The Well-Managed Healthcare Organization 9th edition Griffith Test Bank

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1. As a management intern, you are a little late one morning, but you see an elderly couple ahead of you in the parking lot. She's helping him; he seems to be having trouble walking. There's at least 100 yards to go, just to the clinic door. What do you do?

a. Ask them, "Would you like me to get you a wheelchair? I think there are some right inside the door." Go on if they decline.
b. Go to your office without stopping, so you won't be late.
*c. Ask them, "Would you like me to get you a wheelchair?" Get it, even if they decline, wheel them to a reception station, and make sure the receptionist can help them reach their clinic.
d. Go past them, but stop at the reception desk and explain that there is a couple who need a wheelchair in the parking lot.

2. Your HCO has a number of vendors providing various products and services. A member of the PIC asks how we treat vendor employees. "Are they treated the same as our associates? Do we have the same expectations? What should be our policy?" "Our goal should be to make them full partners," you respond. You add:

a. "They get all the data/info and support they need to do their job."
b. "They work under vendor policies rather than HCO policies."
c. "They follow our values and our protocols or procedures."
*d. "They're empowered, and they follow our protocols. We should treat them as we do employed associates."

3. After your speech about the HCO's expansion plans at the public library, in the Q&A, a lady asks, "We read about these disasters that occur with poisonous or dangerous materials. I know there are a lot of dangerous things in hospitals. Can we be sure we're protected?" You reply:

a. "Our overall safety record is excellent. You don't need to worry."
b. "We train all our associates on safety, and we meet federal and state standards for various hazards."
*c. "We train all our associates on safety, and we meet federal and state standards for various hazards. Our overall safety record is excellent."
d. "I can't guarantee the future, but I can say that our HCO is as safe as any."

4. You are staffing a PIT making sure that the HCO utilities (power, water, sewage, fuel) are best practice. Your mental checklist includes which of the following?

a. Compliance with code, very low failure rate
b. Compliance with code, very low failure rate, dual or triple sources
c. Compliance with code, very low failure rate, dual or triple sources, disaster drills and failure simulations

The Well-Managed Healthcare Organization 9th edition Griffith Test Bank

*d. Compliance with code, very low failure rate, dual or triple sources, disaster drills and failure simulations, plans for catastrophic or extended failures

5. The chief of orthopedics drops by your office. "I hear you chair our HCO's space management program," he says. "Ortho is growing steadily. Our PTs do a good job, but the space is crowded, not as comfortable for patients as our biggest competitor, City-Wide PT. I note that the Social Service Department space next to PT isn't used all that much. Could you relocate them and give us their space?" "We can certainly look into it," you reply. You continue:

a. "It wouldn't be hard to move Social Service."
b. "PT will need to prepare a new operating plan, get a solution from the space committee, and defend the cost of implementing the new plan in the capital budget request competition."
*c. "Internal consulting can help PT plan the space, prepare a formal proposal, and also forecast the impact on the unit scorecard. I'll ask Sarah Smart, the leader there, to meet with you. The space committee will review the proposal. We have a good record of working out solutions."
d. "Orthopedics is important to us. I'm sure we can work something out."

6. In your internship at Sutter Health, the VP for environment asks you how you would evaluate their materials management. You reply:

*a. "Materials management should have its own unit scorecard. I'd look for benchmarks and OFIs."
b. "Being low cost and on time are what's important."
c. "Internal auditing should monitor loss, theft, bribery, and waste."
d. "I'd emphasize 100 percent 'delighted' and zero complaints from clinical units."

7. One of your responsibilities is linen service. It is supplied by an outside contractor on a three-year contract with 14 months to go. You receive a solicitation from a competing supplier, which claims it can cut laundry costs by 20 percent. "Thank you," you reply. "Our current supplier has a contract through more than a year from now." You continue:

a. "I'll see that your company is notified when we solicit bids for the next contract."
b. "I'll see that your company is notified when we solicit bids for the next contract, but you should understand that we will not change suppliers without a substantial advantage."
c. "I doubt that we'll change suppliers; we're quite satisfied."
*d. "I'll see that your company is notified when we solicit bids for the next contract. You should understand that we will rate service as the prime objective—no shortages, no late deliveries,

The Well-Managed Healthcare Organization 9th edition Griffith Test Bank

no wrong items. We will only consider bidders with a substantial record of excellent service."

8. People's reaction to disaster planning is usually a form of denial: "It can't happen here, so why should I take the disaster procedures seriously?" As a representative of management, you need several good answers on the tip of your tongue. They include:

a. "It can happen here. It's happened in dozens of places, in ways you never expect."
b. "If we do it right, we'll save lives. If we're not prepared, those lives will be lost."
c. "It's part of our accreditation requirements, and our friends and neighbors expect us to be ready."
*d. All of the above

9. PT has come in with a solid forecast of increased demand. Moving Social Service and expanding PT will meet their needs. If they get the new space, they are committed to making substantial gains in patient satisfaction and improvements in some patient outcomes. The orthopedics surgery service passed a resolution that expansion is a must. Social Service must move to a location on the second floor, and farther from the main entrance. Social Service is very upset. "Our patients need easy access, too," the chief says. "You're just giving it to PT because they make money and we don't. Our HCO's value of compassion is being ignored!" You reply:

a. "I understand. I'll have the space management team go over the decision again."
*b. "I understand. Let's ask the senior management team to review the decision. Kate Strate, in internal consulting, works on space planning. She can help you prepare your case."
c. "I understand, but the PT proposal is carefully documented. It will increase our income, but it also will help a lot of patients recover fully. I don't think you have a case for further review."
d. "I understand, but you made those points to space management when the proposal was being developed. We're sympathetic with your concerns, but the alternatives are painful, too."

