



Just Culture Speaking Notes for Leaders

- Best practice learning organizations throughout the country have adopted a "Just Culture" philosophy. Nuvance Health has decided to follow suit and as a result, I spent time recently being educated about this with other leaders in our hospital.

- What did I learn during this training?
 - I learned that a Just culture supports a learning organization and is an important element of high reliability and safety.
 - Just Culture is an approach for evaluating variances from expected employee behaviors. It includes a thorough evaluation of a situation and always includes the perspective of the involved employee(s) as a first step.
 - It creates an environment where employees feel free to discuss errors and learn from them, rather than trying to hide them because they are afraid of being punished. It is aligned with our Core Values and reinforces the principle of human dignity by recognizing that humans are fallible and make mistakes.
 - In a Just Culture, mistakes are evaluated to determine if something in the system needs to be improved or if the employee's behavior needs to be changed.

- In a Just Culture, we are careful not to hold employees accountable for systems or situations outside of their control. Likewise, after evaluation, if it is determined that the employee did indeed have control and should be held accountable for the behaviors and/or situation, in a Just Culture they are held accountable through Corrective Action.

- Each of us is a valued member of the Nuvance Health family and has a responsibility to each other, our patients, visitors, physicians and all others who interact with our Health System to provide a safe and effective place to work so that we deliver values driven care. A Just Culture philosophy supports this view.

- Here are some things you can always count on from me as your leader regarding evaluating your performance in a Just Culture:
 - I will always seek to understand the situation from your perspective.
 - I will always collect as many facts around the circumstances as possible.
 - I will always consider that you, like me and all humans, are fallible.
 - I will not hold you accountable for situations outside of your control.
 - I will hold you accountable for situations and behaviors within your control.
 - I will coach you to make sure that expectations are clear.
 - I will take responsibility to address contributing systems or workflow issues that impact performance and will involve your team in the redesign process.
 - I will focus our efforts on continuous learning and development for both individuals and our team.