



Medical-legal Essentials for Physician Leaders: Decreasing Harm Through a Just Culture

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■ Core beliefs

1. To err is human
2. To drift is human
3. Risk is everywhere
4. We must manage in support of our values
5. We are all accountable



**We manage
to our values**

Human being

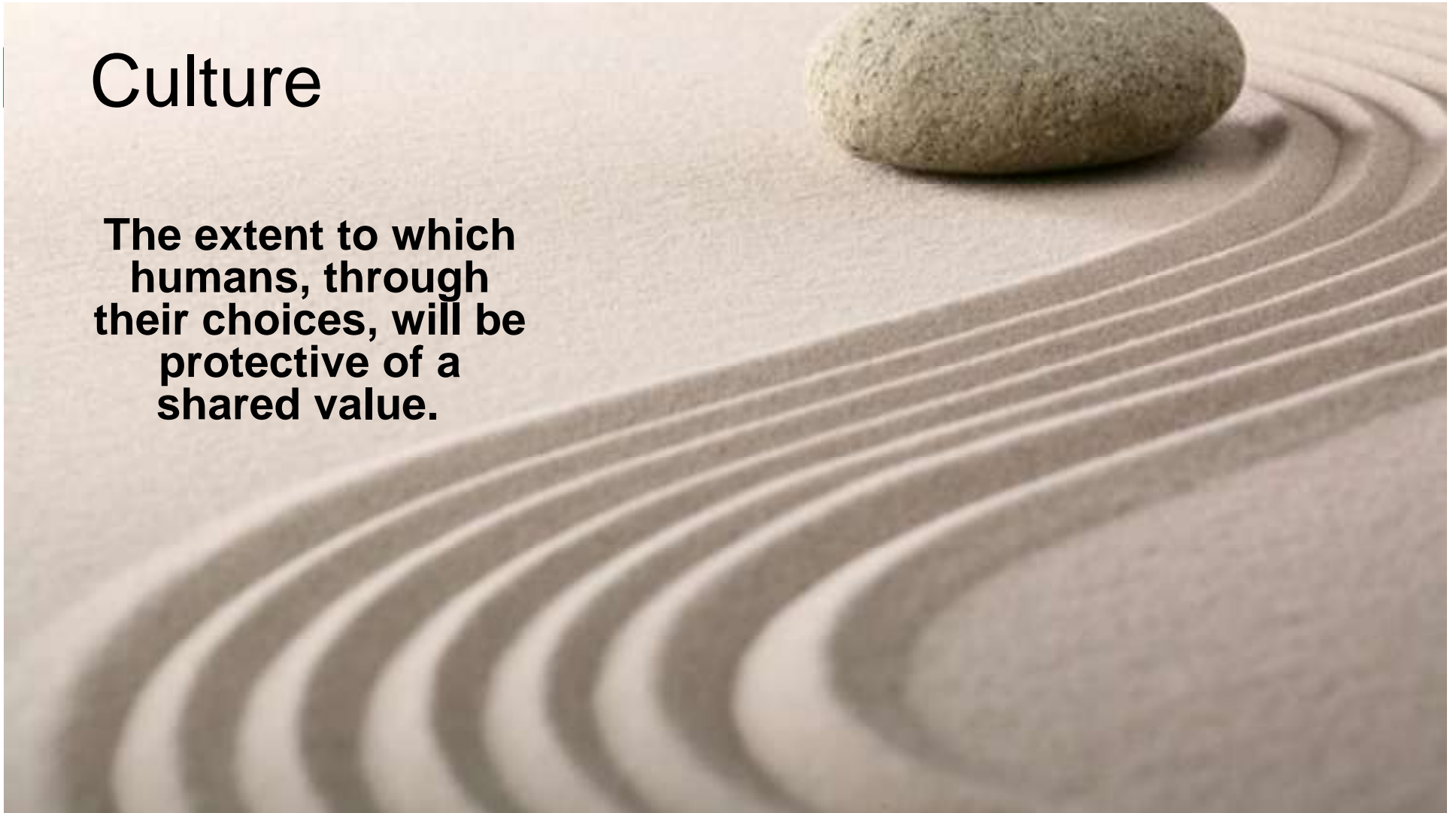
noun ('hju:mən 'bi:ɪŋ)

An inherently self-serving, occasionally altruistic, happiness-seeking, inescapably fallible pack animal, blessed (or cursed) with free will and a mistuned ability to see and avoid hazards in the world around it.

