

So Much Care, So Close



Vernon Memorial Healthcare

JUST CULTURE

What is Just Culture?



“The single greatest
impediment to error
prevention in health care is
that we punish people for
making mistakes.”

- *Dr. Lucian Leape*

Professor, Harvard School of Public Health

Testimony before Congress on Health Care Quality Improvement



JUST CULTURE

- Creates atmosphere of trust
- Constitutes acceptable & unacceptable behavior.
- Just Culture is the middle component between patient safety and a safety culture.



JUST CULTURE

- Humans make mistakes
- No system can be designed to produce perfect results!
- Human error and adverse events should be measured and monitored with the goal being error reduction and improved system design.



JUST CULTURE



- Creates an open & fair culture, designs safe systems, and manages behavioral choices.
- Views events not as things to be fixed, but as opportunities to improve understanding of both system risk and behavioral risk.
- Holds people accountable for their behavioral choices
- Establishes the framework for fair and consistent managerial response to behavioral choices



JUST CULTURE

- Safety and quality is dependent on teamwork, communication, and a collaborative work environment.
- Healthcare organizations must address the problem of behaviors that threaten the performance of the health care team.



JUST CULTURE



- Establishes a mindset that positively impacts work environment and work outcomes
- Promotes a process where mistakes or errors do not result in automatic punishment
- Uncover the source of the error
- Errors not deliberate or malicious result in coaching, counseling, and education
- Decrease the likelihood of a repeated error



JUST CULTURE

- Increased error reporting leads to:
 - Changes in care delivery systems
 - Creates safer environments for patients
 - Gives the workers a sense of ownership in the process.



THE JUST CULTURE MODEL

The Three Duties

- —The duty to avoid causing unjustified risk or harm
- —The duty to produce an outcome
- —The duty to follow a procedural rule

Organizational and Individual Values

- Safety
- Cost
- Effectiveness
- Equity
- Dignity



THE BEHAVIORS WE CAN EXPECT

- **Human Error** -inadvertent action; inadvertently doing other than what should have been done; slip, lapse, mistake
- **At-Risk Behavior** – behavioral choice that increases risk where risk is not recognized or is mistakenly believed to be justified
- **Reckless Behavior** - behavioral choice to consciously disregard a substantial and unjustifiable risk



RECOGNIZING BEHAVIORAL CHOICES AND MANAGING HUMAN ERROR

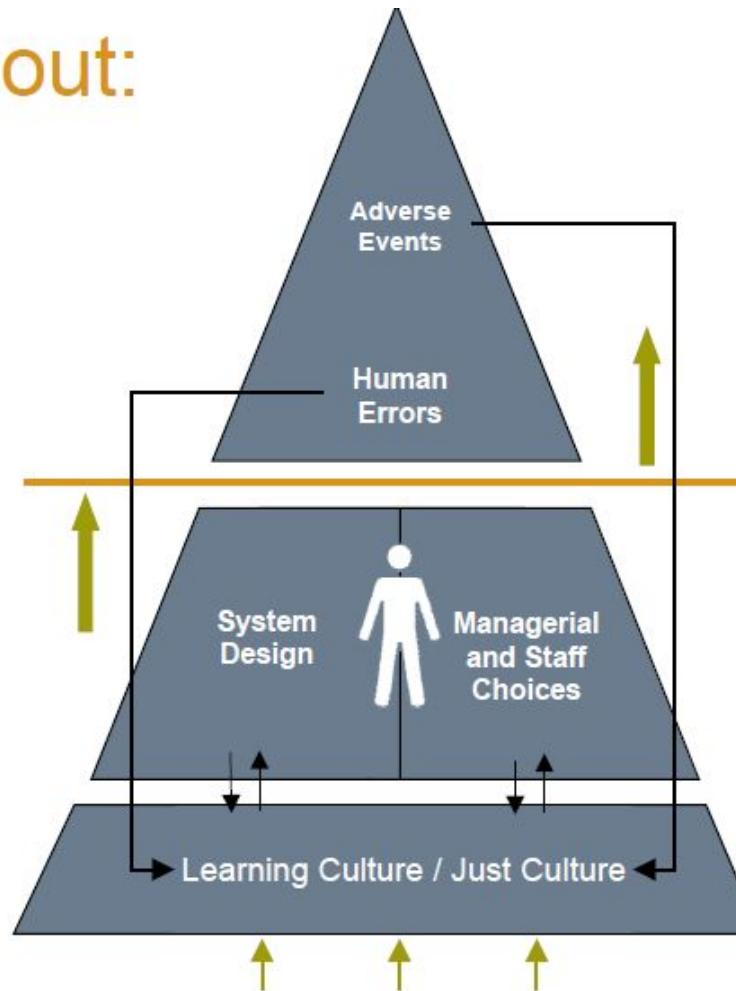
Human Error	At-Risk Behavior	Reckless Behavior
<p><i>Inadvertent Action: slip or mistake (Product of Our Current System Design and Behavioral Choices)</i></p> <p>Manage through changes in:</p> <ul style="list-style-type: none">• Processes• Procedures• Training• Design• Environment	<p><i>A Choice: Risk Not Recognized or Believed Justified</i></p> <p>Manage through:</p> <ul style="list-style-type: none">• Removing incentives for at-risk behaviors• Creating incentives for healthy behaviors• Increasing situational awareness	<p><i>Conscious Disregard of Substantial and Unjustifiable Risk</i></p> <p>Manage through:</p> <ul style="list-style-type: none">• Remedial action• Disciplinary/punitive action
Console	Coach	Discipline/Punish



JUST CULTURE IS ABOUT:

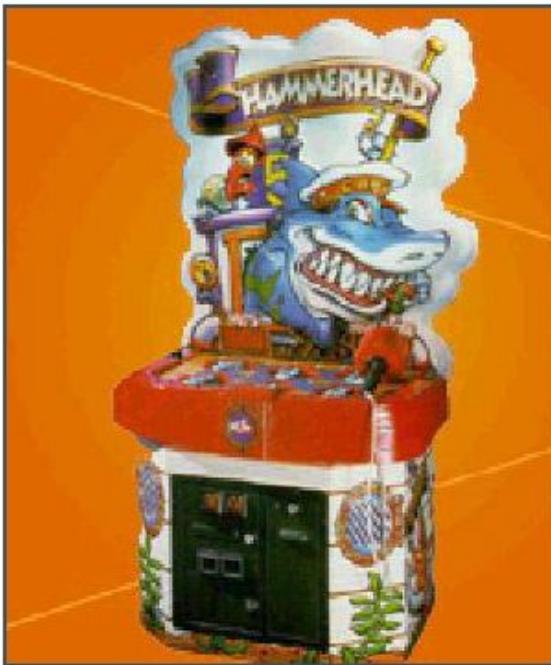
Just Culture is about:

- Creating an open, fair, and just culture
- Creating a learning culture
- Designing safe systems
- Managing behavioral choices



IT'S ABOUT A PROACTIVE LEARNING CULTURE

- It's not seeing events as things to be fixed
- It's seeing events as opportunities to improve our understanding of risk
 - System risk, and
 - Behavioral risk



Where management decisions are based upon where our limited resources can be applied to minimize the risk of harm, knowing our system is comprised of sometimes faulty equipment, imperfect processes, and fallible human beings



IT'S ABOUT REINFORCING THE ROLES OF RISK, QUALITY, AND HR

- Risk/Quality

- Helping improve the effectiveness of the learning process
- Providing tools to assist managers with a consistent message
- Helping to redesign systems

- HR

- Protecting the learning culture
- Helping with managerial competencies
 - Consoling
 - Coaching
 - Punishing



IT'S ABOUT CHANGING MANAGERIAL EXPECTATIONS



- Helping design safe systems
- Empowering staff to speak up when they see a safety issue
- Investigating the sources of errors and at-risk behaviors
- Being *consistent* with your approach to safety concerns
- Turning errors and events into opportunities for improvement and a better understanding of risk in the workplace

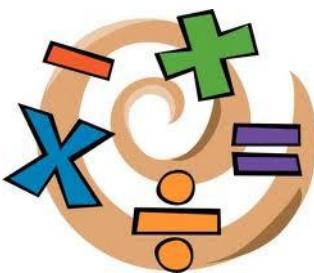


IT'S ABOUT CHANGING STAFF EXPECTATIONS

Positively impact patient safety by:

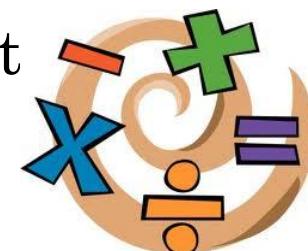
- Increasing awareness of the risk around me
- Recognizing staff's responsibility to speak up
- Reporting near misses, errors, and hazards
- Helping to design safe systems
- Making safe choices:
 - Following procedure
 - Making choices that align with organizational values
 - Doing the right thing

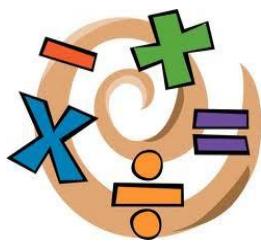




CONCEPTS OF JUST CULTURE

- Open Reporting and Willingness to Report
- Atmosphere distinguishing between Acceptable & Unacceptable behaviors creating behavioral standard outcome desired
- A Learning Culture placing less focus on errors & outcomes and more effort on Safe System Design
- Consistent approach responding to errors that encourages Coaching and Honesty





CONCEPTS OF JUST CULTURE

- Errors not automatically resulting in punishment, but **Consistent Process** in place to uncover the **Source** of the error
- **Ability** to **Adapt** when the unexpected occurs.
- **Everyone** in the Organization is **Continually** Learning, Adjusting, and Redesigning systems for Safety and **Managing Behavioral Choices**



JUST CULTURE ALGORITHM

- Algorithms provided for each manager as a resource to use that provides the framework for a consistent approach in responding to staff errors.
- Assists managers with methods to handle situations in which an error has occurred by defining three behaviors:
 - Human Error
 - At-Risk Behavior
 - Reckless Behavior
- Algorithm helps determine when consoling, coaching, or disciplining is needed.



UNDERSTANDING THE ALGORITHM

“THE THREE DUTIES”

The Duty to Avoid
Causing
Unjustifiable Risk or
Harm



The Duty to Produce
an Outcome

OR

The Duty to Follow a
Procedural Rule



JUST CULTURE VMH MENTORS

- VMH mentors will be available to assist managers for future needs.
- VMH mentors are:
 - Hannah Finley
 - Ann Skaaland
 - Hollie Hoffland
 - Mary Jane Harnish
 - Jane Gaskell



CONCLUSION

- We have it within our control to build a safer, more compassionate workplace.
- While we can't expect perfection, we can hold each other accountable for the quality of our choices.



JUST CULTURE ALGORITHM

CASE STUDIES

- Review scenarios using the algorithm
- Is there any other information you would need to know before taking this through the algorithm?
- Which duty would you put this scenario through?
- Human Error, At-Risk, or Reckless Behavior?
- Possible next steps for employee(s) involved?
- What potential system issues did you identify?



QUESTIONS?

