

PRACTICE EXAM 9: CSSM/CSSL SIMULATION (180 QUESTIONS)

This standalone practice exam contains 180 multiple-choice questions. Allow 3 hours and 30 minutes, matching the current CCI CSSL examination. Choose the single best answer for each question. Results on the official computer-based examination are reported as pass or no pass.

1. During evaluation of a department initiative, the team must choose a durable process before expanding the change to other service areas. Which action best supports a defensible decision? The options address the principle of decline the gift because it could create an appearance of influence.

- A. Decline the gift because it could create an appearance of influence
- B. Accept it because no contract decision is currently scheduled
- C. Share it with the management team and record no disclosure
- D. Keep it if the vendor provides gifts to every customer

2. A perioperative team must respond after performance data reveal a persistent gap despite several informal attempts at correction. Which approach is most effective? The options address the principle of verify the evidence and correct the inaccurate statement transparently.

- A. Delete the entire report without explaining the reason
- B. Defend the statement to protect the department's reputation
- C. Leave the statement unchanged because the presentation is already published
- D. Verify the evidence and correct the inaccurate statement transparently

3. The leadership group is reviewing a situation in which the proposed solution could improve one measure while creating risk elsewhere in the system. Which choice best reflects sound practice? The options address the principle of maintain clear professional boundaries and apply policy consistently.

- A. Ignore the issue unless another staff member complains

- B. Maintain clear professional boundaries and apply policy consistently
- C. Make an exception because the employee is a personal friend
- D. Transfer the decision to an employee who reports to the friend

4. In a perioperative leadership meeting, new evidence shows that the department's usual response no longer addresses the underlying risk. Which management response is most appropriate? The options address the principle of use de-identified data and obtain required approval before external sharing.

- A. Send the full data set because the recipient is another nurse
- B. Remove only patient names and send all remaining identifiers
- C. Use de-identified data and obtain required approval before external sharing
- D. Share screenshots through a personal account for convenience

5. A surgical services manager learns that a high-volume week exposes variation that had been hidden during ordinary operations. What should the manager do first? The options address the principle of address the disrespectful conduct directly and reinforce expected behavior.

- A. Move the targeted employee to another shift without discussion
- B. Address the disrespectful conduct directly and reinforce expected behavior
- C. Wait until the annual evaluation to mention the pattern
- D. Ignore the conduct because the employee has strong technical skills

6. During evaluation of a department initiative, two reasonable priorities compete for limited staff time and organizational resources. Which action best supports a defensible decision? The options address the principle of consult policy and the appropriate expert before acting outside scope.

- A. Use past custom as the only basis for the decision
- B. Proceed because management authority overrides clinical scope limits
- C. Consult policy and the appropriate expert before acting outside scope
- D. Ask an unlicensed employee to complete the activity instead

7. A perioperative team must respond after a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which approach is most effective? The options address the principle of preserve the original record and enter a dated correction according to policy.

- A. Erase the original entry and replace it with revised wording
- B. Create a second unofficial record for the department
- C. Ask information technology to delete the audit trail
- D. Preserve the original record and enter a dated correction according to policy

8. The leadership group is reviewing a situation in which frontline staff identify a barrier that leaders had not included in the original plan. Which choice best reflects sound practice? The options address the principle of disclose the conflict and recuse from the purchasing decision.

- A. Disclose the conflict and recuse from the purchasing decision
- B. Ask the vendor to keep the relationship confidential
- C. Delegate the signature while continuing to influence selection
- D. Select the vendor if its quoted price is competitive

9. In a perioperative leadership meeting, the team must choose a durable process before expanding the change to other service areas. Which management response is most appropriate? The options address the principle of report the safety concern through the established escalation process.

- A. Remove the record so the department avoids scrutiny
- B. Wait for a confirmed patient injury before reporting it
- C. Report the safety concern through the established escalation process
- D. Discuss the concern only with trusted peers after work

10. A surgical services manager learns that performance data reveal a persistent gap despite several informal attempts at correction. What should the manager do first? The options address the principle of protect the employee's privacy and discuss performance in a private setting.

- A. Describe the performance issue during the next staff huddle

- B. Email the details to everyone who works in perioperative services
- C. Post the concern on the scheduling board for transparency
- D. Protect the employee's privacy and discuss performance in a private setting

11. During evaluation of a department initiative, the proposed solution could improve one measure while creating risk elsewhere in the system. Which action best supports a defensible decision? The options address the principle of use the organization's ethics consultation process to address the conflict.

- A. Use the organization's ethics consultation process to address the conflict
- B. Follow the loudest stakeholder's preference without further review
- C. Avoid documenting the disagreement until the parties compromise
- D. Make the decision alone to prevent any delay in operations

12. A perioperative team must respond after new evidence shows that the department's usual response no longer addresses the underlying risk. Which approach is most effective? The options address the principle of acknowledge the error promptly and begin the corrective reporting process.

- A. Ask a colleague to assume responsibility for the event
- B. Acknowledge the error promptly and begin the corrective reporting process
- C. Alter the record so the mistake appears to be a documentation issue
- D. Delay disclosure until the next routine management meeting

13. The leadership group is reviewing a situation in which a high-volume week exposes variation that had been hidden during ordinary operations. Which choice best reflects sound practice? The options address the principle of decline the gift because it could create an appearance of influence.

- A. Accept it because no contract decision is currently scheduled
- B. Decline the gift because it could create an appearance of influence
- C. Share it with the management team and record no disclosure
- D. Keep it if the vendor provides gifts to every customer

14. In a perioperative leadership meeting, two reasonable priorities compete for limited staff time and organizational resources. Which management response is most appropriate? The options address the principle of verify the evidence and correct the inaccurate statement transparently.

- A. Delete the entire report without explaining the reason
- B. Defend the statement to protect the department's reputation
- C. Verify the evidence and correct the inaccurate statement transparently
- D. Leave the statement unchanged because the presentation is already published

15. A surgical services manager learns that a cross-functional initiative has stalled because responsibilities and next steps remain unclear. What should the manager do first? The options address the principle of maintain clear professional boundaries and apply policy consistently.

- A. Ignore the issue unless another staff member complains
- B. Make an exception because the employee is a personal friend
- C. Transfer the decision to an employee who reports to the friend
- D. Maintain clear professional boundaries and apply policy consistently

16. During evaluation of a department initiative, frontline staff identify a barrier that leaders had not included in the original plan. Which action best supports a defensible decision? The options address the principle of use de-identified data and obtain required approval before external sharing.

- A. Use de-identified data and obtain required approval before external sharing
- B. Send the full data set because the recipient is another nurse
- C. Remove only patient names and send all remaining identifiers
- D. Share screenshots through a personal account for convenience

17. A perioperative team must respond after the team must choose a durable process before expanding the change to other service areas. Which approach is most effective? The options address the principle of address the disrespectful conduct directly and reinforce expected behavior.

- A. Move the targeted employee to another shift without discussion

- B. Wait until the annual evaluation to mention the pattern
- C. Address the disrespectful conduct directly and reinforce expected behavior
- D. Ignore the conduct because the employee has strong technical skills

18. The leadership group is reviewing a situation in which performance data reveal a persistent gap despite several informal attempts at correction. Which choice best reflects sound practice? The options address the principle of consult policy and the appropriate expert before acting outside scope.

- A. Consult policy and the appropriate expert before acting outside scope
- B. Use past custom as the only basis for the decision
- C. Proceed because management authority overrides clinical scope limits
- D. Ask an unlicensed employee to complete the activity instead

19. During evaluation of a department initiative, a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which action best supports a defensible decision? The options address the principle of invite dissenting views before the group commits to a decision.

- A. Ask only managers to speak so the meeting stays efficient
- B. Invite dissenting views before the group commits to a decision
- C. Announce the preferred answer before requesting discussion
- D. Treat silence as unanimous agreement and close the topic

20. A perioperative team must respond after frontline staff identify a barrier that leaders had not included in the original plan. Which approach is most effective? The options address the principle of summarize the agreement, owner, deadline, and follow-up method.

- A. Record only the meeting date and list of attendees
- B. Leave responsibility open so team members can volunteer later
- C. End once participants appear to agree with the general idea
- D. Summarize the agreement, owner, deadline, and follow-up method

21. The leadership group is reviewing a situation in which the team must choose a durable process before expanding the change to other service areas. Which choice best reflects sound practice? The options address the principle of use a qualified interpreter and speak directly to the patient.

- A. Rely on gestures because arranging language support takes time
- B. Ask a minor family member to translate clinical information
- C. Use a qualified interpreter and speak directly to the patient
- D. Speak only to the interpreter and avoid eye contact with the patient

22. In a perioperative leadership meeting, performance data reveal a persistent gap despite several informal attempts at correction. Which management response is most appropriate? The options address the principle of provide timely, specific feedback focused on observable behavior.

- A. Provide timely, specific feedback focused on observable behavior
- B. Use personality labels so the employee understands the concern
- C. Save every concern for the annual performance review
- D. Discuss the behavior indirectly with the employee's peers

23. A surgical services manager learns that the proposed solution could improve one measure while creating risk elsewhere in the system. What should the manager do first? The options address the principle of clarify decision rights and escalation paths at the start of the project.

- A. Require all decisions to wait for unanimous approval
- B. Assign overlapping authority without documenting boundaries
- C. Allow authority to emerge informally after disagreements occur
- D. Clarify decision rights and escalation paths at the start of the project

24. During evaluation of a department initiative, new evidence shows that the department's usual response no longer addresses the underlying risk. Which action best supports a defensible decision? The options address the principle of choose a secure channel appropriate to the urgency and sensitivity.

- A. Delay urgent communication until a routine newsletter is issued

- B. Choose a secure channel appropriate to the urgency and sensitivity
- C. Use a personal text message because it is fastest
- D. Include protected details in a broad distribution list

25. A perioperative team must respond after a high-volume week exposes variation that had been hidden during ordinary operations. Which approach is most effective? The options address the principle of ask open-ended questions and reflect back the speaker's main concern.

- A. Ask open-ended questions and reflect back the speaker's main concern
- B. Interrupt quickly to offer a solution before hearing the full issue
- C. Use only yes-or-no questions to shorten the conversation
- D. Avoid restating concerns because repetition wastes time

26. The leadership group is reviewing a situation in which two reasonable priorities compete for limited staff time and organizational resources. Which choice best reflects sound practice? The options address the principle of share the change rationale, expected impact, and opportunities for input.

- A. Provide only the effective date and omit the reason
- B. Tell employees that discussion is unnecessary because leadership decided
- C. Share the change rationale, expected impact, and opportunities for input
- D. Announce the change after implementation so resistance cannot form

27. In a perioperative leadership meeting, a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which management response is most appropriate? The options address the principle of document the concern and escalate it through the agreed chain.

- A. Remove the issue from meeting notes to avoid conflict
- B. Continue informal conversations until someone else takes action
- C. Send an anonymous accusation to the entire department
- D. Document the concern and escalate it through the agreed chain

28. A surgical services manager learns that frontline staff identify a barrier that leaders had not included in the original plan. What should the manager do first? The options address the principle of separate positions from interests and develop options meeting both needs.

- A. Split the difference even if neither side's core need is met
- B. Separate positions from interests and develop options meeting both needs
- C. Focus on proving which party caused the disagreement
- D. Use positional authority before exploring alternatives

29. During evaluation of a department initiative, the team must choose a durable process before expanding the change to other service areas. Which action best supports a defensible decision? The options address the principle of confirm understanding with teach-back rather than asking only if there are questions.

- A. Repeat the same words at a faster pace
- B. Provide additional written material without checking comprehension
- C. Confirm understanding with teach-back rather than asking only if there are questions
- D. Ask whether the listener understands and accept a nod

30. A perioperative team must respond after performance data reveal a persistent gap despite several informal attempts at correction. Which approach is most effective? The options address the principle of use a structured handoff that confirms critical information with the receiver.

- A. Communicate only the details that support the sender's recommendation
- B. Send an unstructured message and assume it was understood
- C. Wait until the end of the shift to mention urgent concerns
- D. Use a structured handoff that confirms critical information with the receiver

31. The leadership group is reviewing a situation in which the proposed solution could improve one measure while creating risk elsewhere in the system. Which choice best reflects sound practice? The options address the principle of meet privately, listen to both perspectives, and identify the shared goal.

