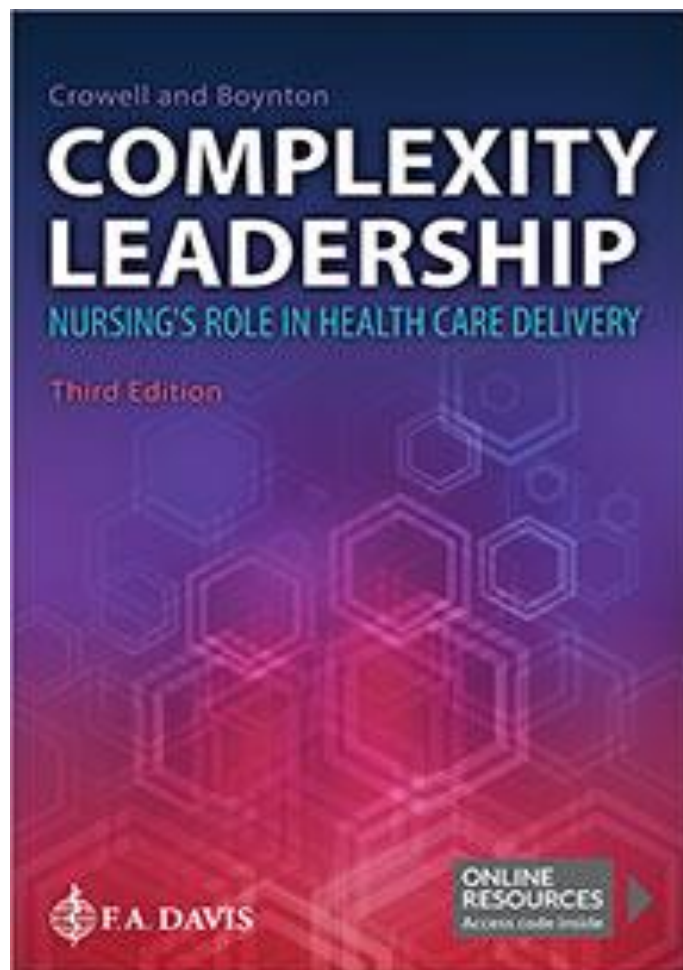


TEST BANK

**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: