

The Pursuit of Professional Accountability:
Antibiotic Stewardship

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Reliability

"Failure free operation... effective, efficient, timely, patient-centered, equitable"

- ✔ Vision/goals/core values
- ✔ Leadership/authority
- ✔ A safety culture includes:
 - Psychological safety
 - Trust

Nolan et al., Institute of Medicine, 2001; Nolan et al., Boston: Institute for Healthcare Improvement, 2004; Hickson et al., Joint Commission Resources, 2012.

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Deadly superbugs pose greater threat than previously estimated

Drug-resistant bacteria and fungi cause almost 3 million infections and 35,000 deaths a year, the CDC reports.

Multidrug-Resistant Intestinal Bacteria Spread Widely in Vietnamese Hospitals

June 26, 2019
Bacterial News

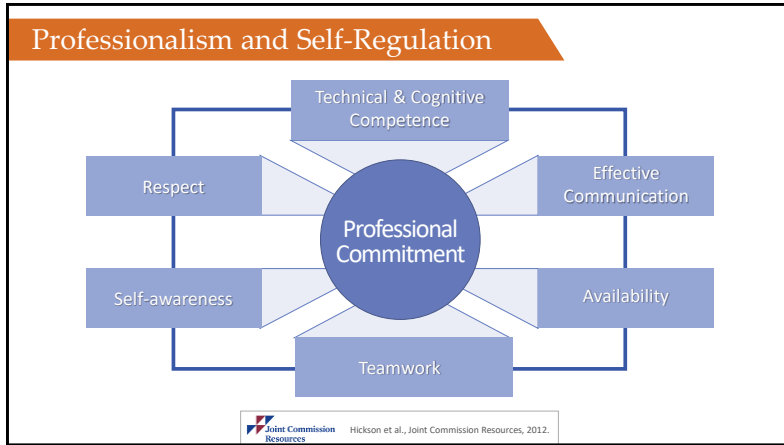
Around half of patients admitted to hospital in Vietnam are carriers of multidrug-resistant intestinal bacteria, which are resistant to carbapenems, a group of broad-spectrum antibiotics. This is the conclusion of a study by Swedish and Vietnamese scientists led by Linköping University, published in the Journal of Infection.

Antibiotic-resistant bacteria are killing us. Here's how we can defeat these 'superbugs.'

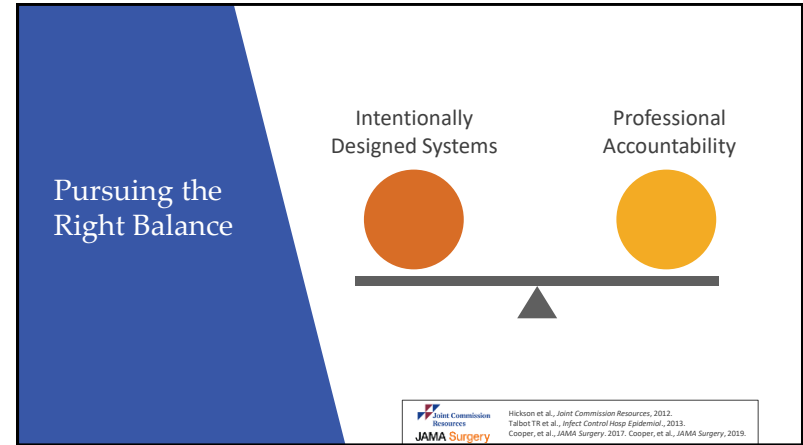
Bacteria become resistant to antibiotics in a textbook evolution process. Let's see if vaccines, drug combinations or reduced doses can slow it down.

