



The Infection Preventionist as Leader
Catherine Adamson and Laura Showers
Teleclass Broadcast Sponsored by ASP (www.aspjj.com)



The Infection Preventionist as Leader

Refining communication skills, building relationships, and breaking down silos

Catherine Adamson, RN, BSN & Laura Showers
 Patient Care Services Quality and Safety Jefferson Healthcare
 University of California Davis Medical Center

Live teleclass broadcast sponsored by 


www.webbertraining.com June 9, 2014

The Infection Preventionist as Leader

Refining communication skills, building relationships and breaking down silos

Catherine Adamson, RN, BSN
Patient Care Services Quality and Safety
University of California Davis Medical Center

Part 1





Disclosures

I have no disclosures




Many Thanks to the Gordon and Betty Moore Foundation

“Creating positive outcomes for future generations and achieving significant, lasting and measurable results”





CREATING POSITIVE OUTCOMES FOR FUTURE GENERATIONS





Upon Completion

- Describe 2 tools that will break down healthcare silos while creating safety in communication
- Demonstrate how to actively listen and effectively communicate a concern
- Utilize one Lean Six Sigma strategy to create a plan to break down a healthcare silo in your institution




UC DAVIS MEDICAL CENTER

- Academic institution serving high-risk patient population.
- Lack of a standardized, system-wide approach to hospital-associated infection prevention
- Performance below the National Healthcare Safety Network (NHSN) benchmarks

Hypothesis: Increasing stakeholder collaboration and breaking down departmental silos will result in measurable improvements in patient outcomes.



Broadcast Live From the 2014 APIC Conference
A Webber Training Teleclass
www.webbertraining.com

The Infection Preventionist as Leader

Catherine Adamson and Laura Showers

Teleclass Broadcast Sponsored by ASP (www.aspjj.com)

UCDHS 33-County Service Area
Source: UCDHS Market Research Group

- 619 licensed beds
- Serving 6 million residents in 33 counties, 65,000 square miles
- Major educational, research and patient-care facilities spread across more than 140 acres
- Only Level 1 trauma center for both adult and pediatric emergencies in inland Northern California
- Firefighters Burn Institute Regional Burn Center

APIC 2014 June 7-9 Anahem, CA

The First Year

- Fall 2010: Seven bedside nurses selected to become the Nurse Champion Team
- What is a Champion?
- Mission: Decrease adult VAP rates

APIC 2014 June 7-9 Anahem, CA

We had no idea what we were doing...

- Most of us had come straight from the bedside
- We learned on the job. Lots of tears, lots of retracing our steps and trying again
- Team-building exercises, Lean and Six Sigma training, Crucial Conversations classes, Infection Prevention training

APIC 2014 June 7-9 Anahem, CA

Group Dynamics

- Robert's Rules
- Personality Types
- Learning Styles
- Code of Conduct
- Mission Statement

"We have an opportunity to positively change culture by educating healthcare providers and reinforcing quality and safety initiatives at UCDMC with the goal of improving patient outcomes."

APIC 2014 June 7-9 Anahem, CA

Bringing All Experts to the Table

- The VAP Stakeholders Group was born: Physicians, Nurses, Pharmacists, Infection Preventionists, Respiratory Therapists
- All came to the table with the singular goal of reducing VAP in our adult ICU population
- Having been here 21 years at this point in my career, this was my first experience with breaking down departmental silos

APIC 2014 June 7-9 Anahem, CA

What is a Silo?

- Healthcare sub-systems in which departments function less collaboratively and more independently
- Can lead to fragmented, poorly coordinated care.
- Patient-centered, integrated model necessary to achieve optimal patient outcomes for which we strive

APIC 2014 June 7-9 Anahem, CA

Broadcast Live From the 2014 APIC Conference
A Webber Training Teleclass
www.webbertraining.com

The Infection Preventionist as Leader

Catherine Adamson and Laura Showers

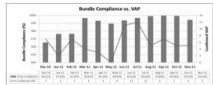
Teleclass Broadcast Sponsored by ASP (www.aspjj.com)

Back to Basics

The IHI Ventilator Bundle:

