



GEORGIA SOCIETY FOR
HEALTHCARE RISK MANAGEMENT

A Just Culture as the Foundation for High Reliability

Georgia Society for Healthcare
Risk Management Briefing

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The “Why” for Culture Change

Strategic Imperatives

- Build organizational resilience & capacity for change
- Support the journey toward “High Reliability” (e.g., avoid “all cause” preventable patient harm)
- Achieve important organizational, clinical & operational targets
 - Respond consistently & justly to unwelcome conduct
 - Gain recognition
 - Avoid penalties

Data Signals

- Culture of Safety survey data
- Employee Engagement survey data
- Event reporting trends
- Risk Assessments (proactive) and/or Sentinel Event data
- Retention data
- Grievances (# and % over-turned)
- HAC/HAI Performance Data
- Accreditation (e.g., TJC) or regulatory findings (e.g., CMS)

Just Culture

The Objective

A system of workplace justice (*investigatory and response*) to manage our:

- Inescapable Human Fallibility
- Human Free Will

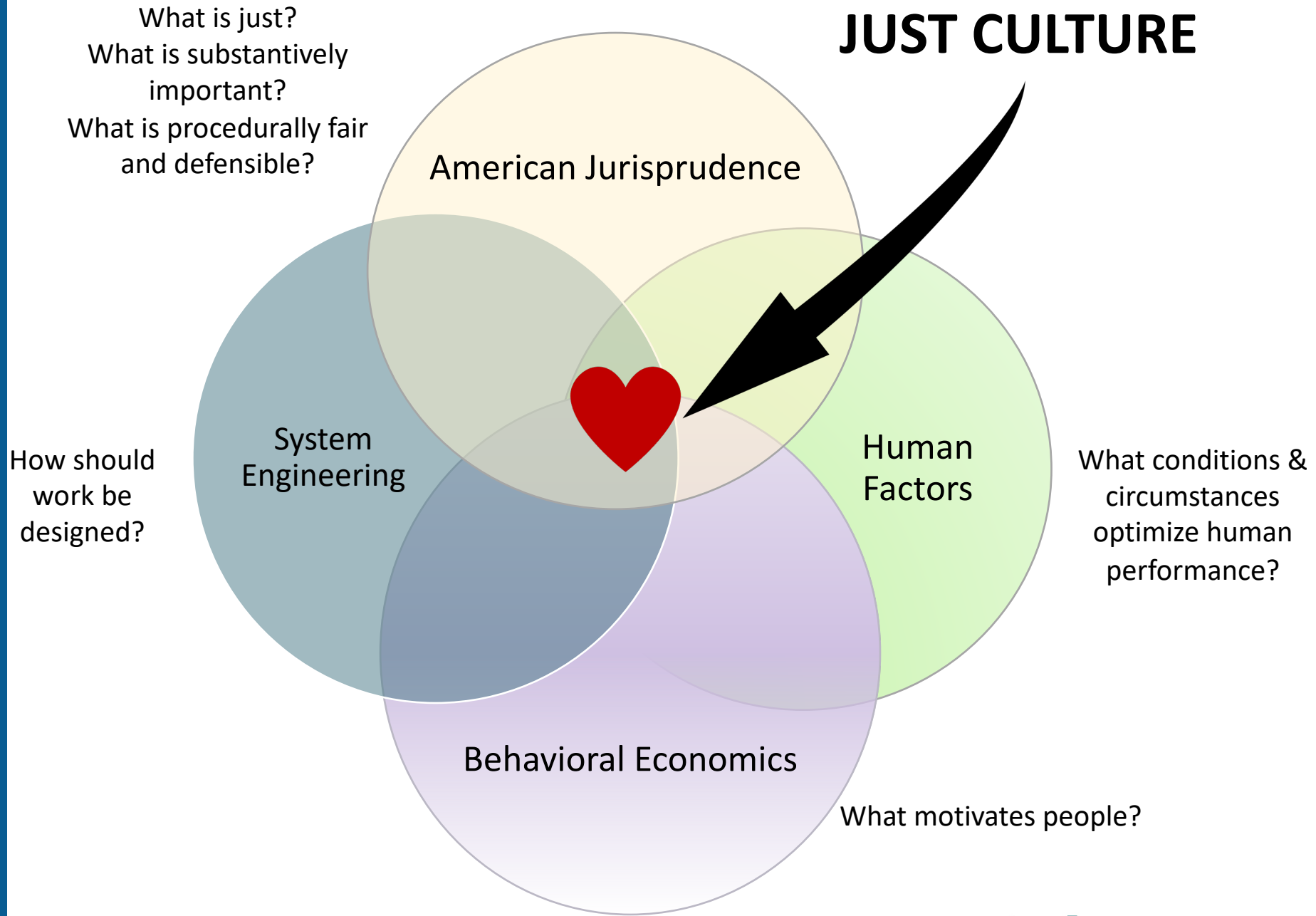
This system of justice serves to drive:

- A Values-Centric Culture
- Systematic Learning
- Fair Accountability

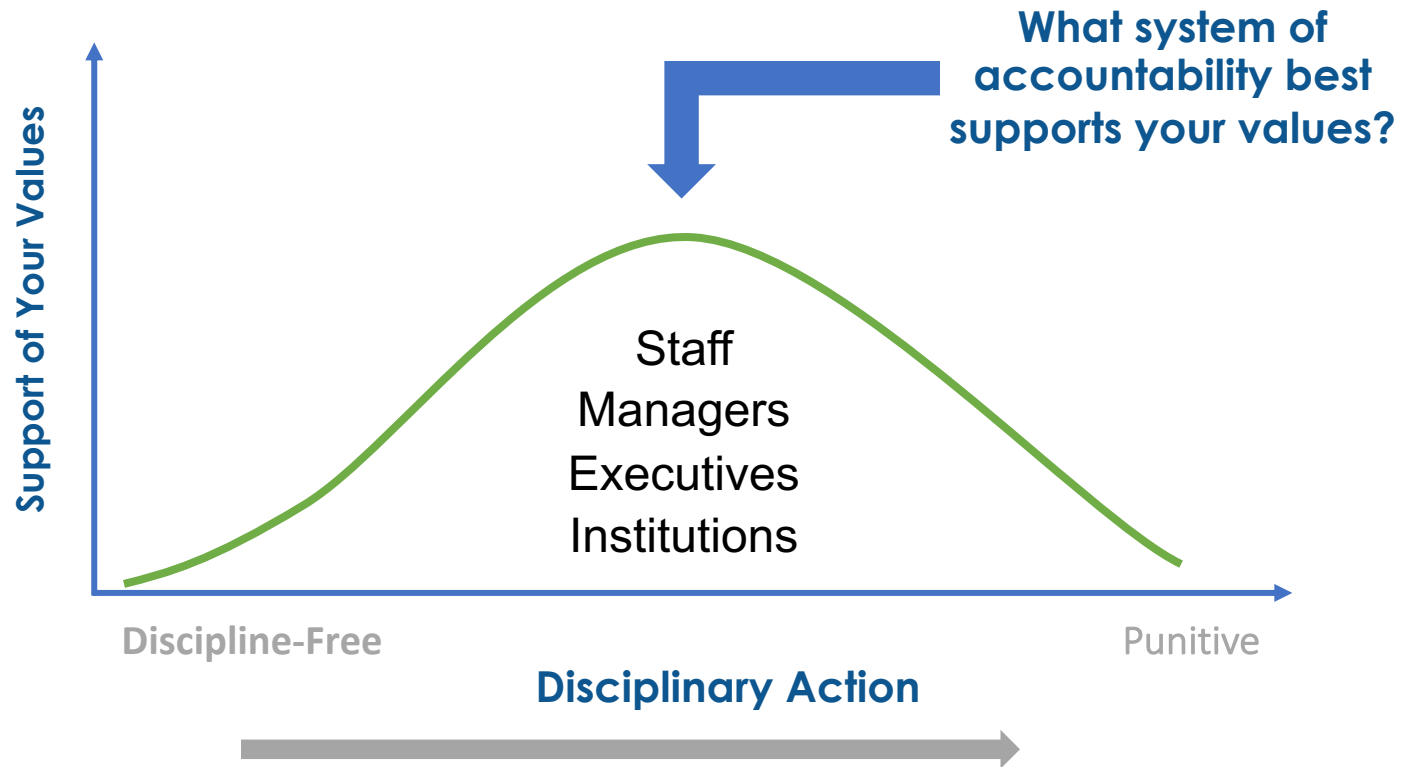
Just Culture is aligned with healthcare values of:

