

Healthcare Leadership Training

Four Essential Disciplines Evaluation Questions

We recommend that you write your answers on a separate piece of paper so you can pass this course on to your coworkers and friends.

MODULE 1: INTRODUCTION

1. Which of the following are main purposes of healthcare organizations?
 - a Elevate the social status of physicians
 - b Prevent illness, heal the sick, and promote healthy communities
 - c Save or extend the life of every patient that enters the door
 - d Enrich staff members

2. Which of the following statements is true of effective healthcare organizations?
 - a The best way to tell if a healthcare organization is serving its purposes is to focus exclusively on clinical outcomes.
 - b An effective healthcare organization constantly grows and expands its services.
 - c Successful healthcare organizations monitor indicators in multiple areas: clinical outcomes, financial sustainability, responsible growth, and engaged staff members
 - d The best way to tell if a healthcare organization is effective in a community is to ask for political leaders' opinions.

3. Indicate if the following statements on the role of leaders and managers are true or false.
 - T/F Managers focus on developing direction for the healthcare organization.
 - T/F Leaders focus on implementing the managers' directions with operational efficiency
 - T/F Leaders and managers must compete to win the allegiance of staff members
 - T/F Leaders and managers are responsible for inspiring people to work toward common goals

4. Why do physicians often face difficulties moving into positions of management?
 - a Physicians typically are not capable of managing organizations
 - b Physicians use scientific methods to solve problems, whereas managers employ less logical methods
 - c Physicians are expected to be completely accurate with their diagnoses, while managers must be comfortable working with limited information
 - d Physicians must shift focus from their personal role in the healing process to leveraging their own and others' talents to impact a larger community
 - e All of the above
 - f C and D
 - g A, B, and C

5. True or False?

- T/F Physicians transitioning into management often undergo a grieving period as they leave behind their old role
- T/F Through gaining relevant knowledge, practicing skills, and building attitudes for success, anyone can become a better manager or leader
- T/F Passively listening to this DVD series will be good enough to improve my management and leadership skills
- T/F Effective, high quality care requires a team of physicians, nurses, financial/human resource/supply chain and strategic leaders working together
- T/F The four essential disciplines are leadership, management, sustainability, and competitiveness

MODULE 2: LEADERSHIP - SCANNING

1. Which of the following is true about needs assessments?

- a In conducting external needs assessments, healthcare leaders must first listen to the expectations of their community.
- b When conducting an internal needs assessment, leaders must ask, "What is our organization's capacity to meet current and future community needs?"
- c The goal of a needs assessment is to identify gaps between your current and anticipated future levels of service.
- d Needs assessments help healthcare leaders identify and respond to patients' concerns.
- e All of the above.

2. Which of the following is NOT true of best practices in healthcare management?

- a Best practices are management tools or behavioral patterns that other healthcare leaders have found to be effective in their organizations.
- b Best practices from highly developed Western countries are completely irrelevant in low-resource settings because they are based on assumptions that are inaccurate in non-Western cultures.
- c Best practices can be found through Internet research, books, and journals published by relevant professional associations, by following industry leaders and networking with colleagues at conferences
- d Best practices ought to be adapted to reflect the specific current and future needs of the community your healthcare organization serves.

3 In order to be an effective leader, you must know and manage yourself before managing others. Are the following statements about leadership true or false?

- T/F It is better to build a team with complementary interests to yours than to build a team of specialized skills similar to your own.
- T/F Good leaders can become more effective through introspection and reflection on what they are learning, reading, experiencing and feeling.
- T/F It is inappropriate to ask others for feedback about your blind spots.

MODULE 3: LEADERSHIP - FOCUSING

1. Which best describes the purpose of a mission and a vision statement?
 - a A mission statement answer the questions, "Why do we exist? What is our purpose?"; a vision statement describes the strategy to carry out the mission.
 - b A mission statement should be clear, concise, and memorable, and a vision statement should be an expanded version of the mission statement.
 - c A mission statement answer the questions, "Why do we exist? What is our purpose?"; a vision statement describes an image of the future meant to be achieved through the mission.
 - d A mission statement describes an image of the future meant to be accomplished through the strategic vision, which concisely answers the questions, "Why do we exist? What is our purpose?"

