Grohar-Murray

Chapter 1: The Health Care System: Environment for Nursing Leadership

Learning Objective 1

Identify the major forces dominating the health care system today.

1. When planning client care, the nurse must be aware that current changes in health care are primarily driven by which force?

      1.   Availability of care

      2.   Cost of care

      3.   Access to care

      4.   Quality of care

Answer: 2

Rationale: Cost is the primary factor driving the changes in health care because rising costs affect access to care, availability of care, and quality of care.

Nursing Process: Planning
Client Need: Safe, Effective Care Environment
Cognitive Level: Application

2. Fewer professional nurses on each unit will have which effect in the health care system of the future?

      1.   Increased quality of client care

      2.   Cost savings passed on to the client

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3.   Decreased mortality rates

4.   Negative outcomes with surgical clients

Answer: 4

Rationale: Recent research has shown a direct relationship between fewer nurses and negative outcomes with surgical clients with increased mortality rates. There are higher client costs related to surgical complications and longer hospital stays. There is decreased quality of client care with fewer nurses.

Nursing Process: Planning
Client Need: Safe, Effective Care Environment
Cognitive Level: Application

3. The family of an elderly client demonstrates understanding of diagnosis-related groups (DRGs) when which statement is made?

1.   "Since he has the same diagnosis as others who were able to be discharged early, he has to be discharged."

2.   "Since the average length of stay for his diagnosis is exceeded, he must be

discharged from the hospital. "

3.   "Medicare will continue to pay for his care for as long as he

requires hospital care."

4.   "Since he has does not have several related medical issues and diagnoses, Medicare requires him to be discharged."

Answer: 2

Rationale: DRGs are a prospective system of payment to providers and organizations for a set amount for a specific condition stipulated in advance. The medical diagnosis is the basis for the earned payment, not the particular clients' specific needs for the illness or disease the diagnosis represents. The payment is then based on the average care required for that diagnosis. Fee-for-service plans pay for each individual hospitalization based on the particular length of stay after services are rendered. A DRG applies to all clients with those related diagnoses, not just one client.

Nursing Process: Evaluation
Client Need: Safe, Effective Care Environment
Cognitive Level: Application

Learning Objective 2

List the factors that contribute to the rising cost of health care.

4. Which is the United States' largest and most expensive health care program?

  1. Temporary Assistance for Needy Families (TANF)

  2. Social Security

  3. Medicare

  4. Medicaid

Answer: 3

Rationale: Medicare is the government's largest health care financing program. It serves 40 million people who are elderly and/or have disabilities. Medicaid is a smaller health care program that serves the poor. Social Security and TANF are not health care programs.

Nursing Process: Implementation

Client Need: Safe, Effective Care Environment

Cognitive Level: Comprehension

5. Which factors make health care costs difficult to control? Select all that apply.

1. Technology replacement costs

2. People living longer

3. Focus on disease

4. The medically uninsured

5. Disease-prevention strategies

Answers: 1; 2; 3; 4

Rationale:

- Technology replacement costs: Machinery used in patient care and support services are becoming more expensive as they become more technologically advanced.

- People living longer: As technology improves, it is possible for people to live longer with chronic diseases, requiring more frequent and more expensive medical care.

- Focus on disease: The health care system in the United States focuses on curing diseases individuals already have. This increases health care costs substantially more than a plan of primary prevention.

- The medically uninsured: As more people in the United States are uninsured, costs continue to rise as they seek care in Emergency Departments providing the most expensive care for illnesses and injuries.

- Disease-prevention strategies: Health care costs are not rising because of disease-prevention strategies, but because of the system's focus on curing once an illness has already developed.

Nursing Process: Implementation

Client Need: Safe, Effective Care Environment

Cognitive Level: Application

Learning Objective 3

Analyze the issues that impact the nursing shortage.

6. The nurse manager overhears a group of staff nurses discussing the shortage of nurses. Which statement by a nurse indicates the need for further information?

1. "The number of women in nursing still outnumbers men and minorities."

2. "There are insufficient numbers of nursing faculty to teach interested students."

3. "The demand for nurses is declining because of fewer hospital admissions."

