



Study Plan 2019-2020

For applicants sitting for the exam between
January 1, 2019, and December 31, 2020

Recommended References for General Reading:

AORN. (2015). Guidelines for perioperative practice. Denver, CO: AORN.

Phillips, N. (Ed.). (2017). Berry and Kohn's operating room technique (13th ed.). St. Louis, MO: Elsevier.
(Key = B&K)

Rothrock, J.C. (Ed.). (2015). Alexander's care of the patient in surgery (15th ed.). St. Louis, MO: Elsevier.
(Key = Alexander's)

AORN Position Statements are found at:

<http://www.aorn.org/guidelines/clinical-resources/position-statements>

Subject Area 1: Communication & Relationship Management

12%

Primary General Readings:

Balzer-Riley J. *Communication in Nursing*. 8th ed. St Louis, MO: Elsevier; 2017.

Daft RL. *The Leadership Experience*. 8th ed. Clifton Park, NY: Cengage Learning; 2018.

Knowledge Statements	Tasks	Additional Suggested Readings
1. Negotiation techniques (e.g., win-win, crucial conversations, building trust), age and culturally appropriate health assessment techniques	1. Utilize negotiation skills in a multidisciplinary environment	Egger, C., & Macario, A. (2012). Leadership principles. In A.D. Kay, C.J. Fox, & R.D. Urman (Eds.). <i>Operating room leadership and management</i> (pp. 1-14). New York: Cambridge University Press.
2. Emotional intelligence	2. Establish and foster a collaborative relationship while understanding the differences among the disciplines (e.g., vendors; ancillary and professional staff; nurses, physicians and surgeons; anesthesia providers; finance and senior management).	Williams, M. R. (2012). Decision making: The art and the science. In A.D. Kay, C.J. Fox, & R.D. Urman (Eds.). <i>Operating room leadership and management</i> (pp. 32-38). New York: Cambridge University Press.
3. Effective and timely feedback	3. Encourage cooperation, teamwork and collaboration within the internal perioperative unit and its external partnerships.	
4. Listening skills	4. Evaluate the effectiveness of relationship management between perioperative units, both internally and externally, in order to foster continuous improvement.	
5. Techniques for conflict resolution	5. Facilitate the constructive resolution of conflict (e.g., handling disruptive behavior, lateral violence).	
6. Verbal and non-verbal communication	6. Communicate organizational mission, vision, values, and goals in a way that clearly links them to the work of perioperative services.	
7. Meeting facilitation techniques (e.g., agenda preparation, redirection, Roberts Rules of Order, follow-up, minutes)	7. Disseminate relevant information about decisions, plans, and activities to people who need the information.	

8. Computer literacy and etiquette (e.g., use of email, word-processing and spreadsheet software, perioperative informatics and reports)	8. Create an environment that encourages a culture of safety, openness, and trust.	
9. Team building strategies	9. Use technology communication tools effectively and appropriately (e.g., email, social media, texting, images).	
10. What makes a culture safe (e.g., environment where it is safe to speak up)		
11. How to communicate to individuals who may be different from you (e.g., culture diversity, educational level differences, generational differences, flattened hierarchy)		
12. Mission, vision, values, goals and what they represent and how they relate to the perioperative setting		
13. Organizational culture and political forces and how to identify stakeholders		
14. Assessment/evaluation techniques (e.g., patient and/or family; multidisciplinary healthcare providers)		

Subject Area 2: Strategic Management 14%

Primary General Readings:

Klainberg M, Dirschel KM. Today's Nursing Leader: Managing, Succeeding, Excelling. Sudbury, MA: Jones & Bartlett Publishers; 2010.

Carroll R, series ed. Risk Management Handbook for Healthcare Organizations. Vol 1. 6th ed. San Francisco, CA: Jossey-Bass; 2011.

