



# **2019 CHEAC Annual Meeting Just Culture: Building Capacity for Organizational Change**

**October 9, 2019**

# Workshop At-a-Glance

- I. Background
- II. Training and Coaching
- III. Policy and Systems Changes
- IV. Staff Engagement and Empowerment
- V. Facilitated Discussion

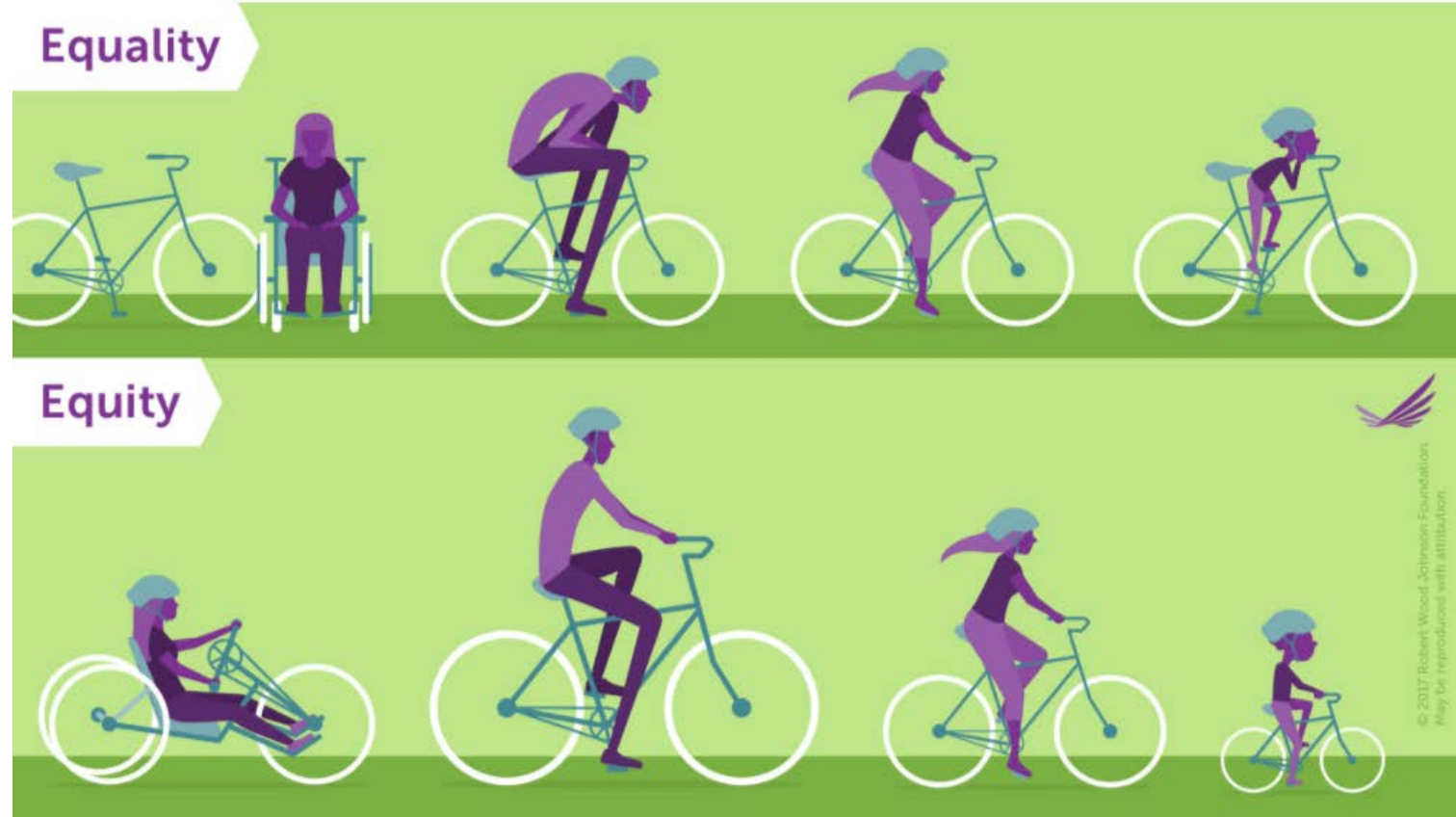




# Background

**Barbara Ferrer**

Director, Los Angeles County Department of Public Health (LACDPH)



**Health Equity means that everyone has the opportunities and resources needed for optimal health and well-being**

Definition from Robert Wood Johnson Foundation

<http://www.rwjf.org/en/library/research/2017/04/what-is-health-equity-.html>

# Building a culture of equity at DPH requires a simultaneous journey...

## INDIVIDUAL

Implicit bias

## ORGANIZATIONAL

Just Culture

CHE Action Plan

All are critically important and take training, opportunities to practice, forums for peer discussion, and other ongoing supports that only **OUR WORKFORCE** can identify.

