



Visual of the campaign 1 patient 1 team carried out by CFAR : <https://cfar.org/1patient1equipe>

Pacte

Continuous Team Work Improvement Programme

A ready-to-use toolbox

FRENCH CONTEXT

Like many countries, the French healthcare system is faced with patient safety challenges such as an aging and fragile population, fast-paced innovation, and greater specialization of health professionals. Together, these factors increase the risk for fragmentation of care.

Inspiring greater teamwork through improved communication and cooperation between health professionals – either in inpatient or outpatient care – is viewed as key in addressing this problem.

While there have been a great number of interventions to improve team communication and cooperation, few have been developed on a national level. The objective of the French National Authority for Health (HAS) was to offer this type of programme to all hospital teams in France. It was designed as a **ready-to-use toolbox**, known as **Pacte (Continuous Team Work Improvement Programme)**.

Pacte

Pacte is a voluntary two-year programme.

It is open to all hospital teams whether working in acute care, home care, rehabilitation or within a psychiatric setting. The composition of hospital teams enrolling in Pacte are required to reflect the reality of professional groups working together.

The objectives of the programme are to:

- secure patient care by turning the team into a safety barrier;
- raise awareness of human factors making the team more efficient;
- improve patient safety around a team project.

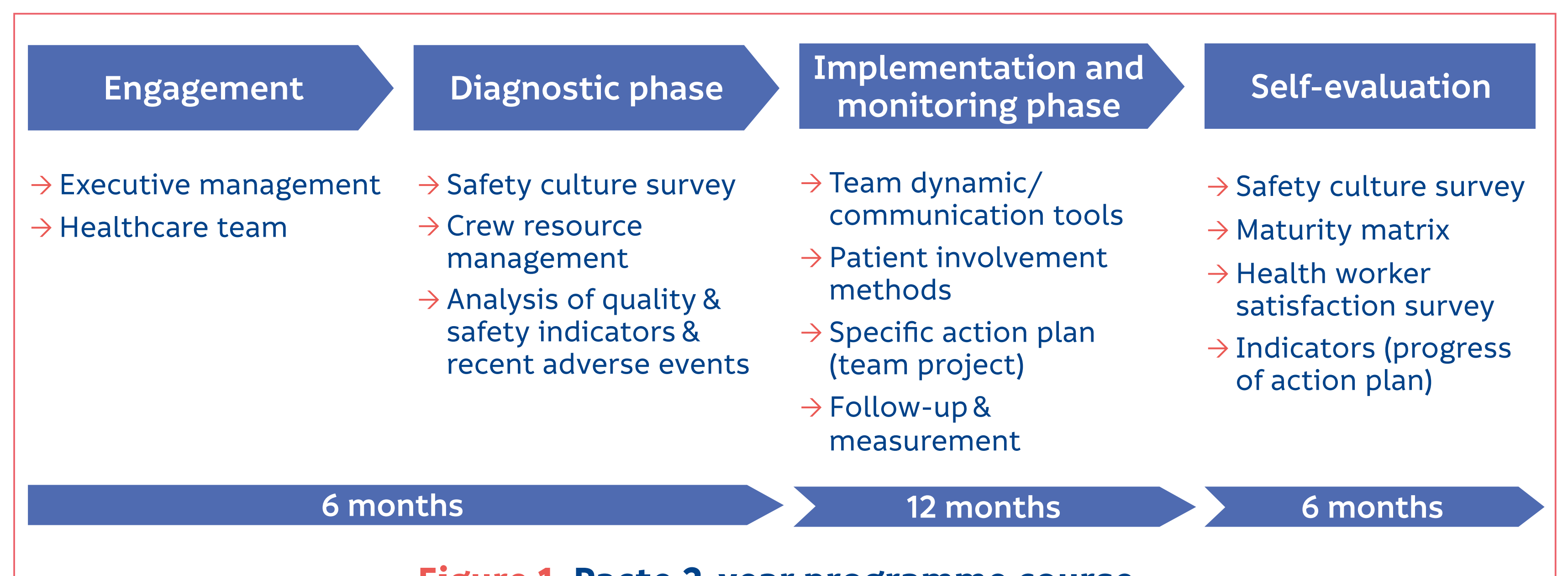


Figure 1. Pacte 2-year programme course

Pacte PILOT PHASE ASSESSMENT

The pilot phase took place from 2015 to 2017 with 50 volunteer teams

METHODS

TWO-STEP PILOT PHASE ASSESSMENT (2017)