Knowledge Statements	Tasks	Additional Suggested Readings
1. Process improvement techniques and tools	1. Plan and/or implement process improvement programs (e.g., lean, six-sigma).	Williams, M. R. (2012). Strategic planning. In A.D. Kay, C.J. Fox, & R.D. Urman (Eds.). <i>Operating room leadership and management</i> (pp. 25- 31). New York: Cambridge University Press
2. Elements of a strategic plan (organizational level and perioperative level)	2. Develop a strategic plan for the perioperative organization (e.g., growth initiative, capital requirements).	
3. How to do a SWOT analysis (strengths, weaknesses, opportunities, and threats)	3. Conduct and/or manage a master perioperative facility plan (e.g., space, equipment).	
4. Project management techniques	4. Evaluate current and future care delivery processes based on organizational needs, federal and state regulations and/or accreditation requirements.	
5. Capital requirements long range forecasting	5. Develop a strategic plan for recruitment, retention, and succession planning.	
6. Master facility plan characteristics and requirements (e.g., AIA, OSHA, CMS)	6. Contribute to organization plan for special recognitions (e.g., Baldrige, centers of excellence, Magnet).	
7. Current and proposed federal and state legislation and regulations (e.g., Affordable Care Act (ACA), certificate of need, CMS, scope of practice, FDA, HIPAA)	7. Perform a gap analysis of perioperative services to identify future needs.	
8. Accreditation requirements (e.g., Joint Commission, DNV, AAAHC, AAAASF)	8. Develop action plans based on survey results for staff/physician engagement and patient satisfaction.	
9. National advisory boards recommendations (e.g., Institute of Medicine [IOM], citizen’s advisory council [CAC])	9. Analyze and react to external forces that impact perioperative services (e.g., SCIP, Affordable Care Act, Medicare/Medicaid initiatives).	
10. How to do a gap analysis	10. Contribute to, implement and manage organization's decisions related to technology decisions (e.g., EMR).	

11. Succession planning tools and techniques		
12. How to write an action plan (e.g., SMART goals)		
13. Requirements to meet organizational plan for recognition (e.g., Baldrige Award, ANCC Magnet)		
14. Technology impacts (e.g., EMR, hardware and software implications, employee preparation, readiness assessment, downtime procedures, system integration)		
15. How and when to use data; how to retrieve specific data		

Subject Area 3: Financial Management 16%

Primary General Readings:

Nowicki M. Introduction to the Financial Management of Healthcare Organizations. 6th ed. Chicago, IL: Health Administration Press; 2014.

Penner SJ. Economics and Financial Management for Nurses and Nurse Leaders. 3rd ed. New York, NY: Springer Publishing Company; 2017.

Finkler SA, Jones CB, Kovner CT. Financial Management for Nurse Managers and Executives. 4th ed. St Louis, MO: Elsevier Saunders; 2013.

Knowledge Statements	Tasks	Additional Suggested Readings
1. Elements of capital, operating and staffing budgets and processes	1. Prepare and/or manage perioperative budgets (e.g., capital, operations, staffing).	Lynch, R. (2012). Health care and economic realities. In A.D. Kay, C.J. Fox, & R.D. Urman (Eds.). <i>Operating room leadership and management</i> (pp. 39-45). New York: Cambridge University Press.
2. Indicators to measure fiscal performance (e.g., efficiencies of operation)	2. Identify, develop and/or implement cost containment strategies.	Pennerr, S.J. (2013). <i>Economics and financial management for nurses and nurse leaders</i> (2nd ed.). New York, NY: Springer Publishing.

