Test Bank for Shortell and Kaluzny's Healthcare Management Organization Design and Behavior 7th Burns

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CHAPTER 1: Delivering Value: The Global Challenge in Health Care Management

MULTIPLE CHOICE

1. What is one issue that health care organizations must address in order to create and deliver value?
   a. To create appropriate barriers to health care for equity
   b. To improve access to health care
   c. To increase cost acceleration
   d. To decrease the overall quality of care

   ANS: B

	Feedback
A	Incorrect: Improving access to health care must be addressed to create and deliver value.
B	Correct: Improving access to health care must be addressed to create and deliver value.
C	Incorrect: Improving access to health care must be addressed to create and deliver value.
D	Incorrect: Improving access to health care must be addressed to create and deliver value.

   PTS: 1

2. Health care concerns shared by the United States, China, and India include concerns over ____.
   a. the consolidated financial mechanism
   b. lack of spending at the local level
   c. the low number of specialists
   d. lifestyle issues and behaviors

   ANS: D

	Feedback
A	Incorrect: Health care concerns shared by the United States, China, and India include concerns over lifestyle issues and behaviors.
B	Incorrect: Health care concerns shared by the United States, China, and India include concerns over lifestyle issues and behaviors.
C	Incorrect: Health care concerns shared by the United States, China, and India include concerns over lifestyle issues and behaviors.
D	Correct: Health care concerns shared by the United States, China, and India include concerns over lifestyle issues and behaviors.

   PTS: 1

3. The Premier Hospital Quality Incentive Demonstration (PHQID) was launched to determine if economic incentives are effective at improving ____.
   a. the cost of inpatient care
   b. the quality of inpatient care
   c. the cost of outpatient care
   d. the quality of outpatient care

   ANS: B

	Feedback
A	Incorrect: The Premier Hospital Quality Incentive Demonstration (PHQID) was launched to determine if economic incentives are effective at improving the quality of inpatient care.
B	Correct: The Premier Hospital Quality Incentive Demonstration (PHQID) was launched to determine if economic incentives are effective at improving the quality of inpatient

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	care.
C	Incorrect: The Premier Hospital Quality Incentive Demonstration (PHQID) was launched to determine if economic incentives are effective at improving the quality of inpatient care.
D	Incorrect: The Premier Hospital Quality Incentive Demonstration (PHQID) was launched to determine if economic incentives are effective at improving the quality of inpatient care.

PTS: 1

4. Investor-owned facilities comprise about ____ percent of the hospital sector.
   a. 15–20
   b. 30–35
   c. 55–60
   d. 75–80

ANS: A

	Feedback
A	Correct: Investor-owned facilities comprise about 15–20 percent of the hospital sector.
B	Incorrect: Investor-owned facilities comprise about 15–20 percent of the hospital sector.
C	Incorrect: Investor-owned facilities comprise about 15–20 percent of the hospital sector.
D	Incorrect: Investor-owned facilities comprise about 15–20 percent of the hospital sector.

PTS: 1

5. Organizations within the health care industry have increasingly consolidated into ____ over the past two decades with the stated objective of being more efficient, but may not operate as such.
   a. community care centers
   b. corporations
   c. systems
   d. foundations

ANS: C

	Feedback
A	Incorrect: Organizations within the health care industry have increasingly consolidated into systems over the past two decades with the stated objective of being more efficient, but may not operate as such.
B	Incorrect: Organizations within the health care industry have increasingly consolidated into systems over the past two decades with the stated objective of being more efficient, but may not operate as such.
C	Correct: Organizations within the health care industry have increasingly consolidated into systems over the past two decades with the stated objective of being more efficient, but may not operate as such.
D	Incorrect: Organizations within the health care industry have increasingly consolidated into systems over the past two decades with the stated objective of being more efficient, but may not operate as such.

PTS: 1

6. The Human Relations School ascertains that in order to improve productivity, management must ____.
   a. implement the top-down control of work
   b. minimize the input of workers
   c. offer monetary incentives
   d. understand the informal organization of workers

ANS: D

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	Feedback
A	Incorrect: The Human Relations School ascertains that in order to improve productivity, management must understand the informal organization of workers.
B	Incorrect: The Human Relations School ascertains that in order to improve productivity, management must understand the informal organization of workers.
C	Incorrect: The Human Relations School ascertains that in order to improve productivity, management must understand the informal organization of workers.
D	Correct: The Human Relations School ascertains that in order to improve productivity, management must understand the informal organization of workers.

PTS: 1

7. The decision-making school focused on ____.
   a. physicians
   b. middle managers
   c. top executives
   d. blue-collar workers

ANS: B

	Feedback
A	Incorrect: The decision-making school focused on middle managers.
B	Correct: The decision-making school focused on middle managers.
C	Incorrect: The decision-making school focused on middle managers.
D	Incorrect: The decision-making school focused on middle managers.

