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| I understand that the contents of this examination are confidential. On my honor as a scholar and as a professional, I agree to maintain this confidentiality. I will not disclose the contents of this examination to any fellow student. I have not received any advance knowledge of the contents of this examination. I understand that failure to comply with this agreement may result in sanctions which may include a failing grade on this examination, a failing grade in this course, and expulsion from the athletic training program.  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature of student  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date of examination |

Multiple choice. Select the ***BEST*** answer.

1. Mary Wilson was the new athletic trainer for the Holland Public Schools. She was responsible for two high schools and four middle schools. When asked to describe her vision for sports medicine in her school district, she listed the following elements:
   1. Excellence in medical services
   2. Prevention of injuries for the students of the school district
   3. Continued improvement of the sports medicine staff
   4. Establishment of a sports medicine newsletter

Which of the elements above are appropriate for inclusion in a vision statement?

* 1. A and B only
  2. A, B, and C only
  3. C only
  4. C and D only
  5. D only

1. Which elements in question 1 are not appropriate for the vision statement of the sports medicine program of the Holland Public Schools?
   1. A only
   2. A and C only
   3. B and D only
   4. C only
   5. D only
2. The school board issued an order that all department heads must file a program mission statement with the superintendent’s office. Mary wrote a mission statement for the sports medicine program that included the following elements:
   1. The goals of the program
   2. The budget for each of the program’s subfunctions
   3. The image Mary wanted the program to project
   4. The capital improvements Mary wanted to make
   5. The program’s philosophy

Which of the elements above are appropriate for inclusion in a mission statement?

* 1. A, C, and E only
  2. A and D only
  3. B and D only
  4. C, D, and E only
  5. all of the elements

1. Which of the elements of Mary’s mission statement in question 3 are inappropriate?
   1. A and E only
   2. B only
   3. B, C, and D only
   4. B and D only
   5. D only
2. Although the school superintendent liked Mary and thought she was a good athletic trainer, he thought her vision and mission statements were junk. He suggested she involve the sports medicine program in a process of strategic planning to help her clarify her goals. Which of the following people or groups are most likely to help Mary identify the expectations of “outside interests” relative to her program?
   1. parents
   2. part-time coaches
   3. school board members
   4. athletic trainers at the local university
   5. the high school principal
3. Which of the following people or groups are most likely to help Mary identify the expectations of “inside interests” relative to her program?
   1. student-athletes
   2. the state high school athletic association
   3. assistant athletic trainers
   4. the state legislature
   5. parents
4. Given the fact that the school superintendent has not provided a budget for Mary’s strategic planning and that she typically works 12-hour days, which of the following methods of collecting student-athlete feedback on the quality of sports medicine services is most logical?
   1. telephone surveys using her two assistants
   2. suggestion boxes in the athletic training room
   3. formation of planning committees with student-athlete membership
   4. written questionnaires handed out in required physical education classes
   5. focus groups with student-athletes
5. Which of the following strategic planning activities is likely to provide Mary with the most information for establishing new priorities for the Holland Public Schools sports medicine program?
   1. procedure review
   2. forecast of medical supply costs
   3. WOTS UP analysis
   4. process review
   5. policy review
6. Which of the following must Mary develop in order to carry out the school board’s vision with respect to athletic health and safety issues?
   1. processes
   2. procedures
   3. policies
   4. budgets
   5. operational plans
7. Mary’s team physician is an old friend of the football coach. Although Mary thinks he is a good physician who usually supports her program, she is concerned that the close relationship with the coach occasionally compromises his objectivity. Which of the following labels best describes Mary’s team physician?
   1. opponent
   2. bedfellow
   3. ally
   4. adversary
   5. none of the above
8. Considering the levels of agreement and trust that Mary and the team physician enjoy, which of the following strategies would Mary be wise to implement when trying to gain her team physician’s support for various program initiatives?
   1. Attempt to restate the physician’s likely viewpoint in a nonthreatening manner.
   2. Openly admit the shortcomings of any plans Mary might propose. Explain the deficits right up front.
   3. Explain to the physician the plans for the program, and try to persuade him to lend his support to them.
   4. Explain the value of the doctor’s support and the importance of maintaining a good relationship. Ask what can be done to improve the relationship.
   5. Engage in a problem-solving dialogue with the physician to try to find points of agreement.
9. Mary called a meeting of her staff to begin the planning for the medical coverage for a conference swimming meet that the Holland Public Schools would be hosting in a few months. Which of the following elements should not be included in the agenda?
   * 1. Announcements
     2. Decisions
     3. Discussion
     4. New Business
     5. Reports
   1. I & III
   2. I & IV
   3. II & V
   4. II & III
   5. IV & V
10. As part of her duties as medical coordinator for the league swimming championships, Mary will host a one-day pre-meet conference for each of the league’s athletic trainers. Which of the following topics is most likely to appeal to an audience with a specific learning objective?
    1. “Rehabilitation strategies for impingement problems in swimmers”
    2. “Shoulder injuries”
    3. “Swimming injuries”
    4. “Shoulder injuries in swimming”
    5. “Rehabilitation of shoulder injuries in swimmers”
11. Which of the following reasons for tracking clinical outcomes is likely to be the most useful in Mary’s setting?
    1. increased third-party reimbursement
    2. justifying personnel and program operations costs
    3. improved access to managed care contracts
    4. improved Medicare audit performance
    5. improved public confidence in the athletic training staff
12. Mary’s school superintendent recently hired a school improvement consultant to help noninstructional personnel in the district improve the programs they are responsible for. Which of the following components would be a likely focus for the sports medicine program evaluation?
    1. identification of the program’s strengths
    2. a statement of the program’s effectiveness
    3. comparisons with other high school sports medicine programs
    4. an assessment of the level of achievement of the program’s goals
    5. all of the above
13. In accordance with the school district’s rules, Mary plans to obtain bids from several vendors for the program’s expendable supplies. She decides that if two or more vendors quote the same price for a particular item, she will purchase the item from the vendor that routinely exhibits at the district convention. This decision is an example of a
    1. procedure
    2. process
    3. practice
    4. policy
    5. rule
14. Mary is required to attend a district-wide meeting of the athletic staff every other Tuesday. The athletic director presides over the meeting. Mary receives an agenda prior to the meeting about half the time. The discussion is invariably sidetracked by a coach who wants to talk about an issue not on the agenda. Few decisions are made, and the ones that are made are frequently reversed or not implemented. Mary hates these meetings. Mary decides she simply must give some advice on running an effective meeting to the athletic director. Which of the following would be sound advice?
    1. Don’t meet.
    2. Require that all decisions made at the meetings be rigidly enforced.
    3. Allow discussion of agenda items only.
    4. Circulate information in writing before the meeting.
    5. Meet only at the beginning and the end of each semester.
    6. A only
    7. B and C
    8. B, C, and D
    9. B and E
    10. C and D
15. Most of the students in the Holland Public Schools have their health insurance through a local HMO. A new orthopedic surgeon moved to town whom Mary was very impressed with and whom she wanted to involve in the care of her injured athletes. Unfortunately, the HMO would not provide the physician with a contract until he could demonstrate positive patient outcomes. Which of the methods below is most likely to provide the HMO with the assurance that the surgeon’s patients do well after receiving care from him?
    1. patient surveys
    2. randomized clinical trials
    3. patient chart documentation
    4. A only
    5. A and B
    6. A and C
    7. B only
    8. B and C

