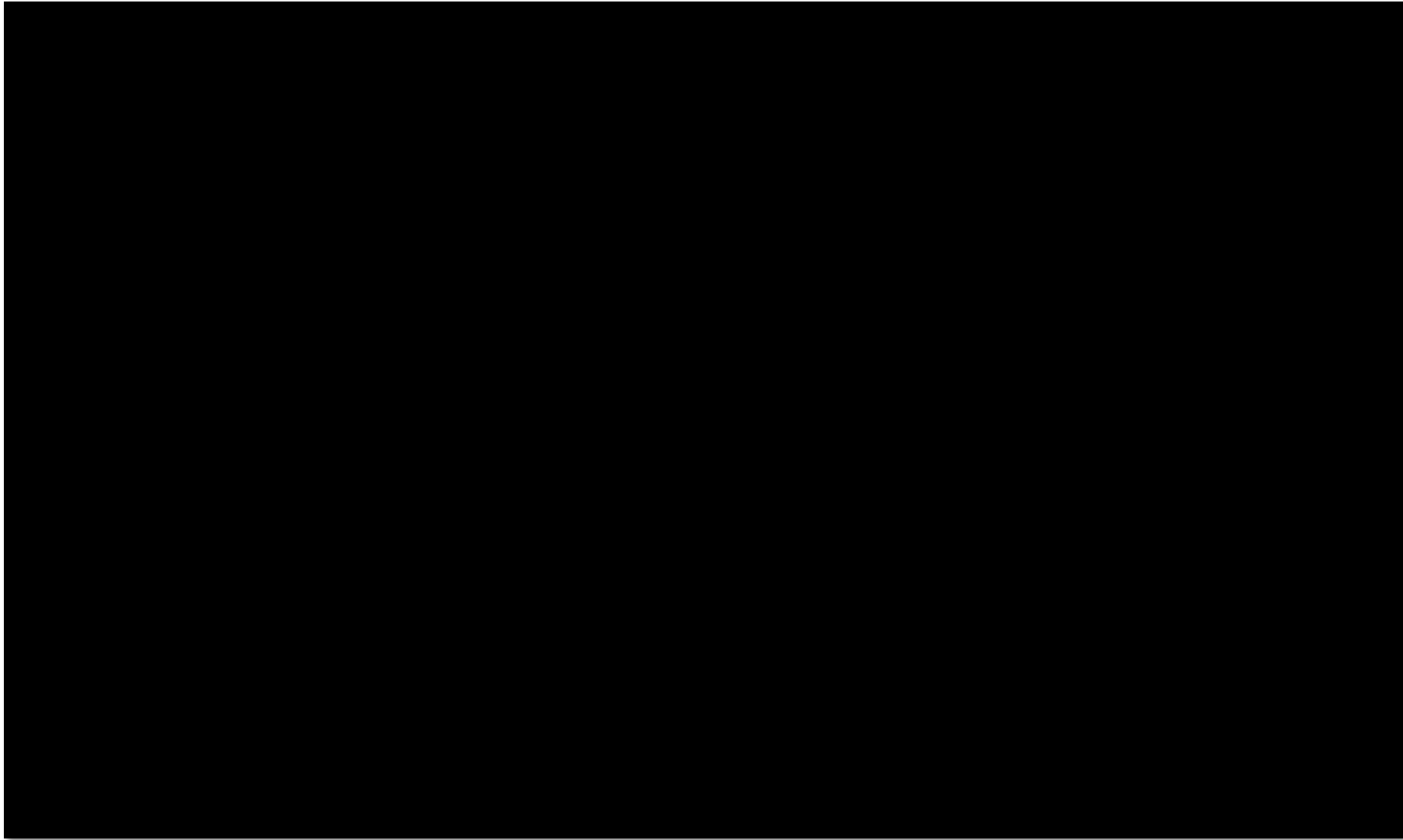




INTRODUCTION TO CANDOR

Communication AND **O**ptimal **R**esolution

Banner CANDOR Video with Dr. Bessel



What is CANDOR?

