



8515 Georgia Avenue, Suite 400  
Silver Spring, MD 20910-3492

1.800.284.2378  
301.628.5000 *tel*  
301.628.5004 *fax*

[www.nursecredentialing.org](http://www.nursecredentialing.org)

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

The test content outline identifies the knowledge, skills, and abilities (KSA) expected of candidates who are taking the examination. To better specify what a certified professional should know upon entering his or her area of practice, ANCC has delineated the KSAs for each domain/subdomain in the test content outline for this 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	Quality Management/Care Management	24	16.00%
II	Professional Practice Environment	22	14.67%
III	Organizational Leadership	40	26.67%
IV	Organizational Systems Management	36	24.00%
V	Communication/Collaboration	28	18.67%
	<b>Total</b>	<b>150</b>	<b>100%</b>

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

## **I. Quality Management/Care Management (16.00%)**

### **A. Health care outcomes**

#### Knowledge of:

1. types of health care outcomes and applicable benchmarks (e.g., National Database of Nursing Quality Indications [NDNQI], Institute for Healthcare Improvement [IHI], Centers for Medicare and Medicaid Services [CMS], hospital quality indicators, patient safety goals)
2. implications of health care outcomes on organizational systems
3. evidence-based practice

#### Ability to:

4. measure, analyze, and monitor outcomes
5. develop and manage a health care outcome structure (at unit level, departmental level, organizational level)
6. engage staff

### **B. Stakeholder satisfaction (patient, staff, payors, vendors, providers)**

#### Knowledge of:

1. factors impacting stakeholder satisfaction
2. stakeholder satisfaction assessment tools and techniques

#### Ability to:

3. measure stakeholder satisfaction
4. prioritize stakeholder satisfaction
5. implement change based on stakeholder satisfaction data
6. create a culture to affect stakeholder satisfaction

### **C. Patient safety**

#### Knowledge of:

1. patient safety issues, standards and guidelines (e.g., national patient safety standards)

#### Ability to:

2. evaluate the patient environment
3. identify potential patient safety issues
4. measure patient safety outcome
5. prioritize patient safety initiatives
6. establish and maintain a safe patient environment
7. implement change based on patient safety data
8. educate, engage, and empower staff in ensuring patient safety
9. implement patient safety standards guidelines
10. manage conflict

#### D. Employee safety

##### Knowledge of:

1. employee safety issues, standards and guidelines (e.g., Occupational Safety and Health Administration [OSHA], Americans with Disabilities Act [ADA], human resources guidelines, horizontal and lateral violence, patient violence, healthy work environment)

##### Ability to:

2. evaluate the work environment
  - a. identify potential employee safety issues
  - b. measure employee safety outcome
  - c. prioritize employee safety initiatives
3. establish and maintain a safe employee environment
  - a. implement change based on employee safety data
  - b. educate, engage, and empower staff in ensuring employee safety
  - c. implement employee safety standards guidelines
4. manage conflict

#### E. Risk management

##### Knowledge of:

1. risk management concepts, techniques, and processes (e.g., sentinel events, failure modes and effects analysis [FMEA], root cause analysis, compliance issues)

##### Skill in:

2. media management

##### Ability to:

3. identify potential risks
4. develop programs
5. gather data related to known high risk areas
6. analyze incidents
7. manage sentinel events

#### F. Credentialing/privileging (including licensed and unlicensed staff)

##### Knowledge of:

1. scopes and standards, nurse practice acts, and other regulations (e.g., nurse state license compacts)
2. credentialing/privileging of all appropriate health care providers

##### Skill in:

3. verifying credentials/privileges

##### Ability to:

4. develop systems to ensure compliance with credentialing
5. establish systems for credentialing, privileging, and evaluation of specialized skills/competencies (e.g., chemotherapy)
6. establish systems for the credentialing, privileging, and evaluation of advanced practice nurses

