

Introduction

Peregrine Academic Services, the higher education division of Peregrine Global Services, provides assessment services for performing direct assessment of learning outcomes for several academic disciplines. The online exams are used to evaluate retained student knowledge in relation to the academic program's learning outcomes.

This document outlines the **Healthcare Administration** assessment service for the undergraduate academic degree level.

This assessment service is designed for use by U.S.-based schools and programs.

Validity and Reliability

Peregrine Academic Services places a high priority on ensuring the validity and reliability of the assessment services. These practices begin at the design stage and continue through beta-testing, and with ongoing regularly scheduled quality reviews. A summary of these approaches is provided at the end of this document. For additional information regarding the reliability process, please refer to the following peer-reviewed article:

Oedekoven, O. O., Napolitano, M., Lemmon, J., & Zaiontz, C. (2019). Determining test bank reliability. *Transnational Journal of Business*, 4(Summer), 63-74.

Testing Process

The exams include 10 questions for each exam topic. Each exam is unique as questions are selected at random from the test bank of over 200 questions per topic. Institutions select the topics to be included in the exam to align with the learning outcomes and program curriculum.

Available Exam Domains and Topics

The specific topics for this assessment service that are available for use with a customized assessment are:

1. Communications and Relationship Management

- 1.1. Communication Skills
- 1.2. Facilitation and Negotiation
- 1.3. Relationship Management

2. Leadership

- 2.1. Communicating Vision
- 2.2. Leadership Skills and Behavior
- 2.3. Managing Change
- 2.4. Organizational Climate and Culture
- 2.5. Teamwork
- 2.6. Cultural Competence and Diversity

3. Professionalism

- 3.1. Contributions to the Community and Profession
- 3.2. Personal and Professional Accountability
- 3.3. Professional Development and Lifelong Learning
- 3.4. Ethics

4. Knowledge of the Healthcare Environment

- 4.1. Health Care Personnel
- 4.2. Healthcare Systems and Organizations
- 4.3. The Community and the Environment
- 4.4. The Legal Environment of Healthcare Administration
- 4.5. The Patient's Perspective
- 4.6. Population Health
- 4.7. Health Policy

5. Business Knowledge and Skills

- 5.1. Financial Management
- 5.2. General Management
- 5.3. Human Resource Management
- 5.4. Information Management

- 5.5. Organizational Dynamics
- 5.6. Governance
- 5.7. Quality Improvement
- 5.8. Risk Management
- 5.9. Strategic Planning
- 5.10. Marketing
- 5.11. Healthcare Economics
- 5.12. Quantitative Methods
- 5.13. Operational Management
- 5.14. Post-Acute Care

Subjects and Example Questions

The following pages include the specific subjects included with the topics along with example questions for the topic. These specific questions have been inactivated within the test bank and are shown in this document only to illustrate the types of questions that are presented to learners.

Test bank questions are written and proofed by terminally degreed, subject matter experts from accredited institutions who have teaching experience with the specific discipline. The criteria for a test bank question include:

- Test questions may be questions or (incomplete) statements.
- All multiple-choice format with 4 possible responses and only one correct response.
- All responses must be plausible and not misleading.
- “All of the Above” (or similar) or “None of the Above” or “A & C” responses are not used.
- All incorrect responses are assigned Response Distractors:

<u>Response Distractor</u>	<u>Student’s response indicates they...</u>
<i>Fact-based error</i>	...do not know the fact(s).
<i>Concept-based error</i>	...misunderstood the concept.
<i>Conclusion-base error</i>	...reached an incorrect conclusion.
<i>Interpretation-based error</i>	...incorrectly interpreted the question.
<i>Calculation-based error</i>	...made an error with a math-related calculation.

Domain: Communications and Relationship Management

Topic: Communication Skills

Subjects

- **Collaborate** (Questions related to types of collaborative teams, process, and barriers)
- **Communication** (Questions related to written and oral communication, presenting, and business reports/plans)
- **Diversity** (Questions related to culturally competent communication, awareness, and value of diverse teams)
- **Interpersonal Relations** (Questions related to context, behavior, and skills)
- **Leadership** (Questions related to communicating organizational mission, vision, objectives, and priorities)
- **Lifelong Learning** (Questions related to providing and receiving feedback, barriers, and types of lifelong learning)
- **Teamwork** (Questions related to tools, importance, effective communication in teams)
- **Technology** (Questions related to technical resources, barriers, and appropriate use)

Example Questions

Workers in a workplace can help avoid cross-cultural misunderstandings by _____.

- A. cultivating cultural understanding of fellow workers and customers/clients
- B. maintaining a professional appearance at all times
- C. interacting with others influenced by their own cultural beliefs
- D. not serving customers/clients with whom they feel uncomfortable

Correct Response: A

_____ environments engender increased knowledge and respect of the health team members for each other.

- A. Collaborative and aggressive
- B. Collaborative and passive
- C. Collaborative and reactive
- D. Collaborative and participative

Correct Response: D

Domain: Communications and Relationship Management

Topic: Facilitation and Negotiation

Subjects

- **Collaborate** (Questions related to facilitation principles, negotiation styles, and shared decision making)
- **External Relationships** (Questions related to social networks, organizational hierarchy, customer service, and labor relations)
- **Negotiation** (Questions related to types of negotiations, resolution techniques, and negotiation skills)
- **Physicians** (Questions related to effective physician and administrator teams)
- **Teamwork** (Questions related to group dynamics, team participation, and creating/leading a team)

Example Questions

All of these are guidelines for establishing and preserving long-term relationships except_____.

- A. understand the mission, strategic priorities
- B. try to limit transparency in communicating information
- C. reach out to stakeholders at the program onset
- D. keep an open communication flow exchange

Correct Response: B

_____ allows health system managers, policymakers, and clinicians to find ways of implementing the desired conditions for workers while meeting the expectations of patients.

- A. Negotiation
- B. Teamwork
- C. Political maneuvering
- D. Resource allocation

Correct Response: B

Domain: Communications and Relationship Management

Topic: Relationship Management

Subjects

- **Accountability** (Questions related to personal accountability and holding others accountable)
- **Collaborate** (Questions related to shared decision making, collaborative relationships, and trust building)
- **External Relations** (Questions related to relationships with stakeholders, suppliers, vendors, and customers)
- **Healthcare Systems** (Questions related to organizational structure and internal customers)
- **Interpersonal Relations** (Questions related to delivering bad news and maintaining credibility, having empathy while ensuring organizational goals are met, and sharing views in a non-judgmental way)
- **Leadership** (Questions related to communication of vision, motivation, and how to accomplish objectives)
- **Physicians** (Questions related to staff relationships, alignment between physician and hospitals, and improving relationships with physicians)
- **Systems Thinking** (Questions related to relationships of organizational systems, physician system, and other health care systems)

Example Questions

Examples of healthcare organizations collaborating on a range of projects include the following except_____.

