

The leading voice of hospitals since 1936.

Anniversary

Successful Processes for Detecting Sepsis and Initiating Protocols for Effective Management

M-LiNk Sepsis Learning Series
October 6, 2011

Mortality: Learning-in-Network

M-LiNk is peer-based learning opportunity for hospitals to:

- 1. Identify best practices correlated with a reduction in mortality;
- 2. Adopt system supports used in high-reliability organizations; and
- 3. Implement protocols to identify and differentially treat high-risk patients.

M-LiNk Approach

- <u>Learning series</u> with local/national expertise on interventions associated with best practice for reducing hospital mortality rates
- •MHA portal with tools & resources in key content areas
- •<u>Virtual networking</u> to foster inquiries, share resources, and promote learning across hospitals
- •<u>Individualized technical assistance</u> to support implementation of selected interventions
- •<u>Communications</u> via MHA's website and Issues Briefs to present case studies and highlight lessons learned

M-LiNk Portfolio of Offerings

- Focus on Structures & Processes
 - Spring-Summer 2011
- Outcome Drivers: Part 1 Sepsis
 - Fall 2011
- Outcome Drivers: Part 2 Other Drivers
 - Winter 2012

M-LiNk Portfolio Focus on Outcomes Part I: SEPSIS

- Sep 8th: *Gain Full Value from Your Root Cause Analysis Investigations* (Using Sepsis Case Study for Review)
- Sep 21st: Identification and Management of Severe Sepsis in the Emergency Department
- Oct 6th: Successful Processes for Detecting Sepsis and Initiating Protocols for Effective Management
- Oct 13th: Sepsis bundles: Implementation Strategies
- Nov 10th: Implementing Systems and Clinical Processes for Managing Sepsis

Successful Processes for Detecting Sepsis & Initiating Protocols for Effective Management featuring

- Nathan I. Shapiro, MD, MPH, Vice Chairman of Research,
 Department of Emergency Medicine, Beth Israel Deaconess Medical
 Center
- Christina Breault BS, CPHQ, QI Specialist & Outcomes Analyst, & Janet Liddell MSN/MBA, RN, Quality Improvement Coordinator, Quality and Patient Safety Department, Saints Medical Center
- Erin M. Donovan, Director, Quality & Risk & Janyce Breton, RN, Nursing Informatics Specialist, Lowell General Hospital
- Geraldine McQuoid, RN, MA, MSN, Director of Hospital Education
 Infection Control, Fairview Hospital

Beth Israel Deaconess Medical Center Reducing Sepsis Mortality

Nathan I. Shapiro, MD, MPH, Vice Chairman of Research, Department of Emergency Medicine, Beth Israel Deaconess Medical Center

Beth Israel Deaconess Medical Center Improvements in Care: One hospital's practical experience

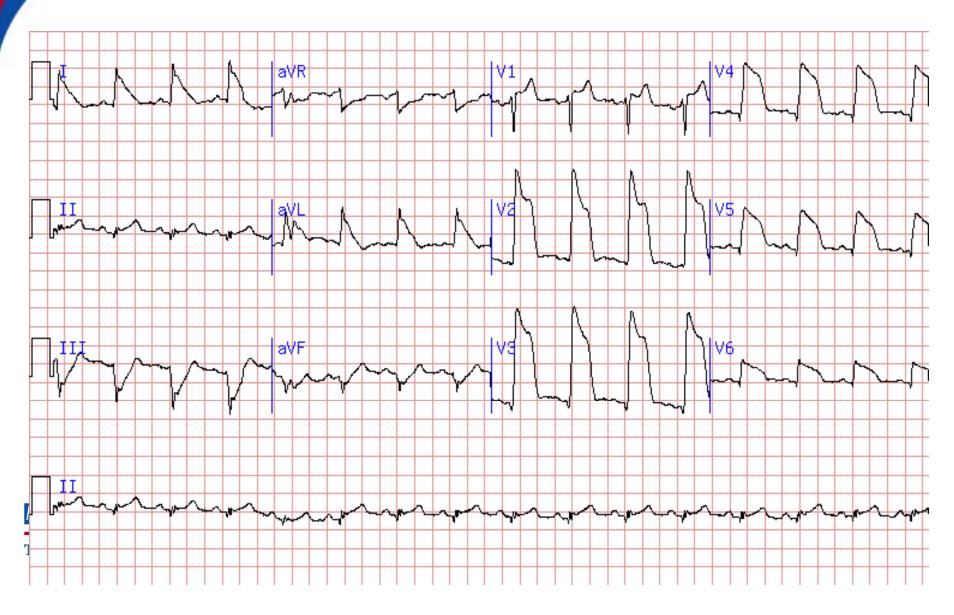
Nathan I. Shapiro, MD, MPH
Department of Emergency Medicine
Beth Israel Deaconess Medical Center
Harvard Medical School
Boston, MA



Disclosure: Speaker's bureau of Eli Lilly. Research funding: Abbot Lifesciences, Biosite.



70 year old female, crushing CP



50 year old female, rollover MVC



70 y/o female cough, fever, tachychardic, BP 88/50

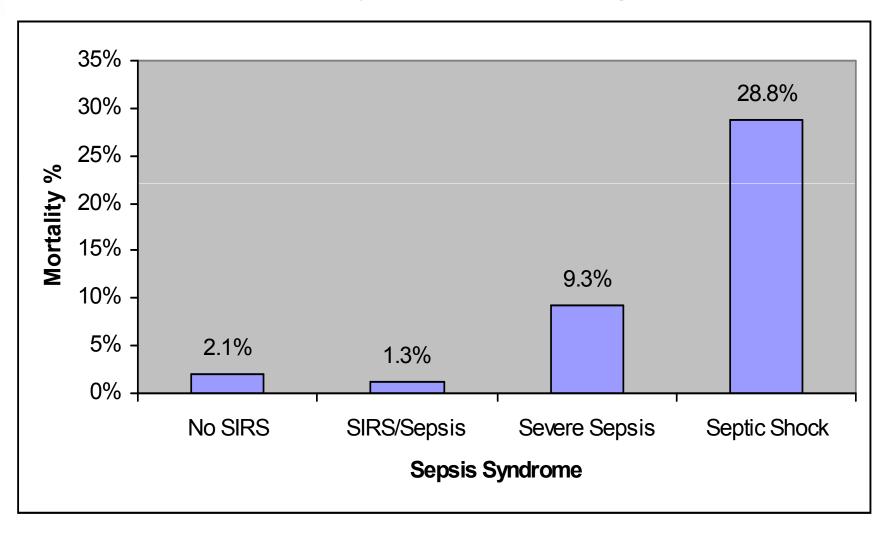


In Your Busy Emergency Department....

