

PACT Pathway to Accountability,
Compassion, & Transparency



PACT Collaborative Information Packet

We help healthcare organizations
move from good intentions to
reliable practice after harm.

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Overview of the PACT Collaborative

The PACT Collaborative helps healthcare organizations build and strengthen Communication and Resolution Programs (CRPs) through structured learning, expert guidance, practical tools, and peer collaboration.

Patients place tremendous trust in healthcare providers. Providers, in turn, strive to heal, relieve suffering, and deliver compassionate care. Yet, when patients are harmed by their healthcare, too often they experience defensiveness and disregard that exacerbate their suffering, adding insult to injury.

The Pathway to Accountability, Compassion, and Transparency (PACT) Collaborative helps healthcare organizations improve the way they respond to harm events by supporting the implementation of comprehensive, highly reliable Communication and Resolution Programs. CRPs provide a structured, evidence-based approach to responding to patient harm with honesty, empathy, accountability, and a commitment to learning and improvement.

CRPs create value for everyone involved:

For patients and families, CRPs provide the elements people most often seek after harm: transparent communication, sincere empathy, answers to their questions, and confidence that steps are being taken to prevent similar events from occurring again.

For healthcare providers, CRPs offer guidance and support during some of the most challenging moments in clinical practice. Harm events can have a profound emotional impact on clinicians. CRPs help providers communicate effectively with patients and families while also creating opportunities for reflection, learning, and healing.

For healthcare organizations, CRPs strengthen patient safety by promoting reporting, identifying system vulnerabilities, and fostering a culture of transparency, accountability, and continuous improvement.

Importantly, decades of research have shown that CRPs do not increase malpractice claims or litigation and may actually reduce both. As evidence continues to grow, CRPs are increasingly recognized as a best practice for responding to patient harm and advancing patient safety.

CRPs are endorsed and supported by leading healthcare organizations, including The Joint Commission, the National Quality Forum, Leapfrog, the U.S. National Steering Committee for Patient Safety, and the World Health Organization. Their importance has also been highlighted in national policy initiatives. The 2023 President's Council of Advisors on Science and Technology (PCAST) report identified CRPs as a key strategy for transforming patient safety, the CMS Patient Safety Structural Measure requires hospitals to attest to having an evidence-based CRP, and a recent AHRQ-funded literature review reaffirmed the effectiveness of CRPs.

The PACT Collaborative was co-founded by Ariadne Labs and The Center for Harm Response, two organizations with longstanding leadership in the advancement of Communication and Resolution Programs. Through the Collaborative, participants gain the knowledge, skills, tools, and community support needed to implement and sustain a comprehensive, reliable approach to responding to harm with accountability, compassion, and transparency.

Participation in the PACT Collaborative

The first four waves of the PACT Collaborative have involved 50 healthcare organizations from across the US. Through their participation in PACT, they have:

- Refined and adopted process maps to guide a consistent response to harm events
- Developed programs to support providers, staff, patients, and families after harm events
- Broken down silos to allow for true collaboration between patient safety, risk management, quality improvement, claims, and patient relations departments
- Engaged with patients and families to co-develop processes and materials
- Enhanced their harm event identification systems and their event review processes
- Implemented improvements to prevent recurrence of harm events
- Gained confidence in their ability to effectively respond to harm events

The fifth wave of the PACT Collaborative will ensure that participants finish with:

1. The needed skills and processes to compassionately engage with patients and their families after harm, ensuring that their needs drive the response process.
2. Organizational and operational processes implemented to support an accountable, compassionate, and transparent response to harm.
3. A defined approach to measuring harm response processes and outcomes to support reliability and sustainability of the program.

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 covert 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, John Hopkins Medicine

Benefits of the PACT Collaborative

The PACT Collaborative helps healthcare systems and providers create a comprehensive process to respond to harm in a holistic and compassionate manner. The PACT Collaborative goes far beyond the trainings that many organizations have previously undertaken by providing:

- Access to expert faculty in the CRP space
- Practical tools and real-world resources
- A supportive network of peers
- One-on-one coaching tailored to your needs
- A clear, step-by-step roadmap to CRP implementation

PACT will help organizations move from a disjointed and inconsistent response to harm events to a highly reliable process for responding to patient harm that supports the needs of all involved.

