

Discovering Opportunities to Create Safe and Just Culture in Healthcare Organizations

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Objectives

1. Discuss the Development of Just Culture
2. Discuss Tools that will help pharmacists develop Just Culture within their organizations
3. Identify at least one method that can be used to assess “Culture of Safety” within organizations

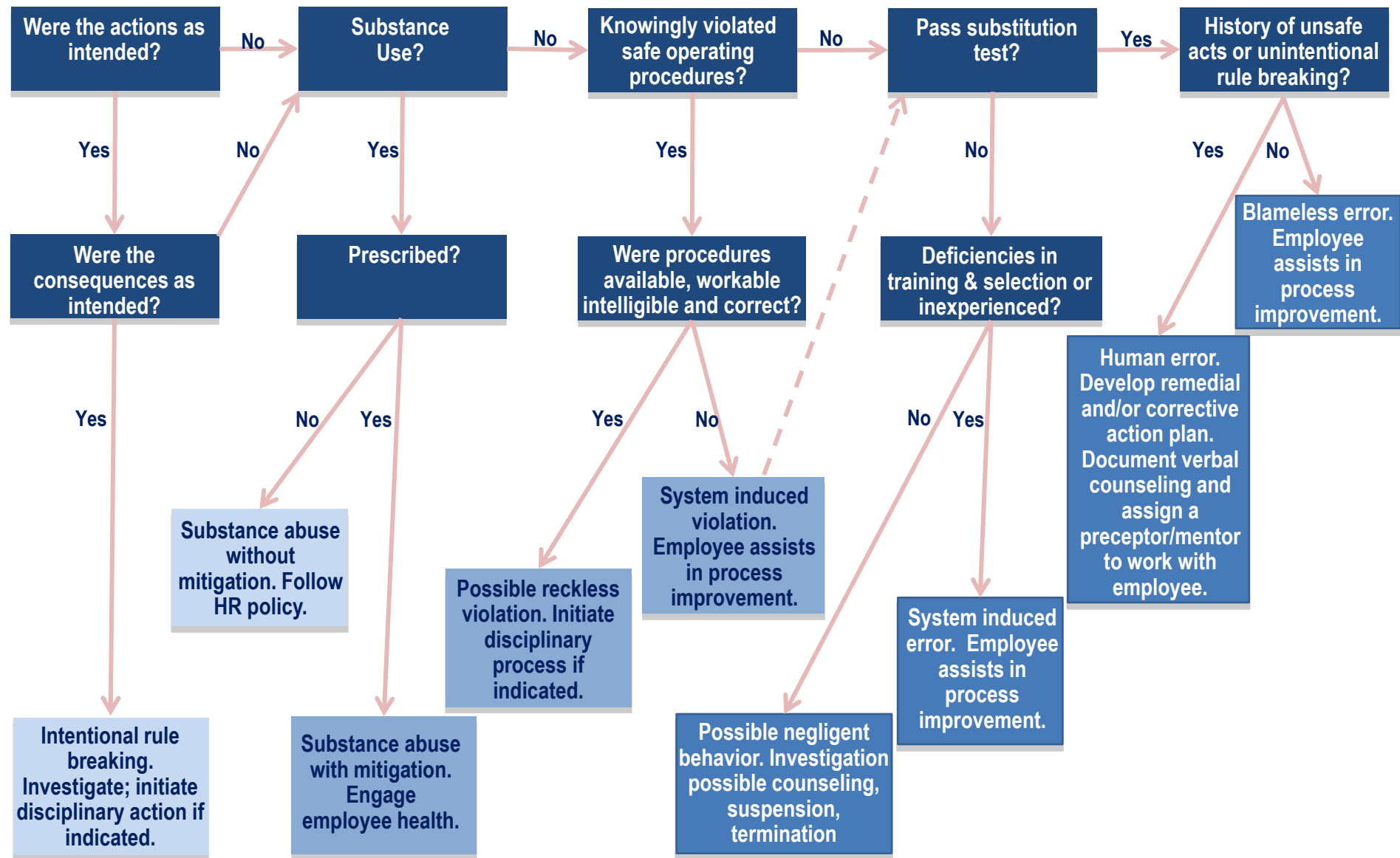
Review of Safe and Just Culture Principles

1. Create an open and just environment
2. Learn from adverse events
3. Implement safe systems
4. Facilitate safe behavioral choices



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Reason Model of Accountability



Were the actions as intended?

Yes



Were the actions as intended?

Yes

Were the consequences as intended?

Yes



Were the actions as intended?

Yes

Were the consequences as intended?

