

CONTENTS

CHAPTER 1.	Taking the Certification Examination	1
	General Suggestions for Preparing for the Exam	1
CHAPTER 2.	Leadership and Management	11
	Leadership Theories	11
	The Importance of Transparency	14
	Organization and Structure	15
	Planning Continuum	33
	Healthcare Environment	35
	Institutional Environment	41
	External Environment	44
	Physical Environment	47
	References	49
CHAPTER 3.	Innovation, Technology, And Legal Issues In Nursing55
	Innovation and Healthcare Technology	55
	Client Safety	58
	Legal Issues in Professional Practice and Institutional Liabilities	64
	References	68
CHAPTER 4.	Healthcare Environment71
	Organizational Culture and Environment	71
	Teambuilding	72
	Group Dynamics	72

	Conflict and Conflict Resolution	73
	Negotiation	74
	Sources of Power and Empowerment	75
	Adapting to Change	76
	Environmental Factors	78
	References	83
CHAPTER 5.	Program Evaluation And Research	85
	Program Evaluation	85
	Research	89
	Purpose of Study	95
	Background Information	96
	Question Guiding Inquiry (PICOT)	96
	Summary of Study	97
	Conclusions and Outcome	98
	Summary	99
	References	99
CHAPTER 6.	Legal And Regulatory Issues; Human Capital; Healthcare Policy And Politics; Ethics	103
	Legal and Regulatory Issues	103
	Human Capital	114
	Management–Labor Relationships: Collective Bargaining	119
	Healthcare Policy and Politics	122
	Ethics	125
	References	133

CHAPTER 7. The Business Of Health Care.....	141
Budget	141
Reimbursement	148
Cost Containment	153
Marketing	159
References	161
APPENDIX A. Review Questions.....	163
APPENDIX B. Answers to Review Questions	175
INDEX.....	181