

## **Root Cause Analysis and Corrective Action Plan Template**

Category of Contributing Factor		Triggering Questions	Contributing factors	Causal Statement	Corrective Actions	Action Strength	Responsibility	Action Due Date
Process Issues	1.	What was the intended	Check All that apply:	Enter free text	Enter free text	For each action select	For each action	For each
		process flow?		here	here	(Drop Down List)	Enter free text	action
			☐ Aids not available or not	(For Each	(For Each	Stronger/Intermediate/We	here	[DATE]
			working (e.g., CTG machine;	Contributing	Causal	aker	[Title/Position]	
			checklist; a risk assessment	factor, please	Statement,			
			tool; fax machine to enable	write a causal	please write a			
	2.	Were there any steps in	remote assessment of results)	statement)	no. of Actions)			
		the process that did not	☐ Difficulties in accessing					
		occur as intended?	senior/specialist advice					
	□Y	es $\square$ No	$\square$ Lack of prioritization of					
			guidelines					
	3.	What were the steps in	☐ Poorly designed (i.e., Too					
		the process that did not	complex; too much info.;					
		occur as intended?	difficult to conceive or					
			remember)					
			☐ Too many tasks to perform					
			at the same time					
			☐ Contradicting tasks					
	4.	Had a previous	$\square$ Staff do not agree with the					
		investigation been done	'task/procedure design_					
		for a similar event, were	☐ Stages of the task not					
		the causes identified,	designed so that each step can					
		and were effective	realistically be carried out					
		interventions developed	☐ Inappropriate transfer of					
		and implemented on a	processes from other					
		timely basis?	situations					
	□Y	es 🗆 No						

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Process Issues	5. Were there written up-	Check All that apply:	Enter free text	Enter free text	For each action select	For each action	For each
(continued)	to-date policies and		here	here	(Drop Down List)	Enter free text	action
	procedures that	☐ Insufficient opportunity to	(For Each	(For Each	Stronger/Intermediate/We	here	[DATE]
	addressed the work	influence task/outcome where	Contributing	Causal	aker	[Title/Position]	
	processes related to the	necessary	factor, please	Statement,			
	event?	☐ Unreliable or ineffective	write a causal	please write a			
	□Yes □No	general administrative	statement)	no. of Actions)			
		systems (Please specify, e.g.,					
	6. Were relevant	Bookings, Patient					
	policies/procedures	identification, ordering,					
	clear, understandable,	requests, referrals,					
	and readily available to	appointments)					
	all staff?	☐ Unreliable or ineffective					
	□Yes □No	admin infrastructure (e.g.,					
		Phones, bleep systems, etc.)					
		☐ Unreliable or ineffective					
		administrative support					
		☐ Delays caused by system					
		failure or design					
		☐ Time pressure					
		□ Other:					
Human Factors	1. What were staff-related	Check All that apply:	Enter free text	Enter free text	For each action select	For each action	For each
	human performance		here	here	(Drop Down List)	Enter free text	action
	factors relevant to the	☐ Stress (e.g., distraction /	(For Each	(For Each	Stronger/Intermediate/We	here	[DATE]
	outcome?	preoccupation)	Contributing	Causal	aker	[Title/Position]	
		☐ Lack of motivation (e.g.,	factor, please	Statement,			
		boredom, complacency, low	write a causal	please write a			
		job satisfaction)	statement)	no. of Actions)			

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Human Factors	2. Did pe	ersonnel have an	Check All that apply:	Enter free text	Enter free text	For each action select	For each action	For each
(continued)	adequ	ate sleep?		here	here	(Drop Down List)	Enter free text	action
	□Yes	□No	□ Domestic problems (e.g.,	(For Each	(For Each	Stronger/Intermediate/We	here	[DATE]
			family related issues)	Contributing	Causal	aker	[Title/Position]	
	3. Was fa	atigue properly	☐ Lifestyle problems (e.g.,	factor, please	Statement,			
	anticip	oated?	financial/housing issues)	write a causal	please write a			
	□Yes	□No	□ Cultural beliefs	statement)	no. of Actions)			
			☐ Low self-confidence/over					
	4. What	was the reason for	confidence (e.g., Gregarious,					
	fatigue	e?	reclusive, interactive)					
			☐ Risk averse/risk taker					
			☐ Preoccupation/narrowed					
			focus (Situational awareness					
			problems)					
			☐ Perception/viewpoint					
	5. Were t	there phycological	affected by info. or mindset					
	stress	ors?	(Expectation/Confirmation					
	□Yes	□No	bias)					
			☐ Distraction/Attention deficit					
			☐ Failure to follow established					
			policies/procedures					
			☐ Inability to focus on the task					
			□ Inattentional					
			blindness/confirmation bias					
			□ Personal problems					

