Learning Session 5: Antibiotic Stewardship
Agenda

- Opening Remarks
- Housekeeping
- Polling Question
- Presentation
- Q&A
Objectives

During this Webinar you will learn:

- About elements of an antibiotic stewardship program
- How to monitor antibiotic usage
- About resources to guide development of an antibiotic stewardship program
Housekeeping Items: Chat

To ensure maximum sound quality, participant lines have been muted; however we welcome ALL questions and comments via the chat board to the right hand side of your screen.

To submit questions or comments:

- Use WebEx chat – send messages to the panelists or all participants using the chat feature drop down menu.
Housekeeping Items: Polling

During today’s presentations you may be asked to answer some polling questions. These questions will come up on the right side of your screen. When you do answer a polling question, be sure to select the submit button so we can record your answer.
Polling Question

Does your facility have an Antibiotic Stewardship Team that meets on a routine basis?

A. Yes
B. No, we are currently forming a team
C. No, we have developed a team and will have our first meeting in the next few weeks
D. I’m not aware of any plans at this time
The following presentation does not represent atom Alliance brand or standards. It is a representation of the guest presenter’s content. atom Alliance is not responsible for its content.
Resources to Guide Effective ASP Execution: The Role of Regulatory Levers

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Medical Director Infection Prevention and Epidemiology
Clinical Services Group, HCA
Professor Internal Medicine, Texas A&M College of Medicine
Agenda

• Introduction

• Elements of an effective ASP

• Measures to monitoring ASP

• Resources to guide development of an ASP

• Regulatory changes
Introduction
Crisis

Success strategy
Birth of Antimicrobial Stewardship

“Microbes are educated to resist penicillin and a host of penicillin-fast organisms is bred out...
In such cases, the thoughtless person playing with penicillin is morally responsible for the death of the man who finally succumbs to infection with the penicillin-resistant organism. I hope this evil can be averted.”

We are using a lot of antibiotics worldwide!!

Consumption of antibiotics in 2010 per person (A), and compound annual growth rate of antibiotic drug consumption between 2000 and 2010 (B)

Deaths attributable to antimicrobial resistance every year by 2050

- North America: 317,000
- Europe: 390,000
- Africa: 4,150,000
- Latin America: 392,000
- Asia: 4,730,000
- Oceania: 22,000

Mortality per 10,000 population

number of deaths

UK Review on AR 2016
New Societal Approaches to Empowering AS

“Further improving antibiotic use will require increased accountability and transparency at societal level. A parallel can be drawn between antibiotic stewardship and infection prevention. Hospitals have been required to have infection prevention programs for many decades. Yet no transformative progress in reduction of HAIs occurred until society began requiring public reporting of infection rates and linking such rates to P4P measures. This shift towards greater accountability and transparency in HAIs has led hospitals to vest infection control programs with the authority to implement critical improvements. A similar shift could substantially accelerate efforts to improve antibiotic use.”
• $20 billion in excess direct healthcare costs
• Costs to society for lost productivity as high as $35 billion a year (2008 dollars)
• The use of antibiotics is the single most important factor leading to antibiotic resistance
• \( \uparrow \) \textit{C. difficile} infections \(^1\)
  • 453,000 cases 2011
  • 29,000 deaths 2011

Why We Need to Improve Antibiotic Use

• Antibiotics are misused across the continuum of care
• Use of antibiotics in animals
• Antibiotic misuse adversely impacts patients and society
• Antibiotics are the only drugs where use in one patient can impact the effectiveness in another
• Improving antibiotic use improves patient outcomes and saves money
• Improving antibiotic use is a public health imperative-World Health Organization (WHO) considers AR an emerging threat to global stability
Antimicrobial Stewardship

Goals

• Improve patient outcomes
• Optimize selection, dose and duration of Rx
• Reduce adverse drug events including secondary infection (e.g., *C. difficile* infection)
• Reduce morbidity and mortality
• Limit emergence of antimicrobial resistance
• Reduce length of stay
• Reduce health care expenditures

How best can we achieve these goals?

Initial IDSA/SHEA Antimicrobial Stewardship Guidelines

• A multidisciplinary ASP team should include an ID physician and pharmacist and other key stakeholders as determined by the institution

• Two core strategies were recommended
  • Prospective audit with intervention and feedback
  • Formulary restriction and preauthorization

• Other recommended strategies
  • Education
  • Guidelines and clinical pathways
  • Order forms
  • De-escalation
  • Dose optimization
  • IV to PO conversion

IDSA=Infectious Diseases Society of America
SHEA=Society for Healthcare Epidemiology of America

Clin Infect Dis 2007;44:159-177.
The Challenge

• How to initiate and improve antibiotic stewardship efforts
• Proving that it works
  • Clinical outcomes
  • Decrease resistance
• Changing the antibiotic prescribing culture
• Hardwiring the process
• Continuing to show financial benefit to maintain funding and support of efforts
The Problem with Antimicrobial Stewardship

• Everyone thinks they know what it is

But who knows what it should be?

– Which strategies are most effective?
– How to assess their effectiveness?
Complex problem
Elements of an Effective Antimicrobial Stewardship Program
Team success

• “The ultimate difference between a company and its competition is, in fact, the ability to execute.”

