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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	20 February 2020	Agenda Item	3.3
Report Title	Just Culture		
Report Author	Kathryn Jones, Assistant Director Workforce and OD		
Report Sponsor	Hazel Robinson, Executive Director Workforce and OD		
Presented by	Kathryn Jones, Assistant Director Workforce and OD		
Freedom of Information	Open		
Purpose of the Report	This paper provides information on the principles of a just culture and the Health Boards plans to develop.		
Key Issues	The paper provides details of the key benefits of developing a just culture and the details of the programme to develop the Health Boards approach and implementation plan.		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recommendations	Members are asked to: <ul style="list-style-type: none"> RECEIVE 		

JUST CULTURE - SWANSEA BAY UNIVERSITY HEALTH BOARD

1. INTRODUCTION

This paper sets out to give a brief explanation of what a Just Culture is, the benefits to the organisations of developing a Just Culture and Just Culture ways of working and details of the programme to support development and the implementation of a Just Culture.

2. BACKGROUND

The concept of a Just Culture comes from Sidney Dekker, a professor of human factors and system safety at Lund University, Sweden and has been implemented by Mersey Care NHS Foundation Trust with very positive results for patients and staff.

A just culture is a culture of trust, learning and accountability, the purpose of which is to give people the confidence to report safety issues knowing that they will be dealt with fairly, enabling learning from the incident, and to hold people accountable for undesirable performance.

The current system that the Health Board operates is that when something goes wrong, we ask: Which rule was broken? Who was responsible? What should the punishment be? We are inclined to put people into a disciplinary process. This is neither helpful for the organisation or the individual and creates an unproductive culture for the organisation and is seen as unfair and punitive.

A just culture approach is based on restorative justice so when something goes wrong very different questions are asked: Who is hurt? What are their needs? Whose obligations is it to meet those needs? The just culture approach recognises that incidents can be attributable to a defective system rather than the individual involved. This shifts the focus from who is responsible to what is responsible.

The Health Board executive team are very supportive of developing a Just Culture and recognise the benefits of developing this approach in the Health Board, to create a Just and Learning culture that supports improved patient care and staff experience.

The Just Culture approach is in line with Health Board values and will support further embedment in our working practice.

The benefits to the organisation in adopting a just culture approach are that

- Incidents can be fairly and constructively evaluated to identify its true cause, allowing targeted system improvement to prevent similar incidents in the future.
- Staff supported to report and learn from incidents in the workplace
- Staff feeling more supported.
- Improved employee relations climate
- Increased collaboration between, Human Resources, Trade Union colleagues and staff.
- Improve staff survey results

Mersey Care NHS Foundation Trust worked in collaboration with Sidney Dekker to implement a just and learning culture, they initially ran a small pilot in 2016 and due to

its success the culture has been spread trust wide to its 8000 employees in January 2017.

Swansea Bay University Health Board and Cwm Taf Morgannwg University Health Board have been chosen by Welsh government to pilot this approach in the NHS Wales. Mersey Care NHS Foundation Trust and Northumbria University will be delivering a programme on the principles and practice of Restorative and Just Culture.

The programme we will address the theory behind Restorative Just Culture and its application in complex organisations.

It will indicate not just how to implement a Restorative Just Culture, but also which prerequisites are necessary and which type of organisational philosophy is required. It will explain the difference between retributive and restorative approaches, and consider the advantages and disadvantages of each.

It will discuss how a Restorative Just Culture can be evident even without adverse events. We address the role of the Human Resource professional in initiating and sustaining a Restorative Just Culture. It will also outline how Mersey Care took an organisational development approach to diagnosing and tailoring its approach through staff engagement.

The programme will cover the following topics:

- Restorative Just Culture: The alternative
- Restorative Just Culture: How to do it - adverse events
- Restorative Just Culture: How to do it - routine work
- Restorative Just Culture: implementing for sustainability
- How to implement restorative just culture
- Compassionate HR
- How to implement from an Organisational, Operational and Human Resources perspective
- Impact and business case

The Health Board has 30 places on the programme which are shared equally between, managers, human resources and trade union colleagues. Places for managers and human resources staff have been by nomination.

The programme includes a day on implementation of a just culture and following this a detailed roll out plan will be developed in partnership with trade union colleagues.

3. GOVERNANCE AND RISK ISSUES

The development of this approach will require engagement across the organisation at all levels. To ensure that support is gained for the approach it is recommended that the implementation is staged to ensure full support from all managers. This will ensure that once implemented across the organisation there is a consistent approach.

This will be a new concept for the Human Resources team who are currently focused on policy implementation. The team will require significant levels of training and support to embed new practice in just culture ethos to ensure consistent advice and support to managers.

4. FINANCIAL IMPLICATIONS

The Health Board has a commitment from Welsh Government to fund the Just Culture Programme, the Health Board has funded the cost of the venue for the programme this was agreed by the executive team.

5. RECOMMENDATION

The Workforce and OD Committee are asked to note the content of the paper and support the development of a Just Culture across the Health Board.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
Implementing a Just Culture approach will improve quality, safety and patient experience our staff will be confident to report issues knowing they will be dealt with fairly which will lead to improve in all of the above.		
Financial Implications		
The Health Board has a commitment from Welsh Government to fund the Just Culture Programme, the Health Board has funded the cost of the venue for the programme this was agreed by the executive team.		
Legal Implications (including equality and diversity assessment)		
Staffing Implications		
Staff attending the programme will not be in their normal roles for the four days of the programme.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
<ul style="list-style-type: none"> ○ Long Term – Supporting the development of a Just culture will benefit patients and staff ○ Prevention – A just culture will help the Health Board develop an improved understanding of why incidents happen and learn from incidents to stop them happening again. ○ Collaboration – The implementation of a just culture will support collaborative working between staff, managers, human resources and trade union colleagues. The Just Culture approach will support staffs well- being. 		
Report History	N/A	
Appendices	N/A	

