

# AMITA Adventist Medical Center, Bolingbrook



Darlene Gallagher BSN, RN, CIC, Infection Preventionist  
Jamal Williams RT, Director of Respiratory Therapy & Infusion Clinic

# AMITA Adventist Medical Center- Bolingbrook

AAMC Bolingbrook is 1 of 3 acute care hospitals in Will County

Hospital opened January 14, 2008

124 Bed Community Hospital

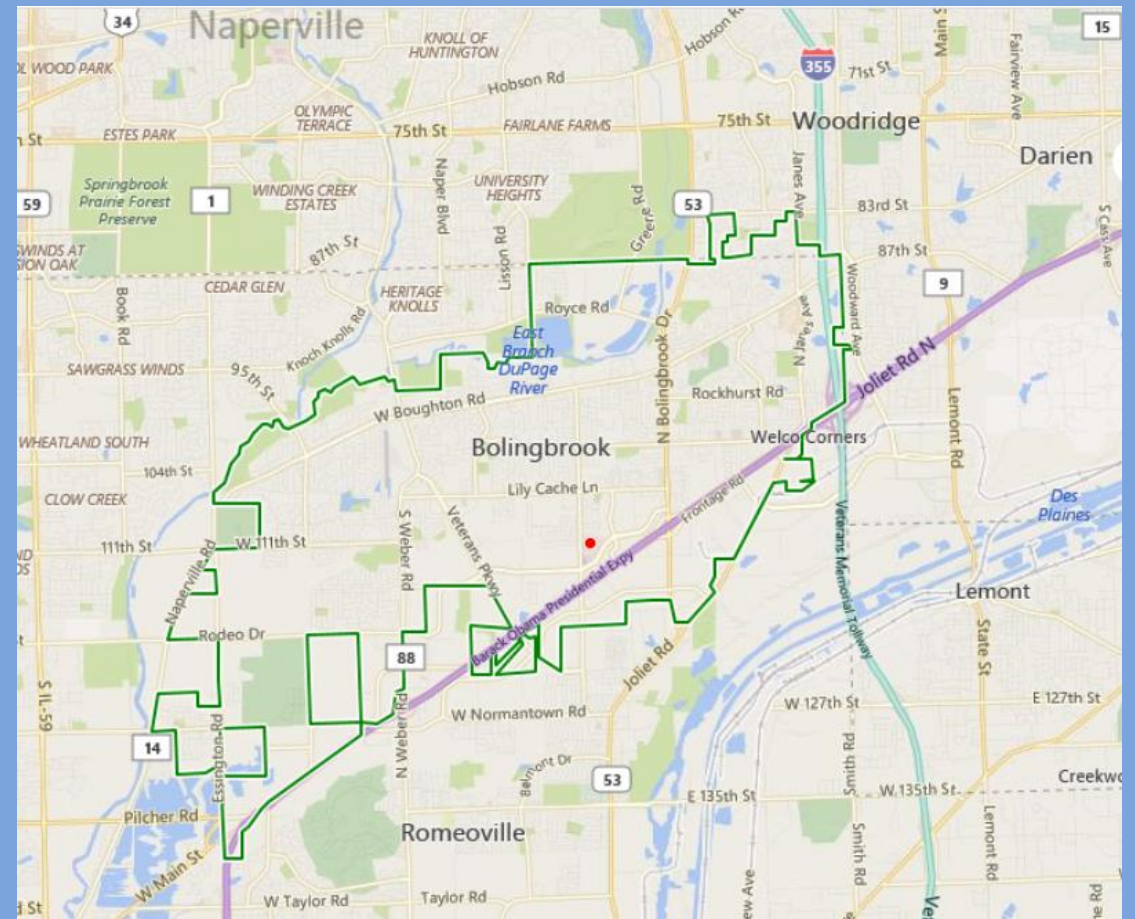
12 Bed Intensive care unit- Average daily census 6.5

No ventilators utilized outside of the ICU

Long Term Care Facility (LTC) located across the street

# Bolingbrook, Illinois

- ❖ Southwest suburb of Chicago partially in both Will and DuPage
- ❖ 2017 US Census = **75,201**
- ❖ Bolingbrook is the 17th largest incorporated place in Illinois and the state's 2nd largest village



# Time of Change in Healthcare



*The* NEW ENGLAND JOURNAL *of* MEDICINE

Perspective  
OCTOBER 18, 2007

## **Nonpayment for Performance? Medicare's New Reimbursement Rule**

Meredith B. Rosenthal, Ph.D.

"Centers for Medicare and Medicaid Services (CMS) announced its decision to cease paying hospitals for some of the care made necessary by 'preventable complications'"



# Ventilator-associated pneumonia

**Affects ~5-10% of ventilated patients**

**Increases ICU length of stay by ~4-7 days**

**Increases hospital length of stay by ~14 days**

**Crude mortality rate 30-50%**

**Attributable mortality 8-12%**

**Adds ~\$10-50,000 to cost of hospital stay**

*CMS 1533-P, 2007*

*Safdar et al, Crit Care Med 2005; 33:2184*

*Tejerina et al, J Crit Care 2006; 21:56*

*Muscedere et al, J Crit Care 2008;23:5-10*

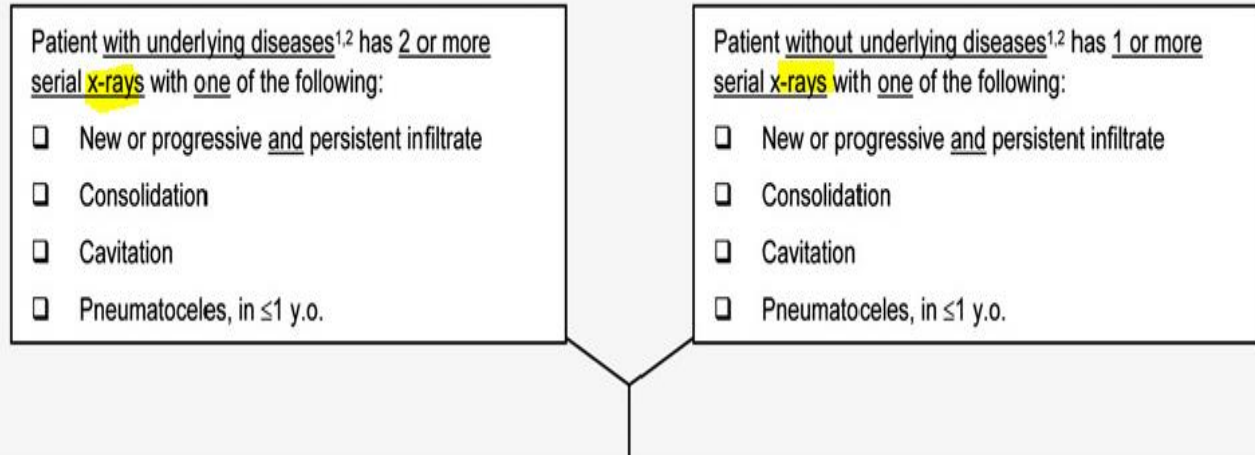
*Eber et al, Arch Intern Med 2010;170:347-353*

