

PACT Pathway to Accountability,
Compassion, & Transparency



The PACT Collaborative

Transforming Your Response to Harm

Build the infrastructure, capabilities, and confidence your organization needs to meet emerging patient safety expectations and respond to harm events with accountability, compassion and transparency.

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With gratitude for the vision and generosity of our sponsors:



Why Organizations Invest in PACT

Healthcare organizations have invested tremendous resources in patient safety, quality, and experience. Yet harm from healthcare remains common: 1 in 4 hospitalized patients experience an adverse event and 1 in 3 of those are serious. Healthcare organizations face increasing expectations from patients and families, clinical staff, governing boards, CMS, and accrediting bodies to respond to harm with accountability compassion, and transparency.

After harm:

- *Patients and families* need honesty, compassion, accountability, and assurance that improvements will be made.
- *Clinicians* need support, guidance, and the ability to participate in learning and improvement without fear of blame or isolation for factors beyond their control.
- *Organizations* need a reliable process that supports patients, families, and clinicians, rebuilds trust, improves care, and aligns with evolving regulatory expectations.

When harm occurs, many organizations still rely on fragmented, reactive, and inconsistent processes that compound harm to patients, families, clinicians, and organizations.

There is a better way, and PACT can help.

The PACT Collaborative is a guided implementation initiative that helps healthcare organizations build a comprehensive, highly reliable Communication and Resolution Program (CRP). Organizations invest in PACT because they want to:

Strengthen Trust: A well-designed CRP demonstrates accountability, transparency, and compassion. These behaviors support healing and rebuild trust with patients, families, clinicians, and communities.

Support Clinician Well-Being: Harm events often create significant emotional distress for clinicians. CRPs provide support and communication coaching that reduce isolation, moral distress, and burnout while helping clinicians maintain therapeutic relationships with patients and families.

Advance Patient Safety: CRPs move organizations beyond “deny and defend” approaches and create systems for identifying root causes, addressing system vulnerabilities, and preventing recurrence.

Improve Organizational Performance: Research demonstrates that CRPs can reduce malpractice claims and liability costs while improving patient satisfaction and organizational learning. Organizations that implement CRPs often experience fewer lawsuits, lower legal expenses, and earlier resolution of harm events.

Prepare for Emerging Expectations: Communication and Resolution Programs are increasingly recognized as the gold standard for responding to patient harm and are specifically referenced within the CMS Patient Safety Structural Measure.

Without a reliable CRP, you are likely to experience:

- Inconsistent harm responses
- Erosion of patient trust
- Clinician distress and turnover
- Missed learning opportunities
- Increased legal, regulatory and reputational risk
- Difficulty demonstrating compliance with emerging expectations.

The ROI of CRPs

Communication and Resolution Programs (CRPs)

– a strategic investment with benefits for all

 PATIENTS & FAMILIES Supporting healing. Rebuilding trust.	 CLINICIANS Supporting clinicians. Reducing distress. Promoting well-being.	 ORGANIZATIONS Improving care. Driving performance. Strengthening culture.	 COMMUNITIES Building healthier communities. Strengthening systems.
 Transparent communication Patients want honesty, answers, and regular updates after harm.	 Emotional support CRPs provide structured support after harm, reducing isolation and distress.	 Reduced malpractice claims Organizations with CRPs experience fewer claims and lawsuits.	 Greater trust in healthcare Transparent, accountable responses to harm build community confidence.
 Sincere empathy and accountability Feeling heard, respected, and cared for helps patients begin to heal.	 Communication guidance Coaching and tools increase confidence in having difficult conversations.	 Lower litigation costs CRPs are associated with millions in savings through reduced legal expenses and claim severity.	 Stronger community relationships Engaging with communities promotes partnership and shared accountability.
 Involvement in decision-making Involving patients and families in the response improves their experience and satisfaction.	 Reduced moral distress Clinicians experience less guilt, shame, and second-guessing when they have the right support.	 Improved patient experience Higher patient satisfaction and loyalty result from compassionate, transparent responses.	 Better health outcomes Trust and engagement lead to earlier care-seeking and better health outcomes.
 Assurance of improvement Patients want confidence that steps are being taken to prevent similar events from happening again.	 Stronger professional relationships Open communication helps maintain trust and connection with patients and families.	 Stronger safety and learning CRPs promote reporting, identify system vulnerabilities, and drive continuous improvement.	 Workforce stability Healthier clinician well-being supports a stable, resilient healthcare workforce.
 Restored trust A compassionate, transparent response can strengthen loyalty and the willingness to seek care in the future.	 Improved well-being and retention Supporting clinicians after harm helps reduce burnout and supports retention.	 Regulatory readiness CRPs help organizations meet evolving requirements, including the CMS Patient Safety Structural Measure.	 Reputation and leadership Organizations known for doing the right thing become community leaders.

