

PRACTICE EXAM 4: CSSL (FORMERLY CSSM)

SIMULATION (180 QUESTIONS)

This practice exam contains 180 multiple-choice questions. Allow 3 hours and 30 minutes. Select the single best answer for each question. The official examination reports a scaled score from 200 to 800; a scaled score of at least 620 is required to pass.

1. During expansion of evening operating-room hours, a surgical services leader must address a communication and relationship management challenge. Which initial action offers the strongest management response?

- A. Send the information once by group email
- B. Assume silence indicates agreement by everyone
- C. Use closed-loop communication and confirm understanding
- D. Delay clarification until the next monthly meeting

2. After quarterly quality results show variation, a surgical services leader must address a communication and relationship management challenge. Which approach should the leader select?

- A. Criticize the employee during the next staff huddle
- B. Address the concern privately with specific observed behavior
- C. Discuss the employee's reputation with uninvolved peers
- D. Avoid the issue until another person complains

3. While developing a cross-training initiative, a surgical services leader must address a communication and relationship management challenge. Which decision best supports a sustainable result?

- A. Begin by defending the manager's preferred solution
- B. Ask senior leadership to choose without discussion

- C. Separate the groups and prohibit further dialogue
- D. Identify shared interests before debating proposed solutions

4. When anesthesia and surgery leaders disagree, a surgical services leader must address a communication and relationship management challenge. Which initial action offers the strongest management response?

- A. Use the appropriate chain of communication for escalation
- B. Copy the entire department on the first complaint
- C. Bypass accountable leaders and contact outside media
- D. Wait indefinitely for the problem to resolve itself

5. During evaluation of a replacement equipment proposal, a surgical services leader must address a communication and relationship management challenge. Which approach should the leader select?

- A. Limit planning to the discipline with the largest staff
- B. Invite input from every discipline affected by the change
- C. Announce the completed plan without seeking feedback
- D. Collect comments only after full implementation

6. After retention interviews identify a trend, a surgical services leader must address a communication and relationship management challenge. Which decision best supports a sustainable result?

- A. End the meeting once general agreement appears
- B. Rely on each attendee's memory of the discussion
- C. Record only the topics that created disagreement
- D. Summarize the decision, owner, and due date in writing

7. While responding to a regional supply disruption, a surgical services leader must address a communication and relationship management challenge. Which initial action offers the strongest management response?

- A. Deliver identical technical detail to every audience
- B. Remove all supporting evidence from the presentation
- C. Adapt the message to the audience's role and information needs
- D. Use specialized abbreviations without defining them

8. During preparation of next year's strategic priorities, a surgical services leader must address a communication and relationship management challenge. Which approach should the leader select?

- A. Acknowledge the concern and ask clarifying questions
- B. Immediately promise the requested outcome
- C. Interrupt with a defense of existing practice
- D. Redirect the speaker to an unrelated policy

9. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a communication and relationship management challenge. Which decision best supports a sustainable result?

- A. Provide only the patient's name and procedure
- B. Depend on informal hallway conversation alone
- C. Omit unresolved issues to keep the handoff brief
- D. Use a structured handoff that includes risks and pending actions

10. While aligning workflows among three campuses, a surgical services leader must address a communication and relationship management challenge. Which initial action offers the strongest management response?

- A. Describe disagreement as a character defect
- B. Threaten discipline before exploring the issue
- C. Separate the person from the problem during negotiation
- D. Make concessions without defining the underlying need

11. During review of elective-case backlogs, a surgical services leader must address a communication and relationship management challenge. Which approach should the leader select?

- A. Send the information once by group email
- B. Use closed-loop communication and confirm understanding
- C. Assume silence indicates agreement by everyone
- D. Delay clarification until the next monthly meeting

12. After a family advisory council submits recommendations, a surgical services leader must address a communication and relationship management challenge. Which decision best supports a sustainable result?

- A. Address the concern privately with specific observed behavior
- B. Criticize the employee during the next staff huddle
- C. Discuss the employee's reputation with uninvolved peers
- D. Avoid the issue until another person complains

13. During expansion of evening operating-room hours, a surgical services leader must address a communication and relationship management challenge. Which initial action offers the strongest management response?

- A. Begin by defending the manager's preferred solution
- B. Identify shared interests before debating proposed solutions
- C. Ask senior leadership to choose without discussion
- D. Separate the groups and prohibit further dialogue

14. After quarterly quality results show variation, a surgical services leader must address a communication and relationship management challenge. Which approach should the leader select?

- A. Copy the entire department on the first complaint
- B. Bypass accountable leaders and contact outside media
- C. Wait indefinitely for the problem to resolve itself

D. Use the appropriate chain of communication for escalation

15. While developing a cross-training initiative, a surgical services leader must address a communication and relationship management challenge. Which decision best supports a sustainable result?

- A. Invite input from every discipline affected by the change
- B. Limit planning to the discipline with the largest staff
- C. Announce the completed plan without seeking feedback
- D. Collect comments only after full implementation

16. When anesthesia and surgery leaders disagree, a surgical services leader must address a communication and relationship management challenge. Which initial action offers the strongest management response?

- A. End the meeting once general agreement appears
- B. Rely on each attendee's memory of the discussion
- C. Summarize the decision, owner, and due date in writing
- D. Record only the topics that created disagreement

17. During evaluation of a replacement equipment proposal, a surgical services leader must address a communication and relationship management challenge. Which approach should the leader select?

- A. Deliver identical technical detail to every audience
- B. Remove all supporting evidence from the presentation
- C. Adapt the message to the audience's role and information needs
- D. Use specialized abbreviations without defining them

18. After retention interviews identify a trend, a surgical services leader must address a communication and relationship management challenge. Which decision best supports a sustainable result?

- A. Acknowledge the concern and ask clarifying questions
- B. Immediately promise the requested outcome
- C. Interrupt with a defense of existing practice
- D. Redirect the speaker to an unrelated policy

19. While responding to a regional supply disruption, a surgical services leader must address a communication and relationship management challenge. Which initial action offers the strongest management response?

- A. Provide only the patient's name and procedure
- B. Use a structured handoff that includes risks and pending actions
- C. Depend on informal hallway conversation alone
- D. Omit unresolved issues to keep the handoff brief

20. During preparation of next year's strategic priorities, a surgical services leader must address a communication and relationship management challenge. Which approach should the leader select?

- A. Describe disagreement as a character defect
- B. Threaten discipline before exploring the issue
- C. Make concessions without defining the underlying need
- D. Separate the person from the problem during negotiation

21. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a communication and relationship management challenge. Which decision best supports a sustainable result?

- A. Send the information once by group email
- B. Assume silence indicates agreement by everyone
- C. Use closed-loop communication and confirm understanding
- D. Delay clarification until the next monthly meeting

22. While aligning workflows among three campuses, a surgical services leader must address a communication and relationship management challenge. Which initial action offers the strongest management response?

- A. Criticize the employee during the next staff huddle
- B. Address the concern privately with specific observed behavior
- C. Discuss the employee's reputation with uninvolved peers
- D. Avoid the issue until another person complains

23. During review of elective-case backlogs, a surgical services leader must address a communication and relationship management challenge. Which approach should the leader select?

- A. Identify shared interests before debating proposed solutions
- B. Begin by defending the manager's preferred solution
- C. Ask senior leadership to choose without discussion
- D. Separate the groups and prohibit further dialogue

24. After a family advisory council submits recommendations, a surgical services leader must address a communication and relationship management challenge. Which decision best supports a sustainable result?

- A. Copy the entire department on the first complaint
- B. Bypass accountable leaders and contact outside media
- C. Wait indefinitely for the problem to resolve itself
- D. Use the appropriate chain of communication for escalation

25. During expansion of evening operating-room hours, a surgical services leader must address a communication and relationship management challenge. Which initial action offers the strongest management response?

- A. Limit planning to the discipline with the largest staff
- B. Announce the completed plan without seeking feedback

- C. Invite input from every discipline affected by the change
- D. Collect comments only after full implementation

26. After quarterly quality results show variation, a surgical services leader must address a communication and relationship management challenge. Which approach should the leader select?

