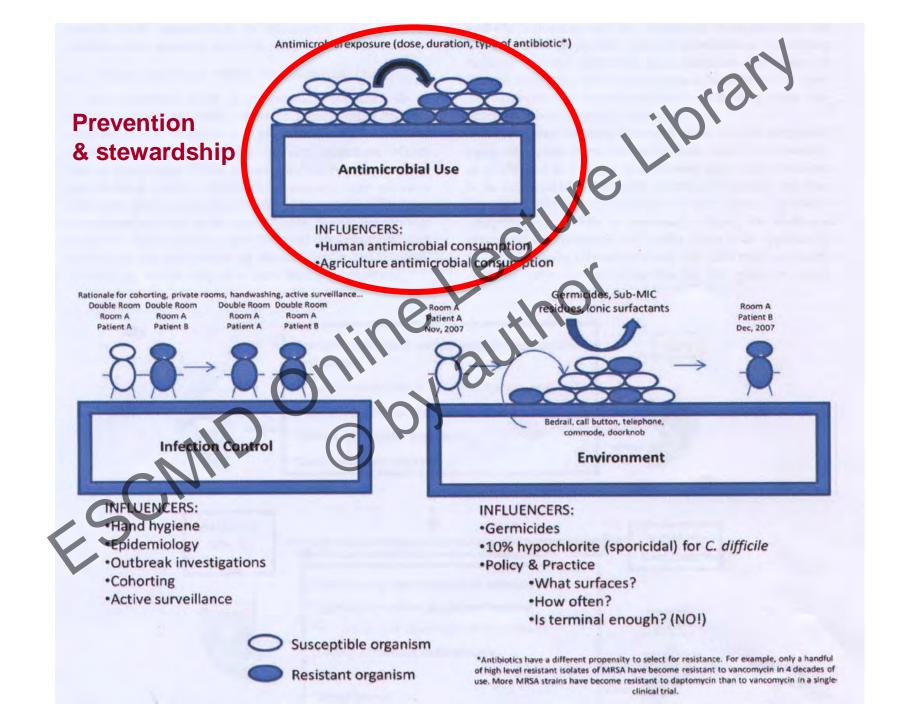
Antimicrobial Stewardship in Humans Dilip Nathwani; Ninewells Hospital and Medical School, Dundee, UK

ture







Lancet, April 2011

Society's failure to protect a precious resource: antibiotics

Jean Carlet, Peter Collignon, Don Goldmann, Herman Goossens, Inge C Gyssens, Stephan Harborth Vincent Jarlier, Stuart B Levy, Babacar N'Doye, Didler Pittet, Rosana Richtmann, Wing H Seta, Jos W M van der Meer, Andreas Vass

Since their discovery last century, antibiotics have recently introduced agents, such as daptomycin and served society well by saving tens of millions of lives. Community acquired MRSA strains have

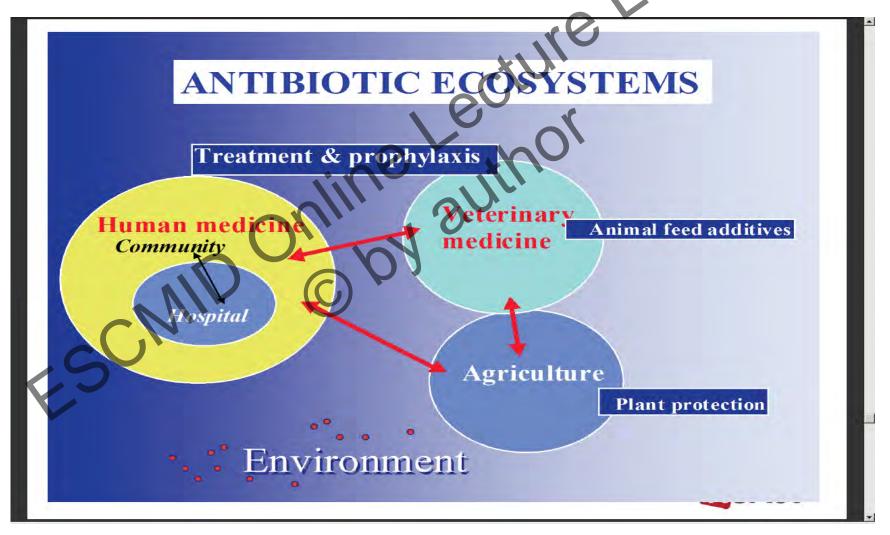
To an Wi bai 376 the dis the bu the on dis litt Alt ber app 1221

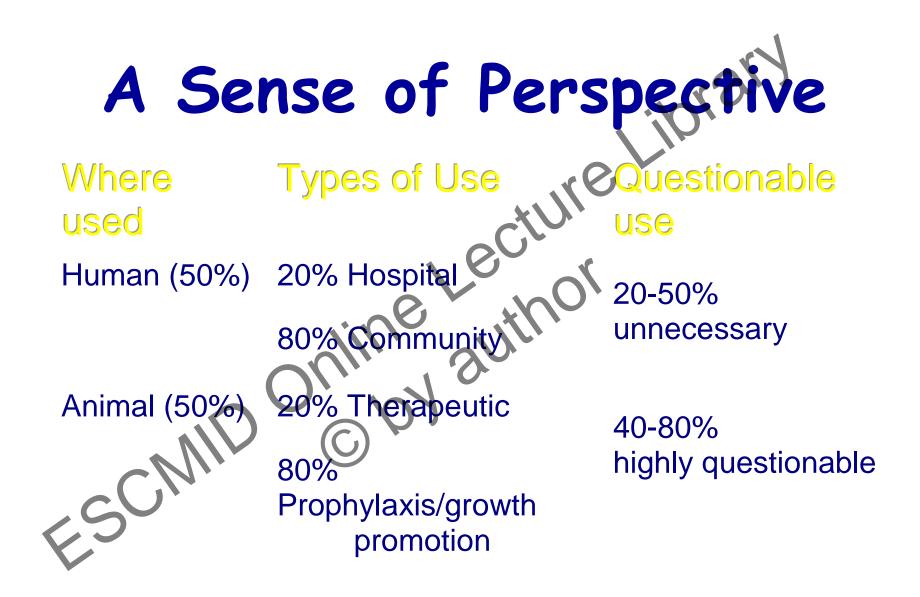
We have watched too passively as the treasury of drugs that has served us well has been stripped of its value. We urge our collegues worldwide to take responsibility for the protection of this precious resource. There is no longer time for silence and complacency.

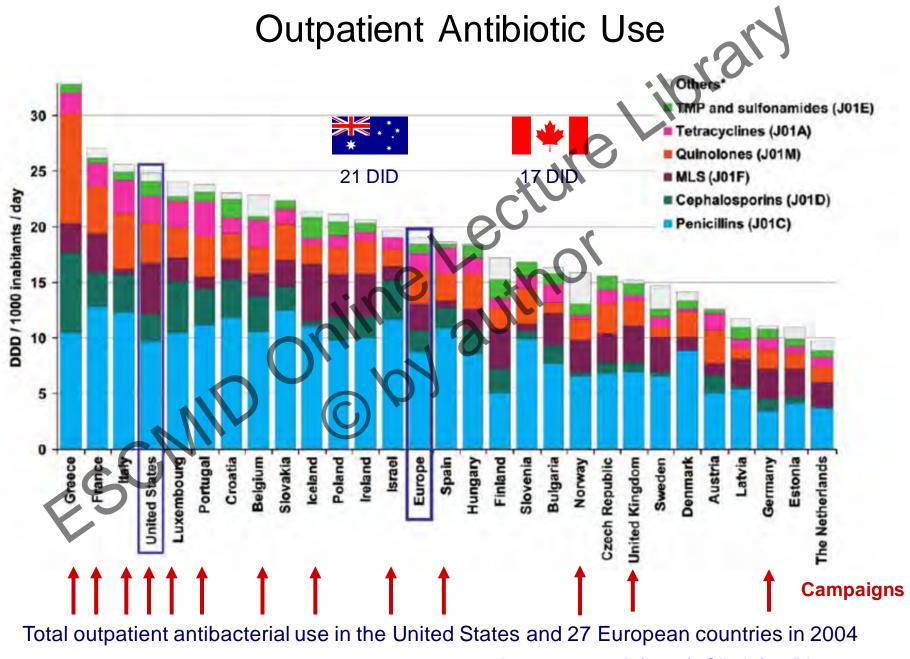
asingly sistan d nev

egatiw strings ly with ant b , man intrie nited, intrie dicate quires sporis ropean others