- A. Choose the more senior employee's position before hearing details
- B. Meet privately, listen to both perspectives, and identify the shared goal
- C. Discuss the conflict publicly so the team can vote
- D. Separate the employees permanently without exploring the cause

32. In a perioperative leadership meeting, new evidence shows that the department's usual response no longer addresses the underlying risk. Which management response is most appropriate? The options address the principle of use closed-loop communication to confirm the request and completion.

- A. Use closed-loop communication to confirm the request and completion
- B. Assume silence means the request was accepted
- C. Send the request to several people without naming an owner
- D. Repeat the request more loudly without requiring acknowledgment

33. A surgical services manager learns that a high-volume week exposes variation that had been hidden during ordinary operations. What should the manager do first? The options address the principle of adapt the message to the audience's role, knowledge, and information needs.

- A. Use only written communication regardless of urgency
- B. Adapt the message to the audience's role, knowledge, and information needs
- C. Give every audience the same technical detail and terminology
- D. Remove all data so the message remains brief

34. During evaluation of a department initiative, two reasonable priorities compete for limited staff time and organizational resources. Which action best supports a defensible decision? The options address the principle of acknowledge the concern, gather facts, and explain the resolution process.

- A. Promise the outcome requested before reviewing the facts
- B. Defend the department immediately and end the conversation
- C. Acknowledge the concern, gather facts, and explain the resolution process
- D. Refer the complainant elsewhere without documenting the issue

35. A perioperative team must respond after a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which approach is most effective? The options address the principle of invite dissenting views before the group commits to a decision.

- A. Announce the preferred answer before requesting discussion
- B. Treat silence as unanimous agreement and close the topic
- C. Ask only managers to speak so the meeting stays efficient
- D. Invite dissenting views before the group commits to a decision

36. The leadership group is reviewing a situation in which frontline staff identify a barrier that leaders had not included in the original plan. Which choice best reflects sound practice? The options address the principle of summarize the agreement, owner, deadline, and follow-up method.

- A. Summarize the agreement, owner, deadline, and follow-up method
- B. Leave responsibility open so team members can volunteer later
- C. End once participants appear to agree with the general idea
- D. Record only the meeting date and list of attendees

37. In a perioperative leadership meeting, the team must choose a durable process before expanding the change to other service areas. Which management response is most appropriate? The options address the principle of use a qualified interpreter and speak directly to the patient.

- A. Use a qualified interpreter and speak directly to the patient
- B. Ask a minor family member to translate clinical information
- C. Speak only to the interpreter and avoid eye contact with the patient
- D. Rely on gestures because arranging language support takes time

38. A surgical services manager learns that performance data reveal a persistent gap despite several informal attempts at correction. What should the manager do first? The options address the principle of provide timely, specific feedback focused on observable behavior.

- A. Save every concern for the annual performance review

- B. Discuss the behavior indirectly with the employee's peers
- C. Use personality labels so the employee understands the concern
- D. Provide timely, specific feedback focused on observable behavior

39. During evaluation of a department initiative, the proposed solution could improve one measure while creating risk elsewhere in the system. Which action best supports a defensible decision? The options address the principle of clarify decision rights and escalation paths at the start of the project.

- A. Assign overlapping authority without documenting boundaries
- B. Allow authority to emerge informally after disagreements occur
- C. Clarify decision rights and escalation paths at the start of the project
- D. Require all decisions to wait for unanimous approval

40. A perioperative team must respond after new evidence shows that the department's usual response no longer addresses the underlying risk. Which approach is most effective? The options address the principle of choose a secure channel appropriate to the urgency and sensitivity.

- A. Use a personal text message because it is fastest
- B. Choose a secure channel appropriate to the urgency and sensitivity
- C. Include protected details in a broad distribution list
- D. Delay urgent communication until a routine newsletter is issued

41. The leadership group is reviewing a situation in which a high-volume week exposes variation that had been hidden during ordinary operations. Which choice best reflects sound practice? The options address the principle of ask open-ended questions and reflect back the speaker's main concern.

- A. Use only yes-or-no questions to shorten the conversation
- B. Avoid restating concerns because repetition wastes time
- C. Interrupt quickly to offer a solution before hearing the full issue
- D. Ask open-ended questions and reflect back the speaker's main concern

42. In a perioperative leadership meeting, two reasonable priorities compete for limited staff time and organizational resources. Which management response is most appropriate? The options address the principle of share the change rationale, expected impact, and opportunities for input.

- A. Tell employees that discussion is unnecessary because leadership decided
- B. Announce the change after implementation so resistance cannot form
- C. Share the change rationale, expected impact, and opportunities for input
- D. Provide only the effective date and omit the reason

43. A surgical services manager learns that a cross-functional initiative has stalled because responsibilities and next steps remain unclear. What should the manager do first? The options address the principle of document the concern and escalate it through the agreed chain.

- A. Document the concern and escalate it through the agreed chain
- B. Continue informal conversations until someone else takes action
- C. Send an anonymous accusation to the entire department
- D. Remove the issue from meeting notes to avoid conflict

44. During evaluation of a department initiative, frontline staff identify a barrier that leaders had not included in the original plan. Which action best supports a defensible decision? The options address the principle of separate positions from interests and develop options meeting both needs.

- A. Focus on proving which party caused the disagreement
- B. Separate positions from interests and develop options meeting both needs
- C. Use positional authority before exploring alternatives
- D. Split the difference even if neither side's core need is met

45. A perioperative team must respond after the team must choose a durable process before expanding the change to other service areas. Which approach is most effective? The options address the principle of confirm understanding with teach-back rather than asking only if there are questions.

- A. Provide additional written material without checking comprehension

- B. Ask whether the listener understands and accept a nod
- C. Repeat the same words at a faster pace
- D. Confirm understanding with teach-back rather than asking only if there are questions

46. The leadership group is reviewing a situation in which performance data reveal a persistent gap despite several informal attempts at correction. Which choice best reflects sound practice? The options address the principle of use a structured handoff that confirms critical information with the receiver.

- A. Send an unstructured message and assume it was understood
- B. Wait until the end of the shift to mention urgent concerns
- C. Use a structured handoff that confirms critical information with the receiver
- D. Communicate only the details that support the sender's recommendation

47. In a perioperative leadership meeting, the proposed solution could improve one measure while creating risk elsewhere in the system. Which management response is most appropriate? The options address the principle of meet privately, listen to both perspectives, and identify the shared goal.

- A. Discuss the conflict publicly so the team can vote
- B. Meet privately, listen to both perspectives, and identify the shared goal
- C. Separate the employees permanently without exploring the cause
- D. Choose the more senior employee's position before hearing details

48. A surgical services manager learns that new evidence shows that the department's usual response no longer addresses the underlying risk. What should the manager do first? The options address the principle of use closed-loop communication to confirm the request and completion.

- A. Use closed-loop communication to confirm the request and completion
- B. Send the request to several people without naming an owner
- C. Repeat the request more loudly without requiring acknowledgment
- D. Assume silence means the request was accepted

49. During evaluation of a department initiative, a high-volume week exposes variation that had been hidden during ordinary operations. Which action best supports a defensible decision? The options address the principle of adapt the message to the audience's role, knowledge, and information needs.

- A. Adapt the message to the audience's role, knowledge, and information needs
- B. Give every audience the same technical detail and terminology
- C. Remove all data so the message remains brief
- D. Use only written communication regardless of urgency

50. A perioperative team must respond after two reasonable priorities compete for limited staff time and organizational resources. Which approach is most effective? The options address the principle of acknowledge the concern, gather facts, and explain the resolution process.

- A. Defend the department immediately and end the conversation
- B. Acknowledge the concern, gather facts, and explain the resolution process
- C. Refer the complainant elsewhere without documenting the issue
- D. Promise the outcome requested before reviewing the facts

51. During evaluation of a department initiative, performance data reveal a persistent gap despite several informal attempts at correction. Which action best supports a defensible decision? The options address the principle of create psychological safety for reporting concerns and near misses.

- A. Reward employees who keep problems within their own teams
- B. Identify the reporter publicly during every investigation
- C. Create psychological safety for reporting concerns and near misses
- D. Discourage reports that did not result in patient harm

52. A perioperative team must respond after the proposed solution could improve one measure while creating risk elsewhere in the system. Which approach is most effective? The options address the principle of set a measurable aim and review leading and outcome indicators.

- A. Track activity volume without linking it to the aim

- B. Use one anecdote as sufficient evidence of improvement
- C. Define success only after the project has ended
- D. Set a measurable aim and review leading and outcome indicators

53. The leadership group is reviewing a situation in which new evidence shows that the department's usual response no longer addresses the underlying risk. Which choice best reflects sound practice? The options address the principle of recognize contributions specifically and connect them to team goals.

- A. Recognize only individuals and ignore collaborative work
- B. Recognize contributions specifically and connect them to team goals
- C. Provide identical generic praise regardless of contribution
- D. Reserve all recognition for annual ceremonies

54. In a perioperative leadership meeting, a high-volume week exposes variation that had been hidden during ordinary operations. Which management response is most appropriate? The options address the principle of address performance variance early with evidence and support.

- A. Address performance variance early with evidence and support
- B. Wait until the variance becomes a disciplinary crisis
- C. Rely on rumors rather than observable evidence
- D. Reassign the employee without discussing expectations

55. A surgical services manager learns that two reasonable priorities compete for limited staff time and organizational resources. What should the manager do first? The options address the principle of build a diverse succession pipeline through transparent development opportunities.

- A. Develop only employees who already hold management titles
- B. Avoid discussing advancement to prevent competition
- C. Build a diverse succession pipeline through transparent development opportunities
- D. Choose a successor privately based on personal similarity

56. During evaluation of a department initiative, a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which action best supports a defensible decision? The options address the principle of use just-culture principles to distinguish error, risk, and reckless conduct.

- A. Judge conduct only by the severity of the outcome
- B. Apply the same punishment to every unfavorable outcome
- C. Avoid accountability whenever no patient was harmed
- D. Use just-culture principles to distinguish error, risk, and reckless conduct

57. A perioperative team must respond after frontline staff identify a barrier that leaders had not included in the original plan. Which approach is most effective? The options address the principle of escalate the unresolved barrier while continuing constructive collaboration.

- A. Escalate the unresolved barrier while continuing constructive collaboration
- B. Accept the barrier indefinitely to preserve harmony
- C. Bypass all stakeholders and implement a hidden workaround
- D. End the initiative and blame the opposing department

58. The leadership group is reviewing a situation in which the team must choose a durable process before expanding the change to other service areas. Which choice best reflects sound practice? The options address the principle of align incentives, resources, and evaluation with the stated priority.

- A. Measure a different behavior than the one requested
- B. Align incentives, resources, and evaluation with the stated priority
- C. Rely on motivation alone despite inadequate staffing or tools
- D. Announce the priority without changing competing expectations

59. In a perioperative leadership meeting, performance data reveal a persistent gap despite several informal attempts at correction. Which management response is most appropriate? The options address the principle of pause, stabilize the situation, and establish a clear incident command structure.

- A. Delay assigning roles until complete information is available
- B. Allow each department to act independently without coordination
- C. Pause, stabilize the situation, and establish a clear incident command structure
- D. Continue normal governance despite an escalating emergency

60. A surgical services manager learns that the proposed solution could improve one measure while creating risk elsewhere in the system. What should the manager do first? The options address the principle of model the expected behavior and reinforce it consistently.

- A. Delegate culture change entirely to human resources
- B. Reward outcomes even when employees violate stated values
- C. Change expectations whenever operational pressure increases
- D. Model the expected behavior and reinforce it consistently

61. During evaluation of a department initiative, new evidence shows that the department's usual response no longer addresses the underlying risk. Which action best supports a defensible decision? The options address the principle of assess readiness, explain the need, and involve affected staff in planning.