- A. End the meeting once general agreement appears
- B. Summarize the decision, owner, and due date in writing
- C. Rely on each attendee's memory of the discussion
- D. Record only the topics that created disagreement

27. While developing a cross-training initiative, a surgical services leader must address a communication and relationship management challenge. Which decision best supports a sustainable result?

- A. Deliver identical technical detail to every audience
- B. Remove all supporting evidence from the presentation
- C. Use specialized abbreviations without defining them
- D. Adapt the message to the audience's role and information needs

28. When anesthesia and surgery leaders disagree, a surgical services leader must address a communication and relationship management challenge. Which initial action offers the strongest management response?

- A. Acknowledge the concern and ask clarifying questions
- B. Immediately promise the requested outcome
- C. Interrupt with a defense of existing practice
- D. Redirect the speaker to an unrelated policy

29. During evaluation of a replacement equipment proposal, a surgical services leader must address a communication and relationship management challenge. Which approach should the leader select?

- A. Provide only the patient's name and procedure
- B. Depend on informal hallway conversation alone
- C. Omit unresolved issues to keep the handoff brief
- D. Use a structured handoff that includes risks and pending actions

30. After retention interviews identify a trend, a surgical services leader must address a communication and relationship management challenge. Which decision best supports a sustainable result?

- A. Describe disagreement as a character defect
- B. Threaten discipline before exploring the issue
- C. Separate the person from the problem during negotiation
- D. Make concessions without defining the underlying need

31. While responding to a regional supply disruption, a surgical services leader must address a communication and relationship management challenge. Which initial action offers the strongest management response?

- A. Send the information once by group email
- B. Use closed-loop communication and confirm understanding
- C. Assume silence indicates agreement by everyone
- D. Delay clarification until the next monthly meeting

32. During preparation of next year's strategic priorities, a surgical services leader must address a communication and relationship management challenge. Which approach should the leader select?

- A. Address the concern privately with specific observed behavior
- B. Criticize the employee during the next staff huddle
- C. Discuss the employee's reputation with uninvolved peers
- D. Avoid the issue until another person complains

33. During expansion of evening operating-room hours, a surgical services leader must address a strategic management challenge. Which initial action offers the strongest management response?

- A. Copy another hospital's plan without local review
- B. Perform an environmental scan before selecting priorities
- C. Fund every proposal equally regardless of evidence
- D. Choose priorities solely from last year's budget

34. After quarterly quality results show variation, a surgical services leader must address a strategic management challenge. Which approach should the leader select?

- A. Replace the mission with a list of daily assignments
- B. Keep objectives broad enough to prevent measurement
- C. Translate the mission into measurable strategic objectives
- D. Focus the plan only on short-term staffing gaps

35. While developing a cross-training initiative, a surgical services leader must address a strategic management challenge. Which decision best supports a sustainable result?

- A. Use a swot analysis to organize internal and external factors
- B. Use a staffing grid to calculate depreciation
- C. Use a control chart to write the mission statement
- D. Use a preference card to rank market competitors

36. When anesthesia and surgery leaders disagree, a surgical services leader must address a strategic management challenge. Which initial action offers the strongest management response?

- A. Choose indicators because data are easy to obtain
- B. Change the objective whenever performance declines
- C. Report activity volume without linking it to outcomes
- D. Select indicators that directly measure the stated objective

37. During evaluation of a replacement equipment proposal, a surgical services leader must address a strategic management challenge. Which approach should the leader select?

- A. Engage key stakeholders early in strategy development
- B. Seek feedback only after all decisions are final
- C. Exclude groups likely to question the proposal
- D. Delegate the entire strategy to an outside vendor

38. After retention interviews identify a trend, a surgical services leader must address a strategic management challenge. Which decision best supports a sustainable result?

- A. Approve it solely because a competitor uses it
- B. Evaluate whether the initiative supports organizational priorities
- C. Judge it only by the enthusiasm of one sponsor
- D. Implement it before defining expected benefits

39. While responding to a regional supply disruption, a surgical services leader must address a strategic management challenge. Which initial action offers the strongest management response?

- A. Publish a vision without assigning responsibility
- B. Allow each department to interpret deadlines independently
- C. Postpone monitoring until the project is complete
- D. Define milestones and accountable owners for implementation

40. During preparation of next year's strategic priorities, a surgical services leader must address a strategic management challenge. Which approach should the leader select?

- A. Review only favorable results at year end
- B. Replace indicators whenever trends become unfavorable
- C. Review leading and lagging indicators at planned intervals
- D. Assume implementation activity proves effectiveness

41. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a strategic management challenge. Which decision best supports a sustainable result?

- A. Copy another hospital's plan without local review
- B. Fund every proposal equally regardless of evidence
- C. Choose priorities solely from last year's budget
- D. Perform an environmental scan before selecting priorities

42. While aligning workflows among three campuses, a surgical services leader must address a strategic management challenge. Which initial action offers the strongest management response?

- A. Replace the mission with a list of daily assignments
- B. Translate the mission into measurable strategic objectives
- C. Keep objectives broad enough to prevent measurement
- D. Focus the plan only on short-term staffing gaps

43. During review of elective-case backlogs, a surgical services leader must address a strategic management challenge. Which approach should the leader select?

- A. Use a staffing grid to calculate depreciation
- B. Use a control chart to write the mission statement
- C. Use a swot analysis to organize internal and external factors
- D. Use a preference card to rank market competitors

44. After a family advisory council submits recommendations, a surgical services leader must address a strategic management challenge. Which decision best supports a sustainable result?

- A. Select indicators that directly measure the stated objective
- B. Choose indicators because data are easy to obtain
- C. Change the objective whenever performance declines
- D. Report activity volume without linking it to outcomes

45. During expansion of evening operating-room hours, a surgical services leader must address a strategic management challenge. Which initial action offers the strongest management response?

- A. Seek feedback only after all decisions are final
- B. Engage key stakeholders early in strategy development
- C. Exclude groups likely to question the proposal
- D. Delegate the entire strategy to an outside vendor

46. After quarterly quality results show variation, a surgical services leader must address a strategic management challenge. Which approach should the leader select?

- A. Evaluate whether the initiative supports organizational priorities
- B. Approve it solely because a competitor uses it
- C. Judge it only by the enthusiasm of one sponsor
- D. Implement it before defining expected benefits

47. While developing a cross-training initiative, a surgical services leader must address a strategic management challenge. Which decision best supports a sustainable result?

- A. Publish a vision without assigning responsibility
- B. Allow each department to interpret deadlines independently
- C. Postpone monitoring until the project is complete
- D. Define milestones and accountable owners for implementation

48. When anesthesia and surgery leaders disagree, a surgical services leader must address a strategic management challenge. Which initial action offers the strongest management response?

- A. Review only favorable results at year end
- B. Replace indicators whenever trends become unfavorable
- C. Review leading and lagging indicators at planned intervals
- D. Assume implementation activity proves effectiveness

49. During evaluation of a replacement equipment proposal, a surgical services leader must address a strategic management challenge. Which approach should the leader select?

- A. Copy another hospital's plan without local review
- B. Perform an environmental scan before selecting priorities
- C. Fund every proposal equally regardless of evidence
- D. Choose priorities solely from last year's budget

50. After retention interviews identify a trend, a surgical services leader must address a strategic management challenge. Which decision best supports a sustainable result?

- A. Replace the mission with a list of daily assignments
- B. Keep objectives broad enough to prevent measurement
- C. Focus the plan only on short-term staffing gaps
- D. Translate the mission into measurable strategic objectives

51. While responding to a regional supply disruption, a surgical services leader must address a strategic management challenge. Which initial action offers the strongest management response?

- A. Use a swot analysis to organize internal and external factors
- B. Use a staffing grid to calculate depreciation
- C. Use a control chart to write the mission statement
- D. Use a preference card to rank market competitors

52. During preparation of next year's strategic priorities, a surgical services leader must address a strategic management challenge. Which approach should the leader select?

