

**BACCALAUREATE PROPOSAL APPLICATION**

**Form No. BAAC-02**

Section 1007.33(5)(d), Florida Statutes (F.S.), and Rule 6A-14.095, Florida Administrative Code (F.A.C.), outline the requirements for Florida College System baccalaureate program proposals. The completed proposal form, incorporated in Rule 6A-14.095, F.A.C., Site Determined Baccalaureate Access, shall be submitted by the college president to the chancellor of the Florida College System at [ChancellorFCS@fldoe.org](mailto:ChancellorFCS@fldoe.org).

**CHECKLIST**

The proposal requires completion of the following components:

- Institution Information
- Program summary
- Program description
- Workforce demand, supply, and unmet need
- Student costs: tuition and fees
- Enrollment projections and funding requirements
- Planning process
- Program implementation timeline
- Facilities and equipment specific to program area
- Library and media specific to program area
- Academic content
- Program termination
- Supplemental materials

**FLORIDA COLLEGE SYSTEM INSTITUTION INFORMATION**

Institution Name.	Daytona State College
Institution President.	Dr. Thomas LoBasso

## PROGRAM SUMMARY

1.1	Program name.	Radiologic and Imaging Sciences
1.2	Degree type.	<input checked="" type="checkbox"/> Bachelor of Science <input type="checkbox"/> Bachelor of Applied Science
1.3	How will the proposed degree program be delivered? (check all that apply).	<input type="checkbox"/> Face-to-face (F2F) (Entire degree program delivered via F2F courses only) <input checked="" type="checkbox"/> Completely online (Entire degree program delivered via online courses only) <input checked="" type="checkbox"/> Combination of face-to-face/online (Entire degree program delivered via a combination of F2F and online courses)  <i>(Both Leadership and CT tracks will be offered, with the Leadership track fully online and the CT track hybrid.)</i>
1.4	Degree Classification of Instructional Program (CIP) code (6-Digit).	Click or tap here to enter text. <a href="#">51.0911</a>
1.5	Anticipated program implementation date.	January 2026
1.6	What are the primary pathways for admission to the program? Check all that apply.	<input type="checkbox"/> Associate in Arts (AA) <input checked="" type="checkbox"/> Associate in Science (AS) <input type="checkbox"/> Associate in Applied Science (AAS)  If you selected AS/AAS, please specify the program:  Radiography, Nuclear Medicine Technology, Diagnostic Medical Sonography Technology, Radiation Therapy
1.7	Is the degree program a STEM focus area?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

1.8	List program concentration(s) or track(s) (if applicable).	Leadership (fully online) Computed Tomography (online with one clinical practicum course)
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## PROGRAM DESCRIPTION

2.1 This section will serve as an **executive summary of this proposal**. We recommend providing an abbreviated program description including but not limited to the program demand, current supply, and unmet need in the college's service district; primary pathways to program admission; overview of program curriculum; career path and potential employment opportunities; and average starting salary. Throughout the proposal, please include in-text references to the supplemental materials for reviewers to reference. We encourage approximately 500 words for a sufficient description.

The proposed Bachelor of Science in Radiologic and Imaging Sciences (BSRIS) program is designed to meet the evolving needs of the healthcare industry by addressing the critical demand for imaging professionals who possess a bachelor's degree and certification in advanced imaging modalities, thus qualifying them to serve in multi-modality imaging centers and as managers. This program is designed specifically for A.S.-prepared practicing Radiologic Technologists, Nuclear Medicine Technologists, Radiation Therapists, and Sonographers seeking to advance their careers through specialized education in imaging sciences.

Daytona State College (DSC) remains committed to its primary mission of "responding to community needs for postsecondary academic education and career degree education" (s. 1007.25, F.S.). However, the associate-prepared imaging technologist cannot advance in their career. An associate degree alone does not allow technologists to practice in advanced modalities such as Computed Tomography (CT) or Magnetic Resonance Imaging (MRI), nor does it allow for advancement into leadership roles. Thus, to holistically respond to community needs for imaging department leaders and multi-modality prepared technologists, the proposed BSRIS program builds on DSC's strong foundation in associate-level radiologic technology education and complements the A.S. workforce entry pathway.

As illustrated in the letters of support in Appendix A and position postings in Appendix B, employers have consistently expressed the need for technologists who are credentialed in multiple modalities and baccalaureate-prepared to fill supervisory and management roles in imaging departments. There is a significant and documented workforce demand for technologists with advanced skills and leadership qualifications in Florida. Of the 26,794 credentialed technologists in the state (ARRT Census, December 2024), fewer than one-third hold post-primary certifications in Computed Tomography, Magnetic Resonance Imaging, or Mammography. According to FloridaCommerce projections, there are an estimated 93 annual job openings in the Flagler-Volusia region for imaging technologists and managers over the next eight years, with wages ranging from \$40.06 to \$47.89 per hour. Yet fewer than 100 bachelor's degrees in radiologic sciences are awarded annually statewide, leaving a clear unmet need that the BSRIS program will directly address.

There are hundreds of A.S. program alumni in the region without local access to a baccalaureate completion program in radiologic and imaging sciences. Even with the demonstrated employer preference for baccalaureate-level training, the opportunity to expand the education, leadership,

and post primary ARRT certifications remains limited in the Volusia and Flagler County markets. Furthermore, while associate-level imaging programs exist across the state, few provide pathways to academic progression in leadership or advanced modality certification, limiting opportunities for technologists seeking to advance their careers.

As previously stated, the associate's degree in isolation does not allow a technologist to practice modalities such as Computed Tomography (CT) and Magnetic Resonance Imaging (MRI). Instead, these modalities and promotion within the field require post-associate's degree training. Employers have expressed the desire for technologists to possess skills and credentials to conduct imaging across multiple modalities. They have also emphasized the preference for these same technologists to be baccalaureate-prepared employees to fill imaging department management openings.

Imaging department leadership and clinical skills are distinct from other areas of healthcare due to their heavy reliance on complex medical technology, a unique workflow focused on image interpretation, and the need for specialized expertise in nuanced imaging modalities. Effective management of radiology departments requires proficiency in data analysis, quality control, and navigating intricate reimbursement structures, all while keeping pace with rapid technological advancements. These demands necessitate a deep understanding of both clinical medicine and the technical aspects of imaging, making the BSRIS program essential for preparing well-rounded leaders capable of meeting these challenges.

To complete both the advanced credentials for licensure or certification and a baccalaureate degree requires significant time and monetary resources that often present a barrier to working technologists. This proposed Bachelor of Science in Radiologic and Imaging Sciences (BSRIS) program, embeds advanced imaging modality training within the baccalaureate degree enabling graduates to efficiently obtain both the clinical skills and degree attainment sought by employers.

All courses and course content within the BSRIS program will be fully compliant with Florida Statutes and aligned with applicable state policies and accreditation requirements. This ensures that graduates are prepared not only to meet licensure and certification requirements but also to step into roles requiring both technical expertise and leadership. The BSRIS program offers concentrations in Leadership (delivered entirely online) and Computed Tomography (primarily online with a clinical practicum). Future expansions may include additional concentrations in Magnetic Resonance Imaging (MRI), Mammography, Cardiac Ultrasound, and Vascular Ultrasound.

In addition to meeting Florida statutory requirements and employer needs, the BSRIS curriculum is designed to fulfill the American Registry of Radiologic Technologists (ARRT) structured educational requirements for post-primary certifications while also providing managerial and clinical training specific to imaging sciences. This dual focus uniquely prepares graduates for leadership and advanced imaging roles, such as medical health services managers in imaging departments (median wage: \$47.89/hour) or advanced technologists (\$40.06/hour, FDEO 2024).

By bridging the gap between clinical practice and management, and by offering flexible delivery formats, the BSRIS program is positioned to address workforce shortages and support career advancement opportunities for imaging professionals across the state.

### **WORKFORCE DEMAND, SUPPLY, AND UNMET NEED**

3.1 Describe the workforce demand, supply, and unmet need for graduates of the program that incorporates, at a minimum, the shaded information from Sections 3.1.1 to 3.1.4. For proposed programs without a listed Standard Occupational Classification (SOC) linkage, provide a rationale for the identified SOC code(s). If using a SOC that is not on the CIP to SOC crosswalk, please justify why the SOC aligns with the baccalaureate program.

Radiologic Science encompasses a range of diagnostic imaging disciplines including radiography, computed tomography, and magnetic resonance imaging. As healthcare services continue to expand and technologies advance, the demand for radiologic professionals with enhanced clinical, technical, and leadership skills is increasing. The proposed Bachelor of Science in Radiologic and Imaging Sciences (BSRIS) is designed to meet these workforce needs by preparing graduates for advanced imaging roles and addressing persistent shortages in supervisory and specialty positions.

According to the U.S. Bureau of Labor Statistics (BLS), national employment for Radiologic Technologists (SOC 29-2034) is projected to grow by approximately 5 percent over the next decade. FloridaCommerce data for Region 27 (Brevard, Flagler, Volusia Counties) indicates a 3.2 percent increase with a total job market of 438 Radiologic Technologist positions over the next eight years. Further, the same data shows an additional 1,219 total openings during the same period for positions aligned with baccalaureate degree requirements in SOC codes 29-2035 (Magnetic Resonance Imaging Technologists), 11-9111 (Medical and Health Services Managers), and 25-1071 (Health Specialties Teachers, Postsecondary), illustrating high demand and varied opportunities for baccalaureate-prepared radiologic technologists in the College's immediate geographical region. Contributing factors for the industry demand include an aging population, the expansion of healthcare facilities, and the adoption of advanced imaging techniques. These trends have increased the demand for imaging professionals with higher levels of training and education.

Florida is home to approximately 40 JRCERT-accredited Radiography programs, the vast majority of which offer only associate degrees. Collectively, these programs graduate between 900 and 1,000 students annually, yet fewer than 100 graduates statewide earn a bachelor's degree in radiologic science. The disparity between available associate-level programs and the limited

access to baccalaureate-level training has created a gap in the workforce, particularly for roles that require leadership skills, modality specialization, or broader operational knowledge.

Employers consistently prefer bachelor-prepared technologists for roles in imaging management, education, and compliance. The BSRIS program aligns with workforce demand data from FloridaCommerce, particularly for Radiologic Technologists (SOC 29-2034), MRI Technologists (SOC 29-2035), and related imaging roles.

Although Medical and Health Services Managers (SOC 11-9111) are not directly linked to CIP 51.0911 in the federal crosswalk, employer feedback and job postings indicate that imaging managers are often recruited from bachelor-prepared technologists and therefore are relevant to this SOC code. The BSRIS curriculum—covering risk management, human resources, and healthcare administration—prepares graduates for these management roles.

In addition to meeting industry demand for bachelor-level technologists, the program also supports pathways into education. While most postsecondary teaching roles require graduate degrees, A.S. programs commonly employ bachelor-prepared instructors for clinical and lab courses. Thus, BSRIS graduates may also qualify for roles under Health Specialties Teachers, Postsecondary (SOC 25-1071).

The program aligns with **CIP code 51.0911** and builds upon the foundational competencies of associate-prepared technologists by introducing advanced training in imaging modalities, leadership, quality assurance, and informatics. By offering a flexible format tailored to working professionals, the BSRIS supports both career advancement and regional workforce development goals while addressing clear statewide gaps in baccalaureate-level preparation.







## ESTIMATES OF UNMET NEED

3.1.4 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to "Worksheet Object", and then "Open". To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

**CLICK [HERE](#) FOR INSTRUCTIONS FOR COMPLETING THE ESTIMATES OF UNMET NEED SECTION:** If institutions do not have data available for completers in the service district, please report statewide data. You may note these are statewide figures.

	Demand	Supply		Range of Estimated Unmet Need							
	(A)	(B)	(C)	(A-B)	(A-C)						
	Total Job Openings	Most Recent Year	5-year average or average of years available if less than 5 years	Difference	Difference						
DEO Total	93	0	0	93	93						
Other Totals				0	0						

\*Note: There are no programs in Daytona State College's service district.

3.2 Describe any other evidence of workforce demand and unmet need for graduates as selected by the institution, which may include qualitative or quantitative data and information not reflected in the data presented in Sections 3.1.1 to 3.1.4, such as local economic development initiatives, emerging industries in the area, or evidence of rapid growth.

Florida continues to face a critical shortage of qualified imaging professionals across the state. As stated in Section 2.1, the growing reliance on diagnostic imaging for preventive care and chronic disease management, paired with technological advancement, is driving this need. An additional factor informing the employer-articulated demand for baccalaureate-credentialed technologists is the industry's approach for managing access to quality, comprehensive healthcare. Within Volusia County, the local health care employers are adding two more free-standing emergency departments and over 200 beds in two major hospitals.

According to [World Population Review](#), Volusia County has had an estimated population growth of 1.78% in the last year. Using U.S. census data, the current population in Volusia County has grown 23.72% since 2010. Flagler County has had an estimated growth rate of 3.44% in the last year and 46.57% since 2010. This increase in residents is due to new businesses relocating to the region and the general population shift to Florida. As such, there is an increased need for more healthcare professionals, including imaging technologists, to serve the growing community.

To address the shortage of technologists who may also serve in management roles in the expanding local facilities, stakeholders voiced through advisory committee meetings and employer consultations the need for bachelor-prepared professionals. Major regional employers such as AdventHealth, Halifax Health, and Radiology Imaging Associates provided letters of support emphasizing the urgency of preparing imaging professionals for leadership and specialty practice and regularly include the need for a bachelor's degree as the education requirement for managerial positions. Those letters of support are included in Appendix A. Dr. Scott Klioze, Vice Chief-of-Staff at Halifax Medical Center, noted that advanced education is essential for technologists to effectively engage in interdisciplinary clinical decision-making and assume administrative responsibilities. Similarly, Alberto Tineo, Chief Operating Officer of Halifax Health, underscored the program's importance in establishing a sustainable talent pipeline for imaging department leadership and advanced clinical roles. Job descriptions from these organizations also emphasize the need for bachelor's prepared individuals and examples are provided in Appendix B.

3.3 If the education level for the occupation identified by the Florida Department of Economic Opportunity (DEO) or the Bureau of Labor Statistics (BLS) presented in Sections 3.1.1 to 3.1.2 is below or above the level of a baccalaureate degree, provide justification for the inclusion of that occupation in the analysis.

The standard occupational classification for Radiologic Technologists (SOC 29-2034) is typically associated with associate-level preparation. However, there is a clear and growing need for baccalaureate-level qualifications in the imaging workforce, as evidenced by position postings and letters of support from the region’s largest healthcare providers. The inclusion of the A.S. degree data underscores the overall need within the imaging sciences discipline for professionals who possess foundational technical imaging skills from which they can progress to multiple modality credentials. To meet industry demand for skilled technologists who possess managerial and leadership skills, graduates must build on the required entry-level A.S. credential and progress to the advanced managerial and leadership content inherent in the baccalaureate degree.

“The ASRT (American Society of Radiologic Technologists) recognizes the baccalaureate degree as the professional level of radiologic science education” ([ASRT](#)). Employer validation strongly supports the program. Halifax Health, AdventHealth, and Radiology Imaging Associates confirm the necessity of advanced training for specialty imaging modality positions and a bachelor’s degree for management roles. These letters of support, included in Appendix A, strengthen the FloridaCommerce data by providing direct regional industry confirmation of unmet workforce needs. Employers are increasingly seeking licensed candidates with bachelor’s degrees to lead imaging departments, manage compliance and quality improvement initiatives, and implement complex imaging protocols, as demonstrated in the attached job postings and employer letters of support. Currently, licensure is achieved with an associate degree while advancement into leadership, informatics, and educational instructional roles requires baccalaureate preparation. The BSRIS curriculum supports this progression by offering structured education required for post-primary ARRT certification, which is the ability for certified and registered radiologic technologists to earn additional credentials in specialized areas like CT, MRI, or Mammography. The additional post-primary credentials qualify technologists to work in these specialized areas. The structured education also leads to a bachelor’s degree, which prepares graduates for long-term advancement into management and supervisory roles, thus offering multiple avenues for advancement in the field.

3.4 Describe the career path and potential employment opportunities for graduates of the program.

The BSRIS program is designed for credentialed imaging professionals who have completed an Associate of Science degree in a radiologic science or other medical imaging discipline and wish to pursue advancement in their careers. Upon completion of the program, graduates will be qualified for leadership roles within imaging departments, positions in advanced imaging modalities such as computed tomography, magnetic resonance imaging, and mammography, and non-clinical opportunities such as radiology IT, Picture Archiving and Communication System (PACS) administration, equipment sales, quality improvement, and education. The

program also supports career mobility into roles such as medical health services managers in imaging settings. According to FloridaCommerce, these roles have average wages ranging from \$40.06 per hour for advanced technologists to \$47.89 per hour for imaging department managers. In addition, the program provides the academic foundation needed for future pathways such as Radiologist Assistant and graduate-level imaging science or health administration programs.

## STUDENT COSTS: TUITION AND FEES

4.1 The Excel spreadsheets in Sections 4.1 - 4.3 are set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to "Worksheet Object", and then "Open". To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

Complete the following table by entering the anticipated cost for a baccalaureate degree (tuition and fees for lower-division and upper-division credit hours) at the proposing FCS institution.

	<b>Cost per credit hour</b>	<b>Number of credit hours</b>	<b>Total cost</b>
Tuition & Fees for lower division:	\$ 102.38	84	\$ 8,600
Tuition & Fees for upper division:	\$ 120.32	36	\$ 4,332
<b>Tuition &amp; Fees (Total):</b>		<b>120</b>	<b>\$ 12,931</b>

Select if the program will be designated such that an eligible student will be able to complete the program for a total cost of no more than \$10,000 in tuition and fees. If selected, please indicate below how the institution will make up any difference above \$10,000 (e.g., institutional scholarships).

4.2 Complete the following table with the estimated cost for a baccalaureate degree (tuition and fees) at each state university in the college's service district or at each state university operating on a site in the college's service district. If the institution does not provide the tuition cost per credit hour, please provide the cost information provided on the institution's website. Please complete this section even if institutions in the service district do not offer the same or a comparable baccalaureate program.

Institution Name	Cost per credit hour (Tuition & Fees)	Number of credit hours	Total cost
University of Central Florida	\$212.64	120	\$ 25,517
			\$ -
			\$ -
			\$ -
			\$ -

4.3 Complete the following table with the estimated cost for a baccalaureate degree (tuition and fees) at each nonpublic institution in the college's service district or at each nonpublic institution operating on a site in the college's service district. If the institution does not provide the tuition cost per credit hour, please provide the cost information provided on the institution's website. Please complete this section even if institutions in the service district do not offer the same or a comparable baccalaureate program.

Institution Name	Cost per credit hour (Tuition & Fees)	Number of credit hours	Total cost
			\$ -
Stetson University	\$4,760.00	32	\$ 152,320
Bethune-Cookman University	\$576.80	120	\$ 69,216
Keiser University	\$660.27	120	\$ 79,232
Embry-Riddle Aeronautical University	\$522.00	120	\$ 62,640

## PROJECTED BACCALAUREATE PROGRAM ENROLLMENT

5.1 To activate the Excel spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

Complete the following table by entering the projected enrollment information for the first four years of program implementation. Unduplicated headcount enrollment refers to the actual number of students enrolled. Full-time equivalent (FTE) refers to the full-time equivalent of student enrollment.

		2026	2027	2028	2029
5.2	Unduplicated headcount enrollment:	24	48	72	72
5.3	Program Student Credit Hours (Resident)	432	864	1296	1296
5.4	Program Student Credit Hours (Non-resident)				
5.5	Program FTE - Resident (Hours divided by 30)	14.4	28.8	43.2	43.2
5.6	Program FTE - Non-resident (Hours divided by 30)	0	0	0	0
5.7	Total Program FTE	14.4	28.8	43.2	43.2

**PROJECTED DEGREES AND WORKFORCE OUTCOMES**

6.1 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

		<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
6.2	Count of Degrees Awarded	0	15	30	40
6.3	Number of Graduates Employed	0	15	30	40
6.4	Average Starting Salary	\$ -	\$ 62,067.00	\$ 62,067.00	\$ 62,067.00

\*Please note that these salaries are only entry level salaries as reflected in FloridaCommerce data. Managerial salary data for this degree program is included in the Healthcare Manager job data and includes many other professions.

## REVENUES AND EXPENDITURES

7.1 The Excel spreadsheet below is set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

Complete the following table by entering the projected program expenditures and revenue sources for the first four years of program implementation.