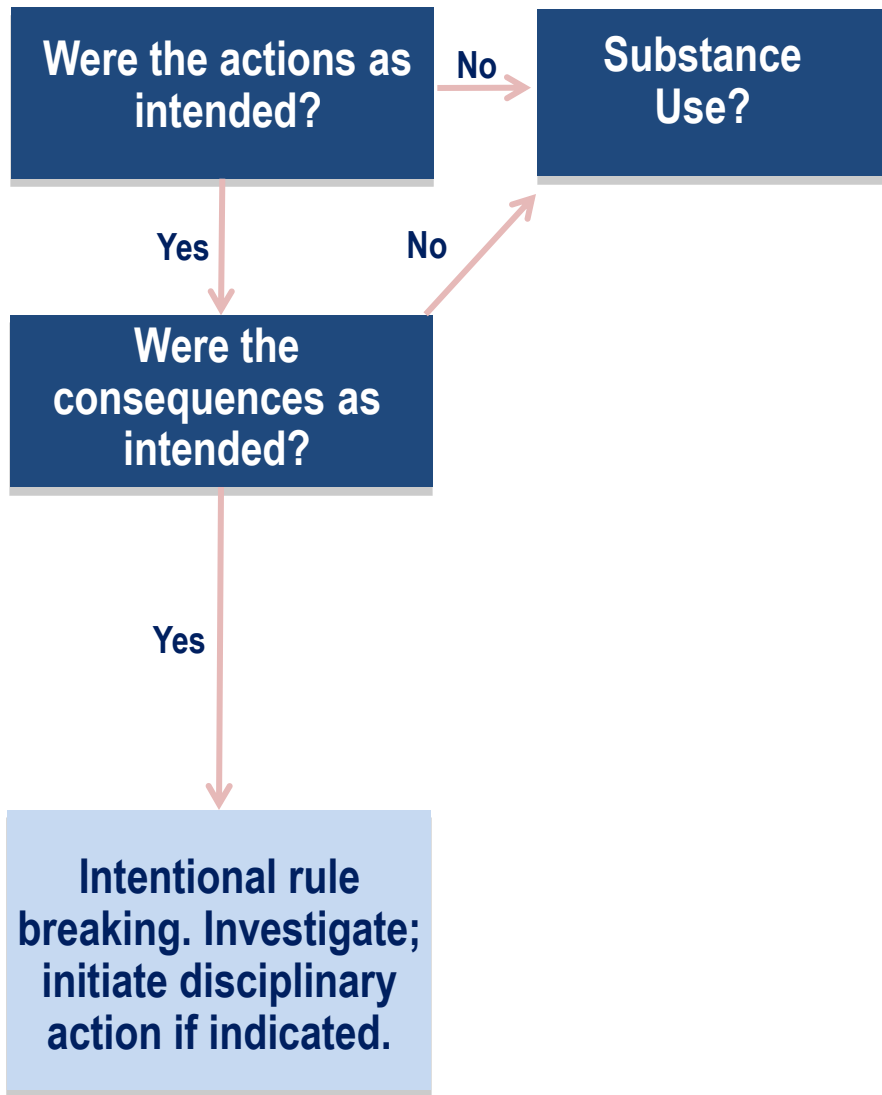
Yes

Intentional rule breaking. Investigate; initiate disciplinary action if indicated.



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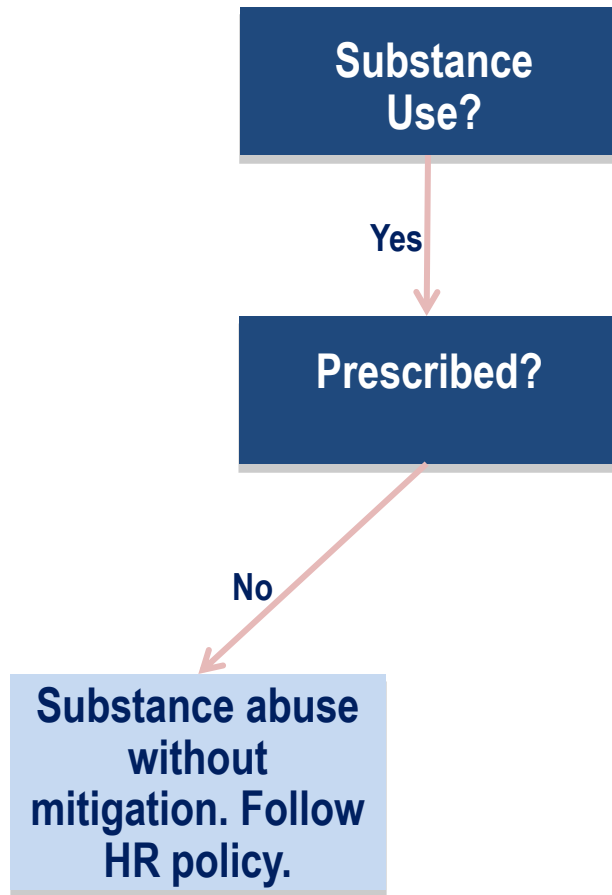
**Substance
Use?**