2. What is the purpose of performing a gap analysis?
 - a To understand the root cause of an organizational problem
 - b To assess the challenges or issues facing the healthcare organization that stand as obstacles to achieving the mission and vision
 - c To identify the resources and organization needs to meet the community's current demands
 - d To identify the values required to fulfill the organization's mission and vision

3. Leaders need to prioritize tasks according to urgency and importance. If you face pressure to do a task today, but it is not important to the successful performance of your job, which category would it fall under?
 - a. Urgent and important
 - b. Important but not urgent
 - c. Urgent but not important
 - d. Neither urgent nor important

4. The following actions must be taken to focus an organization. What is the best sequence for these actions?

A - Develop a powerful, motivating vision statement.
B - Assess issues and challenges facing the organization in its current context.
C - Write a clear, concise, mission statement.
D - Articulate your organizational values.

 - a B,D,C,A
 - b C, A, D, B
 - c D, C, A, B
 - d D, A, C, B

MODULE 4: LEADERSHIP - MOBILIZING

1. Why do leaders face barriers to building effective teams?
 - a Team members are afraid to confront one another and are overly focused on results.
 - b Some leaders are not forceful or aggressive enough to convince their staff to work as a team.

- c Team members prefer to protect themselves rather than commit to the common goal, and do not trust one another.
- d Team members refuse to submit to the leader's authority when a conflict in values arises.

2. Indicate whether the following statements about team building are true or false.

- T/F To build trust, leaders must avoid becoming too transparent or vulnerable with the team.
- T/F It is not the leaders' responsibility to search for and resolve potential team conflicts.
- T/F Team members who act independently without concern for the impact on others hinder the team's progress.
- T/F Fear of conflict, lack of commitment, and inattention to results are three common barriers to effective teamwork.

3. Which of the following are ways that managers can motivate people to work as an effective team?

- a Managers can focus on linking employees' behaviors with better pay and job security, above all else.
- b Managers can link goals with rewards in line with Maslow's hierarchy of needs.
- c Managers can demonstrate respect, accountability, and trustworthiness to all employees.
- d Managers can help cast a vision for high quality care.
- e All of the above
- f a, b, and c
- g b, c, and d

4. Indicate whether the following statements about motivation are true or false.

- T/F Managers typically believe that meaningful work is the best motivator, behind money and job security.
- T/F The best performing teams will be adequately compensated, respectfully supported, and encouraged to live up to their highest potential.
- T/F It is possible for managers to influence people's attitudes through creating a motivating and respectful workplace.
- T/F It is possible for managers to motivate a group of highly independent physicians to work together through casting a vision of high quality care.

MODULE 5: LEADERSHIP – INSPIRING

1. Which of the following activities is the least important for leaders to pursue?

- a Match your words to your actions, consistently, over time.
- b Ensure that all staff members like you and all the decisions that you make.
- c Act in accordance with your values at all times.
- d Do not permit corruption or dishonesty, even if it results in short-term gain.

2. An important way for leaders to build staff trust and support is through delegation of authority to others under their command. Are the following statements about delegation true or false?

- T/F In the third of the four stages of delegation, the manager may tell a staff member, "You research, decide and implement solutions, and report back to me on the results."
- T/F If the person to whom a task is delegated does not have the skills or resources to complete the task, it is up to the manager to make sure the employee gains the skills.
- T/F In the long run, delegation takes more time than the leader doing it by his or herself.
- T/F The right to delegate, like the right to lead, must be earned.
- T/F It is important for leaders and managers to understand how to do their employees' jobs in order to properly delegate tasks.

