

## **Health Care Administration Comprehensive Exam Summary:**

### *Undergraduate and Master's Levels*

Peregrine Academic Services (PAS) provides assessment services for performing direct assessment of learning outcomes in a range of academic disciplines. The online exams are used to evaluate retained student knowledge in relation to the academic program's learning outcomes.

**This document outlines the Health Care Administration assessment service for the associate, bachelor's and master's academic degree levels.**

The assessment service is designed for use by US-based schools and programs.

PAS places a high priority on ensuring the validity and reliability of the assessment services. These practices begin at the design stage and continue through beta-testing, and with ongoing regularly scheduled quality reviews. A description of the approach used to ensure ongoing validity and reliability is provided at the end of this document.

The academic program manager selects topics that align with their learning outcomes and the program curriculum (usually 8-14 topics per exam spread across most domain areas). The choice of topics is the same for undergraduate and master's level students with exams results expected to be different depending on the student's academic level.

The exams include 10 questions for each topic and each exam is unique as questions are selected at random from the test bank with 50-200 questions per topic.

This document provides information on:

- Knowledge area domains, topics and the subjects covered within each topic.
- Example questions.
- Assessment Service Validity and Reliability.

The Domains and Topics are:

1. Communications and Relationship Management
  - 1.1. Communication Skills
  - 1.2. Facilitation and Negotiation
  - 1.3. Relationship Management
2. Leadership
  - 2.1. Communicating Vision
  - 2.2. Leadership Skills and Behavior
  - 2.3. Managing Change
  - 2.4. Organizational Climate and Culture
3. Professionalism
  - 3.1. Contributions to the Community and Profession
  - 3.2. Personal and Professional Accountability
  - 3.3. Professional Development and Lifelong Learning

4. Knowledge of the Healthcare Environment
  - 4.1. Health Care Personnel
  - 4.2. Healthcare Systems and Organizations
  - 4.3. The Community and the Environment
  - 4.4. The Legal Environment of Healthcare Administration
  - 4.5. The Patient's Perspective
5. Business Knowledge and Skills
  - 5.1. Financial Management
  - 5.2. General Management
  - 5.3. Human Resource Management
  - 5.4. Information Management
  - 5.5. Organizational Dynamics and Governance
  - 5.6. Quality Improvement
  - 5.7. Risk Management
  - 5.8. Strategic Planning and Marketing

## **DOMAIN: Communications and Relationship Management**

### **Topic: Communication Skills**

#### **Subjects**

- Collaborate
- Communication
- Diversity
- Interpersonal Relations
- Leadership
- Lifelong learning
- Teamwork
- Technology

#### **Example Questions**

Workers in a workplace can help avoid cross-cultural misunderstandings by \_\_\_\_\_.

- A. cultivating cultural understanding of fellow workers and customers/clients
- B. maintaining a professional appearance at all times
- C. interacting with others influenced by their own cultural beliefs
- D. not serving customers/clients with whom they feel uncomfortable

**Correct Response: A**

\_\_\_\_\_ environments engender increased knowledge and respect for the health team members for each other.

- A. Collaborative and aggressive
- B. Collaborative and passive
- C. Collaborative and reactive
- D. Collaborative and participative

**Correct Response: D**

## **Topic: Facilitation and Negotiation**

### **Subjects**

- Collaborate
- External Relations
- Negotiation
- Physicians
- Teamwork

### **Example Questions**

All of these are guidelines for establishing and preserving long-term relationship except \_\_\_\_\_.

- A. understand the mission, strategic priorities
- B. try to limit transparency in communicating information
- C. reach out to stakeholders at the program onset
- D. keep an open communication flow exchange
- E. look at shared goals and outcomes

**Correct Response: B**

\_\_\_\_\_ allows health system managers, policy makers, and clinicians to find ways of implementing the desired conditions for workers while meeting the expectations of patients.

- A. Negotiation
- B. Teamwork
- C. Political maneuvering
- D. Resource allocation
- E. Cultural awareness

**Correct Response: B**

## **Topic: Relationship Management**

### **Subjects**

- Accountability
- Collaborate
- External Relations
- Healthcare System
- Interpersonal Relations
- Leadership
- Physicians
- Systems Thinking

### **Example Questions**

Examples of healthcare organizations collaborating on a range of project include the following except \_\_\_\_\_.