- A. health and social care partners working collaboratively across a region to improve the provision of Urgent Care services
- B. price fixing arrangements
- C. community Healthcare and Acute Care partners working collaboratively to reduce excess bed days
- D. the development of a joint cancer strategy involving multiple organizations, third sector partners and others

Correct Response: B

Topic: Relationship Management

Example Questions

Marked by the growing use and influence of emerging/disruptive technologies – cloud, mobile devices, big data, advanced analytics, and others, system thinking is _____.

- A. a luxury that can't be afforded
- B. a business survival strategy
- C. can be ignored
- D. costly

Correct Response: B

Domain: Leadership

Topic: Communicating Vision

Subjects

- **Accountability** (Questions related to accountability of self and others to organizational goals)
- **Change Management** (Questions related to training for change and transforming organizations)
- **Ethics** (Questions related to ethical codes and commitment to organization's vision, purpose, and values)
- **Implementation** (Questions related to implementation of organizational strategy and changes)
- **Leadership** (Questions related to creating, inspiring, and communicating vision)
- **Physicians** (Questions related to physician buy-in to accept risk and support new business ventures)
- **Quality Improvement** (Questions related to promoting organizational learning and improvement)
- **Strategy** (Questions related to implementation, decision making, and ensuring departmental goals align with organizational goals)
- **Systems Thinking** (Questions related to understanding fiscal discipline to meet the organization vision and mission)

Example Questions

In contrast with constructive accountability, _____ is a process in which two or more people or groups discuss their needs and differences of opinion and eventually develop a solution.

- A. ethical conflict
- B. legal conflict
- C. constructive conflict
- D. neutral conflict

Correct Response: C

Topic: Communicating Vision

Example Questions

Sound _____ strategies are needed to create a healthy organization culture in which subordinates, team members, and leaders achieve results.

- A. financial
- B. operational
- C. communication
- D. accounting

Correct Response: C

Domain: Leadership

Topic: Leadership Skills and Behavior

Subjects

- **Accountability** (Questions related to accountability of processes and documentation and managing behaviors/relationships)
- **Advocate** (Questions related to leading participation in advocacy endeavors at the local, state, and national levels)
- **Assessment** (Questions related to assessment of self, department/team, and organizational effectiveness)
- **Change Management** (Questions related to being a change agent, change process, and managing expectations)
- **Culture** (Questions related to managing and changing culture)
- **Decision Making** (Questions related to engaging staff/others in decision making)
- **Ethics** (Questions related to upholding and advocating ethical standards and decision making)
- **External Relations** (Questions related to stakeholder relationship and advocating/participating in healthcare policy initiatives)
- **Governance** (Questions related to board and governance structures and techniques to work with them)
- **Leadership** (Questions related to visionary thinking that impact the healthcare organization)
- **Lifelong Learning** (Questions related to stages of development and applying lessons learned)
- **Mentoring** (Questions related to characteristics of mentoring future leaders within the organization)
- **Regulations** (Questions related to regulations and principles leaders must adhere to)
- **Self-Awareness** (Questions related to understanding how one's own beliefs, values, attitude impact decision making and management)
- **Systems Thinking** (Questions related to the interaction between people, data, and organizational structure)
- **Theory** (Questions related to leadership styles and techniques)

Topic: Leadership Skills and Behavior

Example Questions

The strategic plans are usually the responsibility of _____.

- A. lower management
- B. middle management
- C. senior management
- D. outside managers

Correct Response: C

Self-aware leaders exhibit which of the following characteristics?

- A. They know themselves, including strengths and weaknesses.
- B. They delegate their decisions to others.
- C. They do not seek feedback from others.
- D. They do not have high self-esteem.

Correct Response: A

Domain: Leadership

Topic: Managing Change

Subjects

- **Change Management** (Questions related to rational decision making, hurdles, and skills)
- **Implementation** (Questions related to steps for implementing organizational change and techniques to support)
- **Physicians** (Questions related to developing effective medical staff relationships in support of the organization's mission, vision, and strategic plan)
- **Planning** (Questions related to anticipating the need of resources, TQM approaches, leadership roles in change management, and communicating)
- **Quality Improvement** (Questions related to growth and development of the organization)
- **Self-Awareness** (Questions related to one's own reaction to change, emotional intelligence, and approaches to change)
- **Staff** (Questions related to supporting staff through changes)
- **Strategy** (Questions related to monitoring strategic plan)
- **Systems Thinking** (Questions related to integrating the strategic and operational plan)
- **Theory** (Questions related to organizational and management techniques)

Example Questions

Leaders have a responsibility to _____ and _____ change.

- A. understand; respond to
- B. facilitate; enable
- C. interpret; communicate
- D. participate; involve

Correct Response: B

Topic: Managing Change

Managing employees' emotions in the change initiatives can be very _____ to the leaders.

- A. easy
- B. demanding
- C. informal
- D. uncomplicated

Correct Response: B

Domain: Leadership

Topic: Organizational Climate and Culture

Subjects

- **Accountability** (Questions related to setting expectations and holding others accountable)
- **Change Management** (Questions related to supporting innovation)
- **Collaborate** (Questions related to methods and benefits)
- **Culture** (Questions related to assess, define, and develop an organization's culture)
- **Decision Making** (Questions related to engaging staff and others in decision making)
- **Diversity** (Questions related to cultural competence, types of diversity, and value to an organization)
- **Ethics** (Questions related to achieving high ethical standards in an organization)
- **Leadership** (Questions related to creating and communicating vision)
- **Lifelong Learning** (Questions related to creating an environment expecting personal and professional growth)
- **Patients and Families** (Questions related to promoting patient-centered decisions)
- **Systems Thinking** (Questions related to assessing an organization values, processes, and approaches)
- **Teamwork** (Questions related to creating a climate encouraging teamwork and trust)

Example Questions

Presenting the evidence of a problem in a _____ manner is the crucial first step to the comprehension that presages behavior changes.

