EXCELLENCE IN HUMAN PERFORMANCE IMPROVEMENT

University of Idaho
at Idaho Falls

BushCo

Purpose of Human Performance

To proactively prevent "Unwanted Outcomes" triggered by human error.

Error:

Un-intentional deviation from a preferred behavior.

Clip 1

Patient sues after surgeons remove wrong testicle

By Luke Salkeld

A PATIENT suffering from cancer who had a healthy testicle removed by mistake is suing the hospital where he had the operation.

The 48-year-old company director says the botched operation has left him unable to have children.

He had gone into an operating theatre expecting a cancerous testicle would be removed, but 40 minutes after the operation a doctor realised the blunder.

The healthy testicle was frozen while a plastic surgeon dashed to the scene and tried to undo the damage done to the patient, who comes from a village in Wiltshire.

The man has asked not to be named ahead of legal proceedings against Salisbury District Hospital. He is hoping to be awarded compensation.

Although he already has family from a previous relationship, the man will not be able to have more children with his present partner. Last night, he said: 'It seems I can no longer father children. I have gone through incredible stress and strain.

'The matter is in the hands of my solicitor.'

Yesterday a patient watchdog called for a thorough investigation. A spokesman for the Wiltshire Involvement Network said: 'This is a tragic thing to have happened.

'Obviously there needs to be an investigation by the hospital as to how it came about. With this type of operation men need confidence they can put their trust fully in the hospital.'

Salisbury NHS Foundation Trust, which runs the hospital, said in a statement: 'We have received notification from solicitors of pending legal action.

'This is a regrettable incident and the trust once again offers its sincere apologies to the patient.'

It added: 'The patient was informed straight after the completion of surgery of the situation and that additional surgery had taken place to rectify this.

'The trust carried out a thorough investigation and as part of this the trust immediately made changes to its processes.'

Reducing Errors should not be the primary focus.
It should be reducing the consequences of errors!

HENCE ZERO IS ACHIEVABLE!!!!!

Clip 2

CEREBRAL

LEFT

RIGHT

Leadership
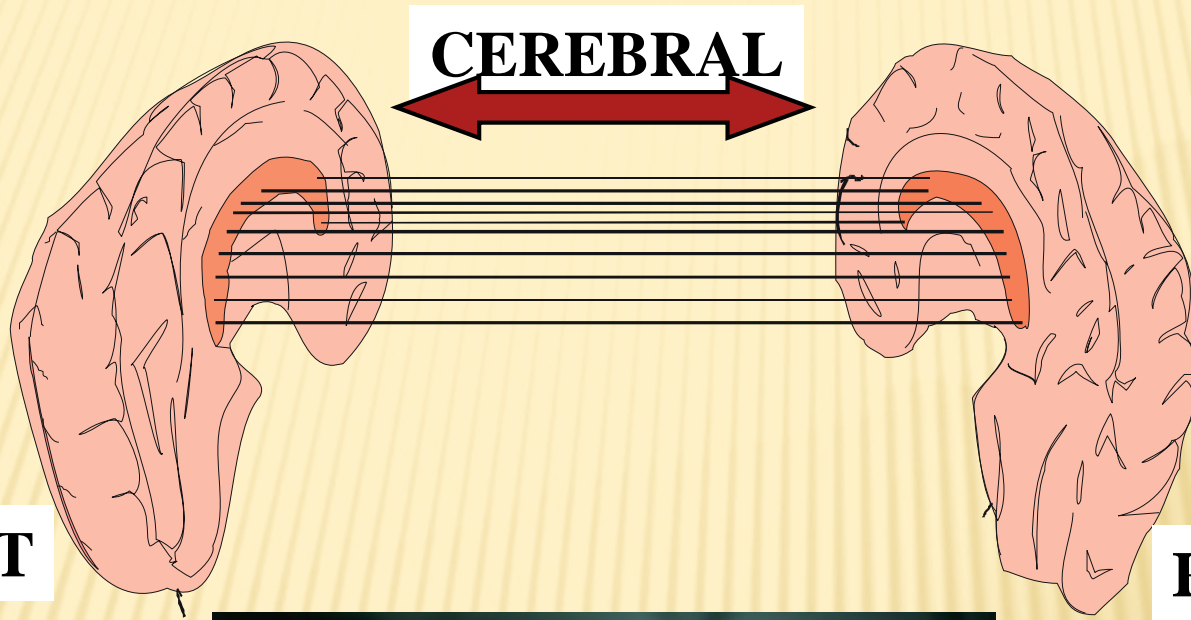
Analytical
Math
Compliance
Regulated
Mandatory
Text
Logical
Factual

