Finkelman, *Leadership and Management for Nurses: Core Competencies for Quality Care* 2nd Edition Test Bank

Chapter 3

Question 1
Type: MCSA

The manager of a maternal-child health unit announces that the unit will be redesigned to help meet the Institute of Medicine health care competencies. What scenario is one that the staff of this unit might expect?

1. Nursery, labor and delivery, and postpartum nurses will be cross-trained to work in each of these areas.

2. The nurses will be expected to participate in telehealth throughout a three state region.

3. There will be a reduction in staff numbers.

4. The unit will be closed for remodeling.

Correct Answer: 1

Rationale 1: Cross-training is an example of redesign or re-engineering of health care.

Rationale 2: This would require re-regulating professional practice.

Rationale 3: This is an example of rightsizing.

Rationale 4: This is not what is meant by redesign in this case.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 01. Discuss critical nursing issues related to reengineering, redesigning, re-regulating, rightsizing, and restructuring.

Question 2
Type: MCMA

In which situation would it be necessary to re-regulate practice?

Standard Text: Select all that apply.

1. Nurses are asked to cross-train to another specialty.

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2. An insurance company opens a nationwide nurse call line.

3. The hospital hires unlicensed assistive personnel.

4. A nursing school revises its curriculum.

5. The health care organization goes national and hopes to encourage mobility among its administrative nurses.

Correct Answer: 2,5

Rationale 1: This is a redesign practice used by many organizations to compensate for the nursing shortage.

Rationale 2: The use of telemedicine requires re-regulating professional practice because nurses can use this technology to provide care in situations in which the patient is in a different state from the one where the nurse is licensed and located.

Rationale 3: This is a redesign practice used by many organizations to compensate for the nursing shortage.

Rationale 4: This is an example of restructuring in which nursing education attempts to prepare nurses for the "real world."

Rationale 5: This mobility would result in the nurses working in different states from where they live and are licensed.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 01. Discuss critical nursing issues related to reengineering, redesigning, re-regulating, rightsizing, and restructuring.

Question 3
Type: MCSA

Management has called a meeting to discuss the increase in negative patient satisfaction surveys. Which stage of Lewin's model of change does this represent?

1. Moving.

2. Refreezing.

3. Unfreezing.

4. Working.

Correct Answer: 3

Rationale 1: The moving stage is the planning phase of the model and focuses on the development of goals and outcomes.

Rationale 2: The refreezing stage is the implementing step in the model where change becomes a part of the work environment and its processes.

Rationale 3: The unfreezing stage is the first step in Lewin's model of change and includes recognition of a problem.

Rationale 4: Working is not a stage of Lewin's model.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 04. Compare and contrast two key change theories.

Question 4
Type: MCSA

The hospital would like to decrease the amount of medication errors made secondary to transcription errors. In order to accomplish this, it is hoped that all physicians will be trained in the use of computerized physician orders by the end of the fiscal year. This is an example of which stage of Lewin's model of change?

1. Refreezing.

2. Unfreezing.

3. Moving.

4. Working.

Correct Answer: 3

Rationale 1: The refreezing stage is the implementing step in the model where change becomes a part of the work environment and its processes.

Rationale 2: The unfreezing stage is the first step in Lewin's model of change and includes recognition of a problem.

Rationale 3: This is an example of the moving stage, because the hospital has developed a goal and outcomes to help resolve the problem.

Rationale 4: Working is not one of the stages of the model.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 04. Compare and contrast two key change theories.

Question 5
Type: MCMA

Which activities represent Dessler's eight-step process for organizational change?

Standard Text: Select all that apply.

1. Management has created a sense of urgency for the change by publishing outcome data on the organization's intranet.

2. Management has worked to develop and communicate a vision that can be shared by all employees.

3. Management has empowered employees to make changes.

4. Management is engaged in "deep change."

5. Management has orchestrated and celebrated some short-term successes along the path to change.

Correct Answer: 1,2,3,5

Rationale 1: Dessler's eight steps are create a sense of urgency, create a guiding coalition and mobilize commitment, develop and communicate a shared vision, empower employees to make the change, generate short-term wins, consolidate and produce more change, anchor the new ways of doing things in the organizational culture, and monitor progress and adjust the vision as required.

Rationale 2: Dessler's eight steps are create a sense of urgency, create a guiding coalition and mobilize commitment, develop and communicate a shared vision, empower employees to make the change, generate short-term wins, consolidate and produce more change, anchor the new ways of doing things in the organizational culture, and monitor progress and adjust the vision as required.