Short answer. Read the scenario and provide ***BRIEF BUT DESCRIPTIVE*** answers to the questions.

*The chairperson of the Department of Physical Education and Athletics met Susan, the college’s athletic trainer, in the hallway. After they exchanged the news of the day, the chairperson said, “By the way, I’ve been working on the NCAA self-study, and one of the sections deals with drug education programs and policies. I know we are just a small college that doesn’t have many problems with drugs, but I can’t send this thing over to the president without addressing this issue, especially in light of the emphasis the NCAA places on it. Would you be willing to organize a program so that we can at least meet the NCAA guidelines?”*

*“What would you want such a program to include?” asked Susan. “This could potentially be a huge project.”*

*“You’re the expert,” replied the chairperson. “Let me know what you come up with.”*

*Susan had strong opinions on the use and abuse of alcohol and other drugs. Several of her family members had been negatively affected by their use. She had plenty of examples of how the use of alcohol had impacted her students. She decided that if she was going to take on this program, she wasn’t going to allow any half-measures to be adopted. She knew that for a problem as complex as drug and alcohol use among college students, she was going to have to develop a comprehensive program in order to be successful.*

*After checking with several other athletic trainers who had developed programs for their schools, Susan began writing a proposal for the program. She decided to include the following elements in the program:*

* *a standards-setting workshop led by a trained facilitator to help the coaches and team captains develop their own rules and sanctions for alcohol and other drug use,*
* *a policy statement that addressed the college’s concern over the drug and alcohol issue with procedures to provide an action plan to deal with the problem,*
* *a series of educational seminars and workshops for the student-athletes that would form the bulk of the drug and alcohol education program, and*
* *a research study to determine the extent of the problem on campus and to determine the effectiveness of the program.*

*The entire program would cost approximately $3000 for the first 18 months. Since the department wouldn’t allocate any funds for the project, Susan wrote a grant proposal to a local community foundation that covered the cost. Susan was pleased and confident. After six months of planning, the program was finally ready to go.*

1. How successful is the drug and alcohol education program likely to be based on what you know of Susan’s planning effort? How would you have planned for this program?
2. Who are the inside interests in this case? Who are the outside interests? How are they likely to be affected by this program? How should they be involved in the planning of the program?
3. How much support do you think Susan will be able to develop for the program? What strategies should she use to develop support?
4. How should Susan evaluate the effectiveness of the program? What elements should be included in the evaluation plan?
5. How should the policy that Susan wants to see adopted be written? Develop an example of a process and a procedure that might support such a policy.
6. Develop a Gannt chart based on a one-year implementation schedule to illustrate the timing of the steps for such a program.