

HEALTH CARE STAFFING SERVICES FRAMEWORK

Introduction

The application of a systematic approach can be useful in identifying the varied factors that influence a process. The following framework was created as part of the identification and development of the standardized performance measures. It served as a guide to selecting areas of performance measurement that will enhance the quality of services, are evidence based, and are scientifically sound. The framework was designed to identify domains and key measurement areas for health care staffing services (HCSS).

The framework is included in this guide exactly as it was used during the process of identifying the related performance measures. While it is not meant to be exhaustive, it does provide a foundation for considering performance measurement in HCSS programs. As such, your organization may wish to use or enhance the framework to assess for additional opportunities for performance measurement within your quality improvement initiative. In addition, factors in the framework may be helpful when considering root causes (see section *Data Analysis and Display*) as your organization undertakes analysis and interpretation of data collected for the performance measures.

HEALTH CARE STAFFING SERVICES STANDARDIZED MEASURE SET FRAMEWORK

Domains	Key Measurement Areas
Coordination of Services – Service to client organization	<ul style="list-style-type: none"> • Cancellation rates <ul style="list-style-type: none"> ○ Per diem <ul style="list-style-type: none"> ▪ Staff cancellations of assignments ▪ Client organization cancellation of staff assignments ▪ HCSS cancellation of staff assignments ○ Traveler <ul style="list-style-type: none"> ▪ Staff cancellations of assignments ▪ Client organization cancellation of staff assignments ▪ HCSS cancellation of staff assignments
	<ul style="list-style-type: none"> • Response rate
	<ul style="list-style-type: none"> • Fill rate
Coordination of Services – Client organization to Service	<ul style="list-style-type: none"> • Do not return (DNR) evaluation process (n/a to independent contractors) • Other complaints
Outcomes	<ul style="list-style-type: none"> • Repeat assignments <ul style="list-style-type: none"> ○ HCSS to same client organization ○ Individual staff to same client organization • Number of times traveler accepts additional assignments • Number of years traveler has been with HCSS
	<ul style="list-style-type: none"> • Number of W-2 employees
Organizational/system factors	<ul style="list-style-type: none"> • Ability of HCSS to make payroll
	<ul style="list-style-type: none"> • Timeliness of HCSS payroll
	<ul style="list-style-type: none"> • Financial viability of HCSS
	<ul style="list-style-type: none"> • Experience of HCSS management staff
	<ul style="list-style-type: none"> • Contract clarity and delineation of required components
	<ul style="list-style-type: none"> • Requirements of contract are followed by HCSS
	<ul style="list-style-type: none"> • HCSS meets contract requirements
<ul style="list-style-type: none"> • Subcontracting requirements to multiple parties 	

Domains	Key Measurement Areas
Safety	<ul style="list-style-type: none"> • Competency of clinical staff <ul style="list-style-type: none"> ○ On hire ○ Periodic
	<ul style="list-style-type: none"> • Credentialing process <ul style="list-style-type: none"> ○ On hire ○ Periodic
	<ul style="list-style-type: none"> • Performance evaluations include: <ul style="list-style-type: none"> ○ All aspects of nursing/patient care processes ○ Patient feedback ○ Performance of the technical elements of the role
	<ul style="list-style-type: none"> • Orientation is provided for each client organization, unit, or specialty <ul style="list-style-type: none"> ○ HCSS has documented requirements for each client organization they staff ○ Staff must complete orientation prior to placement in any client organization ○ Completion of each client organization's orientation process is documented in each staff person's file
	<ul style="list-style-type: none"> • Clinical performance issues with staff are evaluated/investigated <ul style="list-style-type: none"> ○ Medication errors ○ Restraint and seclusion ○ Operative and other invasive procedures ○ Blood administration
	<ul style="list-style-type: none"> • Clinical issues with staff result in appropriate counseling, administrative and remedial action, as needed for: <ul style="list-style-type: none"> ○ Medication errors ○ Restraint and seclusion ○ Operative and other invasive procedures ○ Blood administration
	<ul style="list-style-type: none"> • Clinical incident reports of adverse patient outcomes are investigated
	<ul style="list-style-type: none"> • HCSS has a risk management process • Background checks are completed for each employee