Head-of-Bed at least 30 degrees, Oral care with Chlorhexidine, Daily Sedation Interruption and Assessment of Readiness to Wean, Stress Ulcer and DVT Prophylaxis


- Let's do it right: direct observation at the bedside
- Let's document our good care: chart audits
- Let's be clear with our expectations: in-services, unit binders, Intranet website with teaching tools, relevant literature, and a new Patient Care Services dashboard showing all Hospital Acquired Conditions



APIC 2014 June 7-9 Anaheim, CA

Back to Basics, part 2

- Make it easier for your staff to do the right thing
- Walk their walk (Gemba)
- Listen to them; they probably have a solution
- Take their input back to Administration
- Stay close to the bedside
- They **must** understand you are there to help them, not to audit them or write them up

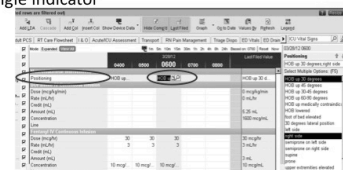


Keep your finger on the pulse of your units by staying close to the bedside.

APIC 2014 June 7-9 Anaheim, CA

Clear Expectations

- Re-education of the bundle
 - Head of the bed
 - Re-establishing current practice
 - Standardized documentation across all ICUs
 - Standardized practice
 - "Train your eyes"
 - Bed angle indicator



HOB elevation at 30 degrees needs to be done at every opportunity including transports and procedures. This helps prevent aspiration of gastric contents and improves ventilation and lung expansion.

APIC 2014 June 7-9 Anaheim, CA

Head of Bed (HOB) ≥ 30 Degrees

Compliant EMR Options: HOB up Medically Contraindicated
Reverse Trendelenberg
Refused (see comments)
Repositioning Medically Contraindicated

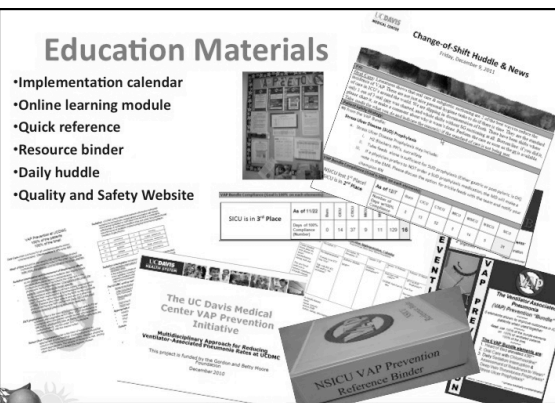
Full spinal precautions
IABP
Femoral sheath(s): Clarify with MD
ECMO
Open chest or abdomen
MD order
Patient in procedure
Hip precautions: clarify with MD
Pelvic Fractures: clarify with MD
Cervical spine precautions

To ensure auditing inter-rater reliability we created a Data Dictionary to be very clear on definitions of compliance. Here are the head-of-bed definitions.

APIC 2014 June 7-9 Anaheim, CA

Education Materials

- Implementation calendar
- Online learning module
- Quick reference
- Resource binder
- Daily huddle
- Quality and Safety Website




APIC 2014 June 7-9 Anaheim, CA

Root Cause Analysis

- Used for decades in fields such as aviation, the fire service, and nuclear power production
- RCA process: multidisciplinary case review involving all key stakeholders
- The VAP RCA is key in reviewing VAP cases and implementing interventions with a multidisciplinary approach

Root Cause Analysis essential ingredients: lots of sticky notes, food, and smiles



APIC 2014 June 7-9 Anaheim, CA

Broadcast Live From the 2014 APIC Conference
A Webber Training Teleclass
www.webbertraining.com

The Infection Preventionist as Leader

Catherine Adamson and Laura Showers

Teleclass Broadcast Sponsored by ASP (www.aspjj.com)

What happened next?

- VAP rates were coming down nicely
- That summer: Spike in VAP.
- Called stakeholders back together, held a "kaizen" to compile RCA findings.
- Brainstormed, proposed long list of additional VAP reduction interventions.