- Larry Bossidy
CDC Antibiotic Treatment in Hospitals: Core Elements

1. **Leadership commitment**: Dedicate necessary human, financial, and IT resources

2. **Accountability**: Appoint a single leader responsible for program outcomes—this is usually a physician

3. **Drug expertise**: Appoint a single pharmacist leader to support improved prescribing

4. **Act**: Take at least one prescribing improvement action, such as “antibiotic timeout”

5. **Track**: Monitor prescribing and antibiotic resistance patterns

6. **Report**: Regularly report to interdisciplinary team the prescribing and resistance patterns, and steps to improve

7. **Educate**: Offer team education about antibiotic resistance and improving prescribing practice

Leadership Commitment

• There should be a formal expression of support for the stewardship program from the facility administration.

• Leadership must ensure that staff have necessary time, education/competencies and resources to implement the stewardship program.
Accountability

• There should be a designated leader of the antibiotic stewardship program.
• Physicians have proven very effective in this role.
  • Prescribing is a medical staff function
  • Often an ID physician, but others have filled this role, especially in hospitals with no ID physicians.
• Leadership by committee is not as effective.
Drug Expertise

• Pharmacy leadership is consistently identified as a must for stewardship in hospitals.

• Pharmacists often play a lead role in implementing improvement interventions and monitoring antibiotic use. Should have some training in infectious diseases. (e.g. MAD-ID. SIDP, SHEA)

• Many programs are co-lead by a physician and pharmacist.
Antibiotic Stewardship Programs in U.S. Acute Care Hospitals: Findings From the 2014 National Healthcare Safety Network Annual Hospital Survey

<table>
<thead>
<tr>
<th>Infrastructure for antibiotic stewardship</th>
<th>2298</th>
<th>54.9</th>
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<tbody>
<tr>
<td>1. Hospital leadership commitment: Dedicate human, financial, and IT resources</td>
<td>2508</td>
<td>59.9</td>
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<tr>
<td>23</td>
<td>Written statement of support</td>
<td>2199</td>
</tr>
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<td>26</td>
<td>Salary support</td>
<td>1326</td>
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<td>23, 26</td>
<td>Both</td>
<td>926</td>
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<table>
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<tr>
<th>Program leadership (Accountability): Person responsible for outcomes</th>
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<th>50.5</th>
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<tr>
<td>24</td>
<td>Pharmacist</td>
<td>3016</td>
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<tr>
<td>24</td>
<td>Physician</td>
<td>1540</td>
</tr>
<tr>
<td>24</td>
<td>Other</td>
<td>1258</td>
</tr>
<tr>
<td>24</td>
<td></td>
<td>218</td>
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</tbody>
</table>

| Drug expertise: At least 1 pharmacist responsible for improving antibiotic use | 3648 | 87.2 |

<table>
<thead>
<tr>
<th>Implementation</th>
<th>2112</th>
<th>50.5</th>
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</thead>
<tbody>
<tr>
<td>4. Act: Performance of at least one prescribing improvement action</td>
<td>3926</td>
<td>93.8</td>
</tr>
<tr>
<td>28</td>
<td>Facility-specific treatment recommendations</td>
<td>3232</td>
</tr>
<tr>
<td>31</td>
<td>Audit with feedback</td>
<td>3100</td>
</tr>
<tr>
<td>30</td>
<td>Prior-approval</td>
<td>2652</td>
</tr>
<tr>
<td>27</td>
<td>Requirement to document antibiotic indication</td>
<td>1105</td>
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<tr>
<td>29</td>
<td>Antibiotic time out</td>
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</table>

<table>
<thead>
<tr>
<th>Track: Monitor prescribing and antibiotic resistance patterns.</th>
<th>3318</th>
<th>79.3</th>
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<tbody>
<tr>
<td>32</td>
<td>Monitor antibiotic use (consumption)</td>
<td>2881</td>
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<tr>
<td>28b</td>
<td>Facility-specific treatment recommendations and monitor adherence to facility-specific treatment recommendations</td>
<td>2203</td>
</tr>
<tr>
<td>27b</td>
<td>Requirement to document antibiotic indication and monitor adherence to indication documentation policy</td>
<td>736</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Report: Regularly report to staff prescribing and resistance patterns</th>
<th>2822</th>
<th>67.5</th>
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</thead>
<tbody>
<tr>
<td>33</td>
<td>Feedback to providers on how they can improve prescribing</td>
<td>2478</td>
</tr>
<tr>
<td>32b</td>
<td>Reports on antibiotic use shared with prescribers</td>
<td>1861</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Educate about antibiotic resistance and improving prescribing practices</th>
<th>2589</th>
<th>61.9</th>
</tr>
</thead>
<tbody>
<tr>
<td>34</td>
<td>Education provided to clinicians and other relevant staff</td>
<td>1642</td>
</tr>
</tbody>
</table>

Hospitals reporting all 7 core elements of hospital antibiotic stewardship programs

Clin Infect Dis online June 13, 2016
Measures to Monitoring ASP
Antimicrobial Stewardship Framework