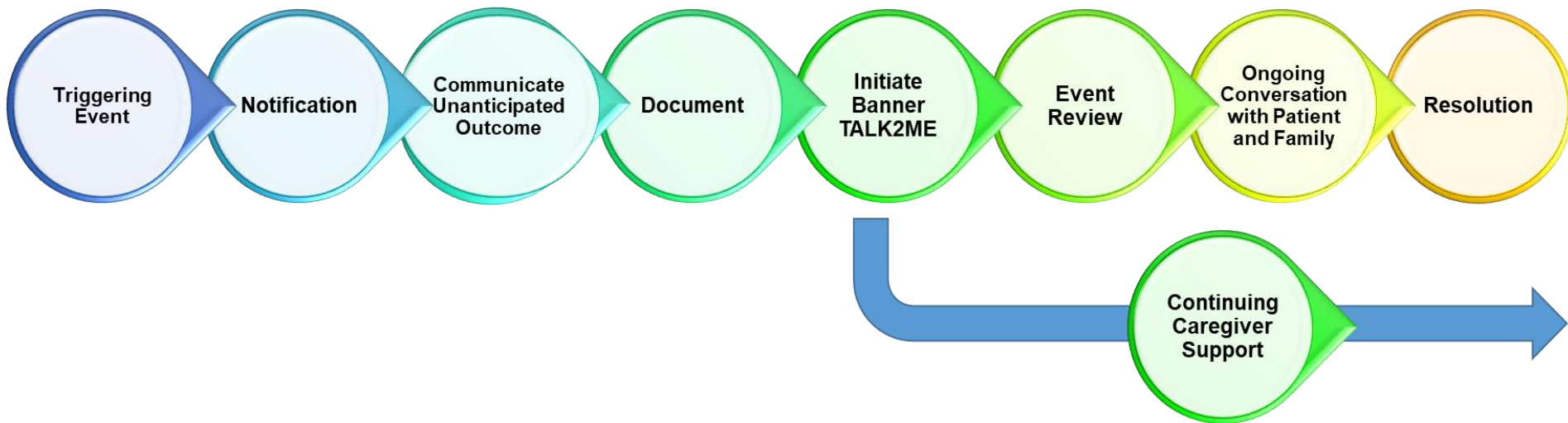
An approach to disclosure which is:

- Timely
- Transparent
- Open and honest
- Uses a team approach
- It also provides peer support for our healthcare team members that might be emotionally impacted from an event through Banner TALK2Me.

Banner Health CANDOR and Banner TALK2Me

Between January 2018 and December 31, 2025, Banner Health teams have been positively engaged in the CANDOR and TALK2Me processes with over 4800 trained.

How CANDOR Works

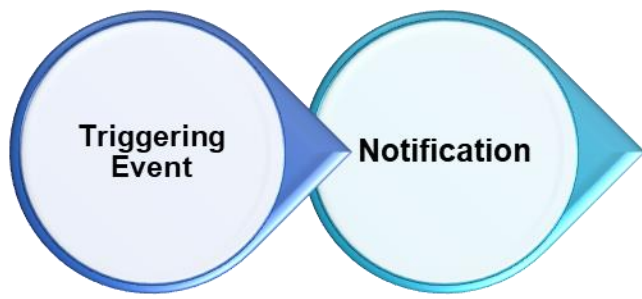




Unanticipated Outcome With Harm

“An outcome of any treatment or procedure that differs significantly from the anticipated outcome, whether or not resulting from error or fault.”

This term refers to an outcome that caregiving personnel did not expect to occur (although they may have been aware that the occurrence was possible), and/or unexpected from the patient/family/LAR perspective, and that currently has, or may have in the future, a significant impact on patient care, treatment, or well-being.



Notification Process

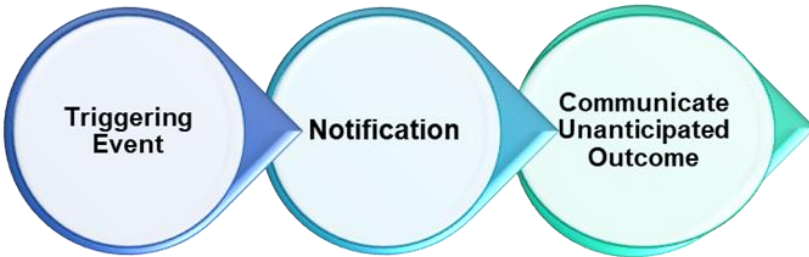
- The clinical team will recognize and notify leadership that an event has occurred.
- The CANDOR team will work with you to decide if the process is triggered.



Communication with the Patient and Family*

- Timely and transparent communication is crucial and should be done as soon as possible.
- Initial Communication may simply be a recognition of the event.
- Documentation of Communication is completed in the CANDOR ad hoc form found in the EMR.