Rationale 3: Dessler's eight steps are create a sense of urgency, create a guiding coalition and mobilize commitment, develop and communicate a shared vision, empower employees to make the change, generate short-term wins, consolidate and produce more change, anchor the new ways of doing things in the organizational culture, and monitor progress and adjust the vision as required.

Rationale 4: This is not a part of Dessler's eight steps. This is a coping strategy for what Quinn describes as "slow death."

Rationale 5: Dessler's eight steps are create a sense of urgency, create a guiding coalition and mobilize commitment, develop and communicate a shared vision, empower employees to make the change, generate short-

term wins, consolidate and produce more change, anchor the new ways of doing things in the organizational culture, and monitor progress and adjust the vision as required.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 05. Apply eight key steps in the change process.

Question 6
Type: MCSA

The nurse manager is coping with a staff member who is very resistant to change. Which strategy would be beneficial for this nurse manager?

1. Maintain open communication with this staff member to establish trust.

2. Help the staff member focus on parts of the change rather than on the whole change at one time.

3. Take over all of the processes of the change.

4. Ignore any hidden agendas brought by this staff member.

Correct Answer: 1

Rationale 1: Having an open and trusting relationship with staff will help to reduce resistance to change.

Rationale 2: Focusing on parts and being unable to see the whole picture can result in territoriality.

Rationale 3: Staff will not be innovative if managers over-direct, over-observe, or over-report.

Rationale 4: Staff with hidden agendas or motives are barriers to change and should not be ignored.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 06. Analyze the issue of resistance to change and strategies for overcoming this.

Question 7
Type: MCMA

The nurse manager is aware of a significant change that will occur sometime in the next six months. How can this manager begin to prepare the staff for this change?

Standard Text: Select all that apply.

1. Keep the staff apprised of as much information about the change as is possible.

2. Attempt to keep the unit staffing as stable as possible during the time of change.

3. Insist that all discussions about the change be conducted in a respectful manner.

4. Let the initial information about the change come "through the grapevine."

5. Avoid surprises by telling the staff about how the change will increase workload very early in the process.

Correct Answer: 1,2,3

Rationale 1: Fear of the unknown is a primary reason people resist change.

Rationale 2: Stability will help the staff cope with the idea of a change.

Rationale 3: All discussions should be respectful and professional.

Rationale 4: Being upfront with information will prevent staff from believing the manager is trying to hide the change.

Rationale 5: Focusing on what the staff will lose (having to work harder) will likely increase resistance.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 06. Analyze the issue of resistance to change and strategies for overcoming this.

Question 8
Type: MCSA

Which option describes a change agent that demonstrates a charismatic style of leadership?

1. The change agent can describe the vision, sets high expectations, and is a role model for the staff.

2. The change agent expresses personal views about the change, empathizes with the staff, and lets the staff members know they can survive the change.

3. The change agent shares and clearly communicates the vision that is required to meet the goal.

4. The change agent provides the staff members with the resources needed to do their job.

Correct Answer: 1

Rationale 1: The charismatic change agent is an envisioning leader.

Rationale 2: These actions describe an enabling change agent.

Rationale 3: These actions describe a missionary change agent.

Rationale 4: This is an instrumental or transactional change agent.

Global Rationale:

Cognitive Level: Analyzing
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 07. Develop strategies to improve responses to change.

Question 9
Type: MCSA

The nurse is acting as a change agent in a facility that has experienced an increase in nosocomial infection rate. The nurse clearly communicates the goal and outcomes developed for reducing these infections. In a meeting with facility staff, the nurse lays out the new procedures that will be implemented to meet this goal. What form of leadership is this change agent demonstrating?

1. Enabling.

2. Instrumental.

3. Missionary.

4. Charismatic.

Correct Answer: 3

Rationale 1: Enabling change agents express personal views, empathize, and let other know that they can do it.

Rationale 2: This change agent provide staff with resources needed to do the job.

Rationale 3: The missionary leadership style consists of sharing and clearly communicating the vision required to meet the goals set.

Rationale 4: This is an envisioning change agent who can describe the vision, set high expectations, and act as a role model.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Implementation
Learning Outcome: LO 07. Develop strategies to improve responses to change.

Question 10
Type: MCSA

The situation calls for multiple alternatives to a problem and the manager has only a small amount of data regarding the problem. Which style of decision making should this manager employ?

1. Decisive.

2. Integrative.

3. Hierarchic.

4. Flexible.

Correct Answer: 3

Rationale 1: This style depends on a small amount of data, but arrives at one decision.

