



# IAMERS Newsletter

Editor – Diana Upton

Technical Editor – Wayne Webster

March 31, 2011

## INSIDE THIS ISSUE

- 1 Letter from the President
- 2 ISO 9001 Registration  
Should You Be Registered?  
– Wayne Webster
- 3 IAMERS 2011 ECR Reception
- 3 IAMERS Membership Drive
- 4 FDA Letter to Industry About Import  
Entry Review Process
- 5 Michael Friebe Leaves Tomovation
- 5 Platinum Receives ISO Certification
- 6 What's Your Business Worth?  
– Brad Fleisher
- 7 IAMERS Annual Meeting Agenda
- 7 Important Dates & IAMERS Events
- 8 IAMERS New & Information
- 10 Advice from Miss Mud



## Letter from the President

Dear Members,

In this Newsletter we continue to focus on the upcoming Annual Meeting in the Bahamas. In addition to being a wonderful place to vacation, we know you will find value in the presentations during the business sessions.

One of our speakers this year is Brad Fleisher who is an expert at valuing companies for sale, merger and acquisition or equity redistribution. Brad's article on Page 6 is a preview of his presentation.

Maggie Sayre, the Executive Director of AQ Imaging (a trade association of imaging centers) offers an update on what's happening with independent imaging centers. As the payers appear to be shifting their favor back towards the hospitals, where does that leave all these non-hospital based imaging centers??

Of course, our push towards ISO Education and Certification will be a part of the meeting.

The complete agenda for the 2011 Annual Meeting is on Page 7.

This will be our first annual meeting where we've invited children. They are welcome to attend all of the festivities except for the business sessions.

If you're planning on attending, please register as soon as possible. It helps us with the planning process.

We look forward to seeing you (and your family) in the Bahamas. Maybe one of the kids will go down that big slide with me.

Cheers,

# ISO 9001 Registration – Should You Be Registered?

Wayne Webster

If you've been to Home Depot, stayed at a hotel, bought a ticket on a major airline, visited Staples or almost anything where money went from your wallet to their cash register you were most likely contacted by email soon after to ask you about your experience. The hotel wants to know how happy the employees were upon your arrival, did you like the workout area, the business center, the selection at breakfast, your room with the view of the parking lot and the dumpster.

Staples wants to know if you were greeted properly and if you found everything. Home Depot wants to know if the selection of plants, lumber and assorted nuts and bolts met your expectation. The airline wants to know how well they did as you were pushed into a middle seat and found your knees up around your nose for three hours.

All of these inquiries and more are a result of ISO 9001 registration, a process designed to help us find ways to improve our product or service. The International Organization for Standardization (ISO) is responsible for developing the standards by which those who seek registration are judged. Here's how they describe the organization:

“ISO is the world's **largest developer** and publisher of **International Standards**.

ISO is a **network** of the national standards institutes of **160 countries**, one member per country, with a Central Secretariat in Geneva, Switzerland, that coordinates the system.

ISO is a **non-governmental organization** that forms a bridge between the public and private sectors. On the one hand, many of its member institutes are part of the governmental structure of their countries, or are mandated by their government. On the other hand, other members have their roots uniquely in the private sector, having been set up by national partnerships of industry associations.

Therefore, ISO enables a **consensus** to be reached on solutions that meet both the requirements of business and the **broader needs of society**.”

As they state ISO is not a governmental agency but rather a worldwide organization that establishes standards which lead to methods for measuring the quality of the customer interaction with the company and the quality of the products or services the company offers. ISO registration is an audit of how well you are implementing the methods and responding to the data developed to improve your product. ISO registration is sought around the world by companies of all types.

ISO registration which helps you establish a Quality Management System or QMS, and all of the overhead associated with it is a good idea. When properly implemented the result is a method for measuring your customer's response to your product and improvements you make based upon feedback. When registered you'll be passing an important test for buyers interested in your product that see ISO registration as a way to weed out undesirable vendors.

