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# Nurse Executive Exam Practice Questions (First Set)

Nurse Executive Practice Test and Exam Review for the  
Nurse Executive Board Certification



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# Practice Test

# Practice Questions

1. Fogging is a communication technique for managing criticism, which allows a person to:

1. agree in principle and receive criticism without becoming defensive.
2. encourage others to communicate assertively.
3. use distraction to avoid acknowledgment of the criticism.
4. use intimidation to redirect the conversation.

2. A nurse executive is most likely use which of the following decision-making models to implement a nursing program that requires evaluation after implementation?

1. Bureaucratic Model
2. Collegial Model
3. Cybernetic Model
4. Garbage Can Model

3. All of the following questions would be considered acceptable to ask a prospective employee during an interview EXCEPT:

1. have you worked for this hospital in the past under a different name?
2. do you feel you will be able to perform the duties of this position?
3. are you authorized to work in the United States?
4. how many children do you have?

4. Nursing staff in an emergency department labeled a patient as “borderline,” “attention seeker,” and a “services abuser.” Nursing documentation in the patient’s record reflects these views, including additional statements, such as the patient “shows up at least once a week with various complaints.” On one visit, the patient complained of abdominal pain and vomiting. Minimal treatment was provided, and the patient was discharged. Later, the staff is informed that the patient required surgery at another hospital for an intestinal blockage; litigation is pending. The defense attorneys reviewed all existing nursing documentation. It is likely that the nursing staff in the Emergency Department will be charged with:

- a. slander

- b. libel.
- c. harassment.
- d. unintentional tort.

5. In all 50 states, minors can provide informed consent for:

- 1. HIV testing and treatment.
- 2. sexually transmitted disease testing and treatment except for HIV.
- 3. contraceptive services.
- 4. abortion.

6. Paternalistic actions are incompatible with nursing ethics because they:

- 1. reduce ethical obligation.
- 2. reduce the accountability of the nurse.
- 3. decrease the authority of the nurse.
- 4. diminish the autonomy of the patient.

7. The nursing care delivery model in which a nurse holds

24-hour responsibility for a patient from admission through discharge is known as:

1. team nursing.
2. modular nursing
3. functional nursing.
4. primary nursing.

8. A patient classification system is used to measure:

1. customer satisfaction.
2. acuity level.
3. performance variations.
4. patient safety.

9. The original purpose for the development of diagnosis-related groups was to:

1. determine Medicare reimbursement at a fixed-fee.
2. provide funding for private insurance companies.
3. determine prescription drug benefits.
4. provide sliding-scale reimbursement for Medicare beneficiaries.

10. Medical waste disposal programs are primarily regulated at the:

1. federal level.
2. local level.
3. state level.
4. community level.

11. The Patient Self-Determination Act requires federally funded hospitals to provide:

1. written notice to patients regarding their rights to make treatment decisions.
2. treatment to patients who are uninsured.
3. reasonable accommodation to patients with disabilities.
4. protection to patients by making nurses accountable through practice regulations.

12. The business analysis technique most likely to be used by a nurse executive for strategic planning is known as:

1. VPEC-T analysis.
2. SWOT analysis.



3. MoSCow analysis.
4. PC analysis.

13. The budget method that requires a comprehensive review and justification of all expenditures before resources are allocated is known as:

1. incremental budgeting.
2. priority-based budgeting.
3. activity-based budgeting.
4. zero-based budgeting.

14. Fifty new hospital beds are required to replace beds with faulty rails on several units. The funds for these new beds are allocated from which type of budget?

1. Capital budget
2. Operational budget
3. Labor budget
4. Marketing budget

15. A comparison of hospital services to the best practices

of other industries with similar services with the goal of establishing higher standards is one example of:

1. networking.
2. market research.
3. quantitative research.
4. benchmarking.

16. Which component of the nursing process may be delegated with supervision?

1. Assessment
2. Planning
3. Intervention
4. Evaluation

17. Standards of the Occupational Safety and Health Administration require that all new employees who provide direct care must:

1. be offered the hepatitis B three-injection series vaccination.
2. have an annual TB test.
3. accept evaluation by a health care provider in the

event of a needle stick.

4. obtain a titer following hepatitis B three-injection series vaccination.

18. Which of the following laws was passed in 2002 to address the nursing shortage through retention and recruitment initiatives?

1. Model Nursing Practice Act
2. America's Partnership for Nursing Education Act
3. National Nurse Act
4. Nurse Reinvestment Act

19. Which of the following statements regarding the privacy rules of the Health Insurance Portability and Accountability Act (HIPAA) is correct?

1. HIPAA privacy rules authorize covered entities to disclose protected health information without an individual's authorization in the event of a public health emergency.
2. HIPAA privacy rules authorize covered entities to impose fees for searching and retrieving copies of medical records when copies of records are

requested.

3. HIPAA privacy rules authorize covered entities to retain tape-recorded information, following transcription of medical information.
4. HIPAA privacy rules restrict an individual's access to their medical record, following a clinical trial.

20. Which quantitative research methodology focuses on the statistical analysis of multiple research studies on a selected topic with the goal of investigating study characteristics and integrating the results?

