

MAPS Toolkit to Create a Learning, Just, and Accountable Culture

Planning Phase

Early Implementation Phase

Making Good Progress Phase



Testing concept, raising awareness and engaging organization-wide leadership

1. [Convene a Steering Committee to test the concept.](#)
2. [Garner leadership support.](#)
3. [Identify champions.](#)
4. [Identify an interdisciplinary team.](#)
5. [Perform organizational gap analysis and/or organizational safety culture baseline survey.](#)
6. [Review results of gap analysis and/or culture survey and identify next steps to move forward.](#)
7. [Engage organizational-wide leadership.](#)



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MAPS Toolkit to Create a Learning, Just, and Accountable Culture

Planning Phase

1. Convene a Learning, Just, and Accountable Culture Steering Committee to test the concept.

A small group of key individuals within organization convene to discuss and evaluate the value of the organization adopting a Learning, Just, and Accountable Culture. Small group should include CEO, chief medical/nursing officer, director of safety, director of human resources.

- A. Attend Outcome Engineering Just Culture Training.
- B. Key individuals attend training and/or watch introductory video.
- C. Review MAPS statement on Justice, Learning, and Accountability and how it applies to your organization.
- D. Discuss and develop strategic direction including engaging key stakeholders.
- E. Develop organizational Learning, Just, and Accountable Culture goals.
- F. Develop organizational Learning, Just, and Accountable Culture timeline.

[MAPS statement of Learning, Justice, and Accountability Goals](#)

[MAPS Learning, Just, and Accountable Culture background](#)

[Example Learning, Just, and Accountable Culture goals](#)

[Example Learning, Just, and Accountable Culture timeline](#)

[Steering committee discussion outline](#)



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Planning Phase

2. Garner Leadership support.

Executive committee and/or board approves organization-specific statement of Justice, Learning, and Accountability.

- A. Organizational Learning, Just, and Accountable Culture goals and timeline are approved.

[Patient Safety and Just Culture: A Primer for Health Care Executives David Marx, MERS, April 2001](#)

[Dana-Farber Cancer Institute Principles of a Fair and Just Culture](#)

[Patient Safety and the Just Culture Booklet](#)



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Planning Phase

3. Identify champion(s).

Identify individual(s) that will champion a Learning, Just, and Accountable Culture throughout organization. If practical, organization is encouraged to have two or more champions, each representing a specific area or profession (e.g., one administrative, one clinical).

Description of a Learning, Just, and Accountable Culture champion



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4. Identify a team

Identify an interdisciplinary team that includes: medical staff, administration, human resources, risk management, patient safety/QI and frontline clinical staff.

Develop team charter and/or scope of work.

Schedule regular team meetings to review organizational progress with goals and timeline.



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5. Perform organizational Gap Analysis and/or organizational safety culture baseline survey.

A baseline analysis or survey provides an indication of the current organizational perceptions relative to how people are treated when things go wrong. It will also provide a review of organizational policies that will impact the implementation of a Learning, Just, and Accountable Culture. (e.g. would employees report a safety event or perception if employees are held accountable for workplace behaviors). Plan to resurvey, at a minimum, annually.

[AHRQ Culture of Patient Safety Hospital Survey and tool kit](#)

[AHRQ 2008 hospital benchmarking study](#)

[The University of Nebraska Medical Center Rural adapted version of the AHRQ tool](#)

[Bryan Sexton Safety Attitude Questionnaire and Safety Climate Survey](#)

[Outcome Engineering's Behavioral Benchmarking tool](#)

[Outcome Engineering's Pre-Implementation Gap Analysis](#)



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6. Identify organization-wide next steps.

Identify organization-specific next steps to advance a Learning, Just, and Accountable Culture based on gap analysis and/or culture survey results.

[Creating a Fair and Just Culture: One Institution's Path Toward Organizational Change. The Joint Commission Journal on Quality and Patient Safety, October 2007 Volume 33 Number 10](#)

[Making Just Culture a Reality: One Organization's Approach](#)



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7. Engage organizational-wide leadership.