- A. health and social care partners working collaboratively across a region to improve the provision of Urgent Care services
- B. price fixing arrangements
- C. community Healthcare and Acute Care partners working collaboratively to reduce excess bed days
- D. the development of a joint cancer strategy involving multiple organizations, third sector partners and others

**Correct Response: B**

Marked by the growing use and influence of emerging/disruptive technologies – cloud, mobile devices, big data, advanced analytics, and others, system thinking is \_\_\_\_\_.

- A. a luxury that can't be afforded
- B. a business survival strategy
- C. can be ignored
- D. costly
- E. time consuming

**Correct Response: B**

## **DOMAIN: Leadership**

### **Topic: Communicating Vision**

#### **Subjects**

- Accountability
- Change Management
- Ethics
- Implementation
- Leadership
- Physicians
- Quality Improvement
- Strategy
- Systems Thinking

#### **Example Questions**

In contrast with constructive accountability, \_\_\_\_\_ is a process in which two or more people or groups discuss their needs and differences of opinion and eventually develop a solution.

- A. ethical conflict
- B. legal conflict
- C. constructive conflict
- D. neutral conflict

**Correct Response: C**

Sound \_\_\_\_\_ strategies are needed to create a healthy organization culture in which subordinates, team members, and leaders achieve results.

- A. financial
- B. operational
- C. communication
- D. accounting
- E. legal

**Correct Response: C**

## **Topic: Leadership Skills and Behavior**

### **Subjects**

- Accountability
- Advocate
- Assessment
- Change Management
- Culture
- Decision-Making
- Ethics
- External Relations
- Governance
- Leadership
- Lifelong Learning
- Mentoring
- Regulations
- Self-Awareness
- Systems Thinking
- Theory

### **Example Questions**

The strategic plans are usually the responsibility of \_\_\_\_\_ management.

- A. lower management
- B. middle management
- C. senior management
- D. outside managers
- E. consultants

**Correct Response: C**

Self-aware leaders exhibit which of the following characteristics?

- A. They know themselves, including strengths and weaknesses.
- B. They delegate their decisions to others.
- C. They do not seek feedback from others.
- D. They do not have high self-esteem.

**Correct Response: A**

## **Topic: Managing Change**

### **Subjects**

- Change Management
- Implementation
- Physicians
- Planning
- Quality Improvement
- Self-Awareness
- Staff
- Strategy
- Systems Thinking
- Theory

### **Example Questions**

Leaders have a responsibility to \_\_\_ and \_\_\_ change.

- A. understand; respond to
- B. facilitate; enable
- C. interpret; communicate
- D. participate; involve

**Correct Response: B**

Managing employees' emotions in the change initiatives can be very \_\_\_\_\_ to the leaders.

- A. easy
- B. demanding
- C. informal
- D. uncomplicated

**Correct Response: B**



## **Topic: Organizational Climate and Culture**

### **Subjects**

- Accountability
- Change Management
- Collaborate
- Culture
- Decision-Making
- Diversity
- Ethics
- Leadership
- Lifelong Learning
- Patients & Families
- Systems Thinking
- Teamwork

### **Example Questions**

Presenting the evidence of a problem in a \_\_\_\_\_ manner is the crucial first step to the comprehension that presages behavior changes.

- A. nonthreatening
- B. threatening
- C. aggressive
- D. fun
- E. relaxed

**Correct Response: A**

Which of the following is most likely to give employees a reason to act ethically and to be more innovative?

- A. Salary penalties for poor work.
- B. Fear of retribution from upper administration.
- C. Having an informal back door relationship with the upper administration.
- D. Empowerment and autonomy over their work

**Correct Response: D**

## **DOMAIN: Professionalism**

### **Topic: Contributions to the Community and Profession**

#### **Subjects**

- Accountability
- Advocate
- Assessment
- Collaborate
- Community
- Diversity
- Ethics
- Leadership
- Lifelong Learning
- Mentoring
- Nursing
- Physicians
- Planning
- Regulations
- Systems Thinking

#### **Example Questions**

\_\_\_\_\_ provides a bridge linking the medical model's focus on individual prevention and treatment approaches with community based prevention strategies.