Rationale 2: This style uses multiple data sources and arrives at multiple alternatives.

Rationale 3: This style focuses on a large amount of information but arrives at one alternative or solution.

Rationale 4: This style will generate multiple alternatives on a small amount of data but may need alteration as more data emerges or data is reinterpreted.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 08. Apply the decision-making process.

Question 11
Type: MCSA

A patient's finger stick blood sugar registers 70. The nurse must follow the policy and procedure for caring for a patient with hypoglycemia. This is an example of what type of decision-making process?

1. Programmed decision making.

2. Crisis decision making.

3. Time-limited decision making.

4. Collaborative decision making.

Correct Answer: 1

Rationale 1: Programmed decision making is more repetitive and routine and typically related to a policy or procedure.

Rationale 2: Non-programmed decision making is not routine, can be crisis-oriented, and can require more time and consultation with others.

Rationale 3: Non-programmed decision making is not routine, can be crisis-oriented, and can require more time and consultation with others.

Rationale 4: Non-programmed decision making is not routine, can be crisis-oriented, and can require more time and consultation with others.

Global Rationale:

Cognitive Level: Analyzing
Client Need: Physiological Integrity
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 08. Apply the decision-making process.

Question 12
Type: MCSA

A problem has been identified in the health care facility. What should the nurse who has been assigned the task of change agent do first?

1. Develop an alternative plan.

2. Gather data.

3. Collaborate with others.

4. Empower staff.

Correct Answer: 2

Rationale 1: Developing alternative plans is done after a diagnosis is made.

Rationale 2: Step 1 of the change process is to gather the data necessary to be able to define the problem and develop a plan of action.

Rationale 3: Collaborating and empowering staff takes place throughout the change process after data is collected in the assessment phase.

Rationale 4: Collaborating and empowering staff takes place throughout the change process after data is collected in the assessment phase.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 05. Apply eight key steps in the change process.

Question 13
Type: MCSA

The nurse is working in a facility that is considering a major change by incorporating interprofessional teams in all departments and units. Which type of planning is required?

1. Policy planning.

2. Strategic planning.

3. Project planning.

4. Strategic planning and project planning.

Correct Answer: 4

Rationale 1: Policy planning is required, but strategic planning is also required.

Rationale 2: Strategic planning is required, but policy planning is also required.

Rationale 3: This proposed change requires planning at levels above project planning.

Rationale 4: Both strategic planning and project planning are required, because the move toward an interprofessional approach rather than a single discipline-run unit requires a change to the organization's components (departments) and operational matters within the organization.

Global Rationale:

Cognitive Level: Analyzing
Client Need: Safe Effective Care Environment
Client Need Sub:

Question 14
Type: MCSA

The nurse has been assigned to be change agent for the facility's change to a computerized charting system. What type of planning will this require?

1. Strategic.

2. Policy.

3. Project.

4. Both strategic and project.

Correct Answer: 3

Rationale 1: Strategic planning will not be necessary because changes will not be made to the organizations' departments or services provided.

Rationale 2: This change probably will not change the value system, nor will laws and regulations be changing; therefore, policy planning will not be necessary.

Rationale 3: Since this change involves the organization's operational matters and will necessitate staff training, project planning will be used.

Rationale 4: Strategic planning will not be necessary because changes will not be made to the organizations' departments or services provided. Project planning will be required.

Global Rationale:

Cognitive Level: Analyzing
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 10. Distinguish between strategic and project planning.

Question 15
Type: MCSA

What is the first step in coping with changes that occur in the health care environment?

1. Understanding personal response to change.

2. Identifying the change agent.

3. Investigate the facility's history of change.

4. Identify the purpose of the change.

Correct Answer: 1

Rationale 1: Some people have an immediate negative response to change. Other people are invigorated by change, whether the change is positive or negative. The nurse must understand personal response to the idea of change so that response to a particular change can be unbiased.

Rationale 2: While this is important information, the nurse must first identify personal response to the concept of change.

Rationale 3: While this is important information, the nurse must first identify personal response to the concept of change.

Rationale 4: While this is important information, the nurse must first identify personal response to the concept of change.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Assessment
Learning Outcome: LO 03. Assess the external trends and factors that impact nursing practice and health care organizations.

Question 16
Type: MCMA

The nurse manager is developing a staff education session on change in health care. Which concepts should be included in this information?

Standard Text: Select all that apply.

