



# FROM ZERO TO HERO DEVELOPING A BEST PRACTICE IN VAP-PREVENTION

November 2016  
dr. Walter Swinnen



# DISCLOSURE

CONFLICT OF  
INTEREST

NONE





# CORE DATA

## ICU-azSB

SINCE  
1-1-1999



Mixed  
medical/surgical  
ICU  
Closed type



6 intensivists  
25 FTE nurses  
0,6 FTE physio  
1 FTE logistics

5,4 %  
Mortality



1200 patients /  
year



12  
beds



0,36  
SMR (SAPS-2)

1,4 VAP  
/ 1000 VD



5 jan 2011  
Last catheter  
sepsis



## PATIENTS FIRST: OUR VALUE EQUATION

Everyone has an idea for how to improve health care, and they all have merit. There are no one-size-fits-all solutions. There's one common thread, however, woven throughout all of them: Creating more value for patients. This is how we define value.

$$\begin{array}{c} \mathbf{V} \\ \text{VALUE} \end{array} = \frac{\begin{array}{c} \uparrow \mathbf{Q} \\ \text{QUALITY} \end{array} + \begin{array}{c} \uparrow \mathbf{S} \\ \text{SERVICE} \end{array}}{\begin{array}{c} \downarrow \mathbf{\$} \\ \text{COST} \end{array}}$$

# WHAT'S SO SPECIAL ABOUT VAP?

# SPECIAL CIRCUMSTANCES

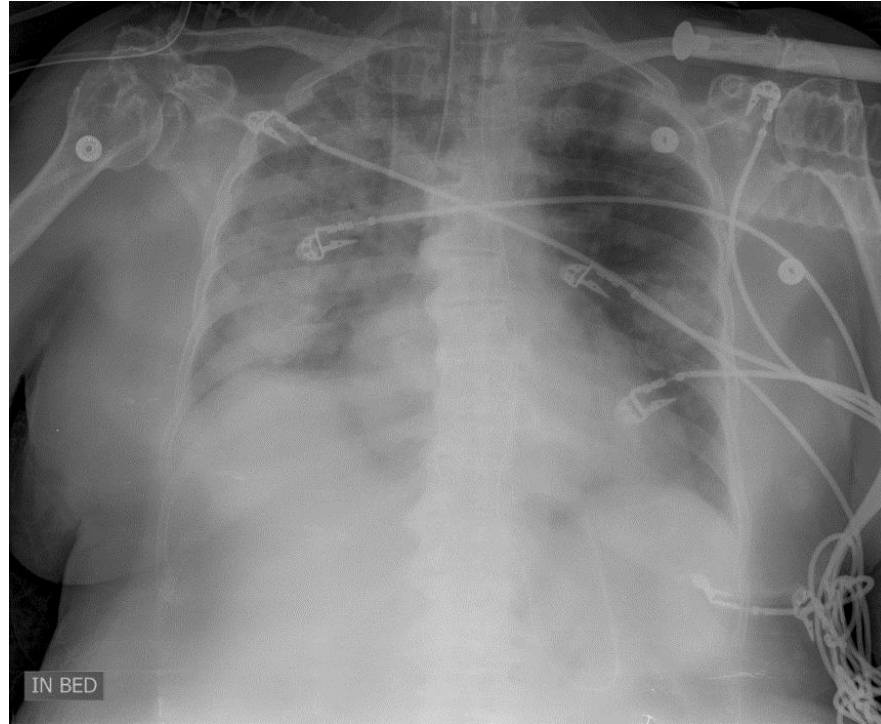
Special patients  
Special environment



After a few days  
of mechanical ventilation



# SPECIAL CIRCUMSTANCES





# SPECIAL CONSEQUENCES



Photoshop PSD file downloaded - Resolution: 1200x1024 px - www.psdesigns.com



# SPECIAL CONSEQUENCES



NCBI Resources How To Sign in to NCBI

PubMed ((ventilator[Title/Abstract]) AND associated[Title/Abstract]) AND pneumonia[Title/Abstract]

Format: Summary Sort by: Most Recent

Search results

Items: 1 to 20 of 4477

1. [Intensive care unit-acquired pneumonia due to Pseudomonas aeruginosa with and without multidrug resistance.](#)  
Fernández-Barat L, Ferrer M, De Rosa F, Gabarrús A, Esperatti M, Terraneo S, Rinaudo M, Bassi GL, Torres A.  
J Infect. 2016 Nov 16. pii: S0163-4453(16)30290-0. doi: 10.1016/j.jinf.2016.11.008. [Epub ahead of print]  
PMID: 27865895

2. [Predictors of extubation outcomes following myasthenic crisis.](#)  
Liu Z, Yao S, Zhou Q, Deng Z, Zou J, Feng H, Zhu H, Cheng C.  
J Int Med Res. 2016 Nov 17. pii: 0300060516689893. [Epub ahead of print]  
PMID: 27856933  
[Similar articles](#)

3. [1532: EMPIRIC BROAD-SPECTRUM ANTIBIOTICS FOR EARLY VENTILATOR-ASSOCIATED PNEUMONIA IN TRAUMA PATIENTS.](#)  
Davis N, McGinn K, Simmons J, Lee YL, Morgan J, Brevard S.  
Crit Care Med. 2016 Dec;44(12 Suppl 1):458. No abstract available.  
PMID: 27851168  
[Similar articles](#)

4. [707: DEVELOPMENT OF PROGNOSTIC BIOMARKERS FOR VENTILATOR-ASSOCIATED PNEUMONIA BY ACINETOBACTER BAUMANNII.](#)  
Kwon S, Na M, Son J, Jung I, Kim J, Kang P, Uk Kwon H, Cho C.  
Crit Care Med. 2016 Dec;44(12 Suppl 1):253. No abstract available.  
PMID: 27850345  
[Similar articles](#)

