

Saving Lives: reducing infection, delivering clean and safe care

Reducing healthcare associated infections: from trust board to ward

A summary of best practice



Sustainable reductions in healthcare associated infections (HCAIs) like MRSA and *Clostridium difficile* require the proactive involvement of every member of staff across all healthcare settings. All staff has a role to play in reducing HCAI and making that contribution is crucial.

Board to ward is the synthesis of significant learning on some of the key organisational features required to support the behavioural change needed to reduce HCAI. Board to ward sets out this learning in a practical way so that teams at all levels are able to define roles, responsibilities, outcome measures and performance indicators across their workforce.

Implementing these principles will enable staff at every level of the organisation to be clear on their role and know how to make their contribution to HCAI improvement.

Board to ward

Board to ward: Trust strategy to reduce HCAI: objectives include

- The Trust Board should demonstrate compliance and assurance with the Hygiene Code, *Saving Lives* delivery programme achieving pro-active reduction in infection rates and ensuring quality is central to care delivery.
 - The Trust Board should provide strategic leadership for effective delivery and management of patient safety in relation to infection prevention and control.
 - The Trust Board should ensure infection prevention and control is embedded into strategic planning and therefore service delivery across the trust.
 - Safety must come first in all aspects of patient care
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The Board

Board level objectives

- Implement and monitor a trust wide HCAI improvement strategy
- Ensure all staff are accountable for infection prevention relevant to their role
- Ensure staff understand the legal requirements of the Hygiene Code and that staff are authorised to implement *Saving Lives* action plan at ward and departmental level
- Ensure trust wide HCAI/environmental specific data across all clinical settings is signed off monthly by board to assure progress
- Ensure robust communication strategy monitored by the board that increases internal staff awareness and improves local public confidence in the trust.

Objective	Practices, deliverables and outcomes
Implement and monitor a trust wide HCAI Improvement strategy	<p>Establish an HCAI Taskforce to deliver the strategy which is responsible and accountable for delivering resources to areas of greatest risk</p> <p>CX/DIPC to chair task force to report monthly to board and Chief Executive working closely with MD and DN</p>
Ensure all staff are accountable for infection prevention and control relevant to their role	<p>Ensure each member of staff has IPC added to job description, that this is included in performance reviews/IPRs</p>
Ensure staff understand the legal requirements of the Hygiene Code and that staff are authorised to implement Saving Lives action plan at ward and departmental level	<p>Devolve responsibility to department and specialty level for HCAI improvement and monitor performance monthly through <i>Saving Lives</i> balanced scorecard and other KPIs</p>
Ensure trust wide HCAI/environmental specific data across all clinical settings is signed off monthly by board to assure progress	<p>Board to monitor the <i>Saving Lives</i> balanced scorecard monthly and to use a HCAI surveillance/trust specific balanced scorecard to monitor specialty/ward based performance on HCAI</p> <p>Drive HCAI improvement at specialty level and hold heads of department accountable for HCAI rates</p> <p>Sign off on monthly compliance reports for key specialties and for risk areas eg balanced scorecard to include HCAI across all clinical settings</p> <p>Sign off on monthly compliance reports for key specialties and for risk areas eg balanced scorecard to include HCAI across all clinical settings</p>
Ensure robust communication strategy monitored by the Board that increases internal staff awareness and improves local public confidence in the trust	<ul style="list-style-type: none"> • Regular update to board on communications to raise awareness of HCAI matters across all staff groups • Engage external audiences in trust HCAI plan through proactive communications and media management

Individual board members

Chief Executive

Objective

Practices, deliverables and outcomes

Lead the trust in delivery of lower rates of infection in line with national targets and local arrangements

- Make HCAI a top trust priority and take personal accountability for delivery of the *Saving Lives* action plan and compliance with Code of Practice
 - Establish a HCAI task force and report to board monthly on HCAI improvements
 - Set up collaborative approach across the trust that ensures medical, clinical, estates, finance and other directorates are involved, and make their contribution
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Performance manage trust and key individuals to deliver HCAI strategy

- Set HCAI related goals for each department and hold key individuals accountable for performance
 - Establish a set of key performance indicators for the board and manage performance against these
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Ensure staff awareness on HCAI increases and that public confidence in the trust improves

- Deliver a communications strategy that reinforces HCAI as top trust priority and core business to all staff groups
- Indicators: patient complaints, satisfaction survey, media reporting.*
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Nurse and Medical Director

Demonstrate clinical leadership that places HCAI as top priority and safety at the centre of trust practices and plans

Ensure consistency of care across all clinical settings and that evidenced based practice is applied to reduce HCAs and achieve high reliability

Objective**Practices, deliverables and outcomes**

Collaborate with medical, clinical and other directorates to ensure joined up approach to HCAI improvement

Establish and manage an operational framework which monitors and assures improvement on HCAI

HR Director

Collaborate with medical, clinical and other directorates to ensure joined up approach to HCAI improvement

Ensure all staff are able to articulate their role and know how to make their contribution to trust wide plan in HCAI

Add HCAI and infection prevention and control to job descriptions of all staff.