3. Variance analysis (e.g., salary, temporary contract, non-salary)	3. Develop and/or present perioperative financial reports.	
4. Productivity (e.g., hours worked by staff compared to workload standard)	4. Analyze variances and outcomes and create action plans	
5. Cost concepts (e.g., direct, indirect; fixed, variable cost; procedure costing; allocated costs; overhead, depreciation)	5. Manage inventory requirements for the perioperative organization.	
6. Revenue concepts (e.g., return on investment (ROI), cashflow, margins)	6. Analyze per case margins considering costs and revenue (e.g., return on investment).	
7. Elements of and how to write a proforma	7. Audit and manage the revenue stream.	
8. Inventory management, (e.g., markups, consignment, just in time, group purchasing organization, value analysis and standardization, implants)	8. Negotiate and/or manage contracts (e.g., vendors, supplies, staffing, inventory, outside services, insurance).	
9. Contracts and legal terms (e.g., standard business language, conflict of interest)	9. Compute cost-benefit ratios and develop proforma (e.g., new technology, new service lines, hybrid OR's).	
10. Techniques for environmental management (e.g., recycling, reprocessing, repurposing)	10. Implement environmental actions (e.g., go green).	
11. Benchmarks and key performance indicators (KPI)	11. Establish performance indicators/efficiencies based on data (e.g., start times, turnover time, OR utilization, block management).	
12. Pay for performance (e.g., HCAHPS, value-based purchasing, readmissions, infections, serious reportable events)		
13. Metric terminology and concepts (e.g., start time, turnover, block management, OR utilization)		
14. Reimbursement codes (e.g., CPT, ICD)		

15. Service line structure and management (e.g., cardiac, neurosurgery, gyn, plastic surgery)		
16. Current healthcare bills/laws affecting the perioperative financial environment (e.g., Medicare reimbursement)		

Subject Area 4: Human Resource Management 16%

Primary General Readings:

Fallon LF Jr, McConnell CR. Human Resources Management in Health Care: Principles and Practice. 2nd ed. Burlington, MA: Jones & Bartlett Learning.

Pynes JE, Lombardi DN. Human Resources Management for Health Care Organizations: A Strategic Approach. San Francisco, CA: Jossey-Bass; 2012.

Knowledge Statements	Tasks	Additional Suggested Readings
1. Concepts of staffing models and how to evaluate the current environment to determine the most appropriate care model (e.g., staff type and ratio, theoretical model)	1. Identify and continuously assess staffing model (e.g., number of techs, RNs, first assists).	Muscemi, R., Kaye, A.D., & Urman, R.D. (2012). The path to a successful operating room environment. In A.D. Kaye, C.J. Fox, & R.D. Urman (Eds.). <i>Operating room leadership and management</i> (pp.15-24). New York: Cambridge University Press.
2. Work scheduling process	2. Plan, schedule and assign work to staff according to on-going needs, skill set and scope of practice.	
3. Staff competencies in relation to work scheduling (e.g., acuity of the case, experience, availability, staff licensing privileges)	3. Describe and discuss with staff their job responsibilities, task objectives, priorities, deadlines, and performance expectations.	

4. Human resources procedures and processes (e.g., writing a job description; hiring; performance evaluation; staff retention; staff incentives including pay and promotion; performance documentation; disciplinary actions including termination; grievance process)	4. Recruit, hire, and retain perioperative personnel.	
5. How to operate in a union environment	5. Evaluate the performance of staff working within perioperative services and establish goals and/or development plan.	
6. Hiring techniques (e.g., interviewing, skills testing, team and culture fit)	6. Contribute to the evaluation of adjunct support staff not directly within the perioperative services. (e.g., contract staff, vendors, radiology, lab/pathology).	
7. Federal and state regional laws and regulations pertaining to human resources (e.g., FMLA, FSLA, workers comp, ADA)	7. Recognize effective performance and demonstrated competence (e.g., reward, recognition, "employee of the month", pay increases, promotion).	
8. Staff development (e.g., staff orientation and training programs; educational opportunities, post-performance review goals and action plans)	8. Assign personnel and resources effectively to accomplish a special task or project.	
9. Policies for vendors and contracted employees, (e.g., delivered equipment, product training, credentialing)	9. Assess staffing adequacy in relation to work load and manage changes required.	
10. Benefits and compensation (e.g., EAP, grief counseling, substance abuse counseling, pay strategies such as pay for performance, piece work, clinical ladders)	10. Provide career counseling and facilitate staff's development and career advancement.	
11. How to coach and/or mentor	11. Establish and maintain appropriate job descriptions, evaluation tools, and/or core competencies.	