CRPs create value. PACT helps you achieve it.

When organizations respond to harm with **accountability**, **compassion** and **transparency**, **everyone** benefits.

What Organizations Achieve Through PACT

How organizations respond after harm tests their systems, processes, values, culture, and leadership. PACT can help your organization pass those tests with pride, meaning, and success.

By the completion of the Collaborative, participating organizations will have:

Implemented Core CRP Infrastructure

- Governance structures
- Leadership oversight
- Defined roles and responsibilities

Established Reliable Harm Response Processes

- Event identification
- Communication with patients & families
- Clinician support
- Event analysis
- Resolution/Reconciliation processes
- Organizational learning processes

Built Sustainable Measurement Systems

Organizations will implement practical methods for measuring process reliability, outcomes, and continuous improvement.

Developed Organizational Capability

Rather than depending on individual champions, organizations will develop systems, tools, and competencies that can be sustained and expanded over time.

Positioned Themselves for CMS Attestation

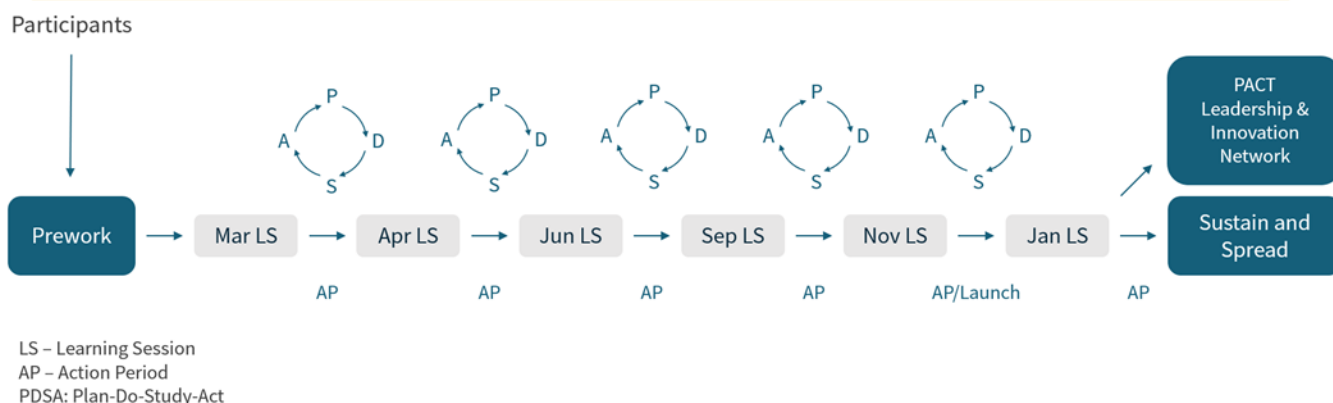
Participants will develop the structures and processes necessary to confidently attest to the Communication and Resolution Program requirements within the CMS Patient Safety Structural Measure.

Participant Testimonial

"The PACT Collaborative has proved essential to helping health systems build Communication and Resolution Programs that work. The strength of the Collaborative lives in showing organizations how to convert CRPs from a vision into practice. I'd encourage any organizations seeking to implement a meaningful CRP to join this invaluable effort."