		<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
7.2	Program Expenditures:	\$ 100,900.00	\$ 90,900.00	\$ 94,552.00	\$ 94,552.00
7.2.1	Instructional Expenses	\$ 88,400.00	\$ 88,400.00	\$ 91,052.00	\$ 91,052.00
7.2.2	Operating Expenses	\$ 2,500.00	\$ 2,500.00	\$ 3,500.00	\$ 3,500.00
7.2.3	Capital Outlay	\$ 10,000.00			
7.3	Revenue:	\$ 51,978.00	\$ 103,956.00	\$ 155,934.00	\$ 155,934.00
7.3.1	Upper Level - Resident Student Tuition Only	\$ 51,978.00	\$ 103,956.00	\$ 155,934.00	\$ 155,934.00
7.3.2	Upper Level - Nonresident Student Fees Only				
7.3.3	Upper Level - Other Student Fees				
7.3.4	Florida College System Program Funds				
7.3.5	Other Sources				
7.4	Carry Forward:				
7.4.1	Total Funds Available	\$ 51,978.00	\$ 103,956.00	\$ 155,934.00	\$ 155,934.00
7.4.2	Total Unexpended Funds (carry forward)	\$ (48,922.00)	\$ 13,056.00	\$ 61,382.00	\$ 61,382.00

## ENROLLMENT PROJECTIONS AND FUNDING REQUIREMENTS

8.1 Provide a narrative justifying the estimated program enrollments and outcomes as they appear in Sections 5.1 – 6.1.

The estimated program enrollments are based on two primary pipelines: internal completers from Daytona State College's Associate of Science in Radiography program, and credentialed imaging professionals in the region who are seeking advancement into supervisory or specialized roles. The projected enrollment of 24 students in Year 1, increasing to 48 in Year 2 and 72 in subsequent years, reflects interest expressed by clinical partners and feedback from employer surveys and advisory board meetings. Completion estimates are informed by historical performance of the college's existing bachelor's programs in health-related fields. Working technologists enroll in one to three classes per semester. This impacts total time to completion. Thus, the completion numbers will trend differently than projected enrollment.

With flexible online delivery and concentrated pathways, the BSRIS program is expected to support strong retention and completion. Graduates are expected to advance within the imaging workforce, meeting critical needs in advanced modalities and imaging leadership. Job placement rates are projected to exceed 90 percent within six months of graduation.

8.2 Provide a brief explanation of the sources and amounts of revenue that will be used to start the program as well as expenditures as they appear in Section 7.1.

Initial funding to launch the BSRIS program will come from the college's Fund 1 operational budget. The program will be embedded in the School of Health Careers, utilizing existing infrastructure for online learning and administrative support. One additional full-time faculty member will be hired during fall 2025 to support upper-division coursework in the new program. Operating expenses in the first two years will include faculty salary and benefits, instructional materials, marketing, and accreditation-related costs. Student tuition and fees, based on projected enrollment growth and an average part-time course load, will be the primary source of revenue beginning in Year 2. By Year 3, tuition revenue is expected to cover most recurring program costs. Long-term sustainability will be achieved through steady enrollment, minimal facility needs, and integration with the college's current health sciences framework.

## PLANNING PROCESS

9.1 Summarize the internal planning process. In timeline format, please describe the steps your institution took in completing the internal review and approval of the baccalaureate program. For example, summarize actions taken by the academic department proposing the degree, any non-academic departments, the college-wide curriculum committee, the college president, the Board of Trustees and any other areas.

The following timeline summarizes the internal planning and approval process for the proposed Bachelor of Science in Radiologic and Imaging Sciences (BSRIS) program at Daytona State College:

- May 2023  
Initial discussions among full-time Radiography faculty in the School of Health Careers regarding the feasibility and need for a bachelor's degree pathway.  
Informal consultation was held with the Chair of Health Careers to explore program potential.
- July 2023  
Early program concept shared with the Associate Vice President of the College of Health and Public Services and the Provost.  
Feedback received regarding alignment with institutional mission and regional workforce demand.
- September 2023  
Preliminary program structure developed. Curriculum discussions initiated.  
The Division of Online Studies consulted to assess delivery format, instructional design support, and LMS integration for a fully online model.
- October 2023  
Program concept formally reviewed and supported by the School of Health Careers academic leadership team.
- December 2023 – January 2024  
Faculty finalized proposed curriculum, course descriptions, and learning outcomes in collaboration with curriculum specialists.  
Capstone structure, elective offerings, and program outcomes aligned with college-wide baccalaureate standards.
- March 2024  
Proposal submitted to the College-Wide Curriculum Committee for review.  
Recommendations from the committee were used to refine course content and sequencing.
- May 2024  
Finalized proposal prepared for routing through senior leadership.
- June 2024 – Present  
Continued coordination with Academic Affairs, Institutional Effectiveness, and the President's Office.  
Final application materials and supporting documentation completion in preparation for submission to the Florida Department of Education.
- November 2024  
Curriculum approved by Teaching and Learning Committee and Curriculum Committee.
- January 2025  
Board of Trustees' new program approval at board meeting on January 16, 2025.

9.2 Summarize the external planning process with the business and industry community. In timeline format, please describe your institution's interactions and engagements with external stakeholders, including but not limited to industry advisory boards meetings, discussions with advisory committees, briefings from local businesses, consultations with employers, and conducting paper and online surveys.

The planning and development of the proposed Bachelor of Science in Radiologic and Imaging Science (BRIS) program has been informed by extensive engagement with the local healthcare community, including employers, advisory board members, and clinical site partners. These stakeholders have provided critical input to ensure the program aligns with workforce needs and supports professional advancement within the imaging sciences field.

#### Timeline of External Stakeholder Engagements

- **January 2023**  
Initial discussions about the need for an advanced degree in radiologic and imaging sciences were held during the annual Radiologic Sciences Advisory Committee meeting. Members highlighted a need for bachelor's-level education to support leadership and multi-modality roles.
- **March 2023**  
Informal consultations with clinical site supervisors and imaging department managers were conducted. These conversations confirmed demand for a baccalaureate-level program and emphasized the need for flexible, online delivery.
- **June 2023**  
A targeted online survey was disseminated to employers and alumni to assess workforce needs, credential preferences, and interest in a bachelor's program. Results showed overwhelming support for program development (see Appendix C).
- **October 2023**  
Meetings with the Chair of Health Careers and local hospital imaging directors were held to review a proposed curriculum framework. Feedback supported a fully online model and highlighted key course topics such as leadership, education, and cross-training.
- **January 2024**  
At the subsequent Advisory Committee meeting, a draft version of the curriculum was presented. Employers and committee members confirmed the relevance and timeliness of the program and offered suggestions for refinement.
- **March 2024**  
Follow-up discussions with local healthcare employers focused on elective content and the structure of the capstone project. Several employers expressed willingness to support students in applied learning experiences.
- **August 2024**  
The revised curriculum and program framework were shared with advisory board members and internal academic leadership. Letters of support were gathered in preparation for submission of the program proposal.

<p>9.3 List external engagement activities with public and nonpublic postsecondary institutions. This list shall include meetings and other forms of communication among external postsecondary institutions regarding evidence of need, demand, and economic impact.</p>
<p>9.3.1 Public Universities in College’s Service District</p>
<p>Date(s): Click or tap here to enter text.</p> <p>Institution(s) N/A</p> <p>Activity Descriptions and Outcomes: N/A</p>
<p>9.3.2 Institutions in College’s Service District that are accredited by an agency recognized by the U.S. Department of Education.</p>
<p>Date(s): January 2024</p> <p>Institution(s): Bethune-Cookman University, Embry-Riddle Aeronautical University, Keiser University, Stetson University</p> <p>Activity Descriptions and Outcomes: Daytona State College has engaged universities in the Central Florida region to ensure collaboration and prevent duplication. Formal communications were sent from the Office of the President to each institution, outlining the intent to propose a Bachelor of Science in Radiologic and Imaging Sciences. Each institution was provided with an overview of the program, including its structure, target student population, and justification based on workforce need. Responses were received from all institutions, each expressing either support for the proposal or stating no objections. No institution reported offering a similar program. These outcomes confirmed that the BSRIS proposal would not duplicate existing academic offerings in the region. Written confirmation from each institution is included in Appendix A.</p>
<p>9.3.3 Institutions outside of the College’s Service District (If applicable)</p>
<p>Date(s): March 2024</p> <p>Institution(s): University of Central Florida</p> <p>Activity Descriptions and Outcomes: Daytona State College contacted the University of Central Florida as a regional stakeholder to ensure collaboration and prevent duplication. Formal communication was sent from the Office of the President to share the intent to propose the BSRIS program and invite feedback. The University of Central Florida provided formal written support confirming that the BSRIS program does not duplicate existing offerings and aligns with regional workforce needs. This email is included in Appendix A.</p>

## PROGRAM IMPLEMENTATION TIMELINE

10.1	Indicate the date the notice was initially posted in APPRiSe.	December 10, 2024
10.2	Indicate the date of District Board of Trustees approval.	January 16, 2025
10.3	Indicate the date the Notice of Intent (NOI) was submitted to DFC.	April 9, 2025
10.4	Indicate the date the completed proposal was submitted to DFC.	August 28, 2025
10.5	<p>Indicate the date the proposal is targeted for State Board of Education (SBOE) consideration.</p> <p>Please note that from the date the DFC receives the finalized proposal, the Commissioner has 45 days to recommend to the SBOE approval or disapproval of the proposal. Please take into account the date you plan to submit the proposal in accordance with the <a href="#">next SBOE meeting</a>.</p>	November 13, 2025
10.6	Indicate the date the program is targeting approval pursuant to s. 1008.47, F.S. by its accrediting agency recognized by the U.S. Department of Education (if applicable).	December 2025
10.7	Indicate the date the program is targeting initial teacher preparation program approval (if applicable).	N/A
10.8	Indicate the targeted date that upper-division courses are to begin.	January 2026

## FACILITIES AND EQUIPMENT SPECIFIC TO PROGRAM AREA

11.1 Describe the existing facilities and equipment that the students in the program will utilize.

The Bachelor of Science in Radiologic and Imaging Sciences program will be primarily delivered online and does not require any specialized classroom, laboratory, or imaging equipment. Students will access the program through Daytona State College's Falcon Online learning platform (D2L), which supports fully asynchronous course delivery. Instructional Designers in the Center for Innovative Teaching and Learning provide faculty with robust tools and training in online pedagogy, course design, and media production. Faculty will also have access to their offices and existing administrative and technology infrastructure within the School of Health Careers. No new space or specialized imaging labs are necessary for program implementation.

11.2 Describe the new facilities and equipment that will be needed for the program (if applicable).

No new instructional facilities or equipment will be required for the launch of this program. One additional full-time faculty member will be hired in fall 2025, and general office furniture and basic instructional technology will be purchased to support that position. All other infrastructure, including online course platforms, library access, and support systems, is already in place.

## LIBRARY AND MEDIA SPECIFIC TO PROGRAM

12.1 Describe the existing library and media resources that will be utilized for the program.

Students in the Bachelor of Science in Radiologic and Imaging Sciences program will have full access to Daytona State College's library and digital resources. The college provides access to a wide range of academic databases, including specialized health sciences resources such as CINAHL Complete, MEDLINE with Full Text, OVID, and Health Source: Nursing/Academic Edition. These databases include peer-reviewed journals, eBooks, streaming videos, and multimedia content relevant to imaging science, healthcare leadership, and education. The college library is located within the L. Gale Lemerand Student Center and is supported by professional librarians available both on-campus and virtually. Students also benefit from interlibrary loan agreements and borrowing partnerships with nearby institutions, including Bethune-Cookman University and Embry-Riddle Aeronautical University. All students have access to online research tools, tutorials, and librarian support through the Falcon Online learning system.

12.2 Describe the new library and media resources that will be needed for the program (if applicable).

No new library or media resources will be required. The college's existing digital and physical resources, combined with librarian support and online instructional tools, are sufficient to support student learning and research needs in both the Leadership and Computed Tomography tracks.

## ACADEMIC CONTENT

13.1 List the admission requirements for the proposed baccalaureate program and describe the process for each admission pathway as reported in section 1.6, including targeted 2+2 agreements, academic GPA, test scores, fingerprints, health screenings, background checks, signed releases, and any other program requirements (as applicable).

Admission to the Bachelor of Science in Radiologic and Imaging Sciences program will follow the 2+2 model. Applicants must hold an Associate of Science degree in Radiography, Nuclear Medicine Technology, Radiation Therapy, or Diagnostic Medical Sonography from an institution accredited by an agency recognized by the U.S. Department of Education. Applicants must also possess current professional certification and/or licensure in their respective discipline, such as ARRT, NMTCB, or ARDMS. A minimum cumulative GPA of 2.0 is required for admission. Applicants may be required to submit proof of professional standing, official transcripts, and complete any institutional application processes. No additional health screenings, background checks, or fingerprinting are required beyond those completed as part of the applicant's original AS degree program unless required by the clinical site associated with the computed tomography concentration.

13.2 What is the estimated percentage of upper-division courses in the program that will be taught by faculty with a terminal degree?

A master's degree in radiologic and imaging sciences is accepted as the terminal degree in the field (Ph.D. programs are rare and typically inaccessible). The college will ensure that 100 percent of upper-division courses will be taught by faculty who hold a terminal degree in the field or a closely related discipline. All faculty will meet or exceed credentialing requirements established by Daytona State College and its accreditor.

13.3 What is the anticipated average student/teacher ratio for each of the first three years based on enrollment projections?

Year 1	Year 2	Year 3
24:1	24:1	24:1

13.4 What specialized program accreditation will be sought, if applicable? What is the anticipated specialized program accreditation date, if applicable?

The BSRI program is not subject to specialized accreditation requirements. Thus, no external programmatic accreditation will be pursued at this time.

13.5 If there are similar programs listed in the Common Prerequisites Manual (CPM), list the established common prerequisites courses by CIP code (and track, if any).

Valencia College and Palm Beach State College have similar programs in the CPM associated with CIP 51.0911. The common prerequisite courses are:

- MAC1105 COLLEGE ALGEBRA
- BSC2086C ANATOMY AND PHYSIOLOGY II
- BSC2085C ANATOMY AND PHYSIOLOGY I
- Or
- ZOO4733 GROSS HUMAN ANATOMY I (U)
- PCB3703C HUMAN PHYSIOLOGY I (SCI MAJORS)
- Or
- BSC2085 ANATOMY & PHYSIOLOGY I (GE CORE)
- BSC2085L ANATOMY & PHYSIOLOGY I (GE CORE)
- BSC2086 ANATOMY & PHYSIOLOGY (2 OF 2) (HS MAJ.) NO PREREQ
- BSC2086L ANATOMY & PHYSIOLOGY (2 OF 2) (HS MAJ.) NO PREREQ
- Or
- BSC2093C HUMAN ANATOMY & PHYSIOLOGY I
- BSC2094C HUMAN ANATOMY & PHYSIOLOGY II
- Or
- BSC2085 ANATOMY & PHYSIOLOGY I (GE CORE)
- BSC2086 ANATOMY & PHYSIOLOGY (2 OF 2) (HS MAJ.) NO PREREQ
- Or
- BSC2086C ANATOMY AND PHYSIOLOGY II
- BSC2094C HUMAN ANATOMY & PHYSIOLOGY II

13.6 Describe any proposed revisions to the established common prerequisites for this CIP (and track, if any).

My institution does not anticipate proposing revisions to the common prerequisite manual.

My institution does anticipate proposing revisions to the common prerequisite manual, as summarized below.

[Click or tap here to enter text.](#)

13.7 The Excel spreadsheets below are set up with predefined formulas. To activate the spreadsheet, right click within the spreadsheet, go to “Worksheet Object”, and then “Open”. To exit, save any changes and exit out of the spreadsheet. Alternatively, double click anywhere on the table. To exit the spreadsheet, single click anywhere outside of the table.

For each primary pathway identified in Section 1.6, list all courses required once admitted to the baccalaureate program by term, in sequence. Include credit hours per term and total credits for the program. Please note what courses fulfill general education (ge), program core (pc), elective requirements (elec), and what courses apply to concentrations (conc), if applicable, by including the provided abbreviations in parentheses following each course title.

Students will complete 36 upper-division credits over four semesters; see Table 13.7.2 for term-by-term sequencing. The final two blocks of the term-by-term sequencing is a list of the courses for each of the two concentration options. These concentrations are also listed immediately below.

Leadership Concentration Courses			CT Concentration Courses		
Course Code	Course Title	Credits	Course Code	Course Title	Credits
RTE3116	Advanced Patient Care	3	HSA4170	Healthcare Revenue Cycle Management	3
RTE3765	Anatomy for the Medical Imager	3	HSA4107	Health Services Administration	3
RTE3590	Computed Tomography	3	HSA4340	Principles of Human Resources Management	3
RTE4942L	CT Practicum	3	HSA4353	Organizational Behavior	3
HSA4170	Healthcare Revenue Cycle Management	3	HSA4502	Healthcare Risk Management	3
HSA4383	Quality Management and Process Improvement	3	HSA4383	Quality Management and Process Improvement	3

13.7.1	<b>Program of Study for Students with A.A. Degree</b>	
<b>Term 1</b>	<b>Course Title</b>	<b>Credit Hours</b>
	Total Term Credit Hours	0
<b>Term 2</b>	<b>Course Title</b>	<b>Credit Hours</b>
	Total Term Credit Hours	0
<b>Term 3</b>	<b>Course Title</b>	<b>Credit Hours</b>
	Total Term Credit Hours	0
<b>Term 4</b>	<b>Course Title</b>	<b>Credit Hours</b>
	Total Term Credit Hours	0
<b>Term 5</b>	<b>Course Title</b>	<b>Credit Hours</b>
	Total Term Credit Hours	0
<b>Term 6</b>	<b>Course Title</b>	<b>Credit Hours</b>
	Total Term Credit Hours	0
	<b>Program Total Credit Hours:</b>	<b>0</b>

13.7.2	<b>Program of Study for Students with A.S./A.A.S. Degree</b>	
<b>Term 1</b>	<b>Course Title</b>	<b>Credit Hours</b>
RTE3213	Radiology Information Systems (pc)	3
HSC3730	Research Methods for Health Professionals (pc)	3
RTE4574	Advanced Imaging Modalities (pc)	3
ENC1102	Writing with Research (ge)	3
MAC1105	College Algebra (ge)	3
	<b>Total Term Credit Hours</b>	<b>15</b>
<b>Term 2</b>	<b>Course Title</b>	<b>Credit Hours</b>
HSC4550	Pathophysiology for Health Care (pc)	3
HSC4645	Legal & Ethical Aspects of Health Care (pc)	3
HSA3101	U.S. Healthcare Systems (pc)	3
SPC2608	Speech Oral Communications (ge)	3
POS2041	America Federal Government (Social Science Core)(ge)	3
	<b>Total Term Credit Hours</b>	<b>15</b>
<b>Term 3</b>	<b>Course Title</b>	<b>Credit Hours</b>
RTE3253	Teaching in the Health Professions (pc)	3
PHI2010	Introduction to Philosophy (Humanities Core) (ge)	3
	Concentration Course #1 (conc)	3
	Concentration Course #2 (conc)	3
	<b>Total Term Credit Hours</b>	<b>12</b>
<b>Term 4</b>	<b>Course Title</b>	<b>Credit Hours</b>
HUM1201	Human Nutrition (Natural Science Core) (ge)	3
	Concentration Course #3 (conc)	3
	Concentration Course #4 (conc)	3
	Concentration Course #5 (conc)	3
	<b>Total Term Credit Hours</b>	<b>12</b>
<b>Leadership Concentration Courses for Terms 1 - 4 above</b>		<b>Credit Hours</b>
HSA4107	Health Services Administration	
HSA4340	Principles of Human Resources Management	
HSA4353	Organizational Behaviour	
HSA4502	Health Care Risk Management	
RTE4474	Quality Management in Imaging	
	<b>Total Term Credit Hours</b>	<b>0</b>
<b>Computed Tomography Concentration Courses for Terms 1 - 4 above</b>		<b>Credit Hours</b>
RTE3116	Advanced Patient Care	
RTE3765	Anatomy for the Medical Imager	
RTE3590	Computed Tomography	
RTE4474	Quality Management in Imaging	
RTE4942L	CT Practicum	
	<b>Total Term Credit Hours</b>	<b>0</b>
<b>Program Total Credit Hours:</b>		<b>54</b>

13.8 Indicate whether the program is being proposed as a limited or restricted access program.

- Limited Access
- Restricted Access
- N/A

Provide additional information (e.g., enrollment capacity, admissions requirements, etc.) if the program is being proposed as a limited or restricted access program.

The BSRIS program is proposed as a restricted access program to ensure that students admitted have appropriate certification and educational background. Students must have completed an Associate of Science degree in a radiologic or imaging science discipline and hold current professional credentials (e.g., ARRT, NMTCB, ARDMS, or equivalent). Admission is also contingent on space availability within the selected concentration.

### PROGRAM TERMINATION

14.1 Provide a plan of action if the program is terminated in the future, including teach-out alternatives for students.

In the event that Daytona State College must terminate the Bachelor of Science in Radiologic and Imaging Sciences program, the college will implement a teach-out plan that ensures all enrolled students are provided a clear pathway to complete their degree. The program will immediately cease accepting new students and will notify all currently enrolled students of the timeline and process for completion. Faculty and advising staff will work with each student individually to establish a completion plan that aligns with existing course offerings and ensures timely graduation. Core and concentration courses will be offered on a rotating basis for a minimum of two academic years following the decision to terminate the program, or until all students have completed the required coursework, whichever comes first. The college will also notify appropriate accrediting bodies, regulatory agencies, and the Florida Department of Education of the decision to terminate the program, in accordance with applicable reporting requirements. Records of enrolled students and course completions will be maintained in accordance with institutional policies and state regulations.