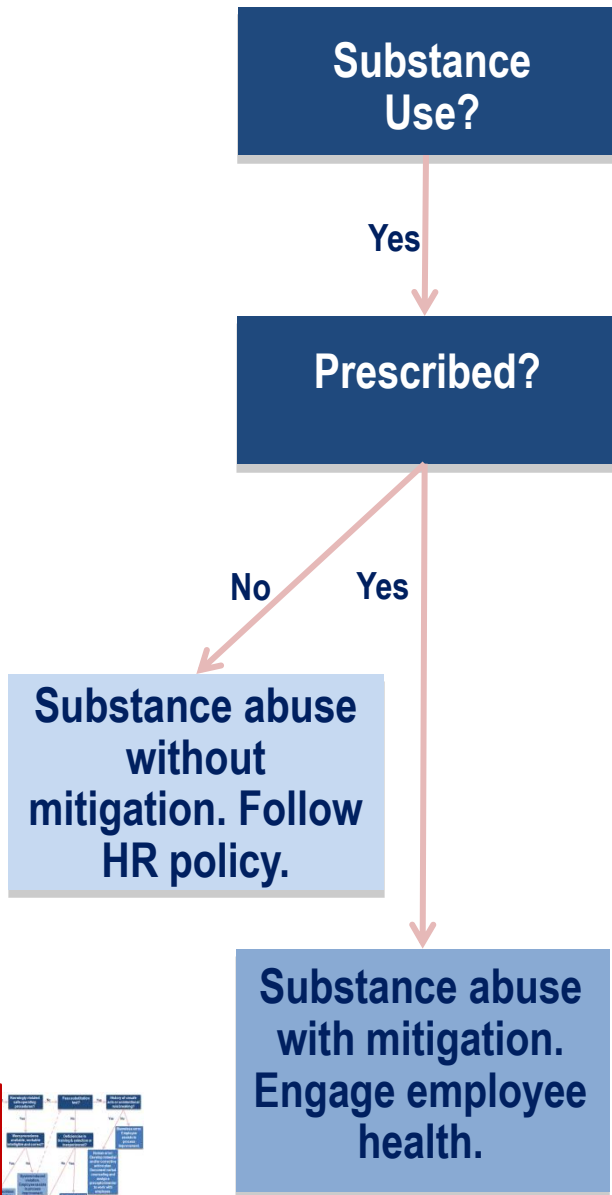
Yes



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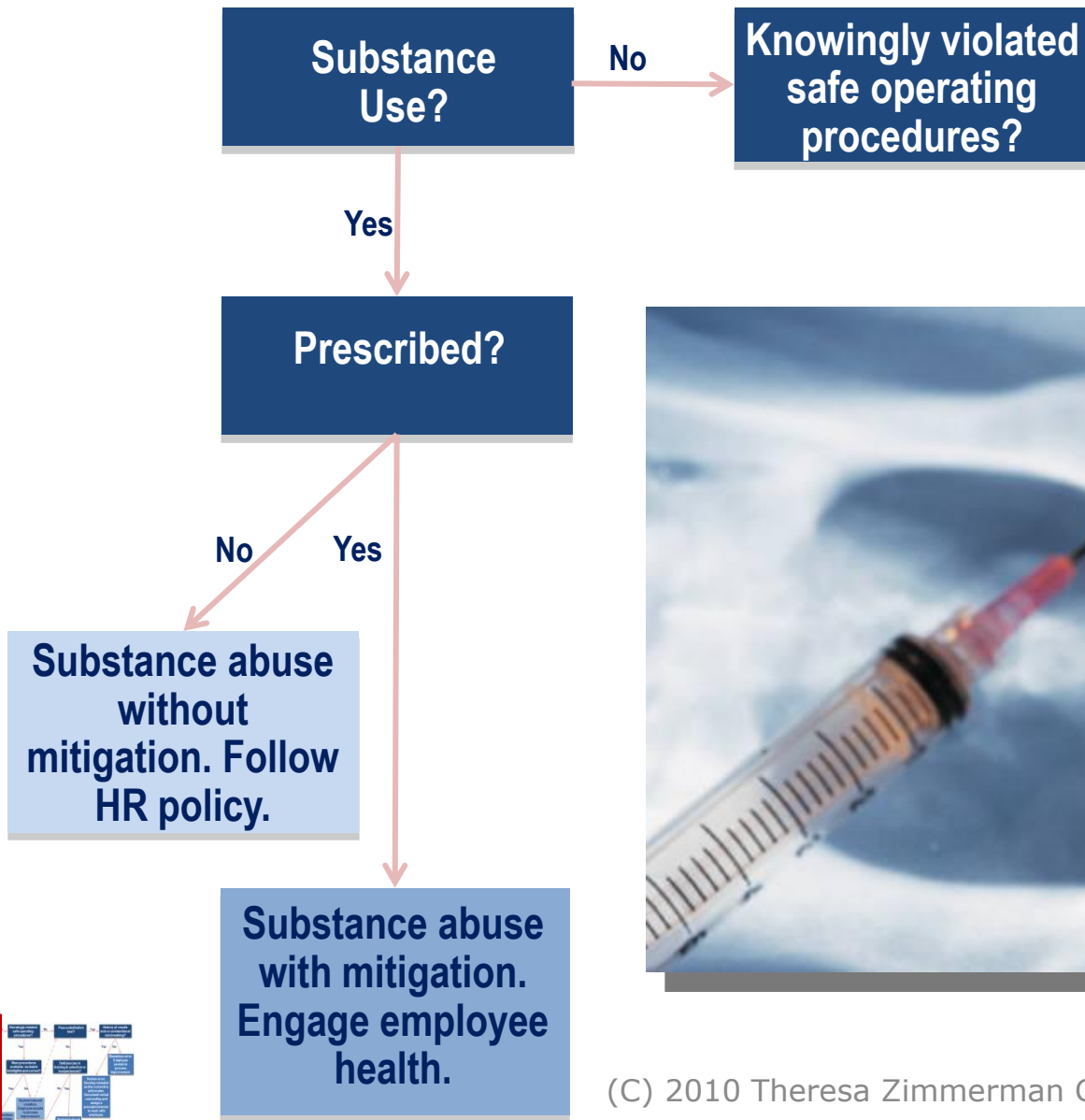