- A. nonthreatening
- B. threatening
- C. aggressive
- D. fun

Correct Response: A

Topic: Organizational Climate and Culture

Example Questions

Which of the following is most likely to give employees a reason to act ethically and to be more innovative?

- A. Salary penalties for poor work.
- B. Fear of retribution from upper administration.
- C. Having an informal back door relationship with the upper administration.
- D. Empowerment and autonomy over their work.

Correct Response: D

Domain: Leadership

Topic: Teamwork

Subjects

- **Collaborate** (Questions related to conflict management, high performing teams, and culture)
- **Change Management** (Questions related to traits of change management, levels of change, and change agents)
- **Healthcare Professionals** (Questions related to clinical team types, dynamics, and effectiveness)
- **Leadership** (Questions related to theories, styles, and building blocks)
- **Teamwork** (Questions related to the importance, goal, and success)
- **Self-Awareness** (Questions related to the importance of self-awareness for successful teams)

Example Questions

Clinical care in critical care or long-term care units requires _____ teams of clinicians.

- A. highly dynamic
- B. intact
- C. core
- D. contingency

Correct Response: B

Empirical evidence shows that _____ self-awareness tends to assist leaders with better team outcomes.

- A. clear
- B. higher
- C. vision-focused
- D. lower

Correct Response: B

Domain: Leadership

Topic: Cultural Competence and Diversity

Subjects

- **Culture** (Questions related to fostering work culture diversity and cultural concepts and biases)
- **Diversity** (Questions related to inclusion, strategy, and values)
- **Ethics** (Questions related to ethical dilemmas, principals, and characteristics)
- **Interpersonal Relations** (Questions related to cultural competence, communication, and biases)
- **Self-Awareness** (Questions related to one's cultural values, self-reflection, and critical consciousness)
- **Staff** (Questions related to diversity committees, trainings, and environment)

Example Questions

To maintain a diverse culture, organizations must conduct _____.

- A. in-services on diversity
- B. a literature review on diversity
- C. diversity reviews
- D. simulations on diversity

Correct Response: C

"Community of Practice" helps individuals _____.

- A. explore surface-level issues related to diversity
- B. explore deep-level diversity such as psychological, personality, attitude, and value differences
- C. explore likeness within the group
- D. provide outreach services to underserved communities

Correct Response: B

Domain: Professionalism

Topic: Contributions to the Community and Profession

Subjects

- **Accountability** (Questions related to the fiduciary responsibilities)
- **Advocate** (Questions related to community advocacy, legal advocacy, and the power of advocacy)
- **Assessment** (Questions related to assessing the health needs of the community and organizational assessments)
- **Collaborate** (Questions related to interprofessional collaboration and community collaboration)
- **Community** (Questions related to community engagement, empowerment, and service)
- **Diversity** (Questions related to benefits of integrating divergent viewpoints)
- **Ethics** (Questions related to being an ethical guide for an organization)
- **Leadership** (Questions related to building loyalty and commitment)
- **Lifelong Learning** (Questions related to continuing education and how to model lifelong learning)
- **Mentoring** (Questions related to mentoring styles, challenges, and relationships)
- **Nursing** (Questions related to educational needs and impact of decisions on the health care organization)
- **Physicians** (Questions related to mentorship and impact on the community)
- **Planning** (Questions related to succession planning and future health care needs of the community)
- **Regulations** (Questions related to regulations that affect patient care)
- **Systems Thinking** (Questions related to the impact of state and federal legislation on health care organizations)

Topic: Contributions to the Community and Profession

Example Questions

_____ provides a bridge linking the medical model's focus on individual prevention and treatment approaches with community-based prevention strategies.

- A. Institutional advocacy
- B. Management advocacy
- C. Political advocacy
- D. Community advocacy

Correct Response: D

Multiple new regulations and accreditations processes, professional standards, increased accountabilities, and financial priorities require _____ and nurse leaders already struggling to gain and sustain competencies in evolving arenas of practice, quality, and safe patient care.

- A. less of direct care consultants
- B. more of direct care clerks
- C. less of direct care nurses
- D. more of direct care nurses

Correct Response: D

Domain: Professionalism

Topic: Personal and Professional Accountability

Subjects

- **Accountability** (Questions related to holding self and others accountable)
- **Analysis** (Questions related analyzing organizational issues)
- **Culture** (Questions related to championing ethical values and standards)
- **Diversity** (Questions related to cultural sensitivity and how cultural/spiritual diversity for patients and staff relate to healthcare needs)
- **Ethics** (Questions related to integrating ethical standards every day, professional standards and codes of ethics, and business ethics)
- **Leadership** (Questions related to visionary thinking that impacts the healthcare organization)
- **Lifelong Learning** (Questions related to maintaining curiosity and eagerness for new knowledge and ideas)
- **Management** (Questions related to ensuring processes for incorporating industry, technology, and environment trends)
- **Mentoring** (Questions related to supporting and encouraging others to participate in professional organization)
- **Negotiation** (Questions related to conflict-of-interest situations)
- **Patients and Families** (Questions related to champion patient rights and responsibilities)
- **Regulations** (Questions related to compliance with legal and regulatory standards)
- **Self-Awareness** (Questions related to balance of personal and professional pursuits and recognizing how one's values/beliefs impact decision making)

Topic: Personal and Professional Accountability

Example Questions

A healthcare leader who has empathy shows the following except _____.

- A. listens attentively
- B. is attentive to people's nonverbal cues
- C. can only relate to those from the same background
- D. can see things from someone else's perspectives

Correct Response: C

Effective healthcare professionals, like exemplary dealmakers, understand that having a _____ mindset is essential in negotiation.

- A. learning
- B. wining
- C. relaxed
- D. lazy

Correct Response: A

Domain: Professionalism

Topic: Professional Development and Lifelong Learning

Subjects

- **Accountability** (Questions related to professional competencies and behaviors)
- **Collaborate** (Questions related to networking with colleagues)
- **Culture** (Questions related to creating an environment where personal and professional growth is expected)
- **Leadership** (Questions related to personal commitment to enhance skills, knowledge, and abilities in the organization)
- **Lifelong Learning** (Questions related to developing a career plan, contributing to professional knowledge, and staying current with industry trends)
- **Mentoring** (Questions related to mentorship from respected colleagues)
- **Self-Awareness** (Questions related to assessing and planning one's personal, professional, and career goals)

Example Questions

In managing professional development costs and benefits, healthcare organizations should strive to maximize the ratio of _____.

