

FACULTY OF HEALTH SCIENCES

GENERAL NURSING

FINAL EXAMINATION, MAY 2016

COURSE TITLE : HEALTH SERVICES MANAGEMENT V  
COURSE CODE : NUR 501  
TIME : 2 HOURS  
TOTAL MARKS : 75

NUMBER OF PAGES INCLUDING COVER PAGE : 7

INSTRUCTIONS:

1. ANSWER ALL YOUR QUESTIONS ON THE PROVIDED ANSWER BOOKLET.
2. QUESTIONS 1 AND 2 COMPRISE SHORT AND LONG ESSAY TYPE QUESTIONS AND CARRY 50 MARKS.
3. QUESTIONS 3 IS COMPOSED OF MULTIPLE CHOICE TYPE QUESTIONS AND HAS 25 QUESTIONS.
4. EACH CORRECT POINT/FACT/STATEMENT IS WORTH  $\frac{1}{2}$  MARK UNLESS INDICATED OTHERWISE ON THE QUESTION.
5. START EACH QUESTION ON A NEW PAGE

*DO NOT OPEN THE QUESTION PAPER UNTIL THE INVIGILATOR HAS GRANTED PERMISSION !!!*

### QUESTION 1 – SHORT ESSAY QUESTIONS

- 1.1 Explain any five methods of conflict resolution and give appropriate examples. (10)
- 1.2 Identify any four (4) unfair labour practices committed by employers. (4)
- 1.3 (a) Draw a diagram showing the cycle involved in strategic management. (2)
- (b) Explain what two major activities are involved at each stage of the cycle. (8)

MARKS: 24

### QUESTION 2

Scenario : You are the Chief Nursing Officer at the Ministry of Health. It has been noted through various reports that in one of your institutions there is a high rate of pressure sores occurring among bedridden patients. Having learnt about quality improvement in healthcare, you set out to develop a program to address this serious issue. Questions i – iii are related to this scenario.

- i. Define 'quality improvement program'. (1)
- ii. Explain the three categories of quality standards you would need to utilize for this task. (6)
- iii. For each of the standards in (ii) above state two statements of standards which you would compile. (6)
- iv. Describe any five (5) management behaviours that support strategic management. Support with appropriate examples. (10)
- v. State any three ways by which data can be stored. (3)

MARKS: 26

Question 3    MULTIPLE CHOICE

- 3.1    The primary purpose of the quality assurance (QA)/risk management program is to:
- a. Comply with licensure and accreditation standards as required by state and federal legislation.
  - b. Monitor medical staff practices control the increases in malpractice rates.
  - c. Identify potential problems that will keep the hospital from becoming a party to litigation.
  - d. Monitor, control and direct the institution's efforts toward achieving delivery of the optimal level of care.
- 3.2    It has been decided that an effort must be made to increase the level of involvement among management personnel in quality assessment and assurance. Which one of the following options is most likely to achieve the desired results?
- a. Send all key management personnel to quality assessment workshops over the next year.
  - b. Delegate quality assessment functions in question to the medical records committee.
  - c. Delegate quality assessment education functions to a Regional Education committee.
  - d. Develop an in-house program using trained key personnel for presenting and discussing quality assurance and its implications for the organization.
- 3.3    The interpretation of the healthcare organization's role with respect to healthcare values would require:
- a. Establishing corporate goals and major institutional policies.
  - b. Ensuring that the community served by the facility is well informed about the organization's goals and performance.
  - c. Developing a mission statement indicating the organization's fundamental purpose or reason for existence, in order to guide organizational behavior.
  - d. Creating a corporate vision of the organization's governing authority.
- 3.4    Effective physical facilities' maintenance depends on:
- a. Maintaining facilities on a preventive schedule.
  - b. Life-cycle planning of equipment.
  - b. An up-to-date inventory of equipment parts for replacement.
  - c. A periodic update of a preventive maintenance schedule.
- 3.5    When using outcome-based evaluation, an example of an "accomplishment"
- a. Is the number of volunteers.
  - b. Number of clients served.
  - c. Hours contributed by volunteers.
  - d. Financial resources invested in the program.