10. You meet weekly with the COO, who seems to be preparing you for promotion. One day she says, "We buy most environment of care services from outside vendors, but we have a few services that we make. Why should we make those? What are the criteria that determine whether we make or buy a specific service?" You reply, "Well, of course we want low cost, but just low cost could get us into trouble. Let me think about it till next week." Which approach should you use at your next meeting?

a. "Fail-safe service is more important than cost. The contract should go to the provider closest to fail-safe—us or a vendor, in spite of costs."

The Well-Managed Healthcare Organization 9th edition Griffith Test Bank

b. “Maybe our outside vendor policy is wrong. We could end up getting trapped with a short list of very expensive bidders. We should make it ourselves unless there are two or more fail-safe vendors.”
*c. “Supplier change (either way) is an OFI if there’s a substantial price advantage or a reliability advantage, or if we are far from benchmark costs.”
d. “We should always go with the lowest cost supplier that can meet fail-safe standards.”

The Well-Managed Healthcare Organization 9th edition Griffith Test Bank

1. As you start your internship at North Mississippi Health Services (NMHS), you know that they emphasize "service excellence" (see exhibit 2.2). Your preceptor asks, "Do you know why this is important?" Your best reply is, "It's because…"

a. "…NMHS wants to delight every patient."
*b. "…it shows that, if all the parts of NMHS support each other, we will thrive."
c. "…it's 'best practice.' It's what all the leaders are doing."
d. "…it's what NMHS's competitors are doing."

2. A promising young associate, just promoted to first-line leadership, asks you, "Can you list a few skills I should think about and work on to become a really good transformational leader?" You begin your reply, "I think these are what you should emphasize." Which skills do you include in your list?

a. Listening, responding, and reassuring
b. Explaining, encouraging, and rewarding
c. Creating a "blame-free" culture
d. Identifying paths to resolve issues
*e. All of the above

3. Responsive or "servant" leadership emphasizes listening. Explain to your BFF or your mom why listening by managers at all levels is important.

a. "It searches for team members' concerns."
b. "It shows team members that the HCO is serious about its mission."
c. "It brings out OFIs that can be fixed."
*d. All of the above

4. Interviewing for a position at Sharp Healthcare, you are asked, "Are you familiar with our 12 Behavior Standards? We want all our managers, even our beginners, to exemplify them. Do you think you can do that?" Which is the best response?

a. "Yes, of course."
b. "Yes, of course. How did you generate the list?"
c. "Yes, of course. I don't remember them in detail, but I know they've been important at Sharp."
*d. "Yes, of course. I studied them with my class at _____. I especially like 'All For One, One For All'" (or any other one that you remember).

5. Your preceptor says, "When I started out, it was 'command and control.' Somebody, usually a doctor, gave an order, and everybody was supposed to jump. Now it's 'encourage, reward, and celebrate.' Does that work as well?" You respond:

The Well-Managed Healthcare Organization 9th edition Griffith Test Bank

a. “Yes, but it’s really hard to get it set up right.”
b. “It can, when it’s combined with measures, benchmarks, and continuous improvement.”
c. “No, sometimes you still need ‘command and control.’”
*d. “Actually, when it’s combined with benchmarks and continuous improvement, it works better than command and control.”

6. A colleague at the HCO where you are a manager says, “Rounding takes a lot of time. I wonder why the senior leadership team wants us to spend five hours a week at it.” You think before you answer, and conclude that your strongest response is:

a. “Rounding helps managers understand what workers face.”
*b. “Rounding encourages workers and first-line managers to raise questions and get answers.”
c. “Rounding opens opportunities to report problems with values (e.g., harassment, incivility, fraud, lying, theft) that might otherwise not be recognized.”
d. “Rounding supplements the quantitative data (turnover, absenteeism, surveys) with examples and detail.”

7. At your interview to get employed as a manager at Atlanticare, the interviewer presses you. “You’ve said you admire Atlanticare’s worker empowerment. What do our leaders need to do to make sure worker enthusiasm actually improves mission achievement?” You answer: “Leaders need to make sure...”

a. “...there are clear goals, and support to achieve them.”
b. “...the workers are trained and equipped for what they do.”
c. “...we are servant leaders—we respond quickly and effectively to associate needs.”
*d. All of the above

8. You’ve been working for two years at an HCO that works hard at maintaining an environment where all associates are empowered and motivated to meet their customers’ needs. A woman you knew in college moves to town. She’s now an experienced baccalaureate-prepared nurse, and she asks if she should apply to your HCO or a competitor. You say:

a. “I’ll check to see if we have any openings in your specialty.”
*b. “Come here. It’s a great place to give care. I can introduce you to several nurses I know you’ll like.”
c. “Come here. I really like it.”
d. “It doesn’t matter much. All the HCOs in this city are good.”

9. All of the following statements about empowerment are true. Select the one most important to convey to associates.

a. Empowerment is a basic statement emphasizing equality between associates and deemphasizing rank.

The Well-Managed Healthcare Organization 9th edition Griffith Test Bank

b. Empowerment gives an associate the right to refuse an unclear or dangerous order.
c. Empowerment gives an associate the right to seek redress of unreasonable working conditions.
*d. Empowerment gives an associate the ability to control his or her work situation in ways consistent with the mission and values.

10. Orienting a group of new associates on the HCO's values, you want them to take away all of the following points. Which one should you start with?

a. The values provide an ethical core for teamwork.
b. The values are consistent with many associates' personal belief systems.
*c. The values make the HCO a great place to give care.
d. Violating the values is unacceptable.

The Well-Managed Healthcare Organization 9th edition Griffith Test Bank