- A. Institutional advocacy
- B. Management advocacy
- C. Political advocacy
- D. Community advocacy
- E. Social advocacy

**Correct Response: D**

Multiple new regulations and accreditations processes, professional standards, increased accountabilities, and financial priorities require \_\_\_\_\_ and nurse leaders already struggling to gain and sustain competencies in evolving arenas of practice, quality, and safe patient care.

- A. less of direct care consultants
- B. more of direct care clerks
- C. less of direct care nurses
- D. more of direct care nurses

**Correct Response: D**

## **Topic: Personal and Professional Accountability**

### **Subjects**

- Accountability
- Analysis
- Culture
- Diversity
- Ethics
- Leadership
- Lifelong Learning
- Management
- Mentoring
- Negotiation
- Patients & Families
- Regulations
- Self-Awareness

### **Example Questions**

A healthcare leader who has empathy shows the following except \_\_\_\_\_.

- A. listens attentively
- B. is attentive to people's nonverbal cues
- C. can only relate to those from the same background
- D. can see things from someone else's perspectives
- E. relates well with people of diverse backgrounds

**Correct Response: C**

Effective healthcare professionals, like exemplary dealmakers, understand that having a \_\_\_\_\_ mindset is essential in negotiation.

- A. learning
- B. wining
- C. relaxed
- D. lazy
- E. aggressive

**Correct Response: A**

## **Topic: Professional Development and Lifelong Learning**

### **Subjects**

- Accountability
- Collaborate
- Culture
- Leadership
- Lifelong Learning
- Mentoring
- Self-Awareness

### **Example Questions**

In managing professional development costs and benefits, healthcare organizations should strive to maximize the ratio of \_\_\_\_\_.

- A. gains to expenditures
- B. expenditure to gains
- C. expenditure to benefits
- D. gains to cash flows
- E. cash flows to cash outflows

**Correct Response: A**

Management and leadership are important for the delivery of good health services. Although the two are similar in some respects, they may involve different types of outlook, skills, and \_\_\_\_\_.

- A. assets
- B. behaviors
- C. activities
- D. resources

**Correct Response: B**

## **DOMAIN: Knowledge of the Healthcare Environment**

### **Topic: Health Care Personnel**

#### **Subjects**

- Collaborate
- Healthcare Professionals
- Healthcare system
- Negotiation
- Nursing
- Physicians
- Staff
- Teamwork

#### **Example Questions**

The impact of advances in science and medicine on demand for health care services and the productivity of health care providers will \_\_\_\_\_ by medical specialty and delivery setting.

- A. be unknown
- B. change
- C. make no difference
- D. keep
- E. differ

**Correct Response: E**

Today's age diverse workforce expands the definition of diversity and employers who develop leadership strategies that appeal to an age diverse population will gain a \_\_\_\_\_.

- A. high edge
- B. market edge
- C. competitive edge
- D. sharp edge

**Correct Response: C**

## **Topic: Healthcare Systems and Organizations**

### **Subjects**

- Collaborate
- Communication
- Evidence-based practice
- Healthcare system
- Regulations
- Systems Thinking
- Theory

### **Example Questions**

Healthcare organization simultaneously compete in some areas while \_\_\_\_\_ in others such as care for the poor and medical education.

- A. fight
- B. collaborate
- C. undermine
- D. deceive

**Correct Response: B**

In 1991, the regulation informally known as the 'common rule' was issued by 15 federal departments and agencies to \_\_\_\_\_.

- A. protect human research subjects
- B. promote a common set of rules for health care business
- C. protect the environment from hospital waste
- D. advance standards for regulatory agencies

**Correct Response: A**

## **Topic: The Community and the Environment**

### **Subjects**

- Advocate
- Community
- Healthcare system
- Patients & Families
- Regulations
- Systems Thinking
- Technology

### **Example Questions**

Community health workers are effective advocates because they \_\_\_\_\_.

- A. live in the community they work with
- B. are salaried by the community
- C. are popular amongst community members
- D. are government employees with a significant amount of authority

**Correct Response: A**

The use of this technology has resulted in decreased hospital stays.