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Human Factors (continued)	6. What was the source of phycological stressors?	Check All that apply:  Lack of complex critical thinking skills Rushing to complete task Substance abuse Trust Other:	Enter free text here (For Each Contributing factor, please write a causal statement)	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]
Equipment / Technology	1. Was available equipment/technology used as intended?  Yes No  2. How did the equipment/technology performance affect the outcome?   3. How was the equipment/technology designed to minimize errors or easy-to-catch mistakes?	Check All that apply:    Interference/unclear equipment display   Poor working order   Inappropriate size   Unreliable   Ineffective safety features/not designed to failsafe   Poor maintenance program   Failure of general services (power supply, water, piped gases, etc.)   Correct equipment not available   Insufficient equipment / emergency backup equipment   Incorrectly placed for use   Incorrectly stored	Enter free text here (For Each Contributing factor, please write a causal statement)	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]

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	4. Was there a maintenance program in place to maintain the equipment involved?  □Yes □No						
Equipment / Technology (continued)	5. Were personnel trained appropriately to operate the equipment involved in the event?  □Yes □No	Check All that apply:  Unclear controls  Not intuitive in design  Confusing use of color or symbols  Lack of or poor-quality user manual  Not designed to make detection of problems obvious  Use of items that have similar names or packaging  Problems of compatibility  Other:	Enter free text here (For Each Contributing factor, please write a causal statement)	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]
Environmental Factors	1. How was the work area/environment designed to support the function it was being used for?	Check All that apply:  Door or inappropriate office design (computer chairs, the height of tables, anti-glare screens, security screens, panic buttons, placing of filing cabinets, storage facilities, etc.)	Enter free text here (For Each Contributing factor, please write a causal statement)	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]

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	2. □Y	Had there been an environmental risk assessment (i.e., safety audit) of the area?	<ul> <li>□ Poor or inappropriate area design (length, shape, visibility, provision of space)</li> <li>□ Inadequate security provision</li> </ul>					
Environmental Factors (continued)	3. 4. □Y	Did the work area/environment meet current codes, specifications, and regulations?	Check All that apply:  Lack of secure outside space Temperature too high/low Noise levels too high or low Lighting too dim or bright, or lack of Inadequate lines of sight Inadequate/inappropriate use of color contrast/patterns (walls/doors/flooring etc.) Housekeeping issues – lack of cleanliness Inadequate maintenance Fixture or fitting not available (failure or lack of capacity) Ligature/anchor points Other:	Contributing factor, please	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]

Category of Contributing Factor		Triggering Questions	Contributing factors	Causal Statement	Corrective Actions	Action Strength	Responsibility	Action Due Date
Staff Competency	1.	How was the staff	Check All that apply:	Enter free text	Enter free text	For each action select	For each action	For each
and Performance		involved in the event		here	here	(Drop Down List)	Enter free text	action
		properly qualified and	$\square$ Mental impairment (e.g.,	(For Each	(For Each	Stronger/Intermediate/We	here	[DATE]
		trained to perform their	illness, drugs, alcohol, pain)	Contributing	Causal	aker	[Title/Position]	
		function/duties?	$\square$ Lack of knowledge	factor, please	Statement,			
			☐ Lack of skills	write a causal	please write a			
			$\square$ Inexperience	statement)	no. of Actions)			
			$\square$ Inappropriate experience or					
	2.	How were all staff	lack of quality experience					
		oriented to the job,	□ Unfamiliar task					
		department, and facility	$\square$ Lack of testing and					
		policies regarding	assessment					
		safety, security,	☐ Inadequate supervision					
		hazardous material	$\square$ Lack of / inadequate					
		management,	mentorship					
		emergency	☐ Training results not					
		preparedness, life safety	monitored/acted upon					
		management, medical	☐ Training needs analysis not					
		equipment, and utility	conducted/acted upon					
		management?	$\square$ On the job training					
			unavailable or inaccessible					
			☐ Emergency Training					
			unavailable or inaccessible					
	3.	How was the staff	☐ Team training unavailable or					
		training needs	inaccessible					
		assessment conducted?	□ Core skills training					
			unavailable or inaccessible					
			☐ Refresher courses					
			unavailable or inaccessible					

