# Clinical Leadership Training Course

**DATE I** Feb 18, 19, 20, 2025 **VENUE I** 2F Chrysanthemum, Grand InterContinental Seoul Parnas Hotel











# Looking beyond data collection: Maturing your AMS Program

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## Learning objectives

- Identify barriers and facilitators for AMS implementation
- Understand the importance of behaviour change
- Appreciate the importance of leveraging data science for scaling stewardship

## Data collection is a good start but....

#### What are you doing with this data?

- How do we create system change?
- How do we change prescribing behaviours?
- What is the role of implementation science
- Understanding theories and frameworks



## The Learning Health System

Collect data from clinical encounters or antimicrobial prescriptions

Include Indications for use

Aggregate and analyze the data
Establish metrics and benchmarking of appropriateness

Using a data to knowledge to practice framework to drive quality improvement for antimicrobial prescribing

Establish effective communication and feedback to drive continuous improvement

A Learning
Health Care
System to
Support
Antimicrobial
Stewardship

Evaluate outcomes of AMS programs including cost-effectiveness, and appropriateness of prescribing

Use this data inform practice change through guidelines, decision support, clinical pathways and AMS toolkits

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Use this data

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## Who is your learning health community?

- Most important activity, and your starting point
- Supports co-design, consumer and clinician engagement

- An engaged executive is essential
- Who is your AMS team?

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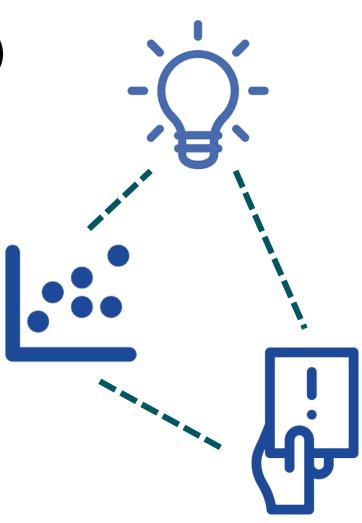
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#### Data for action

- Indications
- Appropriateness (more meaningful than quantity)
- AMR rates etc
- Quality improvement data/risk events
- Sepsis/SSI/HAI
- Patient outcomes
- Qualitative data "What Matters to You?"
- Ethnographic (observational) data
- Data science NLP/machine learning



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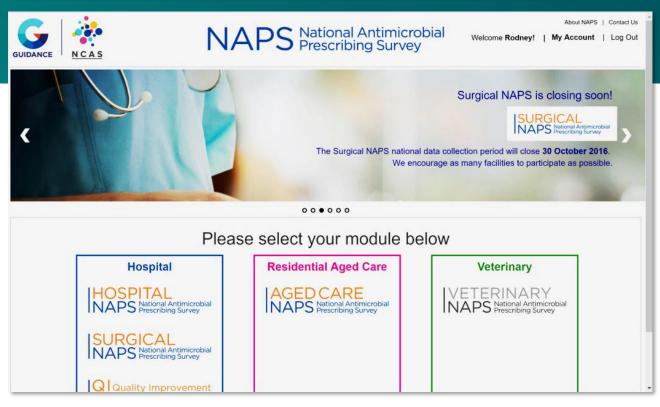
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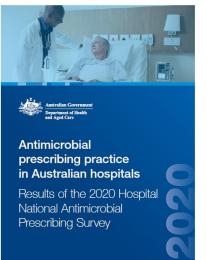
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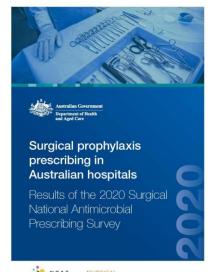
Use this data inform practice change through guidelines, decision support, clinical pathways and AMS toolkits

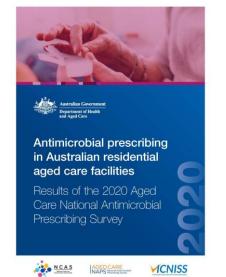
#### **Data Visualisation**

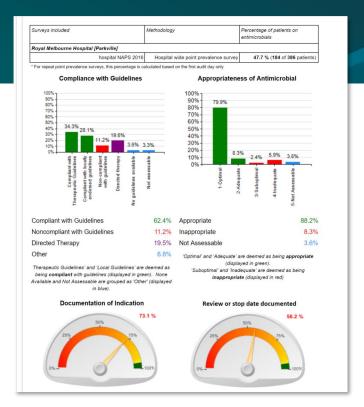
- Establish key metrics and goals
- Select appropriate visualisation types
- Highlight performance and action points
- Make data interactive and user-specific (execs vs clinicians)
- Provide context and insights (including benchmarking)
- Evaluate and adjust









