

PRACTICE EXAM 12: CSSM/CSSL SIMULATION (180 QUESTIONS)

This practice exam contains 180 multiple-choice questions aligned to the current CCI CSSL blueprint (formerly CSSM). Allow 3 hours 30 minutes. Select the single best answer for each question. The official passing standard is a scaled score of at least 620 on a 200–800 scale; a scaled score is not a raw percentage.

1. During a perioperative governance meeting, a surgeon repeatedly bypasses the block-scheduling process. What should the perioperative leader do first?
 - A. Meet privately, review shared data, and clarify the agreed scheduling process
 - B. Send a warning to the entire medical staff immediately
 - C. Cancel the surgeon's remaining blocks without discussion
 - D. Ask frontline staff to resolve the conflict informally

2. During a perioperative governance meeting, during a tense interdepartmental meeting, two leaders begin making personal accusations. What is the best response?
 - A. Allow the exchange to continue until both parties finish
 - B. End the project and refer all decisions to executives
 - C. Document the disagreement without addressing it in the meeting
 - D. Pause the discussion, restate the common goal, and establish respectful ground rules

3. During a perioperative governance meeting, a staff survey shows employees do not understand an upcoming workflow change. Which communication step is most effective?
 - A. Post one detailed memorandum and assume it was read
 - B. Use repeated messages through several channels and invite questions
 - C. Tell only charge nurses and rely on informal relaying

D. Delay communication until every implementation detail is final

4. During a perioperative governance meeting, which method best confirms that a critical handoff message was understood?

- A. Send the message once through electronic mail
- B. Place the information on a general bulletin board
- C. Use closed-loop communication with read-back or confirmation
- D. Assume understanding when the listener remains silent

5. During a perioperative governance meeting, a vendor representative requests confidential utilization data. What should the manager do?

- A. Provide all requested data to maintain the relationship
- B. Share verbal estimates because they are not written records
- C. Ask a staff member to decide what appears harmless
- D. Verify authorization and disclose only information permitted by policy

6. During a perioperative governance meeting, a new policy affects surgeons, anesthesia professionals, and nursing staff. Which rollout strategy is strongest?

- A. Have nursing implement it before informing other disciplines
- B. Send different instructions to each group to increase flexibility
- C. Engage representatives early and communicate responsibilities consistently
- D. Wait for complaints before explaining the policy rationale

7. During a perioperative governance meeting, a team member raises a safety concern during a briefing. What response best supports a speaking-up culture?

- A. Dismiss the concern unless an event has already occurred
- B. Thank the person, examine the concern, and report the resolution

- C. Ask the employee to discuss it only after the shift
- D. Require the employee to prove that harm is inevitable

8. During a perioperative governance meeting, which approach is best when delivering corrective feedback to an employee?

- A. Describe observable behavior, explain its impact, and agree on next steps
- B. Focus on the employee's personality and general attitude
- C. Compare the employee publicly with stronger coworkers
- D. List every past concern without identifying expectations

9. During a perioperative governance meeting, a rumor about layoffs is disrupting the department. What should the leader do?

- A. Ignore the rumor because discussing it gives it credibility
- B. Share verified information promptly and identify when updates will follow
- C. Promise that no layoffs will occur without confirmation
- D. Identify the employee believed to have started the rumor

10. During a perioperative governance meeting, a patient complaint involves several departments. Who should coordinate the response?

- A. A designated owner who gathers facts and provides one coherent reply
- B. Each department should send a separate response independently
- C. The first employee named should answer without investigation
- D. No response is needed until legal counsel receives a claim

11. During a perioperative governance meeting, what is the primary value of an interdisciplinary daily huddle?

- A. Replacing all formal documentation for the working day

- B. Completing annual performance evaluations more efficiently
- C. Creating shared situational awareness about risks, capacity, and priorities
- D. Allowing one discipline to assign work to all others

12. During a perioperative governance meeting, when communicating a complex change, which message should come first?

- A. A complete history of every prior unsuccessful initiative
- B. A technical list of all software configuration settings
- C. A warning that resistance will affect performance ratings
- D. A concise explanation of why the change is needed and what success means

13. While reviewing a recent operational trend, a surgeon repeatedly bypasses the block-scheduling process. What should the perioperative leader do first?

- A. Send a warning to the entire medical staff immediately
- B. Meet privately, review shared data, and clarify the agreed scheduling process
- C. Cancel the surgeon's remaining blocks without discussion
- D. Ask frontline staff to resolve the conflict informally

14. While reviewing a recent operational trend, during a tense interdepartmental meeting, two leaders begin making personal accusations. What is the best response?

- A. Pause the discussion, restate the common goal, and establish respectful ground rules
- B. Allow the exchange to continue until both parties finish
- C. End the project and refer all decisions to executives
- D. Document the disagreement without addressing it in the meeting

15. While reviewing a recent operational trend, a staff survey shows employees do not understand an upcoming workflow change. Which communication step is most effective?

- A. Post one detailed memorandum and assume it was read
- B. Tell only charge nurses and rely on informal relaying
- C. Delay communication until every implementation detail is final
- D. Use repeated messages through several channels and invite questions

16. While reviewing a recent operational trend, which method best confirms that a critical handoff message was understood?

- A. Send the message once through electronic mail
- B. Place the information on a general bulletin board
- C. Use closed-loop communication with read-back or confirmation
- D. Assume understanding when the listener remains silent

17. While reviewing a recent operational trend, a vendor representative requests confidential utilization data. What should the manager do?

- A. Provide all requested data to maintain the relationship
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- C. Ask a staff member to decide what appears harmless
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- A. Dismiss the concern unless an event has already occurred
- B. Ask the employee to discuss it only after the shift
- C. Thank the person, examine the concern, and report the resolution
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33. During a perioperative governance meeting, which element belongs in a strong strategic objective?

