

Effective Communication is the Key to Medical Physics Leadership

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AAPM Virtual Meeting in the Time of COVID-1

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Disclosures

- **Royalties**
 - Lippincott Williams and Wilkins (book)
- **Travel Funding**
 - American College of Radiology (ACR) (Board Member)
 - American Association of Physicists in Medicine (AAPM) (Board Member)



Leadership Roles in AAPM

- Treasurer and FINCOM Chair
- EXCOM Member
- Board Member
- ...

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25+ Year Member



Mahadevappa Mahesh (Mahesh)
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AAPM Awards / Honors
2007 - Fellow
- ACMP Fellow

AAPM Reports Authored
2019 - Management of Radiotherapy Patients with Implanted Cardiac Pacemakers and Defibrillators: A Report of the AAPM TG-203

History Interviews
2017 by Bhagwat Ahluwalia

Committee Memberships [\[View History\]](#)
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Member of Administrative Council *as Treasurer*
Member of Ad Hoc Committee to Establish an International Council
Member of Ad Hoc Committee to Respond to the Impact of the Coronavirus (COVID-19) on AAPM Meetings
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Guest of Development - *Treasurer*
Member of Education Council *as Treasurer*
Member of Executive Committee *as Treasurer*
Chair of Finance Committee
Member of Investment Advisory *as Treasurer*
Guest of International Educational Activities Committee - *Treasurer*
Member of International Training and Research Coordination Subcommittee
Member of Journals Business Management Committee *as Treasurer*
Member of Meeting Coordination *as Treasurer*
Member of Professional Council *as Treasurer*
Member of Physics Education Task Force Subcommittee
Member of Science Council *as Treasurer*
Member of Strategic Planning Committee of the Board *as Treasurer*
Guest of TG 150 - Acceptance Testing and Quality Control of Digital Radiographic Imaging Systems

Current Individual Appointments
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How important is communication for leaders?

- **Communication is a core leadership function**
 - **Effective communication and effective leadership are closely intertwined**
 - **Leaders need to be skilled communicators**
 - **Need to think with clarity, express ideas and share information with multitude of audiences**



Communication: 1 Idea, 3 Facts, 5 Tips

- **Authenticity counts - a lot**
 - Be honest and sincere
 - Be personable rather than being stoic
- **Visibility is a form of communication**
 - If you want to communicate well, don't be out of sight
- **Listening is a powerful skill**
 - Good communicators are also good listeners
 - Listening fosters trust, respect and openness
 - Allow others to air their gripes and complaints

5 TIPS FOR EFFECTIVE COMMUNICATION



1. **COMMUNICATE** RELENTLESSLY.
2. **SIMPLIFY** AND BE DIRECT.
3. **LISTEN** AND ENCOURAGE INPUT.
4. **ILLUSTRATE** THROUGH STORIES.
5. **AFFIRM** WITH ACTIONS

 Center for Creative Leadership®

Five Tips for Effective Communication



WHAT DO YOU DO WHEN THE BUDGET GOES OUT THE WINDOW?

TREASURER'S REPORT Mahadevappa Mahesh, PhD | Baltimore, MD



I hope that this article finds you and your families in good health and safe. So much has changed in the world since my previous report.

From June-November 2019, volunteers and staff put forth a great deal of painstaking work pulling together the 2020 AAPM budget. The Board of Directors approved the budget during its meeting at RSNA in December 2019. With the budget approved, the plan was in place, and AAPM was ready to start the year and achieve its strategic objectives.

On December 31, 2019, Chinese government officials alerted the World Health Organization of a viral outbreak in Wuhan, China. In early January, the first case of Coronavirus (COVID-19) was reported in the United States. At the time, little was known about the potential threat of the virus. However, before the end of the first quarter:

- The number of reported cases in the United States had grown to over 160,000, with nearly 3,000 deaths.
- The Dow Jones Industrials reported its four most significant one-day declines in history from March 9–16.
- Local governments instituted social distancing requirements to decrease the spread of the virus.

Simply put, in the span of a few short weeks, the plans for 2020 put together over the course of about eight months were null and void. While the budgetary impact of the COVID-19 pales in comparison to the human impact, as your treasurer, I want to discuss the fiscal implications for AAPM.

