

NU 413 Professional Development III, Nursing Management Guided Self-Assessment

The student considering the challenge exam for NU 413 Professional Role Development should be prepared to meet the following 14 core competencies:

1. Explore the Manager of Care role as it relates to the American Association of Colleges of Nursing (AACN) Essentials of Baccalaureate Education (1998 and 2008) and ANA Standards of Care as manager, leader, and follower.
 - a. Charge nurse role
 - b. Team leader skills and team member responsibilities
 - c. Time management principles
2. Distinguish between the legal roles of the registered nurse, practical nurse, and nursing assistant using state nurse practice acts.
3. Evaluate legal concepts of malpractice, breach of duty, respondeat superior, negligence and the Nurse Practice Act in the supervision of others.
4. Articulate classic leadership and management theories for application to current management situations.
5. Identify professional performance in the writing of resumes and in interview communications.
6. Understand and apply management skills of delegation and performance appraisal.
7. Apply communication strategies that promote effective outcomes in interpersonal effectiveness and conflict resolution.
8. Understand the principles of change theory and the role of the nurse in managing change.
9. Understand concepts and initiatives in quality assessment and improvement processes used in healthcare
10. Explore the roles of nurse for the identification of problems and participation in quality improvement processes.
11. Analyze accreditation and monitoring agencies for their roles in establishing and maintaining quality patient care to meet consumer interests.
12. Identify healthcare technology and informatics applications used for unit management.
13. Identify concepts and practices related to managing healthcare costs such as budgeting principles, staffing principles, recruitment and retention initiatives.
14. Understand common initiatives and issues within the healthcare system such as transition shock, lateral violence, impaired practice and the nurse's role in each situation.

Specific topics to be evaluated in the challenge exam may include, but are not limited to:

- Manager, Leader and Follower traits and responsibilities
- Five functions of the management process and manager's role in each
- Classic leadership and management theories
- Legal accountability of the RN, LPN, and CNA as described by a State's Nurse Practice Act
- Malpractice, breach of duty, respondeat superior, elements of negligence, and general information about the Nurse Practice Act on supervision of others.
- Interviewer and applicant responsibilities
- Performance appraisal and disciplinary processes-responsibilities of the manager
- Change theories: Lewin, Lippitt, Chaos
- Quality assessment and quality improvement: sentinel events, never events, fishbone diagrams, Just Culture

- Accreditation and monitoring bodies and standards of practice, including federal guidelines. Examples include the AACN, State Boards of Nursing (i.e., WA, ID), and Institute of Medicine (IOM) future nursing report.
- Informatics in nursing: significance and uses
- Budgeting principles, staffing principles, recruitment and retention initiatives
- Transition shock, lateral violence, impaired practice relative to the nurse's role

The following resources will be helpful to you in preparing for the exam:

Blair, P. L. (2013). Lateral violence in nursing. *Journal of Emergency Nursing*, 39(5), e75-e78.

LaCharity, L.A., Kumagai, C.K., Bartz, B. (2014). *Prioritization, delegation, and assignment: Practice exercises for the NCLEX examination*. 3rd ed. St. Louis, MO. Mosby Elsevier

Mitchell, G. (2013). Selecting the best theory to implement planned change: Improving the workplace requires staff to be involved and innovations to be maintained. *Nursing Management*, 20(1), 32-37.

Yoder-Wise, P.S. (2015). *Leading and managing in nursing* (6th ed). St. Louis: Mosby Elsevier

Just Culture. <http://nursingworld.org/psjustculture>

Just Culture. http://www.unmc.edu/patient-safety/_documents/patient-safety-and-the-just-culture.pdf

Nurse Practice Act Toolkit. <https://www.ncsbn.org/npa-toolkit.htm>

Lateral Violence in Nursing.

<http://www.nursingworld.org/Mobile/Nursing-Factsheets/lateral-violence-and-bullying-in-nursing.html>

Substance Abuse Disorder. <https://www.ncsbn.org/333.htm>

Planned Change (online resource for article cited above).

<http://journals.rcni.com/doi/abs/10.7748/nm2013.04.20.1.32.e1013?journalCode=nm>

Format of the exam:

There are 25 questions on the challenge exam. Twenty three (23) of the questions are true/false, matching, or multiple choice, and two (2) of the questions are essays. You are allowed two hours to complete the exam. The exam will automatically submit two hours after you have begun.

The **maximum score possible on the exam is 100 points**. The 23 true/false, matching, and multiple choice questions are worth a total of 50 points, and the two essay questions are worth a total of 50 points. In order to pass the exam a score of 73% or greater must be achieved.

Sample Challenge Exam Questions

The following questions are representative of those that will appear on the challenge exam.

1. (2 points): The goal in conflict is to try to get to a win-win solution for both sides of the conflict.
 - a. True
 - b. False

2. (2 points): What is the largest part of the hospital operating budget spent on?
 - a. Equipment used throughout the facility such as MRI and CT scans
 - b. Maintenance expenses for the hospital such as heating and utilities
 - c. Paying off operating loans
 - d. Salary and benefits of personnel

3. (2 points): While managers coordinate and direct, who are usually considered more visionary in their work in the organization?
 - a. Charismatic managers
 - b. leaders
 - c. task oriented managers
 - d. Staff

4. (2 points): You just had a confrontation with a physician about a patient's care and feel that the communication did not go well. A 22 year old coworker is sitting at the desk charting and you need to talk with someone about this incident. You begin to tell your story as this Millennial continues to chart. The 22 year old nurse is practicing the communication technique of active listening.
 - a. True
 - b. False

5. (5 points): Match the assets on the job to the generation that they belong to:

Match questions items

- a. Service oriented; team player
- b. Loyal and hard-working
- c. Multitasker and optimistic
- d. Technologically literate; creative

Answer items

- a. Generation X
- b. Baby Boomer
- c. Generation Y
- d. Veterans

6. (25 points): Some organizations, health care and otherwise, have gone to a policy in which employees are granted 25 days off per year, which can be used at the discretion of the employee. Those hours include vacation, holiday or sick leave as a common bank. The organization does not care how the staff uses the hours. If you are really sick and need all of the hours for sick leave then you do not get vacation time. If you are not sick at all then you can have a really long vacation. It is a policy that is meant to discourage "false" sick calls and allows to organization to have planned leave time, which vacation time is. However, if a person is really sick a long time, it burns up all their vacation time just in a year when they may really need a vacation. Do you think this is a good policy (provide an evidence-based rationale). *Your response should be a minimum of 3 paragraphs consisting of 5 sentences each.*

Answer key: 1. True 2. d 3. b 4. False 5. Baby Boomer (a), Veterans (b), Gen Y (c), Gen X (d)

6. Grading Rubric for essay questions:

	4 points	3 points	2 points	1 point
<u>Presentation</u> Organization, Grammar, Typos	No errors	Contains 1-2 different errors	Contains 3-6 different errors	Numerous errors
	10 points	7 points	4 points	2 points
<u>Content</u>	Clearly addresses all content areas in depth.	Some content areas addressed in depth while others addressed only superficially	All content areas addressed only superficially or one content area missing	More than one content area missing.
	11 points	8 points	5 points	2 points
<u>Quality</u>	The main idea is clear and writing demonstrates professional thinking and insight	Main idea is clear but the supporting information is general	Main idea is somewhat clear but there is a need for more supporting information	The main idea is not clear. There is a seemingly random collection of information.