

Antimicrobial stewardship program: Best practice to implement in your settings

Jameela Alsalman, CBIC, CMQ

American Board in Internal Medicine, Geriatric and Infectious Diseases

Chairperson of HIV management team in MOH

Chairperson of National Antibiotic committee , Kingdom of Bahrain

Chairperson of the geriatric services in secondary care

Associate Professor in Arabian Gulf University

Outline

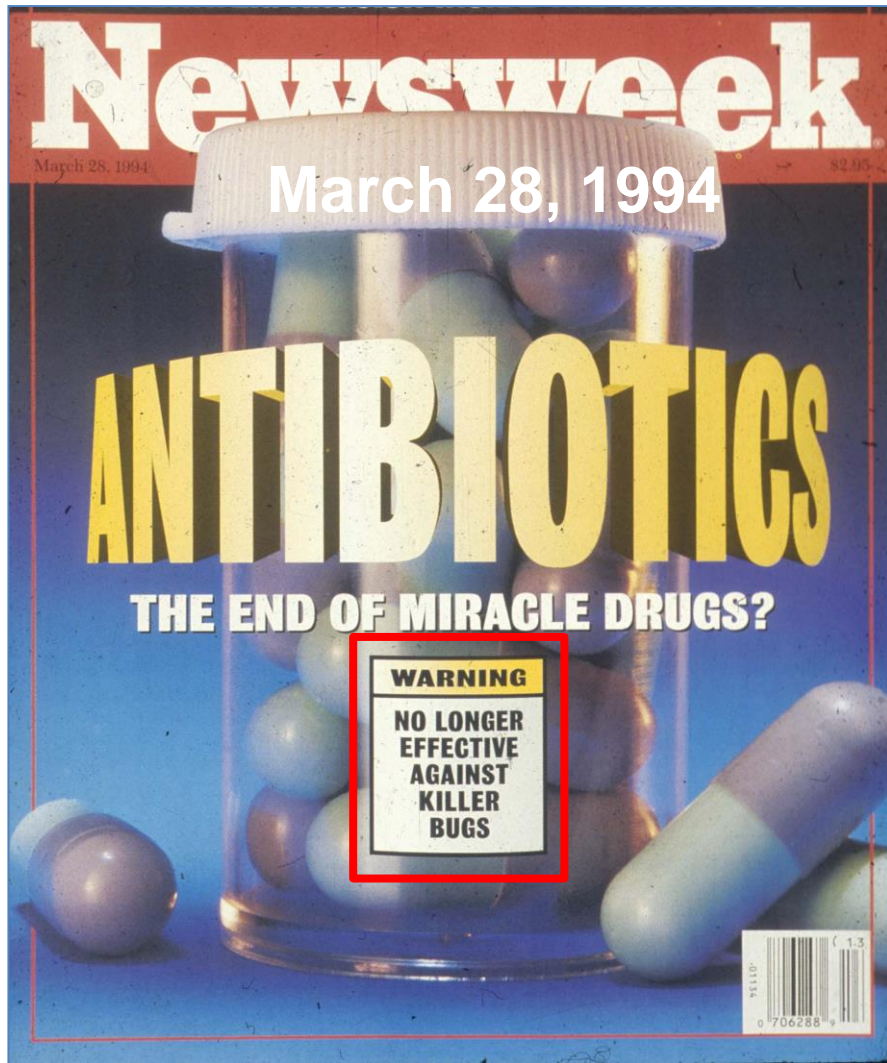
- 1. The Importance of AMR
- 2. Regional Data
- 3. The core components of antibiotic stewardship Program (Published And experience)
- 4. Kingdom of Bahrain experience

The future is difficult to predict...

“There are few public health issues of potentially greater importance for society than antibiotic resistance”

2013 CMO Prof Dame Sally Davies

1994



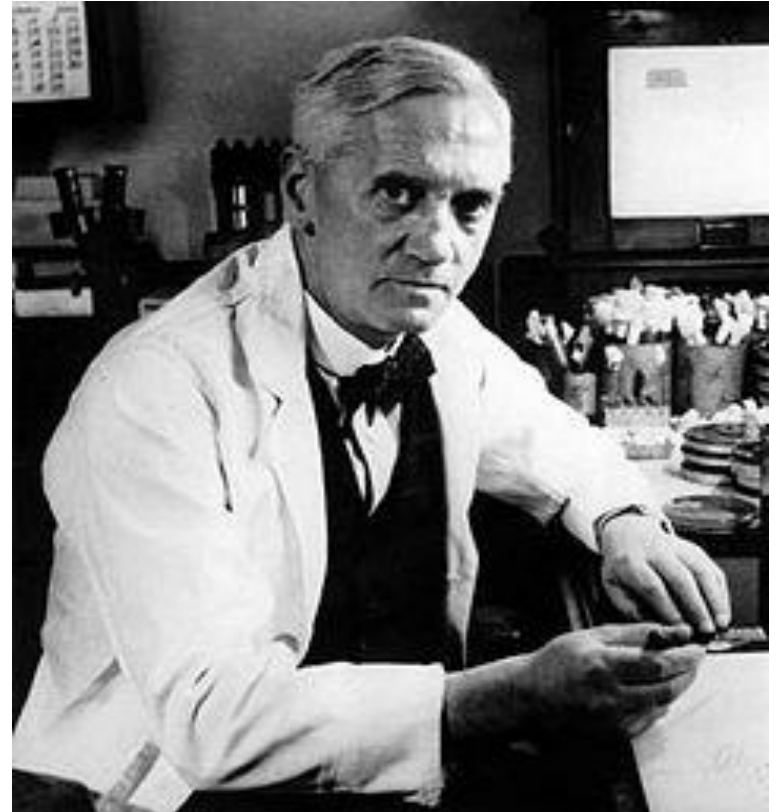
2015



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.”



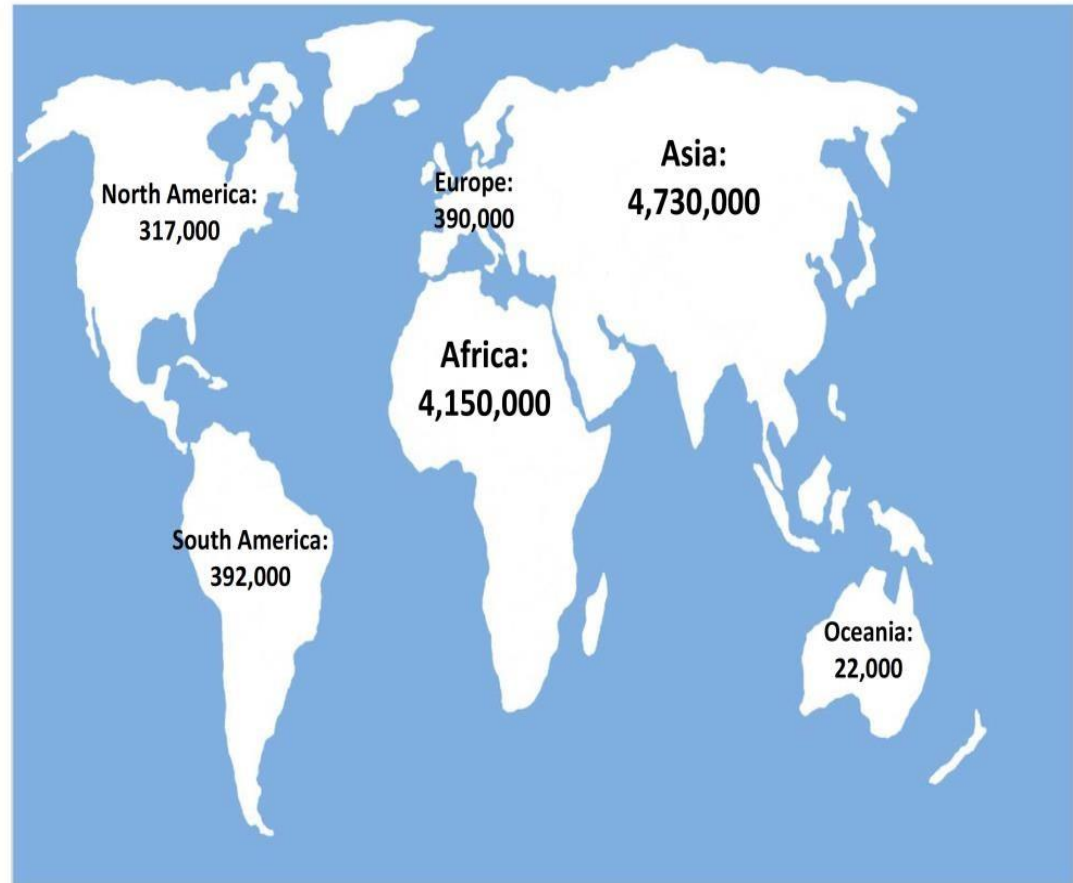
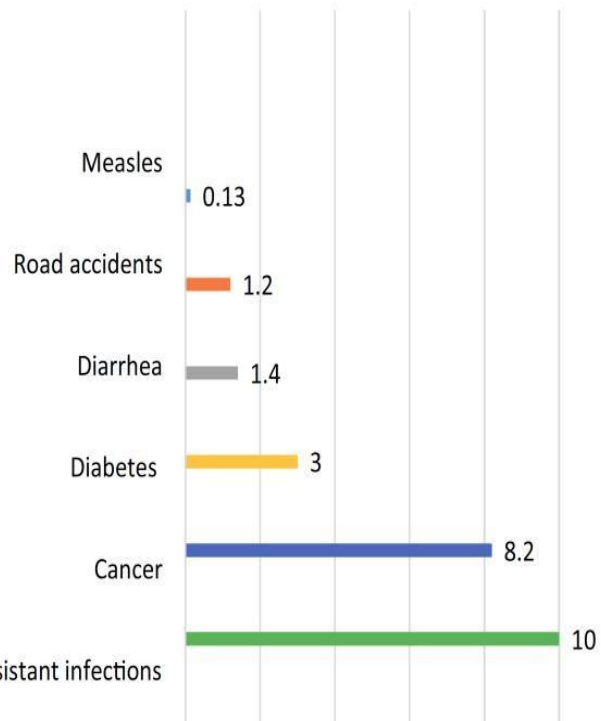
Fleming A. New York Times. 26 June 1945:21.

Without intervention.....by 2050

The impact of antimicrobial resistance in 2050

Death attributable to antimicrobial resistance every year by 2050 in different countries [1]

DEATHS PER ANNUM FOR ANTIMICROBIAL RESISTANT INFECTIONS AND OTHER CAUSES BY 2050 IN MILLIONS. [1] AND [HTTP:// AMR-REVIEW.ORG/](http://AMR-REVIEW.ORG/)



How has antimicrobial resistance developed?

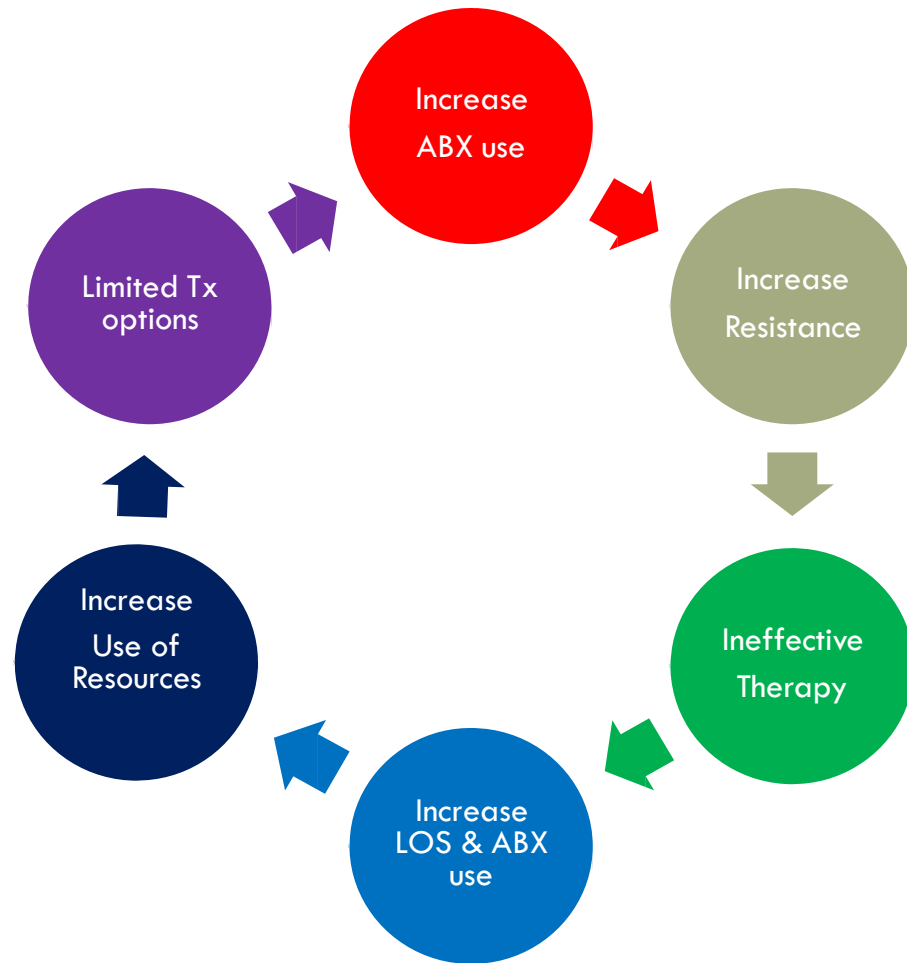
- Antimicrobial resistance is a natural phenomenon
- Overuse, misuse and inappropriate use of antibiotics
- The delivery of more complex health care requiring longer use of antibiotics
- Prolonged hospitalisation
- The implications of surgical procedures undertaken overseas
- Resistant pathogens can now spread easily
 - during hospitalisation if infection prevention is poor
 - potential for cross-border transmission through increased travel.

Why target antimicrobials?

- 30% of hospitalized patients at any given time receive antimicrobials
- 1/3 – 1/2 are ***inappropriate or unnecessary***
- Leads to
 - ▣ Antibiotic Resistance
 - ▣ Increased morbidity/mortality
 - ▣ Collateral damage, e.g., *C. difficile*
 - ▣ Increased costs
- “Antimicrobial use is the key driver of resistance. This selective pressure comes from a combination of overuse... and also from misuse.”

-WHO Global Strategy for Containment of Antimicrobial Resistance, 2000.

How ABX affect Patients and Populations



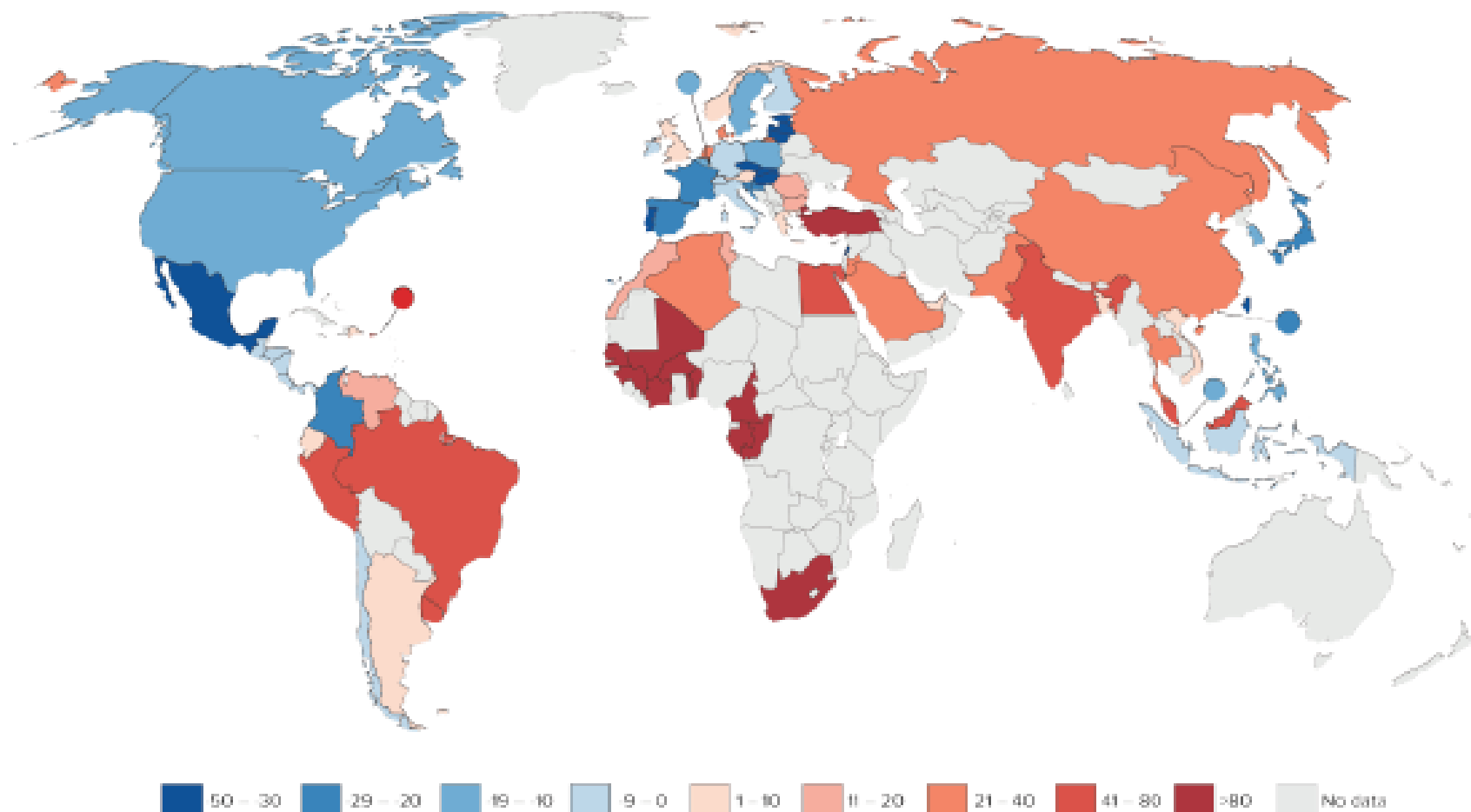
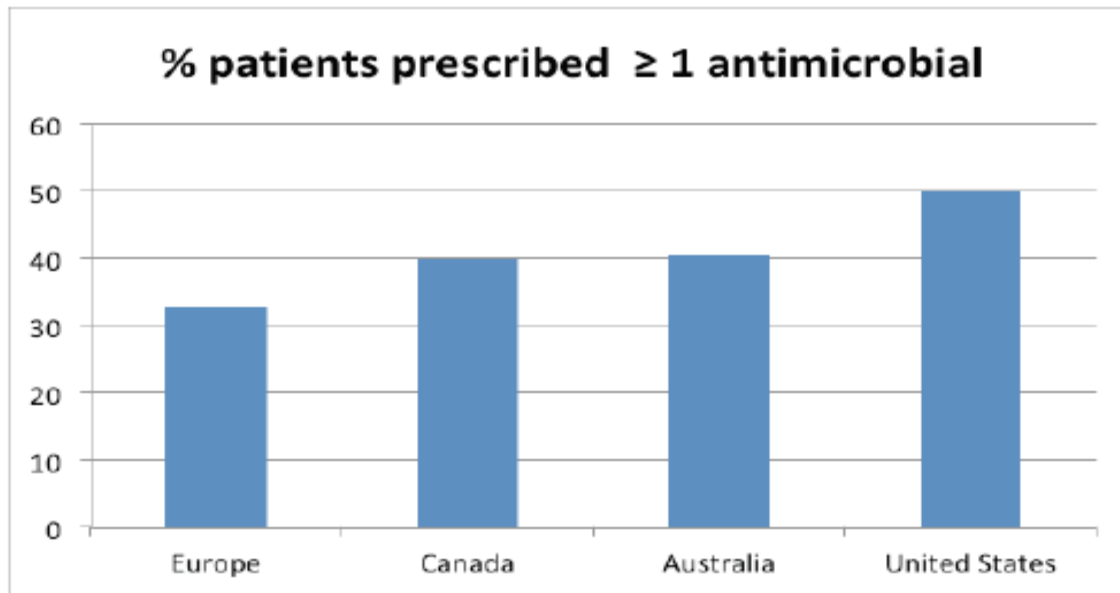


FIGURE 1

Percentage change in antibiotic consumption per capita 2000-2010



Europe – Mean 33%, Range 22 – 55%

FIGURE 5

Source: ECDC. Point prevalence survey of healthcare-associated infections and antimicrobial use in European acute care hospitals 2011-2012

Taylor et al Can J Infect Dis Med Microbiol. 2015 Mar-Apr; 26(2): 85–89.