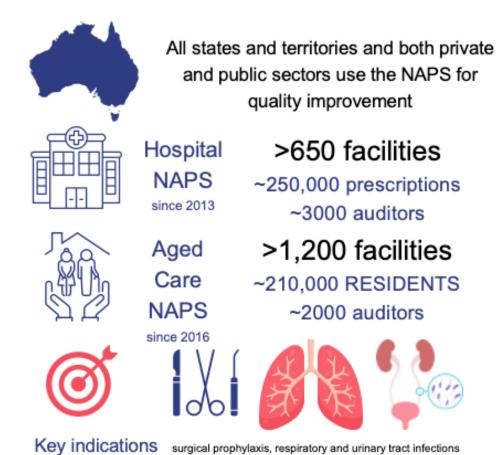


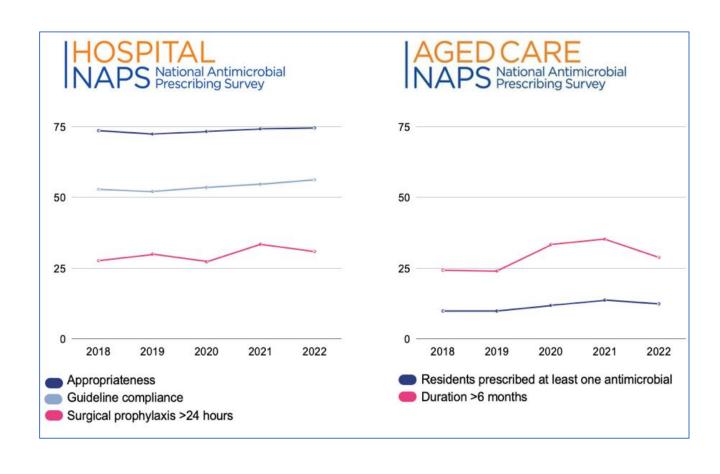


#### **International Adoption**

Developed and managed by the Guidance group (ISO9001 certified) at RMH. Funding support from Australian Commission of Quality and Safety in Healthcare, Commonwealth Department of Health, and National Centre for Antimicrobial Stewardship

## NAPS National Antimicrobial Prescribing Survey





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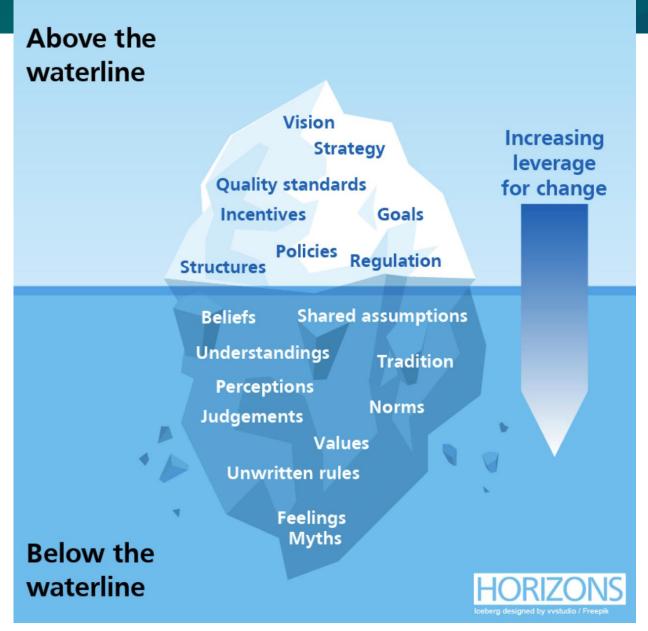
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#### Do we see:

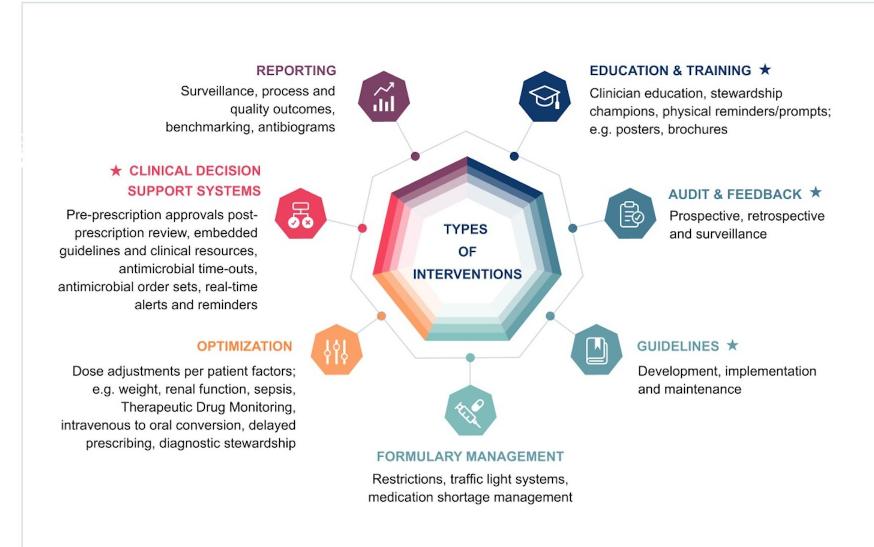
- guideline non concordance and
- 30-50% inappropriate antimicrobial prescribing?