*Nguile-Makao et al, Intensive Care Med 2010;36:781-9*

*Beyersmann et al, Infect Control Hosp Epidemiol 2006;27:493*

# The OLD Definition..... subjective related to x-rays

X-ray



Horan, Andrus & Dudeck, *AJIC* 2008; v36: 328

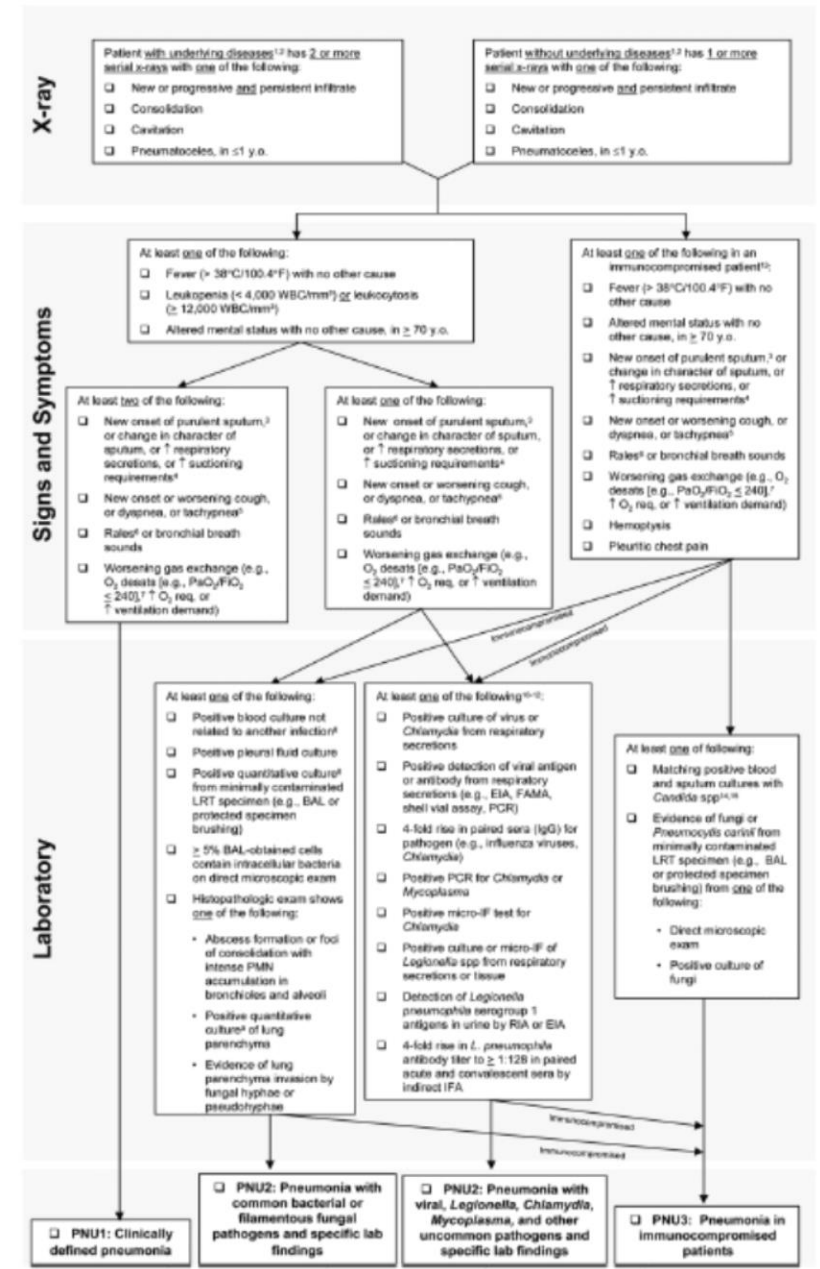


Fig 1. Pneumonia flow diagram

# The challenge of VAP diagnosis

Many complications of critical care present with subjective clinical signs that mimic VAP:

- Radiographic opacities
- Fever
- Abnormal white blood cell count
- Impaired oxygenation
- Increased pulmonary secretions

**Subjective  
Non-specific**

## NHSN surveillance definition for VAP

Patient must fulfill each of the three categories below:

<b>Chest Radiograph</b>	<i>Any one of the following:</i> <ol style="list-style-type: none"><li>1. New, progressive, or persistent infiltrate</li><li>2. Consolidation</li><li>3. Cavitation</li></ol>
<b>Systemic Signs</b>	<i>Any one of the following:</i> <ol style="list-style-type: none"><li>1. Temperature <math>&gt;38^{\circ}\text{C}</math></li><li>2. WBC <math>&lt;4,000</math> or <math>&gt;12,000</math> WBC/mm<sup>3</sup></li><li>3. For adults 70 years old, altered mental status with no other recognized cause</li></ol>
<b>Pulmonary Signs</b>	<i>Any two of the following:</i> <ol style="list-style-type: none"><li>1. New onset of purulent sputum, or change in character of sputum, or increased respiratory secretions, or increased suctioning requirements</li><li>2. New onset or worsening cough, or dyspnea, or tachypnea</li><li>3. Rales or bronchial breath sounds</li><li>4. Worsening gas exchange, increased oxygen requirements, or increased ventilation demand</li></ol>



# In THE YEAR 2012 definitions for VAP were subjective

## Limitations of Current VAP Definitions

- Current definitions (e.g., definitions used for surveillance in NHSN, Clinical Pulmonary Infection Score, European surveillance definitions, etc.) all use combinations of criteria:

- Chest x-ray
  - Lack specificity for VAP<sup>1</sup>
  - Interobserver variability<sup>2</sup>
  - Not within purview of IP expertise
- Clinical signs/symptoms
  - Lack sensitivity and specificity<sup>3</sup>
  - Some are highly subjective
  - Documentation varies
- Microbiological evidence
  - Lack sensitivity and specificity<sup>4</sup>
  - Practices vary among providers
  - Controversy about best practices<sup>5,6</sup>

References include but are not limited to the following:

<sup>1</sup>Wunderink R, et al., *Chest* 1992;101:458-63; <sup>2</sup>Young M, et al., *Arch Intern Med* 1998;158:2729-32; <sup>3</sup>Alvarez R, et al., *Thorax* 1999;54:867-73; <sup>4</sup>Kirshald S, et al., *Chest* 1997;112:445-57; <sup>5</sup>Berlin D, et al., *Cochrane Database Syst Rev* 2006; <sup>6</sup>Watt M, et al., *Am J Respir Crit Care Med* 2000;162:1179-25.



## From VAP to VAE

Ventilator-Associated Lower Respiratory Infection (VALORI) → Streamlined VAP ("sVAP") → Ventilator-Associated Events (VAE)

- | 2009-2010  | 2011  | 2011-2012   |
|--|---|---|
| <ul style="list-style-type: none"><li>Evaluated draft definition in collaboration with the CDC Prevention Epicenters<ul style="list-style-type: none"><li>Definition based on work done by Klompas and others<sup>1,2</sup></li></ul></li><li>Received expert feedback during HHS-sponsored meetings</li></ul> | <ul style="list-style-type: none"><li>Funded Epicenters proposal to evaluate feasibility and preventability of "sVAP"</li></ul> | <ul style="list-style-type: none"><li>Convened VAP Surveillance Definition Working Group, with Critical Care Societies Collaborative and other society/organization representatives (2011-2012)</li></ul> |

<sup>1</sup>Klompas et al., *Infect Control Hosp Epidemiol* 2008;29:31-7; <sup>2</sup>Klompas et al., 5th Decennial International Conference on Healthcare-Associated Infections, Atlanta, GA, March 18-22, 2010, abstract #741.





## 2012 National Patient Safety Goals (proposed)

1. Prevent ventilator-associated pneumonia
2. Prevent catheter-associated urinary tract infections

## Institute for Healthcare Improvement

**100k** *lives* Campaign

SOME IS NOT A NUMBER. SOON IS NOT A TIME.