Safety: Patient & Worker
Effectiveness
Patient-centeredness
Timeliness
Efficiency
Equitability

JUST CULTURE



Seeking a Culture of Accountability and Learning



On Being Human



Human Error

*Doing other than what was intended
(a slip, lapse, or fumble)*



Free Will

(A choice or decision)

Performance Shaping Factors



Human Error



Behavioral Choice

To Err is Human



The Spectrum of Human Behavior

Human Error

Individual should have done other than what they did
(slip, lapse, fumble)

Missing your exit while driving



At-Risk Behavior

Risk is not recognized, or mistakenly believed to be justified

Driving 8 mph above posted speed limit



Reckless

Conscious disregard of a substantial and unjustifiable risk of harm

Driving a speed of 130 mph to "Show off"



Knowledge

Knowingly causing harm
(sometimes justified)

Driving across someone's lawn to get around traffic



Purpose

Purpose to cause harm
(never justified)

Intentionally driving into a crowd



A Just Response

Human Error

Unintended conduct:
Individual should have done other than what they did

Accept

At-Risk Behavior

A choice where risk is not recognized, or is mistakenly believed to be justified

Coach

Reckless

Conscious disregard of a substantial and unjustifiable risk of harm

Sanction

Knowledge

Knowingly causing harm (sometimes justified)

Sanction

Purpose

A purpose to cause harm (never justified)

Sanction

All Independent of the Actual Outcome

Outcome / Severity bias

WHAT IS IT?

When we allow the severity of the outcome...

.... to drive its response to an event.

Spectrum of Human Behavior

Human Error

Individual should have done other than what they did
(slip, lapse, fumble)

At-Risk Behavior

Risk is not recognized, or mistakenly believed to be justified

Reckless

Conscious disregard of a substantial and unjustifiable risk of harm

Knowledge

Knowingly causing harm
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Purpose