- Patient #1: 70 y/o female, chest pain,
 ST elevation MI (10% mortality)
- Patient #2: 50 y/o female, MVC, hemodynamically stable (5% mortality)
- Patient #3: 70 year old female, cough, fever, tachycardic, obtunded, BP=88/50 (30% mortality)



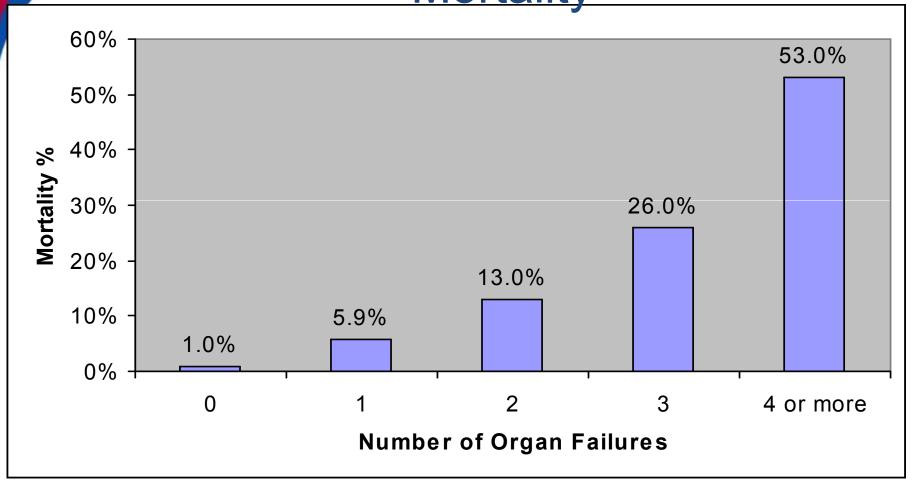
28d In-hospital Mortality Rate



Shapiro et al. Annals of Emergency Medicine, 2006.

He Impact of Organ Failure on 28day

Mortality



Shapiro et al. Annals of Emergency Medicine. 2006.

Therapy

"Over 13,000 patients have been enrolled in 23 multi-center, placebo-controlled, clinical trials.....results have been generally disappointing with some spectacular failures"

From "Clinical Trials for Severe Sepsis.

Past Failures and Future Hopes, 1999

Opal et al. Infectious Disease Clinics of North America. 1999:13:2.

Proven Therapies in Sepsis

- Activated Protein C (6% absolute mortality reduction)
 - Bernard et.al. NEJM. March 8, 2001:344:10:699-709
- Early Goal Directed Therapy (16%)
 - Rivers et al NEJM: 354 (19): November 8,2001
- Steroids in adrenal suppression (10%)
 - Annane et al. JAMA 288(7), August 21, 2002
- Intensive Insulin Therapy in ICU (3%)
 - Van Den Berghe et al. NEJM 345(19), NOV 8, 2001
- Early, Appropriate Antibiotics (10-40%)
 - Numerous (no randomized trials)



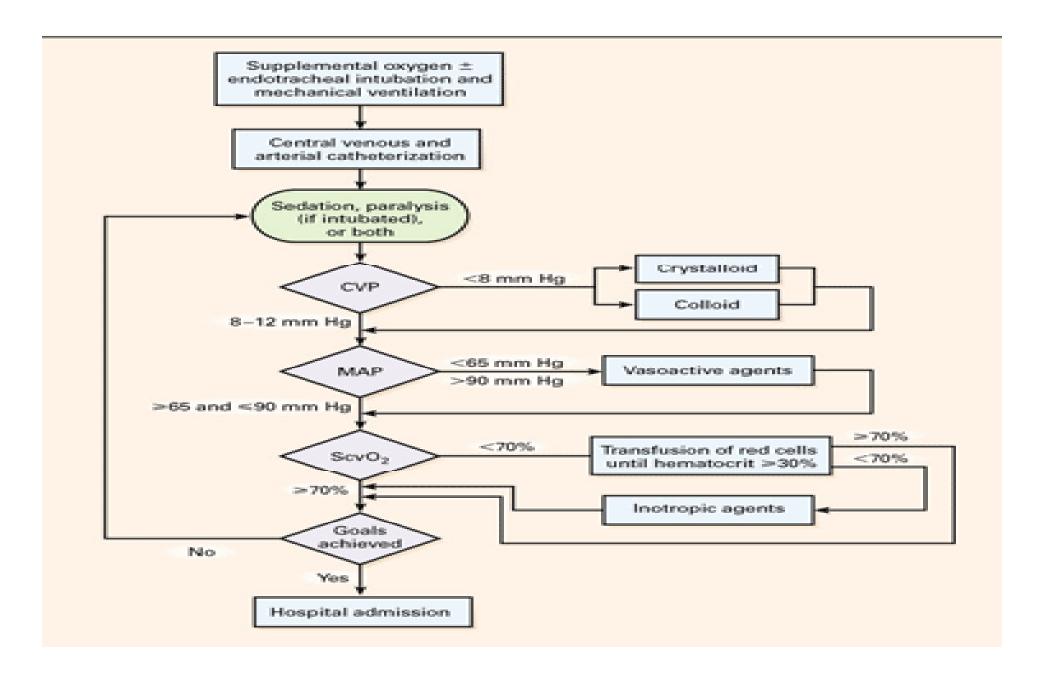
EARLY GOAL-DIRECTED THERAPY IN THE TREATMENT OF SEVERE SEPSIS AND SEPTIC SHOCK

EMANUEL RIVERS, M.D., M.P.H., BRYANT NGUYEN, M.D., SUZANNE HAVSTAD, M.A., JULIE RESSLER, B.S., ALEXANDRIA MUZZIN, B.S., BERNHARD KNOBLICH, M.D., EDWARD PETERSON, Ph.D., AND MICHAEL TOMLANOVICH, M.D., FOR THE FARLY GOAL-DIRECTED THERAPY COLLABORATIVE GROUP*

| Variable | STANDARD THERAPY (N=133) | THERAPY (N = 130) | RELATIVE RISK (95% CI) | P VALUE |
|-------------------------------|--------------------------|-------------------|---------------------------|---------|
| | no. (% |) | | |
| In-hospital mortality† | | | | |
| All patients | 59 (46.5) | 38 (30.5) | 0.58 (0.38-0.87) | 0.009 |
| Patients with severe sepsis | 19 (30.0) | 9 (14.9) | $0.46 \ (0.21-1.03)$ | 0.06 |
| Patients with septic shock | 40 (56.8) | 29 (42.3) | $0.60 \ (0.36 - 0.98)$ | 0.04 |
| Patients with sepsis syndrome | 44 (45.4) | 35 (35.1) | 0.66(0.42-1.04) | 0.07 |
| 28-Day mortality† | 61 (49.2) | 40 (33.3) | 0.58 (0.39-0.87) | 0.01 |
| 60-Day mortality† | 70 (56.9) | 50 (44.3) | 0.67 (0.46-0.96) | 0.03 |

- Early, protocolized resuscitation to targeted physiologic endpoints
- Facilitates early, aggressive resuscitation

Rivers, Nguyen et al NEJM: 354 (19): November 8,2001





Multiple Urgent Sepsis Therapies

Shapiro et al. "A Blueprint for a Sepsis Protocol." *Academic Emergency Medicine*: April 2005:12:4:352-359.

