

PRACTICE EXAM 6: 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 a morning leadership huddle, a perioperative leader identifies an issue involving communication and relationship management. What should the surgical services leader do first?

- 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 reviewing the monthly dashboard, a perioperative leader identifies an issue involving communication and relationship management. Which action is most appropriate?

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

3. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving communication and relationship management. Which response best supports an effective outcome?

- 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

4. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving communication and relationship management. What should the surgical services leader do first?

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

5. During a service-line improvement project, a perioperative leader identifies an issue involving communication and relationship management. Which action is most appropriate?

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

6. After receiving staff feedback, a perioperative leader identifies an issue involving communication and relationship management. Which response best supports an effective outcome?

- 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

7. While onboarding a new charge nurse, a perioperative leader identifies an issue involving communication and relationship management. What should the surgical services leader do first?

- A. Adapt the message to the audience's role and information needs
- B. Deliver identical technical detail to every audience

- C. Remove all supporting evidence from the presentation
- D. Use specialized abbreviations without defining them

8. During preparation for an executive review, a perioperative leader identifies an issue involving communication and relationship management. Which action is most appropriate?

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

9. After a near miss is reported, a perioperative leader identifies an issue involving communication and relationship management. Which response best supports an effective outcome?

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

10. While standardizing practice across two sites, a perioperative leader identifies an issue involving communication and relationship management. What should the surgical services leader do first?

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

11. During a high-volume operating day, a perioperative leader identifies an issue involving communication and relationship management. Which action is most appropriate?

- 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

12. After a surgeon raises a recurring concern, a perioperative leader identifies an issue involving communication and relationship management. Which response best supports an effective outcome?

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

13. During a morning leadership huddle, a perioperative leader identifies an issue involving communication and relationship management. What should the surgical services leader do first?

- 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 reviewing the monthly dashboard, a perioperative leader identifies an issue involving communication and relationship management. Which action is most appropriate?

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

15. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving communication and relationship management. Which response best supports an effective outcome?

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

16. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving communication and relationship management. What should the surgical services leader do first?

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

17. During a service-line improvement project, a perioperative leader identifies an issue involving communication and relationship management. Which action is most appropriate?

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

18. After receiving staff feedback, a perioperative leader identifies an issue involving communication and relationship management. Which response best supports an effective outcome?

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

19. While onboarding a new charge nurse, a perioperative leader identifies an issue involving communication and relationship management. What should the surgical services leader do first?

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

20. During preparation for an executive review, a perioperative leader identifies an issue involving communication and relationship management. Which action is most appropriate?

- 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

21. After a near miss is reported, a perioperative leader identifies an issue involving communication and relationship management. Which response best supports an effective outcome?

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

22. While standardizing practice across two sites, a perioperative leader identifies an issue involving communication and relationship management. What should the surgical services leader do first?

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

23. During a high-volume operating day, a perioperative leader identifies an issue involving communication and relationship management. Which action is most appropriate?

- 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

24. After a surgeon raises a recurring concern, a perioperative leader identifies an issue involving communication and relationship management. Which response best supports an effective outcome?

- 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 a morning leadership huddle, a perioperative leader identifies an issue involving communication and relationship management. What should the surgical services leader do first?

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

26. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving communication and relationship management. Which action is most appropriate?

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

27. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving communication and relationship management. Which response best supports an effective outcome?

- 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

28. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving communication and relationship management. What should the surgical services leader do first?

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

29. During a service-line improvement project, a perioperative leader identifies an issue involving communication and relationship management. Which action is most appropriate?

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

30. After receiving staff feedback, a perioperative leader identifies an issue involving communication and relationship management. Which response best supports an effective outcome?

- 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

31. While onboarding a new charge nurse, a perioperative leader identifies an issue involving communication and relationship management. What should the surgical services leader do first?

- 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

32. During preparation for an executive review, a perioperative leader identifies an issue involving communication and relationship management. Which action is most appropriate?

- 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

33. During a morning leadership huddle, a perioperative leader identifies an issue involving strategic management. What should the surgical services leader do first?

