High reliability and just culture

A powerful dyad

Stephen G. Jones, MD

Chief Medical Officer/Senior Advisor

The Just Culture Company

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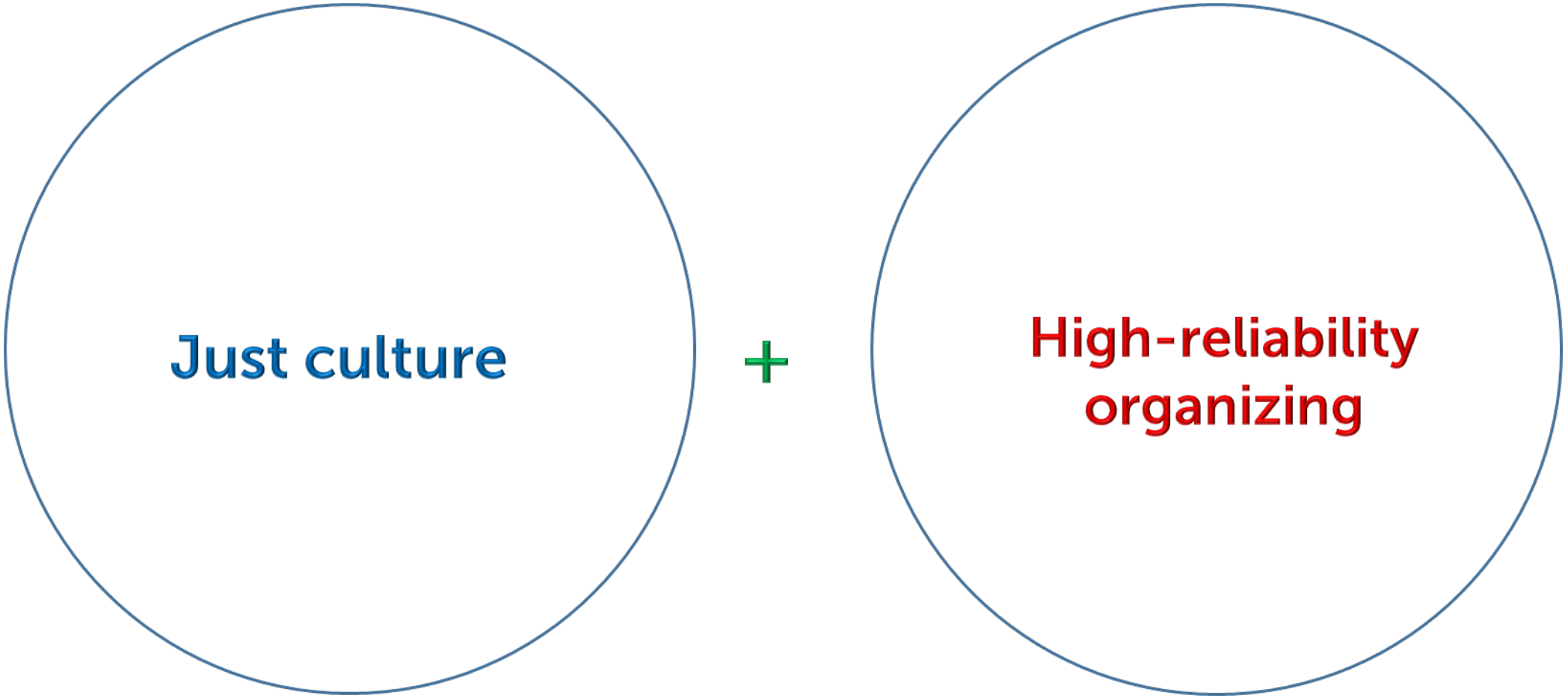
Learning objectives

- Review the core principles of just culture and high-reliability organizing and how they complement and align with each other to improve organizational culture and drive better outcomes.

- Understand the management and goals of socio-technological systems within a just culture/high-reliability organizing model.

- Apply the lessons of just culture and high-reliability organizing principles to building, embedding and sustaining a culture of psychological safety, resilience, justice and generative learning.