"Implementation is impacted by social, cultural, behavioural and technological factors."



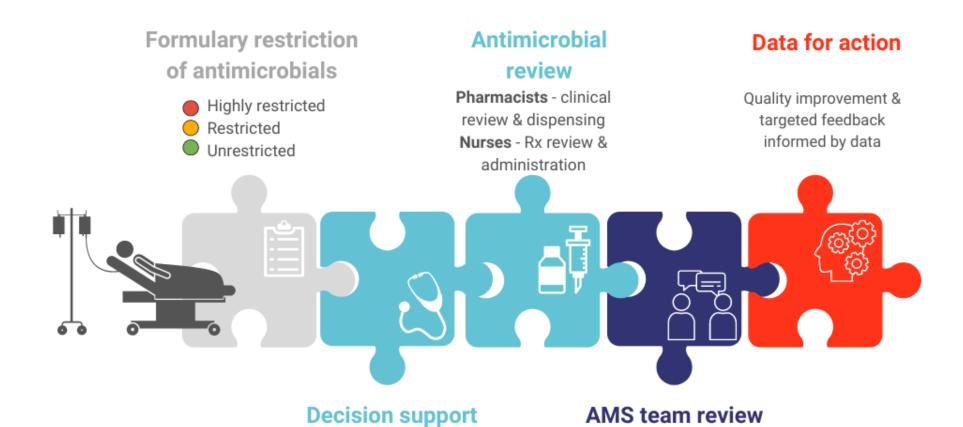
## What you could do....

- Undertake a situational analysis
- Organisational readiness assessment
- Understand barriers and facilitators
- Identify knowledge gaps
- Ensuring that actors, actions, timing, are defined in all guidelines
- Always consider implementability (feasibility)



Effective AMS behaviour change interventions: Education & Training, Audit & Feedback, Guideline implementation and decision support, Social influence & peer modelling, Reminders & Nudges

#### The RMH Guidance model for AMS



Post prescription review & real-time feedback to

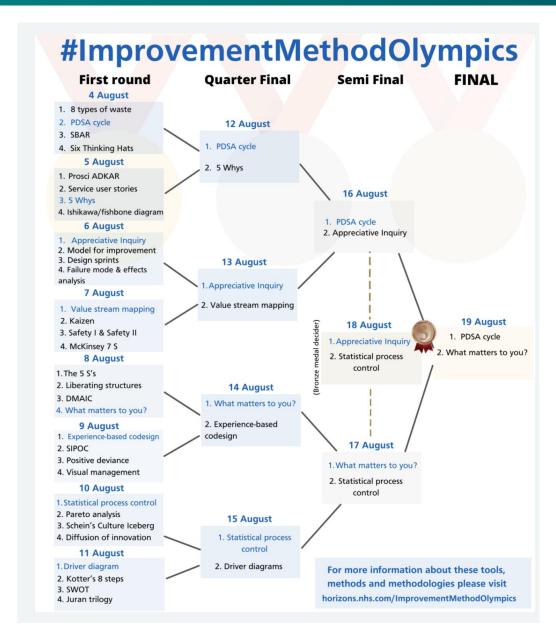
prescribers

Prescribers - access to

decision support, & local & national guidelines

#### 19

#### Improvement methodologies



## The #ImprovementMethodOlympics

In the spirit of the Olympics and Paralympics

## Congratulations to our winners!

## What Matters to You?

66 If you don't ask, listen & then act together you'll potentially waste time and resources on improving things that aren't important to people.

@ClaireM7523

## **PDSA** cycles

PDSA is amazing, it empowers you to try small tests of change and to learn from what happens and generate even better ideas. If you only ever use one QI tool...

#### @JenniferVeitch

1

## Appreciative Inquiry

66 It's about recognising the strengths of those involved in the change, whipping up lots of enthusiasm and boosting with a charge of feeling empowered. @MskTaylorMoore

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For more info: horizonsnhs.com/ImprovementMethodOlympics

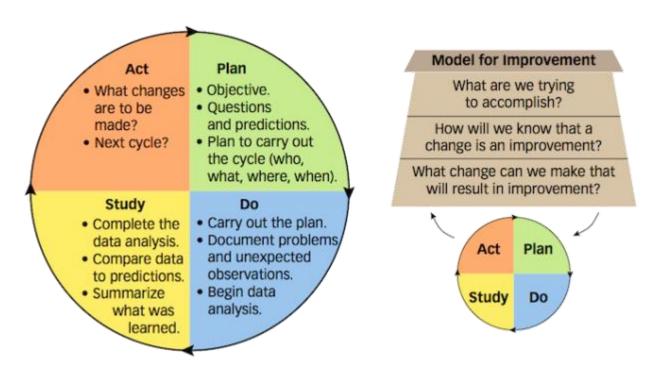
#### **PDSA**

PDSA cycles to test an idea for change by temporarily trialling a change and assessing its impact