Magill et al JAMA 2014 vol. 312, no. 14, pp. 1438-1446

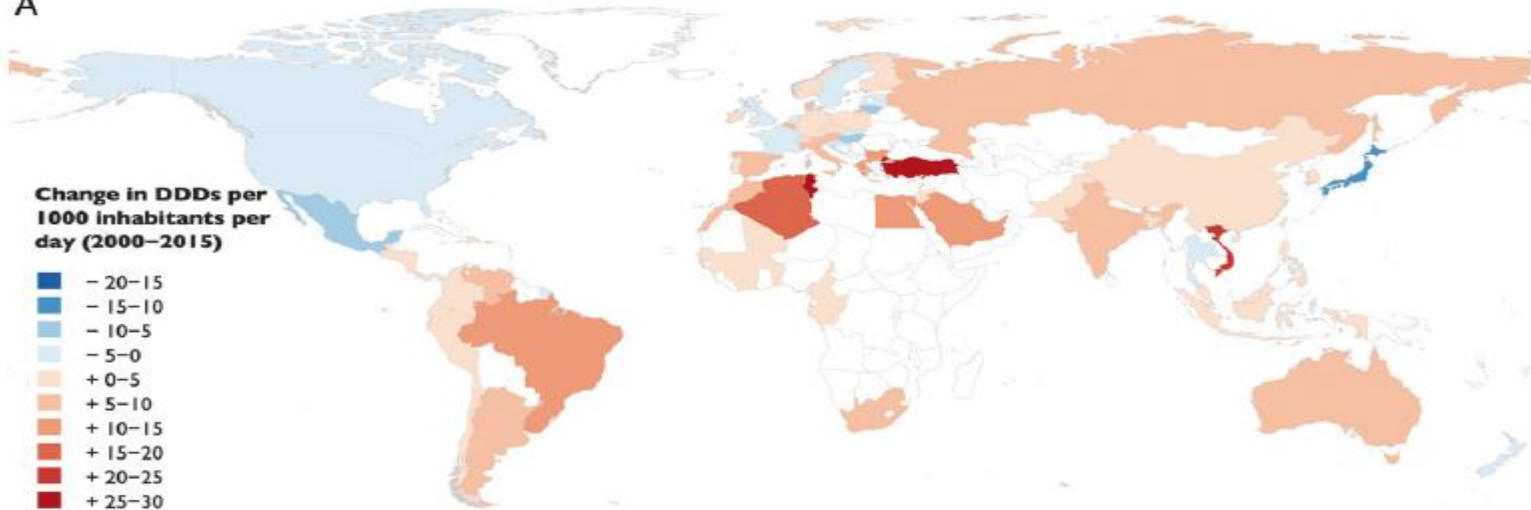
Antimicrobial prescribing practice in Australian hospitals. Results of 2015 National Prescribing Survey

Global increase and geographic convergence in antibiotic consumption between 2000 and 2015

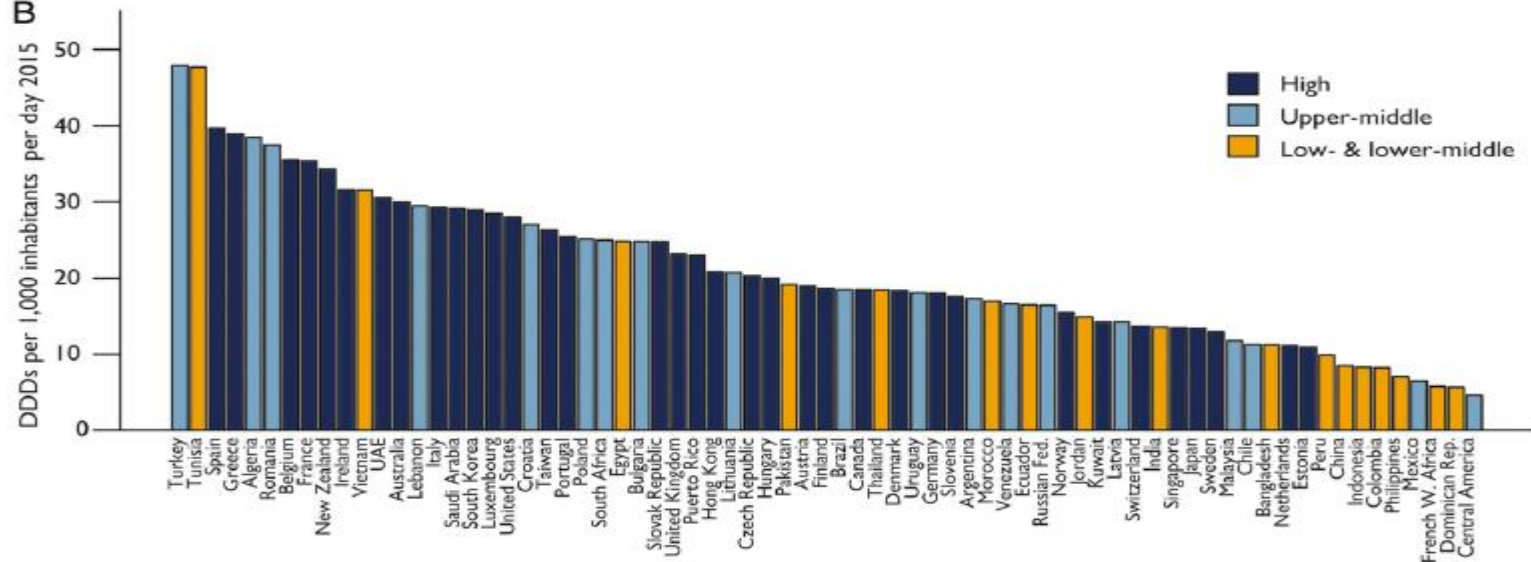
Eili Y. Klein^{a,b,c,1}, Thomas P. Van Boeckel^d, Elena M. Martinez^a, Suraj Pant^a, Sumanth Gandra^a, Simon A. Levin^{e,f,g,1}, Herman Goossens^h, and Ramanan Laxminarayan^{a,f,i}

^aCenter for Disease Dynamics, Economics & Policy, Washington, DC 20005; ^bDepartment of Emergency Medicine, Johns Hopkins School of Medicine

A



B



Estimates of Burden of Antibacterial Resistance

European Union *population 500m*

25,000 deaths per year

2.5m extra hospital days

Overall societal costs
(€ 900 million, hosp. days)
Approx. €1.5 billion per year



Source: ECDC 2007

Thailand *population 70m*

>38,000 deaths

>3.2m hospital days

Overall societal costs
US\$ 84.6–202.8 mill. direct
>US\$1.3 billion indirect



Source: Pumart et al 2012

United States *population 300m*

>23,000 deaths

>2.0m illnesses

Overall societal costs
Up to \$20 billion direct
Up to \$35 billion indirect



Source: US CDC 2013

EXCESS COSTS ATTRIBUTABLE TO INFECTIONS WITH RESISTANT ORGANISMS VS. INFECTIONS WITH SUSCEPTIBLE ORGANISMS

RESISTANT ORGANISM	CONTROL	RANGE OF EXCESS COST*
Methicillin-resistant <i>Staphylococcus aureus</i>	Methicillin-susceptible <i>S.aureus</i>	\$695-\$29 030 [21,22,24-36]
Vancomycin-resistant <i>Enterococcus</i>	Vancomycin-susceptible <i>Enterococcus</i>	\$16 711-\$60 988 [40-47]
Resistant <i>Pseudomonas aeruginosa</i>	Susceptible <i>P. aeruginosa</i>	\$627-\$45 256 [48-49]
Resistant <i>Acinetobacter baumannii</i>	Susceptible <i>A. baumannii</i>	\$5336-\$126 856 [23,50-52]
Multiple organisms	Susceptible	\$9372-\$18 990 [12,53,54]
ESBL-producing <i>Enterobacteriaceae</i>	Non-ESBL-producing <i>Enterobacteriaceae</i>	\$3658-\$4892 [56,57]

ESBL, extended-spectrum β -lactamase.

* Includes both adjusted and unadjusted estimates; includes only studies reporting cost in US dollars.

FIGURE 7

Adapted from CMI 2014; 20:973-979

IMPACT OF ANTIMICROBIAL RESISTANCE ON STACKHOLDERS RELATED TO HEALTH

PATIENT, HOSPITAL AND CLINICIAN ALL ADVERSELY AFFECTED

PATIENT PAYS MORE.
HOSPITALS LOSES
ON REVENUE FROM
NEW PATIENT

PATIENT / PAYER
PAYS MORE.
HOSPITALS SPENDS MORE
ON ANTIBIOTICS

IMPACT OF ANTIBIOTIC RESISTANCE ON PATIENT MORTALITY, LENGTH OF HOSPITAL STAY

INFECTION AND CAUSATIVE ORGANISM	INCREASED RISK OF DEATH (OR)	ATTRIBUTABLE LENGTH OF STAY (DAYS)
MRSA bacteremia	1.9	2.2
MRSA surgical infection	3.4	2.6
VRE infection	2.1	6.2
Resistant <i>Pseudomonas aeruginosa</i> infection	1.8 - 5.4	5.7 - 6.5
Resistant <i>Enterobacter</i> infection	5.0	9.0
Resistant <i>Acinetobacter</i> infection	2.4 - 6.2	5 - 13
ESBL-producing or KPC-producing <i>Escherichia coli</i> or <i>Klebsiella</i> infection	3.6	1.6-fold increase

ESBL, extended-spectrum β -lactamase; KPC, *Klebsiella pneumoniae* carbapenemase; MRSA, methicillin-resistant *Staphylococcus aureus*; OR, odds ratio; VRE, vancomycin-resistant enterococci.

FIGURE 8

Clin Microbiol Infect 2014; 20: 973-979

OPTIMISE HEALTHCARE COSTS

Study	Intervention	Impact
Seligman SJ et al.	Restriction	Total reduction in antibiotic costs by 29%
Britton HL et al.	Clinical guidelines	Total purchases of cephalosporins decreased by \$55,715 or 46.2%
Briceland LL et al.	De-escalation	Total cost savings of \$38,920.95 during intervention period
Avorn J et al.	Clinical Pathway	Savings of \$76,000 annually
McGregor JC et al.	Computerized monitoring software	Savings of 84,188 compared to control arm over 3 months

TABLE 2

Examples of documented cost savings associated with stewardship interventions

Source : <https://www.cdc.gov/getsmart/healthcare/evidence/asp-int-costs.htm>

Antibiotic resistance: a problem globally...

2014: WHO Global Report on Surveillance

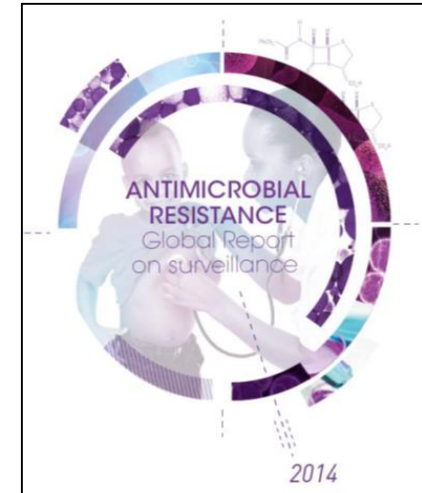
- Very high rates of resistance observed for common bacteria that cause healthcare associated and community-acquired infections in all WHO regions
- Significant gaps in surveillance
- Urgent need to strengthen collaboration on global surveillance to address antimicrobial resistance (AMR).

May 2015

- World health assembly endorses global action plan to tackle AMR.

September 2016

- 193 countries sign UN Declaration to take action on AMR, reaffirming their commitment to develop national action plans on AMR, based on the global action plan.



GLOBAL ACTION PLAN
ON ANTIMICROBIAL
RESISTANCE



6. World Health Organization 2014 . Antimicrobial Resistance: Global Report on Surveillance.

<http://www.who.int/drugresistance/documents/surveillance-report/en/> Last accessed 21/9/14

7. <http://www.who.int/antimicrobial-resistance/global-action-plan/en/>

8. <http://www.who.int/mediacentre/news/releases/2016/commitment-antimicrobial-resistance/en/>

Available National Data* on Resistance for Nine Selected Bacteria/Antibacterial Drug Combinations, 2013



The boundaries and names shown and the designations used on this map do not imply the expression of any opinion whatsoever on the part of the World Health Organization concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Dotted and dashed lines on maps represent approximate border lines for which there may not yet be full agreement.

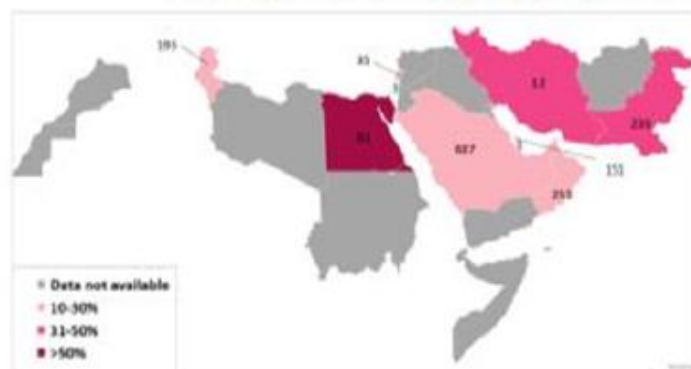
Data Source: World Health Organization
Map Production: Health Statistics and Information Systems (HSI)
World Health Organization



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*National data means data obtained from official sources, but not that data necessarily are representative for the population or country as a whole

AMR in the Eastern Mediterranean Region-GLASS 2017



Carbapenem-resistant *Klebsiella pneumoniae* among blood isolates



Carbapenem-resistant *Acinetobacter baumannii* among blood isolates



Methicillin-resistant *Staphylococcus aureus* among Blood isolates



Colistin-resistant *Klebsiella pneumoniae* among blood isolates



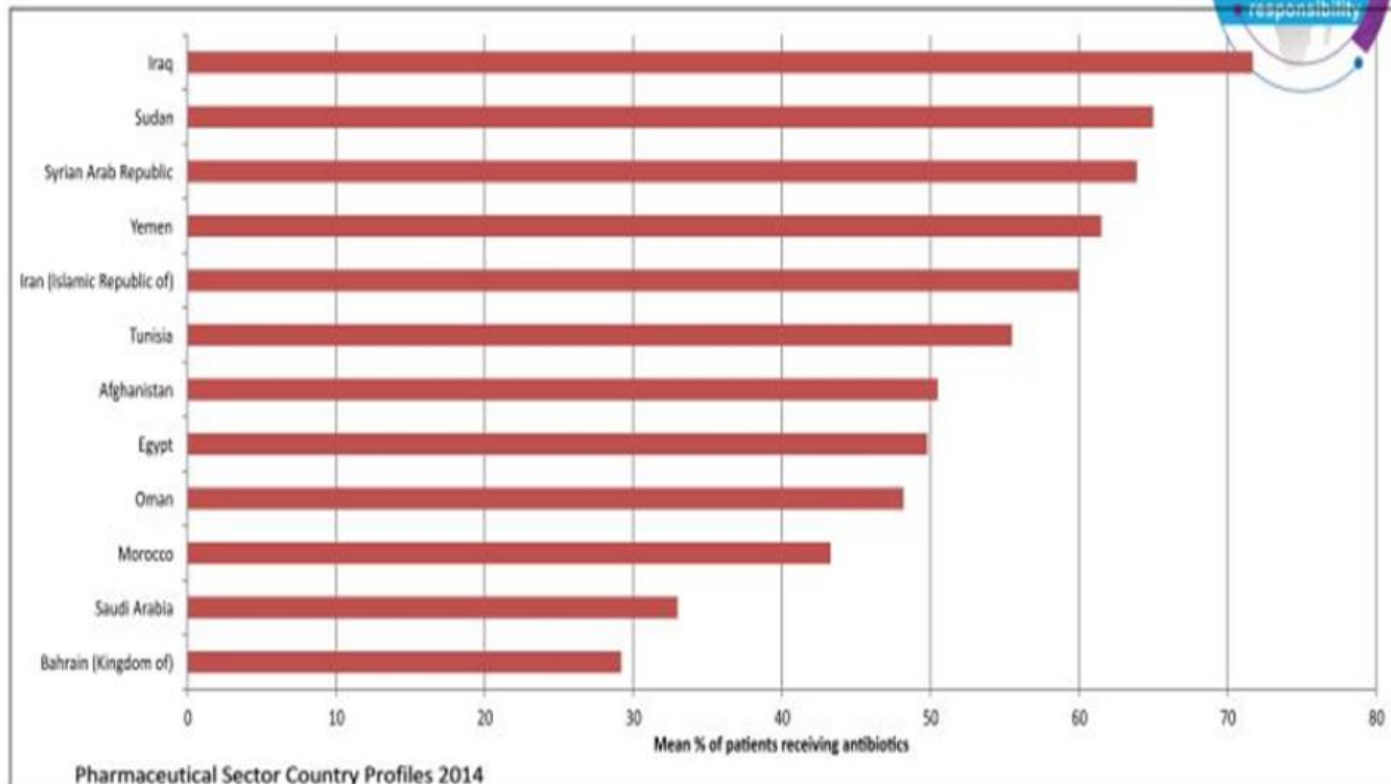
World Health Organization

Regional Office for the Eastern Mediterranean

- CR *Acinetobacter baumannii* is extremely high among EMR countries ranging from 44.6% - 94% (x reporting countries)
- CR *Klebsiella pneumoniae* ranging 12% to 65.5% (x reporting countries)
- Colistin resistant *Klebsiella pneumoniae* varied from 33%-93% (x reporting countries)
- MRSA is ranging from 21%-63% (x reporting countries)



Antibiotic Prescription Practices in EMR Countries



Limited research and Data

Aly and Balkhy *Antimicrobial Resistance and Infection Control* 2012, **1**:26
<http://www.aricjournal.com/content/1/1/26>



ANTIMICROBIAL RESISTANCE &
INFECTION CONTROL

RESEARCH

Open Access

The prevalence of antimicrobial resistance in clinical isolates from Gulf Corporation Council countries

Mahmoud Aly¹ and Hanan H. Balkhy^{1,2,3*}



β -Lactamase Production in Key Gram-Negative Pathogen Isolates from the Arabian Peninsula

Hosam M. Zowawi,^{a,b} Hanan H. Balkhy,^b Timothy R. Walsh,^{a,c} David L. Paterson^a

The University of Queensland, UQ Centre for Clinical Research, Herston, Queensland, Australia^a; King Abdulaziz Medical City, King Saud bin Abdulaziz University for Health Sciences, Riyadh, Saudi Arabia^b; Department of Infection, Immunity and Biochemistry, School of Medicine, Cardiff University, Cardiff, United Kingdom^c

Molecular Characterization of Carbapenemase-Producing *Escherichia coli* and *Klebsiella pneumoniae* in the Countries of the Gulf Cooperation Council: Dominance of OXA-48 and NDM Producers

Hosam M. Zowawi,^{a,b,c} Anna L. Sartor,^a Hanan H. Balkhy,^{b,c} Timothy R. Walsh,^{a,d} Sameera M. Al Johani,^{b,e} Reem Y. AlJindan,^f Mubarak Alfaresi,^{g,h} Emad Ibrahim,ⁱ Amina Al-Jardani,^j Seif Al-Abri,^{c,k} Jameela Al Salman,^{c,l} Ali A. Dashti,^m Abdullah H. Kutbi,^{a,n} Sanmarié Schlegel,^{o,p} Hanna E. Sidjabat,^a David L. Paterson^a

The University of Queensland, UQ Centre for Clinical Research, Herston, Queensland, Australia^a; King Abdulaziz Medical City, King Saud bin Abdulaziz University for Health Sciences, Riyadh, Saudi Arabia^b; CDC Center for Infectious Control, Riyadh, Saudi Arabia^c; Department of Medical Microbiology and Infectious Diseases, School of Medicine,

Molecular Epidemiology of Carbapenem-Resistant *Acinetobacter baumannii* Isolates in the Gulf Cooperation Council States: Dominance of OXA-23-Type Producers

Hosam M. Zowawi,^{a,b,c} Anna L. Sartor,^a Hanna E. Sidjabat,^a Hanan H. Balkhy,^{b,c,d} Timothy R. Walsh,^{a,d} Sameera M. Al Johani,^{b,f} Reem Y. AlJindan,^g Mubarak Alfaresi,^{h,i} Emad Ibrahim,^j Amina Al-Jardani,^k Jameela Al Salman,^{l,c} Ali A. Dashti,^m Khalid Johani,^{n,o} David L. Paterson^a

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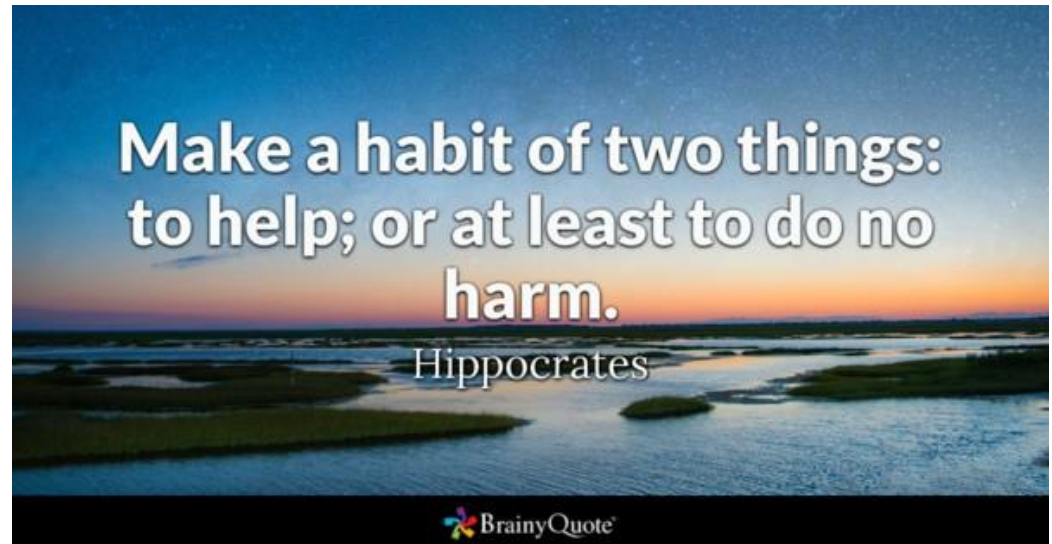
[ice](#)
[a](#)
Rates of central line–associated bloodstream infection in tertiary care hospitals in 3 Arabian gulf countries: 6-year surveillance study

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6 main concepts for antibiotic use in critically ill patients