Blended learning systems



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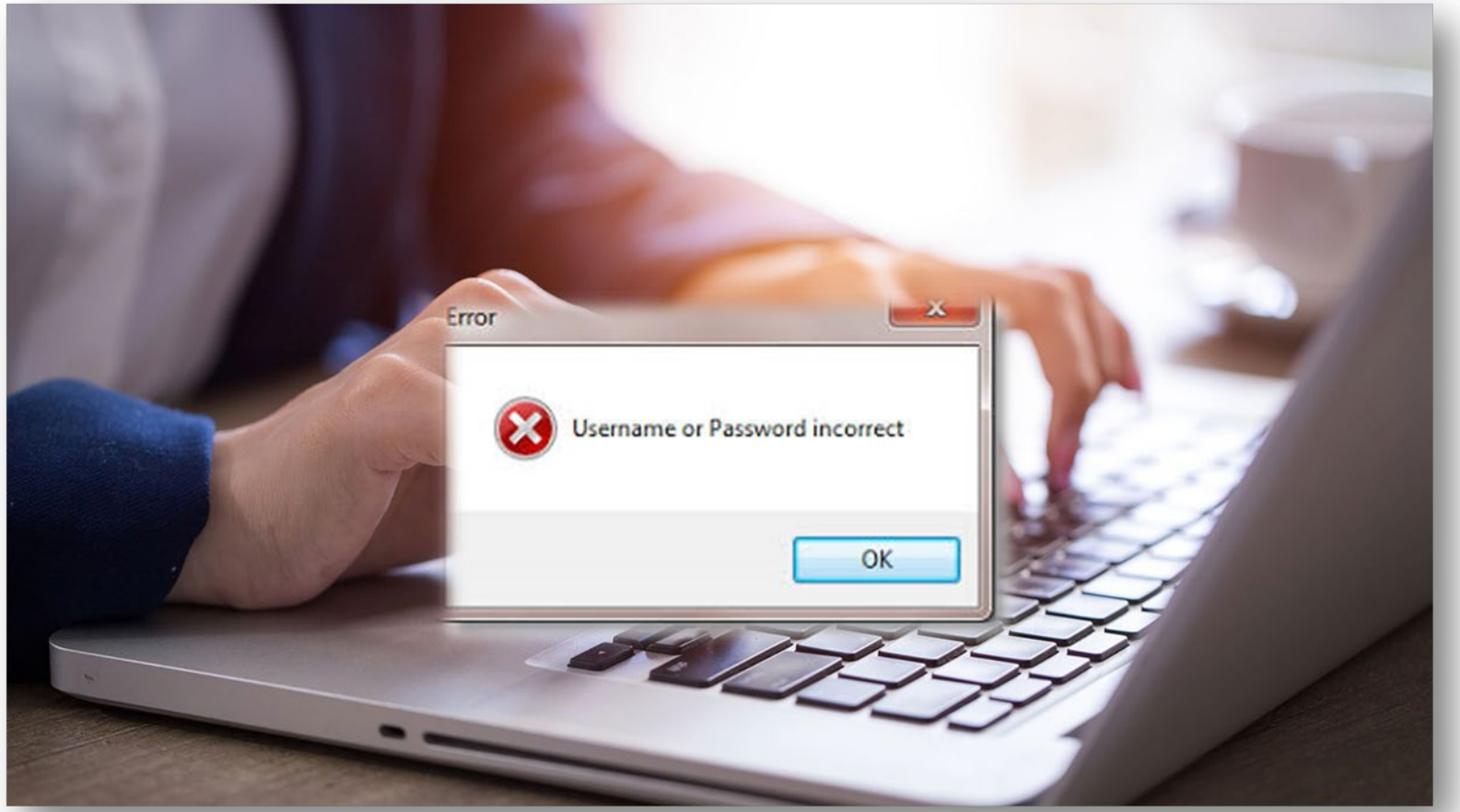
Username and password



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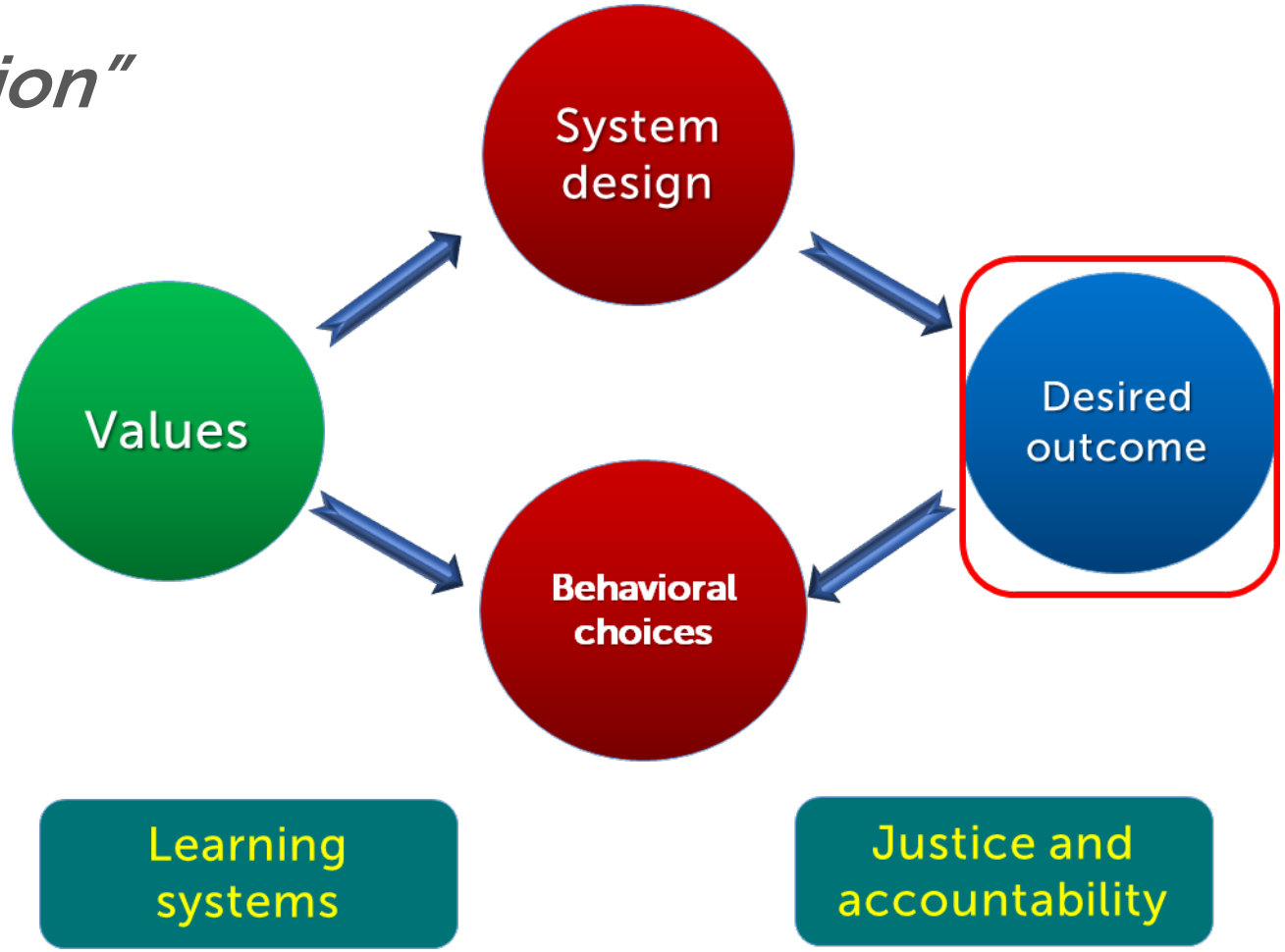
It's about doing this well

