



Course Syllabus: Financial Management in Radiological Sciences
College of Health Sciences in Radiology Sciences
RADS 5124
Spring 2022

Contact Information

Instructor: Rebecca Lamberth, Ed.D., RT(R)(MR), CRA, FAHRA

Office: Remote

Cell Phone: (817)729-6193

E-mail: Rebecca.lamberth@msutexas.edu (preferred method of communication)

Course Description

This course provides an overview of financial management issues and techniques in healthcare and specifically radiologic sciences. An emphasis will be placed on the use of fiscal and economic decisions and their implications on the financial management process. A variety of financial concepts will be discussed including Cost Accounting, Fiscal Budgeting, Break -Even Analysis, Business Plans and Proforma Tools. The course will explore these financial management concepts in the context of daily professional practice of radiology administrators and educators.

Course Objectives

Financial Management in Radiological Sciences provides an overview of how health institutions make fiscal and economic decisions. The purpose of this course is to enable students to accomplish the following:

1. Discuss cost accounting principles through participation and demonstrate the purpose of the principles specifically related to Imaging Services.
2. Demonstrate a clear understanding of the various cost, financial, and managerial accounting techniques.
3. Discuss the use of cost accounting for planning, control, decision making, inventory valuation, income determination, and external reports.
4. Identify key elements of financial information and the importance of the concepts in providing care.
5. Demonstrate the relationship between cost, volume and profits, and the utilization of these indicators in developing financial tools such as break-even charts, proformas, and business plans.
6. Demonstrate the ability to develop spreadsheet tools.

Textbook & Instructional Materials

1. American Healthcare Radiology Administrators. (2017). Asset management in radiology (2nd ed.). ISBN: 978-0-9634176-9-5
2. American Healthcare Radiology Administrators. (2013). Financial management in radiology (2nd ed.). ISBN: 978-0-9634176-6-5

*It is important to purchase the 2nd edition. The material in the 1st edition is outdated and will not be relevant for your coursework.

Study Hours and Tutoring Assistance

Contact the instructor if you require assistance.

Student Handbook

Refer to: [Student Handbook-2020-21](#)

Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.

[Office of Student Conduct](#)

Grading

All assignments are categorized and weighted. This score will be converted to a letter grade as outlined.

Table 1: Weighted percentage allocated to each assignment

Assignment	Weight
Weekly Discussion Board Questions	20%
CPT and ICD-10 Assignment	10%
Finance Paper	20%
Business Plan Project	30%
Business Plan Presentation	10%
Finance Paper Presentation	10%

Table 2: Final Grade Conversion

Grade	Scale
A	90- 100
B	80-89
C	70-79
D	60-69
F	Less than 60

Homework

Students are expected to read the material and be prepared to discuss the material on the Discussion Boards. Students are expected to actively participate in class discussions and complete all assessments.

Assignments for this course include:

1. Discussion questions based on textbook material and class discussions.
2. CPT and ICD-10 assignment
3. Submit a financial topic and write a scholarly paper.
4. Develop a financial project as part of a business plan
5. Prepare two presentations for the final weekend

Discussion Questions

Each student is responsible for responding to posts on the discussion board. The questions will be based on material from your textbook and from class discussions.

Your response should be posted by Wednesday at 11:59 pm and **MUST** use (and cite) sources to support your posts. A minimum of **TWO** sources are required in your response and you may use your textbook as one of the sources. High quality, thoughtful, appropriate responses are expected.

In addition, you are expected to respond to two of your peer's posts by Friday, again, using and citing sources to support your response. You must respond to any questions asked by your peers related to your original posts. Open discussion is encouraged. Keep in mind that we all have varying opinions so please keep your discussions professional and respectful.

To make this discussion format work smoothly, students should become familiar with techniques to follow existing electronic discussion threads and to open new discussion threads.

A sample discussion/format is posted on the discussion tool.

Questions will be available on the following dates: **January 23, February 6, February 20, March 6, March 27, and April 17.**

CPT and ICD-10 Assignment

Each student will be required to complete a CPT and ICD-10 assignment provided by the instructor using a current edition (2022) CPT and ICD-10 manual.

- Provide a cover page for your assignment.
- Do not submit the entire CPT document. Provide an answer sheet only.

Assignment is due **February 20, 2022.**

Finance Paper

The Finance paper should use the standard MSU title page and be written in APA format. The paper should be 3 -5 pages in length, not counting the title page, reference list, or any appendices. The paper should meet the following requirements:

- Based on the student's approved topic
- Should include how the finance topic could potentially impact you as a Radiology Manager and include possible solutions.
- Be drawn from a variety of scholarly and peer reviewed articles (a minimum of three sources). The articles should be published within the last five years (2016-2021).
- Include appropriate APA in-text citations and reference list
- Demonstrate graduate level writing skills
- Be submitted as a Word (not pdf) document to the drop box by the due date: **March 27, 2022**

Finance paper topics must be related to healthcare, preferably imaging specific. Topic ideas must be submitted by **February 6, 2022** and approved by the instructor (first come-first serve). Ideas can be gleaned from peer reviewed articles, papers, the textbooks, or from other outside sources.