- A. Delay until every employee expresses full support
- B. Assess readiness, explain the need, and involve affected staff in planning
- C. Ask only external consultants to design the change
- D. Implement immediately without discussing workflow impact

62. A perioperative team must respond after a high-volume week exposes variation that had been hidden during ordinary operations. Which approach is most effective? The options address the principle of delegate authority with clear outcomes, limits, and follow-up.

- A. Delegate authority with clear outcomes, limits, and follow-up
- B. Give vague instructions and review only after failure
- C. Assign the task while retaining every decision personally
- D. Transfer full accountability without providing resources

63. The leadership group is reviewing a situation in which two reasonable priorities compete for limited staff time and organizational resources. Which choice best reflects sound practice? The options address the principle of use coaching questions to help the employee identify solutions.

- A. Provide the answer immediately and end the discussion
- B. Focus the conversation on past mistakes only
- C. Compare the employee publicly with a stronger performer
- D. Use coaching questions to help the employee identify solutions

64. In a perioperative leadership meeting, a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which management response is most appropriate? The options address the principle of select a leadership approach suited to competence and commitment.

- A. Base the approach only on the manager's personal preference
- B. Avoid adjusting support after performance improves
- C. Select a leadership approach suited to competence and commitment
- D. Use the same directive style with every employee

65. A surgical services manager learns that frontline staff identify a barrier that leaders had not included in the original plan. What should the manager do first? The options address the principle of create psychological safety for reporting concerns and near misses.

- A. Create psychological safety for reporting concerns and near misses
- B. Discourage reports that did not result in patient harm
- C. Reward employees who keep problems within their own teams
- D. Identify the reporter publicly during every investigation

66. During evaluation of a department initiative, the team must choose a durable process before expanding the change to other service areas. Which action best supports a defensible decision? The options address the principle of set a measurable aim and review leading and outcome indicators.

- A. Define success only after the project has ended

- B. Track activity volume without linking it to the aim
- C. Use one anecdote as sufficient evidence of improvement
- D. Set a measurable aim and review leading and outcome indicators

67. A perioperative team must respond after performance data reveal a persistent gap despite several informal attempts at correction. Which approach is most effective? The options address the principle of recognize contributions specifically and connect them to team goals.

- A. Reserve all recognition for annual ceremonies
- B. Recognize contributions specifically and connect them to team goals
- C. Recognize only individuals and ignore collaborative work
- D. Provide identical generic praise regardless of contribution

68. The leadership group is reviewing a situation in which the proposed solution could improve one measure while creating risk elsewhere in the system. Which choice best reflects sound practice? The options address the principle of address performance variance early with evidence and support.

- A. Reassign the employee without discussing expectations
- B. Wait until the variance becomes a disciplinary crisis
- C. Address performance variance early with evidence and support
- D. Rely on rumors rather than observable evidence

69. In a perioperative leadership meeting, new evidence shows that the department's usual response no longer addresses the underlying risk. Which management response is most appropriate? The options address the principle of build a diverse succession pipeline through transparent development opportunities.

- A. Choose a successor privately based on personal similarity
- B. Develop only employees who already hold management titles
- C. Build a diverse succession pipeline through transparent development opportunities
- D. Avoid discussing advancement to prevent competition

70. A surgical services manager learns that a high-volume week exposes variation that had been hidden during ordinary operations. What should the manager do first? The options address the principle of use just-culture principles to distinguish error, risk, and reckless conduct.

- A. Avoid accountability whenever no patient was harmed
- B. Judge conduct only by the severity of the outcome
- C. Apply the same punishment to every unfavorable outcome
- D. Use just-culture principles to distinguish error, risk, and reckless conduct

71. During evaluation of a department initiative, two reasonable priorities compete for limited staff time and organizational resources. Which action best supports a defensible decision? The options address the principle of escalate the unresolved barrier while continuing constructive collaboration.

- A. End the initiative and blame the opposing department
- B. Escalate the unresolved barrier while continuing constructive collaboration
- C. Accept the barrier indefinitely to preserve harmony
- D. Bypass all stakeholders and implement a hidden workaround

72. A perioperative team must respond after a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which approach is most effective? The options address the principle of align incentives, resources, and evaluation with the stated priority.

- A. Align incentives, resources, and evaluation with the stated priority
- B. Announce the priority without changing competing expectations
- C. Measure a different behavior than the one requested
- D. Rely on motivation alone despite inadequate staffing or tools

73. The leadership group is reviewing a situation in which frontline staff identify a barrier that leaders had not included in the original plan. Which choice best reflects sound practice? The options address the principle of pause, stabilize the situation, and establish a clear incident command structure.

- A. Continue normal governance despite an escalating emergency

- B. Pause, stabilize the situation, and establish a clear incident command structure
- C. Delay assigning roles until complete information is available
- D. Allow each department to act independently without coordination

74. In a perioperative leadership meeting, the team must choose a durable process before expanding the change to other service areas. Which management response is most appropriate? The options address the principle of model the expected behavior and reinforce it consistently.

- A. Change expectations whenever operational pressure increases
- B. Delegate culture change entirely to human resources
- C. Reward outcomes even when employees violate stated values
- D. Model the expected behavior and reinforce it consistently

75. A surgical services manager learns that performance data reveal a persistent gap despite several informal attempts at correction. What should the manager do first? The options address the principle of assess readiness, explain the need, and involve affected staff in planning.

- A. Assess readiness, explain the need, and involve affected staff in planning
- B. Implement immediately without discussing workflow impact
- C. Delay until every employee expresses full support
- D. Ask only external consultants to design the change

76. During evaluation of a department initiative, the proposed solution could improve one measure while creating risk elsewhere in the system. Which action best supports a defensible decision? The options address the principle of delegate authority with clear outcomes, limits, and follow-up.

- A. Transfer full accountability without providing resources
- B. Give vague instructions and review only after failure
- C. Delegate authority with clear outcomes, limits, and follow-up
- D. Assign the task while retaining every decision personally

77. A perioperative team must respond after new evidence shows that the department's usual response no longer addresses the underlying risk. Which approach is most effective? The options address the principle of use coaching questions to help the employee identify solutions.

- A. Compare the employee publicly with a stronger performer
- B. Use coaching questions to help the employee identify solutions
- C. Provide the answer immediately and end the discussion
- D. Focus the conversation on past mistakes only

78. During evaluation of a department initiative, frontline staff identify a barrier that leaders had not included in the original plan. Which action best supports a defensible decision? The options address the principle of use scenario planning to test the strategy under plausible future conditions.

- A. Assume the most favorable forecast will occur
- B. Create one forecast and treat it as certain
- C. Use scenario planning to test the strategy under plausible future conditions
- D. Postpone planning until uncertainty disappears

79. A perioperative team must respond after the team must choose a durable process before expanding the change to other service areas. Which approach is most effective? The options address the principle of prioritize initiatives by strategic value, feasibility, risk, and resource demand.

- A. Prioritize initiatives by strategic value, feasibility, risk, and resource demand
- B. Fund projects in the order they were submitted
- C. Choose only the least expensive proposals
- D. Approve every proposed initiative to avoid conflict

80. The leadership group is reviewing a situation in which performance data reveal a persistent gap despite several informal attempts at correction. Which choice best reflects sound practice? The options address the principle of review the strategy on a defined cadence and adjust when evidence changes.

- A. Replace objectives whenever a stakeholder raises a concern

- B. Keep the original plan unchanged to demonstrate commitment
- C. Review only when the organization misses its annual target
- D. Review the strategy on a defined cadence and adjust when evidence changes

81. In a perioperative leadership meeting, the proposed solution could improve one measure while creating risk elsewhere in the system. Which management response is most appropriate? The options address the principle of use a balanced set of quality, people, service, and financial measures.

- A. Evaluate success using revenue alone
- B. Track many measures without linking them to objectives
- C. Use a balanced set of quality, people, service, and financial measures
- D. Use employee opinions as the sole performance indicator

82. A surgical services manager learns that new evidence shows that the department's usual response no longer addresses the underlying risk. What should the manager do first? The options address the principle of develop a clear business case that states assumptions and sensitivity.

- A. Omit assumptions so reviewers focus on the recommendation
- B. Treat estimated demand as guaranteed volume
- C. Present only the best-case projection
- D. Develop a clear business case that states assumptions and sensitivity

83. During evaluation of a department initiative, a high-volume week exposes variation that had been hidden during ordinary operations. Which action best supports a defensible decision? The options address the principle of stop or redesign an initiative when evidence shows it no longer supports strategy.

- A. Stop or redesign an initiative when evidence shows it no longer supports strategy
- B. Expand the initiative to justify the original investment
- C. Continue because substantial resources have already been spent
- D. Hide unfavorable results until the next planning cycle

84. A perioperative team must respond after two reasonable priorities compete for limited staff time and organizational resources. Which approach is most effective? The options address the principle of conduct an environmental scan before setting strategic priorities.

- A. Reuse last year's priorities without reviewing new conditions
- B. Conduct an environmental scan before setting strategic priorities
- C. Select priorities based only on the loudest request
- D. Begin implementation before defining the problem

85. The leadership group is reviewing a situation in which a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which choice best reflects sound practice? The options address the principle of translate the strategy into measurable objectives, owners, and milestones.

- A. Let each unit interpret the strategy independently
- B. Track only final results after the planning period ends
- C. Translate the strategy into measurable objectives, owners, and milestones
- D. Publish an inspiring vision without operational targets

86. In a perioperative leadership meeting, frontline staff identify a barrier that leaders had not included in the original plan. Which management response is most appropriate? The options address the principle of assess alignment with mission, community need, capability, and financial viability.

- A. Assess alignment with mission, community need, capability, and financial viability
- B. Base the decision on one physician's projected volume
- C. Approve the service because a competitor recently added it
- D. Reject the service solely because startup costs are high

87. A surgical services manager learns that the team must choose a durable process before expanding the change to other service areas. What should the manager do first? The options address the principle of define baseline performance and the future-state target before choosing tactics.

- A. Select tactics first because action creates momentum
- B. Define baseline performance and the future-state target before choosing tactics
- C. Use a target without measuring current performance
- D. Avoid numerical aims so the strategy remains flexible

88. During evaluation of a department initiative, performance data reveal a persistent gap despite several informal attempts at correction. Which action best supports a defensible decision? The options address the principle of identify stakeholders and plan engagement according to influence and impact.

- A. Treat every stakeholder as requiring the same involvement
- B. Wait for resistance before deciding whom to engage
- C. Communicate only with executives who approve funding
- D. Identify stakeholders and plan engagement according to influence and impact

89. A perioperative team must respond after the proposed solution could improve one measure while creating risk elsewhere in the system. Which approach is most effective? The options address the principle of use scenario planning to test the strategy under plausible future conditions.

- A. Postpone planning until uncertainty disappears
- B. Use scenario planning to test the strategy under plausible future conditions
- C. Assume the most favorable forecast will occur
- D. Create one forecast and treat it as certain

90. The leadership group is reviewing a situation in which new evidence shows that the department's usual response no longer addresses the underlying risk. Which choice best reflects sound practice? The options address the principle of prioritize initiatives by strategic value, feasibility, risk, and resource demand.

- A. Approve every proposed initiative to avoid conflict
- B. Fund projects in the order they were submitted
- C. Choose only the least expensive proposals
- D. Prioritize initiatives by strategic value, feasibility, risk, and resource demand

91. In a perioperative leadership meeting, a high-volume week exposes variation that had been hidden during ordinary operations. Which management response is most appropriate? The options address the principle of review the strategy on a defined cadence and adjust when evidence changes.

- A. Review only when the organization misses its annual target
- B. Replace objectives whenever a stakeholder raises a concern
- C. Review the strategy on a defined cadence and adjust when evidence changes
- D. Keep the original plan unchanged to demonstrate commitment

92. A surgical services manager learns that two reasonable priorities compete for limited staff time and organizational resources. What should the manager do first? The options address the principle of use a balanced set of quality, people, service, and financial measures.

- A. Use a balanced set of quality, people, service, and financial measures
- B. Use employee opinions as the sole performance indicator
- C. Evaluate success using revenue alone
- D. Track many measures without linking them to objectives

93. During evaluation of a department initiative, a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which action best supports a defensible decision? The options address the principle of develop a clear business case that states assumptions and sensitivity.

