

**Test Content Outline**  
**Effective Date: June 10, 2013**

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.

<b>Category</b>	<b>Domains of Practice</b>	<b>No. of Questions</b>	<b>Percent</b>
I	Operational Structures and Processes	36	24%
II	Exemplary Professional Practice	50	33%
III	Transformational Leadership	40	27%
IV	New Knowledge and Innovations	24	16%
	<b>Total</b>	<b>150</b>	<b>100%</b>

## I Operational Structures and Processes (24%)

### A. Managing Human Capital

#### 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 (including disciplinary actions, confidentiality, employee rights)
3. Recruitment, retention, and recognition
4. Human resource utilization and compensation (e.g., benefits, job descriptions)
5. Organizational behavior and development (e.g., cultural competence, communication, respect, emotional intelligence, addressing disruptive behaviors, just culture)
6. Staff satisfaction and employee engagement (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 appropriate interpersonal communication
9. Designing and conducting performance reviews and appraisals
10. Action planning to address staff engagement and identified human resource issues

### B. Fiscal Planning and Management

#### Knowledge of:

1. Budgeting and basic accounting principles, concepts, and software
2. Strategic sourcing (Group Purchasing Organizations [GPO], materials management)
3. Revenue management (e.g., denial management, utilization management, charge description master [CDM], revenue integrity, 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 Involvement

#### Knowledge of:

1. Health care issues and public policy (e.g., access to care, health disparities, political process, populations, local epidemiological trends, cultural diversity)
2. Emergency planning and responses
3. Community resources and outreach strategies (e.g., community-based, hospital outreach, volunteerism, focus groups)

#### Skills in:

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

D. Organizational Structure

Knowledge of:

1. Management systems, and organizational reporting structures, processes, and analysis
2. Laws, regulations and accrediting bodies pertaining to the work environment and clinical practices (e.g., The Joint Commission, Occupational Safety and Health Administration [OSHA], *Health Insurance Portability and Accountability Act* [HIPAA], Centers for Medicare and Medicaid Services [CMS])
3. Information technology
4. Organizational culture and climate (including culture of safety)
5. Risk management concepts, techniques, and processes (e.g., sentinel events, financial reserve)

Skills in:

6. 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 decision making processes
9. Implementing change based on risk assessment and patient safety data

**II Exemplary Professional Practice (33%)**

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, and participative decision-making
5. Regulations that govern clinical practice (e.g., credentialing, privileging, licensure, unprofessional conduct)
6. Professional development (e.g., clinical ladders, formal education, certification, competency validation)
7. Nursing responsibility, authority, autonomy and delegation

Skills in:

8. Developing, applying, evaluating, adapting and modifying professional practice models
9. Integrating professional practice standards into systems of staff accountability
10. Resolving issues related to patient rights, *Health Insurance Portability and Accountability Act* [HIPAA] violations, ethical dilemmas, privacy, security, and confidentiality
11. Establishing programs that enhance professional practice and professionalism, and support the transition of the new graduate (e.g., residency programs, preceptorships, internship programs)

B. Care Delivery Systems

Knowledge of:

1. Care delivery systems that support professional practice, and involve patients and their support systems in the planning and delivery of care
2. Self 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., hourly rounding, huddles, bed-side reports, hand offs)

Skills in:

5. Establishing cost-effective staffing and scheduling systems that ensure the appropriate resource allocation and consistent application of the care delivery system
6. Fostering interdisciplinary collaboration across the continuum of care, which includes patients and their support systems
7. Using internal and external experts to evaluate the care delivery system
8. Integrating care delivery model concepts to support patient care assignments and continuity of care

C. Quality Monitoring and Improvement

Knowledge of:

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

Skills in

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

**III Transformational Leadership (27%)**

A. Strategic Planning

Knowledge of:

1. Strategic planning principles (e.g., alignment of the nursing plan with the organizational plan, SWOT analysis and the components thereof)
2. Political environment and power structures
3. Trends in business practice, including market and community needs (e.g., reimbursement, payor mix, provider availability)

Skills in:

4. Developing and aligning the strategic plan consistent with the organization's mission, vision, and goals
5. Executing and evaluating the strategic plan over time (e.g., reprioritization, responding to changing needs, formulating short-term and long-term goals)
6. Developing community coalitions and business partnerships to execute the strategic plan
7. Communicating and building consensus and support for the strategic plan at all levels of the organization
8. Developing new programs and managing projects (e.g., proposals, pro forma, business plans)

**B. Advocacy and Influence**

Knowledge of:

1. Ethics (business, clinical, patient, staff)
2. Sources of influence and power
3. Principles of relationship building (including visibility, accessibility, and communication)
4. Disenfranchised and vulnerable populations (e.g., patient and staff)
5. Marketing strategies and image creation

Skills in:

6. Establishing mechanisms to manage conflict and disruptive behavior
7. Prioritizing competing demands and interests related to decision-making
8. Using effective mechanisms (e.g., negotiation, power, alliances, data, marketing, collaboration) to influence organizational decision-making and ensure operational excellence
9. Creating a climate of inclusion
10. Leading and sustaining change using appropriate change theories and concepts

**C. Leadership Effectiveness**

Knowledge of:

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

Skills in:

5. Selecting a leadership style appropriate to the situation
6. Incorporating relevant research and evidence-based principles into leadership practice (e.g., authentic leadership, servant leadership, appreciative inquiry)
7. Developing leadership (processes and planning for succession)
8. Creating a culture of pervasive leadership
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 Innovations (16%)**

**A. Research and Evidence-based Practice**

Knowledge of:

1. Institutional Review Board (IRB) Requirements (e.g., protection of human research subjects)
2. Research and evidence-based practice techniques (e.g., literature review, developing research questions, study methods and designs, data management, data mining, levels of evidence)
3. Distinction between quality-based improvement, evidence-based practice, and research
4. Evidence-based practice models (e.g., Iowa Model, Johns Hopkins model)

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 to internal and external audiences
8. Ensuring policies, standards, procedures, and guidelines are built on evidence

9. Evaluating and incorporating new knowledge and published research findings into practice
- B. Innovation
- Knowledge of:
1. Staff engagement strategies
  2. Risk-taking
  3. Creativity and lateral thinking
  4. Current technology innovations that impact practice
- Skills in:
5. Creating a culture that values, encourages, and recognizes novel ideas and innovation that benefit the patient, family, organization, or community
  6. Developing a framework for implementing small tests of change
  7. Leveraging diversity (e.g., generational differences, cultural) to encourage new ideas or new patterns of thinking
  8. Evaluating and applying technology to support practice innovation
  9. Influencing architecture and space design to support practice and patient care

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