



ORGANIZATIONAL ACCOUNTABILITY

In health care, a Just Culture means an organization works to improve quality and safety of care delivery systems for patients and improve the environment for those who work in that system.

A system is the environment where organizational processes are performed. It is the combination of and relationship between tasks, processes, people, organizational culture, environmental factors, technology, equipment and resources.

Organizations should promote a safe environment by managing the system in consistent and transparent ways.

WHAT IS JUST CULTURE?

Just Culture is a workplace principle of accountability. A Just Culture addresses root causes that lead to an error to prevent it from happening again.

HOW DOES IT WORK?

An **organization** is held accountable for the systems they design.

Employees are held accountable for the choices they make.

WHAT IS THE GOAL?

Just Culture aims to improve patient safety through holding leaders accountable for safe systems and employees accountable for their choices and for reporting safety concerns. It is about empowering staff, setting staff expectations and changing behaviors to proactively look for the risks in the environment, report errors and hazards, help to design safe systems and make safe choices.

EMPLOYEE ACCOUNTABILITY

Leaders and team members recognize that, despite the best of intentions and training, humans are not perfect, and people make mistakes. When a mistake is made, those involved will be included in the process to understand how and why the error occurred.

For staff, this process promotes psychological safety and security in reporting and addressing errors and risks to prevent them from happening again.

For leaders, this means understanding how a mistake was made and adapting the system, incentives, trainings and other processes to ensure the mistake does not happen again.

WHAT BEHAVIORS CAN YOU EXPECT AND HOW CAN LEADERS RESPOND?

Human error: Inadvertently doing something other than what should have been done; a slip, lapse, mistake. It is a product of the current system design

→ Response: Console employee and share the lessons learned. Leaders manage through changes in processes, procedures, training, design and environment.

At-risk behavior: Behavioral choice that increases risk, but the risk is not recognized or is mistakenly believed to be justified

→ Response: Coach staff to recognize the risks in real time, make safer choices and to share lessons learned with the team. Remove incentives for at-risk behaviors, create incentives for healthy and safe behaviors and increase situational awareness.

Reckless behavior: Behavioral choice to consciously disregard a substantial and unjustifiable risk

→ Response: Remedial action or disciplinary action. Leaders manage through individual performance improvement plans or disciplinary action that may include suspension or termination.