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Question: 1

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

- A. agree in principle and receive criticism without becoming defensive.
- B. encourage others to communicate assertively.
- C. use distraction to avoid acknowledgment of the criticism.
- D. use intimidation to redirect the conversation.

Answer: A

Explanation:

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.

Question: 2

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

- A. Bureaucratic Model.
- B. Collegial Model.
- C. Cybernetic Model.
- D. Garbage Can Model.

Answer: C

Explanation:

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.

Question: 3

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

- A. have you worked for this hospital in the past under a different name?
- B. do you feel you will be able to perform the duties of this position?
- C. are you authorized to work in the United States?
- D. do you have any children?

Answer: D

Explanation:

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.

Question: 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.

Answer: B

Explanation:

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, have 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.

Question: 5

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

- A. HIV testing and treatment.
- B. sexually transmitted disease testing and treatment except for HIV.
- C. contraceptive services.
- D. abortion.

Answer: B

Explanation:

All 50 states allow minors to consent to sexually transmitted disease testing and treatment except for HIV. Currently 27 states and the District of Columbia 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 (currently only 2 and the District of Columbia) 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.

Question: 6

Paternalistic actions are incompatible with nursing ethics because they:

- A. reduce ethical obligation.
- B. reduce the accountability of the nurse.
- C. decrease the authority of the nurse.
- D. diminish the autonomy of the patient.

Answer: D

Explanation:

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.

Question: 7

The nursing care delivery model in which a nurse holds 24-hour responsibility for a patient from admission through discharge is known as:

- A. team nursing.
- B. modular nursing.
- C. functional nursing.
- D. primary nursing.

Answer: D

Explanation:

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.

Question: 8

A patient classification system is used to measure:

- A. customer satisfaction.
- B. acuity level.
- C. performance variations.
- D. patient safety.

Answer: B

Explanation:

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.

Question: 9

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

- A. determine Medicare reimbursement at a fixed-fee.
- B. provide funding for private insurance companies.
- C. determine prescription drug benefits.
- D. provide sliding-scale reimbursement for Medicare beneficiaries.

Answer: A

Explanation:

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 (ICD-IO) 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.

Question: 10

Medical waste disposal programs are primarily regulated at the:

- A. federal level.
- B. local level.
- C. state level.
- D. community level.

Answer: C

Explanation:

Medical waste is primarily regulated by state environmental and health departments. While the Environmental Protection Agency (EPA) used to have the authority to regulate medical waste, that authority was relinquished in 1991 when the Medical Waste Tracking Act of 1988 expired. Because medical waste disposal programs are regulated at the state level, laws vary depending on the state.

Question: 11

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

- A. written notice to patients regarding their rights to make treatment decisions.
- B. treatment to patients who are uninsured.

- C. reasonable accommodation to patients with disabilities.
- D. protection to patients by making nurses accountable through practice regulations.

Answer: A

Explanation:

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.

Question: 12

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

- A. VPEC-T analysis.
- B. SWOT analysis.
- C. MoSCow analysis.
- D. PC analysis.

Answer: B

Explanation:

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.

Question: 13

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

- A. incremental budgeting.
- B. priority-based budgeting.
- C. activity-based budgeting.
- D. zero-based budgeting.

Answer: D

Explanation:

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.

Question: 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?

- A. Capital budget.
- B. Operational budget.
- C. Labor budget.
- D. Marketing budget.

Answer: A

Explanation:

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. Multiyear assets such as the ones above are called capital assets. 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.

Question: 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:

- A. networking.
- B. market research.
- C. quantitative research.
- D. benchmarking.

Answer: D

Explanation:

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.

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