Flesh-eating bacteria that resulted in quadruple amputation reveals deadlier new strain

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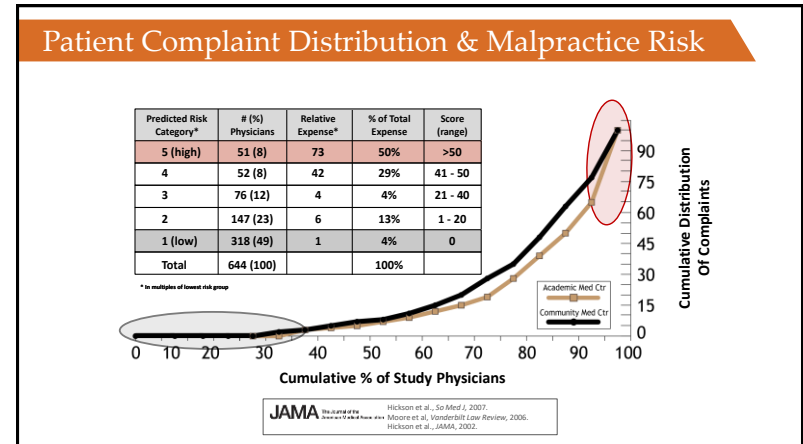
Patient are uniquely positioned to observe Care Delivery...

“While asking Dr. Intensivist about my diagnosis, he responded that my questions were annoying... wouldn’t listen and kept speaking over me.”

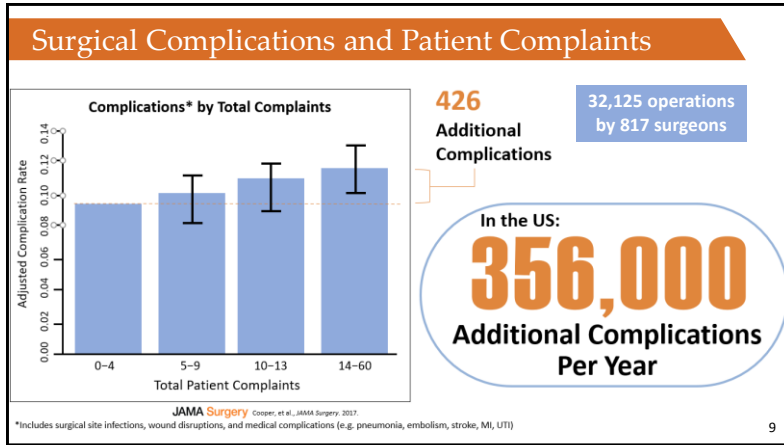
“Dr. Intensivist was rude the moment I met him...He’s a physician...I am a person with a problem...why be a jerk?”

“Dr. Intensivist is either too busy or scatterbrained to read my files or is dangerously neglectful...I fear for my safety...”

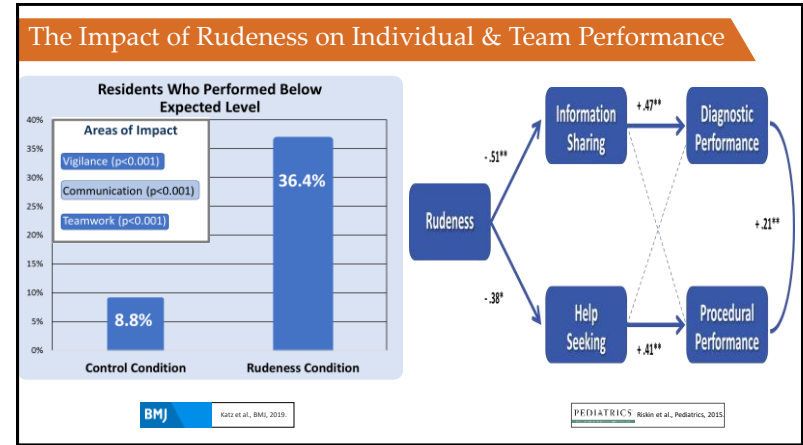
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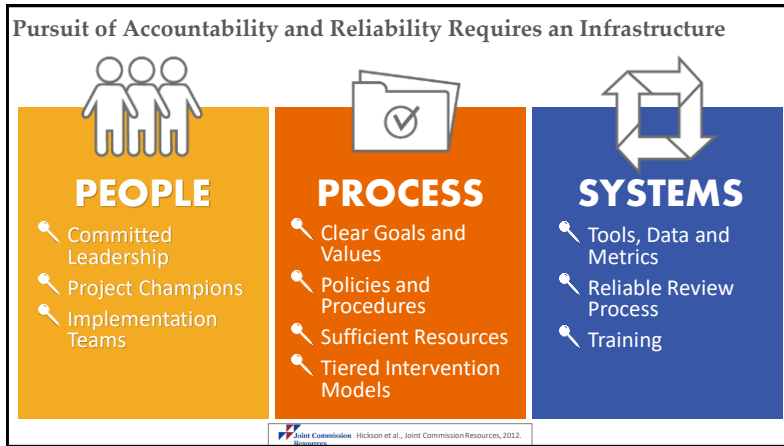
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VANDERBILT UNIVERSITY MEDICAL CENTER