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**Knowingly violated
safe operating
procedures?**

Yes

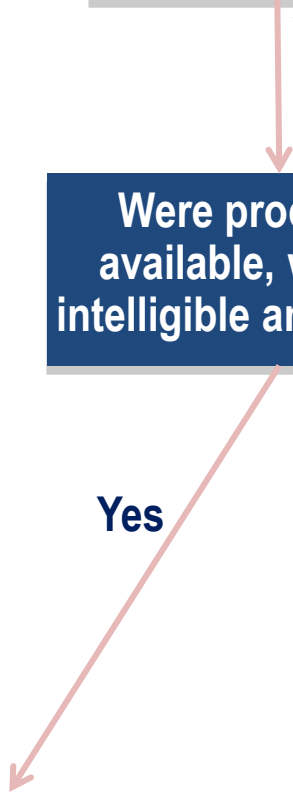


**Knowingly violated
safe operating
procedures?**

Yes

**Were procedures
available, workable
intelligible and correct?**

Yes



**Knowingly violated
safe operating
procedures?**

Yes

**Were procedures
available, workable
intelligible and correct?**

Yes

**Possible reckless
violation. Initiate
disciplinary process
if indicated.**



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**Knowingly violated
safe operating
procedures?**

Yes

**Were procedures
available, workable
intelligible and correct?**

Yes

No

**System induced
violation. Employee
assists in process
improvement.**

**Possible reckless
violation. Initiate
disciplinary process
if indicated.**



Knowingly violated safe operating procedures?

No

Pass substitution test?

Yes

Were procedures available, workable intelligible and correct?

Yes

No

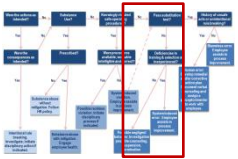
System induced violation. Employee assists in process improvement.

Possible reckless violation. Initiate disciplinary process if indicated.



**Pass substitution
test?**

No



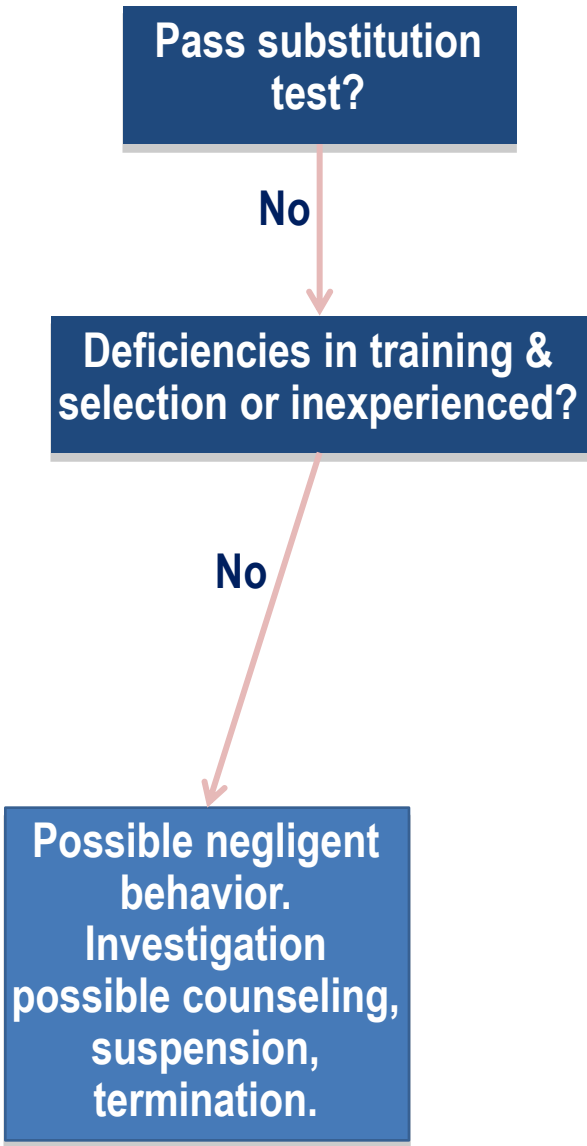
Pass substitution test?