- A. Present only the best-case projection
- B. Omit assumptions so reviewers focus on the recommendation
- C. Develop a clear business case that states assumptions and sensitivity
- D. Treat estimated demand as guaranteed volume

94. A perioperative team must respond after frontline staff identify a barrier that leaders had not included in the original plan. Which approach is most effective? The options address the principle of stop or redesign an initiative when evidence shows it no longer supports strategy.

- A. Stop or redesign an initiative when evidence shows it no longer supports strategy

- B. Hide unfavorable results until the next planning cycle
- C. Expand the initiative to justify the original investment
- D. Continue because substantial resources have already been spent

95. The leadership group is reviewing a situation in which the team must choose a durable process before expanding the change to other service areas. Which choice best reflects sound practice? The options address the principle of conduct an environmental scan before setting strategic priorities.

- A. Begin implementation before defining the problem
- B. Conduct an environmental scan before setting strategic priorities
- C. Reuse last year's priorities without reviewing new conditions
- D. Select priorities based only on the loudest request

96. In a perioperative leadership meeting, performance data reveal a persistent gap despite several informal attempts at correction. Which management response is most appropriate? The options address the principle of translate the strategy into measurable objectives, owners, and milestones.

- A. Publish an inspiring vision without operational targets
- B. Let each unit interpret the strategy independently
- C. Track only final results after the planning period ends
- D. Translate the strategy into measurable objectives, owners, and milestones

97. A surgical services manager learns that the proposed solution could improve one measure while creating risk elsewhere in the system. What should the manager do first? The options address the principle of assess alignment with mission, community need, capability, and financial viability.

- A. Reject the service solely because startup costs are high
- B. Assess alignment with mission, community need, capability, and financial viability
- C. Base the decision on one physician's projected volume
- D. Approve the service because a competitor recently added it

98. During evaluation of a department initiative, new evidence shows that the department's usual response no longer addresses the underlying risk. Which action best supports a defensible decision? The options address the principle of define baseline performance and the future-state target before choosing tactics.

- A. Define baseline performance and the future-state target before choosing tactics
- B. Avoid numerical aims so the strategy remains flexible
- C. Select tactics first because action creates momentum
- D. Use a target without measuring current performance

99. A perioperative team must respond after a high-volume week exposes variation that had been hidden during ordinary operations. Which approach is most effective? The options address the principle of identify stakeholders and plan engagement according to influence and impact.

- A. Communicate only with executives who approve funding
- B. Treat every stakeholder as requiring the same involvement
- C. Identify stakeholders and plan engagement according to influence and impact
- D. Wait for resistance before deciding whom to engage

100. During evaluation of a department initiative, two reasonable priorities compete for limited staff time and organizational resources. Which action best supports a defensible decision? The options address the principle of establish par levels from usage, lead time, variability, and service risk.

- A. Order the same quantity for every supply item
- B. Set par at the highest quantity ever used
- C. Reduce inventory without considering replenishment time
- D. Establish par levels from usage, lead time, variability, and service risk

101. A perioperative team must respond after a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which approach is most effective? The options address the principle of quarantine the affected item and follow the recall communication process.

- A. Return items quietly without notifying clinical teams
- B. Quarantine the affected item and follow the recall communication process
- C. Discard every related product without checking lot information
- D. Continue using inventory until a replacement arrives

102. The leadership group is reviewing a situation in which frontline staff identify a barrier that leaders had not included in the original plan. Which choice best reflects sound practice? The options address the principle of use a pilot with predefined measures before broad implementation.

- A. Use a pilot with predefined measures before broad implementation
- B. Avoid collecting balancing measures during the trial
- C. Implement across all rooms to obtain more data quickly
- D. Pilot without deciding what success will mean

103. In a perioperative leadership meeting, the team must choose a durable process before expanding the change to other service areas. Which management response is most appropriate? The options address the principle of separate urgent exceptions from routine scheduling and define approval rules.

- A. Allow any requester to label a case urgent
- B. Schedule strictly by request arrival regardless of clinical priority
- C. Use informal personal relationships to resolve conflicts
- D. Separate urgent exceptions from routine scheduling and define approval rules

104. A surgical services manager learns that performance data reveal a persistent gap despite several informal attempts at correction. What should the manager do first? The options address the principle of track on-time starts, utilization, turnover, cancellations, and overtime together.

- A. Exclude overtime because it occurs after scheduled hours
- B. Judge performance from one unusually busy day
- C. Track on-time starts, utilization, turnover, cancellations, and overtime together
- D. Use utilization alone as the operating-room performance measure

105. During evaluation of a department initiative, the proposed solution could improve one measure while creating risk elsewhere in the system. Which action best supports a defensible decision? The options address the principle of create a downtime procedure and test it before the technology fails.

- A. Create a downtime procedure and test it before the technology fails
- B. Assume the vendor will manage every local workflow
- C. Rely on staff memory during an unplanned outage
- D. Wait for an actual outage to identify missing steps

106. A perioperative team must respond after new evidence shows that the department's usual response no longer addresses the underlying risk. Which approach is most effective? The options address the principle of use control charts or run charts to distinguish signal from routine variation.

- A. React to every daily change as a special event
- B. Compare only the best and worst single days
- C. Use control charts or run charts to distinguish signal from routine variation
- D. Change the process whenever one value misses the average

107. The leadership group is reviewing a situation in which a high-volume week exposes variation that had been hidden during ordinary operations. Which choice best reflects sound practice? The options address the principle of validate competency before assigning an employee to an unfamiliar function.

- A. Accept self-confidence as sufficient evidence of competence
- B. Validate competency before assigning an employee to an unfamiliar function
- C. Wait for an error before providing function-specific training
- D. Assign the function because the employee is experienced elsewhere

108. In a perioperative leadership meeting, two reasonable priorities compete for limited staff time and organizational resources. Which management response is most appropriate? The options address the principle of use preventive maintenance and readiness checks according to risk and guidance.

- A. Rely on visual appearance as the only readiness test

- B. Service equipment only after it fails during use
- C. Extend intervals whenever the department is busy
- D. Use preventive maintenance and readiness checks according to risk and guidance

109. A surgical services manager learns that a cross-functional initiative has stalled because responsibilities and next steps remain unclear. What should the manager do first? The options address the principle of analyze cancellation reasons and address preventable categories upstream.

- A. Analyze cancellation reasons and address preventable categories upstream
- B. Count cancellations without separating their causes
- C. Penalize scheduling staff for every canceled case
- D. Remove canceled cases from capacity reports

110. During evaluation of a department initiative, frontline staff identify a barrier that leaders had not included in the original plan. Which action best supports a defensible decision? The options address the principle of escalate capacity constraints using demand, safety, and delay evidence.

- A. Request resources without documenting workload or impact
- B. Prioritize only the most influential requesters
- C. Escalate capacity constraints using demand, safety, and delay evidence
- D. Accept recurring delays as unavoidable seasonal variation

111. A perioperative team must respond after the team must choose a durable process before expanding the change to other service areas. Which approach is most effective? The options address the principle of map the current workflow and identify the constraint before redesigning it.

- A. Copy another facility's process without local analysis
- B. Map the current workflow and identify the constraint before redesigning it
- C. Purchase new technology before defining the bottleneck
- D. Add staff to every step regardless of workload

112. The leadership group is reviewing a situation in which performance data reveal a persistent gap despite several informal attempts at correction. Which choice best reflects sound practice? The options address the principle of use standardized work for routine processes and define when escalation is required.

- A. Use standardized work for routine processes and define when escalation is required
- B. Allow every employee to create a preferred method
- C. Standardize only the final outcome and ignore process variation
- D. Eliminate escalation because standards should cover every situation

113. In a perioperative leadership meeting, the proposed solution could improve one measure while creating risk elsewhere in the system. Which management response is most appropriate? The options address the principle of investigate system factors and contributing causes before selecting countermeasures.

- A. Choose the first explanation offered during the event
- B. Implement several unrelated solutions without causal analysis
- C. Discipline the nearest employee before reviewing evidence
- D. Investigate system factors and contributing causes before selecting countermeasures

114. A surgical services manager learns that new evidence shows that the department's usual response no longer addresses the underlying risk. What should the manager do first? The options address the principle of match staffing to forecast demand, acuity, competencies, and required coverage.

- A. Base coverage only on historical average volume
- B. Use the same staffing number every day
- C. Match staffing to forecast demand, acuity, competencies, and required coverage
- D. Schedule solely according to employee preference

115. During evaluation of a department initiative, a high-volume week exposes variation that had been hidden during ordinary operations. Which action best supports a defensible decision? The options address the principle of monitor first-case readiness and causes of delay by category.

- A. Measure only the average delay without identifying causes
- B. Monitor first-case readiness and causes of delay by category
- C. Blame the final person entering the room
- D. Exclude canceled cases from operational review

116. A perioperative team must respond after two reasonable priorities compete for limited staff time and organizational resources. Which approach is most effective? The options address the principle of establish par levels from usage, lead time, variability, and service risk.

- A. Set par at the highest quantity ever used
- B. Reduce inventory without considering replenishment time
- C. Order the same quantity for every supply item
- D. Establish par levels from usage, lead time, variability, and service risk

117. The leadership group is reviewing a situation in which a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which choice best reflects sound practice? The options address the principle of quarantine the affected item and follow the recall communication process.

- A. Discard every related product without checking lot information
- B. Quarantine the affected item and follow the recall communication process
- C. Continue using inventory until a replacement arrives
- D. Return items quietly without notifying clinical teams

118. In a perioperative leadership meeting, frontline staff identify a barrier that leaders had not included in the original plan. Which management response is most appropriate? The options address the principle of use a pilot with predefined measures before broad implementation.

- A. Implement across all rooms to obtain more data quickly
- B. Pilot without deciding what success will mean
- C. Avoid collecting balancing measures during the trial
- D. Use a pilot with predefined measures before broad implementation

119. A surgical services manager learns that the team must choose a durable process before expanding the change to other service areas. What should the manager do first? The options address the principle of separate urgent exceptions from routine scheduling and define approval rules.

- A. Schedule strictly by request arrival regardless of clinical priority
- B. Use informal personal relationships to resolve conflicts
- C. Separate urgent exceptions from routine scheduling and define approval rules
- D. Allow any requester to label a case urgent

120. During evaluation of a department initiative, performance data reveal a persistent gap despite several informal attempts at correction. Which action best supports a defensible decision? The options address the principle of track on-time starts, utilization, turnover, cancellations, and overtime together.

- A. Track on-time starts, utilization, turnover, cancellations, and overtime together
- B. Judge performance from one unusually busy day
- C. Use utilization alone as the operating-room performance measure
- D. Exclude overtime because it occurs after scheduled hours

121. A perioperative team must respond after the proposed solution could improve one measure while creating risk elsewhere in the system. Which approach is most effective? The options address the principle of create a downtime procedure and test it before the technology fails.

- A. Rely on staff memory during an unplanned outage
- B. Wait for an actual outage to identify missing steps
- C. Assume the vendor will manage every local workflow
- D. Create a downtime procedure and test it before the technology fails

122. The leadership group is reviewing a situation in which new evidence shows that the department's usual response no longer addresses the underlying risk. Which choice best reflects sound practice? The options address the principle of use control charts or run charts to distinguish signal from routine variation.

- A. Use control charts or run charts to distinguish signal from routine variation
- B. Compare only the best and worst single days
- C. Change the process whenever one value misses the average
- D. React to every daily change as a special event

123. In a perioperative leadership meeting, a high-volume week exposes variation that had been hidden during ordinary operations. Which management response is most appropriate? The options address the principle of validate competency before assigning an employee to an unfamiliar function.

- A. Wait for an error before providing function-specific training
- B. Validate competency before assigning an employee to an unfamiliar function
- C. Assign the function because the employee is experienced elsewhere
- D. Accept self-confidence as sufficient evidence of competence

124. A surgical services manager learns that two reasonable priorities compete for limited staff time and organizational resources. What should the manager do first? The options address the principle of use preventive maintenance and readiness checks according to risk and guidance.