The demand for ISO registration also created a small industry of people who audit, teach and help you implement the program at your company. Once you're registered there's an extra amount of labor to be allocated if you are to make use of the information being generated and to maintain your ISO 9001 registration.

If your company is mostly staffed by sales people you may find the discipline required to maintain an ISO program missing. People, who audit, implement and maintain ISO programs are folks who like collecting data, analyzing trends, developing spread sheets and tables. This isn't usually what sales people like to do. So you may need to consider outsourcing the task or adding the capability.

At the annual IAMERS meeting I'll be leading a discussion on ISO 9001 registration. I'm not an expert just an observer and student. Before seeing the outcome of a program and the improvements that can result in customer satisfaction I didn't think ISO 9001 registration was necessary. I've become a believer. ISO QMS establishment, analysis and data interpretation can make it possible for you to look at your business from the outside as customers view it.

Here's an example of what can result when data is developed about a product and that data is used to improve the customer experience. Hospitals adding IT to their facilities were analyzed to see if those spending more on IT were any different from others spending less. To me, the casual observer, the answer seemed obvious. If you had more ability to analyze every department and how they managed their various functions then you'd run a tighter ship, reduce your costs. Makes sense doesn't it? That's what the people running the hospitals thought too.

Well here's what they discovered when they analyzed the data. They didn't save money, they saved lives. The hospitals with the larger IT capability were able to provide data that resulted in a change in how they conducted their activities and as a result their in-hospital death rate fell. Want to improve the customer experience? Lower their in-hospital death rate. That gets their attention!

This example speaks to the value of collecting data that can be mined with the purpose of improving a product or service and by definition the customer experience. ISO QMS and the accompanying audits are intended to guide you through the process so you can establish regular procedures for the collection of customer information and reporting placing your company on a continuous improvement cycle.

Many in IAMERS think they don't need to be ISO 9001 registered and maybe they're right. But keep in mind the world is fast becoming one where we compete on the Internet with many companies with similar offerings. Buyers, Government agencies and others set criteria that sellers must meet if they wish to be a qualified vendor. ISO 9001 registration is increasingly becoming one of the important criteria.

More and more we're seeing buyers of parts and equipment requesting that the vendor be ISO 9001 registered and the vendor's suppliers too. Our session at the annual meeting is designed to provide an overview of the ISO 9001 registration process and to give you an opportunity to hear from and ask questions of those who've completed registration, are in the process of ISO 9001 registration, or considering it.

In today's marketplace changes are happening faster than we can anticipate. Knowing your potential customer a little better is a good way to ride the wave of change. ISO registration is a way to take a step back and view what the marketplace thinks of your offering. Remember, the world is changing just as fast for the buyer as it is for you. ISO 9001 registration and QMS program implementation is a great way to help your customer cope as you improve your offering meeting the demands of our fast changing marketplace.

---

## **ECR 2011 IAMERS Reception**

IAMERS wishes to thank the Sponsors of the 2011 ECR Reception in Vienna. It is only through sponsorships that these events are possible.

**Agito Medical  
Diagnostix Plus  
Metropolis International  
Nationwide Imaging  
Platinum Medical Imaging**

---

## **IAMERS Membership Drive**

In an effort to boost our revenue – and thus continue our efforts with the FDA, IAMERS sent a letter to members on December 2<sup>nd</sup> explaining the new membership drive. If you help us recruit qualified members, you'll be rewarded for your efforts.

If you bring three (3) new members to IAMERS within a 12-month period, and they stay members for at least 13 months (in other words, they renew their membership), you will get your dues free during the following year.

Please make sure the applying members list you as their sponsor. A copy of the application to join IAMERS can be found on the website.

The drive started on December 1<sup>st</sup> and a few members are already on their way to free dues.