- Impact on bacterial resistance
- Risk stratification
- Combination
- Drug optimization
- De-escalation
- Duration



Misuse of antibiotics

Underuse

- An antibiotic is not used when it could improve health

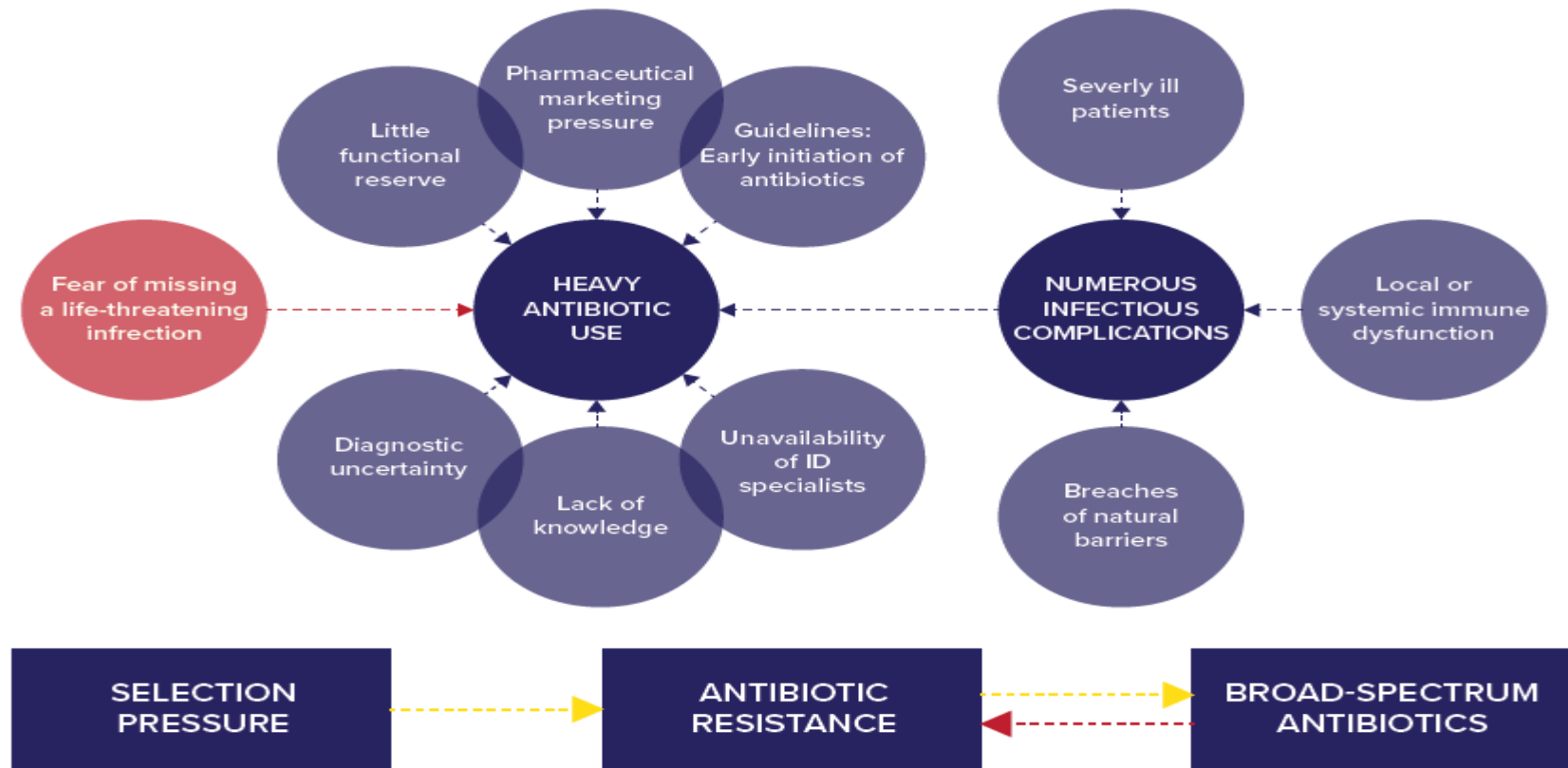
Unnecessary use

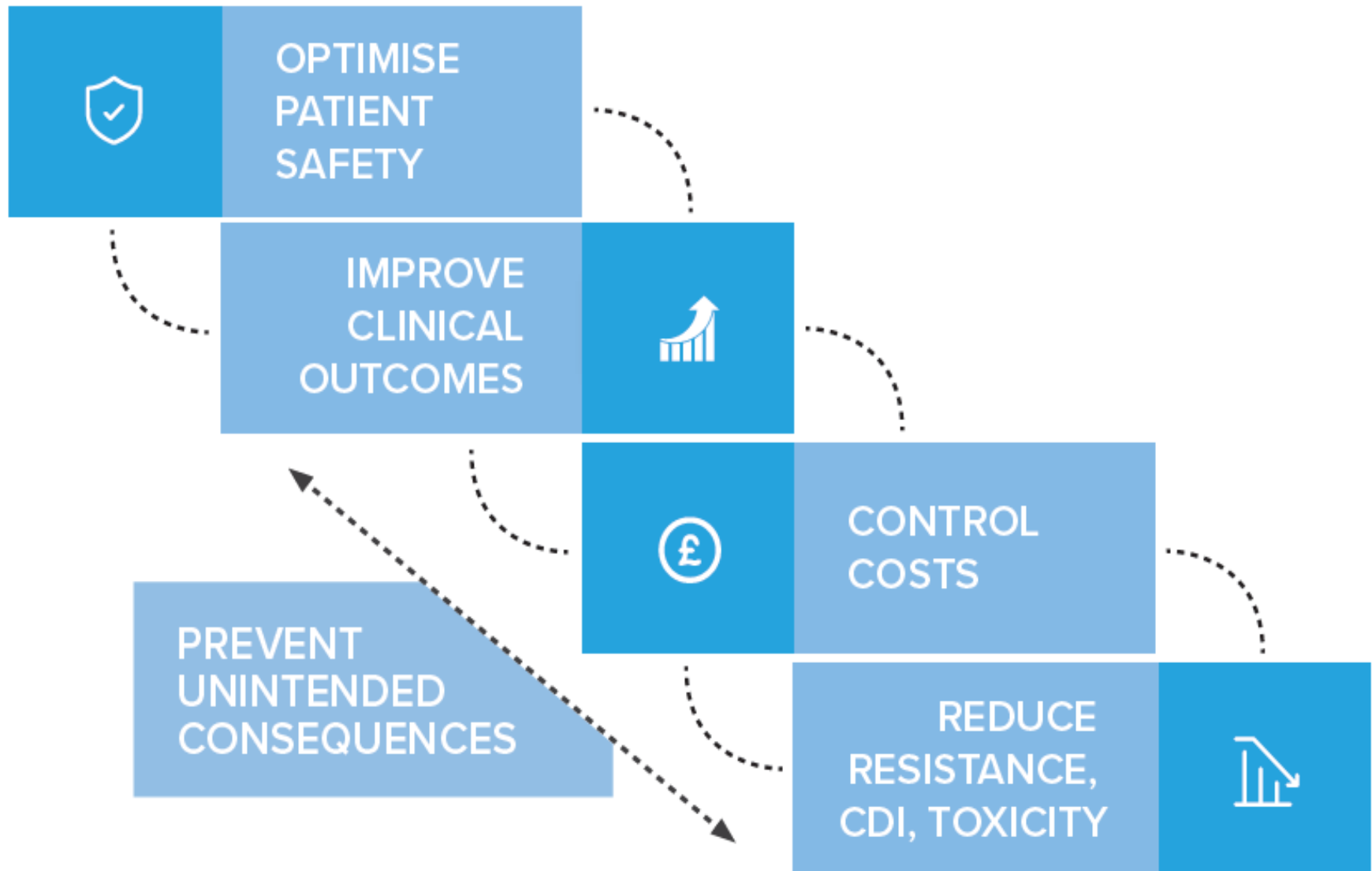
- An antibiotic is not indicated e.g. non bacterial infections

Inappropriate use

- Incorrect timing, choice, dose, route, or duration

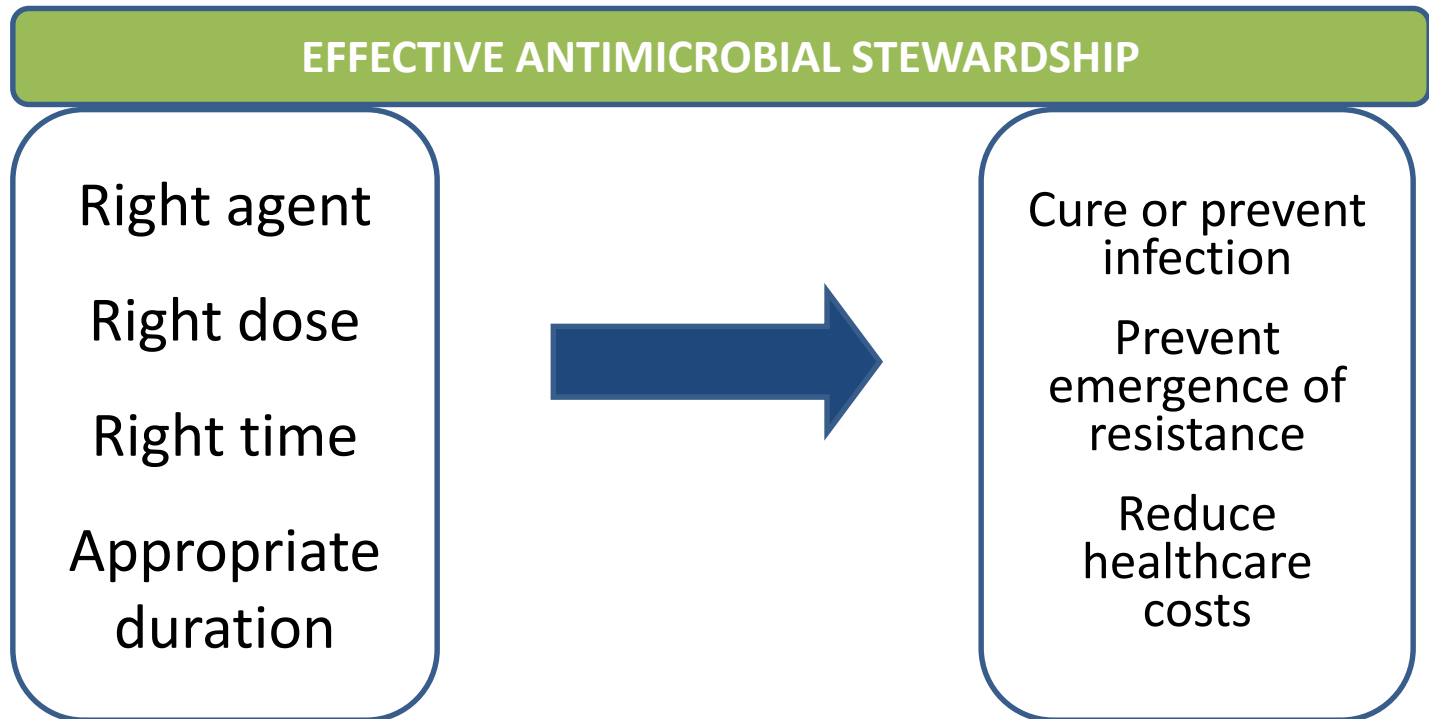
WHAT ARE THE DRIVERS FOR THE USE AND MISUSE OF ANTIBIOTICS?





What are the Goals of Antimicrobial Stewardship?

- Antimicrobial stewardship is an organizational or healthcare system-wide approach to promoting and monitoring judicious use of antimicrobials to preserve their future effectiveness^{1,2}
- Antimicrobial stewardship is a key strategy to overcome resistance by the careful and responsible management of antimicrobial use



- 1. British Society for Antimicrobial Chemotherapy. A Practical Guide to Antimicrobial Stewardship in Hospitals. Available at: <http://bsac.org.uk/news/practical-guide-to-antimicrobial-stewardship-in-hospitals/>. Last accessed September 29, 2015.

Key Components of an Antimicrobial Stewardship Program

- A multidisciplinary antimicrobial stewardship program should include:
 - Infectious diseases physician and pharmacist and other key stakeholders as determined by the institution
 - Policy statement
 - Physician-directed or supervised multidisciplinary program with a minimum of one or more members trained in antimicrobial stewardship
- **Two core strategies were recommended**
 - **Prospective audit with intervention and feedback**
 - **Formulary restriction and authorization**
- Other recommended strategies
 - Education
 - Guidelines and clinical pathways
 - Order forms
 - Streamlining/de-escalation
 - Dose optimization
 - Intravenous-to-oral conversion

“Definition” of *Improvement*

It is NOT...

yelling at people to work harder, faster, or safer

creating order sets or protocols and then failing to monitor their use or effect

traditional Quality Assurance

An Atmosphere for Change

<p>AWARENESS</p> <p>OF THE LOCAL PERFORMANCE GAP</p> <p>Patient</p> <p>Medical Staff</p> <p>Administrative Support</p>	<p>EXPERIENCE</p> <p>WITH SIMILAR IMPROVEMENT EFFORTS</p> <p>Hospitalist Quality Officer</p> <p>Multidisciplinary Team Members</p> <p>Success Stories From Other Institutions</p>
<p>EVIDENCE</p> <p>TO TRANSLATE INTO PRACTICE</p> <p>“Bedside” Teaching</p> <p>Didactic Teaching Sessions</p> <p>Local Expertise in Disease Literature</p>	<p>WORKPLACE CULTURE</p> <p>READY TO ACCEPT CHANGE</p> <p>Task Load</p> <p>Culture of Improvement</p> <p>Culture of Negative Expectations</p>

How best can we achieve these goals?

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



Antimicrobial Stewardship Team

Multidisciplinary Team Approach to Optimizing Clinical Outcomes*



Clin Infect Dis 2007;44:159-177.

*based on local resources

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

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

**One size does
not fit all**



A Concise Set of Structure and Process Indicators to Assess and Compare Antimicrobial Stewardship Programs Among EU and US Hospitals: Results From a Multinational Expert Panel

Lori A. Pollack, MD, MPH;¹ Diamantis Plachouras, MD, PhD;² Ronda Sinkowitz-Cochran, MPH;¹ Heidi Gruhler, MPH;¹ Dominique L. Monnet, PharmD, PhD;² J. Todd Weber, MD;¹ Transatlantic Taskforce on Antimicrobial Resistance (TATFAR) Expert Panel on Stewardship Structure and Process Indicators

Core indicators - Infrastructure

1. Does your facility have a formal antimicrobial stewardship programme accountable for ensuring appropriate antimicrobial use?
2. Does your facility have a formal organizational structure responsible for antimicrobial stewardship (e.g., a multidisciplinary committee focused on appropriate antimicrobial use, pharmacy committee, patient safety committee or other relevant structure)?
3. Is an antimicrobial stewardship team available at your facility (e.g., greater than one staff member supporting clinical decisions to ensure appropriate antimicrobial use)?
4. Is there a physician identified as a leader for antimicrobial stewardship activities at your facility?
5. Is there a pharmacist responsible for ensuring appropriate antimicrobial use at your facility?
6. Does your facility provide any salary support for dedicated time for antimicrobial stewardship activities (e.g., percentage of full-time equivalent (FTE) for ensuring appropriate antimicrobial use)?
7. Does your facility have the IT capability to support the needs of the antimicrobial stewardship activities?

Core indicators - Policy and practice

8. Does your facility have facility-specific treatment recommendations based on local antimicrobial susceptibility to assist with antimicrobial selection for common clinical conditions?
9. Does your facility have a written policy that requires prescribers to document an indication in the medical record or during order entry for all antimicrobial prescriptions?
10. Is it routine practice for specified antimicrobial agents to be approved by a physician or pharmacist in your facility (e.g., pre-authorization)?
11. Is there a formal procedure for a physician, pharmacist, or other staff member to review the appropriateness of an antimicrobial at or after 48 hours from the initial order (post-prescription review)?

Implementing an Antibiotic Stewardship Program: Guidelines by the Infectious Diseases Society of America and the Society for Healthcare Epidemiology of America

Tamar F. Barlam,^{1,a} Sara E. Cosgrove,^{2,a} Lilian M. Abbo,³ Conan MacDougall,⁴ Audrey N. Schuetz,⁵ Edward J. Septimus,⁶ Arjun Srinivasan,⁷ Timothy H. Dellit,⁸ Yngve T. Falck-Ytter,⁹ Neil O. Fishman,¹⁰ Cindy W. Hamilton,¹¹ Timothy C. Jenkins,¹² Pamela A. Lipsett,¹³ Preeti N. Malani,¹⁴ Larissa S. May,¹⁵ Gregory J. Moran,¹⁶ Melinda M. Neuhauser,¹⁷ Jason G. Newland,¹⁸ Christopher A. Ohl,¹⁹ Matthew H. Samore,²⁰ Susan K. Seo,²¹ and Kavita K. Trivedi²²

Goal of the 2016 guidelines

- Provide a guideline that diverse stakeholders find useful
- More detailed, implementation-oriented focus compared with prior guidelines
- Expand scope
 - e.g. pharmacologic optimization, the role of microbiology-relevant interventions, and metrics by which to assess programs
 - Reference special populations, settings
- Use the GRADE system to rank the guideline's recommendations and the level of evidence

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 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**).
- **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 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**).

Select examples continued

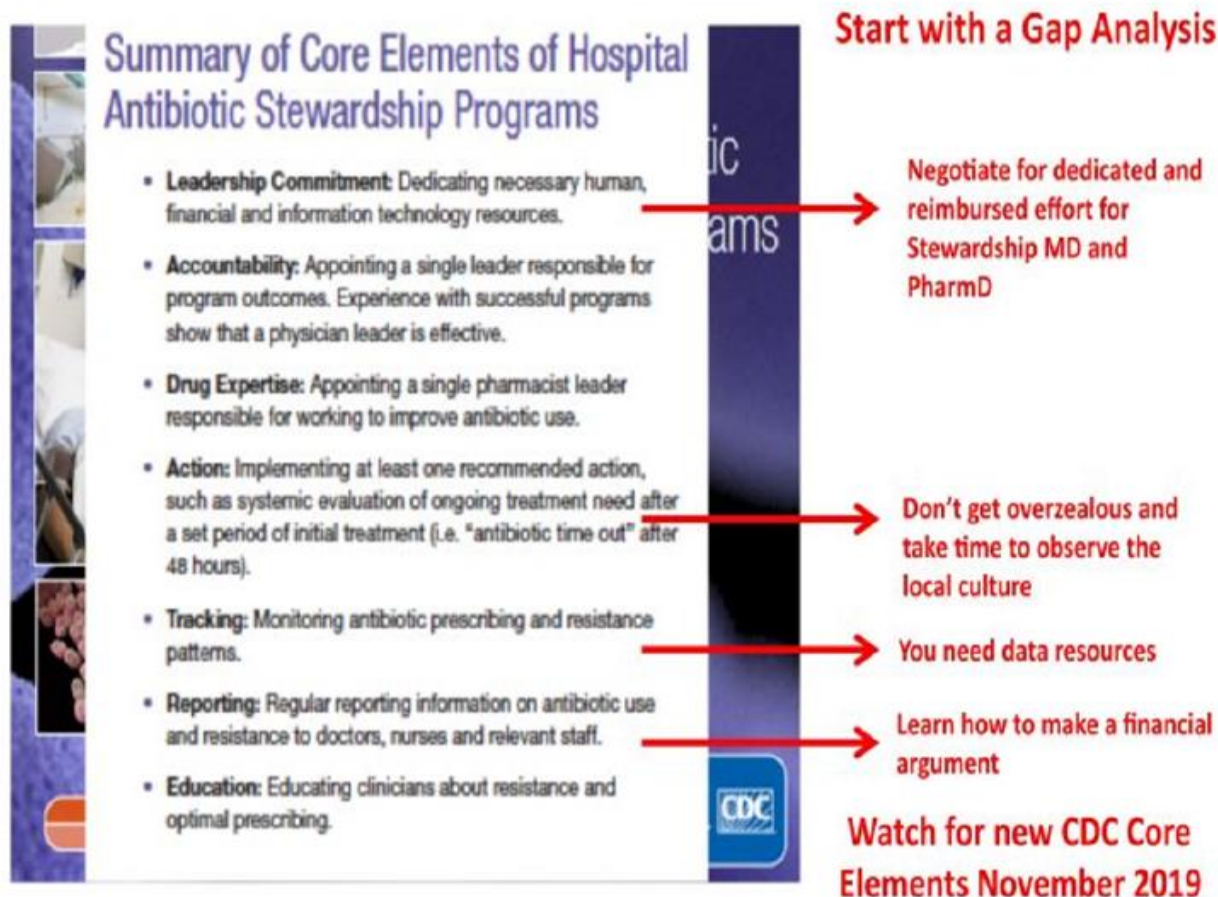
- Should ASPs Develop and Implement Facility-Specific Clinical Practice Guidelines for Common Infectious Diseases Syndromes to Improve Antibiotic Utilization and Patient Outcomes?
We suggest ASPs develop facility-specific clinical practice guidelines coupled with a dissemination and implementation strategy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

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.

