

## Multiple Choice Questions

1) Fayol's principles of management that continue today include \_\_\_\_\_.

- a. division of work, authority, hierarchy, and democracy
- b. unity of command, scalar chain, centralization, and discipline
- c. division of work, scalar chain, hierarchy, and discipline
- d. unity of command, scalar chain, centralization, and democracy

**Answer: b**

**Rationale for Correct Answer:**

- a. Incorrect: Hierarchy and democracy are not included in Fayol's principles of management.
- b. Correct: These principles, along with division of work, authority, and subordination of interest, are all included in Fayol's principles of management.
- c. Incorrect: Hierarchy is not included in Fayol's principles of management.
- d. Incorrect: Democracy is not included in Fayol's principles of management.

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Assessment, Planning, Implementation

**Objective:** 1—Discuss the evolution of theories of management and how they are reflected in current health care organizations

2) Fayol's categories of management functions include \_\_\_\_\_.

- a. controlling, leading, staffing, organizing, and planning
- b. controlling, leading, staffing, organizing and productivity
- c. controlling, leading, staffing, organizing and promotion
- d. controlling, leading, staffing, organizing and priority

**Answer: a**

**Rationale for Correct Answer:**

- a. Correct: These are all included in Fayol's categories of management functions.
- b. Incorrect: Productivity, promotion, and priority are not included in Fayol's categories of management.
- c. Incorrect: Productivity, promotion, and priority are not included in Fayol's categories of management.
- d. Incorrect: Productivity, promotion, and priority are not included in Fayol's categories of management.

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Assessment, Planning, Implementation

**Objective:** 1—Discuss the evolution of theories of management and how they are reflected in current health care organizations

3) Concerns of \_\_\_\_\_ include dealing with complexity and producing results, quality and planning, and setting targets and goals while dealing with budgeting and allocating resources.

- a. management
- b. administration
- c. leadership
- d. frontline staff

**Answer: a**

**Rationale for Correct Answer:**

- a. Correct: See Table 2.1 (p. 37) in your textbook for a list of management functions.
- b. Incorrect: See Table 2.1 (p. 37) in your textbook for a list of management functions.
- c. Incorrect: See Table 2.1 (p. 37) in your textbook for a list of management functions.
- d. Incorrect: See Table 2.1 (p. 37) in your textbook for a list of management functions.

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Assessment, Planning, Implementation

**Objective:** 2—Compare the focus and activities of leaders and managers

4) \_\_\_\_\_ includes motivating, inspiring, and empowering people to pursue change and overcome barriers by coaching and role modelling.

- a. Management
- b. Administration
- c. Leadership
- d. frontline staff

**Answer: c**

**Rationale for Correct Answer:**

- a. Incorrect: See Table 2.1 (p. 37) in your textbook for a list of leadership functions.
- b. Incorrect: See Table 2.1 (p. 37) in your textbook for a list of leadership functions.
- c. Correct: See Table 2.1 (p. 37) in your textbook for a list of leadership functions.
- d. Incorrect: See Table 2.1 (p. 37) in your textbook for a list of leadership functions.

**Client need per NCLEX:** Safe and effective care environment

**Integrated Nursing Process:** Assessment, Diagnosis, Planning, Implementation, Evaluation

**Objective:** 2—Compare the focus and activities of leaders and managers

5) A(n) \_\_\_\_\_ health care delivery system that has an evident private market and provides public funding for the poor and/or elderly is:

- a. universal and comprehensive
- b. entrepreneurial and permissive
- c. socialist and centrally planned
- d. welfare-oriented

**Answer: b**

**Rationale for Correct Answer:**

- a. Incorrect: Universal and comprehensive services are publicly funded and provide a full range of services for all citizens.
- b. Correct: In entrepreneurial systems, individuals purchase health insurance or work for employers that purchase such insurance for employees under private insurance schemes, and most health care is paid for in this way. Such systems often feature a mix of publicly funded services for the poor and/or elderly, with most services being provided and paid for privately.
- c. Incorrect: Socialistic and centrally planned services are ones that are available to all citizens and are designed and delivered by government-funded organizations.
- d. Incorrect: In welfare-oriented health systems (such as Canada's), governments take on the role of funding only a portion of services, such as hospitals and physicians, but not a full range of health care services.