1. Oftentimes, before one change in health care is completed, another is taking place.

2. Most changes are focused on the organization's structure.

3. Change has been the normal state for health care providers for some time.

4. Change disturbs the organization's equilibrium

5. Sometimes multiple changes occur together in health care.

Correct Answer: 1,3,4,5

Rationale 1: This is certainly a pertinent topic in today's health care environment.

Rationale 2: Important examples of change are related to the organization's structure, but change is also affecting roles and responsibilities, communication methods and systems, policies and standards, culture, leadership and management approaches, and competencies and attitudes.

Rationale 3: This is certainly a pertinent topic in today's health care environment.

Rationale 4: The equilibrium does become disturbed, so staff must learn to tolerate this equilibrium in order to be effective.

Rationale 5: This is certainly a pertinent topic in today's health care environment.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 02. Explain why the concept of change is important in the health care environment and to nursing leadership and management.

Question 17
Type: MCMA

Select common external factors that drive change in a health care organization.

Standard Text: Select all that apply.

1. Changes in reimbursement by third party payers.

2. Changes in the demographics of employees in the facility.

3. Changes in local, state, or national laws.

4. Changes in professional standards of care.

5. Changes in the organization's salary structure.

Correct Answer: 1,4

Rationale 1: This is a common external factor causing change to be necessary.

Rationale 2: This is an internal change.

Rationale 3: Any changes in these laws acts as an external force necessitating change in the organization.

Rationale 4: Changes in these standards will require change in the way the organization provides care.

Rationale 5: This is an internal change.

Global Rationale:

Cognitive Level: Understanding
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Assessment
Learning Outcome: LO 03. Assess the external trends and factors that impact nursing practice and health care organizations.

Question 18
Type: MCSA

The staff of a health care organization is burned out and apathetic and the organization is stagnant. The newly employed leader is working to empower staff, improve the organization's vision, and alter the culture of accepting the status-quo. According to Quinn, what is this leader trying to create?

1. Unfreezing.

2. A "slow death."

3. A force-field analysis.

4. A "deep change."

Correct Answer: 4

Rationale 1: This is part of Lewin's theory of change and is not applicable to this scenario.

Rationale 2: This is what the organization is experiencing. The leader is trying to turn this situation around.

Rationale 3: This is a strategy of Lewin's theory of change.

Rationale 4: Quinn says that in order to avoid a "slow death" leaders must create a "deep change."

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 04. Compare and contrast two key change theories.

Question 19
Type: MCMA

The nurse manager has repeatedly tried to convince a staff nurse that changing to a new scheduling format is necessary. The staff nurse continues to be negative and argumentative about the need to change. How should the nurse manager interpret this response?

Standard Text: Select all that apply.

1. Some staff will never be ready to change.

2. The change cannot go forward until this nurse is convinced.

3. The nurse is being negative for the sake of negativity.

4. The nurse will have to be terminated in order for the change to occur.

5. The nurse may be concerned about loss of routine in personal scheduling.

Correct Answer: 1,5

Rationale 1: Some people are very threatened by the idea of change. This fear may make them respond negatively.

Rationale 2: The change may go forward with or without this staff nurse's approval.

Rationale 3: Generally, this is not the case if the nurse manager is genuinely trying to establish rapport with the staff nurse and explain why the change in necessary.

Rationale 4: The change can go forward without terminating the nurse. If the nurse is indeed fearful of change, the nurse will probably not resign as that is also a change.

Rationale 5: Resisters to change are often fearful of losing something they value. Scheduling changes are a particular issue when nurses have established their personal schedules based upon a routine work schedule.

Global Rationale:

Cognitive Level: Analyzing
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 06. Analyze the issue of resistance to change and strategies for overcoming this.

Question 20
Type: MCSA

A new management company has acquired a hospital. Since the acquisition the hospital's name has changed, a new vision statement has been distributed, the department structure has changed, and the staff's cafeteria discount has be eliminated. Management has plans for many additional changes. What should happen at this point?

1. Management should refrain from making any additional changes for a few months.

2. Management should continue to make changes, but at a rate no faster than 1 change a month.

3. Management should abandon plans for any additional changes.

4. Management should institute the remaining changes as quickly as possible.

Correct Answer: 1

Rationale 1: This staff has experienced significant changes and may need a break from change for a few months.

Rationale 2: This option would have the effect of keeping the staff out of equilibrium.

Rationale 3: It is not necessary to abandon plans for the changes, but staff needs to be free of changes for a period of time.

Rationale 4: This quick strike method may result in irretrievable disequilibrium in the staff, which could adversely impact patient care and safety.

Global Rationale:

Cognitive Level: Analyzing
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 07. Develop strategies to improve responses to change.