PACT Collaborative Structure

The PACT Collaborative is modeled on IHI's Breakthrough Series Collaborative. This systematic approach convenes healthcare organizations with shared goals to learn together, share experiences, and accelerate implementation of new processes.

PACT teams participate in six virtual learning sessions when content will be shared and guidance will be offered. Between learning sessions, Collaborative Teams will enter action periods, implementing the best practices introduced in the learning sessions, attending monthly check-ins with a smaller cohort within the Collaborative, and consulting with their assigned faculty coach. The PACT Collaborative also involves extensive shared learning among the participating organizations, building upon their experiences to date, which may occur during learning sessions or action periods.

Having the right people on your PACT Collaborative Team is essential to your success. The most effective team will be one with a variety of perspectives and viewpoints, solid knowledge of both the realities of the system and goals of the Collaborative, and the full support of the organization to move forward and make changes. Each team will include an Executive Sponsor, a Team Leader responsible for day-to-day Collaborative activities, a clinician champion, and the key staff involved in the organization's harm response program (e.g., risk managers, claims professionals, patient safety officers, patient relations professionals, patient/family and resident representatives, or clinical directors). There is no limitation on the number of people who may attend.

PACT Collaborative Core Curriculum

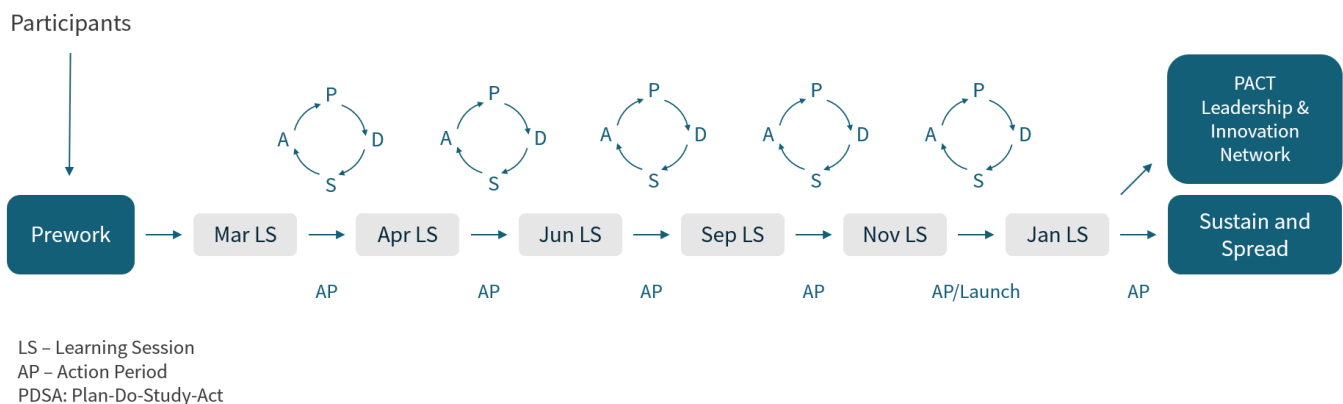
The PACT Collaborative is driven by the Core Concepts of Accountability, Compassion, and Transparency. As a participant in this Collaborative, you will be provided with innovative tools and robust support for the key drivers of successful harm response program implementation:

- Strong leadership engagement
- Highly reliable processes
- Measurement and learning system
- Strategies for ongoing education and training
- A community of practice to support your work and challenge your assumptions

The PACT Collaborative is organized around learning sessions and action periods. Learning Sessions are an excellent opportunity to experience the “All Teach, All Learn” dynamic of a Collaborative as we create time for sharing successes among teams, interacting with faculty, learning about new changes to test and team planning for the next action period when new ideas will be tested and implemented.

Participating in a Collaborative is an excellent foundational approach to creating long-term success. This method helps healthcare organizations accelerate work that is underway and plan for meaningful progress over time. Recognizing that the work of genuinely developing and embedding a robust and meaningful program is a multi-year process, though, PACT offers ongoing support. At the conclusion of the Collaborative, graduates will be invited to join the PACT Leadership and Innovation Network, an ongoing community of organizations committed to advancing optimal harm response in their own organizations and beyond.

The Big Picture of PACT



PACT Curriculum Overview

PACT Learning sessions are adapted to meet the needs of participants each wave, but the content generally will address the learning objectives outlined below.

