



JUST CULTURE

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Agenda



PART 1

- Types of Errors
- Common Responses to Errors
- What is Just Culture?
- Expected Human Behaviors
- Accountability and Types of Errors
- Where We Are At With Accountability
- Outcome Bias

Human Error?



At-Risk Behavior?

What type of behavior is this?

ARE YOU SURE YOU HAVE THE RIGHT ROUTE?

SARA IS ABOUT TO MAKE A MEDICATION ERROR. SHE IS NEW AND IS AFRAID TO "LOOK STUPID". SHE IS GOING TO ADMINISTER POTASSIUM CHLORIDE (IM) INSTEAD OF IV.



I AM NOT REALLY SURE ABOUT THE RIGHT ROUTE, BUT I DON'T THINK IT WILL DO MUCH HARM (IM).

HELPFUL HINTS:

- ✓ -NEVER ASSUME IF YOU ARE UNCERTAIN.
- ✓ -IT IS OKAY TO "LOOK STUPID" FOR THE SAKE OF SOMEONE'S LIFE.
- ✓ -IF YOU ARE UNSURE, THERE ARE RESOURCES AVAILABLE. TRY TALKING TO ANOTHER COWORKER OR THE PHARMACY. SOME INSTITUTIONS HAVE ONLINE INFORMATION THAT CAN BE HELPFUL.

Reckless Behavior?

What happens when...



... a bus driver runs a red light while sending a text message?

.... a nurse administers a medication to the wrong patient?

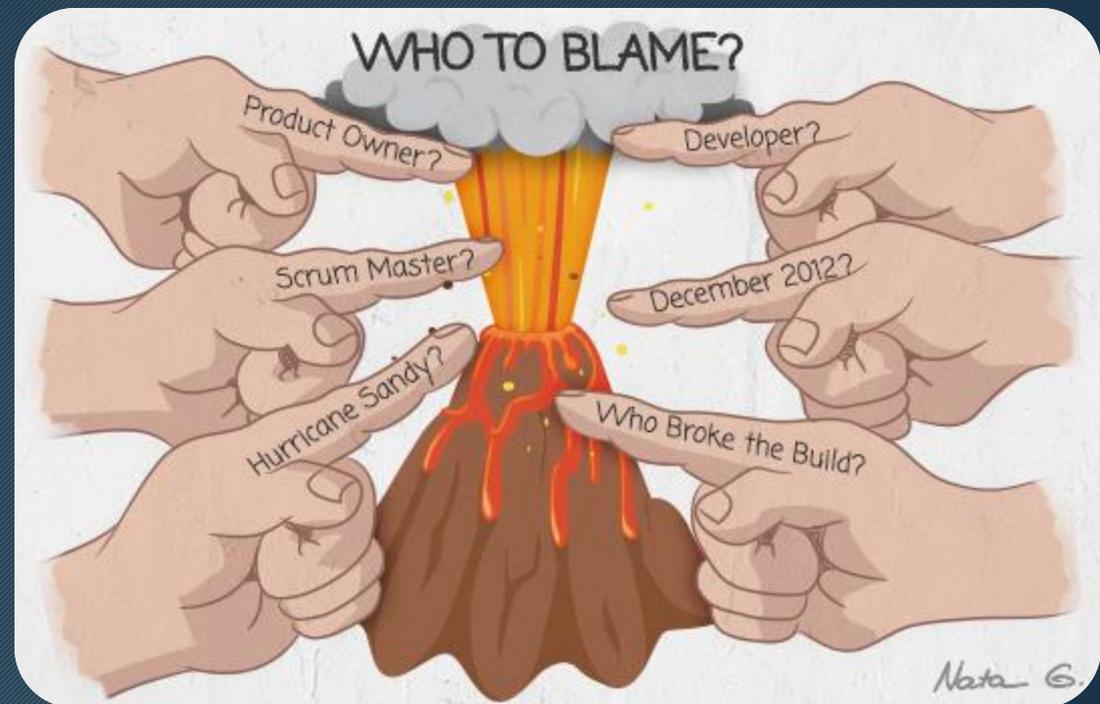
... a physician places an order on the wrong patient?

... a technician fails to deactivate an electrical system prior to repairing a lighting fixture and starts a fire?

Often people point the finger of blame....

Focus on individuals

How do we respond?



What is Just Culture?



The term “Just Culture” refers to a values-supportive system where **organizations are accountable for the systems they have designed** for supporting the safe choices of the staff.

Employees, in turn, are accountable for the quality of their choices – knowing that, as humans, we cannot be perfect, but we strive to make the best possible choices.

Why Just Culture?



We often hear of the need for a **less punitive approach to errors** and accidents so that those who manage and regulate within these industries can **develop more open learning cultures**.

WHY?

Experience shows that **open reporting cultures are more effective at identifying the system improvements** that lead to reduced organizational risk across many high-consequence industries.

The million
dollar
question...



How do we hold
employees accountable
for their choices **WHILE**
encouraging an open
learning culture?

