

**Test Content Outline**  
**Effective Date: October 15, 2025**

Nurse Executive  
Board Certification Examination

There are 150 questions on this examination. Of these, 125 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 125 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. *Note: The examples in parentheses are not all inclusive and do not indicate importance.*

Category	Content Domain	Number of Questions	Percentage
I	Human Resource Management	40	32%
II	Quality and Safety	21	17%
III	Business Management	20	16%
IV	Health Care Delivery	44	35%
<b>TOTAL</b>		<b>125</b>	<b>100%</b>

## **I. Human Resource Management**

### **A. Knowledge**

1. Federal employment laws (eg, Family and Medical Leave Act, Americans with Disabilities Act, Fair Labor Standards Act, National Labor Relations Act)
2. Principles and styles of communication
3. Cultural humility (ie, diversity, equity, inclusion, and belonging)
4. Styles of leadership (eg, human-centered, transformational, transactional, situational, coaching)

### **B. Skill**

1. Employee performance management (eg, competency validation, performance appraisal)
2. Employee engagement and retention strategies
3. Team performance management (eg, dynamics, conflict resolution)

## **II. Quality and Safety**

### **A. Knowledge**

1. Change management frameworks
2. Culture of safety (eg, risk management, employee safety standards, patient safety standards, healthy work environment, just culture, workplace violence, high reliability principles)

### **B. Skill**

1. Continuous process improvement (eg, the Plan-Do-Study-Act cycle, Lean, root cause analysis)
2. Research and evidence-based practice methods (eg, literature review, developing questions, translation and dissemination)

## **III. Business Management**

### **A. Knowledge**

1. Patient payor mix (eg, value-based purchasing, care continuum/patient throughput)
2. Financial compliance laws (eg, Stark, anti-kickback)

#### B. Skill

1. Financial management (eg, budgeting, hours per patient day, resource utilization, cost benefit analysis)
2. Staffing fundamentals (eg, models, skill mix, scheduling)

### IV. Health Care Delivery

#### A. Knowledge

1. ANA Code of Ethics
2. ANA Nursing Leadership Scope and Standards of Practice
3. Regulatory and compliance standards (eg, Health Insurance Portability and Accountability Act, Emergency Medical Treatment and Labor Act, corporate compliance)
4. Emergency and disaster preparedness
5. Social determinants of health and health equity

#### B. Skill

1. Person-centered care (eg, leader rounding, patient engagement, service recovery)
2. Care delivery evaluation (eg, nurse sensitive indicators, core measures, care coordination)
3. Technology innovation and integration (eg, telehealth, predictive analytics, remote monitoring, virtual nursing)

*Last Updated: August 13, 2025*