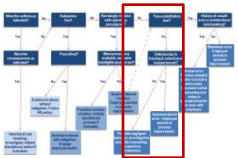
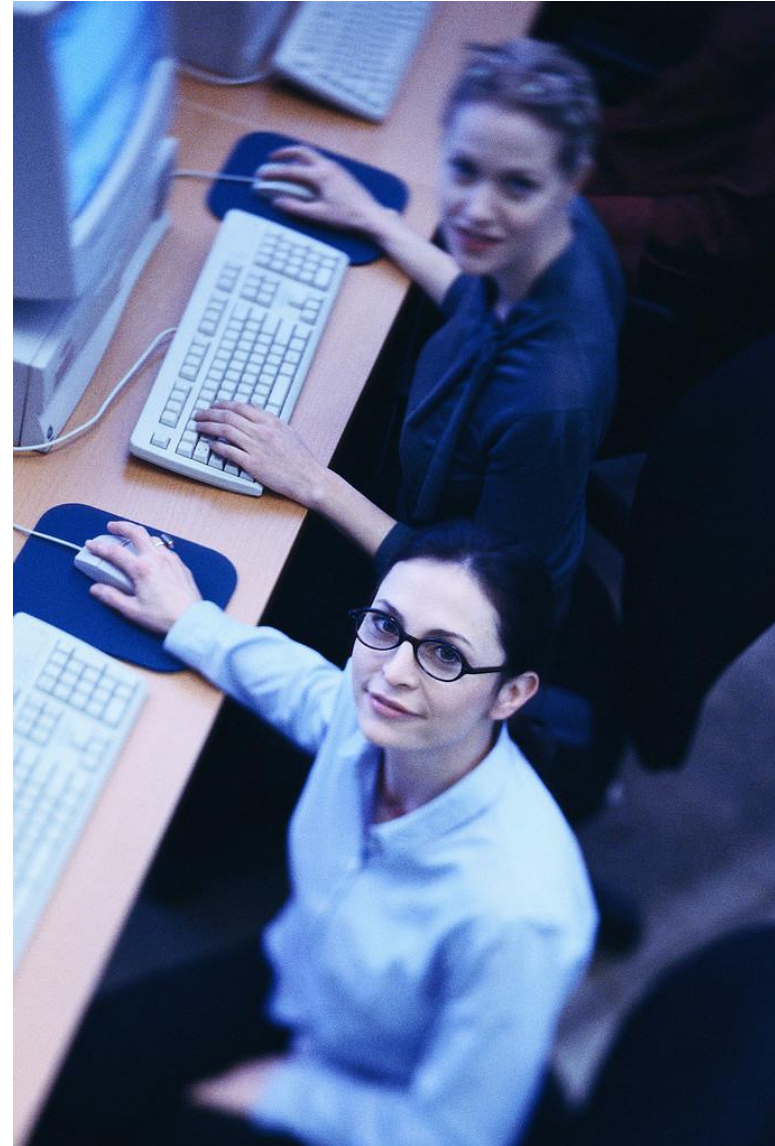
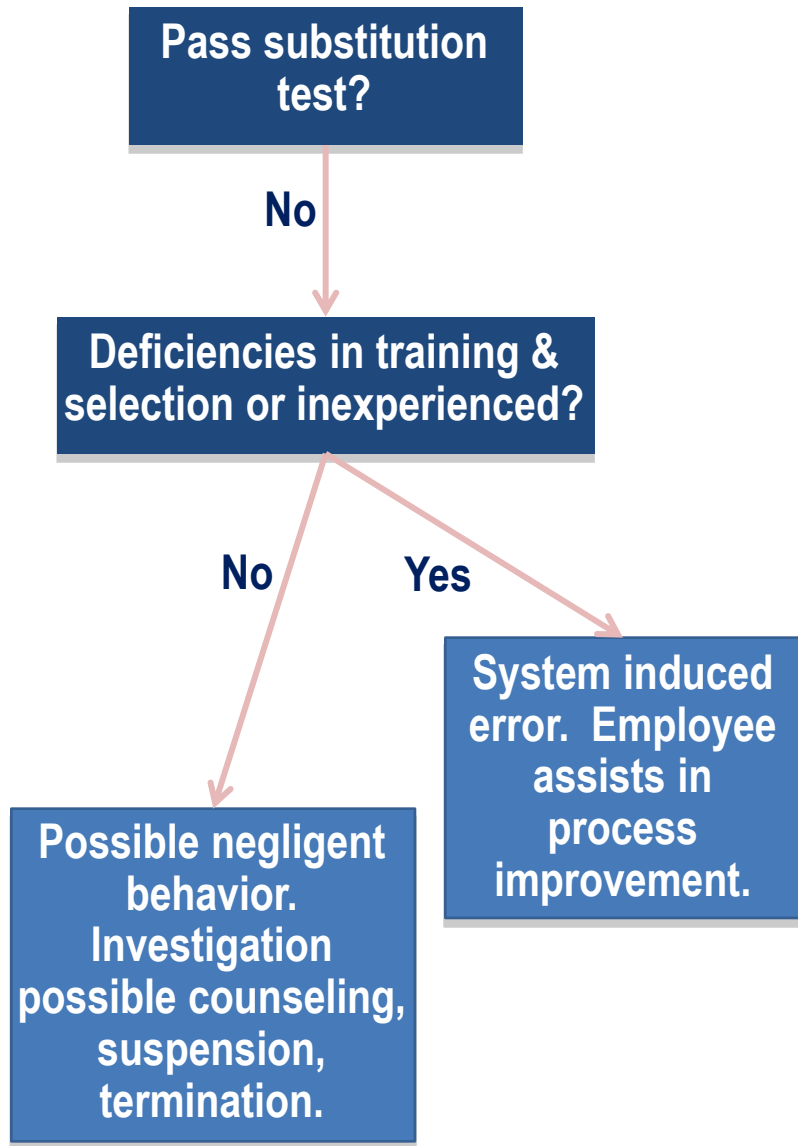
No

