



Just Culture: The Role of Accountability in Pharmacy

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Objectives

1. Introduce concept of a Just Culture
2. Differentiate between human error, at-risk behavior, and reckless behavior
3. Examine why at-risk behaviors occur
4. Identify how to manage the three behaviors

Just Culture

- System design
- Behavioral choices
- Learning environment
- Share accountability
 - Individuals
 - Organizations
 - Others.....

Latent and Active Failures

- Medication errors are rarely caused by a single element or the fault of a single practitioner
- Catastrophic events are most often the result of the combined effects of **latent failures** in the system and **active failures** by individuals

Latent Failures (Blunt End)

- Latent failures (blunt end errors) - adverse consequences which lie hidden in a system
- Become evident when combined with other factors to cause or contribute to an error
- “Accidents waiting to happen”
- Often originate where organizational policies, procedures, and resource allocation decisions are made

Systems

- *Interruptions*
- *Noise*

- *Lack of Standardization*
- *Poorly Written Policies*

- *Communication Failures*
- *Staffing Shortages*
- *Fatigue*

- *Absence of Training*

- *Technology & Equipment*
- *Poor Maintenance*

Environment

Policies

Institutional Culture

Team

Individual Competency

Technology/ Equipment



"Swiss Cheese" Model – James Reason, 1990. The book reference is: Reason, J. (1990) Human Error. Cambridge: University Press, Cambridge.

Active Failures (Sharp End)

- Actions made by practitioners that contribute to error
- “Sharp End” errors
- Effects are felt almost immediately
 - Slips, lapses
 - Behavioral choice
 - Decisions, choices made by individual
 - Failure in judgement

Three Fundamental Beliefs in a Just Culture

To err is human

To drift is human

Risk is everywhere

Human Behaviors in a Just Culture

Human error—**inadvertent action**; inadvertently doing other than what was intended or what should have been done

At-risk behavior—**behavioral choice** that increases risk where risk is not recognized, or is mistakenly believed to be justified or insignificant

Reckless behavior—**behavioral choice** to consciously disregard a substantial and unjustifiable risk

Behaviors and Responses

Behavior	Choose Behavior?	See the Risk?	Response?
Human Error			
At Risk Behavior			
Reckless Behavior			

To Err is Human: Is Zero Error Possible?

- An inadvertent mistake, cognitive slip or lapse that causes an outcome other than intended
- Ubiquitous and inevitable
- **Not** a behavioral choice
- No one is immune



Behaviors and Responses

Behavior	Choose Behavior?	See the Risk?	Response?
Human Error	NO	NO	CONSOLE Review System
At Risk Behavior			
Reckless Behavior			

Alleviate grief, sorrow, or disappointment – providing comfort and solace

Factors That Degrade Human Performance

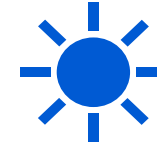
Each human error has preceding cause



Light



Noise



Climate



Humidity



Mental
Distractions



Physical
Distractions

At Risk Behavior

- Risk is not recognized or recognized and believed to be justified
- Fading perception of risk as we become more comfortable with the task
- Desire to accomplish more



At-Risk Behaviors: Drift

A behavioral choice

- Ubiquitous and inevitable
- No one is immune
- Lose situational awareness
- Why are people not following policies?



At-Risk Behaviors

Behavior choice driven by the perception of consequences

- Rewards for taking shortcuts
 - Immediate, strong, positive
- Slowly become routine
- Becomes the norm



Examples of At-Risk Behaviors

- Processing illegible orders
- Technology work-arounds
- Preparing more than one patient's medications at once
- Not using 2 patient identifiers
- Not counselling patients
- Incomplete handoff during shift change

Behaviors and Responses

Behavior	Choose Behavior?	See the Risk?	Response?
Human Error	NO	NO	CONSOLE Review System
At Risk Behavior	YES	YES/NO	COACH Review System
Reckless Behavior			

Teach and supervise, to act as a trainer, to give instruction

Managing At-Risk Behaviors

Coach

- Change perceptions of risk

Change Systems

- Change systems that are causing behaviors

Address Rewards

- Change the consequences

Modify Barriers

- Reduce barriers that prevent compliance
- Add barriers to prevent noncompliance

Reckless Behaviors

Conscious disregard of a substantial and unjustifiable risk

— Examples

- Harm does not have to result, just the risk of harm
- Today's at-risk behaviors may be tomorrow's reckless behaviors

— Management of Reckless Behavior

- Possible disciplinary action
- What was the intent of the behavioral choice?