- 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

34. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving strategic management. Which action is most appropriate?

- 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

35. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving strategic management. Which response best supports an effective outcome?

- 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

36. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving strategic management. What should the surgical services leader do first?

- 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

37. During a service-line improvement project, a perioperative leader identifies an issue involving strategic management. Which action is most appropriate?

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

38. After receiving staff feedback, a perioperative leader identifies an issue involving strategic management. Which response best supports an effective outcome?

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

39. While onboarding a new charge nurse, a perioperative leader identifies an issue involving strategic management. What should the surgical services leader do first?

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

40. During preparation for an executive review, a perioperative leader identifies an issue involving strategic management. Which action is most appropriate?

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

41. After a near miss is reported, a perioperative leader identifies an issue involving strategic management. Which response best supports an effective outcome?

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

42. While standardizing practice across two sites, a perioperative leader identifies an issue involving strategic management. What should the surgical services leader do first?

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

43. During a high-volume operating day, a perioperative leader identifies an issue involving strategic management. Which action is most appropriate?

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

44. After a surgeon raises a recurring concern, a perioperative leader identifies an issue involving strategic management. Which response best supports an effective outcome?

- 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

45. During a morning leadership huddle, a perioperative leader identifies an issue involving strategic management. What should the surgical services leader do first?

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

46. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving strategic management. Which action is most appropriate?

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

47. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving strategic management. Which response best supports an effective outcome?

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

48. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving strategic management. What should the surgical services leader do first?

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

49. During a service-line improvement project, a perioperative leader identifies an issue involving strategic management. Which action is most appropriate?

- 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 receiving staff feedback, a perioperative leader identifies an issue involving strategic management. Which response best supports an effective outcome?

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

51. While onboarding a new charge nurse, a perioperative leader identifies an issue involving strategic management. What should the surgical services leader do first?

- 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

52. During preparation for an executive review, a perioperative leader identifies an issue involving strategic management. Which action is most appropriate?

- 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

53. After a near miss is reported, a perioperative leader identifies an issue involving strategic management. Which response best supports an effective outcome?

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

54. While standardizing practice across two sites, a perioperative leader identifies an issue involving strategic management. What should the surgical services leader do first?

- 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

55. During a morning leadership huddle, a perioperative leader identifies an issue involving financial management. What should the surgical services leader do first?

- 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

56. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving financial management. Which action is most appropriate?

- 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 preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving financial management. Which response best supports an effective outcome?

- 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. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving financial management. What should the surgical services leader do first?

- 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 a service-line improvement project, a perioperative leader identifies an issue involving financial management. Which action is most appropriate?

- 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 receiving staff feedback, a perioperative leader identifies an issue involving financial management. Which response best supports an effective outcome?

- 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 onboarding a new charge nurse, a perioperative leader identifies an issue involving financial management. What should the surgical services leader do first?

- 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

62. During preparation for an executive review, a perioperative leader identifies an issue involving financial management. Which action is most appropriate?

- 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 near miss is reported, a perioperative leader identifies an issue involving financial management. Which response best supports an effective outcome?

- 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

64. While standardizing practice across two sites, a perioperative leader identifies an issue involving financial management. What should the surgical services leader do first?

- 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 a high-volume operating day, a perioperative leader identifies an issue involving financial management. Which action is most appropriate?

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

66. After a surgeon raises a recurring concern, a perioperative leader identifies an issue involving financial management. Which response best supports an effective outcome?

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

67. During a morning leadership huddle, a perioperative leader identifies an issue involving financial management. What should the surgical services leader do first?

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

68. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving financial management. Which action is most appropriate?

- 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

69. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving financial management. Which response best supports an effective outcome?

- 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

70. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving financial management. What should the surgical services leader do first?

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

71. During a service-line improvement project, a perioperative leader identifies an issue involving financial management. Which action is most appropriate?

- 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

72. After receiving staff feedback, a perioperative leader identifies an issue involving financial management. Which response best supports an effective outcome?

