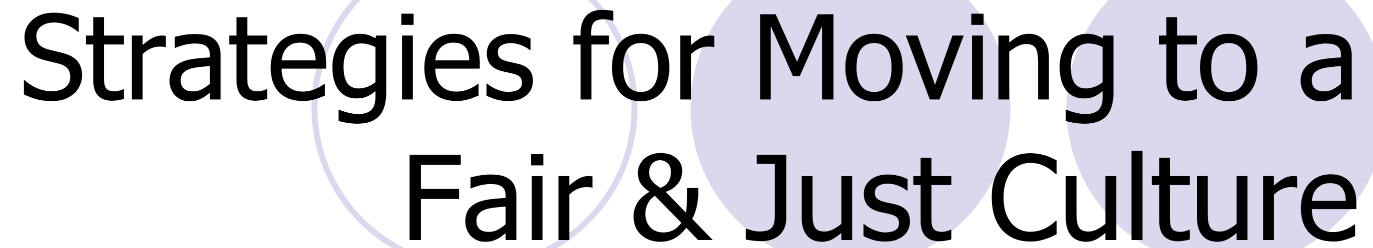


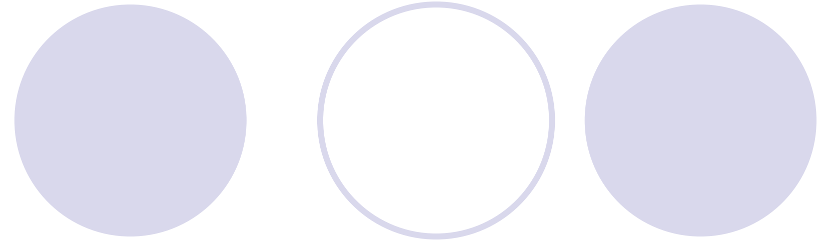
Strategies for Moving to a Fair & Just Culture

Barbara Balik

New Mexico Hospital Association

September 20, 2007

Fair & Just Culture



Why Care

Lessons for Leaders

Action Steps

Fair & Just Culture

Why Care?

- Complex systems are basically unsafe
  - Culture is key to getting & keeping patients safer

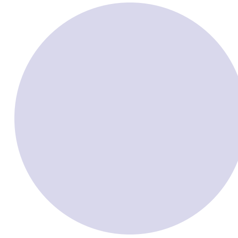
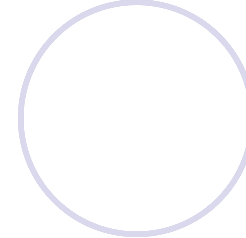
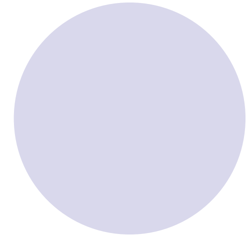
- You can't get to your mission or strategy

- Risk Prevention

Beliefs

- Faced with a bad, surprising event, we change the event or the players in it …
  - Rather than our basic beliefs about the system that made the event possible
    - Dekker, 2002

