

# Spreading CANDOR Across an Enterprise

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# Austin Peterson

Austin is Registered Nurse and former Paramedic, who has experience in both the Emergency Department and Cardiovascular and Neuro Intensive Care Units. He is a patient safety leader, who pursues organizational change with a passionate, personal strategy. He helps the organization to do the right things by building an inspiring vision to create something new. Austin's pursues this vision by overseeing CANDOR, promoting HRO and instituting Risk Trigger Monitoring across the system. He is always putting patient safety first.



# Winifred Stump

Winnie has been leading system-based patient safety, patient care, employee and environmental safety process change at the national level for over a decade, identifying prevention effectiveness and risks, investigating events of harm or loss and implementing the necessary changes to program structures. She serves as a subject matter expert in patient safety, HRO organizational culture change and loss prevention; coaching, training, developing and managing clinical staff and leaders.



# Reflection

Silence isn't "safe". Speaking up is...

# Agenda

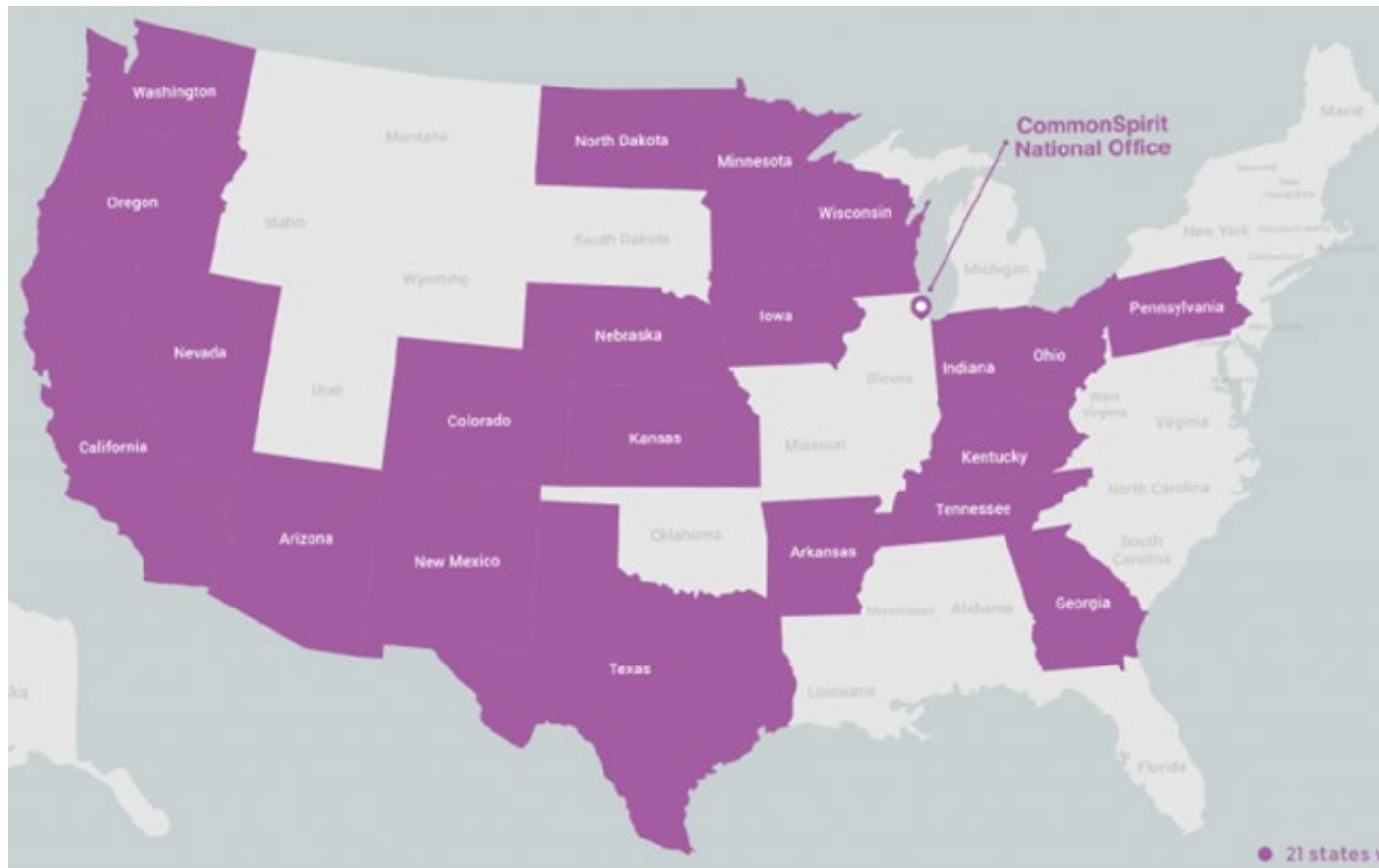
- Who we are
- What is CANDOR
- A paradigm shift in CANDOR training
- Event Investigation
- Considerations