Case Study

Determine the Behavior in a Just Culture

You choose to drive at 50 mph over the speed limit in the dark on a crowded street with no headlights

Reckless Behavior

You choose to drive at 10 mph over the speed limit

At-Risk Behavior

You inadvertently drive at 10 mph over the speed limit

Human Error

Human Error, At-risk, Reckless?



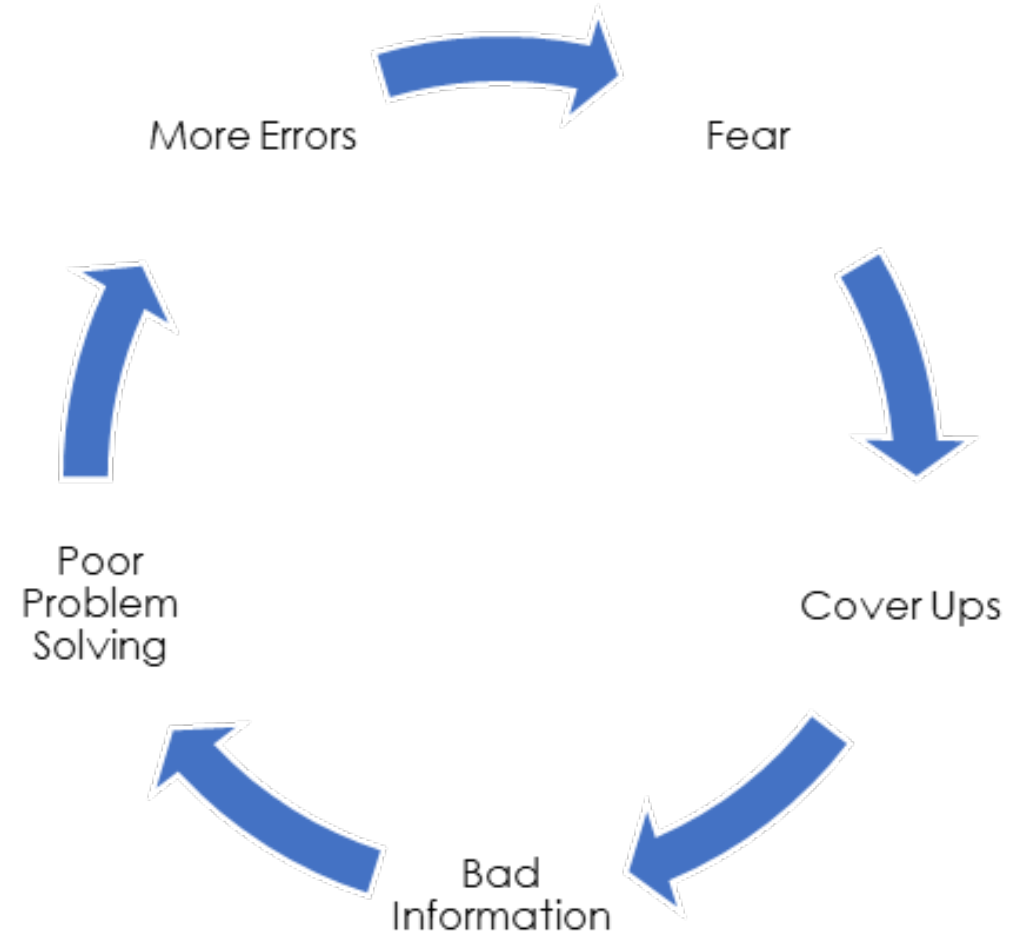
- **Human Error:** Staff picked up the wrong pen for administration to a patient
- **At-risk behavior:** Insulin pens not always labeled per patient; staff unaware that the pen could not be used on a second patient after changing the needle
- **Reckless behavior:** A clinic physician instructs the staff to reuse the insulin pens even though is known to be against OSHA and CDC Guidance because it will save the clinic money

Why is this important?

