



 Introduction of Just Culture

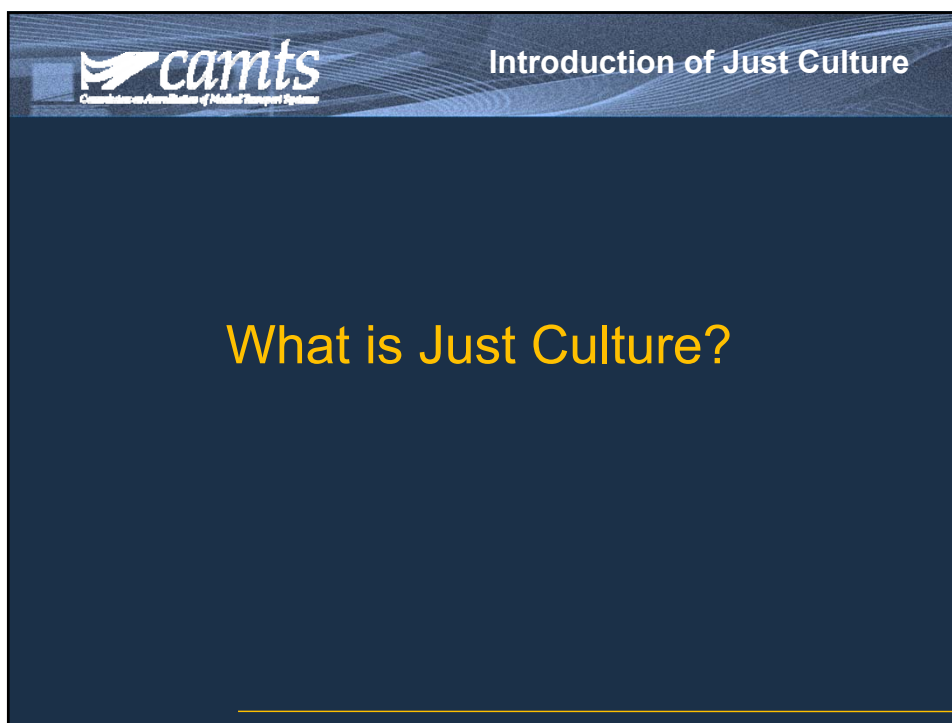
INTRODUCTION TO JUST CULTURE



Helicopter Association International – March 2017

 Introduction of Just Culture

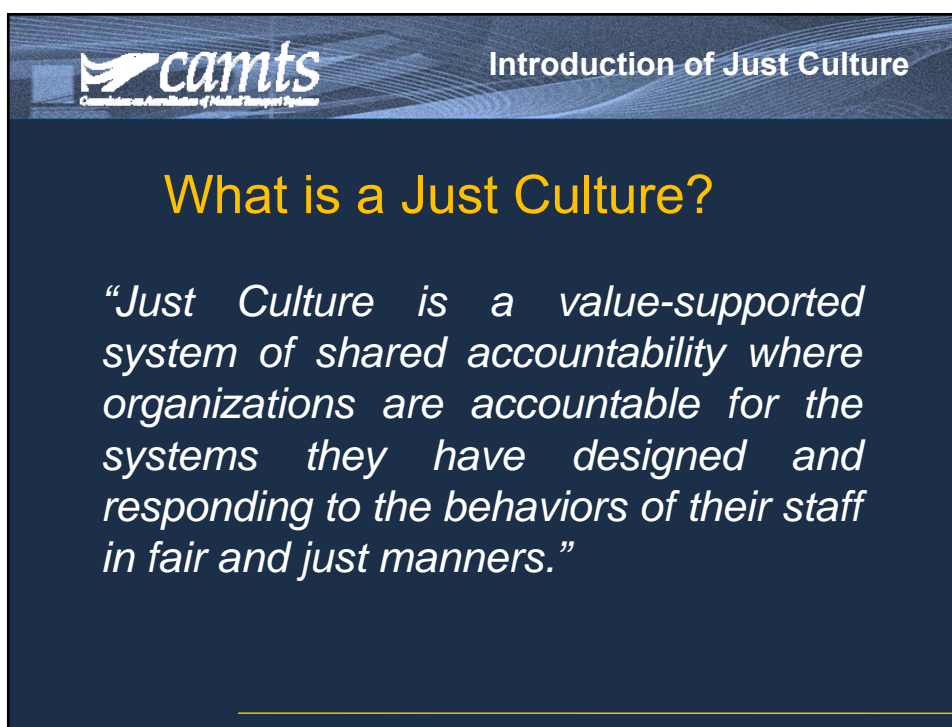




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Introduction of Just Culture

What is Just Culture?