Creative
Synergistic
Imaginative
Holistic
Contextual
Futuristic
Intuitive
Feelings
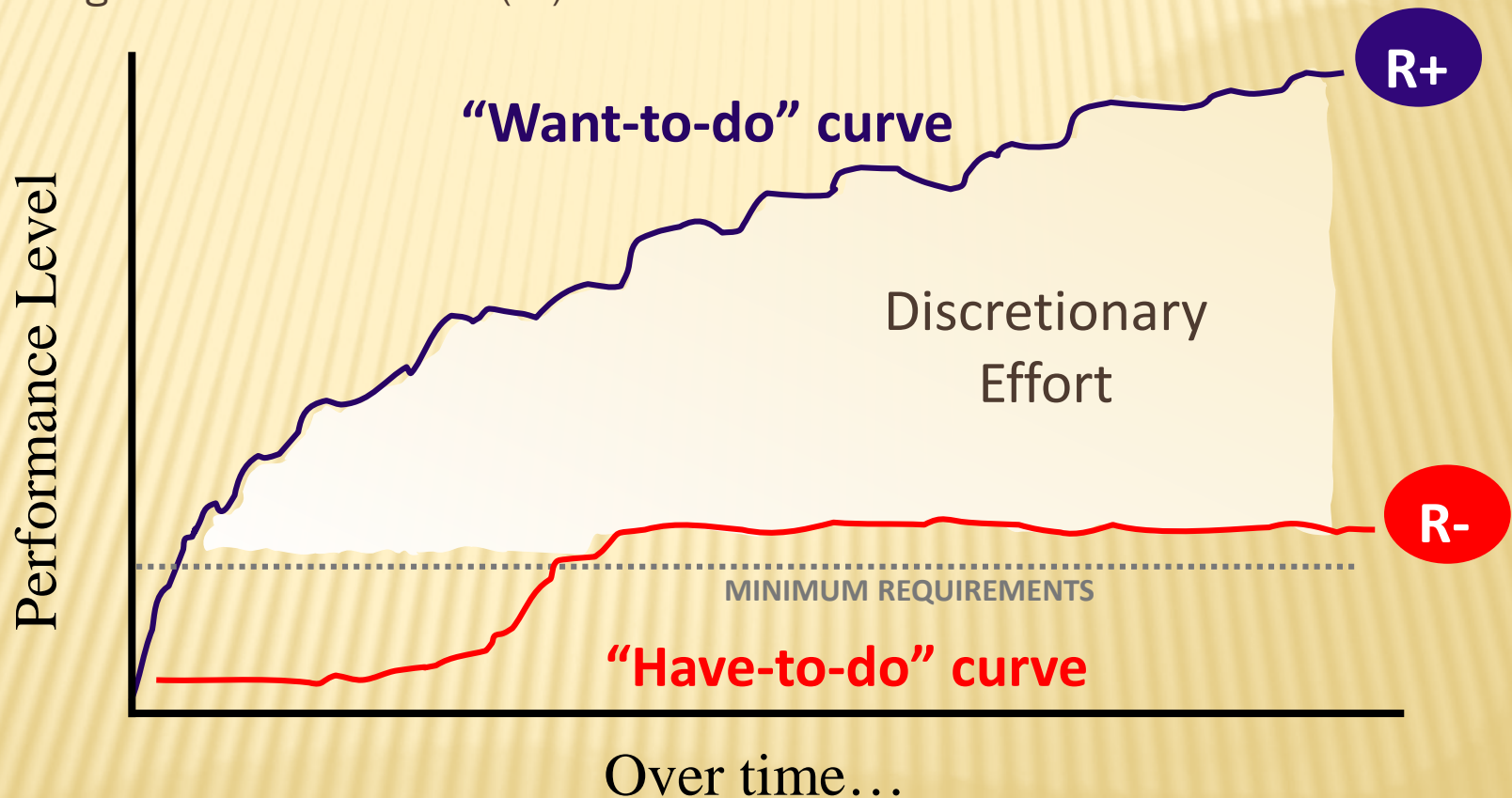
Are you right eyed or left eyed?