1. Meta-analysis
2. Survey
3. Needs assessment
4. Methodological study

21. Federal regulation regarding Institutional Review Boards has which of the following characteristics?

1. They may consist entirely of members from the same profession.
2. They should not include a member whose primary concerns are nonscientific.

3. They may invite experts in special areas to vote on complex issues.
4. They must include one member who is not affiliated with the institution.

22. Health care organizations may categorize customers as external or internal. An example of an external customer is:

1. a hospital-based physician.
2. a contracted managed care company.
3. patient care staff.
4. a hospital administrator.

23. Recently, the nursing staff has been notified that their medical surgical unit will be relocated to another building on campus to allow for the construction of a new intensive care unit. Several of the nurses are complaining about moving to a smaller unit and are verbalizing possibilities of decreases in staffing and compromised patient care. An effective change agent should do which of the following?

1. Hold a department meeting to notify nursing staff

that the move is mandatory and not debatable.

2. Recommend that staff nurses prepare a formal written complaint, which will be presented to administration.
3. Avoid acknowledgment of complaints, and move forward to discourage additional negative communication.
4. Involve staff nurses in the move, including staff meetings to provide information and receive feedback.

24. Which of the following conflict resolution styles includes both parties actively attempting to find solutions that will satisfy goals of both parties?

1. Avoidance
2. Accommodation
3. Compromise
4. Collaboration

25. Under the Fair Labor Standards Act, which of the following statements concerns exempt employees?

1. They must be paid for 7 holidays a year if working

40 hours a week.

2. They must be paid overtime if they work more than a 40-hour week.
3. They are salaried employees and are not subject to minimum wage.
4. They must receive a minimum of one break period for each 4 hours of work.

26. Expectations of the Joint Commission's Sentinel Event Policy for accredited hospitals include all the following EXCEPT to:

1. report all defined sentinel events.
2. B. conduct a root-cause analysis within 45 days of becoming aware of a reviewable sentinel event.
3. define all events within the hospital that are subject to review under the Sentinel
4. Event Policy.
5. develop an action plan and respond appropriately to defined sentinel events.

27. Which of the following is an example of a reviewable sentinel event as defined by the Joint Commission's Sentinel Event Policy?

1. Patient death, following a discharge “against medical advice”
2. Unsuccessful suicide attempt without major loss of permanent function
3. Employee death, following blood-borne pathogen exposure
4. Patient fall, resulting in permanent loss of function

28. As part of the Joint Commission’s National Patient Safety Goal, a list of “do not use” abbreviations, acronyms, and symbols was developed for accredited hospitals to assist in attaining the safety goal. Which of the following is a “do not use” value symbol in medication orders?

1. 1.0 mg
2. 1 mg
3. 0.1 mg
4. 1 mL

29. For a nurse to be held liable for malpractice, all of the following elements must be proved EXCEPT that:

1. a nurse–patient relationship existed.



2. standards of care were breached by the nurse.
3. injury or damage was suffered by the patient.
4. there was a direct cause between the nurse's actions and the patient's injury.

30. The Health Insurance Portability and Accountability Act (HIPAA) privacy rule allows the disclosure of protected health information for clinical research under all of the following circumstances EXCEPT:

1. the subject has signed valid Privacy Rule Authorization.
2. a waiver was granted by an Institutional Review Board or Privacy Board.
3. protected health information has been de-identified.
4. the subject has signed an informed consent.

31. Under the Health Insurance Portability and Accountability Act (HIPAA) Privacy Rule, protected health information may be disclosed following de-identification. Which of the following descriptive elements of an individual would not require removal during the de-identifying process?

1. Date of birth
2. State
3. Social security number
4. Electronic mail addresses

32. The five-stage model called Tuckman's stages, regarding group dynamics, is often used in decision-making groups. In which of the following stages would a leader clarify roles and rules for working collaboratively and team members begin to build a commitment to the team goal?

1. Norming
2. Storming
3. Performing
4. Forming

33. In which of the following types of leadership power do followers comply, not for rewards or the possibility of negative consequences, but because the leader is perceived to have the authority to direct others?

1. Referent power
2. Legitimate power

3. Expert power
4. Coercive power

34. A newly licensed nurse accepted a position on a medical unit. As part of the orientation process, he was assigned a preceptor for 4 weeks. Over time, the nurse noticed that his preceptor consistently provided only partial answers to many important questions, often in a condescending tone, and frequently stated “You do not need to know that right now.” This type of behavior is known as:

1. clinical violence.
2. verbal abuse.
3. intimidation.
4. lateral violence.

35. A standard Centers for Disease Control case form must be completed for which of the following notifiable infectious diseases?

1. Campylobacteriosis
2. Listeriosis
3. Histoplasmosis

#### 4. Leptospirosis

36. The Department of Health and Human Services division responsible for investigating Medicare fraud is the office of:

1. Medicare Hearings and Appeals.
2. Global Health Affairs.
3. Inspector General.
4. Intergovernmental Affairs.

37. The American Nurses Association Principals for Nurse Staffing questions the usefulness of which the following factors when determining staffing plans?