Shapiro et al. "The implementation and Outcomes of the Multiple Urgent Sepsis Therapies (MUST) protocol." *Crit Care Med*: 2006:4:1025-1032

"6 Step" Program

- 1) Admission
- 2) Collaboration
- 3) Organization
- 4) Education
- 5) Implementation
- 6) Evaluation

Step 1: Admission

Admit you have a problem



Step 2: Form a Leadership Team

- Emergency Medicine
 - Physicians and Nurses
- Medical Intensive Care
 - Physicians and Nurses
- Surgical Intensive Care
 - Physicians and Nurses
- Others

Step 3: Organization

- Protocol handbook
- Protocol quick guide
- Bedside posters
- Nursing flow sheet

SEPSIS RESUSCITATION FLOW SHEET BIDMC

| Age (M/F): Allergies: | | 34.6 | | | | | | herap | eutic | Protocol |
|--------------------------------|--|------|-------------------------------------|-----------------|--------------------|--|------------|------------|------------------|----------|
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| Family Notified ☐ DNR/DNI □ | 1 | | - | 3. | EL Descrit | > | Yes | | Una corpore | S OFF |
| | | i | | Andrew Control | | | | | | |
| Protocol Checklist | | | | 34 | 'e- | | | | | |
| Step Time | Init | | | | 丈 | V ex end o | e - C 7.00 | | | |
| ☐ Protocol Initiated | _ | | | | | - | 1 | - I | caretiuse I I | RBC |
| Sepsis Team Activated | _ | | _ < | | | | | | | |
| ☐ Antibiotics Given | _ | | | - | | Yes send-or | (B) ≥ 140 | | Diobutton | me |
| Central Line Placed | | | | | | | | | | |
| □ Baseline Labs Completed | _ | | _ | | | | | | | |
| ☐ Lab Set #0 Drawn | _ | | | | esse a Patis | ent | | | | |
| ☐ Foley Placed | | I | \mathbf{V} $\mathbf{A}\mathbf{c}$ | cess | | | - | | | |
| ☐ Lab Set #1 Drawn | _ | | Time | e | Site | Size | | Loc | ation | |
| ☐ Lab Set #2 Drawn | | | | | | | | | | |
| ☐ Lab Set #3 Drawn | | | | | | | | | | |
| ☐ Lab Set #4 Drawn | _ | 1 ⊢ | | | | | | | | |
| □ Lab Set #5 Drawn | _ | _ | W. C. 1828- | | | | | | | |
| ☐ Lab Set #6 Drawn | - I | # | | 1 | | l Prod | | | | |
| ☐ MICU Team Present | _ | | Start | Site | Soluti | on/Med | Vol | Rate | Stop | Absorbed |
| ☐ Cortisol Stim Test Initiated | | 1 ⊢ | | | - | | | | | ļ |
| ☐ Bed requested | - I | 1 ⊢ | | - | | | 1 | | | |
| ☐ Nursing Report Given | _ | 1 F | | | 1 | | | | | |
| ☐ Patient Transported | — I ——— | | | | | | | | | |
| Respiratory Support | Time | 7 F | | | | | | | | |
| □ NC □ NRB □ ETT | | 1 F | | | | | | | | |
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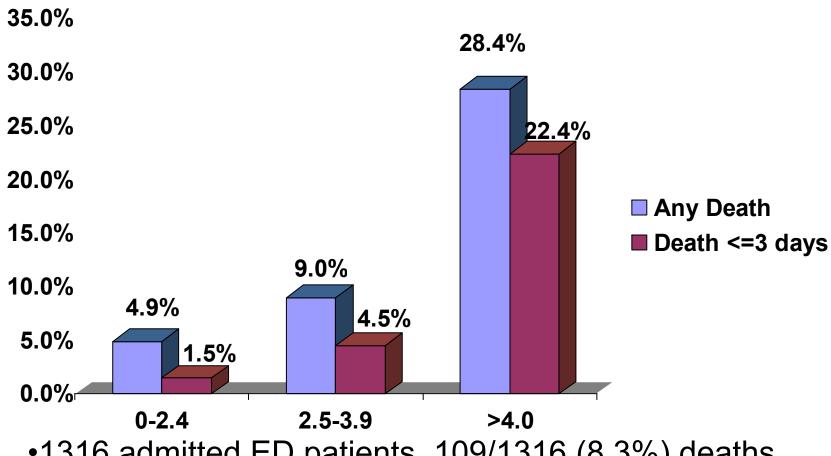
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| | | | | | | | | | | | | | | | | | | | | | | - Included | |

How do I identify patients?

Create Screening Points

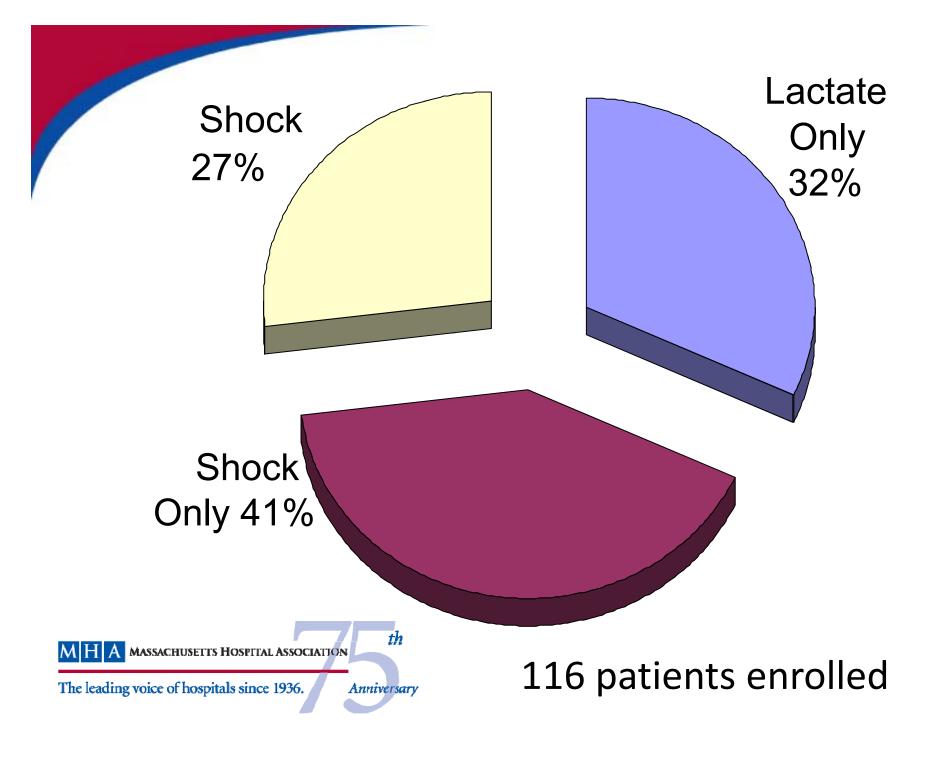
- Initial encounter in the ED
 (Blood culture = lactate)
- Upon ICU admission (Evaluation Sheet)