Fair & Just Culture Lessons for Leaders

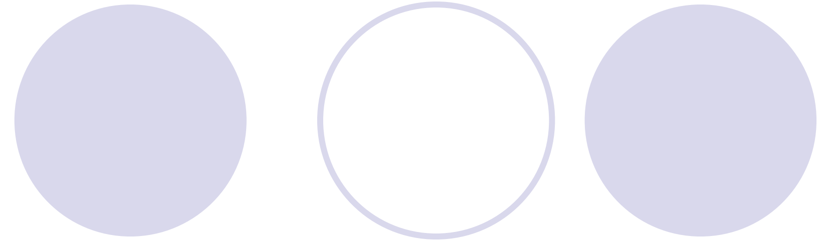
Eye on the Prize

Be Courageous

Simple Not Easy

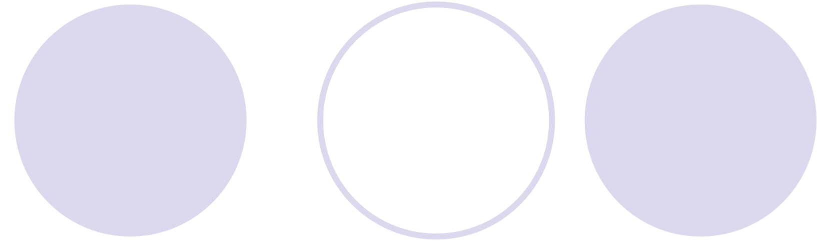
Don’t Let Best Get in the Way of Better

Celebrate the Mile Markers



Eye on the Prize

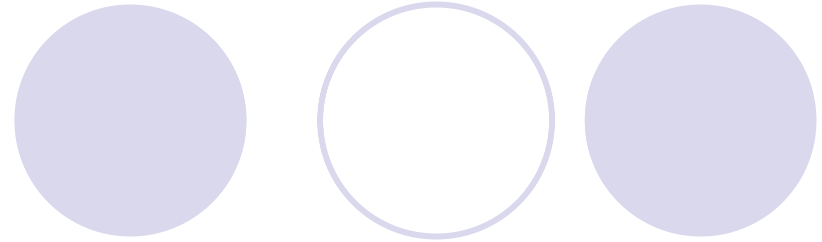
Fair & Just Culture Lessons for Leaders



Be sure to put your feet in the right place, then stand firm

Abraham Lincoln

Fair & Just Culture Lessons for Leaders



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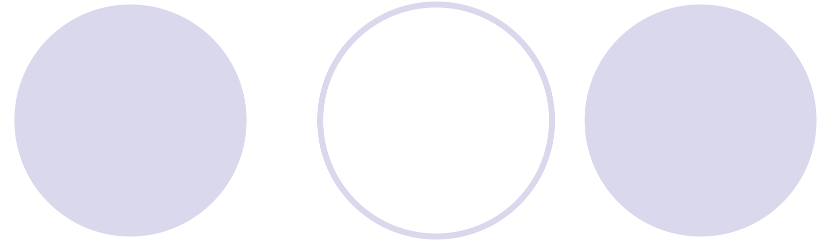
Fair & Just Culture Lessons for Leaders

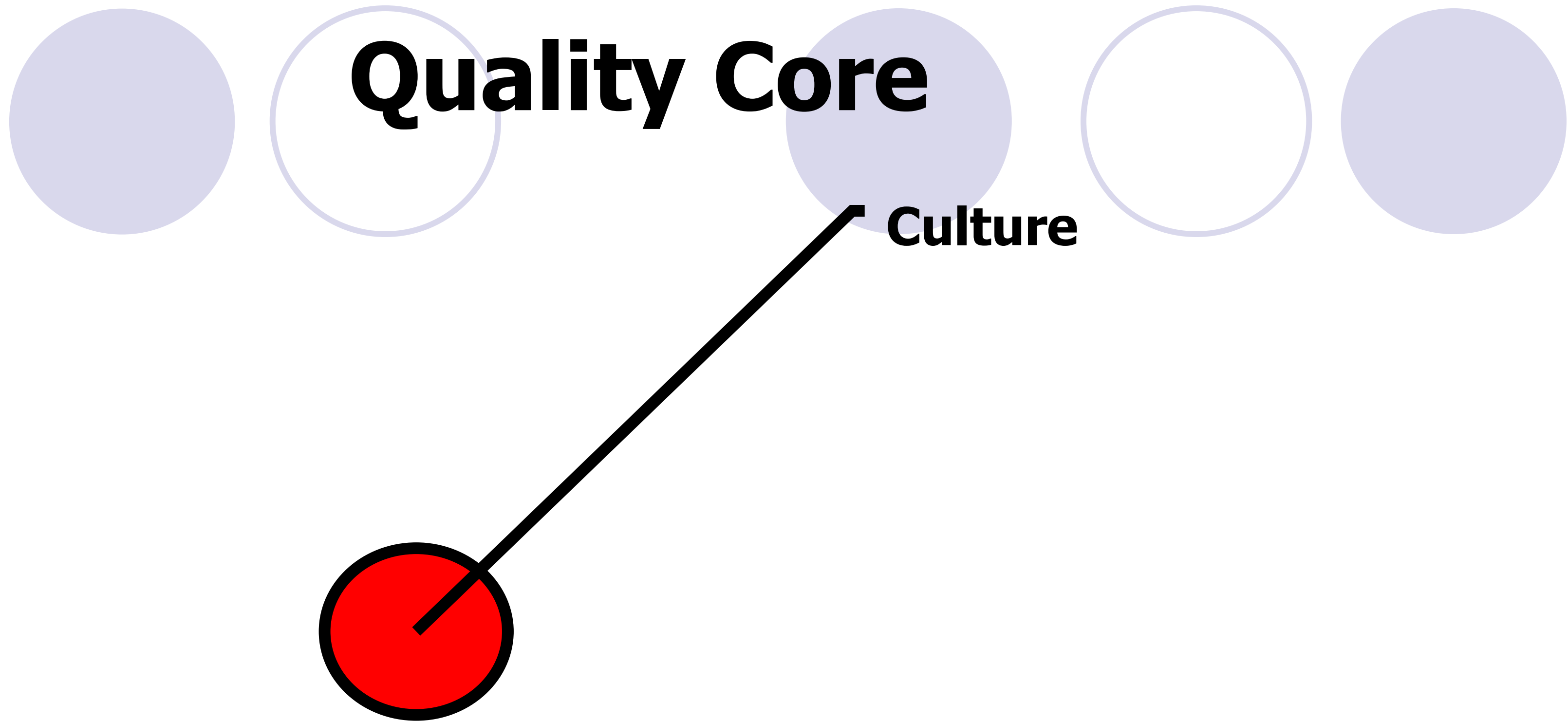


Fair & Just Culture definition -

An environment of trust & fairness where it is safe to report and learn from mistakes and system flaws; Where we are clear about the difference between human error in unreliable systems and intentional unsafe acts

- Fair & Just Culture is also:
  - Where reporting & learning are valued; where people are encouraged & rewarded for providing essential safety-related information
  - An evidence based requirement to achieve healthcare safety
  - Where leaders & human resource systems assure we achieve it

