

Chapter 07: Managing Self: Stress and Time

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. As a nurse manager, you observe a staff nurse who over the past few weeks has become withdrawn and has had several absences due to minor ailments. Your *best* action would be to:
 - a. ask the nurse if she is okay during report.
 - b. refer the nurse to the employee assistance program.
 - c. ask the nurse to meet with you for a few minutes before she leaves for the day.
 - d. write a note to the nurse advising her that her work attendance must improve.

ANS: C

Stress can lead to emotional symptoms such as depression and a variety of ailments. Meeting with the nurse privately may assist in identifying stress and possible solutions.

TOP: AONE competency: Business Skills

2. The nurse manager of a unit has lost many staff members, and the unit is now staffed with a large number of agency and traveling nurses. She knows that the agency and traveling nurses are all contracted to stay on the unit for the next 3 months. One way to improve morale and decrease stress in the unit would be to:
 - a. plan a social event and include the agency and traveling nurse staff members.
 - b. plan unit-based social events for your remaining permanent staff members.
 - c. request hospital-based “floating” nurses to substitute for the temporary staff.
 - d. implement team nursing.

ANS: A

Social support, in the form of positive work relationships, can be an important way to buffer the effects of a stressful work environment. Including all staff in the social event enables those who are not normally part of the team to experience this support and provides an opportunity for the staff as a whole to develop supportive relationships.

TOP: AONE competency: Communication and Relationship-Building

3. As a nurse manager, the one activity you should not overlook is:
 - a. posting the yearly rotation schedule.
 - b. reviewing vacation requests.
 - c. scheduling staffing for holidays 6 months in advance.
 - d. anticipating staff sick days.

ANS: B

Free time and vacation time are needed for individuals to recharge. If time for work is more than 60% of wake time, or when self-time is less than 10% of wake time, stress levels increase.

TOP: AONE competency: Business Skills

4. A nurse manager has decided that she must institute some personal time-management steps to survive work and home life. Her *first* step should be to:

- a. determine what takes up so much of her time and energy.
- b. organize her personal and work spaces.
- c. purchase a handheld personal digital assistant to help remind her of important meetings.
- d. **determine her personal and professional goals.**

ANS: D

Personal time management refers, in part, to “the knowing of self.” Self-awareness is a critical leadership skill, and being self-aware and setting goals helps managers determine how their time is best spent.

TOP: AONE competency: Leadership

5. A hospice nurse has been feeling very stressed at work because of both the physical strain and the emotional drain of working with clients with AIDS. She tries to walk 1 to 2 miles three times a week and to talk regularly with her husband about her work-related feelings. One reasonable stress-management strategy would be to:
- a. start taking yoga lessons.
 - b. make an appointment to meet with a psychiatrist.
 - c. start jogging 5 to 6 miles every day.
 - d. plan to go out for a drink with fellow nurses after work every day.

ANS: A

Stress relief techniques include 30 minutes of exercise five times a week, as well as techniques such as yoga that relieve mental stress.

TOP: AONE competency: Leadership

6. The nurse manager is implementing a shared governance model to help with communication and decision making. Although staff members like the concept, change is difficult. Staff nurses feel:
- a. more empowered.
 - b. more communicative.
 - c. less stressed.
 - d. **more powerless and devalued.**

ANS: D

Change can lead to feelings of being overwhelmed and powerless, especially if complexity compression or rapid, intense changes have been involved.

TOP: AONE competency: Business Skills

7. The chief nursing officer listens to nurse managers verbalize their feelings of internal stress. One common source of internal stress seems to be:
- a. the death of a loved one.
 - b. **perfectionism.**
 - c. getting married.
 - d. losing a job.

ANS: B

Losing a job, the death of a loved one, and getting married are examples of external stress.

TOP: AONE competency: Business Skills

8. The staff development educator presents a series of programs on stress management to the nurse managers. Research has indicated that an individual's ability to deal with stress is moderated by psychological hardiness. Psychological hardiness is a composite of:
 - a. **commitment, control, and challenge.**
 - b. commitment, powerlessness, and passivity.
 - c. commitment, control, and passivity.
 - d. decreased isolation, challenge, and passivity.

ANS: A

Some people have the capacity to accept changes in life with good humor and resilience, which, in turn, influences behavior that prevents illness. Hardiness involves the capacity to manage time and stress, to reframe situations positively, and to commit.

TOP: AONE competency: Leadership

9. The chief nursing officer understands that a nurse manager can exhibit stress that is related to trying to keep up with the number of electronic messages that arrive, as well as trying to remain accessible to staff. What is a strategy that would assist the manager to manage the information overload effectively?
 - a. Ignore messages unless they are labeled as important.
 - b. **Determine who is most likely to send useful or important information** or requests.
 - c. Check e-mail messages once a day.
 - d. Encourage face-to-face meetings rather than e-mail.

ANS: B

Reduction of stress related to information overload requires the development of information-receiving and information-sending skills. Information-sending skills include determining most common sources of useful data, labeling files and folders to which e-mail messages can be directed, deletion of e-mails, and focusing on the most important pieces. Information-receiving skills include keeping e-mail messages short (and calling if the message needs to be long) and considering the most appropriate medium for messages (telephone, fax, face-to-face).

TOP: AONE competency: Professionalism

10. In helping nurse managers to manage their time, the chief nursing officer suggests that they:
 - a. maintain a perfectionistic attitude.
 - b. set up a complaint list.
 - c. have good negotiation skills.
 - d. have good information literacy skills.

ANS: D

Time can be saved by using information technology effectively, as it assists with effective data retrieval and information gathering and with communication related to a variety of needs in the management setting.

TOP: AONE competency: Business Skills

11. Which of the following statements would *best* define stress? Stress is:

- a. the comfortable gap between how we like our life to be and how it actually is.
- b. everyday life, both the highs and the lows.
- c. a consequence or response to an event or stimulus that can be positive or negative.
- d. identical to distress.

ANS: C

Stress is defined as a gap between how we would like our lives to be and how they actually are and as a consequence or response to an event or stimulus. It is not inherently bad (distress), and whether highs and lows are seen as distress or eustress is dependent on each individual's interpretation of the event.

TOP: AONE competency: Business Skills

12. In a job interview for a nursing position, Marley can be assured that which of the following will occur?
- a. Both eustress and distress
 - b. Only eustress
 - c. Only distress
 - d. Neither eustress nor distress

ANS: A

Eustress is defined as stress that is pleasant in nature, and distress is defined as stress of an unpleasant nature. One can assume that every interview has both of these stresses.

TOP: AONE competency: Business Skills

13. Which one of the following statements has been proven to be true?
- a. Recent research has found that women do not have a unique physiologic response to stress.
 - b. Both men and women interpret the same stressor in the same manner without regard to past experiences.
 - c. Stress influences the immune system in one complex manner.
 - d. Stressors that are identical do not necessarily have similar effects on each individual.

ANS: D

Stressors may be unique to certain environments, situations, and persons or groups, and individuals may respond to the same stressor in different ways.

TOP: AONE competency: Business Skills

14. An example of role stress occurs when:
- a. the director of the ICU and the manager of the surgical unit wish to hire the same new employee.
 - b. two part-time staff members are hired to work in a unit, but the job expectations for them are not clear, and the head nurse expresses disappointment in their performance.
 - c. the nurse manager for the ICU wants to advocate for more staff and finds it difficult to find data to substantiate his proposal.
 - d. line managers believe that support staff use their technical knowledge to intrude on their authority.

ANS: B

Role stress is an additional stressor for nurses. Viewed as the incongruence between perceived role expectations and achievement, role stress is particularly acute for new graduates. Failure to comply with expectations can lead to role conflict. Role conflict and role ambiguity are major sources of conflict for nurses.

TOP: AONE competency: Business Skills

15. A staff nurse approaches the unit manager and indicates to her that because of her father's death in the previous month, she is now finding it very difficult to do her work effectively. This would be considered a(n) _____ stress.
- internal source
 - familial
 - burnout
 - external**

ANS: D

External stress is outside and removed from the work setting, but it is considered work-related stress because of the impact it has on the worker.

TOP: AONE competency: Business Skills

16. Sources of occupational stress in nursing include all *except* which of the following?
- Authoritarian leadership**
 - Concern about moral wrongdoing by colleagues
 - Multiple changes in a short time
 - Rotating shifts

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ANS: A

Ethical distress, complexity compression, rotating shifts, high acuity levels, rotating shifts, and workload are all sources of work-related stress for nurses.

TOP: AONE competency: Business Skills

17. Mr. T. Jones and Mr. R. Smith are both going to become residents in Sunny Haven Lodge. Mr. Jones views it as an opportunity to socialize and meet new friends. Mr. Smith views this as abandonment by his family and is worried that the care will be inadequate. Each senior perceives the situation differently. This is a good example of stress that is:
- both a positive stressor and a negative stressor.**
 - occurring only because of age.
 - positive in both cases.
 - harmful in both cases.

ANS: A

Some researchers have determined that stress is a person-environment process in which the person appraises the situation as taxing or not. Appraisal is an important concept that explains why two people react in different ways to the same situation. Stress can be viewed as positive (eustress) or negative (distress).

TOP: AONE competency: Business Skills

18. Jeff, an RN in his 30s, has lost a parent, just purchased a new home, and is laid off with 6 months' severance pay. At the same time, Jerry, an RN in his 50s, is financially secure and is asked to take early retirement with a buyout. How will the two men react to the emotional and physical influences and the sequence of stress?
- The younger man will feel more stress.
 - The two men may or may not feel the same amount of stress.
 - The older man will feel more stress.
 - Neither man will experience any stress.

ANS: B

The response to similar stressors does not always result in a similar experience of stress in individuals. Responses are mediated by the appraisal of the event as well as by factors such as gender, personality, lifestyle, and age.

TOP: AONE competency: Business Skills

19. Social stressors are considered a major factor in the stress nurses experience in the healthcare system. Which of the following is *not* considered to be a social stressor?
- High amounts of stress in the nursing home environment
 - Changes in the current healthcare system such as nursing strategies
 - Disruptive behavior coming from physicians and other healthcare workers
 - Stress triggers such as self-criticism and overanalyzing

ANS: D

Personal stress triggers such as self-criticism are considered intrapersonal stressors; environmental factors such as change, work environment, and interactions with others are considered social stressors.

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TOP: AONE competency: Business Skills

20. After several months of heavy patient loads in the Emergency Department and inability to secure sufficient and experienced staff, the department is especially taxed by a train accident that brings in many seriously injured individuals. You observe that Rama ignores the requests of several of the injured, even when time is available to care for them and is rude to two older adult patients. You are concerned that Rama is evidencing which state?
- Hardiness
 - Depression
 - Role ambiguity
 - Depersonalization

ANS: D

A characteristic of burnout is depersonalization, a state characterized by distancing oneself from the work itself and developing negative attitudes toward work in general (Greenglass et al., 2001). Depersonalization is commonly described as a feeling of being outside one's body, feeling as if one is a machine or robot, an "unreal" feeling that one is in a dream or that one "is on automatic pilot." Generally, subjective symptoms of unreality make the nurse uneasy and anxious. Nurses pushed to do too much in too little time may distance themselves from patients as a means of dealing with emotional exhaustion.

TOP: AONE competency: Business Skills

21. “Stress-buffering” behaviors can be elicited to reduce stress. All of the following behavioral coping responses can be used by nurse managers to reduce and manage stress *except*:
- distancing oneself from work.
 - using cognitive reframing to change irrational thoughts.
 - refusing a request to sit on a committee to evaluate scheduling software.
 - exercising regularly.

ANS: A

Achieving balance between work and leisure is a useful strategy for stress reduction.

Distancing, however, can be a sign of depersonalization that includes negative attitudes as well and is a characteristic of burnout.

TOP: AONE competency: Business Skills

22. The education consultant at St. Joseph Hospital is giving a workshop on cognitive reframing. The consultant explains that cognitive reframing reduces stress by:
- aiding individuals in identifying positive stressors.
 - helping people realize that negative thinking causes emotional distress.
 - eliminating negative stressors.
 - replacing positive self-statements with negative irrational beliefs.

ANS: B

Cognitive reframing is a therapy that aids individuals in discovering that their irrational thoughts can be replaced with responses that are more rational. It enables individuals to gain a sense of control over the situation and can change “I’ll never ...” to “I can ...” or “She always ...” to “Sometimes she ...” It is an approach that allows individuals to replace negative thoughts and statements with others that are more realistic and helpful.

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TOP: AONE competency: Business Skills

23. Time management is very essential for the nurse manager. Which of the following is *not* a good time-management technique?
- Decide what not to do.
 - Learn to say “No.”
 - Learn to delegate.
 - Break down your workload into smaller, manageable tasks.

ANS: D

To manage time successfully, it is important to break down your workload into smaller, manageable tasks. Developing PERT and Gantt charts will aid in dealing with larger, complex projects. Both charts can be used to outline how an individual will approach a large project.

TOP: AONE competency: Leadership

24. As a unit manager, you chair the unit meetings. For each meeting, you consider and establish the purpose of the meeting. Second, you prepare an agenda. Arrange the following steps in an order that would make the meetings productive and successful.
- Distribute an agenda.
 - Distribute minutes.
 - Select team members.
 - Start on time.

5. Keep the meeting focused and directed toward accomplishing the set objectives.

Select the correct order from the following options:

- a. 1, 2, 4, 5, 3
- b. 4, 1, 2, 5, 3
- c. 3, 1, 4, 5, 2
- d. 3, 4, 2, 1, 5

ANS: C

Planning, organizing, and keeping the group on task are critical in ensuring that meetings are productive and that time is managed well.

TOP: AONE competency: Leadership

MULTIPLE RESPONSE

1. High levels of work-related stress affect all but which of the following? (*Select all that apply.*)
- a. Job satisfaction
 - b. Absenteeism and turnover
 - c. Nurses' health
 - d. Client welfare

ANS: A, B, C, D

Many writers and researchers have found that these work-related areas are adversely affected by stress.

TOP: AONE competency: Business Skills

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Chapter 08: Communication and Conflict

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. A group of staff nurses is dissatisfied with the new ideas presented by the newly hired nurse manager. The staff wants to keep their old procedures, and they resist the changes. Conflict arises from:
 - a. group decision-making options.
 - b. **perceptions of incompatibility.**
 - c. increases in group cohesiveness.
 - d. debates, negotiations, and compromises.

ANS: B

Conflict involves disagreement in values or beliefs within oneself or between people that causes harm or has the potential to cause harm. Conflict may result from the interaction of interdependent people who perceive incompatibility and the potential for interference.

TOP: AONE competency: Communication and Relationship-Building

2. Two staff nurses are arguing about whose turn it is to work on the upcoming holiday. In trying to resolve this conflict, the nurse manager understands that interpersonal conflict arises when:
 - a. risk taking seems to be unavoidable.
 - b. **people see events differently.**
 - c. personal and professional priorities do not match.
 - d. the ways in which people should act do not match the ways in which they do act.

ANS: B

By definition, conflict involves a difference in perception between two or more individuals.

TOP: AONE competency: Communication and Relationship-Building

3. The nurse manager is aware that conflict is occurring on her unit; however, she is focused on preparing for a state health department visit, so she ignores the problem. What factor can increase stress and escalate conflict?
 - a. **The use of avoidance**
 - b. An enhanced nursing work force
 - c. Accepting that some conflict is normal
 - d. Managing the effects of fatigue and error

ANS: A

Avoidance as a conflict-management style prolongs conflict and tends to escalate conflict.

TOP: AONE competency: Communication and Relationship-Building

4. The nurse manager decides to use a mediator to help resolve the staff's conflict. A basic strategy for truly addressing this conflict is to:
 - a. identify the conflicting facts.
 - b. be determined to resolve the conflict.
 - c. schedule a meeting time for resolution.

- d. **have a clear understanding of the differences between the parties in conflict.**

ANS: D

It is important for each person in the conflict to clarify the conflict as “I see it” and how “it makes me respond” before all the persons involved in the conflict can define the conflict, develop a shared conceptualization, and resolve their differences.

TOP: AONE competency: Communication and Relationship-Building

5. Sarah, a staff nurse on your unit, witnesses another nurse striking a patient. Sarah wants to remain friends with her colleague and worries that confrontation with her colleague or reporting her colleague will destroy their relationship. Sarah is experiencing which type of conflict?
- Intrapersonal**
 - Interpersonal
 - Organizational
 - Professional

ANS: A

Intrapersonal conflict occurs within a person when confronted with the need to think or act in a way that seems at odds with that person’s sense of self. Questions often arise that create a conflict over priorities, ethical standards, and values. Some issues present a conflict over comfortably maintaining the status quo and taking risks to confront people when needed, which can lead to interpersonal conflict.

TOP: AONE competency: Communication and Relationship-Building

6. The chief nursing officer plans a series of staff development workshops for the nurse managers to help them deal with conflicts. The first workshop introduces the four stages of conflict, which are:
- frustration, competition, negotiation, and action.
 - frustration, conceptualization, action, and outcomes.**
 - frustration, cooperation, collaboration, and action outcomes.
 - frustration, conceptualization, negotiation, and action outcomes.

ANS: B

Thomas (1992) determined that conflict proceeds through these four stages in this particular order.

TOP: AONE competency: Communication and Relationship-Building

7. After using a mediator to resolve a conflict between the nurse manager and two staff nurses, the chief nursing officer decides to:
- observe to make sure the conflict has been resolved.
 - fire both staff nurses.
 - reassign both staff nurses.
 - reassign the nurse manager.

ANS: A

The nurse leader should follow up to determine if the conflict has been resolved because, in professional practice environments, unresolved conflict among nurses is a significant issue that results in job dissatisfaction, absenteeism, and turnover, as well as in decreased patient satisfaction and poorer quality in patient care.

TOP: AONE competency: Leadership

8. A nursing instructor is teaching a class on conflict and conflict resolution. She relates to the class that conflict in an organization is important, and that an optimal level of conflict will generate:
 - a. creativity, a problem-solving atmosphere, a weak team spirit, and motivation of its workers.
 - b. creativity, a staid atmosphere, a weak team spirit, and motivation of its workers.
 - c. creativity, a problem-solving atmosphere, a strong team spirit, and motivation for its workers.
 - d. a bureaucratic atmosphere, a strong team spirit, and motivation for its workers.

ANS: C

Differences in ideas, perceptions, and approaches, when managed well, can lead to creative solutions and deepened human relationships. Work on conflict suggests that complete resolution of conflict is counterproductive to the achievement of organizational goals, organizational change, and cohesiveness of employees.

TOP: AONE competency: Communication and Relationship-Building

9. Jane has transferred from the ICU to the CCU. She is very set in the way she makes assignments and encourages her new peers to adopt this method without sharing the rationale for why it is better. This is a good example of a process and procedure that creates which type of conflict?
 - a. Organizational
 - b. Intrapersonal
 - c. Interpersonal
 - d. Disruptive

ANS: C

Interpersonal conflict transpires between and among nurses, physicians, members of other departments, and patients.

TOP: AONE competency: Communication and Relationship-Building

10. Two nurses on a psychiatric unit come from different backgrounds and have graduated from different universities. They are given a set of new orders from the unit manager. Each nurse displays different emotions in response to the orders. Nurse A indicates that the new orders include too many changes; Nurse B disagrees and verbally indicates why. This step in the process is which of the following in Thomas' stages of conflict?
 - a. Frustration
 - b. Conceptualization
 - c. Action
 - d. Outcomes

ANS: B

Thomas' Stages of Conflict include conceptualization, which involves different ideas and emphasis on what is important or not or about what should occur.

TOP: AONE competency: Communication and Relationship-Building

11. Mrs. Hill, aged 68, was hospitalized after a stroke. The speech therapist recommended that oral feeding be stopped because of her dysplasia. During visiting hours, Mr. Hill fed his wife some noodles. The nurse noticed this and stopped Mr. Hill from feeding his wife, telling him it was the doctor's decision. An hour later, the nurse returned and found Mr. Hill feeding his wife again. The nurse tried to stop him again. Mr. Hill refused and claimed that the clinical staff was trying to starve his wife; he also threatened to get violent with the nurse. The nurse decided to walk away and documented the event in Mrs. Hill's chart. According to Thomas' four stages of conflict, in which stage could the nurse have been more effective?
- Frustration
 - Conceptualizing
 - Action**
 - Outcomes

ANS: C

By walking away, the nurse is engaged in an action or a behavioral response, which is the action stage of conflict that is outlined in the four stages of conflict (Thomas, 1992). In this stage, the nurse might have used more effective strategies, such as clarifying Mr. Hill's views on feeding his wife and engaging in dialogue with Mr. Hill to clarify his concerns and attempt to reach a common goal.

TOP: AONE competency: Communication and Relationship-Building

12. Mrs. Hill, aged 68, was hospitalized after a stroke. The speech therapist recommended that oral feeding be stopped because of her dysplasia. During visiting hours, Mr. Hill fed his wife some noodles. The nurse noticed this and stopped Mr. Hill from feeding his wife, telling him it was the doctor's decision. An hour later, the nurse returned and found Mr. Hill feeding his wife again. The nurse tried to stop him again. Mr. Hill refused and claimed that the clinical staff was trying to starve his wife; he also threatened to get violent with the nurse. The nurse decided to walk away and documented the event in Mrs. Hill's chart. The outcome as depicted by Thomas' conflict stages can be considered to be:
- compromising.
 - confronting.
 - constructive.
 - destructive.**

ANS: D

Resolution was absent because the nurse did not have time to effectively deal with the issues in the conflict. This can lead to negativity, increased frustration, and further distancing between individuals or groups, including between patients and nurses.

TOP: AONE competency: Communication and Relationship-Building

13. Jill is the head nurse on a unit in a large hospital. Two of the staff nurses are constantly arguing and blaming each other, and a resolution has not occurred in months. To solve the existing conflict, which is the most creative conflict resolution?
- Avoiding

- b. Competing
- c. Compromising
- d. **Collaborating**

ANS: D

Collaboration, although time consuming, is the most creative stance. The collaboration technique involves both sides in the conflict working together to develop an optimal outcome. This results in a win-win solution.

TOP: AONE competency: Communication and Relationship-Building

14. A nurse educator is giving a workshop on conflict. During the sessions, he makes various statements regarding conflict. All of the statements are true *except*:
- a. **conflict can decrease creativity, thus acting as a deterrent for the development of new ideas.**
 - b. horizontal violence involves those with similar status but little power in the larger context.
 - c. interprofessional collaboration reduces unresolved conflicts.
 - d. all conflicts involve some level of disagreement.

ANS: A

The opposite is true because research has shown that conflict, like change, increases creativity and allows for the development of new ideas.

TOP: AONE competency: Communication and Relationship-Building

15. Sarah is a nurse manager in a surgical unit. She is concerned about a conflict between Lucy (a staff nurse) and one of the maintenance personnel. Sarah explains to Lucy that unsatisfactory resolution of the conflict is typically destructive and will result in:
- a. decreased frustration between the maintenance worker and her.
 - b. a good relationship with the maintenance department.
 - c. eventual resolution of the problem without further intervention.
 - d. **decreased productivity on her part.**

ANS: D

Productivity decreases with destructive conflict, whereas constructive conflict strengthens relationships.

TOP: AONE competency: Communication and Relationship-Building

16. Staff at Valley Hospital are concerned that recent staffing cuts will affect their ability to provide quality patient care, and they express their concerns to senior management. The CEO of Valley Hospital makes the following statement: "We need to contain costs because our funding has been decreased." This is a good example of which of the following conditions that propel a situation toward conflict?
- a. **Incompatible goals**
 - b. Role conflicts
 - c. Structural conflict
 - d. Competition for resources

ANS: A

Conflicts arise in four areas: goals, facts, approaches, and values. Conflicts among goals arise from competing priorities such as the provision of quality patient care and containment of costs.

TOP: AONE competency: Communication and Relationship-Building

17. Kala, a unit manager, in discussing a role the CEO would like her to perform, makes the following statement, "I will sit on the hospital task force on improving morale if you send me to the hospital's leadership training classes next week, so I can further develop my skills and thus be more effective." Which of the following conflict management styles is Kala using?
- Collaborating
 - Avoiding
 - Negotiating
 - Accommodating

ANS: C

Negotiation involves an exchange of concessions (membership on a committee in return for attendance at a workshop) or trading. This strategy supports a balance of power.

TOP: AONE competency: Communication and Relationship-Building

18. John is a circulating nurse in the operating room. He is usually assigned to general surgery, but on this day he is assigned to the orthopedic room. He is unfamiliar with the routines and studies the doctor's preference cards before each patient. The fourth patient comes into the room and John prepares a site for a biopsy using a Betadine solution. The surgeon prefers another solution. He notices what John has done and immediately corrects him by rudely insulting John. What is the appropriate approach to conflict resolution in this example?
- Collaboration
 - Compromising
 - Avoiding
 - Withdraw

ANS: B

Compromise involves negotiation or an exchange of concessions and supports a balance of power.

TOP: AONE competency: Communication and Relationship-Building

19. Factors that influence the ease with which conflict is resolved include all *except* which of the following?
- Level of interdependence of the parties
 - Interprofessional collaboration
 - Expression of one's own needs and ideas
 - Avoidance of the issue or concern

ANS: D

Conflict involves a level of interdependence and is a condition for conflict but not necessarily for continuance of the conflict. Expression of one's ideas and concerns is considered assertive and effective in resolving conflict if the concerns and needs of the other are also considered. Interprofessional collaboration has been shown to be effective in resolving conflict. Avoidance tends to prolong and sometimes escalate conflict.

TOP: AONE competency: Communication and Relationship-Building

20. The head nurse and a staff nurse are having a conflict over how to use and apply a new procedure for dressings in the medical/surgical area. The staff nurse wishes to use the new procedure based on newly released nursing research. The head nurse wishes to use a protocol that has been used in the department for a number of years. The head nurse later makes comments to other staff on her unit about the credibility of the staff nurse. This behavior is associated with:
- lateral violence.
 - horizontal violence.
 - confrontation.
 - bullying.**

ANS: D

Bullying involves aggressive or destructive behavior or psychological harassment of a recipient who is in a position of power differential with the perpetrator (the head nurse). Bullying is closely related to lateral or horizontal violence and involves such behaviors as incivility or intimidation.

TOP: AONE competency: Communication and Relationship-Building

21. Which of the following exemplifies the predominant conflict management style of nurse managers?
- Elizabeth, the head nurse on neurology, finds that Tom, the RN nurse on nights, is irritable in relation to any suggestions or new ideas, and so she comes in to work after Tom leaves the unit.
 - The technology committee has recommended a clinical system for implementation on the nursing unit. Staff is anxious about the change. Tim, the head nurse, asks staff for ideas on how to meet the technology goals and to meet staff needs.
 - During management meetings, George, the head nurse on nephrology, dominates meetings and decisions. Lee, the head nurse on the cardiac step-down unit, begins to miss the management meetings.
 - Ann, RN, asks her head nurse if she can go on the permanent evening shift. The head nurse, Rajib, agrees, as long as Ann agrees to be involved in assisting to mentor evening staff in the use of the new clinical information system.

ANS: D

Compromise involves trading and negotiation and is the predominant conflict management style of managers.

TOP: AONE competency: Communication and Relationship-Building

22. Lee, the head nurse in ER, has attempted to meet Jillian, one of her staff RNs, for several days to discuss concerns about Jillian's relationships with her team members. Lee hopes to offer Jillian coaching so that Jillian's relationships can be more satisfying for Jillian and her team members. Each time Lee and Jillian set a time to meet, Jillian phones in sick. In this situation, Lee and Jillian are demonstrating:
- similar conflict management strategies.
 - escalation of conflict.
 - avoidance and compromise strategies.**

- d. competing and compromise strategies.

ANS: C

Jillian is demonstrating avoidance by staying away from meetings to discuss her team relationships, and Lee is demonstrating compromise by offering coaching in return for Jillian's being able to engage in more satisfying relationships.

TOP: AONE competency: Communication and Relationship-Building

23. What exemplifies the predominant style of conflict management for staff nurses?
- Sarah and Jonas, two RNs, disagree about the best approach to assisting a family that has complex needs. They decide that they will consult with family and together will decide what is best.
 - Jennifer needs to switch a shift to attend a family function. She arranges to trade with Nancy, who wants a day off next to a 3-day break.
 - Lindsay asks Melody to stay late for the third day in a row. Melody refuses, stating that she has already helped out for 2 days by staying late for Lindsay.
 - Lara asks Stacey to switch shifts with her because Lara wants to attend a concert. Stacey would prefer not to but does to enable Lara, who is new in town, to be with her friends.

ANS: D

Avoidance and accommodation are the predominant conflict management styles of nurses. Accommodating involves neglecting one's own needs while trying to satisfy the needs of another.

TOP: AONE competency: Communication and Relationship-Building

24. In trying to achieve Magnet® status, the chief nursing officer establishes a shared governance model to help nurses experience job satisfaction. However, some nurses who have enjoyed working with less autonomy resist this change and begin to criticize and make rude comments about managers who embrace this model, as well as colleagues who support it. The comments are largely ignored because those who are making them are well established nurses who are often vocal about their displeasure with the organization. Organizational conflict is arising from which of the following?
- Staffing practices
 - Increased participation in decision making
 - Allocation of resources
 - Tolerance of incivility

ANS: D

Organizational conflict arises from discord related to policies and procedures (such as staffing policies and practices and allocation of resources), personnel codes or conduct or accepted norms of behavior (such as incivility), and patterns of communication. A major source conflict in organizations stems from strategies that promote more participation and autonomy of staff nurses.

TOP: AONE competency: Leadership

MULTIPLE RESPONSE

1. Nurses entering the work force today are faced with which of the following relationships that could create organizational conflict? (*Select all that apply.*)
 - a. Nurse-physician relationship
 - b. Nurse-nurse relationship
 - c. Nurse-patient relationship
 - d. Nurse-chief nursing officer relationship
 - e. Nurse-auxiliary personnel relationships

ANS: A, B, C, D, E

By nature, conflict is potentially present in all interpersonal situations. The nurse manager should create an environment that recognizes and values differences in staff, physicians, patients, and communities.

TOP: AONE competency: Communication and Relationship-Building

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Chapter 12: Care Delivery Strategies

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. Complex care of acutely ill patients is required on a surgical unit, which utilizes differentiated nursing practice as its model of care delivery. On what is the concept of differentiated nursing practice is based?
 - a. Licensure status
 - b. Experience in the agency
 - c. Leadership capabilities
 - d. Education and expertise

ANS: D

Differentiated nursing practice models are models of clinical nursing practice that are defined or differentiated by level of education, expected clinical skills or competencies, job descriptions, pay scales, and participation in decision making.

