



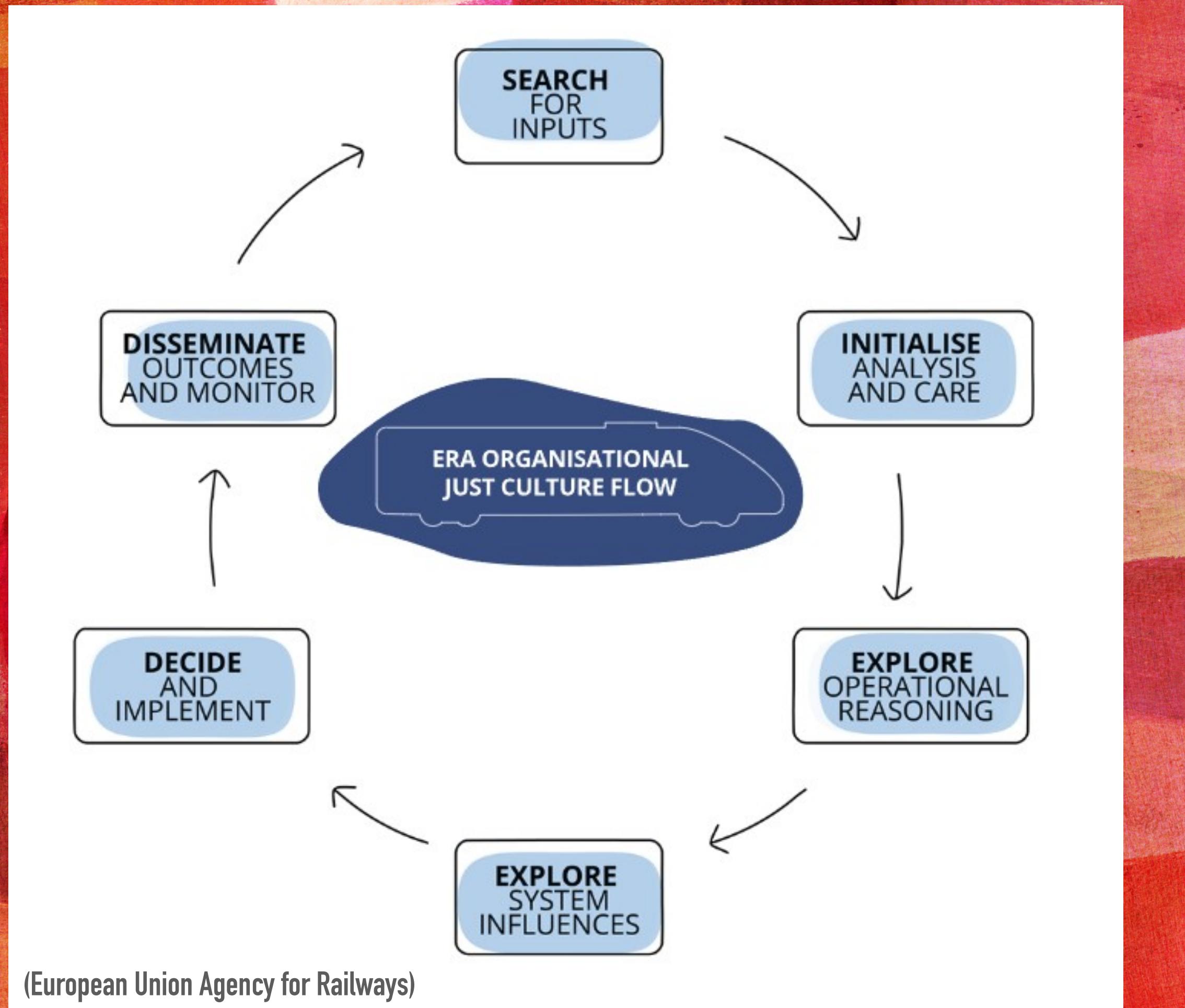
WHAT ARE THE BARRIERS TO IMPLEMENTING A JUST CULTURE?

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‘just culture’ means a culture in which front-line operators or other persons are not punished for actions, omissions or decisions taken by them that are commensurate with their experience and training, but in which gross negligence, wilful violations and destructive acts are not tolerated;

(Regulation 376/214)



WHY A JUST CULTURE MATTERS

- Just Culture is an idea where we find the root cause of an incident and attempt to learn from it and create barriers to prevent such occurrences from happening again.
- In a ‘just culture’, incidents are evaluated based on events and facts, while avoiding the assignment of blame.
- People make mistakes. Systems that require perfect performance should be immune to human error (Shorrock, 2023).
- “Our judgement of performance is affected by the severity of the outcome, hindsight, and who is affected (Shorrock, 2023).”

“If accidents are not caused by “bad apples” but rather are due to inevitable design problems in the complex system that we created, then instead of “naming, blaming, and shaming”... our goal should always be to maximize opportunities for organizational learning.

(Kim et al., 2021)

BARRIERS TO A JUST CULTURE

Blame: People want to assign blame when an incident occurs. Assuming people have more control over a situation than they did can lead to blaming an individual instead of learning from the incident (Health Quality Council of Alberta).

BARRIERS TO A JUST CULTURE

Overcome Bias: The outcome of a situation often influences the response. The worse the outcome, the greater the bias is to assign greater responsibility and punishment towards the individual responsible (Health Quality Council of Alberta). Judgement is based on the severity of the outcome rather than on the severity of the actions that caused the incident (Shorrock, 2023). Would a reasonable person do the same things when in the same position?

BARRIERS TO A JUST CULTURE



opaque post-mortem process: Transparent processes and procedures allow everyone to understand what will occur after an incident. Opaque processes only promote dissension and theories about how blame might be assigned or who did what (Health Quality Council of Alberta).

BARRIERS TO A JUST CULTURE

Inconsistent Assessments: Consistent processes to gain insight into what occurred are critical in building trust. There can be no favorites in an incident response. Favoritism and inconsistent treatment of coworkers will inevitably create an environment of distrust and a lack of respect. The CEO to line workers should be held to the same standards of conduct (Health Quality Council of Alberta).

LESS OBVIOUS BARRIERS

ocial barriers exist because everyone has differing views on justice and the associated issues. Should innocent mistakes be punished if the result is catastrophic and how?

Management changes where incident handling differs can quickly erode a just culture.

“When it comes to justice and fairness, we also see the world very differently (Shorrock, 2023).”

**ONLY WHEN WE FOCUS ON
LEARNING FROM INCIDENTS,
INSTEAD OF ASSIGNING BLAME,
CAN WE BUILD MORE RESILIENT
SYSTEMS THAT MITIGATE
CATASTROPHIC MISTAKES.**



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