**Rapid Response Teams**

**Evidence-based care for MI**

**Prevent adverse drug events**

**Prevent central line infections**

**Prevent ventilator-associated pneumonia**

# Improving surveillance definitions for ventilator-associated events

Better surveillance  Better care

**Premier healthcare alliance  
January 15, 2013**

**Michael Klompas MD, MPH, FRCPC, FIDSA  
Harvard Medical School Department of Population Medicine  
Brigham And Women's Hospital, Boston, MA**



**American Thoracic Society**

*We help the world breathe\**  
PULMONARY • CRITICAL CARE • SLEEP

Society of  
Critical Care Medicine

*The Intensive Care Professionals*

AMERICAN COLLEGE OF  
**CHEST**  
PHYSICIANS\*

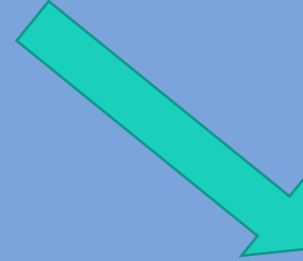


AMERICAN  
ASSOCIATION  
of CRITICAL-CARE  
NURSES



*Council of State and Territorial Epidemiologists*

*Leaders in Applied Public Health Epidemiology*



## An alternative approach to surveillance

**Broaden the focus from pneumonia alone to the syndrome of ventilator complications in general**

- More accurate description of what can be reliably determined using surveillance definitions
- Emphasizes the importance of preventing **all** complications of mechanical ventilation, not just pneumonia

**Streamline the definition using quantitative criteria**

- Reduce ambiguity
- Improve reproducibility
- Enable electronic collection of all variables

Where to start ?



Start Small  
**THINK BIG**





# Moving the process along- getting the air behind our sail !

Following APIC 2012 National Conference introduced the new definition

- ICU leadership
- RT leadership
- Intensivists
- Pulmonologists



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# First step – Engage the Respiratory Therapists and Nurses in ICU

New definitions introduced at RT & ICU department meetings

RTs attend the daily ICU team rounds -report the FiO<sub>2</sub> and PEEP

ICU added the FiO<sub>2</sub> and PEEP  
to their rounding sheets



# Amita Health Adventist Southern Regional Hospitals







# GREAT LAKES PARTNERS FOR PATIENTS

Illinois | Michigan | Wisconsin  
Powered by the MHA Keystone Center

*Accelerating Improvement at the Point of Care*

## Great Lakes Partners for Patients - Gap Analysis Surveys

### HIIN Gap Analysis

Choose a survey: \*

- Adverse Drug Events (ADE) - Anticoagulation Safety
- Adverse Drug Events (ADE) - Glycemic Management
- Adverse Drug Events (ADE) - Opioid Safety
- Antimicrobial Stewardship
- Clostridium difficile (C.Diff)
- Catheter-associated Urinary Tract Infections (CAUTI)
- Central Line-associated Blood Stream Infections (CLABSI)
- Falls
- MRSA
- Pressure Injuries
- Readmissions Reduction
- Sepsis & Septic Shock
- Surgical Site Infections (SSI)
- Ventilator-associated Events (VAE)
- Venous Thromboembolism (VTE)



# Hospital Improvement Innovation Network (HIIN) MEETINGS

- Leads and team members from all over the southern region
- Defined opportunities to improve patient care
  - 13 VAE events in one year region-wide prior to initiative
- Set attainable goals to decrease Ventilator Associated Event region-wide
- GOAL: To decrease VAE by 50% by 12/31/2016
- Met and exceeded our goals for 2016, 2017 and 2018 (to date)

# PEEP & FiO2 forms developed

- IP attended Respiratory Therapy (RT) department meeting
- RT on night shift given accountability to look at the previous days Lowest FiO2/PEEPs maintained for one hour & log on the worksheet
- RT attend the daily ICU patient care rounds and reports the previous days FiO2 /PEEPS
- Data sheets submitted to IP when patient extubated
- IP monitor accuracy of the data submitted and reported findings to RT Manager
- Educational opportunity for IP to collaborate with RT for the accuracy

## Respiratory Care Department VAE Data Collection Worksheet

### VAE Data Collection Process:

1. Begin tracking utilizing this worksheet once the patient is put on the ventilator
2. Night shift (preferably) is to fill out this form accordingly for the previous day's data (0000-2359).
3. Communicate and exchange data during ICU patient care rounds as well as shift report
4. Document and submit form once patient is extubated

Date	Vent Day (#)	PEEP (lowest)	FiO2 (lowest)	RT Initials
	1			
	2			
	3			
	4			
	5			
	6			
	7			
	8			
	9			
	10			
	11			
	12			
	13			
	14			

PATIENT STICKER

Patient Room Number: \_\_\_\_\_

# Clinical rounding sheet in ICU

PATIENT STICKER		ADMIT REASON	HISTORY	ROOM	
PHYSICIAN'S		ADDITIONAL CONSULTS <input type="checkbox"/> SOCIAL SERVICE <input type="checkbox"/> CASE MGT <input type="checkbox"/> PT/OT <input type="checkbox"/> DIABETES <input type="checkbox"/> NUTRITION <input type="checkbox"/> SPEECH		FAMILY / DPOAHC	ALLERGIES
ADVANCED DIRECTIVES <input type="checkbox"/> DPOAHC <input type="checkbox"/> FULL CODE <input type="checkbox"/> DNI <input type="checkbox"/> PARTIAL DNR <input type="checkbox"/> DNR		PNEUMOCOCCAL VACCINE DATE: _____ REFUSED: _____  INFLUENZA VACCINE DATE: _____ REFUSED: _____		MRSA RESULT:  ISOLATION:	CORE MEASURES <input type="checkbox"/> MI <input type="checkbox"/> CHF <input type="checkbox"/> PNEUMONIA <input type="checkbox"/> SCIP <input type="checkbox"/> CVA <input type="checkbox"/> VTE <input type="checkbox"/> STROKE
<b>PNEUMONIA</b>		<b>MI</b>		<b>CHF</b>	
<input type="checkbox"/> CXR / CT scan <input type="checkbox"/> Cultures before antibiotics <input type="checkbox"/> Smoking cessation		<input type="checkbox"/> Lipid profile within 12 hrs. <input type="checkbox"/> LVF assessed _____ <input type="checkbox"/> A3A <input type="checkbox"/> Beta Blocker <input type="checkbox"/> ACE/ARB _____renal insufficiency <input type="checkbox"/> Cardio Rehab <input type="checkbox"/> Smoking cessation		<input type="checkbox"/> BNP _____ <input type="checkbox"/> LVF assessed _____ <input type="checkbox"/> ACE/ARB _____renal insufficiency <input type="checkbox"/> Smoking cessation <input type="checkbox"/> Heart failure teaching	
<b>SEPSIS</b>		<b>VAP</b>		<b>SCIP</b>	
<input type="checkbox"/> Central line <input type="checkbox"/> Lactate level <input type="checkbox"/> Hyperglycemia protocol		<input type="checkbox"/> Mechanical Ventilation orders <input type="checkbox"/> Sedation orders <input type="checkbox"/> Oral care ordered <input type="checkbox"/> Oral gastric tube		<input type="checkbox"/> Abx prior to surgery <input type="checkbox"/> Abx DC'd 24 hrs. post-surgery <input type="checkbox"/> Foley DC'd within 48 hrs. <input type="checkbox"/> Beta Blocker	
<b>STROKE</b>		<b>VTE PREVENTION</b>		<b>SUICIDAL PATIENTS</b>	
<input type="checkbox"/> Antithrombotic for 48 hrs. <input type="checkbox"/> Lipid profile <input type="checkbox"/> Dysphagia screen <input type="checkbox"/> Afib anticoagulation <input type="checkbox"/> PT / OT / Rehab <input type="checkbox"/> Smoking cessation <input type="checkbox"/> Stroke education		<input type="checkbox"/> Medication _____ <input type="checkbox"/> SCDs  <b>PUD PROPHYLAXIS</b> <input type="checkbox"/> Protonix <input type="checkbox"/> Pepoid <input type="checkbox"/> Other _____		<input type="checkbox"/> Sitter ordered <input type="checkbox"/> Social work consulted <input type="checkbox"/> Psychiatric consult <input type="checkbox"/> Petitioned	
<b>TUBES / LINES / INSERTION DATE / REMOVAL DATE</b>					
LINE:	INSERT DATE:	REMOVAL DATE:	DEVICE:	INSERT DATE:	REMOVAL DATE:
Central Line			ETT (size _____)		
PICC Line			Foley		
Arterial Line			Chest Tube		
Dialysis Catheter			Tracheostomy (size _____)		
TD Catheter (Swan)			PEG Tube		
Cordis Sheath					
IABP					