4. "There are more nurses retiring than are entering the profession."

Answer: 3

Rationale: The demand for nurses is increasing because of sicker clients, both in the hospital and in outpatient settings. It is true that more are retiring than are entering (especially Baby Boomers), that there are insufficient nursing faculty numbers, and that women outnumber men and minorities in the profession.

Nursing Process: Evaluation

Client Need: Safe, Effective Care Environment

Cognitive Level: Application

7. A graduating nurse is deciding which nursing specialty would be a good place to begin a nursing career to ensure long-term stability. Which specialty is most likely to grow in need?

      1.   Pediatric nursing

      2.   Psychiatric nursing

      3.   Maternity nursing

      4.   Geriatric nursing

Answer: 4

Rationale: As Baby Boomers age, geriatric nursing will be needed more than any other specialty. No other areas have such a demand due to better health practices as people age and living longer.

Nursing Process: Planning

Client Need: Safe, Effective Care Environment

Cognitive Level: Application

8. Of which aspect of nursing in today's health care system must an effective nurse manager be aware? Select all that apply.

      1.   Consistency

      2.   Complicated technology

      3.   Adequate staffing

4.   Increasing number of retirees

5.   Decreasing resources

Answer: 2; 4; 5

Rationale:

- Consistency: Nurse managers must remain flexible and able to change with the ever-changing health care system. Learning to react to this lack of consistency is a large portion of the nurse manager's responsibilities.
- Complicated technology: Technology is becoming more complex, making it imperative for nurse managers keep up to date with technology.
- Adequate staffing: The nursing shortage will be a challenge for nurse managers. It is the responsibility of the nurse manager and the facility administration to ensure not only adequate numbers of staff but appropriately trained staff.
- Increasing number of retirees: There are more retirees than ever before, stretching the health care system beyond its capacity to care for them because of short funding and the shortage of nurses to care for them.
- Decreasing resources: Decreasing resources are definitely an issue for effective nurse managers, as they must do more with less.

Nursing Process: Assessment
Client Need: Safe, Effective Care Environment
Cognitive Level: Application

9. Which action by nurse managers and/or staff will positively impact the nursing shortage?

1.   Focus on the recruitment of middle school and high school students, men, and minorities to the nursing profession.

2.   Work towards shorter hospital stays, resulting in decreasing need of nurses in acute care settings.

3. Encourage current nursing faculty members to return to work in positions working directly with clients instead of with students.

4. Increase nursing wages.

Answer: 1

Rationale: Aggressive recruiting in diverse populations and of younger students is needed to promote nursing as a viable career choice. A movement of nursing faculty to the acute care setting would result in further reductions in available nursing program seats. As hospital stays shorten, nurses are needed in settings outside of the hospital. Studies have shown that nurses are more interested in improved workplace settings than in increased wages.

Nursing Process: Implementation
Client Need: Safe, Effective Care Environment
Cognitive Level: Application

Learning Objective 4

Differentiate leadership from management.

10. A newly licensed registered nurse recently was hired to work in an acute care facility. Which of the following management tasks is anticipated within the nurse's scope of responsibility? Select all that apply.

1. Delegate tasks to nonprofessional personnel.

2. Plan unit budget with decreasing resources.

3. Evaluate client care.

4. Supervise nonprofessional personnel.

5.   Complete performance evaluations on staff.

Answer: 1; 3; 4; 5

Rationale:

- Delegate tasks to nonprofessional personnel: The new RN will be required to delegate tasks to nonprofessional nursing staff.
- Plan unit budget with decreasing resources: A new RN would not be required to plan for budgets. With experience, the nurse might begin to offer input into the budget and needs of the unit.
- Evaluate client care: RNs are allowed to evaluate client care as an integral part of the nursing process.
- Supervise nonprofessional personnel: The new RN will be required to supervise to nonprofessional nursing staff.
- Complete performance evaluations: A new RN would not be required to do performance evaluations. The completion of performance evaluations is historically included in the scope of the nurse manager's job.

