



Establishing a Just, Learning Culture(and its challenges)

Bryan Cabrera, 12/7/2024, Module 9 Presentation



What's a Just Culture: A

Just Culture balances
accountability with a
learning environment
rather than placing
individual blame

Barrier 1: Blame

- Regardless of culture, people tend to blame those involved in a given issue
- Due to bias people's actions may be linked to a personal flaw

Barrier 2: Lack of Transparency and/or Support from Leadership

- Leadership may not immediately follow newly implemented Just Culture
- Process of how decisions are made with employee incidents not being known/communicated

Barrier 3: Outcome Bias

- Decisions or outcomes being unfairly influenced by result of incident instead of actions themselves
- Goes in hand with lack of communication if context isn't communicated

Barrier 4: Inconsistent Assessment Process

- Employees will respond negatively if processes for assessing incidents are not standardized
- People may assume they're not being treated fairly if assessment process isn't communicated

Overcoming Barriers

- Commitment and transparency from leadership is required
- Promote open communication channels
- Develop clear and consistent policies for incident responses/handling
- Leadership setting expectations lets everyone else know how things work

Example Graphic:

| | | NO | YES | Outcome or Next Steps |
|---|-------------------------------------|----|-----|---|
| 1 | Was the task understood? | ✗ | ✓ | <ul style="list-style-type: none">• If YES: (proceed to step 2)• If NO: (proceed to step 3) |
| 2 | Was the result as intended? | ✗ | ✓ | <ul style="list-style-type: none">• If YES (incident noted as reckless violation)• If NO (proceed to step 3) |
| 3 | Were procedures knowingly violated? | ✗ | ✓ | <ul style="list-style-type: none">• If YES (incident noted as sabotage)• If NO (proceed to step 4) |
| 4 | History of violating procedures? | ✗ | ✓ | <ul style="list-style-type: none">• If YES (incident noted as repeat reckless violation/final warning given)• If NO (No blame given) |

Conclusion

- Key barriers to a Just Culture include:
Blame, Lack of Transparency/Support
from Leadership, Outcome Bias, and
Inconsistent Assessment Process
- Key to overcoming barriers is placing
importance on collaborative efforts in
order to build trust and consistency



Sources

[Overcoming Barriers to a Just Culture – HQCA – Just Culture](#)

[Implementing Just Culture to Improve Patient Safety | Military Medicine | Oxford Academic](#)