- Plan the change that needs to be tested or implemented
- **Do** carry out or test the change
- Study data before and after the change and reflect on what is learned
- Act plan the next change cycle or full implementation

Test improvements on a small scale before scaling

Create ownership is key to implementing the improvement successfully. Reduce the barrier to change



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About

Improve Care

Sharpen Your Skills

Improve Culture

Advance the Patient Voice

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Resources

## Resources

Home > Resources > What Matters to You?

#### What Matters to You?

"What Matters to You?" is a simple question that can have a big impact on the quality of care. When providers have a conversation about what really matters to the people they care for, it helps them to perform their work more effectively and to provide care that is patient- and family-centred. To support health care providers in this work, we launched a provincial initiative with a simple question aimed at ensuring that care is aligned with what matters to patients and their families. Learn more about "What Matters to You?"

#### Download "What Matters to You?" Resources

A selection of downloadable resources is available on the "What Matters to You?" order page. Additional resources for patients and providers are available to order, and will be distributed for free within BC.

## Social and behavioural challenges

- Prescribing etiquette
- Hierarchies influencing prescriber behaviour
- Strong belief systems (including myths and rituals)
- Social/cultural disparities
  - Research gaps in understanding the impact of socioeconomic inequalities on outcomes

## Case Study: Surgical Antimicrobial Prescribing

#### **Data from the Surgical NAPS**

Crude appropriateness of all SAP is **48.7%** 

Low Adjusted Appropriateness (AA) for ALL surgical procedure groups

**Procedural** 

range: 33.7%- 68.9% (dentoalveolar to neurosurgery) **Post-procedural** 

range: 21.5% - 58.7% (breast to ophthalmological)

Most common reasons for inappropriate SAP

**Procedural** incorrect timing (44.9%)

**Post-procedural** 

duration  $\geq$  24 hours (54.3%).



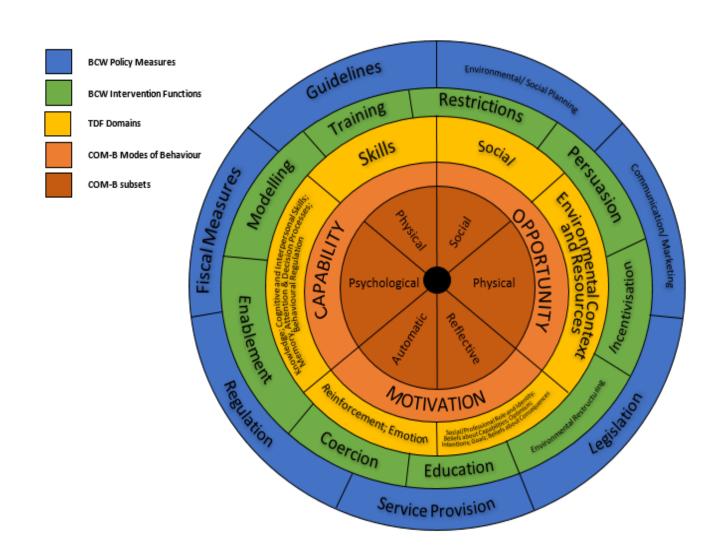
## Applying theory to intervention design and evaluation

- Provides a framework to facilitate
  - accumulation of evidence
  - communication across research groups
- Identifies barriers and facilitators to change and what needs to change
- Identifies mechanisms of action
  - evidence that can be used to understand processes
  - design and improve interventions

## The role of implementation science frameworks

## **Behaviour Change Wheel**

"A systematic way of identifying relevant intervention functions and policy categories based on what is understood about the target behaviour."