1. Nursing hours per patient day
2. Number of patients
3. Available technology
4. Staff experience and skill level

38. An example of centralized decision-making is:

1. staff members participate in self-scheduling.
2. the nurse manager approves all new hires through the nurse executive.
3. nurses provide care based on the Primary Nursing Model.
4. a committee of nurses is formed to engage in quality-improvement initiatives.

39. A unit manager notifies the nurse executive of her intent to resign because she is unable meet the recently reduced expectations for staff budgeting. The cognitive distortion of the nurse manager is known as:

1. fortune telling.
2. disqualifying the positive.
3. catastrophizing.
4. all-or-nothing thinking.

40. Which of the following statements best describes the Belmont Report?

1. It makes specific recommendations for Health and Human Services (HHS) administrative action, regarding unethical treatment of human subjects in

research.

2. It defines regulations for human subject protection during research.
3. It is based on the ethical principles of justice, autonomy, and respect.
4. It identifies ethical principles, which form the basis of the HHS human subject protection regulations.

41. The U.S. Equal Employment Opportunity Commission (EEOC) enforces federal laws against discrimination in the workplace. Which of the following statements best describes what is least likely to be prohibited by the EEOC employment laws and regulations?

1. Advertising for employment, seeking female staff only
2. Recruiting by word-of-mouth, resulting in an almost entirely similar workforce
3. Reducing benefits for older workers if the reduction results in matching the cost benefits to younger workers
4. Requesting a photograph of an applicant during the initial hiring process

42. The overall goal of Healthy People 2010 is to:

1. promote health and prevent disease for all Americans.
2. track national disease data over 10 years.
3. educate public health workers on leading causes of disease.
4. compile evidence-based literature on public health issues.

43. What type of insurance covers employers against litigation as a result of negligence by employees for work-related accidents?

1. Workers' Compensation Insurance
2. Employer's Liability Insurance
3. Public Liability Insurance
4. Keyman Insurance

44. What part of the Medicare program provides optional private health insurance?

1. Part A
2. Part B

3. Part C
4. Part D

45. What condition is no longer covered by Medicare under the Deficit Reduction Act?

1. Urinary tract infection
2. Blood administration
3. Bypass surgery
4. Air embolism

46. To comply with the Occupational Safety and Health Administration requirements for an Exposure Control Plan, all of the following elements must be included in the plan EXCEPT:

1. an exposure determination, identifying job classifications.
2. procedures to evaluate exposure events.
3. implementation of methods of exposure control.
4. a list of all hazardous chemicals and material safety data sheets.



47. Which of the following quality-improvement methods is used to identify and prevent potential problems?

1. Root-cause analysis
2. Barrier analysis
3. Causal factor analysis
4. Failure mode and effects analysis

48. Which analysis tool is based on the 80/20 rule (80% of problems are caused by 20% of the causes)?

1. Pareto chart
2. Run chart
3. Gantt chart
4. Flow chart

49. What is the difference between a Gantt chart and the Program Evaluation Review Technique (PERT) chart?

1. Dependencies between activities in Gantt charts are easier to follow than PERT charts.
2. Gantt charts are usually preferable to PERT charts for large projects.
3. Activity times are represented by arrows between

activity nodes in Gantt charts.

4. PERT is a flow chart, and Gantt is a bar chart.

50. What nonprofit organization accredits health plans, individual physicians, and medical groups and provides additional programs, such as credential verification and a multicultural health care distinction?

1. Joint Commission
2. National Nonprofit Accreditation Center
3. Council on Accreditation
4. National Committee for Quality Assurance

51. According to Healthy People 2010, what is the most preventable cause of disease and death in the United States?

1. Obesity
2. Tobacco use
3. Sexually transmitted diseases
4. Poor diet and low physical activity

# Answer Key and Explanations

1. A: Communication skills are required to develop professional relationships. Assertive communication incorporates sincerity, timing, gestures, and content. Fogging is a communication technique that allows a manager to remain sincere by agreeing in principle without becoming defensive. This passive skill allows the manager to maintain control over the direction of the conversation and discourages the critic from becoming more assertive. As with all communication skills, to be successful, this technique must be selected for the appropriate situation and would not be indicated with aggressive criticism.

2. C: The Cybernetic Model may be used by nurse executives who wish to implement programs that require evaluation. The Cybernetic Model includes three phases: Needs Assessment, Program Implementation, and Results Assessment. In phase 3, program objectives, cost, and impact are evaluated. The Collegial Model involves the collaboration and consensus of a group of peers and is often used in educational settings where professions share similar values and benefit from individual expertise. The

Collegial Model approach to decision-making is suited for small-size groups. The Bureaucratic Model is used within a hierarchical organization, such as health care organizations, where operational policies and procedures are used to make decisions. While efficient implementation is gained with this model, creativity and process improvement may be diminished as a result of adherence to governing operations. The Garbage Can Model is based on accidental decision-making where changes may be implemented without a clear plan or actual problem identification.

