

# Just Culture Package

## Information for participating health services

OFFICIAL

**Safer Care Victoria is offering a Just Culture Package to Victorian health services. The goal is to improve safety culture at participating services, and therefore improve patient experiences and outcomes.**

### What is Just Culture?

Just Culture is part of safety culture, with the major features being:

- a systems-thinking mindset to adverse event review
- provision of a psychologically safe workplace where employees feel safe to report adverse events and near misses
- managing the innate cognitive biases we all have as part of being human.
- the concept of shared accountability between the organisation and the individual when adverse events occur

### Why is safety culture important?

Patients continue to be harmed at unacceptable rates in Australian health services. As per the 2018 Grattan Institute report, *Safer Care Saves Money*, one patient is harmed from every nine admissions.

This harm is expensive, on a personal level to patients and to the healthcare system. The total cost to health services for patient complications in Australia has been estimated at \$5 billion per year.

Promoting safety as 'core business' with active participation at all levels and a systems lens applied to adverse event review, has reduced incidents in other safety critical industries (such as aviation, transport, mining, engineering). Healthcare is lagging behind.

Cultural change will not happen without engagement and modelling by senior leadership (at executive level).

Positive safety cultures are consistently associated with a range of patient outcomes including reduced mortality rates, falls, hospital acquired infections and improved patient satisfaction.

### Just Culture Package: What is included?

Safer Care Victoria will train senior leaders and other nominated Just Culture Champions within your health service about just culture and how to facilitate learning for adults. We will then provide the resources for senior leaders to train their own staff in just culture, including application of just culture principles to their daily work as well as adverse event reviews.

### Two training sessions

Attended by senior leaders and Just Culture Champions from your health service.

1. Train the trainer session. This 3 hour session includes:
  - Principles of adult learning
  - Facilitating for different communication styles
  - Tips for great facilitation.
2. Just Culture in healthcare. This 3 hour session includes:
  - Defining just culture and safety culture
  - The concepts of systems thinking and shared accountability
  - Cognitive bias management
  - Practical application of just culture principles.

## The Just Culture Toolkit

This contains the following resources required to facilitate the 2-hour Just Culture in healthcare training sessions for your own staff, noting each session is suitable for 20-30 participants.

- Pre-reading resources
- Slide deck
- Detailed facilitator's guide
- Fact sheets
- Guide to Just Culture Thinking
- Feedback forms

You will also have access to Safer Care Victoria staff to provide ongoing support as required.

## Provision of outcome measures for your health service

The outcome of this project will be measured by observing changes in safety culture data (incident reporting levels, People Matter Survey responses) over time, and comparing these between participating and non-participating health services.

We will also measure the effect of changes in safety culture on patient experience and outcomes (from Victorian Health Experience Survey results and outcome data available from the Victorian Agency for Health Information).

The data collated from your health service will be securely provided to you.

Safer Care Victoria will publish the results, with low-risk ethics approval pending. No healthcare service, patient or employee will be identifiable in published data, which will include aggregated data only. There will be no publications prior to formal Human Research Ethics Committee approval.

A copy of the research proposal can be made available by request.

## Expectations of participating health services

- Nomination of senior leaders to participate in the training sessions facilitated by SCV
  - Senior leadership is defined as those with board, executive, or senior program director roles
- Nomination of Just Culture Champions to attend the training sessions facilitated by SCV
  - It is recommended these are departmental-level leaders from a variety of clinical and non-clinical areas, though you may apply to include other culturally influential employees
- A plan for how you will implement the Just Culture training within your organisation
  - We recommend you target organisational leaders and quality and safety teams as a priority for training sessions
  - It is essential that a senior leader (clinical program director level or above, but preferably executive level) at least co-facilitates each training session. There is overwhelming evidence that organisational culture requires support from senior management to improve
  - Ensure clinical and non-clinical staff are included
- Sharing of data with Safer Care Victoria
  - three monthly updates on: the number of Just Culture education sessions facilitated at your health service, the names/roles of the facilitators for each course, the total number and role of attendees
  - After each training session attendees will be asked to provide feedback about session content and delivery via an anonymous online survey. These results will also be accessible to you
- Nomination of a project lead within your health service who will be responsible for collating the above data and communicating with Safer Care Victoria
- A plan for how often the progress of the Just Culture package and associated safety culture data will be presented to the board.

## What now?

If your health service would like to participate in the project, please fill out the attached Application and Consent Form.

If you would like more information or to set up a meeting to discuss further, please email [irtreviews@safercare.vic.gov.au](mailto:irtreviews@safercare.vic.gov.au).

To receive this publication in an accessible format phone 03 9096 1384, using the National Relay Service 13 36 77 if required, or [email Safer Care Victoria <info@safercare.vic.gov.au>](mailto:info@safercare.vic.gov.au)

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