Pediatric Sepsis

"Reducing Excessive Variability in Infant Sepsis Evaluation"

(R.E.V.I.S.E)



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New Jersey Hospital Association
New Jersey Sepsis Learning Action Collaborative
Wednesday September 19th, 2018



nsite

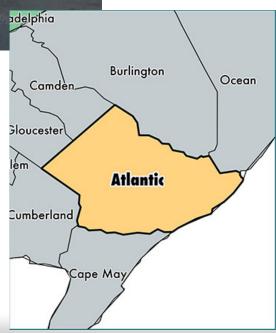
Neonatal Partners

Onsite Neonatal Partners

 Onsite Neonatal Partners is a national 24/7 in-house neonatology practice that partners with leading hospitals across the country to develop and manage neonatology programs that are patient centered, evidence-based, and financially viable













Shore Medical Center

- Full-service acute care community hospital
- Six Centers of Excellence:
 - -Advanced Spine & Orthopedic Institute
 - -Cancer Center
 - -Cardiovascular Services
 - -Emergency Department
 - -Maternity & Pediatrics
 - -Neurosciences Center



Shore Medical Center

- 1st and ONLY
 Planetree patient friendly hospital designated in NJ
- 1,200 Employees
- Eight As in Leap Frog quality measures







Objectives

 Identify steps in development of a policy, documentation and screening for pediatric sepsis

 Compare and contrast sepsis in pediatrics versus other populations



The Journey...

- October 2015, NJ began journey to address sepsis in adult patients....
 - The organization made a decision to address all populations (Adult, OB, Pediatrics)

 2017, AAP project REVISE addressing neonatal/pediatric sepsis



The Journey...

Peds are different

- RNs cannot memorize all "Normals" for each age in peds
- Kids run fevers and are not septic (not easily identified)
- Procedures take longer in kids

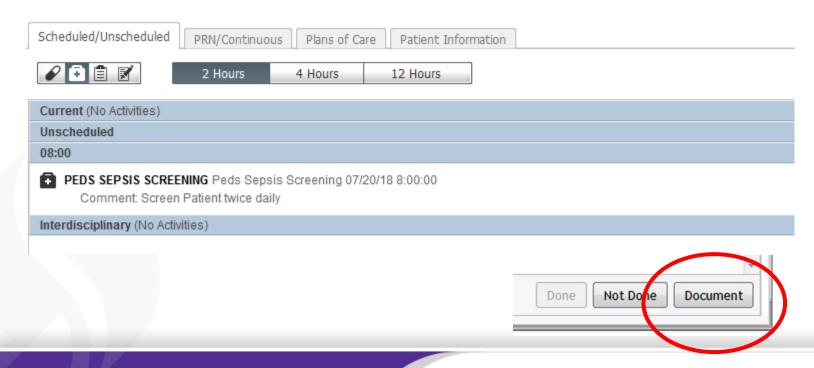
What we did...

- User friendly resources
- Changes time zero

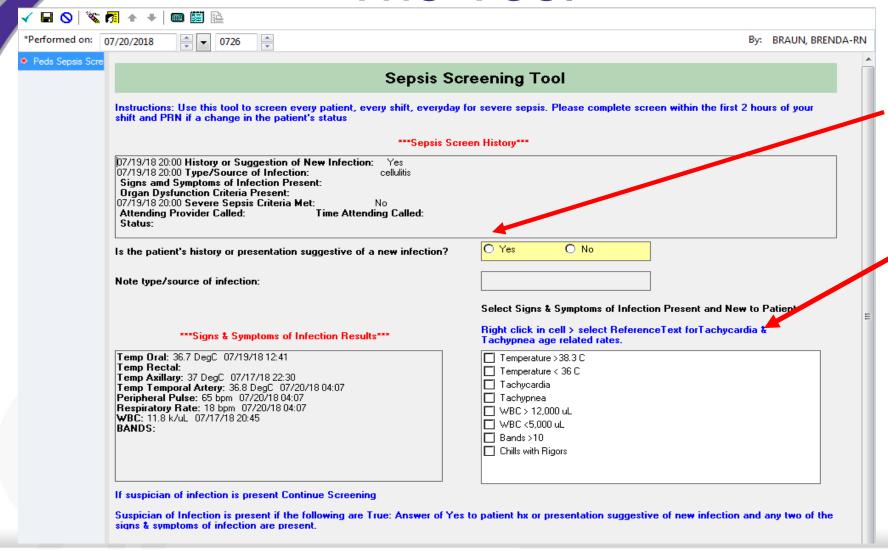
IVs, labs, etc.



This "fires" every 12 hours for all pediatric inpatients on nursing task list. It is also completed on all ED pediatric patients upon arrival to peds ED









Kererence			
Peds Sepsis S/S of Infection	Present		
CarePlan information	Chart guide	Nurse preparation	○ Pā

Sepsis S/S Peds of Infection Present

			Respiratory rate	
	Heart Rate, Beats/Min		Breaths /min	
	Tachycardia	Bradycardia		
0 days – 1 wk	>180	<100	>50	
1 wk - 1 mo	>180	<100	>40	
1 mo – 1 yr	>180	<90	>34	
2 – 5 yrs	>140	NA	>22	
6 – 12 yrs	>130	NA	>18	
13 to <18 yrs	>110	NA	>14	



Organ Dysfunction	Criteria Results		ction Criteria Present that are NOT Chronic Conditions select Reference Text for Age-appropriate limits for
Systolic Blood Pressure: 128 MMHG O2 Saturation: 99 % 07/20/18 04:07 Creatinine: 0.7 mg/dL 07/17/18 20:45 Platelet Count: 218 k/uL 07/17/18 20: PT INR: PTT: Bilirubin Total: Lactic Acid: Blood Glucose: 128 mg/dL 07/17/18 2 POC Glucose:	45	Hypotension 02 Sat <90% Increasing 02 requir Urine Output < 0.5m Platelet Count < 100 INR > 1.5 (not on an PTT > 60 sec (not or Total Bilirubin > 2 mg	L/kg/hr for 2 hours ,000 uL ticoagulant therapy) n anticoagulant therapy) n/dL l/L
Severe Sepsis Criteria Met	O Yes O No		
Sepsis Status	3 Hour Bundle initiated	Provider aware	tient condition improved
lf suspician of infection AND organ o Campaign bundles should be initiated		e patient meets the criteria for SEVE	RE SEPSIS. The recommended Surviving Sepsis
2nd Nurse Verification:	Atten	ding Physician Called:	Date/Time Call to Attending Physician
			×× /×× /×××



Peds Sepsis Organ Dys Criteria Present

CarePlan information

Chart guide

Nurse preparation

Patient

Age-appropriate limits for hypotension	
Age Group	Systolic Blood Pressure, mm Hg
Newborn – 30 days	≤60
1 mo - <1 yr	≤ 70
> 1 year – 10 yrs	≤70 +2x (age in years)
≥ 10 yrs	<90



Introduction

The use of "Pediatric sepsis order set" in ED is preferred when taking care of pediatric patients with fever without obvious source.

To assist during patient's work up, verification and consideration of the child's immunization history is important.