3. D: Although the interviewer should be in control during the interview process, certain questions are not acceptable. To ask if an interviewee has children or is planning to have children may result in legal proceedings. If the rationale is to assess availability, inquiring about the number of hours the interviewee is available each week is prudent. Questions directly relating to nationality, native language, age, gender, race, disability, place of birth, and marital or family status are discriminatory. The interviewer's goal should be to choose the best candidate for the position in the presence of nondiscriminatory policies. Questions should relate to the position being offered and not to personal information.

4. B: Defamation of character is a type of intentional tort and refers to the communication of ideas that result in a negative image. The two types of defamation of character are slander and libel. Slander refers to spoken words as compared to libel, which refers to written words. Importantly, it is not always necessary that slander or libel be false information. In the scenario described in the question, even if the patient had a diagnosis of borderline personality disorder, when staff documented that the patient was “a borderline,” it was not intended to benefit the patient and may, in fact, reduced the patient’s chances of receiving adequate treatment. Nurses must remember to identify correctly the purpose of documentation. Nursing documentation must not hinder treatment or cause damage to the patient.

5. B: All 50 states allow minors to consent to sexually transmitted disease testing and treatment except for HIV. Approximately 26 states have passed laws allowing minors to consent to contraceptive services. State laws vary widely regarding the ability of a minor to provide informed consent for HIV testing and treatment. Very few states allow minors to consent to abortion. It is particularly important to remember that informed consent for a procedure or treatment for any minor or adult may not be provided by a registered nurse. Only the primary provider, such as a physician or nurse practitioner, may

provide the information required for informed consent.

6. D: Paternalistic actions and attitudes diminish the patient's autonomy. Paternalism relates to using one's own judgment to make decisions for another without considering their ideas. In this context, the principles of autonomy and beneficence are in conflict and create an ethical challenge. While respect for the autonomy of the patient should be observed, nurses and other health care providers must implement sound judgment under the principle of beneficence. To meet this challenge, nurses must recognize the importance of personal choice and equality in a professional nurse–patient relationship.

7. D: The framework of how nursing care is delivered in an organization is called a nursing care delivery model. There are four classic models; total patient care, functional nursing, team nursing, and primary nursing. In the total patient care model, a patient receives complete care by one nurse for an entire shift. In a functional nursing model, tasks are divided for groups of patients. The registered nurse (RN) performs advanced nursing functions for a group of patients, and other tasks, such as personal care and vital signs, may be assigned to ancillary staff members. In team nursing, an RN team leader manages care for a small group of patients by planning

and delegating tasks to team members. Primary nursing is different from the total patient care model in that the RN holds 24-hour responsibility for the communication and direction of each patient's care, although some patient care may be delegated to support staff.

8. B: Nurse executives play a key role in the development of effective patient classification systems (PCS). A PCS is used to measure the level and amount of care or the acuity level for specific populations of patients. Examples include medical, pediatric, ambulatory, and psychiatric classification systems. One of the main goals in the development of a PCS is ensuring the delivery of safe care by providing appropriate staffing levels with competent personnel to care for patients from a specific population. Other goals include maintaining customer and staff satisfaction while adhering to financial resources.

9. A: In 1983, the Social Security Act was amended to include a prospective payment system for Medicare beneficiaries. Diagnosis-related groups (DRGs) were originally designed as part of a classification system used by Medicare to determine reimbursement at a fixed-fee. DRGs are based on several factors, including the International Classification of Disease diagnoses, procedures, age, and the presence of comorbidities. Since

the amendment, health care has evolved, leading to specialized types of DRGs, such as All Patient DRGs and Refined DRGs.

10. C: The Environmental Protection Agency (EPA) implements laws by writing regulations and setting national standards that protect human health and the environment. The EPA regulates hazardous waste at the federal level and provides model guidelines for state medical waste management programs. Biomedical waste programs and disposal are primarily regulated at the state level. Laws vary depending on state. The web site, [www.epa.gov](http://www.epa.gov), can be visited for additional information.

11. A: The Patient Self-Determination Act (PSDA), a federal statute, was an amendment to the Omnibus Budget Reconciliation Act of 1990. The PSDA requires federally funded health care facilities, such as hospitals, hospice providers, and nursing homes, to provide information in writing regarding advanced health care directives on admission. The purpose of the PSDA is to ensure that patients are aware of their right to make treatment decisions and that these decisions are communicated to their health care provider. On admission, patients must be asked if they have a living will or a durable power of attorney, and responses should be documented in the patient's medical record.



12. B: A SWOT analysis would most likely be used in strategic planning. SWOT analyses focus on the objective assessment of four main attributes: strengths, weaknesses, opportunities, and threats; these analyses are useful in developing strategic responses to opportunities and challenges. A VPEC-T analysis is often used to analyze expectations of involved parties without losing information in the transition from business needs to information technology development. The MoSCow analysis is also a business technique used in software development. The PC analysis, or principal component analysis, is a statistical tool used for multivariate analyses.

13. D: The zero-based budgeting method requires that all expenditures be justified for each new period (starting at a zero base). This budget method is time-consuming but provides more accurate and current results. Incremental budgeting is based on the previous budget and incorporates adjustments for additional planned increases, such as inflation and salary raises. Priority-based budgeting involves the development of a prioritization plan when determining the allocation of resources. The activity-based budgeting method focuses on creating a budget based on costs of key activities and their relationship to strategic goals.