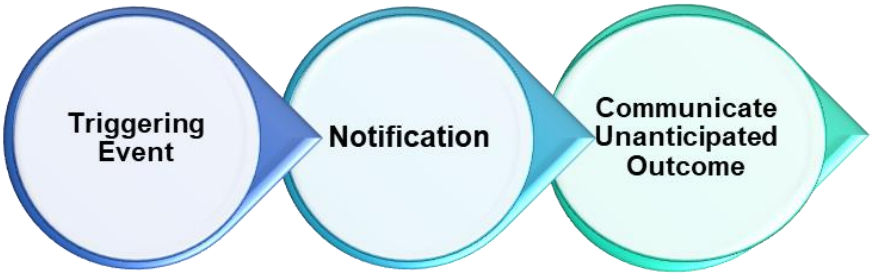
*Or Legally Authorized Representative/Surrogate



Communication: Gather Information and Plan

CANDOR Team, involved staff and provider meet to gather facts of case and develop a plan of approach.

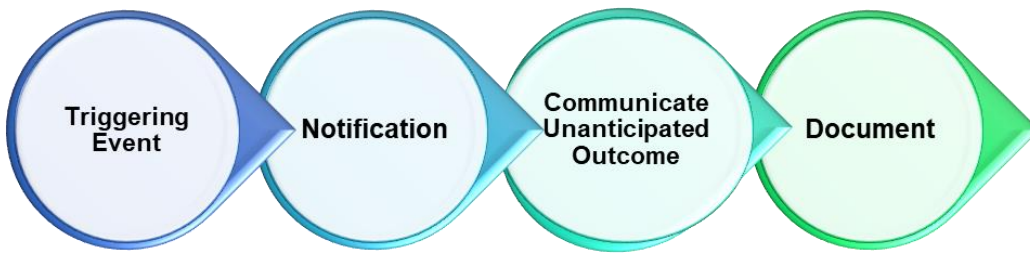
- What will be communicated?
- What questions can be anticipated from the patient/family?
- Who will participate in the conversations?
- Who will be the facility contact for the patient/family?



Communication with the Patient and Family*

- Compassionately communicate factual, truthful, accurate information.
- Sincere apology without blame or judgment.
- Explain continuing care.
- Commit to ongoing communication as we learn more about the event.
- Assign a point of contact for the family.

*Or Legally Authorized Representative/Surrogate



Documentation Elements

- When possible use the ad hoc CANDOR form found in the EMR.
- Date, time, and place of the discussion.
- Name of facility personnel present, and who took the lead in making the Communication and Resolution.
- A factual description of what was communicated including apologies.
- Questions posed by the patient/LAR/family and the responses given.
- Next steps identified during the discussion and the follow-up contact person for the patient/LAR/family.