VUMC Values

Credo

it's who we are

- I make those I serve my highest priority.
- I respect privacy and confidentiality.
- I communicate effectively.
- I conduct myself professionally.
- I have a sense of ownership.
- I am committed to my colleagues

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What Are "Surveillance Tools"?

- Risk Event Reporting System
- Patient Complaints
- Coworker Observations
- Hand Hygiene Performance
- Surgical Bundle Compliance

Hickson, Joint Commission Resources, 2012.

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How do we change behavior...

Improving Antibiotic Prescribing in Office Practice A Controlled Trial of Three Educational Methods

Interventions on physicians who were prescribing potential harm causing antibiotics to children. Physicians **responded** when approached by a **peer**.

JAMA. Schaffner W, Ray WA, Federspiel CF, Miller WO. JAMA. 1983

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Staff see and experience things too...

- "Dr. Intensivist entered the room without foaming in...proceed to touch area with purulent drainage...I offered a pair of gloves...he took them said, 'no thank you' and dropped them into the trash can."
- "Dr. Intensivist prescribed the wrong dose of medication and then blamed me for the mistake."
- "Dr. Intensivist came into the nurses station and took my pack of crackers...I said, 'Those are mine'...he just looked at me and then said...'This is where I put MY crackers,' and turned and walked off."

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Promoting Professionalism Pyramid

Majority of professionals (provide routine feedback)

Single concern (merit?)

Apparent pattern

Pattern persists

No change

Level 1 "Awareness" Intervention

Level 2 "Guided" Intervention By Authority

Level 3 "Disciplinary" Intervention

Informal "Cup of Coffee"

