

# The PACT Collaborative

## Frequently Asked Questions

### 1) What is PACT, and why was it created?

A comprehensive, structured response to harm events is better for patients and families, better for healthcare providers and staff, and better for healthcare organizations. Decades of research have shown that this approach reduces suffering, preserves trust, inspires improvements in patient safety, and allows everyone involved to move forward without the compounding distress of a court case. Too often, though, this structured approach is either absent or used selectively and inadequately, limiting the impact and leading to a perception that the intent of the program is simply to reduce legal costs. Even when programs are effectively implemented, they may not survive a change in leadership or core staff.

The Pathway to Accountability, Compassion, and Transparency (PACT) was created with a mission of ensuring that every healthcare organization has a structured, meaningful, and equitable response to harm events that occur.

### 2) What are the benefits of participating in the PACT Collaborative?

The PACT Collaborative goes far beyond the trainings that many organizations have previously undertaken, featuring new tools and resources, metrics, and individualized learning. PACT helps organizations move from knowing what a harm response program is to effectively implementing a highly reliable program. Through a structured curriculum presented by nationally recognized expert faculty, participants gain the skills they need along with the tools and templates that support sustainable implementation. Each team will have the support of a designated faculty coach who can assist with the adaptation of tools as well as offering consultation on processes as needed.

At the conclusion of the PACT Collaborative, graduates are invited to join the ongoing PACT Leadership and Innovation Network.

### 3) What would participation in PACT be like?

The PACT Collaborative is based on the IHI Breakthrough Series Collaborative structure. Participants attend six dynamic, interactive virtual learning sessions, each presented over two half-days. During learning sessions, expert faculty offer best practices and implementation guidance. Between learning sessions, Collaborative Teams will focus on implementation of those best practices, attend monthly check-ins with their small cohort of their peers, and consult with their faculty coach as needed.

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### **4) Who from my organization would be involved in PACT?**

Each organization will build a core PACT Collaborative Team to participate throughout the program. This team will include an Executive Sponsor, a Team Leader responsible for day-to-day Collaborative activities, a clinician champion, patient and family advocates, and the key staff involved in the organization's harm response (e.g., risk managers, claims professionals, patient safety officers, or medical directors). The team configuration will likely be different for each organization. Other key players will participate in sessions devoted to specific topic areas. To ensure support for efforts of the PACT Collaborative Teams, the initial learning session will devote one day to the critical role of senior leaders. For organizations with multiple hospitals from their system participating, we anticipate PACT Collaborative Teams at both the system and individual hospital levels would take part. Since the sessions are all virtual, there are no limits on the number of participants from an organization who may attend any of the learning sessions.

### **5) What does the PACT curriculum look like?**

Accountability, Compassion, and Transparency are the organizing principles for the entire curriculum. Each element of a highly reliable harm response program is addressed throughout PACT, with best practices introduced and reinforced at learning sessions and during monthly cohort check-ins. Curriculum elements include: the role of an engaged leader in driving a highly reliable response to harm, using a process map to identify and address harm response challenges, communicating effectively and compassionately with patients and families after harm, the role of a communication coach, engaging patients and families in event analysis, processes for implementing system changes for patient safety, developing or strengthening peer support programs, providing patients with prompt and fair resolution after harm, and assessing and improving patient safety culture. The curriculum is designed to provide a progression for implementation with the flexibility to hone in on specific areas of interest and concern for participants.

### **6) What new tools and resources will be shared during The PACT Collaborative?**

Innovative tools and resources will be provided to support harm response effectiveness and consistency. Some of the new tools include communication checklists for both providers and patients/families, a guide for communication coaches, harm response pathway and expectation tools for patients and families, a process map, and a measurement tool. Tools are introduced with structured guidance for how to use them for the best experience and outcomes.

## **7) How much work would be involved for an organization?**

We expect that Executive Sponsors will all attend the first 4-hour day of the first learning session, relevant sections of all subsequent learning sessions, and will meet periodically with their Collaborative Team Leader or full Collaborative Team to ensure that they have access to the resources they need and are not hindered by removable barriers. This likely means 4 hours in October 2023 and 30-60 minutes per month thereafter.