The *"Mission"*



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Importance of perspective

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Changing perspectives

Legacy	Now
• People are the problem	• People are the solution
• Just follow the rules!	• Do the RIGHT thing!
• Don't make errors	• Minimize and mitigate errors
• Punish the error (especially if it causes serious harm)	• Accept and learn from the error (independent of any level of harm)
• Focus on where things go wrong	• Focus also where things go right
• Just-in-time system adaptation	• Resilient system adaptation

Keys to success

High Reliability CULTURE

+

High Reliability BEHAVIORS

Good system design

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High risk, high consequence organizations

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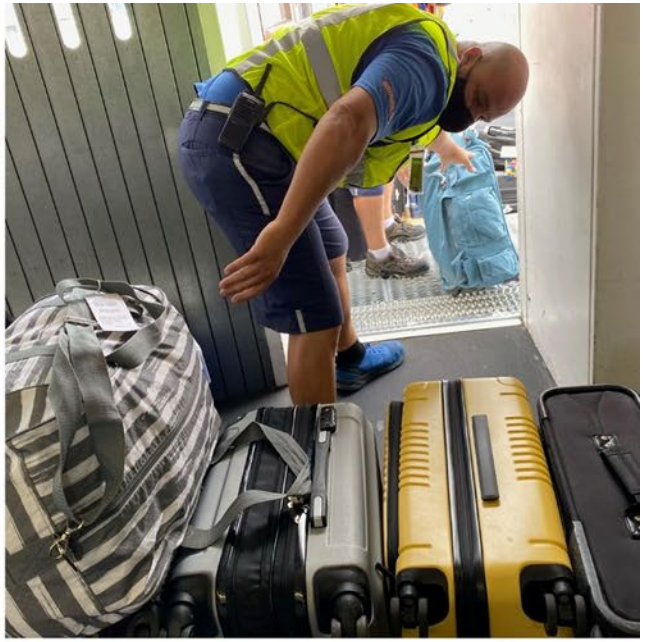
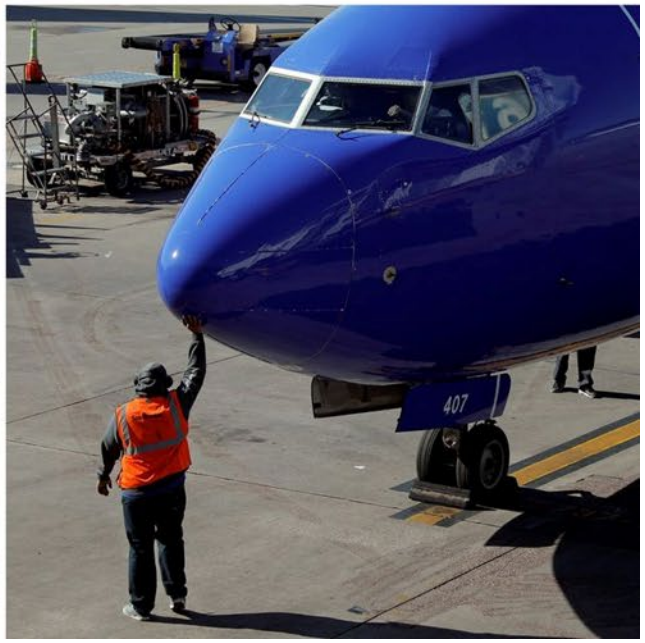
THE WALL STREET JOURNAL.