# Core Strategies

## How we reframe our work to prioritize health equity



1

- Increasing **organizational competency** and capacity to engage in sustained equity work.



2

- Communicating in ways that **amplify community voices** and authentic narratives to drive action.



3

- Supporting/building **community capacity** to engage in efforts that eliminate inequities.



4

- Forging **partnerships** to enhance and promote efforts that result in equitable health outcomes.



5

- **Aligning current resources** to work that eliminates inequities.

# 2018-19 Just Culture Goals

- All DPH workforce complete the online training or the instructor-led workshop by June 30, 2018.
- All supervisors and managers complete the instructor-led workshop by December 31, 2018.
- The 2019 Pulse Survey findings will show a 20% increase in a positive response to the survey question, “I have a good understanding of Just Culture,” by June 2019.
- Supervisors will consider the Just Culture principles when referring matters to Human Resources (HR) Performance Management.



# Training and Coaching

**Y. Silva Shin**

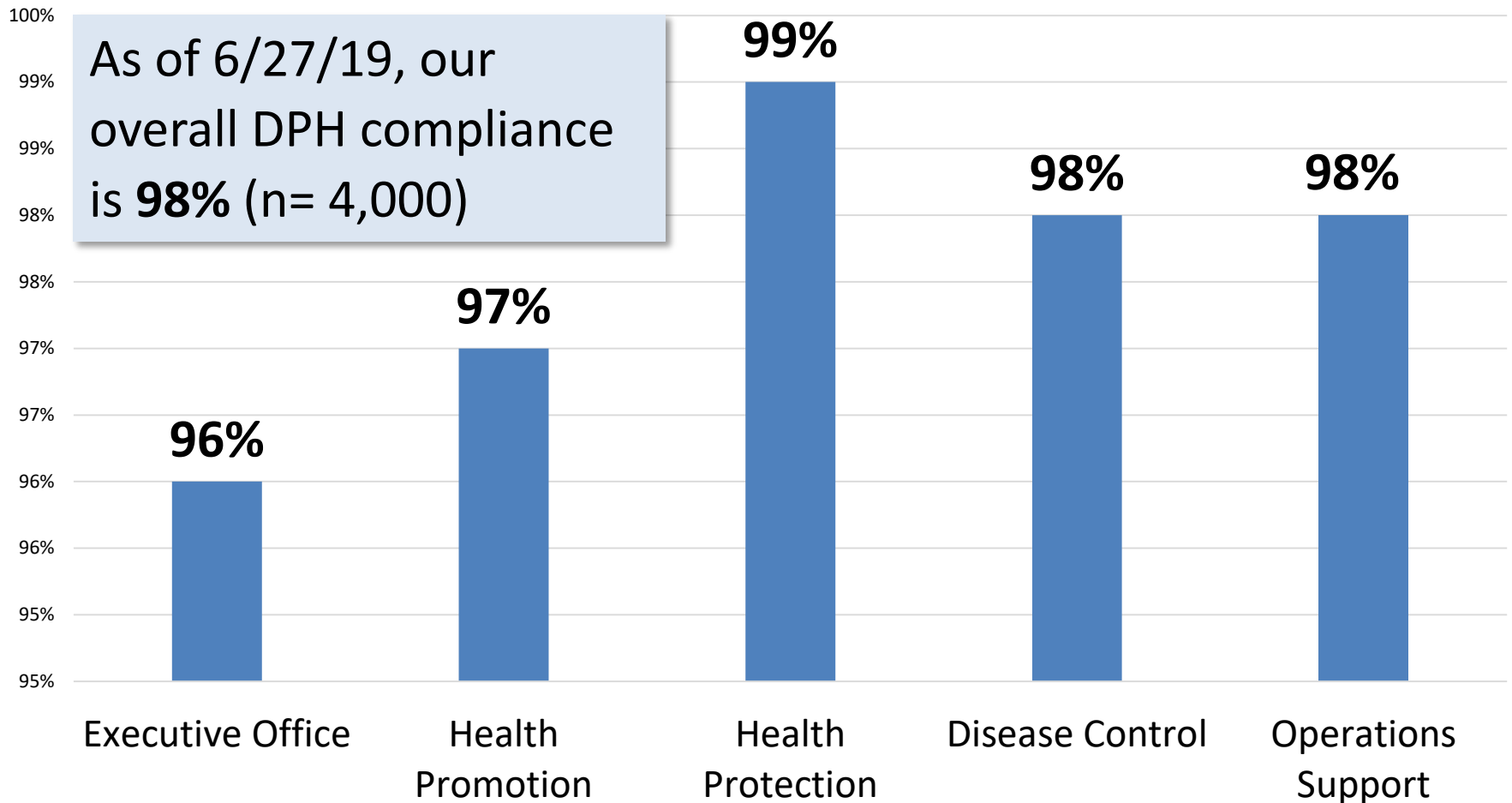
Director, Organizational Development Training, LACDPH