... High-consequence industries
continue to struggle with issues of
accountability.

Question of justice...



Justice in the workplace is as complex as it is in society as a whole.

WHY?

Every human being faces overlapping duties and competing demands.

AND...

As humans, we are all destined to make mistakes.

Key questions in Just Culture

What happened?

What normally happens?

What does procedure require?

Why did it happen?

How was the organization managing the risk?



Behaviors we can expect



Human Error

- An inadvertent action
- Inadvertently doing other than what should have been done
- Slip, lapse, mistake



At-Risk Behavior

- A behavioral choice that increases risk where risk is not recognized or is mistakenly believed to be justified
- Driven by perception of consequences

Reckless Behavior

- A behavioral choice to consciously disregard a substantial and unjustifiable risk

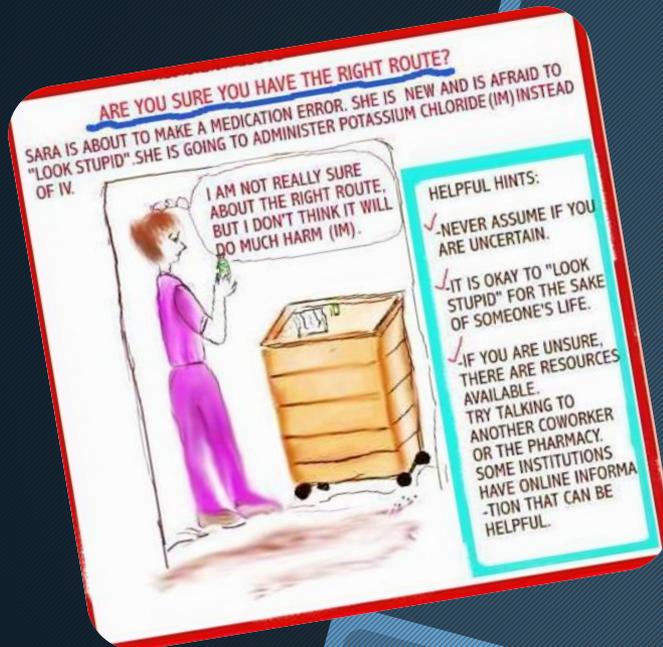
Significant Threat to Safety

Which of the three behavioral types is generally the most significant threat to safety and why?

At-Risk Behavior

WHY?

- All three behaviors can result in a bad outcome.
- However, at-risk behaviors are most prevalent and when they have an equal end result but occur far more often, they are the most significant threat to safety.



Accountability and Types of Errors

Human Error

**Inadvertent action:
slip, lapse, mistake**

**Manage through
changes in:**

- * Processes
- * Procedures
- * Training
- * Design
- * Environment

Console

At-Risk Behavior

**A choice:
Risk believed
insignificant or
justified**

Manage through:

- * Removing incentives
for At-Risk
Behaviors
- * Creating incentives
for healthy behaviors
- * Increasing
situational
awareness

Coach

Reckless Behavior

**Conscious disregard
of substantial and
unjustifiable risk**

Manage through:

- * Remedial action
- * Punitive action

Discipline

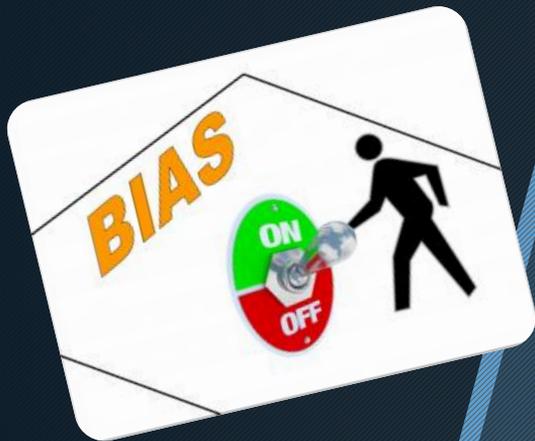
Where we're at
with
accountability...

"It is not only
what WE do,
but also
what WE
do not do
for which
WE are
accountable."

~John Baptiste Molière

An experienced surgeon sees a new piece of equipment at a conference. Back at the facility, a sales representative persuades him to use the equipment for a procedure. He has never used the equipment before and accidentally punctures the patient's bowel. The surgeon repairs the bowel and the patient recovers fully. The OR has a policy that says new equipment will be officially approved and training will be conducted prior to its use.

Where we're at
with
accountability...



Severity Bias

When an organization allows the severity of an outcome/level of harm to drive its response to an event

Effects of the Outcome Bias

Adverse Outcome	No Bad Outcome
We punish the discrete error	We allow the reckless employee to go unchecked
We punish the individual at-risk behavior	No harm, no foul
Potentially over-react to singular events	Under-react to potentially fatal system design flaws

Always
remember...



***“To err is human, to cover up
is unforgivable, and to fail to
learn is inexcusable.”***

Sir Liam Donaldson

References

Outcome Engenuity, LLC

The Just Culture Community

www.justculture.org



Questions & Answers