Recommendations

For pediatric fever, age less than 28 days

- 1. RN completes sepsis screening, notify provider of findings.
- 2. Diagnostic testing:
 - a. CBC with Differential
 - b. CMP
 - Blood culture
 - d. Urinalysis
 - e. Urine Culture (Catheterized)
 - f. CSF panel including Herpes (HSV) PCR and Enterovirus PCR
 - g. CXR/RSV/Flu/RVP: if URI symptoms are present
 - h. Stool culture and WBC stool (fecal leukocytes): if Diarrhea is present
- 3. Intravenous antibiotics to be started in the ED:
 - a. Ampicillin and gentamicin
- 4. Consider intravenous acyclovir empirically in full term infants under 4 weeks of age and preterm infants under 32 weeks gestation who are under 8 weeks old secondary to an increased risk of herpes infection, especially if:
 - a. History of HSV lesions in mother in 3rd trimester
 - b. Skin lesions suspicious for HSV on infant



- o. Okin resions suspicious for the von infun-
- c. Ill appearing infant
- d. Seizure associated with this acute illness
- e. Abnormal LFTs (over 100s for SGOT/SGPT)
- f. CSF pleocytosis (clinical judgment if bloody tap)
- 5. Admit to Pediatric Floor

For pediatric fever, age between 28 and 90 days

- 1. RN completes sepsis screening, notify provider of findings.
- Toxic appearance proceed workup as in 2 above but treat with intravenous ceftriaxone alor
- 3. Non-toxic appearance:
 - CBC with Differential
 - b. CMP
 - Blood culture
 - d. Urinalysis
 - e. Urine Culture (Catheterized)
 - f. Lactate



- g. CXR/RSV/Flu/RVP: if respiratory symptoms present
- h. Stool culture and fecal leukocytes: if Diarrhea is present
- i. Lumbar Puncture
 - In infants 4-8 weeks old AND with the presence of all Low Risk Criteria (see below)
 - ii. Delay or omit a lumbar puncture if:
 - 1. There is available and reliable follow-up in 12-24 hours
 - 2. Healthcare provider is confident that parents will use appropriate followup skills/reliable parents as per HCP
 - 3. PCP is notified and family agrees with plan
 - 4. Antibiotic therapy will not be initiated
- 4. Disposition:
 - a. ED workup is negative and child meets low risk criteria, consider discharge assuming:
 - i. There is available and reliable follow-up in 12-24 hours
 - ii. Healthcare provider is confident that parents will use appropriate follow-up skills
 - iii. PCP is notified and family agrees with plan
 - iv. Antibiotic therapy will not be initiated
 - Consider admission, lumbar puncture and treatment with antibiotics if child does not meet Low Risk Criteria

Pediatric fever, age between 3 and 36 months

- 1. RN completes sepsis screening, notify provider of findings.
- 2. Diagnostic testing IF
 - a. Toxic appearance proceed as in 2 above but treat with intravenous ceftriaxone
 - b. Non-toxic appearance:



- b. Non-toxic appearance:
 - In this scenario, the physical exam will best guide the management and plan. However, for fever >48 hours with no reliable source consider checking urine.
 - 1. Catheterized urinalysis only if:
 - a. Male <6 months, circumcised
 - b. Male < 1 year, non-circumcised
 - c. Female < 2 years
 - d. If bagged UA is positive, then must obtain Urine Culture (Catheterized)
 - 2. If Diarrhea present: Stool culture and WBC
 - If respiratory symptoms present: CXR/RSV/Flu/RVP
 - 4. If ED work-up is negative, patient is well appearing, follow up is Reliable, then discharge with 24 hours follow up

Toxic appearance/Pediatric Shock States and Severe Sepsis

- Assess and triage as per policy
- 2. Apply oxygen via non-rebreather or nasal CPAP
- 3. Administer isotonic crystalloid solutions via intravenous or intraosseous bolus of 20mL/kg over 5-10 minutes up to 3 boluses or as ordered by prescriber.
 - a. End goals are:
 - i. Capillary refill under 2 seconds
 - ii. Normal blood pressure
 - iii. Urine output over 1mL/kg.hour
 - iv. Normal mental status
 - v. Normal pulses with no differences between peripheral and central pulses
- Reassess after each bolus.



Based on this struggle we began to look at specific populations and looked at national collaboratives...



- 5. Antibiotic initiation within one hour.
 - Consider intravenous clindamycin and anti-toxin therapies for toxic shock syndromes with refractory hypotension.



Sepsis Kills.

250,000 Americans die each year from sepsis.

That's more than from AIDS, breast cancer and prostate cancer COMBINED. Sepsis is the body's life-threatening reaction to an infection. Anyone can get sepsis. A small cut, a bug bite or an infected tooth can all lead to sepsis.

Sepsis is preventable and treatable.

Do you know the Signs of Sepsis?



Fever/ Shivering or Very Cold



Rapid Breathing



Extreme Pain/ Physical Discomfort



Pale or Mottled Skin



Disoriented/ Confused & Sleepy/Difficult to Wake



Elevated Heart Rate

THE ROTZY STAUNTON FOUNDATION

Help Save Lives. Share the Signs of Sepsis with your family and friends.

For more information, visit www.rorystauntonfoundationforsepsis.org





Pediatric Sepsis

- What's going on nationally?
- How can be a part of a national collaborative?
- How do our benchmarks compare to the national ones?
- Is there an opportunity to do a Quality Improvement Project?



Institute for Healthcare Improvement Triple Aim

Improving individual experience of care



Improving the health of populations

Reducing per-capita healthcare costs

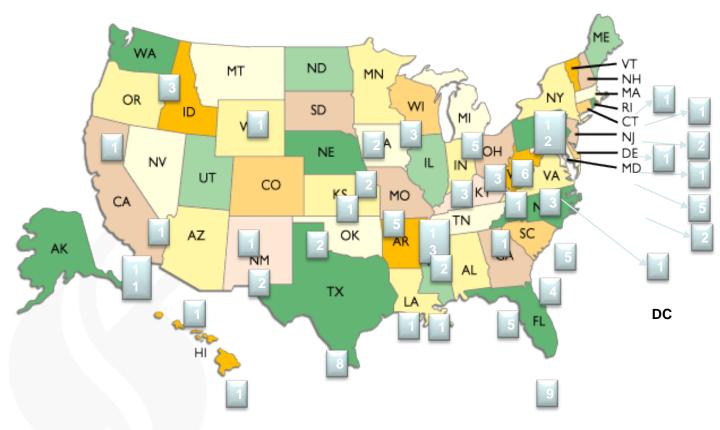


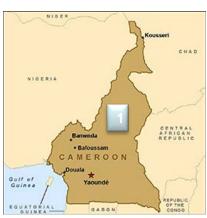


Reducing Excessive Variability in Infant Sepsis Evaluation (R.E.V.I.S.E.) Quality Improvement Project



133 Teams Participating in Project REVISE









How will we manage this large collaborative?



Listserv





Email/Phone



Meet Deadlines





Background



Fever in infants is very common resulting in trips to the hospital and/or emergency room



The clinical management of fever in infants has been a topic of much ambiguity for decades



Despite available research, fever management remains extremely variable from hospital to hospital



This collaborative improvement project seeks to build a national QI collaborative designed to improve and standardize care for febrile infants between the ages of 7 to 60 days



Project Aim

Provide multi-disciplinary teams with quality improvement education and tools specific to management of children with fever to increase compliance with the evidence-based research and thereby decrease overuse of non-evidence-based therapies and tests.



Overall Project Timeline (Tentative)

 Pre-work Period: Gain hospital leadership buy-in to project participation Obtain local IRB approval (if necessary) Remit payment for participation as outlined in consent form Watch data entry webinar offered by QIDA (required for Group Administrator) Submit 12-month retrospective baseline data in QIDA (representing September 2015 – August 2016 charts) Complete Pre-project survey Participate in 1-2 webinars (QI Basics and Introduction to the Change Package) 	 Action/Intervention Period: Participate in up to 10 periodic learning session webinars Collect monthly data for 12 months between December 2016 – November 2017 Test changes using PDSA cycles Provide feedback on tools 	Wrap-up & Data Analysis (February – March 2018)
October - December	January 2017 – January 2018	

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Our Passion

Makes Us The Best



INCLUSIONS AND EXCLUSIONS





Inclusion and Exclusion Criteria

Inclusion Criteria

Age 7 through 60 days

- Evaluated in site ED or transferred to site inpatient unit from an outpatient setting
- Evaluated for fever without a source
- Discharged from site ED or inpatient unit

Exclusion Criteria

- Infant was not well-appearing on presentation
- Co-morbid conditions
 predisposing to severe or
 recurrent bacterial illness,
 including genetic, congenital,
 chromosomal, neuromuscular, or
 neurodevelopmental
 abnormalities.
- Transfer to or from site inpatient hospital from another inpatient setting