**Client need per NCLEX:** safe and effective care environment, health promotion and maintenance

**Integrated Nursing Process:** Assessment, Diagnosis, Planning, Implementation, Evaluation

**Objective:** 3—Identify the components of health systems and the factors influencing the organization of health systems

6) Canada's health care system is classified as \_\_\_\_\_.

- a. universal and comprehensive
- b. entrepreneurial and permissive
- c. socialist and centrally planned
- d. welfare-oriented

**Answer: d**

**Rationale for Correct Answer:**

- a. Incorrect: Sweden and the United Kingdom are examples of universal and comprehensive health systems.
- b. Incorrect: The United States is an example of an entrepreneurial and permissive health system.
- c. Incorrect: China and Cuba are examples of socialist and centrally-planned health systems.
- d. Correct: Canada and Japan are examples of welfare-oriented health systems.

**Client need per NCLEX:** safe and effective care environment, health promotion and maintenance

**Integrated Nursing Process:** Planning

**Objective:** 3—Identify the components of health systems and the factors influencing the organization of health services

7) In Canada, the \_\_\_\_\_ level of government is responsible for the health care of military members.

- a. provincial
- b. territorial
- c. municipal
- d. federal

**Answer:** d

**Rationale for Correct Answer:**

- a. Incorrect: Under the Constitution Act of 1982, Canada's federal government carries responsibility for a limited range of health services, such as service for members of the military and for Aboriginal people on reserves.
- b. Incorrect: Under the Constitution Act of 1982, Canada's federal government carries responsibility for a limited range of health services, such as service for members of the military and for Aboriginal people on reserves.
- c. Incorrect: Under the Constitution Act of 1982, Canada's federal government carries responsibility for a limited range of health services, such as service for members of the military and for Aboriginal people on reserves.
- d. Correct: Under the Constitution Act of 1982, Canada's federal government carries responsibility for a limited range of health services, such as service for members of the military and for Aboriginal people on reserves.

**Client need per NCLEX:** Health promotion and maintenance

**Integrated Nursing Process:** Planning, Implementation

**Objective:** 4—Identify the components of health systems and the factors influencing the organization of health services

8) In Canada, the \_\_\_\_\_ level of government has no obligation to health care.

- a. provincial
- b. territorial
- c. municipal
- d. federal

**Answer:** c

**Rationale for Correct Answer:**

- a. Incorrect: This level of government all has some obligation with respect to the provision of health care services.

- b. Incorrect: This level of government all has some obligation with respect to the provision of health care services.
- c. Correct: Municipal governments are responsible for local matters in cities, towns and smaller communities. Depending on the jurisdiction, the government may have responsibilities with respect to health care by having municipal representatives on boards of public health units. They do not, however, have any obligation to health care.
- d. Incorrect: This level of government all has some obligation with respect to the provision of health care services.

**Client need per NCLEX:** health promotion and maintenance

**Integrated Nursing Process:** Planning, Implementation

**Objective:** 4—Identify the components of health systems and the factors influencing the organization of health services

- 9) \_\_\_\_\_ is the comprehensive system of essential health care that is focused on preventing illness and promoting health.
- a. Secondary health care
  - b. Tertiary health care
  - c. Strategic initiative care
  - d. Primary health care

**Answer:** d

**Rationale for Correct Answer:**

- a. Incorrect: Secondary health care is a specialized level of care in a variety of settings, such as community hospitals, home care, and long-term and chronic care settings. Someone usually refers individuals here from a primary health care level.
- b. Incorrect: Tertiary care refers to the third level of care that provides more specialized care than found in a general or community hospital.
- c. Incorrect: This is not a level or system of health care.
- d. Correct: This is the definition of primary health care.

**Client need per NCLEX:** health promotion and maintenance

**Integrated Nursing Process:** Planning, Implementation

**Objective:** 4—Distinguish among municipal, provincial/territorial, and federal levels of responsibility and jurisdiction with respect to health care services and the legislative framework governing health care and health care professionals.