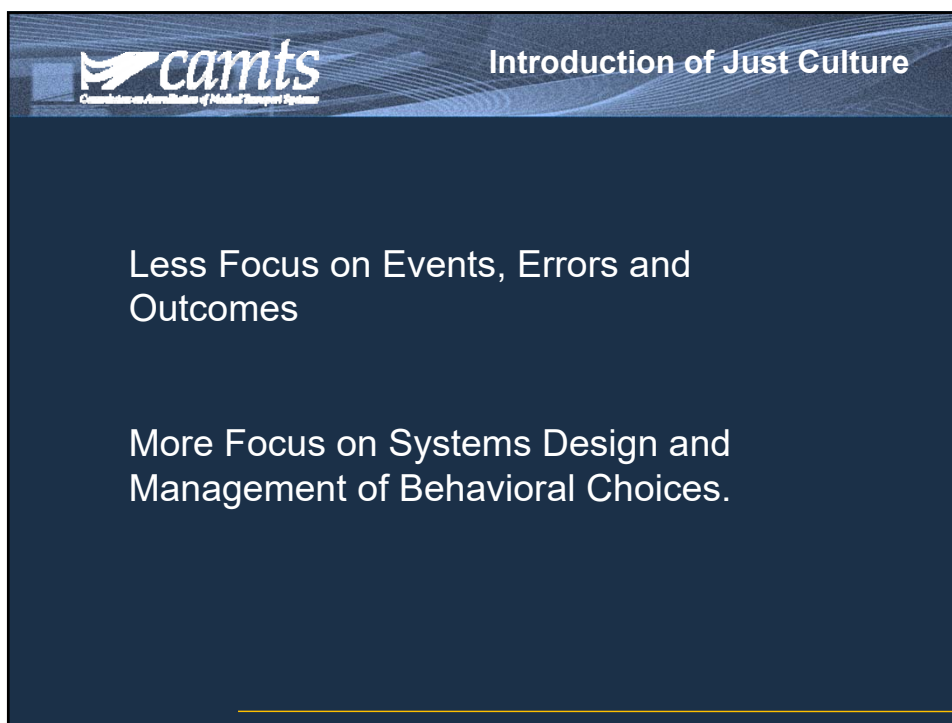



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What is a Just Culture?

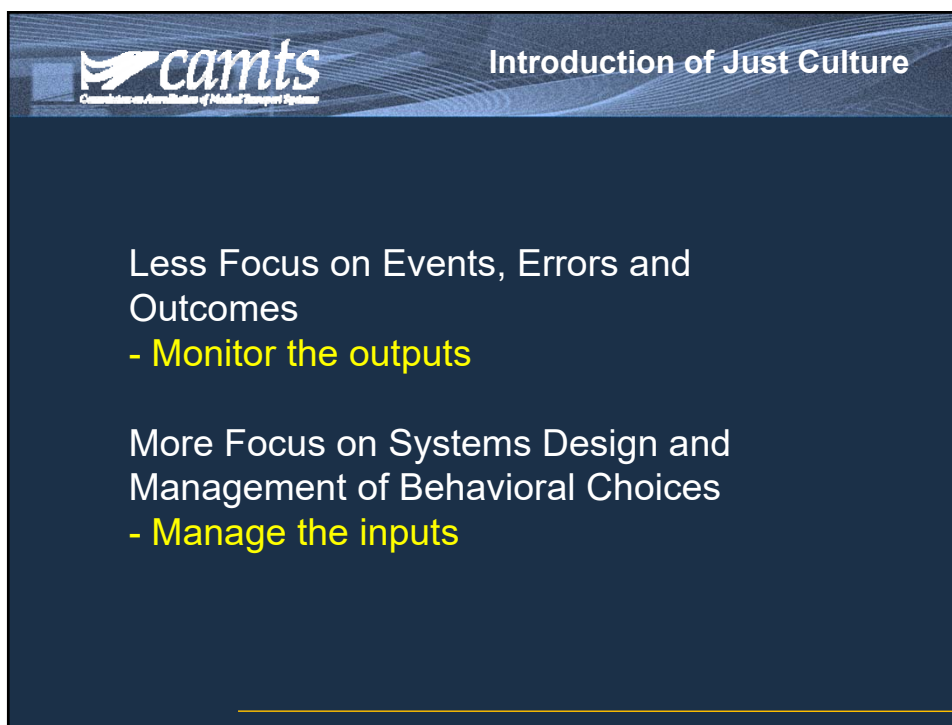
“Just Culture is a value-supported system of shared accountability where organizations are accountable for the systems they have designed and responding to the behaviors of their staff in fair and just manners.”




 **Introduction of Just Culture**

Less Focus on Events, Errors and Outcomes

More Focus on Systems Design and Management of Behavioral Choices.