### SUPPLEMENTAL MATERIALS

15.1 Summarize any supporting documents included with the proposal, such as meeting minutes, survey results, letters of support, and other supporting artifacts. Throughout the proposal, please include in-text references to the supplemental materials for reviewer reference.

The proposal is supported by a comprehensive set of documents that demonstrate workforce demand, employer engagement, and institutional planning. Included materials consist of letters of support from healthcare employers such as Halifax Health, Radiology Imaging Associates, and AdventHealth (Appendix A), job postings (Appendix B), and employer surveys (Appendix C). The documents support the narrative in Section 3 (Workforce Demand), Section 4 (Planning Process), and Section 9 (External Engagement). All letters of support confirm employer demand for bachelor's-level imaging professionals, especially those with post-primary certifications and leadership skills. Advisory board input and program concept approval are documented in meeting minutes and were used to guide curriculum and course structure. These materials are included in the supplemental attachments and are referenced throughout the proposal where applicable.

15.2 List any objections or alternative proposals for this program received from other postsecondary institutions. If objections or alternative proposals were received, institutions are welcome to submit a rebuttal and include any necessary supporting documentation.

No objections or alternative proposals were received from other post-secondary institutions. All institutions contacted, including Bethune-Cookman University, Embry-Riddle Aeronautical University, Stetson University, and the University of Central Florida, responded with either written confirmation that they had no objection to the proposed Bachelor of Science in Radiologic and Imaging Sciences program.

## Appendix A: Letters of Support



HALIFAX  
HEALTH

January 30, 2024

Dee Ann Vanlandingham, MHS, RT(R)  
Radiography Program Director  
Daytona State College  
1200 W. International Speedway Blvd.  
Daytona Beach, FL 32114

Re: Letter of Support

Dear Ms. Vanlandingham,

On behalf of Halifax Health, I offer our full support and endorsement of Daytona State College's endeavor to elevate their Radiologic Technology Program by offering a Bachelor of Science in Radiologic and Imaging Sciences. We believe our partners at Daytona State College are qualified and engaged in providing the education necessary to meet these advanced needs.

At Halifax Health, we understand the necessity of future graduates possessing an advanced degree in Radiology. With this new offering in our community, Halifax Health Radiologic Technologists and all future graduates across the state will be able to shorten their on-the-job training and quickly advance their careers within the broad profession of radiology. Further, advanced modality training will allow us to promote Radiologic Technologists into leadership positions, including coordinators and chief technologists within each modality, radiology informatics, and management.

The proposed expansion of knowledge by Daytona State College would ensure that our radiology team and others interested in joining our team have access to continuing education and the required knowledge to care for our community's diverse patient needs. Halifax Health gives its full support to Daytona State College for offering a Bachelor of Science in Radiologic and Imaging Sciences, and wishes you the best in this endeavor.

Sincerely,

Alberto Tinco  
Chief Operating Officer  
Halifax Health  
303 N. Clyde Morris Blvd.  
Daytona Beach, FL 32114

PO Box 2830  
DAYTONA BEACH, FL 32120  
T: 386.425.1000

[halifaxhealth.org](http://halifaxhealth.org)



HALIFAX  
HEALTH

February 1, 2024

Dee Ann Vanlandingham, MHS, RT(R)  
Radiography Program Director  
Daytona State College  
1200 W. International Speedway Blvd.  
Daytona Beach, FL 32114

Mrs. Vanlandingham,

It is with great respect and hope that we request our partners at Daytona State College to expand their educational experience to include a bachelor's program for our Radiologic Technologists. Halifax Hospital Medical Center recognizes the impact on available and quality programs as our healthcare industry changes. We believe our partners at Daytona State College are qualified and engaged in providing the education necessary to meet the advanced educational needs of training Radiologic Technologists.

Within the Radiology field there is a growing need for an advanced degree to fulfill roles in leadership, equipment sales and applications, PACS administrators, Radiology IT, and Radiology Facilitators. A Bachelor's in Radiologic and Imaging Sciences would fill the need for the required advanced training of those roles. I feel it would be a disservice to our community if we could not locally provide an educational setting to meet the needs of our expanding community. We are excited to partner with Daytona State College to provide a practicum experience for students and look forward to future opportunities.

Sincerely,

Andrea Huffman  
Manager, Radiology Department  
Halifax Hospital Medical Center  
303 N. Clyde Morris Blvd.  
Daytona Beach, FL 32114

AH:ks

PO Box 2830  
DAYTONA BEACH, FL 32120  
T: 386.425.4000

[halifaxhealth.org](http://halifaxhealth.org)



HALIFAX  
HEALTH

2/1/2024

Dee Ann Vanlandingham, MHS, RT(R)

Radiography Program Director

Daytona State College

1200 W. International Speedway Blvd.

Daytona Beach, FL 32114

Mrs. Vanlandingham,

The proposed Bachelor of Science in Radiologic and Imaging Sciences program at Daytona State College has my support. As the Coordinator for the Diagnostic Radiology Department at Halifax Health, I see firsthand the difference in Registered Technologists who possess an advanced degree. These individuals show great leadership skills, better understanding of the technology utilized in the department, and advanced patient care skills. Lead Technologists, who have not gained the knowledge that would be provided with the BSRIS degree, show lack of leadership skills and basic patient care skills.

As the population demographics in the county continue to grow and hospital inpatients prove to have more complex illnesses, the demand for talented Radiologic Technologists who have obtained an advanced degree increase. These technologists will be more confident when engaging in clinical discussions with physicians and other medical professionals. An advanced degree in Radiologic and Imaging Sciences will also decrease the length of time it takes to fully train new graduates upon hiring. I feel that continuous professional development and the advanced education that a BSRIS program would provide, would produce technologists that are more committed to their patients and will impart a positive impact on the community.

Sincerely,

Sheryl Keener RT(R)

Diagnostic Coordinator, Radiology

Halifax Health

303 N. Clyde Morris Blvd., Daytona Beach, FL 32114

PO Box 2830  
DAYTONA BEACH, FL 32120  
T: 386.425.4000

[halifaxhealth.org](http://halifaxhealth.org)



(February 15, 2024)

Dee Ann Vanlandingham, MHS, RT(R)  
Radiography Program Director  
Daytona State College  
1200 W. International Speedway Blvd.  
Daytona Beach, Fl. 32114

Mrs. Vanlandingham,

A Bachelor of Science program would be of huge benefit in furthering the education of both our current and future Technologist. Being a Registered Radiologic Technologist myself, I can appreciate and I am excited with the direction that Daytona State is deciding to go. Although it should be of no surprise, that Daytona State is taking on this endeavor. They embody excellence and continue to provide services that are crucial for our community and future learners. More specifically our Healthcare workers. Who depend on research backed education to help them continue being on the cutting edge of what is current and relevant in helping perform their jobs at the highest level of excellence.

The implementation of a Bachelor of Science program would help to bridge the gap for the Technologist who desires to go in to management, but do not have a clear path as to how to do so. Giving them structure will only speed the process to generating what healthcare needs, and that is more leaders. As population demographics in the county continue to grow and hospital inpatients prove to have more complex illnesses, the demand for talented Radiologic Technologists who obtain an advanced degree will have more confidence when engaging in clinical discussions with physicians and other medical professionals.

Sincerely,



Michael Butler, BAS, RT(R)  
Quality Improvement Coordinator  
Halifax Health  
303 N. Clyde Morris Blvd.  
Daytona Beach, Fl. 32114



## HALIFAX HEALTH

January 30, 2024

Dee Ann Vanlandingham, MHS, RT(R)  
Radiography Program Director  
Daytona State College  
1200 W. International Speedway Blvd.  
Daytona Beach, FL 32114

Ms. Vanlandingham,

It is with our full support that Halifax Health endorses Daytona State College's endeavor to elevate their Radiologic Technology Program by offering a Bachelor of Science in Radiologic and Imaging Sciences. At Halifax Health, we understand the necessity of future graduates to possess an advanced degree in Radiology. Halifax Health recognizes the impact on available and quality programs as our healthcare industry changes.

We believe that with access to a bachelor's degree, Halifax Health Radiologic Technologists will be able to further advance their careers within the broad profession of Radiology. We prefer to promote Technologists that hold advanced degrees into leadership positions, including management, Coordinators and Chief Technologists within each modality, and Radiology Informatics.

The proposed expansion of knowledge that Daytona State College would provide would ensure that our Radiology team has access to continuing education and opportunities to provide our community with the required knowledge to care for our diverse patient needs.

Sincerely,



Matthew Petkus, MBA RT(R)(CV)  
Vice President of Physician Services  
Halifax Health Medical Center

303 N. Clyde Morris Blvd., Daytona Beach, FL 32114



February 15, 2024

Dee Ann Vanlandingham, MHS, RT(R) Radiography  
Program Director Daytona State College  
1200 W. International Speedway Blvd.  
Daytona Beach, FL 32114

Dear Ms. Vanlandingham,

I am writing to express my support for a Bachelor of Science program in Radiologic and Imaging Science with a focus on management and Computed Tomography (CT) at Daytona State College. As an interventional radiologist in a multispecialty practice covering several busy hospitals in central Florida, including Volusia County, the value of well-trained technologists cannot be overstated. Currently, our hospitals are actively seeking well-qualified technologists; however, there are more available jobs than applicants to fill these positions. I am confident that the development of this program, and potentially, the expansion to include other imaging modalities, will be a great addition to the current RT training program at Daytona State, increasing the likelihood that motivated and hard-working technologists will pursue additional training, and subsequently jobs, in our community. I believe the program has the potential not only to keep local students in our area, but also attract students from around the country which would be a great benefit to our healthcare infrastructure.

I wholeheartedly endorse the development of this program at Daytona State College and would be willing to help in any way possible. Please feel free to reach out to me if that would be of benefit.

Sincerely,

A handwritten signature in black ink, appearing to read "TMS", written in a cursive style.

Thomas M Seale IV, MD

AdventHealth Medical Group Radiology - Central Florida Division  
thomas.seale.md@adventhealth.com  
Interventional Radiology

January 30, 2024

*Re: Support for Advanced Degree in Radiologic Sciences*



Mrs. Vanlandingham,

I am writing to express my support for the Bachelor of Science in Radiologic and Imaging Sciences Program at Daytona State College. As someone deeply involved in the field of healthcare and professional mentorship for over 20 years, I believe that this program is an asset to both current as well as aspiring radiologic technologists and imaging professionals.

Having closely examined the proposed curriculum and learning objectives of the program, I am impressed by the comprehensive nature of the coursework. The program effectively combines theoretical knowledge with practical application, equipping students with the necessary skills to excel in their careers. The inclusion of clinical internships and hands-on training ensures that graduates are well-prepared to meet the challenges of the rapidly evolving healthcare industry. This also fosters their capacity to collaborate effectively with interdisciplinary healthcare teams. Such skills are crucial in providing optimal patient care and maintaining a high standard of professionalism.

I am also impressed by the experienced and dedicated faculty members associated with the program. Their expertise and commitment to excellence serve as an inspiration to the students, providing them with the guidance and mentorship required to succeed in this specialized field. The program's commitment to continuous professional development and staying up to date with the latest advancements in radiologic and imaging sciences is evident through the faculty's active involvement professional organizations.

Moreover, I am aware of the state-of-the-art facilities and cutting-edge technology available to the students. Access to advanced imaging equipment and software not only enhances their learning experience but also prepares them to adapt to the ever-changing technological landscape of the healthcare industry. The program's efforts to stay at the forefront of technological advancements are commendable and ensure that graduates are well-prepared for the demands of leadership in the modern healthcare environment.

Finally, I would like to highlight the program's commitment to diversity and inclusion. By fostering an environment that values and respects individuals from diverse backgrounds, the program prepares students to provide culturally sensitive care to a wide range of patients and

our communities. This commitment to diversity not only enriches the learning experience but also promotes a more inclusive healthcare system.

I wholeheartedly support the Bachelor of Science in Radiologic and Imaging Sciences Program at Daytona State College. The comprehensive curriculum, experienced faculty, partnership with state-of-the-art facilities, and commitment to diversity make it an asset for aspiring radiologic technologists and imaging professionals. I have no doubt that graduates from this program will make significant contributions to the field in areas such as IT, leadership, equipment applications, and various roles that will positively impact patient care in our communities.

If you require any further information or would like to discuss this matter in more detail, please do not hesitate to contact me.

Respectfully,

A handwritten signature in blue ink that reads "Kala S. Plaskett".

**Kala S. Plaskett, MBA, RT(R)**

AdventHealth DeLand & AdventHealth Fish Memorial

West Volusia Market Director of Imaging Services

O 386-943-4549

F 386-943-3697

M 386-846-6268

**Mission:**

To protect, promote and improve the health of all people in Florida through integrated state, county and community efforts.



**Ron DeSantis**  
Governor

**Joseph A. Ladapo, MD, PhD**  
State Surgeon General

**Vision:** To be the Healthiest State in the Nation

2/2/2024

Dee Ann Vanlandingham, MHS, RT(R)  
Radiography Program Director  
Daytona State College  
1200 W. International Speedway Blvd.  
Daytona Beach, FL 32114

Ms. Vanlandingham,

I am writing this letter of support for the establishment of a Bachelor of Science program in Bachelor of Radiologic and Imaging Science with a focus on management and Computed Tomography (CT). When I was informed that this program was in the development phase and learning that there were even broader plans to expand to MRI, Mammography, Cardiac Ultrasound, and Vascular Ultrasound I was truly ecstatic. This program would be a very positive addition to our community, addressing a critical need for trained radiology leaders and specialty technologists as well as offering the community more career options for fresh high school graduates looking to get into the Radiology field.

Being an Imaging Professional myself for 19 years and now moving over to the State level for the Bureau of Radiation Control, I have witnessed firsthand the severe shortage of radiology professionals in the Central Florida region. This shortage directly impacts patient care, delaying diagnoses and limiting access to specialized imaging services. We rely heavily on recruiting from outside the area, often facing difficulties due to the lack of local imaging staff available, and I have even seen temporary agencies even struggle to find qualified staff to help fill the void.

Beyond filling these imperative positions, this program has the potential to rejuvenate our local healthcare system and inject more medical professionals into our surrounding counties. Locally trained professionals are more likely to remain in the community, establishing continuity of care and building strong relationships with patients. Additionally, the program could attract external students, bringing new talent and energy Florida.

Representing the Florida Bureau of Radiation Control, I give my full support to Daytona State College, and I am beyond excited to see this transform our local community and have a meaningful impact right away. Daytona State College already has an impeccable reputation with the Radiography Program, and I cannot wait to witness these new programs come to fruition. If you require any further information or would like to contact me about this program, please reach out as I am very excited to see this program come to the Central Florida area.

Sincerely,

William Coppage, BS, CNMT, RSO  
Florida Department of Health  
Bureau of Radiation Control  
2044 All Childrens Way  
Orlando, FL 32818  
Cell: (850) 528-1227

**Florida Department of Health**  
**Bureau of Radiation Control**  
4052 Bald Cypress Way • Tallahassee, FL 32399  
PHONE: 850-245-4888 • FAX: 850-617-6442  
**FloridaHealth.gov**



**Accredited Health Department**  
Public Health Accreditation Board



As a board-certified interventional radiologist in Daytona Beach, Florida, I have had daily interaction with Radiologic Technologists for over 20 years. I have always been extremely impressed with graduates from the Daytona State College Radiography Program and know hospitals in the community depend heavily on DSC graduates. Most DSC graduates show a keen interest in furthering their education, but it is disheartening to see many of your most capable Registered Radiologic Technologists pursue advancement in other medical fields because of limited advancement opportunities available to associate degree Technologists.

As population demographics in the county continue to grow and hospital inpatients prove to have more complex illnesses, the demand for talented Radiologic Technologists who obtain an advanced degree will have more confidence when engaging in clinical discussions with physicians and other medical professionals. An advanced degree in Radiologic and Imaging Sciences will also decrease the length of time it takes to fully train new graduates upon hiring.

It is with great respect and hope that we request our partners at Daytona State College to expand their educational experience to include a bachelor's program for our Radiologic Technologists. Our Daytona State campus is fortunate to meet the expanding needs of our community and are committed to providing the highest level of trained Radiologic Technologists. We feel it would be a disservice to our community if we could not locally provide an educational setting to meet the needs of our community. We are excited to partner with Daytona State College to provide a practicum experience for students and look forward to future opportunities.

Radiology Imaging Associates recognizes the impact on available and quality programs as our healthcare industry changes. We believe our partners at Daytona State College are qualified and engaged in providing the education necessary to meet the advanced educational needs of training Radiologic Technologists. Within the Radiology field there is a growing need for an advanced degree to fulfill roles in leadership, equipment sales and applications, PACS administrators, Radiology IT, and Radiology Facilitators. A bachelor's in radiologic and Imaging Sciences would fill the need for the required advanced training of those roles.

According to the ARRT, Florida holds the second largest population of Registered Radiologic Technologists in the United States (over 26,000 across all modalities). With the majority (over 23,000) of those registered in diagnostic radiology, there is a large need for advanced modality training. An advanced degree from Daytona State College in Radiology would provide the state and our community with the trained and educated technologists needed to fulfill those positions within the advanced modalities.

February 10, 2024

Respectfully,

A handwritten signature in black ink, appearing to read "S. Klioze", written in a cursive style.

Scott D Klioze, MD  
Diagnostic and Interventional Radiologist, Radiology Imaging Associates.  
Vice Chief-of-staff, Halifax Medical center  
386-274-7118



# RADIOLOGY ASSOCIATES

Focused on Quality, Centered on Care

February 13, 2024

Mrs. Vanlandingham,

As a full-service Radiology outpatient clinic, Radiology Associates, and affiliated companies, lend full support to the desired growth of the Radiologic Technology program at Daytona State College.

Our outpatient centers have served as host to many of the Program's students throughout the years. We are happy to assist the students and faculty by providing the clinical training and experience needed to fulfil their curriculum requirements. Beyond this, we are proud to employ many Alumni from the school as our certified Radiologic Technologists.

Further expansion of the Radiography program would be an asset to our company and the business of Radiology as a whole. As an outpatient radiology clinic, the search is constant for technologists with the further education required to fill certain roles within our centers. Often, our business is hindered by the lack of technologists available at the higher levels such as CT, MRI and Echocardiography. This process can create holes within our workflow as we must allow current technologists time to train and gain education in their respective new departments. Having our local college producing qualified graduates will enable us to recruit the needed technologists to fill such desirable roles within the Radiologic community.

We feel that Daytona State College has the tools and leadership needed to guide this program and shape its success. We wish you all the best with your future endeavors.

Sincerely,

Matthew Stephens  
Director, Business Development  
Radiology Associates & Affiliated Companies

1673 Mason Avenue, Suite 305 Daytona  
Beach, FL 32117  
Phone: (386) 274-7118 • Fax: (386) 274-6173

[www.RadiologyAssociatesImaging.com](http://www.RadiologyAssociatesImaging.com)

St. Augustine

Palm Coast

Town Center

Twin Lakes

Port Orange

Deltona

Port Orange West

New Smyrna Beach

February 7, 2024

Dee Ann Vanlandingham, MHS, RT(R):

It is with great enthusiasm that I write this letter of support for the establishment of a Bachelor of Science program in Bachelor of Radiologic and Imaging Science with a focus on management and Computed Tomography (CT), with plans to expand to MRI, mammography, cardiac ultrasound, and vascular ultrasound. This program would be a transformative addition to our community, addressing a critical need for trained radiology leaders and specialty technologists.

As the Regulation and Compliance Manager/MR lead/MRSO at Radiology Associates, I have witnessed firsthand the severe shortage of qualified radiology professionals in our region. This deficit directly impacts patient care, delaying diagnoses and limiting access to specialized imaging services. We rely heavily on recruiting from outside the area, often facing difficulties due to the lack of local talent pool.

The proposed program at Daytona State would be a game-changer. By offering a comprehensive curriculum covering management, CT, and future expansions into other valuable modalities, you would be equipping graduates with the skills and knowledge needed to fill these critical gaps. The focus on management is particularly crucial, as it will create the next generation of leaders who can navigate the complexities of radiology departments and ensure optimal patient care.

Beyond filling essential roles, this program has the potential to revitalize our healthcare system. Locally trained professionals are more likely to remain in the community, fostering continuity of care and building strong relationships with patients. Additionally, the program could attract external students, bringing new talent and energy to our region.

I am confident that Daytona State College possesses the academic expertise and infrastructure necessary to excel in this endeavor. By leveraging the knowledge base within the current program and clinical expertise in the surrounding community, this program has the potential create the professional, well rounded departmental and CT leaders to steer our profession in advancement and ingenuity. This, coupled with the significant community need, makes the establishment of this program a clear imperative.