# CommonSpirit Health

# Here to Serve the Common Good

CommonSpirit Health™ is committed to building healthier communities, advocating for those who are poor and vulnerable, and innovating how and where healing can happen-both inside our hospitals and out in the community.

CommonSpirit was created by the alignment of Catholic Health Initiatives and Dignity Health as a single ministry in early 2019. Our commitment to serve the common good is delivered through the dedicated work of thousands of physicians, advanced practice clinicians, nurses, and staff; through clinical excellence delivered across a system of 137 hospitals and more than 1,000 care centers serving 21 states; and through more than \$4 billion annually in charity care, community benefits, and government program services.





# Communication AND Optimal Resolution

# What is CANDOR?

- A fundamental change in how we manage unexpected harm to our patients
- It is based on transparency and providing continual communication to the patient and family until the event reaches resolution
- CANDOR also proactively provides support for the caregivers directly affected
- It makes the organization safer by actively managing safety events and also adhering to our values

A CANDOR Event is an unexpected set of circumstances that result in harm to a patient

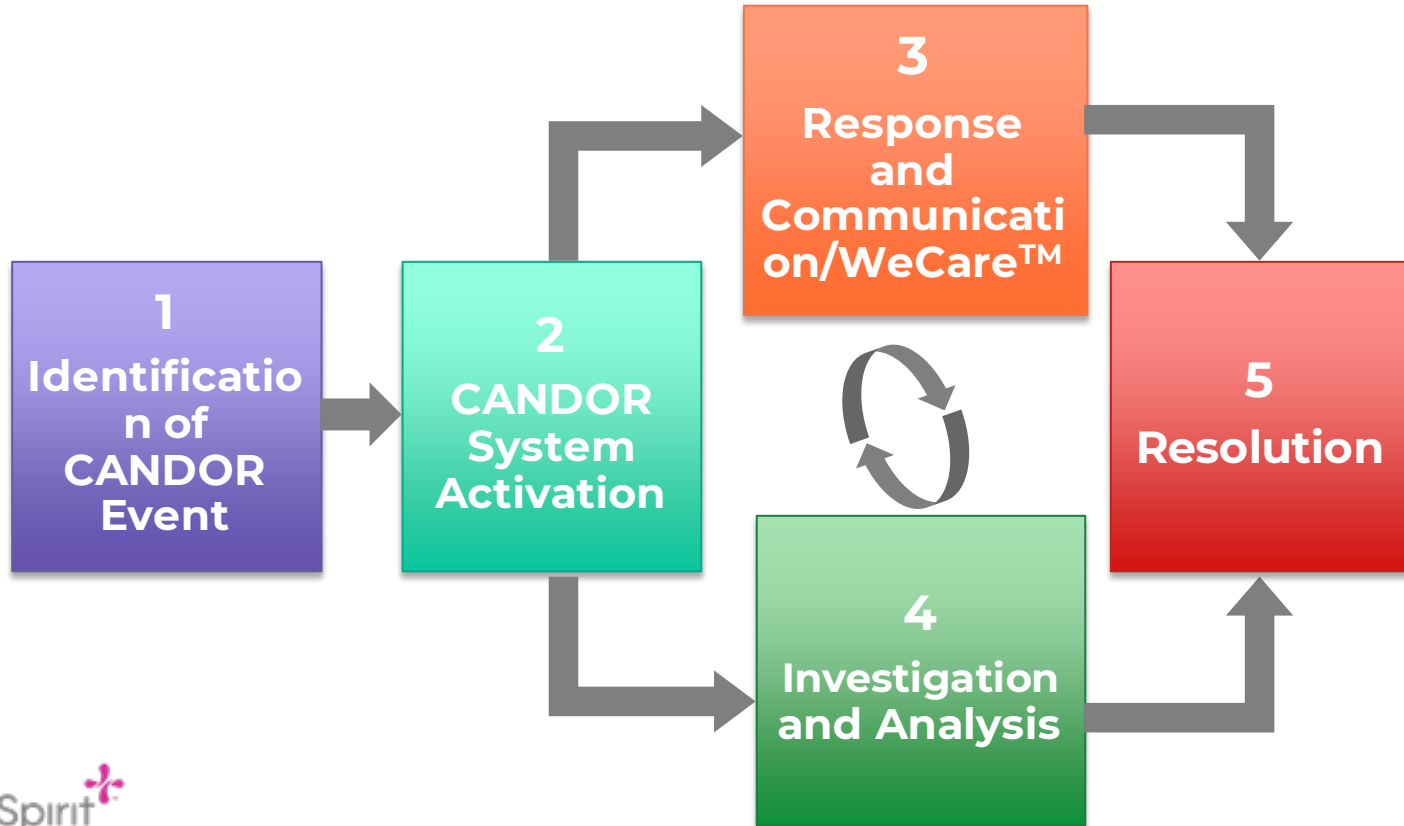


The event triggers an immediate response to communicate with the patient and care providers



The goal is to provide an answer for what happened, and how we will fix this and ultimately have resolution