- A. gains to expenditures
- B. expenditure to gains
- C. expenditure to benefits
- D. gains to cash flows

Correct Response: A

Management and leadership are important for delivering good health services. Although the two are similar in some respects, they may involve different types of outlooks, skills, and _____.

- A. assets
- B. behaviors
- C. activities
- D. resources

Correct Response: B

Domain: Professionalism

Topic: Ethics

Subjects

- **Accountability** (Questions related to applying ethical principles in business and organizational decisions)
- **Ethics** (Questions related to theories, principles, and practices)
- **Interpersonal Relations** (Questions related to applying ethical practices in relationships)
- **Leadership** (Questions related to applying ethics to leadership)
- **Self-Awareness** (Questions related to one's personal ethical dilemmas)
- **Teamwork** (Questions related to ethical practices managing teams)
- **Advocate** (Questions related to advocating ethical principles)

Example Questions

The CEO of a major insurance company wants to expand senior health care. The CEO sponsors a conference to educate professionals about this market. The CEO is a/an _____.

- A. futurist
- B. financial leader
- C. negotiator
- D. advocate

Correct Response: D

An administrator always begins rounds by asking, "How can I help?" This action demonstrates _____.

- A. beneficence
- B. practical wisdom
- C. autonomy
- D. justice

Correct Response: A

Domain: Knowledge of the Healthcare Environment

Topic: Health Care Personnel

Subjects

- **Collaborate** (Questions related to barriers to collaboration and collaboration outcomes)
- **Healthcare Professionals** (Questions related to organizational structure and the role of non-clinical and clinical professionals)
- **Healthcare Systems** (Questions related to ancillary and support services)
- **Negotiation** (Questions related to facilitating dispute resolution)
- **Nursing** (Questions related to nursing shortage, scope of practice, and nursing leadership)
- **Physicians** (Questions related to physician practice models, physician leadership, and physicians' roles)
- **Staff** (Questions related to hiring, recruitment, retention, and workforce issues)
- **Teamwork** (Questions related to teamwork promoting patient care)

Example Questions

The impact of advances in science and medicine on demand for health care services and the productivity of health care providers will ____ by medical specialty and delivery setting.

- A. be unknown
- B. change
- C. make no difference
- D. differ

Correct Response: D

Today's age-diverse workforce expands the definition of diversity, and employers who develop leadership strategies that appeal to an age-diverse population will gain a _____.

- A. high edge
- B. market edge
- C. competitive edge
- D. sharp edge

Correct Response: C

Domain: Knowledge of the Healthcare Environment

Topic: Healthcare Systems and Organizations

Subjects

- **Collaborate** (Questions related to the interaction and integration of healthcare sectors)
- **Communication** (Questions related to healthcare and medical terminology)
- **Evidence-Based Practice** (Questions related to evidence-based management practice)
- **Healthcare System** (Questions related to the environment the healthcare system operates and the characteristics healthcare organizations)
- **Regulations** (Questions related to funding and payment systems)
- **Systems Thinking** (Questions related to the interdependency, competition, among healthcare sectors)
- **Theory** (Questions related to managed care models, structures, and environment)

Example Questions

Healthcare organizations simultaneously compete in some areas while _____ in others such as care for the poor and medical education.

- A. fight
- B. collaborate
- C. undermine
- D. deceive

Correct Response: B

In 1991, the regulation informally known as the 'common rule' was issued by 15 federal departments and agencies to _____.

- A. protect human research subjects
- B. promote a common set of rules for health care business
- C. protect the environment from hospital waste
- D. advance standards for regulatory agencies

Correct Response: A

Domain: Knowledge of the Healthcare Environment

Topic: The Community and the Environment

Subjects

- **Advocate** (Questions related to legislation)
- **Community** (Questions related to community standard of care and outreach)
- **Healthcare Systems** (Questions related to organization and delivery of healthcare)
- **Patients and Families** (Questions related to patient care standards and quality)
- **Regulations** (Questions related to compliance laws and regulations)
- **Systems Thinking** (Questions related to knowledge of interaction and integration among healthcare sectors)
- **Technology** (Questions related to technological advancements)

Example Questions

Community health workers are effective advocates because they _____.

- A. live in the community they work with
- B. are salaried by the community
- C. are popular amongst community members
- D. are government employees with a significant amount of authority

Correct Response: A

The use of this technology has resulted in decreased hospital stays.

- A. Robotics
- B. Antibiotics
- C. Radiology
- D. Laparoscopic Surgery

Correct Response: D

Domain: Knowledge of the Healthcare Environment

Topic: The Legal Environment of Healthcare Administration

Subjects

- **Healthcare Law and Regulation** (Questions related to reporting laws and agencies and interpretation)
- **Healthcare Legislation** (Questions related to privacy and federal legislation)
- **Healthcare Policy** (Questions related to policy making process and US health policy)
- **Healthcare Regulations** (Questions related to regulation theory and regulatory organizations)
- **Public Health** (Questions related to public health regulations)

Example Questions

The following situation may make that person eligible for workers' compensation.

- Julia has an accident on her way to work.
- Jan hurt herself while vacationing at the resort where she works as a cook.
- Steve fell in the hospital parking lot on his lunch break.
- Scott heard an odd popping noise as he transferred a patient from the bed to the chair on 4 East where he works as a nurse.

Correct Response: D

The Medicaid program is a joint social medical insurance program between _____.

- federal and county governments
- federal and state governments
- city and state governments
- state and county governments

Correct Response: B

Domain: Knowledge of the Healthcare Environment

Topic: The Patient's Perspective

Subjects

- **Advocate** (Questions related to assuring clinical and nurses' perspective are included in organizational decisions)
- **Change Management** (Questions related to being a change agent for patient care)
- **Evidence-Based Practice** (Questions related to measures of clinical decision-making and effectiveness)
- **Healthcare Systems** (Questions related to innovations)
- **Implementation** (Questions related to patient safety programs)
- **Patient Safety** (Questions related to the impact of nurses on patient safety and supporting a safe environment and organization)
- **Patients and Families** (Questions related to patient satisfaction and engagement)
- **Quality Improvement** (Questions related to a quality management system)

Example Questions

Patient advocacy groups act as _____ when they convincingly and persistently provide a patient's perspective to politicians to bring about change.

