

The Event Is Over. The Risk Isn't.

After a significant patient-safety event, leaders completed the immediate review and strengthened the process. But the experience may also have changed what clinicians do when the next concern appears: whether they escalate, voice uncertainty, ask for help, or trust their judgment under pressure.

1 SIGNAL → 2 CONVENTIONAL EXPLANATION → 3 HUMAN CONDITIONS → 4 THE SHIFT → 5 DIFFERENT ACTION → 6 DIFFERENT OUTCOME

1 THE SIGNAL

A patient-safety event or near miss — reviewed, resolved, and closed on paper.

2 THE CONVENTIONAL EXPLANATION

Care systems are practiced at examining:

- What process failed
- Which safeguards were missing
- Who is accountable
- What training is required
- What policy needs to change

3 HUMAN CONDITIONS TO EXAMINE

Trust Confidence Psychological safety

Perceived risk Agency Capacity

What if the process is corrected while the conditions that shape the next clinical decision remain unchanged?

THE SYSTEMIC LENS

We examine clinicians operating inside a system and the conditions that system creates after a difficult event — not individual blame, attitude, or competence.

4 THE SHIFT

FROM

Did we resolve the event?

TO

Did the event change the conditions under which the next clinical decision will be made?



5 A DIFFERENT ACTION

The inquiry widens because the explanation widened. Examine what the experience changed about:

- Escalation — who speaks, and how quickly
- Handoffs and the transfer of uncertainty
- Willingness to voice concern or ask for help
- Decision-making under time pressure
- Whether raising a concern still feels safe



6 A DIFFERENT OUTCOME

Stronger conditions for the next critical decision — so safety depends on more than the process that was just repaired.

The visible problem can be resolved while the human conditions that shape future risk remain untouched.

This composite illustration is informed by recurring patterns in healthcare. Circumstances have been generalized to protect confidentiality. It demonstrates how the 51% Human model approaches a problem and is not a claim of measured client outcomes.