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

73. While onboarding a new charge nurse, a perioperative leader identifies an issue involving financial management. What should the surgical services leader do first?

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

74. During preparation for an executive review, a perioperative leader identifies an issue involving financial management. Which action is most appropriate?

- 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

75. After a near miss is reported, a perioperative leader identifies an issue involving financial management. Which response best supports an effective outcome?

- 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 standardizing practice across two sites, a perioperative leader identifies an issue involving financial management. What should the surgical services leader do first?

- 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

77. During a high-volume operating day, a perioperative leader identifies an issue involving financial management. Which action is most appropriate?

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

78. After a surgeon raises a recurring concern, a perioperative leader identifies an issue involving financial management. Which response best supports an effective outcome?

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

79. During a morning leadership huddle, a perioperative leader identifies an issue involving financial management. What should the surgical services leader do first?

- 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
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80. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving financial management. Which action is most appropriate?

- 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

81. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving financial management. Which response best supports an effective outcome?

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

82. During a morning leadership huddle, a perioperative leader identifies an issue involving human resource management. What should the surgical services leader do first?

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

83. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving human resource management. Which action is most appropriate?

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

84. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving human resource management. Which response best supports an effective outcome?

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

85. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving human resource management. What should the surgical services leader do first?

- 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

86. During a service-line improvement project, a perioperative leader identifies an issue involving human resource management. Which action is most appropriate?

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

87. After receiving staff feedback, a perioperative leader identifies an issue involving human resource management. Which response best supports an effective outcome?

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

88. While onboarding a new charge nurse, a perioperative leader identifies an issue involving human resource management. What should the surgical services leader do first?

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

89. During preparation for an executive review, a perioperative leader identifies an issue involving human resource management. Which action is most appropriate?

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

90. After a near miss is reported, a perioperative leader identifies an issue involving human resource management. Which response best supports an effective outcome?

- 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

91. While standardizing practice across two sites, a perioperative leader identifies an issue involving human resource management. What should the surgical services leader do first?

- 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 a high-volume operating day, a perioperative leader identifies an issue involving human resource management. Which action is most appropriate?

- 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

93. After a surgeon raises a recurring concern, a perioperative leader identifies an issue involving human resource management. Which response best supports an effective outcome?

- 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

94. During a morning leadership huddle, a perioperative leader identifies an issue involving human resource management. What should the surgical services leader do first?

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- B. Give general criticism without an example
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- C. Replace every vacancy without examining trends
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96. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving human resource management. Which response best supports an effective outcome?

- 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

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- 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 receiving staff feedback, a perioperative leader identifies an issue involving human resource management. Which response best supports an effective outcome?

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

100. While onboarding a new charge nurse, a perioperative leader identifies an issue involving human resource management. What should the surgical services leader do first?

- 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

101. During preparation for an executive review, a perioperative leader identifies an issue involving human resource management. Which action is most appropriate?

- 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 near miss is reported, a perioperative leader identifies an issue involving human resource management. Which response best supports an effective outcome?

- 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 standardizing practice across two sites, a perioperative leader identifies an issue involving human resource management. What should the surgical services leader do first?

- 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 a morning leadership huddle, a perioperative leader identifies an issue involving operational management. What should the surgical services leader do first?

- 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 reviewing the monthly dashboard, a perioperative leader identifies an issue involving operational management. Which action is most appropriate?

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

106. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving operational management. Which response best supports an effective outcome?

- 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. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving operational management. What should the surgical services leader do first?

- 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

108. During a service-line improvement project, a perioperative leader identifies an issue involving operational management. Which action is most appropriate?

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

109. After receiving staff feedback, a perioperative leader identifies an issue involving operational management. Which response best supports an effective outcome?

- 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

110. While onboarding a new charge nurse, a perioperative leader identifies an issue involving operational management. What should the surgical services leader do first?

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

111. During preparation for an executive review, a perioperative leader identifies an issue involving operational management. Which action is most appropriate?