In conclusion, I wholeheartedly endorse the proposed Bachelor of Science program in Radiologic and Imaging Science. It represents a visionary initiative that will benefit not only our community, but the entire healthcare landscape. I urge you to grant this program your full support.

Sincerely,



Kevin Dirlam, B.S., RT(R))(MR)(MRSO)

Regulatory and Compliance Manager

**From:** UCF President <[president@ucf.edu](mailto:president@ucf.edu)>  
**Sent:** Tuesday, October 1, 2024 3:21 PM  
**To:** Thomas LoBasso <[Thomas.LoBasso@daytonastate.edu](mailto:Thomas.LoBasso@daytonastate.edu)>  
**Subject:** Re: Bachelor of Science degree in Radiologic Imaging Science

**CAUTION:** This email came from outside Daytona State.

Dear Tom:

I am writing with our approval of your institution offering a new BS in Radiologic Imaging Science in 2025-26.

Thank you for your continued partnership with us.

Best,  
Alex

**From:** Thomas LoBasso <[Thomas.LoBasso@daytonastate.edu](mailto:Thomas.LoBasso@daytonastate.edu)>  
**Date:** Monday, September 9, 2024 at 9:56 AM  
**To:** UCF President <[president@ucf.edu](mailto:president@ucf.edu)>  
**Subject:** Bachelor of Science degree in Radiologic Imaging Science

Dear Dr. Cartwright,

Daytona State College is researching the possibility of offering a new Bachelor of Science degree in Radiologic Imaging Science in 2025-26. It is always our goal to offer higher education opportunities that lead to good-paying jobs for the citizens of Volusia and Flagler counties while meeting our local business and industry needs. We believe this degree would serve that purpose.

This degree is specifically designed to provide a pathway to advancement for graduates of DSC's existing associate of science in Radiography. Currently, there is no other BS completion option for A.S. graduate Radiologic Technologists (RTs) in our region. The BS will also serve as a completion degree option for Nuclear Medicine Technologists, Radiation Therapists, and Medical Diagnostic Sonographers in our service area.

According to the American Registry of Radiologic Technologists (AART), this clinical group is the third largest in the nation after nurses and physicians. Also, according to the AART, Florida has the second largest population of registered RTs in the U.S. with 26,277 across all modalities and 5,660 diagnostic medical sonographers. The BS degree will allow these professionals to gain additional clinical credentials such as CT, MRI, Cardiovascular, Mammography, or Leadership, all of which are in demand in Volusia and Flagler counties.

If you have any questions or comments about our efforts to explore this offering, please contact me and I'll be happy to meet with you.

If you have no objections, for our records, please kindly respond to this communication with your approval.

Best regards,

Tom

Thomas LoBasso, Ed.D.  
President  
Daytona State College  
(386) 506-4408



Please note: Florida has very broad public record laws. Most written communications to or from college employees are public records and available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

**From:** William Berry <[berryw@cookman.edu](mailto:berryw@cookman.edu)>  
**Sent:** Wednesday, September 25, 2024 8:58 AM  
**To:** Thomas LoBasso <[Thomas.LoBasso@daytonastate.edu](mailto:Thomas.LoBasso@daytonastate.edu)>  
**Subject:** Re: Bachelor of Science degree in Radiologic Imaging Science

**CAUTION:** This email came from outside Daytona State.

Dr. LoBasso,

Bethune-Cookman University is most pleased to support your plan to offer a new Bachelor of Science degree in Radiologic Imaging Science in 2025-26. This BS degree option not only will enable your students to complete their undergraduate studies in a timely manner, but also address the critical need for health services professionals in the radiology area.

Best wishes for a successful program.

Regards,

William Berry

On Mon, Sep 9, 2024 at 10:54 AM Thomas LoBasso <[Thomas.LoBasso@daytonastate.edu](mailto:Thomas.LoBasso@daytonastate.edu)> wrote:

Dear Dr. Berry,

Daytona State College is researching the possibility of offering a new Bachelor of Science degree in Radiologic Imaging Science in 2025-26. It is always our goal to offer higher education opportunities that lead to good-paying jobs for the citizens of Volusia and Flagler counties while meeting our local business and industry needs. We believe this degree would serve that purpose.

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If you have no objections, for our records, please kindly respond to this communication with your approval.

Best regards,

Tom

Thomas LoBasso, Ed.D.

President

Daytona State College

(386) 506-4408

From: Wajdi Ben Sedrine <[w.bensedrine@keiseruniversity.edu](mailto:w.bensedrine@keiseruniversity.edu)>

Date: September 10, 2024 at 4:34:07 PM EDT

To: Thomas LoBasso <[Thomas.LoBasso@daytonastate.edu](mailto:Thomas.LoBasso@daytonastate.edu)>

Subject: RE: Bachelor of Science degree in Radiologic Imaging Science

**CAUTION:** This email came from outside Daytona State.

Hello Dr. LoBasso,

Thank you for your email about the proposed Bachelor of Science degree in Radiologic Imaging Science. I fully support this initiative.

This program will provide essential pathways for advancement in a critical healthcare sector, addressing the demand for skilled professionals in my campus and our region.

If I can assist further, please let me know.

Best regards,

Ben Sedrine, MBA

Campus President - Keiser University

Daytona Beach Campus

Email: [W.Bensedrine@keiseruniversity.edu](mailto:W.Bensedrine@keiseruniversity.edu)

Office Phone: 386-274-5060

Mobile: 954-647-5504



"TELL ME AND I FORGET, TEACH ME AND I MAY REMEMBER, INVOLVE ME AND I LEARN."  
BENJAMIN FRANKLIN

**From:** Thomas LoBasso <[Thomas.LoBasso@daytonastate.edu](mailto:Thomas.LoBasso@daytonastate.edu)>

**Sent:** Monday, September 9, 2024 4:13 PM

**To:** Wajdi Ben Sedrine <[w.bensedrine@keiseruniversity.edu](mailto:w.bensedrine@keiseruniversity.edu)>

**Subject:** Bachelor of Science degree in Radiologic Imaging Science

You don't often get email from  
[thomas.lobasso@daytonastate.edu](mailto:thomas.lobasso@daytonastate.edu).  
[Learn why this is important \[aka.ms\]](#)

### Caution External Email

This email is from a source outside of the organization. Please use caution when supplying any information.

Dear Dr. Sedrine,

Daytona State College is researching the possibility of offering a new Bachelor of Science degree in Radiologic Imaging Science in 2025-26. It is always our goal to offer higher education opportunities that lead to good-paying jobs for the citizens of Volusia and Flagler counties while meeting our local business and industry needs. We believe this degree would serve that purpose.

This degree is specifically designed to provide a pathway to advancement for graduates of DSC's existing associate of science in Radiography. Currently, there is no other BS completion option for A.S. graduate Radiologic Technologists (RTs) in our region. The BS will also serve as a completion degree option for Nuclear Medicine Technologists, Radiation Therapists, and Medical Diagnostic Sonographers in our service area.

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If you have any questions or comments about our efforts to explore this offering, please contact me and I'll be happy to meet with you.

If you have no objections, for our records, please kindly respond to this communication with your approval.

Best regards,

Tom

Thomas LoBasso, Ed.D.

President

Daytona State College

(386) 506-4408



**From:** Butler, Barry <[BUTLERB@erau.edu](mailto:BUTLERB@erau.edu)>  
**Sent:** Monday, September 9, 2024 12:44 PM  
**To:** Thomas LoBasso <[Thomas.LoBasso@daytonastate.edu](mailto:Thomas.LoBasso@daytonastate.edu)>  
**Subject:** Re: [EXTERNAL] B.S. Radiologic Imaging Science

**CAUTION:** This email came from outside Daytona State.

I approve.

---

P. Barry Butler

On Sep 9, 2024, at 10:51 AM, Thomas LoBasso <[Thomas.LoBasso@daytonastate.edu](mailto:Thomas.LoBasso@daytonastate.edu)> wrote:

**CAUTION:** This email originated outside of Embry-Riddle Aeronautical University. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Barry,

Daytona State College is researching the possibility of offering a new Bachelor of Science degree in Radiologic Imaging Science in 2025-26. It is always our goal to offer higher education opportunities that lead to good-paying jobs for the citizens of Volusia and Flagler counties while meeting our local business and industry needs. We believe this degree would serve that purpose.

This degree is specifically designed to provide a pathway to advancement for graduates of DSC's existing associate of science in Radiography. Currently, there is no other BS completion option for A.S. graduate Radiologic Technologists (RTs) in our region. The BS will also serve as a completion degree option for Nuclear Medicine Technologists, Radiation Therapists, and Medical Diagnostic Sonographers in our service area.

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If you have any questions or comments about our efforts to explore this offering, please contact me and I'll be happy to meet with you.

If you have no objections, for our records, please kindly respond to this communication with your approval.

Best regards,

Tom

Thomas LoBasso, Ed.D.

President

Daytona State College

**From:** Christopher F Roellke <[croellke@stetson.edu](mailto:croellke@stetson.edu)>  
**Sent:** Monday, September 9, 2024 11:15 AM  
**To:** Thomas LoBasso <[Thomas.LoBasso@daytonastate.edu](mailto:Thomas.LoBasso@daytonastate.edu)>  
**Subject:** Re: Bachelor of Science degree in Radiologic Imaging Science

**CAUTION:** This email came from outside Daytona State.

Dear President LoBasso,

This is a very promising program. Stetson wishes you the very best with its development and we have no objections.

All best...Chris

**From:** Thomas LoBasso <[Thomas.LoBasso@daytonastate.edu](mailto:Thomas.LoBasso@daytonastate.edu)>  
**Sent:** Monday, September 9, 2024 10:52 AM  
**To:** Christopher F Roellke <[croellke@stetson.edu](mailto:croellke@stetson.edu)>  
**Subject:** Bachelor of Science degree in Radiologic Imaging Science

**CAUTION - External Email-**

Dear Dr. Roelke,

Daytona State College is researching the possibility of offering a new Bachelor of Science degree in Radiologic Imaging Science in 2025-26. It is always our goal to offer higher education opportunities that lead to good-paying jobs for the citizens of Volusia and Flagler counties while meeting our local business and industry needs. We believe this degree would serve that purpose.

This degree is specifically designed to provide a pathway to advancement for graduates of DSC's existing associate of science in Radiography. Currently, there is no other BS completion option for A.S. graduate Radiologic Technologists (RTs) in our region. The BS will also serve as a completion degree option for Nuclear Medicine Technologists, Radiation Therapists, and Medical Diagnostic Sonographers in our service area.

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If you have any questions or comments about our efforts to explore this offering, please contact me and I'll be happy to meet with you.

If you have no objections, for our records, please kindly respond to this communication with your approval.

Best regards,

Tom

Thomas LoBasso, Ed.D.

President

Daytona State College

(386) 506-4408

## **Appendix B. Local Job Descriptions**



Job Description

## **Clinical Manager Outpatient Imaging (24002714)**

Description

Clinical Manager -AdventHealth Outpatient Imaging

All the benefits and perks you need for you and your family:

- Commitment to whole-person care, giving you the opportunity to help heal people in mind body and spirit.
- Excellent benefits, market-driven wages and career development opportunities.
- Opportunities for advancement as we expand our network across the nation.

Our promise to you:

Joining AdventHealth is about being part of something bigger. It's about belonging to a community that believes in the wholeness of each person, and serves to uplift others in body, mind and spirit. AdventHealth is a place where you can thrive professionally, and grow spiritually, by Extending the Healing Ministry of Christ. Where you will be valued for who you are and the unique experiences you bring to our purpose-minded team. All while understanding that together we are even better.

Schedule: Full Time

Shift: Monday-Friday 8am-5pm

Location: 2200 Fowler Grove Blvd. Suite 060 Winter Garden, FL 34787

**The role you'll contribute:**

The Clinical Manager is responsible for management of Imaging cost centers and business units. Assists in developing and monitoring budgets for assigned areas of responsibility. Ensures prescribed services are rendered in a manner consistent with established standards, policies, procedures, and regulatory requirements. Supports departmental and services line initiatives.

Participates in staff in-services, continuous quality improvement efforts and all regulatory inspections as required. Monitors the quality of work completed to ensure quality and safety goals are achieved. Actively participates in outstanding customer service and accepts responsibility in maintaining relationships that are equally respectful to all.

**The value you'll bring to the team:**

- Provides clinical expertise in delivering an efficient workflow in procedural settings.
- Manages financial performance for assigned departments, as displayed by achieving financial goals including efficiency improvement and supply management.
- Hires, orients, evaluates, and coaches staff per assigned department. Maintains high staff engagement as exhibited by employee engagement scores/staff retention rates.
- Ensures exceptional patient experience is achieved in assigned areas as exhibited by achievement of patient results. Accountability is based on the attainment of goals assigned, through collaboration, to the cost centers and business units that the manager oversees.
- Improves quality by ensuring assigned departments deliver the right test to the right patient at the right time, as exhibited by on-time delivery of results and clinical quality measurement of imaging studies.

Qualifications

**The expertise and experiences you'll need to succeed:**

**Minimum qualifications:**

- Associate's Degree in Business or Healthcare related field
- Three (3) years of clinical experience within Imaging setting
- One (1) years of experience in a management/leadership role
- American Registry of Radiologic Technologists -ARRT OR American Registry of Diagnostic Medical Sonography -ARDMS

**Preferred qualifications:**

- Bachelor's Degree in Business or Healthcare related field

Minimum Hourly Rate: 33.962

Maximum Hourly Rate: 50.943



<b>JOB TITLE</b>	<b>JOB CODE</b>	<b>DEPT. /CODE</b>
Radiology Manager	123001	
<b>REPORTS TO</b>	<b>APPROVED BY</b>	<b>FLSA CLASSIFICATION</b>
Service Line Administrator	<b>DATE</b>	

## JOB SUMMARY:

Responsible for the planning, directing and coordinating the clinical, technical, secretarial and clerical functions of the Department of Radiology. When necessary, must provide appropriate patient care to an assigned group of newborn, pediatric, adolescent, adult and geriatric patients

## JOB QUALIFICATIONS:

Formal Education: **Baccalaureate** or Master's Degree in Business Administration or other related subject.

Certificates and Licensures: 3-5 years' experience as the Supervisor, Manager, or Assistant Manager of a Department of Radiology is preferred.

## SKILLS, EXPERIENCE AND LICENSURE:

Other Skills and Abilities: Communication and managerial skills. Budget and financial management ability, x-ray technology or knowledge. Must be skilled in providing care for newborn, pediatric, adolescent, adult and geriatric patients.

## DUTIES AND RESPONSIBILITIES:

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Directs and coordinates the duties of the Assistant Manager and appropriate Coordinators to efficiently accomplish the departmental and hospital goals and objectives, providing quality patient/physician services</li> <li>2. Develops, monitors, and adheres to annual budget and departmental goals, objectives, policies, procedures, methods and philosophy.</li> <li>3. Interviews and selects new coordinators and support personal as necessary</li> <li>4. Evaluates coordinators as necessary</li> <li>5. Reviews the evaluations, recommendations for promotion, counseling, discipline and recommendations for termination which are presented by the coordinators</li> <li>6. Ensures adherence to professional/legal standards within the department</li> <li>7. Procures equipment and supplies through proper planning, budgeting, and the bid process; monitors installation of equipment and recommended preventative maintenance contracts.</li> </ol> | <ol style="list-style-type: none"> <li>1. Accomplishment of goals, objectives, patient/physician satisfaction and quality assurance criteria.</li> <li>2. Adheres to budget and policies. Accomplishment of departmental goals is achieved.</li> <li>3. Knowledgeable staff. Quality performance. Fairness and thoroughness is shown.</li> <li>4. Follows performance appraisal guidelines</li> <li>5. Follows performance appraisal guidelines, employee handbook, and policy and procedure manuals.</li> <li>6. All standards and policies are met</li> <li>7. Maintains capital equipment budget variance of less than 10%</li> </ol> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- |                                                                                                                                                                                                                                      |                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8. Monitors the inventory of departmental supplies and ensures the integrity of use and distribution.                                                                                                                                | 8. Minimum inventory and appropriate usage                                                                                                                                                   |
| 9. Holds monthly meetings with the Coordinators,; attends the meetings with the Radiologists, Administration, vendors and others as necessary.                                                                                       | 9. Communication is enhanced                                                                                                                                                                 |
| 10. Monitors the continuing education and status of licenses as required                                                                                                                                                             | 10. Per JC, hospital, and State or Federal registry                                                                                                                                          |
| 11. Studies, monitors, and implements or recommends plans, changes, or suggestions to maintain state-of-the-art equipment, procedures and services to enable HCHS to provide and promote the best patient care that can be afforded. | 11. Professional organization, literature, statistics, studies, PAR reports and physician input                                                                                              |
| 12. Submits reports, studies, and justifications as required                                                                                                                                                                         | 12. High level of accuracy is maintained. Reports are submitted promptly                                                                                                                     |
| 13. Possess knowledge and skills to care for the following patients in a hospital setting:<br>- Newborn, Adolescent, Adult, Pediatric & Geriatric                                                                                    | 13. Must demonstrate experience or possess the ability to anticipate special circumstances or variations of standard parameters necessary in the care of patients from newborn to geriatric. |

**Guidelines and General Instruction Provided:**

Works independently with periodic reviews by the SLA and the Chairman of the Department of Radiology.

**WORKING CONDITIONS:**

Work is of minimal physical effort in a substantially busy environment. Must be able to function efficiently under stressful conditions. 24 hour responsibility for HMC and HHPO Radiology Departments

**SPECIAL EQUIPMENT/ WORK AIDS:**

# HALIFAX HEALTH



<b>JOB TITLE</b>	<b>JOB CODE</b>	<b>DEPT. /CODE</b>
Chief Technologist	42802	
<b>REPORTS TO</b>	<b>APPROVED BY</b>	<b>FLSA CLASSIFICATION</b>
Radiology Modality Coordinator	BY <i>Condrea Dyffman</i> DATE 11/29/22	
<b>JOB SUMMARY:</b>		
<p><b>Level III:</b> Provide patient care and follow up appropriate to an assigned group of newborn, pediatric, adolescent, adult and geriatric patients in more than one area as assigned, while producing high quality images utilizing all imaging modalities. Conduct patient assessment and monitoring. Provide contrast or radiopharmaceutical administration with patient assessment and follow up information. Oversee patient scheduling, obtain and disseminate appropriate medical information. Demonstrate all necessary skills and knowledge of section computer and/or equipment technology. Provide backup supervision (coordination) and direction to all radiology sections in the absence of a coordinator. Perform duties of Level II Radiographer/Technologist when requested. Provides appropriate level of student supervision. Complete student competency and performance evaluations as well as organize student labs as required. Maintain certification according to State, National and medical center regulations.</p> <p><b>Level II:</b> This multi-competent radiographer/technologist must be able to perform advanced procedures involving specialized areas such as CT, MRI, Nuclear, Ultrasound, Mammography and Diagnostic to an assigned group of newborn, pediatric, adolescent, adult and geriatric patients. Sufficient knowledge and skill must be demonstrated in OR, C-arm, biopsy, diagnostic radiographic/fluoroscopic procedures that will establish and maintain professional competence. Ability to communicate effectively with all medical center personnel and medical staff. Must be able to perform all requirements of a Level I Radiographer/Technologist.</p> <p><b>Level I:</b> This entry-level radiographer/technologist must perform all general radiographic/fluoroscopic diagnostic procedures to include Emergency and Trauma care. Must be able to perform basic invasive procedures involving specialized areas such as CT, MRI, Nuclear, Ultrasound, Mammography and Diagnostic to an assigned group of newborn, pediatric, adolescent, adult and geriatric patients. Provides direct and indirect student supervision and assists with clinical education as assigned. Maintain certification according to National, State and medical center regulations.</p>		
<b>JOB QUALIFICATIONS:</b>		
<b>Level III:</b>		
<b>Formal Education:</b>	Must be a graduate of a Joint Review Committee on Education in Radiologic Technology (JRCERT) or regionally accredited and approved School of Radiologic Technology. A four-year program is preferred.	
<b>Level I &amp; II:</b>		
<b>Formal Education:</b>	Must be a graduate of a Joint Review Committee on Education in Radiologic Technology (JRCERT) or regionally accredited and approved School of Radiologic Technology. <b>A four-year program is preferred.</b> An associate degree is preferred.	
<b>SKILLS, EXPERIENCE AND LICENSURE:</b>		
<b>Certification/Licensure:</b>	Must be registered by the American Registry of Radiologic Technologists in radiography or equivalent certification. Must be licensed by the State of Florida to operate ionizing and non-ionizing imaging equipment according to MQA, JOINT COMMISSION, and ALARA standards. CPR/BLS in accordance to Halifax Health policies required.	
<b>Related Experience:</b>	Previous experience in a specified Radiologic Technology science or specialty area is required, however, 2-3 years experience is preferred.	
<b>Other Skills</b>	Ability to make independent decisions; performs well under stress. Must be skilled in providing care	

**and Abilities: for newborn, pediatric, adolescent, adult and geriatric patients.**

**DUTIES AND RESPONSIBILITIES :**

**Coordination:**

Schedules staff to maintain maximum throughput and meet workload requirements. Oversees scheduling of patients to allow for maximum productivity and quality patient care. Coordinates and supervises performance of technical and non-technical procedures to maintain quality patient care.