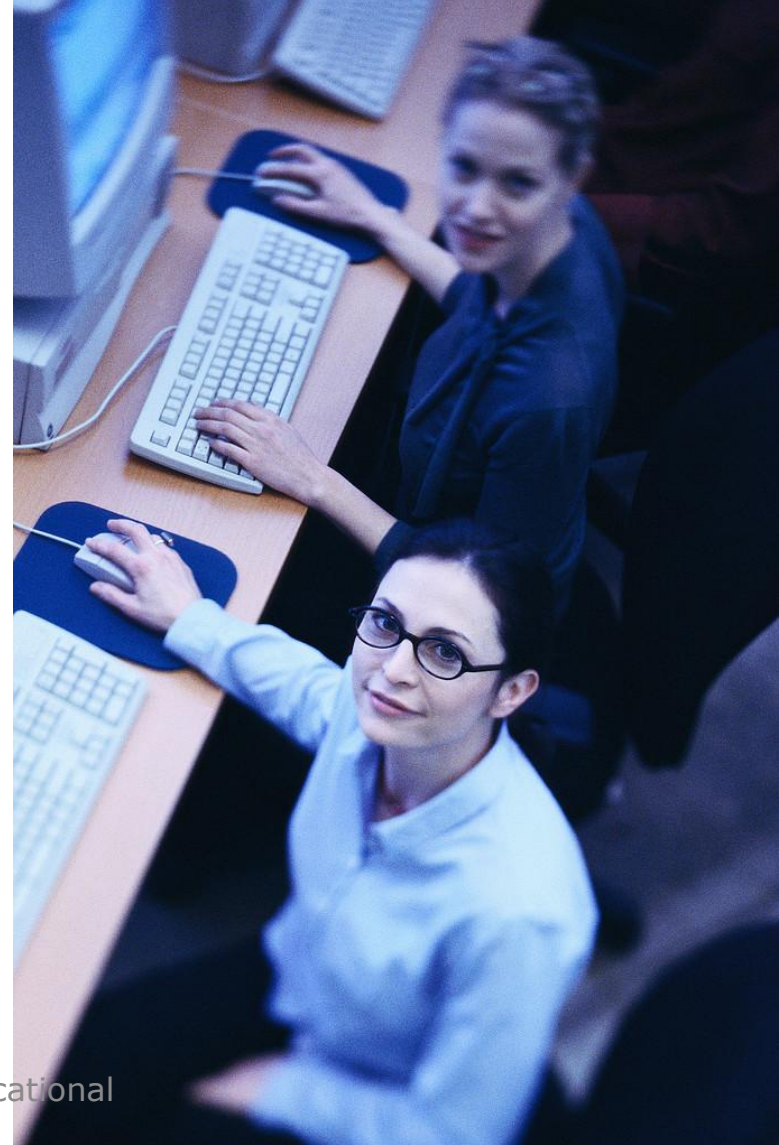
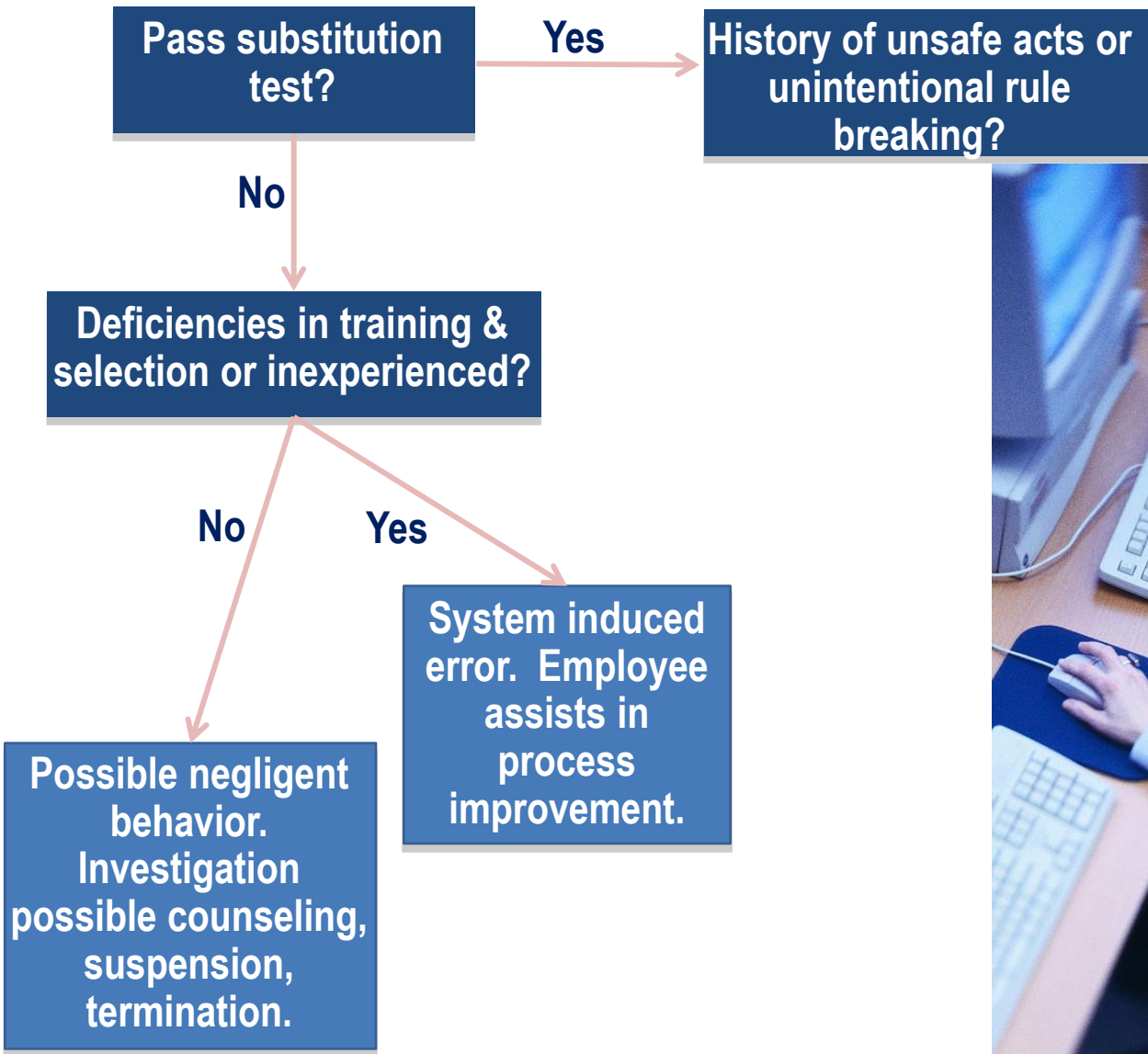
Deficiencies in training & selection or inexperienced?

