All Hands on Deck to Reduce C. Difficile
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Madge Kaplan, IHI’s Director of Communications, is responsible for developing new and innovative means for IHI to communicate the stories, leading examples of change, and policy implications emerging from the world of quality improvement — both in the U.S. and internationally. Prior to joining IHI in July 2004, Ms. Kaplan spent 20 years as a broadcast journalist for public radio – most recently working as a health correspondent for National Public Radio. Ms. Kaplan was the creator and Senior Editor of Marketplace Radio’s Health Desk at WGBH in Boston, and was a 1989/99 Kaiser Media Fellow in Health. She has produced numerous documentaries, and her reporting has been recognized by American Women in Radio and Television, Pew Charitable Trusts, American Academy of Nursing and Massachusetts Broadcasters Association.

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Dale Gerding, MD, is Professor of Medicine at Loyola University Chicago Stritch School of Medicine in Maywood, Illinois and Research Physician at the Edward Hines Jr. VA Hospital. Prior to his present position Dr. Gerding was Chief of Medicine at VA Chicago, Lakeside Division, and Professor of Medicine at Northwestern University Feinberg School of Medicine. He is an infectious diseases specialist and hospital epidemiologist, and his research interests include the epidemiology and prevention of Clostridium difficile disease, antimicrobial resistance, and antimicrobial distribution and kinetics. Dr. Gerding is past president of the Society for Healthcare Epidemiology of America and past chair the antibiotic resistance committee of SHEA. He is a fellow of the Infectious Diseases Society of America, past Chair of the National and Global Public Health Committee and the Antibiotic Resistance Subcommittee of IDSA, a Master of the American College of Physicians, and the 2013 recipient of the William Middleton Award, the highest research award given by the Department of Veterans Affairs. He has been a Merit Review funded research investigator in the VA for over 35 years and is the author of over 350 peer-reviewed journal publications, book chapters, and review articles. Dr. Gerding holds patents for the use of non-toxigenic C. difficile for the prevention and treatment of this disease.

Dr. Gerding can be reached at Dale.Gerding2@va.gov.
Figure 1. Estimated U.S. Burden of *Clostridium difficile* Infection (CDI), According to the Location of Stool Collection and Inpatient Health Care Exposure, 2011.

Of the estimated cases of *community-associated CDI*, 82% were estimated to be associated with *outpatient health care exposure*. CO-HCA denotes community onset health care–associated infection, HO hospital onset, and NHO nursing home onset.

Lessa et al. NEJM 2015; 372(9):825-34
Use of NAAT Testing for CDI Diagnosis in VA Hospitals

Evans et al. *Infect Control Hosp Epidemiol* 2014;35:1037-1042
Crude and standardized community-associated (CA) and healthcare-associated (HA) *Clostridium difficile* infection (CDI) incidence per surveillance site, 2010.

Crude and standardized healthcare-associated (HA) 
*Clostridium difficile* infection (CDI) incidence per 
surveillance site, 2010.

Lessa et al Open Forum Infect Dis. 2014 Jul 28;1(2):ofu048
Alan Whippy, MD, is the Medical Director of Quality and Patient Safety for the Permanente Medical Group in Northern California. Dr. Whippy assumed the role of Medical Director of Quality and Patient Safety at the regional level for the Permanente Medical Group in 2006. In this role it is her responsibility to provide leadership and to develop the strategy, infrastructure, and relationships required for a successful quality and patient safety program. In 2008 and 2009 she led the 22 Northern California hospitals in reducing sepsis mortality by 40% and overall hospital mortality by 11%. Dr. Whippy has practiced at the Richmond Medical Center since 1983 and became Assistant Physician-in-Chief for the Richmond Medical Center over Quality and Hospital Operations in 1997. She later added Risk and Patient Safety to her areas of leadership. Dr. Whippy received the Sidney Garfield Exceptional Contribution Award for her work in developing a diabetic population management program, which greatly improved diabetic outcomes for the Richmond membership.