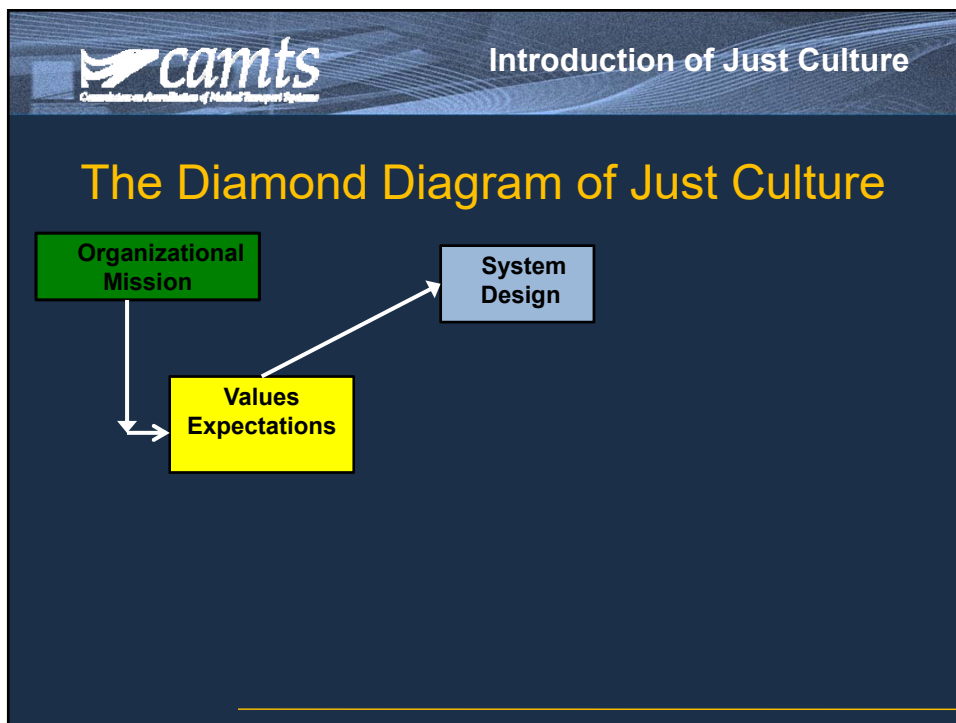
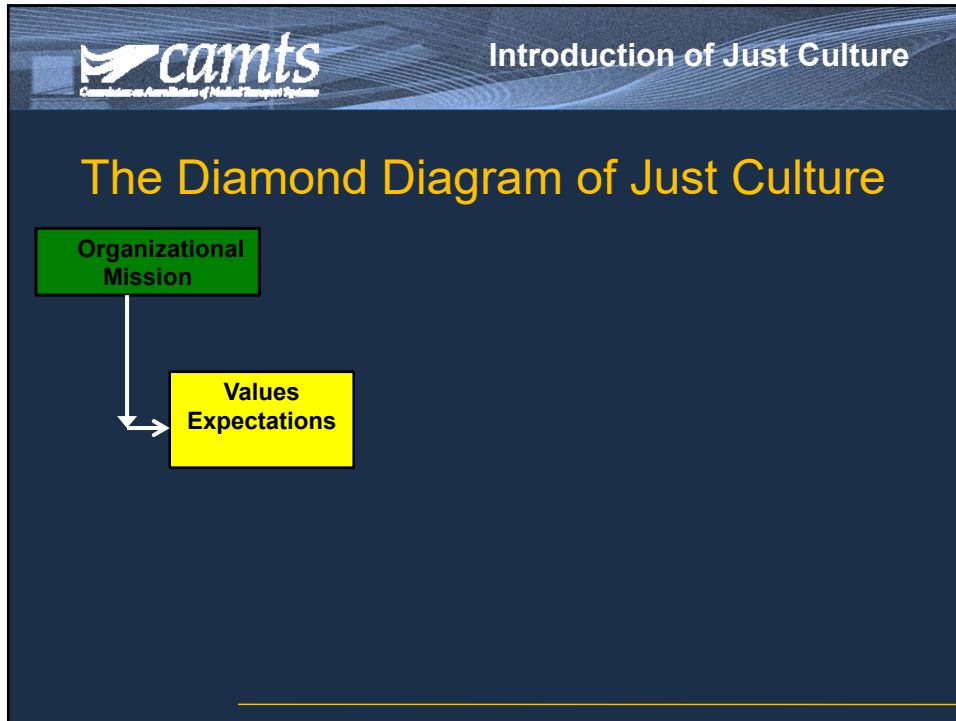
 **Introduction of Just Culture**

