



# Just Culture: Does this mean I am just going to get fired?

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# Disclosures

- I am a clinical consultant and educator for Teleflex, the maker of the EZ-IO.

# Just Culture

- Does this mean I cannot get fired?
- Does this mean I am just going to get fired?

# What does Just Culture mean?

- AHRQ defines Just Culture as one in which frontline staff feel comfortable in disclosing errors, including their own, while maintaining professional accountability

# What does Just Culture mean?

- Balance duty against organizational and individual values
- There are three duties
  - Duty to avoid causing unjustified risk or harm
  - Duty to produce an outcome
  - Duty to follow a procedural rule

## Don't have an outcome bias!

- Spend less time focused on the bad outcome
- Spend more time coaching prior to a bad outcome

# The 5 Skills in Producing Better Outcomes

- Values and Expectations
- System Design
- Behavioral Choices
- Learning Systems
- Accountability and Justice

# The 5 Skills in Producing Better Outcomes

- Values and Expectations
  - What is the mission?
  - What are the primary values?
- No one can expect PERFECTION – it is NOT possible



# The 5 Skills in Producing Better Outcomes

- Values and Expectations
  - What is the mission?
    - Provide access to care
  - What are the primary values?
    - Safety
    - Compassion
    - Privacy
    - Integrity
- No one can expect PERFECTION – it is NOT possible

# The 5 Skills in Producing Better Outcomes

- System Design
  - Anticipate there will be errors
  - Capture errors before they become critical
  - Permit recovery when the errors become critical

# The 5 Skills in Producing Better Outcomes

- Behavioral Choices
  - How does human behavior play a role in the mistakes people make?
    - Human error
    - At-risk behavior
    - Reckless behavior

# The 5 Skills in Producing Better Outcomes

- Learning Systems
  - We must be willing to investigate, to analyze, and to learn from our mistakes, and to share this learning in a manner that supports improved system design and continued safe choices.

# The 5 Skills in Producing Better Outcomes

- Accountability and Justice
  - Allocate responsibility for the events:
    - What is caused by the system?
    - What is caused by the human interaction?

# The 3 Behaviors

## The Behaviors We Can Expect

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- **Human Error:** an inadvertent action; inadvertently doing other than what should have been done; slip, lapse, mistake.
- **At-Risk Behavior:** a behavioral choice that increases risk where risk is not recognized, or is mistakenly believed to be justified.
- **Reckless Behavior:** a behavioral choice to consciously disregard a substantial and unjustifiable risk.