By Benjamin Katz

Aug. 15, 2023

"More workers are getting hurt on the tarmac"





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Just culture…what it is not

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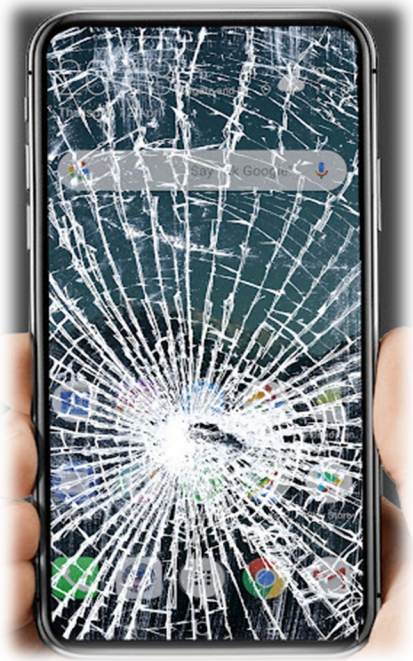
Just culture…what it is

- A system of justice to manage our:
  - Inescapable human fallibility
  - Human free will
- This system of justice serves to drive a culture of:
  - Aligned values
  - Elevated accountability (200%)
  - Better behavioral choices
  - Better system designs
  - Psychological safety
  - Systematic learning

Why things go wrong

Systems

Humans



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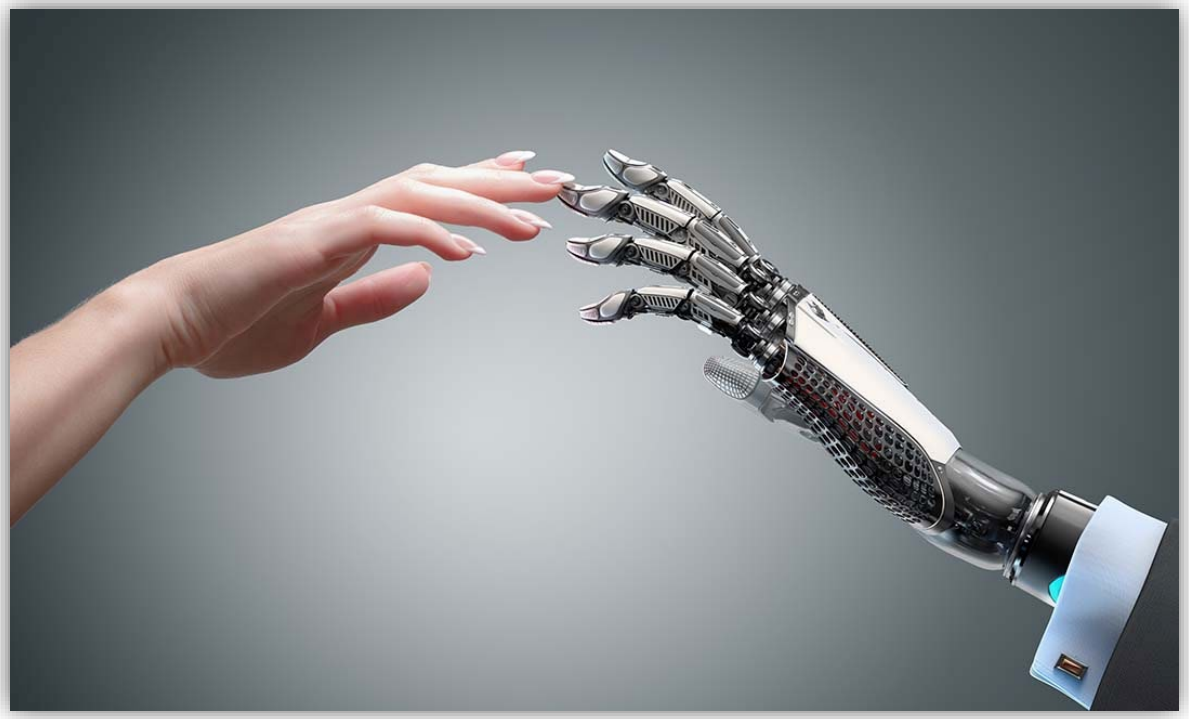
An inseparable bond

Humans ⟷ **Systems**



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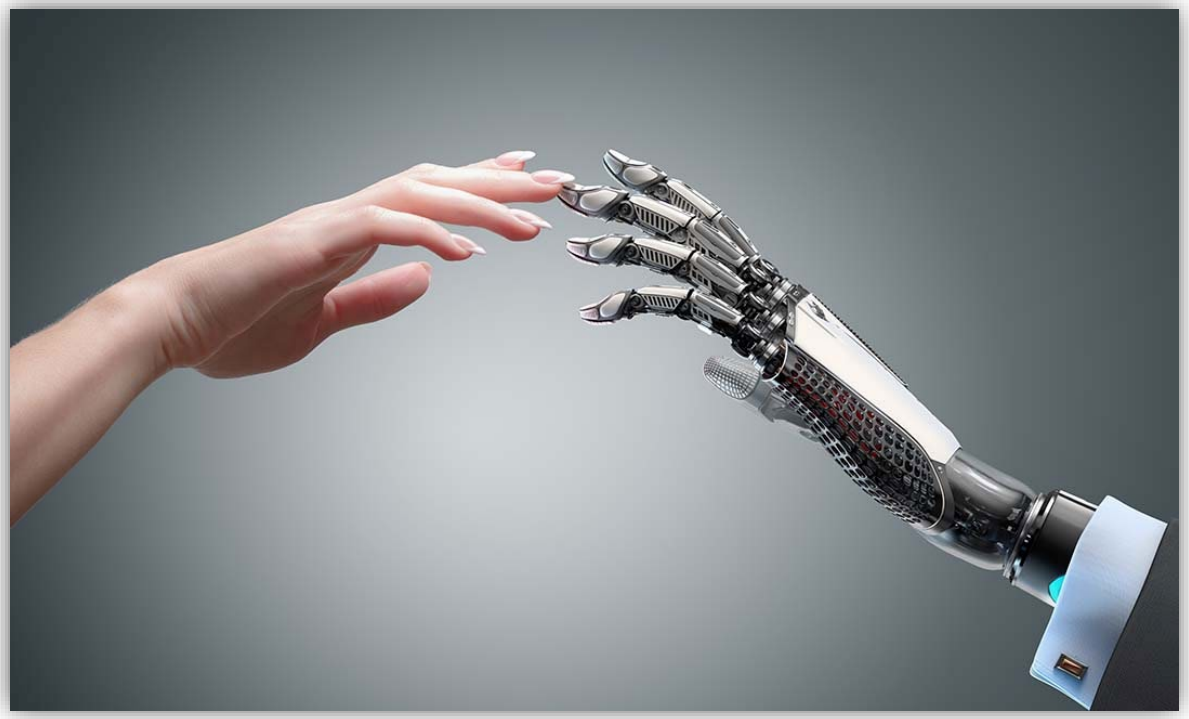
Socio-technological system