- A. Robotics
- B. Antibiotics
- C. Radiology
- D. Laparoscopic Surgery

**Correct Response: D**

## **Topic: The Legal Environment of Healthcare Administration**

### **Subjects**

- Healthcare Policy
- Healthcare Law and Regulation
- Public Health
- Healthcare Legislation
- Healthcare Regulations

### **Example Questions**

The following situation may make that person eligible for workers' compensation.

- A. Julia has an accident on her way to work.
- B. Jan hurt herself while vacationing at the resort where she works as a cook.
- C. Steve fell in the hospital parking lot on his lunch break.
- D. Scott heard an odd popping noise as he transferred a patient from the bed to the chair on 4 East where he works as a nurse.

**Correct Response: D**

The Medicaid program is a joint social medical insurance program between \_\_\_\_\_.

- A. federal and county governments
- B. federal and state governments
- C. city and state governments
- D. state and county governments
- E. federal and city governments

**Correct Response: B**



## **Topic: The Patient's Perspective**

### **Subjects**

- Advocate
- Change Management
- Evidence-based practice
- Healthcare system
- Implementation
- Patient Safety
- Patients & Families
- Quality Improvement

### **Example Questions**

Patient advocacy groups act as \_\_\_\_\_ when they convincingly and persistently provide a patient's perspective to politicians in an effort to bring about change.

- A. pundits
- B. lobbyists
- C. HMOs
- D. legal representatives

**Correct Response: B**

What are some criticisms for patient involvement in healthcare?

- A. Patient involvement could ease the burden on physicians so that more patients could be seen.
- B. Most patients get a sense of pseudo entitlement which hinders physician work.
- C. The patient population include all ages, cultures, backgrounds, and languages, which makes input unreliable.
- D. Physician morale is damaged when patients are given authority in healthcare decisions.

**Correct Response: C**

## **DOMAIN: Business Knowledge and Skills**

### **Topic: Financial Management**

#### **Subjects**

- Accountability
- Analysis
- Assessment
- Budgets
- External Relations
- Healthcare system
- Management
- Negotiation
- Physicians
- Planning
- Regulations
- Reimbursement
- Staff
- Teamwork
- Theory

#### **Example Questions**

A for-profit healthcare organization's purpose is to provide \_\_\_\_\_.

- A. profit to the owner
- B. free services to the community
- C. employment to its employees
- D. financial information to shareholders

**Correct Response: A**

Leading healthcare organizations improve the financial management process to increase access to capital, have more \_\_\_\_\_ employees, and be able to build better relationships with their customers and suppliers by increasing the transparency of their business operations.

- A. engaged
- B. weak
- C. strong
- D. poor

**Correct Response: A**

## **Topic: General Management**

### **Subjects**

- Accountability
- Analysis
- Assessment
- Budgets
- Change Management
- Collaborate
- Community
- Decision-Making
- Diversity
- Evidence-based practice
- Healthcare system
- Implementation
- Interpersonal Relations
- Leadership
- Lifelong learning
- Management
- Negotiation
- Patients & Families
- Planning
- Staff
- Standards
- Systems thinking
- Theory

### **Example Questions**

The \_\_\_\_\_ diagram helps to identify and organize the possible causes for a problem in a structured format.

- A. cause-and-process
- B. cause-and-set up
- C. cause-and-risk
- D. cause-and-effect
- E. cause-and-structure

**Correct Response: D**

A \_\_\_\_\_, probably the most explicit kind of a standing plan, is a statement that either forbids or requires a certain action or inaction without variation.

- A. rule
- B. decision
- C. plan
- D. guidance

**Correct Response: A**

## **Topic: Human Resource Management**

### **Subjects**

- Accountability
- Analysis
- Assessment
- Decision-Making
- Diversity
- Healthcare Professionals
- Leadership
- Management
- Negotiation
- Physicians
- Planning
- Regulations
- Risk
- Staff
- Standards
- Strategy
- Teamwork
- Theory

### **Example Questions**

Which of these functions is not considered a human resources function?

- A. Compensation and benefits
- B. Labor relations
- C. Public relations
- D. Employment
- E. Employee relations

**Correct Response: C**

An effective performance management process, while requiring time to plan and implement, can save you and the employee time and energy. Most importantly, it can be a very effective \_\_\_\_\_, since it can help you and the employee achieve organizational success.