- 10) \_\_\_\_\_ is most often funded by the provincial governments, governed by community boards, and more specialized in a variety of settings. This level of health care is where someone in a doctor's office normally refers individuals.
- a. Primary health care
  - b. Secondary health care
  - c. Tertiary health care
  - d. Quaternary health care

**Answer: b**

**Rationale for Correct Answer:**

- a. Incorrect: Primary health care is the comprehensive system of essential health care that is focused on preventing illness and promoting health.
- b. Correct: Secondary health care is a specialized level of care in a variety of settings, such as community hospitals, home care, and long-term and chronic care settings. Someone usually refers individuals here from a primary health care level.
- c. Incorrect: Tertiary care refers to the third level of care, which provides more specialized care than found in a general or community hospital.
- d. Incorrect: Quaternary health care is a more specialized service that is only available at limited locations.

**Client need per NCLEX:** health promotion and maintenance

**Integrated Nursing Process:** Planning

**Objective:** 4—Distinguish among municipal, provincial/territorial, and federal levels of responsibility and jurisdiction with respect to health care services and the legislative framework governing health care and health care professionals.

11) \_\_\_\_\_ is the organization and management of health services to enable people to get the care they need when they need it in a user friendly way, provide value for money, and achieve desired results.

- a. Integrated service delivery
- b. Quality service delivery
- c. Value added delivery
- d. Balanced scorecard delivery

**Answer: a**

**Rationale for Correct Answer:**

- a. Correct: This is the definition of integrated service delivery (as defined by the WHO in 2008).
- b. Incorrect: This is not the term for the definition provided.
- c. Incorrect: This is not the term for the definition provided.
- d. Incorrect: This is not the term for the definition provided.

**Client need per NCLEX:** safe and effective care environment, health promotion and maintenance

**Integrated Nursing Process:** Planning, Implementation

**Objective:** 5—Describe the levels of health care and the range and types of health care services in Canada

12) Canada uses data from the \_\_\_\_\_ to rank itself against other countries to determine its effectiveness in the delivery of health care.

- a. OECD
- b. OCDE
- c. ODEC
- d. OCED

**Answer: a**

**Rationale for Correct Answer:**

- a. Correct: OECD stands for the Organization for Economic Co-operation and Development.
- b. Incorrect: OECD stands for the Organization for Economic Co-operation and Development.
- c. Incorrect: OECD stands for the Organization for Economic Co-operation and Development.
- d. Incorrect: OECD stands for the Organization for Economic Co-operation and Development.

**Client need per NCLEX:** safe and effective care environment, health promotion and maintenance

**Integrated Nursing Process:** Planning, Implementation

**Objective:** 7—Identify trends and issues in health systems in Canada and how performance of health systems might be evaluated

## Short Answer Questions

13) Describe how your current clinical placement exhibits characteristics of a classical management theory or human relations theory. Provide at least three examples to support your answer.

**Answer:**

- Classical Management Theories
  - i. Industrial revolution-stimulated a trend of mechanizing work to more efficiently accomplish goals. Interested in design of individual jobs to increase output and efficiency
  - ii. Other theorists were interested in the design of organizations as a whole, such as administration, human relations, and production efficiency.
  - iii. Fayol's principles of management that continue today:
    - 1. Division of work
    - 2. Authority
    - 3. Unity of command
    - 4. Scalar chain
    - 5. Subordination of interest
    - 6. Centralization
    - 7. Discipline
  - iv. Fayol's categories of management functions:
    - 1. Planning
    - 2. Organizing
    - 3. Staffing

- 4. Leading
- 5. Controlling
- Human Relations Theories
  - v. Evolved through experimentation initiated as result of worker unrest and interest in what motivated workers and performance enhancement
  - vi. Realized that attention given to the workers improved attitude and social relationships, which enhanced cooperation and reduced work alienation
  - vii. Examined motivation AND hierarchy in organizations and democratic approaches to management as alternatives to autocratic or authoritarian approaches
  - viii. Focus ensured human aspect of organizations was considered, not just the technical aspect or design of a job or organization

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Planning, Implementation, Evaluation

**Objective:** 1—Discuss the evolution of theories of management and how they are reflected in current health care organizations

14) Compare management with leadership. Provide four differences between these two roles.

