Bayesian Approach to Risk, Decisions and Professional Judgment

Perry Logan, PhD, CIH

3M Corporate Industrial Hygiene Manager Global EHS Team Leader

YUMA Meeting - 2013

Overview

- Cognition
- Professional Judgment and Industrial Hygiene
- Top 3 Bayesian Benefits for IH
- Path Forward

"We often miss opportunity because it's dressed in overalls and looks like work"

- Thomas A. Edison

Begin Voting – Select Choice "3"



Do this calculation in your head

Quickly!

18 X 23 = ?

• Raise you hand when you have the answer

A bat and a ball cost \$1.10 The bat costs one dollar more than the ball How much does the ball cost?



Diagnosing Breast Cancer

- A woman visits a physician for an evaluation of a slight lump in her breast. The physician performs a full physical exam, reviews current and past medical records including family history.
- Given this woman's age and family history the physician estimates there would be a 1% chance that the lump is cancerous.

Diagnosing Breast Cancer

- The physician orders a mammogram
 - If the woman <u>has</u> breast cancer, there is a <u>79.2%</u>
 <u>probability the mammogram will be positive</u>
 - If the woman <u>does not have</u> breast cancer, there is a
 <u>90.4%</u> probability the mammogram will be negative

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 <u>90.4%</u> probability the mammogram will be negative
- The woman's mammogram comes back **POSITIVE**.
- Given this positive test, what is the probability that the woman has breast cancer?

- If the woman <u>has</u> breast cancer, there is a <u>79.2% probability the</u> <u>mammogram will be positive</u>
- If the woman <u>does not have</u> breast cancer, there is a <u>90.4%</u> probability the mammogram will be negative

The mammogram was positive test, what is the probability that the woman has breast cancer?



"Your job as a scientist is to figure out how you're fooling yourself"

Saul Perlmutter

Lets talk about the results,...

• Are you good at multiplication in your head?

• How much does the ball cost?

• Probability of Breast Cancer?

How much does the ball cost?

• A bat and a ball cost \$1.10, the bat costs one dollar more than the ball (See group results!)

Bat + Ball = \$1.10 Bat = Ball + \$1.00

```
(Ball + $1.00) +Ball = $1.10
2*Ball = $0.10
Ball/2= $0.10/2
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Ball = $0.05 (Bat = $1.05)
```



What is the probability this patient has Breast Cancer?

- What probability did we vote for?
 - <10%, 10-25%, 25-50%, 50-75%, >75%
- Lets see how we can use a *Bayesian* approach...







(0.792) (0.01)

 $P(H \mid D) = \frac{1}{(0.792)(0.01) + (0.096)(0.99)}$ (0.00792)

P(H | D) =

(0.00792) + (0.09504)

Patient's Probability of Breast Cancer = 0.077 or 7.7%



Medical Doctors & OH Professionals

Medical Doctors

• Diagnose illnesses

Occupational Hygienists

 Diagnose exposures to prevent illness

- Prescribe drugs or medical treatment for an illness
- Educate people on how to prevent illnesses

- Prescribe exposure controls to prevent illnesses
- Educate people on how to eliminate or reduce exposures to prevent illnesses

- Are we surprised?
- How much error would we tolerate from our personal physician?
- Do OH Professionals "misdiagnose" exposures in a similar way?
- How can Bayesian tools be used to increase our accuracy of diagnosing exposures?

Daniel Kahneman

- Nobel prize winning psychologist,...in economics
- Defined famous heuristics and decision making processes
- Research has driven changes across many professions.
- Described Decision Making into System 1 & System 2





Psychology - Biases and Heuristics

- Kahneman & Tversky proposed three now famous heuristics as to why many biases occur:
 - (1) anchoring and adjustment,(2) availability(3) representativeness.



They have been studied at length in many fields – medicine, law, engineering, economics, psychology,...leading to the description of new heuristics and related biases.

(Kahneman and Tversky, 1982)

- Each decision making system has strengths and weaknesses
 - System 1 (fast), less accurate, less energy, intuitive, more efficient, less effective
 - System 2 (slow), more accurate, more taxing, cognitive, algorithmic, conscious rules, less efficient, more effective

• How can understanding this help us improve accuracy our decision making?