APIC 2014 June 7-9 Anaheim, CA

As a result of that kaizen, subgroups were formed to address:

- Subglottic Suctioning: when and how
- Oral Care done correctly every four hours
- Product Trials: ETTs, ETT securement devices, ETT cuff pressure measuring devices, mini-BAL catheter kits, oral care kits
- Intensive look at ETT migration/ETT securement
- Methods used to collect respiratory cultures
- Re-examine the vent weaning timeline and process
- Re-visit sedation interruption
- Early mobility in the ICU
- Environmental Services and cleaning solutions
- Hand Hygiene
- Chlorhexidine bathing
- Outside Consultant

APIC 2014 June 7-9 Anaheim, CA

Rapid Cycles of Change The PDSA Cycle

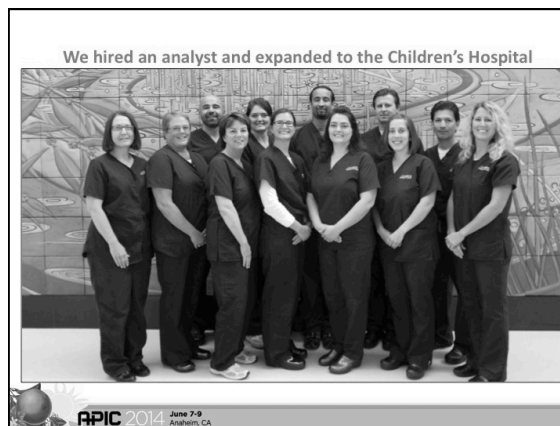
APIC 2014 June 7-9 Anaheim, CA

The original "Breaking Down Silos" concept

APIC 2014 June 7-9 Anaheim, CA

Working Together with the Patient Always at the Center

APIC 2014 June 7-9 Anaheim, CA



Broadcast Live From the 2014 APIC Conference
A Webber Training Teleclass
www.webbertraining.com

The Infection Preventionist as Leader

Catherine Adamson and Laura Showers

Teleclass Broadcast Sponsored by ASP (www.aspjj.com)

Lessons Learned and Still Learning

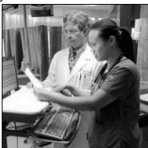
Planning Quality Improvement Projects

Bring all stakeholders to the table when planning ANYTHING

- Why? You need buy-in AND you need their expertise
- Making decisions without involving all involved departments is a perfect way to build more silos

Be sure to get the support of Administration


- You are going to need it for many reasons, one of which is for handling push-back
- Keep all stakeholders informed at every turn
- Leave an email trail
- Walk out of planning meetings with an agreement of doing what, by when"



APIC 2014 June 7-9 Anaheim, CA

Let's Talk About Push-Back

- Must differentiate between push-back and feedback
- Make it safe for staff to come to you
- Look for the positive
- Understand silent resisters and violent resisters
- Watch for work-arounds
- Keep your eyes and ears open
- If you experience push-back or work-arounds, ask the "five why's"
- Find common ground: keep patient in the center
- Do NOT take it personally. This isn't about you




Keep the patient in the center. His/her life depends on it!

APIC 2014 June 7-9 Anaheim, CA

Lessons Learned: Communication


- Develop a thick skin
- Leave your ego at the door
- Put yourself in the shoes of the other person
- Better yet, walk a mile in their shoes
- Believe in yourself
- Know what you're talking about (this is the flip side of "believe in yourself")
- Pick your battles
- Bring candy



APIC 2014 June 7-9 Anaheim, CA

Lessons Learned: Communication, part 2


- Say hello to people, learn names
- Be gracious, be kind
- Smile
- Accept others as they are
- Accept yourself as you are
- Timing is key; make it safe, ensure the other person is ready, provide privacy if needed
- Clarity of purpose: what do you want to get out of this? What do they want to get out of this?
- Plan for these discussions rather than suddenly find yourself in them



APIC 2014 June 7-9 Anaheim, CA

More Lessons Learned

- Make it easy to do the right thing
- Find the good in everything: if you find a very elaborate work-around, at least admire the creativity
- Again, walk the walk: if you are allowed to, help the staff any way you can. Check blood with them, run for supplies, get in there and help them turn the patient. They won't forget your kindness and you will gain credibility
- You can uncover an enormous amount of learning opportunities just by getting in there and helping/talking/observing. Stay close to the bedside




APIC 2014 June 7-9 Anaheim, CA

Just-in-Time Coaching

Real-time coaching and teaching at the bedside

- "Another way to do that..."
- "Something I've found..."
- "Did you know..."
- "Caught you being awesome"



Bedside RN, Respiratory Therapist, Champion RN, and Physician at the bedside—no silos allowed!!