We expect that Team Leaders will attend all learning sessions, 9am – 1pm PT each day:

- Learning Session 1: October 12-13, 2023
- Learning Session 2: December 7-8, 2023
- Learning Session 3: February 14-15, 2024
- Learning Session 4: April 22-23, 2024
- Learning Session 5: June 12-13, 2024
- Learning Session 6: September 11-12, 2024

Team Leaders will also spend 1-2 hours each month on data collection and submission, 1 hour during action period months joining Collaborative check-ins via Zoom, and 1 hour per month in team meetings (3-4 hours per month).

We expect that Team Members will attend all learning sessions as above, although there may be some members that attend only relevant segments of an agenda. We also expect that members will participate in regular team meetings and Collaborative check-ins as appropriate.

In addition to the time above, every organization is already investing time in communicating with patients after harm events, investigating harm events, supporting providers involved in harm events, and seeking resolution. Our hope is that the Collaborative will offer new tools and strategies so that the time you're already investing can be put to better use.

## **8) What organizations are leading PACT?**

Ariadne Labs and The Collaborative for Accountability and Improvement partnered with the Institute for Healthcare Improvement to found PACT. It continues under the leadership of:

**Ariadne Labs**, a joint center for health systems innovation at Brigham and Women's Hospital and Harvard T.H. Chan School of Public Health. They develop simple, scalable solutions that dramatically improve the delivery of health care at critical moments to save lives and reduce suffering. Their vision is for health systems to deliver the best possible care for every patient, everywhere, every time.

**The Collaborative for Accountability and Improvement (CAI)**, a program of the University of Washington. CAI serves to advance highly reliable communication-and-resolution programs that meet the needs of patients, families, and providers for accountability, compassion, transparency, and improvement after patient harm.

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### 9) Who are the PACT core faculty?

PACT core faculty include Evan Benjamin, MD, MS, FACP and Thomas H. Gallagher, MD.

**Evan Benjamin, MD, MS, FACP** is chief medical officer at Ariadne Labs, a joint center of healthcare innovation at Harvard School of Public Health and the Brigham & Women's Hospital. He is associate professor of Medicine at Harvard Medical School and associate professor of Health Policy and Management at Harvard School of Public Health where he teaches health care systems, quality improvement, and patient safety. Dr. Benjamin's research focuses on the impact of CRP on patient and provider experience as well as outcomes of cost and patient safety.

**Thomas H. Gallagher, MD, MACP**, is a general internist who is Professor in the Department of Medicine at the University of Washington, where he is Associate Chair for Patient Care Quality, Safety, and Value and also a Professor in the Department of Bioethics and Humanities. He is the Executive Director of the Collaborative for Accountability and Improvement, an organization dedicated to advancing the spread of Communication and Resolution Programs. Dr. Gallagher's research addresses the interfaces between healthcare quality, communication, and transparency.

Industry leaders will also join specific learning sessions to share their knowledge and expertise and provide guidance.

### 10) How much does it cost, and where is the tuition going?

Participating in PACT costs \$25,000 per organization, which allows each organization to include one Collaborative team. Each additional team from a single organization costs \$8,500 per hospital. Thanks to sponsorship from the Jewish Healthcare Foundation, Constellation, and Coverys, the tuition is lower than many comparable programs. The organizations hosting PACT are non-profits, and the tuition and sponsorships are intended solely to cover the program costs.

### 11) What do we do next if we are interested in participating in PACT?

Members of the PACT team would be pleased to speak with any organization interested in exploring participation in this Collaborative. Organizations that wish to participate will submit an application to [pact@ariadnelabs.org](mailto:pact@ariadnelabs.org) no later than September 1, 2023. Participants will be selected and notified on a rolling basis with final letters of acceptance sent by September 15, 2023. Participation is capped at 30 organizations to ensure PACT faculty and staff can provide the individualized attention to each organization that will facilitate success in advancing their harm response program.

**For Additional Questions? email [pact@ariadnelabs.org](mailto:pact@ariadnelabs.org) or PACT Director Melissa Parkerton at [mparkerton@ariadnelabs.org](mailto:mparkerton@ariadnelabs.org).**