- A. A broad aspiration without indicators or deadlines
- B. A measurable outcome, responsible owner, and defined time frame
- C. A list of activities with no connection to outcomes
- D. A confidential goal known only to senior leadership

34. During a perioperative governance meeting, before adding a new surgical service line, what should leaders analyze first?

- A. The personal preferences of one influential physician only
- B. Available advertising slogans and launch-event themes
- C. Whether unused office furniture can support the program
- D. Community need, clinical capability, demand, costs, and competitive conditions

35. During a perioperative governance meeting, what is the purpose of a SWOT analysis?

- A. To calculate employee payroll deductions for each department

- B. To replace financial forecasting with informal discussion
- C. To examine internal strengths and weaknesses with external opportunities and threats
- D. To determine individual clinical competency at orientation

36. During a perioperative governance meeting, a strategic initiative is behind schedule. What should the executive sponsor do first?

- A. Review milestones, barriers, ownership, and resource assumptions with the team
- B. Cancel the initiative before identifying the cause
- C. Add new goals without changing resources or deadlines
- D. Replace the entire project team based only on schedule variance

37. During a perioperative governance meeting, which measure best demonstrates strategic alignment?

- A. Every department creates unrelated goals to preserve autonomy
- B. Department goals explicitly support enterprise priorities and measurable outcomes
- C. The annual plan repeats last year's projects without review
- D. Leaders track activity volume without considering results

38. During a perioperative governance meeting, scenario planning is most useful for which purpose?

- A. Preparing flexible responses to several plausible future conditions
- B. Predicting one future with complete certainty
- C. Eliminating the need for operational contingency plans
- D. Choosing a strategy based solely on historical averages

39. During a perioperative governance meeting, what is the best reason to sunset a long-standing program?

- A. A new leader dislikes the program's original sponsor
- B. The program has existed longer than other initiatives

- C. Evidence shows it no longer advances strategy or produces sufficient value
- D. Ending it would make the annual plan appear more active

40. During a perioperative governance meeting, which stakeholder should be involved earliest in strategy implementation?

- A. Only individuals who already agree with the proposal
- B. Only executives who approved the original budget
- C. External stakeholders after all operational decisions are final
- D. People who influence, perform, or are affected by the planned work

41. During a perioperative governance meeting, a balanced scorecard is intended to do what?

- A. Replace every operational metric with a single financial measure
- B. Track strategy through several complementary performance perspectives
- C. Measure employee attendance without linking it to strategy
- D. Record only results that improved during the quarter

42. During a perioperative governance meeting, what should occur after environmental scanning identifies a major threat?

- A. Immediately announce the worst possible outcome as certain
- B. Ignore the threat until it affects current operations
- C. Assess likelihood and impact, then develop strategic response options
- D. Transfer responsibility to a department with no related authority

43. While reviewing a recent operational trend, which element belongs in a strong strategic objective?

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55. During a perioperative governance meeting, a department's supply expenses exceed budget because case volume increased. What should the manager examine first?

- A. Total expense alone without considering activity
- B. Volume-adjusted expense and supply cost per case
- C. Last month's payroll variance for another department
- D. The number of budget meetings held during the year

56. During a perioperative governance meeting, which cost is generally fixed within a relevant short-term operating range?

- A. Single-use implants consumed during procedures
- B. Hourly overtime paid for additional staffing
- C. Monthly lease expense for dedicated equipment
- D. Sterile supplies issued for each surgical case

57. During a perioperative governance meeting, what is contribution margin?

- A. Cash collected before any contractual adjustment
- B. Total revenue minus only depreciation expense
- C. Budgeted payroll divided by productive hours
- D. Revenue remaining after variable costs to cover fixed costs and profit

58. During a perioperative governance meeting, a capital request should primarily demonstrate what?

- A. Strategic need, total cost, expected benefit, risk, and alternatives
- B. The requesting manager's preference for newer technology
- C. Only the equipment purchase price without lifecycle expense
- D. Vendor popularity among neighboring facilities

59. During a perioperative governance meeting, why should favorable and unfavorable budget variances both be investigated?

- A. Only unfavorable variances can affect future decisions
- B. Favorable variances always prove superior management
- C. Either may reveal changed assumptions, performance issues, or missed services
- D. Investigation is unnecessary once the fiscal year closes

60. During a perioperative governance meeting, which approach best supports accurate annual budgeting?

- A. Copy the previous budget without revisiting assumptions
- B. Use historical trends, expected volume, strategic changes, and known constraints
- C. Budget only for the most optimistic volume forecast
- D. Exclude frontline input to prevent requests from increasing

61. During a perioperative governance meeting, what does a positive return on investment indicate?

- A. Expected benefits exceed the investment cost under the stated assumptions
- B. Cash will be received immediately with no risk
- C. The investment has no effect on operating workflow
- D. Every alternative produces a lower clinical outcome

62. During a perioperative governance meeting, when negotiating an implant contract, which comparison is most useful?

- A. Unit price alone regardless of clinical performance
- B. Total episode value including price, outcomes, utilization, and service support
- C. The vendor's hospitality budget for physician events
- D. The number of product colors available to staff

63. During a perioperative governance meeting, what is the best use of a rolling forecast?

- A. Freezing the original budget regardless of new information
- B. Replacing all long-term strategy with weekly estimates
- C. Recording expenses only after the fiscal year ends
- D. Updating expected results as actual performance and assumptions change

64. During a perioperative governance meeting, which control best reduces risk in purchasing?

- A. Allow one person to control every purchasing step
- B. Pay invoices before confirming receipt of goods
- C. Separate authorization, ordering, receiving, and payment duties
- D. Use verbal approvals without retained documentation

65. During a perioperative governance meeting, what does days cash on hand generally describe?

- A. The average number of days employees wait for payroll
- B. How long available cash could support average daily operating expenses
- C. The time required to complete a capital request
- D. The number of days supplies remain sterile after opening

66. During a perioperative governance meeting, a manager is evaluating make-versus-buy. Which costs are relevant?

- A. Sunk costs that cannot change under either option
- B. Expenses identical for both choices regardless of volume
- C. Historical costs included only because they are documented
- D. Future costs and benefits that differ between the alternatives

67. While reviewing a recent operational trend, a department's supply expenses exceed budget because case volume increased. What should the manager examine first?