Metric Evidence





Metric 1: Increase proportion of appropriately hospitalized infants

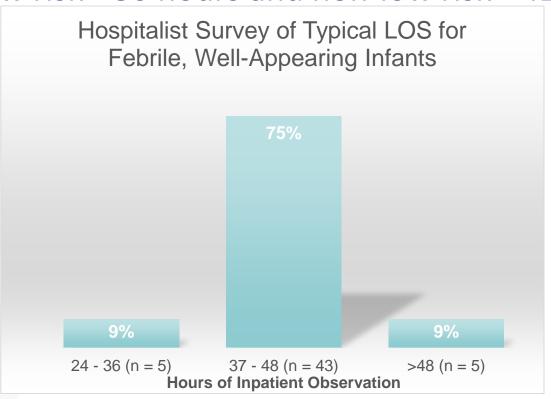
TWO COMPONENTS TO THIS METRIC, MUST FUFILL ALL OF THEM TO GET CREDIT

WORKUP (meant to mimic risk stratification criteria) <u>MUST</u> INCLUDE:
□Urinalysis
☐ Inflammatory Marker (e.g. CBC, CRP, Procalcitonin)
APPROPRIATE PATIENTS TO ADMIT (meant to mimic risk stratification criteria): Less than 30 days at time of presentation Abnormal urinalysis Abnormal inflammatory marker (e.g. CBC, CRP, Procalcitonin) Past medical history or social concern suggestive of need for hospitalization TARGET: 90%



Metric 2: Increase the proportion of hospitalized infants discharged in an appropriate time frame for their risk category

(low risk <30 hours and non-low risk <42 hours)



Biondi E, et al. Peds in Review. 2013;34(3)



Metric 2: Increase the proportion of hospitalized infants who are discharged in an appropriate time frame for their risk category (low risk <30 hours and non-low risk <42 hours)

12. Was the infant admitted to your hospital (includes through the ED or as a direct admission from an outside ED, urgent care or other outpatient setting)?

Yes
No

12A. How many hours was the hospitalization (inclusive of ED visit it it occurred at your institution) from the time of first recorded vital sign to time of placement of the discharge order?

hours

TARGET: 80%





Metric 3: Increase the proportion of infants who have a urinalysis (UA) performed via any method of collection within 24 hours of presentation

METRIC 3: URINALYSIS UTILIZATION

18. Was a urinalysis performed within 24 hours before or after arrival to the ED or, if a direct admission to your hospital, within 24 hours before or after arrival on the inpatient unit?

Yes

⊚ N

TARGET: >95%





Metric 4: Decrease proportion of infants receiving a CXR within 24 hours of presentation without documented respiratory symptoms

METRIC 4: CHEST X-RAY UTILIZATION WITHIN 24 HOURS OF INITIAL ENCOUNTER
19. Did the patient have documented respiratory symptoms within 24 hours arrival to the ED or, if a direct transfer to your hospital, within 24 hours before or after arrival on the inpatient unit?
○ Yes ○ No
 20. Did the patient receive a chest x-ray within 24 hours PRIOR TO presentation at your institution (e.g. an infant who arrives to your ED after having a chest x-ray done at an urgent care clinic)? Yes No
 21. Did the patient receive a chest x-ray within 24 hours after arrival to the ED or, if a direct admission to your hospital, arrival on the inpatient unit? Yes No

TARGET: <10%





Metric 5: Increase proportion of infants who receive only recommended empiric antibiotic regimens within 24 hours of presentation

MERTIC 5: EMPIRIC ANTIBIOTICS WITHIN 24 HOURS OF INITIAL ENCOUNTER

- 22. Please select the answer that best describes ALL the antibiotics the patient received within 24 hours after arrival to your formula direct admission to your hospital, arrival on your inpatient unit? The answer should not include arrivals.
- No antibiotics were administered
- Monotherapy or combination therapy with ampicillin, amikacin, gentamicin, or a 3rd generation cephalosporin
- Any other antibiotic or combination of antibiotics

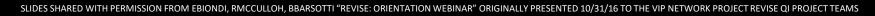
TARGET: >90%





Balancing Measure

Missed serious bacterial infection: Decrease proportion of patients diagnosed within 7 days of treat and release or discharge with UTI, bacteremia or meningitis (<2%)



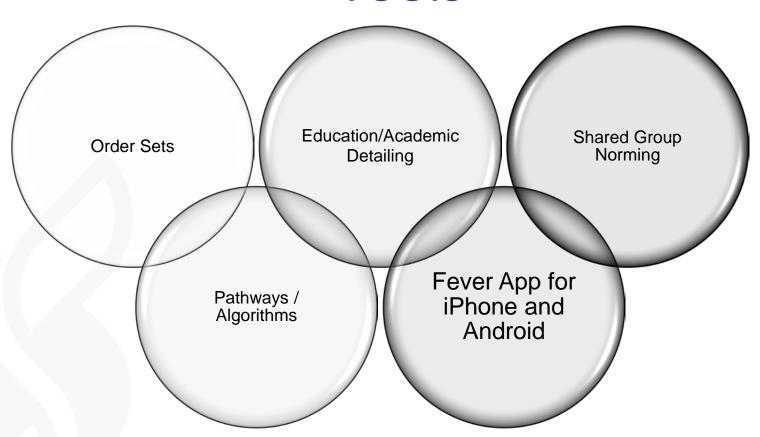


Brief Introduction to the Project R.E.V.I.S.E. Change Package

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Change Package Resources & Tools



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Order sets

Project REVISE Sample Order Set: Febrile Infant 7 – 28 Days
SCOPE:
Inclusion Criteria:
 Otherwise healthy infants with documented or parent reported fever (Temp >38C or 100.4F) Age 7-60 days
Exclusion Criteria:
 Evidence of focal infection Significant chronic comorbid condition (e.g. congenital heart disease, neuromuscular disease, genetic/chromosomal abnormality, lung disease, etc. Severe ill-appearance or need for ICU care
Febrile Infant 7-28 Days ED order set
☑Initial Evaluation (all infants)
⊠Vital Signs/Monitoring
⊠Nutrition (check one):
□Formula: (type); (ounces); every (hours)
□Breast Milk
☐Mother's tray (if mom breastfeeding)
□NPO
⊠Nursing (check all that apply)
☐ Lumbar puncture set up
☐ Suction by nurse prn
☐ IV placement
☐ Saline lock
⊠Laboratory/Radiology Evaluation
⊠Urinalysis and urine culture via catheter
⊠CBC with differential/band count
⊠Blood culture
☐C-reactive protein (if procalcitonin not available)
□Serum procalcitonin
☐ If respiratory symptoms:

Project REVISE Sample Order Set: Febrile Infant 29 - 60 Days				
SCOPE:				
Inclusion Criteria:				
 Otherwise healthy infants with documented or parent reported fever (Temp >38C or 100.4F) Age 7-60 days 				
Exclusion Criteria:				
 Evidence of focal infection Significant chronic comorbid condition (e.g. congenital heart disease, neuromuscular disease, genetic/chromosomal abnormality, lung disease, etc. Severe ill-appearance or need for ICU care 				
Febrile Infant 29-60 Days ED order set				
⊠Initial Evaluation (all infants)				
⊠Vital Signs/Monitoring				
⊠Nutrition (check one):				
□Formula: (type); ounces; every hours				
☐Breast Milk				
☐Mother's tray (if mom breastfeeding)				
□NPO				
⊠Nursing (check all that apply)				
☐ Lumbar puncture set up				
☐ Suction by nurse prn				
☐ IV placement				
☐ Saline lock				
⊠Laboratory/Radiology Evaluation				
⊠Urinalysis and urine culture via catheter				
☑CBC with differential/band count				
⊠Blood culture				
☐C-reactive protein (if procalcitonin not available)				
☐Serum procalcitonin (if available)				
☐ IF respiratory symptoms:				

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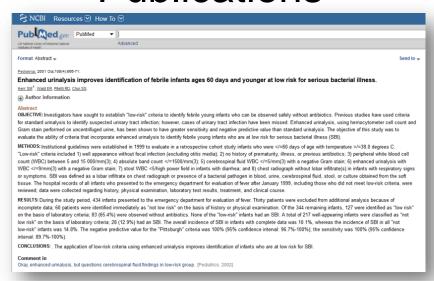