- 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

112. After a near miss is reported, a perioperative leader identifies an issue involving operational management. Which response best supports an effective outcome?

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

113. While standardizing practice across two sites, a perioperative leader identifies an issue involving operational management. What should the surgical services leader do first?

- 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 a high-volume operating day, a perioperative leader identifies an issue involving operational management. Which action is most appropriate?

- 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

115. After a surgeon raises a recurring concern, a perioperative leader identifies an issue involving operational management. Which response best supports an effective outcome?

- 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

116. During a morning leadership huddle, a perioperative leader identifies an issue involving operational management. What should the surgical services leader do first?

- 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

117. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving operational management. Which action is most appropriate?

- 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 preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving operational management. Which response best supports an effective outcome?

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

119. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving operational management. What should the surgical services leader do first?

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

120. During a service-line improvement project, a perioperative leader identifies an issue involving operational management. Which action is most appropriate?

- 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 receiving staff feedback, a perioperative leader identifies an issue involving operational management. Which response best supports an effective outcome?

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

122. While onboarding a new charge nurse, a perioperative leader identifies an issue involving operational management. What should the surgical services leader do first?

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

123. During preparation for an executive review, a perioperative leader identifies an issue involving operational management. Which action is most appropriate?

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

124. After a near miss is reported, a perioperative leader identifies an issue involving operational management. Which response best supports an effective outcome?

- 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

125. While standardizing practice across two sites, a perioperative leader identifies an issue involving operational management. What should the surgical services leader do first?

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

126. During a high-volume operating day, a perioperative leader identifies an issue involving operational management. Which action is most appropriate?

- 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 surgeon raises a recurring concern, a perioperative leader identifies an issue involving operational management. Which response best supports an effective outcome?

- 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 a morning leadership huddle, a perioperative leader identifies an issue involving operational management. What should the surgical services leader do first?

- 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

129. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving operational management. Which action is most appropriate?

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

130. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving operational management. Which response best supports an effective outcome?

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

131. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving operational management. What should the surgical services leader do first?

- 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

132. During a service-line improvement project, a perioperative leader identifies an issue involving operational management. Which action is most appropriate?

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

133. After receiving staff feedback, a perioperative leader identifies an issue involving operational management. Which response best supports an effective outcome?

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

134. While onboarding a new charge nurse, a perioperative leader identifies an issue involving operational management. What should the surgical services leader do first?

- 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 for an executive review, a perioperative leader identifies an issue involving operational management. Which action is most appropriate?

- 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 a morning leadership huddle, a perioperative leader identifies an issue involving leadership. What should the surgical services leader do first?

- 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

137. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving leadership. Which action is most appropriate?

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

138. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving leadership. Which response best supports an effective outcome?

- 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

139. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving leadership. What should the surgical services leader do first?

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

140. During a service-line improvement project, a perioperative leader identifies an issue involving leadership. Which action is most appropriate?

- 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

141. After receiving staff feedback, a perioperative leader identifies an issue involving leadership. Which response best supports an effective outcome?

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

142. While onboarding a new charge nurse, a perioperative leader identifies an issue involving leadership. What should the surgical services leader do first?

- 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

143. During preparation for an executive review, a perioperative leader identifies an issue involving leadership. Which action is most appropriate?

- 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

144. After a near miss is reported, a perioperative leader identifies an issue involving leadership. Which response best supports an effective outcome?

- 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

145. While standardizing practice across two sites, a perioperative leader identifies an issue involving leadership. What should the surgical services leader do first?

- 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

146. During a high-volume operating day, a perioperative leader identifies an issue involving leadership. Which action is most appropriate?

- 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

147. After a surgeon raises a recurring concern, a perioperative leader identifies an issue involving leadership. Which response best supports an effective outcome?

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

148. During a morning leadership huddle, a perioperative leader identifies an issue involving leadership. What should the surgical services leader do first?

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

149. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving leadership. Which action is most appropriate?

- 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

150. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving leadership. Which response best supports an effective outcome?

- 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

151. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving leadership. What should the surgical services leader do first?