So how to start

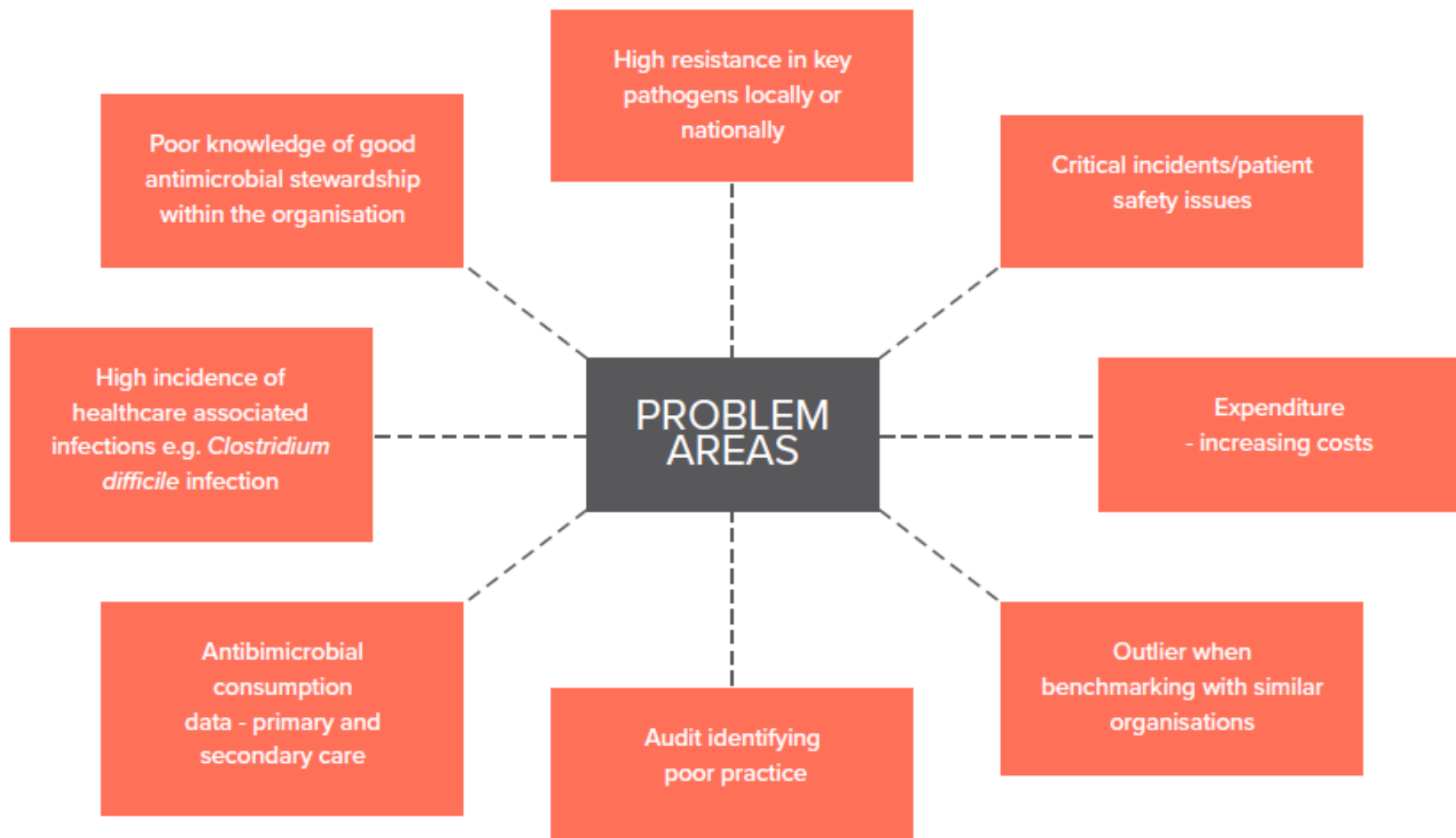


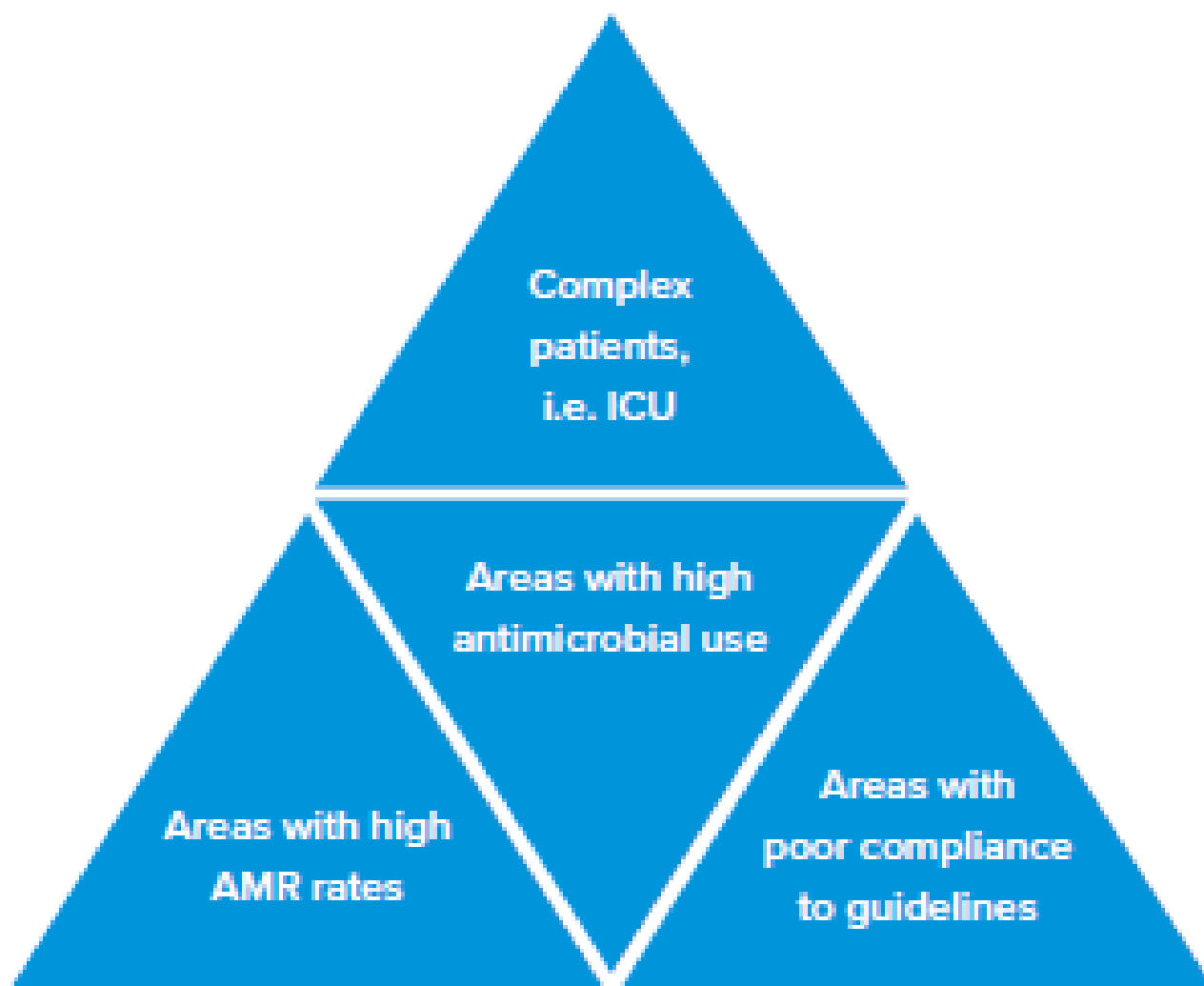
<https://www.cdc.gov/antibiotic-use/core-elements/hospital.html>



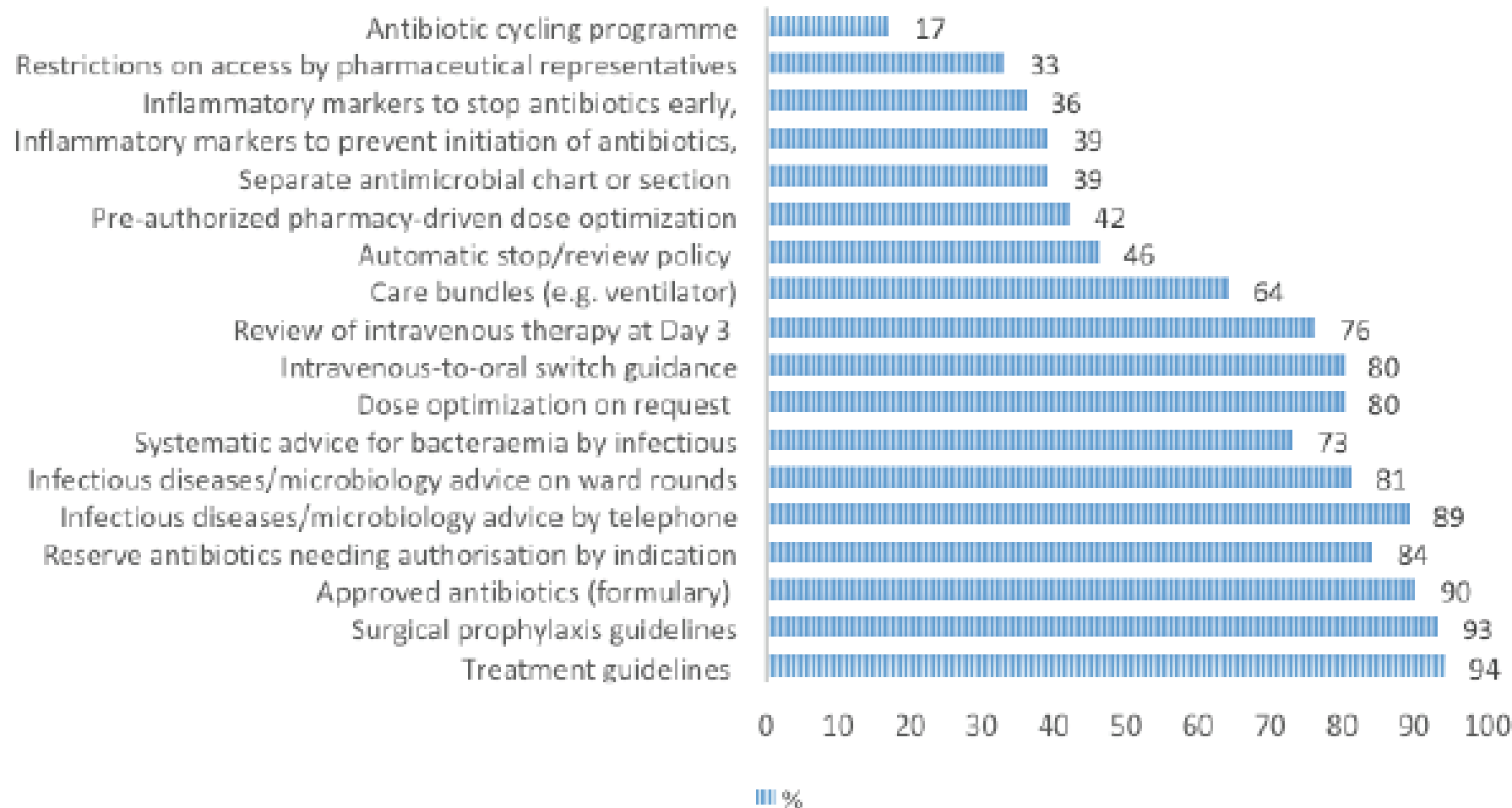
FIGURE 1

Proposed approach for implementing a successful ASP within an organisation





Suggested priority areas for targeting ASP



Results of a global survey on types of AMS interventions employed as part of an ASP

Manpower

Essential Resources and Strategies for Antibiotic Stewardship Programs in the Acute Care Setting

Sarah B. Doernberg,¹ Lilian M. Abbo,² Steven D. Burdette,³ Neil O. Fishman,⁴ Edward L. Goodman,⁵ Gary R. Kravitz,⁶ James E. Leggett,⁷ Rebekah W. Moehring,⁸ Jason G. Newland,⁹ Philip A. Robinson,¹⁰ Emily S. Spivak,¹¹ Pranita D. Tamma,¹² and Henry F. Chambers¹

Table 6. Minimal Full-time Equivalent Support Recommended by Bed Size

Variable	Bed Size			
	100–300	301–500	501–1000	>1000
Pharmacist	1.0	1.2	2.0	3.0
Physician	0.4	0.4	0.6	1.0
Total	1.4	1.6	2.6	4.0

For hospitals with <100 beds, there were limited data to make recommendations.

Communications

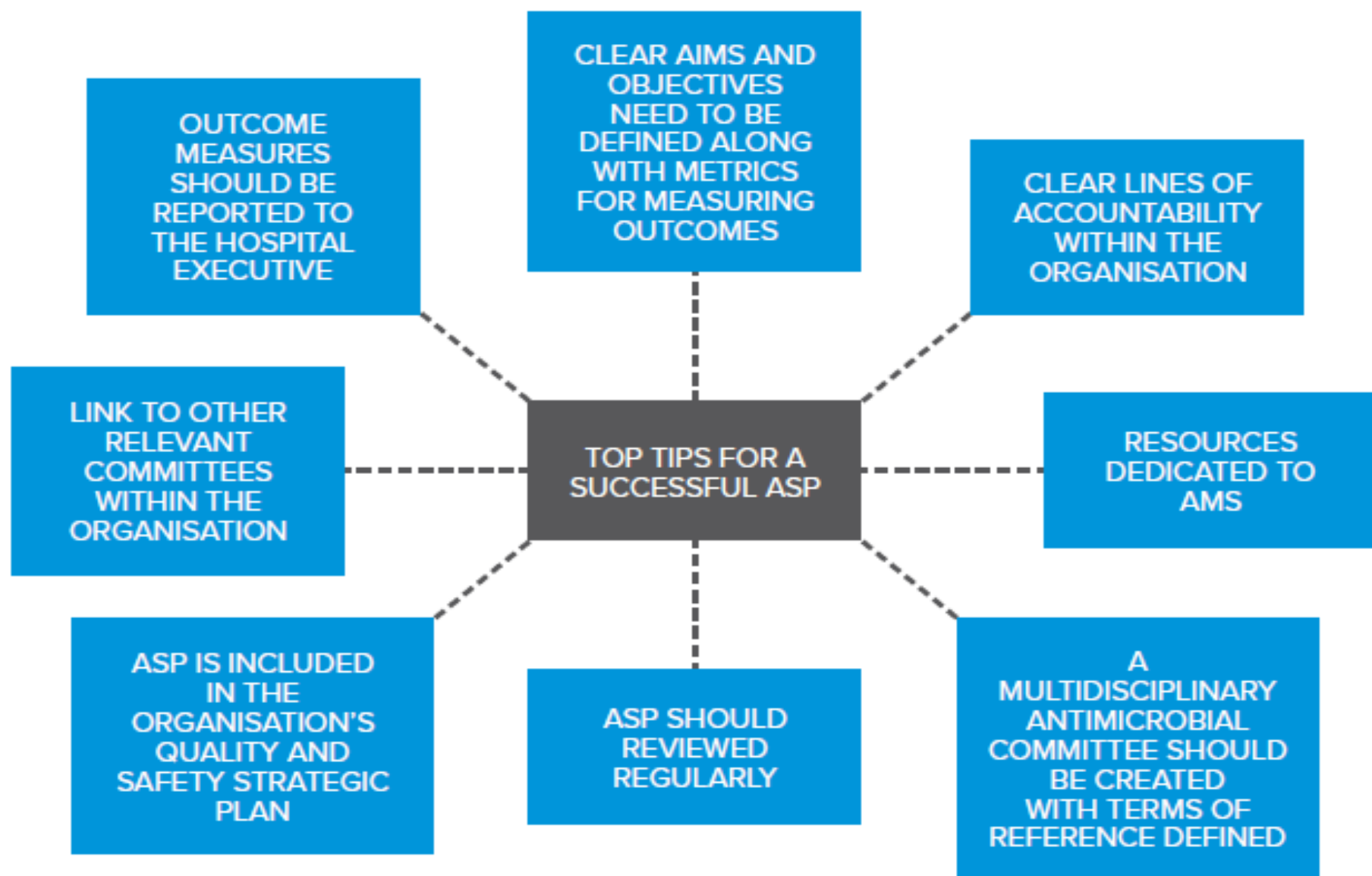
Actions and How We Communicate Matters ...

- Be Flexible and Show Your Face
- Don't Take Yourself Too Seriously
- Admit Mistakes
- Slow and Steady
- Participate in Day to Day Tasks if You're an MD
- Don't hide behind a computer or closed door

PROPOSED COMMUNICATION ROUTES

- Posters in clinical areas / staffrooms
- Use of hospital intranet
- Organisational newsletter
- AMS newsletter
- Hospital-wide email
- Notifications via electronic prescribing programme or app
- Discussion at relevant hospital committees
- Screensaver / background on computers within the organisation
- Email to divisional leads for dissemination in clinical areas
- Social media

Suggested communication routes which may be used within an ASP



HOW DO I ASSESS THE EFFECTIVENESS OF AN ANTIMICROBIAL STEWARDSHIP PROGRAMME?

There are many ways to assess the effectiveness of an ASP, including:

- Audit of compliance with guidelines
- Audit documentation – e.g. indication, stop/review date, 48-72 hour review
- Audit time to 1st dose of antibiotic in sepsis
- Monitor antibiotic consumption data, including benchmarking to similar institutions
- Monitor antibiotic expenditure data
- Monitor stewardship interventions and acceptance rates
- Review adverse events in relation to antimicrobials

Defined outcome measures should be defined as part of an organizations ASP strategy.

Measurement

Clinical

- Length of stay
- Clinical cure/failure rates
- Readmission rates (30 days)
- Resistance rates
- Infection-related mortality
- *C. Difficile* infections

Process

- Dose optimization
- Adherence to hospital specific guidelines
- Appropriate de-escalation/streamlining
- Appropriateness of therapy
- Cultures before antibiotics

Outcomes

Humanistic

- Adverse drug events avoided
- Time to receipt of appropriate antimicrobials
- Duration of antimicrobial therapy
- IV/PO conversion rates
- Outpatient intravenous therapy rates

Economic

- Antimicrobial utilization (DDD or DOT)
- Hospital wide antimicrobial expenditures
- Relative consumption
- Rate of intravenous antimicrobial use
- Nonformulary agents avoided

DDD=Defined daily dose

DOT=Days of therapy

Suggested Measures

Measurement Area	Measure
Antibiotic consumption	<ul style="list-style-type: none"> • Days of therapy (DOT) per 1,000 patient days—overall and for specific agents or groups of agents • Defined daily dose (DDD) per 1,000 patient days (if DOT not available) • Standardized Antibiotic Administration Ratio*
Process measures	<ul style="list-style-type: none"> • Provision of indication with each antibiotic start • Percentage of cases where therapy is appropriate (especially for serious infections, such as sepsis) • Appropriate Treatment of Methicillin-Sensitive Staphylococcus aureus (MSSA) Bacteremia • Frequency at which de-escalation occurs • Timely cessation of antibiotics given for surgical prophylaxis • Antibiotics not prescribed to treat asymptomatic bacteria • Appropriate cultures obtained before starting antibiotics • Adherence to hospital-specific guidelines • Acceptance of ASP recommendations • Frequency of performance of antibiotic time outs or reviews • Timely administration of appropriate antibiotics in cases of suspected sepsis

Suggested Measures continued

Measurement Area	Measure
Outcome measures	<ul style="list-style-type: none">• Length of stay• Cure of infection• Risk-adjusted mortality• Hospital readmissions for select infections• Hospital-onset <i>C. difficile</i> infections*• Adverse drug reactions (number/percentage/rate)• Antimicrobial resistance- focusing on hospital onset cases would most likely best reflect the impact of ASPs• Provider-level measures if available (e.g., treatment of <i>S. aureus</i> and bloodstream infections)
Financial	<ul style="list-style-type: none">• Antibiotic cost per patient day• Antibiotic cost per admission• Total hospital cost per admission

*NQF-endorsed measure

Multiple metrics are not interchangeable.