Humans ⟷ **Systems**



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Your driving system

On being human

Human error

Not a choice

Free will

A choice

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Spell

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What do you see?

Managing error - Just two choices:

You can Blame and Punish *or*

You can Learn and Improve

But you can't do both!

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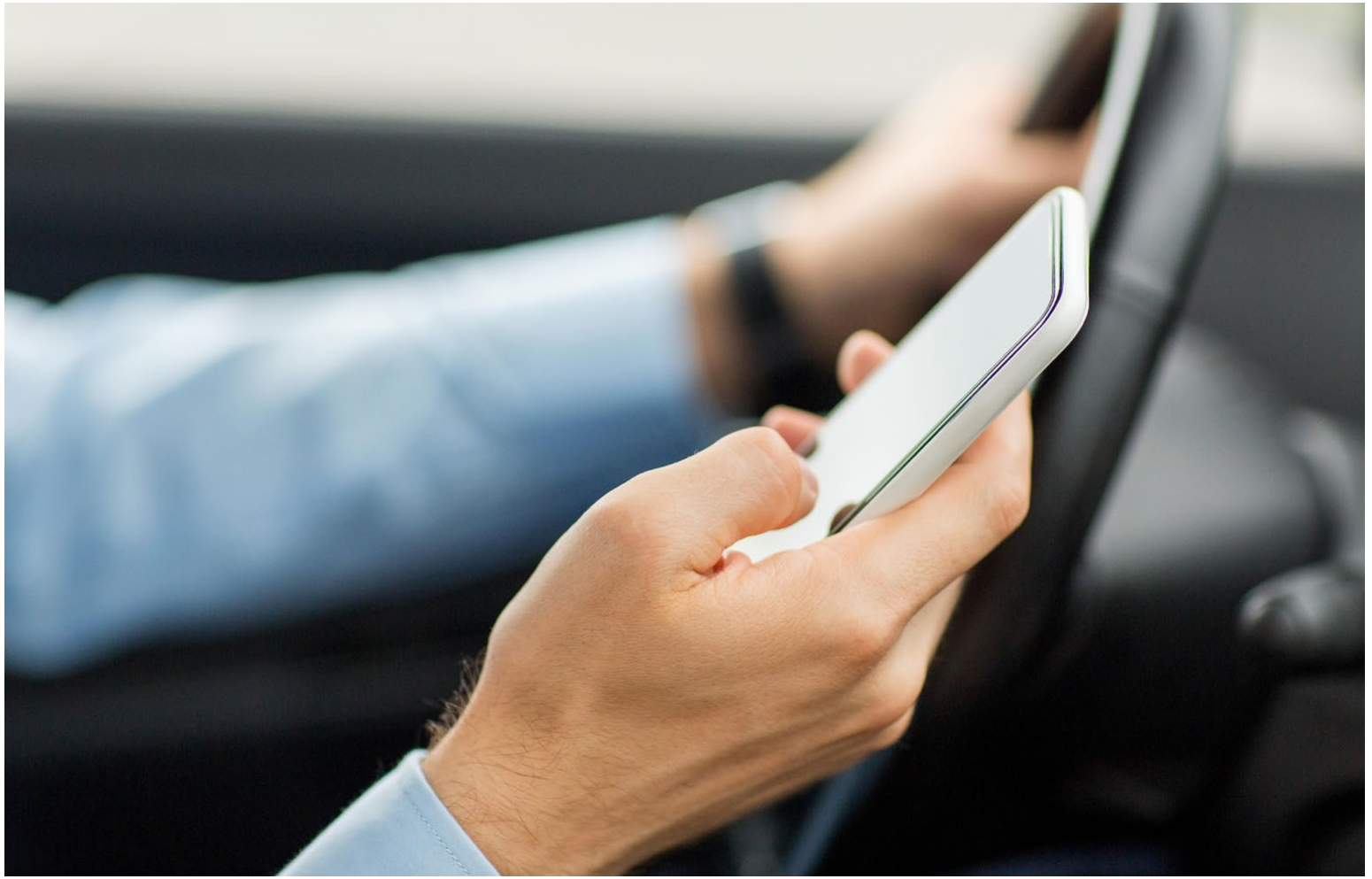
Error vs. choice