Nursing Process: Implementation
Client Need: Safe, Effective Care Environment
Cognitive Level: Application

11. Which statement explains why nurses must be leaders to be successful in client care?

1.   Only nurses as leaders can function in managed care.

2.   Only nurses as leaders have physician respect.

3.   Nurses must direct client-care activities to reach outcomes.

4.   Nurses must be effective at giving orders.

Answer: 3

Rationale: Nurses must direct client-care activities throughout the hospitalization or visit in order to successfully achieve client outcomes in a timely fashion. It is not necessary for nurses to be leaders to function in a managed care health care system. Nurses do not give "orders," so there is no need to be effective in this capacity. Finally, nurses do not have to be leaders to be respected as major contributors to the health care system.

Nursing Process: Implementation
Client Need: Safe, Effective Care Environment
Cognitive Level: Application

12. Which is a difference between nurses as leaders and nurses as managers?

1.   Nurses as leaders are born, and nurses as managers demonstrate a learned skill.

2.   Leaders have good interpersonal skills, while nurses as managers do not.

3.   Leaders focus on a specific goal, and managers focus on multiple goals.

4.   Good leaders are always good managers, but managers are not always good

         leaders.

Answer: 3

Rationale: Leaders focus on one specific goal and use interpersonal skills to bring others towards the goal. Managers focus on the many goals of the organization. Good managers are good leaders, but the converse is not necessarily true. Both leaders and managers might have good interpersonal skills, but do not have to. Both leaders and managers can learn new skills to become effective as either or both.

Nursing Process: Assessment

Client Need: Safe, Effective Care Environment

Cognitive Level: Application

Learning Objective 5

Evaluate the situational-behavioral framework of leadership/management.

13. Which most accurately describes the situational-behavioral framework for nursing leadership/management? It is based:

      1.   Solely on the nurse's experience.

      2.   On flexibility in management behaviors.

      3.   On the critical nature of the incident.

      4.   Solely on the nurse manager's leadership skills.

Answer: 2

Rationale: The situational-behavioral framework describes a management style that changes depending upon the situation occurring at the time. The nurse leader or manager assesses the needs required in a particular situation, makes a decision, and behaves accordingly. It is a multifaceted approach using the principles of experience, leadership skills, and the critical nature of the incident.

Nursing Process: Implementation

Client Need: Safe, Effective Care Environment

Cognitive Level: Comprehension

Learning Objective 6

Analyze U.S. policy on financing health care delivery.

14. Which situation is most likely to lead to the highest reimbursement for health care services used by a client?

1. A postoperative day 4 client is discharged a day earlier than expected.

2. The provider chosen is not within the provider network provided by the client's point-of-service managed care organization.

3. The client has insurance coverage through a health maintenance organization (HMO), and seeks care from someone other than the primary care provider.

4. A client receives care from an extremely busy primary care provider who belongs to a medical group receiving capitated fees.

Answer: 1

Rationale: The client who is discharged earlier than expected will make money for the hospital because the money received for the client's diagnosis is based on the average inpatient time. The client who chooses to go out-of-network would have to pay the higher cost and possibly a service fee to the provider. The client with the HMO who goes somewhere other than the primary care provider will most likely have to pay for the entire visit out of pocket. Those providers working under capitation receive the same monthly fee regardless of the number of clients seen within that month. Thus, the busier the practice, the smaller the reimbursement per visit.

Nursing Process: Evaluation

Client Need: Safe, Effective Care Environment

Cognitive Level: Analysis

15. When a nursing instructor is discussing health care coverage in the United States, which description should be omitted?

1. The United States has one of the best health care systems in the world.

2. Care in the United States is available for everyone.

3. Health care spending will double in the next decade.

4. The managed care system has helped control costs.

Answer: 2

Rationale: The United States does have one of the best healthcare systems in the world because of innovations in technology and ongoing research into new treatments. Care is not available for everyone in the United States. An increasing number of uninsured people are partially responsible for a large portion of the rise in health care expenditures. The dollar amount of health care expenditures is expected to double from two trillion in 2005 to four trillion by 2015. While the managed care system has helped to control spending in health care, it still continues to rise at a staggering rate.

Nursing Process: Evaluation

Client Need: Safe, Effective Care Environment

Cognitive Level: Application