- A. Volume-adjusted expense and supply cost per case
- B. Total expense alone without considering activity
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68. While reviewing a recent operational trend, which cost is generally fixed within a relevant short-term operating range?

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82. During a perioperative governance meeting, which action is most appropriate before disciplining an employee for repeated lateness?

- A. Issue termination immediately based on coworker reports
- B. Ignore prior practice and create a new penalty privately
- C. Verify facts, review policy and prior coaching, then apply consistent due process
- D. Discuss the employee's attendance in a public staff meeting

83. During a perioperative governance meeting, what is the strongest basis for staffing assignments?

- A. Validated competency, patient needs, procedure complexity, and workload
- B. Seniority alone regardless of demonstrated capability
- C. Employee preference without considering patient acuity
- D. Equal assignment counts despite unequal case complexity

84. During a perioperative governance meeting, which interview question is most likely to produce job-relevant evidence?

- A. What personal hobbies do you enjoy outside work?
- B. Do you have family obligations that limit your schedule?
- C. Which protected demographic group do you identify with?

D. Describe a time you addressed conflict and explain the result

85. During a perioperative governance meeting, what is the main purpose of progressive discipline?

- A. Punish every first error with the strongest available action
- B. Create a record only after termination has been decided
- C. Replace coaching and performance expectations entirely
- D. Correct behavior through escalating, documented interventions when appropriate

86. During a perioperative governance meeting, how should a manager respond to a reported harassment concern?

- A. Investigate informally without notifying required organizational resources
- B. Protect against retaliation and promptly follow the formal reporting process
- C. Promise absolute confidentiality regardless of investigative duties
- D. Delay action until another employee reports the same behavior

87. During a perioperative governance meeting, which indicator best evaluates orientation effectiveness?

- A. Number of slides shown during classroom sessions
- B. Employee attendance at the welcome luncheon
- C. Demonstrated competency and sustained performance in the assigned role
- D. Length of the orientation calendar by itself

88. During a perioperative governance meeting, what is succession planning designed to accomplish?

- A. Develop internal talent for roles critical to future continuity
- B. Guarantee promotion to every high-performing employee
- C. Keep leadership vacancies confidential until they occur
- D. Replace performance management with informal mentoring

89. During a perioperative governance meeting, a high performer is showing signs of burnout. What should the leader do first?

- A. Assign more work because the employee is dependable
- B. Publicly announce concern to encourage team assistance
- C. Wait for a formal resignation before taking action
- D. Discuss workload and wellbeing privately, then identify feasible support

90. During a perioperative governance meeting, which practice most improves fairness in performance appraisal?

- A. Rate recent events more heavily than the full review period
- B. Give everyone identical ratings to avoid disagreement
- C. Use defined standards, multiple observations, and specific documented examples
- D. Base the evaluation mainly on personality compatibility

91. During a perioperative governance meeting, when delegating, what accountability remains with the manager?

- A. None, because accountability transfers completely with the task
- B. Selecting appropriately, communicating expectations, and monitoring results
- C. Only documenting completion after the outcome is known
- D. Performing the task personally while the employee observes

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- B. None, because accountability transfers completely with the task
- C. Only documenting completion after the outcome is known
- D. Performing the task personally while the employee observes

102. After receiving input from frontline team members, which action is most appropriate before disciplining an employee for repeated lateness?

- A. Issue termination immediately based on coworker reports
- B. Ignore prior practice and create a new penalty privately
- C. Discuss the employee's attendance in a public staff meeting
- D. Verify facts, review policy and prior coaching, then apply consistent due process

103. After receiving input from frontline team members, what is the strongest basis for staffing assignments?

- A. Seniority alone regardless of demonstrated capability
- B. Validated competency, patient needs, procedure complexity, and workload
- C. Employee preference without considering patient acuity
- D. Equal assignment counts despite unequal case complexity

104. During a perioperative governance meeting, first-case starts are frequently delayed for different reasons. What should the manager do first?

- A. Discipline the entire team before reviewing data
- B. Purchase additional equipment without identifying constraints
- C. Define the measure and analyze delay causes by category and frequency
- D. Change the scheduled start time to hide the variance

105. During a perioperative governance meeting, which inventory approach best protects critical supplies while limiting excess?