Allen Kachalia, MD, JD
Senior Vice President, Patient Safety and Quality, Johns Hopkins Medicine

The Big Picture of PACT



The PACT Collaborative Experience

PACT is modeled after the Institute for Healthcare Improvement's Breakthrough Series Collaborative model that uses learning sessions and action periods to combine:

Expert Implementation Coaching

Dedicated faculty support throughout the implementation journey.

Peer Learning

Collaboration with organizations facing similar implementation challenges.

Proven Tools and Resources

Adaptable templates, guides, process maps, measurement tools, and implementation resources.

Action-Oriented Implementation

Participants use action periods to directly apply their learning session takeaways to the implementation work in their organizations.

Leadership Engagement

Focused guidance for executives and leaders responsible for sustaining organizational change.

Why PACT? Why Now?

The PACT Collaborative is designed to help you respond to:

- New CMS Regulations
- Increasing focus on transparency
- Growing expectations from patients and families
- National patient safety initiatives
- Increasing board oversight of safety culture
- Workforce burnout and clinician support concerns

Implementation Supported by PACT Learning Sessions

PACT Collaborative Learning Sessions guide participants through implementation of each component of a comprehensive Communication and Resolution Program.

Learning Session for Leaders: Leading Successful CRP Implementation

March 10, 2027, 1.5 hours

- Identify how PACT tools and resources support CRP implementation and team readiness
- Recognize the critical role of leadership in driving successful CRP adoption
- Define actionable steps leaders can take now to make CRP a mission-critical priority

Learning Session One: Creating a strong foundation for PACT success

March 11, 2027, 3 hours

- Introduce PACT core concepts and key resources for launching a CRP
- Prepare participants to navigate and apply the PACT process maps
- Identify strategies for engaging with the PACT curriculum to maximize learning

Learning Session Two: Key CRP Components in Early and Middle Responses

April 13-14, 2027, 6.5 hours

- Define foundational steps in the early and middle phases of a CRP
- Prepare for identifying CRP events and tracking related processes
- Identify strategies for engaging clinicians, insurers, and communication coaches

Learning Session Three: Communication with Patients & Families

June 9-10, 2027, 7.5 hours

- Prepare for effective communication throughout each stage of the CRP process
- Plan for clear and compassionate written communication and documentation
- Identify tools and techniques for teaching harm communication skills within organizations

Learning Session Four: Middle and Later Response to Harm & Legal Considerations

September 15-16, 2027, 7 hours

- Learn techniques to elicit the patient and family narrative after harm events
- Prepare organizations for reconciliation conversations
- Recognize the roles of plaintiff and defense attorneys in supporting CRP success

Learning Session Five: Advanced CRP Topics

November 10-11, 2027, 6 hours

- Explore advanced issues and emerging practices in CRP
- Discuss strategies for sharing learnings from CRP cases internally and externally
- Recognize the value of partnering with patient and family advocates in co-designing CRPs

Learning Session Six: Continuing your CRP Momentum

January 12-13, 2028, 4.5 hours

- Revisit core concepts, tools, and resources covered throughout the PACT program
- Celebrate organizational progress and accomplishments
- Identify strategies to sustain and build on CRP improvements over time

Tools and Resources

PACT participants receive access to a comprehensive implementation toolkit developed through decades of national leadership in Communication and Resolution Programs.

- Process Maps to guide your response after harm events
- Process Measure Guide and accompanying PACT Data Tracking Tool
- Tip sheets and guides for
 - Initial communication after harm
 - Sharing event review findings, both for non-preventable and preventable events
 - Written communication after harm
 - Coaching clinicians and leaders before communication with patients/families
 - Developing your communication coaching program
 - Supporting clinicians and staff after harm events
 - Supporting patients and families after harm events
 - Cultivating psychological safety
 - Strategies and considerations when seeking reconciliation
 - Developing policies to support your CRP
 - Responding to large scale safety events
 - Engaging clinicians in your CRP
 - Brochure to help patients and families understand your CRP
 - Socializing your CRP
- Tools teaching communication skills in your organization
 - Case compendium with videos, case descriptions, and teaching points
 - A PowerPoint presentation that you can adapt and use
- Gantt chart guides you toward completion of your CRP Launch Checklist
- And many more!