FOOD FOR THOUGHT

"The average person puts only 25 percent of his energy and ability into his work. The world takes off its hat to those who put in more than 50 percent of their capacity and stands on its head for those few and far between souls who devote 100 percent."
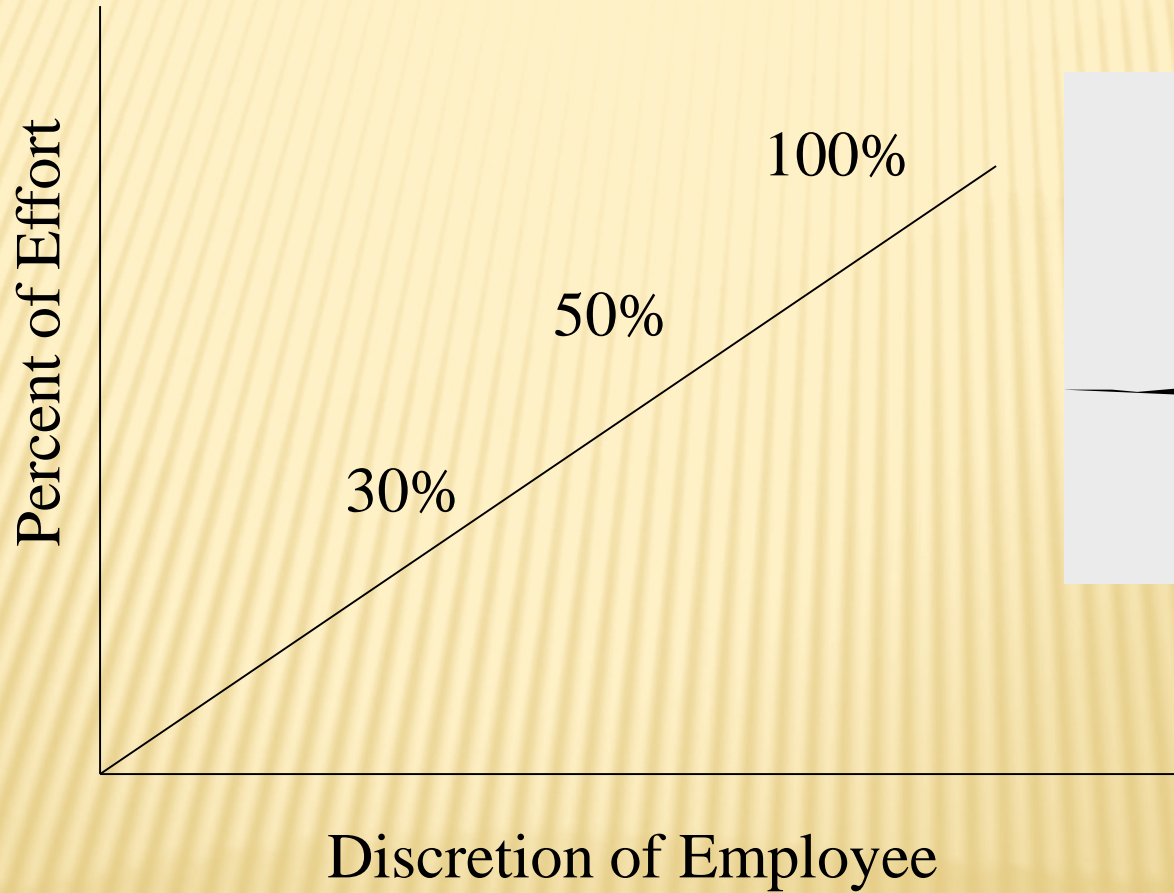
—Andrew Carnegie

