Communication AND Optimal Resolution (CANDOR)

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Who We Are
CommonSpirit Health

**Our Mission:** As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

**Demographics:**
Cover 22 states
>140 Hospital
1,600+ Clinics
165,000 Employees
Safety at CommonSpirit
SafetyFirst: A Vision

- **Zero Preventable Harm**
- **Enhanced Event Management**
- **Event Analysis & Actions**
- **Reliability**
- **Organizational Culture**

**Management**
- CANDOR
- WeCare
- Event Notification
- Event Management

**Prevention**
- Evidence Based Practice
- Reliability Tactics
- Safety Climate
- Patient Safety Organization

*SSE - serious safety events: deviations that reached the patient, and caused moderate to severe harm; eSSE - employee serious safety event rate*
What is CANDOR?

- A fundamental change in how we manage unexpected harm to our patients
- It is based on transparency and providing continual communication until the event reaches resolve
- CANDOR not only addresses the needs of patient/families but 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

Goal is to provide an answer as to what happened, how can we fix this and ultimately have resolution
CANDOR is a Process

1 Identification of CANDOR Event

2 CANDOR System Activation

3 Response and Communication

4 Investigation and Analysis

5 Resolution
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 root 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

<table>
<thead>
<tr>
<th>Components</th>
<th>Traditional</th>
<th>CANDOR</th>
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<tbody>
<tr>
<td>Incident reporting</td>
<td>Delayed</td>
<td>Immediately</td>
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<tr>
<td>Communication with patient and family</td>
<td>Delay, deny, and defend</td>
<td>Transparent, ongoing</td>
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<td>Event analysis</td>
<td>Focus on MD and RN</td>
<td>Focus on human factors and Just Culture</td>
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<td>Quality improvement</td>
<td>Educate and train</td>
<td>Drive value through system solutions, disseminated learning</td>
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<td>Financial resolution</td>
<td>Family prevails on a malpractice claim</td>
<td>Proactively address patient needs, partner with claims, stop bills</td>
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<td>Care for the caregivers</td>
<td>Informal program</td>
<td>Offered immediately, ongoing</td>
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<td>Patient and family involvement</td>
<td>Little to none</td>
<td>Extensive and ongoing</td>
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Why CANDOR is Critical
Long-Term Impacts Faced by Patients and Families After Harmful Healthcare Events

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Thomas H. Gallagher, MD,‡ and Eric J. Thomas, MD, MPH§

Secondary Harm

- Not only is the initial impact of the event harmful, how the event is managed can contribute additional harm, known as secondary harm.

- Notable delays include:
  - Delay, deny, and defend tactics
  - CANDOR is relatively new
  - Difficulty identifying CANDOR Events
  - Competing priorities
  - Optimistic belief that resolution is the final healing component
59% with dramatic changes due to physical ramifications and emotional stressors

"I wanted to tell my story. My whole goal, since I can’t do research anymore, since I can’t teach anymore, and since I know I am dying, is to save the lives of other people. That’s all I care about."

33% changed how they seek healthcare and avoid it when possible

“Now I have this big fear of going to a hospital. I’d rather croak in my own bed than go to a hospital. After all this stuff that I saw.”
### Psychological Impact

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<th>50% Persistent Anger</th>
<th>53% Vivid Memories</th>
<th>38% Self-Blame</th>
<th>34% Grief</th>
<th>34% Psychological Scars</th>
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<td>- Providers did not acknowledge or apologize for the errors</td>
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<td>- Went to extreme length to cover up the event</td>
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<td>- Felt lied to</td>
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<td>Consistent experiences of: nightmares, hell, terrified, horrified</td>
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<td>Reliving the “worst week of my life”</td>
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<td>“Having a sense that something is not right, but didn’t trust first instincts”</td>
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<td>“Have ongoing regret not being a better advocate”</td>
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<td>Continual feelings of grief, sadness, and suffering from the harmful experience</td>
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<td>Felt helpless and abandoned by the facility</td>
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<td>Developed depression, paranoia, suicidal thoughts</td>
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<td>Unable to forgive facility due to how they were treated</td>
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Thank you!

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