NORMALIZATION OF DEVIANCE

OBJECTIVES

- Explain the concept of normalization of deviance
- Identify the factors that account for normalization of deviance within the healthcare setting
- Discuss why understanding normalization of deviance is important for all healthcare providers

BACKGROUND

- Diane Vaughan, PhD
  - Sociologist
  - Professor at Columbia University

  Definition: Violations of standards of practice that become “normalized” over time
  - Acceptable risk is developed
  - Insensitivity to deviant practice(s) becomes the norm

CHALLENGER SHUTTLE

- January 28, 1986
- Catastrophe 73 seconds after takeoff

  Root-cause: failed o-ring seal in the right solid rocket booster (SBR)

CASE PRESENTATION

LK 61 yoa female with PMH CAD x 3 stents, DM, ESRD, severe PAH, presents to a CICU for planned CABG.

- Vitals: temp 37.1, HR 85, BP 155/94, RR 18, ht 5’4”, wt 82 kg, BMI 30.9

- Labs: Scr 3.1, BUN 25, K 4.0, Na 136, Cl 99, Ca 9.0, Mg 2.2, alb 3.1, BG: 400

CASE PRESENTATION

LK 61 yoa female with PMH CAD x 3 stents, DM, ESRD, severe PAH, presents to a CICU for planned CABG.

- CAD:
  - Holding Plavix for planned surgery

- ESRD:
  - Consulted nephrology for hemodialysis

- Chronic pulmonary insufficiency:
  - O2 prn, albuterol nebs

- DM:
  - Insulin drip initiated
**CASE PRESENTATION**

- **Regimen**
  - ICU insulin drip protocol (BG goal: 140-180 mg/dl)
  - Titration based protocol
    - Bolus (units) + maintenance rate (units/hr)

- **Insulin drip**
  - Bag: 250 units regular insulin + 0.9% NS 250 mL

- **Initiation:**
  - 8 units bolus + 2 units/hr

**FACTORS OF NORMALIZATION**

- Rationalization
- Socialization
- Institutionalization

**FACTORS IN HEALTHCARE**

- Productivity constraints
- System pressures
  - Do more with less
- Lack of knowledge
  - Tribal knowledge
- Complex work environment

**ENVELOPMENTAL SCAN**

- Surgical site infections
  - Use of appropriate antibiotics and timing of administration prior to incision

- Surgical site errors
  - Wrong-site, wrong-procedure, wrong-patient errors (WSPEs)

- VTE prevention
  - Following national guideline recommendations for at-risk patients

- Hand hygiene
  - C. difficile infection rate
DEVIANCE WITHIN PHARMACY

- Medication use process
  - Preparation/distribution/Administration
- Physician driven areas (i.e., perioperative areas)
- Control substances
- Clinical workflow
  - Rounds
  - Profile review
  - Consults
  - Order verification

PREVENTION

- Communication
  - Discuss areas of vulnerability
  - Discuss close calls or near-misses
  - Develop structured communication (e.g., checklists, shift reports, etc)
- Process improvement initiatives
  - Led by front-line staff
- Optimize processes

PREVENTION

- Work space and flow redesign
- Training
  - Standardize training
  - Conduct simulations
- Individual responsibility
  - Awareness is the 1st step
- Culture change
  - Develop a “psychologically safe” work environment
  - Questioning the perceived order is accepted

AUDIENCE ASSESSMENT

- [True or False] Normalization of deviance is an act or practice that is no longer recognized as a deviation from the standard and is often accepted as the new norm?
  - True

AUDIENCE ASSESSMENT

- [True or False] Individuals who deviate from the norm are often doing so because of productivity constraints, system constraints, and/or a lack of knowledge?
  - True

QUESTIONS