Engage organizational-wide leadership such as CEO, CMO/CCO/VP medical affairs, directors of nursing, risk management, human resources, and pharmacy. Topics may include Learning, Just, and Accountable Culture, risk management and safety, event reporting and investigation, managing system design, and managing behavior. Suggested tactics include:

- A. View OE introductory video
- B. Complete OE Web education
- C. Share data/learning from Gap Analysis.
- D. Review organizational goals and timeline.
- E. Discuss facility-specific scenarios

[Condensed PPT Presentation](#)

[Patient Safety and the Just Culture™ DVD](#)



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Early Implementation Phase

Engaging medical/credentialed staff, management, clinical staff, and all other employees

[1. Engage medical and other credentialed staff.](#)

[2. Develop orientation training for managers.](#)

[3. Develop orientation training for clinical staff.](#)

[4. Develop orientation training for all other employees.](#)

[5. Evaluate existing policies and procedures.](#)

[6. Establish system to learn about potential risk.](#)

[7. Establish process to educate and communicate to patients and families.](#)



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Early Implementation Phase

1. Engage medical and other credentialed staff.

- A. View Outcome Engineering Just Culture introductory video.
- B. Present a Learning, Just, and Accountable Culture to your medical/credentialed staff.
- C. Have a medical leader from an organization that has implemented a Learning, Just, and Accountable Culture speak to your medical/credentialed staff.
- D. Conduct walk-arounds.
- E. Incorporate a Learning, Just, and Accountable Culture into peer review process.

[Condensed PPT Presentation](#)

[Draft Peer Review newsletter article](#)

[Physician Peer Review Flow Chart: Flow Chart attempts to show how Physician Peer Review is integrated into the management of the organization.](#)

[Minnesota Board of Medical Practice Adopts MAPS' Statement of Learning, Justice and Accountability](#)



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Early Implementation Phase

2. Develop orientation training for managers.

Hold organizational wide Learning, Just, and Accountable Culture training for all applicable management.

Establish a process for managers to consistently work with human resources prior to any disciplinary action.

[Detailed PPT presentation](#)

[Newsletter example: The Criminal Edition. The Just Culture Community. January/February 2007;1-6](#)

[Newsletter: The criminalization of human error part II: the culpable organization. Marx D. The Just Culture Community. Summer 2007:2-3.](#)

[Case studies: AHRQ Web M&M rounds on the web](#)

[Case studies for rural facilities: The University of Montana- Missoula: Patient Safety in Rural Settings](#)

[Just Culture for Healthcare Managers™ workbook/online training including the Just Culture Algorithm 3.0 and Patient Safety and the Just Culture Overview DVD.](#)



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Early Implementation Phase

3. Develop orientation training for clinical staff.

Hold organizational wide introductory training for clinical staff. Timing of staff education is important, i.e., not so early that the manager practices haven't had time to take hold, yet not too late that staff don't know their role or consequences.

[Example newsletter content: Our long journey toward a safety-minded Just Culture. Part I: Where we've been. ISMP Medication Safety Alert! Acute Care Edition. September 7, 2006;11:1-3.](#)

[Our long journey toward a safety-minded Just Culture. Part II: Where we're going. ISMP Medication Safety Alert! Acute Care Edition. September 21, 2006;11:1-2.](#)

[Frontline staff presentation by Carol Diemert, MNA, March 2008](#)

[Patient Safety First: Creating a Just Safety Culture](#)

["Outcome Engineering 'Safe Choices'™ Training"](#)



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4. Develop orientation training for all other employees.

Hold organizational wide training for all other employees as appropriate to their functions.



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Early Implementation Phase

5. Evaluate existing policies and procedures.

Review and evaluate key organizational documents that support/do not support a Learning, Just, and Accountable Culture. Develop a timeline to revise policies and procedures to incorporate language from the MAPS Statement of Learning, Justice, and Accountability, including the three Learning, Just, and Accountable Culture behaviors (human error, at-risk, reckless).