SOME THINGS WE KNOW ABOUT BEHAVIORAL CONSEQUENCES

✖ Positive Reinforcement (R+) produces higher rates of behaviour than Negative Reinforcement (R-)

"Want-to-do" curve

R+

Performance Level

Discretionary Effort

R-

MINIMUM REQUIREMENTS

"Have-to-do" curve

Over time…

Aubrey Daniels - ABC Model

Discretionary Effort

Percent of Effort

100%

50%

30%

Discretion of Employee

Fundamental Techniques in Handling People

"Everyone has a desire to feel important"
                                    Dr. John Dewey
                                    Dr. Sigmund Freud
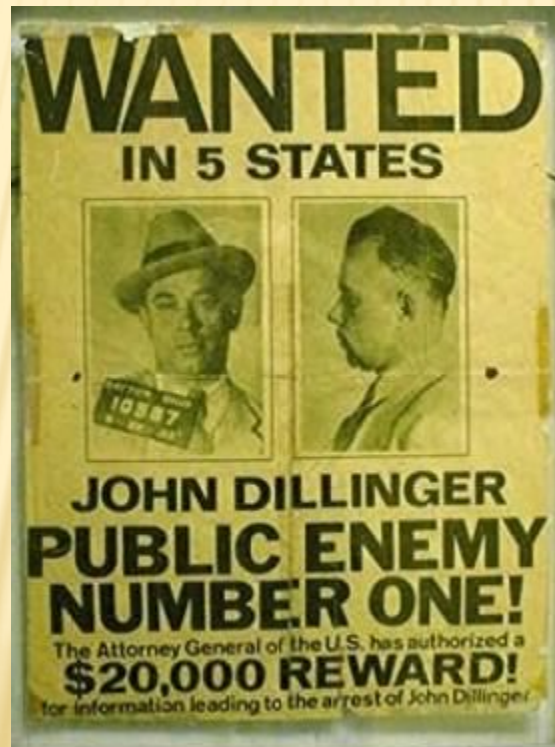
"This desire makes us want to wear the latest styles, drive the latest cars, and talk about our brilliant children."   Dale Carnegie

Fundamental Techniques in Handling People

Why would Dillinger announce who he was?

Fundamental Techniques in Handling People

Who Wanted to be addressed as?

"His Mightiness, the President of the United States"   Washington

"Admiral of the Ocean and Viceroy of India"   Columbus

"Her Imperial Majesty"   Catherine the Great
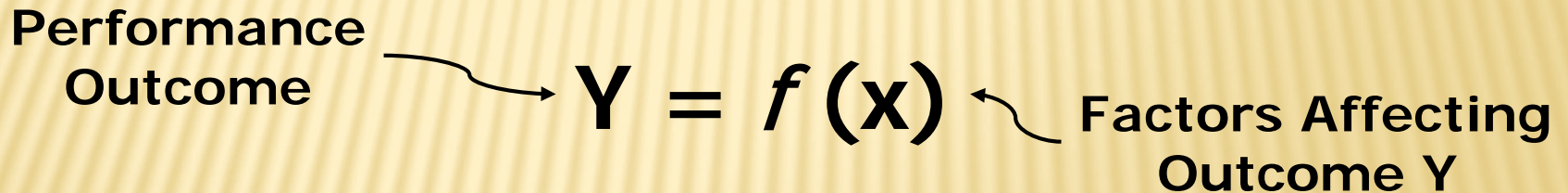
"International Human Performance Guru"   Shane Bush

Human Performance Improvement has to be a Business Model !!!