Ensure there is a trust wide plan to advise, train and monitor HCAI awareness across all staff groups

Finance Director

Ensure financial impact of HCAI is understood across the trust

- Include HCAI and infection control improvements in business case submissions
 - Quantify trust savings from HCAI improvement and promote to key departments
 - Quantify financial impact on trust on effective antibiotic use, screening, isolation, outbreak management
 - Report regularly to the board on potential and actual savings from HCAI improvement
 - Approve business cases where HCAI is quantified and supports HCAI improvement plan
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Directorates and specialties

Infection control team

Objective

To train, support and advise across the organisation to ensure that all staff are aware of the current infection prevention guidance relevant to their role and are equipped to implement and contribute

Practices, deliverables and outcomes

Ensure that the trust HCAI plan

- reflects up to date evidence based practice eg is based on *Saving Lives*
 - Is regularly monitored at ward, and directorate level by use of relevant dashboards
 - Is accessible by all staff groups- useable and useful
 - Uses results from audit to inform HCAI improvement – locally specific to wards and teams
 - Focuses on high risk areas and all patients – comprehensive
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Act as an expert group to provide guidance, interpretation and support on HCAI improvement plan and infection prevention control issues to patients, staff and stakeholders

- Monitor progress on *Saving Lives* actions plan
 - Validate data on HCAI monthly and ensure signed off by Chief Executive
 - Review risk register monthly on HCAI issues
 - Use of route cause analysis (RCA) audited and fed back in HCAs
 - Quarterly infection control (IC) report published on HCAI progress
 - Training and attendance data on IC audited and acted upon
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Clinical directors, general managers, lead nurses and clinical champions

Objective

Practices, deliverables and outcomes

Ensure quality and safety is central to directorate plans to delivering clean and safe care

- HCAI improvement and infection prevention should be embedded in systems and processes at ward and directorate level.
 - Ensure each staff member has HCAI in their job descriptions and that HCAI forms part of progression and performance of staff
 - Infection data in specialties reviewed monthly and used to inform action
 - RCA undertaken within 5 working days of HCAI
 - Environmental audit results used to steer departmental action on cleaning
 - High Impact Interventions used and results are fed back directorate wide to inform team action plans
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Ensure directorates comply with the code of practice

Demonstrate monthly improvement against the Code of Practice by using the *Saving Lives* balanced scorecard and High Impact Interventions as indicators.

Key performance indicators (KPIs) to include:

- Run charts and HII data
 - PEAT and cleanliness score
 - Compliance data eg prescribing and taking blood cultures
 - Training uptake and awareness
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Ensure broad use of good practice to reduce HCAs and monitor performance against agreed goals

- Use HIIs and RCA to drive performance on high-risk areas.
 - Performance data should be used as an indicator of progress/ improvement within directorates and aggregated for monthly reporting to the board.
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Consultants

Objective

Provide clinical leadership which instils a culture of zero tolerance on HCAI across the organisation

Be a champion for HCAI prevention and improvement

Practices, deliverables and outcomes

- Ensure every patient is afforded high standards of infection prevention and control and that the primary consideration in delivery of care is safety.
 - Ensure delivery of best practice at all times and use KPIs to instil this culture across the organisation
 - Specialty and consultant specific data used to improve performance
 - Ensure RCA is undertaken where necessary and act on results
 - Undertake regular infection control training
 - Review compliance with national policy to ensure high reliability in reducing HCAs and ensure results are used to inform action eg audit of antibiotic use to amend prescribing practice
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Group: Ward

Ward manager

Objective

Demonstrate high levels of compliance to infection prevention and control policies, clinical protocols and environmental cleanliness

Practices, deliverables and outcomes

Use infection control data on each clinical area to focus improvement work; share data and action plan with ward team;

- Identify high risk clinical areas, use root cause analysis and report findings and report findings and outcomes to Directorate Governance Committee
 - Implement ***Saving Lives High Impact Interventions***; audit and monitor compliance to these, as well as environmental and infection prevention and control policies;
 - Report compliance data to ward teams and directorate board
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Infection Prevention Report should include:

- Monthly review of HCAI data and successful implementation of RCA on MRSA bacteraemias;
 - Audit clinical practice (i.e. through HIs) and high compliance sustained;
 - Local awareness of compliance levels and actions plans for HCAI improvement and cleanliness
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Head of Facilities

Ensure premises are 'fit for purpose', maintained and clean

- Regular monitoring of standards of cleanliness, reported at ward, department and board level with actions to improve in areas of developing risk
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Oversee effective implementation of guidance relating to cleaning, decontamination, laundry and waste disposal

- Work with infection control teams and other relevant staff to ensure facilities comply with local and national infection prevention and control guidelines and to provide support and solutions to non-compliant areas
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Objective**Practices, deliverables and outcomes**

Ensure that infection prevention team are involved and engaged with any new infrastructure or build

- Ensure that any new facility complies with Hygiene Code

Comply with relevant duties of Hygiene Code and demonstrate this through evidence

- Ensure that cleanliness audits are completed regularly – as per local policy (daily, weekly, monthly) – and ACTED UPON to guarantee a high standard of cleanliness by complying to the Hygiene Code

Allied Health Practitioners

Ensure infection prevention and control measures that are robust and evidence based are embedded in care delivery

- Assist in monitoring of clinical practice and review delivery of care to minimise risk of HCAI
- Ensure consistent adherence to local antibiotic prescribing policy

Understand local HCAI data and ensure relevant IPC policies are adhered to and aseptic technique followed correctly

- Ensure that all equipment and environments are clean
- Ensure infection prevention reports include data on antibiotic use and audit information reflects local and national policy

Domestic Staff

Take individual responsibility to ensure high standard of cleanliness and effective implementation of cleaning guidance

- Adhere to local cleaning procedure and protocols at all times
- Participate in regular cleaning audit and complete actions resulting from compliance monitoring

Oversee effective implementation of guidance relating to cleaning, decontamination, laundry and waste disposal

- Ensure correct disposal of waste e.g. sharps and contamination waste
- Receive relevant training on infection prevention control and cleaning according to local policy and training objectives as set by Facilities Management

Comply with relevant duties of the Hygiene Code and demonstrate this through evidence

www.clean-safe-care.nhs.uk

For additional tools, information, news and resources on reducing HCAs, please visit www.clean-safe-care.nhs.uk

For further information on this document, please email reducingmrsa@dh.gsi.gov.uk