

CRA Practice Test 2019 (Version 2)

1. Tracking the history of supply consumption and utilization allows administrators to?
 - a. Know exactly when to order supplies
 - b. Realize consumption is less when volume is down
 - c. Maintain sight of trends or potential problem areas
 - d. Adjust staffing accordingly

2. Dissatisfaction with precertification led to the development of notification programs. Which of the following is true of notification programs?
 - a. The notification program always achieves its goals on the payor side.
 - b. Notification programs require that the payor be notified prior to care.
 - c. Reimbursement may not be denied after a procedure or hospitalization has occurred.
 - d. Patients are forced to wait for care during the notification process.

3. The document provided to referring MDs to assist them in writing orders that lists what exams can be performed at a facility and the rooms they can be provided in, projects how many studies will be performed in a room, and develops the scheduling system which is used as part of the dash board to measure success and patient satisfaction is called what?
 - a. Exam list
 - b. Modality list
 - c. Exam protocol
 - d. Equipment list

4. When setting priorities for operational improvement based on customer feedback, which of the following two techniques are the MOST useful?
 - a. Key driver analysis and constraint analysis
 - b. Regression analysis and key driver analysis
 - c. Constraint analysis and regression analysis
 - d. Key driver analysis and root cause analysis

5. "Just in time" is a phrase that describes how materials should be:
 - a. Introduced and reduced.
 - b. Ordered and located.
 - c. Processed and moved.
 - d. Used and discarded.

6. What is the FIRST step in a successful capital equipment purchase?
 - a. Selecting a vendor
 - b. Conducting a site visit
 - c. Creating a request for proposal (RFP)
 - d. Identifying key stakeholders for the assessment team

7. Which quality tool provides the BEST visual representation of the 80/20 rule?

- a. Run Chart
 - b. Pareto Chart
 - c. Bar Graph
 - d. Pie Graph
8. Which Root Cause Analysis method focuses on the removal of waste in work environments?
- a. Six-Sigma
 - b. Lean
 - c. Theory of Constraints
 - d. DMAIC
9. Using the Katz-Green guidelines for data collection, how large should the sample size be for a "Routine" review of data?
- a. 5% or 60 (whichever is greater)
 - b. 5% or 30 (whichever is greater)
 - c. 10% or 30 (whichever is greater)
 - d. 10% or 60 (whichever is greater)
10. Sensitivity to patient needs begins with the attitude and knowledge of the personnel who schedule appointment times. What two things are particularly helpful to the patient?
- a. Immediacy and convenience
 - b. Immediacy and cost
 - c. Location and person performing the scheduled study
 - d. Location and cost
11. Studies have shown that the cost of staff turnover can average what percent of the employee's annual salary?
- a. 150%
 - b. 100%
 - c. 90%
 - d. 120%
12. The document that includes a position summary, required knowledge, organizational responsibilities, working conditions, and physical requirements is known as which of the following?
- a. Job description
 - b. Employee evaluation
 - c. Employment application
 - d. Employment ad
13. What is the most common cause of conflict within a department or work place?
- a. Failure to communicate
 - b. Over communication
 - c. Environment

- d. Rumor mill
14. What is an effective communication technique that can be utilized when coaching and mentoring associates?
- a. Ask open-ended questions
 - b. Criticism/corrective action
 - c. Ask close-ended questions
 - d. Provide the associate with solutions
15. Incorrect modifier coding can have a detrimental effect on which of the following?
- a. Regulatory compliance
 - b. Market share
 - c. Productivity management
 - d. Readmission
16. What is the purpose of a SWOT analysis?
- a. To give insight into where to concentrate an organization's time and effort by separating internal factors affecting the business from external factors
 - b. To describe the current situation, to describe the desired situation, to identify consequences of not taking action toward the desired situation, and to determine which forces will be helpful and which will be hindering
 - c. To act as a preliminary decision-making tool, helping radiology administrators see whether capital funds invested will bring forth a favorable yield
 - d. To achieve a target margin or profit by setting prices at levels that cover costs
17. What is the formula used to calculate return on total assets?
- a. Sum of operating income and other income, divided by total assets
 - b. Operating income divided by operating revenue
 - c. Net income divided by total equity
 - d. Net patient accounts receivable times 365, divided by net patient revenue
18. Customer satisfaction can be directly related to which of the following?
- a. Staff satisfaction
 - b. Cleanliness
 - c. Parking availability
 - d. Staff skills
19. What method of formal communication is BEST to use when providing general instruction to a larger audience?
- a. Report
 - b. Memo
 - c. Directive
 - d. Policy and procedure