			2011	
Overall Themes	Sub Themes	Barrier or Enabler	COM-B	Relevant Domains
				(Theoretical Domains
			Components	Framework)
Low priority for surgical antimicrobial prophylaxis prescribing skills.	Surgical technique of greater importance	Barrier	Physical Capability	Skills
	Deskilling surgeons	Barrier		
Prescriber autonomy overrules guideline compliance	Guideline knowledge and awareness of limitations	Barrier & Enabler Enabler Psychological Capability	Knowledge	
	Competition as a means to regulate behaviour			Memory, attention and decision processes Behavioural regulation
Social codes of prescribing	Intra-specialty hierarchy Rules	Barrier	Social	benavioural regulation
reinforce established practices	Cross-specialty prescriber etiquette	Barrier	Opportunity	Social Influences
Need for improved	Poor documentation and communication	Barrier	Орроганису	
communication,	'Time-Out' supports pre-operative communication; post-	Barrier	Physical	Environmental context
documentation and data for	operative management is less standardised	& Enabler	Opportunity	and resources
action	Data for action	Enabler	орронеши,	
Fears and perceptions of risk hinder appropriate SAP prescribing.	Fear of infections	Barrier	Automatic Motivation	Emotion
	Varied risk perceptions across specialties	Barrier & Enabler		
	Fear of litigation	Barrier		
	Risking career progression and job security	Barrier		
Lack of clarity regarding the roles and accountability	The buck stops with the surgeon	Barrier		Social/ professional
		& Enabler	Reflective	role and identity
	Passive prescribing hinders accountability and SAP cessation	Barrier	Motivation	Beliefs about
		& Enabler		Capabilities
	Capacity for role expansion of pharmacists and nurses.	Barrier		Beliefs about
		& Enabler		Consequences

"If I had a post-operative wound infection which was superficial on the abdomen...I think, we don't usually use antibiotics. Whereas, plastics on the other hand... you know, if you went and rubbed a bit of faeces on to one of their skin grafts (laughing), it'll be horrifying. We do flaps in the anus, and we don't use long extended antibiotics for that." (F4. Public colorectal surgeon)

"I think the problem is that an infection is a nightmare. An infected joint is a catastrophe".

(F3. Private anaesthetist)

Fear of infections

Fear of litigation

Varied risk perception s across specialties

Fears and perceptions of risk hinder appropriate SAP prescribing

"If you're annoying and ask stupid questions to them, that slowly will affect their view. They're not going to respect you necessarily, for asking the tough questions. They just will consider you a hassle."

(F15.Public orthopaedic surgeon)

Risking career progression and job security

"I think (that's) what's a major contaminant in the space, is the behaviour of Medibank Private. Who are looking to not fund readmissions and problems for post-operative infections etc. I think that is a significant pressure that, I think, some surgeons will feel, and will mitigate against. So, someone will say, 'yeah, I want to give more antibiotics, I'm worried about (infections)."

(F4. Public colorectal surgeon)

#### A framework for SAP Stewardship in Australia

#### Collaboration/Engagement

RACS + specialty colleges: AMR framework and AMS for SAP

**ACQSHC:** Mandate surgeon involvement in AMS for SAP

**TG/NSW CEC** - implementation toolkit and resources

Partnered/ collaborative SAP prescribing models

- anaesthetsists, pharmacists, nurses

**Infection prevention** and surveillance services

Collab with **surgical colleagues** to undertake Surgical NAPS audits

#### Data For Action

#### **Surgical NAPS**

- Targets for stewardship
- procedural timing
- post-procedural duration
- topical use
- high volume surgeries
- high ceftriaxone use
- Prolonged durations

#### **Surgical Site Infection Surveillance**

No national standard

#### Interventions

Co-design pathways involving pharmacists/nurses

Develop tailored AMS medical orientation packages

Electronic re-dosing reminders

CPOE/CDSS SAP order sets

Modify 'time-out' and ERAS pathways to include post-operative SAP/cessation

Standardised post-operative documentation/ checklist

Methodology | Open Access | Published: 05 December 2019

## Action, actor, context, target, time (AACTT): a framework for specifying behaviour

Justin Presseau ☑, Nicola McCleary, Fabiana Lorencatto, Andrea M. Patey, Jeremy M. Grimshaw & Jill J. Francis

Implementation Science 14, Article number: 102 (2019) | Cite this article

#### Detailed behaviour specification helps to

- clarify evidence-practice gaps
- who needs to do what differently
- identifies barriers and enablers
- design interventions
- provides an indicator of what to measure to evaluate an intervention's effect on behaviour change

#### **Example**

The AACTT framework using hand hygiene improvement

Sepsis pathways would be another example!

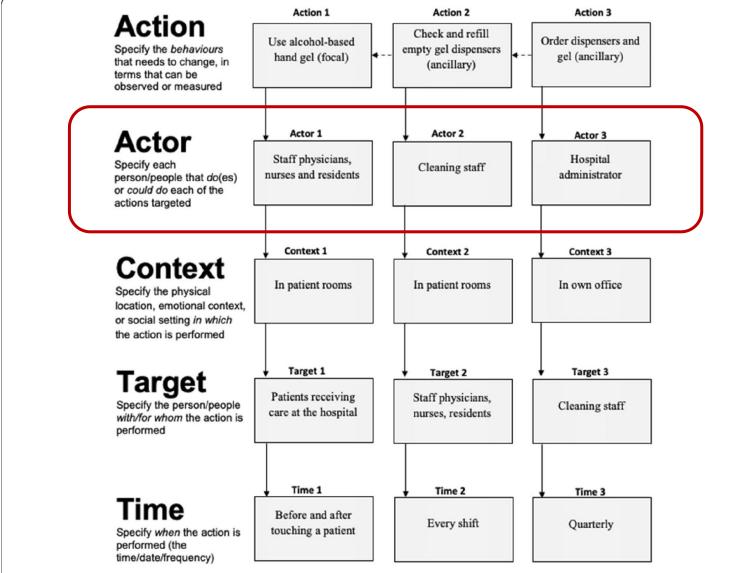


Fig. 2 AACTT specification for focal and ancillary Actions of multiple Actors, Contexts and Times, with worked example applied to impreving hand hygiene