- A. Order identical quantities for every item each week
- B. Keep unlimited stock regardless of expiration risk
- C. Reorder only after the final unit has been consumed
- D. Set par levels from usage, lead time, variability, and criticality

106. During a perioperative governance meeting, what is the best initial response to a sudden sterilizer outage?

- A. Use the equipment until visible failure occurs
- B. Activate contingency procedures, protect affected loads, and communicate capacity limits
- C. Release processed items without confirming cycle integrity
- D. Continue scheduling without notifying procedural areas

107. During a perioperative governance meeting, a process map is most useful for what purpose?

- A. Showing actual workflow steps, handoffs, delays, and decision points
- B. Assigning annual merit increases to individual employees
- C. Calculating depreciation for capital equipment
- D. Replacing direct observation with policy assumptions

108. During a perioperative governance meeting, which scheduling practice best improves block utilization?

- A. Protect every historical block regardless of use
- B. Release unused time only after the scheduled day
- C. Use transparent utilization rules and review performance with service leaders
- D. Change utilization definitions for each surgeon

109. During a perioperative governance meeting, what does a control chart help a leader distinguish?

- A. Common-cause variation from signals of special-cause variation
- B. Clinical competence from employee satisfaction
- C. Fixed costs from capital depreciation
- D. Strategic goals from organizational values

110. During a perioperative governance meeting, a near miss occurs during specimen handling. What is the best response?

- A. Hide the event because no patient harm occurred
- B. Discipline the nearest employee before gathering facts
- C. Wait for an actual adverse event before reviewing the process
- D. Secure the process, report the event, and analyze system contributing factors

111. During a perioperative governance meeting, which metric best reflects room turnover process consistency?

- A. The fastest single turnover completed during the month
- B. Total surgical revenue without timing information
- C. Turnover time distribution tracked with an agreed start and end definition
- D. Number of employees assigned to environmental services

112. During a perioperative governance meeting, what is the primary aim of root cause analysis?

- A. Assign blame to the person closest to the event
- B. Identify system contributors and actions that reduce recurrence risk
- C. Prove that written policy was already adequate
- D. Produce a report without changing the process

113. During a perioperative governance meeting, which action best supports emergency preparedness?

- A. Exercise the plan, evaluate performance, and correct identified gaps

- B. Store the plan without conducting drills
- C. Assume community responders will manage internal operations
- D. Update contact lists only after an emergency occurs

114. During a perioperative governance meeting, why is standard work valuable in routine perioperative processes?

- A. It prevents any future change to the process
- B. It removes the need for professional judgment in all cases
- C. It defines the current reliable method and provides a baseline for improvement
- D. It guarantees identical patient outcomes regardless of conditions

115. During a perioperative governance meeting, what should guide prioritization when several operational failures occur simultaneously?

- A. Which department complains most loudly
- B. Immediate patient risk, scope of impact, and available containment
- C. Which issue is easiest to explain in a report
- D. The alphabetical order of affected services

116. While reviewing a recent operational trend, first-case starts are frequently delayed for different reasons. What should the manager do first?

- A. Discipline the entire team before reviewing data
- B. Purchase additional equipment without identifying constraints
- C. Change the scheduled start time to hide the variance
- D. Define the measure and analyze delay causes by category and frequency

117. While reviewing a recent operational trend, which inventory approach best protects critical supplies while limiting excess?

- A. Order identical quantities for every item each week
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- C. Keep unlimited stock regardless of expiration risk
- D. Reorder only after the final unit has been consumed

118. While reviewing a recent operational trend, what is the best initial response to a sudden sterilizer outage?

- A. Use the equipment until visible failure occurs
- B. Release processed items without confirming cycle integrity
- C. Continue scheduling without notifying procedural areas
- D. Activate contingency procedures, protect affected loads, and communicate capacity limits

119. While reviewing a recent operational trend, a process map is most useful for what purpose?

- A. Showing actual workflow steps, handoffs, delays, and decision points
- B. Assigning annual merit increases to individual employees
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- D. Replacing direct observation with policy assumptions

120. While reviewing a recent operational trend, which scheduling practice best improves block utilization?

- A. Protect every historical block regardless of use
- B. Release unused time only after the scheduled day
- C. Use transparent utilization rules and review performance with service leaders
- D. Change utilization definitions for each surgeon

121. While reviewing a recent operational trend, what does a control chart help a leader distinguish?

- A. Clinical competence from employee satisfaction

- B. Fixed costs from capital depreciation
- C. Common-cause variation from signals of special-cause variation
- D. Strategic goals from organizational values

122. While reviewing a recent operational trend, a near miss occurs during specimen handling. What is the best response?

- A. Secure the process, report the event, and analyze system contributing factors
- B. Hide the event because no patient harm occurred
- C. Discipline the nearest employee before gathering facts
- D. Wait for an actual adverse event before reviewing the process

123. While reviewing a recent operational trend, which metric best reflects room turnover process consistency?

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- C. Total surgical revenue without timing information
- D. Number of employees assigned to environmental services

136. During a perioperative governance meeting, which behavior best reflects transformational leadership?

- A. Relying only on rewards and penalties for compliance
- B. Keeping decision rationale confidential from the team
- C. Avoiding feedback to preserve short-term harmony
- D. Connecting a compelling vision with development, trust, and shared purpose

137. During a perioperative governance meeting, a competent employee is new to a complex responsibility. Which leadership approach is best?

- A. Delegate fully without expectations or follow-up
- B. Maintain close control indefinitely regardless of progress
- C. Provide clear direction initially, then reduce support as competence grows
- D. Remove the responsibility after the first question

138. During a perioperative governance meeting, what is psychological safety?

- A. Freedom from accountability for poor performance
- B. A shared belief that interpersonal risk taking and speaking up are acceptable
- C. Agreement among team members on every issue
- D. Protection from all operational stress and workload

139. During a perioperative governance meeting, a leader inherits a low-trust department. What should be the first priority?