20. When preparing for a new business activity, a radiology administrator takes into account the real costs of a venture and projects the likely returns. What is this development of project revenues and expenses?
- APC
 - EOB
 - NPV
 - Pro forma
21. What is the appropriate balance sheet accounting equation for a not-for-profit healthcare organization?
- Assets = net assets + liabilities
 - Assets = liabilities / net assets
 - Assets = liabilities + fund balance
 - Assets = liabilities + owner's equity
22. How often should a healthcare organization perform a physical audit of supplies and capital equipment?
- Weekly
 - Monthly
 - Biannually
 - Annually
23. What document describes all aspects of a proposed venture and gives a realistic view of an organization's expectations and goals?
- Business plan
 - Strategic plan
 - Pro forma report
 - SWOT analysis
24. Which is a snapshot of an organization's financial position, usually tallied on the last day of an accounting period?
- Chargemaster
 - Balance sheet
 - Statement of cash flow
 - Income statement
25. During the interviewing process, what can an imaging administrator conduct to build trust and engagement with the current team?
- Peer interviews
 - Pre-employment testing
 - Body language assessments
 - Job description reviews
26. What is used between an employer and employee and is designed to grow leadership skills?

- a. Engagement survey
 - b. Mission statement
 - c. Talent management
 - d. Employee mentoring
27. Which term is defined as the net cost of all tangible items that are expensed, including freight, standard distribution cost, and sales and use taxes, minus rebates?
- a. Expense report
 - b. Consumable costs
 - c. Total distribution fees
 - d. Supply expense
28. Which is considered the MOST productive technique in dealing with employee conflict?
- a. Accommodation
 - b. Collaboration
 - c. Compromise
 - d. Confrontation
29. Which is the BEST method of inventory rotation for items that have expiration dates?
- a. EDI
 - b. FIFO
 - c. LIFO
 - d. RFID
30. What is the FIRST step in creating a rewards and recognition program?
- a. Choose the performance triggers.
 - b. Train management staff on the desired outcomes.
 - c. Survey the staff to see what they prefer as a rewards program.
 - d. Identify core values that embody the organization's culture.
31. Which is the MOST important reason for effective inventory management?
- a. It allows forecasting of supply need.
 - b. It causes less need for emergency orders.
 - c. It increases the organization's available capital.
 - d. It ensures accurate reports to the board.
32. What is a marketing strategy that includes entering markets not served by a competitive leader?
- a. Dominance
 - b. Flanking
 - c. Niche
 - d. Pricing
33. Based on a SWOT analysis, which is considered a threat?
- a. Bad location

- b. Poor reputation
 - c. New potential referrers in the area
 - d. New regulations
34. When is directive communication utilized?
- a. When providing individual feedback
 - b. When announcing a new team member
 - c. When reminding staff of various duties
 - d. When informing staff of dress code changes
35. Which type of interview focuses on competencies drawn from the job description and asks the candidate to describe in detail how he or she carried out a project or responded in a situation?
- a. Structured
 - b. Behavioral
 - c. Case-based
 - d. Performance-based
36. Which condition(s) MUST an employee meet in order to qualify for the Family and Medical Leave Act?
- a. Must have been employed for at least 6 months
 - b. Must have a law-defined qualifying condition, have been employed for at least 6 months, and have worked at least 600 hours in that time period
 - c. Must have been employed for at least 12 months and have worked at least 1,250 hours in that time period
 - d. Must have a law-defined qualifying condition, have been employed for at least 12 months, and have worked 1,250 hours in that time period
37. The cost to acquire a new customer may be up to how many times more than retaining an existing one?
- a. 2
 - b. 5
 - c. 10
 - d. 20
38. What defines a facility's scope of service?
- a. The facility's hours of operation
 - b. The facility's degree of differentiation
 - c. The number of providers the facility employs
 - d. The accreditations the facility holds
39. What is the reason for reporting image quality assurance results on frequently performed procedures?
- a. To get executive officers' attention and support
 - b. To keep customers aware of the high-quality services provided