# CANDOR is a Process



# CANDOR Components

## Event Identification

Either through event reporting or verbal communication. This initiates the CANDOR process. Event reporting is also the mechanism for identifying system issues.

## CANDOR Activation

The initiation of the Patient Communication Team (PCT) and the WeCare to begin the initial response and communication of an unexpected harm event to the patient/family along with the care providers.

## Communication & WeCare

This is a dual action response where the PCT connects with the patient/family with empathy about the unexpected event and where the WeCare Team connects with care providers who have been involved in the event. This is ongoing until resolution is achieved.

## Investigation & Analysis

This is critical to understanding what happened, finding system causes and developing action plans and prevention strategies to prevent like events from recurring, which is the ultimate goal.

## Resolution

Resolution is a key component that ultimately and hopefully will bring closure to patients, families and staff directly affected by the event.

# The Benefits of CANDOR

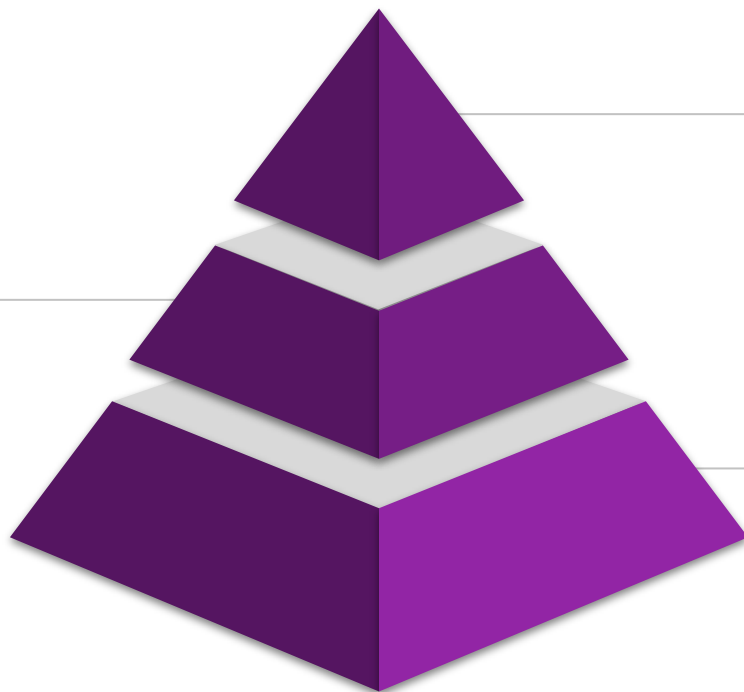
Components	Traditional	CANDOR
Incident reporting	Delayed	Immediately
Communication with patient and family	Delay, deny, and defend	Transparent, ongoing
Event analysis	Focus on MD and RN	Focus on human factors and Just Culture
Quality improvement	Educate and train	Drive value through system solutions, disseminated learning
Financial resolution	Family prevails on a malpractice claim	Proactively address patient needs, partner with claims, stop bills
Care for the caregivers	Informal program	Offered immediately, ongoing
Patient and family involvement	Little to none	Extensive and ongoing