THE MULTI-DIMENSIONAL APPROACH

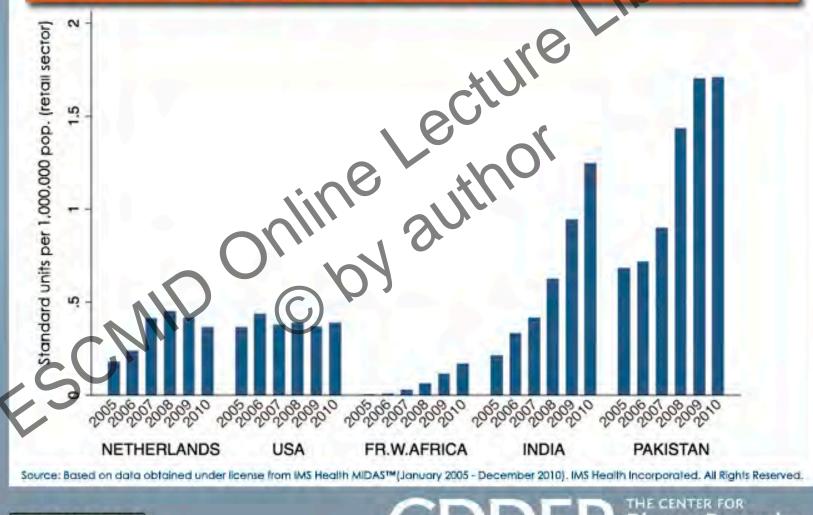


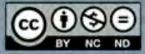




Goossens et al. (2007). Clin Infect Dis 44:1091-5.

Retail sales of carbapenem antibiotics to treat Gram-negative bacteria are increasing rapidly in India and Pakistan





Disease Dynamics, Economics & Policy

WASHINGTON DC - NEW DELHI

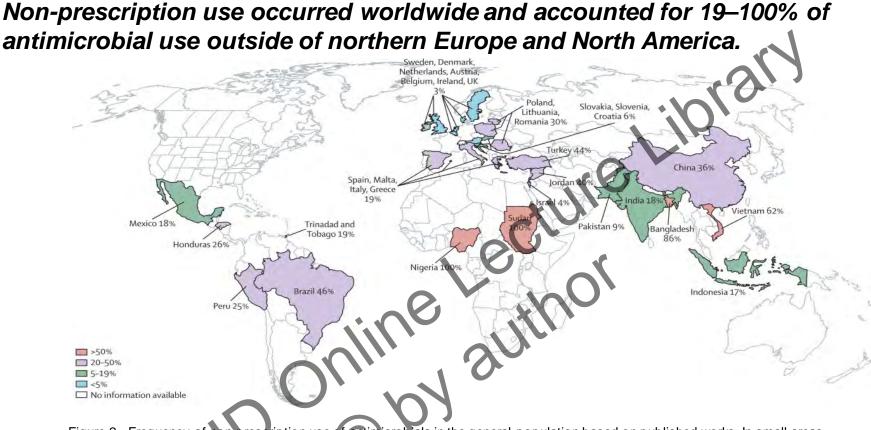


Figure 2 Frequency of non-prescription use of antimicrobials in the general population based on published works In small areas, countries with similar frequency of non-prescription antimicrobial use have been grouped.

Daniel J Morgan , Iruka N Okeke , Ramanan Laxminarayan , Eli N Perencevich , Scott Weisenberg

Non-prescription antimicrobial use worldwide: a systematic review

The Lancet Infectious Diseases Volume 11, Issue 9 2011 692 - 701

http://dx.doi.org/10.1016/S1473-3099(11)70054-8

Hospital Prescribing National Point Prevalence Study 2009 (ESAC-3) Scottish data 31 hospitals (8732 patients) 27.8% patients on antimicrobials 50.5% given intravenously 76.1% reason recorded in case notes 57.9% compliant with local guidelines 30.3% surgical prophylaxis more than one day

some room for improvement

OUTLINE OF PRESENTATION • What is stewardship?

ANTIMICROBIAL STEWARDSHIP

Sandora & Goldmann. NEJM 2012; 367:23:2168-2170

Structured guidance and support for responsible selection and utilization of antimicrobial agents"

OUTLINE OF PRESENTATION

Ne

- What is stewardship ?
- Why stewardship?

THE TRIPE AIMS OF STEWARDSHIP

 1. IMPROVED PATIENT OUTCOMES
 An activity that <u>optimises</u> antimicrobial management and includes selection, dosing, route and duration of antimicrobial therapy and prophylaxis

Also include clinical infection management and improving clinical outcomes : "beneficience"

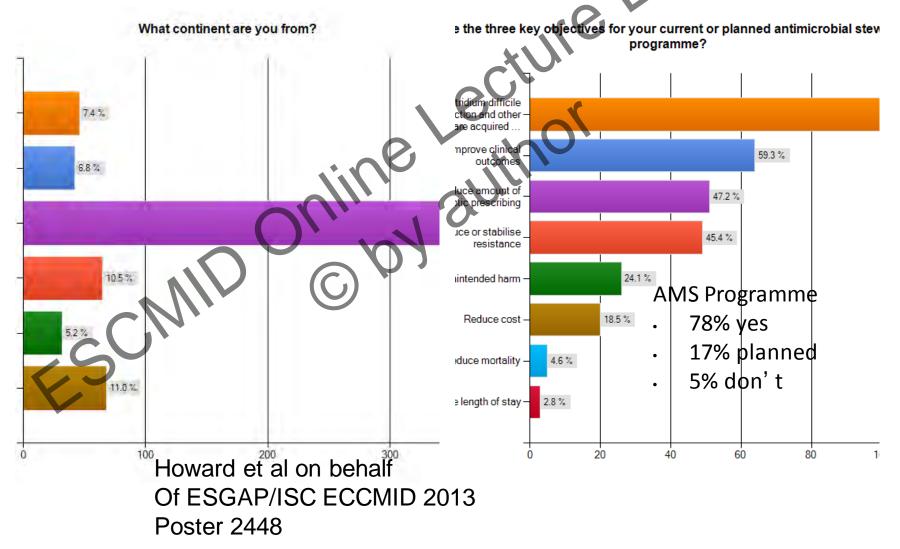
• 2. IMPROVED PATIENT SAFETY AND REDUCE RESISTANCE

Selection of antimicrobials from each class of drugs that does the least harm through <u>collateral damage</u> e.g MRSA, ESBLs, C.difficile and does not cause <u>unintended</u> harm [more complications, toxicity] : "maleficience"

• 3. REDUCE COST

Nathwani 2013 adapted from Dellit TH, et al. *Clin Infect Dis*. 2007;44:159-77; McGowan JE Jr ICHE 2011; 334:331-337