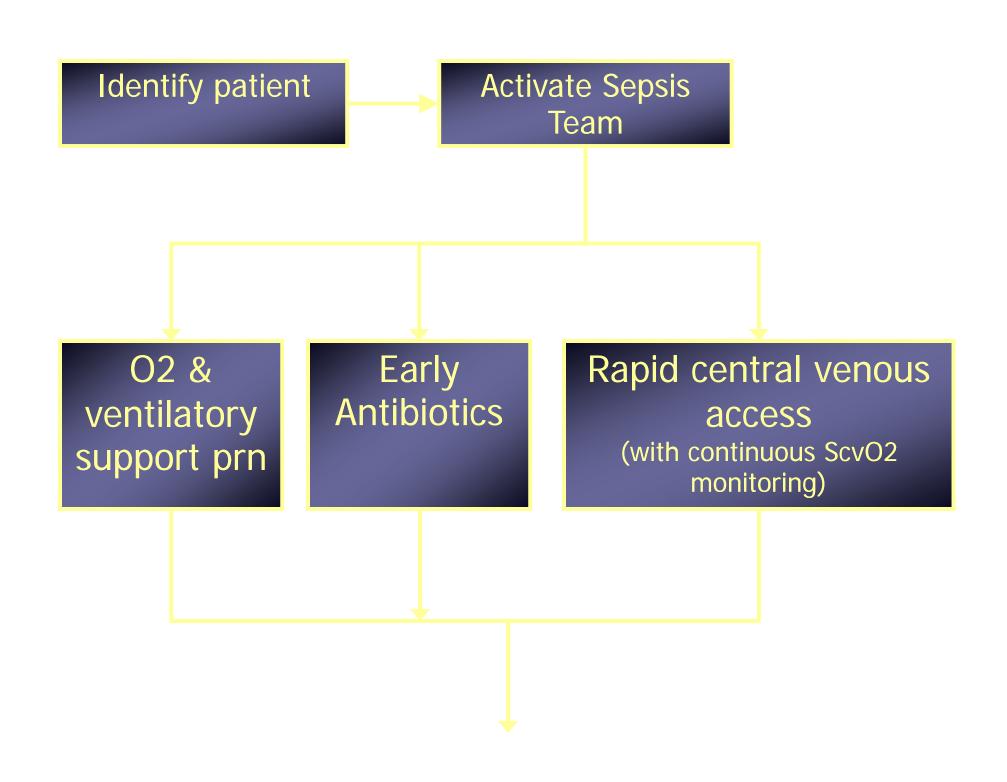
Is Lactate a Useful Screen?