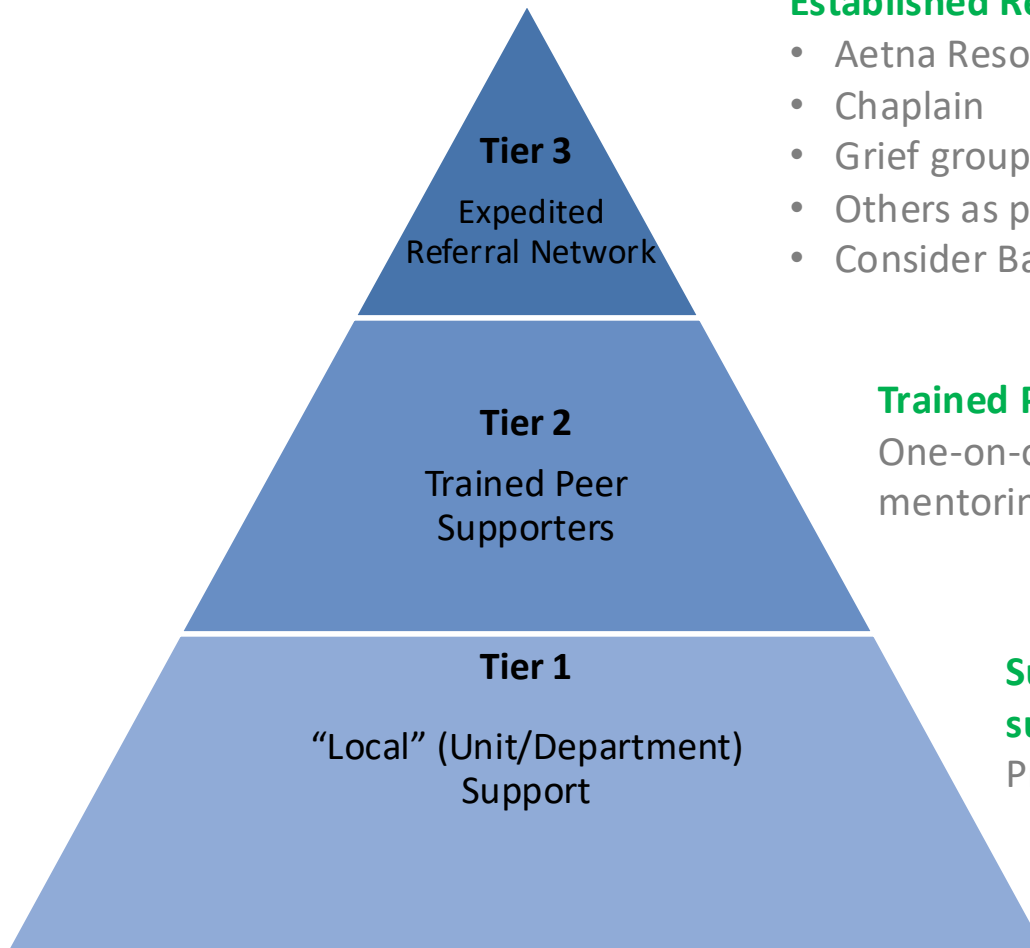


What is Banner TALK2Me?

- A structured approach to identifying the impact of a CANDOR event on our clinicians.
- Provision of emotional first aid to those involved in the event.



Banner TALK2Me Tiered Response Program



Established Referral Network

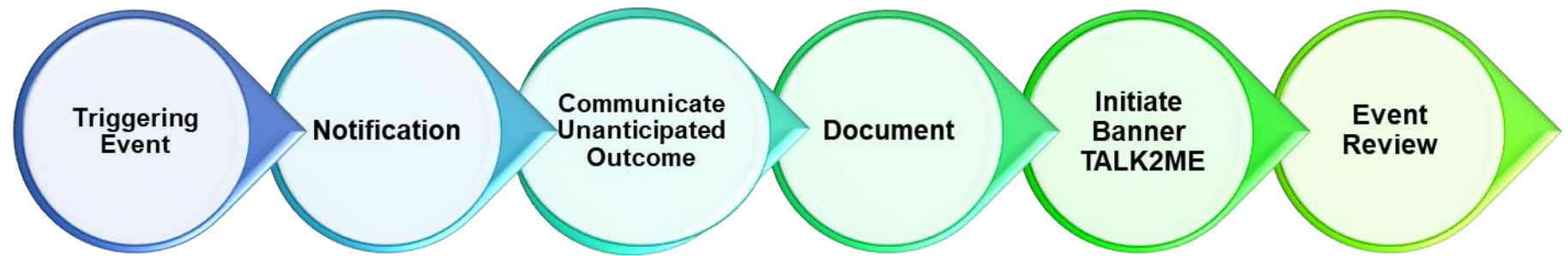
- Aetna Resources for Living (EAP)
- Chaplain
- Grief groups offered by Banner
- Others as provided by individual facility programs
- Consider Banner TALK2Me Leave

Trained Peer Supporters

One-on-one crisis intervention, peer support mentoring, team debriefing & support

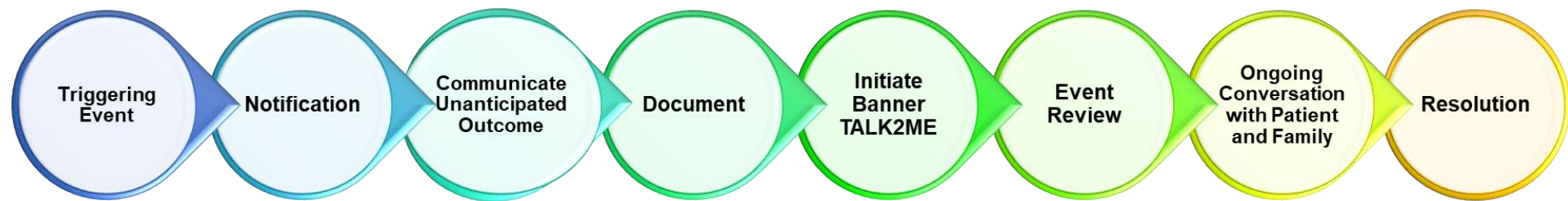
Support from manager, chair, supervisor, fellow team member

Provide one-on-one reassurance



Event Review:

- Use Just Culture principles
- Independent of Peer Review
- Investigation to understand what occurred
- Prevention of future events



Ongoing Communication, Support and Resolution

- As facts are gathered, a facility representative will continue to communicate with the patient and family.
- Banner Health will remain transparent and acknowledge errors if they occurred.
- Banner Health will work toward resolution with the patient and/or family.

Policy 910: Disclosure and
Communication and Optimal Resolution
(CANDOR) of unanticipated outcomes

Questions?

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