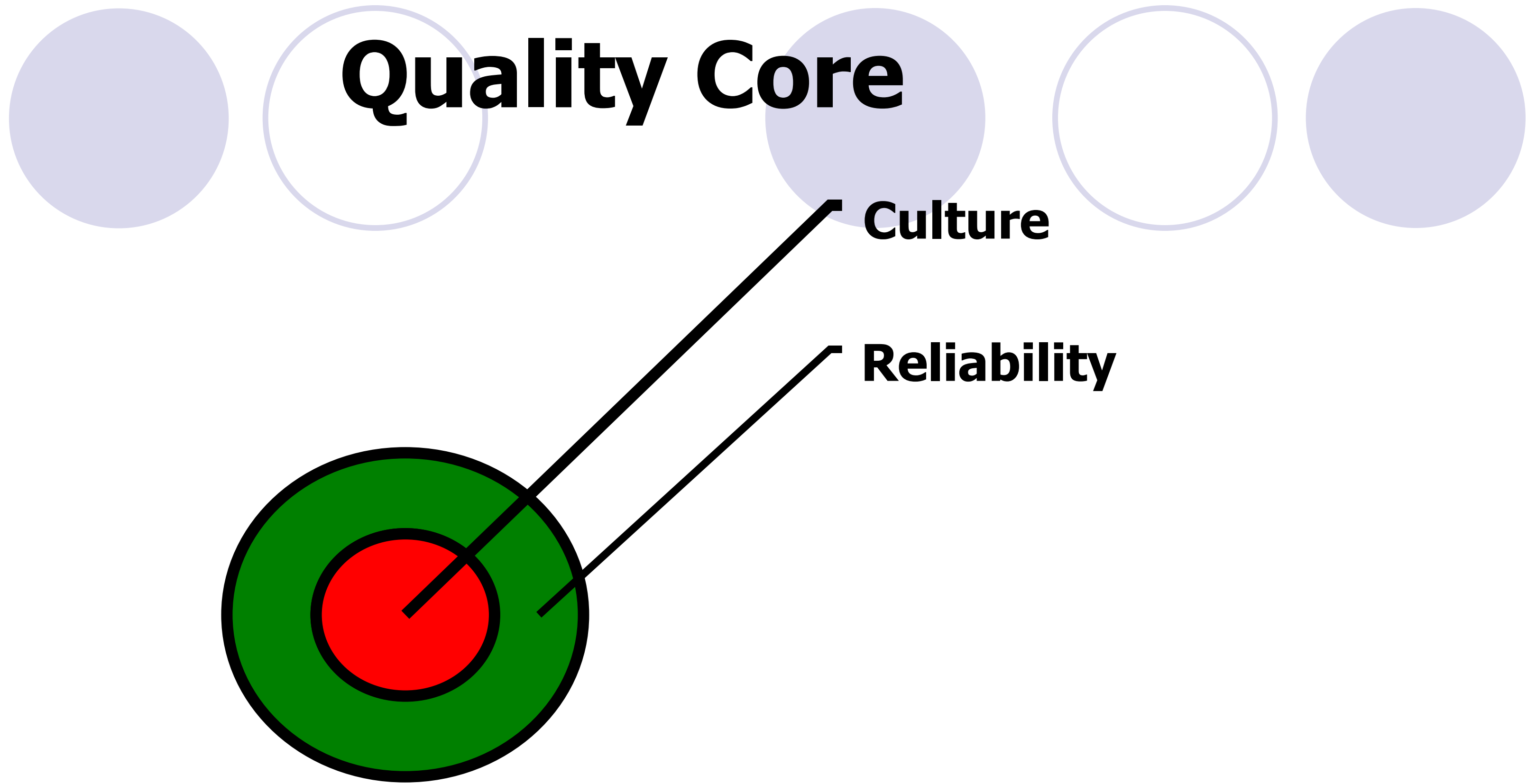
Quality Core



Culture's core is

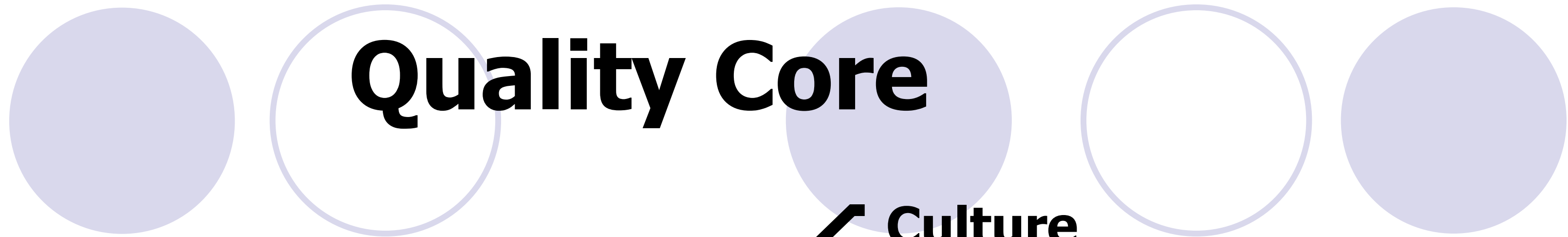
* **Fairness & Justice**
* **Teamwork**
* **Transparency**