14. A: A capital budget is developed to purchase long-term assets, such as equipment, computer hardware, and building facilities. It may require several years to pay off these assets, and they are called capital assets because of their multiyear value. The operational budget represents the total value of all resources and expenses of a department or organization. Additional budgets, such as a labor budget, are subcategories of the operational budget.

15. D: There are several types of benchmarking, including generic, global, performance, and functional benchmarking. Additionally, benchmarking may occur at different levels, such as the best in an industry, internal or competitive. For example, internal benchmarking may occur in a hospital where each department's check out services are compared and evaluated to determine the best internal practices. These best practices are then implemented across all hospital departments.

16. C: When registered nurses (RNs) delegate tasks, they remain accountable for the overall care of the patient. Therefore, RNs must be aware of the qualifications of assistive personnel to delegate tasks appropriately. The American Nurses Association (ANA) provides guidelines

and principles on delegation in the document “ANA Principles for Delegation.” In addition to the ANA guidelines, delegation is addressed specifically by each state nursing practice act. Interventions may be delegated unless they require professional nursing judgment, knowledge, and skill to be completed. For example, the administration of oral medication for a stable patient may be delegated, but an initial nursing assessment may not be delegated.

17. A: Federal standards of the Occupational Safety and Health Administration (OSHA) require that new employees with the potential to be exposed to blood-borne pathogens be offered the hepatitis B three-injection series vaccination within 10 days of employment. New employees have the right to decline the vaccination, which should be documented in the employee’s health file. A Hepatitis B Vaccine Declination is mandatory per OSHA standard 1910.1030 App A. OSHA does not require employees working in a health care environment to have an annual tuberculosis (TB) test; the Centers for Disease Control provides guidelines regarding TB testing, which have been adapted by many state regulations. Regarding postexposure evaluation and treatment of a needle stick, OSHA standards require that the employer offer evaluation at no cost; however, an employee may decline. All postexposure treatment accepted or declined, should be documented in the employee’s health file.

OSHA standards do not require employees to have a titer following hepatitis B three-injection series vaccination. OSHA reports that every year, approximately 8700 health care workers are infected with hepatitis B, resulting in about 200 deaths a year.

18. D: The Nurse Reinvestment Act was passed in 2002 with the support of the American

Nurses Association. The Act addresses the nursing shortage by authorizing several provisions, including loan repayment programs, long-term care training grants, and public service announcements to encourage people to enter the nursing profession. The Model Nursing Practice Act, developed by the National Council of State Boards of Nursing, was designed to provide guidelines for State Nurse Practice Acts. America's Partnership for Nursing Education Act of 2009 is currently a bill requesting an amendment to the Public Health Service Act. This amendment would make grants available to states with increasing population growth and a projected nursing shortage. The grants would be used to increase nursing faculty in those states. The National Nurse Act is another bill that was introduced in the House of Representatives on February 4, 2010. The bill is an amendment to establish the Office of the National Nurse with the same rank and grade as the Deputy Surgeon General of the

Public Health Services. Duties of the National Nurse would include, but are not limited to, guidance and leadership in encouraging nurses to become nurse educators and increasing public safety and emergency preparedness.

19. A: Health care providers may share protected information to prevent or decrease an imminent threat to the public. The Health Insurance Portability and Accountability Act (HIPAA) privacy rules permit covered entities to impose reasonable fees for copying and mailing requested medical records. However, the fee may not include costs for searching or retrieving the requested information. HIPAA privacy rules do not require covered entities to retain tape-recorded information, following transcription of medical information. HIPAA rules permit temporary restrictions on individual access to medical information if involved in a clinical trial, providing the participant agreed during initial consent. However, the researcher must inform the participant that access will be reinstated following the clinical trial.

20. A: Meta-analysis is a statistical procedure to integrate the results of several studies on a particular topic. Advantages of meta-analysis include the ability to identify patterns across studies, detecting relationships that may

not be identifiable in a single study and greater statistical power. Survey research involves the use of questionnaires or interviews to gather information. Market research, opinion polls, and the census are types of surveys. Surveys are generally less expensive than other types of research, and data collection through the Internet has increased access to larger groups of specific populations. Needs assessment research focuses on collecting information to determine the needs for a specific group or organization.

21. D: Institutional Review Boards (IRBs) are regulated by the Food and Drug Administration and the Department of Health and Human Services. IRBs are required for all institutions performing research that receive federal funding. The main purpose of an IRB is to protect the rights of research participants. The Code of Federal Regulations contains specific laws regarding IRB membership. No IRB may consist entirely of members of one profession, and each IRB should contain at least one member not affiliated with the institution. Additionally, IRBs should contain at least one member whose primary concerns are in scientific areas and one member whose primary concerns are in nonscientific areas. While an IRB may invite special experts to assist in the review of complex issues, those individuals may not vote with the IRB.