Question 21
Type: MCSA

The nurse manager has convened a staff meeting to discuss a change in the clinical ladder advancement system used by the organization. A staff nurse says, "Not again! It's just not fair." How should the manager respond?

1. "What do you mean, not again?"

2. "Please don't be negative."

3. "This is going to happen. We can't do anything about it."

4. Ignore the comment and continue the meeting.

Correct Answer: 1

Rationale 1: The nurse manager should determine what is meant by the comment before addressing the concern.

Rationale 2: This statement devalues the comment and the nurse who made it.

Rationale 3: This statement makes it appear that the manager does not support the change.

Rationale 4: Ignoring this comment will not help the meeting proceed.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Implementation
Learning Outcome: LO 07. Develop strategies to improve responses to change.

Question 22
Type: MCSA

The team is using a PDSA cycle to test a proposed change to conduct an in depth analysis of data with comparison to the predictions. In which step of the cycle is this team working?

1. P

2. D

3. S

4. A

Correct Answer: 3

Rationale 1: In the Planning stage, the objective of the test is stated; predictions are made about what will happen and why; and a plan to test the change is developed.

Rationale 2: In the Do stage, a small test is done with identification of problems encountered and first analysis of data.

Rationale 3: In the Study stage, a more in depth analysis of test data is done with comparison to predictions.

Rationale 4: In the last step Act, the change is revised based on what has been learned from the test.

Global Rationale:

Cognitive Level: Understanding
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 08. Apply the decision-making process.

Question 23
Type: MCMA

Critical thinking is key to successful planning. Which statements are evidence that the nurse manage is a critical thinker?

Standard Text: Select all that apply.

1. I need to research the topic before I comment.

2. Let's be fair in our consideration of this change.

3. Let's go ahead and make the change, I have a feeling it is correct.

4. I'm trying to understand your point of view.

5. I have to take back something I said in the last meeting; it was wrong.

Correct Answer: 1,2,4,5

Rationale 1: This is an example of intellectual humility or admitting what is not known. This is a trait of a critical thinker.

Rationale 2: This is an example of intellectual courage or awareness of the need to confront ideas fairly. This is a trait of a critical thinker.

Rationale 3: This statement reflects a jump to action and is not reflective of critical thinking.

Rationale 4: This is an example of intellectual empathy or the person making a conscious effort to understand others. This is a trait of a critical thinker.

Rationale 5: This is an example of intellectual integrity or admitting when one is wrong. This is a trait of a critical thinker.

Global Rationale:

Cognitive Level: Analyzing
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 09. Critique the keys to successful planning.

Question 24
Type: MCMA

The staff nurse is invited to join the organization's Strategic Planning committee. Which topics can the nurse expect to address as part of this committee?

Standard Text: Select all that apply.

1. Planning for the next 3-5 years.

2. Changes in the core values of the organization.

3. Changes in regulations governing the organization.

4. Changes in the departmental structure of the organization.

5. Suggestions about how to change the staff-mix ratios in a department.

Correct Answer: 1,2,4

Rationale 1: Strategic planning is concerned with long-term issues and goals.

Rationale 2: Long-term issues and core values are considered during strategic planning.

Rationale 3: This is an example of policy planning.

Rationale 4: Strategic planning is concerned with long-term issues and goals.

Rationale 5: This is an example of project planning.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Planning
Learning Outcome: LO 10. Distinguish between strategic and project planning.

Question 25
Type: MCMA

Which statements are true about the evaluation step of the decision making process?

Standard Text: Select all that apply.

1. Only the change agent is responsible for the evaluation phase.

2. Management is usually not involved in the evaluation phase.

3. Evaluation needs to be incorporated in all the steps of the change process.

4. All members of the team are required to evaluate the process at the end of the project.

5. Neglecting this step has long-term consequences.

Correct Answer: 3,5

Rationale 1: All members of the team are involved.

Rationale 2: All members of the team are involved, including management.

Rationale 3: Evaluation does not happen just at the end of the project, but needs to be incorporated all the way through the project.

Rationale 4: While all members of the team are involved in evaluation, this evaluation should take place throughout the project, not just at the end.

Rationale 5: If the team does not evaluate the results of decisions, valuable information can be lost or mistakes can be made in the next change.

Global Rationale:

Cognitive Level: Applying
Client Need: Safe Effective Care Environment
Client Need Sub:
Nursing/Integrated Concepts: Nursing Process: Evaluation
Learning Outcome: LO 08. Apply the decision-making process.