- A. Choose indicators because data are easy to obtain
- B. Change the objective whenever performance declines
- C. Select indicators that directly measure the stated objective
- D. Report activity volume without linking it to outcomes

53. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a strategic management challenge. Which decision best supports a sustainable result?

- A. Seek feedback only after all decisions are final
- B. Engage key stakeholders early in strategy development
- C. Exclude groups likely to question the proposal
- D. Delegate the entire strategy to an outside vendor

54. While aligning workflows among three campuses, a surgical services leader must address a strategic management challenge. Which initial action offers the strongest management response?

- A. Evaluate whether the initiative supports organizational priorities
- B. Approve it solely because a competitor uses it
- C. Judge it only by the enthusiasm of one sponsor
- D. Implement it before defining expected benefits

55. During expansion of evening operating-room hours, a surgical services leader must address a financial management challenge. Which initial action offers the strongest management response?

- A. Increase every expense category by the same amount
- B. Ignore unfavorable variance until the next fiscal year
- C. Compare actual results with the budget and investigate variance
- D. Evaluate performance using revenue alone

56. After quarterly quality results show variation, a surgical services leader must address a financial management challenge. Which approach should the leader select?

- A. Compare equipment using purchase price alone
- B. Exclude staff training because it is not capital
- C. Assume maintenance costs are identical for all vendors
- D. Include acquisition, maintenance, training, and disposal costs

57. While developing a cross-training initiative, a surgical services leader must address a financial management challenge. Which decision best supports a sustainable result?

- A. Distinguish fixed costs from costs that change with volume
- B. Classify every departmental expense as variable
- C. Treat supply use as unaffected by case volume
- D. Exclude labor from all cost analysis

58. When anesthesia and surgery leaders disagree, a surgical services leader must address a financial management challenge. Which initial action offers the strongest management response?

- A. Use gross charges without considering variable cost
- B. Use depreciation alone as the revenue estimate
- C. Use the annual capital budget as unit cost
- D. Use contribution margin when evaluating added case volume

59. During evaluation of a replacement equipment proposal, a surgical services leader must address a financial management challenge. Which approach should the leader select?

- A. State a single estimate without its assumptions
- B. Present assumptions and sensitivity ranges with the forecast
- C. Omit uncertainty to make approval more likely
- D. Change assumptions after results are known

60. After retention interviews identify a trend, a surgical services leader must address a financial management challenge. Which decision best supports a sustainable result?

- A. Approve requests strictly in submission order
- B. Choose the item with the most persuasive vendor
- C. Prioritize requests using safety, strategy, risk, and return
- D. Divide funds equally without evaluating need

61. While responding to a regional supply disruption, a surgical services leader must address a financial management challenge. Which initial action offers the strongest management response?

- A. Raise prices without reviewing missing documentation
- B. Estimate charges from memory at month end
- C. Assign reconciliation only when revenue declines
- D. Validate charge capture and supply documentation workflows

62. During preparation of next year's strategic priorities, a surgical services leader must address a financial management challenge. Which approach should the leader select?

- A. Change the workload unit between reporting periods
- B. Compare departments without defining productive hours
- C. Calculate productivity with consistent workload and labor measures
- D. Include paid hours selectively when results improve

63. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a financial management challenge. Which decision best supports a sustainable result?

- A. Compare actual results with the budget and investigate variance
- B. Increase every expense category by the same amount
- C. Ignore unfavorable variance until the next fiscal year
- D. Evaluate performance using revenue alone

64. While aligning workflows among three campuses, a surgical services leader must address a financial management challenge. Which initial action offers the strongest management response?

- A. Compare equipment using purchase price alone
- B. Include acquisition, maintenance, training, and disposal costs
- C. Exclude staff training because it is not capital
- D. Assume maintenance costs are identical for all vendors

65. During review of elective-case backlogs, a surgical services leader must address a financial management challenge. Which approach should the leader select?

- A. Distinguish fixed costs from costs that change with volume
- B. Classify every departmental expense as variable
- C. Treat supply use as unaffected by case volume
- D. Exclude labor from all cost analysis

66. After a family advisory council submits recommendations, a surgical services leader must address a financial management challenge. Which decision best supports a sustainable result?

- A. Use gross charges without considering variable cost
- B. Use depreciation alone as the revenue estimate
- C. Use contribution margin when evaluating added case volume
- D. Use the annual capital budget as unit cost

67. During expansion of evening operating-room hours, a surgical services leader must address a financial management challenge. Which initial action offers the strongest management response?

- A. State a single estimate without its assumptions
- B. Present assumptions and sensitivity ranges with the forecast
- C. Omit uncertainty to make approval more likely
- D. Change assumptions after results are known

68. After quarterly quality results show variation, a surgical services leader must address a financial management challenge. Which approach should the leader select?

- A. Approve requests strictly in submission order
- B. Choose the item with the most persuasive vendor
- C. Divide funds equally without evaluating need
- D. Prioritize requests using safety, strategy, risk, and return

69. While developing a cross-training initiative, a surgical services leader must address a financial management challenge. Which decision best supports a sustainable result?

- A. Validate charge capture and supply documentation workflows
- B. Raise prices without reviewing missing documentation
- C. Estimate charges from memory at month end
- D. Assign reconciliation only when revenue declines

70. When anesthesia and surgery leaders disagree, a surgical services leader must address a financial management challenge. Which initial action offers the strongest management response?

- A. Change the workload unit between reporting periods
- B. Compare departments without defining productive hours
- C. Calculate productivity with consistent workload and labor measures
- D. Include paid hours selectively when results improve

71. During evaluation of a replacement equipment proposal, a surgical services leader must address a financial management challenge. Which approach should the leader select?

- A. Increase every expense category by the same amount
- B. Ignore unfavorable variance until the next fiscal year
- C. Evaluate performance using revenue alone
- D. Compare actual results with the budget and investigate variance

72. After retention interviews identify a trend, a surgical services leader must address a financial management challenge. Which decision best supports a sustainable result?

- A. Compare equipment using purchase price alone
- B. Include acquisition, maintenance, training, and disposal costs
- C. Exclude staff training because it is not capital
- D. Assume maintenance costs are identical for all vendors

73. While responding to a regional supply disruption, a surgical services leader must address a financial management challenge. Which initial action offers the strongest management response?

- A. Classify every departmental expense as variable
- B. Treat supply use as unaffected by case volume
- C. Distinguish fixed costs from costs that change with volume
- D. Exclude labor from all cost analysis

74. During preparation of next year's strategic priorities, a surgical services leader must address a financial management challenge. Which approach should the leader select?

- A. Use gross charges without considering variable cost
- B. Use depreciation alone as the revenue estimate
- C. Use the annual capital budget as unit cost
- D. Use contribution margin when evaluating added case volume

75. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a financial management challenge. Which decision best supports a sustainable result?

- A. Present assumptions and sensitivity ranges with the forecast
- B. State a single estimate without its assumptions
- C. Omit uncertainty to make approval more likely
- D. Change assumptions after results are known

76. While aligning workflows among three campuses, a surgical services leader must address a financial management challenge. Which initial action offers the strongest management response?

- A. Approve requests strictly in submission order
- B. Prioritize requests using safety, strategy, risk, and return
- C. Choose the item with the most persuasive vendor
- D. Divide funds equally without evaluating need

77. During review of elective-case backlogs, a surgical services leader must address a financial management challenge. Which approach should the leader select?

- A. Validate charge capture and supply documentation workflows
- B. Raise prices without reviewing missing documentation
- C. Estimate charges from memory at month end
- D. Assign reconciliation only when revenue declines

78. After a family advisory council submits recommendations, a surgical services leader must address a financial management challenge. Which decision best supports a sustainable result?

- A. Change the workload unit between reporting periods
- B. Compare departments without defining productive hours
- C. Include paid hours selectively when results improve
- D. Calculate productivity with consistent workload and labor measures

79. During expansion of evening operating-room hours, a surgical services leader must address a financial management challenge. Which initial action offers the strongest management response?