ESGAP/ISC Global stewardship survey by continent



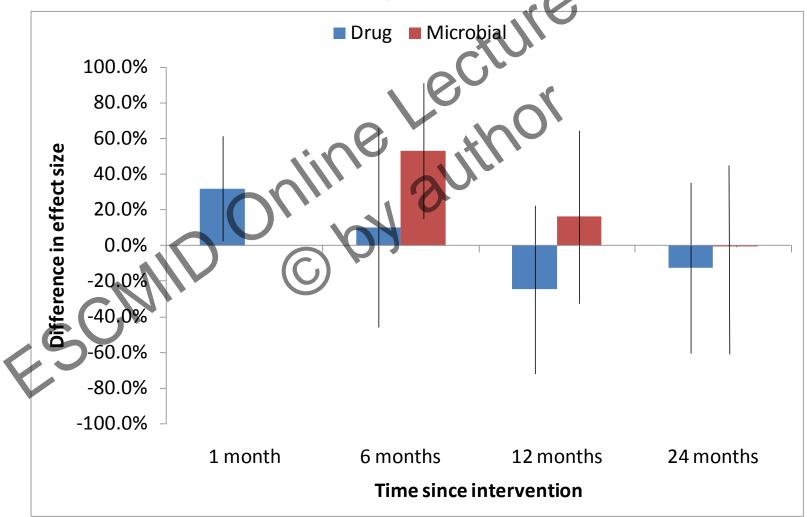
INTERVENTIONS TO IMPROVE ANTIBIOTIC PRESCRIBING IN HOSPITALS

- 89 STUDIES [till 2006]
- 55 FROM N. AMERICA; 37 EUROPE, 3 FAR EAST, 3 SOUTH AMERICA& 2 AUSTRALIA
 PERSUASIVE AND
- RESTRICTIVE INTERVENTIONS
- Davey P et al Cochrane systematic review Update April 30th 2013

- Evidence to support beneficial impact on :
 - Better quality of evidence and study design
 - Decrease in antibiotic use
 - does not increase mortality and can improve clinical outcomes
 - Better use of antibiotics will reduce SSI's
 - Decrease and better use of antibiotics reduces resistance and C. *difficile*
 - Emerging data on costreduction

Longevity of Value of Interventions Mean and 95% CI;

Restrictive – Persuasive [Davey et al Cochrane review update 2013]



Approaching zero: temporal effects of a restrictive antibiotic policy on hospital-acquired *Clostridium difficile*, extended-spectrum β-lactamase-producing coliforms and meticillin-resistant *Staphylococcus aureus*

S.J. Dancer^{a,*}, P. Kirkpatrick^a, D.S. Corcoran^b, F. Christison^a, D. Farmer^c, C. Robertson^{d,e,f}

450-bed district hospital in UK

- 1. Restriction: banning routine use of ceftriaxone and cipro (starting Aug 2008)
- 2. Plus Educational campaign Outcomes:
- <u>Cipro monthly consumption: 72.5% reduction</u> 109.8 → 30.2 DDD 1000 pt-occupied bed-days
- 2. <u>c. difficile reduction of 77%</u> (2.4 \rightarrow 0.5 cases/1000 ptbds)
- 3. <u>MRSA reduction of 25%</u> (1.2 \rightarrow 0.9 cases/1000 pt-bds)

Impact of Quinolone Restriction on Resistance Patterns of *Escherichia coli* Isolated from Urine by Culture in a Community Setting

Bat Sheva Gottesman,^{1,2} Yehuda Carmeli,^{2,3} Pnina Shitrit,^{1,2} and Michal Chowers^{1,2}

Infectious Diseases Unit, Meir Medical Center, Kfar Saba, and ²Sackler Medical School, Tel Aviv University, and ³Division of Epidemiology, Tel Aviv Sourasky Medical Center, Tel Aviv, Israel

Outpt Israeli population (167,000 inhabitants) Nov 2001-May 2002

Intervention **RESTRICTION** of cipro & preapproval Outcome: reduction 1827,3 DDD/month (50% reduction in consumption)

Decreased cipro-R in *E.coli* isolates from urine by 36% (12% \rightarrow 9%)

Post-intervention: back to previous situation

Impact of Stewardship on SAFETY?

The reductions in antimicrobial utilization associated with stewardship interventions have not been associated with any worsening in nosocomial infection rates, length of stay or mortality among intensive care patients." "Stewardship interventions were associated with ... fewer antibiotic adverse events."

Kaki R, et al. Impact of antimicrobial stewardship in critical care: a systematic review. J Antimicrob Chemother 2011 (June); 66: 1223-1230

COST V QUALITY BEFORE 2001-2004; DURING 2005-2008; AFTER 2009-2010

- MEASURES :
- PRE-AUTHORISATION
- GUIDELINES/POLICY WITH ADHERENCE
- DISCONTINUE
 UNECESSARY
 DOUBLE COVERAGE
- IV-ORAL
 ID CONSULT FOR COMPLEX CASES

45.5% DECREASE
 IN ANTIMICROBIAL
 COSTS
 QUALITY : NO

MORTALITY, READMISSIONS AND LOS

 POST STEWARDSHIP PROGRAMME LED TO 32.3% INCREASE IN COSTS IN 2 YEARS

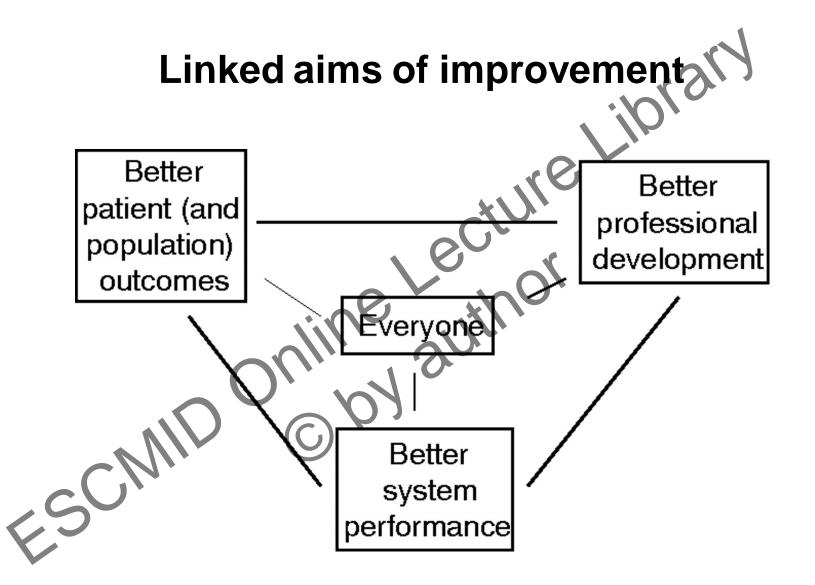
INFECTION CONTROL AND HOSPITAL EPIDEMIOLOGY APRIL 2012, VOL. 33, NO. 4

ORIGINAL ARTICLE

Antimicrobial Stewardship at a Large Tertiary Care Academic Medical Center: Cost Analysis Before, During, and After a 7-Year Program

OUTLINE OF PRESENTATION

• How stewardship ? Emphasis on implementation



Batalden et al. Qual Saf Health Care 2007;16:2-3

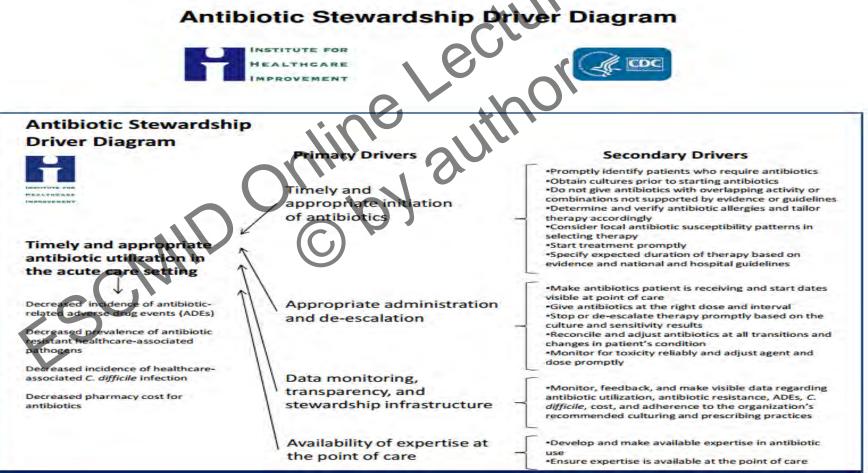


Antibiotic Stewardship Essential: All Healthcare facilities A PATIENT SAFETY PRIORITY