Possess knowledge and skills to care for the following patients in a medical center setting:

- Newborn
- Pediatric
- Adolescent
- Adult
- Geriatric

Coordinates distribution of images to appropriate radiologists for interpretation.

Designs and implements updated/new practice parameters and protocols.

Maintains professional atmosphere by providing positive and equitable working conditions and proactive problem solving.

**Staff Development:**

Provides direction and instruction for employees/students on protocols, techniques and equipment; on an ongoing basis.

In-services staff/students on updated/new procedures and equipment. Coordinate and promote continuing/mandatory education opportunities to update skills and assist staff in maintaining credentials/licensure.

**Quality Assurance/Quality Control:**

Oversees QA/QC procedures to maintain accuracy in equipment usage and patient handling.

**Administrative:**

Maintain required records on practice parameters and equipment.

Cost effectively maintains sufficient level of supplies.

Updates modality P&P manual on a yearly basis.

1. Assures maximum productivity and quality patient care by maintaining adequate staffing levels and coordination of patient scheduling.

Must demonstrate experience or possess the ability to anticipate special circumstances or variations of standard parameters necessary in the care of patients from newborn to geriatric.

Timely and accurate distribution of images to radiologists is achieved.

Practice parameters and protocols are maintained and up to date.

Professional, positive and equitable work environment is maintained for staff and problems are solved in a timely and equitable manner.

Assures satisfactory performance of procedures by direction and instruction for staff/student by using behavioral objectives methods. Employee/student progress is monitored; documented and corrective action is taken.

In-services, continuing and mandatory education requirements are met through programs planned and coordination with education departments. Assures staff certification/licensure is up to date and records are maintained.

QA/QC programs are developed and maintained. Documentation is up to date and accurate; meets hospital, state and JCAHO standards.

Records/documentation are maintained and accurate for procedures, protocols and equipment in accordance to the established guidelines.

All levels are maintained adequately.

Policy and Procedure manual is updated annually.

Reviewed  
12/2020

**Continuing Education/Meetings:**

Attends departmental meetings as required and participates in developmental/continuing education meetings to maintain and improve skills.

Continually updates education as required for National, State and professional certification.

Continually updates education as required by HHMC, JCAHO/OSHA, etc. standards.

**Specialized Modalities:**

Maintains specialty certification such as Emergency preparedness, individual modality certification, etc.

Pursues ongoing continuing education in professional practice and licensing. Active participation in off-site professional seminars, etc.

Chief Technologists assists coordinator with scheduling that provides sufficient staff for quality patient care and minimal overtime.

- Acts in a supervisory capacity in the absence of Coordinator.
- Acts as liaison between staff and Radiologists when coordinator is unavailable.

Actively pursues mandatory and developmental continuing education to meet HHMC, OSHA, ARRT and JOINT COMMISSION and HIPPA requirements for licensure, certification, accreditation and skills updates.

Certification is maintained in specialty, etc. Skills and competency levels are continually updated within required time frame.

Attends educational seminars to maintain certification/licensure and to improve skills in each area of specialty.

Provide input for employee appraisals. Demonstrate leadership skills by supporting and implementing policies of radiology department and Halifax Health.

**SUPERVISION RECEIVED:**

Progress is reviewed upon completion of tasks, not continuously. Guidelines, precedents and general instructions from Coordinators and/or physician provide general practice parameters to be followed. Independent critical thinking and judgment and problem solving decision-making are required to adapt procedures to meet patient needs.

Hourly contact with Radiologists and physicians, daily contact with Laboratory, ED, Pharmacy, Nursing units, Maintenance, SPD, Surgery personnel, all Radiology staff and students and physician's office personnel. Occasional contact with sales or service representatives, State inspection agencies, and Risk Management.

**PHYSICAL DEMANDS:**

Radiation exposure is higher in some specialty areas such as Nuclear Radiology due to closer proximity to radioactive source material within patients and the surrounding environments, and Invasive Radiography due to procedures requiring lengthy fluoro times. Routine job tasks may result in accidental puncture with needles. Often works in subdued light wearing heavy lead/rubber apron for long periods of time. Exposure to blood and body fluids with possibility of contact with contagious disease on a daily basis. Lifting, pulling or pushing of up to and occasionally greater than 50 pounds. With possibility of bodily injury.

Reviewed  
12/2020

**WORKING CONDITIONS:**

Pleasant inside environment; stressful situations; long periods of standing, lifting, moving and assisting patients constantly during the day. Work hours require flexibility based upon patient volumes and Radiologist's requests. Rotates Call Duty.

Reviewed  
12/2020



<b>Job Title</b> Modality Coordinator	<b>Job Code</b> 064401	<b>Dept./Code</b> 01.731000, 01.732000, 01.734000,
<b>Reports To</b> Radiology Manager	<b>Approved By</b> <i>Andrea Dyson 11/30/22</i>	<b>FLSA Classification</b> Exempt

**JOB SUMMARY:**

Responsible for coordination and supervision of the chief technologist and staff to efficiently accomplish the departmental and hospital goals and objectives, providing quality patient/physician services. Responsible for scheduling, adjusting and monitoring time and attendance, counseling and evaluating employees. Interview potential new employees and is involved in the selection process. Assists in section orientation and in-service functions for the Radiology department. Responsible for maintaining high standards of patient care and accountable for providing skilled care for individual patients including children, adolescents, adults, and geriatric adults. The Coordinator must communicate appropriately, motivate and relate well with others and demonstrate technical competence and professionalism. Oversee patient scheduling, obtain and disseminate appropriate medical information. Provide backup supervision (coordination) and direction to all radiology sections in the absence of another Coordinator, directly supervise students. Adhere to and outwardly promote hospital initiatives/policies with staff and physicians. Always demonstrate leadership attributes. Complete staff competency and performance evaluations on time. Maintain certification according to State, National and hospital regulations. Knowledge of State and Joint Commission regulations are a must and you are expected to be familiar with the current Patient Safety Goals and the hospital's current core measures.

**JOB QUALIFICATIONS:**

**Formal Education:** Must be a graduate of a Committee on Allied Health Education and Accreditation (AMA) approved School of Radiologic Technology. **A four year program is preferred** or 5 to 10 years experience.

**Related Experience:** Must have experience in MRI as well as supervisory experience.

**SKILLS, EXPERIENCE AND LICENSURE:**

**Certification**

**Licensure:** Must be registered by the American Registry of Radiologic Technologists in at least Radiologic Technology. Must be licensed by the State of Florida and have a current license. HHMC must have one original current copy of your license in order to work. This must be turned in prior to the previous expiration date to keep job continuity.

**Other Skills and Abilities:**

Ability to make independent decisions; accurate and timely assessment of patient condition and vital signs. Skills in supervision through formal or informal education is preferred. Knowledgeable in oral and written communication skills; computer fundamentals; anatomy/physiology; cross-sectional anatomy; radiographic pathology; patient monitoring and equipment; defibrillation; and other special recording/imaging equipment.

**DUTIES AND RESPONSIBILITIES:**

TASKS AND RESPONSIBILITIES	STANDARDS
<b>ASSIGNED MODALITIES:</b>	
1. <b>Leadership Expectations:</b> Minimize/eliminate overtime	1. Notify Manager of additional hours worked. Recognize all overtime for section and work to control and eliminate.
Monitor and improve employee morale/satisfaction	

<p>Monitor and improve patient/customer satisfaction.</p> <p>Ensure Joint Commission readiness.</p> <p>Ensure environment within/adjacent to your area is maintained/cleaned.</p> <p>2. <b><u>Coordination:</u></b> Schedules staff to maintain maximum throughput and meet work load requirements. Oversees scheduling of patients to allow for maximum productivity and quality patient care. Coordinates and supervises performance of technical and non-technical procedures to maintain quality patient care.</p> <p>Possess knowledge and skills to care for the following patients in a hospital setting:</p> <ul style="list-style-type: none"> <li>• newborn</li> <li>• pediatric</li> <li>• adolescent</li> <li>• adult</li> <li>• geriatric</li> </ul> <p>Coordinates distribution of images to appropriate radiologist for interpretation.</p> <p>Maintains professional atmosphere by providing positive and equitable working conditions and proactive problem solving.</p> <p>Designs and implements updated/new practice parameters and protocols.</p> <p>3. <b><u>Staffing:</u></b> Prepares work schedule for upcoming month, posts monthly work schedule one week in advance, prepares on call schedule on a monthly basis.</p> <p>4. <b><u>New Employee Orientation:</u></b> HHMC Orientation is performed by Personnel and Educational Services; all documentation of completion is filed in the Radiology personnel folder.</p> <p>5. <b><u>Staff Development:</u></b> Provides direction and instruction for employees/students on protocols, techniques and equipment; on an ongoing basis.</p>	<p>If the employee survey was held today, how would you as a leader/Coordinator score.</p> <ul style="list-style-type: none"> <li>• *Respond to patient concerns immediately.</li> <li>• Look and listen for patient, staff and physician dissatisfiers.</li> </ul> <p>Need 100% compliance on standards.</p> <ul style="list-style-type: none"> <li>• We are all responsible for our areas, hallways, etc.</li> <li>• Call environmental services for cleaning issues.</li> <li>• Call facility operations for maintenance issues.</li> </ul> <p>Assures maximum productivity and quality patient care by maintaining adequate staffing levels and coordination of patient scheduling.</p> <p>Must demonstrate experience or possess the ability to anticipate special circumstances or variations of standard parameters necessary in the care of patients from newborn to geriatric.</p> <p>Timely and accurate distribution of images to radiologists is achieved.</p> <p>Professional, positive and equitable work environment is maintained for staff and problems are solved in a timely and equitable manner.</p> <p>Practice parameters and protocols are maintained and up-to-date.</p> <p>Monitors daily FTE requirements and adjusts staffing to meeting patient schedule, anticipates staffing needs for PL/sick time and covers accordingly and provides justification for FTE modifications.</p> <p>Departmental orientation is to be scheduled and performed per established guidelines; documentation of completion is filed in the Radiology personnel folder, Section/job responsibilities overview is scheduled and performed; documentation of completion is filed as well.</p> <p>Assures satisfactory performance of procedures by direction and instruction for staff/student by using behavioral objectives methods. Employee/student progress is monitored; documented and corrective action</p>
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6. **Employee Records:**

All documentation in regards to employees must be kept up to date (daily when appropriate). Review all employee records for compliance with departmental and medical center policies. Notify each employee in writing as to their attendance records. Prepare and coordinate with management documentation for employee recognition/complaints, corrective action/counseling, and performance appraisals. A copy of employee recognition/complaints, corrective action/counseling, and performance appraisals must be submitted to management for employee files.

7. **Patient Care Evaluation and Assessment:**

Complete medical history and/or assessment of general condition is performed and documented prior to examination in accordance with Joint Commission and hospital policies.

8. **Patient Scheduling:**

Answers patient's questions and assists with patient scheduling as required. Assures efficient throughput and productivity while assuring quality patient care.

9. **Pre-Examination:  
Screening/Injection**

Pre-procedure patient screening is completed. IV is started and/or radiopharmaceutical injected in accordance to the parameters established by the department and Radiologists. Examination room is set up properly according to physician, radiologist, or procedure requirements.

**Procedure Performance**

Procedure is executed with proper patient positioning, proper marker placement, patient safety and comfort is maintained. Employment of radiation safety technique is conducted at all times. Radiologist or physician is assisted; knowledge and skill of semi-special instrumentation is demonstrated. Injection of patient at bedside if contraindicated to transport patient, in an effective and efficient manner. Assists with patient transit as needed.

**Student Supervision**

Conducts clinical teaching/image critique and observation of student technologists in clinical education. Provides direct and indirect supervision to students and personnel.

is taken when required.

Monitors employee attendance/tardiness utilizing clock in/out verification forms and time sheets. Notifies employee of attendance/tardiness, clock in/out problems immediately. Counsels employees, performs corrective actions and provides accurate documentation to management. Monitors employee compliance with policies and corrective actions to assure continuous progress. Provides documentation for employee recognition/complaints. Assures completion of a minimum of 12 image critique forms yearly for each employee. Completes and submits to management employee performance appraisals in a timely fashion. Appropriate supporting documentation is presented with employee performance appraisals. Reviews performance appraisal with employee and provides a copy for the Radiology personnel file.

Medical history, assessment of patient's condition is performed to the parameters established by the hospital, Radiology Department, and Radiologists. All information is documented and properly maintained.

Appropriate communication and professional attitude is maintained at all times while dealing with patients, physicians' offices, personnel and hospital employees. Patient scheduling assures quality patient care as well as efficiency as directed by the department and Radiologists.

All screening, IV starts and room preparation are performed in accordance to the established parameters while maintaining quality patient care and smooth work flow.

Patient procedures are performed utilizing the proper methodology to achieve the desired result in an efficient and effective manner while maintaining a safe environment for patients, staff and self. Technologist must demonstrate experience or possess the ability to anticipate special circumstances or variations of standard parameters.

Direct and indirect supervision of students/personnel is maintained according to Joint Commission, HRS and

**Imaging/Processing**

Procedure documentation is produced utilizing all imaging equipment and is appropriately placed/retrieved for the Radiologist's interpretation.

**Equipment Operation:**

Equipment set up for procedure is accurate and timely. Computer knowledge and skill is demonstrated. Acquisition and processing of images is effective and efficient. Maintains adequate stock of supplies and equipment in assigned room or area.

**Records and Documentation:**

Completes radiology requisition with appropriate information and initials. Performs required PACS and office/clerical duties and procedure documentation.

In-services staff/students on updated/new procedures and equipment. Coordinate and promote continuing/mandatory education opportunities to update skills and assist staff in maintaining credentials/licensure.

Conducts staff meetings to disseminate information and promote communications.

**Quality Assurance/Quality Control:**

Oversees QA/QC procedures to maintain accuracy in equipment usage and patient handling.

**Section Performance:**

Communicates with employees inside and outside of the Radiology Department, Physicians and outside facilities to provide efficient patient care, maximize employee utilization, and promote an atmosphere of professional cooperation.

**Continuing Education/Meetings:**

Attends departmental meetings as required and participates in developmental/continuing education meetings to maintain and improve skills.

Continually updates education as required for National, State and professional certification.

Department of Radiology guidelines. Instructions and communication are positive, clear, and concise.

Produces high quality images in a timely manner utilizing all assigned modalities. Images and appropriate documentation is placed on-line in PACS. Distribution for interpretation is to the satisfaction of the referring physicians and Radiologist.

Equipment set up and operation is performed as directed. Adequate stock/supplies are maintained. Patient documentation is processed in a timely manner. Evaluates equipment operation daily, schedules PMs and equipment repairs, keeps and monitors equipment maintenance logs and follows up on preventative/corrective maintenance.

All documentation and appropriate information is recorded and scanned into PACS as required by HHMC, Department of Radiology and Radiologists. Clerical duties are completed as assigned. Documentation is neat, accurate and complete.

In-services, continuing and mandatory education requirements are met through programs planned and coordination with education departments. Assures staff certification/licensure is up-to-date and records are maintained.

Staff meetings are conducted on a regular basis and documentation is maintained.

QA/QC programs are developed and maintained. Documentation is up-to-date and accurate; meets hospital, state and Joint Commission standards.

Achieves effective coordination of patient flow throughout all sections of the medial center. Monitors emergency and imaging equipment operation daily. Promotes team work. Promotes and implements change. Develops and revises protocols/procedures. Maintains professional communication with all contacts in a cooperative manner. Offers solutions to problems and suggestions for improvement. Communicates with Radiologist Section Chairman. Maintains inventory. Completes incident/adverse occurrence forms correctly, provides copy to appropriate departments and follows up on report. Coordinates performance improvements projects with the QA/Purchasing. Promotes staff development, section accomplishments and departmental/medical center goals.

Actively pursues mandatory and developmental continuing education to meet HHMC, OSHA, HRS, ARTT, and Joint Commission requirements for licensure.

<p>Continually updates education as required by HHMC/Joint Commission/OSHA ect standards.</p> <p>Maintains specialty certification such as ARRT, NMTCB&lt; BLS, emergency preparedness, etc.</p> <p>Pursues ongoing continuing education in professional practice and licensing. Active participation in off-site professional seminars, etc.</p> <p><b><u>Special Modality Skills:</u></b> Performance of specialized modality examinations showing mastery skills in technique, computer operation, patient handling, safety and/or sterile procedure.</p> <p><b><u>Manuals:</u></b> All manuals must be updated.</p> <p><b><u>Committees:</u></b> Participates on both departmental and medical center committees.</p> <p><b><u>Capital Equipment:</u></b> Investigates, recommends and participates in justification for Capital Equipment.</p> <p><b><u>Data Base:</u></b> Maintains up to date operational knowledge of systems.</p>	<p>certification, accreditation and skills updates.</p> <p>Certification is maintained in specialty, BLS, emergency preparedness, etc. Skills and competency levels are continually updated within required time frame.</p> <p>Attends educational seminars to maintain certification/licensure and to improve skills in each area of specialty.</p> <p>Specialized procedures are performed utilizing appropriate and professional patient care, sterile and safety procedures, practice parameters and equipment operation.</p> <p>Section procedure and protocol manual updated. Safety Manual updated.</p> <p>Serves on HHMC and departmental committees.</p> <p>Assists with equipment research. Assists with bid specifications. Provides justification data. Assists in installation arrangements. Monitors acceptance testing.</p> <p>Centralized scheduling, PACS, EMR, and Meditech.</p>
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**PHYSICAL DEMANDS:**

Radiation exposure is higher in some specialty areas such as Nuclear Radiology due to closer proximity to radioactive source material within patients and the surrounding environments, and Invasive Radiography due to procedures requiring lengthy fluoro times. Routine job tasks may result in accidental puncture with needles. Often works in subdued light wearing heavy lead/rubber apron for long periods of time. Exposure to blood and body fluids with possibility of contact with contagious disease on a daily basis. Lifting, pulling or pushing of up to and occasionally greater than 50 pounds  
With possibility of bodily injury.

**WORKING CONDITIONS:**

Pleasant inside environment; stressful situations; long periods of standing, lifting, moving and assisting patients constantly during the day. Work hours require flexibility based upon patient volumes and Radiologist's requests. Rotates Call Duty.

**SPECIAL EQUIPMENT/WORK AIDES:**



<b>Job Title</b> Coordinator, MRI	<b>Job Code</b> 064401	<b>Dept./Code</b> 01.737000
<b>Reports To</b> Radiology Manager	<b>Approved By</b> <i>Andrew Hufnagel 11/29/22</i>	<b>FLSA Classification</b> Exempt

**JOB SUMMARY:**

Responsible for coordination and supervision of the chief technologist and staff to efficiently accomplish the departmental and hospital goals and objectives, providing quality patient/physician services. Responsible for scheduling, adjusting and monitoring time and attendance, counseling and evaluating employees. Interview potential new employees and is involved in the selection process. Assists in section orientation and in-service functions for the Radiology department. Responsible for maintaining high standards of patient care and accountable for providing skilled care for individual patients including children, adolescents, adults, and geriatric adults. The Coordinator must communicate appropriately, motivate and relate well with others and demonstrate technical competence and professionalism. Oversee patient scheduling, obtain and disseminate appropriate medical information. Provide backup supervision (coordination) and direction to all radiology sections in the absence of another Coordinator, directly supervise students. Adhere to and outwardly promote hospital initiatives/policies with staff and physicians. Always demonstrate leadership attributes. Complete staff competency and performance evaluations on time. Maintain certification according to State, National and hospital regulations. Knowledge of State and Joint Commission regulations are a must and you are expected to be familiar with the current Patient Safety Goals and the hospital's current core measures.

**JOB QUALIFICATIONS:**

**Formal Education:** Must be a graduate of a Committee on Allied Health Education and Accreditation (AMA) approved School of Radiologic Technology. **A four year program is preferred** or 5 to 10 years experience.

**Related Experience:** Must have experience in MRI as well as supervisory experience.

**SKILLS, EXPERIENCE AND LICENSURE:**

**Certification**

**Licensure:** Must be registered by the American Registry of Radiologic Technologists in at least Radiologic Technology. Must be licensed by the State of Florida and have a current license. HHMC must have one original current copy of your license in order to work. This must be turned in prior to the previous expiration date to keep job continuity.

**Other Skills**

**and Abilities:** Ability to make independent decisions; accurate and timely assessment of patient condition and vital signs. Skills in supervision through formal or informal education is preferred. Knowledgeable in oral and written communication skills; computer fundamentals; anatomy/physiology; cross-sectional anatomy; radiographic pathology; patient monitoring and equipment; defibrillation; and other special recording/imaging equipment.