Relationship between Heuristics and Biases

- Heuristics are the hard coded rules
 - Unconscious (System 1)
 - Driven by emotions brain stem & hormones
 - Past experience integrated into "feelings"
 - Conscious (System 2)
 - Learned algorithms
 - Data analysis

<u>Biases</u> result when there are flaws in the Heuristic(s) used for a given application

3 Common Sources of Bias

• (1) Cognitive Bias

- Selection of wrong heuristic(s) Example – Wrong equation selected Area of circle = $(4/3) * (pi * radius^3)$
- Inherent flaw in heuristic(s)

> Example – Error in algorithm or mathematical equation Area of circle = $pi * diameter^2$

- (2) Self-Serving Bias
 - Decision based on impact to self or "group"
- (3) Emotion only based decision (non-rational)
 - "I'm feeling lucky!"







Conclusions from Cognitive Psychology

- Humans are more often biased and inaccurate that we know
 - Your "gut" is wrong much more often that you know (or even want to know)
- As individuals we think we are the accurate one, it is "the person next to us that isn't so good"
- There are several key strategies and tools which can dramatically reduce bias and increase accuracy

"Now that I know my judgments can be flawed, what can I do?"

K. Anders Ericsson

- Demonstrated the "10 year" or "10,000 hours" rule for Professional Expertise.
- World renowned researcher in
 - Professional Development
 - Superior Memory of Experts and Long-Term Working Memory





DEVELOPMENT OF PROFESSIONAL EXPERTISE

Toward Measurement of Expert Performance and Design of Optimal Learning Environments K. ANDERS ERICSSON

CAMBRIDGE

"A wise man will make more opportunities than he finds."

– Francis Bacon



Bayesian Approach Applied to Professional Judgments (Exposure)

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Rating Exposure Control Using Bayesian Decision Analysis

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 ²3M, Minneapolis, Minnesota
 ³University of Minnesota, Minneapolis, Minnesota

A model is presented for applying Bayesian statistical techniques to the problem of determining, from the usual limited number of exposure measurements, whether the exposure profile for a similar exposure group can be considered a Category 0, 1, 2, 3, or 4 exposure. The categories were adapted from the AIHA exposure category scheme and refer to (0) negligible or trivial exposure (i.e., the true $X_{0.95} \leq 1\% OEL$), (1) highly controlled (i.e., $X_{0.95} \leq 10\% OEL$), (2) well controlled (i.e., $X_{0.95} \leq 50\% OEL$), (3) controlled (i.e., $X_{0.95} \leq 100\% OEL$), or (4) poorly controlled (i.e., $X_{0.95} > 100\% OEL$) exposures. Unlike conventional statistical methods applied to exposure data, Bayesian statistical techniques can be adapted to explicitly take into account professional judgment or other sources of information. The analysis output consists of a distribution (i.e., set) of decision probabilities: e.g., 1%, 80%, 12%, 5%, and 2% probability that the exposure profile is a Category 0, 1, 2, 3, or 4 exposure. By inspection of these decision probabilities, rather than the often difficult to interpret point estimates (e.g., the sample 95th percentile exposure) and confidence intervals, a risk manager can be better positioned to arrive at an effective (i.e., correct) and efficient decision. Bayesian decision methods are based on the concepts of prior, likelihood, and posterior distributions of decision probabilities. The prior decision distribution represents what an industrial hygienist that either a significant process change has occurred or the industrial hygienist's initial judgment was incorrect. In either case, the industrial hygienist should readjust his judgment regarding this operation.