- A. Increase every expense category by the same amount
- B. Compare actual results with the budget and investigate variance
- C. Ignore unfavorable variance until the next fiscal year
- D. Evaluate performance using revenue alone

80. After quarterly quality results show variation, a surgical services leader must address a financial management challenge. Which approach should the leader select?

- A. Compare equipment using purchase price alone
- B. Exclude staff training because it is not capital
- C. Include acquisition, maintenance, training, and disposal costs
- D. Assume maintenance costs are identical for all vendors

81. While developing a cross-training initiative, a surgical services leader must address a financial management challenge. Which decision best supports a sustainable result?

- A. Distinguish fixed costs from costs that change with volume
- B. Classify every departmental expense as variable
- C. Treat supply use as unaffected by case volume
- D. Exclude labor from all cost analysis

82. During expansion of evening operating-room hours, a surgical services leader must address a human resource management challenge. Which initial action offers the strongest management response?

- A. Ask different personal questions of each applicant
- B. Use job-related criteria and a consistent interview process
- C. Select the applicant who is most socially similar
- D. Change essential requirements after interviews begin

83. After quarterly quality results show variation, a surgical services leader must address a human resource management challenge. Which approach should the leader select?

- A. Rely on rumors without investigating the event
- B. Skip documentation because the employee is experienced
- C. Announce discipline before hearing the employee's response
- D. Begin progressive discipline with facts and the applicable policy

84. While developing a cross-training initiative, a surgical services leader must address a human resource management challenge. Which decision best supports a sustainable result?

- A. Schedule the same skill mix for every service
- B. Base staffing only on the previous week's census
- C. Develop a staffing plan from workload, acuity, and required competencies
- D. Fill vacancies without considering competency needs

85. When anesthesia and surgery leaders disagree, a surgical services leader must address a human resource management challenge. Which initial action offers the strongest management response?

- A. Accept attendance at education as proof of competence
- B. Use years of service as the only competency measure
- C. Validate competency through observable performance
- D. Allow staff to certify their own performance

86. During evaluation of a replacement equipment proposal, a surgical services leader must address a human resource management challenge. Which approach should the leader select?

- A. Give general criticism without an example
- B. Set specific expectations and schedule follow-up coaching
- C. Wait until the annual review to mention the issue
- D. Transfer the employee without discussing performance

87. After retention interviews identify a trend, a surgical services leader must address a human resource management challenge. Which decision best supports a sustainable result?

- A. Assume all departures are caused by compensation
- B. Stop collecting feedback from current employees
- C. Replace every vacancy without examining trends
- D. Analyze turnover patterns and conduct meaningful stay interviews

88. While responding to a regional supply disruption, a surgical services leader must address a human resource management challenge. Which initial action offers the strongest management response?

- A. Apply leave and attendance policies consistently
- B. Make exceptions based on personal popularity
- C. Discuss confidential details with the whole team
- D. Change the policy retroactively for one employee

89. During preparation of next year's strategic priorities, a surgical services leader must address a human resource management challenge. Which approach should the leader select?

- A. Create succession plans for critical leadership roles
- B. Wait for a vacancy before identifying talent
- C. Limit development to the current manager's favorite employee
- D. Avoid cross-training to protect specialized positions

90. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a human resource management challenge. Which decision best supports a sustainable result?

- A. Ask different personal questions of each applicant
- B. Select the applicant who is most socially similar
- C. Use job-related criteria and a consistent interview process
- D. Change essential requirements after interviews begin

91. While aligning workflows among three campuses, a surgical services leader must address a human resource management challenge. Which initial action offers the strongest management response?

- A. Rely on rumors without investigating the event
- B. Skip documentation because the employee is experienced
- C. Announce discipline before hearing the employee's response
- D. Begin progressive discipline with facts and the applicable policy

92. During review of elective-case backlogs, a surgical services leader must address a human resource management challenge. Which approach should the leader select?

- A. Schedule the same skill mix for every service
- B. Develop a staffing plan from workload, acuity, and required competencies
- C. Base staffing only on the previous week's census
- D. Fill vacancies without considering competency needs

93. After a family advisory council submits recommendations, a surgical services leader must address a human resource management challenge. Which decision best supports a sustainable result?

- A. Validate competency through observable performance
- B. Accept attendance at education as proof of competence
- C. Use years of service as the only competency measure
- D. Allow staff to certify their own performance

94. During expansion of evening operating-room hours, a surgical services leader must address a human resource management challenge. Which initial action offers the strongest management response?

- A. Give general criticism without an example
- B. Wait until the annual review to mention the issue
- C. Transfer the employee without discussing performance
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- B. Stop collecting feedback from current employees
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- A. Make exceptions based on personal popularity
- B. Apply leave and attendance policies consistently
- C. Discuss confidential details with the whole team
- D. Change the policy retroactively for one employee

97. When anesthesia and surgery leaders disagree, a surgical services leader must address a human resource management challenge. Which initial action offers the strongest management response?

- A. Wait for a vacancy before identifying talent
- B. Limit development to the current manager's favorite employee
- C. Create succession plans for critical leadership roles
- D. Avoid cross-training to protect specialized positions

98. During evaluation of a replacement equipment proposal, a surgical services leader must address a human resource management challenge. Which approach should the leader select?

- A. Use job-related criteria and a consistent interview process
- B. Ask different personal questions of each applicant
- C. Select the applicant who is most socially similar
- D. Change essential requirements after interviews begin

99. After retention interviews identify a trend, a surgical services leader must address a human resource management challenge. Which decision best supports a sustainable result?

- A. Rely on rumors without investigating the event
- B. Skip documentation because the employee is experienced
- C. Announce discipline before hearing the employee's response
- D. Begin progressive discipline with facts and the applicable policy

100. While responding to a regional supply disruption, a surgical services leader must address a human resource management challenge. Which initial action offers the strongest management response?

- A. Schedule the same skill mix for every service
- B. Develop a staffing plan from workload, acuity, and required competencies
- C. Base staffing only on the previous week's census
- D. Fill vacancies without considering competency needs

101. During preparation of next year's strategic priorities, a surgical services leader must address a human resource management challenge. Which approach should the leader select?

- A. Accept attendance at education as proof of competence
- B. Use years of service as the only competency measure
- C. Allow staff to certify their own performance
- D. Validate competency through observable performance

102. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a human resource management challenge. Which decision best supports a sustainable result?

- A. Give general criticism without an example
- B. Set specific expectations and schedule follow-up coaching
- C. Wait until the annual review to mention the issue
- D. Transfer the employee without discussing performance

103. While aligning workflows among three campuses, a surgical services leader must address a human resource management challenge. Which initial action offers the strongest management response?

- A. Analyze turnover patterns and conduct meaningful stay interviews
- B. Assume all departures are caused by compensation
- C. Stop collecting feedback from current employees
- D. Replace every vacancy without examining trends

104. During expansion of evening operating-room hours, a surgical services leader must address a operational management challenge. Which initial action offers the strongest management response?

- A. Purchase technology before defining the problem
- B. Change every step simultaneously without baseline data
- C. Map the current workflow before designing the future state
- D. Copy a workflow from another facility unchanged

105. After quarterly quality results show variation, a surgical services leader must address a operational management challenge. Which approach should the leader select?

- A. Discipline the nearest employee before collecting facts
- B. Stop analysis after identifying one human error
- C. Choose a solution before defining the event
- D. Use root cause analysis to examine system contributors

106. While developing a cross-training initiative, a surgical services leader must address a operational management challenge. Which decision best supports a sustainable result?

- A. Change the start definition for each service
- B. Monitor first-case on-time starts using an agreed definition
- C. Exclude delayed cases whenever causes are disputed
- D. Report only the best-performing operating room

107. When anesthesia and surgery leaders disagree, a surgical services leader must address a operational management challenge. Which initial action offers the strongest management response?