- A. Service equipment only after it fails during use
- B. Extend intervals whenever the department is busy
- C. Use preventive maintenance and readiness checks according to risk and guidance
- D. Rely on visual appearance as the only readiness test

125. During evaluation of a department initiative, a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which action best supports a defensible decision? The options address the principle of analyze cancellation reasons and address preventable categories upstream.

- A. Analyze cancellation reasons and address preventable categories upstream
- B. Penalize scheduling staff for every canceled case
- C. Remove canceled cases from capacity reports
- D. Count cancellations without separating their causes

126. A perioperative team must respond after frontline staff identify a barrier that leaders had not included in the original plan. Which approach is most effective? The options address the principle of escalate capacity constraints using demand, safety, and delay evidence.

- A. Prioritize only the most influential requesters
- B. Accept recurring delays as unavoidable seasonal variation
- C. Request resources without documenting workload or impact
- D. Escalate capacity constraints using demand, safety, and delay evidence

127. The leadership group is reviewing a situation in which the team must choose a durable process before expanding the change to other service areas. Which choice best reflects sound practice? The options address the principle of map the current workflow and identify the constraint before redesigning it.

- A. Purchase new technology before defining the bottleneck
- B. Map the current workflow and identify the constraint before redesigning it
- C. Add staff to every step regardless of workload
- D. Copy another facility's process without local analysis

128. In a perioperative leadership meeting, performance data reveal a persistent gap despite several informal attempts at correction. Which management response is most appropriate? The options address the principle of use standardized work for routine processes and define when escalation is required.

- A. Standardize only the final outcome and ignore process variation
- B. Eliminate escalation because standards should cover every situation
- C. Use standardized work for routine processes and define when escalation is required
- D. Allow every employee to create a preferred method

129. A surgical services manager learns that the proposed solution could improve one measure while creating risk elsewhere in the system. What should the manager do first? The options address the principle of investigate system factors and contributing causes before selecting countermeasures.

- A. Implement several unrelated solutions without causal analysis
- B. Investigate system factors and contributing causes before selecting countermeasures
- C. Discipline the nearest employee before reviewing evidence
- D. Choose the first explanation offered during the event

130. During evaluation of a department initiative, new evidence shows that the department's usual response no longer addresses the underlying risk. Which action best supports a defensible decision? The options address the principle of match staffing to forecast demand, acuity, competencies, and required coverage.

- A. Use the same staffing number every day
- B. Schedule solely according to employee preference
- C. Base coverage only on historical average volume
- D. Match staffing to forecast demand, acuity, competencies, and required coverage

131. A perioperative team must respond after a high-volume week exposes variation that had been hidden during ordinary operations. Which approach is most effective? The options address the principle of monitor first-case readiness and causes of delay by category.

- A. Monitor first-case readiness and causes of delay by category
- B. Blame the final person entering the room
- C. Exclude canceled cases from operational review
- D. Measure only the average delay without identifying causes

132. During evaluation of a department initiative, frontline staff identify a barrier that leaders had not included in the original plan. Which action best supports a defensible decision? The options address the principle of investigate supply utilization before imposing an across-the-board reduction.

- A. Cut every item by the same amount immediately
- B. Delay all purchases regardless of clinical need
- C. Investigate supply utilization before imposing an across-the-board reduction
- D. Shift expense to another department without changing use

133. A department budgeted \$900,000 for supplies and spent \$950,000. What is the dollar amount of the unfavorable variance?

- A. \$950,000 unfavorable
- B. \$50,000 unfavorable
- C. \$900,000 unfavorable
- D. \$50,000 favorable

134. The leadership group is reviewing a situation in which performance data reveal a persistent gap despite several informal attempts at correction. Which choice best reflects sound practice? The options address the principle of use a transparent methodology to allocate shared costs.

- A. Change allocation methods whenever results are unfavorable
- B. Assign all shared cost to the largest service
- C. Exclude overhead from every service-line analysis
- D. Use a transparent methodology to allocate shared costs

135. In a perioperative leadership meeting, the proposed solution could improve one measure while creating risk elsewhere in the system. Which management response is most appropriate? The options address the principle of link productivity measures to worked hours and meaningful units of service.

- A. Count paid hours without considering output
- B. Use scheduled cases as the only productivity measure
- C. Link productivity measures to worked hours and meaningful units of service
- D. Reward speed without monitoring quality or overtime

136. A proposed program has fixed costs of \$210,000 and contribution margin of \$375 per case. How many cases are required to break even?

- A. 560 cases
- B. 660 cases
- C. 460 cases

D. 442 cases

137. During evaluation of a department initiative, a high-volume week exposes variation that had been hidden during ordinary operations. Which action best supports a defensible decision? The options address the principle of use incremental costs and benefits for a decision about added capacity.

- A. Ignore revenue because capacity decisions concern operations
- B. Include every historical sunk cost in the decision
- C. Use full departmental cost without identifying what changes
- D. Use incremental costs and benefits for a decision about added capacity

138. A perioperative team must respond after two reasonable priorities compete for limited staff time and organizational resources. Which approach is most effective? The options address the principle of compare the budget variance with volume, rate, and efficiency drivers.

- A. Treat every unfavorable variance as overspending
- B. Compare the budget variance with volume, rate, and efficiency drivers
- C. Reduce all expense categories by the same percentage
- D. Ignore favorable variances because they require no analysis

139. A service expects 780 additional cases. Reimbursement is \$420 per case and variable cost is \$135 per case. What is the contribution margin per case?

- A. \$420 per case
- B. \$135 per case
- C. \$285 per case
- D. \$555 per case

140. In a perioperative leadership meeting, frontline staff identify a barrier that leaders had not included in the original plan. Which management response is most appropriate? The options address the principle of distinguish fixed, variable, and mixed costs when forecasting volume changes.

- A. Distinguish fixed, variable, and mixed costs when forecasting volume changes
- B. Use revenue growth as the only cost estimate
- C. Assume every cost changes in direct proportion to volume
- D. Treat all labor expense as permanently fixed

141. A surgical services manager learns that the team must choose a durable process before expanding the change to other service areas. What should the manager do first? The options address the principle of use contribution margin to assess how added volume affects available resources.

- A. Use contribution margin to assess how added volume affects available resources
- B. Use gross charges without considering variable cost
- C. Compare only the service's total fixed cost
- D. Treat reimbursement as equal to billed charges

142. Monthly procedure volume increased from 1300 to 1420. What was the percentage increase, rounded to one decimal place?

- A. 11.2%
- B. 9.2%
- C. 8.5%
- D. 109.2%

143. A perioperative team must respond after the proposed solution could improve one measure while creating risk elsewhere in the system. Which approach is most effective? The options address the principle of investigate supply utilization before imposing an across-the-board reduction.

- A. Shift expense to another department without changing use
- B. Cut every item by the same amount immediately
- C. Investigate supply utilization before imposing an across-the-board reduction
- D. Delay all purchases regardless of clinical need

144. The leadership group is reviewing a situation in which new evidence shows that the department's usual response no longer addresses the underlying risk. Which choice best reflects sound practice? The options address the principle of separate capital acquisition from ongoing operating expense.

- A. Record every equipment purchase as a routine monthly supply
- B. Exclude service contracts from future operating plans
- C. Treat depreciation as a cash payment to the vendor
- D. Separate capital acquisition from ongoing operating expense

145. A department budgeted \$900,000 for supplies and spent \$950,000. What is the dollar amount of the unfavorable variance?

- A. \$50,000 unfavorable
- B. \$950,000 unfavorable
- C. \$900,000 unfavorable
- D. \$50,000 favorable

146. A surgical services manager learns that two reasonable priorities compete for limited staff time and organizational resources. What should the manager do first? The options address the principle of link productivity measures to worked hours and meaningful units of service.

- A. Reward speed without monitoring quality or overtime
- B. Count paid hours without considering output
- C. Link productivity measures to worked hours and meaningful units of service
- D. Use scheduled cases as the only productivity measure

147. During evaluation of a department initiative, a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which action best supports a defensible decision? The options address the principle of review contract terms, utilization commitments, and exit provisions together.

- A. Choose the largest discount without reviewing conditions

- B. Assume projected volume will satisfy every commitment
- C. Ignore termination terms because the contract may renew
- D. Review contract terms, utilization commitments, and exit provisions together

148. A proposed program has fixed costs of \$210,000 and contribution margin of \$300 per case. How many cases are required to break even?

- A. 800 cases
- B. 700 cases
- C. 600 cases
- D. 525 cases

149. The leadership group is reviewing a situation in which the team must choose a durable process before expanding the change to other service areas. Which choice best reflects sound practice? The options address the principle of compare the budget variance with volume, rate, and efficiency drivers.

- A. Compare the budget variance with volume, rate, and efficiency drivers
- B. Ignore favorable variances because they require no analysis
- C. Treat every unfavorable variance as overspending
- D. Reduce all expense categories by the same percentage

150. In a perioperative leadership meeting, performance data reveal a persistent gap despite several informal attempts at correction. Which management response is most appropriate? The options address the principle of evaluate total cost of ownership, not purchase price alone.

- A. Select the lowest bid without considering maintenance
- B. Choose the familiar vendor regardless of lifecycle cost
- C. Evaluate total cost of ownership, not purchase price alone
- D. Exclude training and consumables from the comparison

151. A service expects 900 additional cases. Reimbursement is \$420 per case and variable cost is \$135 per case. What is the contribution margin per case?

- A. \$420 per case
- B. \$285 per case
- C. \$135 per case
- D. \$555 per case

152. During evaluation of a department initiative, new evidence shows that the department's usual response no longer addresses the underlying risk. Which action best supports a defensible decision? The options address the principle of use contribution margin to assess how added volume affects available resources.

- A. Treat reimbursement as equal to billed charges
- B. Use gross charges without considering variable cost
- C. Compare only the service's total fixed cost
- D. Use contribution margin to assess how added volume affects available resources

153. A perioperative team must respond after a high-volume week exposes variation that had been hidden during ordinary operations. Which approach is most effective? The options address the principle of state the financial assumptions and test best, expected, and worst cases.

- A. Present a single optimistic projection
- B. Hide uncertainty to strengthen the proposal
- C. State the financial assumptions and test best, expected, and worst cases
- D. Use historical charges as guaranteed future revenue

154. Monthly procedure volume increased from 1300 to 1420. What was the percentage increase, rounded to one decimal place?

- A. 11.2%
- B. 9.2%
- C. 8.5%
- D. 109.2%

155. In a perioperative leadership meeting, a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which management response is most appropriate? The options address the principle of separate capital acquisition from ongoing operating expense.

- A. Separate capital acquisition from ongoing operating expense
- B. Treat depreciation as a cash payment to the vendor
- C. Record every equipment purchase as a routine monthly supply
- D. Exclude service contracts from future operating plans

156. A surgical services manager learns that frontline staff identify a barrier that leaders had not included in the original plan. What should the manager do first? The options address the principle of use a transparent methodology to allocate shared costs.

- A. Assign all shared cost to the largest service
- B. Exclude overhead from every service-line analysis
- C. Change allocation methods whenever results are unfavorable
- D. Use a transparent methodology to allocate shared costs

157. A department budgeted \$900,000 for supplies and spent \$950,000. What is the dollar amount of the unfavorable variance?

- A. \$950,000 unfavorable
- B. \$50,000 unfavorable
- C. \$900,000 unfavorable
- D. \$50,000 favorable

158. A perioperative team must respond after performance data reveal a persistent gap despite several informal attempts at correction. Which approach is most effective? The options address the principle of review contract terms, utilization commitments, and exit provisions together.

- A. Review contract terms, utilization commitments, and exit provisions together
- B. Ignore termination terms because the contract may renew
- C. Choose the largest discount without reviewing conditions
- D. Assume projected volume will satisfy every commitment

159. During evaluation of a department initiative, a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which action best supports a defensible decision? The options address the principle of use a consistent attendance policy while considering approved protections.

- A. Make exceptions only for the highest performers
- B. Apply discipline without checking protected leave status
- C. Ignore the pattern because staffing is difficult
- D. Use a consistent attendance policy while considering approved protections

160. A perioperative team must respond after frontline staff identify a barrier that leaders had not included in the original plan. Which approach is most effective? The options address the principle of address workload, control, recognition, fairness, community, and values.