- A. pundits
- B. lobbyists
- C. HMOs
- D. legal representatives

Correct Response: B

What are some criticisms of patient involvement in healthcare?

- A. Patient involvement could ease the burden on physicians so that more patients could be seen.
- B. Most patients get a sense of pseudo entitlement which hinders physician work.
- C. The patient population includes all ages, cultures, backgrounds, and languages, which makes input unreliable.
- D. Physician morale is damaged when patients are given authority in healthcare decisions.

Correct Response: C

Domain: Knowledge of the Healthcare Environment

Topic: Population Health

Subjects

- **Analysis** (Questions related to analyzing data from a large population)
- **Assessment** (Questions related to the assessment of health and health care services of the population)
- **Community** (Questions related to the engagement and care)
- **Evidence-based Practice** (Questions related to prevention and prevention programs)
- **Healthcare Policy** (Questions related to regulations and legislation)
- **Healthcare Systems** (Questions related to what is monitored by healthcare systems)
- **Patients and Families** (Questions related to cultural competency)
- **Systems Thinking** (Questions related to the impact of health from non-clinical areas)
- **Technology** (Questions related to electronic data management and analysis and the use of new technologies)

Example Questions

Which of the following is not found with a benchmark culture of health and wellness?

- A. High compliance with nationally recommended guidelines for care
- B. Low levels of unhealthy lifestyles
- C. Higher screening rates
- D. Lower number of individuals needing medical attention

Correct Response: D

If health care managers incorporate principles of health literacy, they _____.

- A. ensure that leadership makes health literacy integral to its mission, structure, and operation
- B. prepare the workforce to be health literate without frequent monitoring
- C. educate the public on complex processes of health care management
- D. meet the needs of populations with varying ranges of health literacy skills and avoid stigmatization of any population group

Correct Response: B

Domain: Knowledge of the Healthcare Environment

Topic: Health Policy

Subjects:

- **Analysis** (Questions related to health outcomes, insurance, and expenditures)
- **Assessment** (Questions related to program evaluation and policy analysis)
- **Evidence-based Practice** (Questions related to policy influence, changes, clinical care)
- **Healthcare Law and Regulations** (Questions related to constitutionality, nonprofit organizations, and government structure)
- **Healthcare Legislation** (Questions related to implementation of legislation and privacy legislation)
- **Healthcare Policy** (Questions related to advocacy, analysis, and philosophy)
- **Regulations** (Questions related to compliance, oversight, and organizations)
- **Theory** (Questions related to political philosophy, rights, and interest groups)
- **Systems Thinking** (Questions related to policy analysis and efficiency)

Example Questions

Three major areas considered in evaluating the efficiency and effectiveness of any health service delivery are _____.

- A. access, quality, and cost
- B. federal, state, and local
- C. economic, political, and environmental
- D. patient, payor, and provider

Correct Response: A

Arrange the following US health expenditure types of service from higher expenditures to the lower: 1) Physician/Clinical Care; 2) Home Health Care; 3) Prescription Drugs; 4) Hospital Care

- A. 1, 2, 3, 4
- B. 4, 3, 2, 1
- C. 4, 1, 3, 2
- D. 3, 4, 2, 1

Correct Response: C

Domain: Business Knowledge and Skills

Topic: Financial Management

Subjects

- **Accountability** (Questions related to corporate compliance, types of accounting, and stewardship of financial resources)
- **Analysis** (Questions related to balance sheets, ratio analysis, and risk vs. reward analysis)
- **Assessment** (Questions related to productivity measures, financial controls, and assessing resource requirements)
- **Budgets** (Questions related to budget principles, types of budgets, and budget performance)
- **External Relations** (Questions related to establishing and maintaining relationships with financial organizations and insurance carriers)
- **Healthcare Systems** (Questions related to the components and functions of the supply chain process)
- **Management** (Questions related to payroll, financial audits, and knowledge transfer)
- **Negotiation** (Questions related to third-party contracts)
- **Physicians** (Questions related to the compensation strategy of providers)
- **Planning** (Questions related to methodologies and applying them to organizational objectives)
- **Regulations** (Questions related to coding, tax laws, and filing procedures)
- **Reimbursement** (Questions related to principles, techniques, and transparency)
- **Staff** (Questions related to defining roles, competencies, and responsibilities)
- **Teamwork** (Questions related to team payment methodology and stages of team development)
- **Theory** (Questions related to accounting concepts and principles and business models for healthcare organizations)

Topic: Financial Management

Example Questions

A for-profit healthcare organization's purpose is to provide _____.

- A. profit to the owner
- B. free services to the community
- C. employment to its employees
- D. financial information to shareholders

Correct Response: A

Leading healthcare organizations improve the financial management process to increase access to capital, have more _____ employees, and be able to build better relationships with their customers and suppliers by increasing the transparency of their business operations.

- A. engaged
- B. weak
- C. strong
- D. poor

Correct Response: A

Domain: Business Knowledge and Skills

Topic: General Management

Subjects

- **Accountability** (Questions related to finances, vendor contracts, and audits of systems and operations)
- **Analysis** (Questions related to comparing alternatives, critical thinking, and determine deficiencies)
- **Assessment** (Questions related to financial, strategy, and business process assessment)
- **Budgets** (Questions related to the role, types, and components of a budget)
- **Change Management** (Questions related to managing employees handling of change)
- **Collaborate** (Questions related to organizational culture and teamwork)
- **Community** (Questions related to benefit and needs of the community)
- **Decision Making** (Questions related to skills, styles, and types of decision making)
- **Diversity** (Questions related to types of diversity)
- **Evidence-Based Practice** (Questions related to identifying and targeting business outcomes that are evidence based)
- **Healthcare Systems** (Questions related to procurement and outsourcing)
- **Implementation** (Questions related to business plan development, assessment, and implementation)
- **Interpersonal Relations** (Questions related to managing for optimal performance)
- **Leadership** (Questions related to leadership through loyalty and commitment throughout the organization)
- **Lifelong Learning** (Questions related to tools and resources to stay current with the market and industry)
- **Management** (Questions related to project, asset, investment, and referral management)
- **Negotiation** (Questions related to stages of negotiation and types of contracts)
- **Patients and Families** (Questions related to patient satisfaction front office operations)
- **Planning** (Questions related to tools and components of planning)
- **Staff** (Questions related to performance review)
- **Standards** (Questions related to the functions of policies and procedures)

Topic: General Management

Subjects, cont'd

- **Systems Thinking** (Questions related to characteristics of systems in nursing and integrating divergent views)
- **Theory** (Questions related to applying theory to business decisions)

Example Questions

The _____ diagram helps to identify and organize the possible causes for a problem in a structured format.