- A. Allow unlimited duplicate cards for each surgeon
- B. Update cards only when a case is cancelled
- C. Standardize preference cards and assign ownership for updates
- D. Remove revision dates from all preference cards

108. During evaluation of a replacement equipment proposal, a surgical services leader must address a operational management challenge. Which approach should the leader select?

- A. Match block allocation with utilization and access data
- B. Preserve every block regardless of use
- C. Reallocate blocks from a single anecdotal complaint
- D. Measure utilization without released time

109. After retention interviews identify a trend, a surgical services leader must address a operational management challenge. Which decision best supports a sustainable result?

- A. Set every item to the vendor's maximum quantity
- B. Order only after the final item is consumed
- C. Establish par levels from use, lead time, and variability
- D. Use identical par levels for all supplies

110. While responding to a regional supply disruption, a surgical services leader must address a operational management challenge. Which initial action offers the strongest management response?

- A. Test the change on a small scale and study the results
- B. Implement throughout the system without a trial
- C. Declare success immediately after staff education
- D. Avoid collecting baseline or follow-up measures

111. During preparation of next year's strategic priorities, a surgical services leader must address a operational management challenge. Which approach should the leader select?

- A. Treat every fluctuation as an individual failure
- B. Separate common-cause variation from special-cause variation
- C. Adjust the process after each data point
- D. Ignore an unusual signal because averages are stable

112. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a operational management challenge. Which decision best supports a sustainable result?

- A. Reserve all operational review for quarterly meetings
- B. Track problems without assigning owners
- C. Discuss only completed work during huddles
- D. Use a daily management system to surface barriers promptly

113. While aligning workflows among three campuses, a surgical services leader must address a operational management challenge. Which initial action offers the strongest management response?

- A. Coordinate downtime procedures before technology becomes unavailable
- B. Develop the process only after a system outage
- C. Assume every employee remembers an old workaround
- D. Cancel all procedures without assessing capability

114. During review of elective-case backlogs, a surgical services leader must address a operational management challenge. Which approach should the leader select?

- A. Purchase technology before defining the problem
- B. Change every step simultaneously without baseline data
- C. Copy a workflow from another facility unchanged
- D. Map the current workflow before designing the future state

115. After a family advisory council submits recommendations, a surgical services leader must address a operational management challenge. Which decision best supports a sustainable result?

- A. Discipline the nearest employee before collecting facts
- B. Use root cause analysis to examine system contributors
- C. Stop analysis after identifying one human error
- D. Choose a solution before defining the event

116. During expansion of evening operating-room hours, a surgical services leader must address a operational management challenge. Which initial action offers the strongest management response?

- A. Change the start definition for each service
- B. Exclude delayed cases whenever causes are disputed
- C. Monitor first-case on-time starts using an agreed definition
- D. Report only the best-performing operating room

117. After quarterly quality results show variation, a surgical services leader must address a operational management challenge. Which approach should the leader select?

- A. Standardize preference cards and assign ownership for updates
- B. Allow unlimited duplicate cards for each surgeon
- C. Update cards only when a case is cancelled
- D. Remove revision dates from all preference cards

118. While developing a cross-training initiative, a surgical services leader must address a operational management challenge. Which decision best supports a sustainable result?

- A. Preserve every block regardless of use
- B. Match block allocation with utilization and access data
- C. Reallocate blocks from a single anecdotal complaint
- D. Measure utilization without released time

119. When anesthesia and surgery leaders disagree, a surgical services leader must address a operational management challenge. Which initial action offers the strongest management response?

- A. Set every item to the vendor's maximum quantity
- B. Order only after the final item is consumed
- C. Use identical par levels for all supplies
- D. Establish par levels from use, lead time, and variability

120. During evaluation of a replacement equipment proposal, a surgical services leader must address a operational management challenge. Which approach should the leader select?

- A. Implement throughout the system without a trial
- B. Declare success immediately after staff education
- C. Test the change on a small scale and study the results
- D. Avoid collecting baseline or follow-up measures

121. After retention interviews identify a trend, a surgical services leader must address a operational management challenge. Which decision best supports a sustainable result?

- A. Treat every fluctuation as an individual failure
- B. Adjust the process after each data point
- C. Separate common-cause variation from special-cause variation
- D. Ignore an unusual signal because averages are stable

122. While responding to a regional supply disruption, a surgical services leader must address a operational management challenge. Which initial action offers the strongest management response?

- A. Reserve all operational review for quarterly meetings
- B. Track problems without assigning owners
- C. Discuss only completed work during huddles
- D. Use a daily management system to surface barriers promptly

123. During preparation of next year's strategic priorities, a surgical services leader must address a operational management challenge. Which approach should the leader select?

- A. Develop the process only after a system outage
- B. Coordinate downtime procedures before technology becomes unavailable
- C. Assume every employee remembers an old workaround
- D. Cancel all procedures without assessing capability

124. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a operational management challenge. Which decision best supports a sustainable result?

- A. Map the current workflow before designing the future state
- B. Purchase technology before defining the problem
- C. Change every step simultaneously without baseline data
- D. Copy a workflow from another facility unchanged

125. While aligning workflows among three campuses, a surgical services leader must address a operational management challenge. Which initial action offers the strongest management response?

- A. Use root cause analysis to examine system contributors
- B. Discipline the nearest employee before collecting facts
- C. Stop analysis after identifying one human error
- D. Choose a solution before defining the event

126. During review of elective-case backlogs, a surgical services leader must address a operational management challenge. Which approach should the leader select?

- A. Change the start definition for each service
- B. Exclude delayed cases whenever causes are disputed
- C. Report only the best-performing operating room
- D. Monitor first-case on-time starts using an agreed definition

127. After a family advisory council submits recommendations, a surgical services leader must address a operational management challenge. Which decision best supports a sustainable result?

- A. Allow unlimited duplicate cards for each surgeon
- B. Standardize preference cards and assign ownership for updates
- C. Update cards only when a case is cancelled
- D. Remove revision dates from all preference cards

128. During expansion of evening operating-room hours, a surgical services leader must address a operational management challenge. Which initial action offers the strongest management response?

- A. Preserve every block regardless of use
- B. Reallocate blocks from a single anecdotal complaint
- C. Match block allocation with utilization and access data
- D. Measure utilization without released time

129. After quarterly quality results show variation, a surgical services leader must address a operational management challenge. Which approach should the leader select?

- A. Set every item to the vendor's maximum quantity
- B. Order only after the final item is consumed
- C. Establish par levels from use, lead time, and variability
- D. Use identical par levels for all supplies

130. While developing a cross-training initiative, a surgical services leader must address a operational management challenge. Which decision best supports a sustainable result?

- A. Test the change on a small scale and study the results
- B. Implement throughout the system without a trial
- C. Declare success immediately after staff education
- D. Avoid collecting baseline or follow-up measures

131. When anesthesia and surgery leaders disagree, a surgical services leader must address a operational management challenge. Which initial action offers the strongest management response?

- A. Treat every fluctuation as an individual failure
- B. Separate common-cause variation from special-cause variation
- C. Adjust the process after each data point
- D. Ignore an unusual signal because averages are stable

132. During evaluation of a replacement equipment proposal, a surgical services leader must address a operational management challenge. Which approach should the leader select?

- A. Reserve all operational review for quarterly meetings
- B. Track problems without assigning owners
- C. Discuss only completed work during huddles
- D. Use a daily management system to surface barriers promptly

133. After retention interviews identify a trend, a surgical services leader must address a operational management challenge. Which decision best supports a sustainable result?

- A. Coordinate downtime procedures before technology becomes unavailable
- B. Develop the process only after a system outage
- C. Assume every employee remembers an old workaround
- D. Cancel all procedures without assessing capability

134. While responding to a regional supply disruption, a surgical services leader must address a operational management challenge. Which initial action offers the strongest management response?

- A. Purchase technology before defining the problem
- B. Change every step simultaneously without baseline data
- C. Map the current workflow before designing the future state
- D. Copy a workflow from another facility unchanged

135. During preparation of next year's strategic priorities, a surgical services leader must address a operational management challenge. Which approach should the leader select?