Quality Core

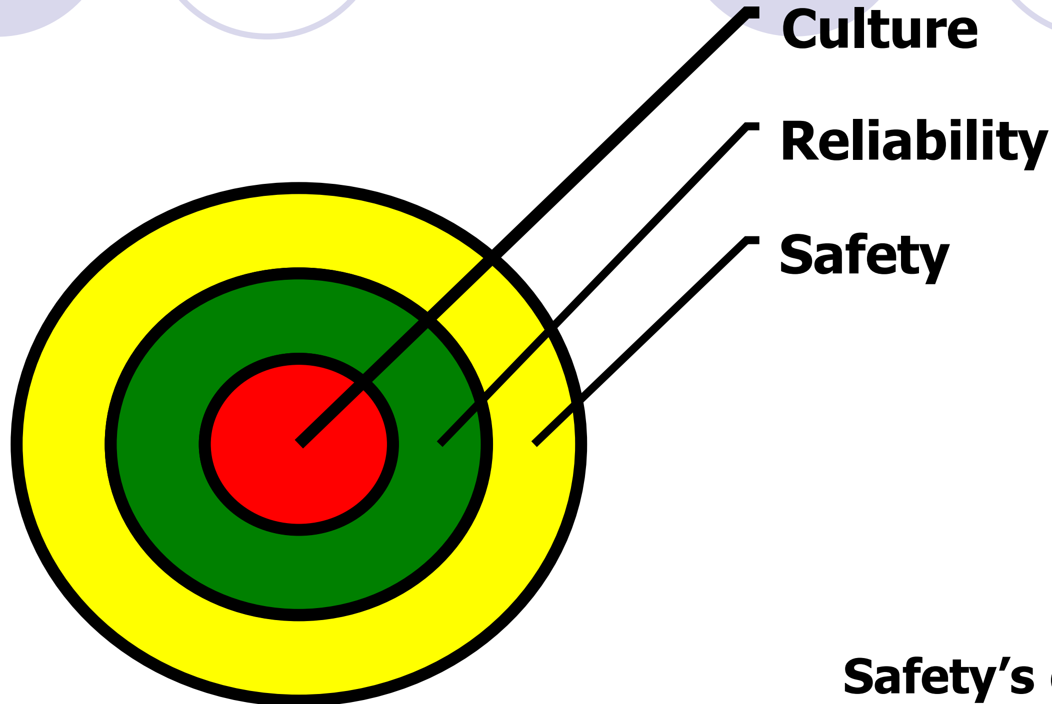


Reliability's core is **Culture**

Culture's core is
* **Fairness & Justice**
* **Teamwork**
* **Transparency**



Quality Core



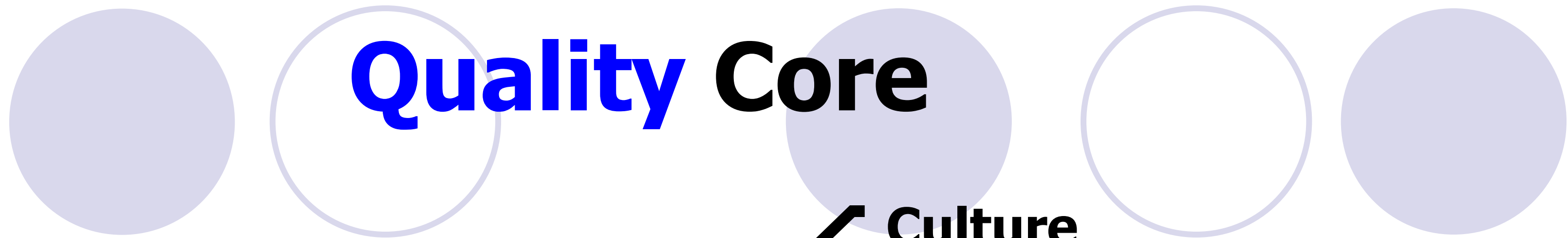
Safety's core is **Reliability**

Reliability's core is **Culture**

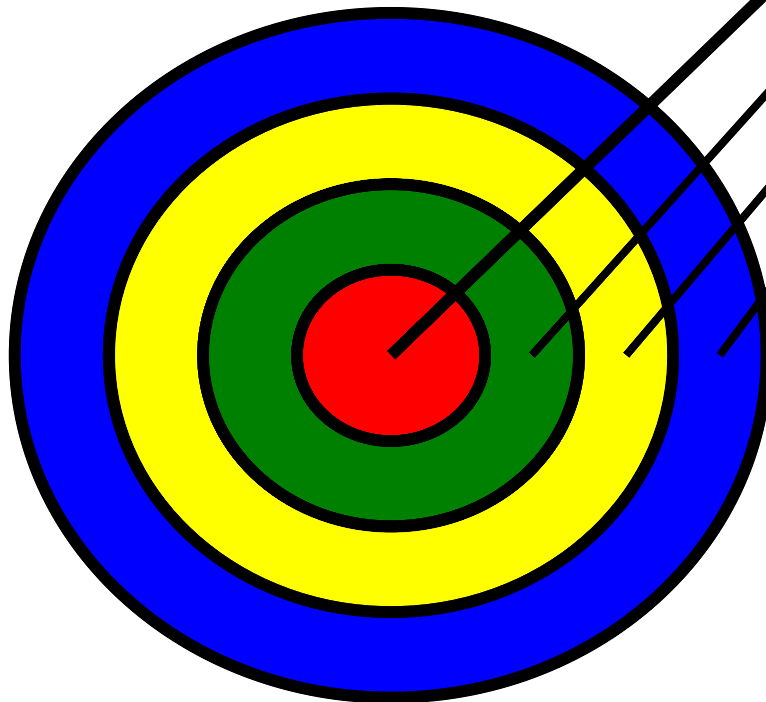
Culture's core is

- **Fairness & Justice**
- **Teamwork**
- **Transparency**

Common Fire
Where Care, People, & Systems come together to transform care
Barbara Balik