# The 3 Behaviors

TABLE 2

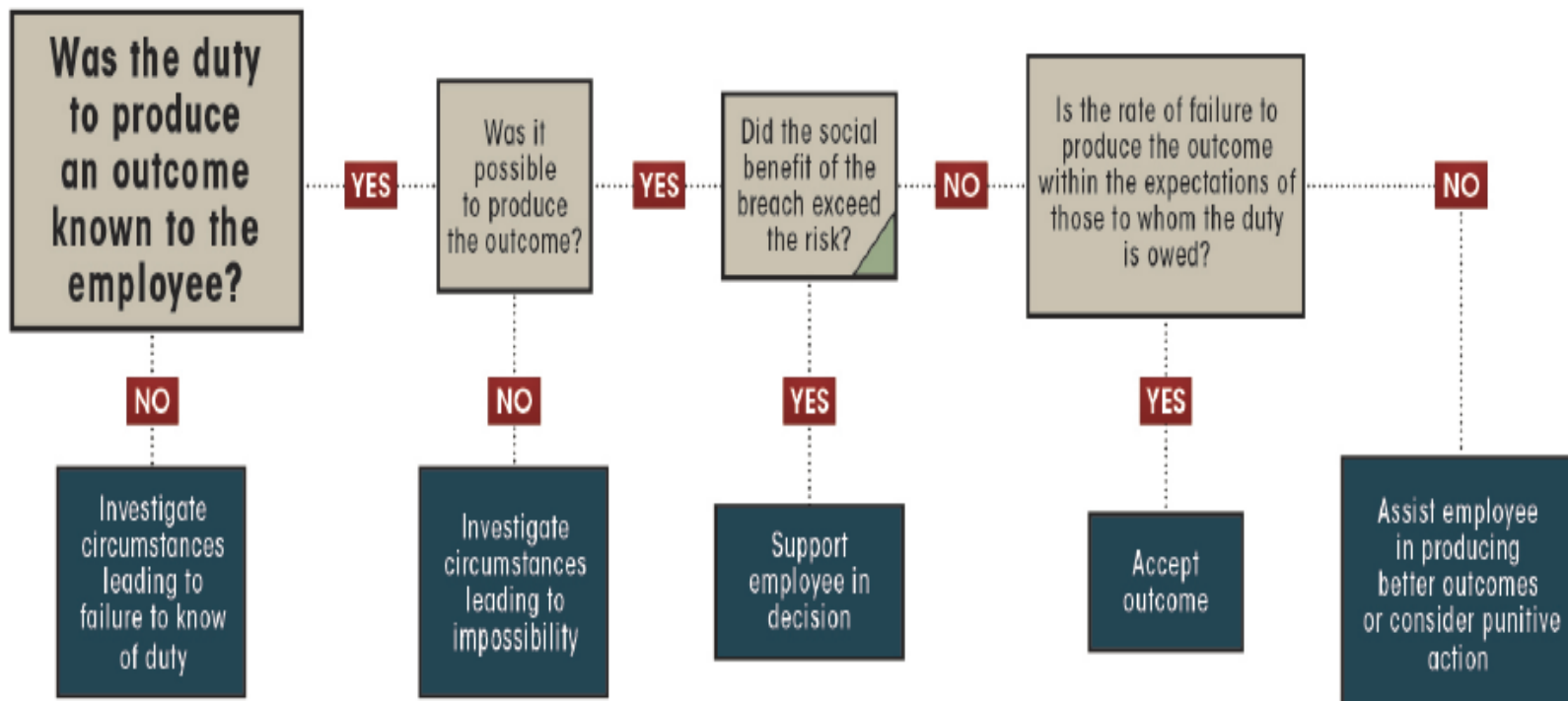
Human Error	At- Risk Behavior	Reckless Behavior
<p>May include:</p> <ul style="list-style-type: none"> <li>• Slip or lapse in memory</li> <li>• Often does not involve a deliberate choice or action</li> </ul>	<p>May include: Behavior that does not recognize the risks involved or behavior in which one justifies the recognized risk.</p>	<p>May include: Behavior that disregards a high degree of unjustifiable risk.</p>
<p>Example: Nurse becomes involved in patient care and omits a scheduled dose of medication.</p>	<p>Example: Nurse commits a work-around by bypassing safety features of the automated dispensing cabinets and administers wrong medication.</p>	<p>Example: Nurse knowingly documents the administration of a medication, despite the fact the medication was not administered.</p>

# Just Culture Algorithm

## DUTY TO PRODUCE AN OUTCOME

[system largely controlled by the employee]

**NOTE:** This path applies when the employee is aware that he controls the system and is responsible for the output of the system.



