday.*



### Organization Techniques for the Successful Radiology Administrator

Elizabeth R. Moore, MT (ASCP), DLM, MBA  
New Hanover Regional Medical Center, Wilmington, NC

*This session repeated on Monday.*



### Budgeting for the Radiology Administrator

Penny Olivi, CRA, MBA, RT(R)  
University of Maryland Medical Center, Baltimore, MD

*This session repeated on Tuesday.*



### Performance Feedback: Increasing Employee Involvement

Robert Pennington, PhD  
Resource International, Houston, TX

3:00 PM – 4:00 PM

## Breakout Sessions



### Radiologists and Administrators: Strengthening the Bonds

Giles Boland, MD  
Massachusetts General Hospital, Boston, MA

Nicole Pliner, MHSA  
RCG Healthcare Consulting, Boston, MA

*This session generously sponsored by Massachusetts General Hospital.*



### Operational Impacts and Benefits of Direct Digital Radiography

Wayne Stockburger, JD, MBA, FAHRA  
Scott and White Memorial Hospital and Clinic, Temple, TX

Raymond Rodriguez, BS, RT  
Scott and White Memorial Hospital and Clinic, Temple, TX



### My Job is Great...Except for the People

Richard A. Lewis, CRA  
Florida Radiology Imaging, LLC, Maitland, FL

*This session repeated on Tuesday.*



### Stressed is “Desserts” Spelled Backwards

Suzanne Metzger, PhD  
Corporate Masters, Inc., Plainfield, IN

## SUNDAY, AUGUST 7 (continued)

3:30 PM – 5:30 PM

### In-Depth Sessions



#### Planning Long-Term Requirements for Diagnostic Imaging Capacity and Capital

David Griffin, PhD, FAAHC

TechnoClin Consulting, Inc., Deerfield, IL

Paul Dubiel, RT(R), MS

Seton Medical Center, Austin, TX

This session generously sponsored by TechnoClin Consulting, Inc.



#### Radiology Coding Tips & Traps, Part Two

Melody W. Mulaik, MSHS, CPC, CPC-H, RCC

Coding Strategies, Inc., Powder Springs, GA

This session generously sponsored by Coding Strategies, Inc.

4:30 PM – 5:30 PM

### Breakout Sessions



#### Improving the OR Exam Interpretation Process with PACS

Cindy Bacon

McKesson Medical Imaging Group, Arlington, TX

This session generously sponsored by McKesson Medical Imaging Group.

This session repeated on Monday.



#### Staffing Today: Recruitment and Retention, Now and Forever

Stephen L. Spearing, CRA, RT(R)

Lewistown Hospital, Lewistown, PA



#### Are You Managing in the Dark?

Laverna Hubbard, CRA

North State Radiology, Chico, CA



#### Putting the "Fun" Back Into Dysfunctional

Suzanne Metzger, PhD

Corporate Masters, Inc., Plainfield, IN

## MONDAY, AUGUST 8

9:00 AM – 11:00 AM

### Grand Opening General Session

#### Keynote Presentation: Clinical and Operational Impact of Emerging Imaging Technology

Michael Silver, PhD

Sg2, Evanston, IL

Also featuring Mike Rayburn

This session generously sponsored by Eastman Kodak Company

2:30 PM – 5:30 PM

### Expanded Sessions



#### Managers "Tool Box" for Building Customer Loyalty

Sandy Anderson, BS, RT, RDMS, CRA, FAHRA

Memorial Hospital, Colorado Springs, CO

Michael Favreau, BS, RT, FAHRA

Baystate Health System, Inc., Springfield, MA



#### Medical Imaging Reimbursement for Imaging Centers: 2005 Update

Denise A. Merlino, MBA, FSNMITS, CNMT

Merlino Healthcare Consulting Corp., Stoneham, MA

Pamela Kassing, BA, RCC

American College of Radiology, Reston, VA

This session generously sponsored by Merlino Healthcare Consulting Corp.

2:30 PM – 4:00 PM

### Breakout Sessions



#### The "State of the State" in Imaging

M. Shane Foreman

3d Health, Inc., Chicago, IL

Patty Riskind

HealthIntell LLC, Wilmette, IL

This session generously sponsored by 3d Health, Inc.



#### A Mammography Quality Standards Act (MQSA) Update

Bonnie Rush, RT(R)(M)(QM)

BIS – Breast Imaging Specialists, San Diego, CA

This session repeated on Tuesday.