Quality Core



Quality's core is **Safety**

Safety's core is **Reliability**

Reliability's core is **Culture**

Culture's core is
- **Fairness & Justice**
- **Teamwork**
- **Transparency**

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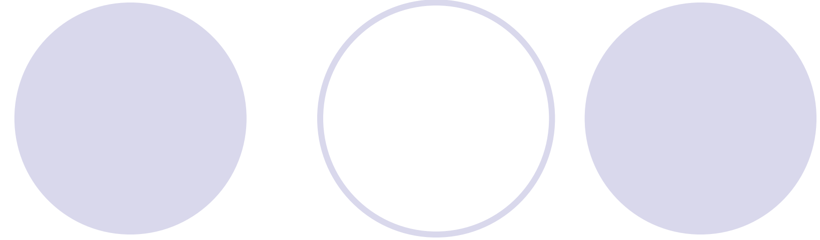
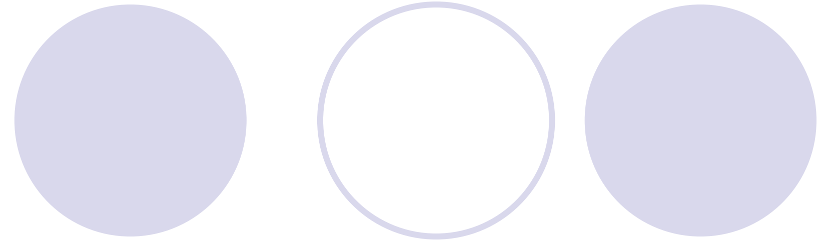
Fair & Just Culture Lessons for Leaders



Be Courageous

Fair & Just Culture Lessons for Leaders

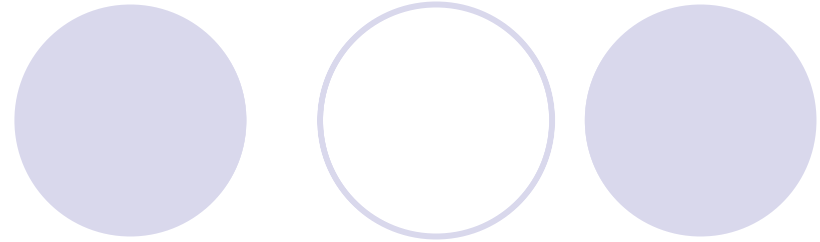


The great enemy of the truth is very often not the deliberate, contrived, dishonest – but the myth – persistent, pervasive, & unrealistic

We enjoy the comfort of our opinion without the discomfort of thought

J.F. Kennedy

Fair & Just Culture Lessons for Leaders



But who is accountable?

Just Culture Accountabilities

- Employees are accountable:
  - for our own performance consistent with our role & with organizational values
  - to act in ways that avoids harm to patients
  - for respectful behavior
  - to report critical events & good catches-our own & others
  - to stop any potential unsafe act
  - to identify unsafe systems or accidents waiting to happen

Just Culture Accountabilities

- Employees are accountable:
  - to know what resources we have to help us with our work to assure safe, reliable care & to use them - colleagues, leaders, policies/procedures
  - Identify bad policies/procedures - those that do not help
  - to participate fully when adverse events happen to learn what went wrong & how to prevent in the future
  - to contribute to the design & implementation of reliable systems for care & service

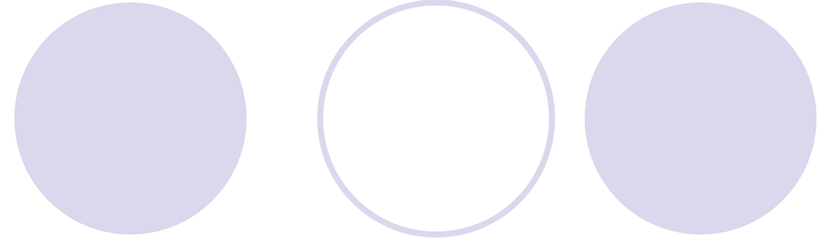
Just Culture Accountabilities

- Leaders are accountable:
  - to role model all employee accountabilities
  - to promote a fair & just culture
  - assure respectful behavior for all
  - to set high performance standards, enable employees to achieve the standards, & coach employees to improve performance; to provide equipment & resources so that each person can work safely & reliably
  - to develop teamwork skills
  - to note when behaviors drift from safe to at-risk