## Letter to Industry about Import Entry Review Process

Dear Official Correspondent/United States Agent,

The United States Food and Drug Administration (USFDA), Center for Devices and Radiological Health (CDRH), is increasingly concerned with the number of imported medical devices that do not have sufficient entry data to allow the USFDA to make a prompt admissibility decision at the port of entry into the United States (US). The purpose of this letter is to provide specific recommendations to facilitate the import entry review process. These recommendations will directly impact your company's ability to import medical devices, electronic product components, parts and finished product into the US.

The USFDA is attempting to help expedite the admissibility process for submissions that contain the correct Affirmations of Compliance (AofC) and other requested data. If appropriately submitted, this practice will increase the likelihood that your shipment may be processed based on import system screening and not held for further USFDA entry review. It is essential that the appropriate personnel associated with the import process (e.g., regulatory affairs, import personnel, brokers/filers, etc.) receive and understand this notification and that your company's procedures are updated accordingly.

When an imported product arrives in the US, certain information must be provided/transmitted electronically to the United States Customs and Border Protection (CBP). If the product is or may be regulated by USFDA, CBP sends the import entry information to USFDA for verification to ensure that the product meets USFDA requirements. Without the proper information, USFDA may initiate a manual review of each line of your entry, which may lead to delays in its release to the importer/consignee.

Importers will need to work closely with their import personnel (brokers/filers) to verify that information submitted is correct to ensure the highest level of data quality. For the review of entries to be as expeditious as possible, consistent and accurate identifiers for firms and correct product codes for the product being imported must be submitted. Inaccurate and/or inconsistent data may lead to delays. Additionally, we encourage submission of AofC codes along with their appropriate qualifier. The submission of correct and accurate entry data and AofC codes will help expedite the entry review process and increase the likelihood that your shipment may be processed based on import system screening and that it is not held for further USFDA entry review.

The USFDA has developed new AofC codes and revised old AofC codes appropriate for use when transmitting entries of imported medical devices. In the following appendix you will find AofC codes with their associated descriptions and qualifiers for medical devices. Each entry line should contain an AofC code for:

- Device Foreign Manufacturer (DEV) or Device Foreign Exporter (DFE)
- Device Listing (LST)
- Device Initial Importer (DII)
- Premarket Application (PMA) (Can be a PMA, a Humanitarian Device Exemption (HDE), or a Product Development Protocol (PDP) number)  
OR a Premarket Notification Number (PMN)  
OR an Investigational Device Exemption (IDE)

Additional AofC codes can be provided as considered necessary. Use of these codes affirms that the product identified in a USFDA import entry line meets USFDA requirements specific to the product. While use of these AofC codes is voluntary, transmission will help expedite the entry review process and increase the likelihood that your shipment may be processed based on import system screening and is not held for further USFDA entry review.

Consistent and accurate supporting data also impacts radiation-emitting medical electronic products, such as medical lasers, diagnostic x-ray systems, etc. A second letter will be issued describing the import entry filing process for products subject to both the medical device and electronic product radiation regulations.

If you have any questions about the import entry review process for medical devices or any general questions regarding the entry screening process, please contact the CDRH Office of Compliance Import/Export Safety Staff at [cdrhocimport@fda.hhs.gov](mailto:cdrhocimport@fda.hhs.gov). If you have questions related to a specific detained entry, you must first contact the Import Compliance Officer in your local USFDA District Office and reference the entry number for assistance.

Sincerely,

Steven Silverman  
Director  
Office of Compliance  
Center for Devices and Radiological Health

## Dr. Michael Friebe Leaves Tomovation

Dr. Michael Friebe, founder, majority shareholder and managing director of Neuromed (founded 1993, acquired by UMS in 2001), and Tomovation (founded 2003, acquired by Alliance Medical in 2008) has stepped down as Managing Director for Alliance's Northern and Central Europe and Tomovation business effective April 1.