- A. cause-and-process
- B. cause-and-set up
- C. cause-and-risk
- D. cause-and-effect

Correct Response: D

A _____, probably the most explicit kind of a standing plan, is a statement that either forbids or requires a certain action or inaction without variation.

- A. rule
- B. decision
- C. plan
- D. guidance

Correct Response: A

Domain: Business Knowledge and Skills

Topic: Human Resource Management

Subjects

- **Accountability** (Questions related to mitigating workplace behavior problems and assuring staff competency)
- **Analysis** (Questions related to employee efficiency, productivity, and satisfaction)
- **Assessment** (Questions related to performance management)
- **Decision Making** (Questions related to involving employees in decision making)
- **Diversity** (Questions related to a diverse workforce)
- **Healthcare Professionals** (Questions related to recruitment and identifying necessary skills)
- **Leadership** (Questions related to managing performance)
- **Management** (Questions related to managing needs, resources, and outsourcing)
- **Negotiation** (Questions related to conflict resolution)
- **Physicians** (Questions related to recruitment and retention and addressing physician burnout and behavior)
- **Planning** (Questions related to workforce planning and decisions)
- **Regulations** (Questions related to worker safety, security, and interpreting/implementing regulations)
- **Risk** (Questions related to eliminating violence, verbal abuse, and sexual harassment)
- **Staff** (Questions related to strategy, productivity management, knowledge transfer, and roles)
- **Standards** (Questions related to compensation/benefit practices and safety standards)
- **Strategy** (Questions related to recruitment and retention strategies)
- **Teamwork** (Questions related to selection of team members)
- **Theory** (Questions related to recruitment, retention, and motivational techniques)

Topic: Human Resource Management

Example Questions

Which of these functions is not considered a human resources function?

- A. Compensation and benefits
- B. Labor relations
- C. Public relations
- D. Employment

Correct Response: C

An effective performance management process, while requiring time to plan and implement, can save you and the employee time and energy. Most importantly, it can be a very effective _____ since it can help you and the employee achieve organizational success.

- A. outcome
- B. investigator
- C. motivator
- D. format

Correct Response: C

Domain: Business Knowledge and Skills

Topic: Information Management

Subjects:

- **Accountability** (Questions related to accuracy and integrity of data)
- **Analysis** (Questions related to evaluation of IT systems and results)
- **Assessment** (Questions related to data management and testing functional requirements)
- **Change Management** (Questions related to system change)
- **Ethics** (Questions related to technological issues and needs as they apply to health care)
- **Implementation** (Questions related to planning, implementing, and validating information systems)
- **Information Systems** (Questions related to the management, security, and continuity of information systems)
- **Management** (Questions related to the link between information technology and the business plan)
- **Nursing** (Questions related to the relevance of nursing data for improving practice)
- **Planning** (Questions related to developing and maintaining internal communication pathways for staff)
- **Regulations** (Questions related to legal and ethical issues related to patient information)
- **Staff** (Questions related to training staff on information systems)
- **Standards** (Questions related to policies and procedures)
- **Technology** (Questions related to the role and function of information technology in operations)

Topic: Information Management

Example Questions

A healthcare professional who has the primary responsibility of ensuring the timely, accurate, and complete collection and maintenance of patient data is known as _____.

- A. a hospital registrar
- B. a coder
- C. a health information manager
- D. a medical staff coordinator

Correct Response: C

The planning for complex information management system needs to take into consideration _____ perspectives because patients themselves are becoming more 'consumerist' in their attitudes about their medical records.

- A. vendors'
- B. consultants'
- C. regulators'
- D. consumers'

Correct Response: D

Domain: Business Knowledge and Skills

Topic: Organizational Dynamics

Subjects

- **Advocate** (Questions related to advocacy process and public policy and legislation)
- **Collaborate** (Questions related to how to build a collaborative culture in an organization)
- **Culture** (Questions related to how culture impacts organizational effectiveness)
- **Healthcare Professionals** (Questions related to the importance of training, empowering, and communication)
- **Systems Thinking** (Questions related to understanding the impact and interdependencies of each role/group in the organization)
- **Strategy** (Questions related to the implementation of strategy and the impact organizational culture has on strategy)
- **Standards** (Questions related to performance and behavior)

Example Questions

Healthcare organizations that have systems in place to educate, mobilize, and organize _____ positively influence population health.

- A. patient outcomes
- B. the health system
- C. finances
- D. public health advocacy

Correct Response: D

Acceptance of a/an _____ culture is essential for an organization's success.

- A. transactional
- B. transformational
- C. open
- D. system

Correct Response: C

Domain: Business Knowledge and Skills

Topic: Governance

Subjects

- **Accountability** (Questions related to the function and responsibility of a governing board)
- **Culture** (Questions related to the impact of strategy and views of governing boards)
- **Ethics** (Questions related to the duty governing boards have of upholding and setting the standard of ethical behavior)
- **Healthcare Systems** (Questions related to the relationship of medical staff to the governing body)
- **Planning** (Questions related to strategic planning initiatives)
- **Regulations** (Questions related to interpreting and integrating)
- **Strategy** (Questions related to the role of governing boards)

Example Questions

Which of the following is an example of how a governing board might monitor performance against their goals?

- A. Review progress reports of active projects.
- B. Approve plans for implementation.
- C. Set annual strategic goals.
- D. Approve quality-related incentives.

Correct Response: A

When not-for-profit organizations are transferred to a for-profit organization for less than their actual value, this becomes a legal issue of ____.