12. Job requirements (e.g., licensure, certification, delineation of privileges)	12. Develop and oversee training and/or orientation process and programs tailored to individual needs assessment. (e.g., residency, job-shadowing, on-boarding).	
13. How to perform needs assessments for training purposes	13. Mentor, counsel, and coach individual staff members.	
14. How to identify and develop preceptors (e.g., skills required)	14. Develop a succession plan for key positions within the perioperative organization.	
15. Adult learning theory	15. Address performance using organizational progressive disciplinary process.	
	16. Track individual certifications/licenses and delineation of privileges required and ensure that they are current (e.g., RN, BLS, ACLS, physician credentialing).	

Subject Area 5: Operational Management 22%

Primary General Readings:

Kaye AD, Fox CJ III, Urman RD, eds. *Operating Room Leadership and Management*. New York, NY: Cambridge University Press; 2012.

Kenney C. *Transforming Health Care: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience*. New York, NY: Productivity Press, Taylor & Francis Group; 2011.

Knowledge Statements	Tasks	Additional Suggested Readings
1. Risk management and interpretation of legalities (e.g., informed consent, HIPAA, minors, next of kin, durable power of attorney, emancipated minor)	1. Continuously assess and maintain safe conditions affecting patient care and the workplace environment. (e.g., temperature, humidity, air flow, fall prevention, infection control, isolation).	Anderson, J., Christian, S., & Urman, R.D. (2012). Operations management and financial performance. In A.D. Kay, C.J. Fox, & R.D. Urman (Eds.). <i>Operating room leadership and management</i> (pp. 67- 76). New York: Cambridge University Press.

2. Documentation requirements for report submission (e.g., compilation of data, SCIP measures, performance improvement, NSQIP, sentinel events, root cause analysis)	2. Define and integrate departmental processes for emergency management with organizational processes. (e.g., fire drills, malignant hyperthermia, hurricanes, fires).	
3. How to extract, interpret, and use data	3. Supervise equipment maintenance including preventive maintenance and ensure appropriate usage, according to manufacturer recommendations.	
4. Facility policies, procedures, and documentation for patient flow (throughput)	4. Coordinate resources to match the OR schedule (e.g., equipment conflict resolution).	
5. Environmental care requirements (e.g., temperature, humidity, air flow, HVAC, OSHA, EPA, traffic patterns)	5. Coordinate materials management (e.g., par levels, stock on hand, order and inventory process, charge capture process).	
6. Infection prevention (e.g., sterilization, hand hygiene, attire, isolation, appropriate preps, cleaning, MDRO's)	6. Establish and maintain a preference card process.	
7. Central-sterile processing guidelines (e.g., AAMI, decontamination and sterilization of instruments, immediate use sterilization, biological and chemical indicators)	7. Facilitate periodic physical inventory.	
8. Equipment management (e.g., preventative maintenance, consignment, loaner instrumentation, rental)	8. Manage perioperative patient care coordination across the health care continuum (e.g., patient information, pre-op testing and postop care).	
9. Laser, radiation, magnet safety (e.g., ANSI, state requirements, OSHA)	9. Submit reports, track trends and evaluate findings (e.g., unusual occurrences; patient and personnel safety issues; environmental safety, metrics).	
10. Standards and recommended practices related to the perioperative environment (e.g., AORN, ASPAN, SGNA)	10. Maintain compliance with requirements of regulatory and accreditation agencies (e.g., Joint Commission, FDA, OSHA).	