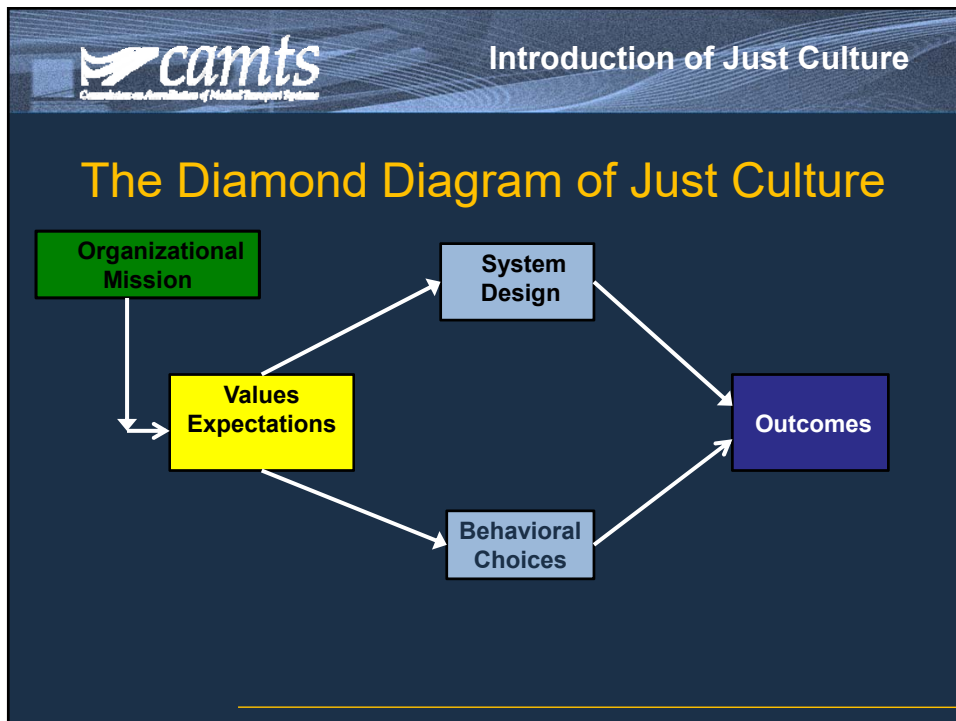
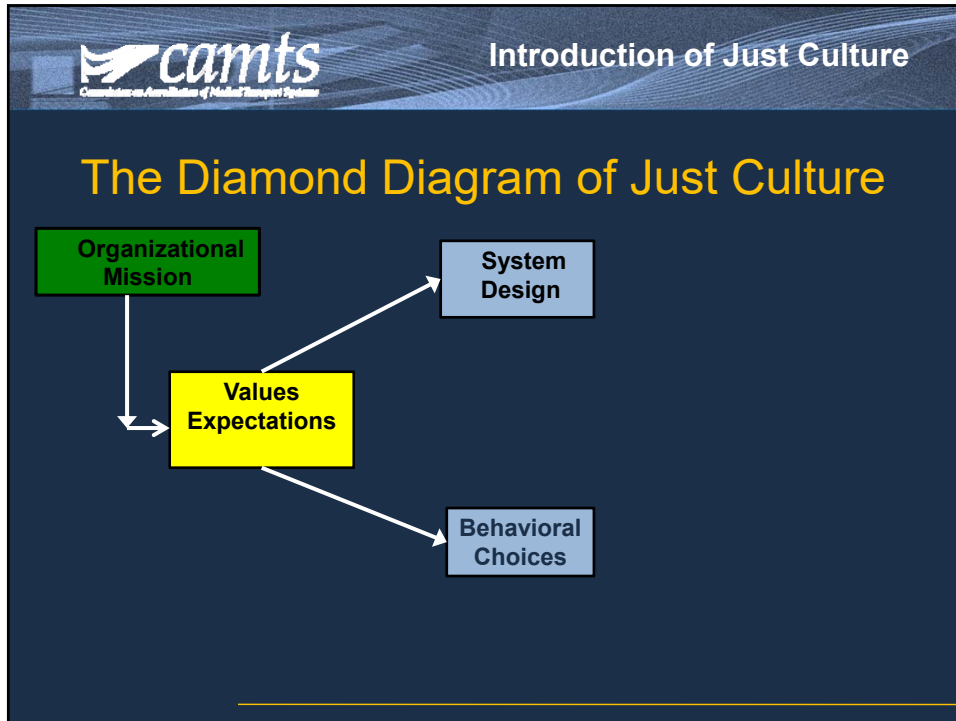
Less Focus on Events, Errors and Outcomes