- A. conflict of interest
- B. inurement
- C. conversion
- D. this is not a legal issue

Correct Response: C

Domain: Business Knowledge and Skills

Topic: Quality Improvement

Subjects

- **Accountability** (Questions related to articulating the link between metrics and goals and quality and cost)
- **Advocate** (Questions related to advocating use of best practices)
- **Analysis** (Questions related to collection, measurement, interpretation, and analysis of data)
- **Assessment** (Questions related to measuring performance)
- **Communication** (Questions related to communicating initiatives to all audiences)
- **Decision Making** (Questions related to the process and criteria)
- **Evidence-Based Practice** (Questions related to the role of evidence-based medicine and technology in quality improvement)
- **Healthcare Professionals** (Questions related to the importance of research information and peer reviews)
- **Management** (Questions related to sustaining and implementing quality initiatives/programs)
- **Nursing** (Questions related to the role nurses play in quality improvement)
- **Patients and Families** (Questions related to customer satisfaction)
- **Physicians** (Questions related to the role doctors play in quality improvement)
- **Planning** (Questions related to quality planning and management)
- **Quality Improvement** (Questions related to goals, objectives, and approaches)
- **Risk** (Questions related to risk management)
- **Staff** (Questions related to training and certification)
- **Standards** (Questions related to maintaining and developing best practices and quality standards)
- **Systems Thinking** (Questions related to evaluating the entire system)
- **Theory** (Questions related to quality improvement theories and frameworks)

Topic: Quality Improvement

Example Questions

The _____ set standards for healthcare organizations and assess compliance with those standards.

- A. insurance companies
- B. private sector accrediting bodies
- C. state medical associations
- D. state licensing bodies

Correct Response: B

Identifying and understanding _____ are essential components of healthcare quality management.

- A. customers' expectations and requirements
- B. vendors' expectations
- C. management's expectations
- D. owners' expectations

Correct Response: A

Domain: Business Knowledge and Skills

Topic: Risk Management

Subjects

- **Analysis** (Questions related to analyses of risk and liability)
- **Assessment** (Questions related to risk assessments)
- **Healthcare Professionals** (Questions related to malpractice, professional liability, and risk-related activities)
- **Healthcare Systems** (Questions related to opportunities and limitations healthcare systems mitigate risk)
- **Information Systems** (Questions related to the risk management of software, data, hardware, and network)
- **Patient Safety** (Questions related to risks of patient safety)
- **Patients and Families** (Questions related to patients' rights and laws)
- **Planning** (Questions related to contingency planning)
- **Regulations** (Questions related to the risk of non-compliance with regulations)
- **Risk** (Questions related to risk mitigation)
- **Staff** (Questions related to personnel management)
- **Standards** (Questions related to confidentiality and an organizations procedures, policies, and plans)
- **Technology** (Questions related to the risks of technology)

Example Questions

The emergency preparation for unplanned and unexpected mass casualty events such as natural disasters, pandemics, large-scale accidents, civic disturbance, or terrorist attack is _____ task of community healthcare organization.

- A. an important
- B. an expected
- C. an important and expected
- D. not important or expected

Correct Response: C

Topic: Risk Management

Example Questions

When patient information is requested via a subpoena, you must _____.

- A. comply and send the entire record immediately
- B. provide only the "minimum necessary standard" even if more is requested in the subpoena
- C. provide all PHI that is requested in the subpoena
- D. provide PHI only with the consent of the patient

Correct Response: C

Domain: Business Knowledge and Skills

Topic: Strategic Planning

Subjects:

- **Analysis** (Questions related to planning, SWOT, and alignment analysis)
- **Assessment** (Questions related to process and outcome measurement)
- **Governance** (Questions related to mission, vision, and values)
- **Healthcare Professionals** (Questions related to involvement in planning)
- **Healthcare Systems** (Questions related to strategies, structure, and models)
- **Regulations** (Questions related to barriers and concerns)
- **Strategy** (Questions related to principles, objectives, and organizational)
- **Systems Thinking** (Questions related to integrating and assessing)

Example Questions

What is a primary outcome of disruptive innovation?

- A. A new pathway
- B. A new definition
- C. A new market
- D. A new product

Correct Response: C

Nurses represent an important contribution to strategic planning because they can inform the plan about _____.

- A. internal strengths
- B. external strengths
- C. external weaknesses
- D. organizational objectives

Correct Response: A

Domain: Business Knowledge and Skills

Topic: Marketing

Subjects

- **Analysis** (Questions related to marketing principles, tools, and techniques)
- **Culture** (Questions related to integrating the corporate mission and values into the organization's culture)
- **Healthcare Professionals** (Questions related to marketing professional performance)
- **Strategy** (Questions related to internal and external marketing strategies)
- **Patients and families** (Questions related to consumer engagement)
- **Systems Thinking** (Questions related to marketing models)
- **Technology** (Questions related to the use of technology in marketing)
- **Theory** (Questions related to marketing behavior models)

Example Questions

Healthcare organizations focused on marketing to improve patient volumes and growing market share are engaged in _____.

- A. consumer
- B. increasing profit
- C. improving market penetration
- D. improving effectiveness

Correct Response: C

Marketing to people who use health care can be challenging when the _____, or someone who consumes services rather than goods, has a personal and ongoing relationship with the provider.

- A. patient
- B. enrollee
- C. client
- D. consumer

Correct Response: C

Domain: Business Knowledge and Skills

Topic: Healthcare Economics

Subjects

- **Analysis** (Questions related to supply and demand and forecasting)
- **Decision Making** (Questions related to cost-benefit and cost-effectiveness analysis)
- **Healthcare Policy** (Questions related to cost containment)
- **Healthcare Systems** (Questions related to insurance, government programs, and pharmaceuticals)
- **Systems Thinking** (Questions related to factors that affect health: income, environmental, lifestyle, etc.)
- **Theory** (Questions related to theories and models)

Example Questions

An increase in population in a geographic area will result in _____.

- an increase in the equilibrium price and a decrease in the equilibrium quantity in this market
- a decrease in the equilibrium price and a decrease in the equilibrium quantity in this market
- a decrease in the equilibrium price and an increase in the equilibrium quantity in this market
- an increase in the equilibrium price and an increase in the equilibrium quantity in this market

Correct Response: C

The income inequality hypothesis assumes that an individual's _____ is affected by the _____ within a society.

- income; distribution of health
- wellbeing; distribution of health
- health; distribution of wellbeing
- health; distribution of income

Correct Response: D

Domain: Business Knowledge and Skills

Topic: Quantitative Methods

Subjects

- **Analysis** (Questions related to techniques and models)
- **Decision Making** (Questions related to why and how quantitative methods are used in decision making)
- **Technology** (Questions related to how technology assists in analyzing data)
- **Evidence-based Practice** (Questions related to design and types of studies)

Example Questions

Quantitative research focuses on _____.