- c. To constantly portray image quality expectations to staff and radiologists
 - d. To meet productivity standards and expectations of administration
40. Which means of internal communication in a department is the MOST formal?
- a. Email
 - b. Report
 - c. Memorandum
 - d. Policy and procedure manual
41. Which would be included in a successful career development program?
- a. Tuition reimbursement
 - b. Day care reimbursement
 - c. Parking reimbursement
 - d. Flexible work schedules
42. Which is an effective strategy to ensure that employees are properly motivated?
- a. Assign loosely defined expectations and goals.
 - b. Provide the opportunity to learn something new.
 - c. Implement policies that allow employees to be treated differently based on perceived needs.
 - d. Offer pay wages that are higher than the local market average.
43. Which section of an organization's business plan should identify what potential customers want and who the competitors are through qualitative or quantitative research?
- a. Marketing and sales
 - b. Financial information and analysis
 - c. Assessment of the market and competitors
 - d. Description of the product or service
44. What is the act of billing multiple procedure codes for a group of procedures that are covered by a single comprehensive code?
- a. Bundling
 - b. Unbundling
 - c. Grouping
 - d. Ungrouping
45. Which type of culture encourages front-line personnel to feel comfortable about disclosing errors, including their own, while maintaining professional accountability?
- a. Just culture
 - b. Open culture
 - c. Patient-focused culture
 - d. Quality culture

46. Which is an example of a secondary market resource that might be useful in learning about competitors and/or the current local environment?
- Anonymous patient surveys
 - Formalized interviews with current employees
 - Contact with competitors' employees to gain insight and input
 - Competitors' annual reports
47. According to Albert Mehrabian's classic model regarding the feelings derived from body language in face-to-face communication, what percentage of meaning is derived from nonverbal or body language?
- 15%
 - 35%
 - 55%
 - 75%
48. What do procedures define?
- Opportunities
 - Outcomes
 - Policies
 - Processes
49. What are the four quality improvement models that are commonly applied in healthcare and, specifically, imaging settings?
- Lean, CQI, QA, and sociotechnical systems
 - Lean, CQI, Six Sigma, and cross-functional teams
 - Lean, JIT, FOCUS-PDSA, and cross-functional teams
 - Lean, TQM, Six Sigma, and FOCUS-PDCA
50. Which is an advantage of a clinical ladder program?
- Improved employee engagement
 - Improved patient satisfaction
 - Increased employee marketability and attraction to other organizations
 - Shortened length of stay for patients
51. Which type of patient satisfaction survey uses a standard format?
- Gallup poll
 - Grand rounds
 - Customized written questionnaire
 - Verbal exit interview
52. Under "just culture" concepts, which of the following should be done to help people do a better job?
- Set up barriers between the different levels of staff and management.
 - Have supervisors oversee their employees rather than assist and train them.

- c. Recognize that many errors represent predictable interactions between people and the systems in which they work.
 - d. Recognize that the knowledge of the area one supervises is not as important as the knowledge of the organization.
53. What is the result of the patient's perception of service minus the patient's expectation?
- a. Quality judgment
 - b. Quality standard
 - c. Service analysis
 - d. Service survey
54. What is the ratio used to calculate rate of return?
- a. Amount invested / amount of return
 - b. Amount of return / amount invested
 - c. Initial benefit / amount of return
 - d. Net present value / payback period
55. Which of the following refers to the ability to judge the quality of care, costs, and satisfaction from outside the organization by viewing published elements that enhance accountability?
- a. Clarity
 - b. Transparency
 - c. Timeliness
 - d. Accuracy
56. Which type of study evaluates the operational efficiency of working space in an imaging department?
- a. Space versus real space evaluation
 - b. Time and motion study
 - c. Transport delay study
 - d. Turnaround time study
57. Which of the following is a tool used to provide a clear outline and understanding of each step required for a project?
- a. Gantt chart
 - b. Pareto chart
 - c. Fishbone diagram
 - d. Spreadsheet
58. A radiology administrator who is responsible for drafting departmental policies that support compliance with various regulatory requirements should also ensure their review by which of the following?
- a. Nursing staff
 - b. Focus groups
 - c. Customer groups

- d. The organization's attorney(s)
59. Which of the following is the primary focus of strategic planning?
- a. Needs of the facility
 - b. Finances of the organization
 - c. Radiologist needs
 - d. Clinician demands
60. What should marketing and public relations plans target?
- a. Managed care plans, local competitors, and community health and support groups
 - b. Diagnostic imaging equipment vendors, house medical staff, and community health and support groups
 - c. Office staff of referring physicians, house medical staff, and community health and support groups
 - d. Office staff of referring physicians, house medical staff, and local competitors
61. What tool is used to gather information about the workforce to develop programs or implement changes to improve the work environment?
- a. Staffing plan
 - b. Root cause analysis
 - c. Productivity analysis
 - d. Employee engagement survey
62. Which of the following is accurate when using net present value (NPV)?
- a. An NPV of zero (0) means the equipment cost is too high.
 - b. An NPV of zero (0) means the project will result in a positive return.
 - c. A positive NPV means the project should not be undertaken since the equipment cost is too high.
 - d. A negative NPV means the project should not be undertaken unless there are overriding factors.
63. What is the value of future benefits stated in terms of today's dollars?
- a. Payback period
 - b. Rate of return
 - c. Net present value
 - d. Internal rate of return
64. A comprehensive business plan will include which of the following?
- a. Target audience, strategy, an organization's description, and financial information
 - b. Comparative analysis, an organization's description, strategy, and financial information
 - c. Descriptive analysis, market information, strategy, and financial information
 - d. Executive summary, an organization's description, strategy, and financial information