TOP: AONE competency: Knowledge of the Health Care Environment

2. The relief charge nurse has assigned a newly licensed baccalaureate-prepared nurse to be one of the team leaders for the 3-11 shift. In making this decision, the charge nurse has overlooked this nurse's:
 - a. clinical expertise.
 - b. leadership ability.
 - c. communication style.
 - d. conflict-resolution skills.

ANS: A

Because the basic education of baccalaureate-prepared RNs emphasizes critical-thinking, clinical reasoning, and leadership concepts, they are likely candidates for such roles. Benner (2001), however, identified five stages of clinical competence for nurses: novice, advanced beginner, competent, proficient, and expert. She suggests that competence is typified by a nurse who has been on the job in the same or similar situation 2 to 3 years. Nurses who are at the novice or advanced beginner stage would be less likely than their more experienced counterparts to implement any type of delivery model effectively and thus, this assignment overlooks the nurse's level of clinical expertise and leadership experience.

TOP: AONE competency: Knowledge of the Health Care Environment

3. When interviewing an applicant for an RN position, the nurse manager describes the unit's care delivery system as one in which the nursing assistants are cross-trained to perform specific tasks and the RNs complete all treatment, medication administration, and discharge teaching. The nurse applicant knows this nursing care delivery strategy to be:
 - a. the case method.
 - b. functional nursing.
 - c. primary nursing.
 - d. nurse case management.

ANS: B

The functional model of nursing is a method of providing patient care by which each licensed and unlicensed staff member performs specific tasks for a large group of patients.

TOP: AONE competency: Knowledge of the Health Care Environment

4. You are the nurse manager of a nursing service organization that provides around-the-clock care to clients in their homes. To achieve maximum reimbursement for a client who is recovering from a hip replacement, the nursing staff most likely will follow the nursing care guidelines presented in the:
 - a. nursing care plan.
 - b. physician's orders.
 - c. critical pathway.
 - d. clinical practice guidelines.

ANS: C

A critical pathway outlines outcomes, clinical standards, and interventions for a patient in each phase of treatment. The goal of critical pathways is effective coordination of care across various staff and levels of care.

TOP: AONE competency: Knowledge of the Health Care Environment

5. The nurse case manager is working with a client admitted for end-stage renal disease. The case manager's major goal during this hospitalization for this patient is to:
 - a. implement the care pathway on admission.
 - b. provide direct nursing care throughout the hospitalization.
 - c. supervise the nursing staff members who implement the care map.
 - d. prevent additional hospitalizations resulting from complications of the client's disease.

ANS: D

The goals and outcomes established in a critical pathway are designed to support the aims of case management, which are shortened hospital stays and prevention of hospital readmissions.

TOP: AONE competency: Knowledge of the Health Care Environment

6. The nurse manager at a cardiac rehabilitation unit was asked to select a care delivery model. Which of the following methods would be the most cost-effective?
 - a. Functional method
 - b. Case management method
 - c. Primary care method
 - d. Team method

ANS: B

Team nursing, functional nursing, and case management are all considered efficient, cost-effective methods of care delivery because they enable utilization of various types of healthcare providers (rather than baccalaureate nurses in direct care, which is the primary nursing method). Case management is considered particularly cost-effective in patient care settings because it maintains quality care while streamlining costs for high-risk, high-volume, high-cost patient populations and seeks the active involvement of the patient, the family, and diverse healthcare professionals.

TOP: AONE competency: Business Skills

7. In an acute care unit, the nurse manager utilizes the functional nursing method as the care delivery model. The nurse manager's main responsibility is the needs of the:
- department.
 - unit.
 - staff.
 - patient.

ANS: D

In a functional nursing model, where other team members are focused on performing specific tasks, the nurse manager assumes primary responsibility for patient outcomes.

TOP: AONE competency: Knowledge of the Health Care Environment

8. A patient is admitted to a medical unit with pulmonary edema. His primary nurse admits him and then provides a written plan of care. What type of educational preparation best fits the role of primary nurse?
- Baccalaureate
 - Associate
 - Diploma
 - LPN/LVN

ANS: A

Because of the breadth of nursing knowledge required, baccalaureate education is preferred for primary nurses.

TOP: AONE competency: Knowledge of the Health Care Environment

9. In a small rural nursing home, a director of nursing decides, because of a shortage of nurses, to implement a partnership model to help with basic tasks that comply with state rules regarding delegation. What type of design constitutes a partnership care delivery model?
- RN and LPN/LVN
 - RN and RN
 - RN and medication assistants
 - RN and certified nurses' aides

ANS: C

The partnership care delivery model is a variation of primary nursing in which an RN works with a consistent assistant, who performs basic nursing functions consistent with state delegation rules.

TOP: AONE competency: Knowledge of the Health Care Environment

10. The case method of care delivery could be best justified in which of the following scenarios?
- Stable patient population with long-term care and family needs
 - Acute care surgical unit with predictable postsurgical outcomes and many technical procedures
 - Pediatric intensive care unit that heavily involves families as well as patients
 - Home healthcare environment with patients at varying levels of acuity

ANS: C

This model is especially useful in the care of complex patients who need active symptom management provided by an RN, such as the care of the patient in a hospice setting or an intensive care unit. This method would be justifiable delivery in the pediatric intensive care unit, where the status of patients can change rapidly and where complex functions of care involve both patients and families.

TOP: AONE competency: Knowledge of the Health Care Environment

11. During times of nursing shortages and increased nursing costs in health care, which of the following nursing care delivery models might come under greatest scrutiny?
 - a. Case method
 - b. Team nursing
 - c. Functional nursing
 - d. Nurse case management

ANS: A

The case method may involve total patient care provided by a registered nurse, which, in today's costly healthcare economy, is very expensive. In times of nursing shortages, there may not be enough resources or nurses to use this model.

TOP: AONE competency: Knowledge of the Health Care Environment

12. A patient complains to the charge nurse that she has no idea who "her nurse" is on any given day. "I ask one nurse for my pills and she says, 'That's not my job.' I ask the pill nurse about my lab tests and she says that I should ask another nurse." The nursing care delivery model *most* likely employed in this situation is:
 - a. differentiated practice.
 - b. team nursing.
 - c. functional nursing.
 - d. case management.

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ANS: C

Functional team nursing involves licensed and unlicensed personnel who perform specific tasks for a large number of patients. A disadvantage of functional team nursing is the fragmentation of care. The physical and technical aspects of care may be met, but the psychological and spiritual needs may be overlooked. Patients become confused with so many different care providers per shift. These different staff members may be so busy with their assigned tasks that they may not have time to communicate with each other about the patient's progress.

TOP: AONE competency: Knowledge of the Health Care Environment

13. For a nurse manager in the functional nursing model, an approach that will assist in maintaining staff satisfaction in this specific model is:
 - a. rotation of task assignments.
 - b. frequent opportunities for in-service education.
 - c. orientation to job responsibilities and performance expectations.
 - d. team social events in off hours.

ANS: A

Although repetition of tasks increases confidence and competence, it can also lead to boredom. Rotation of tasks can assist specifically in this model to reduce the boredom that is a potential disadvantage of this model.

TOP: AONE competency: Knowledge of the Health Care Environment

14. In comparing team and functional models of care, a nurse manager favors the team model. In particular, she finds that the team model:
 - a. **can be effective in recognizing individual strengths and backgrounds of staff.**
 - b. promotes autonomy and independence for the RN.
 - c. avoids conflict because of role clarity.
 - d. is efficient in delivering care to a large group of patients, utilizing a staffing mix.

ANS: A

Team nursing delivers care to a small group of patients, using a mix of licensed and unlicensed personnel. Team nursing uses the strengths of each caregiver.

TOP: AONE competency: Knowledge of the Health Care Environment

15. To effectively delegate in a team nursing environment, the RN team leader must be familiar with the legal and organizational roles of each group of personnel and must:
 - a. be able to effectively communicate with patients.
 - b. build relationships with physicians.
 - c. be able to adapt to daily changes in staffing.
 - d. adapt in communicating information to her supervisor.

ANS: C

A particular challenge in team nursing is that staff mixes and staff may change daily because of individual schedules and shortages.

TOP: AONE competency: Leadership

16. A nurse manager questions the true difference between primary nursing and total patient care. After careful consideration of both models, the nurse manager concludes that primary nursing differs significantly from total patient care in:
 - a. breadth of nursing knowledge and expertise required.
 - b. intention to provide holistic nursing.
 - c. degree of task orientation.
 - d. levels and types of assessment.

ANS: C

Significant overlap can be seen between primary nursing and total patient care in terms of breadth of assessment and knowledge required to provide holistic care. A primary difference is that nurses in the total care model assume accountability while on shift, whereas primary nurses assume responsibility from time of admission to discharge and 24 hours a day.

TOP: AONE competency: Knowledge of the Health Care Environment

17. A conflict develops between an associate nurse and a primary nurse over the assessment of a patient with pulmonary edema. Based on her assessment of the patient, the associate nurse insists that it is her role to change the care plan because she is the one who has made the assessment. As the nurse manager, you clarify that:

- a. it is the role of the primary nurse to make alterations based on assessment data and input.
- b. the associate nurse is accountable and responsible while the primary nurse is off duty and therefore is able to alter the care plan.
- c. neither the primary nor the associate should make changes without first consulting you as the manager.
- d. it really does not matter who alters the nursing care plan as it depends on situation and time to do so.

ANS: A

The primary nursing model assumes that the primary nurse is accountable for patient care, even while off duty. The primary nurse is responsible for establishing the patient plan of care and therefore for altering it with the input of an associate. The associate is responsible for implementation of the established care plan when the primary nurse is off duty.

TOP: AONE competency: Communication and Relationship-Building

18. The nurse manager is comparing functional nursing and primary nursing for potential adoption. The nurse manager determines that patient and nurse satisfaction in primary nursing are:
- a. similar to those in functional nursing.
 - b. not of significance in either model.
 - c. low by comparison with functional nursing.
 - d. **high when compared with functional nursing.**

ANS: D

Although some studies suggest there is little difference between functional nursing and primary nursing, primary nursing tends to be more satisfying for RNs, who enjoy a high level of accountability and autonomy in decision making. Patient satisfaction is also high, as patients form close therapeutic relationships with the nurse because of the continuity of the relationship. Functional nursing is criticized for low patient satisfaction and potential staff dissatisfaction related to boredom and an autocratic approach to management.

TOP: AONE competency: Knowledge of the Health Care Environment

19. In transitioning to a primary nursing model, it is important for a nurse manager who enjoys a high level of control over patient care to understand that his or her decision making at the patient care level:
- a. is increased.
 - b. is decreased.
 - c. is relinquished.
 - d. remains the same.

ANS: B

The nurse manager who is considering movement to primary nursing needs to consider how the role of the manager changes, as well as the roles of the staff. The role of decision making at the patient care level is relinquished to the primary nurse, and the role of manager becomes that of facilitator, coach, mentor, role model, and clinical resource.

TOP: AONE competency: Knowledge of the Health Care Environment

20. You are considering putting forward a proposal to move the model of care from team nursing to a primary nursing hybrid: patient-focused care model. In considering this proposal, you recognize that significant costs specific to operationalizing this model are related to:
- implementation of an all-RN staff complement.
 - significant changes in the physical structure of units.
 - orientation of staff to new roles and responsibilities.
 - testing and piloting technology at the bedside.

ANS: B

This particular model includes a focus on patient care that includes multidisciplinary teams and assistants at the bedside. Services, including laboratories and pharmacies, are decentralized to bring them closer to where care is delivered.

TOP: AONE competency: Knowledge of the Health Care Environment

21. When hiring a case manager for a rehabilitation setting, you would *most* likely consider a:
- registered nurse with a master's degree.
 - physiotherapist with a background in stroke rehabilitation.
 - social worker with a background in counseling.
 - health professional with advanced background who is client and outcome focused.

ANS: D

Case managers can come from a variety of disciplines but should have advanced preparation with the particular at-risk population being served, be comfortable in an advocate role, and be outcome and patient focused.

TOP: AONE competency: Knowledge of the Health Care Environment

22. Case managed care may enhance profit in a for-profit health organization by:
- minimizing costs in high resource consumption areas.
 - combining licensed and non-licensed care providers in delivering patient care.
 - increasing reimbursement from third-party payers.
 - reducing the amount of technology used to support clinical decision making.

ANS: A

Case managed care is not revenue generating but rather revenue protecting in that better coordination of care enables efficient achievement of patient outcomes, can result in shorter length of stay, and can prevent readmission.

TOP: AONE competency: Business Skills

23. In hiring nurses during the transition from team nursing to a primary nursing model, Benner's work would suggest that you give priority to nurses who are at least at which level of competency?
- Advanced beginner
 - Competent
 - Proficient
 - Novice

ANS: B

Nurses who have less than 2 or 3 years' experience in primary nursing and/or less than 2 or 3 years of nursing experience will likely require more assistance than other nurses, which will put a greater demand on the unit during a time of transition.

TOP: AONE competency: Business Skills

24. In considering whether or not to accept a job offer as a nurse manager at a Magnet[®] hospital, you look at an environment that you might encounter as a head nurse at the hospital. You determine that you could expect to:
- find it difficult to recruit new staff.
 - see rapid turnover of staff on your unit.
 - find nurses who exemplify interest in quality care.
 - find limited interest in excellence in the nursing environment.

ANS: C

Magnet[®] hospitals exemplify hospitals whose focus processes attract and retain nurses who value and promote quality care and excellence in nursing environments.

TOP: AONE competency: Knowledge of the Health Care Environment

MULTIPLE RESPONSE

1. Your organization has made a decision to implement TCAB in your hospital. As a manager, what strategies would you use to implement TCAB? (*Select all that apply.*)
- Encourage recognition among staff of their knowledge of the patient-care environment.
 - With staff, select small changes for consideration.
 - Select only projects that have widespread impact.
 - Secure external advisors to evaluate innovation.
 - Present ideas based on best practices and ask staff for advice on implementation.

ANS: A, B, E

Transforming care at the bedside (TCAB) relies on active involvement of staff in the generation of innovative ideas to improve patient care. Staff are actively engaged in selecting innovation, planning, and evaluation of the innovations. Critical to practice changes, rapid cycle change is a process that encourages testing creative change on a small scale while determining potential impact.

TOP: AONE competency: Leadership

Chapter 13: Staffing and Scheduling

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. The number of adverse events such as falls and pressure ulcers on the unit is increasing. An ideal staffing plan to address this issue would include which of the following? Increasing the:
 - a. total number of staff on the unit.
 - b. staff and RN hours per patient.
 - c. total number of staff and implementing 12-hour shifts.
 - d. number of RNs and number of RNs with experience on the unit.

ANS: D

A number of studies have identified that adverse events such as falls and pressure ulcers can be reduced by increasing the number of RNs on a unit (relative to other personnel) and utilizing experienced RNs. Overtime and 12-hour shifts are linked to greater incidence of errors.

TOP: AONE competency: Knowledge of the Health Care Environment

2. A small rural hospital has been designated as a critical access hospital. It has 40 beds and an average occupancy of 34 beds. To prepare the staffing, the chief nursing officer computes the occupancy as being:
 - a. 90%.
 - b. 85%.
 - c. 75%.
 - d. 60%.

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ANS: B

A way to assess a unit's activity level is to calculate the percentage of occupancy. Formula: daily patient census (rounded) divided by the number of beds in the unit
The occupancy level is calculated as 34/40, or 85%.

TOP: AONE competency: Business Skills

3. To prepare staffing schedules, a nurse manager needs to calculate paid non-productive time. When calculating paid non-productive time, the nurse manager considers:
 - a. work time, educational time, and holiday time.
 - b. paid hours minus worked hours.
 - c. vacation time, holiday time, and sick time.
 - d. paid hours minus meeting time.

ANS: C

Non-productive hours are hours of benefit time and include vacation, holiday, and personal or sick time.

TOP: AONE competency: Business Skills

4. An important aspect of managing the costs on a unit is to plan accurately for staffing needs. Nurse managers use staffing plans to:

- a. assign staff on the unit on a daily basis.
- b. ensure that days off are planned for the staff.
- c. **outline the number of individuals by classification on a per-shift basis.**
- d. predict the numbers and classifications of float staff needed to augment regular staff.

ANS: C

A nurse manager needs to manage financial resources by developing staffing plans. Staffing plans plan for minimum number of professional nurses required on a unit at a given time or to the amount of minimum staffing in an extended-care facility or prison, based on regulatory guidelines.

TOP: AONE competency: Business Skills

5. A nurse manager must consider a number of external variables when preparing the personnel budget and projecting the unit's staffing needs. An external variable to be considered is:
 - a. organizational staffing policies.
 - b. staffing models.
 - c. changes in services that will be offered.
 - d. **department of Health licensing standards.**

ANS: D

Licensing regulations of the state can determine staffing models. Staffing regulations can dictate the number of professional nurses required on a unit at any given time.

TOP: AONE competency: Business Skills

6. A nurse manager must also consider a number of internal variables that will affect staffing patterns. An internal variable to be considered is:
 - a. **organizational staffing policies.**
 - b. state licensing standards.
 - c. American Nurses Association.
 - d. consumer expectations.

ANS: A

State licensing standards outline what a nurse can do. Internal policies determine what a nurse may do in a particular setting as well as the amount of flexibility that is allowed to manage times of high and low volumes, as well as changes in acuity. Organizational policies can put the nurse manager in a situation where patient safety cannot be maintained or financial obligations met.

TOP: AONE competency: Business Skills

7. A nurse manager uses many sources of data when planning the unit's workload for the year. Which of the following data must be considered in the planning?
 - a. Hours of operation of the unit
 - b. **Trends in acuity on the unit**
 - c. Maximum work stretch for each employee
 - d. Weekend requirements

ANS: B

Acuity levels are determined through classification systems, which determine the nursing resources required.

TOP: AONE competency: Knowledge of the Health Care Environment

8. Scheduling is a function of implementing the staffing plan by assigning unit personnel to work specific hours and specific days of the week. To retain nursing staff, the nurse manager must incorporate into the schedule plan:
 - a. all weekends off.
 - b. all holidays off.
 - c. a variety of scheduling options.
 - d. rotating shifts.

ANS: C

Creating a flexible schedule with a variety of scheduling options that leads to work schedule stability for each employee is one mechanism likely to retain staff, which is within the control of nurse managers.

TOP: AONE competency: Business Skills

9. The difference between staffing and scheduling is that staffing:
 - a. puts the right person in the right position.
 - b. puts the right person in the right time and place.
 - c. refers to the number of nursing hours per patient per day.
 - d. looks after interpretation of benefits and compensation.

ANS: A

Nursing staffing involves planning for hiring and deploying qualified human resources to meet the needs of a group of patients. Scheduling, on the other hand, is a function of implementing the staffing plan by assigning unit personnel to work specific hours and days of the week.

TOP: AONE competency: Business Skills

10. A busy neurologic ICU and step-down unit *most* likely would use which patient-classification system?
 - a. Factor evaluation
 - b. Prototype evaluation
 - c. Hybrid system
 - d. AHRQ system

ANS: A

A factor evaluation system is considered more objective than a prototype evaluation system. It gives each task, thought process, and patient care activity a time or rating. Some patient types with a single healthcare focus, such as maternal deliveries or outpatient surgical patients, would be appropriately classified with a prototype system. Patients with more complex care needs and a less predictable disease course, such as those with pneumonia or stroke, are more appropriately evaluated with a factor system.

TOP: AONE competency: Business Skills

11. A factor evaluation system:

- a. utilizes financial data to determine number of staff-to-patient ratios.
- b. utilizes DRGs to determine acuity on a unit.
- c. combines interventions and time required for interventions to determine levels of care required.
- d. combines financial resources and nursing interventions to determine patient contact hours.

ANS: C

A factor evaluation system considers tasks, thought processes, and patient care activities and gives them a time or rating. These are then used to determine the number of patient care hours required.

TOP: AONE competency: Business Skills

12. Staff members on your unit raise concern that there is rising acuity on the unit and lack of responsiveness in addressing these needs through appropriate staffing. They point to increased incidences of adverse and sentinel events on the unit. To address this concern, your hospital organization would do *best* to:
- a. implement a patient-classification system immediately.
 - b. participate in databases that compare the outcomes and staffing levels versus those of similar institutions.
 - c. provide increased numbers of staff to the unit.
 - d. ignore such concerns because acuity is variable.

ANS: B

Staff morale suffers both when acuity models indicate a gap between staffing and acuity and when there is no model but perceived acuity that is not being addressed. A truer approach is to monitor patient outcomes and participate in national databases that measure staffing levels through comparison with like institutions.

TOP: AONE competency: Knowledge of the Health Care Environment

13. A particular classification system assigns revenue according to the functional capacity of patients and the progression of patients during their stay in rehabilitation units. More independent patient activities, such as prompted voiding, require higher staff utilization than dependent activities but do not result in increased staff resources. This is an example of:
- a. bureaucracy.
 - b. concern related to the validity of classification systems.
 - c. inadequate reliability of classification systems.
 - d. inappropriate subjectivity in making judgments about staffing.

ANS: B

Validity of categories and implications for staffing levels are in question in this situation because staffing levels are not reflective of the levels of activity required for patient care.

TOP: AONE competency: Business Skills

14. In the past year, you have noticed an increase in patient falls on your unit. In reading studies related to staffing and patient outcomes, you realize that you will need to plan for:
- a. higher patient care hours.
 - b. safer facilities.

- c. institution of a patient-classification system.
- d. an increased number of RN positions.

ANS: D

Lower fall rates are shown to be related to higher total nursing hours and a higher percentage of nursing hours supplied by RNs.

TOP: AONE competency: Business Skills

15. A strategy to increase RN staff retention at Valley Hospital includes:
- a. better compensation and benefits.
 - b. clearer position descriptions.
 - c. lay-offs of nursing assistants.
 - d. adequate staffing to meet acuity levels.

ANS: D

Over the past decade, a significant amount of research has been done in the United States to evaluate links among nursing staffing, workloads, skills mix, and patient outcomes. An analysis of this research demonstrates that ensuring adequate staffing levels has been shown, among other things, to improve nurse retention and job satisfaction.

TOP: AONE competency: Business Skills

16. In evaluating weekend mortality rates, the head nurse on the cardiac unit is surprised to find that they are higher than on weekdays. In exploring the reasons for this apparent anomaly, the head nurse focuses on:
- a. availability of diagnostic personnel.
 - b. availability of physicians.
 - c. communication with on-call providers.
 - d. acuity level of patients.

ANS: C

Studies to date of off-peak hours (weekends and nights) are limited, but those that have been done indicate increased mortality during weekends and nights, when staff work with fewer and often less experienced staff and when there may be strained communication among on-call healthcare providers.

TOP: AONE competency: Knowledge of the Health Care Environment

17. A nurse staffing plan takes into account:
- a. specific nurse-to-patient ratios per shift.
 - b. participation of nurses in projecting staffing needs.
 - c. compensation and benefits for each level of staff.
 - d. the occupancy load of a unit.

ANS: B

Nurse staffing plans employ nursing judgment and flexibility that is based on acuity, nurse experience, and unit configuration rather than set nurse-to-patient ratios. The American Nurses Association has opted to support the nurse staffing committee as the approach to ensure safe staffing. In 2013, national legislation was introduced that requires all acute care hospitals to establish a committee made up of 55% direct care RNs.

TOP: AONE competency: Knowledge of the Health Care Environment

18. As the unit manager, you post the staffing plan and compliance reports. This initiative is aimed at:
- maintaining unit morale.
 - complying with national requirements.
 - demonstrating patient outcomes.
 - inviting staff participation in decision making.

ANS: A

Hospitals are responsible for monitoring the extent to which actual staffing matches the staffing plans, making revisions as necessary. The Joint Commission accreditation reviews staffing plans against any obvious staffing deficiencies and patient care concerns. Posting of the staffing plan is required in some states so that staff may view it. Adequate staffing, as demonstrated through a staffing plan, and compliance reports contribute to staff morale.

TOP: AONE competency: Knowledge of the Health Care Environment

19. To maintain patient safety, studies suggest that scheduling should avoid:
- rotating shifts.
 - weekends.
 - 8-hour shifts.
 - mandatory overtime.

ANS: A

Rotating shifts and overtime past 12 hours (mandatory or not) are being shown to increase nurse error and jeopardize patient safety.

TOP: AONE competency: Knowledge of the Health Care Environment

20. In a job interview for a staff position, which of the following indicates your knowledge of patient safety?
- “Will I be able to get overtime hours on your unit?”
 - “If there is an opportunity to work extra shifts, I would really like that.”
 - “Is there a strategy in place to reduce the number of overtime hours on the unit?”
 - “I see no reason why I wouldn’t be able to work overtime.”

ANS: C

Overtime, whether voluntary or mandatory, to fill staff vacancies is seen as a risk to both patients and nurses because it is more likely to lead to compromised decision making and technical skills because of fatigue.

TOP: AONE competency: Knowledge of the Health Care Environment

21. To reduce reliance on overtime hours, an organization develops a strategy for floating nurses during staff shortages. To maximize patient safety and reduce costs, the healthcare organization:
- develops a centralized pool of float nurses.
 - assigns nurses from less busy units to ones with increased acuity levels.
 - floats nurses only between units on which the nurses have been cross-trained.
 - assigns float nurses to basic care only.

ANS: A

A centralized pool usually includes experienced nurses who maintain a broad range of competencies. Other approaches are less satisfying for nurses, are less efficient, and may be less safe.

TOP: AONE competency: Knowledge of the Health Care Environment

22. To project staffing needs and to avoid understaffing, it is important that nurse managers consider which of the following?
- Maximum productive hours
 - Average non-productive hours
 - Minimum benefit hours
 - Maximum vacation time

ANS: B

To avoid understaffing, average non-productive or benefit hours need to be taken into account, so the unit is properly staffed when staff members are off.

TOP: AONE competency: Business Skills

23. Your healthcare organization has a decentralized system for scheduling. As part of this process, after you have developed a draft schedule, you may need to:
- seek budgetary approval.
 - balance personal schedules against institutional needs.
 - negotiate the schedule with unit staff.
 - submit the schedule to a centralized staffing office for review.

ANS: D

In a decentralized model, you may be completely responsible for approving all schedule changes and for development of the schedule, or you may need to submit a draft to a centralized office for review and determination of supplemental staff. Balancing personal schedules and negotiation describes staff self-scheduling models.

TOP: AONE competency: Knowledge of the Health Care Environment

24. The American Nurses Association has advocated for the Registered Nurse Safe Staffing Act. This legislation is based on ANA Safe Staffing Principles and takes what factors into consideration for planning staffing on a nursing unit?
- Patient acuity and complexity
 - Education and training of the nurses
 - Technology available and use on the unit
 - All factors listed are to be considered

ANS: D

ANA has opted to support the nurse staffing committee as the approach to ensure safe staffing. For the last decade, the ANA has advocated for a Registered Nurse Safe Staffing Act. The legislation is based upon the ANA Safe Staffing Principles (Box 13-2) and considers the following:

RN educational preparation, professional certification, and level of clinical experience

The number and capacity of available healthcare personnel

Geography of the unit

Available technology
Intensity, complexity, and stability of patients

TOP: AONE competency: Knowledge of the Health Care Environment

MULTIPLE RESPONSE

1. In reviewing the job description of a nurse manager, the staff becomes aware that a nurse manager's role is complex. Which of the following duties are required of a nurse manager? (*Select all that apply.*)
 - a. **Ensure unit productivity reports.**
 - b. Develop policy and legislation to protect nurses' well-being.
 - c. Plan staffing of UNPs only.
 - d. **Prepare a unit budget that reflects unit staffing needs.**
 - e. **Monitor nurse-sensitive indicators such as falls and incidence of infections.**

ANS: A, D, E

A nurse manager manages financial resources by developing business and staffing plans.

TOP: AONE competency: Business Skills

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Chapter 14: Work force Engagement through Collective Action and Governance

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. The staff members in a local Emergency Department are experiencing stress and burnout as the result of excessive overtime. The staff decides to unionize to negotiate for better working conditions. The increase in unionization within health care may be attributed to the:
 - a. movement from being “blue-collar workers” to being “knowledge workers.”
 - b. excess profits in health care.
 - c. level of risk that exists for health care.
 - d. number of people who are involved in health care.

ANS: D

As technology replaces unskilled workers, fewer workers are available for trade-union organizing, which has led to declines in union memberships. Nurses represent a large pool of workers who may be available for union organizing in the face of the declining pool available elsewhere.

TOP: AONE competency: Business Skills

2. The Emergency Department nurses’ decision to organize for the purpose of collective bargaining is being driven by a desire to:
 - a. establish the staffing pattern that will be used.
 - b. determine the hours that one is willing to work.
 - c. create a professional practice environment.
 - d. protect against arbitrary discipline and termination.

ANS: C

Historically, nurses were reluctant to unionize. However, concern with safety of care and quality of care, especially when tension is present in a work environment, makes unionization more desirable. US Supreme Court rulings have provided for RN-only units and protection to practice according to what the profession and licensure status require nurses to do.

TOP: AONE competency: Business Skills

3. The Emergency Department staff decides to use a collective bargaining model for negotiation rather than a traditional trade union model. A traditional trade union model is characterized by:
 - a. **positional conflict.**
 - b. management support of labor’s initiatives.
 - c. a spirit of trust between management and labor.
 - d. an ability to resolve complaints.

ANS: A

Collective bargaining encompasses management support of labor’s initiative, a spirit of trust between labor and management, and resolution of problems. It replaces the positional conflict that has been associated with traditional trade unions. Models such as the interest-based problem solving (IBPS) model seek to avoid positional conflicts such as those between labor and management that do not take into account the opposing party in any way.

TOP: AONE competency: Business Skills

4. The chief nursing officer utilizes the hospital's workplace advocacy to help the overwhelmed Emergency Department staff. Workplace Advocacy is designed to assist nurses by:
 - a. creating professional practice climates in their institutions.
 - b. equipping them to practice in a rapidly changing environment.
 - c. negotiating employment contracts.
 - d. representing them in labor-management disputes.

ANS: B

Workplace advocacy encompasses a number of activities that enable nurses to control the practice of nursing and to address challenges that they face in the practice setting. These activities include career development, employment rights, employment opportunities, and the labor-management relationship. The aim of workplace advocacy is to proactively equip nurses to practice within a rapidly changing environment, rather than to negotiate contracts or provide representation in employment disputes.