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Our internal “risk monitor”

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Our internal “risk monitor”

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Another at-risk behavior (*choice*)

Neuroscience of human behavior

Sight

Sound

Smell

Taste

Touch

Memory

Pursuit of your Mission

Your Risk Monitor

GO

NO

Perception → Interpretation → Decision making → *Action*

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Swiss cheese model

- *James Reason*

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Managing the at-risk behaviors

- Coaching
- System engineering (human factors)

The art of coaching is <u>not telling</u> someone "why" they should change a behavior…

The art of coaching is <u>guiding</u> someone "to see the why" for themselves.

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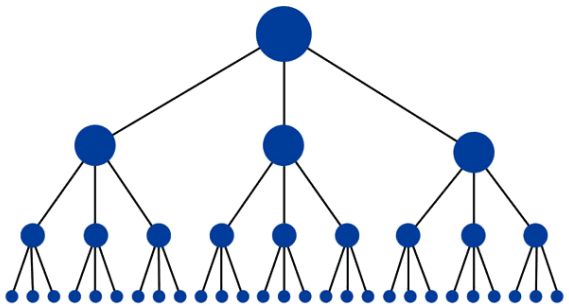
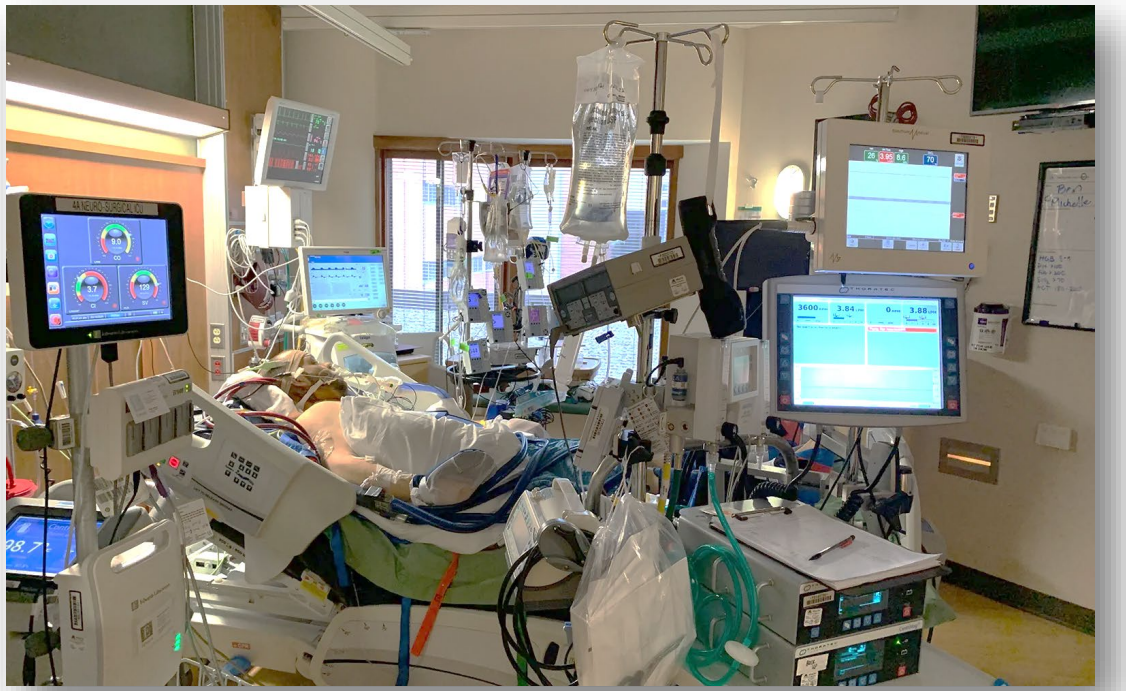
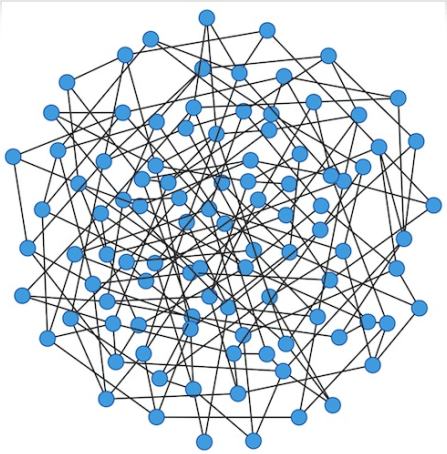
Complicated



