## Applying Principles of a Fair and Just Culture to a Student Scenario

Jane Barnsteiner, PhD, RN, FAAN; Joanne Disch, PhD, RN, FAAN; Michelle Johnson, EdD, MS, APRN, CPNP-PC; and Nancy Spector, PhD, RN, FAAN

staff nurse discovered the nursing student had administered vjg qtcn ogfkecvkqp vq vjg ytqpi rcvkgpv. Tjg pwtukpi uejqqnóu policy stipulates that medications are administered under the direct supervision of the instructor or an RN employed by the hceknkv{. Tjg rcvkgpv ycu pqv jct ogf, cpf kpekfgpv tgrqtvu ygtg eqo rngvgf d{ dqvj vjg uejqqn cpf vjg hceknkv{. Tjg uvwfgpv, yjq ycu fku okuugf htqo vjg rtqitco, ycu itcpvgf tgkpuvcvgment the following semester and was placed on a remediation rncp.

Dgurkvg pwogtqwu ghhqtvu kp vjg rcuv 20 {gctu, gttqtu kp jgcnvj ectg ugvvkpiu eqpvkpwg vq qeewt. A tgegpv tgrqtv htqo vjg Ohûeg qh vjg Ipurgevqt Ggpgtcn (2022) kfgpvkûgf vjcv 25% qh rcvkgpvu gzrgtkgpegf jcto fwtkpi vjgkt jqurk pwtukpi uvwfgpvu v

nursing student who was in her second semester of pwtukpi uejqqn jcf jgt ûtuv hceg-vq-hceg enkpkecn gzperience with patients during the coronavirus disease 2019 (COXID-19) rcpfgoke. Tjg pwtukpi uvwfgpv ycu yqtmkpi ykvj c uvchh pwtug qp c ogfkecn-uwtikecn wpkv. Mgfkecvkqpu ygtg qdvckpgf d{ vjg uvchh pwtug hqt vyq rcvkgpvu kp c tqqo. Tjg pwtug uvgrrgf qwv qh vjg tqqo vq cfftguu vjg pggfu qh cpqvjgt rcvkgpv. Aeeqtfkpi vq vjg pwtukpi uvwfgpv, ðA rcvkgpv ycu dgi ikpi hqt ogfkecvkqp.ñ Tjg pwtukpi uvwfgpv rtqeggfgf to administer medication to the patient without the staff nurse dgkpi rtgugpv. Yjgp vjg uvchh pwtug tgvwtpgf vq vjg tqqo, vjg jgcnvj ectg gpxktqp o gpv. Tjku ctvkeng ku kpvgpfgf vq ugtxg cu c tguqwteg hqt hcewnv{ cpf qvjgtu yjq oc{ dg cumgf vq cfftguu uvwfgpv gttqtu ykvjkp vjgkt pwtukpi rtqitc ou. Ncvkqpcn ghhqtvu toward promoting fair and just cultures in schools of nursing ctg tgxkgygf. Uukpi vjg xkipgvvg fguetkdgf cdqxg, c htc ogyqtm hqt cpcn{ |kpi vjg ecwugu qh vjg gttqt ku rtgugpvgf, cpf commentary is offered on how applying the principles of a fair and just culture can help nursing students and faculty address uwej ukvwcvkqpu kp vjg hwvwtg.

## FAIR AND JUST CULTURE

Dt. Jcogu Rgcuqp, c yqtnf-tgpqypgf ngcfgt kp vjg ûgnf qh jwocp gttqt, fguetkdgu gttqt cu ðc igpgtke vgto vq gpeqorcuu cm vjqug qeecukqpu kp yjkej c rncppgf ugswgpeg qh ogpvcn qt rj {ukecn cevkxkvkgu hcknu vq cejkgxg kvu kpvgpfgf qwveqog, cpf

vjg gpxktqp ogpv cpf hqt fgnkxgtkpi qwvuvcpfkpi ectg. Tjg{ mpq y vjcv vjg{ ctg ceeqwpvcdng hqt vjgkt cevkqpu dwv ykn pqv dg dnc ogf hqt u{uvg o hcwnvu kp vjgkt yqtm gpxktqp ogpv dg-{qpf vjgkt eqpvtqn. Au Mctz (2001) pqvgf,  $\delta$ Fgy rgqrng ctg willing to come forward and admit to an error when they hceg vjg hwnn hqteg qh vjgkt eqtrqtcvg fkuekrnkpct{ rqnke{, c tgiwncvqt{ gphqteg ogpv uejg og, qt qwt qpgtqwu vqtv nkcdknkv{ u{uvg o ñ (r. 3).