DATE _____	PICC CM _____	DRIPS _____	<b>VAP PREVENTION</b>	<b>GLUCOSE MANAGEMENT</b>	<b>NEEDS:</b>	○ Diabet
ICU DAY _____			○ ET reposition	# gluc > 180 in last 24 hrs _____	○ Tracheostomy	○ Wound
FOLEY DAY _____	PICC DSG Δ _____		○ Sedation vacation	○ Name of physician notified of elevated glucose? _____	○ PEG tube	○ Family
RESTRAINTS _____			○ Ramsey _____	○ What adjustments made for glucose? _____	○ Foley D/C	○ Transf
CAM-ICU _____			○ Weaning assessment	○ Endotool initiated? _____	○ Lines D/C	○ LTR f
			○ Plateau psr _____	○ Transition off Endotool? _____	○ Swallow eval	
			○ Vent orders		○ PT/OT	
			○ Vent sedation		○ Dietician	
			○ FI02 _____ PEEP _____			

# VAE Calculator

<http://www.cdc.gov/nhsn/VAE-calculator/index.html>

There are 4 Qualifying Antimicrobial Days (QADs) in a row so this meets the definition of an IVAC. Click on "Go to VAP" button to determine if this case conforms to a Possible or Probable Ventilator-Associated Pneumonia (VAP) definition.

MV Day	Date	Hide... Min. PEEP (cmH <sub>2</sub> O)	Hide... Min. FiO <sub>2</sub> (30 - 100)	VAE	36°> T >38°	4,000 cells/mm <sup>3</sup> ≥ WBC ≥ 12,000 cells/mm <sup>3</sup>	Add... Remove... CEFOTAXIME	QAD
1	10/01/2012	10	100		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2	10/02/2012	8	80		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3	10/03/2012	5	50		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4	10/04/2012	5	40		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	yes
5	10/05/2012	8	50	IVAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	yes
6	10/06/2012	8	60		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	yes
7	10/07/2012	5	50		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	yes
8	10/08/2012	5	40		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9	10/09/2012				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10	10/10/2012				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11	10/11/2012				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Fictitious data entry

Legend: VAE Window VAE Date Qualifying Antimicrobial Day (QAD) Cumulative QAD





Intensive and Critical Care Nursing  
Volume 30, Issue 2, April 2014, Pages 61-68



Original article  
**Reducing ventilator associated pneumonia in adult patients through high standards of oral care: A historical control study**

Lee R. Cutler, Paula Sluman

**Ventilator-associated pneumonia and oral care: A successful quality improvement project**

Kathleen Hutchins, RN, MSN, George Karras, MD, Joan Erwin, RN, BSN, Kevin L. Sullivan, RN, BSN,  
CIC  
Critical Care Unit, Mercy Medical Center, Springfield, MA



DOI: <https://doi.org/10.1016/j.ajic.2008.12.007>

- Abstract
- Full Text**
- Images
- References



**Background**

Ventilator-associated pneumonia (VAP) is a nosocomial pneumonia that develops in patients on mechanical ventilation for ≥48 hours. VAP develops at an estimated rate of 1% to 3% per day of mechanical ventilation.

**Methods**

Quality improvement project. Mechanically ventilated patients received the following oral care every 4 hours: the teeth were brushed with cetylpyridinium chloride (changed to 0.12% chlorhexidine gluconate in 2007) using a suction toothbrush, the oral cavity was cleansed with suction swabs treated with hydrogen peroxide, a mouth moisturizer was applied, deep oropharyngeal suctioning was performed, and suction catheters were used to control secretions. The primary efficacy variable was a diagnosis of VAP in patients mechanically ventilated for ≥48 hours.

**Results**

The historical average rate of VAP in 2004 was 12.6 cases/1000 ventilator-days. After the inception of the quality improvement project, VAP rates decreased to 4.12 (VAP cases/days of ventilation × 1000) for May to December 2005, to 3.57 for 2006, and to 1.3 for 2007.

**Conclusion**

The use of an oral care protocol intervention and ventilator bundle led to an 89.7% reduction in the VAP rate in mechanically ventilated patients from 2004 to 2007.

# Initiated Q 2 hour oral care

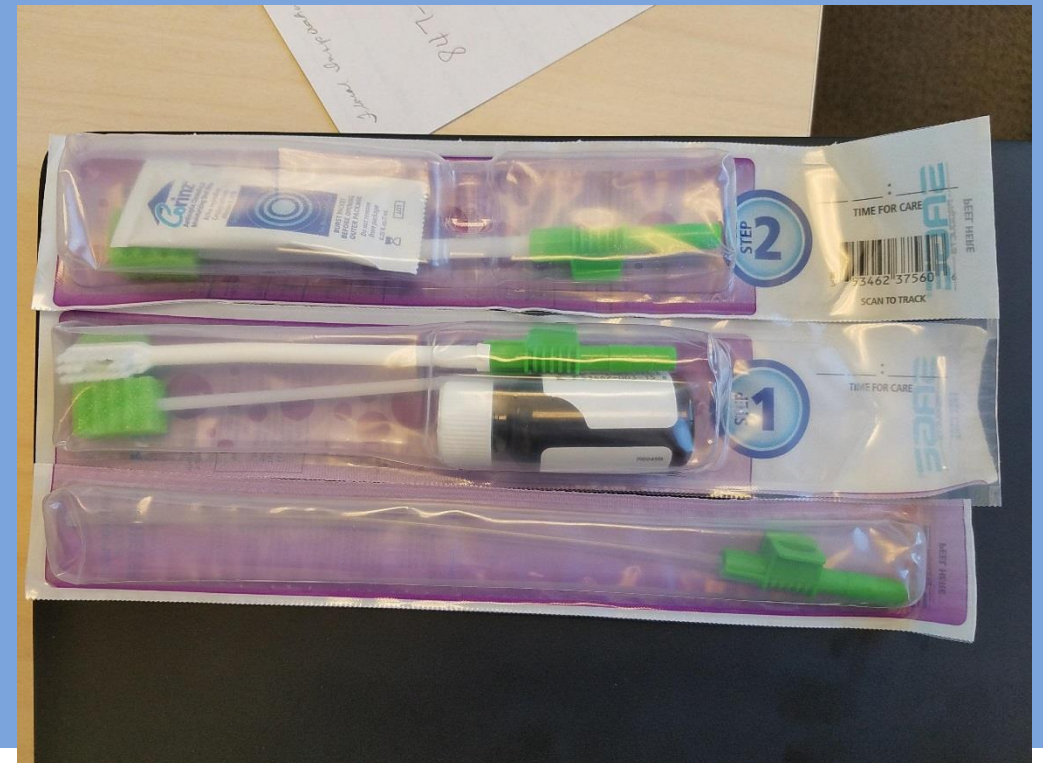
- Collaboration between ICU nurses and RTs to alternate the oral care given to the patient
- Documentation in the Electronic Medical Record