Complex





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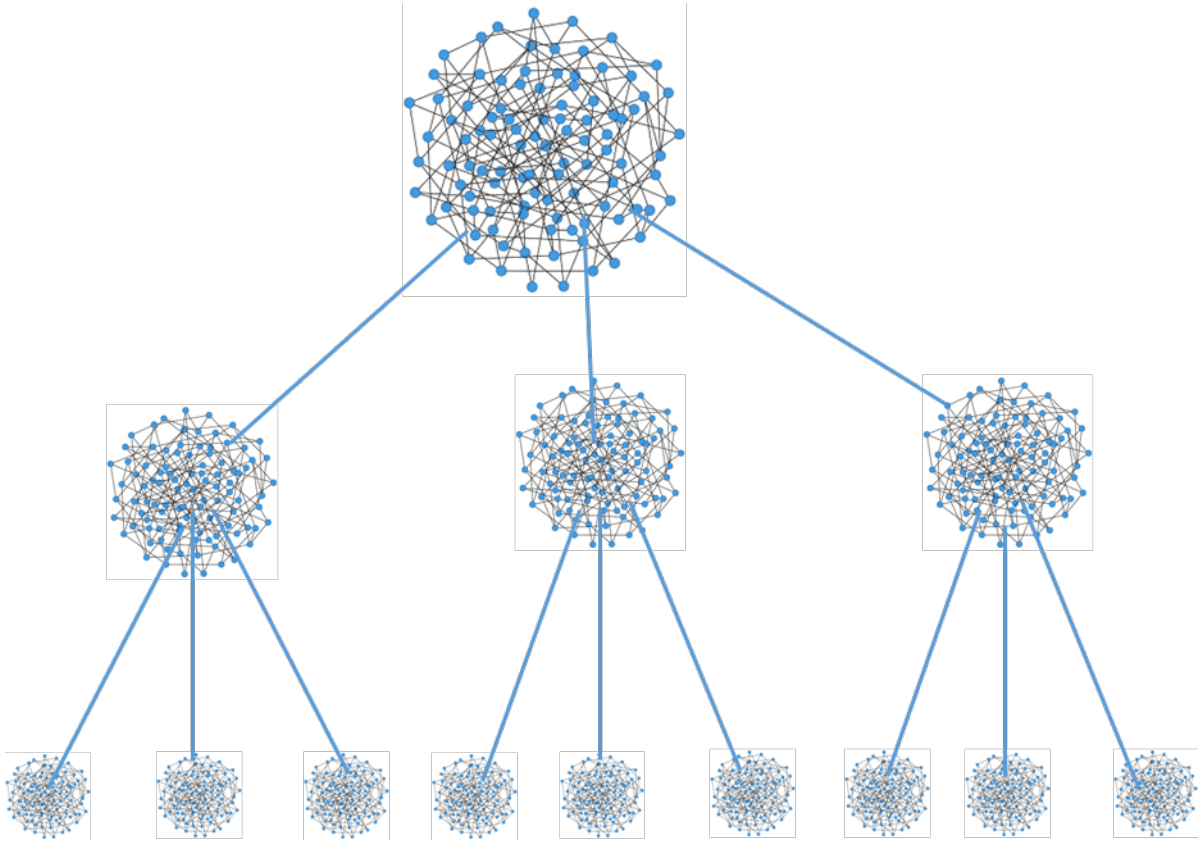
Human brain



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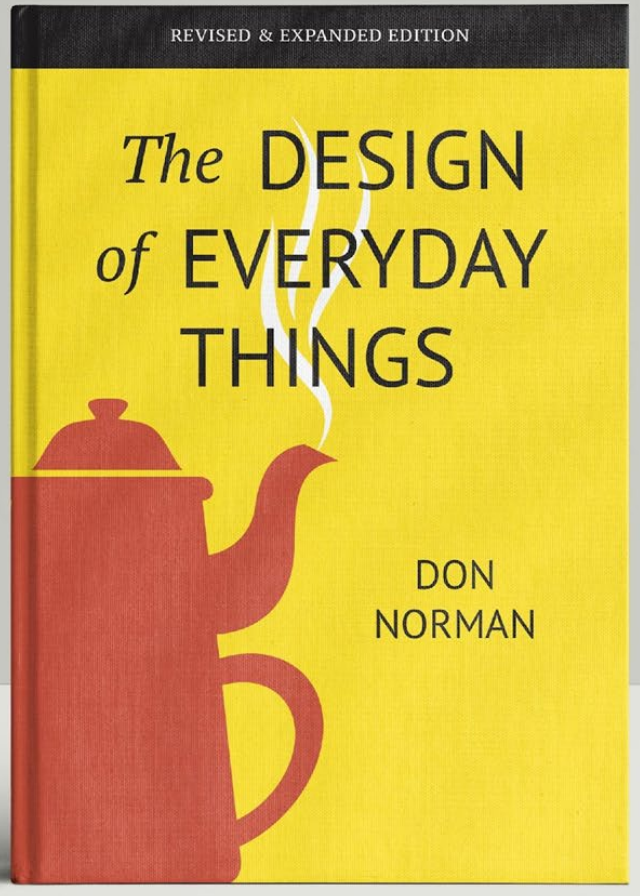
Human factors engineering



Good system design

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There are no perfect systems

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Design the system to drive a behavior


Butter Cookies
OREO
Chocolate
Cinnamon Bun
Heads or Tails
Double Stuf
Lemon
Golden
MEGA STUF
THINS
Peanut Butter
Birthday Cake
Mint
Golden
FAMILY SIZE
Chips Ahoy!
3.00
4.00

You can’t fix a system you don’t see

Work as imagined

vs.

