

Just Culture Decision Support Tool

STEP 1: Choose the column that best describes the employee's action. Read down the column for recommended responses.

<p>The employee was impaired by illegal or legal substances.</p>	<p>The employee wanted to cause harm.</p>	<p>The employee makes or participates in an error while working appropriately and in the patient's best interest.</p>	<p>The employee made a potentially unsafe choice. Faulty or self-serving decision making may be evident, or short cuts, or routine rule violations.</p>	<p>The employee knowingly violated a rule and / or made a dangerous or unsafe choice. The decision appears to have been made with little or no concern about risk.</p>
<p>IMPAIRED JUDGEMENT</p>	<p>MALICIOUS ACTION</p>	<p>HUMAN ERROR</p>	<p>AT RISK Behavior</p>	<p>RECKLESS Behavior</p>
<ul style="list-style-type: none"> • Discipline is warranted if illegal substances were used. • The employee's performance should be evaluated to determine if a temporary work suspension is helpful. • Help should be actively offered to the employee. 	<ul style="list-style-type: none"> • Discipline and/or legal proceedings are warranted. • The employee's duties should be suspended immediately. 	<ul style="list-style-type: none"> • The employee is not accountable. • The employee should be consoled. • The employee should be interviewed and consulted during any systems level analysis. 	<ul style="list-style-type: none"> • The employee is accountable and should receive coaching. • The employee may participate in teaching others the lessons learned. 	<ul style="list-style-type: none"> • Discipline may be warranted. • The employee is accountable and should receive re-training/coaching as necessary. • The employee should participate in teaching others the lessons learned.

STEP 2: Would 3 other employees with similar skills and knowledge do the same thing in similar circumstances? If YES proceed below.

<p>The system and/or culture supports error and requires improvement and/or redesign. Leaders are accountable and should apply error management in the system via human factors-based improvements.</p>	<p>The system and/or culture supports risky action and requires improvement and/or redesign. The employee is probably less accountable for the behavior. Leaders share accountability with the employee.</p>	<p>The system and/or culture supports reckless action and requires improvement and/or redesign. The employee is probably less accountable for the behavior. Leaders share accountability with the employee.</p>
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STEP 3: If there are repeated errors, or occurrences of at-risk behavior, further evaluation is warranted. Response may involve further coaching, transfer (employee may be in the wrong position), or disciplinary action. See reverse side of this card for general guidance.



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Adapted from: Leonard, M.W., Frankel, A., The path to safe and reliable healthcare. Patient Educ Couns. 2010 Sep;80(3):288-292.

Repetitive Occurrences of: Human Error / At Risk Behavior / Reckless Behavior