Academic Detailing

Webinars



Relevant Publications



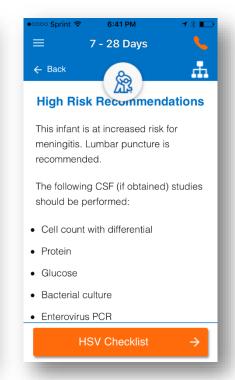
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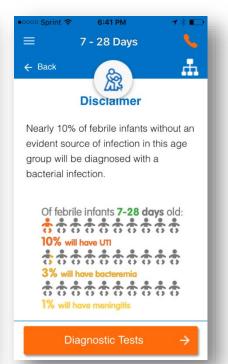


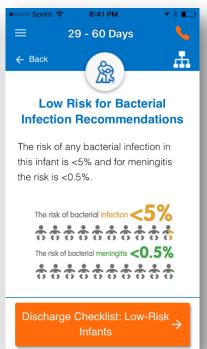


R.E.V.I.S.E







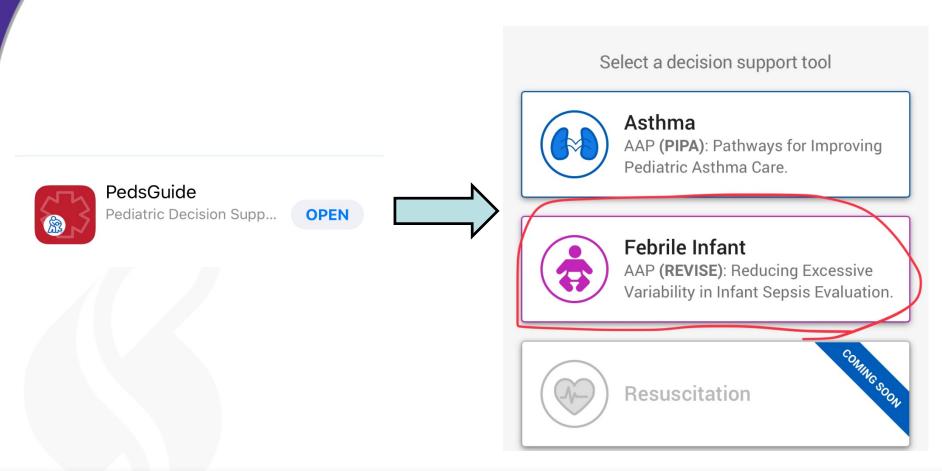


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Please Download App "Peds Guide"





Scenario # 1

- 14 day old F no PMH, well appearing
- Born FT, NSVD
- No previous hospitalization
- Fever 101F rectally, no focus of infxn
- Lab work done: CBC, CRP → WNL
 BCx and UCx pending
- Low risk vs. High risk? LP?



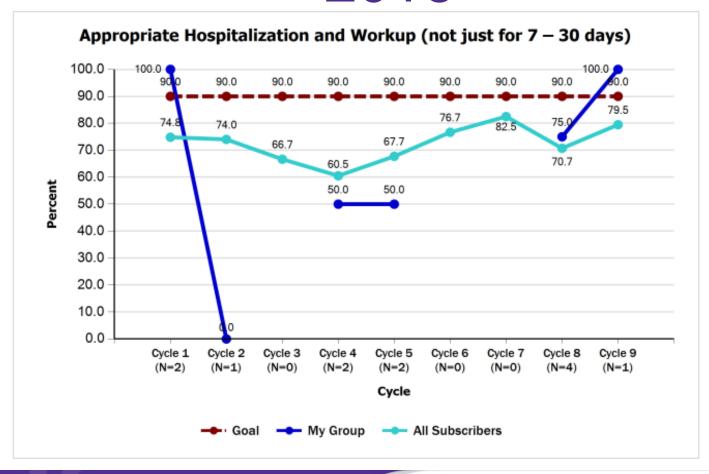
Scenario # 2

- 35 day old M, 32 GA, well appearing
- NICU stay x 4 days
- Fever 100.8F rectally
- Lab work done:
 - CBC, CRP, BCx
 - UA/UCx (cath)
 - CSF Studies

Patient was admitted and started on Abx

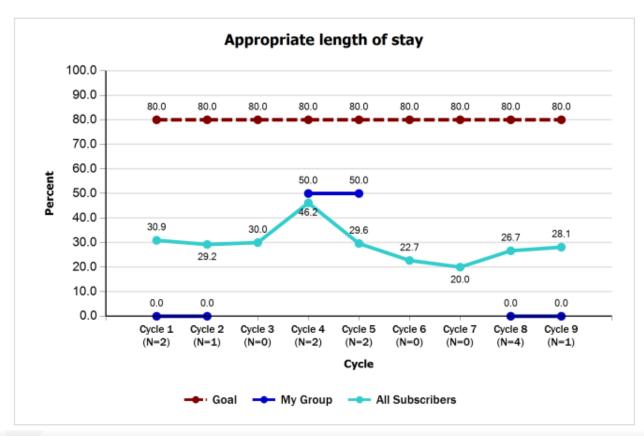


Note: HISTORICAL data from 2016



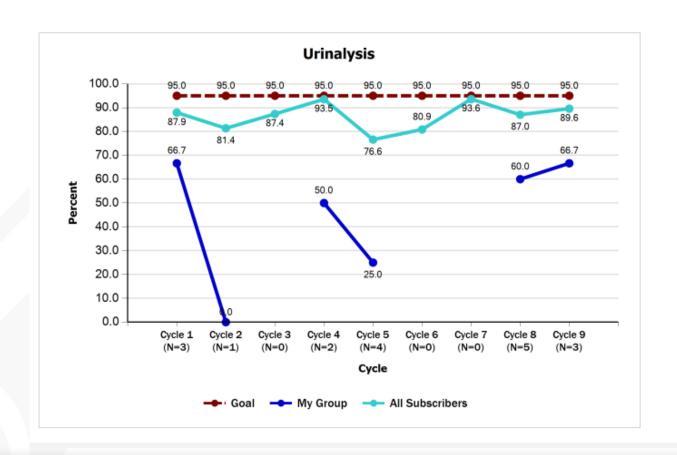


Note: We keep them too long or not long enough!



