

CHAPTER 3 (23:55)

Jeff: Beautiful. And that's the segue into the next chapter which is investigating...

Sid: He's been waiting for that!

Jeff: Just like we practiced!

Sid: Would you like to get some drinks and then we continue?

Jeff: So the, I think you then go on from redefining safety to redefining what it is that you need to know to be good at that, to achieve that definition, and but then ultimately where you bump up against the regulatory system or the status quo is in the third chapter when you talk...called investigations differently. And I think you just touched upon it there because the and the world that we've been all brought up in is trained to look for counterfactuals. We're trained to look at what didn't happen, what *woulda-shoulda-coulda* happened. And I think when you speak to investigation differently, you speak to local rationality, you speak to the fact that the far better lesson to learn is, is why did it make sense at the time not what failed.

Sid: I think the first, and I don't think the thing that we wrote that basically that chapter is relatively predictable and intuitive, tedious because it's all, it's the [field guide](#) all over again, so 21 years old thinking. And so but the thing that I that I should have put up front of chapter is that the first decision you make is whether it's worth investigating this at all. I look at health care and they investigate every fall in aged care. I go, really? You still learn something new about how people break their hip? Nonsense, right? We know exactly what happens. There's probably three or four scenarios. And so the first decision to make is whether you should investigate at all. Now, people come back to Oh but the regulator. BS, there is actually nothing in the rules that says thou shalt investigate every single incident that happens on your site. Because if anything, you couldn't write that rule because the notion of incident is negotiable. And we're really creative in calling things by another name. Right. Oh, no. This is not a medical treatment. You know, we're just suturing a left leg that was cut off. But you know what? That's where we're using tape. So that's not medical. That's first aid. So that's. Yeah, so anyway. So.

Jeff: But don't you think the avoidance of wanting to, in, to, to trigger an investigation is because the notion of investigation is really so married to the regulatory approach to intervention. Don't we learn to investigate from a regulatory paradigm, we learn to seek failed defenses rather than what happened?

Sid: Violated rules, busted regulations, all of these things, none of which is very informative because this happens all the time, even when things are successful. Right. I'm on the phone with this ICU doc in Texas and she tells me that, Jeff, she's got 12 hour shifts here, right. Even during her other and probably, you know, back-to-back 12 hour shift. And then she says to me that she can fill every 12-hour shift with 16 hours of paperwork and compliance activities. And I go, hang on. Even in my brain. That doesn't really compute. I mean, there's somehow it doesn't fit. So already there something has to give. Some things are not being done in order to achieve a 12-hour shift. Or as we've seen, it spills over into the private lives of people working in health care. And we are in the Western world, as you know, borrowing massively on the futures and personal lives of caregivers to get us in fact the health care that we think we deserve. The price is yet to be paid or it's already being paid, you know, massive burn out nurses quitting, you know, going cynical after 15 years, saying to hell with this.

SDBC with Sid Chapter 3 Transcript

Jeff: Yeah.

Sid: So and then, of course, your Southern neighbors decide that criminal prosecution is really smart idea right? To enhance quality in nursing. at a university system, by the way, I mean, oh, my God. You know, it's not often that I..no that better not go on the record.

Jeff: watch it. Watch it.

Sid: Always.... Where was this going?

Jeff: Well, we're talking about the search for cause, the search for blame in investigations.

Sid: Investigations clearly have a purpose to meet. They have goals to achieve, but they have nothing to do with safety or quality enhancement. Right. Right. It's about making other stakeholders happy, about supplying particular systems with some sense of satisfaction and closure and so I'm not denigrating those goals, but they get in the way of actually improving work.

Jeff: Well, such limited learning, right.

Sid: In fact, getting in the way of learning. Once again Eric wrote this right, how investigations make you not learn or something. The title is cleverer than that but yeah.

(Maybe this one? [The Arbitrariness of Accident Analysis](#))