No



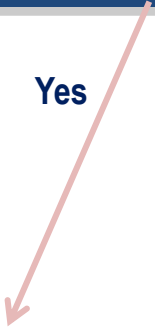






History of unsafe acts or unintentional rule breaking?

Yes



History of unsafe acts or unintentional rule breaking?

Yes

Human error. Develop remedial and/or corrective action plan. Document verbal counseling and assign a preceptor/mentor to work with employee.



History of unsafe acts or unintentional rule breaking?

Yes

No

**Blameless error.
Employee assists in
process improvement.**

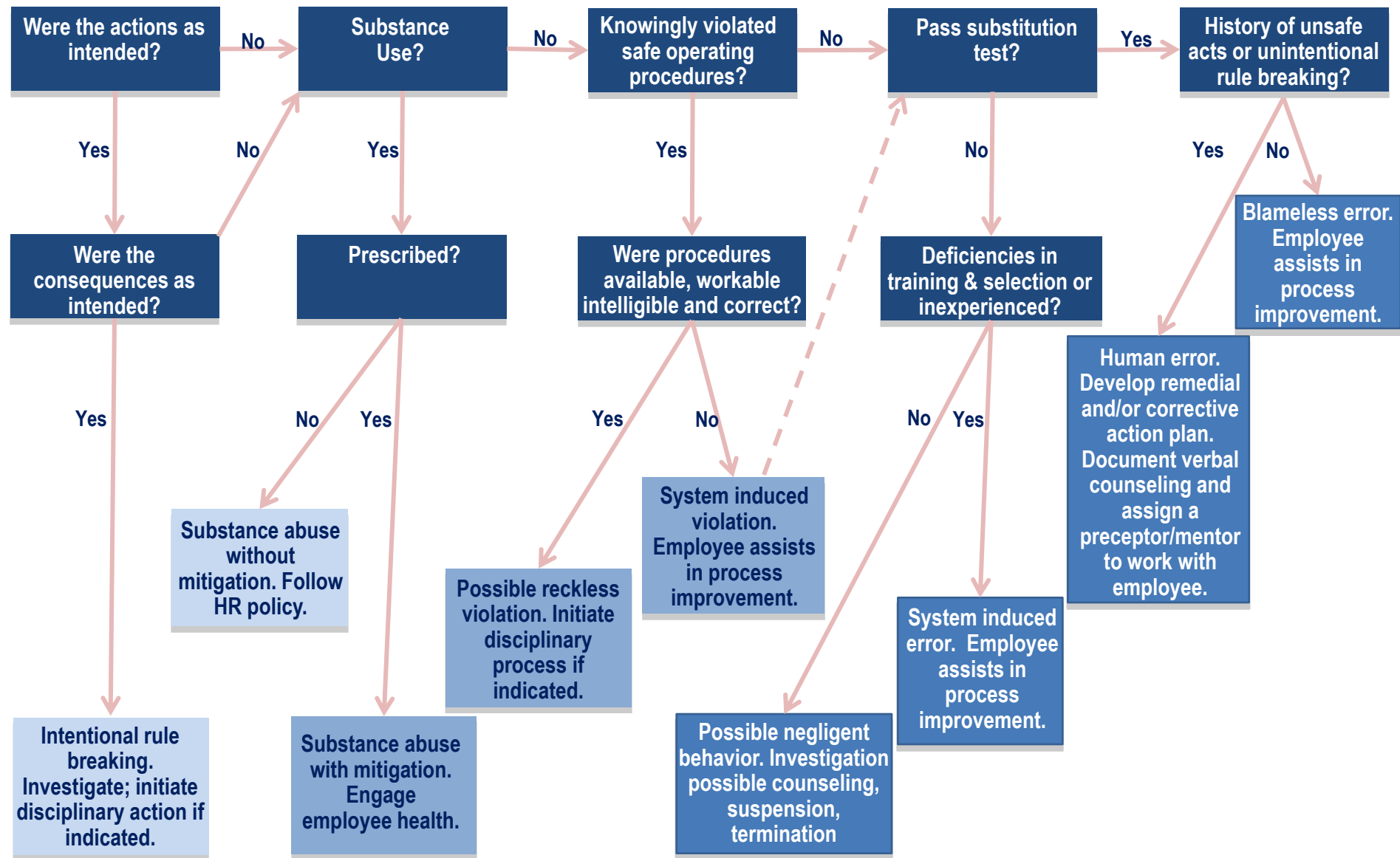
**Human error. Develop
remedial and/or
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Document verbal
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Reason Model of Accountability



