

Test Content Outline
Effective Date: January 12, 2016

Nurse Executive, Advanced
Board Certification Examination

There are 175 questions on this examination. Of these, 150 are scored questions and 25 are pretest questions that are not scored. Pretest questions are used to determine how well these questions will perform before they are used on the scored portion of the examination. The pretest questions cannot be distinguished from those that will be scored, so it is important for a candidate to answer all questions. A candidate's score, however, is based solely on the 150 scored questions. Performance on pretest questions does not affect a candidate's score.

This Test Content Outline identifies the areas that are included on the examination. The percentage and number of questions in each of the major categories of the scored portion of the examination are also shown.

Category	Domains of Practice	No. of Questions	Percent
I	Structures and Processes	42	28%
II	Exemplary Professional Practice	44	29%
III	Transformational Leadership	45	30%
IV	New Knowledge and Practice Applications	19	13%
	Total	150	100%



I. Structures and Processes (28%)
A. Human Capital Management

Knowledge of:

1. Laws and regulations (e.g., labor laws, collective bargaining, *Americans with Disabilities Act* [ADA], Occupational Safety and Health Administration [OSHA], *Family and Medical Leave Act* [FMLA], *Rehabilitation Act*, *Age Discrimination in Employment Act* [ADEA], *Civil Rights Act*)
2. Personnel policies (e.g., performance management, confidentiality, employee rights, contracted services)
3. Recruitment, retention, and recognition
4. Human resource utilization and compensation (e.g., benefits, job descriptions)
5. Organizational theory, behavior, and development (e.g., cultural competence, communication, respect, emotional intelligence, addressing disruptive behaviors, just culture)
6. Staff satisfaction, engagement, and empowerment (e.g., tools, strategies, concepts)

Skills in:

7. Evaluating and implementing policies and procedures to ensure compliance with regulatory professional standards and organizational integrity
8. Using effective communication
9. Designing and conducting performance reviews and appraisals
10. Action planning to address staff engagement and identified human resource issues

B. Fiscal Planning, Execution, and Accountability

Knowledge of:

1. Budgeting and basic accounting principles, concepts, and software
2. Strategic sourcing (e.g., Group Purchasing Organizations [GPO], supply chain, contracted services)
3. Revenue management (e.g., denial management, utilization management, charge description master [CDM], revenue cycle, third-party payers)

Skills in:

4. Forecasting, developing, and analyzing operating and capital budgets
5. Obtaining appropriate financial resources
6. Managing operating budgets within established performance standards
7. Prioritizing and approving capital requests
8. Establishing procedures to ensure accurate documentation and charge capture
9. Educating team members on the financial implications of patient care decisions

C. Community Engagement and Collaborations

Knowledge of:

1. Healthcare issues and public policy (e.g., access to care, health disparities, political climate and influences, populations, local epidemiological trends, cultural diversity)
2. Healthcare delivery models (e.g., Accountable Care Organizations, telehealth, Patient Center Medical Homes)
3. Disaster preparedness and response
4. Community resources and outreach strategies (e.g., community-based, hospital outreach, volunteerism, focus groups)

Skills in:

5. Conducting community needs assessments and implementing strategies to respond to findings (e.g., marketing, communication, education, readiness to change)
6. Developing and maintaining stakeholder alliances and partnerships (e.g., academic, board member relationships, community outreach, emergency planning)

D. Organizational Structure and Compliance

Knowledge of:

1. Organizational reporting structures and processes
2. Laws, regulations, and accrediting bodies pertaining to the work environment and clinical practices (e.g., The Joint Commission, OSHA, *Health Insurance Portability and Accountability Act* [HIPAA], Centers for Medicare and Medicaid Services [CMS])
3. Management systems and information technology (e.g., knowledge management, meaningful use, intellectual property and information ethics)
4. Organizational culture and climate
5. Risk management concepts, techniques, and processes (e.g., sentinel events, just culture)

Skills in:

6. Assessing and evaluating technology's impact on care delivery
7. Designing and navigating organizational structures that support care delivery and achieve desired outcomes
8. Facilitating interdisciplinary collaboration in the decision-making processes
9. Implementing change based on risk assessment, patient safety data, and technology
10. Representing nursing at the organization's highest decision-making body
11. Promoting workplace practices that protect employee and patient rights and safety

II. Exemplary Professional Practice (29%)
A. Professional Practice Model

Knowledge of:

1. Professional practice environment and models
2. Contemporary theories and models related to nursing
3. Patient rights, codes of ethics, and scopes and standards
4. Structures and processes that support shared leadership, participative decision-making, and reflective nursing practice
5. Regulations and standards that govern clinical practice (e.g., credentialing, privileging, licensure and scope of practice, professional conduct)
6. Professional development and lifelong learning (e.g., clinical ladders, formal education, certification, competency validation)
7. Nursing responsibility, authority, autonomy, and delegation