65. Which act prohibits employment discrimination based on race, color, religion, sex, and national origin?
- Age Discrimination Act of 1973
 - Title I and V of the Americans with Disabilities Act
 - Title VII of the Civil Rights Act of 1964
 - Title VII of the Discrimination Act of 1966
66. Which of the following may be used to obtain information about the organization's workforce environment?
- Recognition programs
 - Individual employee effort
 - Competency evaluations
 - Organizational focus groups
67. A hospital anticipates 2,000 patients per year with an average stay of 12 days and average revenue per day of \$380. Fixed costs are \$1,500,000 per year, and variable costs are \$185 per day. Which of the following values will the hospital realize at the end of the year?
- \$3,180,000
 - \$4,440,000
 - \$8,108,108
 - \$9,120,000
68. What is the FIRST step in the quality improvement process?
- Identify the process.
 - Conduct a survey.
 - Send out a questionnaire.
 - Brainstorm.
69. What is a set of financial statements that forecast results of a new business activity by using present-day data?
- Proforma
 - Balance sheet
 - Asset sheet
 - Income projection
70. When beginning a capital project, all parties involved must be aware of and agree to:
- An accurate definition of how the success of the project will be measured.
 - The long-term issues of construction savings.
 - The project's programmatic requirements.
 - Layout requirements for elemental building components.
71. What is the proper formula for calculating a budget variance as a percentage?
- $(\text{Actual} - \text{budget})/100 = \text{percent variance}$
 - $((\text{Actual} - \text{budget})/\text{budget}) \times 100 = \text{percent variance}$

- c. $((\text{Actual} - \text{budget})/12) \times 100 = \text{percent variance}$
 - d. $((\text{Actual} - \text{budget})/\text{budget}) \times 12 = \text{percent variance}$
72. Which performance indicator measures the degree to which appropriate care and services can be accessed by the patient?
- a. Efficacy
 - b. Timeliness
 - c. Availability
 - d. Appropriateness
73. What do many providers utilize to access discounts, provide industry research, and evaluate important services?
- a. Web Searches
 - b. Request For Proposal
 - c. Group Purchasing Organizations
 - d. Original Equipment Manufacturers
74. What term describes the additional procedures that result from a new asset?
- a. Return On Investment
 - b. Incremental Volume
 - c. Capacity Analysis
 - d. Gross Volume
75. Which term is applied to the financial obligations that MUST be paid in less than one year?
- a. Fixed costs
 - b. Total liabilities
 - c. Current liabilities
 - d. Accounts receivable
76. Space planning includes which of the following steps?
- a. Determining how much space is needed and how it will be arranged
 - b. Evaluating the local competitor's space
 - c. Identifying patient flow within the new space
 - d. Determining what supporting services need to be adjacent to the imaging space
77. Patient and physician satisfaction data can be instrumental in highlighting which of the following?
- a. Service failures
 - b. Business strategies
 - c. Procedural frequencies
 - d. Cash flows
78. What technique is used to evaluate the importance of an attribute or opportunity in overall customer satisfaction?

- a. Constraint analysis
- b. Statistical analysis
- c. Root cause analysis
- d. Key driver analysis

79. The following passage describes one of the five "C's" of communication.

"Communicators must delineate the specific message they want to transfer. Most communications are enhanced when a few well-chosen words replace verbose, carefully worded effort."

Which of the five "C's" of communication does the passage describe?

- a. Clarity
- b. Completeness
- c. Conciseness
- d. Correctness

80. In hiring and retaining high-quality employees, which is the MOST important indicator of future engagement with an organization?

- a. Behavior
- b. Dependability
- c. Personality
- d. Skill

Answer Key

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58. 417 – D – OM – 59
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63. 423 – C – FM - 252
64. 424 – D – FM – 246-247
65. 426 – C – HR - 5
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70. 242 – A – AM – 86
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73. 271 – C – AM – 54
74. 272 – B – AM – 15
75. 280 – C – FM – 6
76. 284 – A – AM – 81
77. 90 – A – OM – 200
78. 425 – D – OM – 234
79. 343 – C – CI – 155
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