- 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

152. During a service-line improvement project, a perioperative leader identifies an issue involving leadership. Which action is most appropriate?

- 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

153. After receiving staff feedback, a perioperative leader identifies an issue involving leadership. Which response best supports an effective outcome?

- 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 onboarding a new charge nurse, a perioperative leader identifies an issue involving leadership. What should the surgical services leader do first?

- 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

155. During preparation for an executive review, a perioperative leader identifies an issue involving leadership. Which action is most appropriate?

- 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

156. After a near miss is reported, a perioperative leader identifies an issue involving leadership. Which response best supports an effective outcome?

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

157. While standardizing practice across two sites, a perioperative leader identifies an issue involving leadership. What should the surgical services leader do first?

- 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

158. During a high-volume operating day, a perioperative leader identifies an issue involving leadership. Which action is most appropriate?

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

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- C. Recognize only employees with formal titles
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- C. Defer every difficult choice to a committee
- D. Follow personal preference despite contrary evidence

161. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving leadership. Which action is most appropriate?

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

162. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving leadership. Which response best supports an effective outcome?

- 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

163. During a morning leadership huddle, a perioperative leader identifies an issue involving professionalism. What should the surgical services leader do first?

- A. Discuss the case in a public elevator
- 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

164. After reviewing the monthly dashboard, a perioperative leader identifies an issue involving professionalism. Which action is most appropriate?

- 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

165. While preparing for an interdisciplinary meeting, a perioperative leader identifies an issue involving professionalism. Which response best supports an effective outcome?

- 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

166. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving professionalism. What should the surgical services leader do first?

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

167. During a service-line improvement project, a perioperative leader identifies an issue involving professionalism. Which action is most appropriate?

- 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 receiving staff feedback, a perioperative leader identifies an issue involving professionalism. Which response best supports an effective outcome?

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

169. While onboarding a new charge nurse, a perioperative leader identifies an issue involving professionalism. What should the surgical services leader do first?

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

170. During preparation for an executive review, a perioperative leader identifies an issue involving professionalism. Which action is most appropriate?

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

171. After a near miss is reported, a perioperative leader identifies an issue involving professionalism. Which response best supports an effective outcome?

- A. Discuss the case in a public elevator
- 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

172. While standardizing practice across two sites, a perioperative leader identifies an issue involving professionalism. What should the surgical services leader do first?

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

173. During a high-volume operating day, a perioperative leader identifies an issue involving professionalism. Which action is most appropriate?

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

174. After a surgeon raises a recurring concern, a perioperative leader identifies an issue involving professionalism. Which response best supports an effective outcome?

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- C. Verify the evidence and cite sources accurately
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178. Following an unexpected schedule disruption, a perioperative leader identifies an issue involving professionalism. What should the surgical services leader do first?

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

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- 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

180. After receiving staff feedback, a perioperative leader identifies an issue involving professionalism. Which response best supports an effective outcome?

- 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

Practice Exam 6: 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. D** — 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. 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.
- 4. B** — 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. D — 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. B — 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. A — 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. C — 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. A — 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. B — 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. 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.

12. D — 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. C — 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. D — 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. A — 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. B — 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. D — 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. A — 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. 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.

21. A — 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. C — 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. 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.

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. D — 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.

26. A — 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.

27. 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.

28. B — 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.

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33. D — 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. B — 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. C — 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. A — 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. C — 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. D — 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. A — 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. B — 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. A — 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 assessment, target a secondary issue, or weaken the leader's ability to implement and evaluate an effective response consistently.

61. A — 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. D — 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. C — 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. A — 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. D — 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. A — 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. B — 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. C — 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. B — 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. C — 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.

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. A — 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. D — 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. D — 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

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110. B — 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.

111. C — 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. A — 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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133. D — 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. 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.

137. C — 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. D — 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. B — 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. A — 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. B — 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. D — 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. C — 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. 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.

145. 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.

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163. C — 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. A — 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. D — 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. B — 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. C — 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. A — 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. D — 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. C — 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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