3. What are the phases involved in the change process?

- a Unfreezing (bringing about the realization that change must occur), bringing about the change itself, and refreezing the new process or behavior
- b Describing the change needed, brainstorming solutions, evaluating alternatives, implementing the decision, and evaluating the resulting changes.
- c Creating awareness that change must occur, evaluating alternatives, implementing the decision, and unfreezing the behavior that prevents change from occurring
- d Listen to an organizational situation, clearly define the problem, and provide a concise, clear solution

4. Indicate for each of the following statements about inspirational leadership, which are true or false.

- T/F Words and actions must be consistent to build trust and credibility.
- T/F Inspirational leaders act with such integrity that they do not make mistakes.
- T/F Inspirational leaders must have a charismatic quality to their nature.
- T/F Delegation is a learned skill that can be developed and builds trust among staff
- T/F Anyone can be a change agent.
- T/F Inspirational leaders use problem-solving skills and brainstorming to produce solutions.
- T/F Inspirational leadership effectiveness depends on integrity, honesty, and character.
- T/F Inspirational leaders are life long learners.
- T/F It is important for inspirational leaders to withhold criticism or critique as brainstorming ideas come forth.
- T/F It is important for inspirational leaders to take control when team members suggest unusual ideas and redirect their thought process.

MODULE 6: CONCLUSION ON THE DISCIPLINE OF LEADERSHIP

1. Which of the following statements is false?

- a Clinical skills are helpful for building knowledge about the healthcare industry, but are separate and distinct from leadership skills.
- b Healthcare leaders need to authentically display an attitude of compassion and community responsibility, in addition to confidence, trustworthiness, curiosity, humility, and accountability.
- c Today, the best performing healthcare organizations are those led by chief executive officers with a clinical background of significant patient contact.
- d Healthcare leaders need to know how to manage finance, accounting, and compliance functions in addition to implementing organizational plans through teams.

2. How can a healthcare leader develop his or her own learning plan for continuous professional development?

- a Start by personally reflecting on challenges seen in healthcare leadership
- b Use assessment tools, like DiSC profile or Myers-Briggs, to better understand his or her own personality
- c Identify gaps in his or her knowledge, skills and attitudes, and surround oneself with people of complementary strengths
- d Read the latest bestselling management books
- e All of the above
- f a, b, and c
- g a, c, and d

3. What knowledge is irrelevant to healthcare leaders?

- a National health policies and governance requirements of the organization
- b How to manage physicians in collaboration with other staff members
- c How to build decision-making structures within the hospital
- d Their personal strengths, weaknesses, and vulnerabilities
- e All the above
- f b and d

4. What skills should healthcare leaders be sure to develop as a part of their personal professional development plan? Identify which one does not apply.

- a Ability to balance the interests of the medical profession with other segments of the healthcare organization.
- b Ability to balance the interests of various segments of the healthcare organization with personal political interests.
- c How to use assessment tools, like Myers-Briggs, DiSC, and the Johari Window
- d Suppressing one's curiosity in order to stick to an efficient system of setting goals and monitoring progress toward those goals
- e How to harness the power of leadership through self-mastery

MODULE 7: MANAGEMENT - PLANNING

1. Which of the following information is NOT needed in order to form a strategic plan?

- a A list of grant sources
- b Disease prevalence data
- c Expectations of owners, investors, and government officials
- d Knowledge about alternative care providers in the community
- e Potential needs of future patients

2. Which key elements need to be included in a strategic plan? Which one does not apply?

- a Pricing details about medications in stock
- b Information on competitors and unmet needs of the community
- c Types of services required, and the medical programs we expect to deliver
- d Volume projections
- e Financial projections based on the volume of patient revenues and expenses required to care for the patients
- f Staff required to provide patient services
- g Overview of the facilities and equipment required for patient care

3. Which of the following is NOT true about goals?

- a Goals tend to be 3-5 years, but can continue beyond that
- b They are Spoken, Measurable, Allowable, Rational, and Timely
- c They involve a corresponding action plan outlining how they will be achieved
- d They help you focus on important daily tasks while keeping you on track with your mission