TOP: AONE competency: Business Skills

5. Nursing labor-management partnerships:
 - a. engage nurses at all levels in problem solving for better patient care.
 - b. require unions and management to negotiate in good faith regarding hours of work and wages.
 - c. have been shown to have negligible effects on nurse turnover and patient outcomes.
 - d. have typically resulted in increased polarization of nurses and management, leading to formation of collective bargaining units.

ANS: A

The development of a nursing labor-management partnership is an approach that can be used in most professional nursing environments. This process recognizes nurses as leaders on all levels and provides formal and informal mechanisms for professional nurses to work together to achieve shared goals through collaboration and shared decision making or decentralized decision making. A study of a nursing labor-management partnership suggested that nurse satisfaction was higher, turnover was lower, and more time was available for patient care.

TOP: AONE competency: Business Skills

6. A Magnet® hospital surveys the staff about job satisfaction. This type of environment, in which nurses have authority and autonomy, is linked with:
 - a. client satisfaction with the healthcare organization.
 - b. organizations with a limited number of nurse managers.
 - c. private, specialty organizations in urban areas.
 - d. sophisticated academic health sciences universities.

ANS: A

Autonomy and authority in decision making that is consistent with scope of practice are linked both to higher job satisfaction and to higher patient satisfaction with care. Job satisfaction is an important indicator of the quality of patient care.

TOP: AONE competency: Business Skills

7. In a nurse managers' meeting, strategies for ways to help retain staff are discussed. One strategy for assisting nurses in developing collective action skills is:
 - a. accepting the practice of "going along to get along."
 - b. attending as many workshops as practical.
 - c. spending as much time as possible in clinical settings.
 - d. taking the opportunity to work with a mentor.

ANS: D

Mentoring facilitates development and adoption of positive interaction and other skills that facilitate good decision making. Optimism, trust, and decision making are important in collective action and shared decision making and contribute to job satisfaction and lower turnover in staff.

TOP: AONE competency: Business Skills

8. While making rounds, a night supervisor finds a unit with a low census and too many staff members. The night supervisor is performing as a statutory supervisor when he or she:
 - a. assigns nurses to care for specific clients.
 - b. develops a protocol for unlicensed personnel.
 - c. recommends transferring a nurse to another service.
 - d. teaches a nurse to use a new piece of equipment.

ANS: C

The night supervisor is acting in accordance with the National Labor Relations Act, which would enable the supervisor to assign nurses to care.

TOP: AONE competency: Business Skills

9. The Emergency Department staff members are concerned that working long hours without rest puts patient safety at risk. One staff member decides that she will risk her job and become a whistleblower. Whistle-blowing is an appropriate recourse when management:
 - a. disregards due process when disciplining a nurse.
 - b. delays responding to repeated efforts to provide safe care.
 - c. hires nurses who are not a part of the union during a strike.
 - d. refuses to bargain in good faith with the elected bargaining agent.

ANS: B

Whistle-blowing is often a result of organizational failure, including failure of the organization to respond to serious danger or wrongdoing created within the environment, which, in this instance, involves conditions that put the patient at risk.

TOP: AONE competency: Business Skills

10. As a new nurse manager who has "inherited" a unit with high nurse turnover and complaints of patient dissatisfaction, your *first* course of action would be to:
 - a. determine levels of nurse engagement on the unit.
 - b. review the personnel files of nurses who have resigned.
 - c. interview upper management about their vision for the unit.
 - d. meet with your staff to clarify your vision for the unit.

ANS: A

Multiple studies demonstrate that a healthcare organization that provides a climate in which nurses have authority and autonomy has better patient outcomes, retains nurses at a higher rate, is more cost-effective, and has evidence of greater patient satisfaction than an organization in which such a climate does not exist. Organizational assessment assists in identifying the reasons for high nurse turnover and patient complaints.

TOP: AONE competency: Knowledge of the Health Care Environment

11. In an inner-city area, a group of nurses meet and develop a plan to negotiate with local businesses to support a breakfast program for young elementary schoolchildren. This is an example of:
 - a. community development.
 - b. collective bargaining.
 - c. collective action.
 - d. shared governance.

ANS: C

Collective action refers to activities undertaken by a group of people with common interests and, in this example, by a group of nurses who are interested in the welfare of children in their community.

TOP: AONE competency: Communication and Relationship-Building

12. Awareness and use of power have been challenging for nurses in general because of:
 - a. incidences of punishment by authority figures.
 - b. too little time in the workplace to collectively develop power strategies.
 - c. lack of cohesiveness and unity among nurses.
 - d. a tradition of obedience to authority.

ANS: D

Rituals and traditions such as the Nightingale Pledge have emphasized the need for the “good nurse” to be obedient to authority. This prevailing attitude has made it difficult for nurses, who typically spend considerable time in the workplace and who have opportunity through their work in teams to develop cohesiveness and unity, to develop awareness and use of power.

TOP: AONE competency: Knowledge of the Health Care Environment

13. Collective action is effective in:
 - a. ensuring that needs of nurses are placed ahead of other disciplines.
 - b. defining nursing as a profession.
 - c. advising patients of the needs of nurses.
 - d. amplifying the influence of individuals.

ANS: D

Individuals may have limited influence in achieving various purposes such as advancement of quality care or of the profession, whereas collective action helps to define and sustain individuals in achieving the desired purposes.

TOP: AONE competency: Business Skills

14. Nurses on the dialysis unit notice that changes in labeling of fluids have meant several alarming near miss in terms of wrong administration of fluids. They take this concern to the unit manager. As an advocate of nurse autonomy, the *most* appropriate response in this situation would be to:
 - a. ensure that the nurses are aware of the reasons for the change and how the decision was made about the new labels.
 - b. discuss concerns about the labels and develop potential solutions that take into account changes that can be made at the local level and those that need system intervention.
 - c. suggest that the staff wait until they have become more familiar with the labels before taking further action.
 - d. tell the staff that you will notify the pharmacy about these concerns and leave it up to the pharmacy to decide what should be done.

ANS: B

Participation in decision making regarding one's practice is an appropriate expectation for professional nurses, provides for greater autonomy and authority over practice decisions, contributes to supporting the professional nurse, and is a major component of job satisfaction. Autonomy is encouraged through supportive management and through unit-level support of changes without the need for complex, multilevel approval of changes that can be made locally.

TOP: AONE competency: Leadership

15. Martin, the unit manager, receives complaints from community agencies that patients who have been discharged from his unit seem to lack understanding about their disorder and immediate strategies for managing elements of their care. Martin checks the patient teaching sheets and notes that the sheets are initialed by staff. He calls the agencies and indicates that teaching has been done. Martin's follow-up to complaints from the community is:
 - a. appropriate and indicates that he has assumed accountability for the actions of his staff.
 - b. indicative that he does not clearly understand the concept of accountability.
 - c. indicative of strong support for his staff and their autonomy.
 - d. important in clarifying the difference between his accountability and that of the community in patient care.

ANS: B

Accountability refers to the achievement of desired outcomes. If community agencies are noticing that limited or no change in patient behavior has occurred despite teaching on the unit, then the staff has not achieved accountability, and he is not holding his unit responsible for the outcomes. Martin is also demonstrating lack of accountability.

TOP: AONE competency: Professionalism

16. Sarah determines, in partnership with her patient, that current medications are not enabling her patient, a married account executive with fibromyalgia, to continue with her employment and family responsibilities. After searching for additional information on fibromyalgia, Sarah finds nonpharmacologic interventions that are supported through credible evidence. Sarah suggests that the patient, her physician, and she meet to discuss the medications and possible options and a plan of care for the patient's discharge. This action exemplifies which of the four historical concepts?

- a. Authority
- b. Responsibility
- c. Communication of conflict
- d. Autonomy

ANS: A

Authority refers to the use of professional status and power to act in the patient's best interests. In this example, Sarah is using her professional status and power to set up a conference in which her patient, the prescribing physician, and she can discuss what is not working for the patient and potential options.

TOP: AONE competency: Professionalism

17. In looking at an organizational chart for her institution, Jennifer notes that nursing is led at the senior level by a non-nurse executive. Jennifer expresses concern that this is a reflection of how nursing is viewed within the organization. Jennifer's comments reflect:
- a. a concern that resource allocation will be made on a business and not a professional model.
 - b. the dissatisfaction that occurs when lack of autonomy is given to nurses.
 - c. concern with the nonadvancement of nursing practice in the institution.
 - d. an awareness of how organizational culture is reflected in organizational structure.

ANS: D

The organizational chart reflects the formal structure of the organization and can reflect predominant beliefs, values, and relationships in the organization. Exclusion at senior executive levels of nurse leaders may reflect institutional beliefs about how resources are allocated, the degree of autonomy given to staff, and involvement of key groups in decision making.

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TOP: AONE competency: Knowledge of the Health Care Environment

18. Government and third-party payers announce reduction of compensation for the delivery of patient services. Hospital STV has a flat organizational structure. After the funding announcements, senior officials at the hospital meet and make decisions regarding cost containment of new revenue streams. This action is consistent with:
- a. the practice of leaving financial decisions with senior officials who understand the total context of funding.
 - b. a tendency to concentrate decision making during economic downturns at the top administrative level.
 - c. a need to make expedient decisions that are likely to be poorly received by staff.
 - d. ensuring that decisions with regard to cost are made equitably across all departments.

ANS: B

During times of economic downturn, decisions tend to become very centralized to avoid risk. History demonstrates that increasing the breadth of input during these times is more effective than narrowing it.

TOP: AONE competency: Knowledge of the Health Care Environment

19. In Hospital STV, senior administration is strongly oriented toward fiscal and social conservatism. The nursing department is deeply concerned with the provision of quality to the community, which includes a high number of poor and unemployed. To accomplish the goals of the nursing department, resources need to be allocated that administration is not able to allocate. Nursing and administration:
- are engaged in shared governance.
 - are involved in an irreconcilable conflict of interests.
 - represent separate subcultures in the institution.**
 - represent union and nonunion conflict.

ANS: C

Institutions can have several subcultures, which are represented by unique features and distinct ideologies. Subcultures can be congruent and can support healthy relationships in the organization, or they may be separated and characterized by tensions that may be irreconcilable and destructive. From the information given in this scenario, it is not evident that shared governance, union presence, or irreconcilable differences are present.

TOP: AONE competency: Knowledge of the Health Care Environment

20. On Unit 62, the nurses and the unit manager have been involved in shared decision making related to the model of nursing care delivery that the unit will adopt. All individuals have participated and been involved in decision making and implementation of changes. When issues arise during implementation, it is expected that:
- accountability resides entirely with the unit manager.
 - individual expertise will be utilized to provide solutions, but that responsibility for the change is shared.**
 - no one really has any accountability or responsibility for the changes.
 - this will contribute to widespread skepticism among the staff about the probability of success.

ANS: B

High-performing organizations provide for participation by all stakeholders, and each stakeholder shares responsibility and risk. This kind of environment is more satisfying for nurses and is characterized by optimism and trust.

TOP: AONE competency: Knowledge of the Health Care Environment

21. Senior executives at Hospital A determine that the hospital will engage in a strategic planning process after changes in healthcare funding and concerns expressed in the community about care that is being delivered at the hospital. The senior executives decide on a participatory process in which staff are widely consulted regarding input about the organization and the external environment and are actively invited to be part of decisions related to the mission statement, goals, and objectives. For true shared governance to be seen as part of this approach:
- it must be evident in the outcomes of the process that staff and senior executives have partnered on the decisions.**
 - stakeholders must be assured of the value of their input even though final decisions rest with senior executives.
 - publications must clearly outline how staff input was solicited and obtained.
 - staff must be reassured that significant concerns will be kept in mind even if they have not been addressed in planning documents.

ANS: A

Shared governance demands participation in decision making. When partnership, equity, and ownership are not involved, then shared governance has not occurred, and publication and expressions of appreciation for input will not be seen as representative of shared governance.

TOP: AONE competency: Knowledge of the Health Care Environment

22. Nurses in an Emergency Department, in an inner-city neighborhood characterized by high levels of violence, are concerned with low levels of security presence in their department. Security levels have recently been decreased and the nurses question why this has occurred. An appropriate action would be to:
- provide nurses with information about rationale for recent changes in security staffing.
 - refer the matter to the head of security and let her deal with it.
 - provide mentors who can help nurses diffuse aggressiveness.
 - accept the security levels as a consequence of funding realities.

ANS: A

Workplace advocacy is an umbrella term encompassing activities within the practice setting. Workplace advocacy includes an array of activities undertaken to address the challenges faced by nurses in their practice settings. The focus of these activities is on career development, employment opportunities, terms and conditions of employment, employment rights and protections, control of practice, labor-management relations, occupational health and safety, and employee assistance. The objective of workplace advocacy is to equip nurses to practice in a rapidly changing environment. One manifestation of workplace advocacy is ensuring that relevant information is shared about decisions that affect practice so that further data gathering and decision making (in this instance about security levels and nurse safety) is informed.

TOP: AONE competency: Communication and Relationship-Building

23. You are hired as a new manager. When the offer of employment is made, you agree to at-will employment. Later, you become very concerned about the policies and practices of your organization and their impact on patient care. You speak with your supervisor several times about your concerns, but no action is taken. In considering your next steps, you:
- consider your increased vulnerability under the terms of your employment.
 - recognize that your supervisor is more vulnerable than you are because of her more senior position.
 - are more likely as a leader to take action because you are well protected from repercussions by federal and state regulations.
 - contact your union to discuss your concerns and review your options.

ANS: A

Managers of at-will employees have greater latitude in selecting disciplinary measures for specific infractions. State and federal laws do provide a level of protection; however, an at-will employee may be terminated at any time for any reason except discrimination. At-will employees, in essence, work at the will of the employer. Nurses in these positions need to know their rights and accountability.

TOP: AONE competency: Business Skills

24. Sandra, an RN on the surgery unit, is assisting with a procedure in the patient examination room. The physician orders a medication to be given through IV. Sandra questions the order, based on her knowledge of the patient's history and of other medications that the patient has been given. The physician reiterates the order and Sandra refuses to give it. In this instance, Sandra is demonstrating:
- autonomy.
 - accountability.
 - authority.
 - best practice.

ANS: A

In this situation, Sandra is exemplifying autonomy, which is the act of making independent decisions in the best interests of the patient, based on her knowledge and experience. This is analogous to the example in the text where the workers on the manufacturing floor have the independence to say "Stop the line" when something is wrong. Key to the concept of autonomy is decision making and the level of independence that is given. Accountability refers to achievement of outcomes, and authority refers to the capacity to make decisions.

TOP: AONE competency: Knowledge of the Health Care Environment

MULTIPLE RESPONSE

1. Martin, the unit manager, receives complaints from community agencies that patients who have been discharged from his unit seem to lack understanding about their disorder and immediate strategies for managing elements of their care. Martin checks the patient teaching sheets and notes that the sheets are initialed by staff. He calls the agencies and indicates that teaching has been done. Potential outcomes of Martin's actions include: (*Select all that apply.*)
- poor morale on the unit.
 - disruption in community relationships.
 - corruption of patient-staff relationships.
 - patient outcomes for quality care are met.

ANS: A, B, C

When management accountability for activities is not accepted, then relationships suffer, professional practice is diminished, and self-esteem suffers.

TOP: AONE competency: Professionalism

Chapter 16: The Impact of Technology

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. A nurse manager was orienting new staff members to computerized charting. To understand computerized charting, staff members must understand informatics. The three core concepts in informatics are:
 - a. hardware, software, and printers.
 - b. data, information, and knowledge.
 - c. decision making, data gathering, and reporting.
 - d. wireless technology, voice recognition, and handheld devices.

ANS: B

Informatics is the application of technology to all fields of nursing to facilitate and extend nurses' decision-making abilities and to support nurses in the use, storage, and linkage of clinical information to provide effective and efficient patient care.

TOP: AONE competency: Business Skills

2. The nursing manager of a surgical unit has been asked by administration to evaluate client outcomes post cardiac catheterization. Using data about client outcomes post cardiac catheterization for the past 6 months in order to modify practice is an example of:
 - a. information.
 - b. cost-effective care.
 - c. meeting standards.
 - d. evidence-based practice.

ANS: D

Technology enables evidence-based practice by collecting good clinical knowledge, translating nursing knowledge into reference materials that can be accessed at the point-of-care, and, potentially, assisting nurses to take action based on best evidence for practice.

TOP: AONE competency: Knowledge of the Health Care Environment

3. Mr. Cruiser has been surfing the Web. He is looking for healthcare information on low back pain. He shows the clinic nurse a webpage he thinks is great and tells her that he has been following the exercises recommended by the author. He wants to know what she thinks about the site. When the clinic nurse evaluates this site, she discovers that its author is a personal trainer. No credentials are listed. In several testimonials on the page, people (their pictures are included) say how wonderful they feel after having done these exercises. The exercises all have animated demos when you click on the pertinent highlighted text or icon. They seem easy to follow. The site was posted 5 years earlier and was last updated 3 years before. The clinic nurse advises Mr. Cruiser to:
 - a. avoid this site.
 - b. check with his primary healthcare provider.
 - c. continue with the exercises.
 - d. contact the author for additional exercise and feedback.

ANS: A

Patients need coaching as to how to use and decipher information that is available through the Internet. In this situation, the provider on the site lacks credibility because no credentials are listed, and the information is not current.

TOP: AONE competency: Business Skills

4. A primary care clinic in a small urban center sees a high volume of cardiology patients. Patients who attend the clinic have smart cards that they use at hospitals, clinics, and Emergency Departments within that region of the state. A primary benefit of the smart card for these patients would be:
 - a. rapid and accurate treatment in emergency situations.
 - b. reduced wait times to see specialists.
 - c. e-mail notification of test results.
 - d. readily available information regarding medications.

ANS: B

Credit card–like devices called smart cards store a limited number of pages of data on a computer chip and serve as a bridge between the clinician terminal and the central repository of the electronic health record (EHR), making patient information available to the caregiver quickly and cheaply at the point-of-service. Smart cards provide information to healthcare providers regarding the patient’s demographic and contact information, allergies, immunizations, lab results, and past patient care encounters and are presented at the point-of-service.

TOP: AONE competency: Business Skills

5. The clinic nurse has just accessed a client’s chart on the computer. The resident comes over and asks her to stay logged on because he needs to add a note to that client’s chart. She should say:
 - a. “No problem. Just log me off when you’re done.”
 - b. “I’ll put the note in for you. What do you want to say?”
 - c. “Just make sure that you sign your note because it’s under my password.”
 - d. “I’m sorry, but you will have to enter the information using your own password.”

ANS: D

System users must never share the passwords that allow them access to information in computerized clinical information systems. Each password uniquely identifies a user to the system by name and title, gives approval to carry out certain functions, and provides access to data appropriate to the user. All users must be aware of their responsibilities for the confidentiality and security of the data they gather and for the security of their passwords.

TOP: AONE competency: Business Skills

6. A home health nurse has been assigned to cover a 300-square-mile area of remote Montana. Mrs. Baker has just been discharged home following bowel surgery and has a new colostomy. She will need daily contacts for at least 2 weeks and then regular weekly contact following that week. Because it is not possible to visit Mrs. Baker in person every day and see all of the other clients, the nurse gives her a laptop computer with net meeting software installed. Each morning, both dial in at an agreed-upon time and discuss her progress. The home health nurse assesses whether or not the client needs to be seen that day and is able to view the colostomy site. This type of technology is called:
 - a. distance learning.
 - b. knowledge software.
 - c. telecommunications.
 - d. biomedical technology.

ANS: C

Telecommunications and systems technology facilitate clinical oversight of health care via telephone or cable lines, remote monitoring, information links, and the Internet. Patients sitting in front of the teleconferencing camera can be diagnosed, treated, monitored, and educated by nurses and physicians. EKGs and radiographs can be viewed and transmitted.

TOP: AONE competency: Business Skills

7. At a newly built outpatient surgical center, an integrated information system has been purchased. The chief nursing officer creates a series of staff development classes to orient the staff to this new system. One of the advantages of an integrated information system is that client-care data from all sites can be stored in and retrieved from a:
 - a. nursing information system.
 - b. central data repository.
 - c. nurse expert system.
 - d. handheld device.

ANS: B

Computer information systems manage large volumes of data, examine data patterns and trends, solve problems, and answer questions. In other words, computers can help translate data into information from both within and among organizations. Data from all patient encounters with the healthcare system are stored in a central data repository, where they are accessible to authorized users. Patient information in a centralized database is organized, legible, and easily retrievable from a variety of sources and reflects a variety of data.

TOP: AONE competency: Business Skills

8. Nurses need to know how to operate a computer, compare data across time, and look for patterns in client responses to treatments. These are examples of:
 - a. JCAHO standards.
 - b. information systems.
 - c. informatics competencies.
 - d. requirements for nursing licensure.

ANS: C

The Quality and Safety Education for Nurses (QSEN) project identified informatics competency as a necessary component of the knowledge, skills, and attitudes for quality patient care. Nurses are anticipated to be able to use information and technology to communicate, manage knowledge, mitigate error, and support decision making. Nurses must utilize hospital database management, decision support, and expert system programs to access information and analyze data from disparate sources for use in planning for patient care processes and systems.

TOP: AONE competency: Business Skills

9. Leaders in nursing must advocate for information and knowledge systems that support nursing practice. This is best accomplished by:
 - a. participating in organizational information technology committees.
 - b. submitting written requests for needed information systems.
 - c. requesting budgetary funds needed for systems.
 - d. sending staff nurses to conferences that discuss cutting-edge technologies.

ANS: A

Nurse leaders and direct care nurses must be members of the selection team, participate actively, and have a voice in the selection decision. The information system must make sense to the people who use it and fit effectively with the processes for providing patient care.

TOP: AONE competency: Business Skills

10. You are in the process of designing a patient education program that will provide education and monitoring for patients with hypertension. To support your planning, you draw out and present patient data from:
 - a. a clinical database.
 - b. biomedical technologies.
 - c. e-mail.
 - d. Internet sources.

ANS: A

Clinical databases are collections of elements organized and structured for the processing, organization, and presentation of data for interpretation as information, which, in this particular instance, includes outpatient data.

TOP: AONE competency: Business Skills

11. You document your patient's vital signs into a bedside documentation device and are able to compare your patient's vital signs with patients who have similar diagnoses and similar medications, and who are of a similar age. You are accessing:
 - a. e-mail.
 - b. telecommunications.
 - c. a database.
 - d. technology.

ANS: C

A database is a collection of data elements stored and organized together for the purposes of interpreting information such as vital signs.

TOP: AONE competency: Business Skills

12. In an ICU, you order new devices to measure heart rhythm and rate, respiratory rate, oxygen levels, and intracranial pressure. These devices involve:
- biomedical technology.
 - telecommunications.
 - retrieval of patient history information.
 - Internet.

ANS: A

Physiologic monitoring devices and patient surveillance systems involve biomedical technology.

TOP: AONE competency: Knowledge of the Health Care Environment

13. As the head nurse involved in leading determination of which patient surveillance systems to acquire for your unit, one of your aims is to avoid adverse events through the implementation of appropriate technology. This particular aim recognizes that:
- human error is significant in contributing to adverse events.
 - documentation of patient data is often illegible and therefore, misinterpreted.
 - data systems provide backup documentation with adverse events that staff cannot provide.
 - physiologic monitoring systems enable detection of early changes before an adverse event occurs.

ANS: D

Data about adverse events suggests that a majority of physiologic abnormalities are not detected early enough and may be present hours before the event actually occurs. Physiologic monitoring aids in early detection of changes.

TOP: AONE competency: Knowledge of the Health Care Environment

14. A 39-year-old patient awaits a kidney transplant. Because he must immediately arrange to get to the hospital when a donor kidney is available, it is important that he can be reached anywhere and at any time. To ensure that he receives the message, what type of technology is most effective?
- Internet
 - Telecommunications
 - WL pager
 - CDS

ANS: C

Wireless (WL) communication is an extension of an existing wired network environment and uses radio-based systems to transmit data signals through the air without any physical connections. Patients awaiting organ transplants are provided with WL pagers so that they can be notified if a donor is found.

TOP: AONE competency: Business Skills

15. A recent nursing graduate in a busy Emergency Department triages a patient who has sustained a large, deep puncture wound in his foot while working at a construction site. He is bleeding and is in pain. The nurse enters the triage data that she has obtained from the patient into a computerized, standard emergency patient-classification system. After she enters the assessment data, she notices an alert on the computer screen that prompts her to ask the patient about the status of his tetanus immunization. What system of technology is involved in generating the alert?
 - a. Clinical decision support
 - b. WL technology
 - c. Computerized provider order
 - d. Electronic health record

ANS: A

Clinical decision support (CDS) is a clinical computer system, computer application, or process that helps health professionals make clinical decisions to enhance patient care. The clinical knowledge embedded in computer applications or work processes can range from simple facts and relationships to best practices for managing patients with specific disease states, new medical knowledge from clinical research, and other types of information.

TOP: AONE competency: Business Skills

16. Despite the implementation of bar-code medication administration (BCMA) on your busy medical unit, you notice that the number of medication errors has not significantly decreased. Which of the following reasons might explain the lack of change in errors?
 - a. A number of new medications have been introduced into the hospital pharmacy that are not yet recognized in the CDS.
 - b. There have been an unusually high number of patients on the unit who have been unable to confirm their identity at the time of medication administration.
 - c. Lack of staff understanding and support for BCMA has led to overrides or failures to scan bar codes during busy times.
 - d. Clinical data that have been entered into the system to guide administration of the medications are outdated.

ANS: C

Most errors related to technology involve mislabeled bar codes on medications, mistakes at order entry because of confusing computer screens, or issues with management of information. Errors also are related to dispensing devices and human factors, such as failure to scan bar codes or overrides of bar-code warnings.

TOP: AONE competency: Business Skills

17. A rural-urban health consortium enables physicians in a rural remote setting to consult with specialists in care through electronic conferencing, which includes consultation using intranet radiology images. This system may be in which phase of electronic medical technology adoption, according to the Healthcare Information and Management Systems Society (HIMSS)?
 - a. 0
 - b. 1
 - c. 3
 - d. 6

ANS: D

According to the HIMSS, this healthcare organization may be in phase 6, which includes the capacity to transmit all radiology images through intranet or another secure source. Level 1 refers to the installation of major ancillary clinical systems (such as radiology) and level 3 to the retrieval of radiology images from picture archives and communication systems.

TOP: AONE competency: Business Skills

18. As a nurse manager representative on a clinical information system selection team, you would be particularly concerned if the favored system:
 - a. involves screen displays that are best configured for nonclinical users.
 - b. requires an upgrade to servers in the facility.
 - c. requires staff orientation and training during implementation of the software.
 - d. minimizes the amount of data entry necessary.

ANS: A

An ideal hospital information system should include as much instrumentation as possible to minimize data entry. As a clinical end user, you would expect orientation and training on how the screen display can be configured so as to suit the purposes and preferences of users in clinical areas.

TOP: AONE competency: Business Skills

19. When assessing the appropriateness of adopting WL COWs for a nursing unit, you need to consider the advantages, which include:
 - a. mobility of the carts.
 - b. small display screen.
 - c. font size.
 - d. speed of operation.

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ANS: A

Installing computers on mobile carts, also known as computers on wheels or COWs, may increase work efficiency and save time. However, if the cart is cumbersome to move around or if concern about infection risk is associated with moving the cart from one room to another, some organizations favor keeping one cart stationed in each patient care room or installing hardwired bedside computers.

TOP: AONE competency: Business Skills

20. A nurse manager is excited by the possible use of speech recognition (SR) systems for documentation of patient care, especially during crisis situations when staff members need to focus on performing rapid assessments and implementation of procedures. She learns, however, that SR systems would be impractical at this point. What would lead to this conclusion?
 - a. SR systems are not available outside pilot projects.
 - b. The type of speech required for voice recognition is unlikely to occur in a pressured situation.
 - c. The hands-free function has not been perfected in SR technology.
 - d. Wireless communications are prone to unreliability in transmission.

ANS: B

Speech recognition systems rely on staccato-like speech, pauses between words, and programming for each user, any and all of which would be unlikely in a pressured crisis situation. SR is being used primarily for therapeutic purposes and in situations where data entry is stable.

TOP: AONE competency: Business Skills

21. As a nurse manager, one challenge is to orient new staff to your agency's policies and procedures, as well as to provide training across various shifts. A cost-effective and effective learning strategy would be:
 - a. development of new learning modules and software to support document retrieval.
 - b. e-mail distribution to staff home e-mail addresses regarding important policies.
 - c. preparation of DVDs that can be viewed on computers at the nursing station during "down times."
 - d. linking policies and procedures to the network for access when required at the point-of-care.

ANS: D

Knowledge technology consists of systems that generate or process knowledge and provide clinical decision support (CDS). The clinical knowledge embedded in computer applications can range from simple facts and relationships to best practices for managing patients with specific disease states, new medical knowledge from clinical research, and other types of information. The most accessible and cost-effective approach would be utilization of what is already available in the work environment, such as the systems that provide CDS.

TOP: AONE competency: Business Skills

22. A necessary, basic condition for successful integration of clinical information systems is:
 - a. software.
 - b. standard medical nomenclature.
 - c. confirmatory evidence from nursing-led studies.
 - d. strong interdisciplinary cultures.

ANS: D

An integrated clinical information system draws on specific knowledge from many involved disciplines that interface at the patient. Successful integration of clinical information systems requires that the various disciplines work together collaboratively to transform the data into meaningful knowledge.

TOP: AONE competency: Communication and Relationship-Building

23. To improve outcomes on the stroke recovery unit, the unit manager leads an evidence-based practice (EBP) project. The goal of this project is to:
 - a. enable detection of variations in clinical outcomes from well-researched standards that are supported by confirmatory evidence.
 - b. gain quick access to literature based on studies of patients and families who have experienced stroke.
 - c. develop a list of articles that could be accessed to address clinical issues and problems with stroke patients.
 - d. advance the development of staff who are able to conduct independent nursing research on stroke outcomes.

ANS: A

Several “intelligent” clinical information systems are in place that collect good data and then translate nursing knowledge, such as well-researched standards, into reference materials at the point-of-care. In addition, computer applications assist nurses to take action and provide patient care based on the best evidence for practice.

TOP: AONE competency: Business Skills

24. As part of an information technology implementation team, you are implementing a clinical decision support system. Particular considerations for successful implementation of this project include:
- ensuring that the system is reliable.
 - ensuring that patient information is reliable.
 - developing unique identifiers for individuals.
 - developing rules that support inferences.