Prescriptions per 1000 population per year

- Useful for monitoring trends
- Target public health interventions

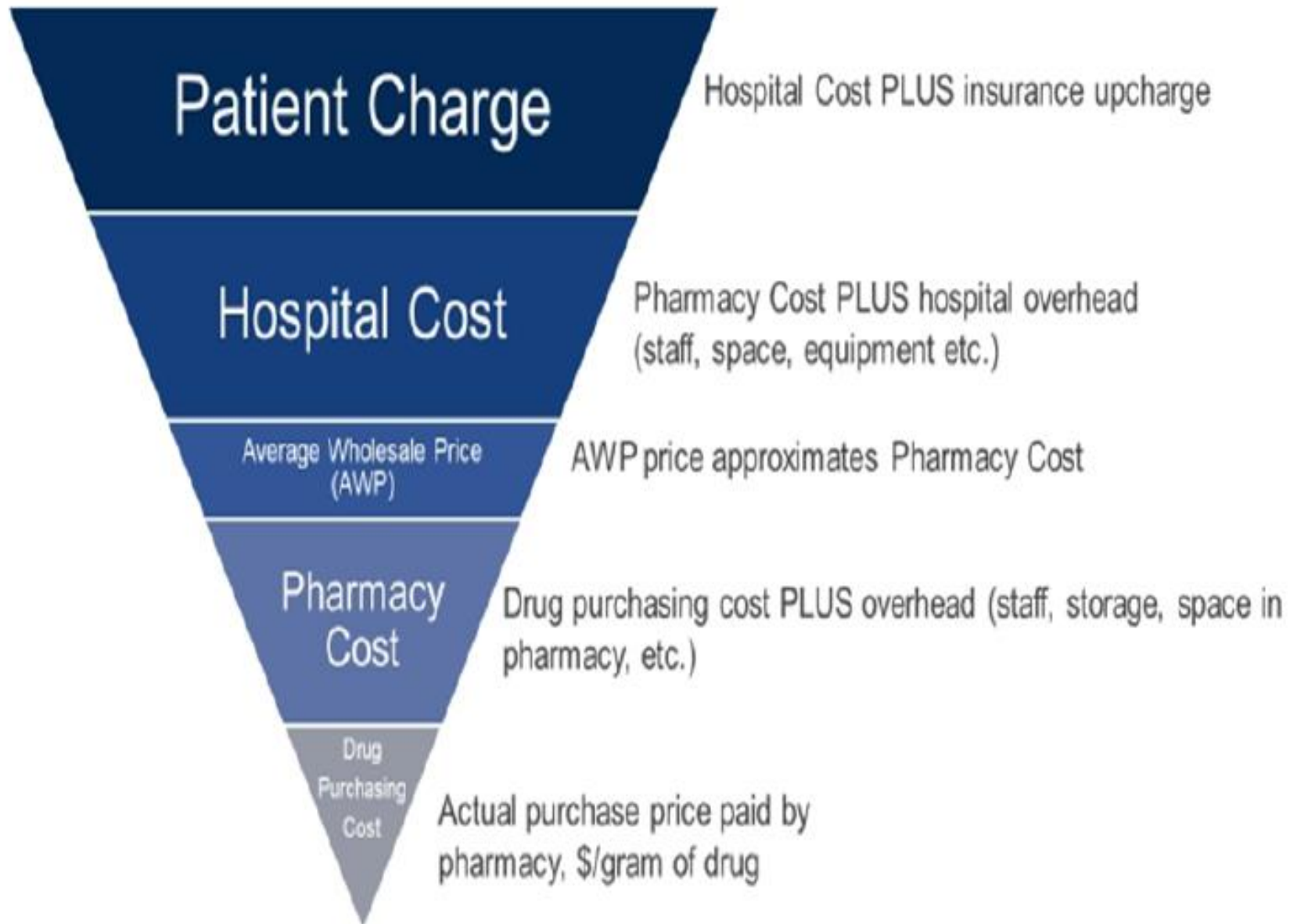
DOTs per 1000 population per day

- Additional information for interventions
- Minimum effective duration

DDDs per 1000 population per day

- Estimate for international comparison

EVALUATION OF DRUG COST



The Role of Pharmacists



#1

Patient care



#2

Educator



#3

Research



#4

Rapid diagnostic tests



#5

Drug therapy
expert



#6

Patient Safety



#7

Quality-care



#8

Advocacy

CLINICAL PRACTICE: Ellie J. C. Goldstein, Section Editor

The Critical Role of the Staff Nurse in Antimicrobial Stewardship—Unrecognized, but Already There

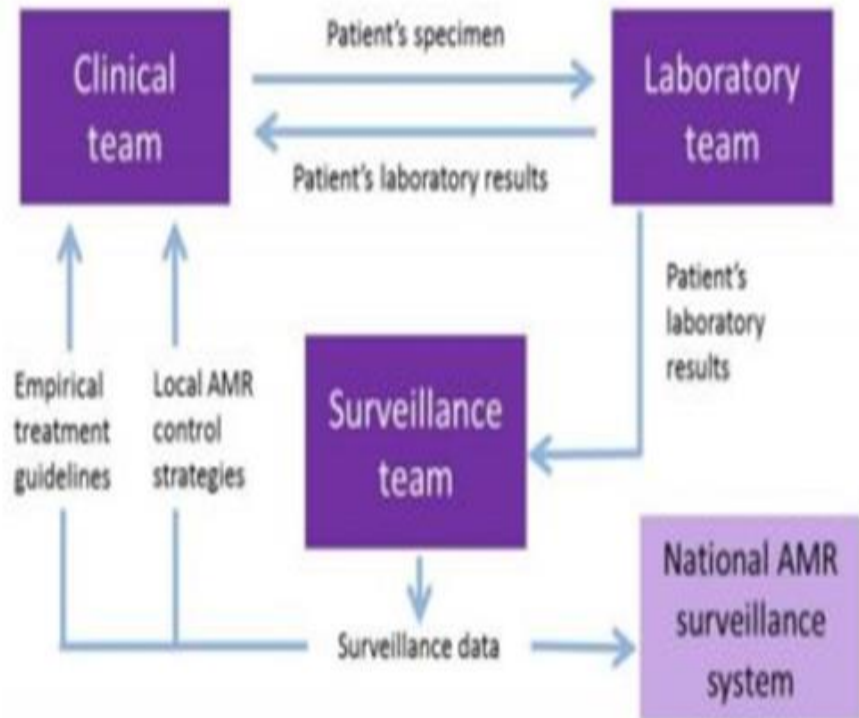
Richard N. Olans,¹ Rita D. Olans,² and Alfred DeMaria Jr³

- Allergy History
- Culture Acquisition
- Microbiology Results
- Antibiotic “Time Outs”
- Adverse Events
- Medication Reconciliation
- Drug Therapeutics
- IV to PO Transition
- Patient Education
- Provider Communication
- Device Management
- Preventing *C. difficile*

Diagnostic Stewardship

- Integral part of ASP:
 - Patient management guided by timely microbiological data to deliver safer and more effective and efficient patient care; and
 - Accurate and representative AMR surveillance data to inform treatment guidelines, and AMR control strategies

Figure 1: Relationship between individual care and surveillance data




“Blind spot” of Stewardship: Antibiotic Overuse at Discharge

- ❑ What is driving this?
- ❑ What are the most common syndromes?
 - UTI
 - CAP
 - SSTI
 - *I would add bone/joint, endovascular (OPAT)*
- ❑ What guidelines/literature can serve as a roadmap?
- ❑ Practical strategies for improving antibiotic management at discharge?

Original Article

Total duration of antimicrobial therapy resulting from inpatient hospitalization

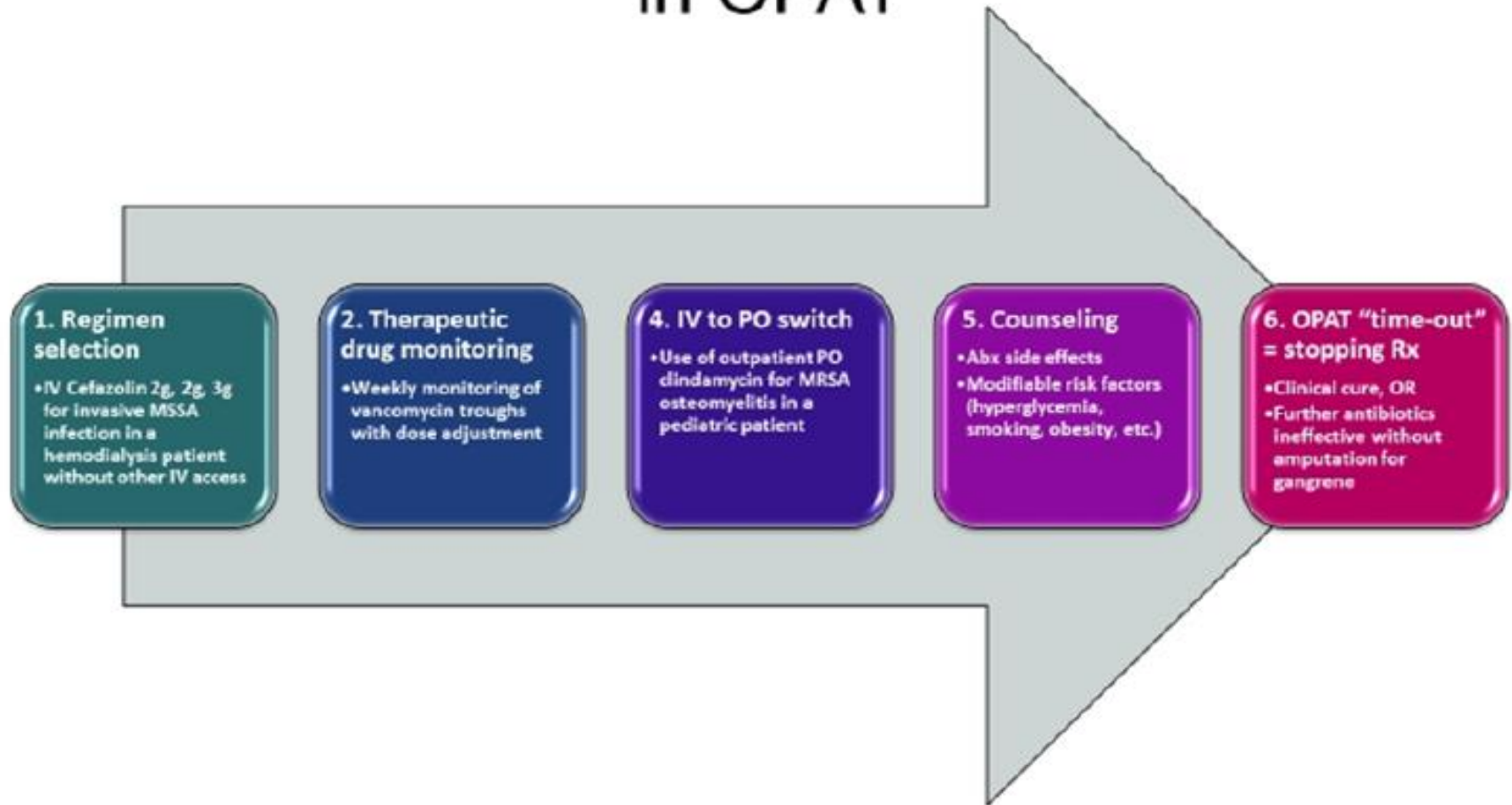
April P. Dyer PharmD, MBA, MSCR^{1,2} , Elizabeth Dodds Ashley PharmD, MHS^{1,2}, Deverick J. Anderson MD, MPH^{1,2}, Christina Sarubbi PharmD^{1,4}, Rebekah Wrenn PharmD^{1,4}, Lauri A. Hicks DO³, Arjun Srinivasan MD³ and Rebekah W. Moehring MD, MPH^{1,2}

- Electronic data capture of post-discharge LOT from 3 hospitals
- >45K inpatient admissions, 51% received antimicrobials, **electronic discharge prescriptions 16%**
 - Post-discharge LOT median 8 days (1-360)
 - 38% of total exposure days
- *Challenge to capture all electronic discharge scripts and durations (esp. if system bypassed)*

Discharge Best Practices

- ✓ Establish institutional guidelines with evidence-based, shortest effective durations
 - “shorter is better”
- ✓ Education
- ✓ Discharge audit/feedback
- ✓ Integrate data to capture both inpatient DOT and discharge prescriptions
- ✓ Document appropriately to reduce excess duration at d/c (especially ID consultants)

Continuum of Stewardship Activities in OPAT



IV to PO – Benefits

- ↓ LOS^{1, 3, 5, 6}
- ↑ early ambulation, patient comfort
- ↓ Antibiotic duration¹
- ↓ 30-day readmission¹
- ↓ *C. difficile* rates¹
- ↓ Cost^{2, 3, 6, 7}
- ↓ Incidence of line infections⁴
- ↓ Nursing workload



¹ Kurtzalski KE et al. *Clin Ther* 2016;38:1759-8

² Davis SL et al. *Clin Infect Dis* 2005;41:136-143

³ Onidvari K et al. *Respir Med* 1998;92:1092-9

⁴ Izling RB et al. *J Antimicrob Chemother* 1998;42:107-11

⁵ Park SM et al. *Infect Chemother* 2017;31-7

⁶ Kusi K, et al. *Am J Health Syst Pharm* 2001;58:2109-15

⁷ Faldutsky A et al. *Am J Med* 1991;91:662-70

OVIVA – Results

**Oral therapy was noninferior even
in the “worst-case” scenario**

Outcome of interest	IV	PO
Treatment failure within 1 year	14.6%	13.2%
Early discontinuation of treatment	99/523 (18.9%)	67/523 (12.8%)
Patient preference	3.6%	0.9%
Possible or probably recurrence	0.2%	2.8%
At least one serious adverse event	27.7%	26.2%
Antibiotic-related serious adverse event	13.6%	6.7%
<i>C. difficile</i> infection	1.7%	1%
Duration of therapy (median, days)	78	71
Hospital length of stay (median, days)	14	11
Oxford Knee Score	Improved patient-reported outcome P=0.04 at Day 120 and 365 favoring PO therapy	

And Maybe Now...

Partial Oral versus Intravenous Antibiotic Treatment of Endocarditis (POET Study)

- **Can patients with left sided endocarditis be transitioned to oral antibiotics once stable?**
- Multicenter RCT in Denmark (400 patients)
- All patients received intravenous (iv) for 10 days
- 199 continue IV, 201 switch to oral
- Outcome: composite of all cause mortality, unplanned cardiac surgery, relapsed bacteremia, embolic events (follow-up 6 months after treatment)
- Micro: Streptococcus 49%, Enterococcus 22%, MSSA 22%, Other 7% (NO MRSA)
- Results: 24 (12.1%) IV group met primary outcome vs. 18 (9.0%) oral group (95% CI, -3.4 to 9.6; P=0.40)

Any light at the end of the tunnel

The solution

What to do

Our work

Antibiotic management team

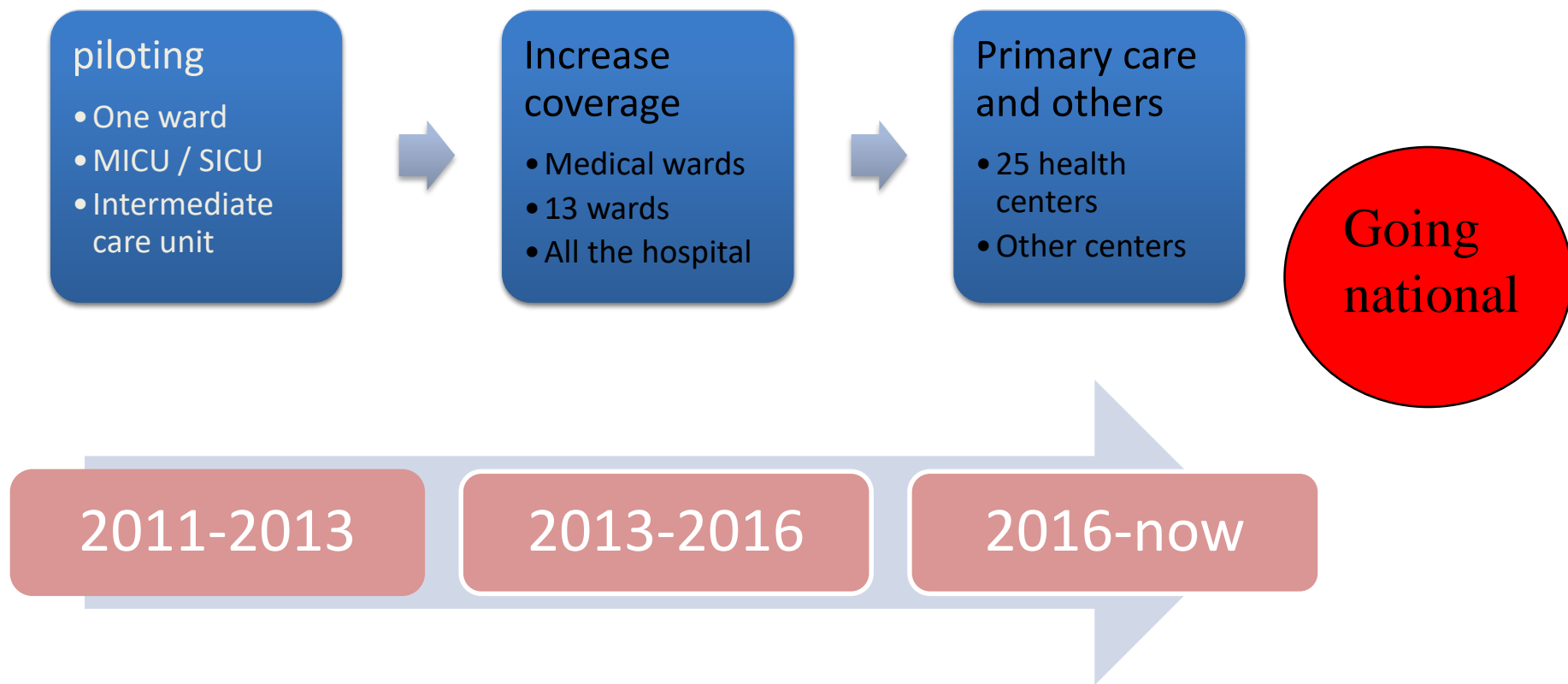
- It was started Since 2010 in SMC :
- MOH covers 80% of the health services in Bahrain
- Multidisciplinary team (we started with 3 members – reaching 16)
- The stakeholders:
 - Infectious diseases specialists
 - Microbiologist
 - Infectious disease and medical Residents
 - Pharmacy
 - Infection control
 - Administration:
 - The main amitotic committee
 - - other sub specialities : surgeon and general medicine as they will be the advocate for the best use of antibiotics



The process

- 1. Planning
- 2. Piloting
- 3. Dissemination
- 4. Monitoring : daily

Now covering :
1200 beds: number of inpatients seen 8000
28 health centers
7 other centers .



Sustainability

The most important outcomes and results:

1. education and awareness

- 1. large number of educational session , workshops structured for each category
- Special training for each category
Different levels and languages (a lot of requests)
 - Secondary care
 - Primary care: The proper Utilization of Antibiotic in outpatient settings
 - Allied health
 - Pharmacists
 - Public :
- 2. two major conference in the filed of infectious disease
- 3. educational materials

2. The forms

Kingdom of Bahrain
Ministry Of Health
Salmaniya Medical Complex
Antibiotics Approval Form



CPR: _____ Date: _____
Name: _____
Sex: _____ Ward: _____
Age: _____ Nat: _____
(Affix patient identification sticker here)

The Antibiotics that need approval

Name	1-	2-	3-	4-
Dose				
Route of administration (Oral – I.V – I.M)				
Duration				
Justification				

Recent Culture & sensitivity result

Blood	DTA
Urine	OTHERS

Dose the patient need more than 7 day antibiotics? If yes, Justify _____
Dose the patient on more than 3 antibiotics? If yes Justify _____

Attending physician

Name	
Signature	
Date	

ID Approval

Approved	Yes <input type="checkbox"/> NO <input type="checkbox"/> Justification: _____
Needs of follow-up	Yes <input type="checkbox"/> NO <input type="checkbox"/>
Recommendations	

Ministry of Health
Antibiotic Management Program
Date of Admission: 1/2/15
Chronic Medical Problems
MVB / AF / HF / HTA
Reason: Diagnosed

Microbiology:-

Type of Culture	Date	Result
Blood x2	3/2	
Stool	3/2	
Urethrogram	1/2	Impregn - 1x

Antibiotic	Dose	Start Date
Mevp	1g b.i.d	1/2/2015
Klacid	200mg b.i.d	1/2/2015
Tamiflu	150mg b.i.d	1/2/2015

Date	Recommendation
8/2	AG-bw exhibited TAMIFLU total 5 dec Dic Mevp / Switch. total Abx - 10 days

3. The number of the researches in the field

First stage : the evaluation of the situation

iMedPub Journals
http://journals.imed.pub

THE INTERNATIONAL
OF ANTIMICROBIAL



JACOBS
PUBLISHERS



Patterns of antibiotic prescription and appropriateness in emergency room in a tertiary care hospital in Bahrain

Jacobs Journal of Emergency Medicine

Clinical Research

Appropriateness of Antibiotic Prescription for Upper Respiratory Tract Infections in Emergency Department in Bahrain

Jarr

Fat

Bahrain Medical Bulletin, Vol. 39, No. 1, March 2017

Antibiotic Appropriateness for Urinary Tract Infection in the Emergency Room

Jameela Al Salman, American Board* Sugra Sayed Alawi, Arab Board, MD**
Ebtihal Yusuf Alyusuf, Arab Board, MD***

Background: Urinary Tract Infections (UTI) are a common cause of emergency room (ER) visits and antibiotic misuse.

Objective: To evaluate the characteristics of UTI attending ER and to assess antibiotic prescription and inappropriate treatment implications.

Design: A Prospective Study.

Setting: Salmaniya Medical Complex, Bahrain.

Method: Patients aged more than 14 years who presented to the ER with UTI from 1 July 2014 to 31 July 2014 were reviewed. Data was obtained from patients' emergency records and classified according to the type of UTI as complicated, uncomplicated or UTI in pregnancy. Antibiotic treatment was considered appropriate if it followed the Local or International Guidelines.

Result: A total of 239 patients were included in the study; 83 (34.7%) were males, 75 (31.4%) were pregnant females and 81 (33.9%) were non-pregnant females, the mean age was 37.56 years. One hundred forty-five (60.7%) patients had complicated UTI. The most prescribed antibiotics were cefuroxime and ciprofloxacin. Seventy-two (30.1%) of inappropriate antibiotics prescription were mostly due to improper duration.

Inappropriate antibiotic treatment was significantly more common among males, 43 (17.9%) P-value <0.001; complicated UTI were 63 (26.4%), P-value <0.001. One hundred thirty-three (55.6%) prescriptions were written by emergency doctors, P-value <0.001. There was no

Bahrain Medical Bulletin, Vol. 34, No.4, December 2012

Trends of Empiric Antibiotic Usage in an Accident and Emergency Department in a Secondary Care Hospital

Jameela Al Salman, MD* Aysha Husain, MD** Muneer Mahdi, MD**

Background: Several strategies to optimize the use of antibiotics have been developed. Most of these interventions can be classified as educational or restrictive. Restrictive measures are considered to be more effective, but the enforcement of these measures may be difficult and may lead to conflicts with prescribers. Any intervention should be aimed at targets with the highest impact on antibiotic prescribing¹.