- Clear vision with aims, objectives and measurables [identify quick wins, focus] – identify benefits to all key stakeholders – consider the patient voice
- Organisational and clinical leadership, accountability, structure and organisation [networks of support-local, regional and national]
- Operational multi-disciplinary stewardship team with clinician champion; important role of pharmacists and nurses
- Key effective intervention tools adopted for local needs, geography, organisation and resource [key is to reduce diagnostic uncertainty]
- Multi-faceted implementation efforts: improvement science, sociobehavioural methods, human factors
- Measurement [improvement v scrutiny], external inspection, feedback
- Education : BETTER LEARNING = BETTER CARE face to face, elearning, reflective learning in the workplace
- Communication

Driver Diagram for Antimicrobial stewardship

http://www.cdc.gov/getsmart/healthcare/pdfs/Antibiotic_Stewardship_Driver_Diagram_10_30_12.pdf



Leadership and Culture

Structure + Process = Outcome

Quality of healthcare can be assessed on the basis of structure, process (bow care is delivered), and outcome (mortality, functional status, quality of life, and patient satisfaction)

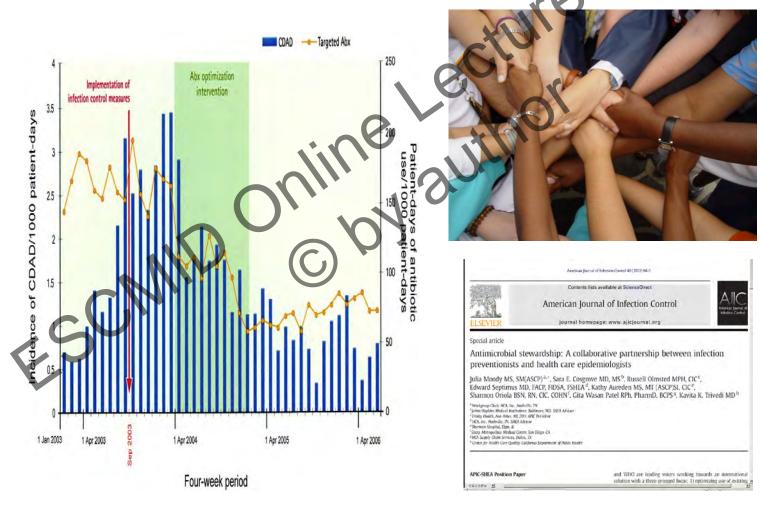
□good measures of the first two are those that have a clear relationship to the third

Estructure must proceed process which must proceed outcome

Organisational Approach required

- Addressing AS as an organisational change issue need to consider :
- Issues and agendas: Political science concept of a crowded decision making agenda;
- Power and influence: Specialists and generalists, Who 'owns' antibiotic stewardship? Coalition building needs?
- Governance framework
- Roles and relationships: difficult move from a narrow technical role to a broader strategic role, coalition of supporters
- Organisational culture and learning
- Supporting Knowledge bases
- E Ferlie.et al 2003 *British Journal of Management*, 14, S1: S1-14. courtesy of a.holmes

IMPORTANCE OF COMBINING INFECTION PREVENTION AND ANTIMICROBIAL STEWARDSHIP



Valiquette L et al. *CID* 2007; 45, S112-S121.

Organisational memory and role of nurses in stewardship

	IKPMC Funders Group uthor Manuscript Infect Prex. Author manuscript; available in PMC 2011 April 28.	
	Published in final edited form as: J Infect Paev. 2011 January ; 12(1): 6-10. doi:10.1177/1737177410389627.	
UKPMO	Covering more Territory to Fight Resistance: Considering	
0 Fe	Nurses' Role in Antimicrobial Stewardship	
UKPMC Funders Group Author Manuscrip	R Edwards ^{(1),*} LN Drumright ⁽¹⁾ , M Kieman ^{(2),(3)} , and A Holmes ^{(1),(4)} ¹ The National Centre for Infection Prevention and Management, Division of Infectious Diseases.	
rou	Imperial College London, London, W12 OHS, UK ² Infection Prevention Society, UK	
o Au	Southport and Omskirk Hospital NHS Trust, UK	
thor	4 Imperial College Healthcare NHS Trust, London, UK	
Mar	Abstract	
1 UKPMC Fundes Group A. for M. fastr	spociated infection (PGAb). Current instative proposing product particular values of a planting and the state of the state	

Prescribing most commonly performed by junior doctors
 Outside area of expertise with varying levels of senior support

- High rotation of junior doctors
- Loss of local knowledge
- Antibiotic prescribing sits outside one specialty
- However, nurses can contribute to this local knowledge as the least transient population

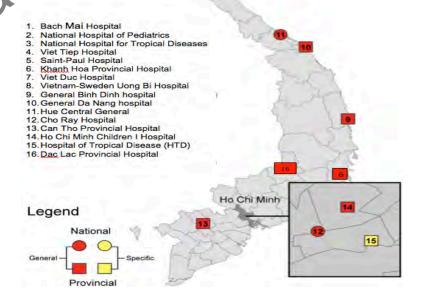
Edwards, R, et al. (2011) *J. Infection Prevention*12:6-10

Charani E, et al. (2010) *J.Antimicrob Chemotherapy* 65: 2275-2277

INTEGRATED NETWORKS

Evidence based interventions including Antibiotic Stewardship program in Vietnamese hospitals.

- 1.Indicators
 - antibiotic use,
 - resistance,
 - health care associated infections
 - infection control
- 2.Improved SusceptibilityTesting3.Antibiotic Stewardshipgroups 16 hospitals



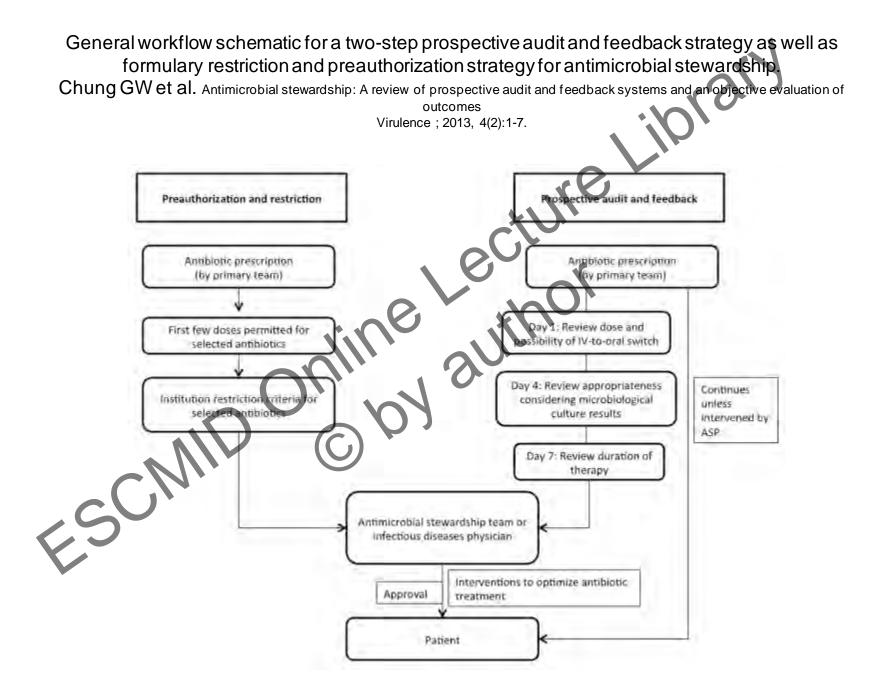
Ha Noi

Antimicrobial Stewardship Toolkit:

Quality of Evidence to support interventions

- Prospective audit with intervention and feedback Al
- Education BIII [Education with an active intervention AIII]
- Formulary restriction and pre-authorisation All for rapid decrease in antibiotic in use Bll for control of outbreak Bll/III may lead to unintended increase in resistance
- Guidelines and clinical pathways All
 - With education and feedback on outcomes AIII
- Antimicrobial cycling CIF
- Antimicrobial order forms BII
- Combination therapies CII
 - In critically unwell patient with high rlsk of MDRO All
 - De-escalation-review All
- Dose optimisation All
- Parenteral to oral conversion AIII
- Computerised decision support, surveillance BII
- Laboratory surveillance and feedback BII

Adapted from Dellit et al. Clinical Infectious Diseases 2007; 44:159-77



"Low Hanging fruit" [LARGE EFFECT BUT LOW COST] as Antimicrobial Stewardship Initiatives

• GENERAL

- IV-ORAL CONVERSION
- THERAPEUTIC SUBSTITUTION
- BACTCHING IV ANTIMICROBIALS
- FORMULARY RESTRICTIONS
- SINGLE DOSE SURGICAL PROPHYLAXIS
- DURATION OF VANCOMYCIN AND AMINOGLYCOSIDES

Adapted from Goff DA et al CID 2012; 55(4): 587-92 Morris AM et al Healthcare Quality 2010; 13(2): 64-70

Policies and guidelines are not enough....