Artificial Airway			
Inserted prior to hospitalization			
Airway Type			Endotracheal
Endotracheal Tube Activity			
Tube Size	mm		7.5
Endotracheal Tube Type			Cuffed endotracheal tube
Endotracheal Tube Placement			Oral, right
Endotracheal Tube Insertion Depth	cm		23
Reference Point			Lip
Endotracheal Tube Status			Secure, tube holder
Endotracheal Tube Care		Oral care, Tube care Nursing	Oral care, Repositioned, Tube care RT
Tube Position Confirmation			Auscultation, Visualization
Cuff Pressure	cmH2O		22
Cuff Pressure Method			Measured
Extubation Time			
Artificial Airway Note			

## Evidence based -Oral Care Every Two Hours

Obtained kits for oral care with all equipment included

- Oral cleansing with 0.12% Chlorhexidine Gluconate (CHG)
- Oral rinse
- Covered Yankauer in kit
- Toothbrush and tooth sponge as suction tools



# Tube position changes Every Shift



Photo from <https://www.vitalitymedical.com>



# Cuff Pressure checks

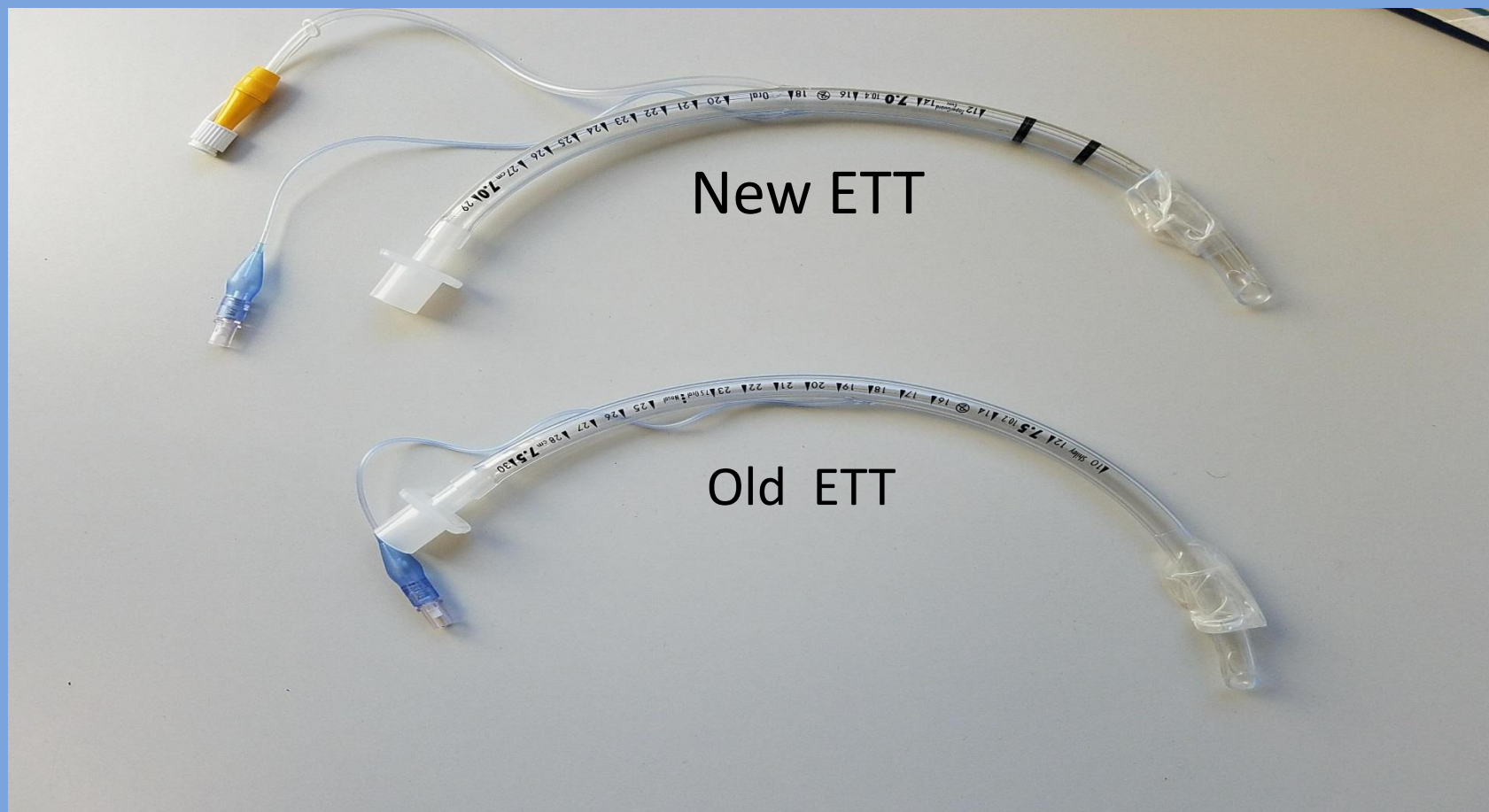
Policy states every 8 Hrs.

Bolingbrook - Every Vent check Q4 Hrs.

