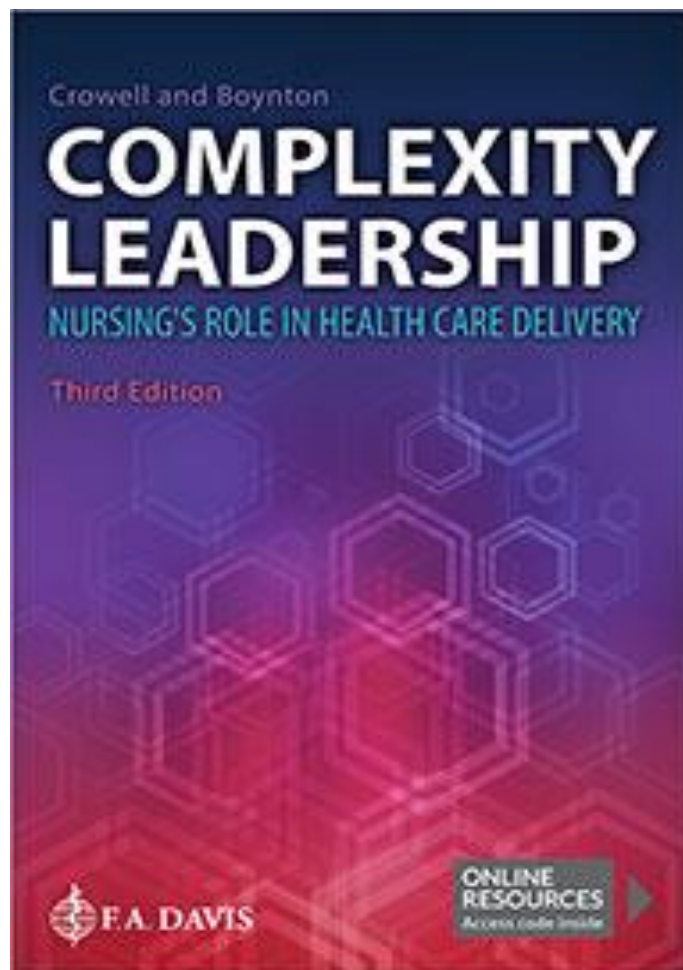


TEST BANK

**Complexity Leadership Nursing's Role
in Health Care Delivery 3rd Edition
Crowell Boynton**



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Chapter 1. The Complexity Leadership Model

MULTIPLE CHOICE

1. The plan-do-study-act cycle begins with:

- a. three questions.
- b. four stages.
- c. five agendas.
- d. two concepts.

ANS: A

The plan-do-study-act (PDSA) cycle, a process improvement tool, starts with three questions: 1) What are we trying to accomplish?, 2) How will we know that a change is an improvement?, and 3) What changes can we make that will result in improvement?

PTS: 1 DIF: Comprehension

REF: THE PLAN DO STUDY ACT CYCLE

2. A staff nurse asks the nurse manager, What does the mnemonic FOCUS in FOCUS methodology stand for? The best response by the nurse manager is that it stands for:

- a. Focus, Organize, Clarify, Understand, Substantiate.
- b. Focus, Opportunity, Continuous, Utilize, Substantiate.
- c. Focus, Organize, Clarify, Understand, Solution.
- d. Focus, Opportunity, Continuous (process), Understand, Solution.

ANS: C

The FOCUS methodology uses a stepwise process for how to move through the improvement process. The five steps involved are 1) *focus* on an improvement idea, 2) *organize* a team that knows the work process, 3) *clarify* the current process, 4) *understand* the degree of change needed, and 5) *solution* (select a solution for improvement).

PTS: 1 DIF: Comprehension

REF: THE FOCUS METHODOLOGY

3. The nurse manager recognizes that the goal of studying outcomes is to:

- a. determine staff needs.
- b. identify potential problems.
- c. predict the quality of patient care.
- d. incorporate change in nursing practice.

ANS: B

By studying outcomes, the nurse manager is able to identify potential areas of concern (problems). The outcomes can be short or long term and may lead to an investigation of the structure and process to determine any root causes for a negative outcome.

PTS: 1 DIF: Application

REF: GENERAL PRINCIPLES OF QUALITY IMPROVEMENT

4. An educator wants to determine if the nursing students know the work of W. Edwards Deming. Which statement by the students would indicate that the students know the focus of Deming's work?

- a. Pioneer of the continuous quality improvement movement
- b. Quality expert known for his studies on surgical and ambulatory care
- c. Father of risk management
- d. Guru of the PDSA movement

ANS: A

W. Edwards Deming is one of the primary pioneers of the continuous quality improvement movement. Some of the contributions to the science of improvement made by Deming are appreciating a system, understanding variation, and applying knowledge and psychology.

PTS: 1 DIF: Application REF: INTRODUCTION

5. A local hospital is implementing a systematic process of organization-wide participation and partnership in planning and implementing improvement methods to test evidence-based practices at all levels of the services. The hospital is most likely implementing which of the following?

- a. QI
- b. QA
- c. QM
- d. TM

ANS: A

QI (quality improvement) is an organization (system-wide) process of organization-wide participation and partnership in planning and implementing improvement methods to understand and meet customer needs and expectations. It is proactive in its approach, and other terms that may be used interchangeably for QI are TQM (total quality management) and PI (process improvement).

PTS: 1 DIF: Application REF: INTRODUCTION

6. A nursing instructor is evaluating a student's understanding of the primary difference between QA and QI. Which response by the student would indicate that the student understood?

- a. QI is reactive, and QA is proactive.
- b. QA's emphasis is on maintaining minimum standards of care, and QI's emphasis is upon identifying real and potential problems.
- c. QA documents quality, and QI reports incidents and errors.
- d. QI is more a single program, and QA is more a management approach.