APIC 2014 June 7-9 Anaheim, CA

Broadcast Live From the 2014 APIC Conference
 A Webber Training Teleclass
www.webbertraining.com

The Infection Preventionist as Leader


Catherine Adamson and Laura Showers

Teleclass Broadcast Sponsored by ASP (www.aspjj.com)


Just-in-Time Coaching, part 2

Example: champions rounding on all ventilated patients each morning-why?

- Quickly review night shift charting before they go home
- Review sedation interruption and spontaneous breathing trial outcomes (night shift)
- Hang a new 24-hour oral care kit: let's talk about that



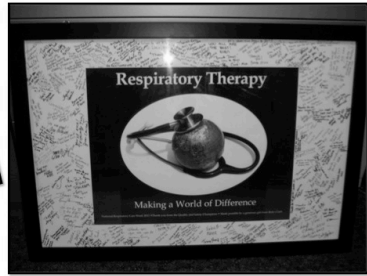
"Thank you for washing your hands!"



"Did you know?"

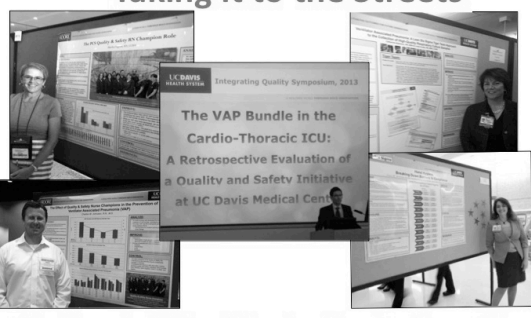
APIC 2014 June 7-9 Anaheim, CA

Celebrate Successes, Thank Everyone



APIC 2014 June 7-9 Anaheim, CA

Taking it to the Streets



The VAP Bundle in the Cardio-Thoracic ICU: A Retrospective Evaluation of a Quality and Safety Initiative at UC Davis Medical Center

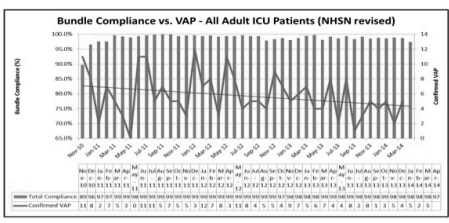
Integrating Quality Symposium, 2013

It was written into the grant that we disseminate any knowledge we gained.

APIC 2014 June 7-9 Anaheim, CA

So, How's It Going?

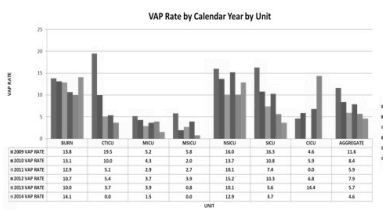
VAP over the past 3½ years



APIC 2014 June 7-9 Anaheim, CA

Yearly VAP Rates Sorted by Unit and in Aggregate

VAP Rate by Calendar Year by Unit

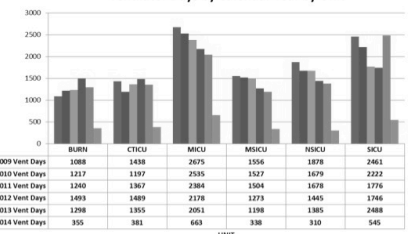


UNIT	2009 VAP RATE	2010 VAP RATE	2011 VAP RATE	2012 VAP RATE	2013 VAP RATE	2014 VAP RATE
BURN	18.4	15.1	12.1	10.1	11.1	13.1
CTICU	15.1	12.1	10.1	11.1	13.1	14.1
MICU	12.1	10.1	11.1	13.1	14.1	15.1
MSICU	10.1	11.1	13.1	14.1	15.1	16.1
NSICU	11.1	13.1	14.1	15.1	16.1	17.1
SIU	13.1	14.1	15.1	16.1	17.1	18.1
AGGREGATE	14.1	15.1	16.1	17.1	18.1	19.1