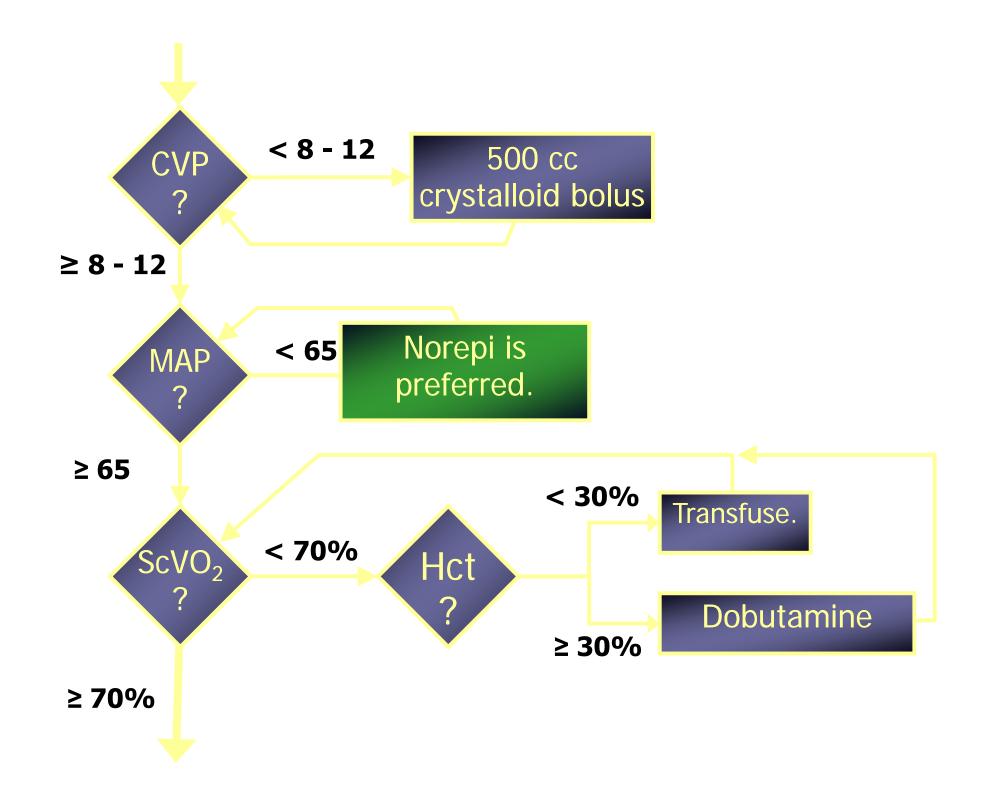


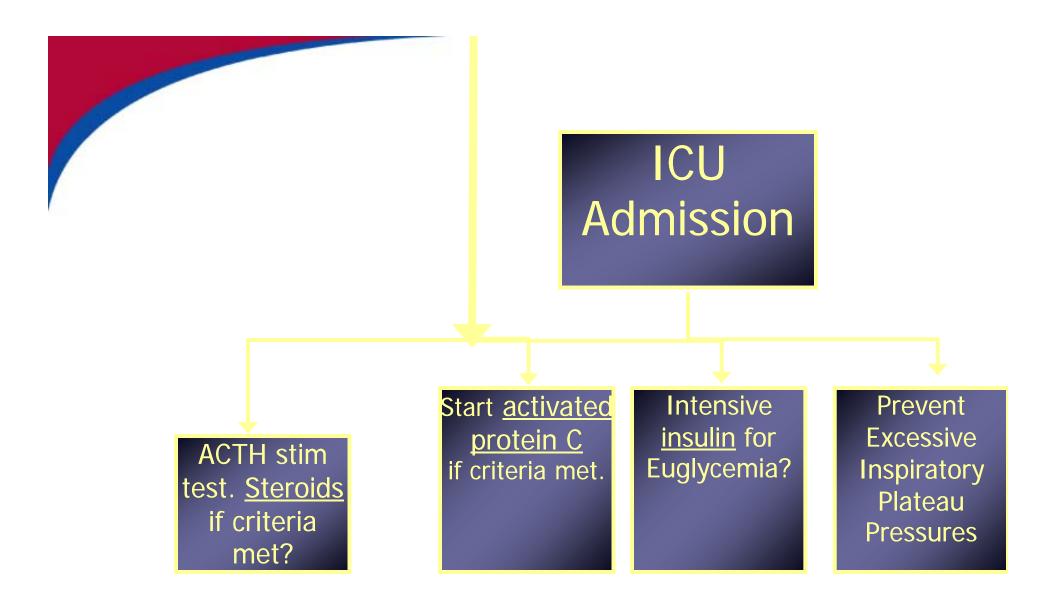
•1316 admitted ED patients, 109/1316 (8.3%) deaths

Shapiro et al, Annals of Emergency Medicine May 2005.









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Step 4: Education, Education, Education

- Nursing Education (3 hours)
 - Basic sepsis education
 - Theory behind EGDT
 - How to use the catheter
- Physician Education
 - Grand rounds
 - Handbook
 - Online tutorial
 - Continuous e-mails and bedside education
 - Specific case feedback



Step 5: Implementation

- Adopting the "sepsis team" mentality
- Line placement
- Resource pager
- Comfort Zone with nursing driven protocol
- ED-ICU interactions

Step 6: Evaluation

- Multidisciplinary quality assurance committee
- Quality assurance measures & benchmarks
- Real-time Provider feedback
 - "Big Brother is Watching"

MUST vs Historical Control (Septic Shock only)

| | Treatment | Controls | P-value |
|---------------------|----------------------------|----------------------------|---------|
| | n=79 | (n=51) | |
| APACHE II | 23.9 | 24.5 | .34 |
| Total Fluids (6h) | 4000cc (<u>+</u> 2590) | 2500cc (<u>+</u> 1773) | 0.001 |
| Vasopressors (6h) | 80% | 57% | 0.01 |
| RBC Transfused(24h) | 30% | 18% | 0.07 |
| Dobutamine (24h) | 14% | 4% | 0.06 |
| Triage-antibiotics | 90 (min) | 120 (min) | 0.001 |
| median (minutes) | | | |

MUST Protocol Mortality Rates

| | Dead | Total | Mortality Rate (95%CI) |
|--------------|------|-------|---------------------------|
| All patients | 21 | 116 | 18.1% |
| | | | (11-25%) |
| Septic Shock | 16 | 79 | 20.3% |
| | | | (11-29%) |
| Lactate Only | 5 | 37 | 13.5% |
| | | | (3-25%) |

Shapiro, Howell, Talmor, Lahey, Weiss, Lisbon, [Crit Care Med, 2006]

MUST vs Historical Control (Septic Shock only)

| | | 3 / | | |
|-----------|---|------------|----------|---------|
| | | Treatment | Controls | P-value |
| | | (n=79) | (n=51) | |
| Mortality | , | 20.3% | 29.4% | 0.3 |

928 patients needed to reach statistical significance, results are encouraging, but will need to be answered by a large scale multicenter, clinical trial.

In Your Busy ED.....

- Patient #1: 70 year old female, crushing chest pain, ST elevation MI
 - (ACTIVATE CATH LAB)
- Patient #2: 50 year old female, major car crash, hemodynamically stable
 - (ACTIVATE TRAUMA TEAM)
- Patient #3: 70 year old female, cough, fever, tachycardic, obtunded, BP=88/50
 - (UTILIZE SEPSIS PROTOCOL)

How am I going to implement a sepsis protocol at my institution?

Saints Medical Center Reducing Sepsis Mortality

Christina Breault BS, CPHQ Janet Liddell MSN/MBA, RN

Saints Medical Center

- 157-Beds Community Hospital in Lowell, MA providing Primary and Acute care services to 315,000 residents in 25 towns
 - -3700 Visits/month ED
 - -550 Hospital Discharges/month
- 5 In-Patient Units
 - -3 Med/Surg, 1 Step Down, 1 ICU





Focus on Mortality

- 2009 Identified Need for Improvement
 - Attended IHI National Forum
 - Saving Lives by Studying Deaths, Helen Lau, RN, Kaiser Permanente
 - Lau, H., Litman, K.: Saving Lives by Studying Deaths: Using Standardized Mortality Reviews to Improve Inpatient Safety. *Jt* Comm J Qual Patient Saf 37(9):400-408, Sep.2011





Mortality Review Committee

- Support of the Board of Trustees
- Initiated Mortality Review Committee
- 4 Physicians, 2 Nurses, 1 Analyst
- 100% Case Review
 - IHI 2 x 2 Matrix
 - Global Trigger Tool





100% Mortality Case Review

- Pattern of patient presentation ED
 - Chief complaints
 - MS Changes
 - Weakness, lethargy
 - -Vital signs
 - J BP, ↑ HR, ↑ RR, ↓ SaO2

Labs: WBCs Bands





Best Practice Literature Search

- Dellinger, R.P.: Surviving Sepsis Campaign:
 International guidelines for management of severe sepsis and septic shock: 2008. *Intensive Care Med* 34:17–60
- Rivers, E., et al.: Early Goal-Directed Therapy in the Treatment of Severe Sepsis and Septic Shock. *N* Engl J Med 2001; 345:1368-1377
- Attended: Premier Inc. Breakthroughs Conference,
 Jun 2010
 - Mortality and Sepsis best practices sessions





Data Driven Process

- Mortality Rate vs Mortality Index
- Mortality Index by DRG for Opportunities
 - -Sepsis Identified as Top Driver
 - Dehydration
- Everything lining up
 - Case review, Data, Literature





Mortality Review Committee: Focus on Sepsis

- Sept 2010
 - Focused MD Case Review: All Severe Sepsis and Septic Shock
 - Met with Coding
 - Guided by IHI's 6-hour Sepsis Resuscitation
 Bundle:
 - Bld Cx ā ABX
 - IVFs
 - ABX w/in 1 hr of arrival
 - LA