Keywords Bayesian statistics, exposure assessment, exposure rating

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INTRODUCTION

I ndustrial hygiene has often been described as both an art and a science. The art component often consists of the application of professional judgment in determining whether occupational exposures are acceptable, relative to some occupational exposure limit (OEL). Professional judgment is



Top 3 Bayesian Benefits for IH

- 1. Easily incorporated into the AIHA Strategy Exposure Assessment Control Bands
- 2. Frames statistical output from sampling data into *probabilities* which are more intuitive
- 3. Transparent framework for *understanding* & *strengthening "professional judgment*"

The Annals of Occupational Hygiene

Occupational Exposure Decisions: Can Limited Data Interpretation Training Help Improve Accuracy? PERRY LOGAN¹, GURUMURTHY RAMACHANDRAN²*, JOHN MULHAUSEN¹ and PAUL HEWETT³

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Accurate exposure assessments are critical for ensuring that potentially hazardous exposures are properly identified and controlled. The availability and accuracy of exposure assessments can determine whether resources are appropriately allocated to engineering and administrative controls, medical surveillance, personal protective equipment and other programs designed to protect workers. A desktop study was performed using videos, task information and sampling data to evaluate the accuracy and potential bias of participants' exposure judgments. Desktop exposure judgments were obtained from occupational hygienists for material handling jobs with small air sampling data sets (0-8 samples) and without the aid of computers. In addition, data interpretation tests (DITs) were administered to participants where they were asked to estimate the 95th percentile of an underlying log-normal exposure distribution from small data sets. Participants were presented with an exposure data interpretation or rule of thumb training which included a simple set of rules for estimating 95th percentiles for small data sets from a log-normal population. DIT was given to each participant before and after the rule of thumb training. Results of each DIT and qualitative and quantitative exposure judgments were compared with a reference judgment obtained through a Bavesian probabilistic analysis of the sampling data to investigate overall judgment accuracy and bias. There were a total of 4386 participant-task-chemical judgments for all data collections: 552 qualitative judgments made without sampling data and 3834 quantitative judgments with sampling data. The DITs and quantitative judgments were significantly better than random chance and much improved by the rule of thumb training. In addition, the rule of thumb training reduced the amount of bias in the DITs and quantitative judgments. The mean DIT % correct scores increased from 47 to 64% after the rule of thumb training (P < 0.001). The accuracy for quantitative desktop judgments increased from 43 to 63% correct after the rule of thumb training (P < 0.001). The rule of thumb training did not significantly impact accuracy for qualitative desktop judgments. The finding that even some simple statistical rules of thumb improve judgment accuracy significantly suggests that hygienists need to routinely use statistical tools while making exposure judgments using monitoring data.

Keywords: data interpretation training; decision making; desktop study; exposure assessment; judgment accuracy and bias; professional judgment



Fig. 2. Bayesian integrated AIHA strategy used to test exposure judgment accuracy. The figure illustrates a method for utilizing the Bayesian integrated AIHA strategy to compare exposure monitoring data analysis (likelihood) with exposure judgments (prior) made by an occupational hygienist for a given SEG.

RESULTS

- Quantitative Pre & Post Training Judgments
 - Accuracy increased from 43% to 63% (p<0.001)
 - Appeared to eliminate bias

Precent of Quantitative Judgments

- Qualitative Pre & Post Training Judgments
 - No statistically significant difference with "Training"
 - No better than random chance!









Key Findings

- Exposure judgments are not always accurate and can be biased
- Quantitative judgments were much better than random chance (43% & 63% vs 25%)
- Qualitative judgments statistically were no different than random chance
- More sampling data increased accuracy
- Training or "calibration" significantly helps increase accuracy of judgments (p<0.001)
- Need to study the "determinants" of exposure judgment accuracy




Always use statistical tools when interpreting data for exposure judgments!

FREE Tools Available – No Excuses!!!

- Exposure Assessment Solutions (IHDA)
 - www.oesh.com



AIHA Website

– IHSTAT, IHDIG, IHMOD, IHSkinPerm

http://www.aiha.org/INSIDEAIHA/VOLUNTEERGROUPS/EASC/Pages/EASCTopics.aspx



"IH DIG" – IH Data Interpretation Game – Designed to Strengthen IHs System 1 Heuristics for interpreting exposure data and professional judgments based on actual sampling data. (Read "About IH DIG" in App)

Available on Apple iTunes (iPhone, iPad & iTouch) and Android Market place (links on AIHA website)



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Tactical Aspects of Improving Professional Judgment using Bayesian Decision Analysis