Tomovation developed under his guidance to become the largest independent provider of medical imaging services and innovative image guidance accessories in Central Europe with annual revenues exceeding € 7 M and more than 30 employees. Tomovation showed since its inception continuous product and service innovation.

The company was bought in September 2008 by Alliance Medical Ltd. from Warwick, UK. Dr. Friebe remained the CEO of Tomovation and also assumed the role of Managing Director for Alliance in Northern and Central Europe, an entity with 150 employees in three country organizations.

Michael is known as an outstanding entrepreneur and technical innovator, shown by more than 30 patent applications in his name and numerous actual developments and market introductions. He has been a charismatic and well respected leader and decided after the completion of the fiscal year on March 31<sup>st</sup> 2011 to leave the organization, but will remain a consultant to the organization for some months.

He leaves the company in the hands of a capable senior management team headed by Klaus Muhle and Anthony van de Wal.

Michael will continue his engagement as professor for entrepreneurship at the TU München and as an active business-angel for medical technology ventures (focus on intraoperative therapy and medical imaging).

**During the 2011 IAMERS Euro Meeting,  
in Munich this September,  
Michael will give us a TECH update.**

---

## Platinum Medical Imaging Receives ISO Certification

Platinum Medical Imaging has been awarded certification for ISO 13485:2003 & 9001:2008/No Design from Perry Johnson Registrars.

The renowned certification validates that Platinum Medical Imaging adheres to international standards that are recognized worldwide for establishing a quality management system (QMS) through documented procedures and key performance objectives that are specific to medical devices in the aftermarket industry. The International Organization for Standardization (ISO) is the world's largest developer and publisher of international standards. It is a non-governmental organization that forms a bridge between public and private sectors - making the development and supply of products/ services more efficient, cleaner and safer.

ISO 9001:2008/No Design, addresses the requirements for implementing an efficient quality management system, ensuring that the organization fulfills and achieves continual improvement of its performance. By integrating ISO 13485:2003 it adds specific conditions for maintaining a quality management system where an organization must demonstrate its ability to provide products and services that consistently meet customer and regulatory requirements applicable to the medical device industry.

After the complete implementation, the company's QMS and their respective processes have proven to enhance organizational performance resulting in higher levels of customer satisfaction. "Reaching this significant milestone demonstrates our ability to achieve greater levels of growth and leadership by continually providing quality aftermarket medical solutions worldwide," said Dave Band, CEO of Platinum Medical Imaging.

"In earning registration for ISO 13485:2003 & 9001:2008/No Design, customers can be confident that the products and services they purchase are controlled within a certified quality management system that is based on our mission to enhance overall satisfaction by helping to make secure investments in refurbished medical imaging products," said Jeff Fall, President of Platinum Medical Imaging. The celebrated achievement brings a new level of organizational performance to the company as it provides excellence and assurance through quality processes resulting in high standards, outstanding value and no compromise.

# What's Your Business Worth? Why It's Important to You!

## Brad Fleisher

Let's begin with the second statement first: Why is the value of your privately-owned business important right now, even if retirement is years off? This question is as important to business owners operating in the healthcare industry, including equipment provider and servicers, if not more so, than any. According to Kalorama Information, a market research firm, the medical device industry is forecasted to grow more than 4% to 6% over the next few years, but no one really knows how the system will perform until the Obama healthcare reform plan (or any healthcare reform plan) is finalized. The healthcare sector as a whole is currently in a state of flux with impending historical changes and challenges, which can cause large swings in healthcare business valuations.

If your business is in growth mode and there is no compelling reason to monetize the value of your business in the next five or more years, then your concern, legitimately, should be to figure out how to best handle the coming changes in the market place, redeploy capital to continue growing the company and build the value of your asset(s).