1 Self-evaluation of Pacte



→ Analysis of results reported by all teams into the dedicated HAS website

2 Telephone survey per project team



→ Semi-structured interview (45-minute long survey with 16 questions) analyzed with a statistical Chi-squared test

RESULTS

→ Out of **50 teams**, **48 completed Pacte** (1 early exit and 1 unprepared).

→ Out of the **48 teams**:

- **37.5%** considered Pacte a **complete success**, in terms of communication, cooperation, work atmosphere, job satisfaction, as well as having notable progress on their action plan;
- **52%** considered Pacte a **limited success**. This group expressed marked improvement in human relations and communications, but did not find progress on their action plan to be satisfying;
- finally, the last **10.5%** considered that Pacte did not provide the expected results. Overall, this group viewed Pacte to be **cumbersome and time consuming**.

→ **Five success factors were identified (p < 0,05):**

- development of specific indicators to track team progress (29% of teams performed this task, while others relied on existing general indicators or informal feedback from team members);
- belief in safety culture;
- absence of crisis (ward and hospital-level);
- team size (< 100 staff members);
- project team stability (over the 2-year program period).

DISCUSSION

Overall, team satisfaction was found to be high resulting in an immediate change in attitudes, greater openness, cooperation and fewer conflicts. Meanwhile, the impact on patient safety remained moderate, and may likely require a longer timeframe before it can be fully appreciated.

Pacte appeared to be of greater benefit to teams that committed themselves from the outset to a specific project and planned their project-time accordingly. It proved to be cumbersome and imprecise over time for teams that undertook it over and above their normal activities, as if it were merely an externally imposed project with no specific long term goal—with budget and resources failing to be prioritized.

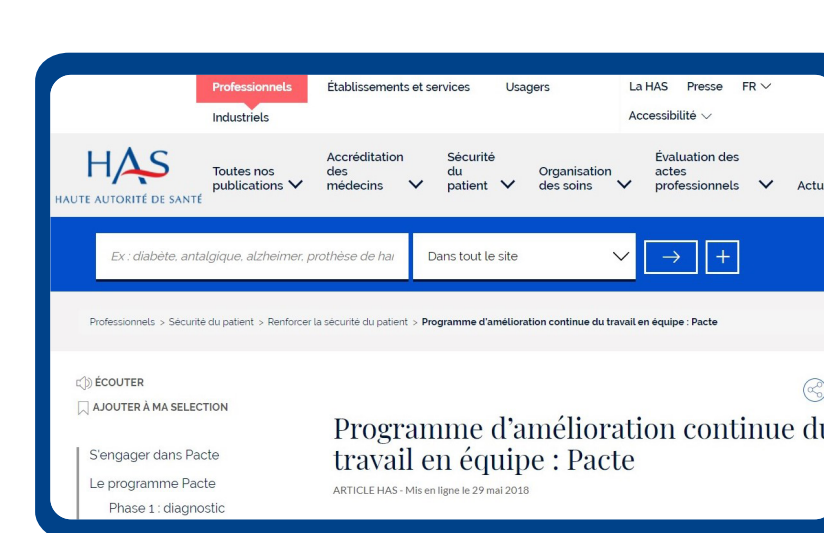
LESSONS LEARNED

Lessons learned from this initial evaluation helped HAS to control enrolment eligibility for new teams entering the Pacte programme. Interested teams are now required to complete a motivation-focused questionnaire when completing the online registration.

Other improvements consisted of better coach training, new team building activities, and simplification of the implementation and evaluation protocol in order to reduce administrative burden.

CONCLUSION

Considered a success, Pacte is routinely offered to all French teams



www.has-sante.fr/jcms/c_2831393/fr/programme-d-amelioration-continue-du-travail-en-equipe-pacte