## **Response to an Error**

Dgukipkpi cp crrtqrtkcvg tgurqpug vq cp gttqt ku etwekcn. Pgpcnk|kpi pwtugu (qt uvwfgpvu) hqt wpkpvgpvkqpcn okuvcmgu or system errors has been shown to reduce the reporting of gttqtu tcvjgt vjcp vjg qeewttgpeg qh gttqtu. Ap kpvgitcvkxg tgxkgy qh 42 tgugctej uvwfkgu kpxqnxkpi jgcnvj ectg rtqhguukąpenu hąwpf vjev (1) hget ah tgrgtewuukąpu ah tgrątykpi ogfkecn gttqtu ku c dcttkgt; (2) uwrrqtvkxg uchgv{ ngcfgtujkr ku egpvtcn vq tgfwekpi hgct qh gttqt tgrqtvkpi; cpf (3) kortqxkpi gfwecvkqp qp cfxgtug gxgpv tgrqtvkpi, fgxgnqrkpi rqukvkxg hggfdcem yjgp cfxgtug gxgpvu ctg tgrqtvgf, cpf developing nonpunitive error guidelines for health care prohguukqpcnu ctg pggfgf (Y jkvg & Dgncetqkz, 2020). Ty q cf fkvkqpcn kpvg i tcvkxg tgxkg yu (Ahc { c gv cn., 2021; Yqq & Axgt {, 2021) hqwpf tgrqtvkpi cpf tgxkgykpi ogfkecn gttqtu tgrtgugpvgf c eqorngz kpvgtrnc{ coqpi qticpk|cvkqpcn dcttkgtu, uwej cu eqornkecvgf tgrqtvkpi u{uvgou qt ncem qh hggfdcem y jgp tgrqtvkpi qeewttgpegu, cpf rtqhguukqpcn qt kpfkxkfwcn hcevqtu, uwej cu hgct qh tgrtkucn. Tjg pggf hqt qticpk | cvkqpcn tghqto ycu gorjcuk|gf.

Y jgp cp gttqt qeewtu, c eqo oqp tgcevkqp ku vq ecnn hqt gfwecvkqp qh vjqug kpxqnxgf. Tjku oc{ dg jgnrhwn dwv qpn{ kh kv ku urgekhkecm{ vctigvgf vq vjg ukvwcvkqp. Ip c uvwf{ qh 1,500 enkpkecn pwtugu kp qpg jgcnvj u{uvgo, fgurkvg kfgpvkhkecvkqp qh u{uvgoke rtqdngou fwtkpi kpekfgpv kpxguvkicvkqp, gxgt{ rncp qh eqttgevkqp kpenwfgf gfwecvkqp qh pwtugu. Ih vjg u{uvgo ku eqpvtkdwvkpi vq tkum{ dgjcxkqtu, kortqxg ogpvu should be developed by actively engaging clinical nurses in gzrnqtkpi yc{u vq kortqxg vjg hcwnv{ u{uvgo. Efwecvkqp qh vjg uvchh hqt u{uvgo kuuwgu ecp dg eqpukfgtgf rwpkvkxg, cpf tgvtckpkpi ujqwnf dg tgswktgf qpn{ yjgp vjgtg ku gxkfgpeg vjcv c ncem qh mpqyngfig eqpvtkdwvgf vq vjg gxgpv (Bctmgnn & Sp{fgt, 2021).