Work as done

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We cannot change the human condition, but we can change the conditions under which people work."

- James Reason

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Safety is not the absence of accidents

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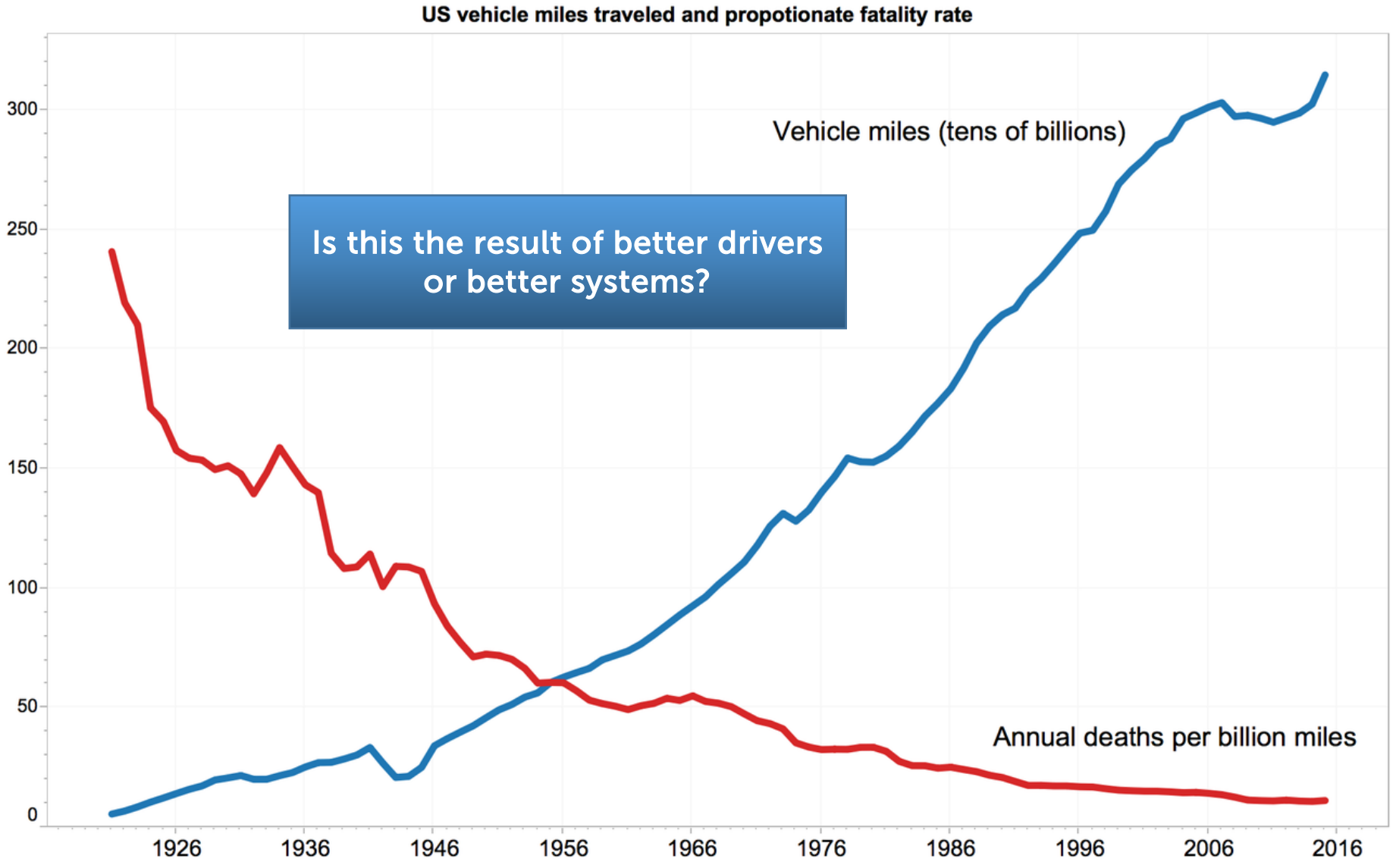

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System design strategies

BARRIERS

RECOVERY

REDUNDANCY

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Safety learning systems

Pathological Blame, denial, misaligned values (i.e., cheaper/faster, weak DEI)

Reactive Safety efforts focus more attention *after* event

Human error focused, outcome severity bias, learning is local

Proactive Risk-focused, anticipates and responds to risks in advance

Aware of "latent pathogens" and "error traps" lurking within system

Understands *"why things go right"* as much as *"why they go wrong"*

Generative *(The Place of True High Reliability)*

Just, values-driven, ST-system focused, innovative, dynamic learning

Prioritizes individual and organizational resilience and well-being

- Drives for continuous improvement – *never content*

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Some final points

- Healthcare worker wellness is a priority – *Their idea of safety is more psychological than physical*
- Prioritize values over rules – *Support staff who choose to "Do the right thing"*
- Design systems to make it easier to do the right thing and harder to do the wrong thing
- Don't wait for events – *Go see the systems in action (work-a-rounds?); go as a partner, not as police*
- Failing safely (no harm) is not a failure – *Embrace the opportunity to learn*
- Hold staff accountable for their errors but not through blame and punishment – *seek the cause*

Thank you.

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Go Change the World!

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