J Carthey et al BMJ 2011; 343

Breaking the rules: understanding non-compliance with policies and guidelines

Lipra

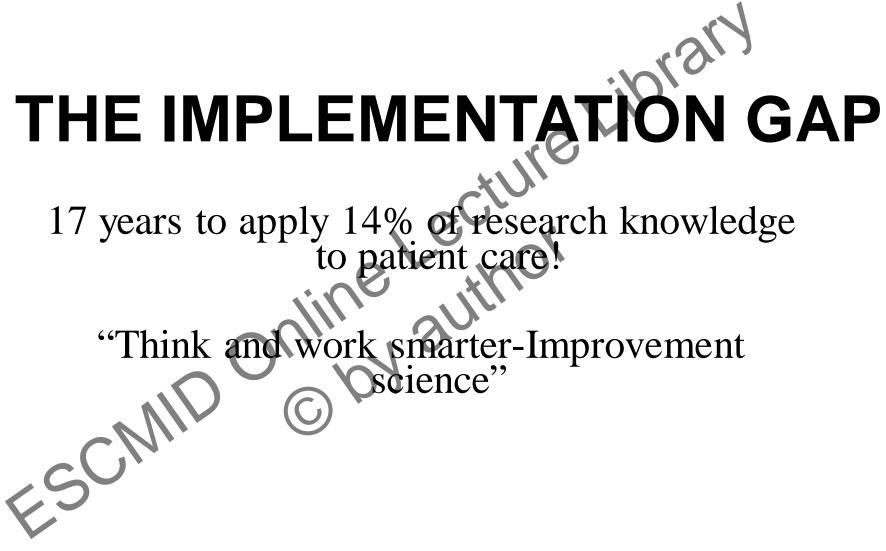
Page 1 of 5

ANALYSIS

Healthcare organisations use policies and guidelines to standardise and clarify care and improve efficiency, productivity, and safety. But **Jane Carthey and colleagues** are concerned that their burgeoning number makes it impossible to distinguish the essential from the irrelevant and is affecting compliance

Jane Carthey *human factors consultant*¹, Susannah Walker *anaesthetic registrar*², Vashist Deelchand *research associate*², Charles Vincent *professor of clinical safety research*², William Harrop Griffiths *consultant anaesthetist*³

¹Imperial College London, London, UK: ²Department of Biosurgery and Technology, Imperial College London; ³Department of Anaesthesia, Imperial



Balas EA, Boren SA. Managing clinical knowledge for health care improvement. Yrbk of Med Informatics 2000; 65-70

Right drug, right time, right dose & right
durationStart smart
initiate effectively
antibiotic ASAP for seriousThen Focus
at 48-72 hours

- antibiotic **ASAP** for serious infections send appropriate
- specimens prior to starting treatment
- use local and national guidance
- document in notes
- shortest course
- choose narrow spectrum with least ecological damage
- TDM when relevant to reduce toxicity e.g aminoglycosides
 single dose for surgical

nronhulavie

stop if no infection streamline according to micro results

• iv to oral

switch



Advisory Committee on Antimicrobial Resistance and Healthcare Associated Infection (ARHAI)

ANTIMIC ROBIAL STEVVARDSHP: "START SMART - THEN FOCUS"

ANTIBIOTIC CARE "BUNDLES"

On initiation of prescription:

- 1. Clinical rationale for initiation
- 2. Appropriate specimens sent for MC&S
- 3. Adherence to local prescribing guidelines
- 4. Additional clinical interventions to manage infection (e.g. remove indwelling device, surgical procedure)

On continuation of prescription:

- 1. Daily review based on clinical response and laboratory results regarding: De-escalation. IV to Oral switch, Stopping
- 2. Correct therapeutic drug monitoring

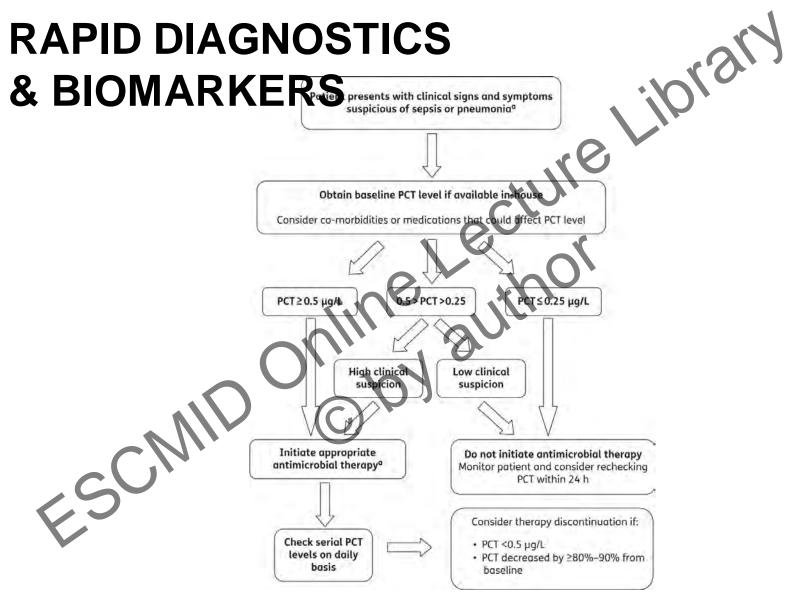
Cooke, F.J., Holmes, A.H. (2007) The missing care bundle: antibiotic prescribing in hospitals. Int. J. Antimicrobial Agents; 30: 1, 25–29

- Toth NR, Chambers RM, Davis SL. Am J Health Syst Pharm. 2010 May 1;67(9):746-9.
- Pulcini C, Defres S, Aggarwal I, Nathwani D, Davey P. JAC 2008 Jun;61(6):1384-8.