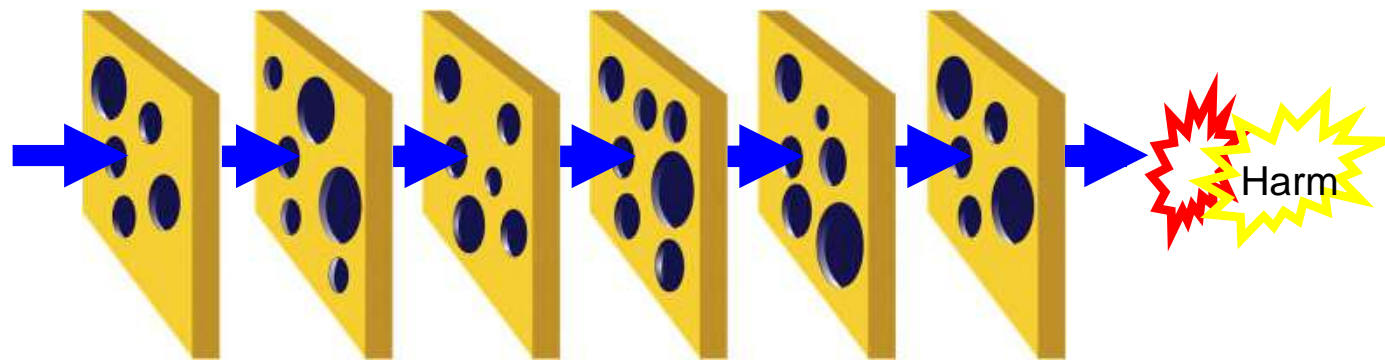
- David Marx

Culture

The extent to which humans, through their choices, will be protective of a shared value.



System Failure(s)



Funding & Resources

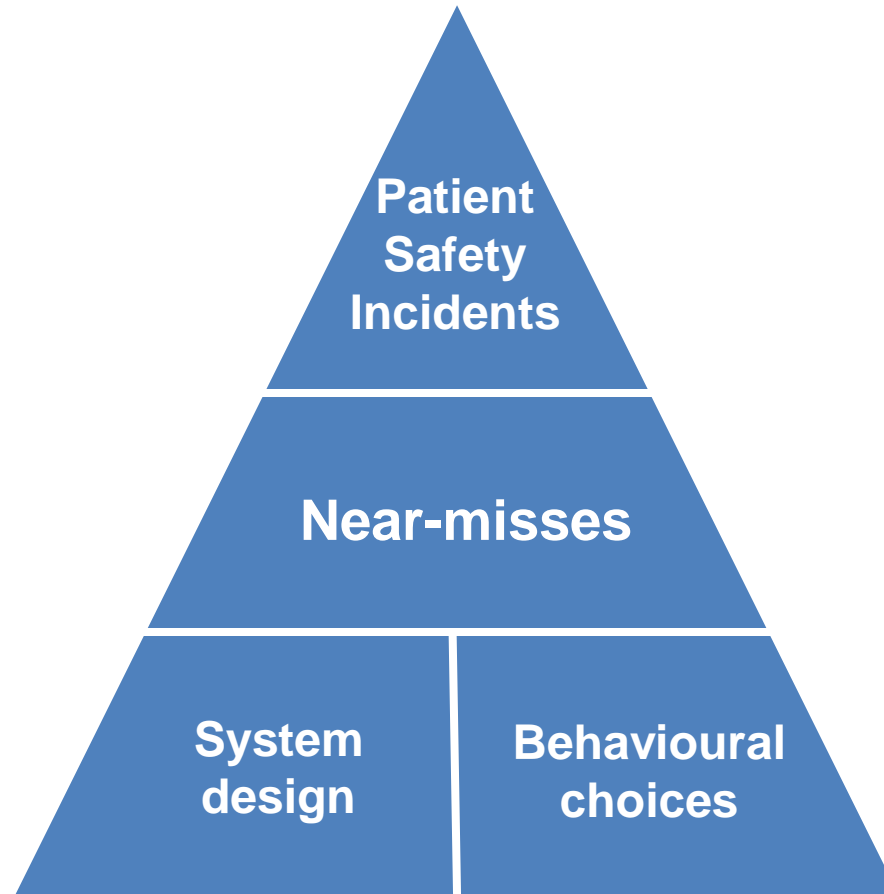
Organization
Culture
Incomplete policies