ANS: D

Clinical decision support systems provide support for novice nurses, in particular, as they enable entry of real-time data from patient situations and inferences that apply the logic that expert nurses would use. These inferences require rules to be developed for the system.

TOP: AONE competency: Knowledge of the Health Care Environment

MULTIPLE RESPONSE

1. As a nurse manager, you want to institute point-of-care devices on your unit. The rationale that you provide to support the point-of-care devices includes: (*Select all that apply.*)
- reduction in incidents of medication error.
 - immediate documentation of care.
 - comparison of patient data with previous data.
 - immediate access to staffing schedules.

ANS: A, B, C

Point-of-care devices that allow documentation of assessment, care, and teaching at the bedside reduce the gap in time between care and documentation, thereby reducing error, increasing accuracy, and improving communication of care. Medication devices and patient databases enable accurate clinical decision making.

TOP: AONE competency: Business Skills

Chapter 18: Leading Change**Yoder-Wise: Leading and Managing in Nursing, 7th Edition****MULTIPLE CHOICE**

1. When goals/outcomes are somewhat **unclear** in early preparation for a complex change, the manager and the change management team develop several acceptable goals/outcomes. This change in management approach is termed:
 - a. unfreezing.
 - b. **nonlinear**.
 - c. cybernetic.
 - d. linear.

ANS: B

While Lewin theory was designed to describe planned or first-order changes, many scholars think the theory is too simplistic to address how unplanned or second-order change occurs. In complex situations with an uncertain change environment, a nonlinear approach that involves flexibility improves overall outcomes. Linear change is appropriate to stable, less complex, and more predictable situations.

TOP: AONE competency: Leadership

2. The home health agency hired an expert in financial management to evaluate and propose a plan for reversing growing expenses and decreasing revenues. The expert is well respected, both personally and professionally, by members living in this small community. To be effective, staff will need to perceive this change agent as:
 - a. trusted, quiet.
 - b. flexible, informal.
 - c. **credible, enthusiastic**
 - d. communicative, personable.

ANS: C

To influence the decision, the expert must be seen as having knowledge of what matters to the people that they lead and of the change area itself. The expert also must be enthusiastic and communicative and have referent power.

TOP: AONE competency: Leadership

3. The nurse manager frequently interacts with staff and other hospice facility employees. Communication is purposeful because the manager assesses current issues, such as specific satisfactions and dissatisfactions with the newly implemented computerized documentation system. Informally, the manager gathers available staff members to address similar learning needs. Many times, staff members are found coaching other staff about improving use of the new system. According to Senge (1990), the activities demonstrated in this example are:
 - a. dialogue, team learning.
 - b. resilience, personal mastery.
 - c. shared vision, systems thinking.
 - d. mental models, teachable moments.

ANS: A

Building shared vision occurs when leaders involve all members in moving personal visions of the future into a consolidated vision common to members and leaders.

TOP: AONE competency: Leadership

4. The clinical coordinator expects the position description of the new wound care specialist to change nurses' responsibilities in caring for clients with skin integrity problems. The *best* approach to address this need for change, yet to have the best outcomes for clients, staff nurses, and the organization, is to:
 - a. select one of the change models.
 - b. use Lewin's model and principles of change.
 - c. **apply both planned and complexity theory approaches.**
 - d. form a task force of nursing staff and wound care specialists.

ANS: C

In the second stage, the moving or changing stage of Lewin theory, planned interventions and strategies, such as education, vision building, and incremental steps towards the change, are executed to support the implementation of the change. This situation potentially also involves complexity theories that recognize that change involves engagement of individuals and subsystems throughout the unit and organization.

TOP: AONE competency: Leadership

5. Complex change situations require that the change leader promote ongoing visioning among staff members. One strategy is to:
 - a. **consciously evaluate invisible mental models.**
 - b. allow for individual outcomes.
 - c. encourage cooperative activities.
 - d. operate between order and disorder.

ANS: A

Senge theory on change suggests that each individual or organization bases activities on a set of assumptions, or a set of beliefs, or mental pictures about the way that the world should work. When these invisible models are uncovered and consciously evaluated, it is possible to determine their influences on work accomplishment.

TOP: AONE competency: Leadership

6. To effectively achieve a change goal/outcome in a change situation, the wound care specialist will:
 - a. preserve the status quo.
 - b. diminish facilitators and reinforce barriers.
 - c. weigh the strength of forces.
 - d. **strengthen facilitating forces.**

ANS: D

For change to be effective, the facilitators must exceed the force of the barriers; thus, strengthening the facilitating forces would achieve this aim.

TOP: AONE competency: Leadership

7. The wound care nurse decided to involve those to be affected by change early in the change management process. This can **positively** result in:
 - a. coordination.
 - b. resistance.
 - c. anticipation.
 - d. **participation.**

ANS: D

Successful change means persistence and advancement of the change, which requires the undivided focus of all team members. Early involvement and participation are critical to capturing the undivided focus of team members.

TOP: AONE competency: Business Skills

8. The oncology clinical manager and the educational coordinator asked nursing staff to complete a brief written survey to assess their attitudes and knowledge related to having used the new infusion equipment for 6 weeks. The stage of change in this situation is:
 - a. developing awareness.
 - b. experiencing the change.
 - c. **integrating the change.**
 - d. perceiving awareness.

ANS: C

This particular initiative assesses the success with which the change has been integrated into everyday practice after it has been experienced, or the degree to which staff members have accepted using the new infusion equipment.

TOP: AONE competency: Leadership

9. An example of one strategy to improve participation in the change process by staff fitting the behavioral descriptions of laggards, early majority, late majority, and rejecters is to:
 - a. encourage teamwork.
 - b. transfer to a different unit.
 - c. require attendance at staff meetings.
 - d. **delegate the roles and tasks of change.**

ANS: D

According to Rogers's work, the individual's decision-making actions pass through five sequential stages. The decision to not accept the new idea may occur at any stage. However, peer change agents and formal change managers can facilitate movement through these stages by encouraging the use of the idea and providing information about its benefits and disadvantages.

TOP: AONE competency: Leadership

10. An example of one strategy used to improve participation in the change process by staff fitting the behavioral description of innovators and early adopters is to:
 - a. repeat the benefits of the change.
 - b. **share change experiences early in the process.**
 - c. initiate frequent interactions among staff.
 - d. provide select information to the staff.

ANS: B

Connecting innovators and early adopters to new ideas and with new peers keeps them at the cutting edge.

TOP: AONE competency: Professionalism

11. As a new manager, you are shocked to learn that your unit is still using heparin in heparin locks. You are aware of evidence related to this practice and want to change this practice as quickly as possible on your unit. You are in which stage of Lewin's stages of change?
 - a. Unfreezing
 - b. Experiencing the change
 - c. Moving
 - d. Refreezing

ANS: A

Although you may be at a higher level of change in relation to your individual practice and knowledge of the use of change, in this situation, you are recognizing the need for change in relation to practice on the unit that you are managing. This phase is the initial phase in first-order change and will involve listening to staff to see if they perceive a similar problem.

TOP: AONE competency: Leadership

12. To engage your staff in awareness of their current practice and how it is affirmed or not by evidence, you plan a short series of learning presentations on evidence and use of heparin and saline to maintain IV patency. You meet with the educator to plan out the goals for each session with the overall purpose of increasing knowledge and awareness of staff in readiness to consider questions related to the IV practice. This learning approach is an example of which change management approach?
 - a. Linear
 - b. First-order
 - c. Facilitative
 - d. Integrative

ANS: A

In the second stage, the moving or changing stage of Lewin's first-order, planned change process, planned interventions and strategies are executed to support the implementation of the change. One commonly used method is educating staff about the need for the change.

TOP: AONE competency: Leadership

13. To engage your staff in awareness of their current practice and how it is affirmed or not by evidence, you plan a short series of learning presentations on evidence and use of heparin and saline to maintain IV patency. You meet with the educator to plan out the goals for each session with the overall purpose of increasing knowledge and awareness of staff in readiness to consider questions related to the IV practice. Staff nurses who gain information on current IV therapy practices are engaging in which phase of Rogers' decision-making process?
 - a. Persuasion
 - b. Knowledge
 - c. Confirmation
 - d. Decision

ANS: B

Rogers' innovation—decision-making process involves five stages for change in individuals, the first of which is knowledge.

TOP: AONE competency: Leadership

14. Elizabeth, an RN with approximately 15 years of service on your unit, walks away from one of the learning sessions on IV care and you overhear her telling a colleague that she thought the session was a waste of time because “the unit has been using heparin for years and there has never been any adverse effects.” According to Havelock (1973), this comment may originate from failure in which phase of the six phases of planned change?
- Generating self-renewal
 - Choosing the solution
 - Diagnosing the problem
 - Building a relationship**

ANS: D

The first phase of this model of planned change involves building a relationship as a basis for later phases, which include diagnosing the problem and choosing the solution. At this point, as a new manager, the relationship may not have yet developed sufficiently with Elizabeth.

TOP: AONE competency: Leadership

15. Elizabeth, an RN with approximately 15 years of service on your unit, walks away from one of the learning sessions on IV care and you overhear her telling a colleague that she thought the session was a waste of time because “the unit has been using heparin for years and there has never been any adverse effects.” You follow up with Elizabeth and discover that she is really quite angry about the information sessions because she feels that you are implying that “what she has been doing all these years means that she is incompetent and doesn't care about her patients.” Your response to her indicates that:
- Elizabeth will never adopt the change.
 - Elizabeth is insecure in her practice.
 - Elizabeth requires more information about the practice.
 - change involves emotions.**

ANS: D

Change, whether proactively initiated at the point of change or imposed from external sources, affects people. Responses to all or part of the change process by individuals and groups may vary from full acceptance and willing participation to outright rejection or even rebellion. It is critical to be able to “read” people and to recognize that communication should involve people's emotions and feelings.

TOP: AONE competency: Communication and Relationship-Building

16. Elizabeth, an RN with approximately 15 years of service on your unit, walks away from one of the learning sessions on IV care and you overhear her telling a colleague that she thought the session was a waste of time because “the unit has been using heparin for years and there has never been any adverse effects.” You follow up with Elizabeth and discover that she is really quite angry about the information sessions because she feels that you are implying that “what she has been doing all these years means that she is incompetent and doesn't care about her patients.” Which of the following would be the *most* effective response to Elizabeth?

- a. "I understand how you feel, but you are going to have to change."
- b. "It is unfortunate that you feel this way. Others seem quite excited about the new information."
- c. "It is difficult sometimes to change what we know very well. Sometimes it can be frightening."
- d. "Perhaps I can arrange some more information sessions for you, so you can see just how important this change is to patient safety."

ANS: C

Dialogue can reveal areas where individuals feel inept or overwhelmed, providing the leader with an understanding of what programs need to be developed to increase personal ability to change and what educational initiatives need to be implemented to support change. To promote dialogue, leaders must serve as facilitators, promoting the sharing of ideas, fears, and honest reactions to the change proposal.

TOP: AONE competency: Communication and Relationship-Building

17. Elizabeth is an example of a(n):
- a. early adopter.
 - b. late majority.
 - c. laggard.
 - d. resister.

ANS: C

Laggards prefer keeping traditions alive ("We have always done it this way") and openly express their resistance to ideas (speaking out against the change). Late majority individuals are openly negative but will engage with new ideas when most others adopt the change.

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TOP: AONE competency: Leadership

18. Elizabeth, an RN with approximately 15 years of service on your unit, walks away from one of the learning sessions on IV care and you overhear her telling a colleague that she thought the session was a waste of time because "the unit has been using heparin for years and there has never been any adverse effects." You follow up with Elizabeth and discover that she is really quite angry about the information sessions because she feels that you are implying that "what she has been doing all these years means that she is incompetent and doesn't care about her patients." After speaking with Elizabeth, a few days later you discover that she is now fine with the change but is concerned that other areas of the organization might resist the change because of perceptions related to patient safety and cost. She suggests that it is important to bring pharmacy on board as they have had previous concerns about the use of heparin. In relation to change theory, this is indicative of:
- a. systems level thinking.
 - b. linear thinking.
 - c. interprofessional collaboration.
 - d. first-order change.

ANS: A

Senge complexity theory, Bevan Seven Change Factors, and general systems theory all highlight connectivity and the idea that changes are not isolated events.

TOP: AONE competency: Leadership

19. Based on Elizabeth's insights and suggestions, you involve pharmacy, only to discover that the change in practice involves practice committees, a medical practice committee, and concerns from administration about potential costs and safety of the proposed change to the IV protocols. The change process at this point is:
- linear.
 - nonlinear.**
 - sabotaged.
 - neutralized.

ANS: B

Complex change involves nonlinear processes and a variety of strategies to negotiate influences on change. Complexity theories alter the traditional systems thinking approach by asserting that system behavior is unpredictable. This theory views change as emergent, nonlinear, and highly influenced by all individuals and subsystems in an organization.

TOP: AONE competency: Leadership

20. Resistance is *most* likely when change:
- is not well understood.
 - involves many layers in an organization.
 - involves nonprofessional workers.
 - threatens personal security.**

ANS: D

Resistance and reluctance commonly occur when personal security is threatened and may involve loss of confidence in abilities or loss of job or financial security.

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TOP: AONE competency: Leadership

21. As the unit manager on the unit that is leading changes to heparin locks, you find that Elizabeth is very valuable in terms of her observations about other units and her knowledge of organizational processes, and now in discussing the new procedure with others. Elizabeth might be considered an:
- engager.
 - innovator.
 - informal change agent.**
 - informant.

ANS: C

Informal change agents are those who do not have formal, positional power but who have credibility through expertise and can model the new way of thinking, or who offer suggestions, ideas, and concerns.

TOP: AONE competency: Leadership

22. As the unit manager, you spend a day performing direct patient care and work with a new system that is designed to capture patient documentation at the bedside. During discussions with staff while giving care, you discover that the number of screens that need to be opened during documentation makes charting more complex and time consuming than traditional manual charting approaches. On the basis of this feedback, you:

- a. assume that the system is doing what it needs to do.
- b. provide reassurance to staff that the unit has achieved its goals in implementation of the system.
- c. ask some of the staff if they have had similar experiences with the system.
- d. consult chart audit data and end user consultation reports to determine if errors and problems are occurring.

ANS: D

In Kotter eight-step change model, removing obstacles means keeping alert for barriers in structure and processes that limit the ability to change and then removing those barriers once they have been found.

TOP: AONE competency: Leadership

23. You anticipate that your region will soon move toward an e-health record system. You begin to discuss this with your staff and are disappointed that you receive little positive response from the staff about this possibility. One staff member, in particular, seems to sum it up by saying “e-health? Won’t happen in my working life! There are too many problems with it, like privacy issues.” This response is most likely motivated by:
- a. lack of urgency regarding the need to change.
 - b. lack of evidence to support importance of technology.
 - c. deficits in education and experience.
 - d. lack of organizational support for change.

ANS: C

For leaders to inspire change, they must have intimate knowledge of what matters to the people they manage. Kotter (2012) characterizes this as establishing a sense of urgency, and this involves overcoming complacency. This is especially hard when there doesn’t seem to be any visible crisis, or the crisis seems irrelevant to the people being asked to change (Kotter, 2012).

TOP: AONE competency: Leadership

24. Sarah, RN, is one of your most enthusiastic staff members and has been to a workshop on preparing educational materials for patients. On the basis of this workshop, she would like to develop an information *website* for patients who are being admitted to the ward. An appropriate response to Sarah’s suggestion would be:
- a. “That is a great suggestion, but we have no resources for such an expensive undertaking right now.”
 - b. “Perhaps you can keep that in mind as we redesign our charting system.”
 - c. “We have too many seniors as patients, and you know that they don’t use technology.”
 - d. “There is a great group here that meets to look at technology pilots. Let’s see if you can join them and discuss your idea further.”

ANS: D

Involving Sarah with others who enjoy new ideas and who are able to try out new ideas in pilot projects enables her to remain on the cutting edge and to try out innovative solutions with the least amount of disruption.

TOP: AONE competency: Leadership

MULTIPLE RESPONSE

1. Which of the following are examples of application of the Leadership Rounding Tool? (*Select all that apply.*)
 - a. “What is working well for you during bedside reporting?”
 - b. “What has not worked for you today?”
 - c. “Is there someone on your team who deserves special recognition for her efforts in the implementation?”
 - d. “Did you have a good vacation?”

ANS: A, B, C, D

The Leadership Rounding Tool suggests establishing and maintaining rapport and asking what is working well, what was a barrier, and who should be recognized, as well as answering tough questions.

TOP: AONE competency: Communication and Relationship-Building

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Chapter 19: Building Effective Teams

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. A nurse manager is experiencing conflicts between herself and staff members. She had tried to develop a team by using a shared leadership model to empower the staff. Staff members are functioning:
 - a. as a team.
 - b. independently.
 - c. interdependently.
 - d. as a group.

ANS: D

A group is a collection of interconnected individuals working together, with a high degree of interdependence, for the same purpose. A team is a unified group that is committed to a common purpose, performance goals, and approach, for which they hold themselves mutually accountable. The conflict indicates that the staff may not be united in a common purpose.

TOP: AONE competency: Communication and Relationship-Building

2. The nurse manager used a mediator to help resolve conflicts on the unit. During the mediation process, the nurse manager saw signs of potential team building. One key concept of an effective team is:
 - a. conflict.
 - b. task clarity.
 - c. commitment.
 - d. a designated leader.

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ANS: C

Team building involves moving toward a common vision, which requires commitment. Conflict and clarification of tasks are components in the development of this commitment.

TOP: AONE competency: Communication and Relationship-Building

3. A mediator suggested that the nurse manager and staff members decide on a method to resolve conflicts. It is important to have agreements about how team members will work together because:
 - a. if there are no agreements, each member will make up rules about how to handle disagreements and relationships.
 - b. people are naturally difficult and will not work well together without such agreements.
 - c. people will naturally ask for agreements about how to be together.
 - d. a way to eliminate nonproductive team members must be available.

ANS: A

People must agree on the goals and mission with which they are involved. They have to reach some understanding of how they will exist together. Tenets or agreements such as “I will respectfully speak promptly with any team member with whom I have a problem” go a long way to avoid gossiping, backbiting, bickering, and misinterpreting others. Without agreement, people have implicit permission to behave in any manner they choose toward one another, including angry, hostile, hurtful, and acting-out behavior.

TOP: AONE competency: Communication and Relationship-Building

4. By following a shared leadership model, the nurse manager believes that staff members will learn to function synergistically. Some teams function synergistically because members:
 - a. do not volunteer unwanted information.
 - b. actively listen to each other.
 - c. listen to the person who believes he or she is an expert.
 - d. do not speak unless they are absolutely sure they are correct in their views.

ANS: B

Active listening in a group creates synergy in that team members really hear one another's ideas and share in decision making.

TOP: AONE competency: Professionalism

5. The chief nursing officer decided that the nurse managers need a series of staff-development programs on team building through communication and partnerships. She understood that the nurse managers needed to build confidence in ways of handling various situations. The greatest deterrent to confidence is:
 - a. lack of clarity in the mission.
 - b. lack of control of the environment.
 - c. fear that one can't handle the consequences.
 - d. fear that the boss will not like one's work.

ANS: C

Fear of not being able to manage consequences undermines confidence and a sense of competency.

TOP: AONE competency: Professionalism

6. The mediator noticed that tension was still evident between the nurse manager and staff members. He informed the chief nursing officer that to begin team building, it would be important that everyone:
 - a. work together in a respectful, civil manner.
 - b. use avoidance techniques when confronted with a conflict.
 - c. develop a personal friendship with each other.
 - d. socialize frequently outside of work.

ANS: A

For team building to occur, team members need to be able to listen actively and respect one another's opinions, while feeling comfortable in openly expressing their own.

TOP: AONE competency: Communication and Relationship-Building

7. The state of being emotionally impelled, demonstrated by a sense of passion and dedication to a project or event, describes:
 - a. commitment.
 - b. control.
 - c. willingness to cooperate.
 - d. communication.

ANS: A

Commitment is described as having a sense of passion and commitment to a project without necessarily having a need to control.

TOP: AONE competency: Professionalism

8. The mediator suggested to the unit staff that a group agreement needed to be made so meetings could become productive. For example, the group agreement, "We will speak supportively," prevents:
 - a. expression of opposing ideas.
 - b. gossip and making negative comments about absent team members.
 - c. efforts to ensure that everyone thinks alike.
 - d. votes that oppose motions.

ANS: B

This is an example of a rule that a team can implement to prevent certain negative behaviors such as gossip, backbiting, and bickering that undermine the productivity and functioning of a group.

TOP: AONE competency: Professionalism

9. The mediator asked each staff member to reflect on his or her communication style. Which of the following best describes communication? Communication:
 - a. is a reflection of self-analysis.
 - b. is a result of thoughtful consideration.
 - c. consists of thoughts, ideas, opinions, emotions, and feelings.
 - d. focuses on the sender of the message.

ANS: C

Communication involves both senders and receivers and may or may not be a reflection of self-analysis and thoughtful consideration. It always, however, involves thoughts, ideas, opinions, emotions, and feelings.

TOP: AONE competency: Communication and Relationship-Building

10. The staff development educator developed strategies to help nurse managers actively listen. Guidelines for active listening include which of the following?
 - a. Speed up your internal processes so that you can process more data.
 - b. Realize that the first words of the sender are the most important.
 - c. Be prepared to make an effective judgment of the communication sender.
 - d. Cultivate a desire to learn about the other person.

ANS: D

Active listening means suspending judgment about what is about to be said and listening to all that is said (and not just the first or last words). It is motivated by a genuine desire to learn about the other person.

TOP: AONE competency: Communication and Relationship-Building

11. The nurse manager was upset with the staff nurse and said, “You did not understand what I said.” Which element in the communication process was she referring to?
 - a. Feedback between receiver and sender
 - b. A message channel
 - c. A receiver who decodes the message
 - d. A set of barriers that may occur between sender and receiver

ANS: D

Problems can occur at any point in communication and result in miscommunication. In this instance, it can be assumed that there was a sender, a receiver, a channel, and feedback. In this scenario, barriers such as distractions, inadequate knowledge, differences in perceptions, and emotions and personality may have resulted in misunderstanding between the manager and the staff nurse.

TOP: AONE competency: Communication and Relationship-Building

12. As the nurse manager on a rehab unit, you are asked to come to the tub room immediately because two nursing assistants are having a loud disagreement in front of a patient. You ask the nursing assistants to meet you outside and after ensuring that a third nursing assistant is able to care for the patient, you speak with the two nursing assistants. Which of the following would you ask first?
 - a. “How long have you two been working together?”
 - b. “Have you experienced disagreements like this before?”
 - c. “How do you think this patient’s perception of her care has been changed?”
 - d. “What happened to bring on this disagreement today?”

ANS: D

Conflicts are usually based on attempts to protect a person’s self-esteem or to alter perceived inequities in power. When a nurse recognizes upset and reaction, the following steps can be helpful (Sportsman, 2005):

Identify the triggering event (“What happened to bring on this disagreement today?”).

Discover the historical context for each person.

Assess how interdependent each person is on the other.

Identify the issues, goals, and resources involved in the situation.

TOP: AONE competency: Communication and Relationship-Building

13. Sally (RN) and Melissa (RN) have shared an ongoing conflict since the first day that Melissa worked on the unit. Sally has confided to another colleague that she doesn’t even know why the conflict started or what it was about. This is an example of:
 - a. how expectations and objectives need to be made clear in team situations.
 - b. the need to encourage open discussion of disagreements in opinions.
 - c. the importance of involving all staff in discussions in group settings.
 - d. the enduring nature of first impressions.

ANS: D

First impressions are lasting and, as Sally indicates to her colleagues, are often an unconscious response.

TOP: AONE competency: Communication and Relationship-Building

14. After staff meetings lately, Sharon, the head nurse, observes her staff in small groups, having animated discussions that end abruptly when she approaches. Sharon reflects on this observation and realizes that:
 - a. two very outspoken members tend to dominate discussions in meetings.
 - b. this behavior is indicative of a high level of communication among her staff.
 - c. staff members are very committed to the team and have strong opinions.
 - d. ongoing discussion outside of meetings is conducive to creativity.

ANS: C

When team communication is dominated by a few members, leaving others uninvolved or bored, disagreement is not expressed openly. As a result, team members “stuff” their feelings and wait until after meetings to voice their opinions.

TOP: AONE competency: Communication and Relationship-Building

15. You are charged with developing a new nursing curriculum and are committed to developing a curriculum that reflects the needs of the profession and of the workplace. To address deficits that may already be present in nursing curricula related to the workplace, you include more content and skills development related to:
 - a. therapeutic communication with patients.
 - b. effective communication in the workplace.
 - c. increased emphasis on sender-receiver dyads.
 - d. generational differences in communication.

ANS: B

Nursing programs teach therapeutic communications with patients and their families. Little focus, however, is placed on effective communication in the workplace, although communication is essential to building and maintaining smoothly functioning teams.

TOP: AONE competency: Communication and Relationship-Building

16. The SBAR system of communications is one of the most used communication systems in health care because:
 - a. it deals with all aspects of communications in patient care except communication with the physician.
 - b. the nurse is on the same communication level as administration.
 - c. it honors a familiar, structured transfer of information among health professionals.
 - d. it honors an unstructured transfer of information.

ANS: C

The SBAR system was developed by professionals in the California Kaiser Permanente System and involves direct, respectful communication skills among professionals with the aim of quality patient care.

TOP: AONE competency: Communication and Relationship-Building

17. In the cardiac intensive care unit, there has been simmering discontent about the new nurse manager, who avoids any discussion about her scheduling and practice decisions. The staff have begun to sort into “different camps” depending on how they feel about the manager or the decisions. Which of the following statements MOST accurately describes this situation?
- The tension that has been generated will result in creative solutions.
 - Staff will become a cohesive group that takes a stand against the manager.
 - The conflict will result in increased dialogue about practice and scheduling options.
 - Patient care may suffer because attention and energy is being diverted toward the unit relationships.

ANS: D

Destructive conflict polarizes groups, saps group morale, deepens differences in values, and diverts energy from more important activities, such as patient care. Constructive conflict opens up issues of importance, results in solutions to problems, and enables authentic communication.

TOP: AONE competency: Communication and Relationship-Building

18. From the information presented in this chapter, which of the following statements *best* defines an accomplished team? Effective teams:
- can create a form of synergism in which the outcome is greater than the sum of the individual performances.
 - do not necessarily need goals, objectives, vision, and a clearly stated purpose.
 - do not always have effective communication patterns.
 - may or may not have a clear plan that is followed and revisited and has an ongoing evaluation scheme.

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ANS: A

Research on team building over many years has established that high-functioning teams are characterized by synergy that takes the team from a collection of individuals to an outcome that is greater than the sum of the parts.

TOP: AONE competency: Communication and Relationship-Building

19. “I really wish that my supervisor would realize and acknowledge all the things I do well.” In nursing, this has been identified as a problem. Which statement is part of the solution? Focus on:
- new staff.
 - care assignments with which the individual is not familiar.
 - making corrections.
 - the strengths of the individual rather than the weaknesses.

ANS: D

The research of Rath (2007) included many recommendations, one of which was that focusing on mediocre behaviors and on a person’s weaknesses will not lead to excellence. Focusing on weaknesses tends to decrease the appreciation, and thus the acknowledgements.

TOP: AONE competency: Communication and Relationship-Building

20. Trust is an important aspect of helping relationships, therapeutic communications, and the positive communications model. Which statement *does not* involve or define trust? Trust:
- involves decisions to manipulate situations to gain advantage over another.
 - is the basis by which leaders facilitate the activities and progress of a team.
 - is low among members and leaders in poorly performing teams.
 - involves what we say and not necessarily what we do.

ANS: A

Trust is high in high-performing teams and involves not consciously taking advantage of others and behaving in a way that inspires trust. It is the basis by which leaders facilitate the activities and progress of a team.

TOP: AONE competency: Communication and Relationship-Building

21. Team Member A and Team Member B engage in heated disagreements on a frequent basis in team meetings. Their behavior is characterized by insistence on their points of view and refusal to back down or to negotiate alternative solutions once their ideas have been expressed. This behavior is characteristic of:
- autocratic leadership.
 - constructive conflict.
 - dualism.**
 - creativity.

ANS: C

Our society tends to be dualistic in nature. Dualism means that most situations are viewed as right or wrong, black or white. Answers to questions are often reduced to “yes” or “no.” As a result, we sometimes forget a broad spectrum of possibilities actually exists. Exercising creativity and exploring numerous possibilities are important. This allows the team to operate at its optimal level.

TOP: AONE competency: Communication and Relationship-Building

22. The unit manager was addressing nursing students in the lounge area and was discussing team leadership and team effectiveness. She stated, “One can agree to disagree with another team member’s perspective even when one doesn’t necessarily see that perspective as being the correct one.” In being *creative*, what did she mean?
- Championing one’s own opinion
 - Being compassionate
 - Being flexible
 - Committing to resolution**

ANS: D

Caregivers must listen to the other person’s perspective, listen to the message accurately, identify differences, and *creatively seek resolutions*.

TOP: AONE competency: Leadership

23. Which of the following would *not* be a characteristic of an effective team nurse leader?
- An autocratic perspective
 - Excellent communication skills
 - Awareness of everyone’s abilities

- d. A genuine interest in team members

ANS: A

In ineffective teams, leadership tends to be autocratic and rigid, and the team's communication style may be overly stiff and formal. Members tend to be uncomfortable with conflict or disagreement, avoiding and suppressing it rather than using it as a catalyst for change. When criticism is offered, it may be destructive, personal, and hurtful rather than constructive and problem-centered. Team members may begin to hide their feelings of resentment or disagreement, sensing that they are "dangerous." This creates the potential for later eruptions and discord.

TOP: AONE competency: Communication and Relationship-Building

24. As a nurse manager, you notice that one of your new nurses has provided exceptional care for a patient with especially complex needs. What would be the MOST effective way of recognizing the nurse's performance?
- At the next performance review, note specifically what the nurse did to make the patient comfortable.
 - To avoid embarrassing the nurse in front of others, find a way to compliment the nurse in private.
 - When the nurse comes out of the room, tell the nurse specifically what you appreciated about the care that was provided.
 - Encourage the patient to note the care on the patient feedback form so that the institution can recognize the nurse's efforts.