**BEFORE Rx**
- Antimicrobial Formulary Restriction Order Sets

**ACTIVE**
- Prescriber
- Antibiotic Rx

**PASSIVE**
- Audits & Reports
- Education Guidelines

**AFTER Rx**
- Prospective Audit with Feedback
- IV to PO Conversion
- Dose Optimization

- De-escalation/Streamlining
- Duration of Therapy

Suggested Measures

<table>
<thead>
<tr>
<th>Measurement Area</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Antibiotic consumption</td>
<td>• Days of therapy (DOT) per 1,000 patient days—overall and for specific agents or groups of agents</td>
</tr>
<tr>
<td></td>
<td>• Defined daily dose (DDD) per 1,000 patient days (if DOT not available)</td>
</tr>
<tr>
<td></td>
<td>• Standardized Antibiotic Administration Ratio*</td>
</tr>
<tr>
<td>Process measures</td>
<td>• Provision of indication with each antibiotic start</td>
</tr>
<tr>
<td></td>
<td>• Percentage of cases where therapy is appropriate (especially for serious infections, such as sepsis)</td>
</tr>
<tr>
<td></td>
<td>• Appropriate Treatment of Methicillin-Sensitive Staphylococcus aureus (MSSA) Bacteremia</td>
</tr>
<tr>
<td></td>
<td>• Frequency at which de-escalation occurs</td>
</tr>
<tr>
<td></td>
<td>• Timely cessation of antibiotics given for surgical prophylaxis</td>
</tr>
<tr>
<td></td>
<td>• Antibiotics not prescribed to treat asymptomatic bacteria</td>
</tr>
<tr>
<td></td>
<td>• Appropriate cultures obtained before starting antibiotics</td>
</tr>
<tr>
<td></td>
<td>• Adherence to hospital-specific guidelines</td>
</tr>
<tr>
<td></td>
<td>• Acceptance of ASP recommendations</td>
</tr>
<tr>
<td></td>
<td>• Frequency of performance of antibiotic time outs or reviews</td>
</tr>
<tr>
<td></td>
<td>• Timely administration of appropriate antibiotics in cases of suspected sepsis</td>
</tr>
</tbody>
</table>
### Suggested Measures continued

<table>
<thead>
<tr>
<th>Measurement Area</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome measures</strong></td>
<td>• Length of stay</td>
</tr>
<tr>
<td></td>
<td>• Cure of infection</td>
</tr>
<tr>
<td></td>
<td>• Risk-adjusted mortality</td>
</tr>
<tr>
<td></td>
<td>• Hospital readmissions for select infections</td>
</tr>
<tr>
<td></td>
<td>• Hospital-onset C. difficile infections*</td>
</tr>
<tr>
<td></td>
<td>• Adverse drug reactions (number/percentage/rate)</td>
</tr>
<tr>
<td></td>
<td>• Antimicrobial resistance- focusing on hospital onset cases would most likely best reflect the impact of ASPs</td>
</tr>
<tr>
<td></td>
<td>• Provider-level measures if available (e.g., treatment of <em>S. aureus</em> and bloodstream infections)</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
<td>• Antibiotic cost per patient day</td>
</tr>
<tr>
<td></td>
<td>• Antibiotic cost per admission</td>
</tr>
<tr>
<td></td>
<td>• Total hospital cost per admission</td>
</tr>
</tbody>
</table>

*NQF-endorsed measure*
SAAR is an Observed-to-Expected (O-to-E) ratio

- **Observed antibacterial use** – Days of therapy reported by a healthcare facility for a specified category of antimicrobial agents in a specified patient care location or group of locations

- **Expected antibacterial use** – Days of therapy predicted on the basis of nationally aggregated AU data for a healthcare facility’s use of a specified category of antimicrobial agents in a specified patient care location or group of locations

CMS has posted for comment of potential inclusion of NHSN AU Measure (Standard Antibiotic Administration Ratio or SAAR)
NHSN AU Measure Proposal –
Patient Care Locations

Measure proposal covers antimicrobial use in 6 specified groupings of adult and pediatric patient care locations:

1. Adult medical, surgical, and medical/surgical intensive care units
2. Adult medical, surgical, and medical/surgical wards
3. Pediatric medical, surgical, and medical/surgical intensive care units
4. Pediatric medical, surgical, and medical/surgical wards
5. All adult medical, medical/surgical, and surgical intensive care units and wards
6. All pediatric medical, medical/surgical, and surgical intensive care units and wards

Measure proposal combines each of the 6 patient care location groupings with specified categories of antimicrobial agents. A separate SAAR is calculated for each patient care location-antimicrobial agent combination.
NHSN AU Measure
Five Antibacterial Agent Categories

High value targets for antimicrobial stewardship programs:

1. Broad spectrum agents predominantly used for hospital-onset/multi-drug resistant bacteria – aminoglycosides, some carbapenems, some cephalosporins, some fluoroquinolones, penicillin B-lactam/b-lactamase inhibitor combinations, and other agents

2. Broad spectrum agents predominantly used for community-acquired infection – ertapenem, some cephalosporins, and some fluoroquinolones

3. Anti-MRSA agents – ceftaroline, dalbavancin, daptomycin, linezolid, oritavancin, quinupristin/dalfopristin, tedizolid, telavancin, in, and vancomycin (IV route only)

4. Agents predominantly used for surgical site infection prophylaxis – cefazolin, cefotetan, cefoxitin, cefuroxime (IV route only)

High level indicators for antimicrobial stewardship programs:

5. All antibacterial agents – All agents included in NHSN AUR protocol
NHSN AU Measure
Interpreting the SAAR

- A high SAAR that achieves statistical significance may indicate excessive antibacterial use.
- A SAAR that is not statistically different from 1.0 indicates antibacterial use is equivalent to the referent population’s antibacterial use.
- A low SAAR that achieves statistical significance (i.e., different from 1.0) may indicate antibacterial under use.