## **Evaluation of the 2017 Cochrane Review of AMS interventions (RCT or ITS) using the AACTT framework (Duncan et al. JAC 2020)**

Action: Defined in 100% studies (starting, stopping Px or Rx antibiotics)

**Actor:** Defined in 55% (80% for starting, 50% stopping)

Poorly defined for ward studies e.g 'treating physician'

Context: Defined in 100% (e.g ICU, wards, surgery)

Target: Patient population defined in 100% (e.g sepsis, CAP, HAP)

Timing: Defined in 76% (esp. stopping therapeutic Abs)

Few AMS interventions included in this review specified more than one actor and only one specified an actor who was not a doctor which fails to reflect the multi-professional care-delivery system of antibiotics in hospitals

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#### **Antimicrobial Stewardship Measures - Hospital Setting**

Structural Measures	Process Measures	######################################	Outcome Measures
Policy	Access to guidelines & toolkits	*	Reduced antimicrobial consumption
Accountability & Leadership	Access to decision support systems	*	Decreased rates of AMR
Expertise	Prospective audit & feedback	*	Improved clinical outcomes
Educational Resources & Training	Educational Resources & Training	*	Reduced Clostridiodes difficile infections
Classification systems (e.g., WHO AWaRe classification <sup>15</sup> )	Formulary restriction and pre-authorisation requirements		Cost savings
	Post-prescription review interventions Intravenous to oral conversion De–escalation of therapy Dose optimization		
	Antibiotic time-outs or stop orders		
	Antibiotic cycling or rotation		
	Rapid diagnostic testing		

## **Example**

Interactive, on-demand reporting

Significant time savings on report generation



Option to design customised reports

Data can be extracted for further analysis

Able to incorporate data into business intelligence systems

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**Use this data** 

inform practice

change through

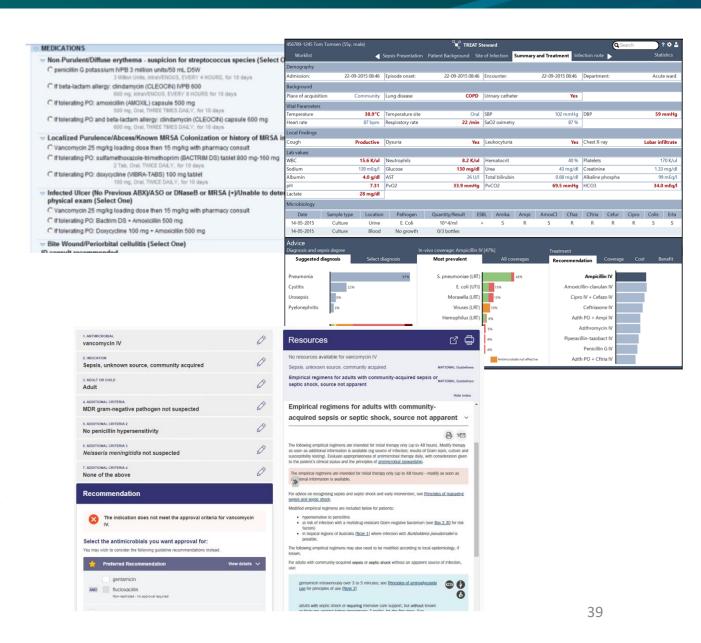
guidelines,

Evaluate outcomes of AMS programs including cost-effectiveness, and appropriateness of prescribing

Tool	Description	Example
Audit and Feedback	Structured feedback comparing prescribing practices to guidelines or peers.	Monthly review of antibiotic prescribing practices with feedback on adherence to stewardship protocols.
Behavioural Nudges	Subtle cues or system changes that make desired behaviours easier or more prominent.	Setting up "antibiotic timeout" reminders in electronic health records to encourage reassessment of prescriptions.
Educational Outreach	One-on-one or small group sessions to address misconceptions and provide guidance on best practices.	Targeted sessions to correct misconceptions about antibiotic use in viral infections.
Social Influence & Peer Comparison	Uses social norms and peer performance data to encourage alignment with best practices.	Sharing peer compliance rates for antibiotic guidelines to improve adherence.
Digital/Mobile Reminders	Prompts via mobile apps, emails, or SMS at critical moments to encourage adherence to protocols.	Automated alerts for clinicians to review and potentially de-escalate antibiotic therapy after 48 hours.
Commitment & Goal-Setting	g Encourages personal goal-setting with periodic follow-up and accountability.	Setting monthly goals for reducing unnecessary broad-spectrum antibiotic use, with follow-up on progress.
Motivational Interviewing	Person-centered counseling style to explore and resolve ambivalence about antibiotic use.	Discussing concerns with clinicians hesitant to reduce antibiotic use in mild cases due to resistance concerns.