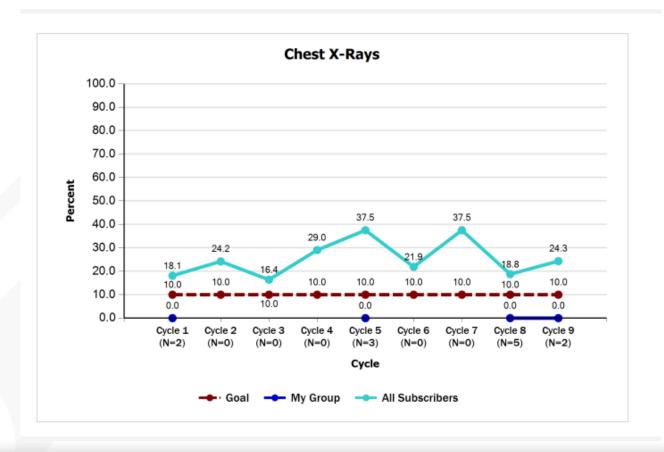


UA not done consistently



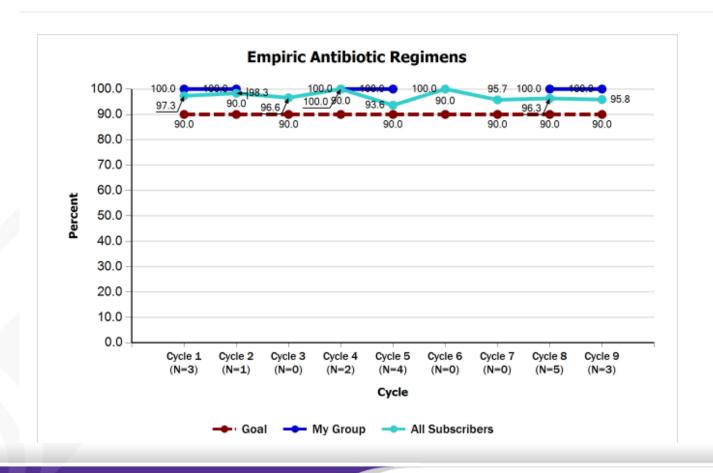


CXR done too often



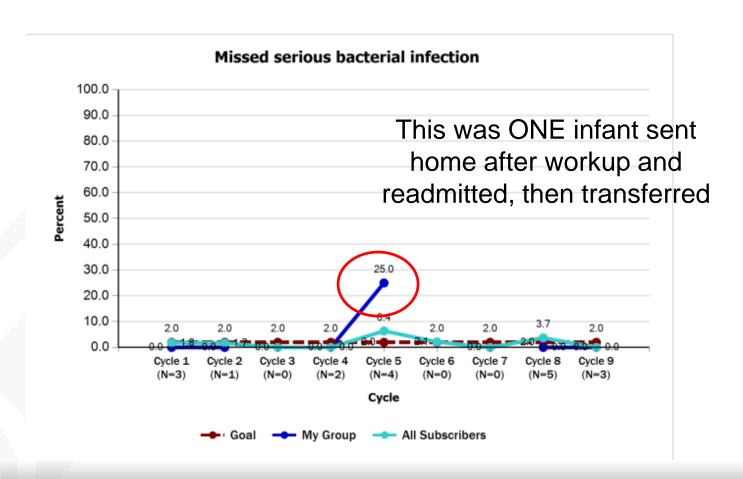


BUT- we used correct ABX





Missed ONE!

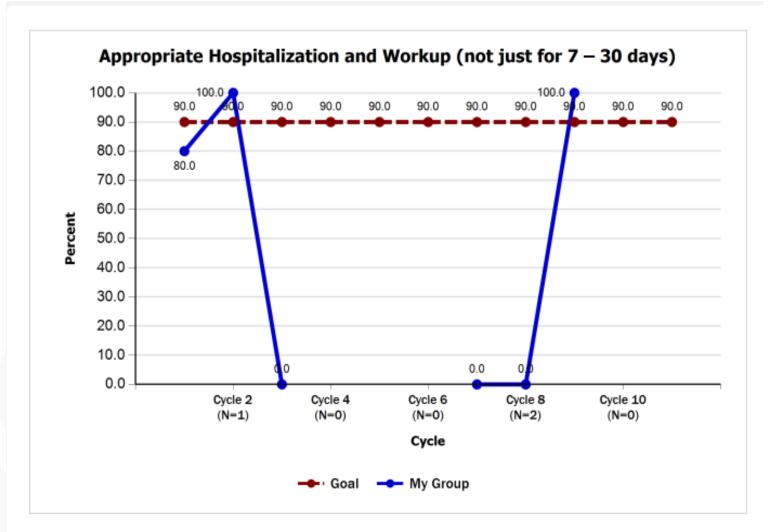




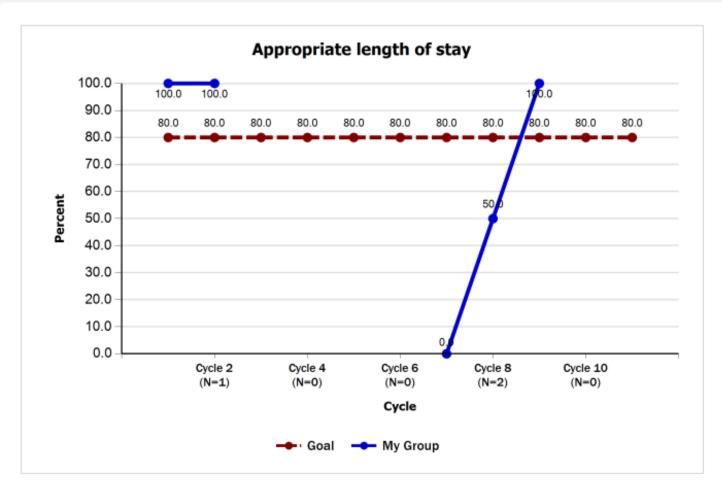
Post Intervention Data- Locally Shore Medical Center

Nickolas Dawlabani MD, CPE, FAAP Brenda Braun MSN, RN, CEN





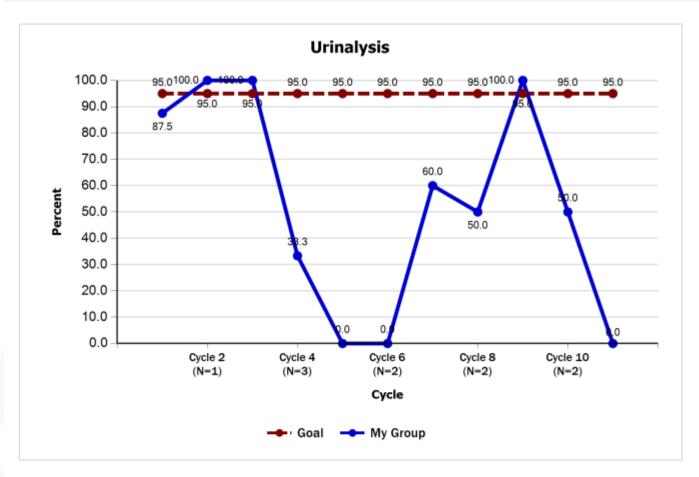




Cycle 3

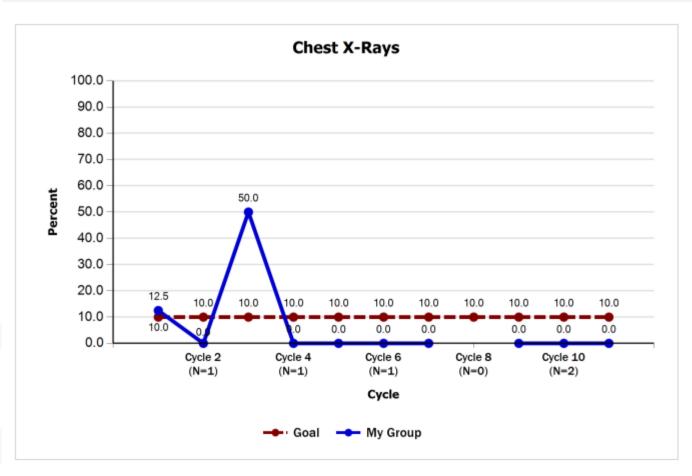
Historical Data through Dec 2015





Cycle 3 Historical Data through Dec 2015





Cycle 3 Historical Data through Dec 2015



Project R.E.V.I.S.E. Nationally Final Analysis

Presented by Dr. Eric Biondi and Expert Workgroup-Wednesday March 14th, 2018



American Academy of Pediatrics

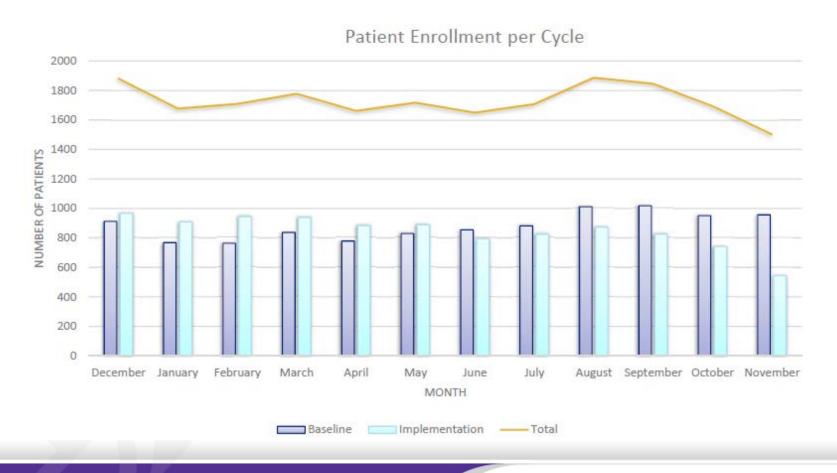


Variable	Sites (n = 124)	Patients (n = 20570)
Hospital type		
Community	49 (40%)	6335 (31%)
University	73 (59%)	14085 (68%)
Non-ICU beds		
<10	6 (5%)	262 (1%)
11-30	44 (35%)	3918 (19%)
31-50	19 (15%)	2958 (14%)
>50	55 (44%)	13432 (65%)
Annual cases		
<50	15 (12%)	1241 (6%)
51-100	40 (32%)	4113 (20%)
101-200	26 (21%)	4249 (21%)
201-300	17 (14%)	3308 (16%)
>300	26 (21%)	7659 (37%)
Board-certified pediatric		
ED physicians		
No	24 (19%)	1622 (8%)
Yes	98 (79%)	18798 (91%)
Area		
Urban (inner city)	39 (31%)	6482 (32%)
Urban (non-inner city)	44 (35%)	8977 (44%)
Suburban	33 (27%)	4634 (23%)
Rural	6 (5%)	327 (2%)
Census region		
Midwest	39 (31%)	5765 (28%)
Northeast	27 (22%)	3244 (16%)
South	39 (31%)	7944 (39%)
West	19 (15%)	3617 (18%)