- A. Announce ambitious targets before learning local concerns
- B. Replace informal leaders immediately to demonstrate authority
- C. Avoid discussing prior problems so the team moves on
- D. Listen consistently, keep commitments, and make decisions transparently

140. During a perioperative governance meeting, which action demonstrates emotional intelligence during conflict?

- A. Recognize personal reactions and choose a response suited to the situation
- B. Suppress all emotion and ignore others' perspectives
- C. React immediately so the message appears authentic
- D. Use positional authority to end every disagreement

141. During a perioperative governance meeting, what is the best way to sponsor innovation?

- A. Require full implementation before gathering feedback

- B. Reward only ideas that succeed on the first attempt
- C. Define the problem, create safe testing boundaries, and learn from results
- D. Permit experimentation without patient-safety limits

142. During a perioperative governance meeting, which action most effectively develops leadership capacity in others?

- A. Reserve important decisions for the current leader
- B. Assign only routine work with no decision rights
- C. Provide advice but no opportunities to practice
- D. Delegate meaningful authority with coaching, feedback, and reflection

143. During a perioperative governance meeting, a team resists a necessary change. What should the leader examine first?

- A. Which employees should be punished for questioning the plan
- B. The sources of resistance, perceived losses, and barriers to adoption
- C. How to repeat the same message at greater volume
- D. Whether the change can be hidden until implementation

144. During a perioperative governance meeting, which decision is most appropriate for consensus?

- A. One needing broad commitment when time permits collaborative discussion
- B. An immediate safety decision during a life-threatening event
- C. A routine choice already governed by mandatory policy
- D. A confidential personnel action involving protected information

145. During a perioperative governance meeting, what is the leader's role in a learning organization?

- A. Model inquiry, share lessons, and support improvement based on evidence
- B. Conceal unsuccessful tests to protect credibility

- C. Treat current procedures as permanently correct
- D. Limit learning to annual mandatory education

146. During a perioperative governance meeting, which behavior best demonstrates servant leadership?

- A. Avoiding difficult decisions so the leader can remain personally popular
- B. Completing every important task personally instead of developing capable employees
- C. Giving broad authority without defining expectations, resources, or follow-up
- D. Removing barriers and enabling the team to succeed while maintaining accountability

147. During a perioperative governance meeting, when should a leader escalate a decision?

- A. Whenever a team member asks a difficult question
- B. When risk, authority, expertise, or organizational impact exceeds the role's scope
- C. Only after every possible outcome is known
- D. Never, because escalation signals weak leadership

148. While reviewing a recent operational trend, which behavior best reflects transformational leadership?

- A. Relying only on rewards and penalties for compliance
- B. Keeping decision rationale confidential from the team
- C. Connecting a compelling vision with development, trust, and shared purpose
- D. Avoiding feedback to preserve short-term harmony

149. While reviewing a recent operational trend, a competent employee is new to a complex responsibility. Which leadership approach is best?

- A. Delegate fully without expectations or follow-up
- B. Provide clear direction initially, then reduce support as competence grows
- C. Maintain close control indefinitely regardless of progress

D. Remove the responsibility after the first question

150. While reviewing a recent operational trend, what is psychological safety?

- A. Freedom from accountability for poor performance
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- A. Freedom from accountability for poor performance
- B. A shared belief that interpersonal risk taking and speaking up are acceptable
- C. Agreement among team members on every issue
- D. Protection from all operational stress and workload

163. During a perioperative governance meeting, a manager has a financial interest in a company seeking a contract. What should the manager do?

- A. Disclose the conflict and follow organizational recusal requirements
- B. Participate silently because the product appears beneficial
- C. Tell only the vendor and continue scoring proposals
- D. Delete documentation showing the financial relationship

164. During a perioperative governance meeting, which action best protects professional boundaries with employees?

- A. Share confidential personnel information to build trust
- B. Provide special opportunities based on personal friendship
- C. Use social pressure instead of formal performance processes
- D. Apply consistent role expectations and avoid relationships that impair objectivity

165. During a perioperative governance meeting, a leader discovers an error in a report already sent to executives. What is the best response?

- A. Wait to see whether anyone notices the error
- B. Alter the source file without acknowledging the change
- C. Disclose the error promptly, provide corrected information, and assess consequences
- D. Blame the employee who assembled the original data

166. During a perioperative governance meeting, what is evidence-based management?

- A. Following one published article without critical appraisal
- B. Using tradition whenever data challenge current practice
- C. Choosing only evidence that supports a preferred decision
- D. Integrating best available evidence, local data, expertise, and stakeholder values

167. During a perioperative governance meeting, which action demonstrates accountability after a leadership mistake?

- A. Minimize the impact to protect the leader's reputation
- B. Acknowledge the decision, address harm, and implement learning-oriented correction
- C. Transfer responsibility to staff who followed the direction
- D. Avoid documentation because the issue has been resolved

168. During a perioperative governance meeting, how should a perioperative leader handle confidential employee information?

- A. Access and share it only for legitimate duties through authorized channels
- B. Discuss it with trusted coworkers who are curious
- C. Store it in an unsecured personal note application
- D. Use it as an example during general staff education

169. During a perioperative governance meeting, what is the best response to pressure to alter quality data?

- A. Adjust the data if the overall trend remains similar
- B. Remove unfavorable cases without documenting criteria
- C. Refuse, preserve accurate records, and report the concern through proper channels
- D. Delay reporting until performance improves

170. During a perioperative governance meeting, which activity most directly supports continuing competence?

- A. Assess learning needs, pursue relevant development, and evaluate practice change
- B. Collect attendance certificates without applying learning
- C. Repeat identical education regardless of performance needs
- D. Rely exclusively on experience gained early in a career

171. During a perioperative governance meeting, a colleague's practice may endanger patients. What is the professional obligation?

- A. Remain silent to preserve collegial relationships
- B. Discuss the concern only outside the organization
- C. Wait until actual harm proves the concern was valid
- D. Take immediate protective action and report through established channels

172. During a perioperative governance meeting, what is the best way to manage use of social media as a leader?

- A. Post deidentified stories whenever names are omitted
- B. Maintain confidentiality, boundaries, accuracy, and organizational policy compliance
- C. Debate confidential workplace matters in private groups
- D. Accept every employee request to avoid appearing unfriendly

173. While reviewing a recent operational trend, a manager has a financial interest in a company seeking a contract. What should the manager do?