Objective: To evaluate the current practices of prescribing antibiotics at the time of admission and to assess the adequacy of empiric antibiotic use and to identify risk factors for inadequate treatment and targets for intervention.

Design: A prospective observational study.

Setting: Salmaniya Medical Complex.

Method: From November 2007 to March 2008, patients admitted in the medical department through the emergency and who received antibiotic therapy within 24 hours were included. Antibiotic therapy was considered adequate if the spectrum of coverage, dose, application mode and duration of therapy were appropriate according to local recommendations or published international guidelines.

Infection among renal transplant patients in the Kingdom of Bahrain: A ten year retrospective study (2004-2014)

Jameela Al Salman¹,
Rawan Al Agha²,
Amani Al Arrayedh²,
D Ahmed Radhi²,
Maraym Al Alawi²,
Abeer Khalaf²,
Zainab Ebrahim²

¹ Infectious Disease Consultant,
Chairperson of Internal Medicine
Department, Salmaniya Medical
Complex, Manama/ Bahrain P.O.
Box 12

² Resident in Internal Medicine

Abstract

Objective: Kidney transplantation can be associated with complications encountered during or after operation. Graft survival



Cochrane Journal of Emergency Medicine

of Antibiotic Prescription for Upper Respiratory Tract Infections Department in Bahrain

Aljia Farookh¹, Sughra Alawi², Ebtihal Alyusuf², Eman Albasri², Shurooq Almarzooq²,
Alahmed², Zahra Ali², Rawdha Fardan², Khatoon Alzaimoor²

¹ Resident, Chairperson of Internal Medicine Department, Salmaniya Medical Complex, Bahrain
² Resident, Salmaniya Medical Complex, Bahrain

Jameela Al Salman, Infectious Disease Consultant, Chairperson of Internal Medicine Department,
Postbox 32530, ISRA town, Bahrain, Tel: +973 36515138; Email: jsalman@health.gov.bh;

Bahrain Medical Bulletin, Vol. 36, No. 1, March 2014

Antibiotics Surveillance in Pediatrics In-Patients, a Point Prevalence Comparative Study between Kingdom of Bahrain and the European Union

Jameela Al Salman, MD* Rawan Al Agha, MD**

ABSTRACT

Objective: To determine the variation in drug, dose and indications of antimicrobial prescription in children admitted in the hospital and compare the results with the European countries.

Design: Point Prevalence Survey (PPS)

Al Salman J, et al., J Infect Non Infect Dis 2015, 1: 007



HSOA Journal of Infectious and Non Infectious Diseases

Research Article

Community Acquired Pneumonia in the Kingdom of Bahrain

Jameela Al Salman^{1*}, Rawan Al Agha², Zainab Al Tajer²,
Fatema Ali², Hind Al Junaid² and Maryam Omran²

¹Infectious Disease Consultant, Salmaniya Medical Complex, Manama,
Kingdom of Bahrain

²Internal Medicine, Salmaniya Medical Complex, Manama, Kingdom of
Bahrain

Keywords: Antibiotics; Infections; Pneumonia

Introduction

Community Acquired Pneumonia (CAP) is infection of the lung parenchyma acquired in the community in contrast to hospital acquired infection and a third group known as health care associated pneumonia. CAP is a leading cause of mortality and morbidity in the community particularly in elderly population, those with multiple co-morbidities and immunocompromised [1]. It affects 450 million people globally per year and results in 4 million deaths yearly [2]. The advances in antibiotic therapy and vaccines has improved survival in the 20th century after being regarded the "the captain of men death" in the 19th century [2]. The approach to patients with suspecting CAP begins with clinical evaluation combined with chest radiograph. The presence of a consolidation of or an infiltrate on any form of chest imaging is considered the gold standard in diagnosing pneumonia with the support of clinical evaluation and microbiological investigation(s) [1]. Pneumonia is caused mostly by bacteria and viruses and less commonly by fungal and parasite. Many strains are identified, but only few which are mainly responsible for the majority of the cases. In addition, mixed infection with bacteria and viruses are identified in 45% in children and 15% in adults. Approximately more than 50% of cases no

Abstract

Community acquired pneumonia is a major health problem, it has always been. It is one of the major causes for mortality and morbidity among all age groups. A retrospective study done in the Kingdom of Bahrain about the incidence, type of pathogens, treatment and outcome of patients admitted between the periods of 1st of October 2013 till the 31st of March 2014 with the admission diagnosis of pneumonia. A total 159 patients were enrolled without any

5. Antibiotic Guidelines

Kingdom of Bahrain

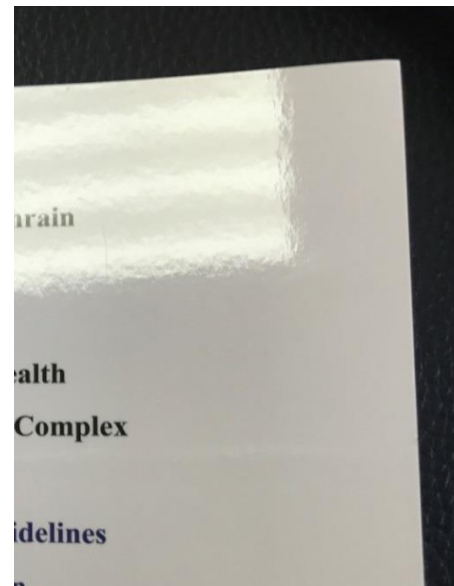
Ministry OF Health

Salmaniya Medical Complex

Antimicrobial Guidelines

Second Edition

2016



Prepared, Reviewed and approved by: The Antibiotic committee

December 2016,

Ministry of health

All rights are reserved.

The guidelines were developed based on the international guidelines and/or local expert opinions



6. The software




SMC
Antibiotics Committee
SMC antibiotics Consumption Calculator ver - 1.0

		Product name	Grams per unit dose	Nr of unit doses per package	Name of Antibacterial	ATC code	Adm Route	DDD (WHO 2006) U	
	J01A - Tetracycline				Doxycycline	J01AA02	IV	0 gm	
J01C - Beta lactam penicillin	J01CA - Penicillin with extended spectrum		0.5	50	Ampicillin	J01CA01	IV	2 gm	
					Amoxicillin	J01CA04	IV	1 gm	
			4	12	Pipercillin	J01CA12	IV	14 gm	
	J01CF - Betalactam resistant penicillin				Dicloxacillin	J01CF01	IV	2 gm	
			0.25	5	Cloxacillin	J01CF02	IV	2 gm	
	J01CE - Beta lactam sensitive penicillin		0.5	50	Benzyl Penicillin	J01CE01	IV	4 gm	
J01D - Other beta lactam Antibiotics	J01DC - 2nd Generation Cephalosporins		0.75	5	Cefuroxime	J01DC02	IV	3 gm	
			0.5	5	Ceftazidime	J01DD02	IV	4 gm	
	J01DD - 3rd Generation Cephalosporins			2	5	Ceftriaxone	J01DD04	IV	2 gm
	J01DE - 4th Generation cephalosporins		0.5	1	Cefepime	J01DE01	IV	2 gm	
			1	10	Meropenem	J01DH02	IV	2 gm	
	J01DH - Carbapenems		0.5	10	Imipenem	J01DH51	IV	2 gm	
J01F - Macrolides and Lincosamides	J01FA - Macrolides		0.5	1	Erythromycin	J01FA01	IV	1 gm	
					Clarithromycin	J01FA09	IV	1 gm	
			0.5	5	Azithromycin	J01FA10	IV	1 gm	
	J01FF - Lincosamides		0.6	10	Clindamycin	J01FF01	IV	2 gm	
J01G - Aminoglycosides			0.12	10	Gentamicin	J01GB03	IV	0 gm	
J01M - Quinolone antibiotics					Amikacin	J01GB06	IV	1 gm	
					Ofloxacin	J01MA01	IV	0 gm	
	J01MA - Fluoroquinolone		0.4	5	Ciprofloxacin	J01MA02	IV	1 gm	
			0.5	5	Levofloxacin	J01MA12	IV	1 gm	
			0.4	1	Moxifloxacin	J01MA14	IV	0 gm	
J01X - Others Antibiotics	J01XA - Glycoprotein			1	Vancomycin	J01XA01	IV	2 gm	
	J01XB - Polymyxins		0.15	10	Colistin	J01XB01	IV	3 M U	
	J01XD - Imidazole		0.5	1	Metronidazole	J01XD01	IV	2 gm	
	J01XX - Others		0.6	10	Linezolid	J01XX08	IV	1 gm	

Row Labels	Sum of SumOfTotal Cost
Amoxicillin	496.98
2014	70.28
2015	136.795
2016	289.905
Ampicillin	22.1616
2014	22.1616
Azithromycin	151.8
2013	101.2
2015	50.6
Cefepime	
2014	
2015	
2016	
Ceftazidime	972.1008
2013	50.8288
2014	120.7184
2015	641.7136
2016	158.84
Ceftriaxone	4810.05
2013	366.66
2014	1209.6
2015	1888.11
2016	1345.68
Cefuroxime	85.4084
2014	41.7956
2016	43.6128
Ciprofloxacin	6405.3462
2013	629.0174
2014	3224.8216
2015	629.0174
2016	1922.4898
Clarithromycin	11597.1768

7. Electronic health system

 New

(amoxicillin 875 mg) + (clavulanic acid 125 mg) tablet

☐ STAT Once only

Route ☐ Dose per Weight

☐ Depending on clinical condition

Dose ☒ Fixed ☐ Variable

Dose tablet Frequency hours Duration days Start of treatment

Prescribe new line

The prescribing physician is obliged to follow the Health Unit's antibiotics policies.

Indication Culture

Infection Type

Remarks

remaining 255 of 255 characters

☐ Comments ☐ Not follow center schedules ☐ PRN Medication

ANTIBIOTIC FORM [PROTOTYPE]

Programme
Bahrain

dra



I-SEHA

8. Regular reporting to the highest level



قرار رقم 45 - 48 / 2016

المبادرة 3. تعميم مشروع ترشيد استخدام المضادات الحيوية على 57 جناح في مجمع السلمانية الطبي

وصف المبادرة

1. زيادة عدد الاجنحة في مشروع الاستخدام الامثل للمضادات الحيوية
2. زيادة الطاقم الطبي العامل عليه
3. اعداد النتائج و تحليلها و مقارنتها بدول العالم

خطوات التنفيذ	آخر مستجدات المبادرة	الاطار الزمني	الجهات المسؤولة عن التنفيذ	تكلفة تنفيذ المبادرة (أن وجد)	الاضر المالي السنوي	المتطلبات التشريعية وتعديل أنظمة الدليل المالي الموحد (أن وجد)
1. المرحلة الاولى	قيد التنفيذ (تم)	يناير الى ديسمبر 2016	وزارة الصحة	لا يوجد	لا يوجد	لا يوجد
1.1 تغطية 40 جناح بمعدل 10 اجنحة كل 3 اشهر (من العدد الاجمالي 56 جناح) 1.2	تم البدء باول عشرة اجنحة منذ ديسمبر 2015 لقد تم اضافة عشرة اجنحة منذ فبراير 2016 1 مايو سيضاف عشرة اجنحة اخرى	يناير الى ديسمبر 2016 (تم)	وزارة الصحة	لا يوجد	سيتم حساب الاثر المالي بعد التطبيق على كافة الاجنحة النتائج الاولى توضح امكانيه توفير 500.000 دينار سنويا	لا يوجد
1.2 تدريب عدد اكبر من الاطباء و الممرضات ليتسنى تغطية جميع الاجنحة	لقد تم تدريب 10 اطباء و سيتم اضافه 10 اخرين في ابريل 2016 تم تخصيص طبيبين للعامل بشكل متفرغ في البرنامج	يناير الى ديسمبر 2016 (تم)	وزارة الصحة	سيتم تنفيذ ورش عمل بالتعاون مع شركات الادوية: - تم تنفيذ ورشتين عمل	لا يوجد	لا يوجد
2. المرحلة الثانيه		(تم)				
2.1 البدء ببرنامج الاستخدام الامثل للمضادات الحيوية في الرعاية	تم الاجتماع مع الرعاية الصحية الاولى - وضعت خطط العمل	مايو 2016 - يونيو 2017	وزارة الصحة	لا يوجد	- تم الاتفاق علي إيقاف 3	لا يوجد

9. National antibiotic campaign one year plan to extend survey pre and post campaign



المضادات الحيوية
استخدمها بحكمة

**المضادات الحيوية ...
استخدمها بحكمة**

تعالج المضادات الحيوية الأمراض
البكتيرية و لا تقتل الفيروسات
لذلك فهي لا تنفع في علاج الزكام
والانفلونزا.

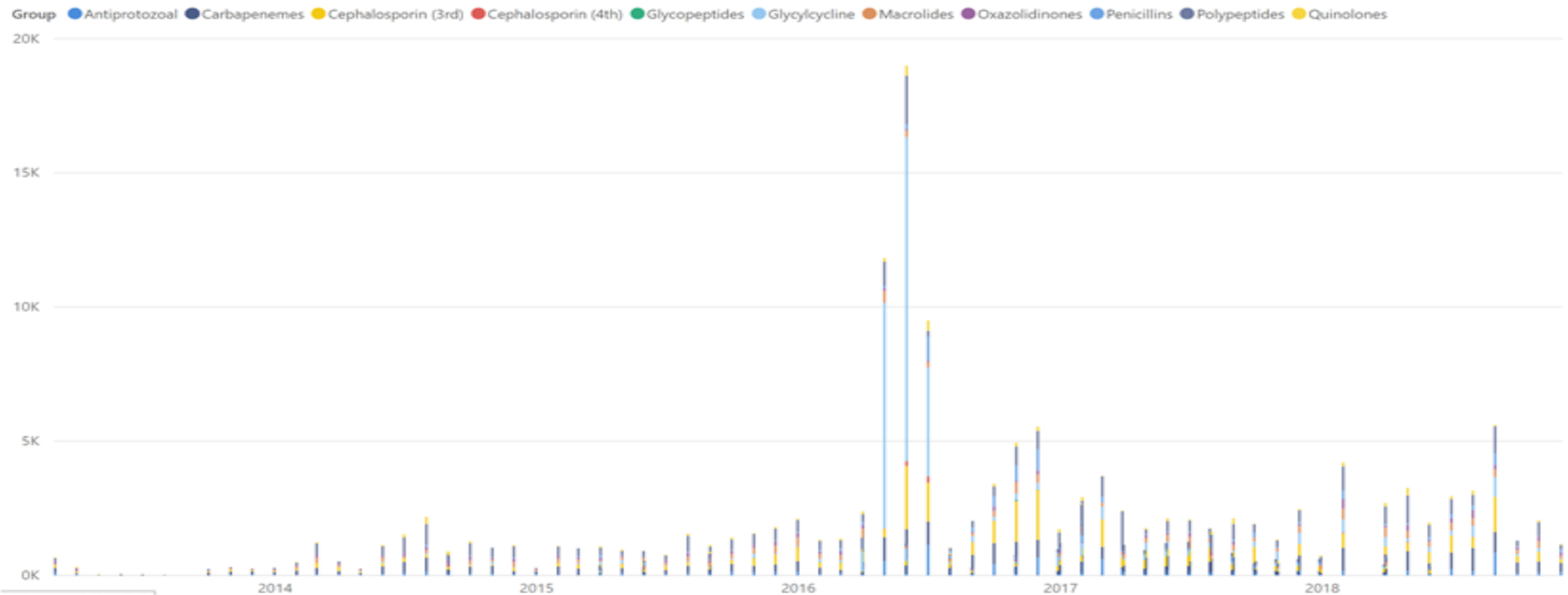
تناولها دون داعي أو دون التقيد
بالإرشادات يضعف من فاعليتها
ويساعد البكتيريا في مقاومتها

- تستخدمها دون وصفة طبيب.
- تتبادلها مع الآخرين.
- تناول ما تبقى من استخدام سابق.
- توقف العلاج من تلقاء نفسك حتى إذا شعرت بتحسن.



The impact

DDD Per 1000 Patient Days



ALL OF HOSPITAL
916 DDD/1000
BED DAYS

ICU
1479 DDD/1000
BED DAYS

SOURCE

Antimicrobial use in Australian Hospitals. 2015 Report. <https://www.safetyandquality.gov.au/antimicrobial-use-and-resistance-in-australia/>

NB These figures are for adult patients

Total COST (Bahraini Dinars)


Group ● Antiprotozoal ● Carbapenemes ● Cephalosporin (3rd) ● Cephalosporin (4th) ● Glycopeptides ● Glycylydine ● Macrolides ● Oxazolidinones ● Penicillins ● Polypeptides ● Quinolones

	A	B	C	D	E	F	G	H
1								
2	bxID	(All)						
3	Vard	(All)						
4								
5	Low Labels	Sum of Total Cost						
6	/28/13	10149.2567						
7	/30/13	5614.7842						
8	/30/13	385.0308						
9	/31/13	854.401						
10	/30/13	767.352						
11	/31/13	525.081						
12	/30/13	3114.0348						
13	0/31/13	4856.202						
14	1/30/13	4790.094						
15	2/31/13	3594.6817						
16	/31/14	4171.8081						
17	/28/14	9909.2474						
18	/31/14	3581.3341						

PivotTable Fields

FIELD NAME

☒ abxID
☒ Date
☒ Ward
☒ Total Cost




Filters

: abxID

: Ward

i

i



Columns

: Values

[illegible]

Cell Styles

Delete

Format

Sort & Filter

PivotTable Fields

FIELD NAME

Q Search fields

☒ abxID

☒ Date

☒ Ward

☒ Total Cost

Filters

abxID

Ward

Columns

Values

Rows

Date

Values

Sum of Total Cost

Sum of DDD per 1...

Sum of SumOfDOT

Sum of rams/1000

Drag fields between areas

Primary care

Statistics for Prescribed Antibiotics in Primary Care for OCTOBER-2018

Physician	Antib	Medication	Centre	Antibiotics Prescribed
AALA ALQARI		(ACYCLOVIR 200 mg/ 5 ml) Suspension	MUHARRAQ HEALTH CENTER	1
AALA ALQARI		(AMOXICILLIN + CLAVULANIC ACID) 457	A' ALI HEALTH CENTER	119
AALAA ABUSHAQRA		(AMOXICILLIN + CLAVULANIC ACID) 457	AHMED ALI KANOO HEALTH CENTER	173
AALAA ABUSHAQRA		(AMOXICILLIN + CLAVULANIC ACID) 457	AIRPORT CLINIC	2
AALAA NAEEM MOHAMED ABUSHAQRA		(AMOXICILLIN + CLAVULANIC ACID) 457	AL BUDAIYA HEALTH CENTER	1
AALAA NAEEM MOHAMED ABUSHAQRA		(AMOXICILLIN + CLAVULANIC ACID) 457	AL HOORA HEALTH CENTER	21
AAMAL MOHAMED JASIM HUSAIN		(AMOXICILLIN + CLAVULANIC ACID) 457	AL KUWAIT HEALTH CENTER	127
AAYAT SALAH ALI JADALLA		(AMOXICILLIN + CLAVULANIC ACID) 457	AL ZALLAQ HEALTH CENTER	2
ABBAS ABDULMOHSEN MERZA ALDALLAL		(AMOXICILLIN + CLAVULANIC ACID) 457	BBK HEALTH CENTRE - HIDD	53
ABBAS ABDULMOHS		(AMOXICILLIN + CLAVULANIC ACID) 457	BILAD AL QADEEM HEALTH CENTER	56
ABDULHALIM HASAN		(AMOXICILLIN + CLAVULANIC ACID) 457	BUDAIYA COASTAL HEALTH CLINIC	49

Result for infuaction drug for health center

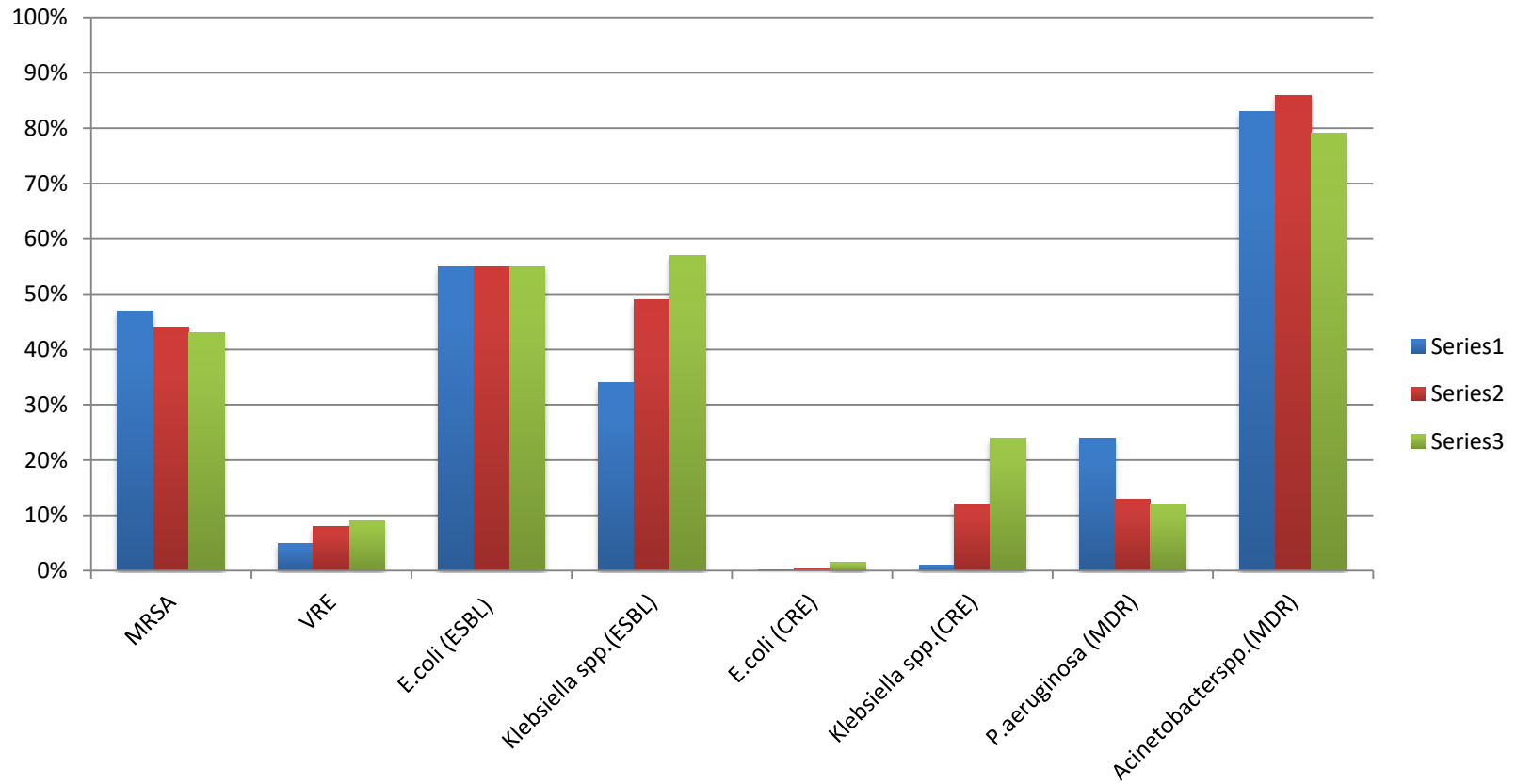
		2016		2017	
		1-1-2016 to 30-4-2016		1-1-2017 to 30-4-2017	
Uom	Net Qty	Net Value	Net Qty	Net Value	
Vial	1770	506	374	93	
Bottle	172044	50191	41932	12778	
Tablet	5483119	295278	1315755	67390	
total	5656933	345975	1358061	80261	