Have you done your AHRQ Culture of
Safety Survey?

**SO WHAT ARE THE
STEPS
TO CREATE
A JUST CULTURE?**

Assess Current State

1. Non-Punitive clinical event reporting (Amnesty Policy).
2. Blame and pointing fingers.
3. Lack of openness to reporting and learning from near misses and errors.
4. Minimal occurrence reporting.

Identify Future Desired State

Based on our values of _____, _____ and _____, (organization name) believes it is important to establish and maintain a Just Culture that creates an environment where human errors that may or may not affect the safety of our patients are openly reported so that system processes may be improved. Our Just Culture at _____ will create an environment that is open and fair, encourages learning, promotes safe behavior choices and helps us design safe systems.

*Sample language used with permission – Humility of Mary Health Partners, Ohio

Identify Future Desired State

To that end, the attached model of accountability will be used to determine the level of personal and system accountability that exists in each occurrence and whether education, coaching or individual corrective action is appropriate in maintaining a Just Culture.

*Sample language used with permission – Humility of Mary
Health Partners, Ohio

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Gaining Leadership and Governance Support and Commitment

Accountability for Responsible Reporting:

- To support our Just Culture, _____ employees, leaders and members of medical staff are responsible for knowing the procedures and respective policies regarding the reporting of occurrences and sentinel events that occur or have the potential to occur.

Gaining Leadership and Governance Support and Commitment

Accountability for Responsible Reporting (cont.):

■ To allow others to learn from mistakes and provide the greatest opportunity for improvement and prevention, all _____ employees are responsible to report near misses and occurrences of mistakes or errors in accordance with the policy on patient safety and incident reporting. See Policy # _____ Occurrence Reporting.

Gaining Leadership and Governance Support and Commitment

Accountability for Discovery and Improvements:

■ A process of timely discovery and improvement is important to determine what occurred, the root cause of the occurrence, and systems for prevention or improvement. Employees are responsible to engage and participate in the discovery, analysis and improvement efforts related to any mistake, error, near miss or patient safety concern, sharing their unique point of view and helping to identify sources of events and occurrences. To support the process of timely and open discovery and improvement, a Just Culture policy is applied.

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A Strong Communication Plan

Education and Communication at Every Level --

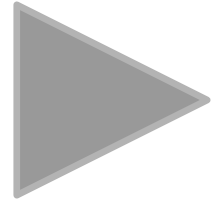
- Governance Board ... Quality Committees of Board and HR Committee of Board
- Senior Leadership/Executive
- Leadership Development (Management team training)
- Diversity Councils
- Employee messaging
 - × Communications Boards
 - × Articles
 - × Integrated Messages

Moving Forward



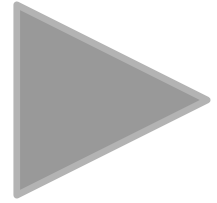
- 1) Release “Responsible Reporting and Just Culture” policy
- 2) Build the systems that support responsible reporting (Quantros)
- 3) Monitor and Assure Accountability
 - a) Individual department manager monitors to take action to review and educate on individual issues.
 - b) Event managers to identify trends and link issues back to PI/Quality/Safety Committees.
- 4) Recognize and Reward Effective Behaviors
- 5) Build in Feedback and Constant Improvement

Moving Forward



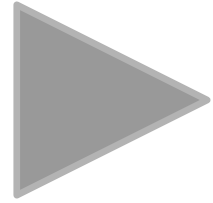
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Moving Forward



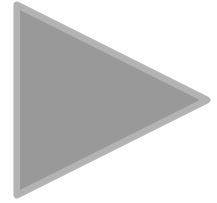
- 2) Build the systems that support responsible reporting

Moving Forward



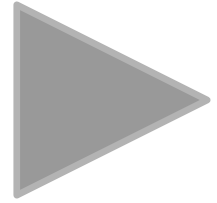
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Moving Forward



4) Recognize and Reward Effective Behaviors

Moving Forward



5) Build in Feedback and Constant Improvement

Questions?



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