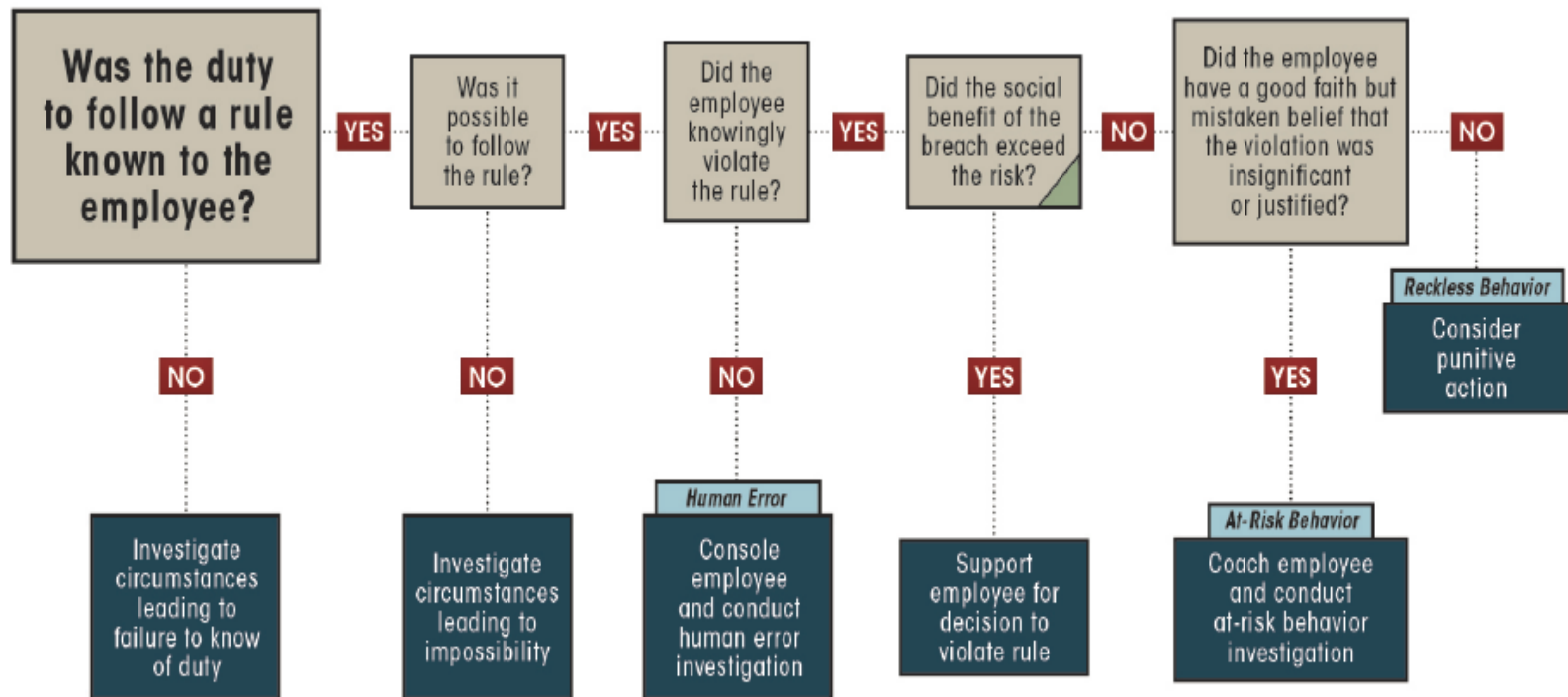
When working under a duty to produce an outcome, an employee will be held accountable as directed by the code of conduct and individual policies. These policies put the employee on notice of the duty and prescribe acceptable outcomes attached to each duty (e.g. time and attendance, dress code). [▲ burden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



# Just Culture Algorithm

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

**NOTE:** This path applies when the employee works within a system and is responsible for being a reliable component within that system.