- Duties of managers are explicit (this is about seeing risk, designing safe systems and coaching/mentoring of staff).
- Duties of staff are explicit (the processes, but also looking for risk, reporting hazards and making safe behavioral choices).

These policies/procedures include:

- Quality and patient safety plan
- New employee orientation
- Job descriptions
- Discipline policies
- Incident/occurrence reporting
- Patient safety event/error reporting
- Sentinel event investigation policy and process

[Tips to incorporate Learning, Just, and Accountable Culture concepts into policies.](#)

[Model occurrence reporting policy](#)

[Model human resources policy](#)



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Early Implementation Phase

6. Establish system to learn about potential organizational risk.

- A. Perform routine employee safety rounds.
- B. There is a process in place for staff to report risk/events, such as a good catch/near miss reporting system.
- C. There is a process in place to routinely assess risk.



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Early Implementation Phase

7. Educate patient and families.

Establish process to educate patients and families on patient safety and their ability/right to speak up/be engaged in their health care.

[MAPS Patient Safety: Your Role Brochure](#)

[Joint Commission's Speak Up campaign brochure](#)



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MAPS Learning, Just, and Accountable Culture philosophy and principles are integrated and embedded throughout organization

1. [Establish and communicate expectations organization-wide.](#)

2. [Concepts are infused and embedded in regular routines/practices throughout organization.](#)

3. [Evaluating Progress.](#)



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MAPS Toolkit to Create a Learning, Just, and Accountable Culture

Making Good Progress Phase

1. Establish and communicate expectations organization-wide.

Leaders, management, staff, and patients/families are clear on established duties.

- A. Communicate and educate leaders, management, and staff on revised policies and procedures. This includes staff's role with a Learning, Just, and Accountable Culture – looking for risk, reporting hazards and making safe behavioral choices.
- B. Incorporate a Learning, Just, and Accountable Culture into new employee orientation.
- C. Accountability is established and communicated (leader, staff, and management).
- D. Patients and family routinely educated on their role with patient safety, including asking questions and speaking up with any safety questions or concerns.



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Making Good Progress Phase

2. MAPS Learning, Just, and Accountable Culture concepts are infused and embedded in regular routines/practices throughout organization.

- A. MAPS Learning, Just, and Accountable Culture concepts are routinely used in the root cause analysis (RCA) process (e.g., drifting, red rules, coaching).
- B. MAPS Learning, Just, and Accountable Culture is a regular management meeting agenda item. (Manager group practices together the use of the Outcome Engineering Algorithm in analyzing and planning response to employee issues at monthly management meetings).
- C. MAPS Learning, Just, and Accountable Culture concepts are routinely used in the peer review process.
- D. MAPS Learning, Just, and Accountable Culture principles are incorporated into performance improvement.
- E. MAPS Learning, Just, and Accountable Culture principles are congruent with employment/practice agreements (e.g., physician code of ethics/behaviors, labor agreements).

[RCA checklist for managers – questions you should ask](#)

[Management checklist for incorporating a MAPS Learning, Just, and Accountable Culture principles into performance improvement](#)

[A Primer on Critical Incident Stress Management](#)

[Medically Induced Trauma Support System \(MITSS\)](#)

[Red Rules: An Error-Reduction Strategy](#)

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3. Evaluating Progress.

Success factors of implementing a Learning, Just, and Accountable Culture include:

- Identify barriers and challenges of implementation.
- Conduct periodic gap analysis and/or organizational safety culture tool reviews.
- Identify and review work done for safe systems design — what is working, how patient care is impacted, and future goals (e.g., HR, environmental, infection control, RCA/CAPs, FMEAs, safety committee goals, responses to safety alerts).
- Analyze safe behavioral choices (review HR discipline issues, good-catch reporting system, unsafe choices in RCAs).
- Utilize algorithm with event investigations on a routine basis.
- Establish and review error rate and other leading process improvement indicators (good-catch reporting).
- Evaluate how many times the Critical Incident Stress Debriefing is used to support staff.
- Measure outcomes associated with improvement projects.

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Additional Resources

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