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## **Nurse Executive Board Certification (formerly Nursing Administration) Test Content Outline - Effective Date: October 1, 2008**

There are 175 questions on this examination. Of these, 150 are scored questions and 25 are nonscored pretest questions. Questions are pretested to determine how well they perform before they are used in the scored portion of the examination. The pretest questions cannot be distinguished from those that will be scored, so it is important that a candidate answer all questions. However, a candidate's score 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	Delivery of Care	56	37.33%
II	Legal, Regulatory and Ethical Issues	31	20.67%
III	Healthcare Economics	14	09.33%
IV	Healthcare Environment	13	08.67%
V	Professional Practice	36	20.00%
<b>Total</b>		<b>150</b>	<b>100%</b>

The questions on this examination represent a broad range of settings (acute care, ambulatory care, post acute care, etc.) and a broad range of populations.

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## **I. Delivery of Care**

- A. Healthcare Evaluation and Outcome Measures (national and organizational indicators (e.g., disaster readiness, *Healthy People 2010*); purpose, process and evaluation methods; accrediting agencies and regulatory bodies (e.g., Joint Commission, Center for Medicare and Medicaid Services [CMS], National Committee on Quality Assurance [NCQA])
- B. Measurement of Patient Needs and Impact on Patient Outcomes
  - 1. patient classifications, acuity, staffing plan, interdisciplinary resources
  - 2. patient populations, demographics and case mix (e.g., age, diagnosis, geographic, cultural, ethnicity, gender)
  - 3. patient satisfaction
- C. Workflow Design
  - 1. staffing assignments, scheduling and interdisciplinary teams
  - 2. models of care (including case management)
  - 3. physical design
- D. Performance Improvement (methods, tools, processes, and outcomes; internal and external indicators/stakeholders; evidence based practice; tracer methodology; needs assessment)
- E. Environment of Care and Risk Management
  - 1. access to care (external or internal environment)
  - 2. Americans with Disabilities Act (ADA)
  - 3. Environmental Protection Agency (EPA)
  - 4. disaster preparedness and crisis management
  - 5. Joint Commission standards
  - 6. patient safety
    - a. prevention (e.g., falls, medication errors, hand off communication)
    - b. infection control (e.g., isolation, standard precautions)
    - c. analysis (e.g., Sentinel Event Analysis, Root Cause Analyses [RCA], Failure Mode and Effects Analysis [FMEA])
    - d. seamless transition across the continuum of care
  - 7. employee safety
    - a. occupational health (e.g., worker's compensation, ergonomics)
    - b. occupational Safety and Health Administration (OSHA)
    - c. infection control (e.g., immunization, training, exposure, control plan)
- F. Strategic Visioning and Planning
  - 1. long range planning (including mission, vision, values, goals, philosophy, SWOT Analysis [strengths, weakness, opportunities, threats], costs and benefits of obtaining organization recognition)
  - 2. community, state, and national disaster planning
  - 3. marketing initiatives (e.g., engaging staff, health fairs)
  - 4. needs assessment
- G. Management Systems, Processes and Analysis
  - 1. critical thinking
  - 2. problem solving
  - 3. decision making
  - 4. delegation
  - 5. partnerships and collaboration
  - 6. information management