Note: A SAAR alone is not a definitive measure of the appropriateness or judiciousness of antibacterial use, and any SAAR may warrant further investigation.
New Resources to Guide Development of an ASP
Evidence-based guidelines for implementation and measurement of antibiotic stewardship interventions in inpatient populations including long-term care were prepared by a multidisciplinary expert panel of the Infectious Diseases Society of America and the Society for Healthcare Epidemiology of America. The panel included clinicians and investigators representing internal medicine, emergency medicine, microbiology, critical care, surgery, epidemiology, pharmacy, and adult and pediatric infectious diseases specialties. These recommendations address the best approaches for antibiotic stewardship programs to influence the optimal use of antibiotics.
Select Examples

• Does the Use of Preauthorization and/or Prospective Audit and Feedback Interventions by ASPs Improve Antibiotic Utilization and Patient Outcomes?
  We recommend preauthorization and/or prospective audit and feedback over no such interventions (strong recommendation, moderate-quality evidence).

• Should ASPs Develop and Implement Facility-Specific Clinical Practice Guidelines for Common Infectious Diseases Syndromes to Improve Antibiotic Utilization and Patient Outcomes?
  We suggest ASPs develop facility-specific clinical practice guidelines coupled with a dissemination and implementation strategy (weak recommendation, low-quality evidence).

• Should ASPs Implement Interventions to Improve Antibiotic Use and Clinical Outcomes That Target Patients With Specific Infectious Diseases Syndromes?
  We suggest ASPs implement interventions to improve antibiotic use and clinical outcomes that target patients with specific infectious diseases syndromes (weak recommendation, low-quality evidence)
<table>
<thead>
<tr>
<th>Preauthorization</th>
<th>Prospective Audit and Feedback</th>
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<tbody>
<tr>
<td><strong>Advantages</strong></td>
<td></td>
</tr>
<tr>
<td>Reduces initiation of unnecessary/inappropriate antibiotics</td>
<td>Can increase visibility of antimicrobial stewardship program and build collegial relationships</td>
</tr>
<tr>
<td>Optimizes empiric choices and influences downstream use</td>
<td>More clinical data available for recommendations, enhancing uptake by prescribers</td>
</tr>
<tr>
<td>Prompts review of clinical data/prior cultures at the time of initiation of therapy</td>
<td>Greater flexibility in timing of recommendations</td>
</tr>
<tr>
<td>Decreases antibiotic costs, including those due to high-cost agents</td>
<td>Can be done on less than daily basis if resources are limited</td>
</tr>
<tr>
<td>Provides mechanism for rapid response to antibiotic shortages</td>
<td>Provides educational benefit to clinicians</td>
</tr>
<tr>
<td>Direct control over antibiotic use</td>
<td>Prescriber autonomy maintained</td>
</tr>
<tr>
<td>Can address de-escalation of antibiotics and duration of therapy</td>
<td>Can address de-escalation of antibiotics and duration of therapy</td>
</tr>
<tr>
<td><strong>Disadvantages</strong></td>
<td></td>
</tr>
<tr>
<td>Impacts use of restricted agents only</td>
<td>Compliance voluntary</td>
</tr>
<tr>
<td>Addresses empiric use to a much greater degree than downstream use</td>
<td>Typically labor-intensive</td>
</tr>
<tr>
<td>Loss of prescriber autonomy</td>
<td>Success depends on delivery method of feedback to prescribers</td>
</tr>
<tr>
<td>May delay therapy</td>
<td>Prescribers may be reluctant to change therapy if patient is doing well</td>
</tr>
<tr>
<td>Effectiveness depends on skill of approver</td>
<td>Identification of interventions may require information technology support and/or purchase of computerized surveillance systems</td>
</tr>
<tr>
<td>Real-time resource intensive</td>
<td>May take longer to achieve reductions in targeted antibiotic use</td>
</tr>
<tr>
<td>Potential for manipulation of system (eg, presenting request in a biased manner to gain approval)</td>
<td></td>
</tr>
<tr>
<td>May simply shift to other antibiotic agents and select for different antibiotic-resistance patterns</td>
<td></td>
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</table>
Select examples continued

• Should ASPs Implement Interventions Designed to Reduce the Use of Antibiotics Associated With a High Risk of CDI?
  We recommend antibiotic stewardship interventions designed to reduce the use of antibiotics associated with a high risk of CDI compared with no such intervention (strong recommendation, moderate-quality evidence)

• In Hospitalized Patients Requiring Intravenous (IV) Antibiotics, Does a Dedicated Pharmacokinetic (PK) Monitoring and Adjustment Program Lead to Improved Clinical Outcomes and Reduced Costs?
  We recommend that hospitals implement PK monitoring and adjustment programs for aminoglycosides (strong recommendation, moderate-quality evidence).
  We suggest that hospitals implement PK monitoring and adjustment programs for vancomycin (weak recommendation, low-quality evidence).
Select examples continued

• Should ASPs Implement Interventions to Increase Use of Oral Antibiotics as a Strategy to Improve Outcomes or Decrease Costs?
  We recommend ASPs implement programs to increase both appropriate use of oral antibiotics for initial therapy and the timely transition of patients from IV to oral antibiotics (strong recommendation, moderate-quality evidence)

