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# Agenda



#### PART 2

- Managing System Design
  - System Recovery
  - System Redundancy
- Role of Event Investigation

# System Design

Managing System Reliability ... knowing that systems will never be perfect

- Did we design a robust and errortolerant system, knowing that it will be comprised of fallible humans and sometimes-faulty equipment?
- Did we design a system to give our employees the best chance of getting their job done right the first time?

## ... System Recovery

Good Catch!

# Recovery to capture failures before they become critical

- Inspection opportunity
- Trying to catch errors downstream (the checking of the process)
- Can potentially lead to dependency failure
- Examples
  - 5 Rights in Medication Administration

A doctor makes a mistake ordering a medication. The nurse conducts her required check of the medication and is puzzled by the choice of medication. She confers with the pharmacist, who confirms that the medication seems to be in error. The nurse returns to the doctors, who realizes the mistake and corrects it.

### .... System Redundancy

# Redundancy to limit the effects of failure

- Adding parallel processes
- Creating multiple paths to allow success through a second path if the first path doesn't work.
- Does not allow harm to be only one equipment failure or one human error away
- Examples
  - Independent verification process for high-alert medications

You have an early morning meeting tomorrow and you set two alarm clocks in order to ensure you wake up on time.

#### Recovery vs Redundancy



#### Recovery

- Initial Error (IE) 0.01
- Capture Opportunity (CO) 0.9
- Example: IE x CO x CO <u>x CO</u> =
- $(0.01)(0.9)(0.9)(0.9) \in 7.2 \times 10^{-3}$
- Redundancy
  - Initial Error (IE) 0.01
  - Example: IE x IE
  - $(0.01)(0.01) = (1 \times 10^{-4})$

### Role of Event Investigation

- What happened?
- What normally happens?
- What does procedure require?
- Why did it happen?
- How was the organization managing the risk?

#### What Happened?



- Asking open-ended questions
- Obtaining facts related to the event
- Staff interviews
- Chart reviews

#### What Normally Happens?

CHECK

- The norm illuminates how employees generally perform the task
- The norm determines the reliability of the task or process under investigation

### What Does Procedure **Require?**

Policy

Procedurest

NA

- What the procedure requires
- How the system was designed to work

### Why Did it Happen?

- Seek to explain the causes behind each human error identified
  - We cannot manage errors directly, but we can manage their causes and consequences

 Search for an explanation for every at-risk behavior

- If an employee is deviating from procedure because it is the local norm, you will need to address the incentives that created and supported the norm.
- If an employee is deviating from procedure because she/he is not aware of the policy in the first place, you will have to work on education.

#### How was the organization managing the risk?

- Were we relying o the employee simply to not make the mistake?
- Did we rely on recovery or redundancy in a more robust system design?
- Investigation is meant to be a window to risk – a window that should allow you to see the robustness (or lack thereof) of the system around your employees)

#### 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