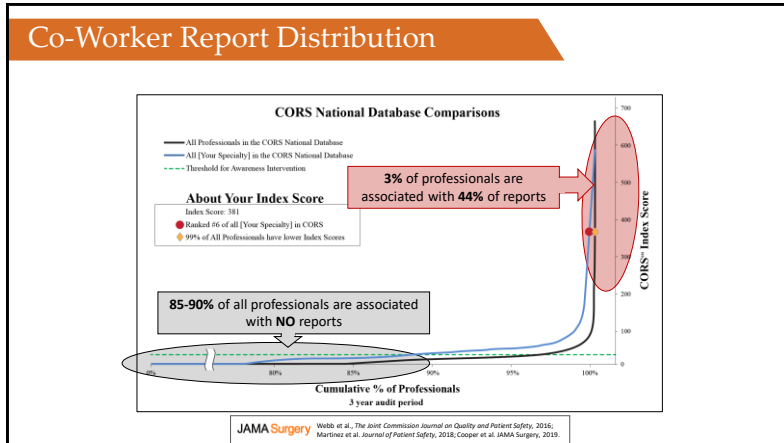
Mandated reviews

Egregious

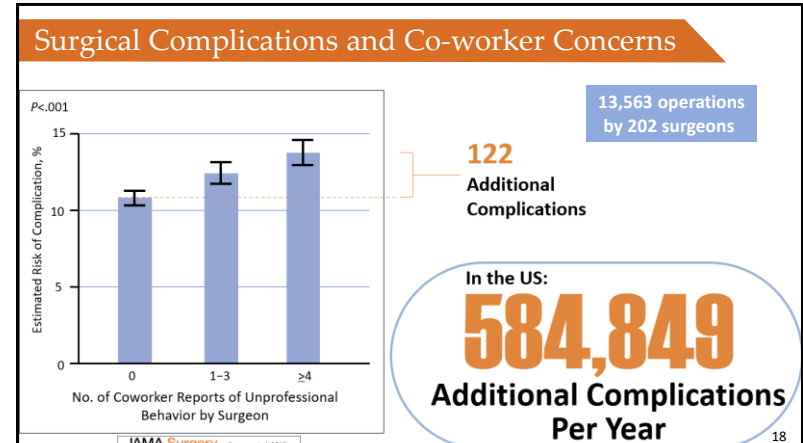
Mandated

Adapted from: Hickson GB, Richert JW, Webb LE, Cobbe SG. A complementary approach to promoting professionalism: Identifying, measuring, and addressing unprofessional behaviors. Acad. Med. 2007 Nov;32(11):1040-1048.

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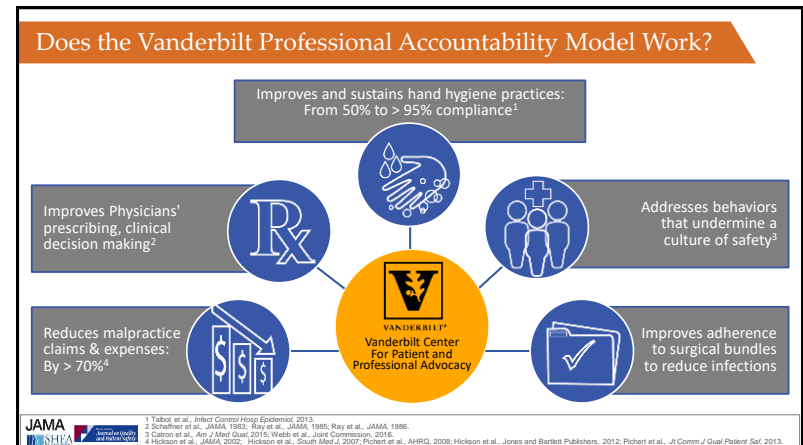
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Costs of Missed Opportunities: Co-Worker Reports

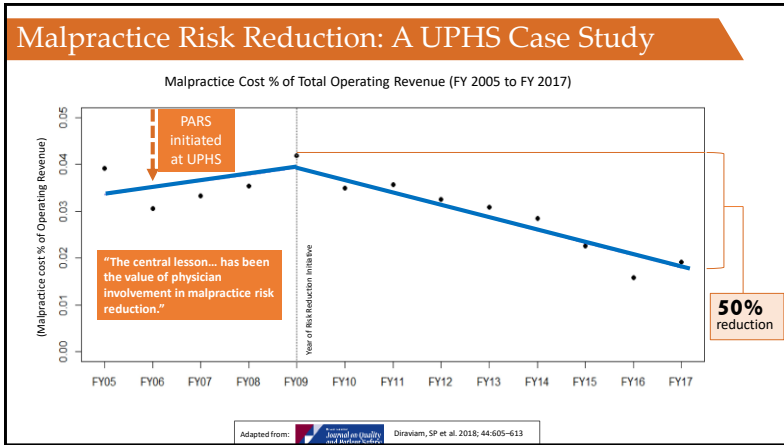
Medical Center	Annual # Surgical Procedures ¹	Number Fewer Complications (# Surgeries x Mean NSQIP Adverse Event Rate x Mean NSQIP CORS Study Reduction)	Estimated Savings @ \$13,822/Complication ²
VUMC	50,998	1105	\$15,273,310
HOSPITAL B	31,330	679	\$9,385,138
HOSPITAL C	15,333	332	\$4,588,904
HOSPITAL D	8,234	178	\$2,460,316

¹<http://health.usnews.com/best-hospitals>; hospital websites
²Includes SSIs, wound disruptions, medical complications (e.g., pneumonia, embolism, stroke, MI, UTI)
³Weighted mean cost of complications across 8 studies; CPI adjusted, 2018 dollars