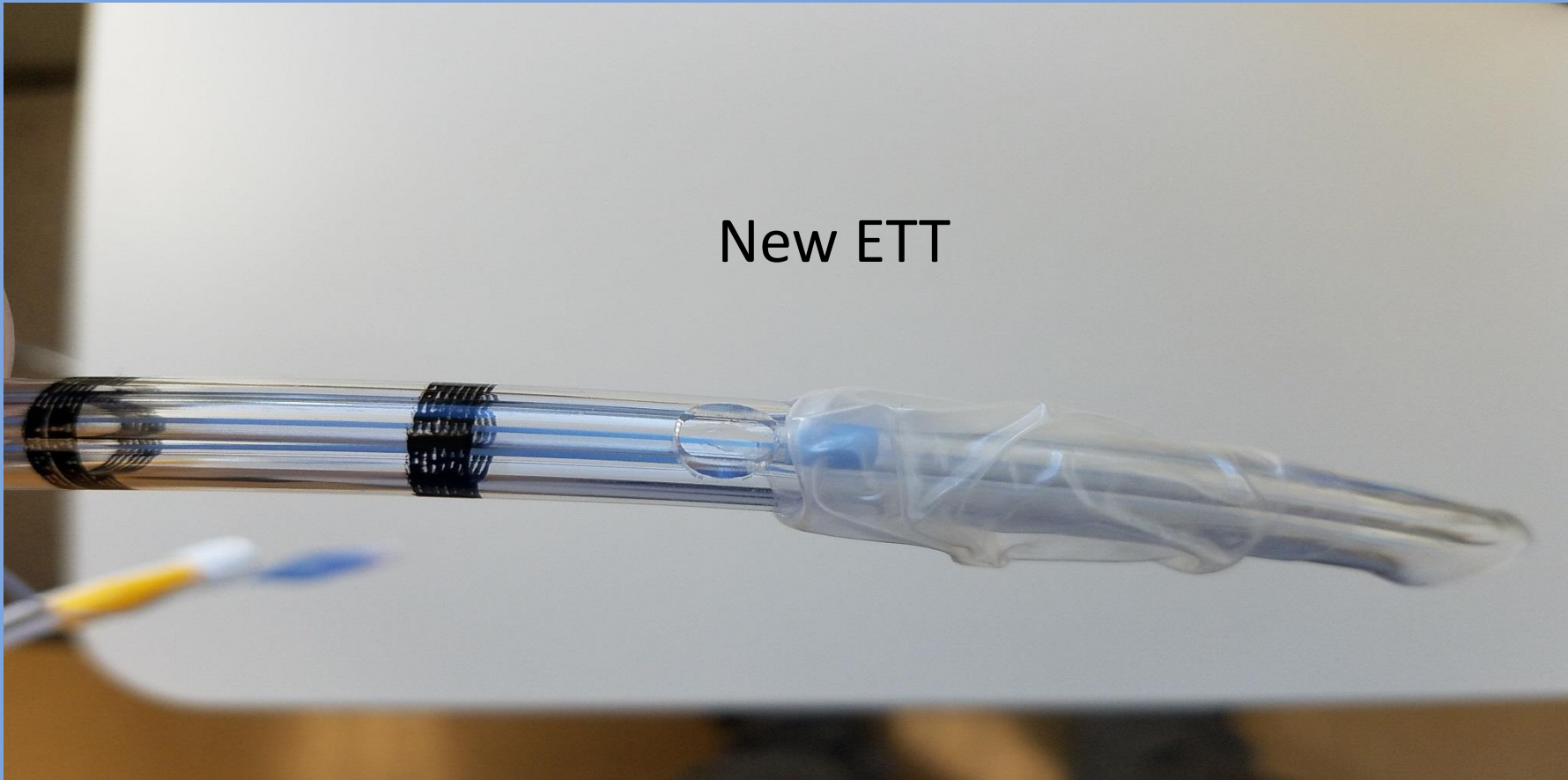


Artificial Airway				
Patient Position	Head of bed...	Head of bed...	Head of bed...	Head of bed...
Artificial Airway				
Endotracheal 09/23/2018 00:40 In...				
Airway Type		Endotracheal		Endotracheal
Tube Size mm		7.5		7.5
Endotracheal Tube Type		Cuffed end...		Cuffed end...
Endotracheal Tube Placement		Oral, right		Oral, right
Endotracheal Tube Insertion ... cm		23		23
Reference Point		Lip		Lip
Endotracheal Tube Status		Secure, tube...		Secure, tube...
Endotracheal Tube Care		Oral care, Tu...		Oral care, Tu...
Tube Position Confirmation		Auscultation		Auscultation
Cuff Pressure cmH2O		28		28
Cuff Pressure Method		Measured		Measured