A Simple Model

Performance *outcome* Y is a
function of *factors* X.

**Performance
Outcome** → $Y = f(x)$ ← **Factors Affecting
Outcome Y**

WHY A HUMAN PERFORMANCE IMPROVEMENT APPROACH?
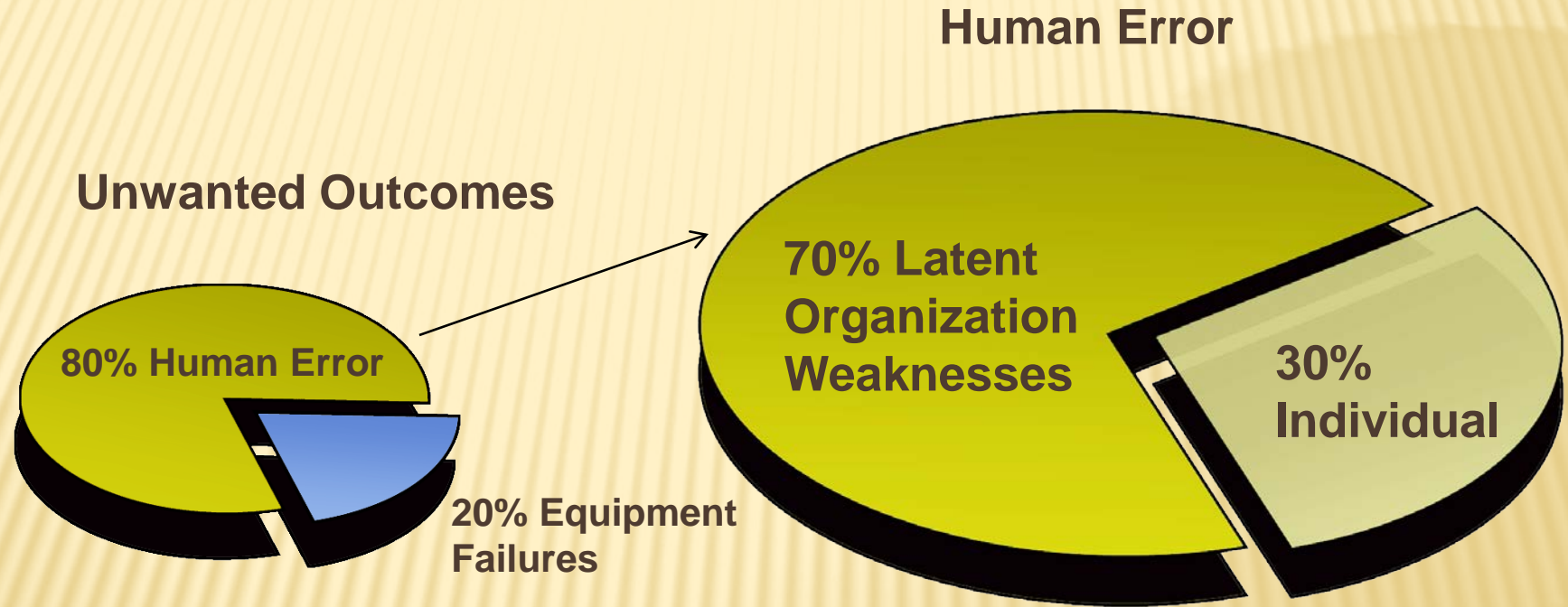
FOX FOX
11 SAN DIEGO MARIJUANA FIR *Jimmy Kimmel*

ebaumsworld.com

FACTS ABOUT HUMAN ERROR

* It thrives in every industry
* It is a major contributor to events and unwanted outcomes
* It is costly, adverse to safety and hinders productivity
* The greatest cause of human error is <u>weaknesses in the organization,</u> not lack of skill or knowledge
* Error rates can never be reduced to zero
* Consequences of errors can be eliminated

Principles

1. People are fallible, and even the best make mistakes.

2. Error-likely situations are predictable, manageable, and preventable.

3. Individual behavior is influenced by organizational processes and values.

4. People achieve high levels of performance based largely on the encouragement and reinforcement received from leaders, peers, and subordinates.