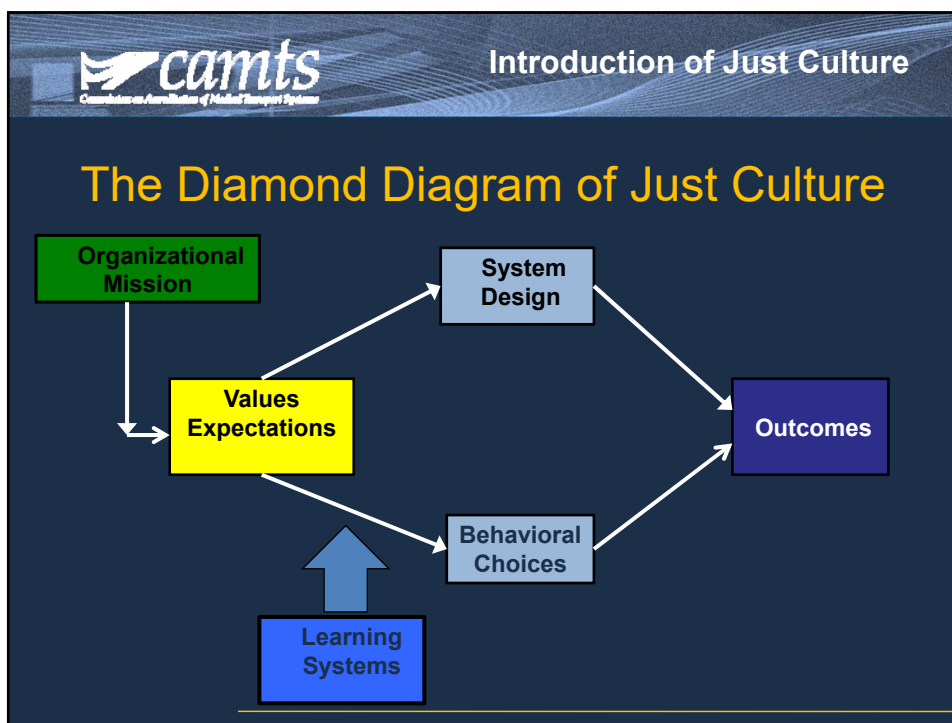
- Monitor the outputs

More Focus on Systems Design and Management of Behavioral Choices

- Manage the inputs







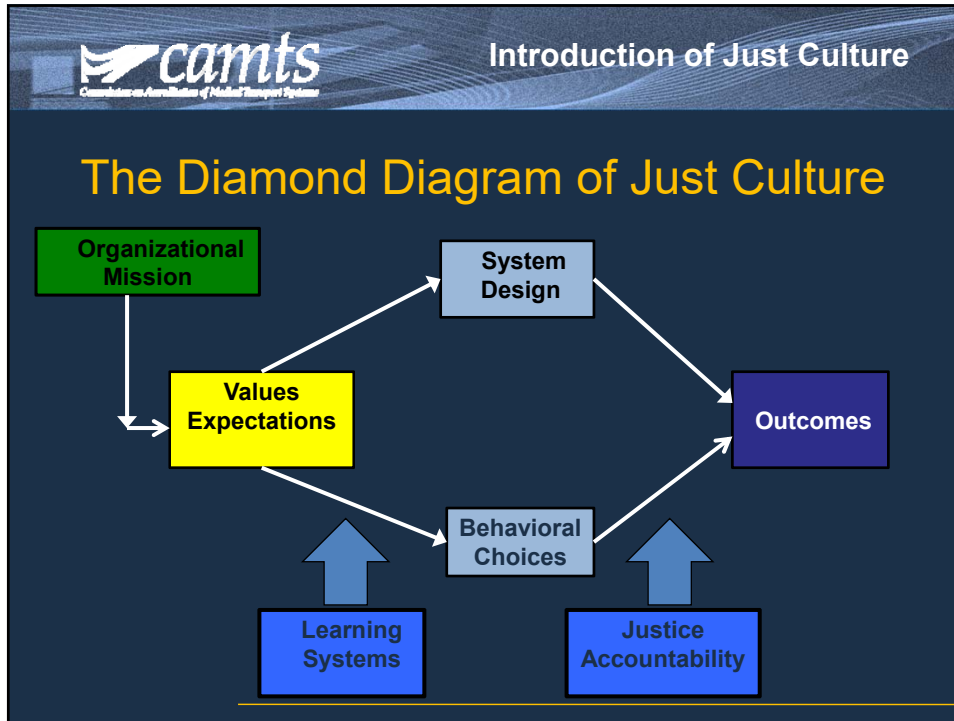
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What is a Just Culture?

“Staff, in turn, are accountable for the quality of their choices and for reporting both their errors and system vulnerabilities.”

The image shows a 3D rendering of a crowd of white human figures, with one figure in the center standing out in red, symbolizing individual accountability within a system.



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What is the Foundation of a Just Culture?

Goes back to our basic rights in the Declaration of Independence:
"We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are....."

An illustration showing five men in 18th-century attire gathered around a table, reviewing documents. One man is seated in a red chair, while others stand around him, pointing to the papers.

What is the Foundation of a Just Culture?

Goes back to our basic rights in the Declaration of Independence:


"We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are....."



Life, Liberty and the Pursuit of Happiness”

Just Culture


- Expects an atmosphere of cooperative and proactive Learning
- Proactive Learning augments our ability to manage Risk
- Helps re-design systems
- Changes management's expectations
- Changes staff's expectations



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Just Culture

- Acknowledges our human fallibility
- Focuses on System Design and Behavioral Choices, not errors and adverse outcomes
- Defines fair and just responses to behavioral choices
- Defines our Duties



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Just Culture is about Expectations for Accountability


- Each other
- Ourselves
- Not punishing the fallible person who makes a Human Error

Current Cultures

- Punitive – take actions on the person based on the severity of the outcome
 - Blame Free – no one is accountable
 - Just Culture – look at the event for the cause (regardless of the outcome)
 - System
 - Human
-

Just Culture Core Beliefs


- To Err is Human
 - To Drift is Human
 - Risk is Everywhere
 - We must Manage in Support of Our Values
 - We are all Accountable
-



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To Error is Human !


- We expect perfection, but we are all human
- Managers need to look at systems designs and encouraging better behavioral choices



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To Drift is Human !


- We have a desire to accomplish more
- We have fading perceptives of risk



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Risk is Everywhere !

- Risk = Likelihood of occurrence + Severity of the outcome
- We need to balance the risk with the benefits



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We Must Manage in Support of our Values !