Dr. Whippy can be reached at Alan.Whippy@KP.org
KPNC Hospital-acquired C difficile Trend

5,240 HA-C diff infections “prevented” since July 2010

Redesign Team
Regional Launch
Hospital-acquired C difficile Trend

Regionwide C difficile “Summit”
- Team building and frontline engagement
- Standardized isolation practices
- Standardized environmental cleaning
- ASP in every hospital
- Hand hygiene “social movement”

Deliberate Practices

Redesign Team
Organizational Learning

Strengths

- Standardization, simplification and “deliberate practices” in environmental cleaning, isolation, HH and ASP

Challenges

- Everyone involved and every workflow affected
- Harm disassociation from individual actions
- Effective measurement – difficult to devise and accurately monitor tightly linked “process measures” at a regional level
- Sustaining unit leadership expertise and engagement; creating a culture of ownership, awareness and speaking up
Jason Leitch, PhD, MPH, National Clinical Director, Healthcare Quality, has worked for the Scottish Government since 2007, and in January 2015 was appointed as the National Clinical Director in the Health and Social Care Directorate. He is a Scottish Government Director and a member of the Health and Social Care Management Board. In addition to being one of the senior team responsible for the NHS in Scotland, Dr. Leitch is an Honorary Professor at the University of Dundee, and until recently held a clinical academic post as an Honorary Consultant in Oral Surgery at the University of Glasgow Dental School in Scotland. Dr. Leitch was the 2011 HFMA UK Clinician of the Year, and a 2005-2006 Quality Improvement Fellow at the Institute for Healthcare Improvement, in Boston, sponsored by the Health Foundation. He is a fellow of the Royal College of Surgeons of England, The Royal College of Physicians and Surgeons of Glasgow and the Royal College of Surgeons of Edinburgh. He is also a Fellow of the Higher Education Academy.

You can reach Dr. Leitch at Jason.Leitch@scotland.gsi.gov.uk or on Twitter @JasonLeitch
• 5 million people
• £12 billion
• 14 Health Boards
• 8 Support Boards
• Integrated delivery
• Moving towards social care integration
Vale of Leven Hospital, Glasgow

http://www.valeoflevenhospitalinquiry.org/report.aspx
Juran’s Trilogy

Quality planning
HAI Taskforce
Infection control nurses
Cleanliness champions
HEAT Targets

Quality Control
HIS Scrutiny
Healthcare Environment Inspectorate
Vale of Leven Enquiry

Quality Improvement
Scottish Patient Safety Programme
Antibiotic Prescribing
Quarterly rates of Clostridium difficile per 100,000 bed days (65+, 15-64 and 15+)

82% reduction in c-diff cases in the over-65s since 2007

Source: Health Protection Scotland
National reduction in “4C” antibacterials in primary care

Source: Scottish Antimicrobial Prescribing Group Primary Care Prescribing Indicators reports, 2010 and 2012-13

Target antibacterials:
1. Cephalosporins
2. Ciprofloxacin
3. Clindamycin
4. Co-amoxiclav

SAPG guidance on antibacterials with a higher risk of C. difficile infection

Source: Scottish Antimicrobial Prescribing Group Primary Care Prescribing Indicators reports, 2010 and 2012-13
Reduce the rate of C-diff infections in patients aged 15 yrs + to 0.32 cases or less per 1,000 total occupied bed days by March 2015.
Don Goldmann, MD, Chief Medical and Scientific Officer, Institute for Healthcare Improvement (IHI), works both internally and externally to deepen IHI’s profile, credibility, and influence in health care and health promotion. An essential part of his work is to harvest expertise, knowledge, and innovation from the field while forging relationships with key allies, partners, professional and academic societies, and membership organizations to further IHI’s strategic aims and reach. As Chief Medical Officer, Dr. Goldmann supports IHI’s content leads in identifying innovative approaches, cutting-edge developments, and expert faculty in areas of strategic focus, using his external relationships to identify important or emerging gaps in IHI content, particularly with regard to innovations and evidence-based interventions that emerge from academia. As Chief Scientific Officer, his primary goal is to strengthen ties between IHI and the health services research and academic communities. In this capacity, he works with IHI colleagues, especially the Results and Evaluation Team, to ensure the rigor of IHI’s results-oriented work, and to disseminate these results in presentations at national meetings and peer-reviewed publications. Dr. Goldmann develops and nurtures alliances and relationships with translational, pragmatic researchers and organizations nationally and globally. He also serves as senior lead for the IHI Fellowship Program, and he continues to train and mentor emerging investigators at Harvard Medical School, Boston Children’s Hospital, and the Harvard School of Public Health.

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Thanks to everyone who makes WIHI possible!
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