#### G. Continuous performance improvement methodology

##### Knowledge of:

1. concepts of continuous performance improvement (e.g., databases, analytical techniques, and methods)
2. techniques used in continuous performance improvement (e.g., The Plan-Do-Study-Act Cycle [PDSA], rapid cycle improvement)

##### Ability to:

3. create a culture of continuous performance improvement
4. develop and implement continuous performance improvement programs
5. evaluate continuous performance improvement

## II. Professional Practice Environment (14.67%)

### A. Ethics

Knowledge of:

1. general ethical principles and standards
2. the American Nurses Association's *Code of Ethics for Nurses*
3. business regulations governing ethical practice (e.g., Health Insurance Portability and Accountability Act [HIPAA])

Ability to:

4. apply ethical standards
5. identify ethical issues
6. develop mechanisms to address ethical issues
7. establish systems for the identification, reporting, and management of violations of patient/client/resident/staff's rights

### B. Clinical practice

Knowledge of:

1. laws, regulations, and accrediting bodies governing clinical practice

Ability to:

2. comply with regulatory and professional standards
3. establish a framework or vision for clinical practice
4. identify, secure, and allocate appropriate resources: human, technological, and operational required for achieving patient goals and objectives
5. create effective interdisciplinary teams
6. create systems to evaluate new technologies and processes
7. create systems that implement evidence-based practice
8. create and maintain systems that promote staff involvement/participation in professional practice (e.g., shared governance, professional practice models)

### C. Nursing research/scholarly activities

Knowledge of:

1. research methodology
2. legislation, regulations, and standards related to research (e.g., study participant rights, patient rights, privacy issues, IRB, publication and presentation of research)
3. programs that promote research
4. distinguishing between quality-based improvement or research activities

### D. Personal professional development

Knowledge of:

1. self-assessment concepts and tools
2. professional development opportunities
3. continuing education requirements

Ability to:

4. seek constructive feedback

### E. Staff autonomy and accountability

Knowledge of:

1. concepts of autonomy and professionalism
2. professional practice standards as related to accountability

Ability to:

3. integrate professional practice standards into systems of staff accountability
4. create an environment that promotes staff autonomy and accountability in decision-making (e.g., shared decision-making, power, and influence)

### **III. Organizational Leadership (26.67%)**

#### **A. Change management**

Knowledge of:

1. change management processes and pitfalls

Skill in:

2. envisioning and implementing change

Ability to:

3. lead organizational change (mandatory and voluntary)
4. sustain change within an organization

#### **B. Strategic visioning and planning**

Knowledge of:

1. organizational structure, culture, and systems
2. market and needs
3. strategic planning principles
4. power structures (formal and informal)
5. political environment

Skill in:

6. leveraging resources
7. negotiating strategic vision and goals

Ability to:

8. influence decision-makers
9. identify the implication of trends in social, political, economic, and technological environments
10. build coalitions

#### **C. Leveraging diversity**

Knowledge of:

1. cultural competency concepts
2. cultural sensitivity

Skill in:

3. leveraging individual differences to improve patient services

Ability to:

4. create a non-discriminatory environment

#### **D. Intellectual capital development and retention**

Knowledge of:

1. talent assessment tools and techniques

Ability to:

2. identify existing skill sets and recruit individuals with complementary skill sets
3. create an environment that fosters the development of intellectual capital (e.g., succession planning, mentoring, coaching, formal and continuing education, culture of learning)
4. identify and forecast future workforce resources
5. create leadership development programs
6. identify trends in the workforce and adapt employment practices accordingly

#### **E. Leadership style**

Knowledge of:

1. leadership styles (e.g., task-oriented vs. relationship-oriented)

Ability to:

2. exercise power and influence external to the organization (e.g., professional organizations)
3. apply the appropriate leadership style as required

## F. Organizational culture

Knowledge of:

1. tools for assessing values, attitudes, and beliefs
2. concepts of organizational transparency, creativity, innovation, and appreciative inquiry

