AVIATION SAFETY CULTURE IN HEALTHCARE - WILL IT WORK?

it is not about adopting some tricks and tips
you need to manage it

ir. Job Brüggen
your image of aviation?
my image of healthcare?
Risk in human activities

René Amalberti (2014)
hierarchy

- What is your hierarchy?
- Who is ultimately **accountable** for safety?
selection & training

How you select candidates, educate, train and re-train
How you evaluate the performance of individuals
(NOT using the incident reporting system!)
commonalities?

They are all HUMANS with:
• pride
• professionalism
• ego
• human error
• shame
• fears
principal elements of sms

Safety Policy

Safety Risk
Assessment Process

How do we do safety business?

Primary Process

input → result

What if?

What?

Why?

Safety Occurrences
Management

Safety Performance
Management
safety management system
safety criteria

LyNL operate: 97% per vlucht

TyF: 87% 2.7x10^2

APP: 5% 1.6x10^3

ACC: 5% 1.6x10^3

Departure: 8% 2.5x10^2

Taxing: 3% 1x10^2

Takeoff: 8% 2.5x10^2

Landing: 60% 1.6x10^2

Initial & Intermediate Approach: 3% 1x10^3

Final Approach: 1% 3x10^3

CTA Outbound: 3% 1x10^3

CTA Inbound: 1% 3x10^3

CTA Transit: 1% 3x10^3
safety accountabilities & responsibilities
safety performance monitoring
safety performance monitoring (2)
safety culture
OF COURSE ACCIDENTS HAPPEN! IT IS A DANGEROUS BUSINESS!

SACK THE IDIOT WHO DID THAT!
reactive

EH... MAYBE WE SHOULD DO SOMETHING!

WHAT WILL THE NEWSPAPERS SAY...?
So far so good. I need more audits but at what cost?
proactive

Reasonably happy... but what would be the newest threat?

Life can't be that fair!
generative

THAT’S HOW WE DO BUSINESS AROUND HERE

THE RIGHT ATTITUDE
LESS PAPER
MORE SAFETY
MORE PRODUCTION

THE SAFE WAY IS THE ONLY WAY
LVNL does not punish staff for actions, omissions or decisions taken by them that are commensurate with their experience and training. However gross negligence, wilful violations and destructive acts are not tolerated.

but HOW to make this operational?

HOW to get people to action their good intentions, in stead of hiding errors for fear of punishment?
You have certainly heard about Just Culture, but HOW do you respond to what you observe? This site is for you. It will help you to interpret the human behaviour with a Just Culture mindset.

Beginner: If you don’t know how to select the correct level, check out the “Learn more” button first. In this first level, basic concepts are explained. This level will help you to get familiar with this. Advanced users, in the fourth level, find this level that best matches the observed behaviour. Then select one of the following options on the same menu as suggested ones.

**SAFETY**

- Excellent situational handling at a safety situation. A person really excelled in a critical situation.

**IMPROVING THE SYSTEM**

- By thoroughly understanding how the system works, a person was able to suggest an important improvement to the safety management system.

**TEACHING**

- People took action to help others understand the system better. This could be based on self-improvement activities or training sessions.

**WORKING TOGETHER**

- Your system can sometimes be frustrating. It can improve your system.

**WIZARD**

Recognising exceptional behaviour or helping someone in a just manner. But it is important to be clear about WHAT you are rewarding and HOW you would do it.

**FIRST AID KIT FOR JUST CULTURE**

A personal tool kit for Just Culture situations has been developed by the same authors. This will help you to decide quickly about the right behaviour you need to display in particular tricky situations.
just culture in your pocket

Interpreting
Perhaps one of the most important parts of a Just Culture In
daily practice: here are some tips!

Why do we blame?
Finding somebody to blame can feel very comfortable

Who’s behaviour are you looking at
It makes a difference as to who’s behaviour you are interpreting.

Who gets to say?
A jury of peers allows professional themselves to draw the line.

Behaviour, not outcome
Just because the accident was very big does not mean the people
involved are very bad.

Using the ‘Navigator’
A tool to help you in your interpretation of human behaviour.

Classes of behavioural intent
This tool proposes eight classes of human behaviour, 4 positive, 4
negative.
netherlands’ just culture in aviation

• mandatory reporting system

• no prosecution for events reported through mandatory system
  • except gross negligence and willful misconduct

• regular discussions judiciary & sector

• creation of trust
can you copy some goodies?

Of course you can!

Aviation
- Selection & Training
- Management Structure
- Appraisal
- People

Healthcare
- Selection & Training
- Management Structure
- Appraisal
- People
or improve structurally?

- organisational accountability for safety
  - operational safety focus
  - hierarchical structure with clear reporting lines
  - safety management
    - safety director
    - safety management system
    - safety key performance indicators
    - safety reporting
  - safety culture
  - just culture
links

- [https://www.linkedin.com/groups?home=&gid=925047&trk=anet_ug_home](https://www.linkedin.com/groups?home=&gid=925047&trk=anet_ug_home)
- [www.safetyandjustice.eu](http://www.safetyandjustice.eu)
- [firstaid.safetyandjustice.eu](http://firstaid.safetyandjustice.eu)