ANS: C

Acknowledgement is most effective when it is specific, timely, given in public, sincere, and on an eye-to-eye basis. The more time that elapses between the event and acknowledgement, the less effective it becomes.

TOP: AONE competency: Communication and Relationship-Building

MULTIPLE RESPONSE

1. Mobilizing others to accomplish extraordinary things requires what leadership behaviors? (Select all that apply.)
- Celebrating the successes of others
 - Demonstrating exceptional technical skills
 - Imagining possibilities
 - Establishing a sense of "being in this together"

ANS: A, C, D

Leaders who inspire teams to accomplish extraordinary things or to display synergy model the way, inspire shared vision, challenge the status quo, and encourage the heart by celebration of success.

TOP: AONE competency: Leadership

Chapter 20: Managing Costs and Budgets

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. The chief nursing office of a Magnet® hospital has conducted a study of ways to improve healthcare services. Healthcare services that add value for clients:
 - a. accomplish healthcare goals.
 - b. minimize costs.
 - c. decrease the number of services used.
 - d. use high-technology treatments.

ANS: B

Models of reimbursement affect which services and approaches (e.g., decreasing the number of services used) might be financially viable and add value for clients. It is critical to determine and advertise the *value* of nursing care. Services that add value are of high quality, affect health outcomes positively, and minimize costs.

TOP: AONE competency: Business Skills

2. The difference between a nurse practitioner's charge of \$45 for an office visit and the insurance company's payment of \$34 is:
 - a. a contractual allowance.
 - b. a profit.
 - c. a flat rate.
 - d. revenue.

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ANS: A

Because the amount that is allowed for an office visit is less than the amount that the NP charges, this is known as a contractual allowance or discount. If the amount allowed were more than what the NP charges, then a profit would be realized. All of the answers represent sources of revenue.

TOP: AONE competency: Business Skills

3. The chief nursing office continues to seek ways to improve healthcare services to clients and to save the hospital money. However, with the federal guidelines of paying agencies based on capitation, the chief nursing office faces a challenge. Capitation provides incentives for healthcare providers to control costs by:
 - a. providing fewer services to fewer clients.
 - b. using fewer services per client.
 - c. using high-technology treatments.
 - d. requiring second opinions.

ANS: B

In a capitated environment, a single fee is paid for all services provided. To be financially viable under this reimbursement model, organizations would be interested in decreasing the volume of services used and increasing the volume of patients. High-technology treatments and second opinions may increase the number of services used.

TOP: AONE competency: Business Skills

4. In a nurse managers' meeting, the chief nursing officer encourages the managers to brainstorm ways to reduce costs. Nurse managers have the greatest impact on reducing costs by managing:
- supplies.
 - staffing.
 - fixed costs.
 - medication costs.

ANS: B

Because staffing constitutes the largest portion of any healthcare budget, managing the mix and numbers of staff required for patient care to meet identified outcomes will have the largest impact on budgets.

TOP: AONE competency: Business Skills

5. The chief nursing officer works with her nurse managers by helping them understand how to develop and implement a budget. A nurse manager can best describe a budget as a:
- day-to-day plan for operations.
 - unit of service.
 - statement of revenues and services.
 - financial plan.

ANS: D

The budget is an overall financial plan that reflects organizational assumptions, objectives, and standards, and various types of budget planning, including operational and capital budgets, which, in turn, reflect revenues and costs.

TOP: AONE competency: Business Skills

6. A nurse manager approves two staff nurses to attend a national conference. When reviewing the budget, the nurse manager looks at which line item?
- Cash budget
 - Capital budget
 - Operating budget
 - Supply and expense budget

ANS: C

The operating budget includes a personnel budget, which takes into account productive and non-productive paid work hours. Education hours are covered under nonproductive paid work hours in the operating budget.

TOP: AONE competency: Business Skills

7. A staff nurse regularly works two 12-hour shifts each week and one 8-hour shift every other week. How many FTEs is this position?
- 0.6
 - 0.7
 - 0.8
 - 1

ANS: B

Assuming that a full-time RN works 2080 hours/year (40 hours × 52 weeks), the nurse works (24 hours × 52 weeks + 8 hours × 26 weeks)/2080, which is 0.7 FTE.

TOP: AONE competency: Business Skills

8. After reviewing her monthly budget report, the nurse manager sees that she has a negative variance, which prompts her to change the staffing schedule. A negative or unfavorable variance in a monthly expense report may result from:
 - a. overestimation of inflation.
 - b. higher than expected client acuity.
 - c. net revenue exceeding net expenses.
 - d. not replacing staff who called in sick.

ANS: B

Variance reflects the difference between what was projected and the actual performance in a budget. When the variance is negative or unfavorable, the amount spent is more than what was budgeted (expenses exceed revenue); this may be a result of higher acuity. To help managers interpret and use variance information better, some institutions use flexible budgets that automatically account for census variances.

TOP: AONE competency: Business Skills

9. An example of an initiative that may reduce total healthcare costs would be:
 - a. offering nurse practitioner–led clinics that educate parents about non-pharmacologic strategies for managing ear infections.
 - b. educating seniors about the comparative costs of medications that are prescribed to them.
 - c. lowering copayments for prescription drugs for seniors.
 - d. advocating for more readily available MRI services to ensure early diagnosis.

ANS: A

Total healthcare costs are a function of prices that are established for various services and the volume or quantity of services used. Utilization of high-tech diagnostic services and lowering of copayments have been implicated in increasing total healthcare costs (thus C and D would not be correct), as well as attitudes and behaviors of consumers of health care. In general, consumers prefer to “be fixed” when something goes wrong rather than to practice prevention. Many consumers still believe that the physician knows best, so they do not seek much information related to costs and effectiveness of different healthcare options. When information is sought, it is not readily available or understandable. Also, consumers are not accustomed to using other, less costly healthcare providers, such as nurse practitioners.

TOP: AONE competency: Business Skills

10. Which of the following factors is *not* implicated in rising healthcare costs?
 - a. Rising expectations of consumers for cure and care
 - b. Marketing of drugs to consumers
 - c. Large administrative staffs to process medical billings
 - d. Rising Medicare costs

ANS: D

Unintentional injuries, socioeconomic conditions (e.g., poverty and violence), marketing of pharmaceuticals, and the rising expectations of consumers with regard to what should be done to manage health concerns all contribute to rising healthcare costs. The costs of Medicare are not considered in relation to rising costs of health care.

TOP: AONE competency: Knowledge of the Health Care Environment

11. An older adult couple with limited means and on Medicare is considering options after the hospitalization of Mrs. A. with a fractured hip. Mrs. A. is stable but requires assistance with bathing, transfer, and mobility, and this will present stress for Mr. A., who was hospitalized with a mild myocardial infarction last year. Considering their means and health concerns, which of the following might be the best option?
 - a. Hospice care
 - b. Custodial nursing home care
 - c. Home care
 - d. Hospital care

ANS: C

Custodial nursing care is not covered under Medicare and therefore, the financial burden of this option may cause further stress for the couple. Medicare Part A is an insurance plan for hospital, hospice, home health, and skilled nursing care that is paid for through Social Security. Because Mrs. A. is stable and not terminal, she does not require hospice care. The assistance provided through home care is covered under Medicare and provides assistance for needs such as those of Mrs. A.

TOP: AONE competency: Knowledge of the Health Care Environment

12. After a major flu vaccination campaign, an agency bills a private insurance company for allowable costs for administration of each vaccination according to the schedule established by the insurance company for reimbursement. This is an example of which major payment method?
 - a. Cost-based reimbursement
 - b. Charges
 - c. Contractual allowance
 - d. Prospective reimbursement

ANS: A

Because the agency is submitting costs after the campaign is completed and in accordance with an established schedule of allowable costs, a retrospective, cost-based reimbursement payment method is being utilized. If a desire for profit was indicated, then the answer would be "charges."

TOP: AONE competency: Business Skills

13. Physicians in a small urban hospital are reluctant to discharge older adult patients because many of the patients lack private insurance and the resources to travel distances for follow-up care. The hospital administration pressures the physicians to discharge patients sooner and to be more consistent with the number of hospitalization days specified within the DRGs. Which of the following would *most* likely prompt the action of administrators?
 - a. The hospital is incurring a deficit related to a gap between the PPS and the DRGs and costs of care.

- b. Local home care services are expressing concern about the increased acuity of patients being discharged into their care.
- c. The resource-based relative scale for physicians does not account for the increased length of stay.
- d. Acute care patients are being denied entry to the hospital because of the increased stay of patients.

ANS: A

Length of stay (LOS) is the most important predictor of healthcare costs and extra days are a cost to the organization in terms of both the extra days and decreased patient volume. The situation, as outlined, does not indicate that there is a bed shortage and therefore, there is no evidence that other patients are being denied access to services or that additional patient volume is not being captured. The hospital would be concerned about the impact on its income because of the additional, uncompensated care costs incurred for patients who exceed the usual length of stay explicitly calculated under PPS and the DRGs.

TOP: AONE competency: Business Skills

14. Within a healthcare environment, where the gap between revenues and costs can mean the difference between sustainability of an organization and nonsustainability of an organization or services, it is critical for nurse managers to:
 - a. maintain a clear vision of how to trim healthcare costs.
 - b. balance value-added services against costs and revenues.
 - c. consistently delete programs that are of high cost.
 - d. implement programs that bring in additional revenues.

ANS: B

To achieve and maintain financial viability, nurse managers must be able to think strategically financially and in terms of nursing care. Cutting costs by deleting programs and bringing in additional revenue through new programs and services are not in themselves strategic unless the decisions made lead to quality care, have positive outcomes, and are efficient in terms of cost.

TOP: AONE competency: Business Skills

15. Because of the complexity of reimbursement systems and its implications for the services available to patients, the nurse has a key role in:
 - a. advocacy for patients with regard to services required and services utilized.
 - b. increasing the volume of services and decreasing the number of patients served.
 - c. accomplishing more with each visit and decreasing the volume of services used.
 - d. decreasing the volume of services used and the number of return visits.

ANS: A

The specific strategies employed by organizations and nurses to contain costs and increase revenues depend on the reimbursement system(s) within which the organization operates and therefore on whether the volume of services is increased or whether the volume of services is decreased by placing greater emphasis on efficacy in each visit and reducing the number of return visits. Because of the complexity of the reimbursement environment, the nurse is placed in a position of advocacy in terms of what the patient needs and how those needs can be best met within the funding structures.

TOP: AONE competency: Knowledge of the Health Care Environment

16. Of the following, which is the *most* effective strategy that a nurse manager could employ to reduce unnecessary costs in specific healthcare settings?
 - a. Training nurses on accurate documentation of supplies used for patient care
 - b. Reducing the number of overtime hours worked by staff
 - c. Reducing the number of staff on a unit
 - d. Making decisions for patients about which care is important to their health

ANS: A

Reducing overtime hours needs to be carefully assessed against the reasons for overtime (e.g., staff overload, recent illnesses, increased acuity) in terms of whether this reflects an ongoing or temporary situation and therefore whether it is a necessary variance or not. Reducing staff may or may not be effective, depending on the services being provided. Making decisions for the patient misses an important opportunity to invite the patient into discussion about patient priorities and needs and relative costs of options, which may lead to improved adherence with regimens and less waste of resources. An effective approach to cost containment is ensuring that supplies are accurately accounted for and charged in a timely manner.

TOP: AONE competency: Business Skills

17. In preparing her budget, a nurse manager determines that she needs to budget for six FTE RN positions in the upcoming year. Based on a 40-hour week, this means that the nurse manager has determined that the budget will provide for _____ hours.
 - a. 12,480 productive
 - b. 10,820 productive
 - c. 12,480 paid
 - d. 10,800 patient care

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ANS: C

From the information given, it is not possible to determine how many non-productive hours (vacation, holiday, sick time, education) the nurse manager has accounted for in her budget calculations and therefore whether the total number of hours (40 hours \times 52 weeks \times 6 staff = 12,480 paid hours) is productive (paid time that is worked) or non-productive hours. 12,480 accurately reflects the total number of hours of work paid per year.

TOP: AONE competency: Business Skills

18. In preparing her budget, a nurse manager determines that she needs to budget for six FTE RN positions in the upcoming year. The nurse manager determines that RN 1 has 5 weeks of vacation and 3 days of education and has averaged 3 sick days a year. RN 2 has 6 weeks of vacation, has asked to attend a 3-day conference and a 2-day workshop, and has no history of sick time. RN 3 is new, and you anticipate 3 weeks of orientation, as well as 4 weeks of vacation. RN 4 has 6 weeks of vacation and has an ongoing health condition, so you anticipate 2 weeks of sick time, as well as 3 days for education. RN 5 has 5 weeks of vacation, has no education planned, and averages 5 sick days per year. RN 6 has 6 weeks of vacation, has no educational opportunities planned, and has been off ill for 4 weeks. How many hours of productive paid time can be anticipated for the budget?
 - a. 12,480
 - b. 11,200
 - c. 10,848

d. 10,688

ANS: C

From the information given, there are 32 weeks of vacation ($40 \text{ hours} \times 32 \text{ weeks} = 1280$ hours), 11 days of education ($11 \text{ days} \times 8 \text{ hours} = 88$ hours), 15 days of orientation ($15 \text{ days} \times 8 \text{ hours} = 120$ hours), and 18 days of sick time anticipated ($18 \text{ days} \times 8 \text{ hours} = 144$) or $1280 + 88 + 120 + 144 = 1632$ hours of non-productive time. This will leave 10,848 hours of productive time available, based on the information available and the fact that the manager is not anticipating sick time for RN 6 in the upcoming budget year.

TOP: AONE competency: Business Skills

19. The primary reason for calculating productive hours paid instead of simply calculating work paid per year is that productive hours enable the manager to:
 - a. anticipate total costs for patient care.
 - b. know how much time staff will likely be unavailable because of illness.
 - c. determine when orientation needs to occur for new staff.
 - d. determine the number of hours available for patient care.

ANS: D

Total hours are critical for determining the total number of hours that need to be paid for the year. Productive hours are needed to determine what hours are actually available for patient care. The number of FTEs required is determined by dividing the total patient care hours required by the number of productive hours.

TOP: AONE competency: Business Skills

20. In preparing a budget, the nurse manager needs to anticipate the cost of benefits (e.g., health, life insurance, pension, and retirement plans). Based on the usual cost of benefits, how much should a nurse manager include for a total full-time salary cost of \$312,000?
 - a. \$78,000 to \$93,600
 - b. \$62,400 to \$78,000
 - c. \$46,800 to \$93,600
 - d. \$31,200 to \$46,800

ANS: C

The average cost of benefits is approximately 25% to 30% of a full-time employee's salary. In this example, the correct response is obtained by multiplying the total full-time salary cost by 0.25 and 0.30.

TOP: AONE competency: Business Skills

21. A nurse manager is planning to request three new infusion pumps at a cost of approximately \$1500 each. This item would typically be included in which budget?
 - a. Operating
 - b. Strategic
 - c. Unit of service
 - d. Capital

ANS: D

Items that have a useful life of longer than a year, which is likely with the pumps, and that have a cost that usually exceeds \$300 to \$1000 (specific amount is set by the organization) are considered capital items. Operating budget items include what is used on a day-to-day basis, such as staffing.

TOP: AONE competency: Business Skills

22. A nurse manager is planning to request three new infusion pumps at a cost of approximately \$1500 each. What would BEST support the capital request?
- Number of patient care hours anticipated for the year
 - Cost comparisons; how much and how often infusion pumps are used; condition of existing pumps
 - Outline of cost for each pump
 - Estimation of total cost; no further details

ANS: B

Complete well-documented justifications are needed because the competition for limited resources is stiff. Justifications should be developed using the principle of any business case and should include, at minimum, projected amount of use; services duplicated or replaced; safety considerations; need for space, personnel, or building renovation; effect on operational revenues and expenses; and contribution to the strategic plan.

TOP: AONE competency: Business Skills

23. As an experienced nurse manager who is new to an organization, it would be important to:
- know the difference between operating and capital budgets.
 - understand the budget timetable and level of involvement expected of individual managers in budget preparation.
 - know why a budget is essential to the well-being of an organization.
 - understand what factors drive up healthcare costs in the healthcare system.

ANS: B

Although all of the answers reflect knowledge that is critical to budgeting for nurse managers, an experienced nurse manager would likely be already familiar with general knowledge related to budgeting. The nurse manager, however, would need to become familiar with budget timetables and level of involvement expected in this specific organization because these elements of budgeting vary from work environment to work environment.

TOP: AONE competency: Business Skills

24. A nurse manager discovers that the actual number of visits per patient in a home health service is 3.8 visits per day when the standard is 5 visits per day. Based on this information, the nurse manager:
- concludes that the complexity of care in each visit has arisen.
 - concludes that patient volume has been decreased.
 - decides that more information is needed before a conclusion can be reached.
 - initiates a training session regarding the importance of ensuring that visits are made.

ANS: C

Variance from measures of productivity or ratio of outputs to inputs does not necessarily offer an explanation of whether or not care was delivered as needed. Before proceeding to any further conclusion, the nurse manager will need to investigate reasons for the decreased output.

TOP: AONE competency: Business Skills

MULTIPLE RESPONSE

1. Which of the following are considered variable costs? (*Select all that apply.*)
 - a. Salaries for the minimum number of staff
 - b. Utilities and rent
 - c. Managed care
 - d. **Supplies**
 - e. **Medication and treatment supplies**

ANS: D, E

The total fixed costs in a unit are those costs that do not change as the volume of patients changes. In other words, with either a high or a low patient census, expenses related to rent, utilities, loan payments, administrative salaries, and salaries of the minimum number of staff to keep a unit open must be paid. Variable costs are costs that vary in direct proportion to patient volume or acuity. Examples include nursing personnel, supplies, and medications.

TOP: AONE competency: Business Skills

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Chapter 21: Selecting, Developing, and Evaluating Staff

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. The nurse manager schedules evaluations of staff members using a newly developed performance appraisal tool. The development of a performance appraisal tool should include:
 - a. organizational mission, philosophy, and position requirements.
 - b. a generalized overview of the duties of a position.
 - c. a skills checklist and accreditation requirements.
 - d. an ordinal scale that ranks all employees.

ANS: A

Performance appraisal tools and processes should reflect the organizational mission and philosophy, as well as position requirements.

TOP: AONE competency: Business Skills

2. John, a new graduate, reviews the employee evaluation for his new position. The first section requires that he list his own specific objectives to be accomplished. This is an example of:
 - a. the traditional rating scale.
 - b. learning goals, or management by objectives.
 - c. a forced distribution scale.
 - d. a behavior-anchored rating scale.

ANS: B

In management by objectives, the employer and the employee jointly establish clear and measurable objectives for the next performance period.

TOP: AONE competency: Business Skills

3. John notes that the next section is specific to the organizational philosophy and has a 4-point ordinal scale that describes performance from “always meets expectations” to “does not meet expectations.” This type of evaluation is most commonly known as:
 - a. a behavior-anchored rating scale.
 - b. management by objectives/learning goals.
 - c. the forced distribution scale.
 - d. a graphic rating scale.

ANS: D

Graphic rating scales are commonly used in evaluation and reflect generalizations rather than specific behaviors.

TOP: AONE competency: Business Skills

4. On your unit, despite efforts to build a strong sense of team, conflict between some of the staff is ongoing. Nonetheless, you want to proceed with developing a systematic and effective performance appraisal system. Which of the following approaches would be *most* appropriate for you to implement?
 - a. Peer review

- b. A combination of tools
- c. Anecdotal notes
- d. Rating scale

ANS: B

A combination of tools is likely superior to any one method in any situation.

TOP: AONE competency: Business Skills

5. As part of orientation to your unit, you decide to administer Kolb Learning Style Inventory (LSI) to new staff. The *most* likely reason for your decision is that the use of Kolb LSI:
- a. reduces the cost of orientation.
 - b. determines if there is fit between learner and organizational values.
 - c. develops the strengths of the new staff member.
 - d. enables individualization of learning to the learner's needs.

ANS: D

Administration of Kolb LSI enables identification of the learning styles of new employees, which assists in focusing the implementation of orientation goals and in individualizing learning to the needs and learning style of the employee.

TOP: AONE competency: Business Skills

6. Which of the following might *best* conclude an interview?
- a. "Thank you for your interest. Someone will be in touch with you soon."
 - b. "Before you go, we will make sure that we have your contact information. Thank you for coming."
 - c. "I will be in contact with all candidates by telephone by next Friday. It has been a pleasure to meet you."
 - d. "We have several excellent candidates so I am not sure about the outcome of the interview, but I will let you know. Thank you for coming."

ANS: C

An employment interview should always conclude with information as to how and when follow-up to the interview will occur.

TOP: AONE competency: Business Skills

7. In determining the fit of a candidate with the culture on your unit, which of the following interview questions might be asked?
- a. "Could you review your résumé for us, highlighting your certifications and experience?"
 - b. "If we were to ask your references, what would they list as your strengths? Weaknesses?"
 - c. "We have a number of older adult patients on this unit. If you noticed another staff member addressing one of these patients impatiently, how would you respond?"
 - d. "Tell us about your work and academic experiences and qualifications."

ANS: C

The nurse manager wants the most qualified individual for the position who also fits the culture of the organization. Asking behavioral questions in the interview allows you to assess how a candidate may function in real-life situations and to assess if this behavior is compatible with the culture on the unit.

TOP: AONE competency: Business Skills

8. The biggest challenge in the recruitment of staff is:
 - a. finding well-qualified candidates who can function well within your particular work culture.
 - b. recruiting individuals with the appropriate qualifications and experience.
 - c. screening out candidates who are unable to function well within a team.
 - d. determining if candidates have had previous negative experiences in a work environment.

ANS: A

Choosing the right individual is the challenge for managers and involves finding qualified candidates who will work well within your culture.

TOP: AONE competency: Business Skills

9. Anecdotal notes:
 - a. should be completed only when there are performance concerns.
 - b. can be used to support and justify fairness in termination discussions.
 - c. are unnecessary if the evaluation instrument is thorough.
 - d. need to be completed at the end of a performance period.

ANS: B

Anecdotal notes should be kept consistently throughout the evaluation period and should reflect both negative and positive behaviors if they are to provide an accurate assessment of performance. Anecdotal notes provide documentation to support rating scales and narrative evaluation summaries.

TOP: AONE competency: Business Skills

10. An outpatient clinic advertised for RN positions. Before authorizing an open position, the nurse manager should:
 - a. review the position description and performance expectations for the opening.
 - b. place an ad in the local newspaper and on the telephone job line.
 - c. review all current applications on file.
 - d. look for employees within the system who might best fill the position.

ANS: A

The position description provides the basis for this position within the organization and communicates expectations for the role. When applying for a position, researching the facility and position description will help an applicant gain insight into the organization; therefore, the position description should be current and communicate expectations.

TOP: AONE competency: Business Skills

11. The turnover rate for RNs in the ICU is high. You discuss this situation with existing staff and you find out that because of the rapid turnover, new staff are frequently required to assume full responsibilities soon into the position and before training is completed. In considering approaches that will reduce turnover rates, the staff and you decide to implement:
 - a. an employee recognition program.
 - b. coaching for new staff.
 - c. a new performance appraisal system.
 - d. a committed orientation and training program.

ANS: D

Retention of new nursing personnel begins on the day of their hire. This includes an effective, appropriate orientation and training program, which has a measurable impact on reducing turnover.

TOP: AONE competency: Business Skills

12. The validity of comments and ratings related to performance is enhanced by:
 - a. maintenance of anecdotal notes over the entire evaluation period.
 - b. quantity of information gathered for appraisal purposes.
 - c. agreement of the employee with the ratings and comments.
 - d. whether or not other individuals have contributed to the observations.

ANS: A

Anecdotal notes compiled consistently over the entire rating period are a much more equitable method of providing an accurate summary of the employee's performance.

TOP: AONE competency: Business Skills

13. A nurse manager in the ICU works with his staff to develop an appraisal instrument that includes quantitative data and respects standards for an RN working on that unit. This type of appraisal is a:
 - a. rating scale.
 - b. collaboratively based appraisal system.
 - c. narrative instrument.
 - d. behaviorally anchored rating scale.

ANS: D

Behaviorally anchored rating scales (BARSs) describe performance quantitatively and qualitatively.

TOP: AONE competency: Business Skills

14. You have hired a new RN to replace a well-respected and experienced nurse in your outpatient department. The new RN recently graduated and is nervous about stepping into a role that was previously filled by someone who was so competent. You recognize anxiety and set up regular, frequent meetings during which you explore how she is dealing with her anxiety, provide feedback, and discuss strategies/ideas that will enhance her performance. What development approach are you using?
 - a. Performance appraisal
 - b. Counseling
 - c. Empowerment

d. Coaching

ANS: D

The overall evaluative process can be enhanced if the manager employs the technique of coaching. Coaching is a process that involves the development of individuals within an organization. This coaching process is a personal approach in which the manager and the employee interact on a frequent and regular basis with the ultimate outcome that the employee performs at an optimal level.

TOP: AONE competency: Business Skills

15. Sue, a nurse manager, discusses her concerns about the hospital's employee appraisal system with her work group, noting that it includes only one rating scale and that it means nothing unless the manager has effective relationship skills. Sue's concerns reflect which best practices associated with performance appraisal?
 - a. Rating scales are too generalized to be considered valid or reliable.
 - b. The effectiveness of appraisal is enhanced by a combination of methods and effective communication skills.
 - c. BARS is considered superior to simple rating scales in terms of performance appraisal.
 - d. Rating scales need to be designed by users to be well accepted.

ANS: B

A combination of several methods is probably superior to any one method. The primary success of any performance appraisal lies in the skills and communication abilities of the manager.

TOP: AONE competency: Business Skills

16. During a performance appraisal, Joanne, the nurse manager, indicates that Alysha has difficulty mentoring students on the unit. Alysha responds that this is not her responsibility. In responding to Alysha, Joanne needs to consider:
 - a. Alysha's level of confidence.
 - b. whether mentoring is included in the position description.
 - c. whether mentoring is an essential component of the position description.
 - d. whether mentoring can be accurately observed and measured.

ANS: B

Employees must have clear role expectations, clearly understand what is expected of their performance, and understand the ramifications of not meeting those expectations. Position descriptions provide written guidelines detailing the roles and responsibilities of a specific position within the organizational context.

TOP: AONE competency: Business Skills

17. The final section of a performance appraisal is a rating scale. This scale is very detailed and relates to competency standards specific to surgical clients. The scale is a summary of performance directly observed or documentation reviewed and is specific to client care situations in which the employee has been involved. This type of evaluation is most commonly known as:
 - a. a traditional rating scale.

- b. management by objectives/learning goals.
- c. a forced distribution scale.
- d. a behaviorally anchored rating scale.

ANS: D

BARS contain both quantitative (rating scales) and qualitative data. They are specific to situations and positions.

TOP: AONE competency: Business Skills

18. John's performance was satisfactory during the first month, but after that time, he was found to be very inconsistent in the provision of nursing care. One month before the end of the rating period, he cared for a very wealthy and influential client, who is best friends with the clinical manager. This client donated new furniture for the staff lounge in John's name to show appreciation for his care. John's subsequent performance appraisal resulted in outstanding ratings in all areas. This is an example of:
- a. a performance rating based on justifiable evidence.
 - b. a bias related to recent events.
 - c. the impact of personality on the appraisal of performance.
 - d. the effective use of a behaviorally anchored rating scale.

ANS: B

To gain and to provide an accurate evaluation of performance over time, anecdotal notes need to be maintained throughout the evaluation period. This process assists in avoiding bias related to recent or sensational events that make a particularly strong impression.

TOP: AONE competency: Business Skills

19. As a manager, you are interested in developing behavioral questions for an interview. Knowing that there is team conflict at times on your unit, which of the following questions would satisfy your interest in behavioral questions?
- a. "Tell me about a time you were involved in a conflict related to a project. What was your role in the conflict? In the resolution of the conflict?"
 - b. "If you were to employ one strategy for managing conflict, what would it be?"
 - c. "What is your preferred style of conflict resolution?"
 - d. "How effective are you in working in a group? In dealing with conflict?"

ANS: A

Behavioral questions seek demonstrated examples of behavior from the candidate's past experiences; behavioral-based interviewing can be a strong predictor of a future employee.

TOP: AONE competency: Business Skills

20. Which of the following strategies might be effective in empowering staff?
- a. Communication book in which new information on policies and processes is communicated and mistakes are highlighted.
 - b. Monthly staff meetings during which a portion of the agenda is devoted to sharing ideas and presentations on best practices for implementation on the unit.
 - c. Once-yearly summative evaluations based on what the manager best likes about the individual.
 - d. Focus on discussion of errors in care with direction as to how errors are to be

prevented in the future.

ANS: B

Empowerment is a process that acknowledges the values and judgments of others and trusts their decisions. It allows freedom for making decisions while retaining accountability and provides an environment that is safe in which to explore.

TOP: AONE competency: Knowledge of the Health Care Environment

21. The chief nursing officer establishes a shared governance model to help empower the nursing staff, thus empowering the organization. Common characteristics of empowered organizations are:
- shared values, high salaries, and a human focus.
 - shared values, flexibility, and a human-capital focus.
 - commitment to communication, high salaries, and flexibility for evaluations.
 - creation of community and of effective stress management in the midst of divergent goals.

ANS: B

Shared governance involves valuing the contributions of each member of the team, releasing the need to control, and understanding that accountability rests with members of the team.

TOP: AONE competency: Leadership

22. Joanne, a new nurse manager, writes certain assumptions regarding the organization's objectives into her budget. Her supervisor tells her that the objectives implied in her assumptions are not entirely consistent with the organization, and that she needs to clarify these objectives with her supervisor. Joanne apologizes and says she had more latitude with the budget where she previously worked. This is an example of:
- role complexity.
 - role ambiguity.
 - role conflict.
 - time-dependent roles.

ANS: B

Role ambiguity in the workplace creates an environment for misunderstanding and hinders effective communication. Without clear expectations of performance, missteps in performance can occur.

TOP: AONE competency: Business Skills

23. A survey of staff satisfaction is conducted. The survey indicates that staff members are satisfied, are loyal to the organization, and feel that they have reasonable control in their individual responsibilities. The findings *best* exemplify:
- clarity in roles and valuing of contributions.
 - satisfaction but not empowerment.
 - effective coaching of new staff.
 - role attachment.

ANS: A

Commitment, a sense of control, and satisfaction are linked to clear role expectations and a feeling that contributions are valued.