Just Culture Accountabilities

- Leaders are accountable:
  - to actively seek & listen to employees concerns with unsafe systems that may harm patients or staff; to take action to address the concerns
  - to develop reliable systems in partnership with staff, patients, & families
  - to role model leadership behaviors when things go wrong – both immediate response & disclosure to patient/family
  - to fully review & learn from all critical events & good catches with those involved - get to a deeper understanding of how the system failed or the ‘second story’

Fair & Just Culture Lessons for Leaders



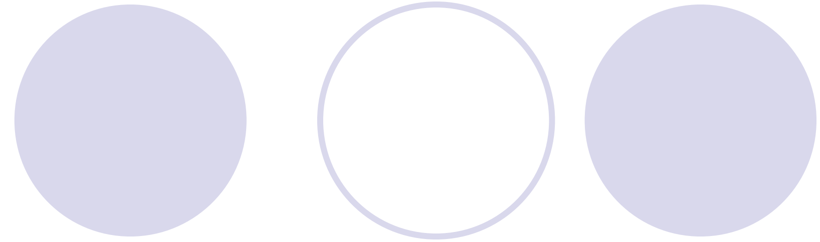
Simple Not Easy

How Culture is Embedded

Primary:	**Secondary:**
• *What leaders do, pay attention to, measure and reward on a regular basis* • *How leaders react to critical incidents and organizational crises* • Deliberate role modeling, teaching and coaching • Observed criteria by which leaders allocate rewards and status • Observed criteria by which leaders recruit, select, promote, retire and terminate organizational members	• Organizational design and structure • Organizational systems and procedures • Organizational rites and rituals • Design of physical space and buildings • Stories, legends and myths about people and events • Formal statements of organizational philosophy, values and creed

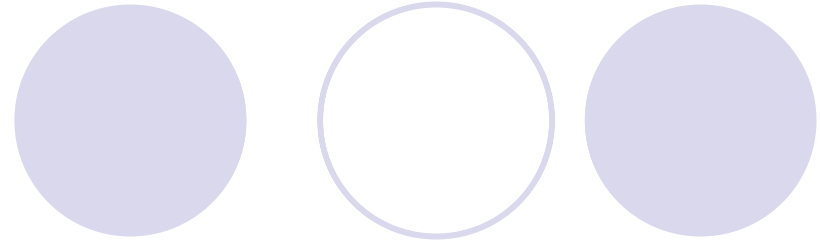
E. Schein (1994) Organizational Culture & Leadership

Fair & Just Culture Lessons for Leaders



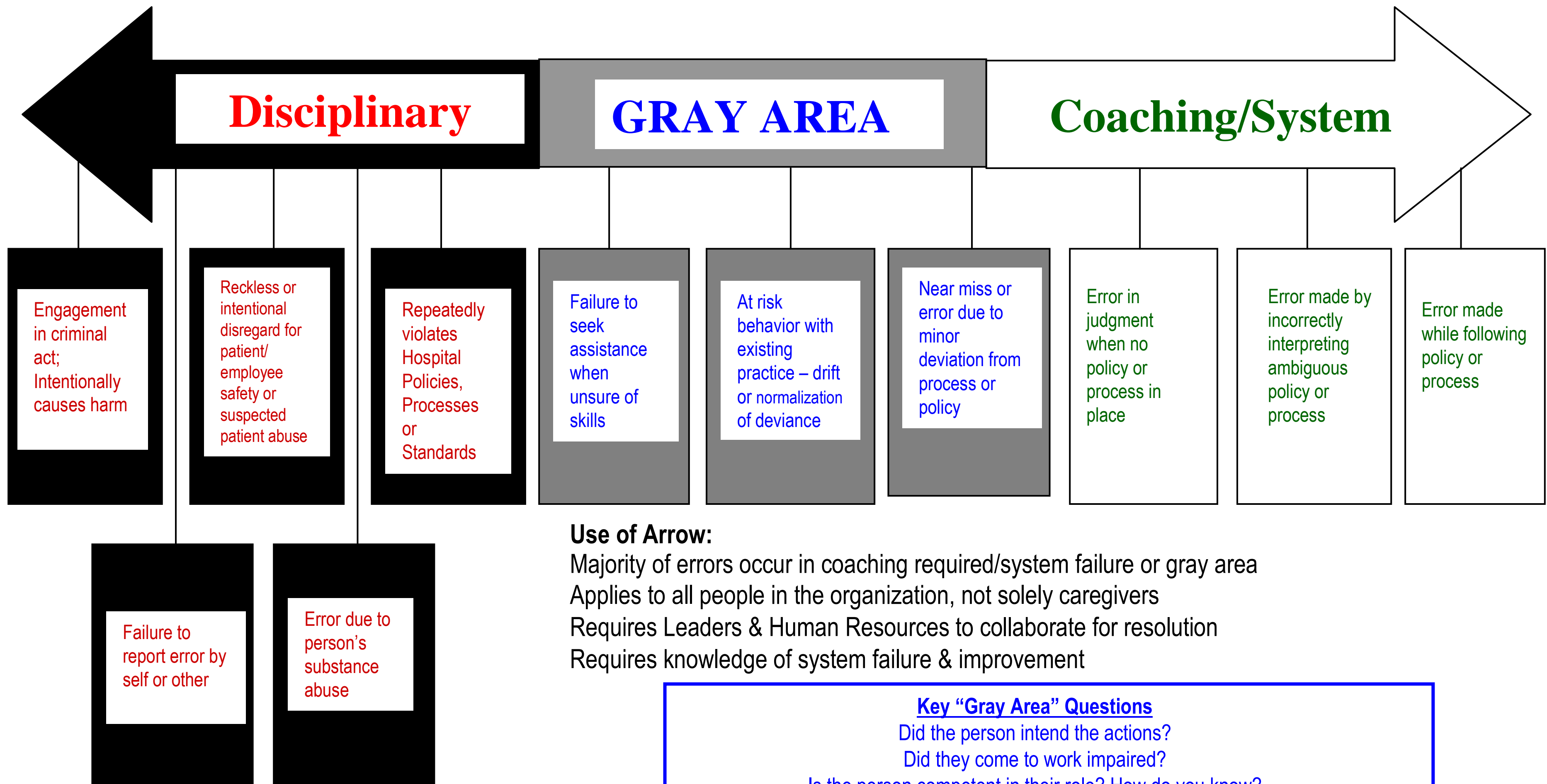
- **Basic requirements:**
  - Science of safety
    - Swiss Cheese Model
    - Hindsight Bias
    - Blunt end/Sharp Edge
    - Reliability
  - Safety Content experts - Staff & executive
  - Teamwork & respectful communication skills
  - Performance improvement skills