- A. Tell employees that stress is part of perioperative work
- B. Focus solely on replacing employees who resign
- C. Address workload, control, recognition, fairness, community, and values
- D. Offer resilience training as the only response to burnout

161. The leadership group is reviewing a situation in which the team must choose a durable process before expanding the change to other service areas. Which choice best reflects sound practice? The options address the principle of create equitable access to development and use transparent selection criteria.

- A. Use seniority as the sole basis for every opportunity
- B. Nominate only employees who directly request advancement
- C. Reserve development for the manager's preferred successors
- D. Create equitable access to development and use transparent selection criteria

162. In a perioperative leadership meeting, performance data reveal a persistent gap despite several informal attempts at correction. Which management response is most appropriate? The options address the principle of engage human resources and follow the documented corrective-action process.

- A. Engage human resources and follow the documented corrective-action process
- B. Improvise a penalty that seems proportionate
- C. Discuss the employee's case during a staff meeting
- D. Skip documentation because the conduct is obvious

163. A surgical services manager learns that the proposed solution could improve one measure while creating risk elsewhere in the system. What should the manager do first? The options address the principle of use structured interviews with the same core questions and scoring criteria.

- A. Rely on casual conversation instead of documented ratings
- B. Use structured interviews with the same core questions and scoring criteria
- C. Select the candidate before references and scoring are complete
- D. Tailor every question to personal impressions of the candidate

164. During evaluation of a department initiative, new evidence shows that the department's usual response no longer addresses the underlying risk. Which action best supports a defensible decision? The options address the principle of assess staffing data and contributing conditions before choosing a retention action.

- A. Assume the labor market explains every departure
- B. Offer a bonus without identifying why turnover increased
- C. Assess staffing data and contributing conditions before choosing a retention action
- D. Replace supervisors based on one anonymous comment

165. A perioperative team must respond after a high-volume week exposes variation that had been hidden during ordinary operations. Which approach is most effective? The options address the principle of apply the same job-related criteria and document the selection decision.

- A. Choose the candidate most similar to the current team
- B. Use informal references instead of structured criteria
- C. Apply the same job-related criteria and document the selection decision
- D. Change criteria after seeing which candidate is preferred

166. The leadership group is reviewing a situation in which two reasonable priorities compete for limited staff time and organizational resources. Which choice best reflects sound practice? The options address the principle of begin with clear expectations, objective evidence, and an improvement plan.

- A. Wait until the annual review to address the concern
- B. Transfer the employee without discussing performance
- C. Issue discipline based only on coworker complaints
- D. Begin with clear expectations, objective evidence, and an improvement plan

167. In a perioperative leadership meeting, a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which management response is most appropriate? The options address the principle of provide orientation and validate role-specific competency before independent assignment.

- A. Provide orientation and validate role-specific competency before independent assignment
- B. Substitute completion of general orientation for skill validation
- C. Assume prior experience proves competence in the new setting
- D. Assign independent work and evaluate only if an error occurs

168. A surgical services manager learns that frontline staff identify a barrier that leaders had not included in the original plan. What should the manager do first? The options address the principle of use stay interviews to identify factors affecting retention before resignation.

- A. Wait for exit interviews to learn why employees leave
- B. Use stay interviews to identify factors affecting retention before resignation
- C. Assume compensation is the only retention factor

D. Survey only employees who have already accepted other jobs

169. During evaluation of a department initiative, the team must choose a durable process before expanding the change to other service areas. Which action best supports a defensible decision? The options address the principle of investigate promptly, protect against retaliation, and preserve impartiality.

- A. Ask the accused employee to conduct the investigation
- B. Delay action until several employees report the same conduct
- C. Investigate promptly, protect against retaliation, and preserve impartiality
- D. Promise confidentiality that cannot be maintained

170. A perioperative team must respond after performance data reveal a persistent gap despite several informal attempts at correction. Which approach is most effective? The options address the principle of use a consistent attendance policy while considering approved protections.

- A. Use a consistent attendance policy while considering approved protections
- B. Ignore the pattern because staffing is difficult
- C. Make exceptions only for the highest performers
- D. Apply discipline without checking protected leave status

171. The leadership group is reviewing a situation in which the proposed solution could improve one measure while creating risk elsewhere in the system. Which choice best reflects sound practice? The options address the principle of address workload, control, recognition, fairness, community, and values.

- A. Offer resilience training as the only response to burnout
- B. Tell employees that stress is part of perioperative work
- C. Focus solely on replacing employees who resign
- D. Address workload, control, recognition, fairness, community, and values

172. In a perioperative leadership meeting, new evidence shows that the department's usual response no longer addresses the underlying risk. Which management response is most appropriate? The options address the principle of create equitable access to development and use transparent selection criteria.

- A. Reserve development for the manager's preferred successors
- B. Create equitable access to development and use transparent selection criteria
- C. Use seniority as the sole basis for every opportunity
- D. Nominate only employees who directly request advancement

173. A surgical services manager learns that a high-volume week exposes variation that had been hidden during ordinary operations. What should the manager do first? The options address the principle of engage human resources and follow the documented corrective-action process.

- A. Skip documentation because the conduct is obvious
- B. Improvise a penalty that seems proportionate
- C. Engage human resources and follow the documented corrective-action process
- D. Discuss the employee's case during a staff meeting

174. During evaluation of a department initiative, two reasonable priorities compete for limited staff time and organizational resources. Which action best supports a defensible decision? The options address the principle of use structured interviews with the same core questions and scoring criteria.

- A. Tailor every question to personal impressions of the candidate
- B. Use structured interviews with the same core questions and scoring criteria
- C. Rely on casual conversation instead of documented ratings
- D. Select the candidate before references and scoring are complete

175. A perioperative team must respond after a cross-functional initiative has stalled because responsibilities and next steps remain unclear. Which approach is most effective? The options address the principle of assess staffing data and contributing conditions before choosing a retention action.

- A. Assess staffing data and contributing conditions before choosing a retention action
- B. Replace supervisors based on one anonymous comment
- C. Assume the labor market explains every departure
- D. Offer a bonus without identifying why turnover increased

176. The leadership group is reviewing a situation in which frontline staff identify a barrier that leaders had not included in the original plan. Which choice best reflects sound practice? The options address the principle of apply the same job-related criteria and document the selection decision.

- A. Change criteria after seeing which candidate is preferred
- B. Choose the candidate most similar to the current team
- C. Use informal references instead of structured criteria
- D. Apply the same job-related criteria and document the selection decision

177. In a perioperative leadership meeting, the team must choose a durable process before expanding the change to other service areas. Which management response is most appropriate? The options address the principle of begin with clear expectations, objective evidence, and an improvement plan.

- A. Issue discipline based only on coworker complaints
- B. Begin with clear expectations, objective evidence, and an improvement plan
- C. Wait until the annual review to address the concern
- D. Transfer the employee without discussing performance

178. A surgical services manager learns that performance data reveal a persistent gap despite several informal attempts at correction. What should the manager do first? The options address the principle of provide orientation and validate role-specific competency before independent assignment.

- A. Assign independent work and evaluate only if an error occurs
- B. Substitute completion of general orientation for skill validation
- C. Assume prior experience proves competence in the new setting
- D. Provide orientation and validate role-specific competency before independent assignment

179. During evaluation of a department initiative, the proposed solution could improve one measure while creating risk elsewhere in the system. Which action best supports a defensible decision? The options address the principle of use stay interviews to identify factors affecting retention before resignation.

- A. Use stay interviews to identify factors affecting retention before resignation
- B. Survey only employees who have already accepted other jobs
- C. Wait for exit interviews to learn why employees leave
- D. Assume compensation is the only retention factor

180. A perioperative team must respond after new evidence shows that the department's usual response no longer addresses the underlying risk. Which approach is most effective? The options address the principle of investigate promptly, protect against retaliation, and preserve impartiality.

- A. Promise confidentiality that cannot be maintained
- B. Ask the accused employee to conduct the investigation
- C. Investigate promptly, protect against retaliation, and preserve impartiality
- D. Delay action until several employees report the same conduct

Practice Exam 9: Answer Key and Explanations

1. A — Decline the gift because it could create an appearance of influence is the best response. Even without proven influence, a substantial vendor gift can undermine trust in procurement decisions and should be handled under conflict-of-interest policy. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable.

2. D — Verify the evidence and correct the inaccurate statement transparently is the best response. Professional integrity requires accurate communication and a visible correction when information used for decisions is shown to be wrong. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

3. B — Maintain clear professional boundaries and apply policy consistently is the best response. Consistent boundaries reduce favoritism, support equitable treatment, and protect both the manager and employee from compromised decisions. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

4. C — Use de-identified data and obtain required approval before external sharing is the best response. Data remain protected when identifiers are minimized, authorization is obtained, and approved secure

channels are used for legitimate purposes. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

5. B — Address the disrespectful conduct directly and reinforce expected behavior is the best response. Professionalism requires leaders to respond to incivility promptly, clarify behavioral expectations, and protect a psychologically safe work environment. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

6. C — Consult policy and the appropriate expert before acting outside scope is the best response. Scope and authority questions should be resolved through current policy, law, and qualified guidance rather than assumption or historical habit. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

7. D — Preserve the original record and enter a dated correction according to policy is the best response. A proper correction maintains record integrity by leaving the original information traceable and identifying when and by whom the amendment occurred. It also preserves trust, accountability, and an auditable basis for the leader's decision.

8. A — Disclose the conflict and recuse from the purchasing decision is the best response. Disclosure and recusal protect impartiality when a personal relationship could affect, or appear to affect, a business decision. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

9. C — Report the safety concern through the established escalation process is the best response. Professional accountability requires timely reporting of hazards through channels that can investigate, protect patients, and prevent recurrence. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

10. D — Protect the employee's privacy and discuss performance in a private setting is the best response. Leaders preserve confidentiality by limiting sensitive performance information to people with a legitimate role in evaluation or correction. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

11. A — Use the organization's ethics consultation process to address the conflict is the best response. An ethics consultation creates a structured, interdisciplinary review when values conflict and the appropriate course is not obvious. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

12. B — Acknowledge the error promptly and begin the corrective reporting process is the best response. Accountability means owning an error, protecting the patient, preserving the record, and initiating required review rather than concealing or shifting blame. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

13. B — Decline the gift because it could create an appearance of influence is the best response. Even without proven influence, a substantial vendor gift can undermine trust in procurement decisions and should be handled under conflict-of-interest policy. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable.