Findings

- Lack of fluid resuscitation in ED
- No Lactic Acid measurements
- AND strong ED physician reluctance to implement rapid fluid resuscitation
- However,
 - Patients were receiving ABX w/in 1 hr arrival
 - Bld Cx drawn ā ABX
 - And Hospitalist physician champion on mortality committee





Revitalized Sepsis Committee

- Led by Quality Department
- Dedicated team:
 - ED Physicians & Nurses
 - Pharmacy, Lab, Infection Control
- Attended Quest Sprint 3-sessions Webinar
 - Evidenced based Best Practices
 - Hospital experiences with implementation
 - Shared tools





Revitalized Sepsis Committee

- Cont'd
 - Disseminated scholarly best practice articles (for physician by-in)
 - Shared results of Mortality Review
 Committee's focused Sepsis findings
 - Developed Algorithm for rapid initiation of sepsis bundle in ED



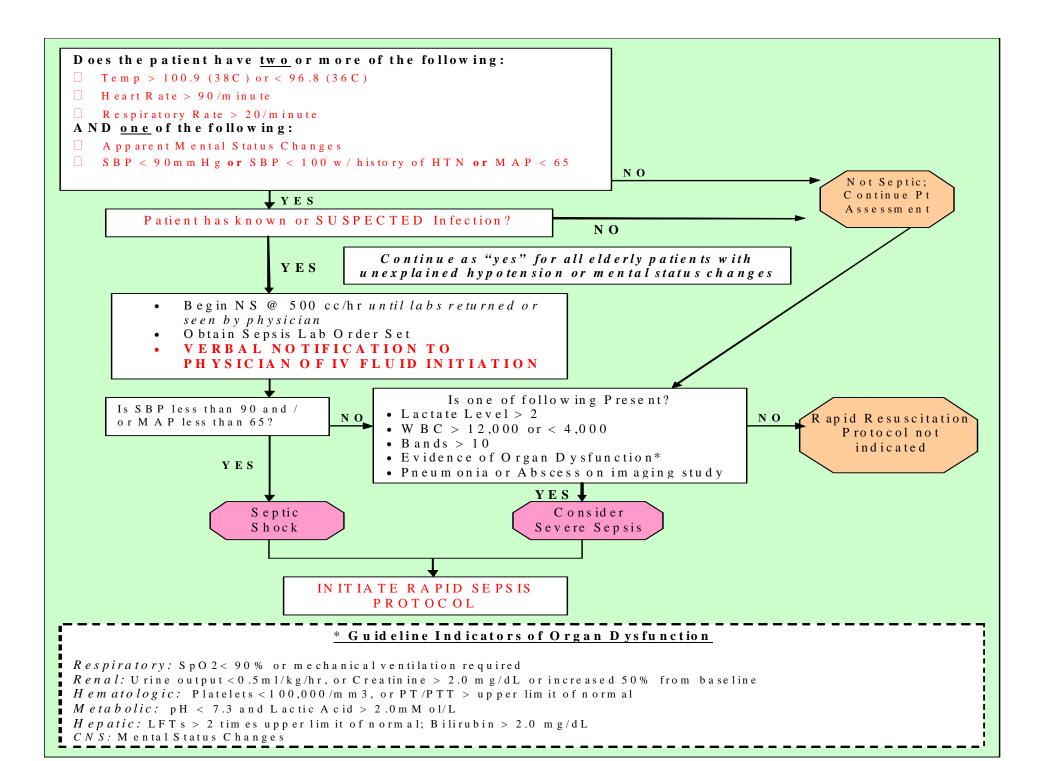


The Algorithm

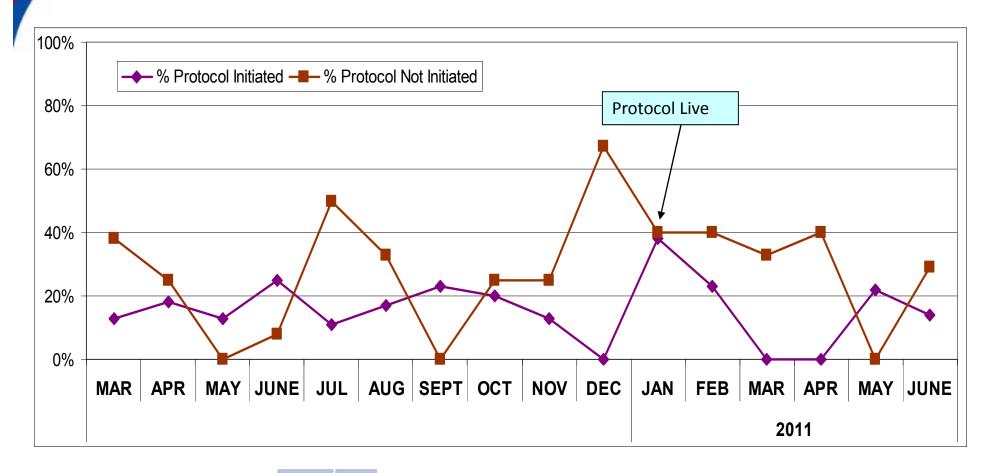
- Designed to:
 - Be a nurse driven protocol for sepsis resuscitation
 - Standardize rapid identification of sepsis in ED @ Triage
 - -Allow for early rapid fluid resuscitation
- MEC Approval, Dec 2010
- Live Jan 2011







Monitoring Sepsis Mortality







Monitoring Performance Improvement

- Monthly data collection re:
 - -Sepsis Mortality Case Review
 - ED Sepsis Bundle Compliance
- Monthly Sepsis Committee
 - Case Review
 - Data Driven Approach





Contact Information

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- jliddell@saintsmed.org

FIRST, Do No Harm: April, 2011

Quality & Patient Safety Division, Board of Registration in Medicine

Reducing Hospital Mortality: A Team Approach to Discovering Causes, Improving Care





Lowell General Hospital Early Recognition of Sepsis

- Erin Donovan, Director of Quality & Risk
- Janyce Breton, RN, Nursing Informatics Specialist
- Lowell General Hospital
- October 6, 2011





LGH Mortality Review Program

- 100% RN Review
- Exemption Criteria
- Peer Review Process
- American College of Surgeons' NSQIP participant





LGH Mortality Review Program

- 100% RN Review
- Exemption Criteria
- Peer Review Process
- American College of Surgeons' NSQIP participant





Goals

- Reduce incidence post-operative sepsis through early identification of possibly septic patients
- Keep the topic in front of caregivers
- Leverage the power of the EMR
- Encourage critical thinking at the bedside