Learning Session for Leaders: Leading Successful CRP Implementation

March 10, 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, 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, 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, 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, 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 9-10, 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

PACT Tools and Resources

PACT participants are given exclusive access to a password-protected platform where a suite of innovative tools and resources are shared to support effectiveness and consistency. PACT tools build on the content of the CANDOR Toolkit developed by the Agency for Healthcare Research and Quality in 2009, but go far beyond those offerings with new guides, tools, and tip sheets that can be used by any healthcare organization. Faculty will introduce tools during the Collaborative with structured guidance for how to use them for the best experience and outcomes. PACT tools include:

- The PACT Process Map to guide your response after harm events
- The PACT Process Measure Guide and accompanying PACT Data Tracking Tool
- Tip sheets and guides for compassionate communication with patients and families, including initial communication as well as a sharing event review findings
- A tip sheet and guide to coaching clinicians and leaders before communication with patients and families, as well as guidance for developing your communication coaching program
- Guidance for supporting clinicians and staff after harm events
- Guidance for supporting patients and families after harm events
- A tip sheet for cultivating psychological safety
- A toolbox of strategies and considerations when seeking reconciliation
- A guide for developing policies to support your CRP
- A brochure to help patients and families understand your CRP
- The PACT Gantt chart to guide your implementation toward completion of your CRP Launch Checklist
- And many more!

All PACT tools can be adapted to your specific setting and needs with the help of your designated PACT Coach or PACT faculty.

Participant Testimonial

"Many healthcare organizations believe that the right way to bring healing and resolution to patients and families when an unexpected and unwelcomed outcome occurs is through honest, open, and ongoing communication. However, achieving that goal requires providing their staff with the training, tools, and ongoing guidance they need to be successful. The PACT Collaborative can help any organizations 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 organization and their professional staff. Our job together has really just begun."

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

Organizations Leading PACT

Ariadne Labs is a joint center for health systems innovation at Brigham and Women's Hospital and Harvard T.H. Chan School of Public Health. Ariadne develops 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 Center for Harm Response (CHR) is a joint program of the University of Washington and the Armstrong Institute for Patient Safety and Quality at Johns Hopkins University. As the nation's leading authority and catalyst for advancing optimal responses after harm in healthcare, CHR works toward a world in which, when healthcare causes harm, patients, families, and clinicians always get the support they need, and the organizational responses drive healing, learning, safety, and trust each and every time.

PACT Core Faculty

Evan Benjamin, MD, MS, FACP, is Director of Community Innovation at Ariadne Labs. 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. He was the former co-chair of MACRMI, a Massachusetts alliance to CRPs across the state. Dr. Benjamin's research focuses on the impact of CRPs 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 and Associate Chair in the Department of Medicine and Professor in the Department of Bioethics at the University of Washington, as well as being a Research Professor in the Berman Institute of Bioethics at Johns Hopkins University. Dr. Gallagher is also the Executive Director of The Center for Harm Response. Dr. Gallagher's research addresses the interfaces between healthcare quality, communication, and transparency.

Melissa Parkerton, MA, Melissa Parkerton is the Director of PACT and the Deputy Director for Operations and Strategy at The Center for Harm Response. With a background in patient safety and healthcare quality improvement, her work now focuses on driving implementation of comprehensive, highly reliable CRPs.

Lauge Sokol-Hessner, MD, CPPS, is a hospitalist and Associate Professor of Medicine at the University of Washington (UW) in Seattle, Washington. He is also Deputy Director for Implementation and Innovation at The Center for Harm Response. He has led CRP work in several ways: communicating with patients and families after adverse events; leading a medical center's peer review program (as the former Senior Medical Director of Patient Safety in the Department of Health Care Quality at Beth Israel Deaconess Medical Center); a member of the leadership team for MACRMI; and coaching several hospitals in Eastern Massachusetts as they implement CRPs.

Cost to Join PACT

The total cost for one organization to join the PACT Collaborative with one team is \$29,000. That team will represent either a facility or a centralized team and all members will have access to all learning sessions, all resources, and the support of a PACT Coach who will work with the team throughout the Collaborative. Additional teams sent from the same organization will cost just \$9,000 per team.

The organizations leading PACT are non-profits, and the tuition and sponsorships are intended solely to cover the program costs.

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

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Note: *Participants will be selected and notified on a rolling basis. Due to limited space, we encourage you to complete your application as soon as possible to guarantee a spot in the PACT Collaborative.*

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

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