5. Events can be avoided by understanding the reasons mistakes occur and applying the lessons learned from past events.

Finished Files are the Result of Years of Scientific Study Combined With the Experience of Many Years.

Principles

1. People are fallible, and even the best make mistakes.

2. Error-likely situations are predictable, manageable, and preventable.

3. Individual behavior is influenced by organizational processes and values.

4. People achieve high levels of performance based largely on the encouragement and reinforcement received from leaders, peers, and subordinates.

5. Events can be avoided by understanding the reasons mistakes occur and applying the lessons learned from past events.

# Buffalo Goring Yellowstone Park

© Ron Niebrugge

Principles

1. People are fallible, and even the best make mistakes.

2. Error-likely situations are predictable, manageable, and preventable.

3. Individual behavior is influenced by organizational processes and values.

4. People achieve high levels of performance based largely on the encouragement and reinforcement received from leaders, peers, and subordinates.

5. Events can be avoided by understanding the reasons mistakes occur and applying the lessons learned from past events.

Clip 4

Principles

1. People are fallible, and even the best make mistakes.

2. Error-likely situations are predictable, manageable, and preventable.

3. Individual behavior is influenced by organizational processes and values.

4. People achieve high levels of performance based largely on the encouragement and reinforcement received from leaders, peers, and subordinates.

5. Events can be avoided by understanding the reasons mistakes occur and applying the lessons learned from past events.

Ba[...]

Rx [...] Bot[...]
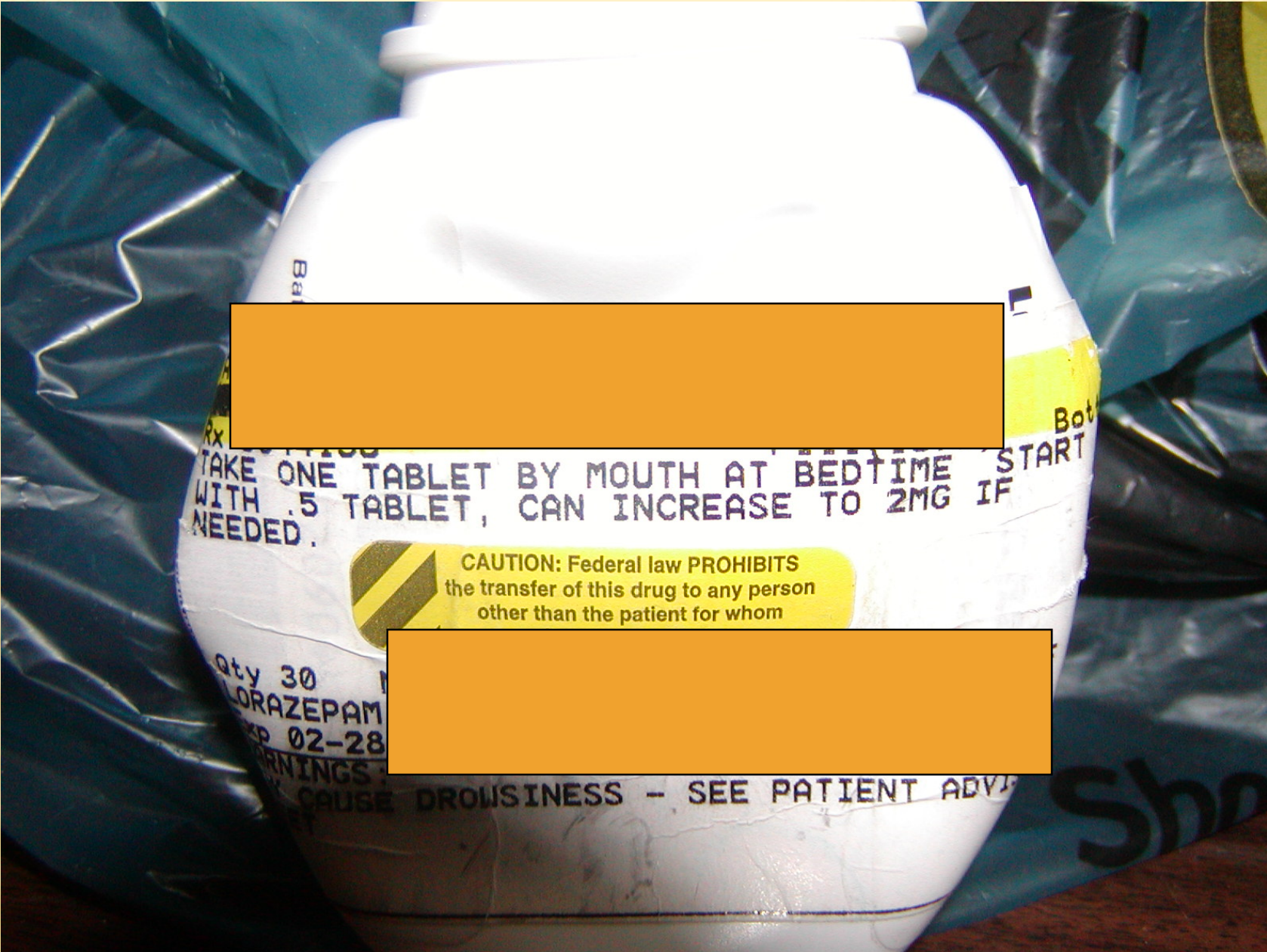
TAKE ONE TABLET BY MOUTH AT BEDTIME START
WITH .5 TABLET, CAN INCREASE TO 2MG IF
NEEDED.