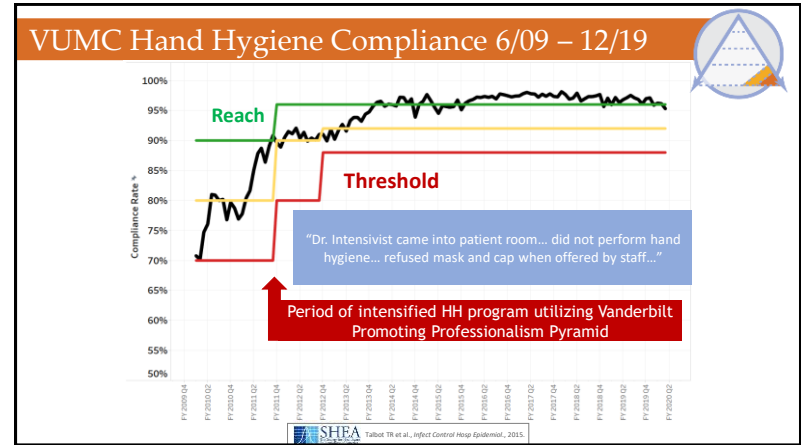
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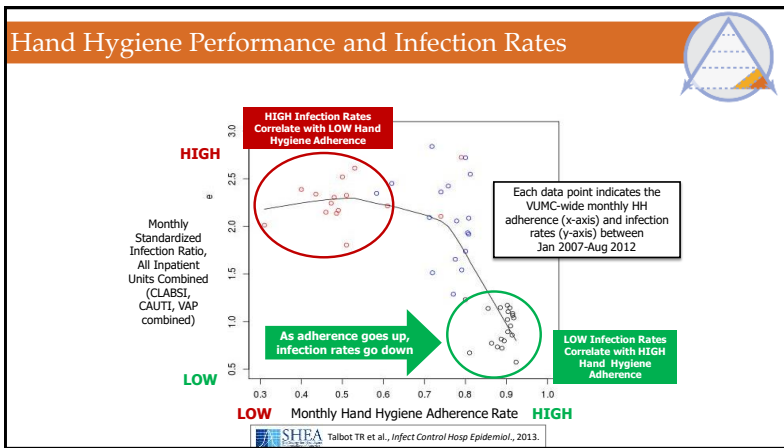
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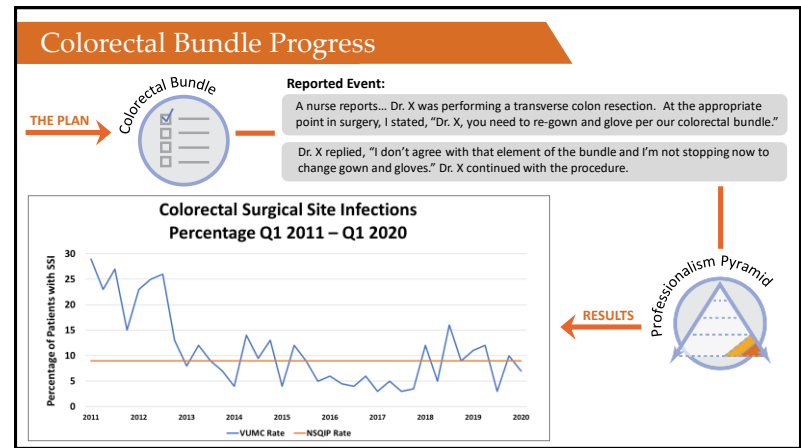
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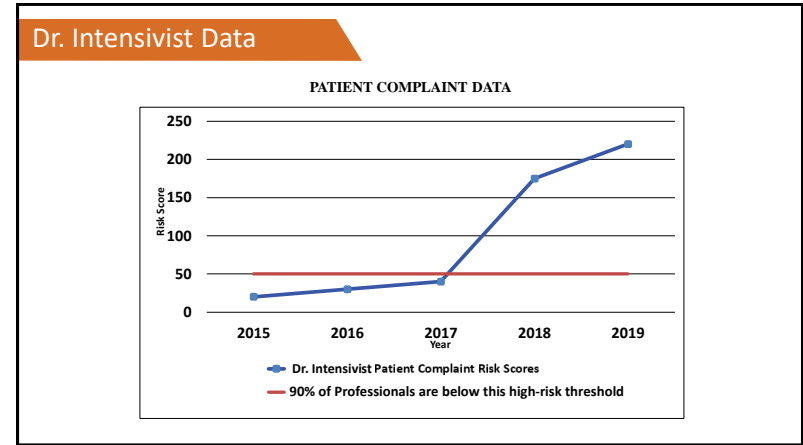
Additional Staff Reports