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Practice Exam 12: Answer Key and Explanations

1. A — Direct, private dialogue addresses the behavior while preserving the working relationship. Shared scheduling data keeps the conversation objective, and clarifying the agreed process establishes accountability without premature punishment. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

2. D — De-escalation begins by interrupting personal attacks and redirecting attention to the shared patient-care goal. Explicit ground rules restore psychological safety and make productive problem solving possible. The other options delay action, weaken accountability, or bypass necessary analysis.

Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

3. B — Change communication is more reliable when messages are repeated through multiple channels and paired with opportunities for feedback. This approach reaches different shifts and learning preferences while exposing misunderstandings early. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement.

4. C — Closed-loop communication requires the receiver to repeat or confirm the essential information. The sender can then correct omissions immediately, reducing ambiguity and preventing reliance on silence as evidence of understanding. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement.

5. D — Authorization, purpose, and organizational policy must be established before protected or proprietary information is released. Limiting disclosure to the permitted minimum protects the organization while allowing legitimate business communication. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement.

6. C — Early stakeholder involvement identifies operational conflicts and improves ownership. Consistent role-specific communication prevents departments from receiving contradictory expectations and supports coordinated implementation. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

7. B — Acknowledging the concern reinforces that speaking up is expected. Investigating it and closing the feedback loop demonstrates that reports lead to action, which strengthens trust and future reporting. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

8. A — Behavior-specific feedback is objective and actionable. Explaining impact connects conduct to team or patient outcomes, while agreed next steps make expectations and follow-up measurable. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

9. B — Prompt, accurate communication limits speculation without creating false assurances. Stating what is known, what remains unknown, and when more information will be provided builds credibility. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

10. A — A single response owner prevents fragmented or conflicting messages. That person can coordinate fact gathering, involve appropriate departments, and ensure the patient receives a timely, consistent explanation. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

11. C — A brief interdisciplinary huddle aligns the team on current risks, staffing, resources, and operational priorities. It supplements rather than replaces documentation and formal decision processes. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

12. D — People need purpose and a clear picture of success before detailed implementation instructions. Explaining the need creates context, while defining success gives the team a common destination. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

13. B — Direct, private dialogue addresses the behavior while preserving the working relationship. Shared scheduling data keeps the conversation objective, and clarifying the agreed process establishes accountability without premature punishment. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

14. A — De-escalation begins by interrupting personal attacks and redirecting attention to the shared patient-care goal. Explicit ground rules restore psychological safety and make productive problem solving possible. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

15. D — Change communication is more reliable when messages are repeated through multiple channels and paired with opportunities for feedback. This approach reaches different shifts and learning preferences while exposing misunderstandings early. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement.

16. C — Closed-loop communication requires the receiver to repeat or confirm the essential information. The sender can then correct omissions immediately, reducing ambiguity and preventing reliance on silence as evidence of understanding. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement.

17. D — Authorization, purpose, and organizational policy must be established before protected or proprietary information is released. Limiting disclosure to the permitted minimum protects the organization while allowing legitimate business communication. The other options delay action, weaken

accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement.

18. B — Early stakeholder involvement identifies operational conflicts and improves ownership. Consistent role-specific communication prevents departments from receiving contradictory expectations and supports coordinated implementation. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

19. C — Acknowledging the concern reinforces that speaking up is expected. Investigating it and closing the feedback loop demonstrates that reports lead to action, which strengthens trust and future reporting. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

20. A — Behavior-specific feedback is objective and actionable. Explaining impact connects conduct to team or patient outcomes, while agreed next steps make expectations and follow-up measurable. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

21. B — Prompt, accurate communication limits speculation without creating false assurances. Stating what is known, what remains unknown, and when more information will be provided builds credibility. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

22. A — A single response owner prevents fragmented or conflicting messages. That person can coordinate fact gathering, involve appropriate departments, and ensure the patient receives a timely, consistent explanation. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

23. C — A brief interdisciplinary huddle aligns the team on current risks, staffing, resources, and operational priorities. It supplements rather than replaces documentation and formal decision processes. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

24. D — People need purpose and a clear picture of success before detailed implementation instructions. Explaining the need creates context, while defining success gives the team a common destination. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

25. B — Direct, private dialogue addresses the behavior while preserving the working relationship. Shared scheduling data keeps the conversation objective, and clarifying the agreed process establishes accountability without premature punishment. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

26. A — De-escalation begins by interrupting personal attacks and redirecting attention to the shared patient-care goal. Explicit ground rules restore psychological safety and make productive problem solving possible. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

27. D — Change communication is more reliable when messages are repeated through multiple channels and paired with opportunities for feedback. This approach reaches different shifts and learning preferences while exposing misunderstandings early. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement.

28. C — Closed-loop communication requires the receiver to repeat or confirm the essential information. The sender can then correct omissions immediately, reducing ambiguity and preventing reliance on silence as evidence of understanding. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement.

29. D — Authorization, purpose, and organizational policy must be established before protected or proprietary information is released. Limiting disclosure to the permitted minimum protects the organization while allowing legitimate business communication. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement.