#### Organization Techniques for the Successful Radiology Administrator

Elizabeth R. Moore, MT (ASCP), DLM, MBA

New Hanover Regional Medical Center, Wilmington, NC



### Leadership and Whole Body Communication

Natalie R. Manor

Natalie Manor & Associates, Merrimack, NH

*This session repeated on Tuesday.*



### Documentation Requirement for CPT® and ICD-9 Compliance

Cheryl A. Schad, BA, CPCM, CPC

Schad Medical Management, Mullica Hill, NJ

*This session generously sponsored by Schad Medical Management.*

**4:30 PM – 5:30 PM**

**Breakout Sessions**



### Improving the OR Exam Interpretation Process with PACS

Cindy Bacon

McKesson Medical Imaging Group, Arlington, TX

*This session generously sponsored by McKesson Medical Imaging Group.*



### Advanced Sales Effectiveness

Deborah Mourey, BA, MS

IDE Radiology, a Subsidiary of Radiologix, Inc., Rochester, NY

Bob Gidley, BS

IDE Radiology, a Subsidiary of Radiologix, Inc., Baltimore, MD

*This session repeated on Tuesday.*



### Global Outsourcing and the Coming Revolution in Teleradiology Services

Robert Lufkin, MD

David Geffen School of Medicine at UCLA, Santa Monica, CA

*This session generously sponsored by US Radiology On-Call.*



### Balanced Scorecards in Medical Imaging

Luis O. Marquez, MBA, MPH, CRA, RT (R) (CT)

Southern Ohio Medical Center, Portsmouth, OH



### The Devil is in the Details: Cost of Ownership of Your Equipment

Georgann Bruski, RT(R)

Beth Israel Deaconess Hospital, Boston, MA

Sara Cutler, BA, MBA

Albany Medical Center, Albany, NY



### A Radiology Administrator Wears Many Hats

Monte Clinton, CRA, FAHRA

Dartmouth-Hitchcock Medical Center, Lebanon, NH

## TUESDAY, AUGUST 9

**8:00 AM- 9:30 AM**

**Breakout Sessions**



### Budgeting for the Radiology Administrator

Penny Olivi, CRA, MBA, RT(R)

University of Maryland Medical Center, Baltimore, MD



### MRI Suite Safety Challenges, Including Seamless Upgrades from 1.5 to 3.0 Tesla

Robert Junk, AIA

Junk Architects, PC, Kansas City, MO

Tobias Gilk, MArch

Junk Architects, PC, Kansas City, MO

*This session generously sponsored by Ansul Incorporated and Mednovus.*

*This session repeated on Wednesday.*



### 2005 Nuclear Medicine Coding and Payment for Hospitals and Imaging Centers

Denise A. Merlino, MBA, FSNMTS, CNMT

Merlino Healthcare Consulting Corp., Stoneham, MA

*This session generously sponsored by Merlino Healthcare Consulting Corp.*



### A Mammography Quality Standards Act (MQSA) Update

Bonnie Rush, RT(R) (M) (QM)

BIS – Breast Imaging Specialists, San Diego, CA



### Leadership and Whole Body Communication

Natalie R. Manor

Natalie Manor & Associates, Merrimack, NH



### The Key to Strategic Growth: Research and Strategy

Elsa Ozuna-Richards, MSA, CMPE

REA Healthcare Strategies, Inc., Reno, NV

Erica Olsen, MBA

M3 Planning, Reno, NV

*This session generously sponsored by REA Healthcare Strategies, Inc.*

*This session repeated on Wednesday.*

## TUESDAY, AUGUST 9 (continued)

9:45 AM – 11:00 AM

### General Session and Keynote



#### Nobody Moved Your Cheese!

Ross Shafer

*This session generously sponsored by Fujifilm Medical Systems USA, Inc.*

2:30 PM – 5:30 PM

### Expanded Sessions



#### AHRA Writer's Workshop

Roger Rhodes, CRA, FAHRA

Covenant Healthcare, Milwaukee, WI

Kathleen E. Delaney

American Healthcare Radiology Administrators, Sudbury, MA



#### JCAHO 2005-2006 Update for Hospital Imaging Departments

Judith M. Atkins, RN, MSN

McKenna & Associates, Charleston, WV

2:30 PM – 3:30 PM

### Breakout Sessions



#### CR & DR — Working Together in One Department

David Piazza, AS, RT(R)