	Baseline	Implementation
Age		
< 30 days	4173 (40%)	3704 (37%)
> 31 days	6339 (60%)	6354 (63%)
Gender		
Male	5883 (56%)	5593 (56%)
Female	4651 (44%)	4443 (44%)

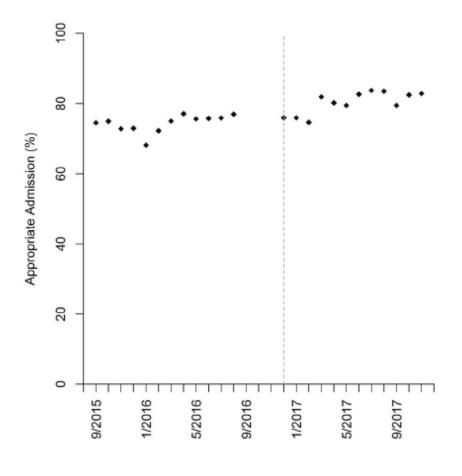


Patient Enrollment Cycle





Metric	Parameter	Est (95% CI)	n-value
Appr admission	Pre slope	1.8 (0.3, 3.3)	0.018
Appr admission	Post slope	4.2 (2.3, 6.2)	0
Appr admission	Slope diff	2.4 (0, 4.9)	0.055
Appr admission	Time period	-7.4 (-23.4, 12)	0.429
Appropriate LOS	Pre slope	1.1 (-0.9, 3.2)	0.287
Appropriate LOS	Post slope	2.9 (0.7, 5.1)	0.009
Appropriate LOS	Slope diff	1.7 (-1.2, 4.8)	0.247
Appropriate LOS	Time period	70.3 (33.4, 117.5)	0
Urinalysis	Pre slope	2 (0.1, 3.9)	0.043
Urinalysis	Post slope	2.7 (0.6, 4.9)	0.013
Urinalysis	Slope diff	0.7 (-2.1, 3.6)	0.612
Urinalysis	Time period	-22.8 (-38.6, -3)	0.026
Chest X-ray	Pre slope	-3 (-4.9, -1.2)	0.002
Chest X-ray	Post slope	-2.3 (-4.7, 0.1)	0.064
Chest X-ray	Slope diff	0.7 (-2.4, 3.9)	0.647
Chest X-ray	Time period	0.1 (-21.9, 28.4)	0.992
Appr antibiotics	Pre slope	3.1 (-0.9, 7.2)	0.129
Appr antibiotics	Post slope	-4 (-8, 0.2)	0.062
Appr antibiotics	Slope diff	-6.9 (-12.1, -1.3)	0.016
Appr antibiotics	Time period	2.8 (-37.3, 68.5)	0.913
Delayed Treatment	Pre slope	-0.7 (-6.2, 5.3)	0.825
Delayed Treatment	Post slope	-0.6 (-6.8, 6.1)	0.86
Delayed Treatment	Slope diff	0.1 (-8.3, 9.1)	0.988
Delayed Treatment	Time period	1.9 (-49.7, 106.4)	0.958
Combined Care	Pre slope	2.4 (0.2, 4.7)	0.03
Combined Care	Post slope	4 (1.7, 6.3)	0.00
Combined Care	Slope diff	1.5 (-1.6, 4.7)	.339
Combined Care	Time period	45.2 (12.3, 87.8)	0.005

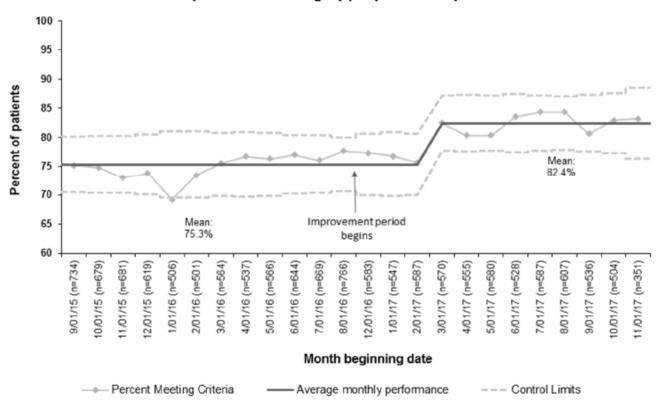






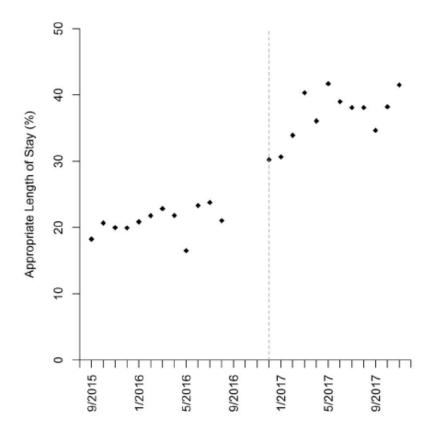
Process Control Chart

Percent of patients meeting appropriate hospitalization criteria





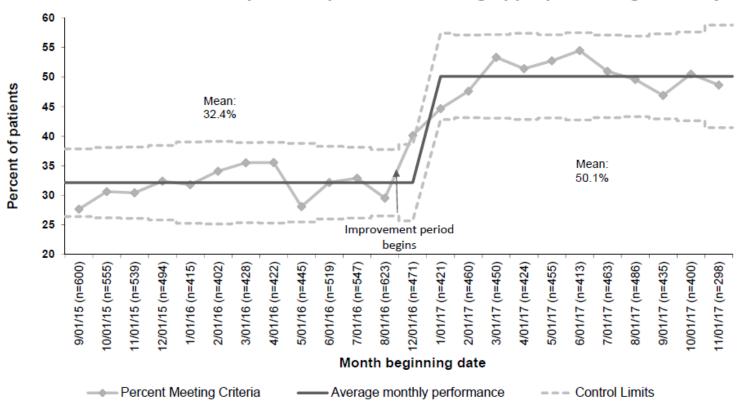
Metric	Parameter	Est (95% CI)	p-value
Appr admission	Pre slope	1.8 (0.3, 3.3)	0.018
Appr admission	Post slope	4.2 (2.3, 6.2)	0
Appr admission	Slope diff	2.4 (0, 4.9)	0.055
Appr admission	Time period	-7.4 (-23.4, 12)	0.429
Appropriate LOS	Pre slope	1.1 (-0.9, 3.2)	0.287
Appropriate LOS	Post slope	2.9 (0.7, 5.1)	0.009
Appropriate LOS	Slope diff	1.7 (-1.2, 4.8)	0.247
Appropriate LOS	Time period	70.3 (33.4, 117.5)	0
Urinalysis	Pre slope	2 (0.1, 3.9)	0.043
Urinalysis	Post slope	2.7 (0.6, 4.9)	0.013
Urinalysis	Slope diff	0.7 (-2.1, 3.6)	0.612
Urinalysis	Time period	-22.8 (-38.6, -3)	0.026
Chest X-ray	Pre slope	-3 (-4.9, -1.2)	0.002
Chest X-ray	Post slope	-2.3 (-4.7, 0.1)	0.064
Chest X-ray	Slope diff	0.7 (-2.4, 3.9)	0.647
Chest X-ray	Time period	0.1 (-21.9, 28.4)	0.992
Appr antibiotics	Pre slope	3.1 (-0.9, 7.2)	0.129
Appr antibiotics	Post slope	-4 (-8, 0.2)	0.062
Appr antibiotics	Slope diff	-6.9 (-12.1, -1.3)	0.016
Appr antibiotics	Time period	2.8 (-37.3, 68.5)	0.913
Delayed Treatment	Pre slope	-0.7 (-6.2, 5.3)	0.825
Delayed Treatment	Post slope	-0.6 (-6.8, 6.1)	0.86
Delayed Treatment	Slope diff	0.1 (-8.3, 9.1)	0.988
Delayed Treatment	Time period	1.9 (-49.7, 106.4)	0.958
Combined Care	Pre slope	2.4 (0.2, 4.7)	0.03
Combined Care	Post slope	4 (1.7, 6.3)	0.00
Combined Care	Slope diff	1.5 (-1.6, 4.7)	.339
Combined Care	Time period	45.2 (12.3, 87.8)	0.005