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	4. Was training provided prior to the start of the work process?  □Yes □No						
Staff Competency and Performance (continued)	5. How were the results of training monitored over time?  □Yes □No 6. How were all staff trained in the use of relevant barriers and controls?	Check All that apply:  □ Poor rule compliance Routine violation of rules/regulations □ Other:	Enter free text here (For Each Contributing factor, please write a causal statement)	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]
Manpower Planning Issues	1. Was there sufficient staff on-hand for the workload at the time? (i.e., Workload too high, too low, or wrong mix of staff).     Yes	Check All that apply:  Overload Inappropriate skill mix (e.g., Lack of senior staff; Trained staff; etc.) Low staff to patient ratio Use of temporary staff High staff turnover Shift related fatigue Excessive working hours Lack of breaks during work hours	Enter free text here (For Each Contributing factor, please write a causal statement)	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]

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	3. 4. □Ye	What was the plan for dealing with staffing contingencies?  Were such contingencies a factor in this event?	□ Excessive extraneous tasks □ Failure to address/manage issues of competence □ Other:					
Leadership and Safety Culture	2.	How does leadership address the continuum of patient safety events, including close calls, adverse events, and unsafe, hazardous conditions?   How does the healthcare facility's culture support risk reduction?	Check All that apply:  ☐ Inadequate decision/action caused by Group influence ☐ Hierarchical structure/Governance structure not conducive to discussion, problem sharing, etc. ☐ Tight boundaries for accountability and responsibility ☐ Professional isolation ☐ Clinical versus the managerial model	Enter free text here (For Each Contributing factor, please write a causal statement)	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]

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	4.	demonstrate accountability for implementing measures to reduce the risk of patient harm?	□ Lack of robust Service level agreements/contractual arrangements □ Inadequate safety terms and conditions of contracts □ Contractors related problem □ Inappropriate safety/efficiency balance □ Lack of risk management plans □ Inadequate leadership example (e.g., visible evidence of commitment to safety)					
Leadership and Safety Culture (continued)	5.	How does the overall culture encourage change, suggestions, and warnings from staff regarding risky situations or problem areas?	Check All that apply:  Inadequately open culture to allow appropriate communication Inadequate learning from past incidents	Enter free text here (For Each Contributing factor, please write a causal statement)	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]

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			□ Incentives for 'at risk'/'risk taking' behaviors □ Acceptance/toleration of inadequate adherence to current practice □ Ignorance/poor awareness of inadequate adherence to current practice □ Disempowerment of staff to escalate issues or take action □ Ineffective leadership − clinically □ Ineffective leadership − managerially □ Lack of decision making □ Inappropriate decision making □ Untimely decision making (delayed) □ Leader poorly respected					
Leadership and Safety Culture (continued)	6.	How does leadership address disruptive behaviors?	Check All that apply:  Lack of support networks for staff Inappropriate level of assertiveness Inadequate interprofessional challenge	Enter free text here (For Each Contributing factor, please write a causal statement)	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]

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		□ Bed Availability □ Other:					
Communication and Information	1. Was the patient correctly identified?  Yes No  2. How was information from various patient assessments shared and used by the treatment team members on a timely basis?	Check All that apply:  Language Incomplete information (test results, patient history) Misrepresentation of information The inappropriate tone of voice and style of delivery for the situation Ambiguous verbal commands/directions Incorrect use of language Made to inappropriate person(s) Incorrect communication channels used	Enter free text here (For Each Contributing factor, please write a causal statement)	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]
Communication and Information (continued)	3. How did existing documentation provide a clear picture of the work-up, the treatment plan, and the patient's response to treatment? (e.g., Assessments, consultations, orders,	Check All that apply:  Inadequate patient identification Records difficult to read All relevant records not stored together and accessible when required	Enter free text here (For Each Contributing factor, please write a causal statement)	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]