PTS: 1

8. One school of modern strategic management encompasses an emphasis on ____.
   a. industry net worth
   b. top-down decision making
   c. industry structure and competitive forces
   d. deliberate corporate rationality

ANS: C

	Feedback
A	Incorrect: One school of strategic management currently encompasses an emphasis on industry structure and competitive forces.
B	Incorrect: One school of strategic management currently encompasses an emphasis on industry structure and competitive forces.
C	Correct: One school of strategic management currently encompasses an emphasis on industry structure and competitive forces.
D	Incorrect: One school of strategic management currently encompasses an emphasis on industry structure and competitive forces.

PTS: 1

9. ____ (IDNs) can fill the structural hole between independent physician groups who can jointly develop and implement care management practices.
   a. Integrated delivery networks
   b. Independent doctor networks
   c. Interdependent development networks
   d. Independent decision networks

ANS: A

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	Feedback
A	Correct: Integrated delivery networks can fill the structural hole between independent physician groups who can jointly develop and implement care management practices.
B	Incorrect: Integrated delivery networks can fill the structural hole between independent physician groups who can jointly develop and implement care management practices.
C	Incorrect: Integrated delivery networks can fill the structural hole between independent physician groups who can jointly develop and implement care management practices.
D	Incorrect: Integrated delivery networks can fill the structural hole between independent physician groups who can jointly develop and implement care management practices.

PTS: 1

10. The Centers for Disease Control (CDC) developed a ____ model of the determinants of health outcomes.
    a. "Head Start"
    b. "Heart Start"
    c. "Heart Run"
    d. "Health Run"

ANS: D

	Feedback
A	Incorrect: The Centers for Disease Control (CDC) developed a "Health Run" model of the determinants of health outcomes.
B	Incorrect: The Centers for Disease Control (CDC) developed a "Health Run" model of the determinants of health outcomes.
C	Incorrect: The Centers for Disease Control (CDC) developed a "Health Run" model of the determinants of health outcomes.
D	Correct: The Centers for Disease Control (CDC) developed a "Health Run" model of the determinants of health outcomes.

PTS: 1

COMPLETION

1. "Value" for health care firms is defined as the quotient of _____ divided by cost.

   ANS: quality

   PTS: 1

2. Health care costs rise inexorably because of rising _____ costs and its broad application to new patients and patient indications.

   ANS: technology

   PTS: 1

3. In risk-bearing contracts, state-based health insurance purchasing cooperatives should be contracted with _____.

   ANS: consortiums of providers

   PTS: 1

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4. The one issue that currently unites the entire value chain in health care is _____.

   ANS: reimbursement

   PTS: 1

5. One of several reasons the health care system is slow to change is that the industry is heavily regulated at both the state and _____ levels by myriad agencies and professional associations.

   ANS: federal

   PTS: 1

6. In 2009, President Obama's stimulus package included funding for the diffusion of _____ medical records across physician offices to begin to address problems of data capture.

   ANS: electronic

   PTS: 1

7. The scientific management school (Taylor, 1911) extended the Weberian model by explicitly emphasizing the "control" element of _____.

   ANS: bureaucracy

   PTS: 1

8. _____ network structure can be analyzed in two ways: in terms of interaction patterns and in terms of structural similarity.

   ANS: Social

   PTS: 1

9. The _____ adaptive systems approaches are composed of multiple, diverse, interconnected elements and are adaptive in that they have the capability to change and learn from their experience.

   ANS: complex

   PTS: 1

10. The different theoretical schools suggest different strategies for changing organizations and different _____ that managers need to develop.

    ANS: competencies

    PTS: 1

MATCHING

Match each item with a statement below:

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a. human relations school
b. complex adaptive system perspectives
c. classical administration school
d. The Health Systems Integration Study
e. World Health Organization (WHO)
f. decision-making school
g. Federal Trade Commission (FTC) and Department of Justice (DOJ)
h. Taylorism
i. scientific management perspective
j. population ecology

1. Focused on structuring the tasks of individual workers
2. Focused heavily on the external environment
3. Focused on top executives
4. Focused on motivating workers
5. Conducted a series of workshops to assess the competitive and efficiency benefits of horizontal and vertical forms of consolidation
6. Highlights the importance of social networks
7. Suggests that the economic integration of hospitals and physicians forms part of the bedrock for improving clinical integration
8. Developed a generic framework for the overall structure of any country's health care system
9. Suggests that hospitals more vigorously pursue efforts at clinical integration
10. Emphasizes the importance of unobtrusive controls to reduce discretion and shape the premises of decisions made by managers

1. ANS: H PTS: 1
2. ANS: J PTS: 1
3. ANS: C PTS: 1
4. ANS: A PTS: 1
5. ANS: G PTS: 1
6. ANS: B PTS: 1
7. ANS: D PTS: 1
8. ANS: E PTS: 1
9. ANS: I PTS: 1
10. ANS: F PTS: 1

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