Caritas St. Elizabeth's Medical Center, Brighton, MA



#### Advanced Sales Effectiveness

Deborah Mourey, BA, MS

IDE Radiology, a Subsidiary of Radiologix, Inc., Rochester, NY

Bob Gidley, BS

IDE Radiology, a Subsidiary of Radiologix, Inc., Baltimore, MD



#### PACS: It's Not What it Used to Be

Stuart Gardner

SG & A Consulting, Inc., Arlington, TX

*This session generously sponsored by SG & A Consulting, Inc.*



#### Imaging Centers: Creating an Effective Compliance Program

Maureen E. Brooks, CPC, CHC

MEMRAD Medical Group, Long Beach, CA

*This session generously sponsored by MEMRAD Medical Group.*



#### My Job is Great...Except for the People

Richard A. Lewis, CRA

Florida Radiology Imaging, LLC, Maitland, FL



#### Data Migration: Optimizing Image Data Use to Improve Clinical Workflows

Hal Gilreath, MS

Technology Solutions Company (TSC), Jacksonville, FL

Gary Nicolas

Technology Solutions Company, Chicago, IL

*This session generously sponsored by Technology Solutions Company (TSC).*

*This session repeated on Wednesday.*

4:00 PM – 5:30 PM

### Breakout Sessions



#### How to Make Your Meetings at Work a Success

Blaine Lester, FAHRA, RT, MA

UPMC Lee Regional, Johnstown, PA

*This session repeated on Wednesday.*



#### How the Transition to HOPPS Has Affected Radiology

Pamela Kassing, BA, RCC

American College of Radiology, Reston, VA

Denise A. Merlino, MBA, FSNMTS, CNMT

Merlino Healthcare Consulting Corp., Stoneham, MA

*This session generously sponsored by American College of Radiology.*



#### Thinking About PACS? Critical First Steps Toward Success

Jay Mazurowski, BS, CRA, FAHRA

Concord Hospital, Concord, NH

*This session repeated on Wednesday.*



#### Help! I'm Responsible for Overseeing Coding!

Melody W. Mulaik, MSHS, CPC, CPC-H, RCC

Coding Strategies, Inc., Powder Springs, GA

*This session generously sponsored by Coding Strategies, Inc.*



### How to Use and Measure the Productivity of Your RIS/PACS for Proactive Management of Radiology Workflow

Pamela Moseley, MPHA, RT  
Rochester General Hospital, Rochester, NY

Stephen Doerner, MBA, RT  
Eastman Kodak Company, Naperville, IL

*This session repeated on Wednesday.*



### Developing a Pro Forma

Steve Gaines, MS, RT(R)(CT), CRA  
University of Texas Medical Branch, Galveston, TX

## WEDNESDAY, AUGUST 10

8:00 AM – 9:30 AM

Breakout Sessions



### Integrating Your Systems: RIS, PACS, VR, and Document Management

John Griffith, CRA  
Epic Imaging, Portland, OR



### Thinking About PACS? Critical First Steps Toward Success

Jay Mazurowski, BS, CRA, FAHRA  
Concord Hospital, Concord, NH



### Improving the Bottom Line: Establishing a Denials Management Program

Patricia Kroken, BS, FACMPE, CRA  
Healthcare Resource Providers, LLC, Albuquerque, NM

*This session repeated on Thursday.*



### RFP: The Basics of Building and Using an Effective RFP for Capital Acquisitions

David R. Fox, MBA, CRA  
Baptist Health, Little Rock, AR



### PET or PET/CT? The Questions That Must Be Answered

Robert Popilock  
King's Medical Group, Hudson, OH

Scott Brubaker  
King's Medical Company, Hudson, OH



### Building Career Ladders in Imaging Departments

Paulette Peterson, MEd, RT(R)(M)(QM)  
Monroe Community College, North Tonawanda, NY