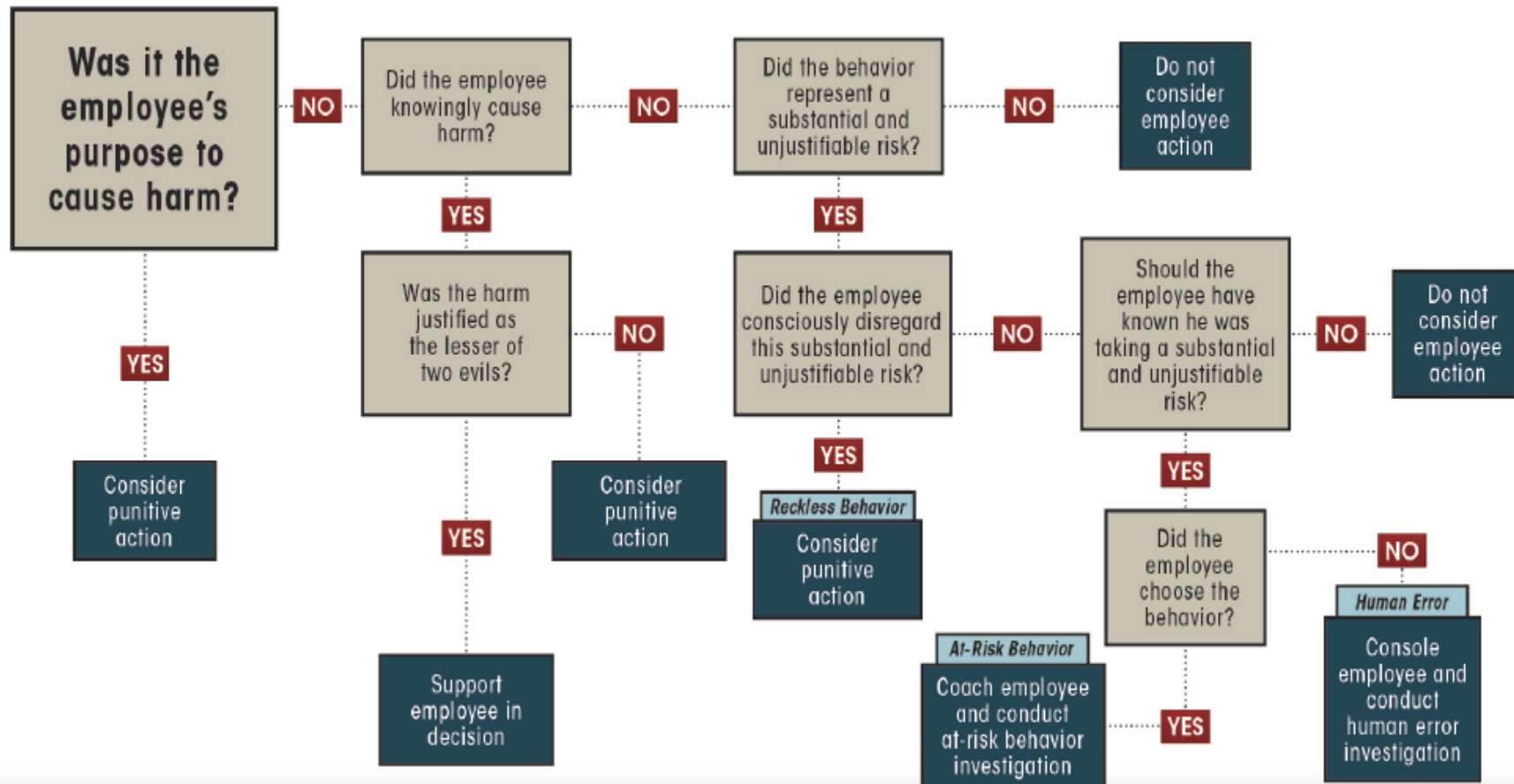


When working under a duty to follow a procedural rule within a system, an employee will be subject to punitive action when they have acted with reckless disregard toward the risk associated with non-compliance.

[ ▲ burden of production falls on employee ]

# Just Culture Algorithm

## 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.

# How do you react to the behaviors?

## HUMAN ERROR

*Inadvertent action:  
slip, lapse, mistake*

Manage through changes in:

- Processes
- Procedures
- Training
- Design
- Environment
- Choices

CONSOLE

## AT-RISK BEHAVIOR

*A choice: risk not recognized  
or believed justified*

Manage through:

- Removing incentives for at-risk behaviors
- Creating incentives for healthy behaviors
- Increasing situational awareness

COACH

## RECKLESS BEHAVIOR

*Conscious disregard of  
unreasonable risk*

Manage through:

- Punitive action

RECKLESS BEHAVIOR

# What happens when there is an investigation?

What does Just Culture look like in action?

# What happens when there is an investigation?

Please join us for a mandatory Just Culture QA review of flight .... This will be a 2 part call, the first call taking place we will discuss:

What happened on this flight? This is where the flight crew present the flight and Dr. Keeperman asks questions related to the care rendered and or documented. Please have a copy of the chart in front of you during this meeting.

Post-call the PCS team will ask ourselves 2 questions

- 1) What typically happens on similar flights?
- 2) What is said in Policy, Protocol, and/or Standing Orders?

We will have a follow up call after these discussions have taken place to finish the quality assurance process.

I have attached many documents for your review including Just Culture definitions and Just Culture Algorithms



# Thank you!!!

- Thank you to the all of for attending this educational offering
- Thank you to the vendors who have helped to support this educational offering
- Please let me know if you have any questions:  
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