Ability to:

3. evaluate the capacity of the existing culture to achieve organizational vision
4. identify existing values, attitudes, and beliefs

## G. Systems thinking

Knowledge of:

1. systems theories (input, throughput, outputs)
2. complexity theories

Ability to:

3. design management systems
4. select decision support systems

## **IV. Organizational Systems Management (24.00%)**

### A. Human resource management and labor relations

Knowledge of:

1. labor laws
2. collective bargaining
3. personnel policies (including disciplinary actions, HIPAA)
4. recruitment and retention strategies
5. personal management liability issues
6. compensation
7. laws and regulations that protect employee rights (e.g., ADA, Rehabilitation Act, Age Discrimination and Employment Act, civil rights acts)
8. performance review and appraisals
9. horizontal and vertical communications

Ability to:

10. create and implement policies and procedures to ensure workplace civility
11. create and implement policies and procedures to ensure compliance

### B. Fiscal planning and management

Knowledge of:

1. basic accounting principles
2. Return on Investment (ROI) strategies

Ability to:

3. forecast and obtain appropriate financial resources to implement strategic plan
4. develop performance standards for fiscal management
5. develop and manage operating and capital budgets
6. perform variance analysis

### C. Knowledge management

Knowledge of:

1. data mining processes

Ability to:

2. develop specifications for purchasing and utilizing systems to record and access information
3. select systems to record and access information
4. create processes to evaluate systems to record and access information

#### D. Technology planning and management

Knowledge of:

1. clinical bedside technologies
2. point-of-care technologies
3. information management systems
4. communication systems
5. timing and attendance systems
6. clinical informatics roles within organizations
7. project management tools

Ability to:

8. develop specifications for purchasing and utilizing technologies
9. link technology with workflow processes
10. create processes to evaluate technologies

#### E. Marketing

Knowledge of:

1. marketing principles (the four Ps)
2. primary and secondary service areas for the organization
3. niche marketing
4. market research techniques (e.g., focus group, strategies)

Ability to:

5. apply marketing principles to recruitment and retention
6. apply marketing principles to program development

#### F. Patient care delivery systems

Knowledge of:

1. various patient care delivery systems

Ability to:

2. design models of care and patient care delivery systems
3. implement appropriate delivery systems

#### G. Decision-making and problem-solving

Knowledge of:

1. decision-making principles (e.g., decentralized decision-making, shared decision-making)

Ability to:

2. solve problems
  - a. identify a problem
  - b. analyze a problem
  - c. consider alternative solutions
  - d. engage others in identifying a solution
  - e. evaluate the chosen solution
3. set priorities

#### H. Systems of accountability

Knowledge of:

1. management control functions

Skill in:

2. delegation

Ability to:

3. establish an environment that supports a culture of accountability
4. implement appropriate consequences to identified violations

## I. Crisis management

Ability to:

1. plan for contingencies (emergency preparedness, disaster preparedness, internal and external crises)
2. respond timely and appropriately to a designated crisis

## V. Communication/Collaboration (18.67%)

### A. Negotiation, conflict management, and relationship building

Knowledge of:

1. negotiation principles and concepts
2. relationship building principles (credibility, visibility, accessibility, authenticity)
3. conflict management strategies

Skill in:

4. trust building

Ability to:

5. facilitate interdisciplinary conversations
6. establish positive relationships

### B. Community relations

Knowledge of:

1. cultural diversity

Ability to:

2. define epidemiological characteristics and trends of a community
3. obtain community buy-in
4. identify and address community needs
5. establish and maintain community and academic partnerships

### C. Political navigation

Knowledge of:

1. process of policy development
2. power and influence

### D. Communication skills

Knowledge of:

1. emotional intelligence
2. group processes

Skill in:

3. active listening

Ability to:

4. present to various audiences (e.g., boards, professional organizations, labor boards)
5. appropriately give and respond to feedback
6. establish networks within the community and professional organizations