

Step 6.3 – Change and Measure

Measure Development Worksheet

Use this Measure Development Worksheet to develop a measurement for an action plan as part of the RCA process.

Introduction

A measure will be created as part of the action plan based on the identified root cause of an event. Existing measures can be used when possible, but there may be times when a new measure/indicator needs to be created. There are three types of measures to consider:

- **Structural Measure:** Structural measures focus on the fixed characteristics of an organization, and its staff. These measures distinguish between a capability or asset and the activity that may rely on that structure. In addition, structural measures typically are based on the organization or professional as the unit of assessment in the denominator.

Example: The extent a nursing home has implemented electronic health records across the organization. Numerator = Number of departments with electronic health record;
Denominator = Number of all departments in the organization.

- **Process Measure:** Process measures assess the steps or activities carried out in order to deliver care or services. These measures focus on the actions by staff. Consideration should be given to sample sizes for denominators, exclusion criteria, and alternative processes or work-arounds that may exist.

Example: The percentage of residents receiving admission skin assessments.

- **Outcome Measure:** Outcome measures focus on the product (or outcome) of a process or system of care or services, which can identify different or more complex underlying causes.

Example: The rate or incidence of nursing home acquired pressure ulcers.

How to Use

1. Name the measure
2. Identify the intent or purpose of the measure
3. Define the measure specifications
4. Define how the measure data will be collected

Measure Worksheet

Name of Measure

Example: Persons with a completed skin assessment within 12 hours of admission.

Type of Measure

Example: Structural, Process, or Outcome

Purpose or Intent for Measure

Example: The purpose of this measure is to make sure the process of completing a skin assessment within 12 hours of admission is done consistently.

Defining the Measure Specifications

Numerator: The number of events, items, persons, etc., that meet the desired result – this is the top number of the fraction you will calculate.	
Denominator: What is the total pool of persons or events you will be counting – this is the bottom number of the fraction you will calculate.	
Exclusion Criteria: Is there any reason you would exclude a particular person or event from the denominator count?	
Result Calculation: Typically expressed as $\text{Numerator/Denominator} \times 100 = \text{rate \%}$.	
Indicator/Measure Goal: The numerical goal aimed for – may be based on an already-established goal for the particular indicator.	
Indicator/Measure Threshold: The minimum acceptable level of performance	

Measure Data Collection

Data Source:	
Sample Size And Methodology: Will you measure the total population under study or draw a sample to represent the whole? If sampling, how large will the sample size be? How will you determine the sample?	
Frequency Of Measurement: How frequently will the indicator result be calculated: daily, weekly, monthly, quarterly, annually?	
Duration: What is the timeframe for which the data will be collected: number of cases/events in the past weeks, months, quarters? This will depend on how frequently cases/events occur.	

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