4. There are five steps to writing a strategic plan. Which one of these six steps do not belong?

- a Identify the needs and expectations of stakeholders
- b Assess the condition of the organization
- c Develop financial plans and budgets
- d Articulate the organization's mission, vision, and values
- e Develop goals and action plans
- f Interview staff members from competing organizations for best practices

MODULE 8: MANAGEMENT - ORGANIZING

1. Why are decision rights important?

- a They assure the flow of resources and supplies, and keep costs down
- b They reinforce managerial authority necessary to maintain order and stability
- c They enable every staff member to feel their voice respected in decision making
- d They ensure the free flow of information to improve communication

2. Which one of the following are principles of organizational efficiency and effectiveness?

- a Reserve day-to-day workplace decisions for top management
- b Flat, that is, less hierarchal organizational structures are more efficient
- c Research shows that the most efficient organizations structure one manager for every 3 to 6 workers

3. Why are performance standards an important part of the job description?

- a They help managers recruit the highest quality employees
- b They empower managers to help employees be successful by outlining the consequences of both low and high achievement
- c They outline what employees need to do to earn a bonus
- d They are not important in job descriptions

4. Are the following statements about workforce planning true or false?

- T/F The role of the healthcare manager is to find the balance between the needs and resources in the organization based on regulatory requirements, industry research, task analysis, or departmental strategies
- T/F Managers should automatically adjust staffing ratios based on publications of survey data on staffing ratios in hospitals in mature markets
- T/F Task analysis involves calculating how many people are needed and what competencies each person needs to master to meet departmental goals
- T/F Staffing ratios in some departments may ultimately be determined by regulatory requirements
- T/F Upper level managers may need to adjust departmental staffing levels based on organizational strategy changes
- T/F Usually, it's better for managers to let go of staff in a shrinking department in order to hire new specialized staff in a growing department, rather than retrain staff internally

MODULE 9: MANAGEMENT - IMPLEMENTING AND MONITORING

1. Why are policies, systems and procedures important building blocks of healthcare organizations? Circle all that apply.

- a They provide consistency in managing resources
- b They can manage an organization without invoking the discernment of a manager
- c They simplify training for new employees
- d They contribute to a safe work environment
- e They can be created for every event, thus eliminating uncertainty when an uncommon occurrence takes place
- f B and E
- g A, C, and D

2. Identify if the following statements about implementing and monitoring are true or false.

- T/F A work plan identifies the tasks required to successfully accomplish large projects
- T/F A work plan breaks down projects into small, logical steps
- T/F The manager should identify who is responsible for accomplishing each task
- T/F Work plans are especially great tools to use with teams made of people with similar clinical backgrounds
- T/F Key performance indicators may track both quantity and quality measures
- T/F KPIs worth tracking include patient satisfaction, occupancy levels, average length of stay, and patient volume
- T/F Dashboards should be reviewed once a year
- T/F Managers should review incident reports and safety logs on a weekly basis

3. How can managers best help their organization to improve continuously?

- a Ignore complaints from staff members
- b Watch for changes in consumer expectations
- c Minimize safety hazards
- d Stick to goals established when the organization was started

MODULE 10: SUSTAINABILITY - OWNING

1. To reach organizational sustainability, managers need to do which of the following? Circle all that apply.

- a Focus on what others can do for you and your organization
- b Avoid risks and take personal responsibility for problems
- c Regularly solicit large grants from charitable foundations
- d Ensure the organization provides value added services to the community at costs lower than their economic benefit

2. Identify if the following statements about organizational sustainability are true or false.

- T/F Sustainable organizations are always completely independent of outside funding sources
- T/F Members of the organization take psychological ownership of the organization
- T/F They provide value-added services to customers at costs above their economic benefit
- T/F Most will start in a stage of complete dependency on outside funders

3. What questions can managers ask to gauge the market expectations that will help them become or remain sustainable? Check the one that does not apply.