# Staff Training

- Train-the-Trainer Model
- Just Culture Champions
- Line Staff Members and Supervisors/Managers

# Just Culture Training Completion Rates, By Bureau



# Coaching Program

- Just Culture Coaches
- Training Program
- 2-Year Commitment



# Policy and Systems Change

**Franklin Pratt**

Medical Director, Vaccine Preventable Disease Control  
Program, LACDPH

# Policy Change and Systems Evaluation

- Performance Management Interface
- Policy Review Workgroup
- Systems Education and Training as Prelude to Evaluation



**SUBJECT: DISCIPLINARY ACTION**

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**OF 1**

**POLICY No.: 741**

**EFFECTIVE DATE: 01/31/10**

**APPROVED BY:** *Jonathan E. Feldman*

**SUPERSEDES: DHS Policy No. 747**

**PURPOSE:** To state the Department of Public Health (DPH) policy on disciplinary action.

**POLICY:** The Department of Public Health shall implement disciplinary action in accordance with the DPH "Employee Evaluation and Discipline Guidelines" (EE&DG). The five levels of discipline are (A) Written Warning, (B) Written Reprimand, (C) Suspension, (D) Reduction/Demotion, and (E) Discharge. All suspension dates shall be determined by management.

**DEFINITION:**

The definition of discipline, and the appropriateness of the Department imposing such action, is incorporated herein by Civil Service Rule 18.031 below:

"Failure of an employee to perform his or her assigned duties so as to fully meet explicitly stated or implied standards of performance may constitute adequate ground for discharge, reduction or suspension. Where appropriate, such grounds may include, but are limited to, qualitative as well as quantitative elements of performance, such as failure to exercise sound judgment, failure to report information accurately and completely, failure to deal effectively with the public, and failure to make productive use of human, financial and other assigned resources. Grounds for discharge, reduction or suspension may also include any behavior or pattern of behavior which negatively affects an employee's productivity, or which is unbecoming a County employee, or any behavior or condition which impairs an employee's qualifications for his or her position or for continued County employment."

**AUHTORITY:** Los Angeles County Civil Service Rule 18.031  
DPH "Employee Evaluation and Discipline Guidelines" (EE&DG)

<b>JECT: ① DISCIPLINARY ACTION</b>		<b>PAGE 1</b>
		<b>OF 1</b>
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# Just Culture – System Analysis



START

It is essential to remember the importance of evaluating for System Contributors that allow/encourage unwanted Human Error or Behavioral Choices, and identifying system modifications that can help prevent recurrence or minimize potential harm. When evaluating the system consider:

- Results of Substitution Test (Would other in similar situation do the same thing)
- Do existing policies and procedures promote expected behavior? ←
- Are appropriate resources available? ←
- Is suitable education/training available? ←
- How does the organization balance use of resources with risk related to Human Error and/or Behavioral Choices?
- Work with staff to redesign the system or its components to prevent and/or mitigate unintended risks or harm. ←

This needs to be the first step in applying Just Culture to a situation!





# **Staff Engagement and Empowerment**

**Maribel Castillon**


Public Health Nurse, Children Medical Services, LACDPH

SEIU 721- Just Culture Co-Lead


## Transitioning From A Punitive Environment To A Just Culture



# Encouraging Staff to Complete Surveys







**Complete the  
Just Culture Pulse Survey**

Follow the link: <https://www.surveymonkey.com/r/SQDDBLD> Or scan the code: 


**The Pulse Survey is:**  
· Quick · Easy · Anonymous · Valuable

The survey will remain open from February 6 - March 6, 2018


**Don't wait! Make your voice count today!**

Labor Management Transformation Council





**Complete the  
Just Culture Pulse Survey**

Follow the link: <https://www.surveymonkey.com/r/2019JCPulse> Or scan the code: 