14. C — Verify the evidence and correct the inaccurate statement transparently is the best response. Professional integrity requires accurate communication and a visible correction when information used for decisions is shown to be wrong. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

15. D — Maintain clear professional boundaries and apply policy consistently is the best response. Consistent boundaries reduce favoritism, support equitable treatment, and protect both the manager and employee from compromised decisions. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

16. A — Use de-identified data and obtain required approval before external sharing is the best response. Data remain protected when identifiers are minimized, authorization is obtained, and approved secure channels are used for legitimate purposes. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

17. C — Address the disrespectful conduct directly and reinforce expected behavior is the best response. Professionalism requires leaders to respond to incivility promptly, clarify behavioral expectations, and protect a psychologically safe work environment. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

18. A — Consult policy and the appropriate expert before acting outside scope is the best response. Scope and authority questions should be resolved through current policy, law, and qualified guidance rather than assumption or historical habit. It also preserves trust, accountability, and an auditable basis for the leader's decision. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

19. B — Invite dissenting views before the group commits to a decision is the best response. Deliberately inviting dissent counters groupthink and surfaces operational risks that may remain hidden when hierarchy or conformity discourages speaking up. The alternative choices increase ambiguity,

exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

20. D — Summarize the agreement, owner, deadline, and follow-up method is the best response. A concise close converts discussion into accountable action by documenting what will happen, who will do it, and when progress will be reviewed. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

21. C — Use a qualified interpreter and speak directly to the patient is the best response. Qualified language assistance supports accurate, confidential communication while direct address preserves the patient's role in the interaction. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

22. A — Provide timely, specific feedback focused on observable behavior is the best response. Effective feedback describes observable conduct and its impact close enough to the event for the employee to understand and improve. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

23. D — Clarify decision rights and escalation paths at the start of the project is the best response. Clear governance prevents delay and conflict by specifying who recommends, decides, performs, and must be consulted or informed. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

24. B — Choose a secure channel appropriate to the urgency and sensitivity is the best response. Communication channels should fit both time sensitivity and confidentiality, preserving necessary access without unnecessary exposure. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

25. A — Ask open-ended questions and reflect back the speaker's main concern is the best response. Active listening uses open questions and reflection to verify meaning, reveal underlying interests, and demonstrate respect. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

26. C — Share the change rationale, expected impact, and opportunities for input is the best response. Transparent change communication connects the decision to purpose, explains practical effects, and gives stakeholders a meaningful way to respond. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

27. D — Document the concern and escalate it through the agreed chain is the best response. Documented escalation creates traceability and places the concern with a person who has authority to assess and respond. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

28. B — Separate positions from interests and develop options meeting both needs is the best response. Interest-based negotiation looks beneath stated demands and creates options that address the reasons each party considers important. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

29. C — Confirm understanding with teach-back rather than asking only if there are questions is the best response. Teach-back tests whether the explanation was clear by asking the listener to describe the plan in their own words. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

30. D — Use a structured handoff that confirms critical information with the receiver is the best response. Structured handoffs reduce omissions, establish shared priorities, and include confirmation that the receiver understood time-sensitive information. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

31. B — Meet privately, listen to both perspectives, and identify the shared goal is the best response. Interest-based conflict management begins with respectful listening and reframes disagreement around a common operational or patient-care goal. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

32. A — Use closed-loop communication to confirm the request and completion is the best response. Closed-loop communication names the message, confirms receipt, and reports completion, reducing ambiguity during high-risk or time-sensitive work. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

33. B — Adapt the message to the audience's role, knowledge, and information needs is the best response. Audience-centered communication improves understanding by matching language, depth, channel, and emphasis to the recipient's responsibilities. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

34. C — Acknowledge the concern, gather facts, and explain the resolution process is the best response. A respectful service-recovery response validates the concern without prejudging facts and gives the person a clear path for follow-up. The alternative choices increase ambiguity, exclude needed voices, or

weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

35. D — Invite dissenting views before the group commits to a decision is the best response. Deliberately inviting dissent counters groupthink and surfaces operational risks that may remain hidden when hierarchy or conformity discourages speaking up. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

36. A — Summarize the agreement, owner, deadline, and follow-up method is the best response. A concise close converts discussion into accountable action by documenting what will happen, who will do it, and when progress will be reviewed. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

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39. C — Clarify decision rights and escalation paths at the start of the project is the best response. Clear governance prevents delay and conflict by specifying who recommends, decides, performs, and must be consulted or informed. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

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42. C — Share the change rationale, expected impact, and opportunities for input is the best response. Transparent change communication connects the decision to purpose, explains practical effects, and gives stakeholders a meaningful way to respond. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

43. A — Document the concern and escalate it through the agreed chain is the best response. Documented escalation creates traceability and places the concern with a person who has authority to assess and respond. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

44. B — Separate positions from interests and develop options meeting both needs is the best response. Interest-based negotiation looks beneath stated demands and creates options that address the reasons each party considers important. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

45. D — Confirm understanding with teach-back rather than asking only if there are questions is the best response. Teach-back tests whether the explanation was clear by asking the listener to describe the plan in their own words. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

46. C — Use a structured handoff that confirms critical information with the receiver is the best response. Structured handoffs reduce omissions, establish shared priorities, and include confirmation that the receiver understood time-sensitive information. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

47. B — Meet privately, listen to both perspectives, and identify the shared goal is the best response. Interest-based conflict management begins with respectful listening and reframes disagreement around a common operational or patient-care goal. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

48. A — Use closed-loop communication to confirm the request and completion is the best response. Closed-loop communication names the message, confirms receipt, and reports completion, reducing ambiguity during high-risk or time-sensitive work. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

49. A — Adapt the message to the audience's role, knowledge, and information needs is the best response. Audience-centered communication improves understanding by matching language, depth, channel, and emphasis to the recipient's responsibilities. The alternative choices increase ambiguity,

exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

50. B — Acknowledge the concern, gather facts, and explain the resolution process is the best response. A respectful service-recovery response validates the concern without prejudging facts and gives the person a clear path for follow-up. The alternative choices increase ambiguity, exclude needed voices, or weaken confirmation and follow-through. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

51. C — Create psychological safety for reporting concerns and near misses is the best response. Psychological safety enables staff to speak about risk, uncertainty, and mistakes without fear of humiliation or retaliation. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

52. D — Set a measurable aim and review leading and outcome indicators is the best response. Measurable aims and balanced indicators let leaders determine whether actions are occurring and whether those actions produce the intended result. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

53. B — Recognize contributions specifically and connect them to team goals is the best response. Specific recognition reinforces desired behavior by showing what mattered and how the contribution advanced shared goals. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

54. A — Address performance variance early with evidence and support is the best response. Early, evidence-based intervention clarifies expectations, identifies barriers, and gives the employee a fair opportunity to improve. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

55. C — Build a diverse succession pipeline through transparent development opportunities is the best response. Transparent succession planning strengthens continuity and equity by preparing multiple qualified people for future responsibilities. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

56. D — Use just-culture principles to distinguish error, risk, and reckless conduct is the best response. Just culture evaluates choices and system conditions, supporting learning for human error while preserving accountability for risky or reckless behavior. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

57. A — Escalate the unresolved barrier while continuing constructive collaboration is the best response. Leadership includes respectful persistence: document the impact, use governance pathways, and maintain relationships while seeking resolution. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

58. B — Align incentives, resources, and evaluation with the stated priority is the best response. People follow the operating system around them, so leadership priorities require aligned resources, measures, and consequences. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

59. C — Pause, stabilize the situation, and establish a clear incident command structure is the best response. During a crisis, clear command, defined roles, and concise communication reduce duplication and support timely, coordinated decisions. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

60. D — Model the expected behavior and reinforce it consistently is the best response. Leaders shape culture through visible example, consistent reinforcement, and alignment between stated values and daily decisions. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

61. B — Assess readiness, explain the need, and involve affected staff in planning is the best response. Change is more sustainable when leaders understand readiness, communicate purpose, and engage the people who will perform the redesigned work. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

62. A — Delegate authority with clear outcomes, limits, and follow-up is the best response. Effective delegation defines results and boundaries, supplies needed authority, and maintains managerial accountability through planned follow-up. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

63. D — Use coaching questions to help the employee identify solutions is the best response. Coaching develops judgment by helping employees examine evidence, generate options, and commit to their own next steps. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

64. C — Select a leadership approach suited to competence and commitment is the best response. Situational leadership matches direction and support to the individual's readiness for a particular task rather than applying one style universally. The approach develops capability while keeping expectations,

responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

65. A — Create psychological safety for reporting concerns and near misses is the best response. Psychological safety enables staff to speak about risk, uncertainty, and mistakes without fear of humiliation or retaliation. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

66. D — Set a measurable aim and review leading and outcome indicators is the best response. Measurable aims and balanced indicators let leaders determine whether actions are occurring and whether those actions produce the intended result. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

67. B — Recognize contributions specifically and connect them to team goals is the best response. Specific recognition reinforces desired behavior by showing what mattered and how the contribution advanced shared goals. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

68. C — Address performance variance early with evidence and support is the best response. Early, evidence-based intervention clarifies expectations, identifies barriers, and gives the employee a fair opportunity to improve. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

69. C — Build a diverse succession pipeline through transparent development opportunities is the best response. Transparent succession planning strengthens continuity and equity by preparing multiple qualified people for future responsibilities. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

70. D — Use just-culture principles to distinguish error, risk, and reckless conduct is the best response. Just culture evaluates choices and system conditions, supporting learning for human error while preserving accountability for risky or reckless behavior. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

71. B — Escalate the unresolved barrier while continuing constructive collaboration is the best response. Leadership includes respectful persistence: document the impact, use governance pathways, and maintain relationships while seeking resolution. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

72. A — Align incentives, resources, and evaluation with the stated priority is the best response. People follow the operating system around them, so leadership priorities require aligned resources, measures, and consequences. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

73. B — Pause, stabilize the situation, and establish a clear incident command structure is the best response. During a crisis, clear command, defined roles, and concise communication reduce duplication and support timely, coordinated decisions. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

74. D — Model the expected behavior and reinforce it consistently is the best response. Leaders shape culture through visible example, consistent reinforcement, and alignment between stated values and daily decisions. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

75. A — Assess readiness, explain the need, and involve affected staff in planning is the best response. Change is more sustainable when leaders understand readiness, communicate purpose, and engage the people who will perform the redesigned work. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

76. C — Delegate authority with clear outcomes, limits, and follow-up is the best response. Effective delegation defines results and boundaries, supplies needed authority, and maintains managerial accountability through planned follow-up. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

77. B — Use coaching questions to help the employee identify solutions is the best response. Coaching develops judgment by helping employees examine evidence, generate options, and commit to their own next steps. The approach develops capability while keeping expectations, responsibility, and organizational purpose visible. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

78. C — Use scenario planning to test the strategy under plausible future conditions is the best response. Scenario planning exposes assumptions and helps leaders create adaptable responses when demand, workforce, technology, or regulation changes. It connects long-range direction to evidence, resources, governance, and measurable organizational results. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

79. A — Prioritize initiatives by strategic value, feasibility, risk, and resource demand is the best response. A consistent portfolio method directs limited resources toward initiatives with the strongest combined contribution and manageable execution risk. It connects long-range direction to evidence,

resources, governance, and measurable organizational results. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

80. D — Review the strategy on a defined cadence and adjust when evidence changes is the best response. Strategic management requires disciplined adaptation: stable purpose with evidence-based changes to assumptions, priorities, or tactics. It connects long-range direction to evidence, resources, governance, and measurable organizational results. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

81. C — Use a balanced set of quality, people, service, and financial measures is the best response. Balanced measures reduce the risk that improvement in one area masks harm or deterioration in another important dimension. It connects long-range direction to evidence, resources, governance, and measurable organizational results. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

82. D — Develop a clear business case that states assumptions and sensitivity is the best response. A transparent business case shows how conclusions depend on volume, cost, timing, and risk assumptions, enabling informed governance. It connects long-range direction to evidence, resources, governance, and measurable organizational results. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

83. A — Stop or redesign an initiative when evidence shows it no longer supports strategy is the best response. Leaders avoid sunk-cost bias by evaluating future value rather than defending past expenditure when evidence undermines strategic fit. It connects long-range direction to evidence, resources, governance, and measurable organizational results. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

84. B — Conduct an environmental scan before setting strategic priorities is the best response. Environmental scanning identifies internal capabilities and external forces that should shape realistic, relevant strategic choices. It connects long-range direction to evidence, resources, governance, and measurable organizational results. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

85. C — Translate the strategy into measurable objectives, owners, and milestones is the best response. Execution improves when broad direction becomes specific outcomes with accountable owners, interim milestones, and review dates. It connects long-range direction to evidence, resources, governance, and measurable organizational results. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

86. A — Assess alignment with mission, community need, capability, and financial viability is the best response. A service-line decision should integrate mission, market need, operational capacity, quality, and sustainable economics rather than one factor. It connects long-range direction to evidence, resources, governance, and measurable organizational results. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

87. B — Define baseline performance and the future-state target before choosing tactics is the best response. A baseline and target establish the gap to close and allow leaders to select interventions proportionate to the need. It connects long-range direction to evidence, resources, governance, and measurable organizational results. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

88. D — Identify stakeholders and plan engagement according to influence and impact is the best response. Stakeholder analysis focuses communication and participation on people who influence the initiative or experience its consequences. It connects long-range direction to evidence, resources, governance, and measurable organizational results. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

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100. D — Establish par levels from usage, lead time, variability, and service risk is the best response. Evidence-based par levels balance availability against waste by reflecting demand, replenishment reliability, variation, and consequences of shortage. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

101. B — Quarantine the affected item and follow the recall communication process is the best response. Recall management begins with controlled identification and quarantine, traceability, stakeholder notification, and documented disposition. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