**DUTIES AND RESPONSIBILITIES:**

<b>TASKS AND RESPONSIBILITIES</b>	<b>STANDARDS</b>
<p><b>ASSIGNED MODALITIES:</b></p> <p>1. <b>Leadership Expectations:</b> Minimize/eliminate overtime</p> <p>Monitor and improve employee morale/satisfaction</p>	<p>1. Notify Manager of additional hours worked. Recognize all overtime for section and work to control and eliminate.</p>

<p>Monitor and improve patient/customer satisfaction.</p> <p>Ensure Joint Commission readiness.</p> <p>Ensure environment within/adjacent to your area is maintained/cleaned.</p> <p>2. <b>Coordination:</b> Schedules staff to maintain maximum throughput and meet work load requirements. Oversees scheduling of patients to allow for maximum productivity and quality patient care. Coordinates and supervises performance of technical and non-technical procedures to maintain quality patient care.</p> <p>Possess knowledge and skills to care for the following patients in a hospital setting:</p> <ul style="list-style-type: none"> <li>• newborn</li> <li>• pediatric</li> <li>• adolescent</li> <li>• adult</li> <li>• geriatric</li> </ul> <p>Coordinates distribution of images to appropriate radiologist for interpretation.</p> <p>Maintains professional atmosphere by providing positive and equitable working conditions and proactive problem solving.</p> <p>Designs and implements updated/new practice parameters and protocols.</p> <p>3. <b>Staffing:</b> Prepares work schedule for upcoming month, posts monthly work schedule one week in advance, prepares on call schedule on a monthly basis.</p> <p>4. <b>New Employee Orientation:</b> HHMC Orientation is performed by Personnel and Educational Services; all documentation of completion is filed in the Radiology personnel folder.</p> <p>5. <b>Staff Development:</b> Provides direction and instruction for employees/students on protocols, techniques and equipment; on an ongoing basis.</p>	<p>If the employee survey was held today, how would you as a leader/Coordinator score.</p> <ul style="list-style-type: none"> <li>• *Respond to patient concerns immediately.</li> <li>• Look and listen for patient, staff and physician dissatisfiers.</li> </ul> <p>Need 100% compliance on standards.</p> <ul style="list-style-type: none"> <li>• We are all responsible for our areas, hallways, etc.</li> <li>• Call environmental services for cleaning issues.</li> <li>• Call facility operations for maintenance issues.</li> </ul> <p>Assures maximum productivity and quality patient care by maintaining adequate staffing levels and coordination of patient scheduling.</p> <p>Must demonstrate experience or possess the ability to anticipate special circumstances or variations of standard parameters necessary in the care of patients from newborn to geriatric.</p> <p>Timely and accurate distribution of images to radiologists is achieved.</p> <p>Professional, positive and equitable work environment is maintained for staff and problems are solved in a timely and equitable manner.</p> <p>Practice parameters and protocols are maintained and up-to-date.</p> <p>Monitors daily FTE requirements and adjusts staffing to meeting patient schedule, anticipates staffing needs for PL/sick time and covers accordingly and provides justification for FTE modifications.</p> <p>Departmental orientation is to be scheduled and performed per established guidelines; documentation of completion is filed in the Radiology personnel folder, Section/job responsibilities overview is scheduled and performed; documentation of completion is filed as well.</p> <p>Assures satisfactory performance of procedures by direction and instruction for staff/student by using behavioral objectives methods. Employee/student progress is monitored; documented and corrective action</p>
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6. **Employee Records:**

All documentation in regards to employees must be kept up to date (daily when appropriate). Review all employee records for compliance with departmental and medical center policies. Notify each employee in writing as to their attendance records. Prepare and coordinate with management documentation for employee recognition/complaints, corrective action/counseling, and performance appraisals. A copy of employee recognition/complaints, corrective action/counseling, and performance appraisals must be submitted to management for employee files.

7. **Patient Care Evaluation and Assessment:**

Complete medical history and/or assessment of general condition is performed and documented prior to examination in accordance with Joint Commission and hospital policies.

8. **Patient Scheduling:**

Answers patient's questions and assists with patient scheduling as required. Assures efficient throughput and productivity while assuring quality patient care.

9. **Pre-Examination:**

**Screening/Injection**

Pre-procedure patient screening is completed. IV is started and/or radiopharmaceutical injected in accordance to the parameters established by the department and Radiologists. Examination room is set up properly according to physician, radiologist, or procedure requirements.

**Procedure Performance**

Procedure is executed with proper patient positioning, proper marker placement, patient safety and comfort is maintained. Employment of radiation safety technique is conducted at all times. Radiologist or physician is assisted; knowledge and skill of semi-special instrumentation is demonstrated. Injection of patient at bedside if contraindicated to transport patient, in an effective and efficient manner. Assists with patient transit as needed.

**Student Supervision**

Conducts clinical teaching/image critique and observation of student technologists in clinical education. Provides direct and indirect supervision to students and personnel.

is taken when required.

Monitors employee attendance/tardiness utilizing clock in/out verification forms and time sheets. Notifies employee of attendance/tardiness, clock in/out problems immediately. Counsels employees, performs corrective actions and provides accurate documentation to management. Monitors employee compliance with policies and corrective actions to assure continuous progress. Provides documentation for employee recognition/complaints. Assures completion of a minimum of 12 image critique forms yearly for each employee. Completes and submits to management employee performance appraisals in a timely fashion. Appropriate supporting documentation is presented with employee performance appraisals. Reviews performance appraisal with employee and provides a copy for the Radiology personnel file.

Medical history, assessment of patient's condition is performed to the parameters established by the hospital, Radiology Department, and Radiologists. All information is documented and properly maintained.

Appropriate communication and professional attitude is maintained at all times while dealing with patients, physicians' offices, personnel and hospital employees. Patient scheduling assures quality patient care as well as efficiency as directed by the department and Radiologists.

All screening, IV starts and room preparation are performed in accordance to the established parameters while maintaining quality patient care and smooth work flow.

Patient procedures are performed utilizing the proper methodology to achieve the desired result in an efficient and effective manner while maintaining a safe environment for patients, staff and self. Technologist must demonstrate experience or possess the ability to anticipate special circumstances or variations of standard parameters.

Direct and indirect supervision of students/personnel is maintained according to Joint Commission, HRS and

**Imaging/Processing**

Procedure documentation is produced utilizing all imaging equipment and is appropriately placed/retrieved for the Radiologist's interpretation.

**Equipment Operation:**

Equipment set up for procedure is accurate and timely. Computer knowledge and skill is demonstrated. Acquisition and processing of images is effective and efficient. Maintains adequate stock of supplies and equipment in assigned room or area.

**Records and Documentation:**

Completes radiology requisition with appropriate information and initials. Performs required PACS and office/clerical duties and procedure documentation.

In-services staff/students on updated/new procedures and equipment. Coordinate and promote continuing/mandatory education opportunities to update skills and assist staff in maintaining credentials/licensure.

Conducts staff meetings to disseminate information and promote communications.

**Quality Assurance/Quality Control:**

Oversees QA/QC procedures to maintain accuracy in equipment usage and patient handling.

**Section Performance:**

Communicates with employees inside and outside of the Radiology Department, Physicians and outside facilities to provide efficient patient care, maximize employee utilization, and promote an atmosphere of professional cooperation.

**Continuing Education/Meetings:**

Attends departmental meetings as required and participates in developmental/continuing education meetings to maintain and improve skills.

Continually updates education as required for National, State and professional certification.

Department of Radiology guidelines. Instructions and communication are positive, clear, and concise.

Produces high quality images in a timely manner utilizing all assigned modalities. Images and appropriate documentation is placed on-line in PACS. Distribution for interpretation is to the satisfaction of the referring physicians and Radiologist.

Equipment set up and operation is performed as directed. Adequate stock/supplies are maintained. Patient documentation is processed in a timely manner. Evaluates equipment operation daily, schedules PMs and equipment repairs, keeps and monitors equipment maintenance logs and follows up on preventative/corrective maintenance.

All documentation and appropriate information is recorded and scanned into PACS as required by HHMC, Department of Radiology and Radiologists. Clerical duties are completed as assigned. Documentation is neat, accurate and complete.

In-services, continuing and mandatory education requirements are met through programs planned and coordination with education departments. Assures staff certification/licensure is up-to-date and records are maintained.

Staff meetings are conducted on a regular basis and documentation is maintained.

QA/QC programs are developed and maintained. Documentation is up-to-date and accurate; meets hospital, state and Joint Commission standards.

Achieves effective coordination of patient flow throughout all sections of the medial center. Monitors emergency and imaging equipment operation daily. Promotes team work. Promotes and implements change. Develops and revises protocols/procedures. Maintains professional communication with all contacts in a cooperative manner. Offers solutions to problems and suggestions for improvement. Communicates with Radiologist Section Chairman. Maintains inventory. Completes incident/adverse occurrence forms correctly, provides copy to appropriate departments and follows up on report. Coordinates performance improvements projects with the QA/Purchasing. Promotes staff development, section accomplishments and departmental/medical center goals.

Actively pursues mandatory and developmental continuing education to meet HHMC, OSHA, HRS, ARRT, and Joint Commission requirements for licensure,

Continually updates education as required by HHMC/Joint Commission/OSHA ect standards.

Maintains specialty certification such as ARRT, NMTCB< BLS, emergency preparedness, etc.

Pursues ongoing continuing education in professional practice and licensng. Active participation in off-site processional seminars, etc.

**Special Modality Skills:**

Performance of specialized modality examinations showing mastery skills in technique, computer operation, patient handling, safety and/or sterile procedure.

**Manuals:**

All manuals must be updated.

**Committees:**

Participates on both departmental and medical center committees.

**Capital Equipment:**

Investigates, recommends and participates in justification for Capital Equipment.

**Data Base:**

Maintains up to date operational knowledge of systems.

certification, accreditation and skills updates.

Certification is maintained in specialty, BLS, emergency preparedness, etc. Skills and competency levels are continually updated within required time frame.

Attends educational seminars to maintain certification/licensure and to improve skills in each area of specialty.

Specialized procedures are performed utilizing appropriate and professional patient care, sterile and safety procedures, practice parameters and equipment operation.

Section procedure and protocol manual updated. Safety Manual updated.

Serves on HHMC and departmental committees.

Assists with equipment research. Assists with bid specifications. Provides justification data. Assists in installation arrangements. Monitors acceptance testing.

Centralized scheduling, PACS, EMR, and Meditech.

**PHYSICAL DEMANDS:**

Radiation exposure is higher in some specialty areas such as Nuclear Radiology due to closer proximity to radioactive source material within patients and the surrounding environments, and Invasive Radiography due to procedures requiring lengthy fluoro times. Routine job tasks may result in accidental puncture with needles. Often works in subdued light wearing heavy lead/rubber apron for long periods of time. Exposure to blood and body fluids with possibility of contact with contagious disease on a daily basis. Lifting, pulling or pushing of up to and occasionally greater than 50 pounds  
With possibility of bodily injury.

**WORKING CONDITIONS:**

Pleasant inside environment; stressful situations; long periods of standing, lifting, moving and assisting patients constantly during the day. Work hours require flexibility based upon patient volumes and Radiologist's requests. Rotates Call Duty.

**SPECIAL EQUIPMENT/WORK AIDES:**



<b>JOB TITLE</b> Coordinator, Nuclear Medicine Technologist	<b>JOB CODE</b> 064401	<b>DEPT. /CODE</b> Radiology 01.7380
<b>REPORTS TO</b> Radiology Manager	<b>APPROVED BY</b> <i>Concepcion Ruyter</i> DATE 1/29/22	<b>FLSA CLASSIFICATION</b> Exempt

**JOB SUMMARY:**

Responsible for coordination and supervision of the chief technologist and staff to efficiently accomplish the departmental and hospital goals and objectives, providing quality patient/physician services. Responsible for scheduling, adjusting and monitoring time and attendance, counseling and evaluating employees. Interview potential new employees and is involved in the selection process. Assists in section orientation and in-service functions for the Radiology department. Responsible for maintaining high standards of patient care and accountable for providing skilled care for individual patients including children, adolescents, adults, and geriatric adults. The Coordinator must communicate appropriately, motivate and relate well with others and demonstrate technical competence and professionalism. Oversee patient scheduling, obtain and disseminate appropriate medical information. Demonstrate all necessary skills and knowledge of computers and/or equipment technology in Nuclear Medicine including but not limited to acquisition and processing, thyroid probe, dose calibrator, dosing computer, PACS, and Meditech. Provide backup supervision (coordination) and direction to all radiology sections in the absence of another Coordinator, directly supervise students. Adhere to and outwardly promote hospital initiatives/policies with staff and physicians. Always demonstrate leadership attributes. Complete staff competency and performance evaluations on time. Maintain certification according to State, National and hospital regulations. Knowledge of State and Joint Commission regulations are a must and you are expected to be familiar with the current Patient Safety Goals and the hospital's current core measures.

**JOB QUALIFICATIONS:**

**Formal Education:** Must be a graduate of a Committee on Allied Health Education and Accreditation (AMA) approved School of Radiologic Technology. **A four year program is preferred.**

**Related Experience:** Must have experience in Nuclear Medicine technology as well as supervisory experience.

**SKILLS, EXPERIENCE AND LICENSURE:**

**Certification/Licensure:** Must be registered by the American Registry of Radiologic Technologists in at least Nuclear Medicine or the Nuclear Medicine Technology Certification Board. Must be licensed by the State of Florida in Nuclear Medicine Technology and have a current license. HHMC must have one original current copy of your license in order to work. This must be turned in prior to the previous expiration date to keep job continuity.

**Other Skills and Abilities:** Ability to make independent decisions; accurate and timely assessment of patient condition and vital signs. Skills in supervision through formal or informal education is preferred. Knowledgeable in oral and written communication skills; computer fundamentals; anatomy/physiology; cross-sectional anatomy; radiographic pathology; patient monitoring and equipment; defibrillation; and other special recording/imaging equipment.

**DUTIES AND RESPONSIBILITIES :**

TASKS AND RESPONSIBILITIES	STANDARDS
<b>ASSIGNED MODALITIES:</b>  1. <b>Leadership Expectations:</b> Minimize/eliminate overtime	1. Notify Manager of additional hours worked. Recognize all overtime for section and work to control and eliminate.

REVISED  
12/2020

<p>Monitor and improve employee morale/satisfaction</p> <p>Monitor and improve patient/customer satisfaction.</p> <p>Ensure Joint Commission readiness.</p> <p>Ensure environment within/adjacent to your area is maintained/cleaned.</p> <p>2. <b>Coordination:</b> Schedules staff to maintain maximum throughput and meet work load requirements. Oversees scheduling of patients to allow for maximum productivity and quality patient care. Coordinates and supervises performance of technical and non-technical procedures to maintain quality patient care.</p> <p>Possess knowledge and skills to care for the following patients in a hospital setting:</p> <ul style="list-style-type: none"> <li>• newborn</li> <li>• pediatric</li> <li>• adolescent</li> <li>• adult</li> <li>• geriatric</li> </ul> <p>Coordinates distribution of images to appropriate radiologist for interpretation.</p> <p>Maintains professional atmosphere by providing positive and equitable working conditions and proactive problem solving.</p> <p>Designs and implements updated/new practice parameters and protocols.</p> <p>3. <b>Staffing:</b> Prepares work schedule for upcoming month, posts monthly work schedule one week in advance, prepares on call schedule on a monthly basis.</p> <p>4. <b>New Employee Orientation:</b> HHMC Orientation is performed by Personnel and Educational Services; all documentation of completion is filed in the Radiology personnel folder.</p> <p>5. <b>Staff Development:</b> Provides direction and instruction for employees/students on protocols, techniques and equipment; on an ongoing basis.</p>	<p>If the employee survey was held today, how would you as a leader/Coordinator score.</p> <ul style="list-style-type: none"> <li>• *Respond to patient concerns immediately.</li> <li>• Look and listen for patient, staff and physician dissatisfiers.</li> </ul> <p>Need 100% compliance on standards.</p> <ul style="list-style-type: none"> <li>• We are all responsible for our areas, hallways, etc.</li> <li>• Call environmental services for cleaning issues.</li> <li>• Call facility operations for maintenance issues.</li> </ul> <p>Assures maximum productivity and quality patient care by maintaining adequate staffing levels and coordination of patient scheduling.</p> <p>Must demonstrate experience or possess the ability to anticipate special circumstances or variations of standard parameters necessary in the care of patients from newborn to geriatric.</p> <p>Timely and accurate distribution of images to radiologists is achieved.</p> <p>Professional, positive and equitable work environment is maintained for staff and problems are solved in a timely and equitable manner.</p> <p>Practice parameters and protocols are maintained and up-to-date.</p> <p>Monitors daily FTE requirements and adjusts staffing to meeting patient schedule, anticipates staffing needs for PL/sick time and covers accordingly and provides justification for FTE modifications.</p> <p>Departmental orientation is to be scheduled and performed per established guidelines; documentation of completion is filed in the Radiology personnel folder, Section/job responsibilities overview is scheduled and performed; documentation of completion is filed as well.</p> <p>Assures satisfactory performance of procedures by direction and instruction for staff/student by using behavioral objectives methods. Employee/student progress is monitored; documented and corrective action is taken when required.</p>
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<p>6. <b><u>Employee Records:</u></b> All documentation in regards to employees must be kept up to date (daily when appropriate). Review all employee records for compliance with departmental and medical center policies. Notify each employee in writing as to their attendance records. Prepare and coordinate with management documentation for employee recognition/complaints, corrective action/counseling, and performance appraisals. A copy of employee recognition/complaints, corrective action/counseling, and performance appraisals must be submitted to management for employee files.</p> <p>7. <b><u>Patient Care Evaluation and Assessment:</u></b> Complete medical history and/or assessment of general condition is performed and documented prior to examination in accordance with Joint Commission and hospital policies.</p> <p>8. <b><u>Patient Scheduling:</u></b> Answers patient's questions and assists with patient scheduling as required. Assures efficient throughput and productivity while assuring quality patient care.</p> <p>9. <b><u>Pre-Examination: Screening/Injection</u></b> Pre-procedure patient screening is completed. IV is started and/or radiopharmaceutical injected in accordance to the parameters established by the department and Radiologists. Examination room is set up properly according to physician, radiologist, or procedure requirements.</p> <p><b><u>Procedure Performance</u></b> Procedure is executed with proper patient positioning, proper marker placement, patient safety and comfort is maintained. Employment of radiation safety technique is conducted at all times. Radiologist or physician is assisted; knowledge and skill of semi-special instrumentation is demonstrated. Injection of patient at bedside if contraindicated to transport patient, in an effective and efficient manner. Assists with patient transit as needed.</p> <p><b><u>Student Supervision</u></b> Conducts clinical teaching/image critique and observation of student technologists in clinical education. Provides direct and indirect supervision to students and personnel.</p> <p><b><u>Imaging/Processing</u></b> Procedure documentation is produced utilizing all imaging equipment and is appropriately placed/retrieved for the Radiologist's interpretation.</p>	<p>Monitors employee attendance/tardiness utilizing clock in/out verification forms and time sheets. Notifies employee of attendance/tardiness, clock in/out problems immediately. Counsels employees, performs corrective actions and provides accurate documentation to management. Monitors employee compliance with policies and corrective actions to assure continuous progress. Provides documentation for employee recognition/complaints. Assures completion of a minimum of 12 image critique forms yearly for each employee. Completes and submits to management employee performance appraisals in a timely fashion. Appropriate supporting documentation is presented with employee performance appraisals. Reviews performance appraisal with employee and provides a copy for the Radiology personnel file.</p> <p>Medical history, assessment of patient's condition is performed to the parameters established by the hospital, Radiology Department, and Radiologists. All information is documented and properly maintained.</p> <p>Appropriate communication and professional attitude is maintained at all times while dealing with patients, physicians' offices, personnel and hospital employees. Patient scheduling assures quality patient care as well as efficiency as directed by the department and Radiologists.</p> <p>All screening, IV starts and room preparation are performed in accordance to the established parameters while maintaining quality patient care and smooth work flow.</p> <p>Patient procedures are performed utilizing the proper methodology to achieve the desired result in an efficient and effective manner while maintaining a safe environment for patients, staff and self. Technologist must demonstrate experience or possess the ability to anticipate special circumstances or variations of standard parameters.</p> <p>Direct and indirect supervision of students/personnel is maintained according to Joint Commission, HRS and Department of Radiology guidelines. Instructions and communication are positive, clear, and concise.</p> <p>Produces high quality images in a timely manner utilizing all assigned modalities. Images and appropriate documentation is placed on-line in PACS. Distribution for interpretation is to the satisfaction of the referring physicians and Radiologist.</p>
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**Equipment Operation:**

Equipment set up for procedure is accurate and timely. Computer knowledge and skill is demonstrated. Acquisition and processing of images is effective and efficient. Maintains adequate stock of supplies and equipment in assigned room or area.