If your company, however, is mature or you expect to enjoy the fruits of your life's labor within the next five or so years, a plan to monetize the value of your company – ordinarily a rigidly illiquid asset and even more so in the current healthcare industry environment -- should be a priority. According to a 2010 PriceWaterhouseCoopers (PWC) Trendsetter Barometer report 72% of private-company CEOs plan to unlock the capital tied up in their business; 38% say they will do so over the next five years; and 60% of small private business owners say they will monetize via a sale in a reasonably short term. And yet, consider these statistics, from another PWC report:

- Only 22% of small, private company CEO's have done a great deal of succession planning, 26% have done some, 24% have done little, and 19%, virtually none (the balance did not report).
- 39% of CEOs have a likely successor in mind, but nearly half (45%) have identified no successor (the balance did not report).

How does all this translate? If you're a small business owner you may very well be the millionaire next door but you probably have approximately 65% to 95% of your total net worth tied to your business. In an industry with structural changes looming, which is likely to introduce new business models, competitors, and new winners and losers, this may not be wise.

To bring this into the realm of everyday living let's assume a simple hypothetical. If your \$10 million revenue business yields an owner benefit of \$500,000 per year (a generous assumption, since the national average salary for small business owners is between \$100,629 and \$268,841 a year according to a Payscale.com Dec 2010 survey), you will need a \$6.25 million nest egg generating an 8% annual return (another generous assumption) to maintain your lifestyle without dipping into principal savings. Admittedly, a crude hypothetical plan but it makes an important and reasonable point no less: *The plan to monetize the value of his or her business will be the single most important transaction of a business owner's life.*

And then, once the decision to plan for an exit has been made, it only gets more complicated. Will you sell to a third party? Transfer ownership to a family member? Is an ESOP a good alternative? How do you not underestimate the value of the business and leave money on the table? How do you not overestimate the value and possibly create buyer's remorse? What about the operating issues – customers, employees, vendors, and competitors? How long does the process take?

### Where to begin?

Like any analysis you need a clear starting place and a desired endpoint. Where am I now? Where do I want to go? (The desired end point is a discussion for a wealth advisor, a topic which is not addressed in this article).

The business valuator, a financial professional which may also be your accountant, collects and analyzes data -- historical financial statements, forecasted financial statements, tax returns, depth and experience of management, type and stability of business operations, industry information, competition, economic statistics, market trends, risk factors, and many other data sets. With this information, the valuator then analyzes and values the business based on various methodologies, which for simplicity purposes, can be categorized into net asset-oriented and earnings-oriented methods. Often, the final valuation is based on an average of two or more methods.

How meaningful is this valuation in exit planning? It's critical when the transfer of ownership is to an internal participant. That is, to family members, partners, management teams, and/or employees. These transfers often occur in a non-competitive negotiation -- the value of the business is based on the report of the business valuator, not the marketplace between a willing buyer and seller. The report is recognized for tax purposes, estate planning, liquidation, contractual agreements and serves as a good beginning for exit planning. You need to know how much your asset is worth in order to protect it and sell it.

However, in the marketplace a business is only as valuable as what a buyer is willing to pay for it. An intermediary, usually an investment banker or a broker but occasionally a lawyer or the business valuator, manages the process of marketing, negotiating, and selling the business. The intermediary certainly uses the quantitative analysis described above but different buyers can arrive at wildly different valuations. A new market entrant is likely to pay more for a

company than a direct competitor. The new market entrant needs everything the company has to offer – management, revenue, customers, vendors, processes and procedures, distribution, among others. The direct competitor may only find value in the revenue and customer base, and therefore is not willing to pay a fair market valuation, let alone a premium. In this dynamic the formal business valuation is less important, if no buyer accepts the price.

So the answer to the question -- What's your business worth? – depends on your exit plan. How much do you need to meet your personal financial objectives? Who is the likely successor of the company? When do you want to retire? Regardless, the sale of the business is likely to be the single most important asset of the owner's financial net worth and deserves serious planning. A business valuation is among the first steps necessary to begin the proper planning.