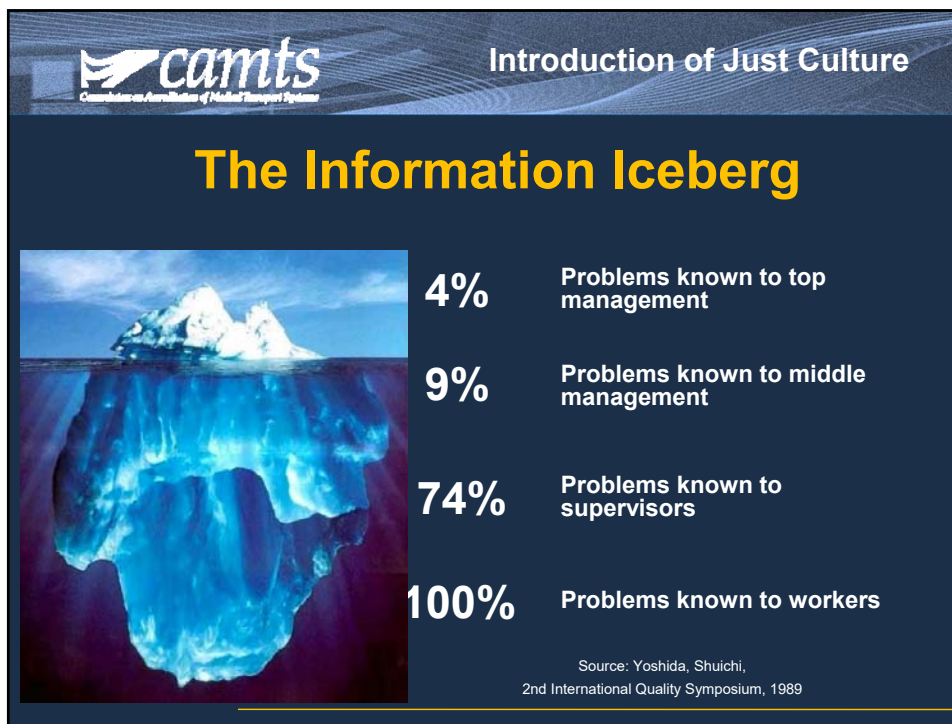
- Values should never change
- Do what is right, because it if the right thing to do!

We are All Accountable !

- Managers/Company – for the systems they design and to respond to behavioral choices in a fair and just manner
- Employees – in the quality of their choices and reporting their errors and systems vulnerabilities

Why Report?

- Improve organization learning
- Build trust
- Improve safety
- Informs strategy about preventing adverse outcomes
- Improve organizational communications




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Why most people fail to report: (according to Dekker)

- Either people simply don't know the consequences of reporting, so they fear the unknown, the uncertainty
- Or the consequences of reporting really can be bad, and people fear invoking such consequences when they report information themselves
- Or people know the consequences, but feel there is no point in reporting because the organization provides little or no follow-up.




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Reporting

“The obligation to report or disclose, discuss and learn seems to be the critical hinge around which we believe a just culture should work.”

Sidney Dekker, PhD
Lund University, Sweden
2007




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Reporting and Disclosure


- According to Dekker


Reporting is the provision of information to supervisors, oversight bodies or other agencies

Disclosure is the provision of information to customers, clients, patients and families.

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Exploring Human Fallibility



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The Three Behaviors


Human Error	At-Risk Behavior	Reckless Behavior
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Human Error Defined

- Inadvertent action or inaction
- Slip, lapse, mistake
- Unintentional

To Err is Human




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Human Error


- We cannot eliminate human error but we can influence its rate and/or ameliorate its impact.


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How to respond to Human Error?


- Whack a Mole?
- What does a Just Culture recommend?





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Just Culture Response to Human Error

- Out of human compassion, console the individual, regardless of the outcomes
- Complete a thoughtful, thorough inquiry
- Look carefully at system design for possible contributing factors




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The Three Behaviors

Human Error

Inadvertent action: slip, lapse, mistake

Manage through changes in:

- Processes
- Procedures
- Training
- Design
- Environment


Console

The slide features a dark blue background with a light blue header. The header contains the CAMTS logo on the left, which includes a stylized white bird icon and the text 'camts' in a white, lowercase, sans-serif font, with 'Commission on Accreditation of Medical Transport Systems' in a smaller font below it. To the right of the logo, the text 'Introduction of Just Culture' is written in a white, sans-serif font. The main content of the slide is the title 'At Risk Behavior' centered in a large, bold, yellow, sans-serif font. A thin yellow horizontal line is positioned near the bottom of the slide.

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At-Risk Behavior


- Most of us engage in these behaviors
- Society allows, promotes or “whacks” the behavior based on the outcome
- Some of these behaviors are “rule violations”
- Behavior often encouraged until harm occurs, then society is eager to blame
- A “no harm, no foul” world

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Responding to At-Risk Behaviors