30. C — Early stakeholder involvement identifies operational conflicts and improves ownership. Consistent role-specific communication prevents departments from receiving contradictory expectations and supports coordinated implementation. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

31. A — Acknowledging the concern reinforces that speaking up is expected. Investigating it and closing the feedback loop demonstrates that reports lead to action, which strengthens trust and future reporting. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

32. B — Behavior-specific feedback is objective and actionable. Explaining impact connects conduct to team or patient outcomes, while agreed next steps make expectations and follow-up measurable. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should

document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

33. B — A strategic objective becomes actionable when the desired result, accountability, and timing are explicit. Measures allow leaders to track progress and adapt when performance diverges. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

34. D — A service-line decision requires a disciplined assessment of external demand and internal capability. Clinical resources, financial implications, and competitive conditions determine whether the proposal advances organizational strategy. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

35. C — SWOT organizes internal capabilities and limitations alongside external conditions. The comparison helps leaders identify strategic choices that use strengths, address weaknesses, capture opportunities, and mitigate threats. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

36. A — Reviewing milestones and barriers distinguishes execution problems from unrealistic assumptions. Clarifying ownership and resources supports a targeted recovery plan rather than a reflexive cancellation or personnel response. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

37. B — Alignment means departmental work contributes directly to stated organizational priorities. Linking goals to measurable enterprise outcomes prevents local activity from consuming resources without advancing strategy. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

38. A — Scenario planning does not claim certainty. It tests how strategies perform under different plausible conditions, revealing vulnerabilities and options before disruption occurs. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

39. C — Programs should continue because they create strategic value, not because of tradition or sponsorship. Evidence about outcomes, costs, and alignment supports an accountable decision. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

40. D — Early involvement of influential and affected stakeholders surfaces constraints, improves design, and builds ownership. Limiting participation to supporters can hide important implementation risks. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

41. B — A balanced scorecard translates strategy into connected measures rather than relying on one dimension. Financial, customer, process, and learning perspectives reveal tradeoffs and drivers. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

42. C — Environmental scanning creates value only when information is assessed and converted into choices. Estimating likelihood and impact helps prioritize proportionate responses. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

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55. B — A flexible, volume-adjusted comparison separates higher spending caused by more cases from unfavorable cost per case. Total dollars alone can make appropriate variable expense appear uncontrolled. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

56. C — A fixed cost remains substantially unchanged as case volume varies within the relevant range. Lease expense usually behaves this way, while implants, supplies, and overtime vary with utilization. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

57. D — Contribution margin isolates the amount each unit of activity contributes after variable costs. That remainder supports fixed costs and, once those are covered, operating gain. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

58. A — A sound capital proposal connects the investment to strategy and evaluates lifecycle cost, benefits, risks, and alternatives. Purchase price alone omits maintenance, training, implementation, and utilization considerations. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

59. C — Variance analysis is diagnostic, not punitive. A favorable variance may reflect efficiency, understaffing, delayed purchases, or unmet demand, while an unfavorable variance may reflect volume or waste. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

60. B — Reliable budgets combine historical evidence with forward-looking operational and strategic assumptions. Reviewing constraints and obtaining informed input produces a defensible resource plan. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

61. A — Positive return on investment means quantified benefits exceed costs under the model's assumptions. It does not eliminate timing, uncertainty, implementation, or clinical considerations. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

62. B — Value analysis considers more than acquisition price. Outcomes, utilization patterns, standardization, support, and downstream costs can materially change the economic and clinical result. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should

document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

63. D — A rolling forecast incorporates recent actuals and revised assumptions to improve the view of future performance. It supports timely management action while the approved budget remains a benchmark. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

64. C — Segregation of duties reduces the opportunity for error or fraud by requiring independent participation in key transaction stages. Documentation and receipt verification strengthen the audit trail. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

65. B — Days cash on hand is a liquidity indicator comparing available cash with average daily operating expense. It estimates the organization's ability to continue operations using existing liquid resources. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

66. D — Relevant-cost analysis focuses on future amounts that change depending on the decision. Sunk and unavoidable common costs do not distinguish alternatives and can distort the comparison. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

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82. C — Fair discipline requires accurate facts, applicable policy, documented expectations, and consistency with comparable cases. Due process allows the employee to respond and reduces arbitrary decision making. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

83. A — Safe assignments match demonstrated competency and available resources to patient and procedural needs. Equal numbers or seniority alone do not account for differences in complexity and risk. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

84. D — Behavioral questions ask candidates for specific past actions and outcomes related to the role. They provide structured evidence and avoid irrelevant or potentially discriminatory personal inquiries. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

85. D — Progressive discipline is intended to correct conduct by clarifying expectations, consequences, and opportunities for improvement. Escalation should be proportionate and consistent, subject to policy and serious-event exceptions. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

86. B — A harassment report requires prompt handling through established policy, appropriate escalation, and protection from retaliation. Managers should not promise secrecy they cannot maintain or conduct an unauthorized parallel investigation. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement.

87. C — Orientation is effective when the employee can safely perform required responsibilities and maintain performance. Attendance and duration describe process, but competency evidence demonstrates outcome. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

88. A — Succession planning identifies critical roles and prepares potential talent through development and experience. It supports continuity without promising promotion or bypassing fair selection processes. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

89. D — A private, supportive conversation allows the leader to understand workload, resources, and individual needs. Early adjustments may protect wellbeing and retention without making assumptions or disclosing personal information. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

90. C — Defined criteria and evidence across the review period reduce recency and affinity bias. Specific examples make ratings understandable and support focused development discussions. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

91. B — Delegation transfers authority to perform work but does not eliminate managerial accountability for appropriate selection, direction, resources, and oversight. Monitoring should match risk and competence. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

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104. C — Operational improvement begins with a reliable definition and stratified baseline data. Categorizing delays reveals where interventions should focus and prevents broad remedies from being applied to unrelated causes. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

105. D — Par levels should reflect demand, replenishment time, variation, and the clinical consequence of a stockout. This balances availability with carrying cost and obsolescence. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