- A. Discipline the nearest employee before collecting facts
- B. Use root cause analysis to examine system contributors
- C. Stop analysis after identifying one human error
- D. Choose a solution before defining the event

136. During expansion of evening operating-room hours, a surgical services leader must address a leadership challenge. Which initial action offers the strongest management response?

- A. Use one leadership style in every situation
- B. Delegate complex work without assessing competence
- C. Retain every decision regardless of team expertise
- D. Adapt the leadership approach to staff readiness and task needs

137. After quarterly quality results show variation, a surgical services leader must address a leadership challenge. Which approach should the leader select?

- A. Delegate the task while retaining accountability for the outcome
- B. Transfer accountability entirely to the delegate
- C. Delegate without defining authority or expected results
- D. Avoid follow-up because delegation implies independence

138. While developing a cross-training initiative, a surgical services leader must address a leadership challenge. Which decision best supports a sustainable result?

- A. Identify the reporter publicly to deter weak reports
- B. Model psychological safety by responding constructively to concerns
- C. Dismiss concerns that did not cause patient harm
- D. Reward staff only when they agree with leadership

139. When anesthesia and surgery leaders disagree, a surgical services leader must address a leadership challenge. Which initial action offers the strongest management response?

- A. Label resistance as disloyalty and proceed
- B. Communicate the change only after implementation
- C. Assume education alone resolves every barrier
- D. Use change champions and address barriers identified by staff

140. During evaluation of a replacement equipment proposal, a surgical services leader must address a leadership challenge. Which approach should the leader select?

- A. Provide every answer before hearing the employee
- B. Use coaching only as a disciplinary warning
- C. Coach the employee with questions that build insight and ownership
- D. Focus exclusively on the employee's past mistakes

141. After retention interviews identify a trend, a surgical services leader must address a leadership challenge. Which decision best supports a sustainable result?

- A. Provide generic praise once at the end of the year
- B. Recognize only employees with formal titles
- C. Recognize contributions specifically and close to the event
- D. Withhold recognition until every outcome is perfect

142. While responding to a regional supply disruption, a surgical services leader must address a leadership challenge. Which initial action offers the strongest management response?

- A. Make the decision using evidence, values, and stakeholder impact
- B. Choose the fastest option without examining risk
- C. Defer every difficult choice to a committee
- D. Follow personal preference despite contrary evidence

143. During preparation of next year's strategic priorities, a surgical services leader must address a leadership challenge. Which approach should the leader select?

- A. Share information only when challenged
- B. Build trust through consistent actions and transparent explanations
- C. Change expectations without explaining the reason
- D. Promise outcomes the leader cannot control

144. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a leadership challenge. Which decision best supports a sustainable result?

- A. Describe the vision only during annual planning
- B. Limit vision discussions to senior executives
- C. Replace the vision with a list of rules
- D. Develop a shared vision and connect daily work to it

145. While aligning workflows among three campuses, a surgical services leader must address a leadership challenge. Which initial action offers the strongest management response?

- A. Adapt the leadership approach to staff readiness and task needs
- B. Use one leadership style in every situation
- C. Delegate complex work without assessing competence
- D. Retain every decision regardless of team expertise

146. During review of elective-case backlogs, a surgical services leader must address a leadership challenge. Which approach should the leader select?

- A. Transfer accountability entirely to the delegate
- B. Delegate the task while retaining accountability for the outcome
- C. Delegate without defining authority or expected results
- D. Avoid follow-up because delegation implies independence

147. After a family advisory council submits recommendations, a surgical services leader must address a leadership challenge. Which decision best supports a sustainable result?

- A. Identify the reporter publicly to deter weak reports
- B. Dismiss concerns that did not cause patient harm
- C. Reward staff only when they agree with leadership
- D. Model psychological safety by responding constructively to concerns

148. During expansion of evening operating-room hours, a surgical services leader must address a leadership challenge. Which initial action offers the strongest management response?

- A. Label resistance as disloyalty and proceed
- B. Communicate the change only after implementation
- C. Use change champions and address barriers identified by staff
- D. Assume education alone resolves every barrier

149. After quarterly quality results show variation, a surgical services leader must address a leadership challenge. Which approach should the leader select?

- A. Provide every answer before hearing the employee
- B. Coach the employee with questions that build insight and ownership
- C. Use coaching only as a disciplinary warning
- D. Focus exclusively on the employee's past mistakes

150. While developing a cross-training initiative, a surgical services leader must address a leadership challenge. Which decision best supports a sustainable result?

- A. Recognize contributions specifically and close to the event
- B. Provide generic praise once at the end of the year
- C. Recognize only employees with formal titles
- D. Withhold recognition until every outcome is perfect

151. When anesthesia and surgery leaders disagree, a surgical services leader must address a leadership challenge. Which initial action offers the strongest management response?

- A. Choose the fastest option without examining risk
- B. Defer every difficult choice to a committee
- C. Follow personal preference despite contrary evidence
- D. Make the decision using evidence, values, and stakeholder impact

152. During evaluation of a replacement equipment proposal, a surgical services leader must address a leadership challenge. Which approach should the leader select?

- A. Share information only when challenged
- B. Change expectations without explaining the reason
- C. Build trust through consistent actions and transparent explanations
- D. Promise outcomes the leader cannot control

153. After retention interviews identify a trend, a surgical services leader must address a leadership challenge. Which decision best supports a sustainable result?

- A. Describe the vision only during annual planning
- B. Limit vision discussions to senior executives
- C. Develop a shared vision and connect daily work to it
- D. Replace the vision with a list of rules

154. While responding to a regional supply disruption, a surgical services leader must address a leadership challenge. Which initial action offers the strongest management response?

- A. Adapt the leadership approach to staff readiness and task needs
- B. Use one leadership style in every situation
- C. Delegate complex work without assessing competence
- D. Retain every decision regardless of team expertise

155. During preparation of next year's strategic priorities, a surgical services leader must address a leadership challenge. Which approach should the leader select?

- A. Transfer accountability entirely to the delegate
- B. Delegate without defining authority or expected results
- C. Avoid follow-up because delegation implies independence
- D. Delegate the task while retaining accountability for the outcome

156. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a leadership challenge. Which decision best supports a sustainable result?

- A. Identify the reporter publicly to deter weak reports
- B. Model psychological safety by responding constructively to concerns
- C. Dismiss concerns that did not cause patient harm
- D. Reward staff only when they agree with leadership

157. While aligning workflows among three campuses, a surgical services leader must address a leadership challenge. Which initial action offers the strongest management response?

- A. Label resistance as disloyalty and proceed
- B. Communicate the change only after implementation
- C. Assume education alone resolves every barrier
- D. Use change champions and address barriers identified by staff

158. During review of elective-case backlogs, a surgical services leader must address a leadership challenge. Which approach should the leader select?

- A. Coach the employee with questions that build insight and ownership
- B. Provide every answer before hearing the employee
- C. Use coaching only as a disciplinary warning
- D. Focus exclusively on the employee's past mistakes

159. After a family advisory council submits recommendations, a surgical services leader must address a leadership challenge. Which decision best supports a sustainable result?

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- C. Recognize contributions specifically and close to the event
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- A. Choose the fastest option without examining risk
- B. Make the decision using evidence, values, and stakeholder impact
- C. Defer every difficult choice to a committee
- D. Follow personal preference despite contrary evidence

161. After quarterly quality results show variation, a surgical services leader must address a leadership challenge. Which approach should the leader select?

- A. Share information only when challenged
- B. Change expectations without explaining the reason
- C. Promise outcomes the leader cannot control
- D. Build trust through consistent actions and transparent explanations

162. While developing a cross-training initiative, a surgical services leader must address a leadership challenge. Which decision best supports a sustainable result?

- A. Develop a shared vision and connect daily work to it
- B. Describe the vision only during annual planning
- C. Limit vision discussions to senior executives
- D. Replace the vision with a list of rules

163. During expansion of evening operating-room hours, a surgical services leader must address a professionalism challenge. Which initial action offers the strongest management response?