Qty 30 [...]
LORAZEPAM [...]
EXP 02-28 [...]
[...]RNINGS [...]
[...] CAUSE DROWSINESS — SEE PATIENT ADV[...]
[...]

LIMITATIONS OF HUMAN NATURE

- Avoidance of <u>mental strain</u>
- Inaccurate <u>mental models</u>
- Limited working <u>memory</u>
- Limited <u>attention</u> resources
- <u>Pollyanna</u> effect
- Mind <u>set</u>
- Difficulty <u>seeing</u> own errors
- Limited <u>perspective</u>
- Susceptible to <u>emotion</u>
- Focus on <u>goal</u>

If you have a topic for the new HSE news, we would like to hear from you. Contact us at jdrake@NewCompany.org

Mr. Drake,
I would like to submit an article about Human Performance …..
Sincerely, Timothy Shane Bush

Tim,
Thanks for your interest. I will forward your note to the appropriate folks.
Jane <u>MISS</u> Drake!

Miss Drake,
I apologize for assuming. By the way I go by <u>SHANE</u>.

Things aren't always what they seem!

Memory it Turns out is More Reconstruction than Reproduction

Your Eye is not a Camera,
High Resolution at an Angle of 2°

is862-055 fotosearch.com

What is the role of the Organization?

- Support the Education and Implementation of the HPI process
- Encourage Accountability and the Development of a Just Culture
- Encourage the use of the HPI tools

What are the Employee's Responsibilities?

- Have a Questioning Attitude
- Develop a strong sense of Accountability
- Use the HPI tools, Use the HPI tools, Use the HPI tools

HUMAN PERFORMANCE TOOLS

- **Critical Steps**
- **Enhanced Pre-Job**
- **Peer Check**
- **Self Check**
- **Independent Verification**
- **Error Traps**
- **Just Culture**
- **Effective Communication**
- **Questioning Attitude**
- **Feeling of Uneasiness**
- **Stop When Unsure**