22. B: Health care organizations are unique in that they provide services to many parties including their own suppliers. To help distinguish types of customers, internal customers are identified as individuals or departments working within the hospital who use the hospital's services. Examples of internal customers include patient care staff, hospital-based physicians, and a hospital administrator. External customers are customers who receive services but are not employed at the hospital. Examples of external customers include referring physicians, patients, patient's families, managed care companies contracting with the hospital, and other business entities, such as third-party payers.

23. D: An effective change agent will recognize the importance of sharing goals with staff. Effective change strategies include encouraging involvement by all individuals who will be affected by change and supporting open communication. Additional change strategies include providing education or training if needed to reduce fear and prepare staff to move forward.

24. D: Effectively managed conflict can be beneficial for an organization. Conflict behavior styles include

avoidance, accommodation, force, compromise, and collaboration. An awareness of these styles during periods of conflict is useful in determining communication techniques to manage conflict effectively. The avoidance style is nonconfrontational but does not often lead to conflict resolution or goal achievement. When the force style is used, it is considered a win/lose situation, with the opposing goals or values being disregarded. Persons using the accommodating style are nonassertive and cooperative at the expense of their own goals to satisfy others. The collaboration style includes an element of mutual respect where both conflict parties attempt to reach solutions that will retain the goals of both parties. Giving up some aspects of goals through assertive and cooperative behavior is a compromising style. A compromising style results in the partial satisfaction of both parties.

25. C: The Fair Labor Standards Act (FLSA) is a federal law administered by the Department of Labor. The FLSA establishes laws, such as child labor standards, overtime pay, and minimum wage. Employees are classified by the duties and responsibilities associated with their position. Although there are grey areas, nonexempt employees generally hold routine work, are paid hourly, and are entitled to receiving overtime. Exempt employees are exempt from receiving overtime pay and are known as salaried employees. The FLSA does not require payment



for time not worked, including vacations or sick time. Additionally, the FLSA does not require breaks or meal periods to be provided to employees. However, employers must also adhere to additional state labor laws, which may be more detailed regarding breaks and vary from state to state. Some states such as Kentucky, Colorado, and Nevada require a 10-minute break for every 4 hours worked. Florida has no state law regulating rest periods for adult workers.

26. A: The Sentinel Event Policy has four main goals; to improve patient care, reduce the number of sentinel events, increase knowledge regarding sentinel events, and to uphold public confidence in accredited organizations. Although accredited hospitals must define sentinel events within their organization, hospitals are not required to report sentinel events to the Joint Commission. However, if the Joint Commission becomes aware of a reviewable sentinel event through voluntary self-reporting or otherwise, the organization is expected to conduct a root-cause analysis and action plan within 45 days of becoming aware of the sentinel event.

27. D: The Joint Commission Sentinel Event Policy defines both reviewable and nonreviewable sentinel events. Reviewable sentinel events are events that have

resulted in unanticipated death or permanent loss of function to patients or residents. Reviewable sentinel events are subject to review by the Joint Commission. Nonreviewable sentinel events include “near miss” incidents, events that have not affected a recipient of care, and deaths or loss of function following an “against medical advice” discharge. For more information on the Joint Commission and the Sentinel Event Policy visit [www.jointcommission.org](http://www.jointcommission.org).

28. A: The Joint Commission’s official “Do Not Use” List identifies the documentation of trailing zeros (1.0) or lack or a leading zero (.1 mg) to be a potential problem. A missed decimal point may lead to an incorrect interpretation. For example, 1.0 mg may appear as 10 mg if the decimal point was not identified in a physician’s order. Similarly .1 mg may appear as 1 mg since it is lacking a leading zero. There is an exception for trailing zeros when reporting necessary increased levels of precision. Laboratory values, imaging studies, and lesion measurements may require trailing zeros for increased precision reporting. Trailing zeros may not be used in medication orders.

29. D: The Joint Commission defines malpractice as improper or unethical conduct or unreasonable lack of

skill by a holder of a professional or official position and defines negligence as the failure to use such care as a reasonably prudent and careful person would use under similar circumstances. Several elements must be proven to hold a nurse liable for malpractice. Proof of a causal relationship must be established between the patient's injury and the nurse's failure to adhere to standards of care. However, the relationship must only demonstrate substantial cause.

30. D: The Privacy Rule was issued in 2003 by the U.S. Department of Health and Human Services (DHHS) following the Health Insurance Portability and Accountability Act of 1996. The privacy rule has several effects on clinical research. Personal Health Information (PHI) must be protected during the disclosure of research. A Privacy Rule Authorization must adhere to section 164.508 as outlined in the privacy rule. Core elements of the Privacy Rule Authorization include a description of the protected health information (PHI) to be disclosed, the purpose of the disclosure, an expiration date or notice of no expiration, and a dated signature. In contrast, a signed informed consent is not used for the authorization for the disclosure of PHI. An informed consent is required by the DHHS and the Food and Drug Administration Protection of Human Subjects Regulations to consent to participate in the research. De-identification of PHI and waivers

through an Institutional Review Board or Privacy Board are other possible methods of disclosing certain PHI.