ANS: B

The primary focus of QA (quality assurance) is upon *maintaining the minimum standards of care*, and it tends to be *reactive* rather than proactive. The main focus of QI (quality improvement) is on *the identification of real and potential problems*, and it tends to be *proactive* instead of reactive.

PTS: 1 DIF: Application

REF: THE EVOLUTION OF QUALITY IMPROVEMENT INITIATIVES

7. Which of these general principles of total quality management does *not* necessarily belong?
- Quality is achieved by the participation of everyone.
 - Focusing on the work process develops improvement opportunities.
 - Improving the service of quality is a continuous process.
 - Decisions to improve or change a process are based on the majority rule.

ANS: D

Some of the general principles of quality improvement are that quality is achieved through the participation of everyone in the organization, improvement opportunities are developed by focusing upon the work process, the improvement of the quality of services is an ongoing (continuous) process, and decisions to change or improve a system or process are made based on data (not on majority rule).

PTS: 1 DIF: Comprehension

REF: GENERAL PRINCIPLES OF QUALITY IMPROVEMENT

8. A staff development trainer wants to determine if a group of nurses knows the primary difference between QA and TQM. Which response by the nurses would indicate that further teaching is needed?
- There is no difference between QA and TQM since the primary focus of both is doing it right.
 - The primary focus of TQM is doing the right thing.
 - The primary focus of QA is doing it right.
 - The primary focus of QA is doing it right. The primary focus of TQM is doing the right thing.

ANS: A

The primary focus of quality assurance (QA) methods is upon doing it right, and it involves such methods as chart audits, reviewing incident reports, and determining whether performance conforms to standards. Quality improvement (also called total quality management TQM) focuses on doing the right thing, and it uses such methods as building quality performance into the work process and meeting the needs of the customer proactively.

PTS: 1 DIF: Application REF: TOTAL QUALITY MANAGEMENT

9. An effective nurse manager adopts several quality improvement methods in the management of the ICU. The managers approach is based on the understanding that some of the primary benefits to this approach includes which of the following?

- a. Empowers staff and provides an outlet for critical theory
- b. Views every problem as an opportunity to improve and to improve staff satisfaction
- c. Decreases necessary expenses from lost business and helps customers think you care about them
- d. Involves staff in how work is planned and done and increases the customers perception that you care by designing processes that meet the providers needs

ANS: B

Some principle benefits of adopting quality improvement methods include viewing every problem as a possible opportunity for improvement; involving staff in how the work is designed and delivered (improves staff satisfaction); empowering staff to identify and implement improvement, resulting in increased patient outcomes; and increasing the customers perception that you care by designing health care processes to meet customer needs, as opposed to the health care providers needs.

PTS: 1 DIF: Application

REF: GENERAL PRINCIPLES OF QUALITY IMPROVEMENT

10. A set of causes and conditions that repeatedly come together in a series of steps to transfer inputs into outcomes is called:

- a. CQI.
- b. a process.
- c. QA.
- d. a movement.

ANS: B

This definition of a process (Bandyopadhyay and Hayes, 2009) provides a means for understanding how work processes encompass steps and result in outcomes. Deming (2000) also noted that every activity, every job is part of a process. CQI and QA are all comprised of different work processes aimed toward obtaining improved outcomes to specified concerns.

PTS: 1 DIF: Comprehension

REF: FOCUS ON IMPROVEMENT OF THE HEALTH CARE WORK PROCESS

11. A group of nurses is working with the Quality Assurance Department to improve the quality of care in the hospital. These nurses would recognize that one of the hospital's external customers would include which of the following?

- a. Staff nurse
- b. Pharmacist
- c. Joint Commission (JC)
- d. Hospital chaplain

ANS: C

External customers are those people who are outside the (health care) organization and receive the output of the organization such as patients, regulatory agencies (Joint Commission, the Department of Health), the community the organization serves, and private practitioners. Internal customers are those people who work within the organization and received output of other employees such as nurses, pharmacists, hospital chaplains, and therapists.

PTS: 1 DIF: Application REF: CUSTOMERS IN HEALTH CARE

12. An independent group of items, people, or procedures with a common purpose is called a(n):

- a. process.
- b. goal.
- c. system.
- d. organization.

ANS: C

Systems are independent groups of people, processes, or items with a common purpose or goal. Organizations are made up of various systems such as different departments (i.e., radiology, laboratory, and cardiology) or processes (i.e., QI or risk management departments).

PTS: 1 DIF: Knowledge REF: IMPROVEMENT OF THE SYSTEM

13. The credit for the cycle of continuous improvement is given to:

- a. W. Edwards Deming.
- b. Philip B. Crosby.
- c. Joseph M. Juran.
- d. Walter Shewhart.

ANS: D

Walter Shewhart, the director of Bell Laboratories in the mid 1920s, has been credited with the concept of the cycle of continuous improvement, which advocates that the process of quality improvement (QI) is an ongoing process because it is linked to customer needs and judgments. W. Edwards Deming, Philip B. Crosby, and Joseph M. Juran are all well-known pioneers of the continuous quality movement, and all have made important contributions to the science of improvement.

PTS: 1 DIF: Knowledge REF: A CONTINUOUS PROCESS

14. The nurses on your unit want to ensure that the care provided to patients has value to both the patients and the hospital. In this situation, value involves which of the following?

- a. Philosophy
- b. Function of quality outcomes and cost
- c. Beliefs about something
- d. Price for a particular item or service

ANS: B

The repercussions of quality improvement for patient care can be measured by the overall *value* of that care. Value itself is a function of both quality outcomes and cost; for example, outcomes can be a patients return to functional status (or mortality/morbidity), and the cost is a combination of both the indirect and direct patient care needs.