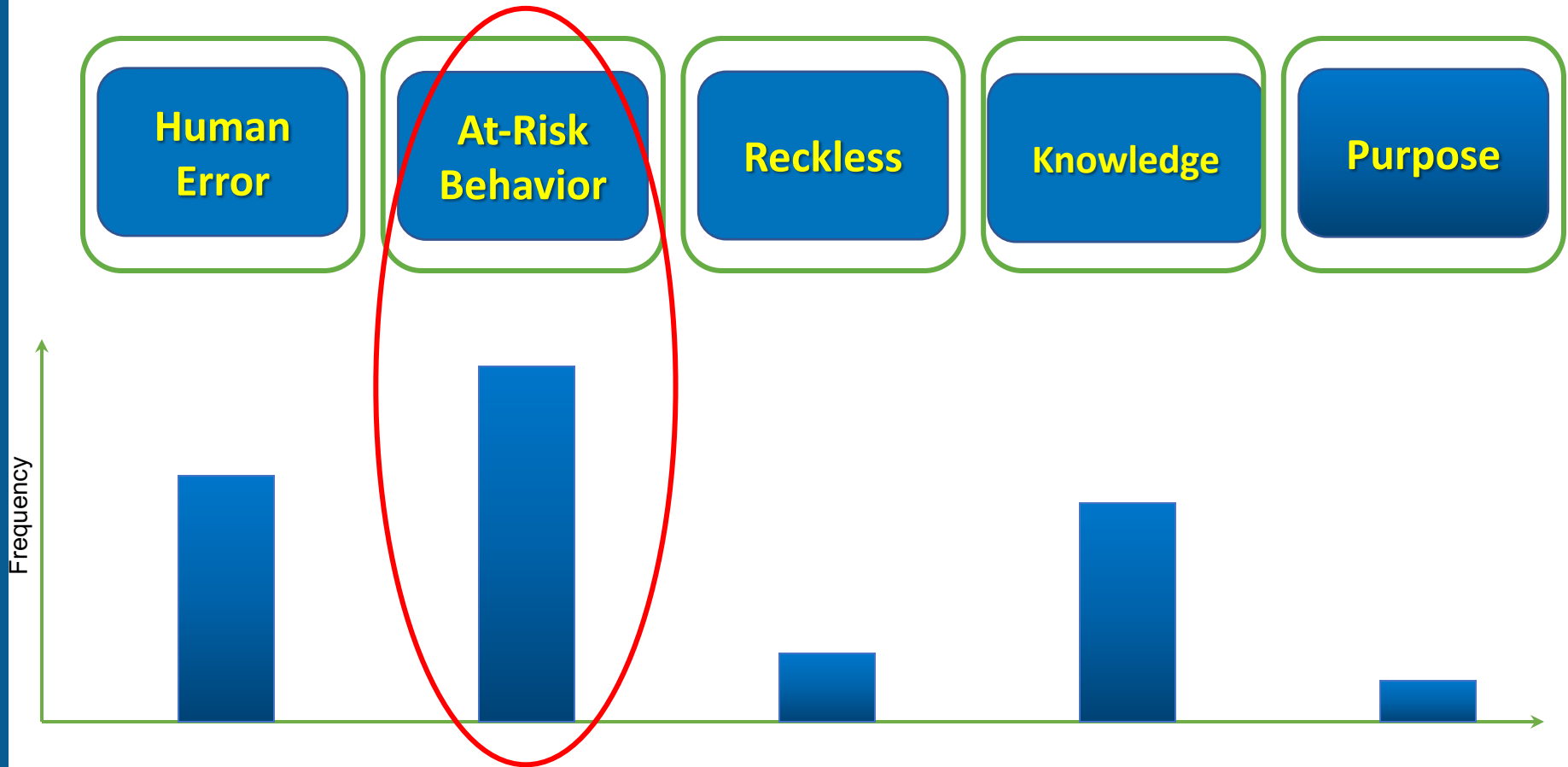
Purpose to cause harm
(never justified)

The Safety Space

The Human Resource Space

The Line Manager's Space

Their Relative Frequency?



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THE THREE DUTIES

**Align my conduct with
organizational and
societal values**

Don't do rule

(written and unwritten)

- *Avoid bullying, harassment, theft*
- *Uphold the Code of Conduct & professionalism standards*

**Duty to follow a
procedural rule**

How to rule

- *Hand hygiene*
- *Conduct a pre-procedure "time out"*

**Duty to produce an
outcome**

What to do rule

(what I'm hired to produce – measured over time)

- *Reduce your budget by 2%*
- *Come to work on time*

Being Compliant with Procedures

A nurse, floated to a newly established overflow ICU caring for patients with COVID-19, forgets to administer a dose of medication. The omission may compromise the patient's ability to recover AND the integrity of a clinical trial he was enrolled in.

Being Compliant with Procedures

DUTY TO FOLLOW PROCEDURAL RULES

Did the employee breach
a duty to follow a
procedural rule?

Aligning Conduct to Values

A manager who had lost a son in the Gulf War, was heard saying to a colleague that she would never hire anyone from a middle eastern country.

A subsequent review of job applications showed a number of qualified middle-eastern candidates that were not brought in for interviews.