- A. Discuss the case in a public elevator
- B. Protect confidential information and share it only for legitimate need
- C. Send details through an unapproved personal account
- D. Share records with curious employees outside the care team

164. After quarterly quality results show variation, a surgical services leader must address a professionalism challenge. Which approach should the leader select?

- A. Hide the relationship if the price seems reasonable
- B. Approve the purchase before mentioning the conflict
- C. Disclose the conflict and follow the organization's review process
- D. Ask the vendor to keep the relationship confidential

165. While developing a cross-training initiative, a surgical services leader must address a professionalism challenge. Which decision best supports a sustainable result?

- A. Choose solely according to the manager's convenience
- B. Use the ethical decision process and document the rationale
- C. Avoid documentation when stakeholders disagree
- D. Delay action until the issue disappears

166. When anesthesia and surgery leaders disagree, a surgical services leader must address a professionalism challenge. Which initial action offers the strongest management response?

- A. Exchange personal favors for preferred assignments
- B. Use confidential information to strengthen friendships
- C. Maintain professional boundaries in supervisory relationships
- D. Socialize selectively while making staffing decisions

167. During evaluation of a replacement equipment proposal, a surgical services leader must address a professionalism challenge. Which approach should the leader select?

- A. Address an unsafe practice through the proper reporting pathway
- B. Remain silent because no injury has occurred
- C. Post an accusation on social media
- D. Alter the record to protect the department

168. After retention interviews identify a trend, a surgical services leader must address a professionalism challenge. Which decision best supports a sustainable result?

- A. Present an opinion as established research
- B. Remove limitations from the reported findings
- C. Reuse another author's language without attribution
- D. Verify the evidence and cite sources accurately

169. While responding to a regional supply disruption, a surgical services leader must address a professionalism challenge. Which initial action offers the strongest management response?

- A. Act independently to avoid appearing uncertain
- B. Delegate the decision to an unqualified employee
- C. Seek guidance when a situation exceeds personal competence
- D. Conceal the knowledge gap from all colleagues

170. During preparation of next year's strategic priorities, a surgical services leader must address a professionalism challenge. Which approach should the leader select?

- A. Relax standards for a high-revenue stakeholder
- B. Apply the professional code consistently even under pressure
- C. Change ethical expectations according to rank
- D. Ignore misconduct when reporting may be uncomfortable

171. After a safety tracer reveals an unreliable handoff, a surgical services leader must address a professionalism challenge. Which decision best supports a sustainable result?

- A. Protect confidential information and share it only for legitimate need
- B. Discuss the case in a public elevator
- C. Send details through an unapproved personal account
- D. Share records with curious employees outside the care team

172. While aligning workflows among three campuses, a surgical services leader must address a professionalism challenge. Which initial action offers the strongest management response?

- A. Hide the relationship if the price seems reasonable
- B. Approve the purchase before mentioning the conflict
- C. Ask the vendor to keep the relationship confidential
- D. Disclose the conflict and follow the organization's review process

173. During review of elective-case backlogs, a surgical services leader must address a professionalism challenge. Which approach should the leader select?

- A. Choose solely according to the manager's convenience
- B. Avoid documentation when stakeholders disagree
- C. Delay action until the issue disappears
- D. Use the ethical decision process and document the rationale

174. After a family advisory council submits recommendations, a surgical services leader must address a professionalism challenge. Which decision best supports a sustainable result?

- A. Exchange personal favors for preferred assignments
- B. Maintain professional boundaries in supervisory relationships
- C. Use confidential information to strengthen friendships
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- B. Delegate the decision to an unqualified employee
- C. Conceal the knowledge gap from all colleagues
- D. Seek guidance when a situation exceeds personal competence

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- C. Change ethical expectations according to rank
- D. Ignore misconduct when reporting may be uncomfortable

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- B. Send details through an unapproved personal account
- C. Protect confidential information and share it only for legitimate need
- D. Share records with curious employees outside the care team

180. After retention interviews identify a trend, a surgical services leader must address a professionalism challenge. Which decision best supports a sustainable result?

- A. Disclose the conflict and follow the organization's review process
- B. Hide the relationship if the price seems reasonable
- C. Approve the purchase before mentioning the conflict
- D. Ask the vendor to keep the relationship confidential

Practice Exam 4: Answer Key and Explanations

- 1. C** — Use closed-loop communication and confirm understanding is best because confirmation exposes misunderstandings before they affect care or coordination. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.
- 2. B** — Address the concern privately with specific observed behavior is best because private behavior-based feedback protects dignity and makes expectations actionable. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.
- 3. D** — Identify shared interests before debating proposed solutions is best because shared interests create a workable basis for resolving conflict collaboratively. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.
- 4. A** — Use the appropriate chain of communication for escalation is best because structured escalation reaches accountable decision makers while preserving clarity. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.
- 5. B** — Invite input from every discipline affected by the change is best because inclusive input reveals workflow effects that one discipline may overlook. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.
- 6. D** — Summarize the decision, owner, and due date in writing is best because documented commitments reduce ambiguity and support timely follow-through. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.
- 7. C** — Adapt the message to the audience's role and information needs is best because audience-centered communication improves comprehension without changing the facts. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

8. A — Acknowledge the concern and ask clarifying questions is best because active listening identifies the real issue before a response is selected. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

9. D — Use a structured handoff that includes risks and pending actions is best because structured handoffs preserve critical context across responsibility transitions. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

10. C — Separate the person from the problem during negotiation is best because problem-focused language reduces defensiveness and supports objective agreement. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

11. B — Use closed-loop communication and confirm understanding is best because confirmation exposes misunderstandings before they affect care or coordination. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

12. A — Address the concern privately with specific observed behavior is best because private behavior-based feedback protects dignity and makes expectations actionable. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

13. B — Identify shared interests before debating proposed solutions is best because shared interests create a workable basis for resolving conflict collaboratively. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

14. D — Use the appropriate chain of communication for escalation is best because structured escalation reaches accountable decision makers while preserving clarity. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

15. A — Invite input from every discipline affected by the change is best because inclusive input reveals workflow effects that one discipline may overlook. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives

bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

16. C — Summarize the decision, owner, and due date in writing is best because documented commitments reduce ambiguity and support timely follow-through. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

17. C — Adapt the message to the audience's role and information needs is best because audience-centered communication improves comprehension without changing the facts. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

18. A — Acknowledge the concern and ask clarifying questions is best because active listening identifies the real issue before a response is selected. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

19. B — Use a structured handoff that includes risks and pending actions is best because structured handoffs preserve critical context across responsibility transitions. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

20. D — Separate the person from the problem during negotiation is best because problem-focused language reduces defensiveness and supports objective agreement. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

21. C — Use closed-loop communication and confirm understanding is best because confirmation exposes misunderstandings before they affect care or coordination. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

22. B — Address the concern privately with specific observed behavior is best because private behavior-based feedback protects dignity and makes expectations actionable. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

23. A — Identify shared interests before debating proposed solutions is best because shared interests create a workable basis for resolving conflict collaboratively. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

24. D — Use the appropriate chain of communication for escalation is best because structured escalation reaches accountable decision makers while preserving clarity. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

25. C — Invite input from every discipline affected by the change is best because inclusive input reveals workflow effects that one discipline may overlook. It addresses the communication and relationship management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

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33. B — Perform an environmental scan before selecting priorities is best because an environmental scan connects internal capability with external conditions. It addresses the strategic management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

34. C — Translate the mission into measurable strategic objectives is best because measurable objectives turn organizational purpose into accountable action. It addresses the strategic management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

35. A — Use a swot analysis to organize internal and external factors is best because SWOT distinguishes internal strengths and weaknesses from external opportunities and threats. It addresses the strategic management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

36. D — Select indicators that directly measure the stated objective is best because aligned indicators show whether the strategy is producing its intended result. It addresses the strategic management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

