

SERVICE LINE 03

Independent Just Culture Investigations

Third-party investigation of adverse events, complaints, and systemic failures — conducted with complete independence from agency command structure, using a rigorous Just Culture methodology.

WHY INDEPENDENCE MATTERS

Internal investigations carry inherent structural limitations.

When supervisors investigate peers, or when leadership investigates incidents with potential liability implications, the integrity of the process is compromised — not necessarily by intent, but by structure. An external investigator with no organizational stake in the outcome produces findings that are more credible to staff, more defensible to regulators, and more actionable for leadership.

ENGAGEMENT TYPES

Standard Investigation Starting from \$4,000	Single-subject or focused multi-factor investigation. Includes document review, structured interviews, Just Culture algorithm application, written findings report, and causation analysis. Typical scope: 16–20 hours.
Complex Investigation Starting from \$6,000	Multi-subject or systemically complex cases involving multiple contributing factors, organizational or supervisory elements, or cases with regulatory or legal implications. Typical scope: 20–24 hours.
Systemic Review Starting from \$9,000	Pattern-based review of recurring events or systemic failures across a department or division. Includes root cause analysis, contributing factor mapping, and formal improvement recommendations. Suitable for post-accreditation finding remediation.
Presentation Add-On \$1,500–\$2,500	Formal presentation of findings to leadership, board, or medical direction. Includes preparation of supporting materials and Q&A; facilitation.

THE METHODOLOGY

01 Intake & scoping	Define the investigative question, establish scope, collect initial documentation.
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02 Document review	ePCR analysis, dispatch records, policies, prior disciplinary history, contributing context.
03 Structured interviews	Individual interviews conducted using consistent protocol, separate from chain of command.
04 Just Culture algorithm	Application of the Just Culture framework to distinguish human error, at-risk behavior, and reckless conduct.
05 Findings & causation	Written report identifying contributing factors, individual and systemic causes, and classification.
06 Recommendations	Specific, actionable recommendations for system-level and individual-level responses.

RELATED PUBLICATION

Institutional Grace: Rethinking Accountability, Growth, and Redemption in Modern Organizations — a forthcoming book by Apical's principal on how institutions can build accountability systems that honor human growth and Just Culture principles. Published by Apical Press.

In press —
available soon

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