C Difficile: Handling an Outbreak

A Lesson in Communications & Culture

Cape Breton District Health Authority
Presented By
Dr. Dianne Calvert Simms
Martha McLean

Cape Breton District Health Authority

- Population 130,000
- Provides acute care, mental health & addictions, continuing care, community health, prevention & promotion services
- Has 484 acute care beds in 8 hospitals, & 206 long term care beds.
- Has an annual budget of 238 million +.
- Employs 3,900 people, 270 physicians.

Pre - Outbreak

- Internal concerns regarding the adequacy of IPAC staffing resources
- Recognition of program limitations – accountabilities & responsibilities
- Organizational ownership of IPC
- Management Structure changes
- Fiscal Reality, District Pressures
- Internal & External reviews
  - SPD
  - Provincial Infectious Disease Advisory Committee of Ontario
  - Accreditation Canada
- Off the corner of the desk…..Building a Business Case

And then the Worst Care Scenario.......
Or the Perfect Storm

Staffing, resources, responsiveness, culture, communication

Health Care Associated Infections

= An Outbreak Situation

Outbreak Responsiveness

- Notification
- Recognizing the need for help
- The Outbreak Team
  - Leadership
  - Outbreak management policy and procedure
  - Shared accountability – breaking the silos
- Organizational culture – breaking the barriers
- Surveillance practices and supports
- COMMUNICATION

Outbreak Management

- Leadership commitment
- Accountabilities of the District Outbreak Team
- Team conflicts
- Surveillance
- Case Definition
- COMMUNICATION
- Education
- Epidemiology
- Reports

Communications Plan

Internal
- M**a**nagement & Organizational briefings
- CEO/VP walk about
- Intranet\Internet\face to face - Education for physicians, staff, patients and families
- Physical environment
- Dress Code policy
- Visitor Restrictions

External
- Public disclosure
- Public roles and accountabilities
- Managing fear
- Deaths

Outbreak HA Profile

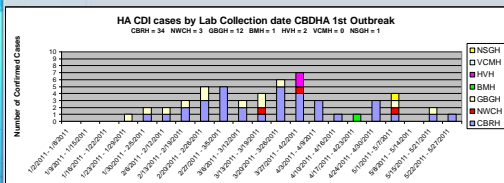HA CDI cases by Lab Collection date CBDHA 1st Outbreak
CBRH = 34 NWCH = 3 GBGH = 12 BMH = 1 HVH = 2 VCMH = 0 NSGH = 1

Outbreak Total Cases

Total CDI cases by Lab Collection CBDHA 1st Outbreak
CBRH = 52 NWCH = 7 GBGH = 22 NSGH = 2 ICMH = 3 BMH = 2 HVH = 2 VCMH = 1
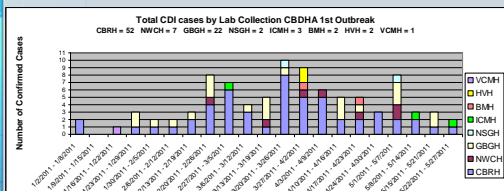
Outbreak Resolution

- Criteria to declare outbreak over
- Lessons Learned
  - Knowledge to Practice
  - Communication
  - Organizational Exhaustion
- Restoring Confidence
- Maintaining momentum
- Transforming the culture

Infection Prevention and Control.......

is everyone's responsibility.........

Moving Forward: Adjusting the Sails

- Transparency and reports -Responding to report recommendations
- Added resources
- Changing reporting structure
- Education and Communication
- Restoring Faith

.......and in the words of Dr. Gardam

"It can happen to any organization-we are all often on the brink of an outbreak.....you are doing all of the right things-nothing that we can recommend except to move forward with the hard part-the transformation of the culture to own responsibility for IPAC....everyday in everyway"

Questions