11. Decrease antibiotic consumption and costs

- There was a major saving in the costs of the antibiotics reaching couple of millions dinnars per year
- Re alignment of the exiting budget: saving budget from unneeded prolonged/inappropriate use of antibiotics, in which saved money is being used for development of other projects and renovation of existing facilities



12. Rate of MDROs



13. Rate of hospital acquired infection !!

- WE do have CLABSI :
 - 2013: 7.7 /1000 line days
 - 2014: 7.4 /1000 line days
 - 2015 : 2.8/1000 line days
 - 2016(till now) : 5.4 /1000 line days
- Catheter related UTIs
 - 2013: 6.5 /1000 line days
 - 2014: 5.4 /1000 line days
 - 2015 : 4.3/1000 line days
 - 2016(till now) : 4 /1000 line days

14. Pharma-economics

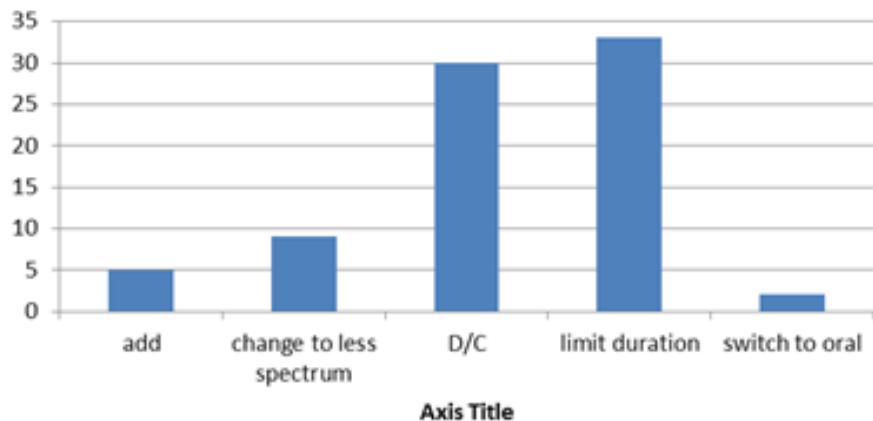
Total saving for all monitored ward (2013-2014)

Antibiotic	min	max	75%	Estimated total cost per month (without intervention)	Estimated Saving per month	Estimated Saving in 2 years for monitored wards (Per ward)	Predicted saving per year in all hospital wards
<i>Ceftriaxone</i>	7.56	94.5	70.875	165.375	158	3,788	94,689
<i>ciprofloxacin</i>	8.86	318	238.5	556.5	548	13,143	328,584
<i>clarithromycin</i>	43.01	379.88	284.91	664.79	622	14,923	373,068
<i>colistin</i>	46.71	739.59	554.6925	1294.2825	1,248	29,942	748,544
<i>imipenem</i>	65.17	782.07	586.5525	1368.6225	1,303	31,283	782,072
<i>linezolid</i>	264.9	2860.92	2145.69	5006.61	4,742	113,801	2,845,026
<i>meropenem</i>	227	2869.79	2152.3425	5022.1325	4,795	115,083	2,877,080
<i>metronidazole</i>	1.87	20.52	15.39	35.91	34	817	20,424
<i>piperacillin</i>	82.69	1984.5	1488.375	3472.875	3,390	81,364	2,034,111
<i>tigecycline</i>	189	1549.8	1162.35	2712.15	2,523	60,556	1,513,890
<i>vancomycin</i>	1.27	72.39	54.2925	126.6825	125	3,010	75,248
<i>amoxicillin</i>	1.26	15.06	11.295	26.355	25	602	15,057
<i>ampicillin</i>	1.56	9.72	7.29	17.01	15	371	9,270

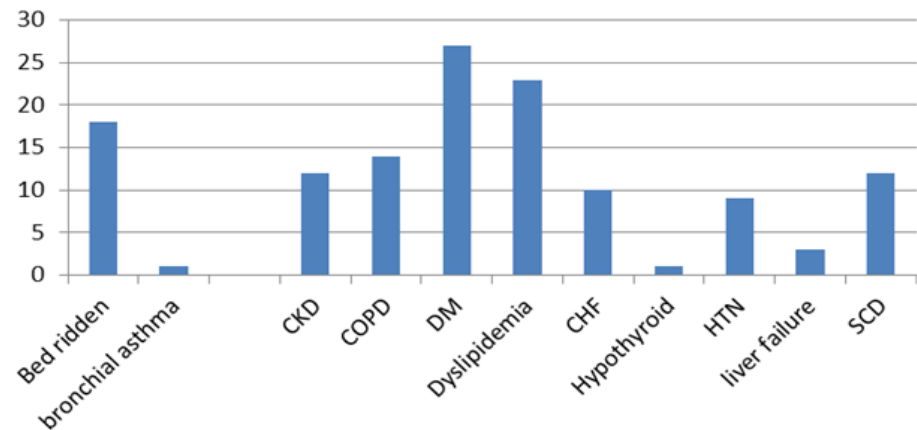
Antibiotic	min	max	Estimated Saving per month (one ward)	estimated saving per year (one ward)	estimated saving in 2 years (one ward)	Estimated saving per year in monitored wards (ICU,51,53,56,204)	Predicted saving per year in all hospital wards
<i>Ceftriaxone</i>	7.56	94.5	86.94	1,043	2,087	5,216	52,164
<i>ciprofloxacin</i>	8.86	318	309.14	3,710	7,419	18,548	185,484
<i>clarithromycin</i>	43.01	379.88	336.87	4,042	8,085	20,212	202,122
<i>colistin</i>	46.71	739.59	692.88	8,315	16,629	41,573	415,728
<i>imipenem</i>	65.17	782.07	716.9	8,603	17,206	43,014	430,140
<i>linezolid</i>	264.9	2860.92	2596.02	31,152	62,304	155,761	1,557,612
<i>meropenem</i>	227	2869.79	2642.79	31,713	63,427	158,567	1,585,674
<i>metronidazole</i>	1.87	20.52	18.65	224	448	1,119	11,190
<i>piperacillin</i>	82.69	1984.5	1901.81	22,822	45,643	114,109	1,141,086
<i>tigecycline</i>	189	1549.8	1360.8	16,330	32,659	81,648	816,480
<i>vancomycin</i>	1.27	72.39	71.12	853	1,707	4,267	42,672
<i>amoxicillin</i>	1.26	15.06	13.8	166	331	828	8,280
<i>ampicillin</i>	1.56	9.72	8.16	98	196	490	4,896
			10,756	129,071	258,141	645,353	6,453,528

15. The other results

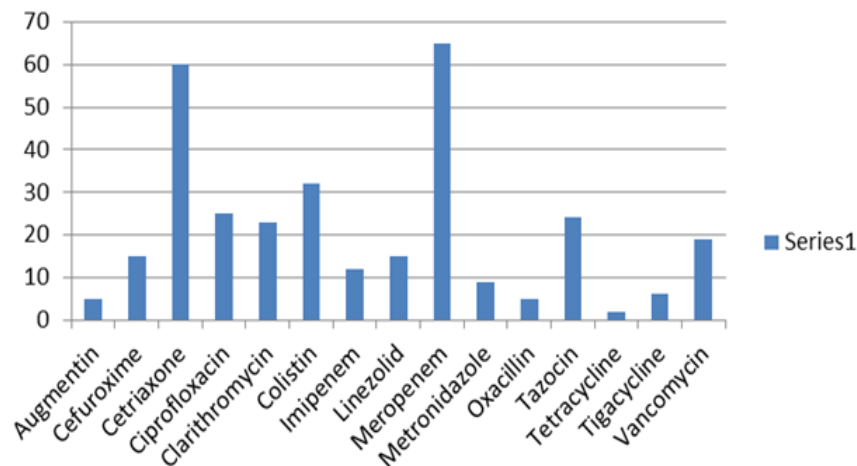
Antibiotics action



Co morbidities



Rx



16. Collaborative work



- 1. all health care workers in the ministry
- 2. in the kingdom of Bahrain (private and other governmental sectors)
- 3. in the region (Ministers of health meeting in Cairo 2017 march), shared in Oman in ECCMID symposium and Dubai as on of the top 5 excellence governmental projects in Bahrain)
- 4. The national antibiotic committee
- 5. regional conference and meeting
- 6. Bahrain infectious disease annual conference



Challenges

- Literature often not clear in Infectious Diseases
- Everyone thinks they know how to use antibiotics
- Providers perceive autonomy is lost
- Medicolegal implications of responsibility for patients
- Difficulty proving impact of program(Ø national measures)
- Financial pressures dictating decisions
 - Pharmaceutical manufacturers
 - Hospitals
 - Patients

The Approach to the Problem Prescriber

- Carefully plan your approach:
 - Pick your battles
 - Timing is important
 - Avoid heat of the moment confrontations (generate light not heat)
- Do your homework
 - Gather as much data as possible
 - DUE: Service and physician specific for several drugs
 - Discuss with Clinical PharmDs and discretely other MDs
 - Discuss with CMO/Chief of staff
 - Understand the MD's Practice and Patient Population

Critical Success Factors Identified

- Collegial and educational relationship
- Daily review of antimicrobial orders by a consistent accountable team
- Support of hospital/medical leadership
- Development of criteria and guidelines for anti-infective use
- Formulary restriction
- Education of prescribers to insure compliance
 - **But the most important one is investing in the human factor**

7



Al Jazeera International Catering
Joint Winners of the 4th



To be held 25/26th April, 2017
Mumbai - India

INTRODUCTION

FORMAT/TIMELINE

INTRODUCTION

FORMAT/TIMELINE

ENTRY FORM

PRESENTATION
GUIDELINES

CONTACT US

HOME

Organisers of the Best Practice Competition:

5th International Best Practice Competition &
1st Organisation-Wide Innovation Award in
2017

Dubai Government Excellence Program
The Executive Council
Government of Dubai



برنامج دبي للأداء الحكومي المتميز
المجلس التنفيذي
حكومة دبي

ig Training
April 2017

Under the Patronage of
His Highness Sheikh Mohammed Bin Rashid Al Maktoum
UAE Vice President, Prime Minister and Ruler of Dubai

Dubai International Government Achievements Exhibition
"National Governments ... Global Achievements"

2 - 4 April 2017
Dubai World Trade Centre
Dubai, United Arab Emirates

تعقد اللجنة اجتماعاتها بناءً على دعوة من رئيسها أو نائبه بصورة دورية مرة كل شهر على الأقل أو كلما دعت الحاجة إلى ذلك، ولا يكون اجتماع اللجنة صحيحاً إلا بحضور أغلبية أعضائها على أن يكون من بينهم الرئيس أو نائبه.


وتصدر اللجنة قراراتها بأغلبية أصوات الأعضاء الحاضرين، وعند تساوي الأصوات يرجح الجانب الذي منه الرئيس.

ويجوز للجنة أن تستعين بمن تراه مناسباً من الخبراء المؤهلين، ومن ذوي الخبرة والاختصاص لحضور اجتماعاتها أو لتزويدها بالمعلومات التي تراها ضرورية لمباشرة اختصاصاتها، ولا يكون لمن يستعان بهم في أعمال اللجنة حق التصويت.

وترفع اللجنة تقريراً دورياً يتضمن نتائج أعمالها وتوصياتها إلى المجلس الأعلى للصحة لاتخاذ اللازم بشأنه.

المادة الخامسة

على الجهات المعنية تنفيذ هذا القرار - كل فيما يخصه - وتُعمل به إعتباراً من تاريخ صدوره.


الفريق طبيب
محمد بن عبد الله آل خليفة
رئيس المجلس الأعلى للصحة

صدر في: ٥ شوال ١٤٣٨ هـ

الموافق: ٢٩ يونيو ٢٠١٧ م

قرار رقم (٢٢) لسنة ٢٠١٧

بشأن إنشاء وتشكيل لجنة "الاستخدام الأمثل لـ"

رئيس المجلس الأعلى للصحة :

بعد الاطلاع على المرسوم بقانون رقم (٣) لسنة ١٩٧٥ بشأن الصحة وعلى القانون رقم (٣٨) لسنة ٢٠٠٩ بإنشاء الهيئة الوطنية لتنظيم المرسوم بقانون رقم (٣٢) لسنة ٢٠١٥.

وعلى المرسوم بقانون رقم (٢١) لسنة ٢٠١٥ بشأن المؤسسات الصحية وعلى المرسوم رقم (٥) لسنة ١٩٩٧ بإعادة تنظيم وزارة الصحة، وتة وعلى المرسوم رقم (٥) لسنة ٢٠١٣ بإنشاء المجلس الأعلى للصحة، الم وبناء على عرض وزيرة الصحة،

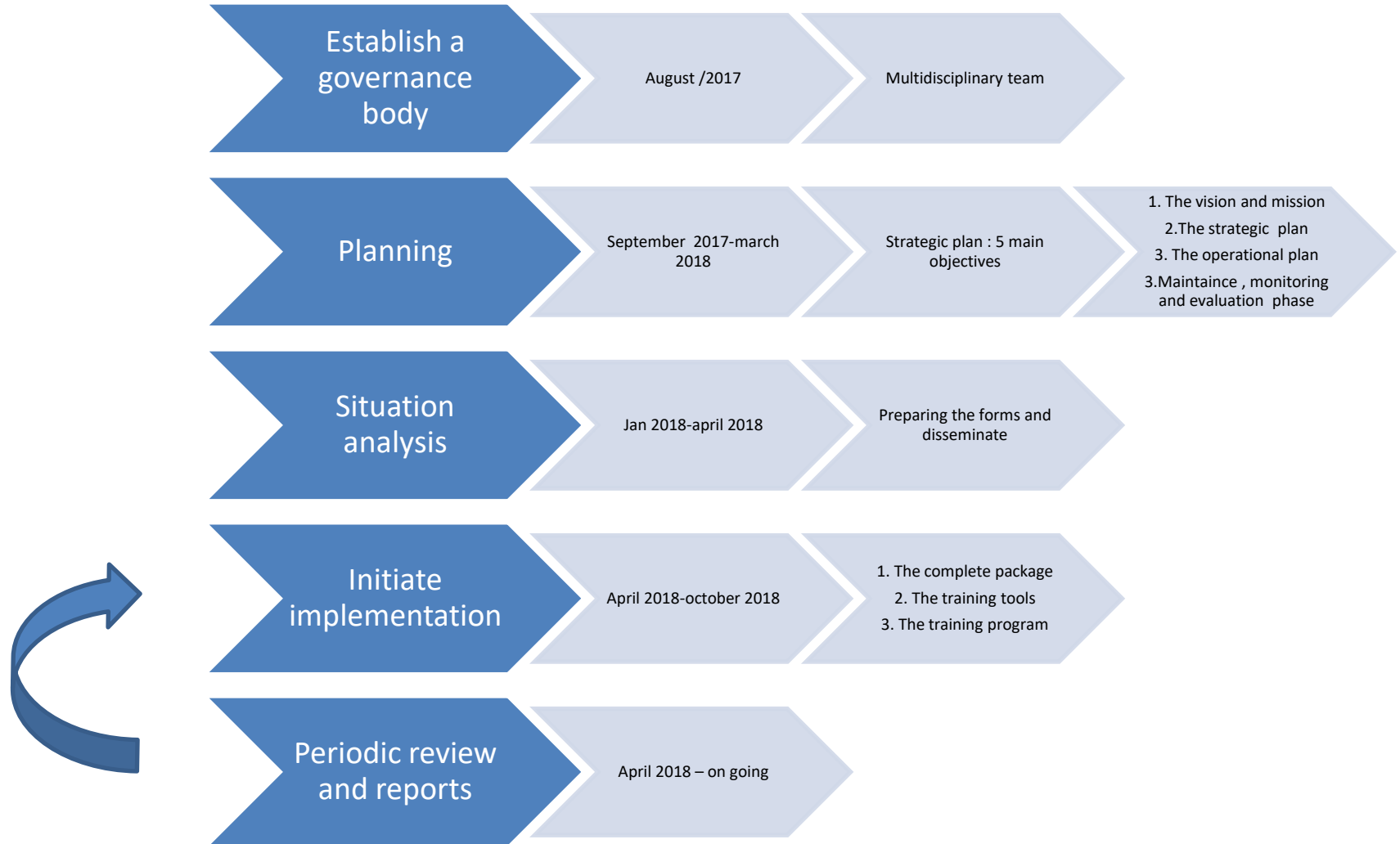
وبعد موافقة المجلس الأعلى للصحة في جلسته رقم (٣) المنعقدة بـ

قرر الآتي:

المادة الأولى

تنشأ بالمجلس الأعلى للصحة لجنة تسمى "لجنة الاستخدام الأمثل في هذا القرار بكلمة "اللجنة"، وتشكل برئاسة الدكتورة جميلة السـ

رئيس الصيادلة بمجمع السلمانية الطبي -
استشاري الاحياء الدقيقة بمجمع السلمانية الطبي
استشاري امراض معدية او احياء دقيقة من مستشفى المـ
رئيس الصيادلة من مستشفى الملك حمـ
استشاري امراض معدية او احياء دقيقة من مستشفى اـ



Around 50 pages

Strategic plan:

Global action plan strategic objective 1: Improve awareness and understanding of antimicrobial resistance through effective communication, education and training.