*Brad Fleisher is a Managing Director of Lexbridge International, a middle market investment bank.  
Mr. Fleisher will be presenting at IAMERS Annual Meeting in April 2011.*

---

## Annual Meeting Business Agenda

### Friday 29<sup>th</sup> April

- 8 am            Breakfast
- 9                Welcome – Diana Upton
- 9:15            ***FDA & IAMERS Legislative Agenda*** – A Panel Discussion – Rob Kerwin, Esq., Moderator  
Topics include:  
                  UDI Advances  
                  21 CFR Regulations  
                  IAMERS Current Legislative Initiatives  
                                  Casper Uldriks, Esq.  
                                  Diana Upton  
                                  Mike Schmit (GE)  
                                  John Weinfurter
- 11              Break
- 11:30           ***Imaging Centers and the Future of Outpatient Radiology***  
                                  Maggie Sayre, Executive Director, AQ Imaging
- Noon            ***Why ISO Certification?***  
                                  Wayne Webster, Diagnostix Plus
- 1 PM            Meeting adjourns for the day

---

### Saturday 30<sup>th</sup> April

- 8 am            Breakfast
- 9                ***Getting Paid Twice for Your Work***  
Valuing Your Company for Sale – A Panel Discussion – Rob Kerwin, Moderator  
                                  Michael Oleksak  
                                  Brad Fleisher  
                                  Michael Radin, Esq.
- 10:45           Break
- 11:15           ***ISO Software for Your Business***  
                                  Bill Drexler, Prism eSolutions
- Noon            IAMERS Business Meeting
- 1 PM            Meeting adjourns

## Important Dates & IAMERS Events

April 2011						
Mo	Tu	We	Th	Fr	Sa	Su
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

June 2011						
Mo	Tu	We	Th	Fr	Sa	Su
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

August 2011						
Mo	Tu	We	Th	Fr	Sa	Su
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

October 2011						
Mo	Tu	We	Th	Fr	Sa	Su
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

May 2011						
Mo	Tu	We	Th	Fr	Sa	Su
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

July 2011						
Mo	Tu	We	Th	Fr	Sa	Su
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

September 2011						
Mo	Tu	We	Th	Fr	Sa	Su
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

November 2011						
Mo	Tu	We	Th	Fr	Sa	Su
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

**AIUM • 14 -17 April 2011**  
**Marriott Marquis**  
**New York, NY**

**IAMERS Annual Meeting • 28 – 30 April 2011**  
**Nassau, Bahamas**  
**Atlantis Hotel & Casino**

**German Radiology Congress • 1 – 4 June 2011**  
**Hamburg, Germany**

**SNM • 4 – 8 June 2011**  
**San Antonio, TX**

**AAMI Meeting • 25 – 28 June 2011**  
**Exhibits 25<sup>th</sup> – 27<sup>th</sup>**  
**Henry B. Gonzalez Convention Center**  
**San Antonio, TX**  
**IAMERS Booth # 628**

**IAMERS European Meeting • 7 – 9 September 2011**  
**Bayerischerhof Hotel**  
**Munich, Germany**

**EANM • 15 – 19 October 2011**  
**Birmingham, UK**

**RSNA • 27 November – 1 December 2011**  
**Booth # TBA**

**IAMERS Member Meeting • Sunday 27 Nov 2011**  
**5:30 – 6:30 PM • InterContinental Hotel**  
**IAMERS Annual RSNA Reception ♣**  
**Monday, 28 November 2011**  
**6:30 PM - ? • InterContinental Hotel**  
**MEMBERS & THEIR GUESTS ONLY**

### Religious/US/world holidays

♣ Member tickets are allocated based on company size in case of RSNA & ECR.  
 Companies with 15 employees or less receive 2 tickets.  
 15+ employees receive 4 tickets.