9:45 AM – 11:00 AM

General Session and Keynote



### Life Skills for the 21st Century

C.W. Metcalf

*This session generously sponsored by RSI Medical Group.*

2:30 PM – 5:30 PM

Expanded Sessions



### Service Enthusiasm

Susan Brooks  
Serves You Right! Inc., Scottsdale, AZ

Leigha Renner, RT(R), CRA  
Valley Radiologists Ltd, Glendale, AZ



### JCAHO 2005-2006 Update for Freestanding Imaging and Diagnostic Centers Not Associated with a Hospital

Judith M. Atkins, RN, MSN  
McKenna & Associates, Charleston, WV

2:30 PM – 3:30 PM

Breakout Sessions



### Predictive Equipment Maintenance Effects on Department Workflow and Repair Budgets

Richard Kubsch, AET, BSBA  
Siemens Medical Solutions USA, Inc., Cary, NC

*This session generously sponsored by Siemens Medical Solutions USA, Inc.*



### The Language of Leadership: Overcoming Obstacles to Accountability

Jenifer Madson, BA  
Wealth Journeys, LLC, Erie, CO

*This session repeated on Thursday.*



### The Art of Forecasting Demand: Planning Wisely for Resource Expenditure

Pamela Harlem, MBA  
RCG Healthcare Consulting, San Rafael, CA

*This session generously sponsored by RCG Healthcare Consulting.*



### Electronic Imaging Quality Assurance and Its Impact on Patient Safety

Donna Drew, RT(R), RDMS, BS  
Memorial Hospital, Colorado Springs, CO

## WEDNESDAY, AUGUST 10 (continued)

2:30 PM – 3:30 PM

Breakout Sessions



### Radiologist Assistants: Notes from Across the Pond

Lara Henshaw, MBA, MS

RCG Healthcare Consulting, Boston, MA

*This session generously sponsored by RCG Healthcare Consulting.*



### Data Migration: Optimizing Image Data Use to Improve Clinical Workflows

Hal Gilreath, MS

Technology Solutions Company (TSC), Jacksonville, FL

Gary Nicolas

Technology Solutions Company, Chicago, IL

*This session generously sponsored by Technology Solutions Company (TSC).*

4:00 PM – 5:30 PM

Breakout Sessions



### How to Make Your Meetings at Work a Success

Blaine Lester, FAHRA, RT, MA

UPMC Lee Regional, Johnstown, PA



### You've Signed the Contract — So What's Next?

Kimberley Garriott, PMP

Clarian Health Partners, Indianapolis, IN

Carlos Vasquez, CRA, MSM

Clarian Health Partners, Indianapolis, IN

*This session generously sponsored by Clarian Health Partners.*

*This session repeated on Thursday.*



### Improving Coding Consistency Between Hospital and Radiologist

Jackie Miller, RHIA, CPC

Coding Strategies, Inc., Powder Springs, GA

*This session generously sponsored by Coding Strategies, Inc.*



### MRI Suite Safety Challenges, Including Seamless Upgrades from 1.5 to 3.0 Tesla

Robert Junk, AIA

Junk Architects, PC, Kansas City, MO

Tobias Gilk, MArch

Junk Architects, PC, Kansas City, MO

*This session generously sponsored by Ansul Incorporated and Mednovus.*



### How to Use and Measure the Productivity of Your RIS/PACS for Proactive Management of Radiology Workflow

Pamela Moseley, MPHA, RT

Rochester General Hospital, Rochester, NY

Stephen Doerner, MBA, RT

Eastman Kodak Company, Naperville, IL



### The Key to Strategic Growth: Research and Strategy

Elsa Ozuna-Richards, MSA, CMPE

REA Healthcare Strategies, Inc., Reno, NV

Erica Olsen, MBA

M3 Planning, Reno, NV

*This session generously sponsored by REA Healthcare Strategies, Inc.*

## THURSDAY, AUGUST 11

8:00 AM – 9:30 AM

Breakout Sessions



### You've Signed the Contract — So What's Next?

Kimberley Garriott, PMP

Clarian Health Partners, Indianapolis, IN

Carlos Vasquez, CRA, MSM

Clarian Health Partners, Indianapolis, IN

*This session generously sponsored by Clarian Health Partners.*



### Successful PACS Implementation for the Imaging Center

John Griffith, CRA

Epic Imaging, Portland, OR



### Improving the Bottom Line: Establishing a Denials Management Program

Patricia Kroken, BS, FACMPE, CRA

Healthcare Resource Providers, LLC, Albuquerque, NM



### The ABCDs of Hiring the Right Person for the Job

Kenneth R. Cohen, PhD

The Synergy Organization, Bensalem, PA



### PACS Administration and Project Management

Mark A. Struthers, BBA, BSRT, RT(R)(MR)

The Advanced Health Education Center, Houston, TX



### Education and the Developing Role of the Radiologist Assistant

Gladys Montane, MA, RT(R)(M)

University of Medicine and Dentistry of New Jersey—School of Health Related Professions, Newark, NJ

10:00 AM – 11:00 AM

Breakout Sessions



### A Radiology Primer for Access, Billing and Compliance

Jeff Schaefer, MHA, CNMT, RT

University Medical Center, Tucson, AZ

Angela Eby, MBA

University Medical Center, Tucson, AZ

Rosalie Fowler, MHSA, MS

University Medical Center, Tucson, AZ



### The Language of Leadership: Overcoming Obstacles to Accountability

Jenifer Madson, BA

Wealth Journeys, LLC, Erie, CO



### Strategies for Contracting with Workers' Compensation Payor Outsourcing Companies (aka "Brokers")

Stephen P. Ellerman, BS, MS

One Call Medical, Inc., Parsippany, NJ

This session generously sponsored by One Call Medical, Inc.



