Instructor:

Professor S. Sarkar, PhD, RT (R, MR, CT, N), CNMT, DABMP (Medical Physics)
Room P- 513
ssarkar@citytech.cuny.edu

Class: Tuesday 6:00 – 8:30 pm
Office hours: Monday & Tuesday 5:00 – 6:00 pm

Revised: January 2016
COURSE DESCRIPTION:

This course focuses on substantive medical imaging ethical and legal aspects, accreditation, compliance and non-compliance issues. Additional topics will include political context of health care organization and delivery, mechanisms for policy formulation and implementation, reporting, and risk management techniques. Students will examine the various methods of health delivery, explore complex issues and themes that affect medical imaging, radiation therapy and allied health education in a substantial writing assignment.

PREREQUISITES: LIB 1201, RAD 3527, RAD 3627, RAD 3628.

COURSE OBJECTIVES:
Upon completion of RAD 4830, students will be able to:

1. Demonstrate skills in relating to the Joint Commission standards and Health Insurance Portability and Accountability Act (HIPAA) regulations regarding the accountability and protection of patient information.
2. Outline civil procedures followed when a complaint is filed against an R.T.
3. Hiring and training of employees. Optimizing departmental cost structure and budgeting for Radiology department
4. Evaluate a risk management plan to determine if it complies with effective risk management practice standards. This includes approaches to enhance radiologic safety and quality as related to the radiology protocols, services, equipment and regulatory guidelines.
5. Analyze the various influences of policy on quality, cost and benefits of radiologic services as related to the needs of Emergency department, specialized centers, in-and outpatients.
6. Characterize the impact of technology influencing multiple imaging modalities and radiologic information systems to improve health care delivery, hospital budgets and patient care.

TEXTBOOK:
REQUIRED:
RECOMMENDED WEB SITES:

Leader to Leader Institute at http://www.drucker.org/leaderbook/L2L/index.htm
The Center for Health Professions at http://futurehealth.ucsf.edu/pewcomm/competen.html
Accreditation agency for radiology department http://www.acr.org/Quality-Safety/Accreditation
Federal advising for radiologic equipment policies at http://www.fda.gov/MedicalDevices/
Discussions on Radiology Business and Economics at http://www.radiologybusiness.com
Also see at http://www.auntminnie.com/ and
http://www2.massgeneral.org/facultydevelopment/cfd/pdf/20111006budgetingbasics.pdf

COURSE REQUIREMENTS AND ASSESSMENT

Students enrolled in RAD 4830 must:
1. Attend and actively participate in all lecture sessions
2. Complete all required reading/viewing and in-class activities.
3. Submit and present 2 article summaries.
4. Submit and present a research paper on a legal case or health care issue.
5. Participate in Midterm and Final Examinations.

COURSE GRADING

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>In-class participation (current and future of RT education)</td>
<td>10%</td>
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<tr>
<td>Assigned article summaries discussed by students</td>
<td>15%</td>
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<tr>
<td>Research paper – writing and presentation</td>
<td>25%</td>
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<tr>
<td>Midterm Exam</td>
<td>25%</td>
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<tr>
<td>Final Exam</td>
<td>25%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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ATTENDANCE POLICY

No more than **2 absences** will be allowed in this course. Each additional absence (excused or unexcused) will lower your course grade by one letter grade. This means that if your average is A and you were absent three times, the highest grade you can achieve is A-. And if you were absent 4 times, the highest grade you can achieve is B+. In general, students in the Rad Tech major must maintain grades that are above C.

LATENESS

Arrival 15 minutes after the scheduled start of class time will be counted as a lateness. Two late arrivals to class will be counted as one absence and may affect the final course grade. If time permits within the course, students with two or more late arrivals may be given an option to study additional research materials and present for 5 minutes to the class to remove some of the late penalties. However, this may or may not be possible if it disrupts the course content.

CLASSROOM CONDUCT

- No cellular phone interruptions during class (**Turn off before class**).
- No talking during instructor's lectures or when another student is speaking.
- Food and drinks are not allowed in the classroom at any time
- **Note:** Although discussions and group learning are encouraged, originality and individual's hard work will be highly recognized. Blind copying or "unacknowledged borrowing of intellectual work" will be considered cheating and could result in an “F” for the course.
NYCCT POLICY ON ACADEMIC INTEGRITY
Students and all others who work with information, ideas, texts, images, music, inventions, and other intellectual property owe their audience and sources accuracy and honesty in using, crediting, and citing sources. As a community of intellectual and professional workers, the College recognizes its responsibility for providing instruction in information literacy and academic integrity, offering models of good practice, and responding vigilantly and appropriately to infractions of academic integrity. Accordingly, academic dishonesty is prohibited in The City University of New York and at New York City College of Technology and is punishable by penalties, including failing grades, suspension, and expulsion. The complete text of the College policy on Academic Integrity may be found in the catalog.
# RAD 4830 – Capstone Leadership Roles in Medical Imaging
# Assignments, Presentations & Exam Schedule