- a How rapidly is the population growing?
- b How will economic changes in the community affect our growth?
- c How are migration patterns going to affect the size of our healthcare organization?
- d How are other industries shaping consumers' expectations?
- e What equipment must we acquire to achieve our strategic plan?

MODULE 11: SUSTAINABILITY - TRACKING

1. What needs to be balanced on a balance sheet?

- a Liabilities + Assets = Equity
- b Assets - Liabilities = Equity
- c Revenue - Cost = Profit
- d Profit + Revenue = Cost

2. True or false?

- T/F If equity reduces from one year to the next, then the organization has become financially stronger
- T/F If your organization is profitable, your equity will grow on the balance sheet
- T/F Assets are resources that the organization owns free and clear
- T/F Capital budget items are major purchases that have an expected durability of at least three years
- T/F Working capital is the amount of money you need in order to provide services before receiving payment for them
- T/F Budget reports always compare the previous years' budgeted expenses compared with current actual expenses
- T/F Income and expense reports are another term for balance sheets.

3. In order to budget in a hospital, it is important to forecast:

- a Patient admissions volumes
- b Length of stay volumes
- c Lab and radiology use volumes
- d All of the above

4. What is a financial feasibility plan?

- a A prospective analysis of the costs and benefits of a major new initiative
- b A retrospective analysis of the costs and benefits of a recently completed project
- c A prospective analysis of the expected impact of a new project on the organization's balance sheet
- d A prospective analysis of the expected immediate return on investment of a new project

5. True or false?

- T/F Managers should constantly seek to lower costs without compromising quality of care
- T/F In most countries, it is required by law to compare actual income and expense reports to the budgeted income and expenses.
- T/F It is appropriate to charge all patients an amount just below the cost of supplies and expenses
- T/F Finding ways to use staff efficiently as possible can help achieve financial sustainability
- T/F It is important for managers with a clinical background to remain focused on care aspects more than financial details

MODULE 12: SUSTAINABILITY - PRICING AND AUDITING

1. How can managers determine the value of their services?

- a Cost plus strategy, which involves adding a markup for future growth
- b Survey what people in the community are willing to pay for specific healthcare services
- c Research and adopt prices of similar services in the most mature markets
- d All of the above
- e a and b
- f a and c

2. According to the financial planning model, reserves for replacing existing equipment and purchasing new equipment would be called:

- a Direct costs
- b Overhead costs
- c Working Capital
- d Capital improvements
- e Excess revenues

3. According to the financial planning model, mortgage payments, utilities, support staff wages, interest payments, and facilities costs would be called:

- a Direct costs
- b Overhead costs
- c Working Capital
- d Capital improvements
- e Excess revenues

4. When is it appropriate to use discounting strategies?

- a When the healthcare organization is struggling to meet the monthly budget
- b When the organization is committed to increasing access to healthcare for poor people
- c When no one in the community can afford healthcare services
- d When excess revenues are consistently higher than expected for a given period of time

MODULE 13: SERVICE - PREPARING AND TRAINING

1. Which of the following is NOT a reason that service should matter to healthcare managers?

- a Good service can improve an organization's competitive edge
- b Medical care is very personal, and successful outcomes depend, in part, on good doctor-patient relationships
- c Patients judge the quality of care based on the service they receive
- d Providing good service is expensive

2. In what ways can healthcare managers impact the quality of service patient experiences?

- a Provide training for physicians and nurses on proper bedside communication skills
- b Ensure that there are enough qualified staff in each department
- c Hold staff accountable to behavioral expectations
- d Reallocate resources from facility maintenance to staff training in improved service provision
- e a, b, c
- f b, c, d