- A. outcome
- B. investigator
- C. motivator
- D. format

**Correct Response: C**

## **Topic: Information Management**

### **Subjects**

- Accountability
- Analysis
- Assessment
- Change Management
- Ethics
- Implementation
- Information Systems
- Management
- Nursing
- Planning
- Regulations
- Staff
- Standards
- Technology

### **Example Questions**

A healthcare professional who has the primary responsibility of ensuring the timely, accurate, and complete collection and maintenance of patient data is known as \_\_\_\_\_.

- A. a hospital registrar
- B. a coder
- C. a health information manager
- D. a medical staff coordinator

**Correct Response: C**

The planning for complex information management system needs to take into consideration \_\_\_\_\_ perspectives. Because patients themselves are becoming more 'consumerist' in their attitudes about their medical records.

- A. vendors'
- B. consultants'
- C. regulators'
- D. vendors', consultants', and regulators'
- E. consumers'

**Correct Response: E**

## **Topic: Organizational Dynamics and Governance**

### **Subjects**

- Advocate
- Assessment
- Collaborate
- Culture
- Governance
- Healthcare Professionals
- Healthcare system
- Nursing
- Patients & Families
- Physicians
- Planning
- Regulations
- Standards
- Strategy
- Systems thinking
- Technology
- Theory

### **Example Questions**

\_\_\_\_\_ is formally defined as systems and processes that ensure the overall direction, effectiveness, supervision, and accountability of an organization.

- A. Management
- B. Governance
- C. Authority
- D. Dynamics
- E. Control

**Correct Response: B**

As healthcare undergoes massive changes, boards will want to think about new ways of communicating with local government, business, and community leaders as well as the \_\_\_\_\_ of healthcare.

- A. consumers
- B. regulators
- C. vendors
- D. investors

**Correct Response: A**

## **Topic: Quality Improvement**

### **Subjects**

- Accountability
- Advocate
- Analysis
- Assessment
- Communication
- Decision-Making
- Evidence-based practice
- Healthcare Professionals
- Management
- Nursing
- Patients & Families
- Physicians
- Planning
- Quality Improvement
- Risk
- Staff
- Standards
- Systems Thinking
- Theory

### **Example Questions**

The \_\_\_\_\_ set standards for healthcare organizations and assess compliance with those standards.

- A. insurance companies
- B. private sector accrediting bodies
- C. state medical associations
- D. state licensing bodies

**Correct Response: B**

Identifying and understanding \_\_\_\_\_ are essential components of healthcare quality management.

- A. customers' expectations and requirements
- B. vendors' expectations
- C. management's expectations
- D. owners' expectations

**Correct Response: A**

## **Topic: Risk Management**

### **Subjects**

- Analysis
- Assessment
- Healthcare Professionals
- Healthcare system
- Information Systems
- Patient Safety
- Patients & Families
- Planning
- Regulations
- Risk
- Staff
- Standards
- Technology

### **Example Questions**

The emergency preparation for unplanned and unexpected mass casualty events such as natural disasters, pandemics, large-scale accidents, civic disturbance or terrorist attack is \_\_\_\_\_ task of community healthcare organization.

- A. an important
- B. an expected
- C. an important and expected
- D. not important or expected

**Correct Response: C**

When patient information is requested via a subpoena, you must \_\_\_\_\_.

- A. comply and send the entire record immediately
- B. provide only the "minimum necessary standard" even if more is requested in the subpoena
- C. provide all PHI that is requested in the subpoena
- D. provide PHI only with the consent of the patient

**Correct Response: C**



## **Topic: Strategic Planning and Marketing**

### **Subjects**

- Accountability
- Analysis
- Assessment
- Collaborate
- Culture
- External Relations
- Healthcare system
- Implementation
- Leadership
- Management
- Planning
- Strategy
- Systems thinking
- Theory

### **Example Questions**

The Porter's Five Forces Framework has often been employed to understand the \_\_\_\_\_ in the industries.

- A. political forces
- B. social forces
- C. change forces
- D. competitive forces

**Correct Response: D**

\_\_\_\_\_ is a "set of organizational processes for identifying the desired future of the organization and developing decision guidelines" and providing a map for how an organization will achieve its objectives and goals.