Aligning Conduct to Values

Harm/Potential harm: Discrimination → loss of economic opportunity; loss of career opportunity (personal growth; satisfaction; networking)

Value Impugned: Diversity/Inclusion

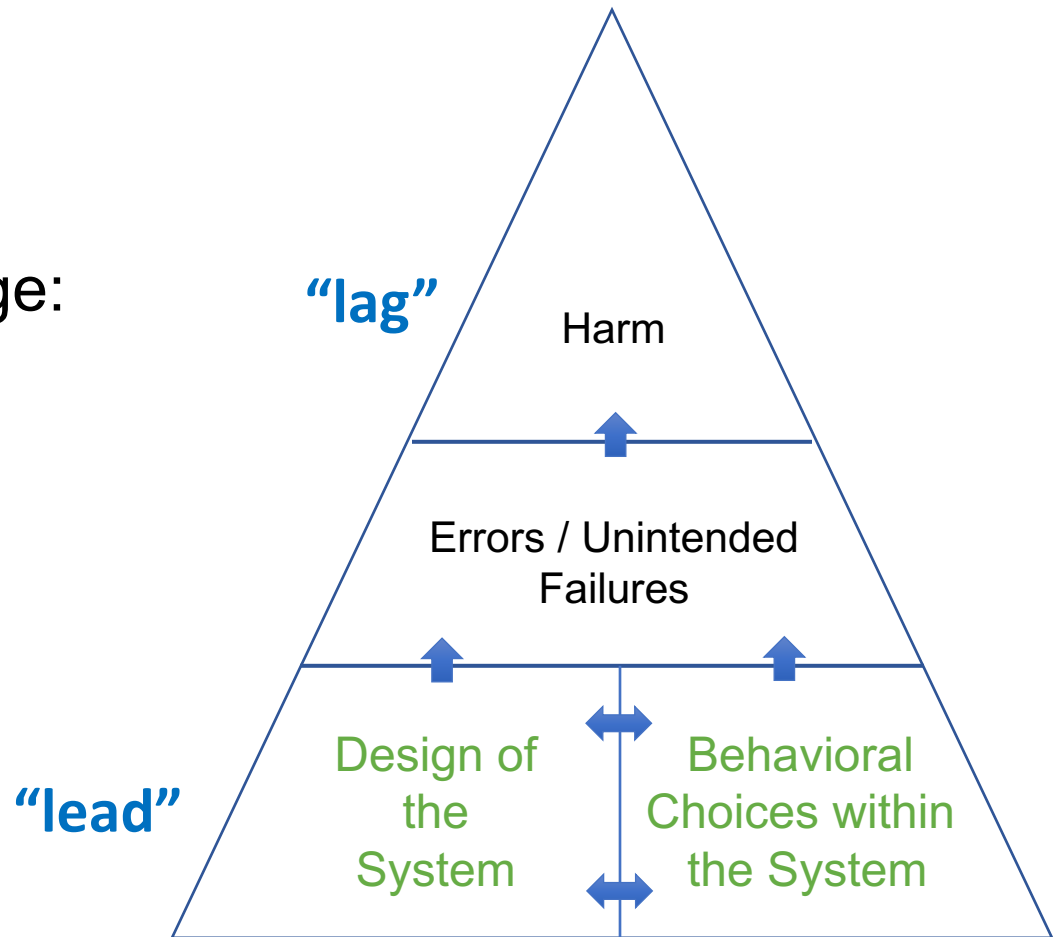
Producing Results

*An ED physician has a risk
adjusted return rate to the
ED double that of her
peers.*

Producing Results

Produce Outcomes By Focusing on the Right Things

- Monitor it all
- But actively manage:
 - System Design
 - Safety Culture



What questions come to mind
right now?

Next Steps

Just Culture Support for GSHRM Members

Just Culture Pathways

Recommendations to Implement and Sustain a Just Culture in Your Organization

<https://justculture.com/just-culture-pathways-program/>

Just Culture Resources

1. **Just Culture Certification Courses:** Develops deep Just Culture subject matter expertise.
2. **Just Culture Training for Managers & Influencers:** Introduces concepts & principles; builds working vocabulary.
3. **RCA Training:** Prepares teams to identify system issues, matching corrective actions to identified causal forces.
4. **Trajectories:** Allows teams to identify, implement & monitor highest level risk reduction strategies within recalcitrant workflows.



Building a Culture of Learning & Accountability

Thank you!