Screening Tool

| | Catheter Acquired UTI SCreen | ing |
|---|--|--|
| Does Patient Have a Foley Catheter Yes No | If foley has been removed: 1. Discontinue Notify MD UTI order 2. Complete Urinary Indwelling Cath Discontinuation powerfo | Foley Catheter Inserted at LGH O Yes O No |
| | Sepsis Screening | |
| Opes Patient Have a Known or Suspected Infection Yes Yes, but being treated No | MRSA and VRE Screening | |
| Patient Resides In Nursing Hom Chronic Care or Rehab Facility | ne, History of MRSA To confirm history review culture resu | History of VRE ults in lab tab. |
| ○ Yes ○ No | ○ No known Hx ○ History and negative culture within 1 yr ○ *History and positive culture within 1 yr ○ History and positive culture greater than 1 yr | No known Hx History and negative culture within 1 yr "History and positive culture within 1 yr History and positive culture greater than 1 yr |
| If yes is selected the first MRSA an Culture will automatically be ordered | ed | t recent MRSA or VRE within one year was positive. aution information on the Order Entry Detail section. lucation sheets for patients on hand hygiene, |



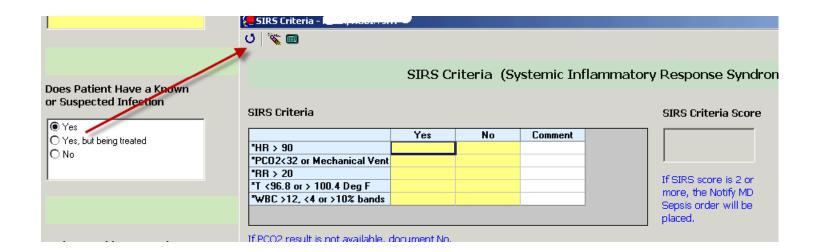
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The leading voice of hospitals since 1936.

Anniversary



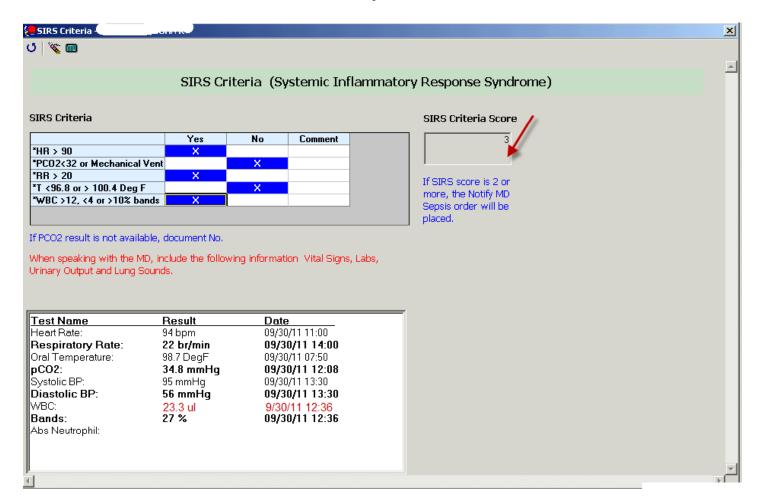
Conditional Logic







SIRS Worksheet





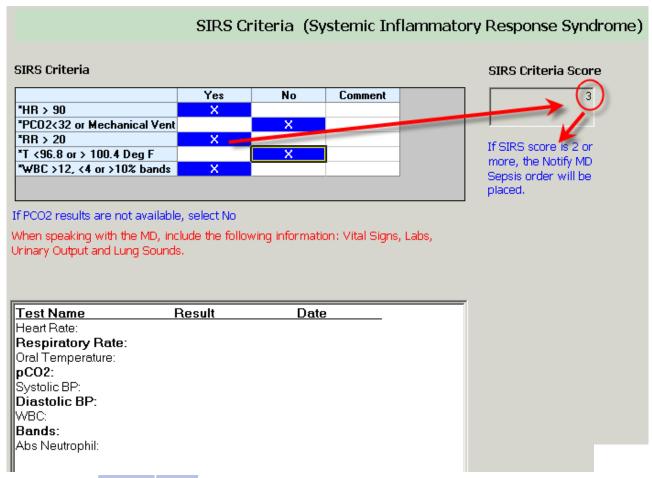


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Criteria Score Generates Rule





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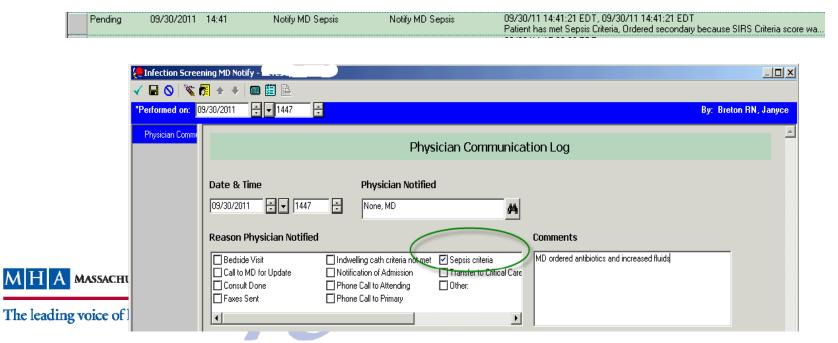


Rule Activates

1. Order

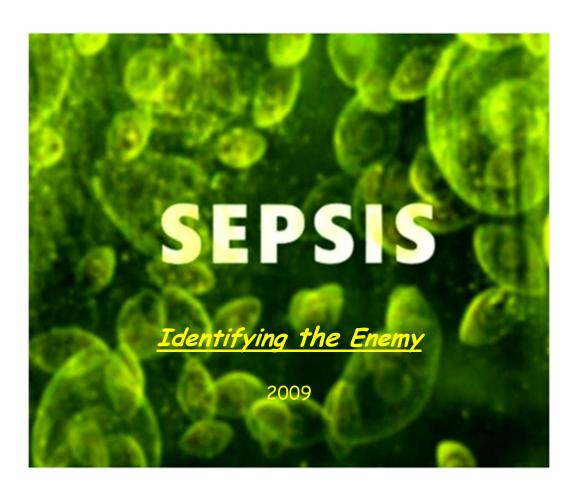


2. Nursing Task



Welcome to Nursing Best Practices











Education Content

- Sepsis Statistics
- Biology of Condition
- Continuum
 - Infection
 - SIRS
 - Sepsis
 - Severe Sepsis