nel tamé d'Antinezza é April - l'in many, an hadin na - Manim Marine Types				
when the other states and the second states and	a land loose	-	• 314 A.M.	-
	s al an		0	_
				T
day a second second				
			Antimicrobial	
Harver ELSEVIER	International Approal of Automatodial Agents	013007-25-26	Agents	
Alles destricture			www.tschemo.org	
and the second s	Review		Sec. Sec.	
agrammer anty industry	ng care bundle: antibioti		n hospitals	
Nop/R Dool- echtro	Fiona J. Cooke ^{a,b,*} , Alisor			
Bergermann of Infectional Deepermann of Infectional Deepermanner of Infectional Deeper	ares and Immunology, Hammeromith Hospitals NHS rast Sangre Institute, The Wellcome Trust Generate G	Trast, Imperial College, Du C compus, Hinton, Cambridge	ane Roval, London W12 0HS, UK. CB10 ISA, UK	
	Received 21 Marcin 2007; accepted	21 March 2007		
Abstract				
The care bundle involves grou	ping together key elements of care for proce	hires and the management	of specific diagnoses in order to	
provide a systematic method to a patients consistently receive the	improve and inoritor the delevery of claincal best care or treatment, all of the time. This ap	care processes. In short, c proach has been successful	are bundles aim to ensure that all ily applied to the management of	
various conditions, particularly in	the critical care setting. The Institute for Heal	heare Improvement's '100	V have contained an interisted of six	
sand thematics, there or which have		ann. The UK Department	of Health's delivery programme to-	
reduce healthcare-associated infe- interventions', which are care bons	ctions (HCAIs), including methicillin-resistar dies foreduce HCAIs. However, we suggest that	usit. The UK Department Staphylococcus aareus (of Health's delivery programme to MRSA), includes six 'high-impact sing, and consider this intervention	
reduce healthcare-associated infe-	ctions (HCAIs), including methicillin-resistant	usit. The UK Department Staphylococcus aareus (of Health's delivery programme to (IRSA), includes six 'high-impact	
reduce healthcare-associated infe- interventions', which are care bons	ctions (HCAIs), including methicillin-resistar dies foreduce HCAIs. However, we suggest that	usit. The UK Department Staphylococcus aareus (of Health's delivery programme to MRSA), includes six 'high-impact sing, and consider this intervention	
reduce healthcare-associated infe- interventions', which are care built of the on-two restrictions of an execution of a	chons (HCAIs), including methicillin resistan die lorednee HCAIs. However, we suggest that in the mission processing of the second seco	aun. The UK Department 1. Staphylococcus aurous // cone key intervention is mis- cone key intervention is mis- consideration	of Health's delivery programme to MRSA), includes six 'high-impact sing, and consider this intervention	
resider healthcare-associated with encrycenters in the hear arc product and the second association of a social second association of the second association of the second association of the second association of the second association of the second association of the second association of the second association of the second association of the second association of the second association of the second association of the second association of the second association of the second association of the second association of the second asso	rtown (HCAh), including methicalline revised including from the AL However, we surgest the sector data for the sector of the sect	aon. The UK Department of Stappy for occurs and one ley information is mis- standard one ley information is mis- consumments.	4 Headth's delivery programme to MRSA), includes six "high-impact and consider this inter-region in terms that terms there yes in the size of the size of the size intervention of the size of the size of the size of the size of the size of the size of the size of the size of the size of the size o	
rester healthcare-associated with entryretimes. We had an even the starter of the	rtown (HCAh), including methicalline revised including from the AL However, we surgest the sector data for the sector of the sect	aon. The UK Department of Stappy for occurs and one ley information is mis- standard one ley information is mis- consumments.	(Health's delivery programme to (MSA), includes X: high-inputs one and consider this inter-cention (Inter-cention) (Inter-cention) (Inter-cention) (Inter-cention) (Inter-cention) (Inter-cention) (Inter-cention) (Inter-cention) (Inter-cention) (Inter-cention) (Inter-cention) (Inter-cent	* Sipt)
restore healthcare-associated with interventions, which are are then an experiments of a substantial and a substantial state of the substantial and a long intervention of the substantial and a long intervention of the substantial and a fronting is the substantial and a substantial and a substantial and a fronting is the substantial and a substantial and a substantial and a fronting is the substantial and a substantial and a substantial and a fronting is the substantial and a substantial and a substantial and a fronting is the substantial and a substantial and a substantial and a fronting is the substantial and a subs	schon (HCA), including methodilar instant deloration (HCA). Brower, and ungest the deloration (HCA). Brower, and a suggest the school (HCA) is the second state of the second state of the second state of the school (HCA) of the school (HCA) is the school (HCA) of the second state of the school (HCA) of the school (HCA) second state of the school (HCA) of the school (HCA) second state of the school (HCA)	ans, The UK Department Supply forces areas () one key intervention is mi- monocourses	d Health 's delivery programme to (MSA), includes 't high-input one, and consider this inter-entities the second second second second the second second second second the second second second second second the second second second second second second the second second second second second second second second second se	* Sipt)
rester healthcare-associated with entryretimes. We had an even the starter of the	schon (HCA), including methodilar instant deloration (HCA). Brower, and ungest the deloration (HCA). Brower, and a suggest the school (HCA) is the second state of the second state of the second state of the school (HCA) of the school (HCA) is the school (HCA) of the second state of the school (HCA) of the school (HCA) second state of the school (HCA) of the school (HCA) second state of the school (HCA)	Ann. The UK Departments Supply forecasting annual () one key intervention is mi- recommendations and the second second second second harder + & Autor i + harder + & Autor i + second second second second second second harder + & Autor i + harder + & Autor + & A	(I Realth's delivery programme to (IRSA), includes: high-input memory field real input memory field	* Sipt)
restore healthcare-associated with encrycenters in the hear arcs restored and and arc arcs restored and arcs restored and arcs restored and arc for gale for the first restored and arcs restored and arc for gale for the first restored and arcs restored and arc for gale for the first restored and arcs restored and arc for gale for the first restored and arcs restored and arcs for gale for the first restored and arcs restored and arcs for gale for the first restored and arcs restored and arcs for gale for the first restored and arcs restored and arcs restored and for gale for the first restored and arcs restored and arcs restored and for gale for the first restored and arcs restored and arcs restored and for the first restored and arcs restored and arcs restored and arcs restored and for the first restored and arcs restored and arcs restored and arcs restored and for the first restored and arcs restored and arcs restored and arcs restored and for the first restored and arcs restored and arcs restored and arcs restored and for the first restored and arcs restored and arcs restored and arcs restored and for the first restored and arcs restored and arcs restored and arcs restored and for the first restored and restored and arcs restored and arcs restored and for the first restored and resto	chone (HCAA), including method line resource inductor structure (HCAA). However, we wright the destructure (HCAA). However, we wright the structure of the structure of the structure of the structure structure of the structure	an. The UK Department Supplificeoccia carrier () core kcy intervention is min- commensation transfer () transfer (4 Health Vachivery programme to MRSA), includes: High-inputs and counsient this unter-counsel includes: A set of the s	* Sipt)
restere healthcare-ansolitation with nitry vertices in the healthcare-ansolitation with all statistic sectors and an ansolitation of the sectors of the sector and the sector and the sector of the sector and the sector of the sector of the sector of the sector and the sector of the sector of the sector of the sector and the sector of the secto	chone (HCAA), including methodilar instanti distribution (HCAA). Browver, me surgest the distribution (HCAA). Browver, me surgest the structure of the structure of the structure of the structure structure of the structure of	an. The UK Department Supplytecorect arms // core kky intervention is mini- mentation of the supplytecore header +	I fleadibly definery programme to (MSA), includes this this requires any and consider this this requires a member defined to the any of the second to the second to the any of the second to the any of the second to the	* Sipt)
restore franklikare-ansk kild side nitry vettering i John Karren ansk kild side ansk kild side of the second of the second side of the second side of the second side of the second of the second side of the second side of the second side of the second of the second side of the second side of the second side of the second side of the second side of the se	en (CAA) including methodine results the includine second results of the including the control of the control o	an. The UK Department Supplytecorect arms // core kky intervention is mini- mentation of the supplytecore header +	4 Health Vachivery programme to (MSA), includes X: high-ingus memory flow inter-contention memory flow inter- inguing the inter- ence and the inter- tent and the i	* Sipt)
resider healthcare-associated with encrycenters, but have a constrained and and and and the second association of a second and and and and and and and and and and and and and	chone (HCAA), including method line resource inductor structure (HCAA). However, we wright the destructure (HCAA). However, we wright the structure of the structure of the structure of the structure structure of the structure	ass. The UK Department SupplySecond astra () core key intervention is uni- contention of the supplement house + Austra () house + Austra () ho	4 Health Vachivery programme to (MSA), includes X: high-ingus memory flow inter-contention memory flow inter- inguing the inter- ence and the inter- tent and the i	* Sipt)
resider healthcare-associated with encrycenters, bit has an error to encrycenters, bit has an error to encrycenters, bit has an error to encrycenters, bit has a solution of the solution of the solution of the solution of the solution of the encryterion of the solution of the solution of the solution of the solution of the solution of the solution of the solution of the encryterion of the solution of the solution of the solution of the solution of the solution of the solutio	chann (HCAL), including methodillar results discontaction (HCAL). However, are surgest that discontaction (HCAL). However, are surgest that the second strategy of the second strategy of the second strategy	an. The UK Department Supplyfecorecut earns () ore kip intervention is mini- internetioneners handler + Anart 1 handler	d Health 'A delivery rugsmume to (MSA), in cubics 'N light-ingues and consider this inter-cubic memory from the cubic to the memory from the memory fro	* Sipt)
relative healthcare-associated with encrycenters, but have a comparison of a second second second second second second second second second second second second second second second second second second second se	chann (HCAA), including mathemalilin results and induced in the control (HCAA). However, we surgest the induced interface (HCAA). However, we surgest the induced interface (HCAA). However, we surgest the induced interface (HCAA) is a surgest to t	aw. The UK Department Supplytecorection aarms () core kay intervention is mini- maniferentiation and the supplytecore handler + Caleron History Caleron Histor	d Headth 'a dicinety programme to (MSA), in cubics 'thigh-injunc's (MSA), in cubics (MSA), includes (MSA),	* Sipt)
relative characterization of the interventional solution of the intervention of the interventi	chann (HCAL), including methodillar results discontaction (HCAL). However, are surgest that discontaction (HCAL). However, are surgest that the second strategy of the second strategy of the second strategy	an. The UK Department SupplyRecords against Ji control Kay Internet against Danster + Austral + Danster + Austral + Hanster + Austral + Hanster +	d Health Vadirezy programme to MESA), includes X: high-high year Mesa A and uses X: high-high year Mesa A and uses X: high-high year Mesa A and year Mesa	* Sipt)
relative characterization of the interventions, the characterization of the interventions, the characterization of the interventions, the characterization of the intervention of the inte	chann (HCAA), including muthicillum results in the structure (HCAA), including muthicity and the inclusion of the structure and the structure in the structure of the structure of the structure in the structure of the	ans. The UK Department Supplylecoccus aarns // core kky information is min- mental and the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of	d Health Vadirezy programme to MESA, in cubics X: high-high synch memory and the second synch memory and the second synch Constraints Health Second Second Second Second Second Health Second Second Second Second Second Second Second Health Second S	* Sipt)
relative characterization of the encrycenter	chows (HCAA), including method line results in the inclustration (HCAA). Including the way and the inclustration (HCAA) including the second	ans. The UK Department Supplylaceoccia and all cone kay intervention is mini- mentative and and all all the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply of the supply	d Health Vadirezy programme to MESA, in cutology with the intervention memory consister this intervention memory consister the intervention Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Constants Con	• Sarih
relative characterization of the encrycenter	chows (HCAA), including method line results in the inclustration (HCAA). Including the way and the inclustration (HCAA) including the second	ans. The UK Department Supplylaceoccia and all cone kay intervention is mini- mentational and all and all all all the supplylaceoccia and all all the supplylaceoccia and all all the supplylaceoccia and all all all the supplylaceoccia and all all all all all all the supplylaceoccia and all all all all all all all all all al	d Headh Vadirezy programme to HKSA), and uside set high-in prod ment Andres Ment Andres Me	
relation has been been been and the second s	screen (HCAA), including method line including the second	ans. The LVB Departments SupplySecond and and LVB Departments SupplySecond and LVB Departments SupplySecond and LVB Departments SupplySecond and LVB Departments SupplySecond SupplySecond	d Health Vadiorey programme to HSRA), in cultors: high-in prod- ment and consider this inter-constant ment and the second sec	
relation has been been been and the second s	screen (HCAA), including method line including the second	ans. The UK Department SupplySecond and a UK supplySecond and a UK	d Health Vadirezy programme to MESA), includes X: high-high synthesis MESA), includes X: high-high synthesis MESA, includes X: high synt	
relation has been and the second seco	chows (HCAA), including method line results in the inclustration (HCAA). Including the way and the inclustration (HCAA) including the second	ans. The UK Department Supplylaceoccia annu () cone kip intervention is mini- international annu () annual () handler * Annuel Hist Annuel	d Health Vadiovery programme to MESA), includes X: high-inguest song and consider this inter-result includes X: high-inguest includes X: high-inguest includes X: high-inguest Net Accel Second X: high-inguest Net Accel Net	