106. B — A sterilizer outage requires immediate containment and an approved contingency plan. Affected loads must be controlled, alternate capacity coordinated, and stakeholders informed so scheduling reflects safe processing limits. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

107. A — A process map makes the current workflow visible, including handoffs, queues, rework, and decisions. Teams can then locate failure points and distinguish written policy from actual practice. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should

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108. C — Transparent, consistently applied rules make block decisions understandable and defensible. Regular review with service leaders supports access, accountability, and reassignment of persistently unused capacity. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

109. A — A control chart displays performance over time with statistically derived limits. It helps teams avoid reacting to routine fluctuation while identifying unusual signals that merit investigation. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

110. D — Near misses provide valuable evidence of system vulnerability without patient harm. Immediate containment, reporting, and systems analysis allow preventive action before the same weakness produces injury. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

111. C — A clearly defined start and end point makes turnover data comparable. Examining the distribution over time shows variation and reliability better than one exceptional result. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

112. B — Root cause analysis looks beyond the immediate error to conditions, defenses, and process design. The goal is sustainable risk reduction through effective corrective actions. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

113. A — Plans must be tested under realistic conditions to reveal communication, resource, and coordination gaps. After-action review converts exercise findings into improvements and verifies that corrective work occurs. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

114. C — Standard work reduces unnecessary variation by clarifying the expected method. It supports training, measurement, and improvement while still allowing justified clinical adaptation. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

115. B — Prioritization should first protect patients and stabilize operations. Evaluating severity, reach, and containment options directs limited resources toward the most consequential and actionable risks. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

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133. A — A control chart displays performance over time with statistically derived limits. It helps teams avoid reacting to routine fluctuation while identifying unusual signals that merit investigation. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

134. C — Near misses provide valuable evidence of system vulnerability without patient harm. Immediate containment, reporting, and systems analysis allow preventive action before the same weakness produces injury. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

135. B — A clearly defined start and end point makes turnover data comparable. Examining the distribution over time shows variation and reliability better than one exceptional result. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

136. D — Transformational leadership motivates people through purpose, relationships, intellectual engagement, and individual development. Transactional tools remain useful, but vision and trust support deeper commitment and adaptive performance. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

137. C — Situational leadership adjusts direction and support to readiness for the specific task. Early structure can prevent errors, while decreasing oversight as competence develops supports autonomy. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should

document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

138. B — Psychological safety allows people to ask questions, admit uncertainty, and raise concerns without humiliation or retaliation. It coexists with high standards and accountability. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

139. D — Trust develops through repeated credible behavior. Listening, transparency, and reliable follow-through show that input matters and that leadership actions match stated expectations. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

140. A — Emotional intelligence includes self-awareness, self-management, social awareness, and relationship skill. Recognizing reactions creates space for a deliberate response that addresses both substance and interpersonal effects. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

141. C — Innovation benefits from a clear problem, protected experimentation, and disciplined learning. Boundaries manage risk, while small tests generate evidence before broader implementation. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

142. D — Leadership develops through experience supported by coaching and feedback. Meaningful authority allows emerging leaders to exercise judgment, while reflection converts experience into transferable learning. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

143. B — Resistance contains information about concerns, incentives, identity, workload, or trust. Understanding its sources allows the leader to address real barriers and distinguish disagreement from obstruction. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

144. A — Consensus is valuable when implementation requires broad ownership and enough time exists for genuine deliberation. It is unsuitable for urgent commands, mandatory requirements, or confidential matters. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

145. A — Leaders build learning systems by asking questions, making lessons visible, and supporting evidence-based adaptation. Treating failures as information encourages improvement while preserving accountability. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

146. D — Servant leadership centers the needs and growth of people while advancing the mission. Removing barriers and providing resources enables performance; accountability prevents support from becoming avoidance. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

147. B — Appropriate escalation recognizes limits of authority and expertise. Timely involvement of the right level protects patients and the organization without abandoning responsibility for preparation and follow-through. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

148. C — Transformational leadership motivates people through purpose, relationships, intellectual engagement, and individual development. Transactional tools remain useful, but vision and trust support deeper commitment and adaptive performance. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

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163. A — Disclosure allows the organization to manage an actual or perceived conflict through recusal or other safeguards. Personal confidence in objectivity does not replace transparent process. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

164. D — Professional boundaries preserve fairness, confidentiality, and sound judgment. Relationships that influence assignments, evaluations, or access can undermine trust even when no favoritism was intended. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

165. C — Professional integrity requires timely correction of material misinformation. Explaining the error, replacement data, and potential effects enables informed decisions and supports organizational trust. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

166. D — Evidence-based management combines research, local information, professional expertise, and stakeholder perspectives. Critical appraisal and context prevent mechanical adoption of findings that may not fit the organization. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

167. B — Accountability includes ownership, mitigation, transparent follow-through, and learning. It differs from self-punishment or blame shifting because its purpose is repair and prevention. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document

ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

168. A — Confidential personnel information should be limited to legitimate need, authorized recipients, and secure systems. Casual disclosure damages trust and may violate policy or law. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

169. C — Integrity of quality data is essential for patient safety and governance. Refusing manipulation, preserving evidence, and escalating appropriately protects decision makers from misleading information. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

170. A — Continuing competence is an active cycle of assessment, targeted learning, application, and evaluation. Participation alone does not show that knowledge or practice improved. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

171. D — Professional duty places patient protection above discomfort or loyalty. Immediate containment may be needed, followed by objective reporting and appropriate review. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

172. B — Social media does not remove professional obligations. Details can identify patients or employees even without names, and online relationships may complicate boundaries. The other options delay action, weaken accountability, or bypass necessary analysis. Leaders should document ownership and monitor results to confirm improvement. This follow-through supports learning and sustains the change.

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