# The Paradigm Shift

# CANDOR Over Time

## Managing COVID

All in person training ceased due to COVID thus we became creative and developed a 4 hour training module that can be given to all across CommonSpirit Health- trained over 600 employees, physicians and leaders



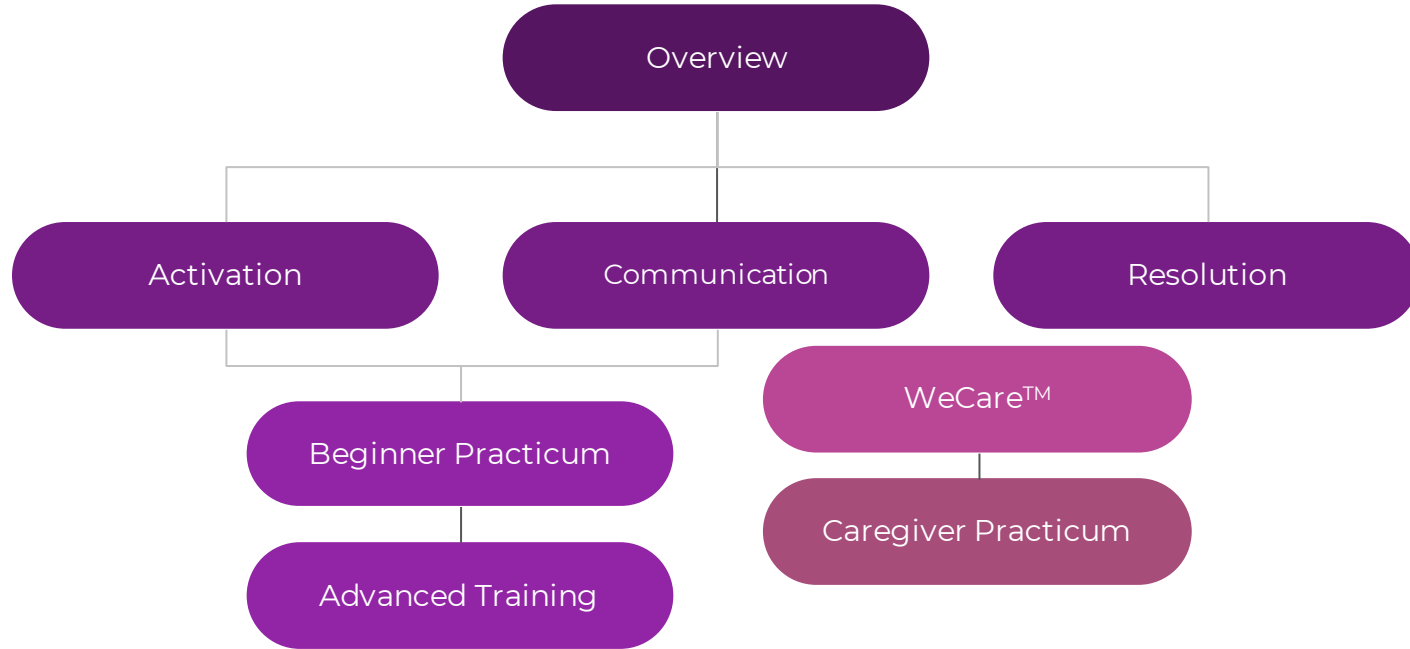
## Today

75% of training is a self guided modules before attending a virtual training program where they practice communicating with Empathy