1 T 1, 100% -

Review Bundle: The effect of Force and Function • The 3 Day Antibiotic Bundle REGULAR Date 21/5 19/5 22/52 29. THERAPY Time Medicine / Form INDICATION Empirical Treatment 6 Amoxicillin (8) 5 4 8 8 Start Date: 19/5 Review Date: 22/5 Dose Route 12 IV gram Action Taken on Review (14) Start Date Signature N Check Central Vision for Results the 1915110 Pharmacy 18 Review patient & initial diagnosis R Consider IV to Oral Switch 4 (22) Medicine / Form Amoxicillin 8 Dose Route Ora Igram Signature 14) 18 Pharmac X 22 Medicine / Form 6 8 Dose Route 12 Signature Start Date 14 18 Pharmacy 22



Foushee J A et al. J. Antimicrob. Chemother. 2012; jac.dks265

© The Author 2012. Published by Oxford University Press on behalf of the British Society for Antimicrobial Chemotherapy. All rights reserved. For Permissions, please e-mail: journals.permissions@oup.com Journal of Antimicrobial Chemotherapy

Changing behaviour? Antibiotic prescribing in hospitals: a social and behavioural

scientific approach

Lancer Defect Dis 2010; 10, 167-75

Marlies EJL Hulscher, Richard PTM Grol, Jos W M van der Meer

Panel: Examples of potentially effective strategies to improve antibiotic use in hospitals

Improvement strategies at the organisational level

Antibiotic policies

- Provide an antibiotic formulary
- Provide an antibiotic order form
- Provide an antibiotic order form including restriction requiring prior authorisation of prescriptions by infectious disease physicians, microbiologists, pharmacists
- Provide automatic stop orders
- Install an infection prevention committee
- Provide written antibiotic guidelines
- Provide an antibiotic booklet
- Strategies to improve coordination, collaboration, communication, teamwork, and care logistics
- Introduce pharmacists to review orders and to contact physicians to reinforce appropriate use
- Introduce ward rounds to stimulate collaboration between doctor and pharmacist or microbiologist
- Introduce telephone advice for doctors to discuss prescriptions with the pharmacist or microbiologist
- Introduce flow sheets regarding the coordination of care
- Improve the logistics of care, for example, to reduce the time between requesting laboratory diagnostics and prescribing antibiotics

Improvement strategies at the individual level

- Distribute educational materials (eg, guidelines)
- Provide group education including conferences, seminars, and skills training programmes
- Provide small group education
- Stimulate local consensus processes
- Use local opinion leaders
- Provide individual instruction at the physician's office (outreach visits or academic detailing)
- Provide feedback (provision of summary of clinical performance, based on, for example, medical records)
- Provide reminders (prompts to perform specific actions), including decision support by computer

But – remember, not all prescribers are equal or equivalent...