• Should ASPs Advocate for Rapid Diagnostic Testing on Blood Specimens to Optimize Antibiotic Therapy and Improve Clinical Outcomes?
  We suggest rapid diagnostic testing in addition to conventional culture and routine reporting on blood specimens if combined with active ASP support and interpretation (weak recommendation, moderate-quality evidence)

• Should ASPs Implement Interventions to Reduce Antibiotic Therapy to the Shortest Effective Duration?
  We recommend that ASPs implement guidelines and strategies to reduce antibiotic therapy to the shortest effective duration (strong recommendation, moderate-quality evidence)
<table>
<thead>
<tr>
<th>Reference</th>
<th>Clinical Condition/Population</th>
<th>Treatment Duration, d</th>
<th>Clinical Outcome</th>
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<tr>
<td>Meta-analyses</td>
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<tr>
<td>Pugh et al, 2011 [124]</td>
<td>Adults with VAP</td>
<td>7–8 vs 10–15</td>
<td>Antibiotic-free days(^b), recurrence(^b)</td>
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<tr>
<td>Dimopoulos et al, 2013 [125]</td>
<td>Adults with VAP</td>
<td>7–8 vs 10–15</td>
<td>Relapse, mortality, antibiotic-free days(^c)</td>
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<tr>
<td>Randomized clinical trials</td>
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<tr>
<td>Chastre et al, 2003 [127]</td>
<td>Adults with VAP</td>
<td>8 vs 15</td>
<td>Mortality, recurrent infections(^d)</td>
</tr>
<tr>
<td>El Moussaoui et al, 2006 [128]</td>
<td>Adults with CAP</td>
<td>3 vs 5</td>
<td>Clinical and radiological success</td>
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<tr>
<td>Greenberg et al, 2014 [129]</td>
<td>Children with CAP</td>
<td>5 vs 10</td>
<td>Treatment failure(^e)</td>
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<tr>
<td>Hepburn et al, 2004 [130]</td>
<td>Adults with cellulitis</td>
<td>5 vs 10</td>
<td>Clinical success</td>
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<tr>
<td>Sandberg et al, 2012 [131]</td>
<td>Adult females with acute pyelonephritis</td>
<td>7 vs 14</td>
<td>Clinical efficacy, adverse events</td>
</tr>
<tr>
<td>Talan et al, 2000 [132]</td>
<td>Women with acute uncomplicated pyelonephritis</td>
<td>7 vs 14</td>
<td>Bacteriologic and clinical cure(^f)</td>
</tr>
<tr>
<td>Runyon et al, 1991 [133]</td>
<td>Adults with spontaneous bacterial peritonitis</td>
<td>5 vs 10</td>
<td>Mortality, bacteriologic cure, recurrence</td>
</tr>
<tr>
<td>Saini et al, 2011 [134]</td>
<td>Neonatal septicemia</td>
<td>2–4 vs 7 (with sterile culture)</td>
<td>Treatment failure</td>
</tr>
<tr>
<td>Sawyer et al, 2015 [135]</td>
<td>Adults with intra-abdominal infection</td>
<td>4 vs ≤10</td>
<td>Composite of surgical site infection, recurrent intra-abdominal infection, or death</td>
</tr>
<tr>
<td>Bernard et al, 2015 [136]</td>
<td>Adults with vertebral osteomyelitis</td>
<td>42 vs 84</td>
<td>Cure at 1 y by independent committee and secondary outcomes</td>
</tr>
</tbody>
</table>
Current evidence on hospital antimicrobial stewardship objectives: a systematic review and meta-analysis

• Overall quality of evidence was low, but they concluded there was enough support for some interventions:
  • Following guidelines in administering empiric antibiotics
  • IV to PO
  • Antibiotic restrictions
  • ID consultations
  • Therapeutic drug monitoring
  • De-escalation of therapy

• Conclusion: The overall evidence for these interventions shows significant benefits for clinical outcomes, adverse events, costs, resistance rates, or combinations of these. However, the included studies were generally of low quality.

*Lancet Infect Dis* 2016 published online March 2
Playbook

• Provide guidance and strategies to implement and sustain a successful ASP
• What successful implementation looks like
• Strategies to address barriers to implementation
• Survey standards to determine if stewardship is based on CDC core elements and is effective
• Over the past year, NQP has worked to bring together public- and private-sector leaders and experts to develop a common agenda and identify and implement strategies to improve antibiotic practices among providers, healthcare organizations, and local communities.

• The *Playbook* makes recommendations for organizations including hospitals, accreditation bodies, and patient and consumer groups to enhance their stewardship activities to prepare for these changes.

• The *Playbook* attempts to lay out the implementation examples as a broad range of what is possible and achievable while recognizing that what will be effective depends heavily on local circumstances.
Playbook continued

• Based on these Core Elements, this Playbook provides concrete strategies and suggestions for organizations committed to implementing successful ASPs in acute care hospitals. This Playbook has incorporated examples of successful implementation, more specifics concerning the core elements, barriers and solutions for implementation, potential measurement approaches, and future directions.