## Are You Coming to the Annual Meeting in the Bahamas?

If so, you should know that all hotel reservations with the Atlantis must be made by April 14<sup>th</sup>. After that the IAMERS room block expires and we cannot guarantee rates.

## IAMERS News & Information

- All members who have not paid their 2011 Dues (or made payment arrangements) will be terminated as of today (March 31<sup>st</sup>).
- Please check the IAMERS website to make sure you are OK with your listing.
- IAMERS continues to work on the pass code problem that our service members are facing. We expect present an update on our efforts at the Annual Meeting in the Bahamas.
- Please tell us if you can help on a committee. There's plenty to do in areas such as marketing. The more members that can help, the more we can accomplish. If there is something specific you would like to do for the association, let us know.
- Let us know what you think about our articles and our direction. If you don't communicate with us, we'll never know how best to improve. This is your trade association.
- Tell us what's important to you. What do you need from IAMERS on behalf of your business? If you don't tell us, we may not know.
- Is there something you would like to put in the Newsletter? Some news about your company? Let us know. We're happy to include it.
- IAMERS is grateful for the contributions of its sponsors – for all events.

Comments and opinions are welcome.

Diana Upton  
201•357•5400

IAMERS has a unique opportunity to work with Hitachi for service and installations. This is the first OEM that has offered us this type of program. For more details on how you might benefit from this program, please contact Dave Band at [info@dbicorp.com](mailto:info@dbicorp.com) or +1.917.435.3100.

Please let us know if you are interested in attending an IAMERS ISO seminar. In order to not lose money for the association, we need to have a minimum of 10 participants @ \$300 pp. The price includes lunch and runs about four (4) hours. Our location options are:

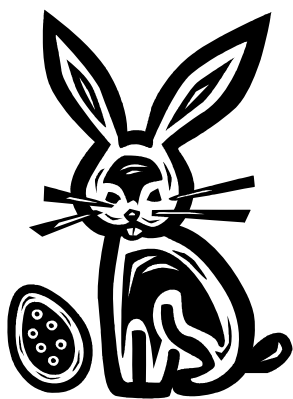
Bloomfield, CT – Office of Soma Technology  
Deerfield Beach, FL – Offices of Platinum Medical  
Boston, MA – Offices of TBHR/Rob Kerwin

We are grateful to our members, and our attorney, who have volunteered their offices in which to hold ISO seminars. This goes a long way towards keeping the cost down.

### 2010/2011 IAMERS Board of Directors

President – Diana Upton • [dupton@optonline.net](mailto:dupton@optonline.net)  
Vice President – Rick Stockton • [rick@nationwideimaging.com](mailto:rick@nationwideimaging.com)  
Secretary – Catherine Moss-Solomon • [moss-solomon@comcast.net](mailto:moss-solomon@comcast.net)  
Treasurer – Jim Goldner • [firstsourceimage@aol.com](mailto:firstsourceimage@aol.com)  
Founding President – Dave Band • [info@dbicorp.com](mailto:info@dbicorp.com)  
Legislative Affairs Chairman – Jim Goldner  
Ethics Chairman – Jeff Fall • [jfsage@aol.com](mailto:jfsage@aol.com)  
International Chairman – Anders Jensen • [afj@agitomedical.com](mailto:afj@agitomedical.com)  
Membership Chair – Bob Feldman • [IAMERSMEMBERS@aol.com](mailto:IAMERSMEMBERS@aol.com)  
Events Chairman – Bob Feldman  
Marketing Chairman – Rob Manetta • [rob@nationwideimaging.com](mailto:rob@nationwideimaging.com)  
Senior Advisor – Ed Gibbs • [ncmegibbs@cs.com](mailto:ncmegibbs@cs.com)  
IAMERS General Counsel  
Robert Kerwin, Esq. • [rkerwin@tbhr-law.com](mailto:rkerwin@tbhr-law.com)

Contact IAMERS @ 877•304•2637 or 201•833•1157



Happy Easter