Greater Understanding Antimicrobial Prescribing Behaviours

Clinical Infectious Diseases	
OUT THIS JOURNAL CONTACT THIS JOURNAL SUBSCRIPTIONS	CURRENT ISSUE ARCHIVE SEARCH
stitution: Imperial College London Sign In as Personal Subscriber	
ford Journals > Medicine > Clinical Infectious Diseases > Advance Access > 10	
nderstanding the Determinants of	ACCEPTES MANUS CRIPT
ntimicrobial Prescribing within hospitals:	
ole of 'Prescribing Etiquette'	Clin Infect Dis. (2015) doi: 10.1093/cdVcit215
Charani ¹ , E. Castro-Sanchez ¹ , N. Sevdalis ² , Y. Kyratsis ¹ , L. Drumprot	First published online: App 9, May 1, 2013 56 (9)
Shah ¹ , and A. Holmes ¹	This article is Open Access Clinical
Author Affiliations	· Austral Free Infectious
rresponding Author. Esmita Charani MPharm MSc, The National Centre for Infecti	
wention and Management, Imperial College London, 2 ¹⁷ Noor, Hammersmith Hou ad, W12 OH5, Email le charani@imperial.ac ub T +44 7958 11 7570, F +44 733	
ernate Corresponding Author: Alison Holmes, The National Centre for Infect	
evention and Management, Imperial College London, 2 ^{nt} Floor, Hammersmin	House Services
Cane Road, W12 OHS, Email. And met Dimoental.ac.uk, T.+44 020 331 3	1948
44 7331 33235	Alert me when cited

- Non-interference with the prescribing decisions of colleagues: Reluctance to interfere with the prescribing decisions of colleagues. In the case of antimicrobial prescribing there is a reluctance to intercept antimicrobial prescriptions started by colleagues. This recognises the autonomous decision making process of prescribing.
- Accepted non-compliance to policy: Deviations from policy recommendations are tolerated and put in the context of the prescriber's experience, expertise and the specific clinical scenario. This leads to hierarchy and expertise, and not policy as determinants of prescribing practice behaviours.
- Hierarchy of prescribing: Prescribing as an activity is performed by junior doctors. But it is the senior doctors who decide what is prescribed.

Measuring Impact of a stewardship programme: success or failure



Integrating the Three Faces of Performance Measurement



The three faces of performance measurement should not be seen as mutually exclusive silos. This is not an either/or situation.

All three areas must be understood as a system. Individuals need to build skills in all three areas.

Organizations need <u>translators</u> who and be able to speak the language of each approach.

The problem is that individuals identify with one of the approaches and dismiss the value of the other two.

© 2011 Institute for Healthcare Improvement/R Lloyd

JOURNAL ON QUALITY IMPROVEME

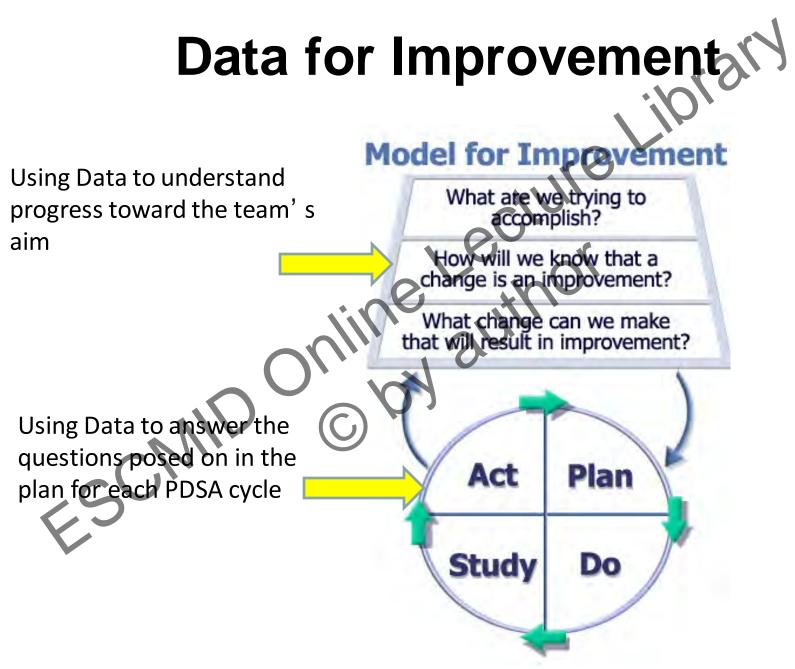
We are increasingly realizing not only how critical measurement is to the quality improvement we seek but also how counterproductive it can be to miz measurement for advantability or vesearch with measurement for improvement.

PERFORMANCE MEASURES AND MEASUREMENT

The Three Faces of Performance Measurements Improvements Accountability, and Research

Leif I. Solberg, MD Gordon Mosser, MD Sharon McDonald, RN, PhD

Solberg et al Journal on Quality Improvement 1997, 23:135-147.





Antibiotic Measures : Process, Outcomes and Balancing

PROCESS

Amount of antibiotic in DDD/100 bed days

- Promoted antibiotic
- Restricted antibiotics
- Compliance with acute empiric guidance – documentation in notes and compliance with policy

Compliance with surgical prophylaxis < 60 min from inclusion, < 24 hours and compliance with local policy Compliance with " other bundles" – all or nothing [3 Day antibiotic review bundle, VAP, CAP

bundle' s]

Outcome measures CDI rates SSI rates Surveillance of resistance Mortality [SMR' s]

Balancing measures [unintended consequences]

Mortality SSI' s Readmissions to hospital within 30 days of discharge Admissions to ICU Rate of complications Treatment related toxicitye.g aminoglycoside related toxicity

DEVELOPMENT OF QUALITY METRICS FOR ASP'S THROUGH A MODIFIED DELPHI TECHNIQUE ICHE 2012; 33[3]: 500-506

- ANTIMICROBIAL CONSUMPTION MEASURES
 - Days of therapy per 1000 patient day
 - ANTIMICROBIAL
 - **RESISTANCE MEASURES**
 - No of patients with specific drug resistant organism/total number of patients admitted to ward/unit

ACCOUNTABILITY MEASURES/PUBLIC REPORTING TARGETS WITH AUDIT AND FEEDBACK

- PATIENT OUTCOME
 MEASURES
 - Mortality related to AR pathogens
 - Conservable days of therapy among CAP.SSTI,BSI & sepsis
 - Unplanned hospital readmission within 30 days after hospital discharge

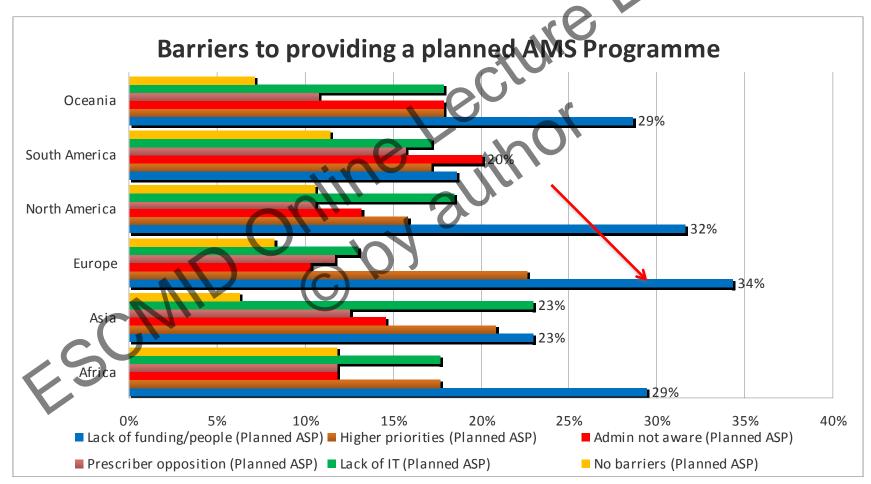
QI MEASURES/INTERNAL USE

2012 theory-based Cochrane review of Audit & Feedback Ivers et al x012 Courtesy of

- Median 4.3% increase in compliance (IQR 0.5% to 16%)
- A&F is more effective when combined with - Explicit targets and an action plan
- In addition,
 - the target was prescribing
 - the source was a supervisor or colleague
 - -it was provided more than once
 - it was delivered in both verbal and written formats

GLOBAL STEWARDSHIP SURVEY 2012: Barrier' s: ESGAP/ICC

Howard P, Nathwani D et al ECCMID 2013, POSTER 2448



SOLUTIONS TO BARRIER'S

- Funding/personnel shortage : Team working, single & shared budget, targeted ASP's & ICT's are cost-effective
- Higher priority initiatives : AMR& Prescribing a patient safety priority, use patient[patient stories] and political leverage, senior leadership /champions
- Opposition for prescribers: concentrate on improving patient outcomes without harm; show "quick wins" to get rapid engagement
- Administrator reluctance : engage them in safety and cost consequences of AMR; involve senior and middle managers
- IT: do simple & most meaningful measurement; paper first; road [testing] before technology