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topic &amp; Activity</th>
<th>Assignments</th>
</tr>
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<tbody>
<tr>
<td>#1</td>
<td>2/2</td>
<td>Health Care Delivery System:</td>
<td>Overview, discuss strength and needs of the incoming class.</td>
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<td></td>
<td></td>
<td>Lecture and Discussion on the historical perspectives and technological advances as they relate to the delivery of health care in the U.S.</td>
<td>Disseminate and assign dates for in-class presentations.</td>
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<td></td>
<td>Students Form groups.</td>
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<tr>
<td>#2</td>
<td>2/9 **F</td>
<td>No Classes, Follows Friday Schedule</td>
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<tr>
<td>#3</td>
<td>2/16</td>
<td>Lecture &amp; Discussion, presentation of article summary. Lecture: Professional behavior in Health Care, Effective Communications with Patients “How to speak to and with patients”.</td>
<td>Read Towsley-Cook, Ch. 3</td>
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<tr>
<td>#4</td>
<td>2/23</td>
<td>Ethical &amp; Legal Foundations:</td>
<td>Read Towsley-Cook, Ch. 1</td>
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<td>Lecture on the foundations of ethical and legal principles followed by group discussions.</td>
<td>Read Aiken, Ch.8</td>
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<td></td>
<td>Legal Issues: Lecture and discussion on the principles of Civil, Criminal, Administrative Law and common areas of liability in Medical Imaging. Class discussion and group summary.</td>
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<tr>
<td>#5</td>
<td>3/1</td>
<td>Preliminary title and brief outline of research papers due (else special permission needed)</td>
<td>Research topic proposal outline due.</td>
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<td>Scope of Practice &amp; Practice Standards: Lecture and In-class discussion of Scope of Practice of the Imaging Professional.</td>
<td>Read Towsley-Cook, Ch. 10 &amp; Appendix A: Code of Ethics.</td>
</tr>
<tr>
<td>#6</td>
<td>3/8</td>
<td>Principles of Beneficence and Non-malfeasance: Group discussion</td>
<td>Read Towsley-Cook, Ch. 2</td>
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<td></td>
<td>Patient Autonomy and Informed Consent: Slide presentation on patient autonomy and informed consent.</td>
<td>Read Towsley-Cook Ch. 4</td>
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<td></td>
<td>More materials T.B.D.</td>
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<tr>
<td>#6</td>
<td>3/15</td>
<td>Radiology budgeting methods, equipment, contrast media and personnel costs, equipment upgrade versus acquisition of new equipment, promotion criteria, cross-training – pros and cons</td>
<td>T.B.D.</td>
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<td>Discuss various Radiology vendors: systems, software, pricing</td>
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<td>#</td>
<td>Date</td>
<td>Topic</td>
<td>Format/Activity</td>
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<tr>
<td>#7</td>
<td>3/22</td>
<td>Risk and Quality Management and the Medical Imaging Professional: How to manage safety, risk and quality in radiology. Discuss Core Concepts of Quality and Risk Management</td>
<td>In-class Discussions</td>
</tr>
<tr>
<td>#8</td>
<td>3/29</td>
<td>Midterm Exam Patient Information Management: HIPAA regulations are discussed. Patient confidentiality and HIPAA awareness. Administrative and Medical Record Liability and Litigations.</td>
<td>1-hour lecture followed by Midterm Exam.</td>
</tr>
<tr>
<td>#9</td>
<td>4/5</td>
<td>More on Safety, Risk and Quality: contd (more on equipment selection, purchasing) Continue radiologic safety and risks as related to HIPAA and austerity budgets</td>
<td>In-class Discussions</td>
</tr>
<tr>
<td>#10</td>
<td>4/12</td>
<td>Preliminary presentation of research papers from all teams: Feedback from the whole class</td>
<td>Early ideas and 7 minute feedbacks by all paper presenters</td>
</tr>
<tr>
<td>#11</td>
<td>4/19</td>
<td>Over utilization or excessive radiation from diagnostic procedures: national trends Death and Dying and Advanced Directives: Lecture and discussions on the issues of Death and Dying. Article summaries, presentations and group discussions. Ethics of the End-of-Life Healthcare Treatments</td>
<td>More materials T.B.D. Read Towsley-Cook Ch. 6 DVD on Dr. Kervokian In-class group discussions</td>
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<td><strong>04/22-04/30</strong> SPRING RECESS</td>
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<tr>
<td>#12</td>
<td>5/3</td>
<td>Employer and Employee Responsibilities. More on Budgeting, Hiring and interviews</td>
<td>Read Towsley-Cook CH. 7 More materials T.B.D.</td>
</tr>
<tr>
<td>#13</td>
<td>5/10</td>
<td>Accreditation and Compliance Issues: Discussions on accreditation and compliance issues in medical imaging. 1&lt;sup&gt;st&lt;/sup&gt; group: Research papers presented to class.</td>
<td>Research paper print outs or PDFs due by 4:00 PM. Research presentations</td>
</tr>
<tr>
<td>#14</td>
<td>5/17</td>
<td>Continuation of Accreditation and Compliance Issues in medical imaging. 2&lt;sup&gt;nd&lt;/sup&gt; group: Research papers presented to class.</td>
<td>Research paper print outs or PDFs due by 4:00 PM. Research presentations</td>
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<tr>
<td>#15</td>
<td>5/24</td>
<td>Final Examination</td>
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RESEARCH PAPER CRITERIA AND CONTENT:

This paper can be an individual project or a very small team (2-3 max) assignment. If it is a team paper, all members of the team will receive the same grade for the group’s effort. The title of your paper will be:

The Role of the Radiology Administrator: Past, Present and Future

1. Briefly summarize past and current radiology management practices in USA (be unbiased)
2. Develop approximately 3-4 objectives that identify difficulties, issues and desired solutions of an arbitrary Radiology Department (do not identify any hospital or personnel, however health care organizations can be referenced).

Submit an outline of your paper at the 4th meeting of the class (you may change some of the content with time if necessary, for example to enrich further or changes in team members).

Present updates on your work on 10th meeting for the class (5 min talk, 2 min Q&A per topic)

The above two may constitute the Introduction for the paper (see later, Introduction is very important).

3. Keep scrutinizing the objectives and may need to refine those depending on what resources you have and how innovative you want to be. There should be new thoughts in the paper as evident in the body and summarized in the conclusion of your work (approx. half a page) as you come to the end.
4. Develop a hierarchy for your departmental reporting structure or modify one currently in existence.
5. Develop a logical and effective orientation, evaluation and cross-training program for your new and current technical staff. Include the relation and encounters of your employees, other managers and yourself with Radiologists and administration that you will be able to control.
6. Develop a plan that includes strategies for dealing with non-conforming and resistant employees to overall productivity and quality of your department.
7. Develop a budget that will help you meet the financial goals of the administration but will also improve employee morale and quality of radiology service.
8. Call it Future directions: Briefly indicate how the goals and responsibilities of this structure will change in future. Include future directions in the last paragraph within the conclusion and copy it at the end of the body before the conclusion as well.
9. References: Mention books, web sites and radiology personnel you have consulted that support your work and conclusions.

RESEARCH PAPER FORMAT:

Use Microsoft Word Document and document formats:
Margins: 1” margins on the right, left top and bottom.
Paginate: Position your page numbers at the bottom right of the document, no number should be shown on the cover page.
Font style and size: Use Times Roman or New Times Roman 12pt.
Line Spacing: Double line spacing
Page orientation: Use a portrait; single page
Number of pages: 10-15 pages, excluding cover and reference pages.
References: At least five (5) to include; professional journals, general business management, health information management, hospital management, web site, textbooks etc…
Reference style: Per college requirements.
Cover page for research paper:
   Center the text on the page; Title of paper
   Your full name
   Course title and number
   Name of Faculty (Professor)
   Date of submission

Paper submissions: Any paper submitted after the due date will be subject to a 10% reduction in the grade. (NO EXCEPTIONS).

RESEARCH PAPER GRADING:

Title: The Role of the Radiology Administrator; Past, Present and Future

Grading criteria and point distributions (max 100 points):

1. Paper organization is logical, writing is clear in thought and has been true to the goals using APA format. (10 points)
2. Content and readability of Introduction: Important for a non-radiology reader who has a mid-size budget and is interested in radiology but may or may not be too concerned about it (15 points)
3. Body of the topic should have subsections with subheadings and must be clearly followed by non-radiology readers. No personal opinions. Should have a lot of relevant details (45 points)
4. Relevance and impact of the paper to the practice and profession of Radiologic Technology. (10 points)
5. Conclusion of the paper (again keep the overall CEO/CFO in mind). (15 points)
6. References were correctly listed. (5)