Technical
Poor designs
Deferred maintenance

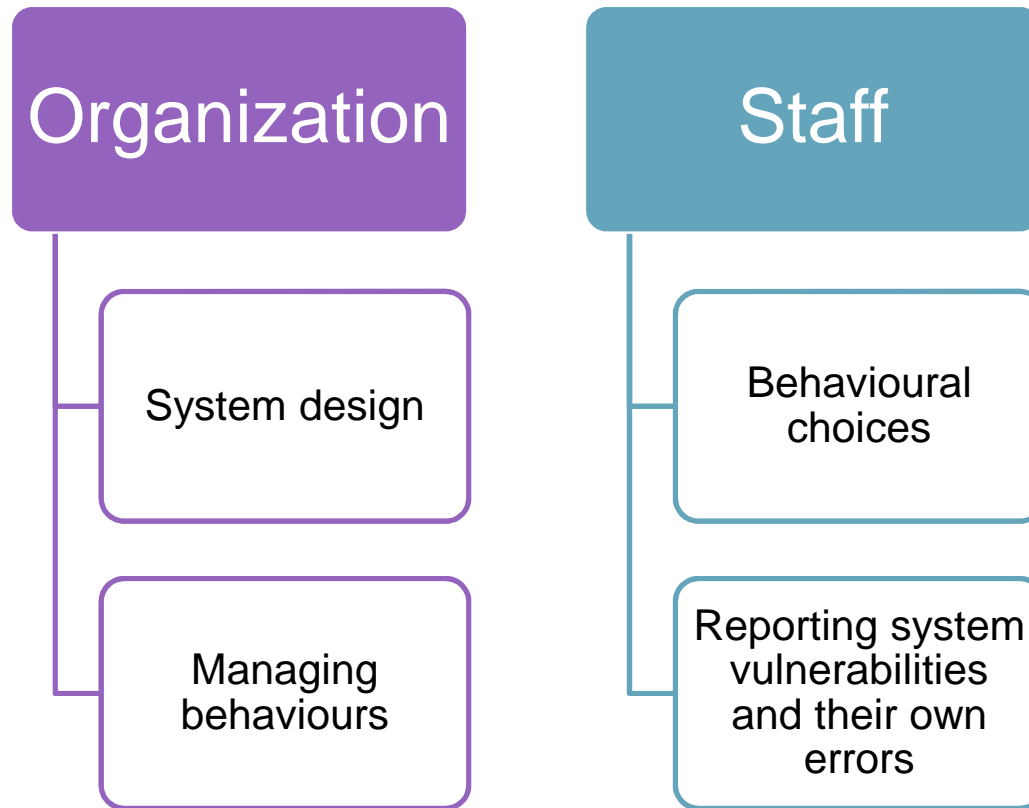
Team
Shifting responsibilities
Handovers

Provider
Training
Distractions
Fatigue

From J. Reason



Accountabilities



Human Error



Console

- design processes
- training

At-Risk Behaviour



Coach

- remove/create incentives
- increase situational awareness

Reckless Behaviour



Discipline

- remedial action

■ Key message

Humans will drift away from rules, policies and their training as they gain comfort with the tasks they are performing.



■ Violations and drift