3. True or False

- T/F Managers are the main staff members responsible for knowing how to resolve service issues when they arrive
- T/F Adults learn best through listening to lectures and respond well to consistent teaching methods
- T/F It can be beneficial for physicians to be trained in how their behavior toward nurses impacts patient outcomes
- T/F Staff must be trained to deal appropriate with disrespectful patients

MODULE 14: SERVICE - CONFIRMING AND IMPROVING

1. What is the most important aspect of patient satisfaction questionnaires?

- a They allow managers to aggregate patient satisfaction scores and thus monitor change over time
- b They give managers opportunities to receive feedback from patients in the patients' own words
- c They make the process of service improvement more efficient
- d They measure staff members' compliance with service standards

2. Raising service standards involves what three efforts?

- a Increasing revenues, reducing costs, and performing gap analysis
- b Raising technical competence standards, brainstorming new service options, and permitting mistakes in the workplace
- c Scanning changing expectations, replicating best practices, and punishing mistakes made
- d Scanning changing expectations, brainstorming new service options, and training and retraining staff as standards change

3. True or False

- T/F Service standards generally don't change over time
- T/F For a mistake to become a learning opportunity, managers must spell out severe consequences of those mistakes
- T/F Performance evaluations are an appropriate time for managers to discuss with an employee the impact of their attitude on individual performance
- T/F The main goal of employee performance evaluations is to make employees aware of their shortcomings and outline the consequences
- T/F Expectations regarding service improvements are more likely to originate from outside the organization than from current patients

MODULE 15: REVIEW & MOVING FORWARD

1. What is an "elegant system?"

- a A series of actions corresponding to neurological activities
- b Tangible tools that result in efficiently produce, high quality, and excellent value
- c A series of questions posed by curious learners that results in organizational efficiency
- d An organization caught in the tension between creative flow and systematic procedures

2. Why should you have your own continuous professional development plan?

- a Organizations change, and you can develop the flexibility to adjust.
- b To train you how to react to market changes that come by surprise.
- c To fill gaps in your own skills and knowledge relative to your aspirations
- d All of the above
- e b and c
- f a and b
- g a and c

3. True/False

- T/F Curious organizations react to market pressures
- T/F Curious organizations are willing to abandon old ideas that are no longer valid
- T/F Curious organizations are generally more systematic than fun-loving
- T/F This course is designed to provide professional university business education for low cost
- T/F The four essential disciplines are leadership, management, sustainability, and curiosity.

Healthcare Leadership Training

Four Essential Disciplines Evaluation Answer Key

MODULE 1: INTRODUCTION

1. b
2. c
3. F
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4. f
5. T
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F
T

MODULE 2: LEADERSHIP - SCANNING

- 1 e
2. b
- 3 T
T
F

MODULE 3: LEADERSHIP - FOCUSING

1. c
2. b
3. c.
4. b

MODULE 4: LEADERSHIP - MOBILIZING

1. c
2. F
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3. g
4. F
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MODULE 5: LEADERSHIP – INSPIRING

1. b
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3. a
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MODULE 6: CONCLUSION ON THE DISCIPLINE OF LEADERSHIP

1. c
2. f
3. e
4. d

MODULE 7: MANAGEMENT - PLANNING

1. a
2. a
3. b
4. f

MODULE 8: MANAGEMENT - ORGANIZING

1. a
2. b
3. b
4. T
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MODULE 9: MANAGEMENT - IMPLEMENTING AND MONITORING

1. g
2. T
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3. b

MODULE 10: SUSTAINABILITY - OWNING

1. d
2. F
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F
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3. e

MODULE 11: SUSTAINABILITY - TRACKING

1. b
2. F
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3. d
4. a
5. T
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MODULE 12: SUSTAINABILITY - PRICING AND AUDITING

1. e
2. d
3. b
4. b

MODULE 13: SERVICE - PREPARING AND TRAINING

1. d
2. e
3. F
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MODULE 14: SERVICE - CONFIRMING AND IMPROVING

1. b
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MODULE 15: REVIEW & MOVING FORWARD

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