## II. Legal, Regulatory, and Ethical Issues

- A. Health and Public Policy
  - 1. Center for Medicare and Medicaid Services (CMS)
  - 2. healthcare funding and reimbursement
    - a. private (e.g., third party payers, managed care, self pay)
    - b. public (federal and state funding)
  - 3. Center for Disease Control (CDC) guidelines
  - 4. mandatory reporting (e.g., neglect, abuse, communicable diseases, practice issues)
  - 5. research guidelines (e.g., federal directives, guidelines for protecting subjects, funding)
  - 6. nurse practice acts (including collaborative practices)
  - 7. Patient Self Determination Act (e.g., advanced directives, living wills, durable medical power of attorney)
- B. Legal Risks and Liabilities
  - 1. licensing organizations (e.g., Department of Health, state boards of nursing)
  - 2. malpractice and negligence
  - 3. legal issues (e.g., abandonment, neglect, restraints, falsification, exploitation, whistle blowing, informed consent)
  - 4. delegation
  - 5. fraud (e.g., Office of Inspector General [OIG], corporate compliance)
  - 6. abuse/violence/harassment (staff, patient, peer)
- C. Standards of Clinical Practice (e.g., clinical practice guidelines, critical/clinical pathways or protocols, disease management, professional nursing standards, Best Practices, Evidence Based Practice, ANA scopes and standards of nursing practice)
- D. Confidentiality and Privacy (e.g., Health Information Portability and Accountability Act (HIPPA), electronic access and security, verbal and written communication)
  - 1. patient
  - 2. staff
  - 3. organization (e.g., incident reports, risk management data, litigation)
- E. Professional Standards and Ethics
  - 1. American Nurses Association (ANA) Code of Ethics
  - 2. ethical principles and ethics committees
  - 3. patient's bill of rights and responsibilities
  - 4. conflict of interest
  - 5. patient education and advocacy
  - 6. corporate compliance and professional integrity
  - 7. American Nurses Association (ANA) Scope and Standards for Nurse Administrators

### **III. Healthcare Economics**

- A. Fiscal Management and Financial Outcomes
  - 1. Budgeting
    - a. cost-benefit analysis
    - b. budgeting principles (e.g., zero based, capital, operational)
    - c. human resources (e.g., merit increases, benefits, bonuses)
    - d. material acquisition
  - 2. Resource Management
    - a. contractual arrangement (e.g., vendor, staffing)
    - b. types of payment systems (e.g., self pay, third party payors, charity care, prospective payment system [PPS], pay-for-performance [P4P])
    - c. cost containment
    - d. cost centers management (including grants)
- B. Principles of Nursing Workload
  - 1. hours per patient day (HPPDs)
  - 2. full time equivalent (FTEs)
  - 3. productivity standards (e.g., Average Daily Census, Relative Value Unit, Resource Based Relative Value System)
  - 4. staffing methodology/skill mix/care delivery models

### **IV. Healthcare Environment**

- A. Customer Service (internal and external; e.g., community involvement, diversity training, cultural sensitivity, service recovery, customer satisfaction)
- B. Professional Practice Environment and Organizational Culture (e.g., interdisciplinary communication, collaborative practices, professional relationships, partnerships, organizational structure, organizational development, networking)
  - 1. team building
  - 2. group dynamics
  - 3. conflict resolution
  - 4. negotiations
  - 5. sources of power and empowerment
  - 6. adapting to change

### **V. Professional Practice**

- A. Communication Principles
  - 1. verbal (oral and written) and nonverbal (e.g., body language, eye contact, active listening)
  - 2. documentation (including electronic format)
  - 3. centralized vs. decentralized decision making
  - 4. teaching and learning principles
  - 5. interviewing skills
- B. Nursing Research/Scholarly Activities
  - 1. evaluation and application of research and evidence based practices
  - 2. qualitative and quantitative research methodology
  - 3. institutional review boards (IRB)
  - 4. protection of human subjects (e.g., Federal Code of Regulations Title 45 [45 CFR 46], Belmont Report)
- C. Human Resource Development and Labor Relations
  - 1. staff retention and recruitment initiatives (e.g., competitive marketing, staff satisfaction, staff selection)
  - 2. labor relations (e.g., labor/employment laws [EEO], contract negotiations, grievances and arbitrations [including unions, wage and hours laws])
  - 3. employee assistance and counseling (e.g., EAP)

D. Professional Nursing Practice

1. development of staff (e.g., orientation, continuing education, competency validation, performance evaluation, clinical ladders, motivation, job enrichment)
2. role delineation (credentialing and privileging)
3. professional certifications
4. staff advocacy
5. continued self development (e.g., life-long learning, self assessment, advanced education)

E. Principles of Leadership

1. leadership and management styles
2. time management
3. stress management
4. staff coaching and counseling (e.g., referrals fro employee support, benefits, education, promotion opportunities, absenteeism)
5. initiating and managing change
6. role modeling and mentoring (staff, peers, students)
7. succession planning
8. advocacy for the nursing profession (e.g., professional organizations, political activities, lobbying, community stewardship)

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