31. B: The de-identifying of information is one method that allows the disclosure of protected health information (PHI) under the Health Insurance Portability and Accountability Act privacy rule for research purposes. There are 18 descriptive elements that must be removed before disclosure to prevent the identification of an individual. Names, geographic subdivisions smaller than a state, element of dates, and any unique identifying numbers, including an electronic mail address and Internet protocol address number are a few of the 18 elements that must be removed during the de-identification of PHI.

32. A: To assist team leaders in accomplishing goals, it is important to understand group dynamics in organizational development. Tuckman's stages initially comprised a four-stage model and later expanded to include a final adjourning stage. In the first stage, called the forming stage, the group forms and initial communication begins. The group leader focuses on communicating the goals of the group. During the second stage, storming, team members may challenge authority and compete for roles. The group leader should facilitate open professional

communication, support all members and continue to communicate goals. In the norming stage, hierarchy has been established, and the team begins to focus on the goals. The group leader promotes a cohesive team atmosphere. In the performing stage, members are working collaboratively toward goals. The final adjourning stage concludes a decision-making group.

33. C: There are several types of leadership power. Expert power, as identified by the title, is created when followers believe the leader has expert knowledge and competence. Referent power is created when the follower identifies positively with characteristics and qualities of the leader. Both expert and referent types of power indicate positive attitudes of followers toward their leaders, which enhances respect and commitment rather than simple compliance.

34. D: Lateral violence or horizontal violence between nurses is not uncommon and is often directed toward new nurses. Forms of lateral violence include sabotage, withholding information (as noted in the scenario described in the question), and nonverbal gestures, such as face-making. Managing lateral violence in the health care setting is challenging as this type of violence is frequently covert and met with denial during

confrontation. Proactive education and policies regarding zero-tolerance to violence in the workplace can reduce unprofessional behavior. The Joint Commission issued a Sentinel Event Alert in 2008 on behaviors that undermine a culture of safety. The alert includes recommendations for reducing intimidating and disruptive behavior. For more information, the following web site can be visited: <http://www.jointcommission.org/SentinelEvents/SentinelE>

35. B: State and local laws require health care providers and laboratories to report specific infectious diseases to the state or public health authority. The state health department then compiles the data and reports nationally notifiable infectious diseases to the Centers for Disease Control (CDC) through the National Notifiable Diseases Surveillance System (NNDSS). The list of nationally notifiable infectious diseases is revised as necessary and is available for review on the CDC web site. Morbidity and mortality weekly reports are generated from the data. Listeriosis is an infection caused by the bacteria *Listeria monocytogenes* and has been nationally reportable since 2000. In addition to national reporting, all persons with listeriosis should be interviewed by a health care provider, using the standard CDC *Listeria* case form. Although relatively rare, cases of listeriosis have risen since 2002. There are several methods of transmission, the most common of which is through ingestion of contaminated

food, such as undercooked meat or contaminated vegetables, seafood, and dairy products. Direct contact may cause skin lesions. Flu-like symptoms, such as fever and muscle aches, are common with listeriosis infections. However, *Listeria* can infect the brain or spinal cord and may be transferred to a fetus in utero or during birth.

36. C: The mission of the Office of Inspector General (OIG) as mandated by public law includes protecting programs of the Department of Health and Human Services. The OIG, the Federal Bureau of Investigation, and the Department of Justice are federal agencies that collaborate with state agencies to detect and prevent fraud. Medicare and Medicaid fraud may be reported directly to the OIG for investigation. Examples of Medicare fraud include submitting false claims, door-to-door solicitation of beneficiaries, payment for referrals by Medicare providers, and misrepresentation of Medicare private plans.

37. A: In 1998, the American Nurses Association (ANA) developed the Utilization Guide to the Principles on Safe Staffing. Nine principles for safe staffing are identified within three categories; patient care unit–related staffing, staff-related staffing, and institution/organization–related staffing. Patient care unit–related staffing principle s

identify critical factors for consideration when determining a staffing plan, which include the number of patients, the level of experience and education of staff, and contextual issues, such as available technology. The guide questions the use of nursing hours per patient days (NHPPDs) in the development of staffing plans. NHPPDs do not reflect the variability of factors necessary to predict the requirements for every possible type of patient care setting. Averaging hours of care for each patient as opposed to measuring the intensity of care required is not appropriate in nursing practice. The Utilization Guide may be accessed at: [www.safestaffingsaveslives.org](http://www.safestaffingsaveslives.org).

38. B: Centralized decision-making occurs when the span of authority and the control of key business elements are retained by top-level management. Decision-making is not dispersed. Two advantages of centralization are the ability to make rapid decisions and consistency in communication. Obvious disadvantages are the possibilities of being managed by a dictator and the loss of employee creativity and knowledge.

39. D: During verbal communication, it is important to actively listen and understand possible cognitive distortions to identify pertinent facts and avoid misunderstandings and conflict. In the scenario described



in the question, the nurse executive should recognize that the nurse manager is using all-or-nothing thinking. All-or-nothing, or black and white thinking, is often noted in perfectionists who are unable to meet unreasonable demands. The nurse manager sees herself as a failure because of her inability to complete the task. It would be prudent for the nurse executive to investigate the staff budgeting rather than focus on the manager's competence.