- A. Strategic planning
- B. Strategic managing
- C. Tactical planning
- D. Action planning

**Correct Response: A**

## Assessment Service Validity and Reliability

### Introduction

The programmatic assessment services provided by Peregrine Academic Services (PAS) are used to assess retained knowledge of students at various academic degree levels. Schools deploy these services to evaluate the effectiveness of their academic programs, identify areas for improvement, and demonstrate program outcomes to external stakeholders.

PAS places a high priority on ensuring the validity and reliability of the assessment services. These practices begin at the design stage and continue through beta-testing, and with ongoing regularly scheduled quality reviews. The following outlines the approaches used to ensure ongoing validity and reliability.

**Validity** refers to the extent to which the test banks and the services measure the phenomena under consideration.

**Reliability** refers to the extent to which the exam results are repeatable and therefore data sets can be compared over time.

### Design Features that Impact Validity and Reliability

The following features apply to all assessment services.

- Exam scoring is 100% objective using automated marking.
- Each exam viewed by a student is unique using a random selection of questions from the test bank in random topic order.
- Timed response periods for questions. When the user navigates away from the exam screen, the screen fades, a message appears informing the user that he/she has left the exam window and the questions are timed.
- Students are unable to copy/paste from the exam window.
- The exam services meet the security requirements for Management of Information Technology (MIS) Sarbanes-Oxley (SOX) compliant organizations.
- Abandoned exams are excluded from summary reports.

## Ensuring Ongoing Validity and Reliability

### Validity

To ensure test bank validity, the following measures were adopted when the initial test banks were created. The same principles are used with subsequent changes to the test banks.

- The specific accreditation or certification requirements related to learning outcomes evaluation were used to determine the topics and subjects for the test banks.
- Current teachings for each topic were considered regarding the foundational level of each test bank.
- Exam questions were written and reviewed by academic professionals within each discipline. Similar subject matter experts are used with subsequent editing and for new questions.
- Each topic has questions designated for 4-8 subjects per topic to help ensure appropriate breadth of coverage and allow for specific learning outcomes measurement.
- Exam responses are either correct or incorrect with only one possible correct choice. Scores are determined by summarizing the percent correct: per subject, per topic, and by total score.

### Reliability

PAS contracted with external experts to design a comprehensive and statistically sound approach to measuring assessment service reliability. The result is that each year, a *Reliability Report* is generated for each assessment service. The report generates data for several reliability metrics and the data for each are compared with acceptability criteria to determine which test questions should be modified or replaced. Subject matter experts in the field are then contracted to modify/replace the targeted questions. Hence, the assessment service is regularly reviewed and improved to ensure ongoing reliability.

Reliability is determined by measuring *Item Difficulty*, *Item Discrimination* and *Question Interchangeability*.

**Item Difficulty** refers to percentage of students who answer questions correctly. Data are generated by topic and for each individual question. The target Item Difficulty is 60 percent correct with an acceptable range of 35 – 80 percent.

**Item Discrimination** refers to how well a question distinguishes between those students with more knowledge (higher overall exam scores) from those with less knowledge. Two measures are used: *Discrimination Index* and *Point-Biserial Correlation*.

For a given question, the Discrimination Index compares the scores of students with high overall test scores with students with low overall test scores. The scale is -1 to +1, with higher values indicating that a given question better distinguishes between high and low performing students. A value of  $\geq 0.20$  is considered acceptable.

Point-Biserial Correlation is equal to the Pearson's Correlation Coefficient between the scores on the entire exam and the scores on a specific question. A score of  $\geq 0.10$  is considered acceptable.

When assessing the quality of questions, both the Discrimination Index and the Point-Biserial Correlation Coefficient are reviewed.

**Question Interchangeability** refers to the ability to substitute a question in the test bank with another without significantly affecting the total score that an individual would receive on the exam. This is determined using Cohen's Effect Size  $d$  calculated based on a two-tailed  $t$ -test comparing the total score for all students who had that question in their exam versus the total score of the students who did not have that question in their exam. The scale is 0-1.0 and a score of  $< 0.20$  is considered acceptable.