TOP: AONE competency: Business Skills

24. You have hired Chelsea as a new staff member on your unit. Although she is an experienced ICU nurse, this is her first educator role. A month into her new position, she confides that she feels really incompetent in her new position and bursts into tears. Your response is based on application of your understanding of:
- role acquisition.
 - role conflict.
 - role complexity.
 - performance appraisal.

ANS: A

Acquisition of a role is time dependent and involves application of life experiences to each role and interpretation of the role within one's own value system. As roles become more complex, an individual may take longer to assimilate the components of each role.

TOP: AONE competency: Business Skills

MULTIPLE RESPONSE

1. During the performance appraisal session, the manager should: *(Select all that apply.)*
- maintain a relaxed and professional manner.**
 - inquire about the employee's personal life and how it is affecting performance.
 - allow the employee to express opinions orally and in writing.**
 - plan to give specific examples only for poor performance.

ANS: A, C

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During a performance appraisal, it is important to provide examples of both strong and problematic performance and to provide opportunities to express opinions. The supervisor needs to maintain a relaxed professional manner.

TOP: AONE competency: Business Skills

Chapter 22: Person-Centered Care

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. The chief nursing officer decides to establish a client advocacy position in an oncology unit. Advocacy is best represented by:
 - a. establishing private and professional networking systems.
 - b. asking social services to handle clients' concerns.
 - c. identifying community support groups.
 - d. empowering others by promoting self-determination.

ANS: D

Advocacy involves empowering and promoting self-determination in others.

TOP: AONE competency: Professionalism | AONE competency: Knowledge of the Health Care Environment

2. As part of performance appraisal, the nurse manager designs strategies to acknowledge staff members. What practices by the nurse manager best acknowledge staff accountability and contribution?
 - a. Providing new and varied learning experiences for staff members
 - b. Fostering group cohesiveness through standardization of unit activities
 - c. Allowing professionals greater influence over their practices
 - d. Giving recognition for success and support for failure to staff members

ANS: C

Facilitating greater control over practices implies trust and acknowledges expertise and performance.

TOP: AONE competency: Professionalism

3. The nurse manager on a pediatric intensive care unit wants to evaluate patient satisfaction. The nurse manager understands that ultimately, positive relationships with consumers of care are evaluated by the:
 - a. cultural sensitivity of staff.
 - b. cost-effectiveness of care delivery.
 - c. economic value of service.
 - d. outcomes for clients and their perceptions of care.

ANS: D

Trend-setting organizations such as Magnet® organizations need to demonstrate excellence in outcome data such as patient satisfaction. Patient satisfaction and perception of the quality of care are affected by the quality of the nurse-patient relationship. Valid measurement of patient satisfaction is an evolving science; nurses do not always accurately gauge what factors are most important to patients. Satisfaction measures are often skewed in a positive direction with scores clustered at the top of the scale.

TOP: AONE competency: Professionalism

4. The nurse manager must develop a patient satisfaction survey. What is one of the critical elements in selecting a patient satisfaction instrument?
 - a. Being able to use the same instrument for all clinical units
 - b. Including items that are important from the patient's perspective
 - c. Being able to administer the instrument before a patient's discharge from the hospital
 - d. Being sure that the reading level is no higher than third grade

ANS: B

Because satisfaction is a measure of service and service is a measure of perception of what matters to the patient, to measure satisfaction, surveys must include items that reflect the perspective of the patient. The quality of human contacts becomes the measure by which the consumer forms perceptions and judgments about nursing and the health agency. Consumers may not be able to evaluate the quality of interventions, but they always can evaluate the quality of the relationship with the person delivering the service.

TOP: AONE competency: Professionalism

5. In writing the patient satisfaction survey, the nurse manager is aware of the education levels of the families. What is the most critical element in the concept of health literacy?
 - a. Providing instructional materials at appropriate reading levels
 - b. Facilitating access to translators for persons with language barriers
 - c. Obtaining, processing, and understanding basic health information so appropriate decisions can be made
 - d. Knowing that most people have limited health literacy skills

ANS: C

The definition of health literacy used by the federal government is "the degree to which individuals have the capacity to obtain, process, and understand basic health information and services needed to make appropriate health decisions" (U.S. Department of Health and Human Services, 2010).

TOP: AONE competency: Communication and Relationship-Building

6. The nurse manager analyzes the data from the patient satisfaction surveys. What can a nurse manager do to strengthen service recovery and improve consumer relationships?
 - a. Post comparisons of patient satisfaction scores with those of other units monthly.
 - b. Involve the staff in resolving consumer issues quickly and effectively.
 - c. Ensure that staff members apologize to patients when they complain about services.
 - d. Ask that patients with complaints about services place them in a written format.

ANS: B

Consumers need to be treated with fairness, given explanation, and provided with information about how errors will be prevented in the future. Staff can be assisted to respond to patient concerns through scripting, support, and an atmosphere that places an emphasis on learning and solutions rather than on blaming.

TOP: AONE competency: Communication and Relationship-Building

7. Based on data from the patient satisfaction survey, the nurse manager decides that a change should be made in communication with family members. What would be important for a nurse manager to consider when instituting a change to improve customer service?
 - a. Assess the perceptions of the nursing staff regarding the specific service problem.
 - b. Include community representatives on a planning committee to address the change.
 - c. Involve physicians, other healthcare professionals, and ancillary staff.
 - d. Review all patient complaints with the nursing staff.

ANS: A

Nurses are the healthcare providers who spend the most time with the consumer and are in an opportune position to understand the issues, structures, and processes that affect patients. The nurse acts as the primary person to be alert to circumstances that may prevent a successful outcome for the patient and to intervene on the patient's behalf. As a nurse manager, it is important to support staff in their use of power to be in control and to make decisions at the consumer-staff level of interaction.

TOP: AONE competency: Communication and Relationship-Building

8. The chief nursing officer is pleased with the nurse manager's strategy of improving patient satisfaction in the pediatric intensive care unit. She decides to implement these changes throughout the hospital. What would be important to consider in implementing a new program focused on improving relationships with consumers?
 - a. Recognition of the nursing staff for excellence in promoting consumer relationships
 - b. Holding the staff accountable for resolving patient complaints
 - c. Selecting a staff nurse leader to implement the program
 - d. Identifying key staff members who have already demonstrated excellence in consumer relationships

ANS: A

The nurse leader should allow professionals more influence over their practice; give staff opportunities to learn new and varied skills; give recognition and reward for success and support and consolation for lack of success; and foster motivation and belief in the importance of each individual and the value of his or her contribution.

TOP: AONE competency: Communication and Relationship-Building

9. In orienting new staff nurses to a pediatric intensive care unit, the nurse manager asks the staff nurses to answer the following question: "What is an important consideration in providing information to parents of a critically ill child?"
 - a. Making sure that they receive complete information during each encounter with a member of the nursing staff
 - b. Assessing parents' preferences regarding the amount of information provided
 - c. Allowing parents to observe key aspects of their child's nursing care
 - d. Making sure that patient education brochures explaining ICU protocols are readily available

ANS: B

Consultation with the parents regarding the amount of information that they desire reflects a service orientation, in which preferences and needs of the consumer are placed first. The other answers reflect nurse-directed decisions in which the nurse decides what information and how much information is needed and how it is to be delivered.

TOP: AONE competency: Knowledge of the Health Care Environment

10. In designing a program for young adults regarding safe sexual practices, which of the following might reach the greatest number in the target group?
 - a. Web-based applications
 - b. Print-based media such as newspapers
 - c. Television advertisements
 - d. Brochures in kiosks in malls

ANS: A

Mobile technology is changing the digital divide, with young adults, minorities, those with no college experience, and those with lower household incomes being more likely to indicate that phones are their main source of Internet access.

TOP: AONE competency: Knowledge of the Health Care Environment

11. A nurse is admitted to a psychiatric unit. The staff expresses frustration with her because they have explained her medication regimen several times, and yet, when she leaves the unit with a pass, she fails to follow it. The staff believe that, as a nurse, she should be able to understand what is expected. The nurse's failure to follow the regimen indicates:
 - a. early cognitive impairment.
 - b. lack of motivation.
 - c. lack of health literacy. NURSINGTB.COM
 - d. worsening health state.

ANS: C

What is evident from the response is that she lacks health literacy or the capacity to obtain, process, and understand basic health information and services. Using a Health Literate Care Model involves weaving health literacy strategies into care by assuming that patients do not understand their health conditions or what to do about them, and then, subsequently assessing patients' understanding. For example, a nurse who is an expert clinician in a specialty practice area, when diagnosed with a serious chronic illness, may not have the appropriate background to make informed healthcare decisions.

TOP: AONE competency: Knowledge of the Health Care Environment

12. John is an older adult patient who comes regularly to the multigroup practice in which you are a nurse practitioner. He says that he doesn't understand what he is supposed to be doing about his medications, because every time he comes to the clinic, he sees a different provider. John's experience represents what aspect of the current consumer experience?
 - a. Nurses are well-trusted members of the healthcare team.
 - b. Fragmentation of care results in lack of respect and trust.
 - c. Care providers often have conflicting ideas about care.
 - d. The public does not trust care providers other than nurses.

ANS: B

When consumers visit a multigroup practice, they do not have the option of selecting a specific healthcare provider, and thus, there is less opportunity to build a trusting relationship with a provider.

TOP: AONE competency: Knowledge of the Health Care Environment

13. The complexity of the healthcare environment for consumers is increased by:
 - a. falling levels of education among the public.
 - b. increased levels of poverty.
 - c. complex compensatory systems and a variety of delivery systems.
 - d. increased numbers of uninsured or underinsured.

ANS: C

The complexity of options in health care and the processes and policies involved in funding health services for patients, as well as fragmented relationships with a growing variety of healthcare providers, contribute to the complexity of the system for patients, especially for those who might need it most, such as the poor, uninsured or underinsured, and homeless.

TOP: AONE competency: Knowledge of the Health Care Environment

14. Corrine, a student nurse, often hears that nurses are gatekeepers and wonders what that term means. As a nurse leader, you explain that this is a reference to the:
 - a. assessment and admission of patients into care.
 - b. orientation of patients to services once they are admitted.
 - c. function of controlling which patients see the physician and which do not.
 - d. coordination of care, services, advocacy, and access for patients within the healthcare system.

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ANS: D

As gatekeepers to the system, nurses advocate for and coordinate care, services, and access for patients across all providers, settings, and levels of care.

TOP: AONE competency: Professionalism

15. A 27-year-old woman is admitted to your ICU in a coma, following an accident. The family of the patient, who is a Native American, places a medicine pouch in the bed with the young woman. As the nurse in this situation, it is important to:
 - a. explain to the family that the medicine pouch may contain herbs that may bother other patients.
 - b. ask the family about the significance of the medicine pouch for them.
 - c. remove the pouch when the family is not present.
 - d. put the medicine pouch on the shelf beside the bed.

ANS: B

Diversity encompasses more than differences in nationality or ethnicity and may include a variety of ways that patients are different from their healthcare providers. Nurses need to recognize the culture of their work setting, realizing that it may differ markedly from the culture of the consumer, and move beyond ethnocentrism to provide culturally competent care. This competence includes cultural knowledge, which involves actively learning about a community; cultural sensitivity, which entails valuing and respecting beliefs, norms, and practices of the people being served; and collaboration within a community. In this instance, it is important to understand the meaning of the pouch for the family; removal from the bed without discussion does not demonstrate respect for the values and beliefs of this family.

TOP: AONE competency: Communication and Relationship-Building

16. You are involved in designing a clinic for women in an inner-city neighborhood. A goal of this clinic might be:
- development of services that are identified in various studies as important for this target group.
 - partnership with area city councilors and health professionals to provide services that are consistent with their vision and funding sources.
 - provision of immunization and addictions services and health screening services for women in the area.
 - development of services that have been identified by the women and neighborhood advocates as necessary for their health care.

ANS: D

Involvement of persons in their own health care is a cornerstone of healthcare reform and is important for improving health outcomes and patient experiences. While studies and partnership with key informants are important sources of information in the design of services, engagement of the women through their neighborhood advocates may increase activation and resulting behavior. Patient activation refers to patients' willingness and ability to take independent actions to manage their health and care.

TOP: AONE competency: Knowledge of the Health Care Environment

17. Which of the following exemplifies a service orientation for a facility?
- Staff members on the unit are encouraged to chart details about family support networks.
 - Chart audit reveals that details related to assessment of family history are missing.
 - The palliative care unit organizes a "tree of light" fundraiser each year to highlight the importance of palliative care.
 - A children's preoperative holding area is implemented in response to requests from families and staff nurses for development of an area.

ANS: D

A service orientation needs to translate caring into appropriate, timely action that meets the needs of patients. Activities such as documentation of details or promotion of services may remain at the technical or conceptual level without a commitment to caring interactions. The institution of a holding area where families can be with children represents a caring action that arises out of interactions and knowledge of patient needs and thus, is service oriented.

TOP: AONE competency: Communication and Relationship-Building

18. As a head nurse, you are concerned about the service orientation on your unit. Which of the following findings and approaches might provide useful information for you?
 - a. Patients find nurses friendly and accessible; data are aggregated for the institution as a whole.
 - b. Data indicate that nurses are responsive to requests for assistance; data are available for the unit and the institution.
 - c. Specific questions related to management of comfort are included for the institution as a whole.
 - d. The survey asks for a range of responses for the unit and the organization, with a focus on facilities, such as cleanliness and responsiveness of administrative services.

ANS: B

The National Database of Nursing Quality Indicators (NDNQI®) is a national repository for unit-based quality data that can be used by organizations to benchmark the outcomes of care against those of other institutions (ANA, n.d.). Unit-based quality indicators, including satisfaction with nursing care, are a key feature of the NDNQI®. In addition to hospitals being provided with their own and comparison data, researchers are able to access de-identified data in order to answer important questions about nursing care quality. Pain management, the discharge process, and post-discharge patient callbacks are specific areas where nurses can make significant improvement in patient satisfaction. Because patients and nurses may differ in what they see as factors that produce satisfaction, total reliance on nursing perceptions of patient satisfaction may not provide a complete picture.

TOP: AONE competency: Knowledge of the Health Care Environment

19. As a nurse manager, you see an opportunity for patients to be well serviced through the medical home concept. You recognize that the concept of medical homes:
 - a. currently does not include nurses in its vision of multifaceted primary care.
 - b. includes nurses as part of an interdisciplinary and multidisciplinary team.
 - c. restricts nurses to services related to direct care and procedures.
 - d. cannot encompass nurses within this framework.

ANS: A

The concept of medical homes encompasses the idea of multifaceted medical homes that provide a usual source of health care. Current discussions have focused on physician-directed care even though nurses in advanced practice are well suited to lead teams in this model.

TOP: AONE competency: Knowledge of the Health Care Environment

20. Technology is integral to a cardiac ICU. Sue, the nurse manager, implements a patient-centered approach that focuses on the meaning of the experience for the patient and family, primary nursing, and a health literacy approach. Sue is:
 - a. using high-tech–low-touch approaches.
 - b. using high-tech–high-touch approaches.
 - c. providing products.
 - d. providing tangible products of satisfaction.

ANS: B

The provision of humanistic care within a high-tech environment is characteristic of high tech–high-touch approaches and reflects the idea that the more that high-tech is used, the more patients also desire high-touch.

TOP: AONE competency: Knowledge of the Health Care Environment

21. Which of the following actions *best* exemplifies advocacy?
- Developing a list of agencies that will provide free services for the homeless
 - Working in a needle exchange program for individuals in an inner-city environment
 - Acting on behalf of a patient to promote end-of-life wishes to an ethics committee
 - Working in a free clinic for immigrant workers

ANS: C

Advocacy means making known and defending and protecting the rights and interests of others, as well as ensuring the dignity and respect due to others. Simply being employed in an environment where this might be a focus of practice does not necessarily ensure that advocacy is occurring.

TOP: AONE competency: Professionalism

22. During review of a patient's progress, the healthcare team determines that a patient requires treatment that is generally accepted at that time in the usual illness trajectory of a patient. The patient is unable to pay. As the head nurse, you persist in ensuring that this patient receives the treatment. You are:
- empowering the patient.
 - avoiding litigation.
 - advocating for the patient.
 - supporting the clinical pathway.

ANS: C

Advocacy means defending the rights and interests of others and, in this situation, the right of a patient to receive care, as determined by standards utilized in a critical pathway.

TOP: AONE competency: Professionalism

23. A nurse makes a medication error that is not serious and does not cause harm to the patient. As the charge nurse, your *best* action would be to:
- call attention to it by posting the critical incidents report at the nursing station.
 - include the mistake on the nurse's performance appraisal.
 - apologize to the patient for the error and indicate that discipline has occurred.
 - educate the nurse on how to provide an apology to the patient.

ANS: D

Service recovery ensures responsiveness to the patient, and as part of service recovery, it is important to address an error in the most productive way, which also includes the nurse who made the error offering an apology to the patient.

TOP: AONE competency: Communication and Relationship-Building

24. An example of a factor that would impede a patient's learning is:
- poverty.

- b. limited health insurance.
- c. being an older adult.
- d. heavy sedation.

ANS: D

Nurses need to be sensitive to the teaching needs of those at risk for disparities in health care: persons of a different race or ethnic group, women, children, older adults, rural residents, and those with limited or no health insurance, low health literacy, and/or low socioeconomic status. It is important that lower expectations for persons who are disadvantaged, have a low literacy level, or have limited English proficiency are not unintentionally communicated.

TOP: AONE competency: Knowledge of the Health Care Environment

MULTIPLE RESPONSE

1. Which of the following activities would represent a customer-friendly approach in a healthcare setting? (*Select all that apply.*)
 - a. Using a local anesthetic before inserting a needle into a child's arm
 - b. Repeating patient history information to the admitting clerk, the admitting nurse, and the ultrasound technician
 - c. Ensuring that birthing preferences are on file and available in a laboring mother's chart
 - d. Providing support to families when a family member is brought into trauma

ANS: A, C, D

A service orientation means delivering services in a manner that is least disruptive. When possible, services should come to the patient and should be as easy, comfortable, pleasant, and effective as possible. Meeting the emotional, psychosocial, and spiritual needs of the patient is important.

TOP: AONE competency: Communication and Relationship-Building

Chapter 23: Managing Quality and Risk

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. A new graduate is asked to serve on the hospital's quality improvement (QI) committee. The nurse understands that the first step in quality improvement is to:
 - a. collect data to determine whether standards are being met.
 - b. implement a plan to correct the problem.
 - c. **identify the standard.**
 - d. determine whether the findings warrant correction.

ANS: C

Before further action (data collection, decision making related to correction, and implementation of a plan) can occur, it is necessary to identify the standards against which data collection and decision making will occur. Institutions may or may not adopt standards that are already established by organizations such as the ANA.

TOP: AONE competency: Knowledge of the Health Care Environment

2. The chief executive officer asks the nurse manager of the telemetry unit to justify the disproportionately high number of registered nurses on the telemetry unit. The nurse manager explains that nursing research has validated which statement about a low nurse-to-patient ratio? The low ratio:
 - a. promotes teamwork among healthcare providers.
 - b. increases adverse events.
 - c. **improves patient outcomes.**
 - d. contributes to duplication of services.

ANS: C

Studies related to staffing and patient outcomes suggest that patient outcomes are improved with a low nurse-to-patient ratio and especially with a low registered nurse-to-patient ratio.

TOP: AONE competency: Knowledge of the Health Care Environment

3. A nurse manager wants to decrease the number of medication errors that occur in her department. The manager arranges a meeting with the staff to discuss the issue. The manager conveys a total quality management philosophy by:
 - a. explaining to the staff that disciplinary action will be taken in cases of additional errors.
 - b. recommending that a multidisciplinary team should assess the root cause of errors in medication.
 - c. suggesting that the pharmacy department should explore its role in the problem.
 - d. changing the unit policy to allow a certain number of medication errors per year without penalty.

ANS: B

Quality management stresses improving the system, and the detection of staff errors is not stressed. If errors occur, reeducation of staff is emphasized rather than imposition of punitive measures such as disciplinary action or blaming.

TOP: AONE competency: Knowledge of the Health Care Environment

4. The nurse educator of the pediatric unit determines that vital signs are frequently not being documented when children return from surgery. According to quality improvement (QI), to correct the problem, the educator, in consultation with the patient care manager, would initially do which of the following?
 - a. Talk to the staff individually to determine why this is occurring.
 - b. Call a meeting of all staff to discuss this issue.
 - c. Have a group of staff nurses review the established standards of care for postoperative patients.
 - d. Document which staff members are not recording vital signs and write them up.

ANS: B

Leadership must identify safety shortcomings and must locate resources at patient care levels to identify and reduce risks. One method of doing this is to invite all staff into a discussion related to solutions to an identified concern. This approach encourages teamwork.

TOP: AONE competency: Knowledge of the Health Care Environment

5. A nurse is explaining the pediatric unit's quality improvement (QI) program to a newly employed nurse. Which of the following would the nurse include as the primary purpose of QI programs?
 - a. Evaluation of staff members' performances
 - b. Determination of the appropriateness of standards
 - c. Improvement in patient outcomes
 - d. Preparation for accreditation of the organization by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO)

ANS: C

The primary purpose of QI is improvement of patient outcomes, which relates to prevention of error, quality patient care, and patient satisfaction.

TOP: AONE competency: Knowledge of the Health Care Environment

6. Before beginning a continuous quality improvement project, a nurse should determine the minimal safety level of care by referring to the:
 - a. procedure manual.
 - b. nursing care standards.
 - c. litigation rate of unsafe practice.
 - d. job descriptions of the organization.

ANS: B

Standards establish the minimal safety level of care. Procedure manuals provide information about how standards are to be achieved.

TOP: AONE competency: Knowledge of the Health Care Environment

7. The nurse gives an inaccurate dose of medication to a patient. After assessment of the patient, the nurse completes an incident report. The nurse notifies the nursing supervisor of the medication error and calls the physician to report the occurrence. The nurse who administered the inaccurate medication understands that:

- a. the error will result in suspension.
- b. an incident report is optional for an event that does not result in injury.
- c. the error will be documented in her personnel file.
- d. risk management programs are not designed to assign blame.

ANS: D

QM stresses improving the system, and the detection of staff errors is not stressed. If errors occur, reeducation of staff is emphasized rather than imposition of punitive measures such as disciplinary action or blaming.

TOP: AONE competency: Knowledge of the Health Care Environment

8. The nurse manager is concerned about the negative ratings her unit has received on patient satisfaction surveys. The first step in addressing this issue from the point of view of quality improvement is to:
 - a. assemble a team.
 - b. establish a benchmark.
 - c. identify a clinical activity for review.
 - d. establish outcomes.

ANS: C

In theory, all aspects of clinical activity could be improved through the QI process. However, QI efforts should be concentrated on changes to patient care that will have the greatest effect.

TOP: AONE competency: Knowledge of the Health Care Environment

9. With the rise of violence in the psychiatric department, the nurse manager decides that she should work with the risk manager in violence prevention. The nurse manager should:
 - a. request all staff to accept new risk management practices.
 - b. hold staff accountable for safe practices.
 - c. document inappropriate behavior.
 - d. hire more police security.

ANS: B

Active involvement of staff in risk management activities is key to prevention of adverse events. Nursing has a primary role in leadership in optimizing patient outcomes, preventing patient care issues, and mitigating adverse events. Accountability for safety can be one aspect of performance evaluations.

TOP: AONE competency: Knowledge of the Health Care Environment

10. A new RN staff member asks you about the difference between QA and QI. You explain the difference by giving an example of QI.
 - a. "Last year, the management team established new outcomes that addressed issues such as medication errors."
 - b. "At a staff meeting last year, two of our staff commented on the number of recent falls and asked, 'What can we do about it?'"
 - c. "A process audit was done recently to determine how much time was being spent on patient documentation."
 - d. "Errors are reported on our new computerized forms, and I follow up with staff to make sure that they understand the seriousness of their error."

ANS: B

In QI, followers invest in the process by continually asking “What makes this indicator important to measure?” “What has been done to improve it?” “What can I do to improve it?”

TOP: AONE competency: Knowledge of the Health Care Environment

11. Healthcare organization X is committed to improving patient outcomes and, as part of the QI process, examines its executive structure and organizational design. This approach recognizes:
 - a. the importance of decentralized structure in QA.
 - b. that structure influences nurse burnout and participation in quality improvement initiatives.
 - c. the need to ensure sufficient supervisory staff to respond in a corrective manner when mistakes occur.
 - d. that a narrow hierarchy ensures accountability for errors and outcomes.

ANS: B

Common organizational characteristics of Magnet® hospitals include structure factors (e.g., decentralized organizational structure, participative management style, and influential nurse executives) and process factors (e.g., professional autonomy and decision making, ongoing professional development/education, active quality improvement initiatives). ANCC Magnet® designated hospitals and other high-reliability organizations in the United States and Europe generally have lower burnout rates, higher levels of job satisfaction, and provide higher levels of quality care resulting in greater levels of patient satisfaction.

TOP: AONE competency: Knowledge of the Health Care Environment

12. Hospital ABCD is a Magnet® hospital. One reason this designation has been applied to Hospital ABCD because it:
 - a. facilitates active staff participation in decision making related to quality nursing care.
 - b. has implemented a graduate nurse orientation program.
 - c. espouses commitment to excellence in patient care.
 - d. is establishing career ladders for nurses.

ANS: A

Magnet® hospitals are particularly successful in implementing excellence in patient care through use of standards, evidence, and participatory decision making in quality improvement. Organizations that cannot pursue Magnet® status can implement strategies such as career ladders.

TOP: AONE competency: Knowledge of the Health Care Environment

13. A nursing-led classification system that has led to greater reliability and standardization in data utilized for QI processes is:
 - a. NANDA.
 - b. AHRQ.
 - c. NIOSH.
 - d. nursing process.

ANS: A

NANDA has been developed by nurses and uses standardized terminology that enables study of health problems across populations, settings, and caregivers.

TOP: AONE competency: Knowledge of the Health Care Environment

14. In determining the relationship between injury-producing falls and proposed preventive measures as part of the QI process, a QI team might turn to which of the following for confirmatory evidence?
 - a. NDNQI
 - b. NANDA
 - c. NIOSH
 - d. AHRQ

ANS: A

The National Database of Nursing Quality Indicators is a national, nursing quality measurement program from the American Nurses Association that provides hospitals with unit-level performance reports with comparisons to national averages and rankings.

TOP: AONE competency: Knowledge of the Health Care Environment

15. A method commonly used in quality assurance to monitor adherence to established standards is:
 - a. a Pareto chart.
 - b. brainstorming.
 - c. patient interviews.
 - d. chart audit.

ANS: D

Chart audits are a common method of addressing process standards. Chart audits over time yield trend charts.

TOP: AONE competency: Knowledge of the Health Care Environment

16. Hospital Magnet® decides against creating a separate department to lead and monitor quality activities because:
 - a. total organizational involvement is critical to QI.
 - b. data generated by a single, separate department are generally flawed.
 - c. monitoring and commitment to QI can come only from senior-level managers.
 - d. staff resent suggestions for improvement that originate outside of their unit.

ANS: A

Decentralized approaches are effective in developing unit-level solutions, as well as commitment to strategies and implementation of changes.

TOP: AONE competency: Knowledge of the Health Care Environment

17. As a nurse manager, you know that the satisfaction of patients is critical in making QI decisions. You propose to circulate a questionnaire to discharged patients, asking about their experiences on your unit. Your supervisor cautions you to also consider other sources of data for decisions because:
 - a. the return rate on patient questionnaires is frequently low.
 - b. patients are rarely reliable sources about their own hospital experiences.

- c. hospital experiences are frequently obscured by pain, analgesics, and other factors affecting awareness.
- d. patients are reliable sources about their own experiences but are limited in their ability to gauge clinical competence of staff.

ANS: D

Patients are reliable and motivated sources of their own experience but often do not have sufficient knowledge of clinical procedures to provide feedback about clinical competence.

TOP: AONE competency: Knowledge of the Health Care Environment

18. An example of an effective patient outcome statement is:
- a. eighty percent of all patients admitted to the Emergency Department will be seen by a nurse practitioner within 3 hours of presentation in the Emergency Department.
 - b. patients with cardiac diagnoses will be referred to cardiac rehabilitation programs.
 - c. the hospital will reduce costs by 3% through the annual budget process.
 - d. quality is a desired element in patient transactions.

ANS: A

Patient outcome statements must be measurable, specific, and patient-centered.

TOP: AONE competency: Knowledge of the Health Care Environment

19. Patient perceptions are useful in:
- a. determining disciplinary actions in QI.
 - b. establishing the competitive advantage of QI decisions.
 - c. providing one source of data for QI initiatives.
 - d. establishing blame for poor-quality care.

ANS: C

Customers define quality and patient dissatisfaction as useful indicators of which areas are of greatest concern to patients and of what matters then to nurses and organizations. Patient perceptions guide areas of inquiry; however, they do not establish what disciplinary decisions will be made.

TOP: AONE competency: Knowledge of the Health Care Environment

20. Through the QI process, the need to transform and change the admissions process across administrative and patient care units is identified. In this particular situation, what method of data organization will be *most* effective?
- a. Flowchart
 - b. Histogram
 - c. Narrative
 - d. Line graphs

ANS: A

Flowcharts are useful in identifying and visualizing sequential steps, such as the admissions process.

TOP: AONE competency: Business Skills

21. A nursing unit is interested in refining its self-medication processes. In beginning this process, the team is interested in how frequently errors occur with different patients. To assist with visualizing this question, which organizational tool is most appropriate?
- Histogram
 - Flowchart
 - Fishbone diagram
 - Pareto chart

ANS: A

Histograms are bar graphs that are useful in outlining and identifying frequency.

TOP: AONE competency: Knowledge of the Health Care Environment

22. The outcome statement “Patients will experience a ten percent reduction in urinary tract infections as a result of enhanced staff training related to catheterization and prompted voiding” is:
- physician-sensitive and nonmeasurable.
 - measurable and nursing-sensitive.
 - precise, measurable, and physician-sensitive.
 - patient care-centered and nonmeasurable.

ANS: B

Nursing-sensitive outcomes refer to outcomes that are affected by nursing activity and are precise, measurable, and patient-centered.

TOP: AONE competency: Knowledge of the Health Care Environment

23. Your institution has identified a recent rise in postsurgical infection rates. As part of your QI analysis, you are interested in determining how your infection rates compare with those of institutions of equivalent size and patient demographics. This is known as:
- quality assurance.
 - sentinel data.
 - benchmarking.
 - statistical analysis.