• The document is not a list of “must do’s” to be completed. Instead, the Playbook attempts to lay out a variety of options from which to choose depending on local context, resources, and needs.
Stewardship Action Team Organizations

- CDC
- HCA
- American Hospital Association
- Soc of Post-Acute and LTC
- AHRQ
- Am Academy of Allergy Asthma
- Am Academy of Emerg Med
- Am Assoc of Nurse Practitioners
- Am Health Care Assoc
- Am Soc Health-System Pharm
- Anthem
- CMS
- Children’s Hosp Assoc
- Council for Med Specialty Soc
- Duke University

- IDSA
- IHI
- Intermountain Healthcare
- Johns Hopkins
- TJC
- USC
- Leapfrog
- MGH
- Merck
- NCQ
- Peggy Lillis Foundation
- Pew
- Premier
- SHEA
- SIDP
- Vizient
Value of the Playbook

- Impressive list of national experts with diverse healthcare backgrounds and leading organizations reinforces that antibiotic stewardship is a national priority
- Indispensable tool that aligns perfectly with the CDC’s Core Elements and new Joint Commission Accreditation Standards and proposed CMS Conditions for Participation
- Provides examples and suggestions for action for organizations regardless of size or resources
  - Basic > Intermediate > Advanced
  - Barriers and Suggested Solutions
  - Suggested Tools and Resources

The Antimicrobial Stewardship Playbook is a key resource. In addition to distributing the document to 12,000+ individuals and facilities, we hope it will actively integrate it into all acute care hospitals through antimicrobial stewardship collaboratives and with individual hospitals/health systems that are starting or enhancing their ASP program.
Core Element 1: Leadership Commitment

To succeed, antibiotic stewardship programs need clear support from hospital leadership. Leadership commitment can be demonstrated in many ways, and the board, executive team, leadership, and professional staff must all clearly support that commitment. Dedicating necessary human, financial, and information technology resources is a key part of demonstrating an organization's commitment to effective stewardship. Here are examples of core actions that could be taken to demonstrate leadership commitment, examples of implementation, and identified barriers with potential solutions.

• Facility leadership should provide a visible, written statement of support for the antibiotic stewardship program (ASP). Formal statements (e.g., a policy or statement approved by the board) carry more weight with facility staff than less formal communications (e.g., a newsletter column).

• Facility leadership should provide support (financial and time) for training and education on antibiotic stewardship (AS), ensure adequate staffing, and establish a clear communication strategy on AS.

• Facility leadership should provide sustained financial support and ensure that ASP team leaders have time to perform the functions of the program.
Examples of Implementation

Basic
- Issue a formal board-approved statement on the importance of the ASP and include in annual report.
- Develop and distribute a newsletter column from the CEO and CMO and/or chief of the medical staff highlighting the ASP and their commitment to improving antibiotic use.
- Dedicate specific salary support for ASP leaders based on size and population of the hospital.
- Include specific time commitment (%FTE or hours/week, hours/month) in the job description of ASP leaders, and articulate targets and goals.
- Support funding for remote consultation or telemedicine with experts in antibiotic stewardship (e.g., infectious diseases physicians and pharmacists) if local resources are not available.
- Communicate regularly the importance of improving antibiotic use and the hospital’s commitment to antibiotic stewardship.
- Share stories, speakers, and other resources that highlight how ASPs can improve patient outcomes.

Intermediate
- Designate or appoint a hospital executive to serve as a “champion” of the ASP.

Advanced
- Ensure that ASP leaders have training in measuring and improving antibiotic use.
- Prioritize funding for information technology
Potential Barriers Suggested Solutions

Low Support of ASP by Leaders

* Suggested Solutions
  - Direct leaders to statements on the importance of antibiotic stewardship programs from groups such as the American Hospital Association, the Institute for Healthcare Improvement, and The Leapfrog Group, which are recognized by hospital C-suite leaders.
  - Develop and advance the business case to show that ASPs provide high value by improving patient outcomes, the patient experience, and reducing adverse effects, which in turn decreases costs and results in financial savings.
  - Refer to key national reports on the importance of antibiotic stewardship and antibiotic resistance.
  - Share data on hospital problem areas such as high antibiotic resistance rates, *C. difficile* infection rates, inappropriate antibiotic use, readmissions due to infections, etc. *C. difficile* rates can be especially influential since they are part of the Centers for Medicare & Medicaid Services Inpatient Quality Reporting Program.

Low Awareness of ASP at Board/C-Suite Levels

* Suggested Solutions
  - Provide leaders with data, narratives, and expert-led presentations on ASP benefits (e.g., reductions in *C. difficile* infections, improved infection cure rates, and reductions in antibiotic resistance).
  - Engage patients and advocates to share stories about *C. difficile* infections and antibiotic-resistant organisms and their impact on patients and families.

Competing Priorities or “Initiative Fatigue”

* Suggested Solutions
  - Direct leaders to proposed regulatory and accreditation requirements (i.e., from The Joint Commission).
  - Emphasize that ASP implementation is a workforce and patient safety issue as well as a patient experience issue.
  - Discuss the potential impact on the hospital brand if AS is not prioritized.
  - Gain efficiencies by incorporating stewardship efforts into other quality improvement efforts (e.g., *C. difficile*, sepsis).
Suggested Tools and Resources

Hospital Resources


Evidence on Impact of ASPs


Business Case for ASP


- Anthem. *Quality-In-Sights*: Hospital Incentive Program (Q-HIP).


Key National Resources

- Centers for Disease Control and Prevention (CDC). Core Elements of Hospital Antimicrobial Stewardship Programs. Atlanta, GA: CDC; 2014.


- Centers for Disease Control and Prevention (CDC). Get smart for healthcare: overview and evidence to support stewardship.


Implementation Tools


- The Society for Healthcare Epidemiology of America. Antimicrobial stewardship: implementation tools & resources.