### Equipment Management: The Good, the Bad and the Effective

Daniel O'Neill

USCS, a Business Unit of Thermo Electron, Brookfield, WI

This session generously sponsored by USCS, a Business Unit of Thermo Electron.



### Developing an MRI Safety Program for Emergency Response Personnel

Frank B. Panzarella, MHSA

RCG Healthcare Consulting, Boston, MA

Sherry Piskadlo, RT(R)(MR)

Massachusetts General Hospital MRI, Boston, MA

This session generously sponsored by RCG Healthcare Consulting.

11:00 AM – 2:00 PM

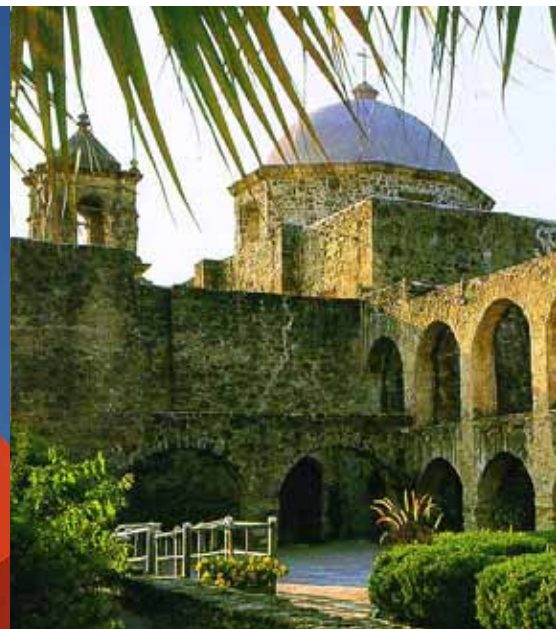
Closing Luncheon and Keynote



### How to Leave The Office Earlier!

Laura Stack

This session generously sponsored by Bracco.



All photos courtesy of San Antonio Convention & Visitors Bureau



## Membership

Join AHRA today and save \$100 on your full Annual Meeting registration by registering at the AHRA member rate! Check the box below.

- AHRA Membership and one-time Application Fee \$180

## Workshops

- AERS Instructors Workshop on Sunday, August 7**

The fee below includes continental breakfast and full day workshop program.

AERS/AHRA Member	\$250
Non-member	\$300

- AHRA Workshop on Sunday, August 7**

The fee below includes continental breakfast and half-day workshop program.

*With AHRA full Annual Meeting Registration:*

AHRA Member	\$55
Non-member	\$75

*Workshop Only:*

AHRA Member	\$100
Non-member	\$125

- Session: "Determining Your Personality Type: How to Use It Effectively as a Manager" with Gene Frank, Sunday, August 7, 1:00 PM – 4:00 PM (Limit: 40)**

The fee below is required for the Meyers-Briggs workbooks.  
\$20 per attendee

- Discounts for Multiple Registrants**

If your facility is sending 3 or more registrants, you can take advantage of discounted fees. Take 5% off the registration fee for the third and additional registrants from the same facility. This discount does not apply to multiple facilities within a health system. Each registrant must complete a registration form. **\*PLEASE NOTE: This discount applies to the registration fee ONLY. It should not be applied to the total, once additional workshop and guest fees have been included.** \*\*Please list the name of the other registrants from your facility in the space provided below, or if you are registering online, indicate in the fields provided.

\*\*Please list the name of other registrants from your facility:

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## Additional Guest Fees

Guest badges for family members are complimentary. Guests are welcome to attend non-ticketed events with their registered family member. If guests would like to attend any of the following events, tickets must be purchased. (Please refer to the end of this registration form for more information regarding guest badges)

- Guest Theme Party, Wednesday, August 10** \$25 *No. of tickets* \_\_\_\_\_
- Guest Exhibit Hall Lunch** \$25 per day
- Please Select Day(s):
- Monday 8/8 *No. of tickets* \_\_\_\_\_
- Tuesday 8/9 *No. of tickets* \_\_\_\_\_
- Wednesday 8/10 *No. of tickets* \_\_\_\_\_
- Guest Closing Luncheon, Thursday, August 11** \$25 *No. of tickets* \_\_\_\_\_

## Special Needs

Do you have any special needs that require special arrangements? Please describe:

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## REGISTER ME NOW!