37. A — Engage key stakeholders early in strategy development is best because early engagement improves feasibility, ownership, and identification of unintended effects. It addresses the strategic management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

38. B — Evaluate whether the initiative supports organizational priorities is best because strategic alignment prevents resources from drifting toward disconnected projects. It addresses the strategic management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

39. D — Define milestones and accountable owners for implementation is best because milestones and ownership convert strategy into trackable execution. It addresses the strategic management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

40. C — Review leading and lagging indicators at planned intervals is best because balanced monitoring detects execution problems and confirms ultimate outcomes. It addresses the strategic management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

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55. C — Compare actual results with the budget and investigate variance is best because variance analysis identifies where results differ and why corrective action may be needed. It addresses the financial management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

56. D — Include acquisition, maintenance, training, and disposal costs is best because total cost of ownership captures expenses across the asset life cycle. It addresses the financial management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

57. A — Distinguish fixed costs from costs that change with volume is best because cost behavior supports sound forecasting and volume decisions. It addresses the financial management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

58. D — Use contribution margin when evaluating added case volume is best because contribution margin shows what additional volume contributes after variable costs. It addresses the financial management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

59. B — Present assumptions and sensitivity ranges with the forecast is best because transparent sensitivity analysis shows how uncertain inputs affect the financial conclusion. It addresses the financial management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

60. C — Prioritize requests using safety, strategy, risk, and return is best because multicriteria prioritization aligns scarce capital with organizational value. It addresses the financial management objective while supporting safety, accountability, and reliable operations. The alternatives bypass

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61. D — Validate charge capture and supply documentation workflows is best because reliable documentation supports accurate billing and prevents avoidable leakage. It addresses the financial management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

62. C — Calculate productivity with consistent workload and labor measures is best because consistent definitions make productivity trends interpretable and comparable. It addresses the financial management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

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82. B — Use job-related criteria and a consistent interview process is best because consistent job-related selection improves fairness and decision quality. It addresses the human resource management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

83. D — Begin progressive discipline with facts and the applicable policy is best because fact-based policy application supports fairness and defensible accountability. It addresses the human resource management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

84. C — Develop a staffing plan from workload, acuity, and required competencies is best because workload and competency data align staffing resources with patient needs. It addresses the human resource management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

85. C — Validate competency through observable performance is best because direct validation demonstrates that knowledge can be applied safely. It addresses the human resource management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

86. B — Set specific expectations and schedule follow-up coaching is best because specific expectations and follow-up create a fair opportunity for improvement. It addresses the human resource management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

87. D — Analyze turnover patterns and conduct meaningful stay interviews is best because combined retention data identify modifiable causes before more staff leave. It addresses the human resource management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

88. A — Apply leave and attendance policies consistently is best because consistent application supports equity, trust, and legal defensibility. It addresses the human resource management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

89. A — Create succession plans for critical leadership roles is best because succession planning reduces disruption and develops a broader leadership pipeline. It addresses the human resource management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

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104. C — Map the current workflow before designing the future state is best because current-state mapping reveals delays, handoffs, and rework that require attention. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

105. D — Use root cause analysis to examine system contributors is best because root cause analysis looks beyond immediate error to prevent recurrence. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment,

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106. B — Monitor first-case on-time starts using an agreed definition is best because a consistent operational definition makes performance data trustworthy. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

107. C — Standardize preference cards and assign ownership for updates is best because controlled preference cards reduce waste, omissions, and setup variation. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

108. A — Match block allocation with utilization and access data is best because objective block data balance surgeon access with efficient capacity use. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

109. C — Establish par levels from use, lead time, and variability is best because evidence-based par levels balance availability with carrying cost and expiration risk. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

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111. B — Separate common-cause variation from special-cause variation is best because variation type determines whether to redesign the system or investigate an event. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

112. D — Use a daily management system to surface barriers promptly is best because daily visibility supports rapid escalation, ownership, and follow-through. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

113. A — Coordinate downtime procedures before technology becomes unavailable is best because prepared downtime workflows preserve essential operations and communication. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

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127. B — Standardize preference cards and assign ownership for updates is best because controlled preference cards reduce waste, omissions, and setup variation. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

128. C — Match block allocation with utilization and access data is best because objective block data balance surgeon access with efficient capacity use. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

129. C — Establish par levels from use, lead time, and variability is best because evidence-based par levels balance availability with carrying cost and expiration risk. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

130. A — Test the change on a small scale and study the results is best because small tests allow learning and adjustment before broad implementation. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

131. B — Separate common-cause variation from special-cause variation is best because variation type determines whether to redesign the system or investigate an event. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

132. D — Use a daily management system to surface barriers promptly is best because daily visibility supports rapid escalation, ownership, and follow-through. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

133. A — Coordinate downtime procedures before technology becomes unavailable is best because prepared downtime workflows preserve essential operations and communication. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

134. C — Map the current workflow before designing the future state is best because current-state mapping reveals delays, handoffs, and rework that require attention. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

135. B — Use root cause analysis to examine system contributors is best because root cause analysis looks beyond immediate error to prevent recurrence. It addresses the operational management objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment,

target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

136. D — Adapt the leadership approach to staff readiness and task needs is best because situational leadership matches direction and support to current needs. It addresses the leadership objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

137. A — Delegate the task while retaining accountability for the outcome is best because effective delegation clarifies authority, expectations, and monitoring. It addresses the leadership objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

138. B — Model psychological safety by responding constructively to concerns is best because constructive responses encourage early reporting and organizational learning. It addresses the leadership objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

139. D — Use change champions and address barriers identified by staff is best because local champions and barrier removal improve adoption and sustainability. It addresses the leadership objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

140. C — Coach the employee with questions that build insight and ownership is best because coaching develops problem solving rather than dependence on the manager. It addresses the leadership objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

141. C — Recognize contributions specifically and close to the event is best because timely specific recognition reinforces behaviors the organization values. It addresses the leadership objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

142. A — Make the decision using evidence, values, and stakeholder impact is best because disciplined decisions integrate facts with ethical and operational consequences. It addresses the leadership objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

143. B — Build trust through consistent actions and transparent explanations is best because consistency and transparency make leadership behavior predictable and credible. It addresses the leadership objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

144. D — Develop a shared vision and connect daily work to it is best because shared purpose helps staff understand why coordinated effort matters. It addresses the leadership objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

145. A — Adapt the leadership approach to staff readiness and task needs is best because situational leadership matches direction and support to current needs. It addresses the leadership objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

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162. A — Develop a shared vision and connect daily work to it is best because shared purpose helps staff understand why coordinated effort matters. It addresses the leadership objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

163. B — Protect confidential information and share it only for legitimate need is best because need-based disclosure respects privacy and professional responsibility. It addresses the professionalism objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

164. C — Disclose the conflict and follow the organization's review process is best because transparent disclosure allows impartial review and protects trust. It addresses the professionalism objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

165. B — Use the ethical decision process and document the rationale is best because structured ethical reasoning makes competing duties and consequences visible. It addresses the professionalism objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment,

target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

166. C — Maintain professional boundaries in supervisory relationships is best because clear boundaries reduce favoritism and preserve supervisory objectivity. It addresses the professionalism objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

167. A — Address an unsafe practice through the proper reporting pathway is best because professional accountability requires timely action when safety is threatened. It addresses the professionalism objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

168. D — Verify the evidence and cite sources accurately is best because accurate attribution and appraisal support integrity in professional communication. It addresses the professionalism objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

169. C — Seek guidance when a situation exceeds personal competence is best because recognizing limits protects patients and supports responsible consultation. It addresses the professionalism objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

170. B — Apply the professional code consistently even under pressure is best because consistent ethical standards preserve public and organizational trust. It addresses the professionalism objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

171. A — Protect confidential information and share it only for legitimate need is best because need-based disclosure respects privacy and professional responsibility. It addresses the professionalism objective while supporting safety, accountability, and reliable operations. The alternatives bypass assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

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