Your paper topic will be presented in class the second weekend. The length of your presentation will be 10-15 minutes. As part of your presentation, the student should identify two to three key themes that are important for radiology leaders gleaned from their paper topic.

Business Plan Project

Each student will develop a Business Plan for their organization. The plan must include identifying and developing a financial project. The project should be relevant in supporting the organization's current mission for supporting community needs. The financial project idea of your Business Plan must be submitted for approval by **February 6, 2022.**

The student will create a Power Point for their Business Plan to include the following components:

1. Provide details of the organization (specifically on the mission of the organization)
2. The financial project

3. The need for the financial project
4. The project must include pertinent financial tools to support the proposal, e.g., operating budgets, FTE calculations, and market analysis.
5. The student should include either a SWOT analysis or Force Field analysis for the project.
6. The presentation should be a maximum of 12-15 slides
7. Include a cover slide and a slide with references.

The Business Plan must be submitted to the appropriate drop box by **April 17, 2022**.

Students will present Business Plans the second weekend of the semester. The presentation should be informative and interactive.

1. Project presentations should be a minimum of 20 minutes and a maximum of 30 minutes in length.
2. During the presentation, be prepared to discuss and defend the need for your financial project.
3. The student may incorporate audiovisual technology and handouts to enhance their presentations and discussions.

Extra Credit

There are no extra credit assignments in this course.

Late Work

Late work is not accepted in this course. Please contact your professor if there are extenuating circumstances prior to the due date.

Make Up Work/Tests

Make up work is not accepted in this course.

Important Dates

Last day for term schedule changes: January 13, 2022
Deadline to file for May graduation: February 14, 2022
Last Day to drop with a grade of "W:" March 21, 2022

Refer to: [Drops, Withdrawals & Void](#)

Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

Attendance

Without exception, students MUST attend and participate in both graduate seminar weekends to receive credit for the course. Additionally, this course requires the student to log into D2L weekly to complete assignments. Although in general students are graded on intellectual effort and performance rather than attendance, absences may lower the student's grade where class attendance and class participation are deemed essential by the faculty member. In those classes where attendance is considered as part of the grade, the instructor should so inform students of the specifics in writing at the beginning of the semester in a syllabus or separate attendance policy statement. An instructor who has an attendance policy must keep records on a daily basis. The instructor must give the student a verbal or written warning prior to being dropped from the class. Instructor's records will stand as evidence of absences. A student with excessive absences may be dropped from a course by the instructor. Any individual faculty member or college has the authority to establish an attendance policy, providing the policy is in accordance with the General University Policies.

Online Computer Requirements

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. ***Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings.*** Computers are available on campus in various areas of the buildings as well as the Academic Success Center. **Your computer being down is not an excuse for missing a deadline!!** There are many places to access your class! Our online classes can be accessed from any computer in the world which is connected to the internet. Contact your instructor immediately upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#).

Instructor Class Policies

In health care, we are often presented with issues that have more than one possible course of action. To make the coursework more meaningful, there will be discussion boards that encourage each of you to present your own perspectives and apply your knowledge to address some of those challenges. Keep in mind that we all have varying opinions so please keep your discussions professional and respectful.

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees and room/board charges that were paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exist in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

College Policies

Campus Carry Rules/Policies

Refer to: [Campus Carry Rules and Policies](#)

Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated-smoking areas at each location.

Alcohol and Drug Policy

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

Grade Appeal Process

Students who wish to appeal a grade should consult the Midwestern State University [Undergraduate Catalog](#)

Notice

Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

Course Schedule

Please review the course schedule for due dates for each of your assignments this semester. Each assignment is available prior to the due date to allow for more flexibility when completing. However, the assignments must be submitted no later than 11:59 pm (CST) on the due date.

Course Schedule RADS 5124

Date	Discussion Question entry by Wednesday 11:59 pm	Responses to discussion questions by Friday 11:59 pm	Course Assignments	Other Due Dates
<u>January 15 – 16</u> First weekend				No assignments or preparation required. Please try to have your textbooks by the first weekend.
<u>January 23</u> Discussion Question	January 26	January 28		
<u>February 6</u> Discussion Question	February 9	February 11		Submit Finance Paper topic idea and Financial Project by February 6, 2022
<u>February 20</u> Discussion Question	February 23	February 25	CPT and ICD-10 assignment due on February 20. Submit to the appropriate drop box by 11:59 pm (CST)	
<u>March 6</u> Discussion Question	March 9	March 11		
<u>March 14 -19</u>	Spring Break			No Assignments
<u>March 27</u> Discussion Question	March 30	April 1	Finance Paper due on March 27, 2022. Submit to the appropriate drop box by 11:59 pm (CST)	
<u>April 17</u> Discussion Question	April 20	April 22	Business Plan due on April 17, 2022. Submit to the appropriate drop box by 11:59 pm (CST)	
<u>April 23-24</u> Second meeting				Paper and Business Plan presentations in class

Summary Table of Course Deadlines

Financial Management RADS 5124	Date
First Class Meeting	January 15 th and 16 th
Finance Paper Topic	February 6 th
Project idea	February 6 th
CPT and ICD-10	February 20 th
Finance Paper	March 27 th
Business Plan	April 17 th
Second Class Meeting (Presentations)	April 23 rd – April 24 th