Registration fee		_____
Multiple registration discount	—	_____
Additional workshop fees		
AERS Workshop	+	_____
AHRA Workshop	+	_____
Additional guest fees	+	_____
	<b>TOTAL</b>	_____

## Registration Payment

Meeting registration payment MUST accompany this form. If you are using MasterCard, VISA, or American Express, the registration form can be faxed to (978) 443-8046, or you may register online at www.ahraonline.org. If you register by fax or online, please DO NOT also send a copy of your registration by mail; this may result in a duplicate registration.

- Payment enclosed.
- Check (made payable in US dollars to AHRA – Federal Tax ID: 23-7271872)
- Credit Card
- Visa **CVV Code\*** \_\_\_\_\_
- MasterCard **CVV Code\*** \_\_\_\_\_
- American Express

Card Number \_\_\_\_\_

Expiration Date \_\_\_\_\_

Name on card (please print) \_\_\_\_\_

Authorized Signature \_\_\_\_\_

\* The CVV code is the last 3 digits in the signature strip on the back of the credit card.

## Continuing Education

AHRA has applied for ARRT Category A continuing education credit. Indicate below if you desire credit.

- Category A Continuing Education Units (ARRT)
- ARRT Certificate Number \_\_\_\_\_

## Guest Badges

Guest badges are for family members accompanying you to the AHRA Annual Meeting and Exposition and permit participation in select activities on a space-available basis and for certain functions with the purchase of a ticket. Please refer to the on-site program book for activities which guests may participate in on a space-available basis. They are not intended for radiology or other healthcare professionals. AHRA reserves the right to deny guest badges to any individual for any reason at any time.

Please provide the names of family members who will need badges (full names are required):

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# ahra education foundation's 6th annual golf tournament

The 2005 Imaging Classic will be held at The Quarry Golf Club. The registration fee includes greens fees, shirt, lunch, cart, and transportation to and from the course. Players may enter individually or as part of a team. The tournament, a scramble format, will be followed by an awards ceremony and lunch.

## Tournament Details

Sunday, August 7, 2005  
The Quarry Golf Club  
Start: 6:45 AM  
Format: Scramble (4 players/team)  
Fee: \$130 per member  
\$150 per non-member

## Tournament Information

Register by fax: 978-443-8046  
Register by mail: using the form below  
or  
Register online: [www.ahraonline.org](http://www.ahraonline.org)

## AHRA Education Foundation's 6th Annual Golf Tournament

### Tournament Registration

<b>Player 1:</b>	_____	AHRA Member? <input type="checkbox"/> Yes <input type="checkbox"/> No
	Name _____	Shirt size*: _____
	Address _____	_____
	Tel _____ Fax _____	Email _____
<b>Player 2:</b>	_____	AHRA Member? <input type="checkbox"/> Yes <input type="checkbox"/> No
	Name _____	Shirt size*: _____
	Address _____	_____
	Tel _____ Fax _____	Email _____
<b>Player 3:</b>	_____	AHRA Member? <input type="checkbox"/> Yes <input type="checkbox"/> No
	Name _____	Shirt size*: _____
	Address _____	_____
	Tel _____ Fax _____	Email _____
<b>Player 4:</b>	_____	AHRA Member? <input type="checkbox"/> Yes <input type="checkbox"/> No
	Name _____	Shirt size*: _____
	Address _____	_____
	Tel _____ Fax _____	Email _____

(\*Please indicate shirt size – men's sizes S, M, L, XL, XXL, XXXL.) Shirt sizes cannot be guaranteed for registrations received after July 10, 2005

### Payment information

Check enclosed, payable to AHRA Education Foundation

Mastercard  Visa  American Express Card # \_\_\_\_\_ Exp. Date \_\_\_\_\_

### Mail or fax form to:

AHRA Education Foundation Golf Tournament, 490-B Boston Post Road, Suite 101, Sudbury, MA 01776  
Fax (978) 443-8046, or register online: [www.ahraonline.org](http://www.ahraonline.org).

# ahra 2005

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USCS, a Business Unit of Thermo Electron



## AHRA's 33rd Annual Meeting and Exposition

**August 7-11, 2005**

Gonzalez Convention Center  
San Antonio, TX

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

**1-877-984-MEET**

490-B Boston Post Road, Suite 101  
Sudbury, MA 01776



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