Fair & Just Culture Lessons for Leaders



- **Basic Requirements (cont)**
  - When Things Go Wrong:
    - Immediate response systems
    - Transparency – disclosure & apology
    - Event reporting & analysis systems
    - Support for patients, families, & caregivers after an event
  - Share the stories

Assessing Errors In a Safety Culture



Use of Arrow:

Majority of errors occur in coaching required/system failure or gray area
Applies to all people in the organization, not solely caregivers
Requires Leaders & Human Resources to collaborate for resolution
Requires knowledge of system failure & improvement

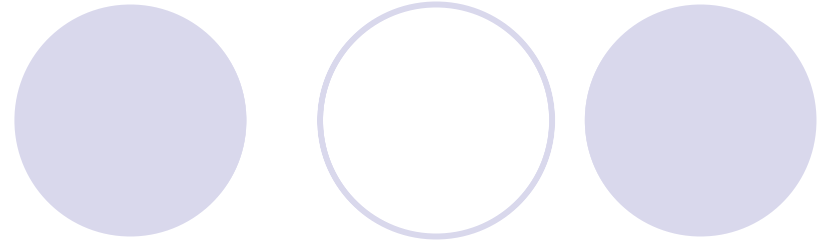
Key "Gray Area" Questions

Did the person intend the actions?
Did they come to work impaired?
Is the person competent in their role? How do you know?
Did they break reasonable rules or policies?
Would 3 other similarly skilled people in the same situation act in the same manner?

Common Fire
Where Care, People, & Systems come together to transform care
Barbara Balik, RN, EdD

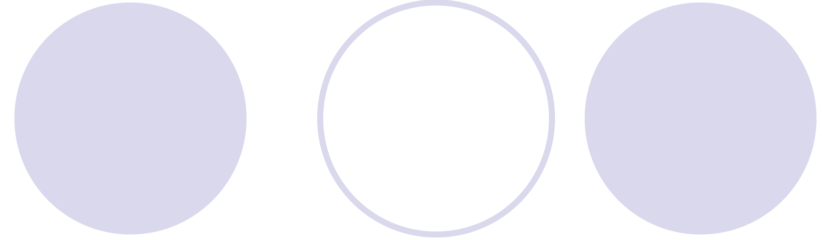
(Modified from: Missouri Baptist Medical Center, James Reason, Michael Leonard, & Allina)

Fair & Just Culture
Lessons for Leaders



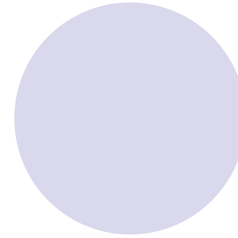
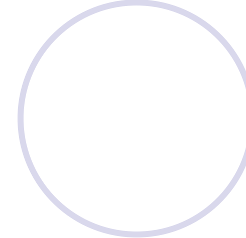
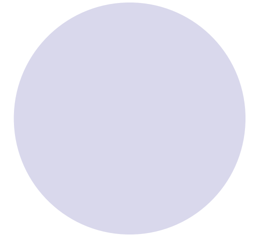
Don’t Let Best Get in the Way of Better