3M Overview

- >90,000 employees globally
- >50,000 products
- Many chemistries
- Many technologies
- Many cultures

Globalized, Localized R&D

- >3100 technical employees outside U.S.
- Laboratories in 35 countries
- Customer Technology Centers in 25+ countries
- Broad base of technologies leads to customized solutions
- Strong bench-to-bench collaboration
- Localized product and applications development
- Global replication products, applications, relationships





3M's Technology Platforms



Many Manufacturing, R&D and DC Sites Globally



Consider a Single Production Site



Consider a Single Production Site





Assess Exposure Risks for All Groups of Workers & All Agents



Comprehensive Exposure Risk Assessment & Management



		2	9	-+	<u> </u>	0	r
					Average # of	# of Different	# of Chemical -
	Hours /	# of Shifts	Total #	# of	Chemicals per	Exposure Jobs	Job/Task
	Day	/Day	Employees	Chemicals	Step	/ Tasks	Combinations
Production Area 1	12	2	20	220	25	7	175
Production Area 2	12	2	20	140	8	12	96
Production Area 3	8	3	24	30	4	15	60
Maintenance	8	2	12	250	20	20	400
Warehouse / Shipping	8	2	11	10	2	6	12
Quality Control (QC)	8	3	9	120	6	6	36
Engineering	varies	varies	7	180	8	12	96
Administrative	8	1	8	10	1	3	3
Sales	varies	varies	6	60	4	12	48
Contractors	varies	varies	25	250	10	40	400
			142			133	1326

Utilize systems to do efficient accounting for each work group...

Use BDA Framework to Leverage Existing Sampling Data to Strengthen Qualitative Judgments



Fig. 2. Bayesian integrated AIHA strategy used to test exposure judgment accuracy. The figure illustrates a method for utilizing the Bayesian integrated AIHA strategy to compare exposure monitoring data analysis (likelihood) with exposure judgments (prior) made by an occupational hygienist for a given SEG.

	1	2	3	4	5	6	7
					Average # of	# of Different	# of Chemical -
	Hours /	# of Shifts	Total #	# of	Chemicals per	Exposure Jobs	Job/Task
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Warehouse / Shipping	8	2	11	10	2	6	12
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Sales	varies	varies	6	60	4	12	48
Contractors	varies	varies	25	250	10	40	400
			142			133	1326
	. .		,				

1,326 Chemical / Job Task Combinations!



Global IH Success =

1. All EHS Contacts trained to an IH level needed by facility



Global IH Footprint1. All EHS Contacts trained to a level needed by facility2. Trained IH SME in Critical Locations



Improving EA Professional Judgments

- 1. Transparent Feedback Mechanisms
 - Document judgments & model inputs, use IH BDA tools, DIT Exercises, IH-MOD Modeling Tool, learn from good and bad judgments
- 2. Specialized Tools and Training
 - PDCs, Software Tools, Webmeetings, Workshops, ERAM Apps
- 3. Peer & "Expert" Coaching
 - Workplace Assessment Teams, Peer Networking, "always hang out with people smarter and better looking that you!"
- 4. Repeated Practice of Core Judgment Skills
 - Compare judgments, DIT Exercises, EA Video Games, "Exposure Assessment Training Camps", Revisit CIH notes, ...
 - Enhance skills in chemistry, physics, ventilation, statistics, …





Occupational Hygiene is the Science of Understanding and Managing Exposure Risks



We Must Create Effective Training in CRITICAL Aspects of Each Element

Telewebs, Workshops, ERAM Apps, PDCs, Guidance Documents, White Papers, Synergist Articles, Journal Articles... Risks & Regulations Understood & Properly Managed

EHS/IH Success Triangle

Global Network of EHS People (Corporate, Business, Region)

Efficient & Effective EHS Programs & Systems "Leadership is needed to take our biggest challenges and turn it into our biggest opportunities..."

Author Unknown

(3) Critical Elements of "Leadership" for Occupational Hygiene

- Technical Leadership Skills
- Individual Leadership Skills
- Organizational Leadership Skills

Thank You!!!

• "Leaders are made, they are not born."