Skills in:

8. Integrating professional practice standards into systems of staff accountability
9. Resolving issues related to patient rights, HIPAA violations, ethical dilemmas, privacy, security, and confidentiality
10. Establishing and evaluating programs that enhance professional practice and professionalism (e.g., residency programs, preceptorships, internship programs)

B. Care Delivery Systems

Knowledge of:

1. Care delivery systems that support professional practice and patient care
2. Appraisal and peer review systems
3. Existing standards of clinical practice (e.g., professional organization recommendations, accrediting bodies)
4. Best practices in care delivery (e.g., safety, quality, service)

Skills in:

5. Establishing staffing and scheduling systems that ensure appropriate resource allocation
6. Fostering interdisciplinary collaboration across the continuum of care (including patients and their support systems)

C. Quality Monitoring and Improvement

Knowledge of:

1. Systems theories
2. Techniques used in continuous performance improvement (e.g., Plan-Do-Study-Act Cycle [PDSA], LEAN, root cause analysis [RCA], failure mode and effects analysis [FMEA])
3. Qualitative and quantitative measures related to clinical practice (e.g., clinical, quality safety service, and stakeholder satisfaction)
4. Value-based purchasing

Skills in

5. Creating a culture of continuous quality improvement
6. Translating data into information (including the use of internal and external benchmarks), and disseminating it at various levels within the organization
7. Selecting the appropriate continuous improvement technique for a given situation
8. Evaluating outcomes of care delivery (e.g., nurse sensitive indicators, ORYX indicators, National Patient Safety Goals, Leapfrog, CDC, HCAHPS)

III. Transformational Leadership (30%)

A. Strategic Planning

Knowledge of:

1. Strategic planning principles (e.g., alignment with the organizational mission, vision, and imperatives; SWOT analysis)
2. Trends in business practice, including market and community needs (e.g., reimbursement, payer mix, provider availability)

Skills in:

3. Executing and evaluating the strategic plan over time (e.g., reprioritization, responding to changing needs, formulating short-term and long-term goals)
4. Developing community coalitions and business partnerships to execute the strategic plan
5. Building consensus at all levels of the organization
6. Developing new programs and sponsoring initiatives

B. Advocacy

Knowledge of:

1. Nursing code of ethics and ethical principles in business and practice
2. Sources of influence and power
3. Principles of team and relationship building

Skills in:

4. Establishing mechanisms to manage conflict and disruptive behavior
5. Prioritizing competing demands and interests related to decision-making
6. Using effective mechanisms (e.g., conflict resolution, negotiation, power, alliances, data, marketing, collaboration) to influence organizational decision-making and ensure operational excellence
7. Cultivating diversity and a climate of inclusion
8. Leading and sustaining change using appropriate change theories and concepts
9. Identifying and addressing the needs of disenfranchised and vulnerable populations

C. Leadership Effectiveness

Knowledge of:

1. Healthy work environment
2. Leadership concepts, principles, and styles
3. Coaching, mentoring, and precepting
4. Emotional intelligence
5. Stakeholder Relationships

Skills in:

6. Selecting a leadership style appropriate to the situation
7. Incorporating relevant research and evidence-based principles into leadership practice (e.g., authentic leadership, pervasive leadership, servant leadership, appreciative inquiry)
8. Developing leadership processes and planning for succession
9. Evaluating one's own leadership effectiveness using multisource feedback
10. Developing a learning organization that advances knowledge and intellectual capital

IV. New Knowledge and Practice Applications (13%)

A. Research and Evidence-Based Practice

Knowledge of:

1. Institutional Review Board (IRB) requirements (e.g., protection of human research subjects)
2. Components and techniques (e.g., literature review, developing research questions, study methods and designs, data management, data mining, levels of evidence)
3. Distinctions between quality improvement, evidence-based practice, and research
4. Evidence-based practice models

Skills in:

5. Facilitating grant writing to support research projects
6. Creating a culture and advocating for resources that support research and scholarly inquiry
7. Disseminating research and evidence-based findings
8. Ensuring policies, standards, procedures, and guidelines are built on evidence
9. Evaluating and incorporating new knowledge, including published and unpublished research findings into practice

B. Innovation Adoption

Knowledge of:

1. Risk-taking
2. Creativity and disruptive innovation
3. Current technology innovations that impact practice

Skills in:

4. Creating a culture that values, encourages, and recognizes novel ideas and innovation that benefit the patient, family, organization, or community
5. Developing a framework for implementing small tests of change
6. Leveraging diversity (e.g., generational differences, cultural) to encourage new ideas or new patterns of thinking
7. Influencing architecture and space design to support practice and patient care

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