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	progress notes, medication administration record, x- ray, labs, etc.)? 4. Was communication between management/superviso rs and front-line staff adequate? (i.e., Accurate, complete, unambiguous, using standard vocabulary and no jargon)  Yes  No  No  Was communication between front line team members adequate?  Yes  No	☐ Records incomplete or not contemporaneous (e.g., unavailability of patient management plans, patient risk assessments, etc.) ☐ Written information not circulated to all team members ☐ Communication not received ☐ Communications directed to the wrong people ☐ Lack of information to patients ☐ Lack of effective communication to staff of risks (Alerts systems etc.) ☐ Body Language issues (closed, open, body movement, gestures, facial expression)					
Communication and Information (continued)	6. Was communication across patient care areas adequate (e.g., transfers, consults)  □Yes □No		Enter free text here (For Each Contributing factor, please	Enter free text here (For Each Causal Statement,	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]

Category of Contributing Factor	Tri	iggering Questions	Contributing factors	Causal Statement	Corrective Actions	Action Strength	Responsibility	Action Due Date
	pr co	ow were policies and rocedures ommunicated dequately?		write a causal statement)	please write a no. of Actions)			
Communication and Information (continued)	er in co	ow was the ndorsement of patient formation ommunicated dequately?	Check All that apply:  Negative team reaction to conflict Negative team reaction to newcomers Lack of team openness/communication with colleagues Failure to seek support Lack of easy access to technical information, flow charts and diagrams Lack of direct or understandable feedback from the task Other:	Enter free text here (For Each Contributing factor, please write a causal statement)	Enter free text here (For Each Causal Statement, please write a no. of Actions)	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]
Others		ere any other any ed questions?	Enter free text here	Enter free text here (For Each Contributing	Enter free text here (For Each Causal	For each action select (Drop Down List) Stronger/Intermediate/We aker	For each action Enter free text here [Title/Position]	For each action [DATE]

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			'	Statement please write a no. of Actions)			

## **Action Hierarchy**

Action Strength	Action Category	Example		
Stronger Actions	Architectural/physical plant changes	Replace revolving doors at the main patient entrance into the building		
(These tasks require less reliance on		with powered sliding or swinging doors to reduce patient falls.		
humans to remember to perform the task correctly)	New devices with usability testing	Perform heuristic tests of outpatient blood glucose meters and test strips and select the most appropriate for the patient population being served.		
	Engineering control (forcing function)	Eliminate the use of universal adaptors and peripheral devices for medical equipment and use tubing/fittings that can only be connected the correct way (e.g., IV tubing and connectors that cannot physically be connected to sequential compression devices [SCDs]).		
	Simplify process	Remove unnecessary steps in a process.		
	Standardize on equipment or process	Standardize the make and model of medication pumps used throughout the institution. Use bar coding for medication administration.		
	Tangible involvement by leadership	Participate in unit patient safety evaluations and interact with staff; support the RCA <sup>2</sup> process (root cause analysis and action); purchase needed equipment; ensure staffing and workload are balanced.		
Intermediate Actions	Redundancy	Use two RNs to independently calculate high-risk medication dosages.		
	Increase in staffing/decrease in workload	Make float staff available to assist when workloads peak during the day.		
	Software enhancements, modifications	Use computer alerts for drug-drug interactions.		
	Eliminate/reduce distractions	Provide quiet rooms for programming PCA pumps; remove distractions for nurses when programming medication pumps.		
	Education using simulation-based training, with periodic refresher sessions and observations	Conduct patient handoffs in a simulation lab/environment, with after action critiques and debriefing.		
	periodic refresher sessions and observations	acaon enaques and debricing.		

Action Strength	Action Category	Example
Intermediate Actions (continued)	Checklist/cognitive aids	Use pre-induction and pre-incision checklists in operating rooms. Use a checklist when reprocessing flexible fiber optic endoscopes.
	Eliminate look- and sound-alikes	Do not store look-alikes next to one another in the unit medication room.
	Standardized communication tools	Use read-back for all critical lab values. Use read-back or repeat-back for all verbal medication orders. Use a standardized patient handoff
	Enhanced documentation, communication	format.  Highlight medication name and dose on IV bags.
Weaker Actions (these tasks require more reliance on	Double checks	One person calculates dosage, another person reviews their calculation.
humans to remember to perform the task	Warnings	Add audible alarms or caution labels.
correctly)	New procedure/ memorandum/policy	Remember to check IV sites every 2 hours.
	Training	Demonstrate correct usage of hard-to-use medical equipment.



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