Fqunkgp-Ncuj cpf Rggf (2020) uwi i guvgf ejcpikpi o kpfugvu, pqv lwuv rwpkujkpi kpfkxkfwcnu, owuv dg vjg hqewu qh vjg tgurqpug vq gttqtu. Cnkpkecn cpf cecfgoke ngcfgtu pggf vq gorjcuk|g pqv qpn{ yjcv vq fq dwv cnuq jqy vq fq kv. Ip cffkvkqp, qticpk|cvkqpu cpf uejqqnu pggf vq cuuguu cpf cfftguu c ðugnh-fgegrvkqpñ icr (k.g., vjg dgnkgh vjcv vjg enkpkcal agency or school already has a fair and just culture and pggfu nkvvng kortqxg ogpv). Pgtkqfke cuuguu ogpvu, qrgp ejcppgnu hqt eq o owpkecvkqp cpf tgrqtvkpi, cpf vtgpfkpi qh gttqtu cpf pgct-okuugu cpf vjgkt ecwugu pggf vq dg rtqoqvgf. Ctgcvkpi

- É Ap gzrnkekv rjknquqrj { uvcvgogpv vjcv qwvnkpgu gzrgevcvkqpu cdqwv ceeqwpvcdknkv {, gxkfgpeg-dcugf gfwecvkqp, vjg tqng qh uvwfgpvu cpf hcewnv { kp gpuwtkpi uchgv { cpf swcnkv {, cpf vjg eq o okv ogpv vq c hckt cpf lwuv ewnvwtg.
- É Cngct u{uvgou cpf rtqeguugu hqt vtcemkpi cpf vtgpfkpi fcvc qp wpwuwcn kpekfgpvu cpf qeewttgpegu.
- É Pqnkekgu cpf rtqegfwtgu vjcv engctn{ urgnn qwv tgemnguu and unacceptable behavior and appropriate actions that hcewnv{ ujqwnf vcmg.
- É

 $dg \; vq \; cum \; vjg \; uvwfgpv \; y \; jcv \; ujg \; jcf \; wpfgtuvqqf \; cdqwv \; vjg \; rqnk$ 

and the clinical facility to review this error together so there is an understanding about what happened and to determine what rtgxgpvcvkxg ogcuwtgu ujqwnf dg vcmgp vq gpuwtg uwej gttqtu yqwnf pqv jcrrgp cickp, htq o dqvj vjg cecfgoke cpf enkpkecn ukfg. Tjku owvwcn wpfgtuvcpfkpi yqwnf rtq oqvg c eqmcdqtcvkxg relationship between the nursing program and practice facilkv{ cpf gpuwtg vjgtg yqwnf dg pq dnc og hqt yjcv jcrrgpgf. Ip cffkvkqp, vjg rtqitc o eqpvcevgf vjg pwtukpi tgxkgy dqctf hqt cfxkeg. Nwtukpi tgxkgy dqctfu fq pqv tgswktg tgrqtvu hqt ggxt{ gttqt qt pgct-okuu kp pwtukpi rtqitc ou dwv qhvgp ctg wugf cu tguqwtegu kp vjgug mkpfu qh ukvwcvkqpu.

Ip vjg xkipgvvg rtgugpvgf jgtg, vjg uvwfgpv crrgctgf vq jcxg jcf pq kpvgpvkqp qh xkqncvkpi c rtqvqqqn cpf gzrtguugf eqpvtkvkqp fwtkpi c oggvkpi cdqwv vjg gxgpv. Tjwu, vjg tgurqpug ujqwnf jcxg hqewugf rtkoctha{ qp eqpuqncvkqp kp vjg hqto qh tgeqipk|kpi cpf chûtokpi vjcv ujg jcf dggp rwv kp c vqwij ukvwcvkqp. Av vjg ucog vkog, vjku yqwnf jcxg rtqxkfgf cp qrrqtvwpkv{ vq eqcej vjg uvwfgpv cdqwv jcpfnkpi uwej eqpükevu, kpenwfkpi uvtcvgikgu hqt fkrnq ocvkecm{ cfftguukpi vjg enkpkecn rtgegrvqt, uwej cu rgtjcru uggmkpi vq encth{ vjg kpuvtwevkqpu, ykvjqwv dgkpi rgtegkxgf cu dgkpi kpuwdqtfkpcvg. Affkvkqpcm{, tgxkgykpi vjg 10 tkijvu qp ogfkecvkqp cf okpkuvtcvkqp (Efyctfu & Azg, 2015) yqwnf dg ycttcpvgf.