# **Expert systems**

- Most current CDSS or computerassisted/aided tools
- •Stereotyped architecture inc. knowledge base and inference engine
- •Knowledge-intensive/knowledge based systems
- •"Translating human expertise into rules"
- •e.g Prescribing for community acquired pneumonia based on severity, allergy profile, pregnancy status



### Can we use AI?

### **Artificial Intelligence**

Computer systems capable of activities normally associated with cognitive effort

### **Machine Learning**

Training machines to recognize patterns. Using labelled (supervised) or unlabeled (unsupervised) data

# **Deep Learning**

Subfield of machine learning using layered neural networks to learn from vast amounts of data

### **Generative Al**

Subfield of deep learning that relates to the generation of new data (text, audio, video, images)

### MACHINE LEARNING CDSS

Ability to automatically learn and improve from experience without been explicitly programmed (machine learning)

Use of algorithms

Most medical applications use supervised learning

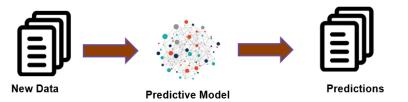
Data-intensive – quality of patient data is very important

"Programming algorithm than can automatically extract rules from data"

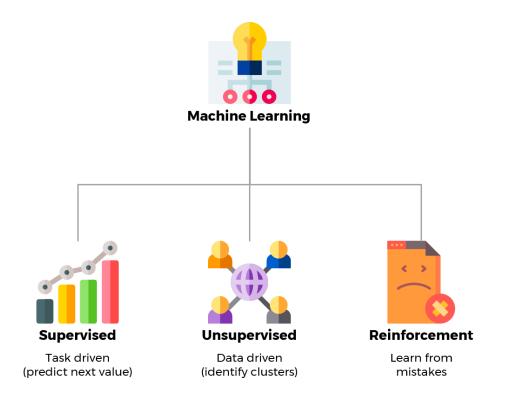
e.g Sepsis prediction programs



Model training



Scoring



# **Machine Learning CDSS**

90% high income countries/90% adult 40% ICU and 25% ID consultation

#### Demonstrated effectiveness with

- 1. Prediction and early detection of sepsis
- 2. Diagnosis of infections
- 3. Assist with identification of appropriate therapy
- 4. Prediction of AMR

Rare use of unstructured clinical data (i.e natural language processing)

For bacterial infection models: missing key inputs e.g transmission risk, antibiogram

Almost all retrospective studies

Scarce clinical implementation of models (with mixed results)

# **Practical use cases for AMS**

#### **DEVELOP GUIDANCE**

- Create custom antibiotic stewardship GPTs
- Develop new guidance documents using prior
- Examples

#### **SUMMARIZE**

- Shorten long documents and articles
- Identify key messages from podcasts and videos
- Act as a personal meeting note-taker

#### **TRANSLATE & SIMPLIFY**

- Translate to/ from English
- Simplify language to a specific reading level or audience

#### **EDUCATE**

- Generate quizzes from existing content
- Create analogies to explain concepts
- Develop infographics and presentations

