



Finding Justice

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Just Culture Overview

Jill Hanson, Certified Just Culture
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Conference

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Just Culture Objectives

Participants will be able to:

- Define Just Culture
- Explain how culture impacts patient safety
- Apply the Just Culture principles in their work

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WHY JUST CULTURE MATTERS

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So much going on....

Sometimes we forget about why improving care matters.



Image: Apple's Eyes Studio / FreeDigitalPhotos.net

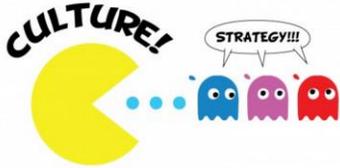
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Why This Journey Matters...



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“Culture eats strategy for lunch”
Peter Drucker?



...the “how we do things around here”

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"The definition of insanity is doing the same thing over and over again and expecting different results".

Albert Einstein

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What's the Problem?

“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*

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Before High Risk Meds Were Identified...

Kimberly Hiatt, a nurse at Seattle Children's Hospital mistakenly administered 10 times the prescribed dose of calcium chloride to an eight-month-old baby. The baby died. The nurse immediately reported the error, the only serious medical error she made in her 24-year career.

"I messed up," she wrote. "I've been giving CaCl [calcium chloride] for years. I was talking to someone while drawing it up. Miscalculated in my head the correct ml according to the mg/ml. First med error in 25 yrs. of working here. I am simply sick about it. Will be more careful in the future."



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Perfection is Not a Viable Option!

Better results come from:

- Admitting to our shared fallibility, both at the individual and system level
- Knowing how competing values and limited resources can affect performance and outcomes
- Designing more effective systems

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What is Just Culture?

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Leadership Sets the Cultural Stage



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A Cultural Foundation

Manage the Expected – Process Reliability

- Standardization
- Standard work processes
- Automation



Manage the Unexpected – System Resilience

- System design
- Thinking in teams
- Make changes to adjust



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Skills That Lead to Producing Better Outcomes



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Understanding Individual Behaviors

Human Error	At-Risk Behavior	Reckless	Knowledge	Purpose
Unintended conduct: where the person should have done other than what they did	A choice where risk is not recognized, or is mistakenly believed to be justified	Conscious disregard of a substantial and unjustifiable risk	Knowingly causing harm (sometimes justified)	A purpose to cause harm (never justified)

Outcome

Choice

Choice

Choice

Choice

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Getting Past a Punitive Culture

How bad was the outcome?

Who did it?

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A Tale of Two Citizens

Just Culture is...

- Understanding that in order to change the outcome, we need to change the conditions people work in
- Recognizing people are fallible
- Developing a system of accountability
- Improving communication between leadership and staff
- Increasing personal awareness of decision making and behavior

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It's About Changing Managerial Expectations

- Helping design safe systems ("process improvement")
- 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 a better understanding of risk in the workplace
- Responding in a constructive manner to reported concerns

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It's About Changing Staff Expectations

Positively impact patient safety by:

- Becoming aware of potential risks
- Recognizing staff's responsibility to speak up
- Reporting near miss events in addition to adverse events
- Helping to design safe systems
- Following procedure to avoid drifting
- Making decisions concerning their area
- Taking responsibility for decisions
- Adding value to jobs

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As a Leader, What Can You Do?

Annually	<ul style="list-style-type: none"> • Include just culture concepts in annual goal setting for your organization, senior leaders, departments, and staff
Monthly	<ul style="list-style-type: none"> • Include culture focus (fair and just) messaging to all staff • Share safety success stories and lessons learned with your Board of Directors • Ask for and review trends for safety performance • Ask for and review status on safety focused improvement projects
Daily	<ul style="list-style-type: none"> • When decisions are being made, ask, "What impact will this have on safety?" • Encourage staff to speak up about safety concerns • Praise individuals who speak up for safety

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Thank you!

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