APIC 2014 June 7-9 Anaheim, CA

Extubate ASAP

Ventilator Days by Calendar Year by Unit



UNIT	2009 Vent Days	2010 Vent Days	2011 Vent Days	2012 Vent Days	2013 Vent Days	2014 Vent Days
BURN	1088	1438	2079	1556	1878	2461
CTICU	1217	1197	2335	1527	1679	2222
MICU	1240	1367	2384	1504	1678	1776
MSICU	1493	1489	2378	1273	1445	1746
NSICU	1298	1355	2051	1198	1385	2488
SIU	305	381	463	338	310	545

APIC 2014 June 7-9 Anaheim, CA

Broadcast Live From the 2014 APIC Conference
 A Webber Training Teleclass
www.webbertraining.com


The Infection Preventionist as Leader
Catherine Adamson and Laura Showers
Teleclass Broadcast Sponsored by ASP (www.aspjj.com)

Magnet Designation!



APIC 2014 June 7-9 Anahem, CA

Our group now:



Going Strong, still Learning!

APIC 2014 June 7-9 Anahem, CA

Thank You



APIC 2014 June 7-9 Anahem, CA

Questions?

Catherine.Adamson@ucdmc.ucdavis.edu

APIC 2014 June 7-9 Anahem, CA

The Infection Preventionist as Leader. Part 2.
Refining communication skills, building relationships and breaking down silos.
Laura Showers
Jefferson Healthcare
Nothing to Disclose

APIC 2014 June 7-9 Anahem, CA

Jefferson Healthcare

25 Bed Critical Access Hospital on the Olympic Peninsula of Washington State





APIC 2014 June 7-9 Anahem, CA

Broadcast Live From the 2014 APIC Conference
A Webber Training Teleclass
www.webbertraining.com

The Infection Preventionist as Leader
Catherine Adamson and Laura Showers
Teleclass Broadcast Sponsored by ASP (www.aspjj.com)

Healthcare provided
to a rural community



APIC 2014 June 7-9
Anahem, CA

Communication Essentials

- Listening
- Speaking effectively
- Creating safety
- Self-awareness
- Empathy



APIC 2014 June 7-9
Anahem, CA

Why is it so hard?

- We each have our own perspective
- We come from different backgrounds
- We have different goals and aspirations
- We don't spend enough time learning about each other
- We are in a hurry

APIC 2014 June 7-9
Anahem, CA

Do people say "oh no" when they see you coming?

- Infection "control" can be seen by some as the "police"
- We often add complexity to their work
- We tell them they have to do more or do things differently
- The things we are concerned about are usually invisible to the naked eye...

APIC 2014 June 7-9
Anahem, CA

Perspectives

- Organizational leadership is responsible to assure safety for patients and staff
- Deep down almost everyone wants to do the right thing
- Healthcare jobs are complex and time consuming
- When we can frame things positively and look for good intentions we will have better results

APIC 2014 June 7-9
Anahem, CA

LISTENING WELL

APIC 2014 June 7-9
Anahem, CA

Broadcast Live From the 2014 APIC Conference
A Webber Training Teleclass
www.webbertraining.com

The Infection Preventionist as Leader
Catherine Adamson and Laura Showers
Teleclass Broadcast Sponsored by ASP (www.aspjj.com)

The art of listening

- Do you find yourself formulating your response as someone talks to you?
- Do you enter the conversation with your mind already made up?
- Do you feel like you know how it would or should be done best?
- Do you find yourself leaving conversations dissatisfied?



Take time to listen

- In the long run it will pay off
- When people are listened to they feel respected and will be more engaged
- You will find them wanting to be your partner
- You will get a reputation for being collaborative



Effective listening

- Listen calmly, don't plan your response— focus on the person who is talking
- Don't defend yourself, argue or complain
- Remind yourself not to take what is being said personally
- Keep the "big picture" in mind, remember your goal



If you can plan the conversation

- Don't engage in a difficult conversation (if you don't have to) if you aren't prepared
- Do you have the energy to listen openly and manage your reactions?
- Can you remember not to "own" the problem?