**Records and Documentation:**

Completes radiology requisition with appropriate information and initials. Performs required PACS and office/clerical duties and procedure documentation.

In-services staff/students on updated/new procedures and equipment. Coordinate and promote continuing/mandatory education opportunities to update skills and assist staff in maintaining credentials/licensure.

Conducts staff meetings to disseminate information and promote communications.

**Quality Assurance/Quality Control:**

Oversees QA/QC procedures to maintain accuracy in equipment usage and patient handling.

**Section Performance:**

Communicates with employees inside and outside of the Radiology Department, Physicians and outside facilities to provide efficient patient care, maximize employee utilization, and promote an atmosphere of professional cooperation.

**Continuing Education/Meetings:**

Attends departmental meetings as required and participates in developmental/continuing education meetings to maintain and improve skills.

Continually updates education as required for National, State and professional certification.

Continually updates education as required by HHMC/Joint Commission/OSHA ect standards.

Maintains specialty certification such as ARRT, NMTCB< BLS, emergency preparedness, etc.

Equipment set up and operation is performed as directed. Adequate stock/supplies are maintained. Patient documentation is processed in a timely manner. Evaluates equipment operation daily, schedules PMs and equipment repairs, keeps and monitors equipment maintenance logs and follows up on preventative/corrective maintenance.

All documentation and appropriate information is recorded and scanned into PACS as required by HHMC, Department of Radiology and Radiologists. Clerical duties are completed as assigned. Documentation is neat, accurate and complete.

In-services, continuing and mandatory education requirements are met through programs planned and coordination with education departments. Assures staff certification/licensure is up-to-date and records are maintained.

Staff meetings are conducted on a regular basis and documentation is maintained.

QA/QC programs are developed and maintained. Documentation is up-to-date and accurate; meets hospital, state and Joint Commission standards.

Achieves effective coordination of patient flow throughout all sections of the medial center. Monitors emergency and imaging equipment operation daily. Promotes team work. Promotes and implements change. Develops and revises protocols/procedures. Maintains professional communication with all contacts in a cooperative manner. Offers solutions to problems and suggestions for improvement. Communicates with Radiologist Section Chairman. Maintains inventory. Completes incident/adverse occurrence forms correctly, provides copy to appropriate departments and follows up on report. Coordinates performance improvements projects with the QA/Purchasing. Promotes staff development, section accomplishments and departmental/medical center goals.

Actively pursues mandatory and developmental continuing education to meet HHMC, OSHA, HRS, ARRT, and Joint Commission requirements for licensure, certification, accreditation and skills updates.

Certification is maintained in specialty, BLS, emergency preparedness, etc. Skills and competency levels are continually updated within required time frame.

Attends educational seminars to maintain certification/licensure and to improve skills in each area of specialty.

<p>Pursues ongoing continuing education in professional practice and licensing. Active participation in off-site professional seminars, etc.</p> <p><b><u>Special Modality Skills:</u></b> Performance of specialized modality examinations showing mastery skills in technique, computer operation, patient handling, safety and/or sterile procedure.</p> <p><b><u>Manuals:</u></b> All manuals must be updated.</p> <p><b><u>Committees:</u></b> Participates on both departmental and medical center committees.</p> <p><b><u>Capital Equipment:</u></b> Investigates, recommends and participates in justification for Capital Equipment.</p> <p><b><u>Data Base:</u></b> Maintains up to date operational knowledge of systems.</p>	<p>Specialized procedures are performed utilizing appropriate and professional patient care, sterile and safety procedures, practice parameters and equipment operation.</p> <p>Section procedure and protocol manual updated. Safety Manual updated.</p> <p>Serves on HHMC and departmental committees.</p> <p>Assists with equipment research. Assists with bid specifications. Provides justification data. Assists in installation arrangements. Monitors acceptance testing.</p> <p>Centralized scheduling, PACS, EMR, and Meditech.</p>

# HALIFAX HEALTH



<b>JOB TITLE</b>	<b>JOB CODE</b>	<b>DEPT. /CODE</b>
QUALITY IMPROVEMENT COORDINATOR	030101	01.730000
<b>REPORTS TO</b>	<b>APPROVED BY</b>	<b>FLSA CLASSIFICATION</b>
Radiology manager	<i>[Signature]</i> DATE 11/24/22	EXEMPT

**JOB SUMMARY:**

Assists the department manager, staff and Physician Medical Staff with problem identification, analysis, prioritization and implementation of process improvement. Summarizes data and presents information at all levels in the organization. Assists the manager in the coordination of the Quality Improvement program. Provides periodic educational seminars to the department, physician and medical staff, and non-clinical hospital employees. Assists in Quality Improvement Radiology studies as requested by the Radiology Department and/or the Hospital Quality Council/Performance Improvement Committee. Assists as a liaison between the Radiology Department and Risk Management in all incident/occurrences related to the Radiology Department. Formulate and implement initiatives to ensure that the Radiology Department is always maintaining the accreditations, safety measures, standards, policies and procedures as set forth by Radiology Department, Halifax Health, or governmental agencies. Maintains the Radiology Charge Master. Provide coordination of business specialists throughout entire department by working directly with the Business Specialist supervisors and modality coordinators.

**JOB QUALIFICATIONS:**

Minimum 5 years' experience in the clinical field of Radiology. Bachelor's Degree in Radiology Technology, Behavior Science, Health Information System degree, or related degree preferred

**SKILLS, EXPERIENCE AND LICENSURE:**

Sufficient experience to have direct clinical knowledge of the Radiology Department, as well as a broad range of many hospital functions, JCAHO requirements, clinical applications of process improvement and the impact on the delivery of patient care. Knowledgeable in Medicare's prospective payment system and applicable Federal regulations. Certification as CPHQ (Certified Professional in Healthcare Quality) is desirable.

Able to gather, summarize and analyze data effectively. Able to work well with people, listen and communicate effectively. Able to translate general goals into specific action programs and plans. Computer/word processing/graphics skills.

**DUTIES AND RESPONSIBILITIES :**

Assists department manager & department medical staff with problem identification, analysis & implementation of process change.

1. Completeness & effectiveness in identifying, defining problems & applying solution.

Assists department manager & department medical staff committees in analyzing & prioritizing problems. Develop meaningful evaluation methodologies & provides meaningful feedback in a timely fashion.

Supervise department employees involved in Quality Improvement.

Assists department manager in determining appropriate procedures to solve problems.

Maintains an awareness of current Quality Improvement techniques and methods.

Assists in the data acquisition and analysis process.

Assists with establishing & maintaining files of department quality improvement activities.

Performs evaluations to ascertain effectiveness of procedures implemented to resolve problems.

Maintains an on-going record of performance improvement activities.

Ensures that minimum performance improvement requirements are fulfilled.

Acts as liaison between hospital departments & medical staff relative to process improvement.

Provides education to the radiology department & emergency medical staff regarding performance improvement.

2. Accumulation of measurable & meaningful data using clearly defined study protocol.

3. Provide training, guidance & supervision to department employees on QI issues.

4. Improvement of problems.

5. Application of innovative ideas.

6. Timeliness & accuracy of data.

7. Effectiveness in extrapolating Quality Improvement related problems and relating this to the Performance Improvement Committee, Executive Committee and the Board of Commissioners.

8. Thoroughness & timeliness of re-audit.

9. Availability of current & accurate information pertaining to the record.

10. Fulfillment of JCAHO requirements & HMC goals & objectives.

11. Facilitates process improvement activities.

12. Provides educational programs for all levels of employees & medical staff as necessary. Designs education to meet learner's needs.

Maintains the Radiology Charge Master

13. Completeness & accuracy of data.

Works with the department manager acting as primary departmental contact for all incidents and occurrences as they relate to the Department of Radiology

14. Improvement of problems

Maintains the Business Specialist professional development and mandatory education requirements.

15. Accurate records are maintained. Educational requirements are maintained according to JCAHO standards.

Scheduling of personnel for maximum through put and work load requirements as assigned.

16. Assures maximum productivity and minimal overtime.

**PHYSICAL DEMANDS:**

**WORKING CONDITIONS:**

Walking, standing, or sitting for long periods of time required. Inside environment with no usual hazard associated with the job.

**SPECIAL EQUIPMENT/ WORK AIDS:**

**Other duties as assigned**

# HALIFAX HEALTH



<b>Job Title</b> Ultrasound Coordinator	<b>Job Code</b> 064401	<b>Dept./Code</b> 01.735000
<b>Reports To</b> Radiology Manager	<b>Approved By</b> <i>Conducta Klyffon 11/30/22</i>	<b>FLSA Classification</b>  <b>Exempt</b>

**JOB SUMMARY:**

Responsible for coordination and supervision of the chief technologist and staff to efficiently accomplish the departmental and hospital goals and objectives, providing quality patient/physician services. Responsible for scheduling, adjusting and monitoring time and attendance, counseling and evaluating employees. Interview potential new employees and is involved in the selection process. Assists in section orientation and in-service functions for the Radiology department. Responsible for maintaining high standards of patient care and accountable for providing skilled care for individual patients including children, adolescents, adults, and geriatric adults. The Coordinator must communicate appropriately, motivate and relate well with others and demonstrate technical competence and professionalism. Oversee patient scheduling, obtain and disseminate appropriate medical information. Provide backup supervision (coordination) and direction to all radiology sections in the absence of another Coordinator, directly supervise students. Adhere to and outwardly promote hospital initiatives/policies with staff and physicians. Always demonstrate leadership attributes. Complete staff competency and performance evaluations on time. Maintain certification according to State, National and hospital regulations. Knowledge of State and Joint Commission regulations are a must and you are expected to be familiar with the current Patient Safety Goals and the hospitals current core measures.

**JOB QUALIFICATIONS:**

**Formal Education:** Must be a graduate of a Committee on Allied Health and Formal Graduate of a formal Diagnostic Medical Sonography Program that is accredited by the Commission on Accreditation of Allied Health Education Programs (CAAHEP) is required. **Bachelor of Science or equivalent experience preferred.**

**Related Experience:** Must have experience in US as well as supervisory experience.

**SKILLS, EXPERIENCE AND LICENSURE:**

**Certification**

**Licensure:** Must be registered by the American Registry of Diagnostic Medical Sonographer (or the equivalent) in more than one specialty.

**Other Skills and Abilities:**

Ability to make independent decisions; accurate and timely assessment of patient condition and vital signs. Skills in supervision through formal or informal education is preferred. Knowledgeable in oral and written communication skills; computer fundamentals; anatomy/physiology; cross-sectional anatomy; patient monitoring and equipment; defibrillation; and other special recording/imaging equipment. Active certification and registration by American Registry of Diagnostic Medical Sonographers (ARDMS) in one or more specialties to include vascular technology (i.e. OB/GYN). Current compliance with Continuing Medical Education (CME) requirements for specialties as appropriate.

**DUTIES AND RESPONSIBILITIES:**

TASKS AND RESPONSIBILITIES	STANDARDS
<b>ASSIGNED MODALITIES:</b>	
1. <b>Leadership Expectations:</b> Minimize/eliminate overtime	1. Notify Manager of additional hours worked. Recognize all overtime for section and work to

<p>Monitor and improve employee morale/satisfaction</p> <p>Monitor and improve patient/customer satisfaction.</p> <p>Ensure Joint Commission readiness.</p> <p>Ensure environment within/adjacent to your area is maintained/cleaned.</p> <p>2. <b><u>Coordination:</u></b> Schedules staff to maintain maximum throughput and meet work load requirements. Oversees scheduling of patients to allow for maximum productivity and quality patient care. Coordinates and supervises performance of technical and non-technical procedures to maintain quality patient care.</p> <p>Possess knowledge and skills to care for the following patients in a hospital setting:</p> <ul style="list-style-type: none"> <li>• newborn</li> <li>• pediatric</li> <li>• adolescent</li> <li>• adult</li> <li>• geriatric</li> </ul> <p>Coordinates distribution of images to appropriate radiologist for interpretation.</p> <p>Maintains professional atmosphere by providing positive and equitable working conditions and proactive problem solving.</p> <p>Designs and implements updated/new practice parameters and protocols.</p> <p>3. <b><u>Staffing:</u></b> Prepares work schedule for upcoming month, posts monthly work schedule one week in advance, prepares on call schedule on a monthly basis.</p> <p>4. <b><u>New Employee Orientation:</u></b> HHMC Orientation is performed by Personnel and Educational Services; all documentation of completion is filed in the Radiology personnel folder.</p> <p>5. <b><u>Staff Development:</u></b> Provides direction and instruction for</p>	<p>control and eliminate.</p> <p>If the employee survey was held today, how would you as a leader/Coordinator score.</p> <ul style="list-style-type: none"> <li>• *Respond to patient concerns immediately.</li> <li>• Look and listen for patient, staff and physician dissatisfiers.</li> </ul> <p>Need 100% compliance on standards.</p> <ul style="list-style-type: none"> <li>• We are all responsible for our areas, hallways, etc.</li> <li>• Call environmental services for cleaning issues.</li> <li>• Call facility operations for maintenance issues.</li> </ul> <p>Assures maximum productivity and quality patient care by maintaining adequate staffing levels and coordination of patient scheduling.</p> <p>Must demonstrate experience or possess the ability to anticipate special circumstances or variations of standard parameters necessary in the care of patients from newborn to geriatric.</p> <p>Timely and accurate distribution of images to radiologists is achieved.</p> <p>Professional, positive and equitable work environment is maintained for staff and problems are solved in a timely and equitable manner.</p> <p>Practice parameters and protocols are maintained and up-to-date.</p> <p>Monitors daily FTE requirements and adjusts staffing to meeting patient schedule, anticipates staffing needs for PL/sick time and covers accordingly and provides justification for FTE modifications.</p> <p>Departmental orientation is to be scheduled and performed per established guidelines; documentation of completion is filed in the Radiology personnel folder, Section/job responsibilities overview is scheduled and performed; documentation of completion is filed as well.</p> <p>Assures satisfactory performance of procedures by direction and instruction for staff/student by using</p>
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<p>employees/students on protocols, techniques and equipment; on an ongoing basis.</p> <p>6. <b><u>Employee Records:</u></b> All documentation in regards to employees must be kept up to date (daily when appropriate). Review all employee records for compliance with departmental and medical center policies. Notify each employee in writing as to their attendance records. Prepare and coordinate with management documentation for employee recognition/complaints, corrective action/counseling, and performance appraisals. A copy of employee recognition/complaints, corrective action/counseling, and performance appraisals must be submitted to management for employee files.</p> <p>7. <b><u>Patient Care Evaluation and Assessment:</u></b> Complete medical history and/or assessment of general condition is performed and documented prior to examination in accordance with Joint Commission and hospital policies.</p> <p>8. <b><u>Patient Scheduling:</u></b> Answers patient's questions and assists with patient scheduling as required. Assures efficient throughput and productivity while assuring quality patient care.</p> <p>9. <b><u>Student Supervision</u></b> Conducts clinical teaching/image critique and observation of student technologists in clinical education. Provides direct and indirect supervision to students and personnel.</p> <p>10. <b><u>Imaging/Processing</u></b> Procedure documentation is produced utilizing all imaging equipment and is appropriately placed/retrieved for the Radiologist's interpretation.</p> <p>11. <b><u>Equipment Operation:</u></b> Equipment set up for procedure is accurate and timely. Computer knowledge and skill is demonstrated. Acquisition and processing of images is effective and efficient. Maintains adequate stock of supplies and equipment in assigned room or area.</p> <p>12. <b><u>Records and Documentation:</u></b> Completes radiology requisition with appropriate information and initials. Performs required PACS and office/clerical duties and procedure documentation.</p>	<p>behavioral objectives methods. Employee/student progress is monitored; documented and corrective action is taken when required.</p> <p>Monitors employee attendance/tardiness utilizing clock in/out verification forms and time sheets. Notifies employee of attendance/tardiness, clock in/out problems immediately. Counsels employees, performs corrective actions and provides accurate documentation to management. Monitors employee compliance with policies and corrective actions to assure continuous progress. Provides documentation for employee recognition/complaints. Assures completion of a minimum of 12 image critique forms yearly for each employee. Completes and submits to management employee performance appraisals in a timely fashion. Appropriate supporting documentation is presented with employee performance appraisals. Reviews performance appraisal with employee and provides a copy for the Radiology personnel file.</p> <p>Medical history, assessment of patient's condition is performed to the parameters established by the hospital, Radiology Department, and Radiologists. All information is documented and properly maintained.</p> <p>Appropriate communication and professional attitude is maintained at all times while dealing with patients, physicians' offices, personnel and hospital employees. Patient scheduling assures quality patient care as well as efficiency as directed by the department and Radiologists.</p> <p>Direct and indirect supervision of students/personnel is maintained according to Joint Commission, HRS and Department of Radiology guidelines. Instructions and communication are positive, clear, and concise.</p> <p>Produces high quality images in a timely manner utilizing all assigned modalities. Images and appropriate documentation is placed on-line in PACS. Distribution for interpretation is to the satisfaction of the referring physicians and Radiologist.</p> <p>Equipment set up and operation is performed as directed. Adequate stock/supplies are maintained. Patient documentation is processed in a timely manner. Evaluates equipment operation daily, schedules PMs and equipment repairs, keeps and monitors equipment maintenance logs and follows up on preventative/corrective maintenance.</p> <p>All documentation and appropriate information is recorded and scanned into PACS as required by HHMC, Department of Radiology and Radiologists. Clerical duties are completed as assigned. Documentation is neat,</p>
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<p>In-services staff/students on updated/new procedures and equipment. Coordinate and promote continuing/mandatory education opportunities to update skills and assist staff in maintaining credentials/licensure.</p> <p>Conducts staff meetings to disseminate information and promote communications.</p> <p><b>13. <u>Quality Assurance/Quality Control:</u></b> Oversees QA/QC procedures to maintain accuracy in equipment usage and patient handling.</p> <p><b>14. <u>Section Performance:</u></b> Communicates with employees inside and outside of the Radiology Department, Physicians and outside facilities to provide efficient patient care, maximize employee utilization, and promote an atmosphere of professional cooperation.</p> <p>Continually updates education as required for National, State and professional certification.</p> <p>Continually updates education as required by HHMC/Joint Commission/OSHA ect standards.</p> <p><b>15. <u>Special Modality Skills:</u></b> Performance of specialized modality examinations showing mastery skills in technique, computer operation, patient handling, safety and/or sterile procedure.</p> <p><b>16. <u>Manuals:</u></b> All manuals must be updated.</p> <p><b>17. <u>Committees:</u></b> Participates on both departmental and medical center committees.</p>	<p>accurate and complete.</p> <p>In-services, continuing and mandatory education requirements are met through programs planned and coordination with education departments. Assures staff certification/licensure is up-to-date and records are maintained.</p> <p>Staff meetings are conducted on a regular basis and documentation is maintained.</p> <p>QA/QC programs are developed and maintained. Documentation is up-to-date and accurate; meets hospital, state and Joint Commission standards.</p> <p>Achieves effective coordination of patient flow throughout all sections of the medial center. Monitors emergency and imaging equipment operation daily. Promotes team work. Promotes and implements change. Develops and revises protocols/procedures. Maintains professional communication with all contacts in a cooperative manner. Offers solutions to problems and suggestions for improvement. Communicates with Radiologist Section Chairman. Maintains inventory. Completes incident/adverse occurrence forms correctly, provides copy to appropriate departments and follows up on report. Coordinates performance improvements projects with the QA/Purchasing. Promotes staff development, section accomplishments and departmental/medical center goals.</p> <p>Certification is maintained in specialty, BLS, emergency preparedness, etc. Skills and competency levels are continually updated within required time frame.</p> <p>Attends educational seminars to maintain certification/licensure and to improve skills in each area of specialty.</p> <p>Specialized procedures are performed utilizing appropriate and professional patient care, sterile and safety procedures, practice parameters and equipment operation.</p> <p>Section procedure and protocol manual updated. Safety Manual updated.</p> <p>Serves on HHMC and departmental committees.</p>
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**18. Capital Equipment:**

Investigates, recommends and participates in justification for Capital Equipment.

Possess knowledge and skills to care for the following patients in a hospital setting:

- Newborn
- Pediatric
- Adolescent
- Adult
- geriatric

Assists with equipment research. Assists with bid specifications. Provides justification data. Assists in installation arrangements. Monitors acceptance testing.

Must demonstrate experience of possess the ability to anticipate special circumstances or variations of standard parameters necessary in the care of patients from newborn to geriatric.

**PHYSICAL DEMANDS:**

Routine job tasks may result in accidental puncture with needles. Often works in subdued light for long periods of time. Exposure to blood and body fluids with possibility of contact with contagious disease on a daily basis. Lifting, pulling or pushing of up to and occasionally greater than 50 pounds  
With possibility of bodily injury.

**WORKING CONDITIONS:**

Pleasant inside environment; stressful situations; long periods of standing, lifting, moving and assisting patients constantly during the day. Work hours require flexibility based upon patient volumes and Radiologist's requests. Rotates Call Duty.