“Dr. Intensivist held the orders in front of my (RN) face, pointed to what was needed and walked away. It was incredibly disrespectful.”

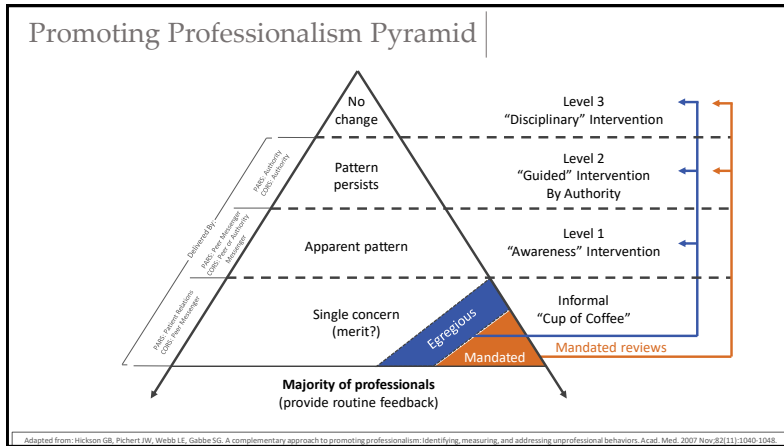
“I paged the covering physician, Dr. Intensivist to get order...Dr. Intensivist listened, then said, ‘never wake me up for these requests again,’ and hung up without giving the order.”

“Dr. Intensivist became angry...said ‘you people are mismanaging my patients’ ...all this in front of patients and other staff.”

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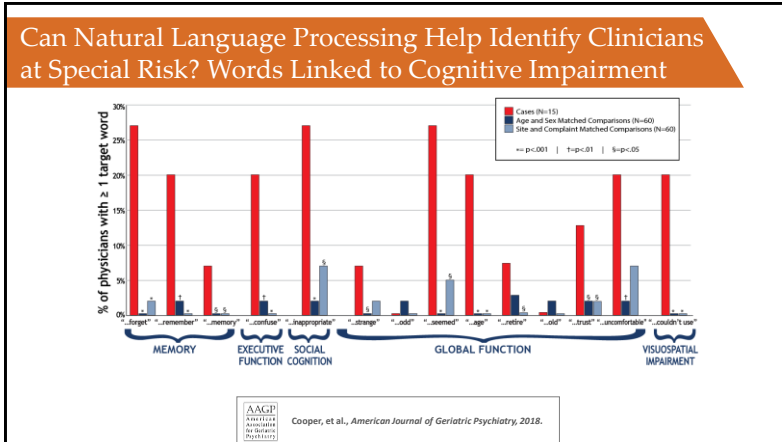
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- ### Best Practices
- Design Game Plan
 - Determine Policies and Procedures
 - Understand Professionalism Standards
 - Engage Leaders (including end around strategy)
 - Identify Wellness Resources
 - Access to System and Individual Data
 - Plan for Refusal to Cooperate
- Adapted from CPPA Roundtable, October 2017
<https://www2.mc.vanderbilt.edu/cppa/45373>

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Three Characteristics Define a Profession: Justice Louis Brandeis

- Body of knowledge that is owned by the profession; distinguished from mere skill.
- Occupation pursued largely for others; financial return not the accepted measure of success.
- Obligation for self regulation.

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