Fair & Just Culture
Lessons for Leaders



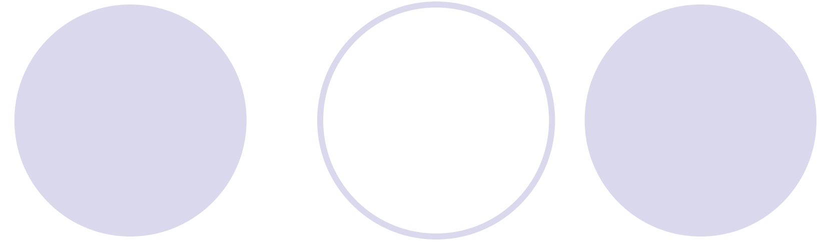
Celebrate the Mile Markers

Fair & Just Culture
Lessons for Leaders

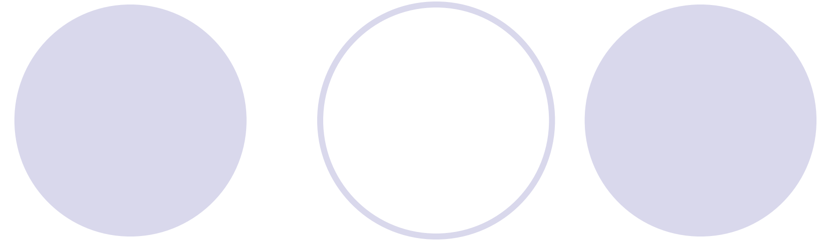
Actions

Fair & Just Culture Actions for Leaders



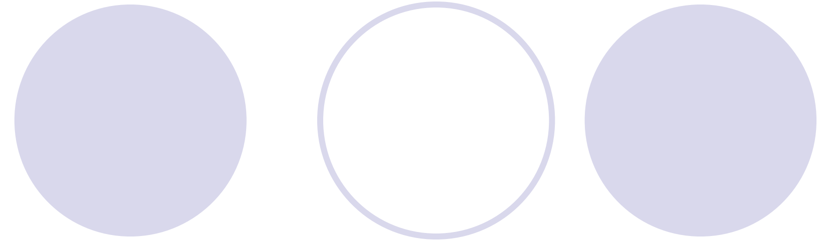
- Eye on the Prize
  - Describe Fair & Just Culture to colleagues
    - Talk with the senior team about the fundamentals of a Fair & Just Culture; about your expectations
  - Identify what actions you will take with an adverse event
  - Watch *First Do No Harm 1* & discuss with colleagues

Fair & Just Culture Actions for Leaders



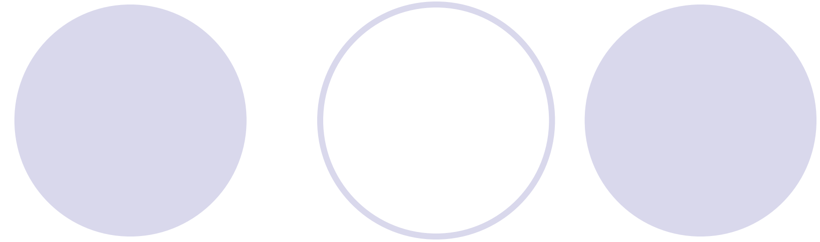
- Be Courageous
  - Join a Causal analysis review as a learner
  - Talk to a caregiver involved in an event
  - Meet with a family to apologize after an event
  - Teach Fair & Just Culture to the Board
  - Talk with your healthcare media contact

Fair & Just Culture Actions for Leaders



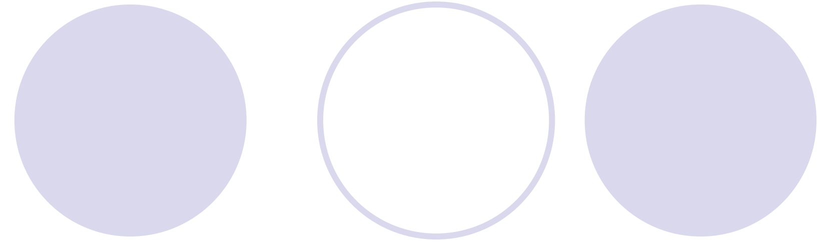
- Simple Not Easy
  - Practice using the arrow with one event
  - Ask what happened with the last event
    - With those involved; with the causal analysis
  - Assure the fundamentals are in place
  - Accountabilities are in place & demonstrated
- Don’t Let Best Get in the Way of Better
  - Expect changes today & ask about progress
  - Assure Human Resources has the skills
  - Train in communicating when things go wrong

Fair & Just Culture Actions for Leaders



- Celebrate the mile markers
  - Tell two stories of patient harm & what happened afterwards in the next two weeks
  - Tell a story of learning from an error – your own & others
  - Thank someone for speaking up; for telling the truth
  - Share stories of harm & impact on the patient, family, & caregivers at the Board

Fair & Just Culture Lessons for Leaders



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Just Culture Accountabilities

- Physicians are accountable:
  - As influential formal & informal leaders, physicians are accountable for many of the leadership accountabilities.
    - to role model all employee accountabilities
    - to promote a just culture
    - assure respectful behavior for all
    - to develop teamwork skills

Just Culture Accountabilities

- Physicians are accountable:
  - to develop reliable systems in partnership with& work with staff, patients, & families
  - to role model leadership behaviors when things go wrong – both immediate response & disclosure to patient/family
  - to fully review & learn from all adverse events & good catches with those involved – to get to a deeper understanding of how the system failed or the ‘second story’

Just Culture Accountabilities

- Human Resource Leaders are accountable:
  - for all Leadership Accountabilities
  - to design systems that support leaders & employees in achieving a Just Culture
  - for systems that include:
    - Leadership development based on Just Culture principles
    - Performance Management systems that assure skilled application of Just Culture principles, e.g. use of the Arrow
    - Respectful work environment systems & consequences for all