- How we think about and respond to errors (both active and latent failures) **reflects our healthcare culture**
- Effect on pharmacy staff?
 - Unfair to workforce
 - Underreporting
 - Not learning or improving
 - Can't fix what you don't know

What Does a Punitive Culture Look Like?

- Degree of discipline and strength of action are determined by severity of outcome
- Procedural violations are unacceptable
- Telling staff to “be more careful”
- Focus on re-education of individuals



Just Culture Algorithm

Just Culture
ALGORITHM™
v3.2
FOR EMPLOYERS

Threshold Investigation

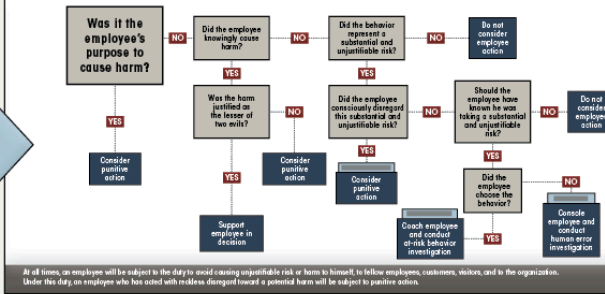
- What happened?
- What normally happens?
- What does procedure require? (if applicable)
- Why did it happen?

- How was the organization managing the risk?

Did an employee put an organizational interest or value in harm's way?

- potential or actual harm to persons
- potential or actual harm to property

DUTY TO AVOID CAUSING UNJUSTIFIABLE RISK OR HARM

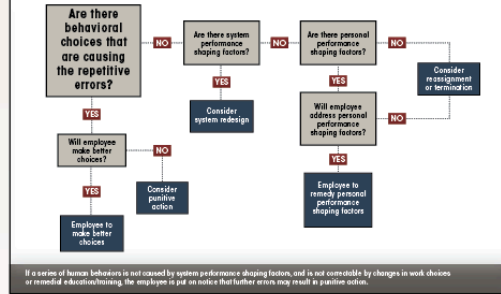


At all times, an employee will be subject to the duty to avoid causing unjustifiable risk or harm to himself, to fellow employees, customers, visitors, and to the organization. Under this duty, an employee who has acted with reckless disregard toward a potential harm will be subject to punitive action.

ACTIONS

	with system
Human Error	• modify system performance shaping factors
At-Risk Behavior	• modify system performance shaping factors
Reckless Behavior	• modify system performance shaping factors
	with employee
Human Error	• console employee • remedial action
At-Risk Behavior	• coach employee • remedial action
Reckless Behavior	• punitive action • remedial action

REPETITIVE HUMAN ERRORS



If a series of human behaviors is not caused by system performance shaping factors, and is not correctable by changes in work choices or remedial education/training, the employee is put on notice that further errors may result in punitive action.

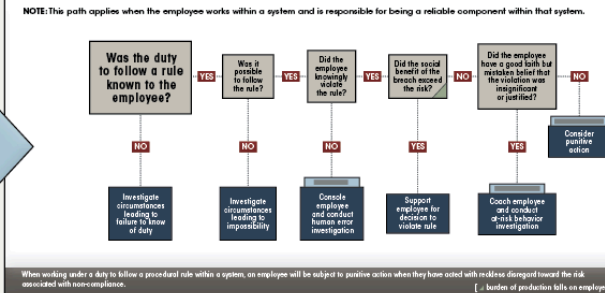
ACTIONS

	with system
Repetitive Human Errors	• modify system performance shaping factors
	with employee
Repetitive Human Errors	• employee to address personal performance shaping factors • employee to make better behavioral choices

Did the employee breach a duty to follow a procedural rule in a system designed by the employer?