# Change in Endotracheal Tube

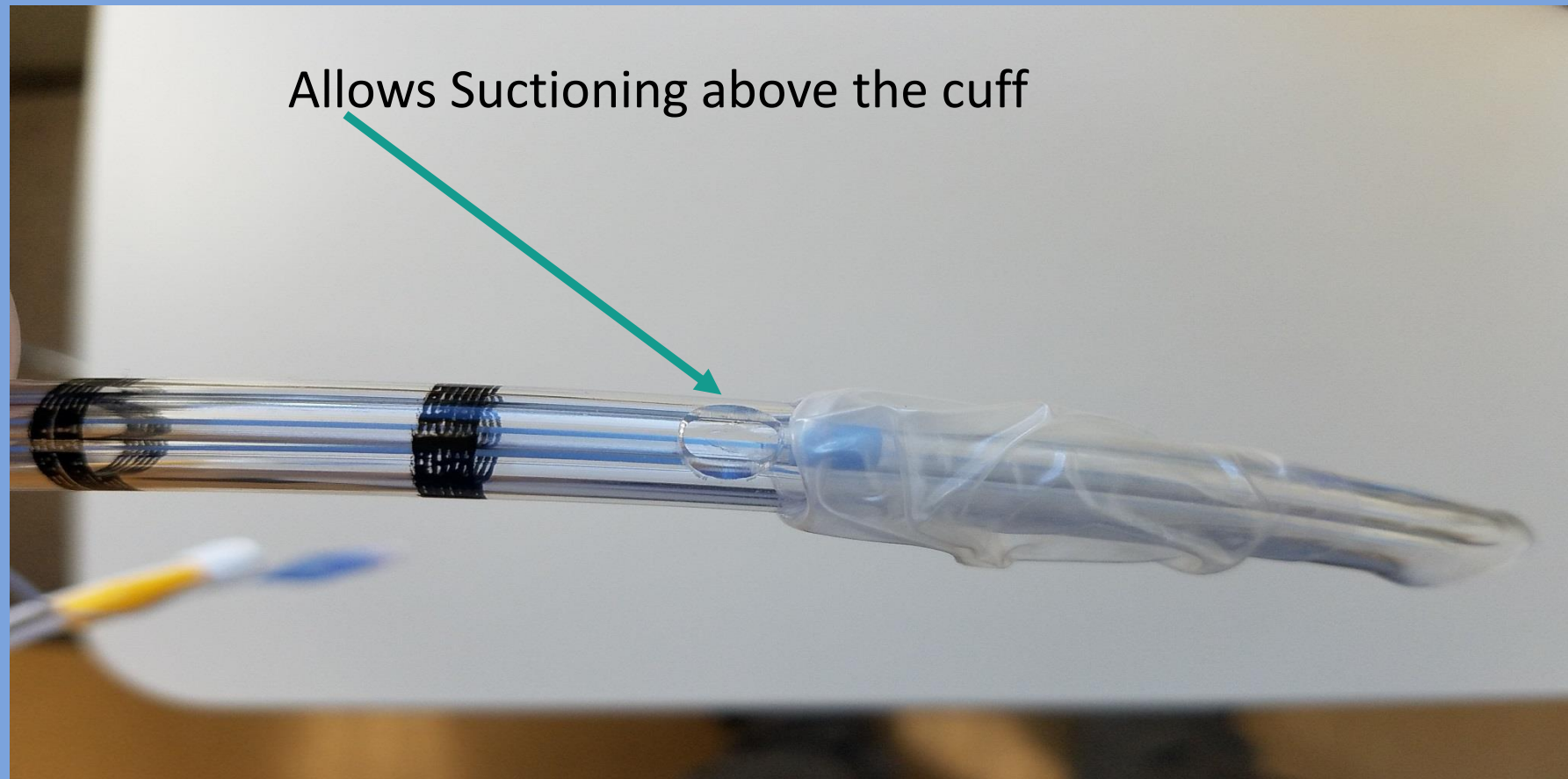


# Subglottic Endotracheal Tube



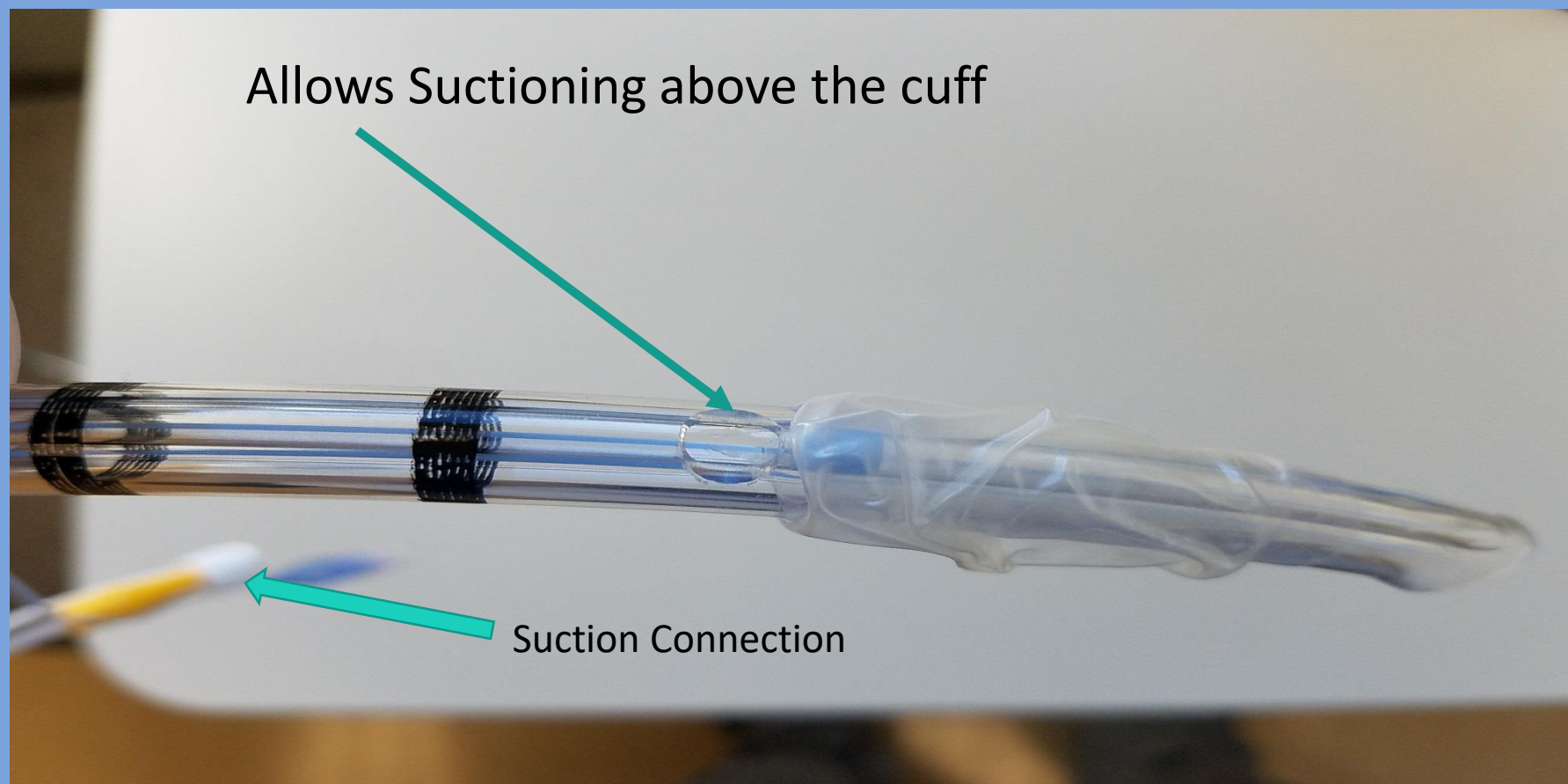


# Subglottic Endotracheal Tube





# Subglottic Endotracheal Tube



# New nebulizer for every treatment



# Standardized Infection Ratio

National Healthcare Safety Network

SIR for Ventilator-Associated Event Data for Acute Care Hospitals (2015 Baseline)

infCount	numPred	numventdays	SIR	SIR_pval	SIR95CI	vaeCategory
1	1.065	234	0.939	1.0000	0.047, 4.629	Total VAE

# Standardized Utilization Ratio

National Healthcare Safety Network

SUR for Ventilator Device Use for Acute Care Hospitals (2015 Baseline) - By OrgID

Ventilator Days	Number Predicted Device Days	SUR	SUR p-value	95% Confidence Interval
1372	2,118.279	0.648	0.0000	0.614, 0.683



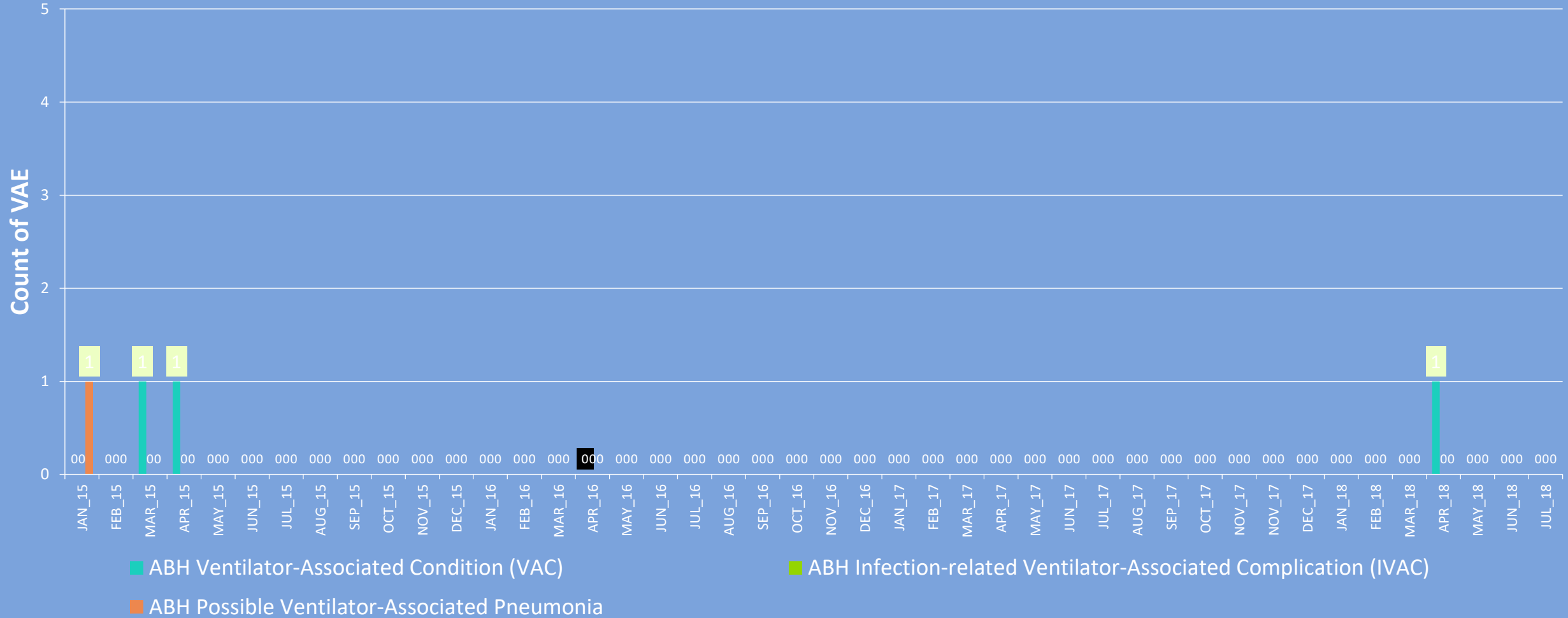
# Barriers

- Change in leadership for the ICU and the Respiratory Therapy Departments 2012-2014 time period
- Monitoring the data for 1:1 opportunities to do coaching
- Change in mouth care kits
- New organization had shift in products
- Back order on mouth care kits due to product recalls
- Cost containment for low volume of ventilated patients