- **Enhanced Turnover**
- **3 way communication**
- **Error Precursors**
- **Performance/Error Modes**
- **Devils Advocate**
- **Place keeping**
- **Poka Yoke**
- **SAFE Dialogue**
- **Discovery Clock**
- **STAR**
- **Training**

Initiating the Launch Sequence

BushCo, Inc.
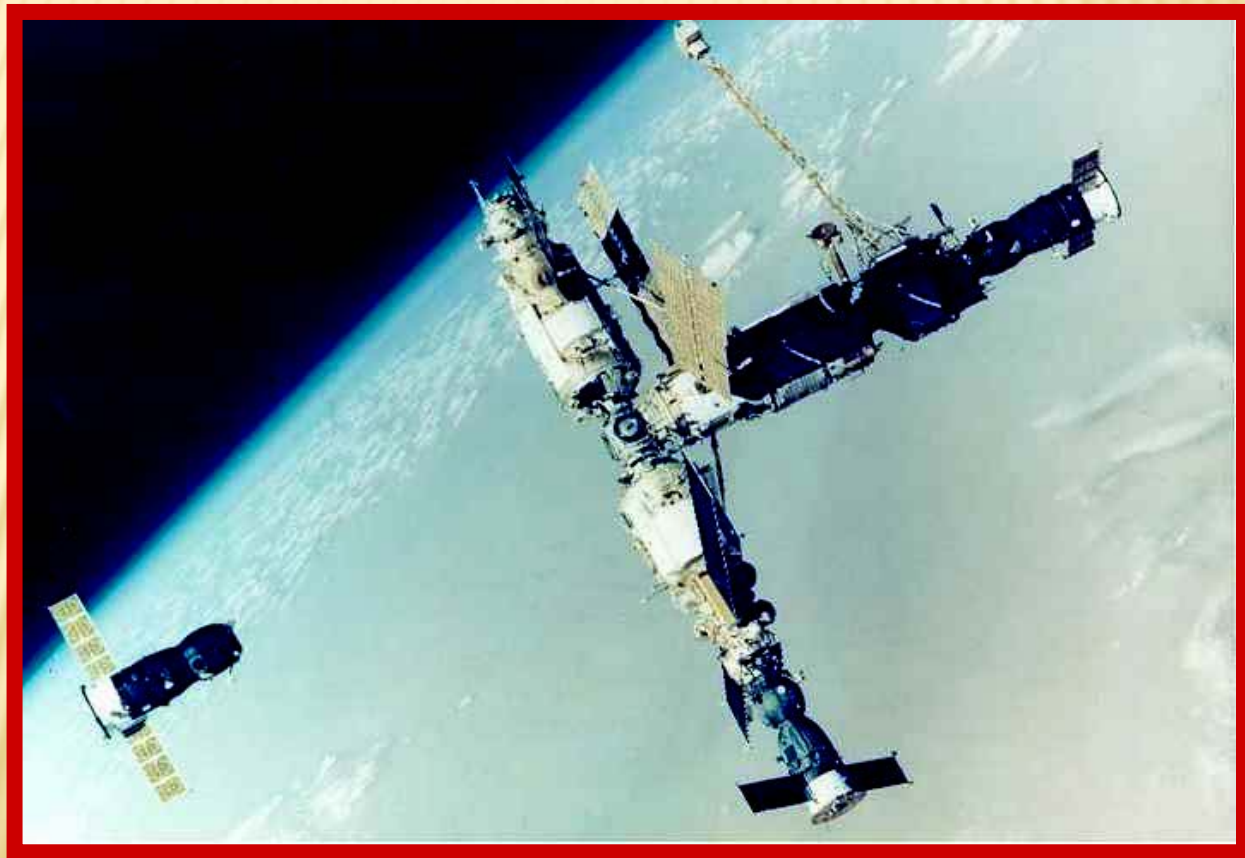
Context is King!

Focusing on one moment in time, you see negligence with respect to an old standard or norm

Old norm

Context

Facts

Norm currently adhered to

Deviation From norm

Time

Sidney Dekker