Process Control Chart

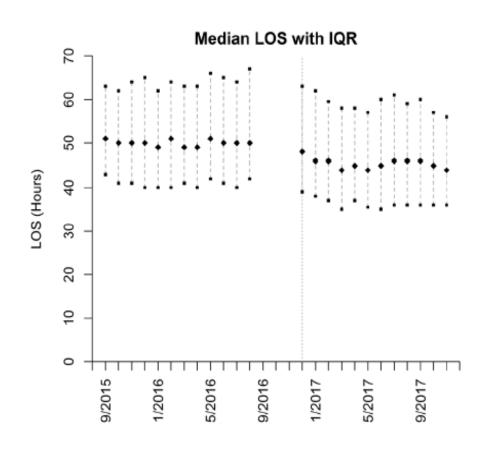
Percent of hospitalized patients receiving appropriate length of stay





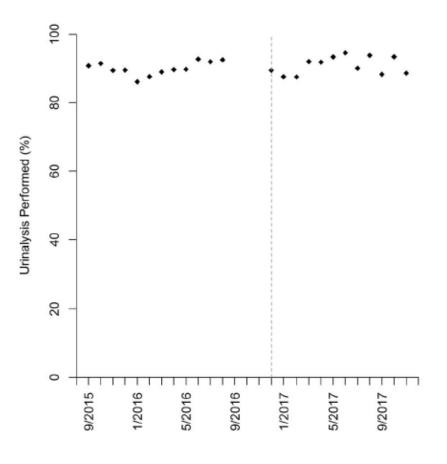
LENGTH OF STAY

Length of Stay in Hours				
Pre slope	0.5 (0.2, 0.9)			
Post slope	-0.5 (-1.0, -0.1)			
Slope difference	-1.1 (-1.6, -0.5)	<i>p</i> = <0.001		



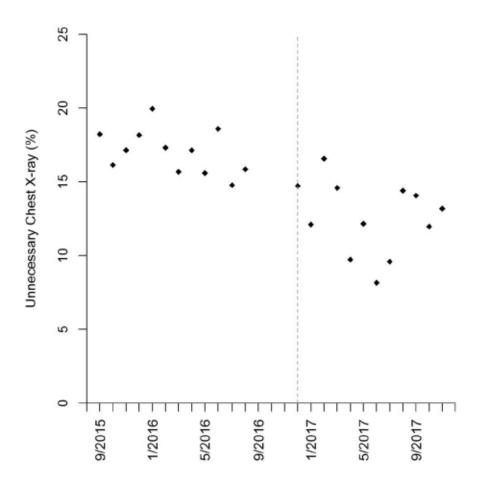


Metric	Parameter	Est (95% CI)	p-value
Appr admission	Pre slope	1.8 (0.3, 3.3)	0.018
Appr admission	Post slope	4.2 (2.3, 6.2)	0.010
Appr admission	Slope diff	2.4 (0, 4.9)	0.055
Appr admission	Time period	V - /	0.429
Appi aumission	Time periou	-7.4 (-23.4, 12)	0.423
Appropriate LOS	Pre slope	1.1 (-0.9, 3.2)	0.287
Appropriate LOS	Post slope	2.9 (0.7, 5.1)	0.009
Appropriate LOS	Slope diff	1.7 (-1.2, 4.8)	0.247
Appropriate LOS	Time period	70.3 (33.4, 117.5)	0
11111-	December 2	0 (0 4 0 0)	0.040
Urinalysis	Pre slope	2 (0.1, 3.9)	0.043
Urinalysis	Post slope	2.7 (0.6, 4.9)	0.013
Urinalysis	Slope diff	0.7 (-2.1, 3.6)	0.612
Urinalysis	Time period	-22.8 (-38.6, -3)	0.026
Chest X-ray	Pre slope	-3 (-4.9, -1.2)	0.002
Chest X-ray	Post slope	-2.3 (-4.7, 0.1)	0.064
Chest X-ray	Slope diff	0.7 (-2.4, 3.9)	0.647
Chest X-ray	Time period	0.1 (-21.9, 28.4)	0.992
Appr antibiotics	Pre slope	3.1 (-0.9, 7.2)	0.129
Appr antibiotics	Post slope	-4 (-8, 0.2)	0.129
Apprantibiotics			
• •	Slope diff	-6.9 (-12.1, -1.3)	0.016
Appr antibiotics	Time period	2.8 (-37.3, 68.5)	0.913
Delayed Treatment	Pre slope	-0.7 (-6.2, 5.3)	0.825
Delayed Treatment	Post slope	-0.6 (-6.8, 6.1)	0.86
Delayed Treatment	Slope diff	0.1 (-8.3, 9.1)	0.988
Delayed Treatment	Time period	1.9 (-49.7, 106.4)	0.958
0	December 1	0.4/0.0.47	0.00
Combined Care	Pre slope	2.4 (0.2, 4.7)	0.03
Combined Care	Post slope	4 (1.7, 6.3)	0.00
Combined Care	Slope diff	1.5 (-1.6, 4.7)	.339
Combined Care	Time period	45.2 (12.3, 87.8)	0.005





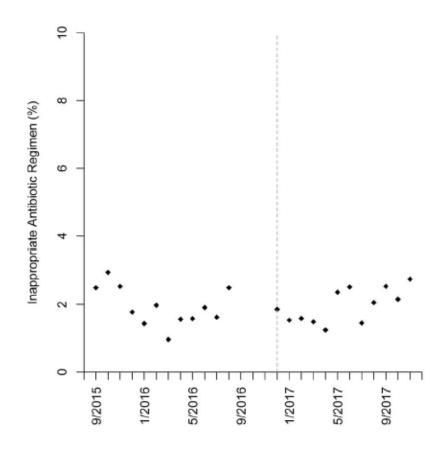
Metric	Parameter	Est (95% CI)	p-value
Appr admission	Pre slope	1.8 (0.3, 3.3)	0.018
Appr admission	Post slope	4.2 (2.3, 6.2)	0
Appr admission	Slope diff	2.4 (0, 4.9)	0.055
Appr admission	Time period	-7.4 (-23.4, 12)	0.429
Announdate LOO	Dec elene	44/00 20	0.007
Appropriate LOS	Pre slope	1.1 (-0.9, 3.2)	0.287
Appropriate LOS	Post slope	2.9 (0.7, 5.1)	0.009
Appropriate LOS	Slope diff	1.7 (-1.2, 4.8)	0.247
Appropriate LOS	Time period	70.3 (33.4, 117.5)	0
Urinalysis	Pre slope	2 (0.1, 3.9)	0.043
Urinalysis	Post slope	2.7 (0.6, 4.9)	0.013
Urinalysis	Slope diff	0.7 (-2.1, 3.6)	0.612
Urinalysis	Time period	-22.8 (-38.6, -3)	0.026
Offilalysis	Time period	-22.0 (-30.0, -3)	0.020
Chest X-ray	Pre slope	-3 (-4.9, -1.2)	0.002
Chest X-ray	Post slope	-2.3 (-4.7, 0.1)	0.064
Chest X-ray	Slope diff	0.7 (-2.4, 3.9)	0.647
Chest X-ray	Time period	0.1 (-21.9, 28.4)	0.992
Appr antibiotics	Dro alono	3.1 (-0.9, 7.2)	0.129
Appr antibiotics	Pre slope		0.129
	Post slope	-4 (-8, 0.2)	
Appr antibiotics	Slope diff	-6.9 (-12.1, -1.3)	0.016
Appr antibiotics	Time period	2.8 (-37.3, 68.5)	0.913
Delayed Treatment	Pre slope	-0.7 (-6.2, 5.3)	0.825
Delayed Treatment	Post slope	-0.6 (-6.8, 6.1)	0.86
Delayed Treatment	Slope diff	0.1 (-8.3, 9.1)	0.988
Delayed Treatment	Time period	1.9 (-49.7, 106.4)	0.958
Combined Care	Pre slope	2.4 (0.2, 4.7)	0.03
Combined Care	Post slope	4 (1.7, 6.3)	0.00
Combined Care	Slope diff	1.5 (-1.6, 4.7)	.339
Combined Care	Time period	45.2 (12.3, 87.8)	0.005