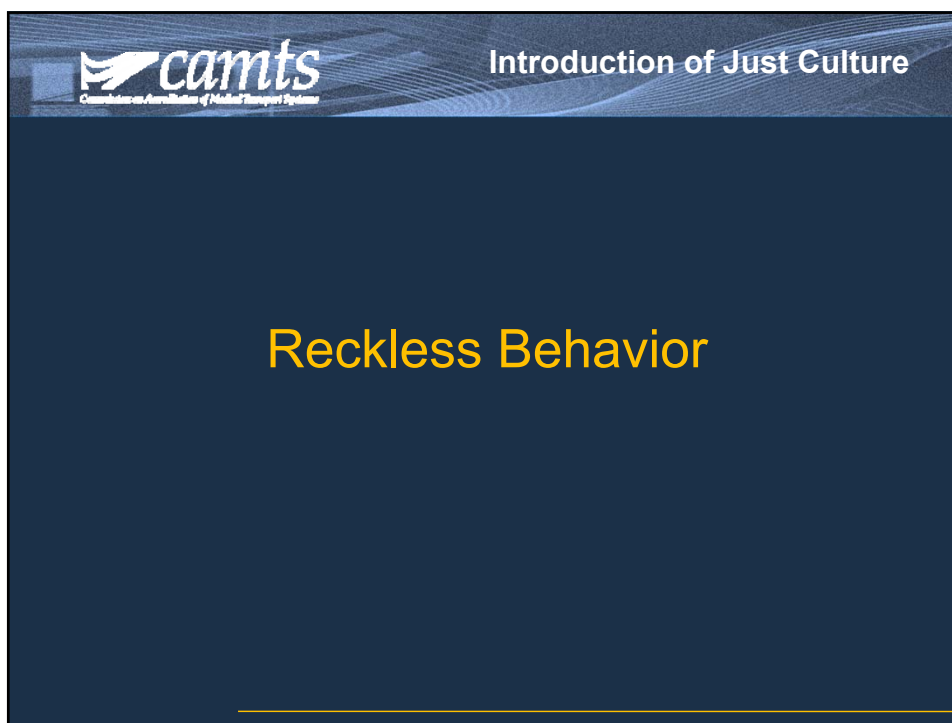
- **Coach** the individual (non-punitive, constructive dialog), like talking with our kids if engaged in risky behaviors



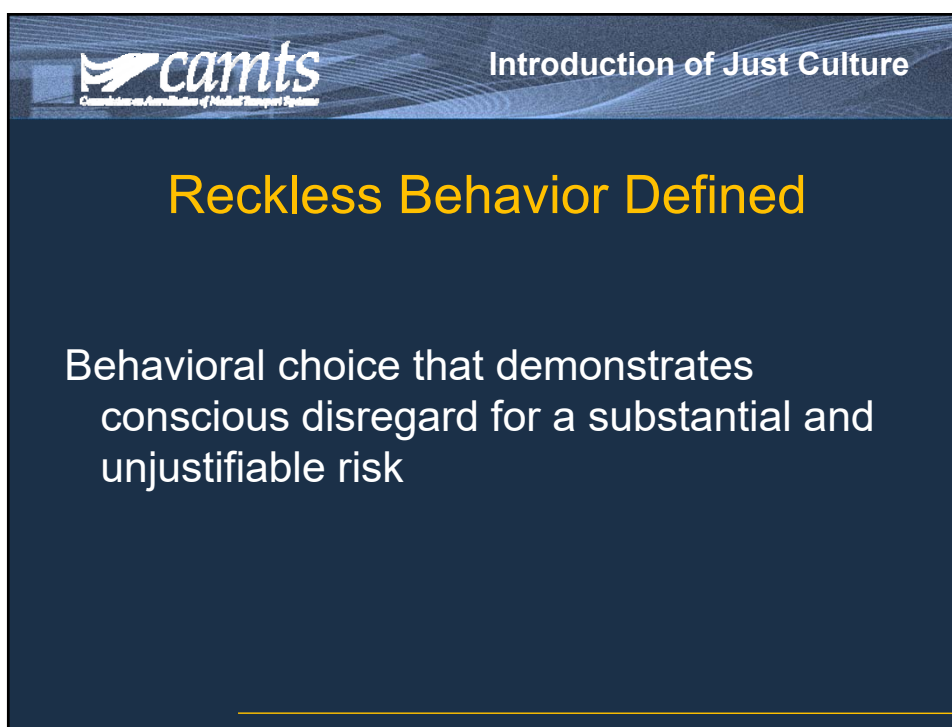
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The Three Behaviors

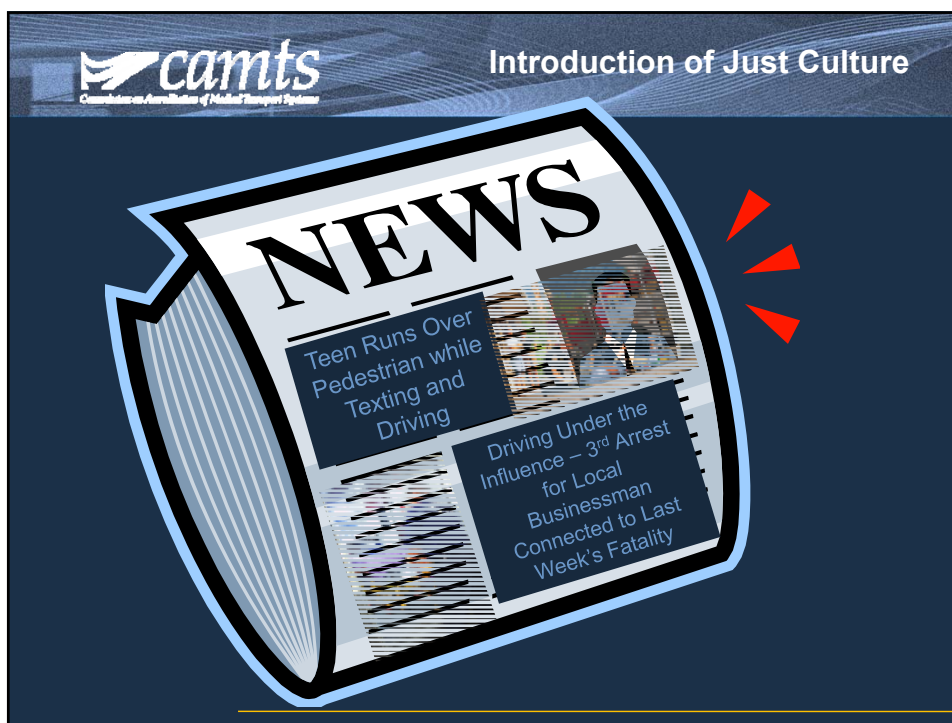
Human Error	At-Risk Behavior
<i>Inadvertent action: slip, lapse, mistake</i>	<i>A choice: risk not recognized or believed justified</i>
Manage through changes in: <ul style="list-style-type: none"> • Processes • Procedures • Training • Design • Environment 	Manage through: <ul style="list-style-type: none"> • Removing incentives for At-Risk Behaviors • Creating incentives for healthy behaviors • Increasing situational awareness
Console	Coach