11. Environmental safety (e.g., shut off valves, anesthesia, trace gas)	11. Create, maintain, and enforce policies and procedures appropriate to perioperative services based on current evidenced based practice.	
12. Emergency management plans (e.g., hurricane, fire, internal and external disaster; emergency power, what to unplug; who can call for an evacuation)	12. Monitor performance indicators/efficiencies and make corrections as needed (e.g., productivity, cancellation rates, delays).	
13. Inventory management concepts (e.g., expired items, par levels, rotation of stock; process for physical inventory; asset management)	13. Provide oversight to and/or collaborate with the central/sterile processing department.	
14. Preference card management	14. Conduct risk assessments (e.g., root cause analysis, failure mode and effects analysis (FMEA), safety surveys).	
15. Patient care across the continuum (e.g., flow of patient, needs of the patient, family issues, pre- and post-op planning)		
16. Concepts of perioperative research and evidence-based practice		
17. Federal, state, regional laws pertaining to compliance, accreditation, and regulatory standards		
18. How to write policies/procedures		

Subject Area 6: Leadership 14%

Primary General Readings:

Kelly P. Nursing Leadership & Management. 3rd ed. Clifton Park, NY: Delmar Cengage Learning; 2012.
Roussel LA. Management and Leadership for Nurse Administrators. 7th ed. Burlington, MA: Jones & Bartlett Learning; 2013.

Knowledge Statements	Tasks	Additional Suggested Readings
1. Service leadership	1. Serve as a leader and role model.	
2. Group dynamics	2. Provide direction to staff on how to accomplish the work, including appropriate delegation.	
3. Setting and implementing goals and evaluating goal achievements	3. Act decisively to implement solutions and resolve crises.	
4. Problem identification and resolution/ crisis management	4. Use motivational techniques that appeal to reason, values, or emotion to generate enthusiasm for the work, commitment to task objectives and/or compliance with orders and requests.	
5. Appropriate delegation (e.g., what can be delegated; to whom it can be delegated)	5. Maintain leadership position on organizational or facility level committees.	
6. Organizational structure and chain of command	6. Coordinate perioperative workflow/processes across multidisciplinary health care providers.	
7. Dependency and interdependency among perioperative nurse, surgeon, and anesthesia provider	7. Use change management processes to promote innovation and implement strategic initiatives.	
8. Motivational techniques	8. Perform an ongoing environmental scan of the perioperative environment, including current research.	
9. Change management process and techniques	9. Promote and encourage professional development (e.g., encourage certification, advanced degree).	
10. Coordination of ancillary support staff and equipment	10. Integrate dependency and interdependency into the leadership model (e.g., nursing, anesthesia, surgeon).	
11. Components and resources of professional development (e.g., certification, organization practices and resources)	11. Prepare for and conduct meetings.	
12. Committee charters and objectives		
13. Advocacy for staff, patients, physicians, union, other		

departments (e.g., when to intervene)		
14. Elements of an environmental scan and how to use the information		

Subject Area 7: Professionalism 6%

Primary General Readings:

Marquis BL, Huston CJ. Leadership Roles and Management Functions in Nursing: Theory and Application. 8th ed. Philadelphia, PA: Wolters Kluwer Health/Lippincott Williams & Wilkins; 2015.

Yoder-Wise PS. Leading and Managing in Nursing. 6th ed. St Louis, MO: Elsevier Mosby; 2014.

Knowledge Statements	Tasks	Additional Suggested Readings
1. Application of evidence-based practice	1. Uphold and act upon ethical and professional standards.	
2. AORN Explications for Perioperative Nurses, ASPAN professional guidelines, state Nurse Practice Act, ANA Code of Ethics, Code of Conduct (e.g., respect for coworkers, managers, patients, and families)	2. Conduct a self-assessment and pursue professional development opportunities.	
3. Basic elements of scope of practice and standards for all disciplines in a perioperative setting (e.g., CST, CRNA, RNFA, CSFT, AA, RN, physician extenders)	3. Maintain active involvement in professional organizations including leadership positions.	
4. Professional organizations appropriate to the perioperative environment (e.g., local, national)	4. Demonstrate accountability for decisions made and actions taken.	
5. Organizational ethics practices and applications (e.g., committees, DNR)	5. Perform duties within the respective scopes of practice.	
6. Volunteerism		