ANS: C

Benchmarking is a widespread search to identify the best performance against which to measure practices and processes.

TOP: AONE competency: Knowledge of the Health Care Environment

24. At Hospital Alpha, there has been a 20% increase in instruments and sponges being left in patients during surgery and surgeries on the wrong limbs. These are known as:
- sentinel events.
 - medically sensitive events.
 - nurse-sensitive events.
 - Never Events.

ANS: D

The NQF and CMS define *Never Events* as errors in medical care that are clearly identifiable, preventable, and serious in their consequences for patients and that indicate a real problem in the safety and credibility of a healthcare facility. Examples of Never Events include surgery on the wrong body part, foreign body left in a patient after surgery, mismatched blood transfusion, major medication error, severe pressure ulcer acquired in the hospital, and preventable postoperative deaths.

TOP: AONE competency: Knowledge of the Health Care Environment

MULTIPLE RESPONSE

1. Examples of sentinel events include: (*Select all that apply.*)
 - a. forceps left in an abdominal cavity.
 - b. patient fall, with injury.
 - c. short staffing.
 - d. administration of morphine overdose.
 - e. death of patient related to postpartum hemorrhage.

ANS: A, B, D, E

Sentinel events are serious, unexpected occurrences involving death or physical or psychological harm.

TOP: AONE competency: Knowledge of the Health Care Environment

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Chapter 24: Translating Research into Practice

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. The chief nursing officer at a local hospital seeking Magnet® status creates staff development classes concerning translation of research into practice (TRIP). What best describes **TRIP**?
 - a. Conducting an integrative review of the literature
 - b. Searching the literature for a systematic review
 - c. Providing the results of research studies to practitioners
 - d. **Applying strategies that aid in adoption of research in practice**

ANS: D

The science of how research is adopted is known as *translation science*, the science of translating research into practice (TRIP). The primary aim of research utilization is to activate the change process to move research findings into practice to improve patient outcomes.

TOP: AONE competency: Leadership

2. The chief nursing officer at a local hospital seeking Magnet® status creates staff development classes about incorporating evidence-based practice in nursing. What best describes evidence-based practice?
 - a. **Applying best research evidence to care of patients**
 - b. Using research-based information to develop practice guidelines
 - c. Conducting a randomized control trial to determine effectiveness of handwashing techniques
 - d. Developing standards for practice

ANS: A

Evidence-based medicine is derived from evidence-based medicine and involves integration of the best research evidence with clinical expertise and the patient's unique values and circumstances in making decisions about the care of individual patients. It is focused on searching for, appraising, and synthesizing the best evidence to address a specific clinical practice problem.

TOP: AONE competency: Knowledge of the Health Care Environment

3. As a nurse manager, you trial a new pain scale on your unit that is supported by numerous research studies. You compare the patient outcomes with the new scale against the existing scale. Feedback from staff suggests that the new scale is too difficult for patients who have limited language skills and who are already under duress to understand. The difficulty in implementing the new scale refers to testing:
 - a. efficacy.
 - b. **effectiveness.**
 - c. practice failure.
 - d. comparative error.

ANS: B

Comparing the effectiveness of interventions can help to address the needs of clinicians in determining best practices for their patients. Comparative effectiveness research (CER) is the “generation and synthesis of evidence that compares the benefits and harms of alternative methods to prevent, diagnose, treat, and monitor a clinical condition or to improve the delivery of care” (Institute of Medicine, 2009, p. 29). Efficacy is testing an intervention or treatment in a traditional randomized clinical trial under carefully controlled conditions and is used to determine whether an intervention or treatment works, whereas effectiveness is testing whether the intervention or treatment works in the real world of practice.

TOP: AONE competency: Knowledge of the Health Care Environment

4. The nurse manager wants to use evidence-based recommendations to prevent ventilator-associated pneumonia. What is the critical first step to effectively gather evidence for guiding practice?
 - a. **Develop the clinical question.**
 - b. Identify the databases to be used.
 - c. Appraise the evidence.
 - d. Integrate available evidence with unit expertise.

ANS: A

Identifying the question may be the most challenging part of the process. Once the clinical question has been identified, writing it down will help in moving on to the next step of gathering evidence.

TOP: AONE competency: Leadership

5. A strategic goal for nursing in the facility developed by the chief nursing officer is to implement an evidence-based practice program. What is an appropriate strategy that can be used by a nurse manager who is beginning to implement an evidence-based practice program on the unit?
 - a. Conducting a review of adverse events and incident reports
 - b. **Soliciting input from staff members**
 - c. Reviewing specialty organization guidelines
 - d. Identifying patients with extended lengths of stay

ANS: B

Stakeholders need to be involved early, and staff members need to be involved when initiatives involve direct patient care. Involvement assists in understanding issues and concerns, motivations, and unmet needs.

TOP: AONE competency: Communication and Relationship-Building

6. The nurse manager of an ICU wants to implement the revised policy and procedure on central line catheter care. What would be the most effective method of getting the staff nurses to incorporate a new evidence-based practice into their care?
 - a. **Conducting an interactive educational workshop**
 - b. Distributing educational materials on clinical units
 - c. Sharing the results of a chart audit with staff
 - d. Providing staff with a short DVD on the topic

ANS: A

Suggestions for effective strategies that promote behavioral change in health professionals include active involvement strategies such as face-to-face information sessions in small groups and one-to-one interactions. Other approaches have mixed or few results.

TOP: AONE competency: Communication and Relationship-Building

7. Before implementation of the new policy and procedure on central line catheter care, the nurse manager uses an appraisal system to evaluate the evidence. What is important in using an appraisal system to evaluate the evidence gathered in preparation for development of a new protocol?
 - a. Limiting the search to randomized clinical trials
 - b. Matching the appraisal tool to the type of evidence
 - c. Eliminating qualitative research studies
 - d. Using only preprocessed evidence

ANS: B

Appraisal tools are specific to the number of studies, as well as to the study design (type of evidence), type of review, and strategy for determining the applicability of evidence to your practice.

TOP: AONE competency: Knowledge of the Health Care Environment

8. To help staff nurses adjust to using research in practice, what strategy would the nurse manager use?
 - a. Attendance at a regional research conference
 - b. Formal classes in electronic search techniques
 - c. Establishing a journal club
 - d. Issuing reports on the adverse consequences of outdated practices

ANS: C

Journal clubs provide opportunities for engagement in reading research and considering how it might be applied to clinical practice problems, which is considered very effective in behavioral change.

TOP: AONE competency: Communication and Relationship-Building

9. What is a strategy that can be used by a small community hospital with limited resources to develop an evidence-based nursing practice program?
 - a. Hiring a nurse researcher
 - b. Partnering with nurse researchers at a local university
 - c. Subscribing to journals devoted to evidence-based nursing
 - d. Including research competencies in managers' job descriptions

ANS: B

Partnering with nurse researchers assists in providing nurse researcher expertise and leadership to organizations that do not have the size or the resources to hire nurse researchers.

TOP: AONE competency: Communication and Relationship-Building

10. Tara, the unit manager, is explain to her colleague her recent project, which involves seeking the most effective approaches to incontinence care, with the intention of adopting evidence-supported approaches on her dementia care unit. Her colleague suggests that translation of research into practice is:
 - a. less important than knowledge-generating research, which is required to advance the nursing profession.
 - b. a **priority of all healthcare practitioners to improve patient care.**
 - c. characterized by lack of knowledge about how to use evidence to guide practice.
 - d. so difficult that it is useless to begin the query in the first place.

ANS: B

The National Institutes of Health identified translational research or getting research into the hands of practitioners to improve patient care, as a priority.

TOP: AONE competency: Knowledge of the Health Care Environment

11. After searching the literature, Tara, the unit manager develops a table that outlines the findings of studies on management of incontinence. She then examines the studies in terms of risk and whether the findings fit within her practice context and for her population of moderately to severely cognitively impaired patients. This is which phase of a research utilization model?
 - a. Preparatory
 - b. Validation
 - c. **Evaluation**
 - d. Application

ANS: C

The third phase, comparative evaluation and decision making, involves making a decision about the applicability of the studies by synthesizing cumulative findings; evaluating the degree and nature of other criteria, such as risk, feasibility, and readiness of the finding; and making a recommendation about using the findings of the studies.

TOP: AONE competency: Knowledge of the Health Care Environment

12. The clinical guidelines for management of incontinence developed by the Registered Nurses Association of Ontario (RNAO):
 - a. reflect practice that is fiscally directed and sound.
 - b. **articulate practice recommendations developed from synthesis and review of evidence.**
 - c. are intended to increase awareness of issues in incontinence management.
 - d. reflect a compilation of information from a variety and range of sources related to incontinence.

ANS: B

The evidence-based practice (EBP) movement has grown exponentially with scientific publications, establishment of collaboration centers, resources on the Web, and grants focused specifically on translating of research into practice. A number of evidence-based nursing centers have been established around the world. These centers have teams of researchers who critically appraise evidence and then disseminate protocols for the use of evidence in practice. In this example, clinical guidelines have been developed by a professional nursing organization on the basis of best possible evidence on incontinence management. Although issues may be raised in the recommendations, the purpose is to guide practice for the purposes of better patient care.

TOP: AONE competency: Knowledge of the Health Care Environment

13. Marie is a long-term staff nurse on the rehab floor. Her unit manager has been eager to adopt evidence-based recommendations related to family-centered care on the unit. Marie's response has been that she rarely has time to provide care to patients, let alone families, and that there is no good reason to do anything different than what she is already doing. An approach that may gain Marie's support of the idea is to:
- invite Marie to review the studies for herself.
 - suggest that she does not need to provide family-centered care.
 - avoid discussion of the idea with her until she initiates it.
 - secure the support of her closest colleagues on the unit.

ANS: D

As a skeptic, Marie, who is a late majority adopter, needs pressure from colleagues to move her toward support of the recommendations. The translation of research into practice requires that nurse leaders and managers understand group dynamics, individual responses to innovation and change (such as the response of late majority adopters), and the culture of their healthcare organization.

TOP: AONE competency: Communication and Relationship-Building

14. You are excited by evidence supporting the use of workstations on wheels (WOWs) at the bedside to improve documentation and patient outcomes. You have disseminated the information through discussions and e-mails and are now ready to begin the process of considering implementation on the unit. To develop positive attitudes toward the use and implementation of the technology, you would discuss your ideas with (Rogers' diffusion of innovations theory):
- Harvey, RN, a technology guru, who enthusiastically tries on all new software.
 - Berta, RN, who thoughtfully considers evidence and regularly uses it to try new approaches in her practice.
 - Carol, LPN, who is positive about new ideas but looks to her friends for their ideas about whether or not to try something new.
 - Ben, a 10-year veteran of the unit, who wonders why technology should be used at all. He says that he will use it when there is no chance of security breaks.

ANS: B

Berta is the one with whom you should now have informed conversations, because she is an early adopter who is respected for her thoughtful acquisition and critique of knowledge and application of knowledge to practice. Berta, an early adopter (Rogers' characteristics of innovation adopters), is more effective in this stage than Harvey, an innovator who may be seen as open to all new ideas regardless of merit.

TOP: AONE competency: Communication and Relationship-Building

15. The implementation of saline flushes for capped angiocatheters across all areas of practice in the facility is an example of:
 - a. how multilevel and interprofessional application of a procedure can slow adoption of EBP.
 - b. how competition among disciplines can lead to negative patient outcomes.
 - c. the reluctance of hospital administrators to act on recommendations from EBP.
 - d. how a safe, well-known practice outweighs the benefits of adopting a newer practice.

ANS: A

The translation of research into practice operates at four levels: The individual healthcare professional, healthcare groups or teams, organizations, and the larger healthcare system or environment. The adoption of saline flushes illustrates the challenges of communicating EBP to other disciplines and organizations and of the involvement of different levels. This particular innovation needed endorsement by nurses, physicians, and pharmacists, as well as by administrators who needed evidence of lost savings to support adoption.

TOP: AONE competency: Leadership

16. Which of the following would be *most* effective in implementing the findings of a new clinical treatment for problems associated with bowel motility for the staff nurses?
 - a. Lecture by a nurse practitioner
 - b. Workshop for surgical nurses that involves discussion of case studies and application of evidence
 - c. Discussion of the findings on the bulletin boards at the workstation
 - d. Education of unit opinion leaders regarding the evidence presented in the studies

ANS: B

Current research suggests that translation of research into practice is best facilitated through interactive learning such as workshops. Least effective strategies included didactic learning and distribution of learning materials.

TOP: AONE competency: Communication and Relationship-Building

17. Which of the following is an effective approach in the appraisal of research studies?
 - a. Accept only studies that use a RCT design.
 - b. When ranking research studies, choose RCTs over qualitative studies.
 - c. Select only studies with a large sample size.
 - d. Evaluate the quality of the research against the standards for that type of research.

ANS: D

While randomized controlled trials (RCTs) are generally considered the gold standard for research, it is important to assess not only the method but also the quality of the study and its applicability to the question that is being asked. The quality of all studies should be appraised against the standards accepted for that type of research.

TOP: AONE competency: Knowledge of the Health Care Environment

18. Within a multisite healthcare system, the most appropriate strategy for translation of research would be:
 - a. widespread development of protocols using EBP at unit levels.
 - b. dissemination of EBP and recommendations to individuals, units, and the organization.
 - c. development of the skills of individual managers on how to build guidelines based on EBP.
 - d. establishment of an interdisciplinary center to guide and lead the translation of research findings into practice.

ANS: D

At a systems level, the most appropriate approach would be establishing a center that leads in, guides, and promotes EBP across and at various levels.

TOP: AONE competency: Knowledge of the Health Care Environment

19. At an organizational level, which of the following strategies would assist in ensuring that EBP is incorporated into nursing care?
 - a. Formation of nursing-only implementation teams
 - b. Restriction of evidence to RCTs
 - c. Formation of a network of individuals doing research and/or interested in research utilization
 - d. Avoidance of partnership with experienced researchers

ANS: C

Collaboration, partnerships, and consideration of a variety of evidence appropriate to the clinical questions are important in ensuring translation of evidence into practice.

Collaboration is considered particularly critical and can occur through practice-based networks.

TOP: AONE competency: Knowledge of the Health Care Environment

20. Which of the following is *most* accurate regarding evidence-based practice?
 - a. Evidence-based practice replaces continuous quality improvement.
 - b. Evidence-based practice began with medicine and assists in determining which medical models can be applied in nursing practice.
 - c. Effective and efficient care can already be demonstrated, which means that EBP will soon become redundant.
 - d. EBP is generally recognized across disciplines and by policymakers as state-of-the-art clinical practice.

ANS: D

EBP is recognized across nursing and other disciplines as reflective of state-of-the-art clinical practice, as it is based on best available evidence.

TOP: AONE competency: Knowledge of the Health Care Environment

21. Which of the following is a meta-analysis?
 - a. Review of 35 studies on nurse work satisfaction to determine the significance of the aggregated research findings
 - b. Review of multiple chart audits to determine which errors are being reduced

- through implementation of evidence-based guidelines
- c. RCT comparing the effectiveness of a local anesthetic in reducing the pain of venipuncture in young children
- d. Analysis of factors contributing to nurse burnout and dissatisfaction at emergency room sites

ANS: A

Meta-analysis statistically combines the results of several similar studies to determine whether aggregate findings are significant.

TOP: AONE competency: Knowledge of the Health Care Environment

22. Once evidence related to the use of prompted voiding in patients with cognitive impairment has been appraised and integrated with practice, it is important to:
- a. consider whether patients' families see this as necessary for the well-being of family members.
 - b. search large databases such as CINAHL to amass further evidence.
 - c. clarify the clinical practice question.
 - d. solicit input regarding integration with practice.

ANS: A

EBP is the integration of best research evidence with clinical expertise and the patients' unique values and circumstances. In this situation, the family's values and preferences would be considered. Search of databases, clarification of the question, and gaining staff input would occur in the process.

TOP: AONE competency: Knowledge of the Health Care Environment

23. As the unit manager, you are interested in determining whether patient autonomy is preserved through informed consent in surgical settings. You determine that participatory action research is the best method to address this question. Which of the following is consistent with a participatory action research design?
- a. You interview 125 patients who have recently undergone surgery and transcribe the interviews to determine themes. Themes are validated with an expert in informed consent.
 - b. You circulate a questionnaire to patients who recently underwent surgery and ask for their opinions regarding consent. Data is analyzed and the findings distributed to administration and other groups.
 - c. An audit is undertaken of signed consents for treatment, to determine if the consent is properly witnessed and signed. Findings are used to inform changes in policies.
 - d. You meet with a patient group to determine which questions should be asked about patient informed consent and what issues might be encountered and addressed during the research.

ANS: D

In participatory action research (PAR), the members of the community being studied are integral members of the research team and are involved in identifying the questions and addressing the issues involved in the implementation of the research project.

TOP: AONE competency: Knowledge of the Health Care Environment

24. Volunteers in a study are assigned randomly to groups. Some of the volunteers receive an herbal supplement that is reputed to control nausea, and some of the volunteers are assigned to a control group where a placebo is administered. This is an example of a(n):
- longitudinal study.
 - RCT.**
 - meta-analysis.
 - appraisal tool.

ANS: B

RCTs, or randomized controlled trials, always involve testing of a treatment through the random assignment of subjects in the study to an experimental or treatment group or to a control group that receives a placebo.

TOP: AONE competency: Knowledge of the Health Care Environment

MULTIPLE RESPONSE

1. A nurse manager introduces prompted voiding into nursing practice on a unit, which is supported by clinical guidelines based on evidence-based practice. The nurses on the unit resist implementation, indicating that the bathroom facilities are too far away for efficient implementation of the guidelines, and that resources are too few to accomplish the initial voiding observations. For the nurse manager in this situation, it is important to have further discussion with the staff regarding: (*Select all that apply.*)
- compatibility of this intervention with the values of staff on the unit.**
 - advantages of prompted voiding over incontinence products and catheterizations.**
 - usefulness of prompted voiding with the particular population of patients on the unit.**
 - feasibility of the program with respect to unit design.**

ANS: A, B, C, D

Various theories related to the translation of evidence into practice point to strategies for success in introducing innovation and EBP on units, including determination of how well the innovation fits with the values of the staff; benefits of this practice or innovation over current practice; appropriateness of the innovation or practice for the target group for which the practice is intended; and the feasibility of the innovation from a variety of perspectives, including the physical design or layout of a unit.

TOP: AONE competency: Leadership

Chapter 25: Managing Personal and Personnel Problems

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. The most important approach that a nurse manager can take with an emotionally troubled employee is to:
 - a. act as a therapist for the employee.
 - b. adjust the standard of care to assist the employee.
 - c. **assist the employee in obtaining professional help.**
 - d. adjust the employee's work schedule to decrease stress.

ANS: C

Emotional difficulties are usually beyond the scope of skills that a nurse manager would normally employ. A referral needs to be made to a professional who is specifically prepared to deal with this kind of difficulty.

TOP: AONE competency: Communication and Relationship-Building

2. The nurse manager knows that the most serious effect that **absenteeism** has on the nursing unit is that:
 - a. using replacement personnel with new ideas may be beneficial.
 - b. salary costs are lower because personnel are fewer, and outcome is favorable.
 - c. absence on the part of the rest of the staff is decreased.
 - d. **unacceptable patient care may result.**

ANS: D

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Reduced staffing adversely affects patient care. Employee morale suffers, care standards may be lowered, and additional stress is placed on working staff.

TOP: AONE competency: Knowledge of the Health Care Environment

3. In keeping with guidelines of the organization, the nurse manager documents staff problems. Documentation of disciplinary problems should:
 - a. **include a plan to correct them and to prevent future occurrences.**
 - b. state a detailed history of past problems that are related to the current one.
 - c. be written at the convenience of the manager.
 - d. not be discussed until the formal performance evaluation.

ANS: A

In documenting staff problems, it is important to identify the incident with an objective statement of facts and record actions taken to correct/prevent future problems.

TOP: AONE competency: Business Skills

4. Before terminating an employee, a nurse manager must:
 - a. be an expert in all legal aspects of termination and discipline practices.
 - b. **follow the organization's specific policies for addressing disciplinary problems and termination.**
 - c. function as a counselor for problem employees.

- d. do everything to assist and protect the employee by adjusting standards and policies.

ANS: B

It is important to know the policies of the organization to address disciplinary issues fairly and equitably, as well as to know the model that is employed to address employee problems. Human resource departments and legal departments are important sources for consultation, advice, and support.

TOP: AONE competency: Business Skills

- 5. A nurse manager understands that the typical first step in handling an employee with a disciplinary problem is a:
 - a. verbal reprimand.
 - b. written reprimand.
 - c. reminder of employment standards.
 - d. day off without pay.

ANS: C

The progressive model of discipline advocates that the first step of the disciplinary process is the informal reprimand or verbal admonishment. The nonpunitive discipline model advocates reminding the employee of the employment policies and procedures of the agency.

TOP: AONE competency: Business Skills

- 6. The chief nursing officer understands that clinical incompetence is best prevented by a(n):
 - a. flexible protocol for evaluating competency skills.
 - b. standardized clinical skills checklist.
 - c. administration of personality tests and competency assessments at point of hire.
 - d. formalized competency program with established standards for practice.

ANS: D

The competency program with established standards of practice outlines what the nurse must do to achieve desired competencies in her current position. Competency assessment and goal-setting should help the nurse identify how to excel and which competencies the nurse wants to achieve in the future.

TOP: AONE competency: Business Skills

- 7. A nurse manager understands that the second step in handling an employee with a disciplinary problem is to document the incident. Which of the following is *best* for documentation of personnel problems?
 - a. Use of the performance appraisal on an annual basis
 - b. Notes made immediately after an incident that include a description of the incident, actions taken, plans, and follow-up
 - c. A tally sheet of medication errors and other specific problems that will be used at annual review
 - d. Copies of reports, placed in his or her file, of all unusual occurrences involving the employee

ANS: B

In documenting staff problems, it is important to specifically indicate what rules were broken or violated, consequences if behavior is not altered, employee's explanation of the incidents, and the plan of action to achieve and to reach new goals.

TOP: AONE competency: Business Skills

8. The nurse manager places a staff member on probation because of reports of chemical dependency. The nurse manager should be aware that which of the following statements is true regarding chemical dependency?
 - a. The chemically dependent employee usually hides any changes in behavior.
 - b. When confronted with the issue, the affected employee is usually relieved to have someone to talk to about the problem.
 - c. **The chemically impaired nurse affects the entire healthcare organization.**
 - d. Hospital policy, state laws, and nurse practice acts address procedures for the chemically dependent employee in the most general terms.

ANS: C

A chemically impaired nurse jeopardizes patient care through impaired skills and judgment. She or he also compromises teamwork and continuity as peers attempt to cover deficiencies in work performance for their impaired team member.

TOP: AONE competency: Business Skills

9. The chief nursing officer reviews the policy about "**progressive discipline process.**" The progressive discipline process includes which of the following? The manager:
 - a. acts as a counselor and friend to the employee.
 - b. should reprimand and suspend the employee as a last resort.
 - c. should rehire the employee after a reasonable length of time.
 - d. **should terminate the employee if the problem persists.**

ANS: D

Termination can be defined as the discharge of an employee who is performing at an unsatisfactory level or who is not a good match for the organization. Termination is always considered the last resort when dealing with poor performance.

TOP: AONE competency: Business Skills

10. A nurse manager must be familiar with the agency's policies regarding termination. Termination procedures include which of the following?
 - a. Following specific procedures from other organizations
 - b. Having an attorney present at the termination meeting
 - c. **Having adequate written documentation to support the action**
 - d. Having a friend present during the termination meeting

ANS: C

All steps should be followed, including full appropriate detailed documentation and following the procedures of the organization.

TOP: AONE competency: Business Skills

11. Nathan has been on the cardiac unit for 6 months and has found it difficult to adjust to the expectations of his team. Which of the following behaviors would *most* likely signal that Nathan is intending to resign from his position on the unit?
 - a. **Increased absenteeism over the past month**
 - b. Increased attempts to discuss his concerns with his colleagues
 - c. Testing of workplace guidelines
 - d. Frequent defensiveness

ANS: A

Many employees increase their absenteeism just before submitting their resignation. If the healthcare worker is experiencing some form of role stress, it might be manifested through absenteeism. Role strain may be reflected by (1) withdrawal from interaction; (2) reduced involvement with colleagues and the organization; (3) decreased commitment to the mission and the team; and (4) job dissatisfaction. Testing of workplace guidelines and defensiveness are associated with immaturity.

TOP: AONE competency: Business Skills

12. All of the following are grounds for immediate dismissal *except*:
 - a. **failing to pursue further medical help for a patient; patient dies.**
 - b. selling narcotics obtained from the unit supply of narcotics.
 - c. restraining a patient in bed for 7 hours, unsupervised, as punishment for hitting a staff member.
 - d. grabbing the unit manager and threatening further physical harm after a poor performance appraisal.

ANS: A

Situations that may warrant immediate dismissal include theft, violence in the workplace, willful abuse of the patient, harassment, and chemical abuse.

TOP: AONE competency: Business Skills

13. The unit manager on 4E is concerned about the performance of Jean, a staff nurse. She is not involved directly with Jean, so she has not been able to determine whether the problem is one of motivation, ability, or both. If Jean lacks ability, which of the following strategies might the head nurse use?
 - a. Dismiss or transfer Jean.
 - b. **Document all problem areas and then discuss them with Jean.**
 - c. Develop appropriate solutions and make recommendations to human resources.
 - d. Smooth over the problems if they are minor in nature.

ANS: B

For the employee to change and grow, specific corrective measures need to be taken. Consultation with the employee is necessary, and documentation is key to determining the issues.

TOP: AONE competency: Business Skills

14. Nurses generally experience difficulty in identifying behaviors and actions that could signal chemical dependency in a co-worker. Which of the following is *not* a behavioral change that occurs with chemical dependency?

- a. Personality and behavioral changes
- b. Job performance changes
- c. **Changes in educational involvement and pursuit**
- d. Absenteeism

ANS: C

A manager needs to be alerted when suspicions of chemical dependency are raised by behavioral changes in the employee. These include mood swings, changes in hygiene and appearance, heightened interest in the pain control of patients, frequent changes in shifts, increases in absenteeism, and increases in tardiness.

TOP: AONE competency: Business Skills

15. Nurse Stacey is a self-admitted drug addict and has been a heavy abuser of codeine. Stacey and the unit manager decide that changes have to occur. Stacey enrolls in an addiction program, and the manager has her transferred to a drug-free area. What other strategies might be appropriate?
- a. The manager could refer Stacey to the human resources department.
 - b. The manager could assist in monitoring Stacey's progress.
 - c. The manager could counsel Stacey if Stacey has formed a trusting relationship with her.
 - d. **Stacey needs to be asked not to involve her family in the recovery program because this is a work-related situation.**

ANS: B

Effective management demands that the organization take an active role in helping employees with special needs. Humanistic strategies that counsel and assist employees are cost-effective and necessary.

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TOP: AONE competency: Business Skills

16. Incivility is a disruptive behavior or communication that creates a negative environment and interferes with quality patient care and safety. The manager can implement steps that help to alleviate uncivil behavior on a unit. Which of the following would *not* be an appropriate first step?
- a. Suspending the staff member from work
 - b. Providing written admonishment that is discussed and placed in the employee's file
 - c. Providing verbal admonishment
 - d. **Terminating the staff member**

ANS: D

Dismissal does not enable the present organization to attempt remediation of the behavior and is not consistent with first steps in progressive discipline.

TOP: AONE competency: Business Skills

17. Incivility is a disruptive behavior or communication that creates a negative environment and interferes with quality patient care and safety. The manager can implement the following steps that help to alleviate uncivil behavior on a unit. (A) Suspending the staff member from work, (B) Providing written admonishment that is discussed and placed in the employee's file, (C) Providing verbal admonishment, (D) Terminating the staff member
- A, B, C, D
 - B, A, C, D
 - C, B, A, D
 - C, A, B, D

ANS: C

The steps in progressive discipline are followed from the least severe (counseling the employee) to the most severe (termination). Studies have shown that following this sequence provides a fair and effective plan for discipline and remediation.

TOP: AONE competency: Business Skills

18. When progressive discipline is used, the steps are followed progressively only for repeated infractions of the same rule. On some occasions, rules that are broken are so serious that the employee is:
- transferred to another unit.
 - suspended indefinitely.
 - asked to attend a union grievance meeting.
 - terminated after the first infraction.

ANS: D

Behaviors that include violence, theft, and purposeful abuse of a client are sufficiently serious to warrant immediate dismissal with the first incident.

TOP: AONE competency: Business Skills

19. During unit staff meetings, you observe that Marg rolls her eyes and snorts whenever Julia makes a comment. Your *first* response as a unit manager is to:
- discuss what you have observed with Marg.
 - file immediate documentation in Marg's personnel file.
 - ask Julie to monitor Marg's behavior during meetings.
 - ignore the behavior, as Marg is one of your strongest nurses.

ANS: A

Incivility must be addressed. The initial step in addressing it is discussion with Marg, and if the behavior continues, then written documentation should be filed in Marg's personnel file. Monitoring and follow-up are your responsibility as the unit manager.

TOP: AONE competency: Business Skills

20. Ellen is a novice nurse on your unit. Even though she has come to you highly recommended, as her supervisor, you have noticed some knowledge and skill deficiencies. These deficiencies have been noticed by her peers as well, who cover for her because she is new and they like her. Which of the following is likely to be the greatest asset to Ellen in improving her performance?
- Ignore Ellen's errors until she has more experience.

- b. Instruct staff to avoid working with Ellen until she learns to how do things herself.
- c. Ask Ellen to complete a self-assessment, using a standard skills checklist.
- d. **Encourage staff to report every behavior of Ellen's that is different from theirs.**

ANS: D

When other employees are engaged in enabling behavior by covering for the mistakes of one of their peers, the nurse leader may be surprised to discover that the employee does not know or cannot do what is expected of him or her. The nurse leader must remind employees that part of professional responsibility is to maintain quality care and thus they are obligated to report instances of clinical incompetence, even when it means reporting a co-worker. Ignoring violations of a safety rule or poor practice is unprofessional and cannot be tolerated. The employee may be asked to do a self-assessment of the listed skills or competencies and then have performance of the skills validated by a peer or co-worker. This is a very effective method for the leader to assess the skill level of employees and to determine whether additional education and training may be necessary.