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The graphic shows a newspaper with the word "NEWS" in large letters at the top. Below the title, there are two main headlines. The first headline reads "Teen Runs Over Pedestrian while Texting and Driving" and is accompanied by a small image of a person. The second headline reads "Driving Under the Influence – 3rd Arrest for Local Businessman Connected to Last Week's Fatality". The newspaper is set against a dark blue background with a light blue grid pattern. In the top left corner, there is a logo for "camts" (Commission on Accreditation of Medical Transport Systems) and the text "Introduction of Just Culture". Three red triangles point towards the newspaper graphic.

Reckless Behavior

- Society's response to Reckless Behavior often reflects the "severity bias," commonly seen reflected in the response to At Risk Behavior such as attitudes toward college drinking.


A photograph showing several people's hands holding glasses of champagne or wine, clinking them together in a toast. The background is dark, and the glasses are illuminated, creating a festive atmosphere.



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Reckless Behavior

- Reckless is Reckless though society seems to afford some sort of grace to the theory of “no harm, limited foul”



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Reckless Behavior

- Society condemns such behavior
- We know it when we see it
- Seen more commonly in the home or social environment (vs. work environment)


Reckless Behavior

- Individual committing a reckless act does not intend to cause harm

Intent to cause harm is not Reckless Behavior
For example, first degree murder implies the intent to cause harm


Response to Reckless Behavior

- Perform thorough Event Investigation
- Carefully consider the meaning of the behavior – e.g., a call for help from the individual?
- Consider the behavior from numerous perspectives – seek understanding risk vs. reward
- If after considering the above, the behavioral choice meets the criteria of reckless behavior, consider punitive action

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The Three Behaviors

Human Error	At-Risk Behavior	Reckless Behavior
<i>Inadvertent action: slip, lapse, mistake</i>	<i>A choice: risk not recognized or believed justified</i>	<i>Conscious disregard of unreasonable risk</i>
Manage through changes in: <ul style="list-style-type: none"> • Processes • Procedures • Training • Design • Environment 	Manage through: <ul style="list-style-type: none"> • Removing incentives for At-Risk Behaviors • Creating incentives for healthy behaviors • Increasing situational awareness 	Manage through: <ul style="list-style-type: none"> • Remedial action • Disciplinary action
Console	Coach	Punish

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Just Culture Response to all Human Fallibility

- Regardless of where adverse event occurs, look away from event outcome and the severity of harm (outputs) and to the design of the system and behavioral choices



Just Culture Model

- **Console** the Human Error
- **Coach** the At Risk Behavior
- Consider **Punitive Action** for the Reckless Behavior
- Do all of the above independent of the outcome
- Move ahead with improving System Design, improving Performance Shaping Factors, building error traps and system redundancy

Just Culture Core Beliefs


- To Err is Human
- To Drift is Human
- Risk is Everywhere
- We Manage in Support of Our Values
- We are all Accountable

Questions?



The Three Duties






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Duty and Breach

- Duty
 - An act or a course of action that is required of one by position, social custom, law or religion
- Breach
 - A violation or infraction, as of a law, a legal obligation or a promise




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The Duties

- To be held accountable we must first know for what we are accountable
- “Duty precedes error”
- Thus, we must define the basic duties owed


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Duty to Avoid Causing Unjustifiable Risk or Harm

“The Natural Law”

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The Three Duties




```
graph TD; A["The duty to avoid causing unjustifiable risk or harm"] <--> B["The duty to produce an outcome"]; A <--> C["The duty to follow a procedural rule"]; B <--> C;
```

The duty to avoid causing unjustifiable risk or harm

The duty to produce an outcome


The duty to follow a procedural rule

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Just Culture Course Summary

The Duties We Owe

- Duty to Avoid Unjustifiable Risk or Harm
- Duty to Follow a Procedure
- Duty to Produce an Outcome
- Duty to Mitigate Harm
- Duty to Do What is Right
- (Duty to Save – Socially Determined)

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The Three Behaviors

Human Error	At-Risk Behavior	Reckless Behavior
<p><i>Inadvertent action: slip, lapse, mistake</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 unreasonable risk</i></p> <p>Manage through:</p> <ul style="list-style-type: none"> • Remedial action • Disciplinary action
Console	Coach	Punish

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Questions?



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Contact CAMTS

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Website www.camts.org

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