**Answer:** See Table 2.1 (p. 37) in your textbook for a list of management and leadership functions.

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Planning, Implementation, Evaluation

**Objective:** 2—Compare the focus and activities of leaders and managers

15) Identify two characteristics of each of the following types of health delivery systems and indicate a country where the system of delivery is used.

- A. Entrepreneurial and permissive
- B. Welfare-oriented
- C. Universal and comprehensive
- D. Socialist and centrally planned

**Answer:**

A: Entrepreneurial and permissive

- Individuals/employers purchase health insurance
- Public funding for poor and/or elderly
- Private market is evident
- Government does not intervene to a great extent



- Example: United States of America
- B: Welfare-oriented
  - Publically funded to great extent
  - Dental and pharmaceuticals covered by insurance providers in many cases
  - Governments take on a larger role, financing personal medical care and provision of some direct service, especially in rural areas
  - Examples: Canada, Japan
- C: Universal and comprehensive
  - Universal and publically funded
  - Access to additional services outside what is funded by gov't
  - Examples: Sweden, United Kingdom
- D: Socialist and centrally planned
  - Available to all citizens and are designed and delivered by government-funded organizations
  - Government finances services, hires almost all who provide the services, educates all healthcare professionals and produces pharmaceuticals
  - Examples: China, Cuba

**Client need per NCLEX:** safe and effective care environment, health promotion and maintenance

**Integrated Nursing Process:** Planning, Implementation, Evaluation

**Objective:** 3—Identify the components of health systems and the factors influencing the organization of health services

16) Provide three examples of the responsibilities of the provinces and territories with respect to the delivery of health services.

**Answer:**

Correct answer should include three of the following points:

- Major role in financing and organizing health services within their jurisdictions
- Reference often made to Canada's 13 health systems
- Substantial portion of resources for health care contributed by provincial monies not allocated by federal government
- Per-capita spending
- Negotiation of physicians fees
- Planning and implementation of health promotion campaigns
- Administration of health insurance plans
- Allocation of funding for hospitals and other health agencies

- In 2010, 34.9% of provincial budgets spent on health care

**Client need per NCLEX:** safe and effective care environment, health promotion and maintenance

**Integrated Nursing Process:** Planning, Implementation, Evaluation

**Objective:** 4—Distinguish among municipal, provincial/territorial, and federal levels of responsibility and jurisdiction with respect to health care services and the legislative framework governing health care and health care professionals.

17) Your grandmother calls to tell you about her neighbour, Norma, who recently had a stroke. She says the physician in the urgent care center at St. John's hospital saw Norma after she was brought in by a friend. Then Norma was transferred to a larger hospital (Holy Oaks Regional Hospital) where she had to have a "coiling thing" done. Your grandmother tells you that they don't do this type of procedure at their local hospital, "only in those big cities." Norma spent a couple of days there and then was transferred back to the hospital in the next town (Springfield Hospital) where they have special "brain doctors." Then they moved Norma back to the local hospital (St. John's Hospital) where they took care of her for two weeks. Now Norma is seeing Dr. Bradley in his office every week and has home care every day. What level of health care did Norma receive at each of the following places?

- a) St. John's Hospital
- b) Holy Oaks Regional Hospital
- c) Springfield Hospital
- d) Dr. Bradley's office

**Answer:**

- a) St. John's Hospital: Secondary Care
- b) Holy Oaks Regional Hospital: Quaternary Care
- c) Springfield Hospital: Tertiary Care
- d) Dr. Bradley's office: Primary Care

**Client need per NCLEX:** safe and effective care environment, health promotion and maintenance

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 5—Describe the levels of health care and the range and types of health care services in Canada

18) What are three aspects of a country's health system performance that have been said to need to be examined in greater detail?

**Answer:** 1) quality of care, 2) access to care, 3) cost/expenditure

**Client need per NCLEX:** safe and effective care environment, health promotion and maintenance

**Integrated Nursing Process:** Implementation, Evaluation

**Objective:** 7—Identify trends and issues in health systems in Canada and how performance of health systems might be evaluated