- A. the significance of observed experiences
- B. the collection and interpretation of statistics
- C. conducting research interviews
- D. assumptions

Correct Response: B

A randomized controlled trial is a study design that _____.

- A. randomly assigns participants into an experimental group or a control group
- B. compares a treated group against other groups who received no treatment, standard treatment, another treatment, or placebo treatment
- C. includes elements of pre- and quasi-experimental designs, while using random-assigned methods
- D. looks at a group post-treatment only, or compares post-treatment observations that are obtained from the same group

Correct Response: A

Domain: Business Knowledge and Skills

Topic: Operational Management

Subjects

- **Analysis** (Questions related to forecasting, resources, and budget)
- **Budgets** (Questions related to types of budgets [Revenue, balance, expense, etc.] and cost allocation)
- **Implementation** (Questions related to strategy, policy, and procedure implementation)
- **Negotiation** (Questions related to types and steps of negotiating)
- **Patient Safety** (Questions related to root cause analysis and goals of patient safety)
- **Regulations** (Questions related to implementing and types of regulations)
- **Reimbursement** (Questions related to types and models)
- **Systems Thinking** (Questions related to integrating and viewing the entire organization)

Example Questions

A hospital's plan to reduce infection rates by 10% within one year is commonly regarded as a _____ analysis.

- A. financial
- B. strategic monitoring
- C. hospital
- D. monitoring

Correct Response: B

Provider burnout is a concern for patient safety. The _____ proposes that job strain arises from a combination of the efforts that a person is required to make and the rewards that are obtained from it.

- A. effort-reward imbalance model
- B. demand-control-support model
- C. input-throughput-output model
- D. meta-analysis model

Correct Response: A

Domain: Business Knowledge and Skills

Topic: Post-Acute Care

Subjects

- **Operations** (Questions related to employee benefits, recruitment, responsibility, and training)
- **Quality Management** (Questions related to patient assessment and satisfaction)
- **Nursing** (Questions related to skills needed and staffing)
- **Reimbursement** (Questions related to Medicare, Medicaid, private insurance, and long-term care cost)
- **Marketing** (Questions related to advertising, branding, and consumer relationships)
- **Environmental** (Questions related to emergency preparedness/response, risk management, and housing)

Example Questions

Which entity establishes Medicaid reimbursement rates to providers?

- A. State governments
- B. Federal governments
- C. Centers for Medicare and Medicaid Services
- D. The provider

Correct Response: A

The most widely accepted environmental authority on commercial or residential buildings in senior living that can help to minimize the risk of harm for anyone entering the community is the _____.

- A. Occupational Safety and Hazard Administration
- B. National Fire Protection Administration
- C. Office of the Inspector General
- D. general accounting office

Correct Response: B

Assessment Service Validity and Reliability

The programmatic assessment services provided by Peregrine Academic Services, the higher education division of Peregrine Global Services, are used to assess retained knowledge of students at various academic degree levels. Schools deploy these services to evaluate the effectiveness of their academic programs, identify areas for improvement, and demonstrate program outcomes to external stakeholders.

Peregrine places a high priority on ensuring the validity and reliability of the assessment services. These practices begin at the design stage and continue through beta-testing, and with ongoing regularly scheduled quality reviews. The following outlines the approaches used to ensure ongoing validity and reliability.

Validity refers to the extent to which the test banks and the services measure the phenomena under consideration.

Reliability refers to the extent to which the exam results are repeatable and therefore data sets can be compared over time.

Design Features that Impact Validity and Reliability

The following features apply to all assessment services.

- Exam scoring is 100% objective using automated marking.
- Each exam viewed by a student is unique using a random selection of questions from the test bank in random topic order.
- Each exam has timed response periods for questions. When the user navigates away from the exam screen, the screen fades, a message appears informing the user that he/she has left the exam window and the questions are timed.
- Students are unable to copy/paste from the exam window.
- Abandoned exams are excluded from summary reports.

Ensuring Ongoing Validity and Reliability

Validity

To ensure test bank validity, the following measures were adopted when the initial test banks were created. The same principles are used with subsequent changes to the test banks.

- The specific accreditation or certification requirements related to learning outcomes evaluation were used to determine the topics and subjects for the test banks.
- Current teachings for each topic were considered regarding the foundational level of each test bank.

- Exam questions were written and reviewed by academic professionals within each discipline. Similar subject matter experts are used with subsequent editing and for new questions.
- Each topic has questions designated for 4-8 subjects per topic to help ensure appropriate breadth of coverage and allow for specific learning outcomes measurement.
- Exam responses are either correct or incorrect, with only one possible right choice. Scores are determined by summarizing the percent correct: per subject, per topic, and by total score.

Reliability

Peregrine contracted with external experts to design a comprehensive and statistically sound approach to measuring assessment service reliability. A *Reliability Report* is generated for each assessment service for its scheduled periodic review. The report generates data for several reliability metrics and the data for each are compared with acceptability criteria to determine which test questions should be modified or replaced.

Subject matter experts in the field are then contracted to modify/replace the targeted questions. Hence, the assessment service is regularly reviewed and improved to ensure ongoing reliability.

Reliability is determined by measuring *Item Difficulty*, *Item Discrimination*, and *Question Interchangeability*.

Item Difficulty refers to the percentage of students who answer questions correctly. Data are generated by topic and for each question. The target Item Difficulty is 60 percent correct with an acceptable range of 35–80 percent.

Item Discrimination refers to how well a question distinguishes between those students with more knowledge (higher overall exam scores) from those with less knowledge. Two measures are used: *Discrimination Index* and *Point-Biserial Correlation*.

For a given question, the Discrimination Index compares the scores of students with high overall test scores with students with low overall test scores. The scale is -1 to +1, with higher values indicating that a given question better distinguishes between high and low performing students. A value of ≥ 0.20 is considered acceptable. Point-Biserial Correlation is equal to Pearson's Correlation Coefficient between the scores on the entire exam and the scores on a specific question. A score of ≥ 0.10 is considered

acceptable. When assessing the quality of questions, both the Discrimination Index and the Point-Biserial Correlation Coefficient are reviewed.

Question Interchangeability refers to the ability to substitute a question in the test bank with another without significantly affecting the total score that an individual would receive on the exam. This is determined using Cohen's Effect Size d calculated based on a two-tailed t -test comparing the total score for all students who had that question in their exam versus the total score of the students who did not have that question in their exam. The scale is 0 - 1.0, and a score of < 0.20 is considered acceptable.