- Warning Signs
- Organ Dysfunction
- Septic Shock
- EMR Enhancements





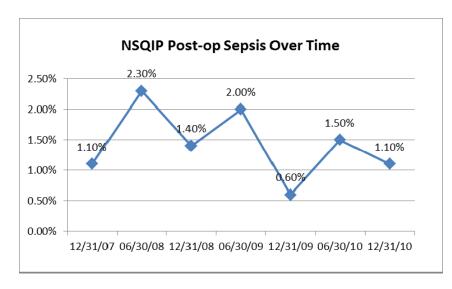
| | | Hospital's | |
|-----------------|----------------|------------|-------------|
| | Hospital's | Sepsis | Hospital's |
| | Sepsis Length- | Mortality | Sepsis Cost |
| HOSPITAL | of-Stay (days) | Rate % | per case |
| Lowell General | | | |
| Hospital | 13.28 | 32.56 | \$26,735 |
| | | | |
| Statewide Acute | | | |
| Care Hospitals | | | |
| Total | 20.81 | 44.94 | \$82,553 |

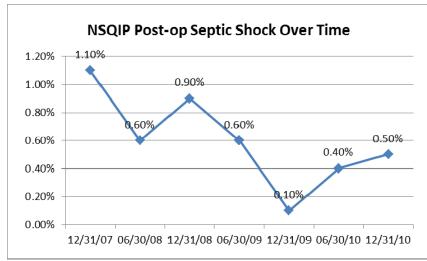
Source: MA DHCFP FY 2009 acute care hospital discharge database extract from MA Health Data Consortium. Additional analysis by MHA





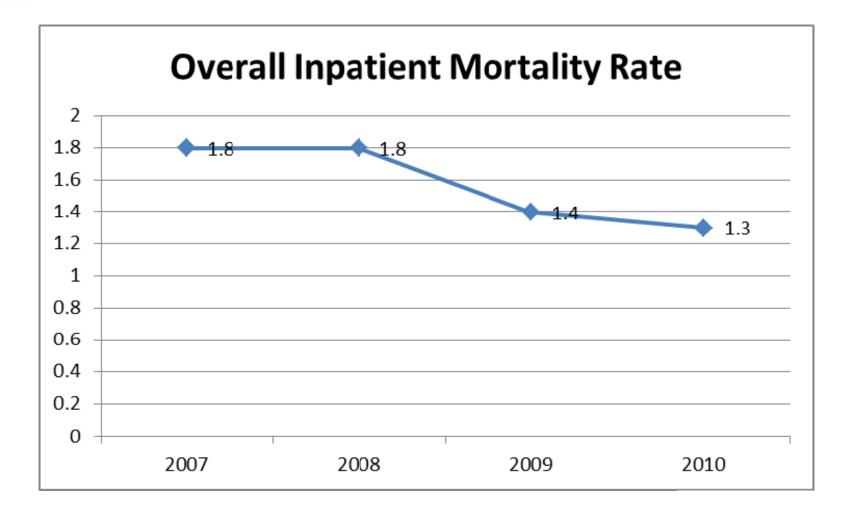
Outcome Measures















Final Thoughts

- Developed by Nurses for Nurses
- Tie together the tools and the critical thinking
- Monitor Usage and Provide Feedback
- Share the Outcomes





Fairview Hospital Working Across Settings to Effectively Identify Patients with Sepsis

Geraldine McQuoid, RN, MA, MSN, Director of Hospital Education & Infection Control

Partnering to Address Sepsis: ACH & LTC

- Participants agreed that our mutual partnerships benefited both our Nurses and our Patients as indicated by Press Ganey Customer Satisfaction scores and increased Nursing retention.
- Participants agreed that an increase in clinical skills resulted in earlier identification in the sepsis cascade.
- Participants agreed that our partnership resulted in an increase in effective communication between our practice settings during admission and discharge transactions.

Patients Admitted with Sepsis

6/1/2008 - 5/31/2009

- Total # of sepsis patients admitted from LTC was 12
- 6 (50%) were admitted to Medical-Surgical Unit
- 6 (50%) were admitted to ICU
- Average length of stay 5.3 days

6/1/2009 - 5/10/2010

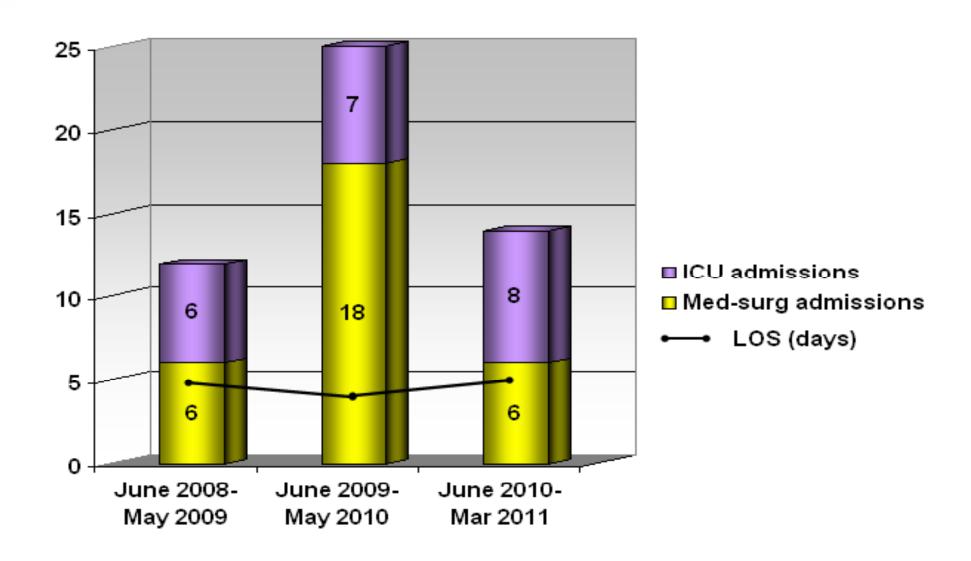
- Total # of sepsis patients admitted from LTC was 25
- 18 (72%) were admitted to Medical Surgical Unit
- 7 (28%) were admitted to ICU
- Average length of stay 3.7 days
- Physicians were provided with education around sepsis identification and coding at the time of admission
- LTC nurses identified sepsis earlier in the sepsis cascade

<u>6/1/10 – 3/31/11</u>

- Total of sepsis patients admitted from LTC 14
- 6 (43%) were admitted to Medical-Surgical Unit
- 8 (57%) were admitted to ICU
- Average length of stay 5.1 days



Results





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Questions & Discussion

M-LiNk Portfolio SEPSIS LEARNING SERIES

Upcoming Events:

October 13th 3:30 – 4:30pm

Sepsis bundles: Implementation Strategies

• November 10, 2011 12-1:30pm

Implementing Systems and Clinical Processes for Managing Sepsis

M-LiNk Portfolio SEPSIS LEARNING SERIES

Please visit the M-LiNk page of PatientCareLink to access slides, audio recordings and related resources from M-LiNk webinars and events.

Thank you for your participation.