Awareness-raising and risk communication

Objective 1	Increase national awareness of AMR	
	Strategic interventions	Activities
	1.1. Establish an evidence-based public communications programme targeting audiences in human health practice. <i>Milestone:</i> April 2018	1.1.1. Estimate awareness and knowledge through behavioural studies in different social and professional groups. To conduct researches in this field to study the awareness among public 1.1.2. Conduct antibiotic campaign in the week of November 2018 1.1.3. Prepare materials for the media 1.1.4. Prepare educational materials for the public 1.1.5. Prepare program for the universities and schools 1.1.6. Establish awards for the best media and public education materials 1.1.7. To establish a website 1.1.8 to establish a newsletter
	1.2. develop well-structured workshops for the health care workers	1.2.1. To set a whole educational program or a full year program for education for all health care workers 1.2.2. The program has to be tailored to all the subgroups
	1.3 develop educational session for the public	1.3.1. To prepare the materials for the public the suits , written , newspapers , TV , social media
	1.4 develop educational materials	1.4.1. Develop all educational materials for all sub categories

Education

Objective 2	Improve knowledge of AMR and related topics	
	Strategic interventions	Activities

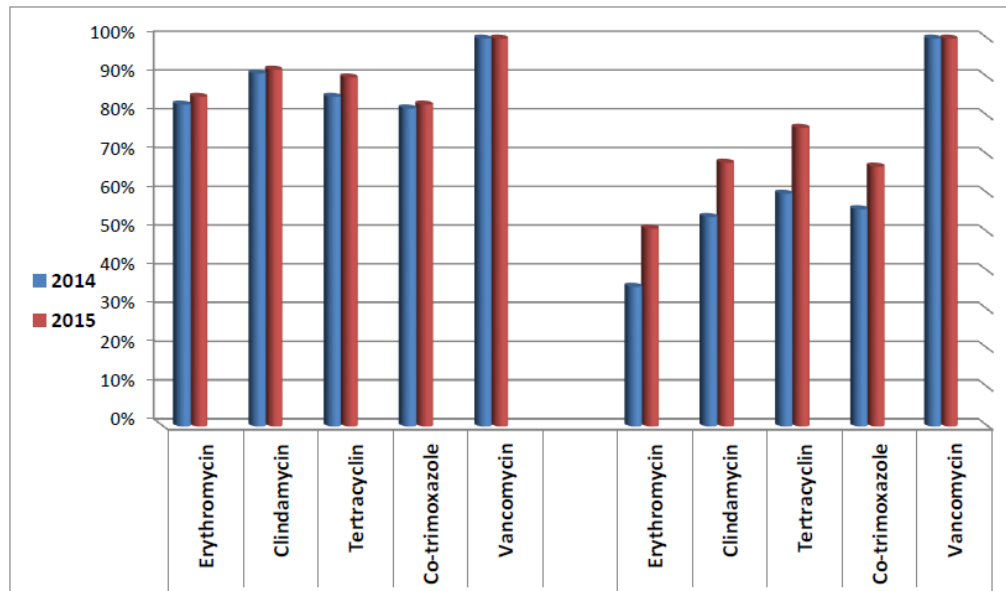
The current situation analysis

2 parts

- 1. the existing data (MDRO and antibiotic consumption)
- 2. the infrastructures and basic knowledge fro all involved hospitals

Staphylococcus aureus Antibiotic Susceptibility All Specimen

(2014-2015)



The Guidelines

To be
Finalized
(it toke 18
months)

- The most common syndromes:
- 1. sepsis
- 2. UTI
- 3. Pneumonia (CAP / HAP)
- 4. soft tissue infection
- 5.diabetic foot
- 6. URTI
- 7. Antibiotic surgical prophylaxis
- 8. Endocarditis

8. What are the top three common infectious clinical syndromes at your facility that are either known or estimated?

11 responses

pneumonia , UTI, Sepsis

surgical infection, endocarditis, ventilator associated pneumonia

respiratory tract infections, UTI, Sepsis

UTI, pneumonia, diabetic foot

UTI, ventilator associated pn

dry socket, pulpitis, periodont

<https://docs.google.com/forms/d/1B1Sn5iIMCdP>

ASSESSMENT OF CURRENT PRACTICES

ESBL, MRSA

UTI, URTI, Vaginitis

pneumonia, UTI , wound infe

UTI, URTI, Gastroenteritis

pneumonia. UTI, wound infe

Infection	Most likely organisms	1st line empiric treatment	In penicillin allergy	Comments
Cellulitis (non-diabetic)	<i>S. aureus</i> <i>Streptococci</i>	<i>dicloxacillin</i> 1-2g q6h iv If <i>staphylococcus</i> Or streptococcal infection suspected add <i>Benzylpenicillin</i> 1.2-2.4g q6h iv Or <i>Cefazolin</i> 1 gm IV q 8 hr Out switch: <i>dicloxacillin</i> 2g q6h po If <i>staphylococcus</i> or streptococcal infection suspected ADD <i>Ampicillin</i> 500mg q6h po	<i>Clindamycin</i> 300 mg PO IV Q8H Or <i>Doxycycline</i> 100 mg po bid Or <i>trimethoprim-sulfamethoxazole</i> double strength tablets po q 12 hrs If <i>staphylococcus</i> risk of MRSA consider adding (<i>Vancomycin</i> 15mg/kg q12h iv)	Duration ~14 days Consider oral switch following clinical improvement
Line Infection	<i>S. aureus</i> , Coagulase negative <i>staphylococci</i> and other organisms	<i>Vancomycin</i> 1-2g q6h iv OR <i>Cefepime</i> 1-2 g iv Q8h (use higher dose if <i>Pseudomonas</i> suspected)	<i>Ciprofloxacin</i> 400mg q12h iv / 500mg q12h po Or broad antibiotics if suspected multidrug resistant <i>staphylococcus</i>	
Necrotizing fasciitis	Multiple organisms including Group A <i>Streptococci</i>	<i>clavoxacin</i> 2g q6h iv + <i>Benzyl penicillin</i> 2.4g q6h iv + <i>Ciprofloxacin</i> 400mg q12h iv + <i>Metronidazole</i> 500mg q8h iv	<i>Clindamycin</i> 600mg q6h iv + [<i>Ciprofloxacin</i> 400mg q12h iv + <i>Gentamicin</i>] + <i>Vancomycin</i> 15mg/kg q12h iv	Seek urgent surgical advice
Gas gangrene	<i>Clostridium perfringens</i> and other gas- producing organisms	<i>Benzyl penicillin</i> 2.4g q6h iv + <i>Ciprofloxacin</i> 400mg q12h iv + <i>Metronidazole</i> 500mg q8h iv	<i>Clindamycin</i> 600mg q6h iv + <i>Ciprofloxacin</i> 400mg q12h iv	Seek urgent surgical advice For mixed infection (aerobic: <i>aerobic</i>) use broad spectrum antibiotics (<i>imipenem</i> , <i>meropenem</i> , <i>Tazocin</i>)
Infected burns	Send swabs for cultures and sensitivities to direct therapy	Apply silver sulphadiazine 1% cream to the affected areas: <i>Co-amoxiclav</i> 1.2g q6h iv / 625mg q6h po OR <i>Tazocin/meropenem</i> (<i>doripenem</i> / <i>imipenem</i>) + <i>vancomycin</i> or <i>Daptomycin</i>		
Surgical wound	Following clean surgery	<i>Co-amoxiclav</i> 1.2g q6h iv / 625mg q6h po <i>Co-amoxiclav</i> 1.2g q6h iv / 625mg q6h po	<i>trimethoprim-sulfamethoxazole</i> double strength one tablet po q 12 hrs	Based on culture and sensitivity results and location of wound/site:

The education

- **First part** : Basic concepts in AMR antimicrobial resistance and general guidelines :
 - Part a for physicians : please see attached
 - Part b for nurses please see attached
- **The second** training type will be hands on the program Tools ; will be provided later
- Second part (hand on training)
- 1. MDRO (WHOnet/ GLASS)
- 2. Antibiotic consumption
- 3. HAI surveillance
- **The third part:**
 - Method of implementation and reporting
 - Competencies needed
 - Policies
 - Accreditations

Animal sector

- A. Actions taken by Control & Animal Health Directorate to combat AMR, detailed in the followings:
 - 1. Banning of Importation of Enrofloxacin solution to be used in poultry industry.
 - 2. Banning of Importation of Colistin antibiotic to be used in poultry industry.
 - 3. Banning of using of Tilcomycin egg producing farms.
 - 4. Antibiotics will be listed as POM-V.
 - 5. Prohibition of using antibiotics as growth promoter in the feed of animals.
 -
- B. Amount of Antibiotics utilized in veterinary field was reduced after implementation of the above restrictions. 5316 kg of antibiotics was utilized in 2016 and until September 2017, only 710 kg of antibiotics was reported to be utilized in the veterinary field.

Upload history

Filter

Country

Year

Reset

Search

To delete your AMR data base, please :

- Delete Sample upload to delete all Sample data and corresponding RIS data.
- Delete RIS upload to delete all RIS lines with no corresponding Sample data.

	File type ^v	Country ^v	Batch Id ^v	Year ^v	Start ^v	End ^v	Specimens	Status ^v	Date ^v	Filename ^v	Input Line Nb ^v	Output Line Nb ^v
☰	RIS	BHR	Data Set 1	2018	January	December	Blood, Genital, Stool, Urine	Done	2019-08-07 17:53:38	GLASS-BHR-2018-DS1-RIS.txt	2536	2536
☰	RIS	BHR	Data Set 1	2017	January	December	Urine	Done	2018-10-26 12:31:29	BHR_GLASS_URINE_RIS.txt	198	198
☰	RIS	BHR	Data Set 1	2017	January	December	Urine	Done	2018-10-25 18:20:44	GLASS_URINE_RIS.txt	198	198
☰	RIS	BHR	Data Set 1	2017	January	December	Blood	Done	2018-10-04 16:58:21	GLASS_BLOOD (KLEP)_2017.txt	180	180
☰	RIS	BHR	Data	2017	January	December	Blood	Done	2018-10-	GLASS BLOOD (ESCOL) 2017.txt	210	210

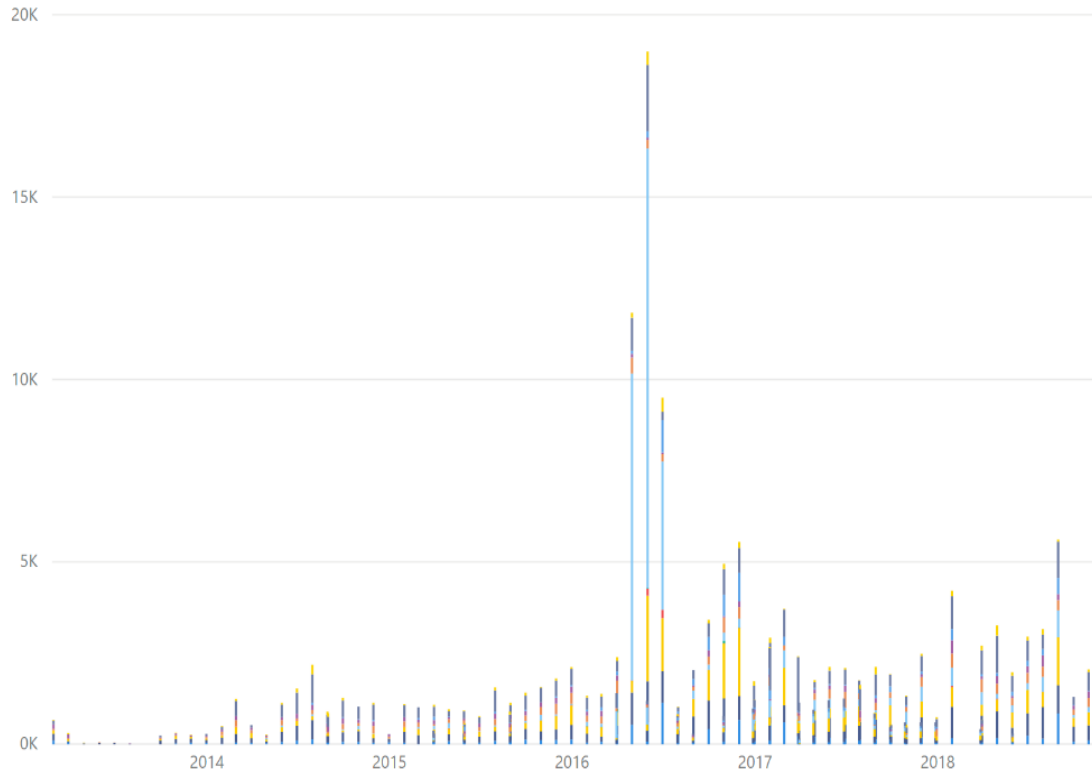
Antibiotic Stewardship Program



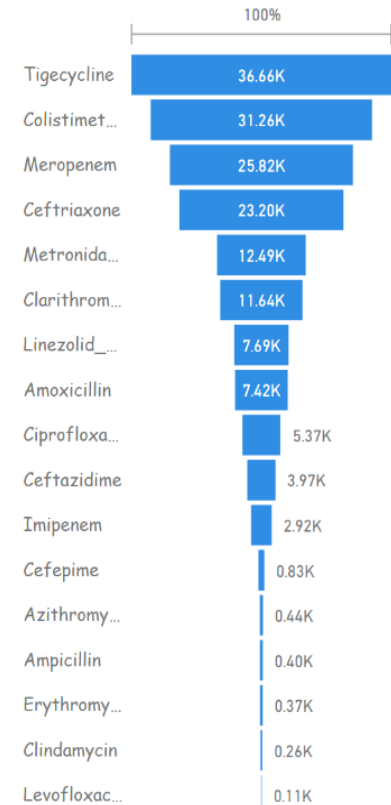
11.93K

DDD Per 1000 Patient Days

Group Antiprotozoal Carbapene... Cephalospori... Cephalospori... Glycopepti... Glycylcycline Macrolides Oxazolidin... Penicillins



DDD by Antibiotic



Group

All

Ward ID

All

Date (MM/YYYY)

2/28/2013

11/30/2018



DDD

Grams

DOT

Cost

Trend



Group

All

Ward ID

All

Date (MM/YYYY)

2/28/2013

5/31/2014



DDD

Grams

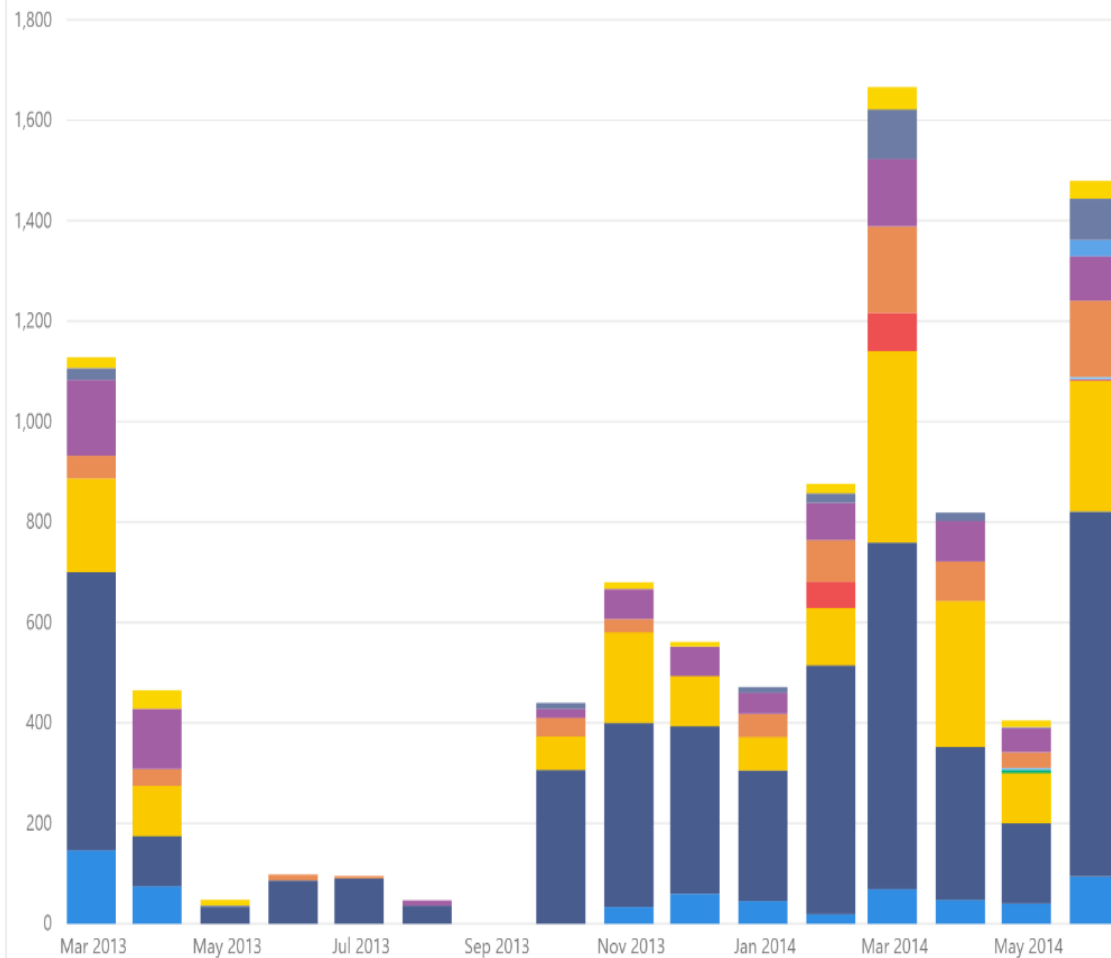
DOT

Cost

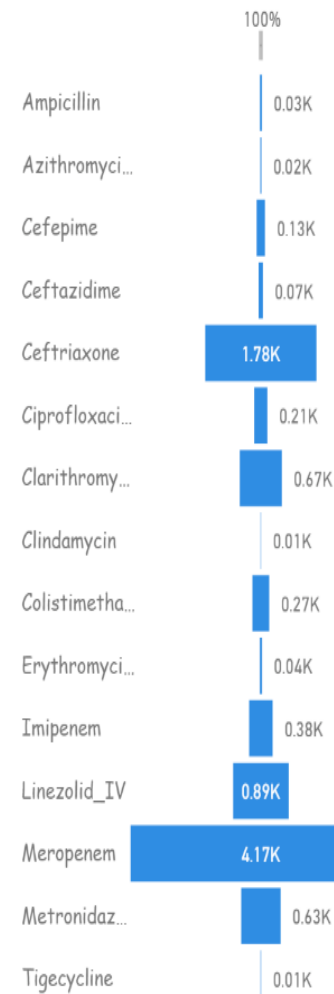
Trend

Grams Per 1000 Patients Days

Group Antiprotozoal Carbapene... Cephalospori... Cephalospori... Glycopepti... Glycylcycline Macrolides Oxazolidin... Penicillins



Grams by Antibiotic



Quality indicators for the strategic plan (for 5 years)

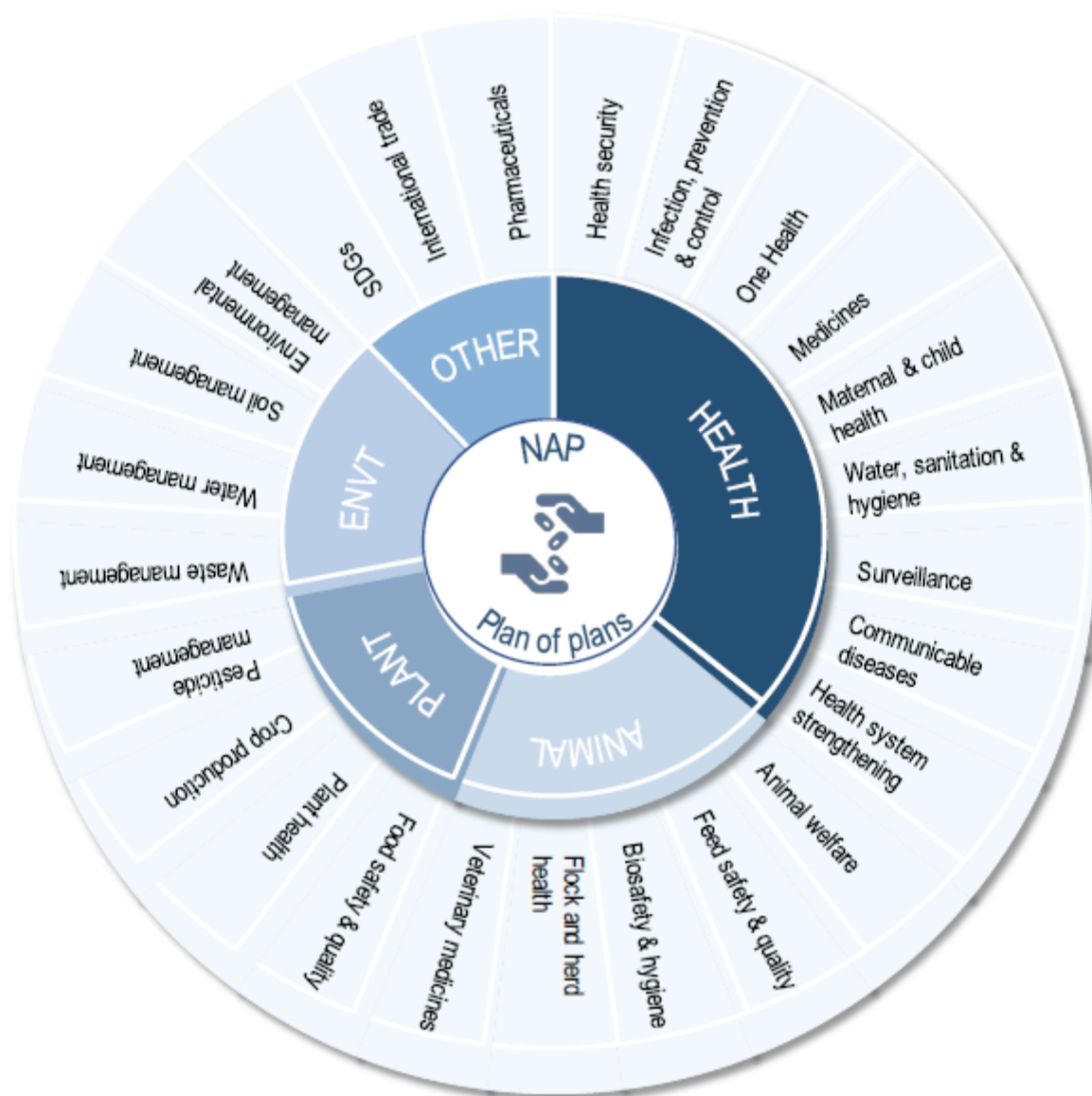
- **Outcome measures**

- Rate of c diff
- mortality rate due to infections
- Length of stay in all hospitals
- The rate and types of antibiotic use per the suggested syndromes
- Compliance with surgical antibiotic prophylaxis
- Number of trained staff /sessions./ workshops
- Number of isolate suggested and their trend and patterns of resistance
- Calculating ddd or dot
- Cost in animals for antibiotic
- Cost in humans
- Rate for compliance with guidelines

- **Process measures**

- Duration of treatment
- Iv to po

Figure 7: With links to many different national plans and strategies, NAPs are often a 'plan of plans'



Lessons I've Learned...

- Take your time and do your homework
- Culture matters and dictates everything else
- Obtain dedicated FTE from Hospital Administration
(Consider home in Quality)
- Reporting structure matters ...
 - Pharmacists and MDs can be pulled away if managers don't buy-in to stewardship
- Obtain leadership skills (local and national workshops)
- Stewardship burnout is real...Pursue scholarly work and outside networking

The secret of change is to focus all of your energy, not on fighting the old, but on building the new.

—Dan Millman

Put your leadership and communication skills
together to sell your results to the people in suits

What I've learned through the years

“Can you afford to do it? No!”

“Can you afford *not* to do it? No!”



***“Price is what you
pay; value is
what you get.”***

Warren Buffet