Just Culture

An Essential Launching Point of Teamstepps
Just Culture

- Key concepts
- Hands-on application of the Just Culture Algorithm
- Relationship to Teamstepps launch
The challenge is to manage human error in a just, transparent learning environment.

- What went wrong?
- How would your organization handle this?
- How does a Just Culture approach errors?
Just Culture

A risk management approach in which the goal is:

Patient Safety through managing:

- Behavioral Choices
- Systems Design
People Make Mistakes
Patient Safety approaches

**Common**
- Mistakes should never happen
- Knowledge and skill can prevent all errors
- Find who is to blame
- Punish according to severity of outcome

**Just Culture**
- To err is human
- To drift away from procedures is human
- Look for system failure or behavior choice error
- Each event is a learning opportunity to improve safety
Managing Systems

- Design systems in alignment with core values
  - Example: Providence Health System’s Triple Aim
    - Improve our population's health
    - Give our patients the best care experience
    - Make sure our services are affordable

- Systems are there to minimize risk
  - Example:
    - Teamstepps
    - Peer Review
    - Policy/Procedures
    - Event Investigation
Managing Behavioral Choices

- **Human Error**
  - Inadvertent action: slip, lapse

- **At-Risk Behavior**
  - A choice: risk not recognized or believed justified

- **Reckless Behavior**
  - Conscious disregard of unreasonable risk
Just Culture:
The Three Behaviors

<table>
<thead>
<tr>
<th>Normal Error</th>
<th>At-Risk Behavior</th>
<th>Reckless Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadvertent action:</td>
<td>A choice: risk not recognized or believed justified</td>
<td>Conscious disregard of unreasonable risk</td>
</tr>
<tr>
<td>slip, lapse, mistake</td>
<td>Manage through:</td>
<td>Manage through:</td>
</tr>
<tr>
<td>Manage through changes in:</td>
<td>Remove incentives for At-Risk Behaviors</td>
<td>Remedial action</td>
</tr>
<tr>
<td>Processes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procedures</td>
<td>Creating incentives for healthy behaviors</td>
<td>Punitive action</td>
</tr>
<tr>
<td>Training</td>
<td>Increasing situational awareness</td>
<td></td>
</tr>
<tr>
<td>Design</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Support
Coach
Sanction
Just Culture Algorithm

Key Questions:

- Did the employee know intended outcome or expected rule?
- Did the employee intend harm?
- Was it possible to succeed?
- Did benefit exceed the risk?
Let’s Practice!
Just Culture Summary

- Humans will make mistakes →
- **CONSOLE**
- People & cultures will drift into unsafe places → **COACH**
- People will make choices that consciously disregard substantial and unjustifiable risk → **DISCIPLINE**
Implementing Just Culture, What’s Next?

- Get Executive Commitment
- Assess current safety culture
  - Train managers and HR
  - Insist on consistency
- Begin looking for opportunities to learn.
Just Culture and Teamstepps

Teamstepps will reach it’s full potential in an organization that is just, transparent and values learning from it’s errors. Teamstepps tools are critical for designing safe systems, and coaching employees. Teamstepps facilitates clear communication about risk potential before errors impact the patient. A team based approach to managing systems and behavioral choices is the core of a Just Culture.
OPPORTUNITY AHEAD