- rule specifies how to perform the job
- system largely controlled by employer

DUTY TO FOLLOW A PROCEDURAL RULE [system largely controlled by the employer]

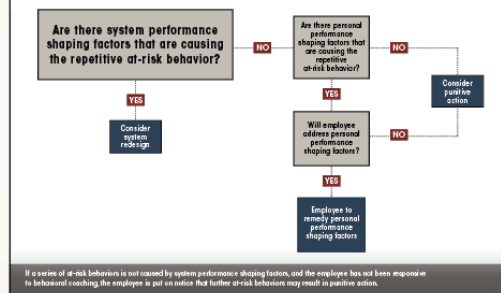


When working under a duty to follow a procedural rule within a system, an employee will be subject to punitive action when they have acted with reckless disregard toward the risk associated with non-compliance. [burden of production falls on employee]

ACTIONS

	with system
Human Error	• modify system performance shaping factors
At-Risk Behavior	• modify system performance shaping factors
Reckless Behavior	• modify system performance shaping factors
	with employee
Human Error	• console employee • remedial action
At-Risk Behavior	• coach employee • remedial action
Reckless Behavior	• punitive action • remedial action

REPETITIVE AT-RISK BEHAVIORS



If a series of at-risk behaviors is not caused by system performance shaping factors, and the employee has not been responsive to behavioral coaching, the employee is put on notice that further at-risk behaviors may result in punitive action.

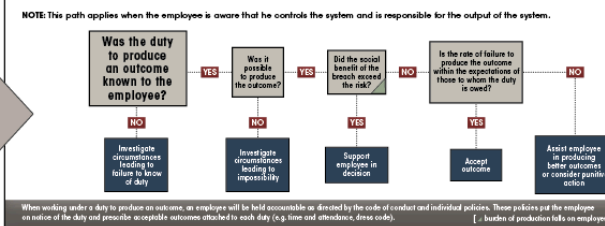
ACTIONS

	with system
Repetitive At-Risk Behavior	• modify system performance shaping factors
	with employee
Repetitive At-Risk Behavior	• employee to address personal performance shaping factors • employee to make better behavioral choices

Did the employee breach a duty to produce an outcome?*

- rule specifies the outcome to be achieved
- system largely controlled by employee

DUTY TO PRODUCE AN OUTCOME [system largely controlled by the employee]



When working under a duty to produce an outcome, an employee will be held accountable as directed by the code of conduct and individual policies. These policies put the employee on notice of the duty and prescribe acceptable outcomes attached to each duty (e.g. time and attendance, dress code). [burden of production falls on employee]

ACTIONS

	with system
Duty to Produce an Outcome	• modify system performance shaping factors
	with employee
Duty to Produce an Outcome	• help employee produce better outcome • punitive action

Definitions

AT-RISK BEHAVIOR: behavioral choice that increases risk where risk is not recognized, or is mistakenly believed to be justified.
COACHING: a values-supportive discussion with the employee on the need to engage in better behavioral choices.
COUNSELING: a first step in disciplinary action; putting the employee on notice that performance is unacceptable.
DISCIPLINARY ACTION: actions beyond remedial, up to and including punitive action or termination.

HUMAN ERROR: inadvertently doing other than what was intended; a slip, lapse, or mistake.
IMPOSSIBILITY: condition outside of employee's control that prevents duty from being fulfilled.
KNOWINGLY CAUSE HARM: having knowledge that harm is practically certain to occur.
PERFORMANCE SHAPING FACTORS: attributes that impact the likelihood of human errors or behavioral drift.
PUNITIVE ACTION: punitive deterrent to encourage an individual or group to refrain from undesired behavioral choices.

PURPOSE TO CAUSE HARM: conscious objective to cause harm.
RECKLESS BEHAVIOR: behavioral choice to consciously disregard a substantial and unjustifiable risk.
REMEDIAL ACTION: actions taken to aid employee including education, training, and/or reassignment to task appropriate to knowledge and skill.
SUBSTANTIAL AND UNJUSTIFIABLE RISK: a behavioral choice where the risk of harm outweighs the social benefit attached to the behavior.



Questions?