102. A — Use a pilot with predefined measures before broad implementation is the best response. A measured pilot limits exposure, tests workflow assumptions, and produces evidence for adaptation before scale-up. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

103. D — Separate urgent exceptions from routine scheduling and define approval rules is the best response. Transparent scheduling rules protect access and capacity by distinguishing genuine urgency from preference and defining who may authorize exceptions. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

104. C — Track on-time starts, utilization, turnover, cancellations, and overtime together is the best response. A balanced operational view prevents optimization of one metric at the expense of access, reliability, staff workload, or safety. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

105. A — Create a downtime procedure and test it before the technology fails is the best response. Prepared downtime plans define roles, alternate documentation, communication, recovery, and reconciliation before normal systems become unavailable. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

106. C — Use control charts or run charts to distinguish signal from routine variation is the best response. Time-ordered data help leaders see trends, shifts, and unusual variation that summary averages can conceal. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

107. B — Validate competency before assigning an employee to an unfamiliar function is the best response. Competency validation links assignment to demonstrated knowledge and performance for the specific responsibility. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

108. D — Use preventive maintenance and readiness checks according to risk and guidance is the best response. Planned maintenance and checks reduce avoidable failure and identify defects before equipment is needed for patient care. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

109. A — Analyze cancellation reasons and address preventable categories upstream is the best response. Cause-specific analysis identifies where preoperative readiness, authorization, staffing, equipment, or patient factors can be improved. This supports reliable flow while protecting safety,

quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

110. C — Escalate capacity constraints using demand, safety, and delay evidence is the best response. Objective demand and impact evidence supports fair prioritization and informs decisions about capacity, scheduling, or resources. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

111. B — Map the current workflow and identify the constraint before redesigning it is the best response. Process mapping reveals handoffs, delays, rework, and the true constraint so improvement targets causes rather than symptoms. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

112. A — Use standardized work for routine processes and define when escalation is required is the best response. Standard work reduces avoidable variation while explicit escalation criteria preserve judgment for unusual or high-risk conditions. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

113. D — Investigate system factors and contributing causes before selecting countermeasures is the best response. Root-cause analysis seeks interacting process, equipment, environment, and human factors before leaders choose corrective actions. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

114. C — Match staffing to forecast demand, acuity, competencies, and required coverage is the best response. Safe staffing integrates expected workload with patient complexity, skill mix, and contingency needs rather than relying on a single volume measure. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable.

115. B — Monitor first-case readiness and causes of delay by category is the best response. Categorized delay data reveal recurring upstream barriers and support targeted action rather than broad assumptions. This supports reliable flow while protecting safety, quality, capacity, and responsible use of resources. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

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132. C — Investigate supply utilization before imposing an across-the-board reduction is the best response. Utilization review can identify waste, preference variation, substitution opportunities, and workflow causes while protecting necessary clinical resources. It gives decision makers a more accurate view of value, risk, and the resources that will actually change. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

133. B — \$50,000 unfavorable is the best response. For an expense account, actual spending above budget is unfavorable. The difference is $\$950,000 - \$900,000 = \$50,000$. The full budget and full actual amount are not variances. It gives decision makers a more accurate view of value, risk, and the resources that will actually change.

134. D — Use a transparent methodology to allocate shared costs is the best response. A consistent allocation method supports comparison and accountability while making assumptions visible to decision makers. It gives decision makers a more accurate view of value, risk, and the resources that will actually change. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

135. C — Link productivity measures to worked hours and meaningful units of service is the best response. Productivity relates resource input to output, but it should be interpreted with case complexity, quality, and staffing requirements. It gives decision makers a more accurate view of value, risk, and the resources that will actually change.

136. A — 560 cases is the best response. Break-even volume equals fixed cost divided by contribution margin: $\$210,000 / \$375 = 560$ cases. Revenue alone and variable cost alone do not determine the break-even quantity. It gives decision makers a more accurate view of value, risk, and the resources that will actually change.

137. D — Use incremental costs and benefits for a decision about added capacity is the best response. Incremental analysis focuses on cash flows and resource changes caused by the proposed decision rather than costs that will occur regardless. It gives decision makers a more accurate view of value, risk, and the resources that will actually change.

138. B — Compare the budget variance with volume, rate, and efficiency drivers is the best response. Variance analysis separates changes caused by workload, price, mix, and operational efficiency so leaders address the actual driver. It gives decision makers a more accurate view of value, risk, and the resources that will actually change.

139. C — \$285 per case is the best response. Contribution margin equals reimbursement minus variable cost: $\$420 - \$135 = \$285$ per case. Fixed cost is not subtracted when calculating per-case contribution margin. It gives decision makers a more accurate view of value, risk, and the resources that will actually change. The distractors either bypass necessary assessment, weaken accountability, or create avoidable.

140. A — Distinguish fixed, variable, and mixed costs when forecasting volume changes is the best response. Cost behavior matters because some resources remain stable within a range, some vary with

activity, and others contain both components. It gives decision makers a more accurate view of value, risk, and the resources that will actually change.

141. A — Use contribution margin to assess how added volume affects available resources is the best response. Contribution margin shows the amount remaining after variable costs to support fixed costs and organizational margin. It gives decision makers a more accurate view of value, risk, and the resources that will actually change. The distractors either bypass necessary assessment, weaken accountability, or create avoidable.

142. B — 9.2% is the best response. Percentage increase uses the original volume as the denominator: $(1420 - 1300) / 1300 \times 100 = 9.2\%$. Dividing by the new volume or reporting the growth factor answers a different question. It gives decision makers a more accurate view of value, risk, and the resources that will actually change.

143. C — Investigate supply utilization before imposing an across-the-board reduction is the best response. Utilization review can identify waste, preference variation, substitution opportunities, and workflow causes while protecting necessary clinical resources. It gives decision makers a more accurate view of value, risk, and the resources that will actually change. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

144. D — Separate capital acquisition from ongoing operating expense is the best response. Capital and operating costs affect budgets and decisions differently, so leaders must distinguish the asset purchase from recurring support and use costs. It gives decision makers a more accurate view of value, risk, and the resources that will actually change.

145. A — \$50,000 unfavorable is the best response. For an expense account, actual spending above budget is unfavorable. The difference is $\$950,000 - \$900,000 = \$50,000$. The full budget and full actual amount are not variances. It gives decision makers a more accurate view of value, risk, and the resources that will actually change.

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147. D — Review contract terms, utilization commitments, and exit provisions together is the best response. A discounted price may create financial risk when volume commitments, exclusions, escalation clauses, or exit costs are unfavorable. It gives decision makers a more accurate view of value, risk, and the resources that will actually change. The distractors either bypass necessary assessment, weaken accountability, or create avoidable.

148. B — 700 cases is the best response. Break-even volume equals fixed cost divided by contribution margin: $\$210,000 / \$300 = 700$ cases. Revenue alone and variable cost alone do not determine the break-even quantity. It gives decision makers a more accurate view of value, risk, and the resources that will actually change.

149. A — Compare the budget variance with volume, rate, and efficiency drivers is the best response. Variance analysis separates changes caused by workload, price, mix, and operational efficiency so leaders address the actual driver. It gives decision makers a more accurate view of value, risk, and the resources that will actually change.

150. C — Evaluate total cost of ownership, not purchase price alone is the best response. Total cost of ownership includes acquisition, implementation, supplies, service, downtime, training, and disposal across the useful life. It gives decision makers a more accurate view of value, risk, and the resources that will actually change. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

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153. C — State the financial assumptions and test best, expected, and worst cases is the best response. Sensitivity analysis shows how volume, reimbursement, cost, or timing changes affect a proposal's result and risk. It gives decision makers a more accurate view of value, risk, and the resources that will actually change. The distractors either bypass necessary assessment, weaken accountability, or create avoidable.

154. B — 9.2% is the best response. Percentage increase uses the original volume as the denominator: $(1420 - 1300) / 1300 \times 100 = 9.2\%$. Dividing by the new volume or reporting the growth factor answers a different question. It gives decision makers a more accurate view of value, risk, and the resources that will actually change.

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159. D — Use a consistent attendance policy while considering approved protections is the best response. Consistent policy application must be paired with review of authorized leave, accommodation, and other applicable protections. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

160. C — Address workload, control, recognition, fairness, community, and values is the best response. Burnout prevention requires attention to organizational conditions, not only individual coping, because chronic imbalance can drive exhaustion and disengagement. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

161. D — Create equitable access to development and use transparent selection criteria is the best response. Transparent development systems broaden opportunity, strengthen the talent pipeline, and reduce favoritism in advancement decisions. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

162. A — Engage human resources and follow the documented corrective-action process is the best response. Consistent corrective action requires policy-based steps, appropriate consultation, documentation, and respect for the employee's response rights. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

163. B — Use structured interviews with the same core questions and scoring criteria is the best response. Structured interviews improve reliability and reduce bias by evaluating candidates against comparable, job-related evidence. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

164. C — Assess staffing data and contributing conditions before choosing a retention action is the best response. Retention strategy should follow analysis of turnover patterns, workload, leadership, scheduling, compensation, development, and employee feedback. The method supports fairness,

documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

165. C — Apply the same job-related criteria and document the selection decision is the best response. Consistent, job-related selection criteria improve fairness, defensibility, and the likelihood that the chosen candidate can perform essential duties. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

166. D — Begin with clear expectations, objective evidence, and an improvement plan is the best response. Progressive performance management gives the employee notice, evidence, support, and a defined opportunity to meet expectations. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

167. A — Provide orientation and validate role-specific competency before independent assignment is the best response. Role-specific validation confirms that an employee can safely perform assigned responsibilities within the organization's processes and expectations. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

168. B — Use stay interviews to identify factors affecting retention before resignation is the best response. Stay interviews create a proactive conversation about engagement, barriers, development, workload, and what might cause a valued employee to leave. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

169. C — Investigate promptly, protect against retaliation, and preserve impartiality is the best response. A prompt, neutral response protects participants, preserves evidence, and demonstrates that reported misconduct is taken seriously. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

170. A — Use a consistent attendance policy while considering approved protections is the best response. Consistent policy application must be paired with review of authorized leave, accommodation, and other applicable protections. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

171. D — Address workload, control, recognition, fairness, community, and values is the best response. Burnout prevention requires attention to organizational conditions, not only individual coping, because chronic imbalance can drive exhaustion and disengagement. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

172. B — Create equitable access to development and use transparent selection criteria is the best response. Transparent development systems broaden opportunity, strengthen the talent pipeline, and reduce favoritism in advancement decisions. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

173. C — Engage human resources and follow the documented corrective-action process is the best response. Consistent corrective action requires policy-based steps, appropriate consultation, documentation, and respect for the employee's response rights. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

174. B — Use structured interviews with the same core questions and scoring criteria is the best response. Structured interviews improve reliability and reduce bias by evaluating candidates against comparable, job-related evidence. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

175. A — Assess staffing data and contributing conditions before choosing a retention action is the best response. Retention strategy should follow analysis of turnover patterns, workload, leadership, scheduling, compensation, development, and employee feedback. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

176. D — Apply the same job-related criteria and document the selection decision is the best response. Consistent, job-related selection criteria improve fairness, defensibility, and the likelihood that the chosen candidate can perform essential duties. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

177. B — Begin with clear expectations, objective evidence, and an improvement plan is the best response. Progressive performance management gives the employee notice, evidence, support, and a defined opportunity to meet expectations. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

178. D — Provide orientation and validate role-specific competency before independent assignment is the best response. Role-specific validation confirms that an employee can safely perform assigned responsibilities within the organization's processes and expectations. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

179. A — Use stay interviews to identify factors affecting retention before resignation is the best response. Stay interviews create a proactive conversation about engagement, barriers, development, workload, and what might cause a valued employee to leave. The method supports fairness,

documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.

180. C — Investigate promptly, protect against retaliation, and preserve impartiality is the best response. A prompt, neutral response protects participants, preserves evidence, and demonstrates that reported misconduct is taken seriously. The method supports fairness, documentation, employee development, and consistent application of workplace expectations. The distractors either bypass necessary assessment, weaken accountability, or create avoidable risk.