# AMITA Health Bolingbrook Ventilator Associated Events



# Summary

Oral Care every 2 hours  
with designated oral care kits

Cuff pressure Checks every 4 hours

Tube position change consistently done daily & tracked at patient care rounds

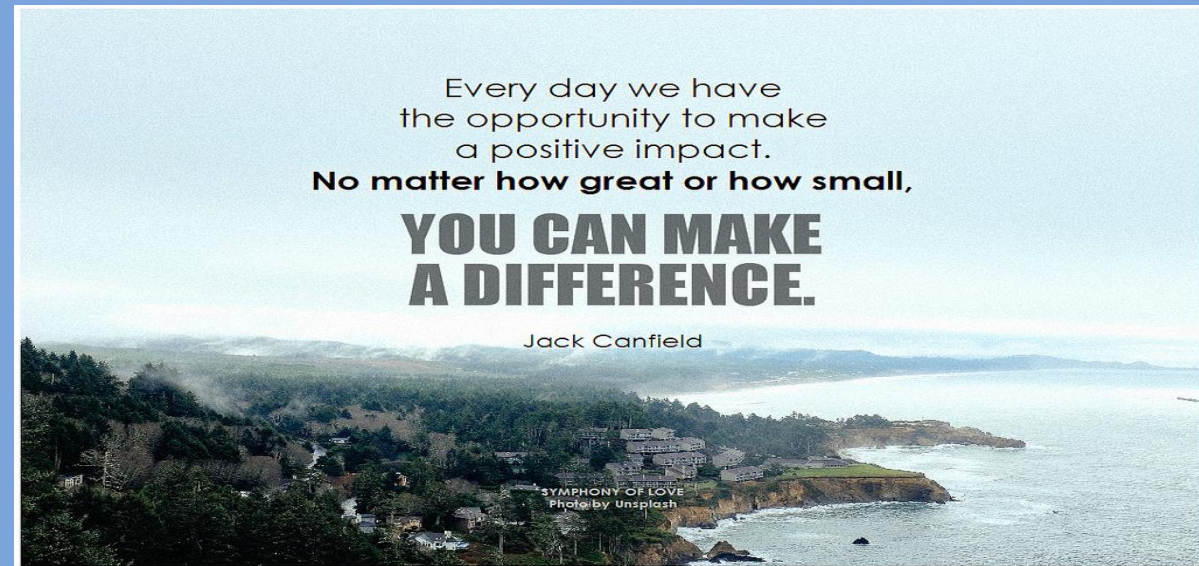
Daily monitoring of positive end- expiratory pressure valve

Product change to subglottic endotracheal tube

New nebulizer kit for every treatment

Dedicated ICU Nurses and Respiratory Therapist working together

Using IHA estimated cost of HAI- it is a savings of \$294K with \$15K investment since  
2015 initiatives



# Thank You to the TEAM: Intensivists, ICU RNs & Respiratory Therapists



Dr. N. Hansra



Dr. A Rubin

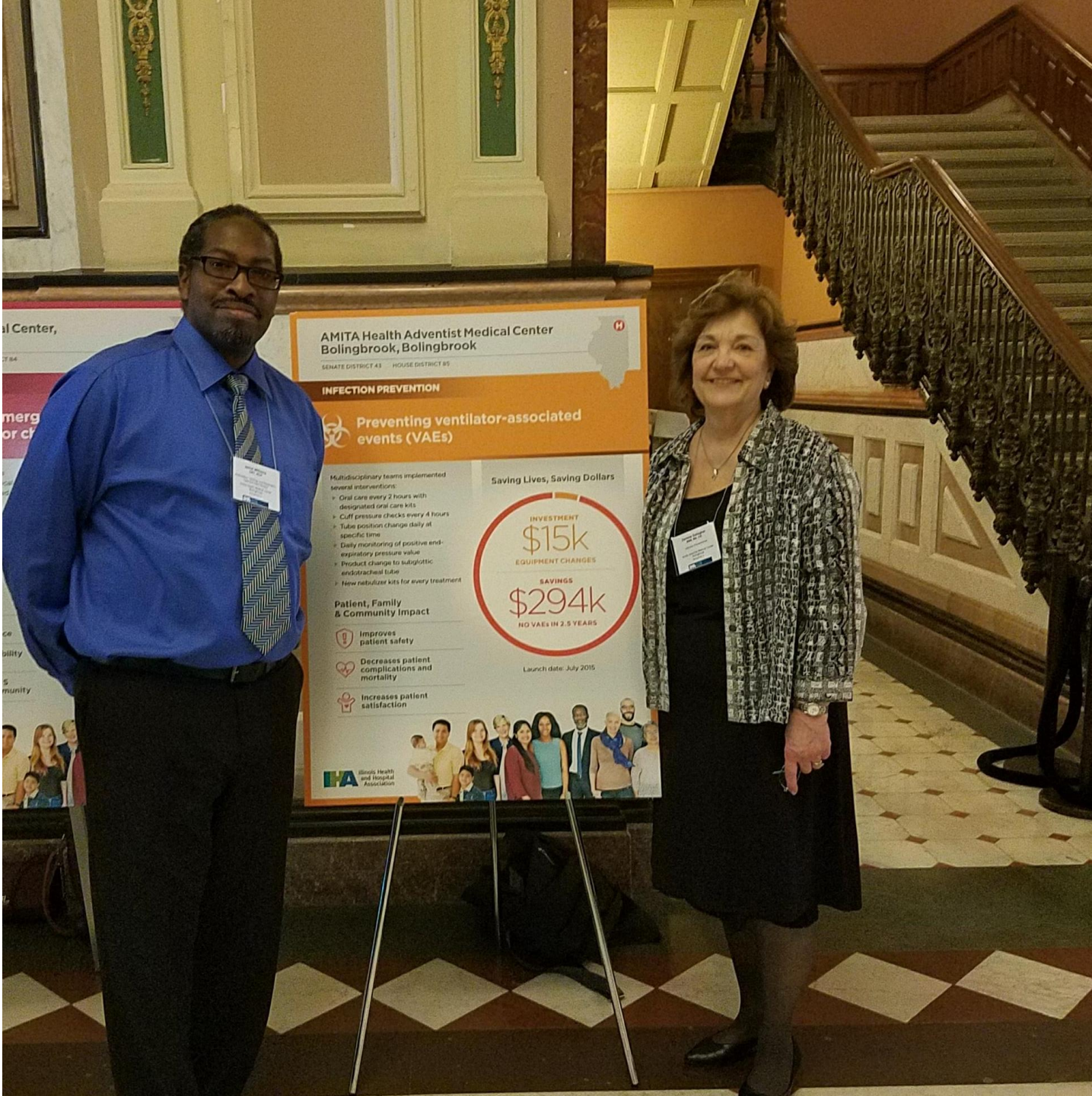


Respiratory Therapists

ICU nurses

Without them this would not have happened!





# Thank You

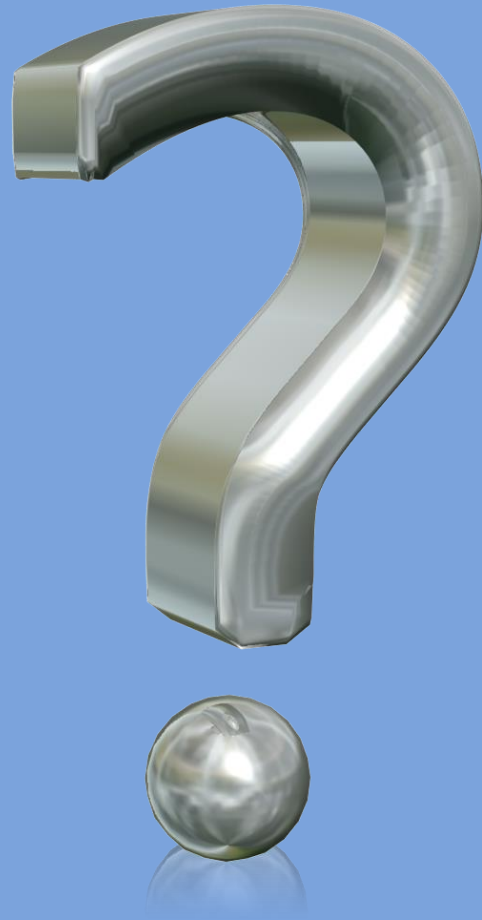
[Jamal.Williams@Amitahealth.org](mailto:Jamal.Williams@Amitahealth.org)

[Darlene.Gallagher@Amitahealth.org](mailto:Darlene.Gallagher@Amitahealth.org)





# Questions



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