

## **Challenger Disaster: O-Rings, Normalization of Deviance, & Production Pressure**

Normalization of deviance: Phenomenon in which individuals & teams deviate from what is known to be an acceptable standard until the adopted way of practice becomes the new norm. Identified by 3 characteristics: A human-based deviation, occurs repeatedly over time, and does not cause an immediate incident or noticeable effect.

Production Pressure: classified as internal or external. Has a reciprocal relationship with normalization of deviance, in which presence of one increases the other, which impairs cultural of safety. Impacts patient outcomes by encouraging clinicians not to report adverse outcomes or near misses, increase in risk taking behaviors, promotion of communication failure between healthcare team members, increased workload, & staff burnout/turnover.

ORs account for 40% of hospital expenses & 60-70% hospital revenue, costs \$30-100/min to run an OR, and maximizing use and minimizing costs paramount for healthcare systems

Major accidents require 4 things: Multiple people, committing multiple innocuous mistakes, breaching organization's fail-safe mechanisms, defenses, & safety nets, & resulting in serious harm

Normalization of deviance prevention occurs by paying attention to weak signals, resisting urge to be unreasonably optimistic, teaching employees to conduct emotionally uncomfortable conversations, needing employees to feel safe to speak up, and realizing that oversight and monitoring for rule compliance is never ending