


Just Culture Learning Curve

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Just Culture

- Definition: “A system of shared accountability in which organizations are accountable for the systems they have designed and for responding to the behaviors of their employees in a fair and just manner. Employees are accountable for the quality of their choices and for reporting errors and system vulnerabilities” (Brigham, n.d.).

Goals

- Accountability: Hold all individuals and systems/policies accountable for their respective actions (Brigham, n.d.).
- Lessons Learned: Identify all causes of errors down to the root cause, step by step.
- Improvements: Make changes to systems/policies to help mitigate the possibility of the same error in the future (Murray, 2023).
- Communication: Encourage keeping open lines of communication so anyone can bring up concerns they may have to mitigate errors (Brigham, n.d.).

Implementations Steps

- Identify Problems: Identify problems that would pose issues while attempting just culture implementation, such as communication or “blame and shame practices” (Murray, 2023).
- Literature Search: Do research to find recent relevant studies (Murray, 2023).
- Data Evaluation: Asses data received as a result of the literature search (Murray, 2023).
- Data Analysis: Interpret information, gather relevant information, create visuals to support the just culture implementation justification (Murray, 2023).
- Presentation: Develop and present the just culture findings, making a case for implementation (Murray, 2023).
- Implementation: Work with all employees to successfully implement into everyday workflow.

Challenges Causing Learning Curve

- Resistance: Often caused by employee skepticism as a result of a “blame and shame culture” (Murray, 2023).
- Understanding of Just Culture: Some people will misunderstand the implementation of just culture as reduced blame, which is false because blame is still present, though now more balanced blame through system accountability.
- Accountability for All: People can be treated unfairly and sometimes protected from accountability, which can really harm the implementation and acceptance of a Just Culture.

Personal Experience

- Military: Coming from a military background, I experienced both “blame and shame” and “just culture” cultures.
- Effects of blame and shame: In the blame and shame environment errors were hidden and not improved upon, this meant that errors were more common with no response. This hurts everyone as it causes less communication and toxic comradery.
- Effects of Just Culture: This culture led to errors having a post mortem where lessons learned and root causes were discusses. Errors occurred few and far between and had action plans in the event that they occurred again.



Resources

- Brigham and Women's Faulkner Hospital. (n.d.). What is just culture? changing the way we think about errors to improve patient safety and staff satisfaction. Brigham and Women's Faulkner Hospital.
<https://www.brighamandwomensfaulkner.org/about-bwfh/news/what-is-just-culture-changing-the-way-we-think-about-errors-to-improve-patient-safety-and-staff-satisfaction>
- Murray, J. S., Lee, J., Larson, S., Range, A., Scott, D., & Clifford, J. (2023, May 12). Requirements for implementing a “just culture” within Healthcare Organisations: An integrative review. BMJ open quality.
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10186448/>