- 3.6 What is the primary reason to conduct a program evaluation?
- Support requests for program funding.
  - Raise the profile and credibility of the program.
  - Promote the program on volunteer recruitment sites.
  - Determine if the goals of the program are being adequately met.
- 3.7 An evaluation that documents the extent to which implementation has occurred and the degree to which the program operates as expected is an
- Evaluation of efficiency
  - Evaluation of need
  - Evaluation of outcome
  - Evaluation of process
- 3.8 Formative evaluations are conducted \_\_\_\_\_
- Before the program starts
  - During the program implementation
  - After the program is completed
  - Haphazardly when the department deems it fit.
- 3.9 Which of these acts *does not* govern human resources management?
- Unemployment Act
  - Employment Act
  - Occupational Health and Safety Act
  - Labour Relations Act
- 3.10 Job enrichment is referred to as:
- Altering the process of performing nursing skills
  - Restructuring a job to make it more challenging, meaningful and interesting for the employee.
  - Providing autonomy and independence on the job
  - The degree to which an employee possesses information about a job.
- 3.11 All of the following are essential components of strategic planning except:
- The corporate mission statement.
  - Timetables for activity completion.
  - Competitive analysis.
  - Assessment of the external environment.
- 3.12 In a sound human resources program, the primary purpose of the job classification system is to:
- Develop position descriptions for employees.

- b. Establish a total wage and salary administration program.
- c. Rank jobs by kind and level of work performed.
- d. Define an effective organizational structure.

3.13 With growing frequency, employees who have been dismissed are resorting to lawsuits for redress. In such cases, the court may find in favor of the employee if s/he was dismissed by the employer \_\_\_\_\_

- a. For a cause, but without using progressive discipline.
- b. Without cause.
- c. Before the end of the plaintiff's (employee) probationary period.
- d. For union-organizing activities.

3.14 Accident rates among personnel continue to rise and are distributed among all departments. As a corporate level manager, what would be your *best* initial action in finding a comprehensive solution to this problem?

- a. Form a safety committee of key personnel to review reports of all accidents and make recommendations for corrections.
- b. Require each department head to analyze his/her department's accidents in order to determine the causes and find methods of corrections.
- c. Institute a safety education program by departments.
- d. Recommend that the personnel department formulate an effective accident-prevention program.

3.15 The cultural climate of an organization affects its recruiting procedure because:

- a. It reduces employee turnover and absenteeism.
- b. Organizations seek applicants whose attitudes, values and goals are consistent with those of the organization.
- c. Applicants who cannot support a given culture will be unwilling to work for that organization.
- d. Applicants look only to organizations that portray a positive cultural climate.

- 3.16 In strategic management, the interpretation of the healthcare organization's role with respect to healthcare values would require:
- Establishing corporate goals and major institutional policies.
  - Ensuring that the community served by the facility is well informed about the organization's goals and performance.
  - Developing a mission statement indicating the organization's fundamental purpose or reason for existence, in order to guide organizational behavior.
  - Creating a corporate vision of the organization for Parliament.
- 3.17 A successful healthcare organization usually has a unique and well-articulated philosophy that presents a clear picture of the organization's objectives, norms and values. Employee motivation to support this philosophy would be greatest when the organization:
- Maintains a program that provides employees with a wide variety of social, cultural and recreational activities.
  - Emphasizes financial rewards, including strong employee benefits.
  - Provides a training program that is well communicated, understood by employees and enforced by executive management.
  - Continues a major effort to articulate employee rights in such areas as grievances, affirmative action, and human rights issues.
- 3.18 In financial management, the best definition of break- even analysis is:
- The calculation of a company's performance
  - The understanding of a cost measurement for services
  - The indirect expenses incurred by an organization
  - The determination of the volume of business needed for an organisation to cover its costs.
- 3.19 Which of these management behaviours is not appropriate for sound labour relations?
- Structures the work environment for professional autonomy
  - Manages work related conflicts
  - Practices authoritarian behavior
  - Advocates for nurses' values and needs.
- 3.20 At which stage of the dispute resolution process is a decision that is binding to both parties made?
- Conciliation
  - Arbitration
  - Mediation
  - Discussion

- 3.21 In what way is strategic planning often distinguished from operational planning?
- By the organizational vs. functional focus
  - By the number of executives involved in the process
  - By the complexity of the planning forms
  - By the use of outside consultants
- 3.22 What is the primary function of a mission statement?
- To set profit objectives
  - To describe current strategy
  - To set priorities for the upcoming year
  - To communicate a business purpose
- 3.23 SWOT stands for:
- Strengths, weaknesses, opportunity, threats
  - Strengths, weaknesses, objectives, theory
  - Strategy, workforce, opportunity, threats
  - Strategy, workforce, objectives, theory
- 3.24 Power derived from one's legal position within an organisation is known as:
- Referent power
  - Legitimate power
  - Expert power
  - Coercive power
- 3.25 Which of the following labour relations approach is grounded in the belief that organisations are composed of homogenous groups where unions are viewed as an unwelcome intrusion?
- Unitary perspective
  - Marxist perspective
  - Pluralistic perspective
  - Theory X