Regulatory and Accreditation Requirements

- Joint Commission Resources.
Core Element 5: Tracking and Monitoring Antibiotic Prescribing, Use, and Resistance

Monitoring antibiotic prescribing and resistance patterns is critical to identify opportunities for improvement and to assess the impact of improvement efforts.

- Systematic collection of antibiotic use and resistance data allows facilities to assess, monitor, and improve prescribing practices.
Examples of Implementation

Basic: Process Measures
• Adherence to documentation policies, e.g., requirement to document indications for antibiotic use and requirements to document performance of time-outs.
• Tracking of diagnosis, drug, dose, duration, and de-escalation with antibiotic time-out.
• Adherence to facility-specific treatment recommendations or guidelines.
• Adherence to specified interventions.
• Accurate antibiotic allergy and adverse reaction histories.

Intermediate: Outcome Measures
• Sequential tracking of antibiotic resistance patterns (e.g., gram negative resistance).
• Tracking of *C. difficile* infection rates.
• 30-day readmission rates for pneumonia and *C. difficile*.

Advanced: Antibiotic Use Measures
• Number of antibiotics administered to patients per day (i.e., days of therapy, or “DOT”). Hospitals can use the CDC National Healthcare Safety Network (NHSN) Antibiotic Use Option to track and benchmark days of therapy.
• Grams of antibiotics used (defined daily dose, or “DDD”) could be used if DOT not available.
• Standardized antibiotic administration ratio (SAAR), an NQF-endorsed quality benchmarking measure for antibiotic use, available to hospitals enrolled in the NHSN Antibiotic Use Option.
• Direct antibiotic expenditures (purchasing costs).
Potential Barriers Suggested Solutions

ASP Does Not Have Resources to Conduct Measurements

**Suggested Solutions**
- Review organisms on CDC threat report, identify top pathogens relevant to the institution, and monitor one or more of those.
- Standardize data collection in terms of information, recording practices, and timing/frequency.
- Consider choosing one measure of antibiotic use.
- Use shared data to compare with other hospitals.
- Develop relationships with data experts through state collaboratives, health departments, specialty societies, or trade associations.

Lack of Expertise for Data Collection, Analysis, and Interpretation

**Suggested Solutions**
- Consider using audit tools or point prevalence surveys to help assess appropriate use (e.g., for urinary tract infections, community acquired pneumonia, and vancomycin).

Lack of IT Infrastructure

**Suggested Solution**
- Ensure that tracking and monitoring are part of discussions with IT staff and facility administration when engaging their support for stewardship efforts.

Challenges in Defining “Appropriate” or “Optimal”

**Suggested Solutions**
- Use facility-specific guidelines as the basis for decisions about appropriate use; disregard complex cases that cannot be assessed easily.
- Conduct occasional (e.g., quarterly) structured audits of appropriate use to identify targets for improvement.
- Use standardized audit tools for appropriate use.

Overwhelming Amount of Antibiotic Use and Resistance Data

**Suggested Solution**
- Engage units in tracking efforts (e.g., ask every unit to track and report on one syndrome and identified metrics).
Suggested Tools and Resources

**Appropriate Antibiotic Use**
- Centers for Disease Control and Prevention (CDC). Implementation Resources. Assessment tools for antibiotic use.
- National Quality Forum (NQF). Quality Positioning System. NQF-endorsed Standardized Antibiotic Administration Ratio

**Modules, Exercises, and Infographics**
- Centers for Disease Control and Prevention (CDC); National Healthcare Safety network (NHSN). Antiobigram demo exercise: advanced line list; Demo exercise results: advanced line list. Atlanta, GA: CDC; 2014.

**Clinical and Laboratory Standards Institute**

**Additional Resources**
- Premier Safety Institute. Quest Antimicrobial Collaborative website.
Regulatory Changes
Stewardship Seats at the Table – 3/24/2016

Infection Prevention and Epidemiology

Payors/Consumers

Logos of various organizations including SHEA, CDC, TATFAR, The White House, IDSA, SIDP, PIDS, SHM, ASHP, PEW Charitable Trusts, NQF, and The Joint Commission.
Background

• President’s Executive Order and National Strategy (Sep 2014)
• PCAST Report to the President (Sep 2014)
• National Action Plan for Combating Antibiotic-Resistant Bacteria (CARB) (Mar 2015)

PCAST-President’s Council of Advisors on Science and Technology
National Action Plan highlights

• The plan sets 1-, 3-, and 5-year targets in each of the five overarching goals, which are to:
  • slow the emergence of resistant bacteria and prevent the spread of resistant infections
  • strengthen national one-health surveillance efforts to combat resistance (the "one-health" approach to disease surveillance integrates data from multiple monitoring networks, according to the White House)
  • advance development and use of rapid and innovative diagnostic tests for the identification and characterization of resistant bacteria;
  • accelerate basic and applied research and development for new antibiotics, other therapeutics, and vaccines; and
  • improve international collaboration and capacities for antibiotic resistance prevention, surveillance, control, and antibiotic research and development
National Action Plan continued