Ask questions

- Be truly curious, be interested in what they have to say
- Ask clarifying questions of the speaker
- Have open body language
- Be humble and ready to hear their perspective



Empathize

- Try to walk in their shoes, understand their barriers
- Make empathetic statements without being condescending
 - It is possible to empathize without losing yourself, stay present
- Keep the end in mind, remember they want the best for themselves and/or others



Broadcast Live From the 2014 APIC Conference
A Webber Training Teleclass
www.webbertraining.com

The Infection Preventionist as Leader
Catherine Adamson and Laura Showers
Teleclass Broadcast Sponsored by ASP (www.aspjj.com)

Recap

- Repeat back what you heard at short (but not annoying) intervals
- Check out what you heard for accuracy and completeness
- Don't be afraid to interpret what you heard, then give them the opportunity to correct you



Working together for the patient



To stay connected in the conversation

- **Don't** over-analyze, criticize or judge
- Don't assign blame for thoughts or feelings
- Don't demand (threaten, bribe)
- Don't try to determine if something needs punishment or reward
- **Do** respect others and yourself
- Do take responsibility for your own actions
- Do request what you want or need
- Do remember that we need each other to succeed



Let's practice

- Remember that the person you are listening to is a separate person with their own feelings, thoughts, personality and background
- All you need to do is listen openly
- It's hard to believe but you don't have to look for solutions while listening
- Just be present



SPEAKING EFFECTIVELY



Tell your story effectively

- You are not the only one formulating your response or rebuttal as you listen
- The person you are talking to may not have studied effective communication
- You can count on the listener feeling busy and distracted
- Look for common ground, be patient



Broadcast Live From the 2014 APIC Conference
A Webber Training Teleclass
www.webbertraining.com

The Infection Preventionist as Leader
Catherine Adamson and Laura Showers
Teleclass Broadcast Sponsored by ASP (www.aspjj.com)

Initiating the conversation

- Do your best to pick a good time
- It is best to make an appointment
- Start with small talk or ice breaking conversation
 - Ask them about themselves or bring up a light topic before launching into the difficult conversation



Stay focused

- It is best to just stick to one issue
- Be clear about your concern(s) before you start, notes for reference may be helpful
- Understand your motivation
- If it is personal for you be aware of that
- Contemplate and reveal your vulnerability (this doesn't have to be deep feelings)



Express your thoughts and feelings

- Infection prevention is important and can be a passion for many of us
- If you feel strongly it is ok to tell that story
- Understand your motivations, your passion about patient or staff safety is probably compelling
- Remember your feelings are your own, they aren't universal, don't assume



Don't assign blame or fault

- It may help to tell a story of patient harm
- Blaming others keeps us from learning the truth
- To be heard you will need to keep it objective
- As soon as fault becomes assigned you will likely lose your listener
- Find something positive to include in your story



Be open

- If you have listened well and spoken well you will likely learn something
- What you learn may be about the other or about you, it may be about an outside party
- Try to be open to discovering the truth about yourself or the situation
- It is most commonly not exactly how you imagined it



Let's practice


- Trade roles, now you be the speaker
- Express your thought or idea simply and without reservation
- Try to keep it objective but if it becomes personal for you acknowledge that too
- Give your partner time to check in and clarify
- Be open to what you learn about yourself as you talk



Broadcast Live From the 2014 APIC Conference
A Webber Training Teleclass
www.webbertraining.com



The Infection Preventionist as Leader
Catherine Adamson and Laura Showers
Teleclass Broadcast Sponsored by ASP (www.aspjj.com)

SERVANT LEADERSHIP




Walk the walk

- To serve is to demonstrate service
- True participation in the process takes time up front but saves time later






Help start the process

- Help develop an aim or goal for the work needing to be done
- Help to set a plan with steps and tasks
- Take on some (not all) tasks
- Provide background and data
- Gently encourage a PDSA process to help drive success in process and outcomes