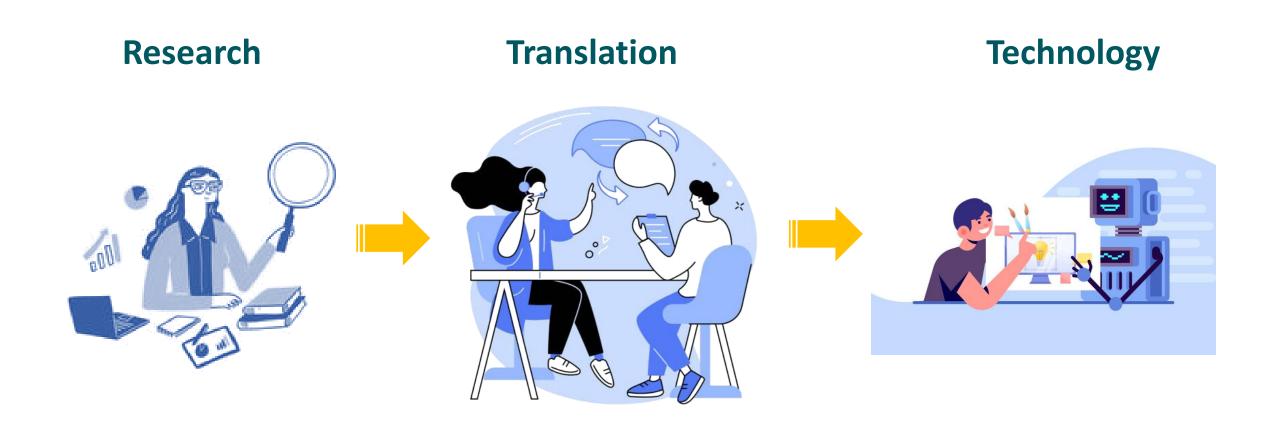
#### **RESEARCH**

- Perform a literature search
- Critique your scientific writing
- Write statistical analysis code

#### MANIPULATE DATA

- Visualize quantitative data
- Summarize and categorize qualitative data

# Our experience: Bringing data science into quality improvement for AMS



# **Objectives**

- Harness data from electronic health records from hospitals, primary care and vet clinics
- Establish common data models for antimicrobial use metrics and infection indications across sectors
- Support automation and scaling and benchmarking of future antimicrobial prescribing surveillance
- Drive better patient outcomes while limiting the emergence of antimicrobial resistance

### **Considerations**

- What are the data sources?
- What are the ethics and governance arrangements?
- Where can the data be stored securely during analysis and later, for implementation?
- What expertise is required?

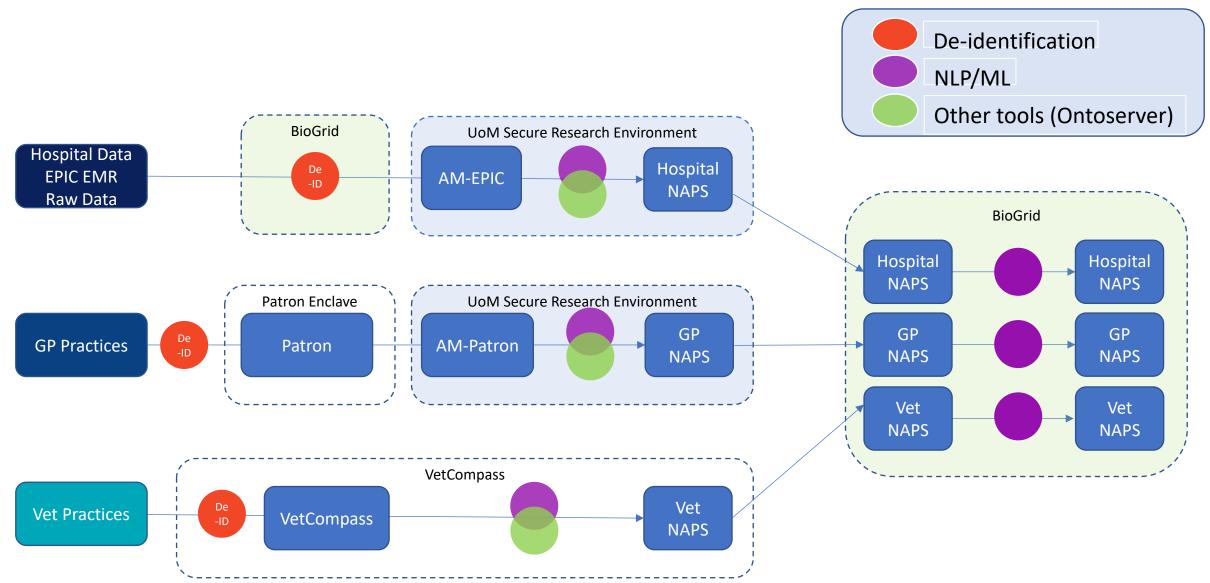
### The team

#### Clinicians

- Infectious Diseases Physicians
- Vets, GPs
- Pharmacists
- Microbiologists
- Infection prevention experts
- IT
  - Software Developers
  - Informaticists
  - Data scientists
- Epidemiologist
- UI/UX specialists
- Researchers
  - MPhil, PhDs and Post Docs



# **Data pipelines**



# **Establish clinical working groups**

Stakeholders identified for each domain (Hospital, PC, Animal Health)
Identify priority indications for algorithm development:

- The most common indications
- Known poor rates of appropriateness from Hospital NAPS data
- Commonly prescribed or target antimicrobials (e.g quinolones)
- Indications common across animal and human health
- Can be used to generate data meaningful for national QI programs

## Plan

# Use NLP and ML algorithms to

- augment data pipelines to support the automation of antimicrobial quality of prescribing assessments
- streamline data capture from unstructured free text
- automatically classify the appropriateness of antimicrobial prescriptions

# Questions?

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www.ncas-australia.org