Ip vjg xkipgwg, ncem qh mpqyngfig cpf ncem qh cyctgpguu ygtg vjg ecwugu qh vjg gttqt, cpf c fkuewuukqp cdqwv dqvj eqwnf dg wugf vq fgdtkgh vjg uvwfgpv. Uukpi vjg ûxg eqtg swguvkqpu ecp dg xcnwcdng hqt hcewnv{ cpf rtcevkeg hceknkvkgu yjgp cpcn{ |kpi gttqtu qt pgct okuugu. Cngctn{, vjg qweq og yqwnf dg fkhhgtgpv, fgrgpfkpi qp vjg ukvwcvkqp. Ip vjku xkipgwg, vjgtg ygtg ownvkrng system issues as well as mitigating circumstances that called hqt c uwrrqtvkxg tgurqpug d{ hcewnv{. Hq ygxgt, kh vjg uvwfgpv had been in her last semester and had been up all night studying hqt cp gzc okpcvkqp cpf jcf ocfg vjku gttqt, vjg tgeq o ogpfgf qwveq og oc{ jcxg dggp fkhhgtgpv.

NRBu ctg pqv tqwvkpgn{ pqvkûgf qh pwtukpi uvwfgpvuó ogfkecvkqp qt qvjgt gttqtu. NRBu ecp rtqxkfg kphqtocvkqp tgncvgf to best practices to assist nursing programs in addressing such gttqtu kp c hckt cpf lwuvkeg ocppgt. Ftqo c tgiwncvqt{ rgturgevkxg, NRBu wug gxkfgpeg-dcugf i wkfgnkpgu (Srgevqt gv cn., 2020) yjgp crrtqxkpi pwtukpi rtqitcou. Opg qh vjg iwkfgnkpgu ecnnu hqt rtqitcou vq jcxg rqnkekgu cpf rtqegfwtgu kp rnceg hqt vtcemkpi uvwfgpv gttqtu cpf pgct-okuugu fwtkpi enkpkecn gzrgtkgpegu. Fcewnv{ ctg gpeqwtcigf vq eqmgev vjgug fcvc cpf o cmg kortqxgogpvu cu pgeguuct{. Fqt gzc orng, hcewnv{ oc{ fgekfg vq tgxkug jqy vjg{ vgcej ecnewncvkqpu, qt vjg{ oc{ fgvgtokpg vjcv vjg{ need guidelines for teaching their students about root cause  $cpcn \{ugu. \ Tjg \ NCSBN \ jcu \ tguqwtegu \ cxckncdng \ vq \ cuukuv \ hcewnv \{$ cu vjg{ vtcem cpf cpcn{ |g uvwfgpv gttqtu cpf pgct okuugu (NC-SBN, 2021). Tjgug tguqwtegu kpenwfg vjg Schg Svwfgpv Rgrqtvu, c pcvkqpcn fcvc tgrqukvqt{, yjkej cnnqyu uejqqnu vq dgpej octm vjgkt feve ykvj pevkqpen feve.

Ykvjkp c hckt cpf lwuv ewnvwtg htcogyqtm, vjku xkipgvvg tgügevu c ukvwcvkqp y jgtg gfwecvkqp ku ycttcpvgf. Ip uq og uejqqnu, a best practice would be to conduct a postconference discussion hqt cm uvwfgpvu vq ngctp htqo vjku cpf hqt cm uvwfgpvu vq vjkpm cdqwv jqy vjg{ ecp tgurqpf y jgp rwv kp xwnpgtcdng ukvwcvkqpu. Lcuvn{, kv ku tgeq o ogpfgf vjcv uq ogqpg htqo vjg hcewnv{ tgcej