40. D: Published in 1978, the Ethical Principles and Guidelines for the Protection of Human Subjects of Research became known as the Belmont Report. The guidelines identify three ethical principles regarding the use of human subjects in research; respect, beneficence, and justice. These ethical principles are applied directly to research and pertain to informed, voluntary participation and protection of human subjects. Although the Belmont Report does not make specific recommendations or define regulations for human subjects of research, federal regulations under the HHS are based on these guidelines.

41. C: The Equal Employment Opportunity commission (EEOC) enforces federal laws against discrimination as a result of race, color, religion, sex, national origin, age, disability, and genetics. It is illegal to base wages or benefits on the discriminatory factors listed. Reducing benefits for older workers (if the reduction is equal to the

cost of benefits for younger workers), may be legal in certain situations. It is important to note that discrimination based on sex also includes pregnant women, and discrimination based on age mainly focuses on persons over 40 years of age.

42. A: Healthy People 2010 (HP2010) is a health promotion and disease prevention program initiated in January 2000 by the United States Department of Health and Human Services. HP2010 consists of 28 categories and 467 health objectives. National data from 190 data sources have been gathered over the last 10 years to measure the outcomes for the objectives. Collected data are based on a list of leading health indicators, which include physical activity, obesity, tobacco use, and access to health care, among others. Progress reviews analyze the data based on the 28 focus areas. A first progress review was completed in 2005, and a second review is available online at [www.healthypeople.gov](http://www.healthypeople.gov). In the progress reviews, each focus area is analyzed and identifies data trends, challenges, strategies, and suggestions for improvement.

43. B: Employers' Liability Insurance protects employers against lawsuits of negligence or failure to provide safe working conditions. Many Workers' Compensation

policies include a separate section for Employer's Liability coverage. Most states have laws requiring both types of insurance. Employers' Liability coverage does not protect against litigation related to discrimination. Public Liability Insurance provides insurance against third-party injuries.

44. C: Medicare Part C offers Medicare Advantage Plans, and enrolled participants receive all Medicare-covered care through private health insurance. To qualify for enrollment, applicants must have Medicare Part A and Part B. The Centers of Medicaid and Medicare forecast that they will serve over 98 million Americans at a cost of 803.1 billion dollars, not including non-benefit administrative costs for the fiscal year of 2010.

45. D: Under section 5001(c) of the Deficit Reduction Act, the Centers for Medicare and Medicaid no longer cover certain illnesses acquired during hospitalization. The list of illnesses includes pressure ulcers stages III and IV, certain infections following surgery, vascular and urinary catheter infections, air embolisms, administration of incompatible blood, and foreign objects unintentionally retained after surgery.

46. D: An Exposure Control Plan (ECP) should include several elements: determination of employee exposure, implementation of methods of exposure control, hepatitis B vaccination documentation, postexposure evaluation, employee training, recordkeeping, and procedures to evaluate exposure events. Lists of hazardous chemicals and material safety data sheets are also requirements of the Occupational Safety and Health Administration within the Hazardous Communication Program. Templates for an ECP and a Hazardous Communication Program are available for review at: <http://www.osha.gov/Publications/osh3186.pdf>.

47. D: A failure mode and effects analysis (FMEA) is a method used to identify potential failure modes or processes. Possible effects of those failures are analyzed and action recommendations are formulated. Benefits of regularly performing a FMEA include identifying change requirements, preventing negative occurrences, and improving patient care through prevention planning. A root-cause analysis is reactive to adverse occurrences and is performed following an event to investigate root causes.

48. A: The Pareto principle, also known as the 80/20 rule was initially created by Italian economist Vilfredo Pareto.

The principle was based on a mathematical formula that was developed to analyze the unequal distribution of wealth in early 1900 Italy. In 1941, Dr. J. Juran, a quality-management consultant identified that Pareto's formula could be applied to other areas beyond economics, namely quality. The Pareto principal quickly became a useful analysis tool in many disciplines. Because of the 80/20 rule, the Pareto chart is useful in focusing and prioritizing significant factors or causes.

49. D: Gantt charts are linear bar charts used to display a project schedule. They are effective for small projects with up to 30 activities. While Gantt charts focus on schedule management and time, PERT flow charts focus on the relationship between activities and are often used for large complex projects because they can display connecting dependent networks of activities better than Gantt charts.

50. D: The National Committee for Quality Assurance (NCQA) is a non-profit organization that promotes quality in health care. NCQA offers several accrediting programs for health plans, managed behavioral health care organizations, medical groups, and physicians. A multicultural health care distinction is available through NCQA. The distinction is available for organizations that

meet evidence-based criteria for cultural competency.

51. B: Tobacco use is a leading health indicator for Healthy People 2010 (HP2010). HP2010 reports that cigarette smoking is the most preventable cause of disease and death in the United States, and approximately \$50 billion is spent annually in direct medical costs as a result of smoking. HP2010 objectives regarding tobacco use include reducing cigarette smoking by adults and adolescents. The Centers for Disease Control report that cigarette smoking causes 1 of every 5 deaths in the United States each year.

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