**The Pulse Survey is:**  
· Quick · Easy · Anonymous · Valuable

The survey will remain open from June 5 - June 26, 2019

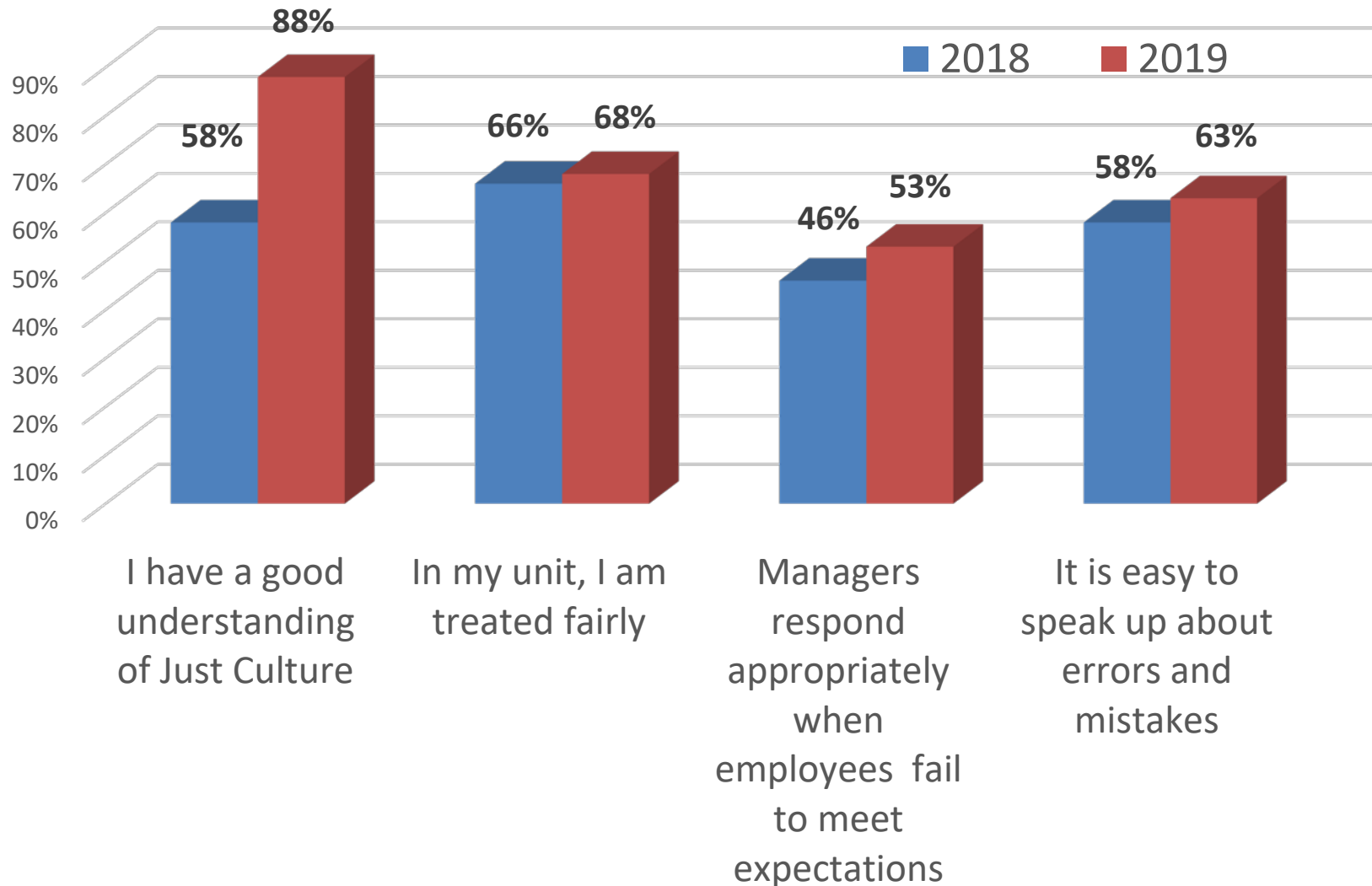
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Labor Management Transformation Council

# DPH Just Culture Pulse Survey Results

## 71% response rate



# Just Culture Champions Stepping Up And Becoming Just Culture Coaches





# Discussion

# Discussion

Break into groups to answer the following:

- What about the Just Culture efforts resonates with your work?
- What do you think is missing?

Please identify one person from your group to report out to the full group.

# Any Questions or Feedback?