**SPECIAL EQUIPMENT/WORK AIDES:**

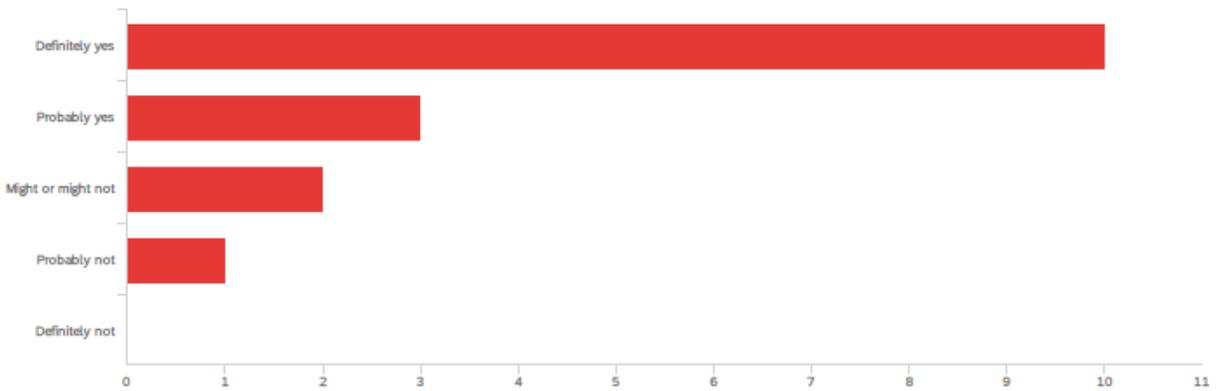
## Appendix C. Online Employer Survey

# Default Report

SP24 - Radiologic Science BS Needs Assessment - G Rimstidt

February 23, 2024 6:23 AM MST

Q1 - Do you anticipate growth of your organization that would require you to hire more bachelor's degree level Imaging professionals over the next 5 years?

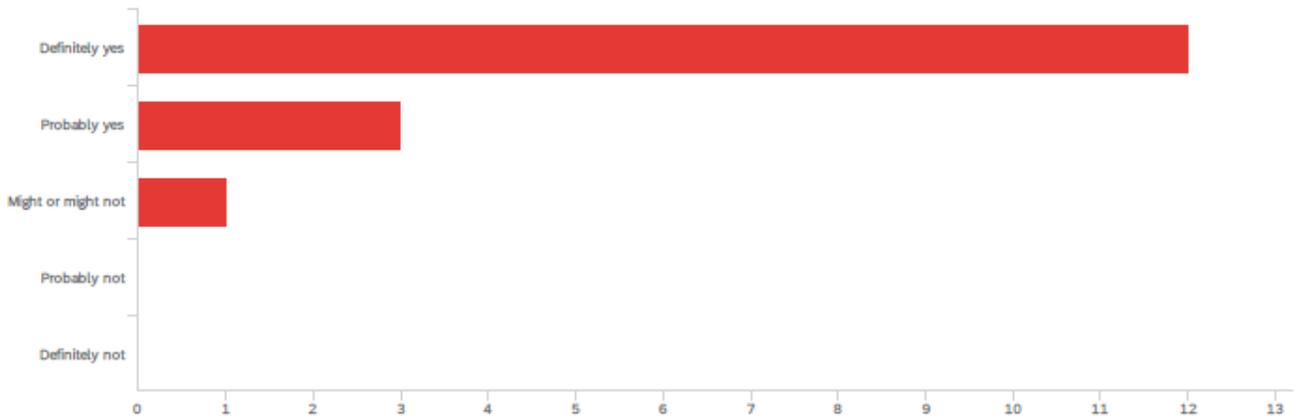


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you anticipate growth of your organization that would require you to hire more bachelor's degree level Imaging professionals over the next 5 years?	1.00	4.00	1.63	0.93	0.86	16

#	Field	Choice Count
1	Definitely yes	62.50% 10
2	Probably yes	18.75% 3
3	Might or might not	12.50% 2
4	Probably not	6.25% 1
5	Definitely not	0.00% 0
		16

Showing rows 1 - 6 of 6

Q2 - Would you be willing to support DSC with this program and write a letter of support for the program if asked?



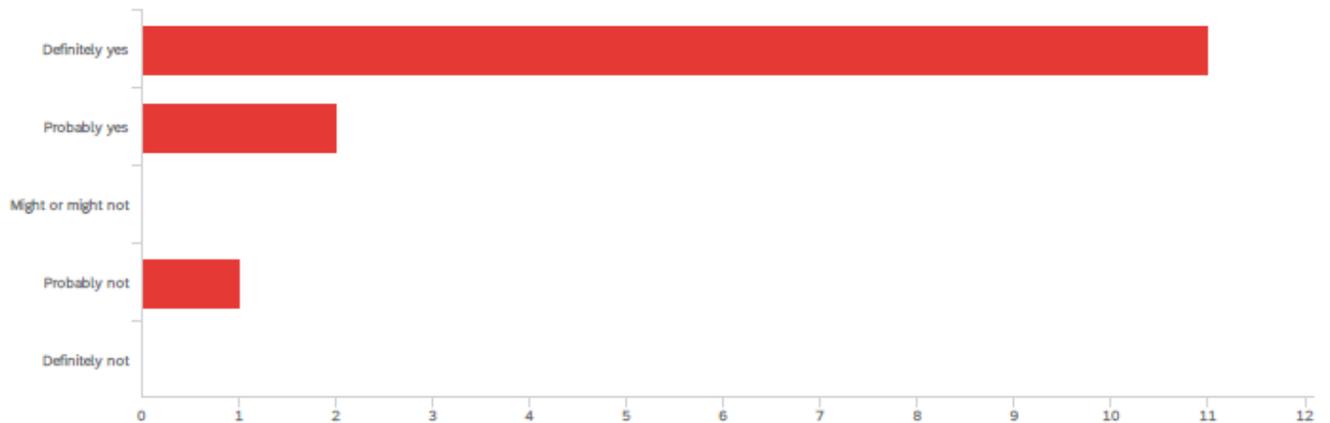
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Would you be willing to support DSC with this program and write a letter of support for the program if asked?	1.00	3.00	1.31	0.58	0.34	16

#	Field	Choice Count
1	Definitely yes	75.00% 12
2	Probably yes	18.75% 3
3	Might or might not	6.25% 1
4	Probably not	0.00% 0
5	Definitely not	0.00% 0
		16

Showing rows 1 - 6 of 6

### Q3 - Would you be willing to provide preceptorships and clinicals to bachelor level

#### Imaging Science students?

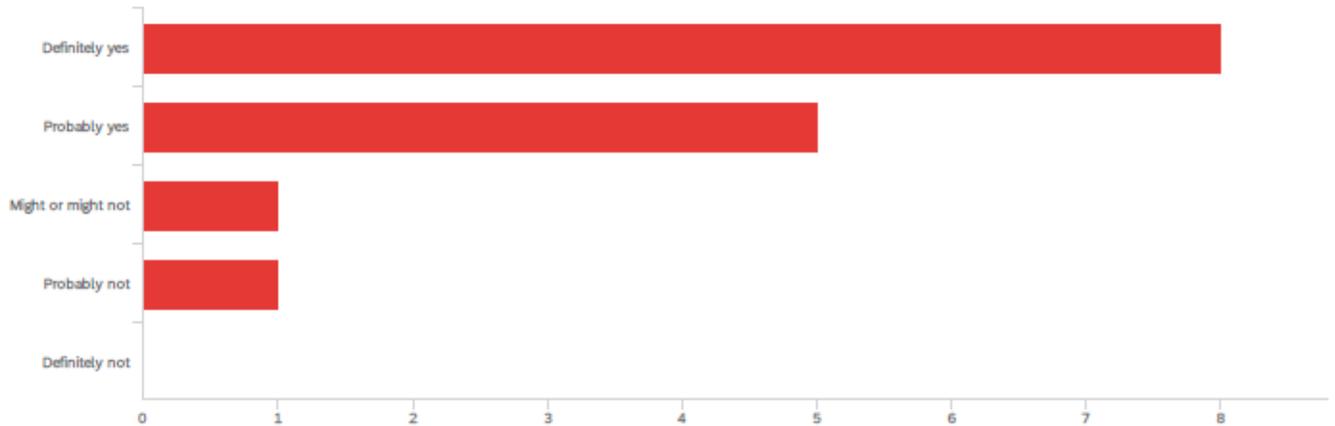


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Would you be willing to provide preceptorships and clinicals to bachelor level Imaging Science students?	1.00	4.00	1.36	0.81	0.66	14

#	Field	Choice Count
1	Definitely yes	78.57% 11
2	Probably yes	14.29% 2
3	Might or might not	0.00% 0
4	Probably not	7.14% 1
5	Definitely not	0.00% 0
		14

Showing rows 1 - 6 of 6

Q4 - Do you find it difficult to find qualified applicants to hire for positions where a bachelor's level education would be preferred?

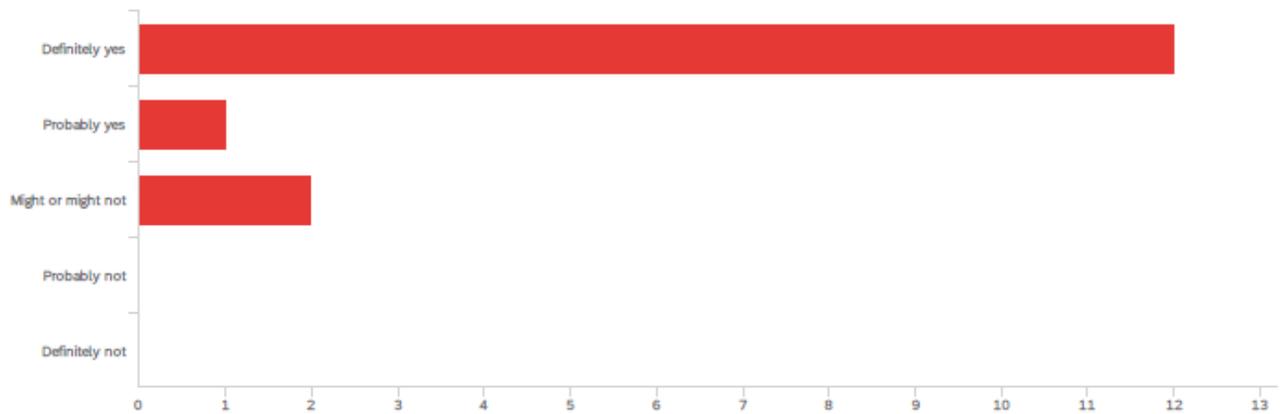


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you find it difficult to find qualified applicants to hire for positions where a bachelor's level education would be preferred?	1.00	4.00	1.67	0.87	0.76	15

#	Field	Choice Count
1	Definitely yes	53.33% 8
2	Probably yes	33.33% 5
3	Might or might not	6.67% 1
4	Probably not	6.67% 1
5	Definitely not	0.00% 0
		15

Showing rows 1 - 6 of 6

Q5 - Do you feel there is a need for this type of program in Flagler and Volusia counties?



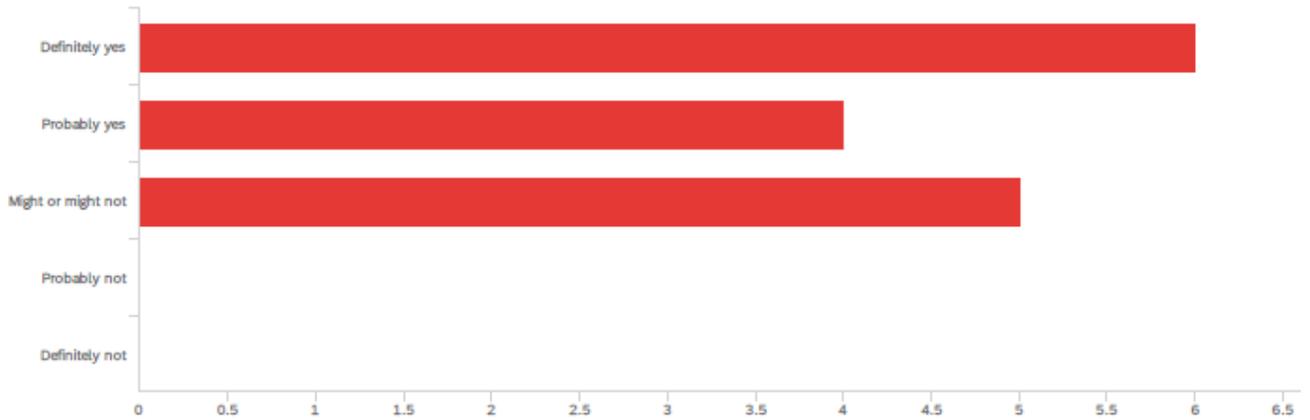
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you feel there is a need for this type of program in Flagler and Volusia counties?	1.00	3.00	1.33	0.70	0.49	15

#	Field	Choice Count
1	Definitely yes	80.00% 12
2	Probably yes	6.67% 1
3	Might or might not	13.33% 2
4	Probably not	0.00% 0
5	Definitely not	0.00% 0
		15

Showing rows 1 - 6 of 6

Q6 - Would you consider serving on the bachelor's degree Imaging Science Advisory

Board?

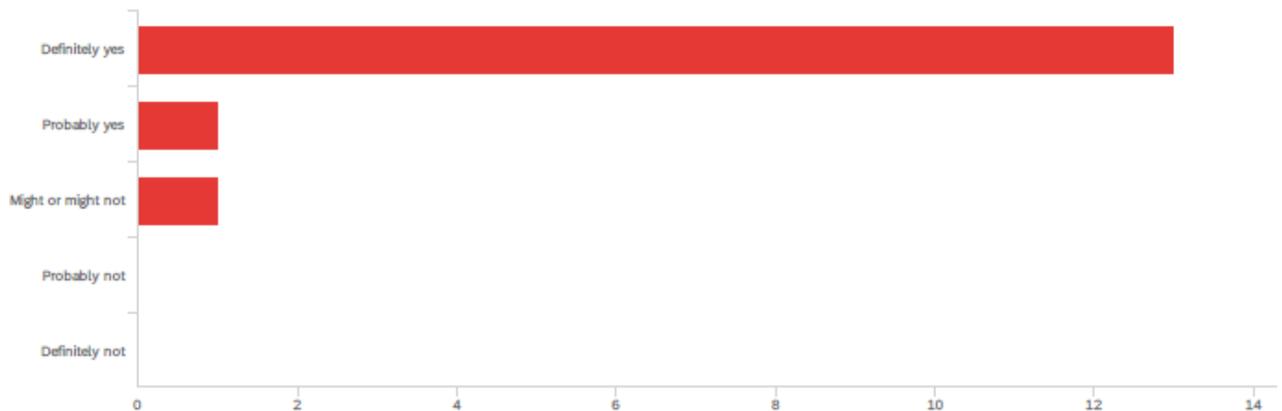


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Would you consider serving on the bachelor's degree Imaging Science Advisory Board?	1.00	3.00	1.93	0.85	0.73	15

#	Field	Choice Count
1	Definitely yes	40.00% 6
2	Probably yes	26.67% 4
3	Might or might not	33.33% 5
4	Probably not	0.00% 0
5	Definitely not	0.00% 0
		15

Showing rows 1 - 6 of 6

Q7 - Do you feel that this program would add value to your existing employees' skills and competencies?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you feel that this program would add value to your existing employees' skills and competencies?	1.00	3.00	1.20	0.54	0.29	15

#	Field	Choice Count
1	Definitely yes	86.67% 13
2	Probably yes	6.67% 1
3	Might or might not	6.67% 1
4	Probably not	0.00% 0
5	Definitely not	0.00% 0
		15

Showing rows 1 - 6 of 6

Q8 - We are anticipating creating the program with at least 2 concentrations: CT and Leadership. Do you have suggestions or needs for additional concentrations?

We are anticipating creating the program with at least 2 concentrations: CT...

MRI

There should be areas of focus in revenue cycle management and Legal/compliance issues.

MRI and Echo.

Imaging informatics

Would be great to see a focus on all imaging modalities.

Interventional Radiology

Future state, would love to see radiation oncology schools in our area. Also think branching out into MRI would be beneficial.

Those are great to start with. PACS would be beneficial also.

I think this is a perfect place to start. I would love to have current staff take the leadership course and grow their skills. This gives us a pool of employees that are a part of our culture and can move up into leadership roles as they become available. The CT concentration is something we have needed locally for quite some time. Now that CT has entered into the Nuclear Medicine world, it is difficult to hire candidates that already have their CT certification.

CT and MRI training is a huge gap for our organization and our county.

**End of Report**

## **Appendix D. Excerpts from Advisory Committee Meeting Minutes**

## Excerpts from Radiography Advisory Committee Meetings referencing the creation of the BSIS program

### Daytona State College Radiography Program Advisory Committee Minutes

January 22, 2024

1:00 pm – 6:00 pm

Discussion on the Notice of Intent for the BSRIS Program:

- Bachelor's in radiologic and Imaging Sciences (BSRIS) Program Development: Dee Ann Vanlandingham provided an update on the progress of the BSRIS program, emphasizing the growing need for bachelor-trained imaging professionals in leadership and advanced imaging modalities.
- Advisory Board members emphasized the need for leadership training and advanced certifications, such as CT, MRI, Mammography, PACS administration, Radiology IT, and quality assurance roles. It was discussed that coordinators of advanced modality departments do not have the leadership training needed to effectively manage these areas.
- Letters of support have been collected from stakeholders, confirming widespread enthusiasm for the program and its alignment with local workforce demands.
- Workforce Challenges and Regional Needs Shortage of Technologists in advanced modalities:
- Halifax Health and other regional employers have noted a reliance on temporary staffing, disrupting continuity of care. Advisory Board members stressed the importance of developing a sustainable pipeline of well-trained professionals through the BSRIS program.
- Employer and Stakeholder Engagement Members reinforced that a bachelor's degree program would meet the needs of the industry by preparing imaging professionals for advanced roles and leadership positions.
- Key Stakeholder Contributions: Halifax Health, AdventHealth, and Radiology Associates have committed to supporting the program through practicum placements and professional development opportunities for students.
- Surveys conducted among alumni and employers validated the demand for a baccalaureate program.
- ASRT and National Trends: The Advisory Board reviewed the ASRT's recommendations for advanced education, noting its alignment with the proposed program.
- Curriculum Alignment with Industry Needs The proposed curriculum will integrate managerial and technical training, ensuring that graduates are equipped to meet the demands of modern healthcare environments.
- Next steps Finalize program proposal and submit for approval by mid-2024.
- Develop partnerships with additional clinical sites to expand practicum opportunities.
- Continue gathering letters of support and conducting surveys to ensure alignment with workforce needs.

## Daytona State College Radiography Program Advisory Committee Minutes

January 13, 2025

9:00 am – 1:00 pm

Discussion on the Notice of Intent for the BSRIS Program:

- Dee Ann Vanlandingham provided an update on the progress of the Bachelor of Science in Radiologic and Imaging Sciences (BSRIS) program and the draft Notice of Intent (NOI) document, which is currently in development. She outlined the key features of the proposed program, including concentrations in Leadership and Computed Tomography, with future plans for expansion into MRI, Mammography, Cardiac Ultrasound, and Vascular Ultrasound. Dee Ann emphasized that the program's design would address the workforce demand for advanced-level imaging professionals and integrate both managerial and technical skills needed for leadership roles.
- Advisory Committee members reviewed and discussed the draft NOI, recognizing the urgent need for advanced certifications and leadership training in radiologic sciences. Members noted the region's workforce challenges, including shortages of technologists in advanced modalities, reliance on temporary staff, and the increasing complexity of diagnostic imaging. Kala Plaskett and Ezra Outler of AdventHealth highlighted that local healthcare systems are increasingly requiring baccalaureate degrees for managerial and advanced imaging positions. They shared that the proposed BSRIS program would be instrumental in developing a pipeline of local talent to fill these roles.
- Sheryl Keener of Halifax Health reiterated the importance of a program that combines clinical excellence with leadership training. She shared that Halifax
- Health has faced challenges in recruiting skilled leaders for imaging departments, particularly in CT and MRI.
- Dr. Scott Klioze also emphasized that advanced education is essential for imaging leaders to manage the clinical, regulatory, and operational aspects of modern imaging practices.
- Committee members discussed the workforce data in the draft NOI, which indicates a projected annual average of 127 job openings for imaging technologists in the local region over the next seven years. They agreed that the program's structure as a completion program for credentialed technologists is well-aligned with local and state workforce needs.
- Brandon Tussing noted that the BSRIS program will create new pathways for A.S. program graduates to advance their careers, addressing a critical need for leadership and advanced practice training in the field.
- Overall, Advisory Committee members supported the ongoing work on the Notice of Intent and emphasized the importance of finalizing the proposal to ensure the program can move forward to address local workforce demands and meet the mission of Daytona State College.