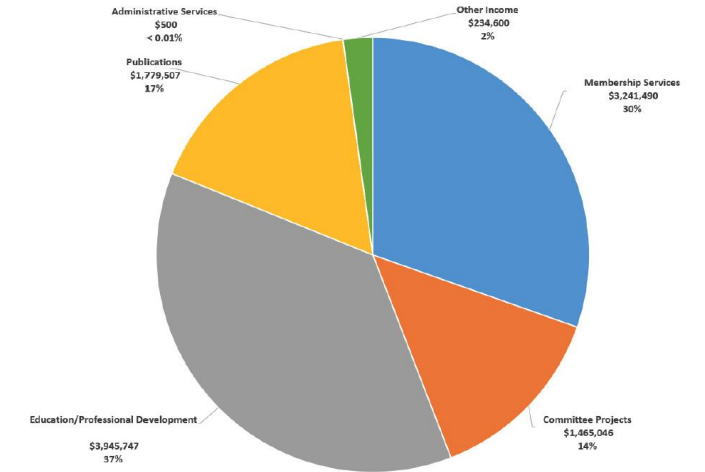
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I would like to thank Robert McKay, AAPM Director of Finance, for his work on this report. Please feel free to reach out to me if you have any questions concerning this report.

2020 Final Budget Approved By the Board					
Final Budget Approved by the Board 12.4.19	Revenue		Expenses		Net
	Direct	Overhead	Direct	Total	
Membership Dues					
Dues	3,221,040	7,500	75,209	82,709	3,138,331
Reinstatement Fees	8,450	0	0	0	8,450
Applications Fees	14,000	0	0	0	14,000
Subtotal	\$3,241,490	\$7,500	\$75,209	\$82,709	\$3,158,781
Membership Services					
Member Inquiries Services	0	0	98,408	98,408	(98,408)
Membership Directory	0	0	6,735	6,735	(6,735)
AAPM Web Site	0	0	379,384	379,384	(379,384)
Subtotal	\$0	\$0	\$484,527	\$484,527	(\$484,527)
Organizational					
Governance	0	298,645	234,512	833,157	(833,157)
Governance - Contingency	0	15,000	0	15,000	(15,000)
Subtotal	\$0	\$313,645	\$234,512	\$548,157	(\$548,157)
Councils and Committees					
Administrative Council	40,000	746,125	510,567	1,256,692	(1,216,692)
Education Council	401,040	502,720	165,688	668,408	(267,368)
Professional Council	552,006	378,681	154,086	532,767	19,239
Science Council	472,000	1,088,461	261,129	1,319,590	(847,590)
Committees Reporting to the Board	0	80,795	132,974	222,769	(222,769)
Liaisons with other Organizations	0	0	0	0	0
Subtotal	\$1,465,046	\$2,775,782	\$1,224,444	\$4,000,226	(\$2,535,180)
Education & Professional Development					
Annual Meeting	3,307,704	1,958,129	695,000	2,623,129	684,575
Summer School	318,938	211,041	46,245	257,286	61,650
Spring Clinical Meeting	318,107	210,507	80,000	290,507	25,600
RSNA	3,000	118,600	64,852	183,402	(180,402)
Specialty Meetings	0	0	12,436	12,436	(12,436)
Subtotal	\$3,945,747	\$2,498,277	\$868,483	\$3,366,760	\$578,987
Publications					
Journals	1,779,507	635,258	45,314	680,572	1,098,935
Subtotal	\$1,779,507	\$635,258	\$45,314	\$680,572	\$1,098,935
Administrative Services					
Administration/Prof Services/AIP	500	254,000	114,737	368,737	(368,237)
General Operations /Prince Street	0	134,325	1,826,039	1,860,364	(1,860,364)
Subtotal	\$500	\$388,325	\$1,940,776	\$2,329,101	(\$2,328,601)
Other Income & Expense					
AAPM Mailing Lists	8,400	0	20,982	20,982	(12,582)
Membership Certificates	100	0	0	0	100
Royalties - AAP	100,000	0	0	0	100,000
Investment Earnings & Fees	5,000	0	0	0	5,000
CAMPEP	103,500	0	55,697	55,697	47,803
RSEA	7,600	7,600	0	7,600	0
Services to other organizations (COMP, SDAMPP, etc.)	10,000	0	16,779	16,779	(6,779)
Contributions and Donations	0	8,000	0	8,000	(8,000)
Dues and other payments/AIP	0	75,551	0	75,551	(75,551)
Miscellaneous	0	0	0	0	0
Subtotal	\$234,600	\$91,151	\$93,458	\$184,609	\$49,991
TOTAL FROM OPERATIONS	\$10,666,890	\$6,709,938	\$4,966,723	\$11,676,661	(\$1,009,771)
AAPM Education & Research Fund	279,850	254,965	9,907	264,872	14,978
Investment Income	270,000	45,000	0	45,000	225,000
Grand Total	\$11,216,740	\$7,009,903	\$4,976,630	\$11,986,533	(\$769,793)
			2020 Model to Break-Even	(\$949,554)	
			2020 Model Debt Service	\$956,368	
			2020 Debt Service Loss	(\$31,498)	



AAPM Newsletter



85% of a leader's success depends on communication skills and attitudes toward people

Only **15%** of a leader's success depends on specialized knowledge

