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Question: 1

A department has absorbed four significant changes in eighteen months: a new documentation system, a revised staffing model, a relocated sterile processing operation, and a change in leadership. Staff are meeting requirements but describe themselves as exhausted, and participation in improvement work has fallen to almost nothing.

A fifth change is now required by the organization. What should the leader do?

- A. Explain the organizational rationale for the change and set clear expectations for adoption
- B. Implement the change with additional support resources to reduce the burden on staff
- C. Sequence the change against the others under way and involve staff in how it is implemented
- D. Delay the change until staff have recovered from the preceding implementations

Answer: C

Question: 2

A payer has proposed a single payment covering the whole episode of care for joint replacement, from pre-operative assessment through ninety days after surgery. The organization is evaluating the proposal and has asked the surgical services leader to contribute.

What should the leader contribute to the evaluation?

- A. The department's current cost per case, and its variability, for joint replacement
- B. The costs within the episode that the department controls, and those it does not
- C. The quality measures the department reports for joint replacement
- D. The volume of joint replacement cases the department could accommodate under the arrangement

Answer: B

Question: 3

A surgeon tells the leader he is certain a colleague releases block time far later than he does, and asks to see that colleague's block utilization and release figures so he can make his case at the next committee. The committee already receives a comparative report covering every service's utilization and release performance.

How should the leader respond?

- A. Decline, and direct him to the comparative report the committee already receives

- B. Provide the figures, since block utilization is departmental operating data rather than personal information
- C. Provide the figures with the colleague's name removed
- D. Offer to raise the release pattern with the colleague on his behalf

Answer: A

Question: 4

A surgical services leader reviews the department's monthly operating statement. What does a favorable expense variance indicate?

- A. The department met its budgeted expense within an accepted tolerance range
- B. Expense per case improved compared with the same period in the prior year
- C. Actual expense was higher than budget but justified by higher case volume
- D. Actual expense was lower than the budgeted amount for the period

Answer: D

Question: 5

Anesthesia leadership has proposed a staffing model that would reduce anesthesia coverage in the afternoon, when the department's elective schedule is lightest but its add-on volume is highest. The proposal would lower anesthesia cost and is supported by their own utilization analysis. How should the surgical services leader respond?

- A. Support the proposal, since anesthesia staffing decisions fall within that department's authority
- B. Oppose the proposal on the basis that afternoon coverage is required for add-on capacity
- C. Bring the department's add-on volume data to a joint review of the proposal's effect on capacity
- D. Escalate the proposal to executive leadership given its effect on surgical services capacity

Answer: C

Question: 6

Instrument sets are assembled at two campuses to count sheets that were developed separately. Sets built at the second campus are increasingly reported as incomplete when opened at the first, and vice versa. Both sets meet their own campus's count sheet. What should the leader do?

- A. Require sets to be used only at the campus at which they were assembled
- B. Reconcile the two count sheets into a single reference for each set

- C. Ask staff to report each discrepancy so the pattern can be quantified
- D. Have the receiving campus add missing items from its own stock before the case

Answer: B

Question: 7

Results from a surgeon satisfaction survey show consistent dissatisfaction with instrument availability and scheduling responsiveness. The leader has previously addressed both areas and believes performance has improved.

What should the leader do first?

- A. Meet with surgeons to understand the specific experiences behind the ratings
- B. Present the department's performance data to the surgeons to correct the perception
- C. Identify the surgeons giving the lowest ratings and address their concerns individually
- D. Repeat the survey after a further period to establish whether the ratings improve

Answer: A

Question: 8

The department operates across two sites. Staff at the smaller site say decisions are made at the main campus and communicated to them afterward, and that their circumstances are not understood. The leader is based at the main campus.

What should the leader do?

- A. Rotate departmental meetings between the two sites, alternating month by month
- B. Appoint a lead at the second site to establish its position in departmental decisions
- C. Hold departmental meetings by video so that both sites participate equally
- D. Establish a scheduled presence at the second site and a route into decisions

Answer: D

Question: 9

The organization has adopted a dyad leadership model for its surgical service line.

What does the model pair?

- A. An experienced leader and a developing leader in a mentoring relationship
- B. Two leaders who alternate responsibility for the service across shifts and weekends
- C. A nurse leader and a physician leader with shared accountability for the service
- D. A clinical leader and a financial analyst supporting the service line

Answer: C

Question: 10

What does a preventive maintenance program for surgical equipment govern?

- A. The replacement schedule for equipment that has reached the end of its useful life
- B. The repair of equipment reported as faulty, within a defined response time
- C. The competency validation required before staff may operate specific equipment
- D. The servicing of equipment at planned intervals, before a failure has occurred

Answer: D

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