TOP: AONE competency: Communication and Relationship-Building

21. Susan, a new graduate, is upset that so many staff have been absent lately from the unit. She declares to you that all absenteeism could be eliminated with proper management. Your response is based on understanding that:
- a. **not all absenteeism is voluntary.**
 - b. high personal control contributes to absenteeism.
 - c. direct discussions with employees who have high levels of absenteeism are not recommended.
 - d. all absenteeism is related to personal issues and needs.

ANS: A

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Not all absenteeism is voluntary or preventable, which means that absenteeism can never be fully eliminated. Absenteeism can result from personal issues and needs, work dissatisfaction, and involuntary reasons such as jury duty.

TOP: AONE competency: Business Skills

22. The nursing director calls a meeting with one of the new unit managers. She is very concerned about a report of substance abuse on the manager's unit, and she reviews the procedures involved in dealing with chemically dependent staff. Which of the following statements would NOT be included in the discussion? "As a manager, you:
- a. need to be aware of ADA issues."
 - b. should check with human resources regarding chemically dependent employees and employment practices."
 - c. check the nurse practice acts for the state in which the nurse resides."
 - d. **should realize that the nurse is a professional embarrassment and should be kept out of sight of other staff."**

ANS: D

As a manager, you need to be familiar with state and professional regulatory and reporting requirements regarding chemical use and abuse, as well with human resource practices and guidelines.

TOP: AONE competency: Business Skills

23. The education consultant for the hospital is presenting a workshop titled “Documentation: A Manager’s Responsibility.” Which of the following points would she *not* include in her PowerPoint presentation? Documentation:
- cannot be left to memory. A notation must be placed in the personnel file.
 - should avoid discussion of the problem.**
 - should include what was done about the problem when it occurred.
 - needs to include date, time, and place.

ANS: B

Documentation of personnel problems is one of the most important aspects of the nursing manager’s role. Through carefully detailed and timely documentation of the problem and plan, the manager decreases the burdensome problems that can ensue from improper or inadequate documentation.

TOP: AONE competency: Business Skills

24. The unit manager discusses absenteeism with the unit clerk. She indicates that it is a serious problem on the unit. Which of the following points would they have likely discussed?
- Employee morale is at a high level.
 - Patient care will be jeopardized and possibility below standards.**
 - Existing staff have experienced little effect from the absenteeism.
 - Cost for the unit remains the same when new staff are hired.

ANS: B

Absenteeism puts a strain on staff, produces morale problems, can jeopardize patient safety, and increases unit costs.

TOP: AONE competency: Business Skills

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MULTIPLE RESPONSE

1. Clinical incompetence is one of the more serious problems facing a nurse manager. Joyce, the nurse manager, is not aware of the problems of Sarah, a novice nurse. After she investigates, it is obvious that Sarah’s peers are covering for her. Which of the following might Joyce include in her meeting with the nurses? (*Select all that apply.*)
- “It is a nurse’s professional responsibility to maintain quality control.”**
 - “All instances of clinical incompetence are to be reported.”**
 - “It is not considered being disloyal when one nurse reports another for poor care.”**
 - “Patient care is the number one concern. Meeting standards is mandatory and necessary.”**

ANS: A, B, C, D

The nurse leader must remind employees that professional responsibility is to maintain quality care, and thus they are obligated to report instances of clinical incompetence, even when it means reporting a co-worker. Ignoring safety violations or poor practice is unprofessional and jeopardizes patient care.

TOP: AONE competency: Professionalism

Chapter 27: Managing Your Career

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. A new graduate is seeking a new position in nursing and wants to “sell” herself effectively. The best strategy is to:
 - a. **create a résumé.**
 - b. practice interviewing.
 - c. call the personnel offices.
 - d. create a curriculum vitae.

ANS: A

A résumé provides a customized overview of details of your professional background that relates specifically to a position for which you are applying. Résumés advertise your skills to a prospective employer.

TOP: AONE competency: Communication and Relationship-Building

2. A nurse manager has been employed in the same facility for 20 years and has held the same position. This career style is known as:
 - a. linear.
 - b. spiral.
 - c. **steady state.**
 - d. entrepreneurial/transient.

ANS: C

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Career styles that are marked by selecting and staying in a role throughout a career are characterized as steady state.

TOP: AONE competency: Leadership

3. Thomas has been a nurse in your ICU for 10 years. In facilitating Thomas’ professional development, the nurse manager would focus on:
 - a. certification for the ICU environment.
 - b. discussions about how Thomas can fit with role expectations and relationships.
 - c. possible changes to other ICU environments.
 - d. **encouraging him to lead changes that leave long-term impacts after his retirement.**

ANS: D

Thomas is a mid-career professional. As such, you would expect him to be interested in honing areas of expertise (such as leadership or developing a deeper expertise in a particular area of ICU nursing) as opposed to gaining skills necessary for his work environment such as certification or becoming comfortable with his role and relationships in ICU, which would be critical to an early career nurse. Legacy building is characteristic of mid-career professionals.

TOP: AONE competency: Business Skills

4. Before beginning her own nursing agency, a nurse worked with other temporary nursing agencies in nine states and multiple agencies. She had set a personal goal to start her own agency. What type of motivation does this exemplify in career success?
 - a. Linear
 - b. Spiral
 - c. External
 - d. **Internal**

ANS: D

This is an example of internally motivated career success for the nurse. She set a goal and achieved the goal, meeting her own internal focus and resulting in her career success.

TOP: AONE competency: Leadership

5. A young male nurse began in nursing as a staff nurse at a hospital. After 3 years, he moved to a home healthcare agency for increase in pay and taking a position as a manager in the agency. What type of motivation does this exemplify in career success?
 - a. Internal
 - b. **External**
 - c. Spiral
 - d. Entrepreneurial

ANS: B

This type of career success is exemplified by external focus or motivation. The motivation in external focus is from tangible measures such as salary and promotions.

TOP: AONE competency: Leadership

6. A unit manager recently graduated as a clinical nurse specialist with a focus in gerontology. She applied to take a certification exam. Certification is designed to recognize:
 - a. basic knowledge in a specified area.
 - b. advanced practice in functional roles.
 - c. **special knowledge beyond basic licensure.**
 - d. continued competence as a registered nurse.

ANS: C

Certification is an expectation in some settings for career advancement in advanced practice or in specialized areas and goes beyond basic preparation.

TOP: AONE competency: Leadership

7. Which of the following situations is *most* likely to result in a productive, whole work situation?
 - a. Amy, RN, 5 years of experience in the Emergency Department. Amy accepts a position working with older clients in a home health agency because she has relocated, and this is the only full-time position available.
 - b. Adam, RN, 8 years of experience in various nursing positions, including that of a nurse manager. Adam accepts a new nurse manager position because he has a family and wants more regular hours. He is most comfortable working in direct client care.
 - c. **Louise, RN, 10 years of experience in an Emergency Department. She accepts a**

position as a case manager in home health care, working with older clients. She especially enjoys working with older adults and wants to take on leadership and management challenges.

- d. Courtney, RN, a new graduate. Courtney is getting comfortable with delivering nursing care as an RN. She is offered a position on surgery as a permanent team leader. The unit has had a great deal of turnover recently, and only limited mentorship is available.

ANS: C

The whole of any work situation is composed of two elements: person and position. A productive, whole work situation results when a person's talents and strengths are successfully blended with expectations of the position. Of the situations described previously, the one most likely to result in a productive, whole work situation is that of Louise, who, although her experience has not been in home health, is interested in both the roles and the responsibilities of the position, as well as the target group being served. She also considers the group being served as an area in which she demonstrates strength.

TOP: AONE competency: Business Skills

8. A nurse is applying for a new position. This position is one in which she will serve as a liaison between a hospital and a school of nursing. The nurse must update her résumé to include her teaching experience. The goal of creating a curriculum vitae is to:
 - a. have a listing of facts about your professional life.
 - b. provide potential employers with information about where you are in your career.
 - c. respond quickly whenever a position becomes available.
 - d. be certain you can recall facts for a prospective position.

ANS: B

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A curriculum vitae provides an all-inclusive but not detailed listing of your professional life. This approach allows a prospective employer to find the most recent information quickly and gain a sense of where you are in your career.

TOP: AONE competency: Business Skills

9. To develop a curriculum vitae, or résumé, a nurse must develop a personal data file. The goal of a personal data file is to:
 - a. create an opportunity to be interviewed.
 - b. have a listing of facts about your professional life.
 - c. have a tool in place for marketing yourself.
 - d. create a document that lists your skills.

ANS: B

A personal data file enables storage and recall of career-specific details that can be retrieved and shaped for a specific purpose using cut-and-paste approaches rather than creating whole new documents.

TOP: AONE competency: Business Skills

10. An experienced staff nurse applies for a distinct position of patient advocate at a new clinic. Based on the various tools available to her, which of the following should she bring to her interview to best present her skills?

- a. Résumé
- b. Annual evaluations
- c. Portfolio
- d. Patient advocacy project

ANS: C

A portfolio enables prospective employers to view evidence of significant achievements and responsibilities that would be pertinent to the position.

TOP: AONE competency: Professionalism

11. During performance appraisal interviews, Joanne's nurse manager notices Joanne's excitement when she talks about how she has helped patients on a rehab unit understand the complexities of their regimens. When Joanne's nurse manager asks her about her career path plans, Joanne says that she wants to become a nurse administrator. The best response to Joanne would be:
 - a. "Nursing administration is rewarding. What experiences would help you along this path?"
 - b. "You do not appear excited about nursing administration. Unless you are excited by that career path, I wouldn't advise going in that direction."
 - c. "You seem to find teaching others very rewarding. Have you considered that as a possible career path?"
 - d. "You are too inexperienced to consider administration. Work for a few years, and then consider administration."

ANS: C

Joanne evidences excitement about teaching patients, and although administration could be a rewarding path for her, education might be a better option for her to consider. Looking at job aspects that are rewarding is helpful in determining which career direction to pursue.

TOP: AONE competency: Professionalism

12. Knowing your professional strengths is important to:
 - a. find your fit in positions and a career path.
 - b. maintain a professional status.
 - c. act in a manner that is legal and ethical.
 - d. understand the role expectations of a position.

ANS: A

Being aware of your strengths is critical in determining what you will bring to a position and can be used to find your fit and possible career path. Knowledge and experience are important in maintaining the privilege of belonging to a profession and of behaving ethically and legally.

TOP: AONE competency: Professionalism

13. You are offered an opportunity to take a temporary leave from your position as a nurse manager to lead a technology implementation project. Which of the following reasons for accepting the opportunity is *most* consistent with developing a solid career path?
 - a. You are pressured to do so by your supervisor.
 - b. The organization has no other suitable candidate for the position.
 - c. You have limited knowledge of information technology and no real interest, but

this will increase your knowledge.

- d. **Accepting a position outside of your established skill set may establish you organizationally as an innovative, adaptable leader.**

ANS: D

Although giving into organizational or supervisory pressure may bring an enhanced learning and organizational profile, what is to be gained needs to be assessed against your career goals, interest, and aspirations. Increasing and expanding your skill set within defined career interests is a valid reason to consider a chance opportunity.

TOP: AONE competency: Professionalism

- 14. Steady state styles would be *most* likely in which of the following situations?

- a. **Small hospital, in an isolated rural setting, with limited hierarchy**
- b. Large urban teaching hospital
- c. Health network with several organizations
- d. Travel nurse agency

ANS: A

Steady state career styles (career-long commitment to a particular position) are more likely in rural settings, where commitment to the community is high and alternative career opportunities are limited.

TOP: AONE competency: Professionalism

- 15. On your curriculum vitae, which of the following is the recommended approach for listing employment and educational history information?

- a. 1979 RN Diploma **NURSINGTB.COM**
1985 BScN
2002 MN
- b. 2002 Mount Rush Health Center Staff Nurse
1997 Cedar Falls Clinic Staff Nurse
2007 Kilkarney Rehab Center Case Manager
- c. **2007 MN**
2005 BScN
- d. 1997 Sturgeon County Hospital Head Nurse
2002 Sturgeon County Supervisor
2007 Sturgeon County Director

ANS: C

Information that is included in the body of the curriculum vitae should always be in reverse chronological order so that the most recent and, presumably, most relevant job information appears first.

TOP: AONE competency: Business Skills

- 16. Which of the following needs revision on a résumé or CV?

- a. John Jones
87 Highway Drive
City, MI 79110
jjones@gmail.com

- b. M. Howes
Anyway Highway
City, MO 77700
(H) 777-777-0000
e-mail: mh@gmail.com
- c. Dr. L. Jones
99 Carway Drive
City, NY 84003
(H) 999-999-0000
(Cell) 999-000-9999
- d. Tanya Jones
67 Honeywell Drive
City, MO 66907
beerhog@hotmail.com

ANS: D

When including Web or e-mail addresses, it is important to use addresses that are not overly casual or that communicate personal information.

TOP: AONE competency: Business Skills

17. The primary difference between a résumé and a CV is that a résumé:
- a. reflects your skills, knowledge, and background in relation to a specific position.
 - b. offers a detailed listing of positions held and where positions were held.
 - c. includes a long and detailed explanation of academic and work experience.
 - d. provides contact information and focuses on your background, in general.

ANS: A

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A résumé is a short, customized overview of your professional life that relates to the qualifications of specific positions and how you are able to match your background to the qualifications that are desired. Provision of contact information is common to both the résumé and the CV. Résumés are more effective if details of particular positions that have been held are highlighted as compared with a detailed listing of positions held.

TOP: AONE competency: Business Skills

18. A functional résumé focuses on:
- a. experience and skills gained in positions.
 - b. positions held and specific roles in the positions.
 - c. academic qualifications and achievements.
 - d. relating skills and experience to qualifications in a specific position.

ANS: A

Functional résumés highlight skills and experience gained rather the details of specific positions. As with résumés in general, skills and experiences are customized to create an image of an individual in a particular position.

TOP: AONE competency: Business Skills

19. A cover letter and a résumé together should be no longer than _____ page(s).
- a. two

- b. one
- c. four
- d. **three**

ANS: D

Two pages are recommended for a résumé and one for a cover letter.

TOP: AONE competency: Business Skills

20. During an interview for a manager's position, you find the supervisor and staff unfriendly. Responses to questions are met with vague responses. After the interview, you decide not to pursue the position. What follow-up, if any, is *most* appropriate?
- a. There is no need for you to do anything further. You likely will not be offered the position anyway.
 - b. You should file a complaint with human resources about the supervisor's lack of interviewing skills.
 - c. **You should send a thank-you note to the interviewer, indicating appreciation for her time.**
 - d. You should call and leave a voicemail, indicating your disinterest in the position.

ANS: C

Even if you are disinterested in the position or think that the interview has gone badly, an appropriate follow-up is a thank-you note to the interviewer. This recommended follow-up creates a positive impression and may leave open the possibility of future interactions.

TOP: AONE competency: Communication and Relationship-Building

21. A well-written letter of resignation is critical to:
- a. first announce your intent to resign.
 - b. formally signal discontent in your current position.
 - c. maintain a positive relationship with your former organization and colleagues.
 - d. fulfill your legal obligations as a departing employee.

ANS: C

A well-written resignation letter outlines your intent to leave the organization and your appreciation of the organization but should follow an initial meeting with your manager to first discuss your intention. A well-written letter maintains a positive relationship with the organization.

TOP: AONE competency: Communication and Relationship-Building

22. In preparing for a fair interview process as a hiring manager, you should:
- a. put water out for the candidates.
 - b. ensure that you know the names of all candidates.
 - c. dress comfortably and professionally.
 - d. prepare a schedule of questions to be asked of all candidates.

ANS: D

Although providing water, knowing names, and dressing appropriately sets a professional and respectful tone for the interview, developing a schedule of questions to be asked of all candidates is important for gathering comparative data and ensuring equitable treatment.

TOP: AONE competency: Business Skills

23. To enhance team leadership skills for your team leaders, you arrange opportunities for:
- certification.
 - continuing education.
 - graduate courses.
 - volunteerism.

ANS: B

Continuing education provides systematic learning opportunities that augment existing skills and knowledge for delivery of quality care and advancement of career goals. Graduate and certification courses provide advanced knowledge and skills.

TOP: AONE competency: Professionalism Skills

24. Professional associations:
- set regulatory requirements and establish entry requirements for nursing.
 - offer graduate programs for clinical and career advancement.
 - provide opportunities for career networking and support.
 - are open to all individuals who meet the criteria for membership.

ANS: C

Professional associations are frequently, although not always, voluntary groups whose members provide leadership in issues and policies of interest to nurses. Professional associations also offer networks of nurses with similar interests.

TOP: AONE competency: Professionalism

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MULTIPLE RESPONSE

1. An example of a career is: (*Select all that apply.*)
- employment in short-term contract jobs in business, nursing, and whatever is available.
 - involvement in an area of practice that is regulated.
 - continuous employment in the same position and the same arrangement for 20 years.
 - moving into and out of nursing positions in various cities while pursuing travel and education that develop understanding of global health.

ANS: C, D

Career refers to progression of skills, consistency, knowledge, and/or status. This movement through nursing life is predicated on having a vision of a career as opposed to a series of jobs. Career styles can be defined as linear, steady state, entrepreneurial, or spiral. Deepening skills in one area is an example of a steady state career style, whereas moving into and out of positions in various cities can characterize an entrepreneurial style. Involvement in a regulated field defines a professional interest but not necessarily a career.

TOP: AONE competency: Professionalism

Chapter 30: The Strategic Planning Process

Yoder-Wise: Leading and Managing in Nursing, 7th Edition

MULTIPLE CHOICE

1. Planning is a process designed to achieve goals in dynamic, competitive environments. As a new manager, what is the first step you will undertake to develop a strategic plan of action for a congestive heart failure program?
 - a. Search the environment to determine changes that may affect the organization.
 - b. Appraise the organization's strengths and weaknesses.
 - c. Identify the major opportunities for and threats to the organization.
 - d. Identify and evaluate the various strategies available to the organization.

ANS: A

Assessment of the external environment is the first step in the strategic planning process.

TOP: AONE competency: Business Skills

2. A community-based pain management program is being planned for your region. As a coordinator of a home care agency, you have been requested to develop a conceptual framework, mission statement, philosophy, and objectives for the program. In what order will you pursue this endeavor?
 - a. Objectives, philosophy, and mission statement
 - b. Philosophy, objectives, and mission statement
 - c. Philosophy, mission statement, and objectives
 - d. Mission statement, philosophy, and objectives

ANS: D

The development of the mission statement is the first step in defining the purpose and direction of the organization after an assessment has been completed.

TOP: AONE competency: Business Skills

3. Northwestern Hospital has decided to implement peer review. As a clinical leader in the Emergency Department, you have overall responsibility for ensuring that this is in place by next month. The most important step in this process is to:
 - a. provide an educational session for staff on peer review.
 - b. revise the mission statement, objectives, and performance standards.
 - c. develop objectives and performance standards with employees.
 - d. implement objectives and performance standards.

ANS: A

Once a strategic plan has been developed, the next step is open communication and execution of the specific plan, which, in this instance, is peer review.

TOP: AONE competency: Leadership

4. The clinic nurse understands that the advantages of planning include:
 - a. assisting staff in critical thinking and improving decisions.
 - b. orienting people to react instead of act.

- c. forcing managers to be cost-efficient and cost-effective.
- d. focusing on activities, not results.

ANS: A

Effective planning means that everyone in the organization manages his own work and sees how it relates to organizational goals. Being proactive means “aggressive planning” that ensures that decisions are improved and are oriented toward organizational goals.

TOP: AONE competency: Leadership

5. As a nursing leadership student, you have had the opportunity to develop a palliative care manual that will be utilized by the palliative care network (PCN) in your region for teaching healthcare professionals. The PCN has requested that you provide a prioritized plan of action for marketing the manual on a regional and state basis. What is the first priority?
 - a. Motivate the target market.
 - b. Research the target market.
 - c. Communicate benefits to the target group.
 - d. Package the product.

ANS: B

To put a strategic plan into place for marketing, it is necessary to conduct an external assessment.

TOP: AONE competency: Business Skills

6. The chief nursing officer has to write a strategic plan. The most difficult stage in the strategic planning process is:
 - a. assessment of the external and internal environment.
 - b. review of mission statement, goals, and objectives.
 - c. identification of strategies.
 - d. implementation of strategies.

ANS: A

Determination of strengths, weaknesses, opportunities, and threats requires openness to what is being said and observed and is critical to setting the stage for relevant responses in the latter phases of strategic planning.

TOP: AONE competency: Business Skills

7. The reasons cited by nursing administrators for not planning in a systematic manner include:
 - a. lack of understanding of the planning process.
 - b. lack of knowledge regarding the internal and external operations of the organization.
 - c. not enough hours in the day for both day-to-day operations and planning.
 - d. delegation of the task to subordinates.

ANS: A

The nurse manager should participate in strategic planning and quality initiatives with the governing body. Lack of knowledge is a common reason for nonparticipation in planning initiatives.

TOP: AONE competency: Knowledge of the Health Care Environment

8. From your observation of planning activities in the organization, you have noticed that planning and decision making occur at various levels of the organization. The nurse manager has overall responsibility for which of the following?
 - a. Sending out postcards
 - b. Organizing a telephone follow-up
 - c. Monitoring ongoing activities and projects
 - d. Listing the patient population

ANS: C

The nurse manager should articulate organizational decision making for the criteria model adopted by the organization and monitor ongoing implementation of the plan.

TOP: AONE competency: Knowledge of the Health Care Environment

9. Which of the following represents a **well-written objective**?
 - a. Hospital-acquired infections are reduced, and procedures to reduce infections are implemented.
 - b. To increase staff satisfaction and to decrease burnout.
 - c. To increase the health of the community.
 - d. To implement evidence-based practice on nursing units, as evidenced by adoption of evidence-based processes, by June 1.

ANS: D

Objectives are specific (begin with word *to* followed by an action word; specify single result to be achieved; and specify a target date for attainment) and measurable (provide level of accomplishment at the end).

TOP: AONE competency: Business Skills

10. To conduct assessment of the internal environment, the strategic planning team for Pacific Hospital:
 - a. invites community members and staff of the hospital to an evening focus group session.
 - b. discusses what it sees as the primary threats and opportunities in demographic shifts affecting the hospital.
 - c. **invites all levels of staff to focus groups on the effectiveness of the hospital environment, including information systems and staffing.**
 - d. asks the board to provide a summary of major opportunities for the future.

ANS: C

Assessment of the internal environment should include all levels of staff and facilitates feedback on effectiveness of strengths and weaknesses of systems and processes within the institution.

TOP: AONE competency: Business Skills

11. In assessing the internal environment, the strategic planning team at Pacific Hospital discovers that 90% of staff members have no idea what the current mission statement means. This is most likely related to:
 - a. the level of abstraction inherent in mission statements.

- b. development of the statement by the administration team with no other staff involvement.
- c. outdated goals and objectives contained in the mission statement.
- d. failure to provide action statements within the mission statement.

ANS: B

A mission statement reflects the beliefs of the organization in relation to those it serves and services it provides, and it communicates the direction of an organization. Covey (1990) believes that the process of developing the mission statement is vital to an organization's success and should involve everyone.

TOP: AONE competency: Business Skills

12. Pacific Hospital's team develops a process to include staff in development of the mission statement. Which of the following statements would indicate that the staff has been able to develop an effective mission statement?
- a. Pacific Hospital will increase its sustainability by increasing revenue streams within the next 3 years. Revenue streams are important to our hospital and are a driving force in our sustainability in the face of insurer and government funding changes.
 - b. Pacific Hospital has a desire to relate to its community to enable appropriate identification of programming needs by July.
 - c. Pacific Hospital will provide family-centered care to the community of Pacific Rim. It is committed to delivering a full spectrum of services that foster collaborative partnerships among clients, families, and the hospital, and it utilizes evidence-based practice to guide planning and interventions.
 - d. To provide health promotion programs for school-aged children

ANS: C

An effective mission statement reflects the values and direction of the organization. Included in the statement are beliefs about individuals, health, practitioners, and the relationship of the organization to practice, research, professionalism, and/or education.

TOP: AONE competency: Business Skills

13. At the beginning of the strategic planning processes, Pacific Hospital learns that nursing staff members are uncomfortable with utilizing evidence-based practice, and that staff perceives that only limited resources are available to support translation of evidence into their usual practice. Because this issue has been identified, the management team determines that a plan of action is required to address the issue. Who should be involved at this point?
- a. Nursing unit managers
 - b. Staff nurses
 - c. All staff
 - d. Administration

ANS: C

The first phase in planning is conducting an assessment of the external and internal environments. Assessment of the internal environment should include all levels of staff and facilitates feedback on effectiveness of strengths and weaknesses of systems and processes within the institution.

TOP: AONE competency: Business Skills

14. In implementing the strategic plan for effective utilization of evidence to guide nursing practice at Pacific Hospital, the nursing unit managers take the next step, which is the implementation. Implementation *most* likely would involve:
 - a. revisiting the mission statement and objectives.
 - b. reevaluating external and internal factors affecting evidence-based practice.
 - c. preparing a budget to support implementation.
 - d. **developing unit-based objectives related to the plan.**

ANS: D

The previous planning (assessment of internal and external environments, development of a mission and plan, and allocation of resources) has already been completed. The next step involves adapting the strategic plan to the nursing units.

TOP: AONE competency: Business Skills

15. To meet the social and human needs of a target market, it is critical to:
 - a. **assess the needs and priorities of the target market.**
 - b. revise the organization's mission statement to reflect external needs.
 - c. assess the internal culture and needs.
 - d. develop highly sophisticated media.

ANS: A

Marketing emphasizes the identification and meeting of human and social needs, which can only be known through assessment of the needs of the consumer (as opposed to the needs of the organization).

TOP: AONE competency: Business Skills

16. Assessment of the needs of the consumer or client (in developing a strategic marketing plan) focuses on:
 - a. present needs only.
 - b. **present and future needs.**
 - c. the development of surveys.
 - d. secondary analysis of existing data.

ANS: B

Assessment of needs takes into account needs of the consumer now and for the future, using a variety of data-gathering techniques. Future orientation aids in anticipating how marketing and programs will need to shift to meet those needs.

TOP: AONE competency: Business Skills

17. After an extensive campaign to ensure that the community surrounding Pacific Hospital has been exposed to the emphasis of excellence in clinical care that occurs through the use of evidence, the marketing team finds that the public perception has changed little. This determination is made possible through:
 - a. marketing surveys.
 - b. focus groups.
 - c. informal feedback.

- d. **comparison of data against benchmarks.**

ANS: D

Developing benchmark data at the beginning of a project enables comparison of later data against the benchmark to determine if a marketing plan has met its objectives.

TOP: AONE competency: Business Skills

18. Nurses are valuable partners in marketing strategies because they:
- are more likely than other members of the organization to use marketing tools.
 - have a strong background in using evidence to support decisions.
 - have close involvement with patients, who are the target group for marketing.
 - constitute the largest staff group in most healthcare organizations.**

ANS: C

As nurses are directly involved with patients who use services and who are the target group for marketing efforts, nurses have excellent insights into patient needs.

TOP: AONE competency: Communication and Relationship-Building

19. Shifts such as changes in the percentage of seniors in the population, governmental initiatives in health care, and the influence of income on health status are factors in the _____ environment.
- public
 - macro**
 - competitive
 - social

ANS: B

The external environment in strategic marketing planning includes the public, competitive, and macro environments. Demographic, social, and political factors are included in the macro environments.

TOP: AONE competency: Business Skills

20. A private ambulance clinic established a few streets away from Pacific Hospital markets its services as quality-based within caring relationships. The clinic is part of the _____ environment.
- public
 - macro
 - competitive**
 - social

ANS: C

The competitive environment includes factors and elements that compete for resources with another organization. These elements may include those in public and macro environments.

TOP: AONE competency: Business Skills

21. Which of the following represents an effective goal statement?
- Involve patients and families in planning health care.**
 - To revise clinical guidelines for incontinence care from evidence within 6 months.

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- c. Patients and families are partners first in care planning.
- d. To acquire \$4 million in additional funding within 12 months to support clinical education programs for dementia.

ANS: A

Goal statements formalize targets for an organization. Objectives include the word *to* and an action word, and specify dates for attainment. Mission statements convey values and beliefs of the organization.

TOP: AONE competency: Business Skills

22. After a year, the staff at Pacific Hospital is frustrated, and implementation of evidence-based practice has gone poorly. In responding to this situation, the strategic planning team at Pacific Hospital:
- a. recommends that the mission, objectives, and goals of the hospital be reassessed.
 - b. revises the goal statements in the strategic plan.
 - c. consults an external team on preparation of materials on evidence-based practice.
 - d. holds focus groups with staff to determine what kinds of issues, challenges, and obstacles have occurred in implementation.

ANS: D

On a consistent basis, the strategic plan is reviewed at all levels to determine whether the execution of goals, objectives, and activities is on target. As stated, a sense of flexibility regarding the objectives is important to consider, and objectives may change as a result of legislation, budget changes, and change in structure or other environmental factors. Involving staff enables development of creative methods to ensure that necessary changes occur.

TOP: AONE competency: Business Skills

23. Benchmarks in the strategic marketing planning process are useful in:
- a. establishing programs.
 - b. setting targets.
 - c. rewarding employees.
 - d. measuring progress.

ANS: D

Establishing benchmarks enables measurement of the interim and final achievements of programs.

TOP: AONE competency: Business Skills

24. The executive team at Hospital XYZ develops a polished strategic plan that includes a mission statement, goals, and objectives. The executive team involves the marketing team, so that the plan can be communicated internally and externally. After 2 years, no significant progress has been made toward any of the goals. What has been omitted in the plan?
- a. Planning
 - b. Marketing
 - c. Integrated financial planning
 - d. Customer focus

ANS: C

Without the inclusion of a business plan with the strategic plan and integration of financial planning and allocation of resources execution of the strategic plan can become paralyzed, even with the most effective communication of the strategic plan itself.

TOP: AONE competency: Business Skills

MULTIPLE RESPONSE

1. A clinic nurse developed objectives for a diabetic education program. The characteristics of well-written objectives include that they should be what? (*Select all that apply.*)
 - a. **Achievable**
 - b. **Understandable and specific**
 - c. People-oriented
 - d. Manager-oriented
 - e. Means-oriented
 - f. **Measurable**

ANS: A, B, F

The S.M.A.R.T. acronym describes the attributes of objectives: specific, measurable, agreed-upon, reasonable (achievable), and time-bound.

TOP: AONE competency: Business Skills

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