Vince Lombardi

Hierarchy & Prioritization for Efficient and Effective Exposure Risk Assessment and Management

- Hierarchy of Hazard Information / OELs
- Hierarchy of Exposure Assessment
- Hierarchy of Exposure Controls



Recent "OEL Survey" Illustrates a New Development Opportunity (3rd question)! We need to create Telewebs, Workshops, PDCs, Apps, ...

Response Summary			Total Started Survey: 282 Total Finished Survey: 282 (100%		
PAGE: 2012 AIHCE SCIENCE SYMPOSIUM	I POLL - USING EXPOSURE LIMITS				
1. Does your practice of occupationa use of exposure limits (OELs)?	al and environmental health work involve the	🕓 Create Ch	art 🔶 Download		
	Res	ponsePercent	ResponseCount		
Yes, occupational only		73.4%	207		
Yes, consumer only	I	0.7%	2		
Yes, occupational and consumer		25.5%	72		
No		0.4%	1		
	Answ	eredQuestion	282		
	Ski	ppedQuestion	0		

2. If you answer "yes" to # 1, which upon? Check all that apply.	of the following limits/guidance do you rely	Create Ch	iart 🔶 Download
	1	ResponsePercent	ResponseCount
ACGIH TLVs		93.6%	264
OSHA PELs		80.5%	227
NIOSH RELs.		57.8%	163
State specific levels		46.5%	131
Hazard banding		7.8%	22
Control banding		13.8%	39
REACH DNELs		11.7%	33
European Union Indicative Limits		15.6%	44
Risk based OELs (often involves modeling)		17.0%	48
None of these.	I	1.8%	5
	Othe	er (please specify) Show Responses	73
	Ar	nsweredQuestion	282
		SkippedQuestion	0



Risks & Regulations Understood & Properly Managed

Global Network of EHS People (Corporate, Business, Region) EHS/IH Success Triangle

Efficient & Effective EHS Programs & Systems

Effective and Efficient Exposure Risk Assessment and Management (ERAM)

Most Effective / Least Efficient



Least Effective / Most Efficient

Occupational Hygiene is the Science of Understanding and Managing Exposure Risks (ERAM Model - <u>Exposure Risk Assessment & Management</u>)



Courtesy – AIHA ERAM Working Group







Top 3 Bayesian Benefits for IH

- 1. Easily incorporated into the AIHA Strategy Exposure Assessment Control Bands
- 2. Frames statistical output from sampling data into *probabilities* which are more intuitive
- 3. Transparent framework for understanding & strengthening "professional judgment"
AIHA Strategy Exposure Assessment Control Bands

SEG Exposure Control Category**	Recommended Action / Exposure Control Band
0 (<1% of OEL)	no action
1 (<10% of OEL)	general HazCom
2 (10-50% of OEL)	+ chemical specific HazCom
3 (50-100% of OEL)	+ exposure surveillance, medical surveillance, work practices
4 (>100% of OEL)	+ respirators & engineering controls, work practice controls
5 (Multiples of OEL; e.g., based on respirator APFs)	+ immediate engineering controls or process shutdown, validate respirator selection

** - Upper Tail Decision statistic = 90th, 95th, 99th percentile





Bayesian Decision Analysis for IH

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Rating Exposure Control Using Bayesian Decision Analysis

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INTRODUCTION

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IH Bayesian Decision Analysis

We are interested in distinguishing between five *populations* of exposure profiles: Exposure Zones 0, 1, 2, 3, and 4

Exposure Rating		Cutoff (%OEL)
	0	X _{0.95} ≤ 1%
	1	1%< X _{0.95} ≤10%
	2	10%< X _{0.95} <u><</u> 50%
	3	50%< X _{0.95} ≤100%
	4	X _{0.95} > 100%

Exposure Ratings translated into *parameter space* for OEL=1ppm



Exposure Ratings translated into *parameter space* for OEL=1ppm



Exposure Ratings translated into *parameter space* for OEL=1ppm







Bayesian Likelihood Analysis

- 94.7% Probability of AIHA Category 4 Exposure (X0.95 >100% of OEL)
- Yes, this job requires exposure controls