## In the Beginning

CANDOR was an in person two-day training lead by Dr. Tim McDonald and Linda Ubaldi where every Dignity Health Facility was trained

# CANDOR Modules



Target Audience: all hospital leaders and physicians



# Outline of Course Work

		Self-Paced	Virtual	Notes
1	CANDOR Overview, Activation, Communication, WeCare™, Resolution	✓	✗	<ul style="list-style-type: none"> <li>• CECs are offered if the course is over 1 hour</li> <li>• Progress tracked using Drive</li> </ul>
2	Beginning Communication & Caregiver Comm.	✗	✓	<ul style="list-style-type: none"> <li>• Recommend attending after completing self-paced</li> <li>• Required to attend Advanced Training</li> </ul>
3	Advanced CANDOR Training	✗	✓	<ul style="list-style-type: none"> <li>• 6 virtual classes with 18 scenarios for advanced training</li> <li>• Completion leads to CANDOR Certification</li> </ul>

# Advanced Training

- Program that is virtually offered over six weeks for 1.25 hours
- Review essential elements of CANDOR Communication with an emphasis on empathy
- Cover topics such as: cultural considerations, implicit bias, custody issues, unique laws and, what happens when the standard of care **is** met
- Completed with two volunteers who practice empathetic communication with a live actor



# Attendees by Division

Division	CMO	CNO	Quality Director	RM/PSO	Non PCT	Grand Total
Midwest	11	19	15	20	95	160
Northern California	7	12	9	12	137	177
Pacific Northwest	4	3	3	8	12	30
Southeast	7	6	13	16	47	89
Southern California	6	11	7	12	105	141
Southwest	4	6	5	8	25	48
Texas	7	5	16	9	17	54
Grand Total	46	62	68	85	438	699

PCT- Patient Communication Team

# Event Investigation

# Event Investigation and Analysis Certification

**Target Audience:** Patient Safety Officers, Risk Managers and Quality

- CSH - Event Investigation & Analysis Overview
- CSH - Event Investigation & Analysis Tools Training
- CSH - Event Investigation & Analysis Summary & Action Planning
- Presentation of Skills - Live

4.5 Hours of CME/CEC credit

CSH- CommonSpirit Health



Event Occurs



In-depth Review



Confirmation and Consensus Meeting



Solutions Meeting



Follow-up

- Alert leadership
- Use CANDOR Checklist
- Activate CANDOR Response Team (ideally within 60 minutes)
- Perform a preliminary review (Debrief)

Occurs within 24-36 hours after the event

- Conduct interviews, chart reviews, site visit
- Develop timeline and process map
- Identify Core-review Team members
- Identify contributing and initiating factors

Occurs within 24-72 hours after the event

- Share pertinent findings
- Obtain confirmation and consensus on contributing factors
- Identify Solutions

Occurs within 7-10 days after the event

- Develop targeted solutions
- Plan for evaluation and measurement of action plans
- Write the Shared Learning
- Finalize event review documents and attach to IVOS/IRIS

Occurs within 21-30 days after the event

- Communication with Patient and Family for Resolution (Including Claim Managers)
- Action Plan Completion\*

\* Follow-up occurs at:

- 30 days
- 60 days
- 90 days

# Considerations

# CANDOR Implementation Checklist

1. Executive Leadership Buy-in
2. Dyad Nursing and Physician Champions
3. Commitment from Claims Management
4. Cultural Assessment- **Speaking up has to be safe**
5. CANDOR Steering Committee
6. Event Review for opportunities
7. Shared Learnings





# CANDOR Requires a Just Culture

A Just Culture is more than the utilization of an algorithm to determine behavioral choices.

**“Just Culture refers to a system of shared accountability in which organizations are accountable for the systems they have designed and for responding to the behaviors of their employees in a fair and just manner.”**

Thank You.

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