• The plan sets goals for eradicating pathogens that have been labeled urgent or serious threats by the Centers for Disease Control and Prevention (CDC). The 2020 targets include:
  • 50% reduction from 2011 estimates in the incidence of *Clostridium difficile*
  • 60% reduction in hospital-acquired carbapenem-resistant Enterobacteriaceae infections
  • 35% reduction in hospital-acquired multidrug-resistant *Pseudomonas* species infections
  • 50% reduction from 2011 estimates in methicillin-resistant *Staphylococcus aureus* bloodstream infections
  • 50% reduction in inappropriate antibiotic use in outpatient settings and a 20% reduction in inpatient settings,
  • The development and wide dissemination of rapid diagnostic tests that can be used in a physician's office or at the hospital bedside to distinguish between viral and bacterial infections, and thus help ensure more appropriate use of therapeutics.
Proposed Policy Changes

- Strengthen antibiotic stewardship in inpatient, outpatient, and long-term care settings
  - Alignment with CDC Core Elements
  - Compliance with Conditions of Participation and The Joint Commission (TJC) Accreditation requirements
- Implement annual reporting of antibiotic use in inpatient and outpatient settings and identify variation at geographic, provider, and patient levels
- Establish and improve antibiotic stewardship programs across all healthcare settings
- Reduce inappropriate antibiotic use by 50% in outpatient settings and 20% in inpatient settings
- Establish State Antibiotic Resistance (AR) Prevention (Protect) Programs in all 50 states
Joint Commission (TJC) starts January 2017

• **EP 1**: Leaders establish antimicrobial stewardship as an organizational priority

• **EP 2**: The hospital educates staff and licensed independent practitioners involved in antimicrobial ordering, dispensing, administration, and monitoring about antimicrobial resistance and antimicrobial stewardship practices. Education occurs upon hire or granting of initial privileges and periodically thereafter, based on organizational need.

• **EP 3**: The hospital educates patients, and their families as needed, regarding the appropriate use of antimicrobial medications, including antibiotics
• **EP 4:** The hospital has an antimicrobial stewardship multidisciplinary team that includes the following members, when available: infectious diseases physician, pharmacy, infection prevention, other practitioners

• **EP 5:** The hospital’s antimicrobial stewardship program includes the following core elements:
  • **Leadership commitment:** Dedicating necessary human, financial, and information technology resources.
  • **Accountability:** Appointing a single leader responsible for program outcomes.
  • **Drug expertise:** Appointing a single pharmacist leader responsible for working to improve antibiotic use.
TJC continued

• **EP 5 continued**
  
  • **Action:** Implementing recommended actions, such as systemic evaluation of ongoing treatment need, after a set period of initial treatment (for example, *S aureus* bacteremia, de-escalation, 72 hour time-out).
  
  • **Tracking:** Monitoring the antimicrobial stewardship program, which may include information on antibiotic prescribing and resistance patterns.
  
  • **Reporting:** Regularly reporting information on the antimicrobial stewardship program, which may include information on antibiotic use and resistance, to doctors, nurses, and relevant staff.
  
  • **Education:** Educating practitioners, staff, and patients on the antimicrobial program, which may include information about resistance and optimal prescribing.
TJC continued

• **EP 6:** The hospital’s antimicrobial stewardship program uses organization-approved multidisciplinary protocols (for example, policies and procedures).

• **EP 7:** The hospital collects, analyzes, and reports data on its antimicrobial stewardship program.

• **EP 8:** The hospital takes action on improvement opportunities identified in its antimicrobial stewardship program.
Antibiotic Stewardship as a Condition of Participation

• By the end of 2017, CMS should have Federal regulations (Conditions of Participation) in place that will require U.S. hospitals, critical access hospitals, and long-term care and nursing home facilities to have in place robust antibiotic stewardship programs that adhere to best practices, such as those contained in the CDC Core Elements for Hospital Antibiotic Stewardship Program recommendations. Similar requirements should be phased in rapidly for other settings including long-term acute care hospitals, other post-acute facilities, ambulatory, surgery centers, and dialysis centers.
CMS Update

- CMS has published proposed conditions of participation (COP)
- CMS has posted for comment of potential inclusion of NHSN AU Measure (Standard Antibiotic Administration Ratio or SAAR)
If you want to go Fast, go alone.
If you want to go Far, go together.
## TN CDI Prevention Collaborative

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http://atomalliance.org/webinars/on-demand-webinars/
On-Demand Learning (ODL)

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Requirements to participate?
- Review the list of ODL opportunities
- Click “Go”
- Submit your name and other information for documentation
- Click “Submit” and you’ll have access to the ODL of your choice.
- Share the opportunity with your peers!
CDI Prevention Resources

- [http://nursingworld.org/psjustculture](http://nursingworld.org/psjustculture)
- Road Map to a Comprehensive *Clostridium difficile* Infection (CDI) Prevention Program
- APIC Guide to Preventing *Clostridium difficile* Infections
- APIC Guide to Hand Hygiene Programs for Infection Prevention
- SHEA/IDSA Practice Recommendation Strategies to Prevent *Clostridium difficile* Infections in Acute Care Hospitals: 2014 Update
- CDC/FDA Health Update about the Immediate Need for Healthcare Facilities to Review Procedures for Cleaning, Disinfecting, and Sterilizing Reusable Medical Devices; CDCHAN-00383
CDI Prevention Resources (cont.)


- CDC Summary of Core Elements of Hospital Antibiotic Stewardship Programs ([http://www.cdc.gov/getsmart/healthcare/pdfs/core-elements.pdf](http://www.cdc.gov/getsmart/healthcare/pdfs/core-elements.pdf))


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