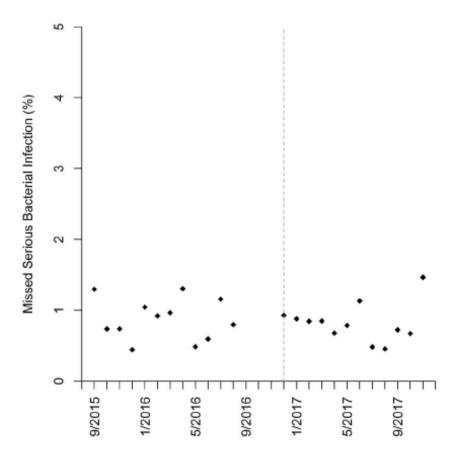


Metric	Parameter	Est (95% CI)	p-value
Appr admission		1.8 (0.3, 3.3)	0.018
	Pre slope		
Appr admission	Post slope	4.2 (2.3, 6.2)	0
Appr admission	Slope diff	2.4 (0, 4.9)	0.055
Appr admission	Time period	-7.4 (-23.4, 12)	0.429
		4440000	
Appropriate LOS	Pre slope	1.1 (-0.9, 3.2)	0.287
Appropriate LOS	Post slope	2.9 (0.7, 5.1)	0.009
Appropriate LOS	Slope diff	1.7 (-1.2, 4.8)	0.247
Appropriate LOS	Time period	70.3 (33.4, 117.5)	0
Urinalysis	Pre slope	2 (0.1, 3.9)	0.043
Urinalysis	Post slope	2.7 (0.6, 4.9)	0.013
Urinalysis	Slope diff	0.7 (-2.1, 3.6)	0.612
Urinalysis	Time period	-22.8 (-38.6, -3)	0.026
Chest X-ray	Pre slope	-3 (-4.9, -1.2)	0.002
Chest X-ray	Post slope	-2.3 (-4.7, 0.1)	0.064
Chest X-ray	Slope diff	0.7 (-2.4, 3.9)	0.647
Chest X-ray	Time period	0.1 (-21.9, 28.4)	0.992
Appr antibiotics	Pre slope	3.1 (-0.9, 7.2)	0.129
Appr antibiotics	Post slope	-4 (-8, 0.2)	0.123
Appr antibiotics	Slope diff	-6.9 (-12.1, -1.3)	0.002
Appr antibiotics	Time period	* · · · · · · · · · · · · · · · · · · ·	0.016
Appr anubiotics	rime period	2.8 (-37.3, 68.5)	0.913
Delayed Treatment	Pre slope	-0.7 (-6.2, 5.3)	0.825
Delayed Treatment	Post slope	-0.6 (-6.8, 6.1)	0.86
Delayed Treatment	Slope diff	0.1 (-8.3, 9.1)	0.988
Delayed Treatment	Time period	1.9 (-49.7, 106.4)	0.958
Doing ou Troument	Time period	1.0 (40.1, 100.4)	0.000
Combined Care	Pre slope	2.4 (0.2, 4.7)	0.03
Combined Care	Post slope	4 (1.7, 6.3)	0.00
Combined Care	Slope diff	1.5 (-1.6, 4.7)	.339
Combined Care	Time period	45.2 (12.3, 87.8)	0.005





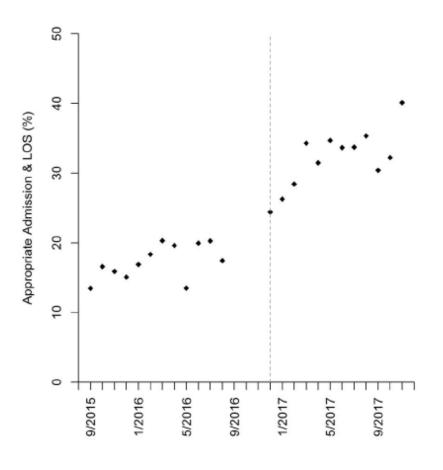
Metric	Parameter	Est (95% CI)	p-value
Appr admission	Pre slope	1.8 (0.3, 3.3)	0.018
Appr admission	Post slope	4.2 (2.3, 6.2)	0
Appr admission	Slope diff	2.4 (0, 4.9)	0.055
Appr admission	Time period	-7.4 (-23.4, 12)	0.429
Appropriate LOS	Pre slope	1.1 (-0.9, 3.2)	0.287
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Chest X-ray	Slope diff	0.7 (-2.4, 3.9)	0.647
Chest X-ray	Time period	0.1 (-21.9, 28.4)	0.992
Appr antibiotics	Pre slope	3.1 (-0.9, 7.2)	0.129
Appr antibiotics	Post slope	-4 (-8, 0.2)	0.062
Appr antibiotics	Slope diff	-6.9 (-12.1, -1.3)	0.016
Appr antibiotics	Time period	2.8 (-37.3, 68.5)	0.913
Delayed Treatment	Pre slope	-0.7 (-6.2, 5.3)	0.825
Delayed Treatment	Post slope	-0.6 (-6.8, 6.1)	0.86
Delayed Treatment	Slope diff	0.1 (-8.3, 9.1)	0.988
Delaved Treatment	Time period	1.9 (-49.7, 106.4)	0.958
Combined Care	Pre slope	2.4 (0.2, 4.7)	0.03
Combined Care	Post slope	4 (1.7, 6.3)	0.00
Combined Care	Slope diff	1.5 (-1.6, 4.7)	.339
Combined Care	Time period	45.2 (12.3, 87.8)	0.005







Metric	Parameter	Est (95% CI)	p-value
Appr admission	Pre slope	1.8 (0.3, 3.3)	0.018
Appr admission	Post slope	4.2 (2.3, 6.2)	0
Appr admission	Slope diff	2.4 (0, 4.9)	0.055
Appr admission	Time period	-7.4 (-23.4, 12)	0.429
Appropriate LOS	Pre slope	1.1 (-0.9, 3.2)	0.287
Appropriate LOS	Post slope	2.9 (0.7, 5.1)	0.009
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Appropriate LOS	Time period	70.3 (33.4, 117.5)	0
Urinalysis	Pre slope	2 (0.1, 3.9)	0.043
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Delayed Treatment	Slope diff	0.1 (-8.3, 9.1)	0.988
Delayed Treatment	Time period	1.9 (-49.7, 106.4)	0.958
Combined Care	Dro clono	24(0.2.47)	0.03
Combined Care Combined Care	Pre slope	2.4 (0.2, 4.7)	0.03
	Post slope	4 (1.7, 6.3)	0.00
Combined Care	Slope diff	1.5 (-1.6, 4.7)	.339
Combined Care	Time period	45.2 (12.3, 87.8)	0.005













"We treat a disease, we either win or lose but if we treat a **PERSON** we will win no matter what the outcome is"