Collaboration leads to deep understanding and results





Nurse champions at UC Davis

- The nurse champion process led to mutually agreed-upon goals
- Specialized local leaders worked with departments to implement change and help do the work
- Relationship building and collaboration got effective results



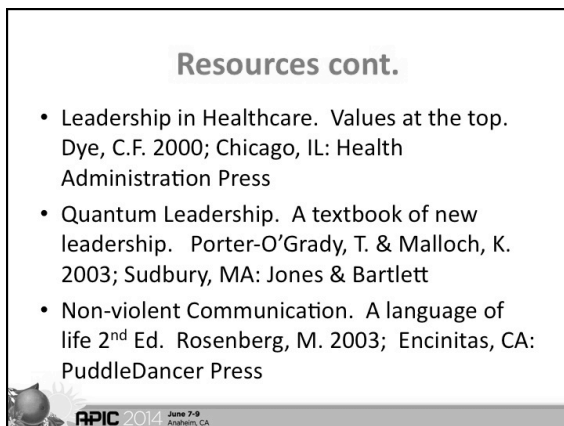
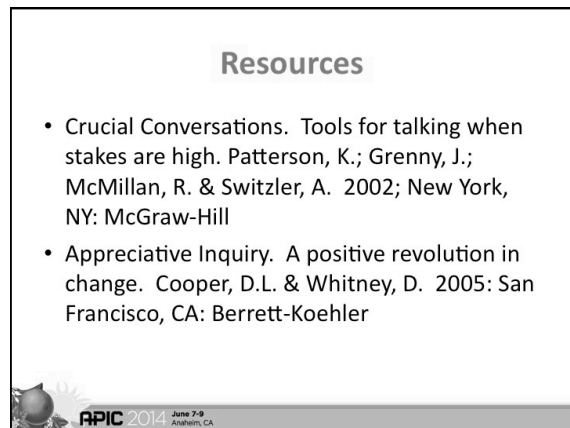
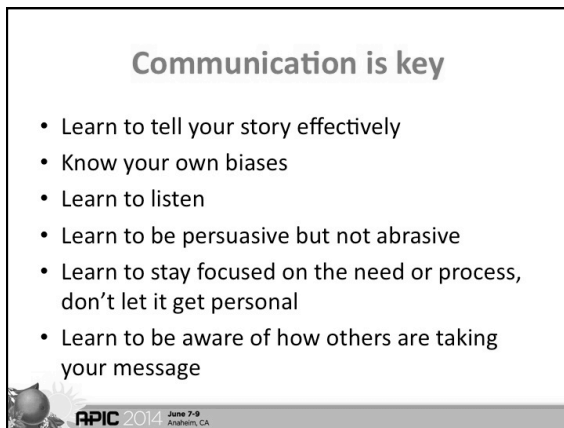
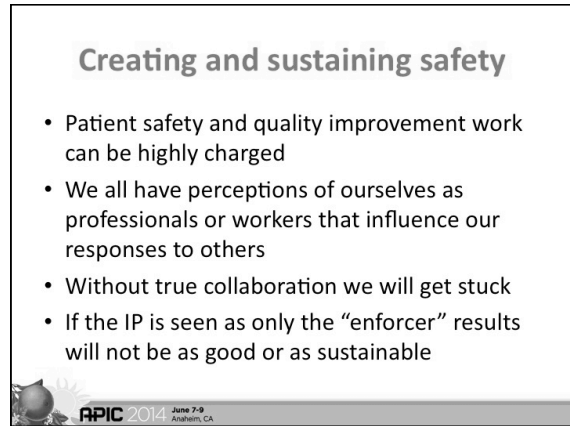
Provide help and resources

- Work on gaining a reputation as a helper
- Be present in the areas you are trying to improve
 - Make time for them
 - Seek to understand them
- Respond to requests
 - promptly
 - eagerly



Broadcast Live From the 2014 APIC Conference
A Webber Training Teleclass
www.webbertraining.com

The Infection Preventionist as Leader
Catherine Adamson and Laura Showers
Teleclass Broadcast Sponsored by ASP (www.aspjj.com)



Broadcast Live From the 2014 APIC Conference
A Webber Training Teleclass
www.webbertraining.com