Participant Testimonial

"The PACT Collaborative not only shares insights and best practice theories but gives you the tools and processes for actual implementation- which made the difference for us. Our PACT colleagues and partnership were critical to our success in this area and even supported positive cultural change in patient safety."

*Lindsay Robinson, MS, OTR/L
Associate Vice President, Patient Safety, Northern Light Health*

PACT Leadership and Innovation Network

Participation in PACT includes two years of support: one year of guided implementation through the PACT Collaborative, followed by one year of membership in the PACT Leadership and Innovation Network. The Network is a national community of practice committed to advancing optimal responses to patient harm.

Sustaining a Communication and Resolution Program requires more than implementation. The field continues to evolve, complex cases benefit from peer insight, and organizations strengthen the movement by sharing experiences and innovations. The Network helps participants maintain momentum, deepen their expertise, and continue advancing their programs long after the Collaborative concludes.

Membership includes:

- Six virtual meetings annually
- Case-based discussion and shared learning
- Ongoing access to expert faculty, guidance, tools, and resources
- Connection to a national network of peer organizations
- Opportunities for collaboration, innovation, and problem-solving
- Opportunities to contribute to the field through presentations, scholarship, and shared learning

Participant Testimonial

"The PACT Leadership and Innovation Network helps keep me honest and committed to doing what we say we do - creating a sense of accountability that translates into action."

Frank Korn
System Vice President of Risk Management, Dartmouth Health

What You Get for Your Investment

Registration fee for one team: \$36,000

PACT is designed to deliver enterprise-wide capability building at a fraction of the cost of traditional consulting engagements. The nonprofits that lead PACT (The Center for Harm Response and Ariadne Labs) charge tuition solely to cover the program costs.

Participation includes:

- Full participation for one facility team.
 - There is no limit to your allowed team size, although we recommend at least 5-7 people for your core team.
- Six learning sessions providing over 35 hours of content
- Facilitated cohort check-ins for peer learning between learning sessions
- Implementation coaching from a skilled expert in CRPs
- Access to a library of PACT tools and resources that can be adapted for your setting
- Help developing a measurement system to support learning and sustainability
- One year of membership in the PACT Leadership and Innovation Network

Many multi-facility healthcare systems have found it beneficial to enroll separate teams from each facility. This allows for local adaptation of materials and prioritization of activities based on the specific needs of each facility. If a multi-facility system adds additional teams, the additional registration fee is \$9,000 per team.

Your investment in PACT will help you:

- Support healing and rebuild trust among patients, families and clinicians
- Improve care
- Potentially improve your malpractice experience and reduce costs
- Help you meet external requirements (CMS Patient Safety Structural Measure and the Leapfrog Never Event Policy)
- Strengthen your organization's culture and reputation

We aim to make participation accessible across diverse healthcare settings and may offer reduced pricing for smaller, rural, public, or resource-constrained organizations.

Submit your PACT Collaborative Application

PACT Collaborative Application Link:

https://uwashington.qualtrics.com/jfe/form/SV_4TQr8zxSkuVCaVg

Application Deadline: January 29, 2027

PACT Collaborative Launch: March 10, 2027

If you are applying on behalf of multiple facilities from your organization, please complete an application for each team. You only need to submit one letter per organization.

Questions?

Please reach out to:

Melissa Parkerton, Director, PACT

melispa@uw.edu

Participant Testimonial

"The PACT Collaborative can help any organization achieve success. Whether they are just beginning this important work or are well on their journey, the resources provided by PACT are invaluable now and will continue to be so in the future. Being a member of PACT also brings with it the fellowship and support of the PACT member organizations and their professional staff. Our job together has really just begun."

*Larry Smith, JD
Vice President, Risk Management, MedStar Health*