5. [683: OUTCOMES COMPARING INHALED AND INTRAVENOUS TOBRAMYCIN IN VENTILATOR-ASSOCIATED PNEUMONIA](#)

Results by year

Titles with your search terms

Inhaled Antibiotics for Hospital-acquired and Ventilator-associated Pne [Clin Infect Dis. 2016]

Impact of colistin-initiation delay on mortality of ventilator-associated [J Infect Dev Ctries. 2016]

Oral hygiene care for critically ill patients to prevent ven [Cochrane Database Syst Rev. 2016]

Find related data

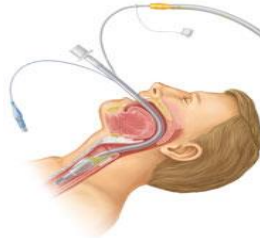
Database: Select

Find items

Search details

{ventilator[Title/Abstract]} AND associated[Title/Abstract]} AND pneumonia[Title/Abstract]}

# SPECIAL CONSEQUENCES

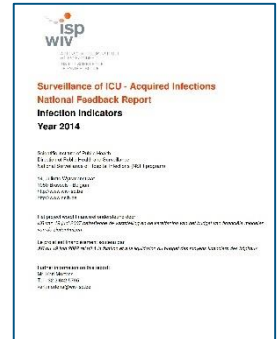
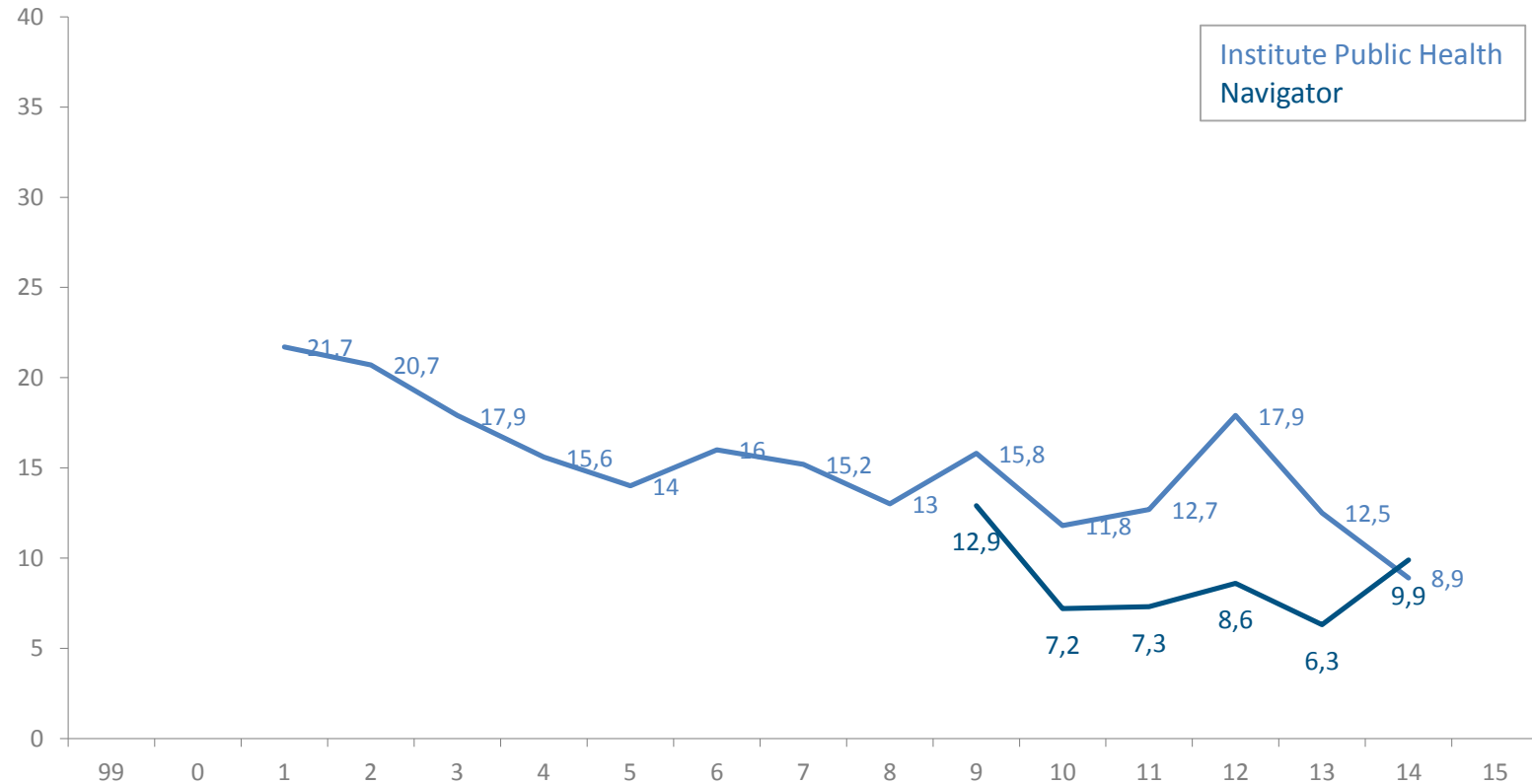


It is normal to see little or no secretions. You may remove as little as 1 – 2 mL within 24 hours. It is also normal to see secretions moving very slowly through suction line due to low suction pressure and small secretion volumes.



# TO IMPROVE DIFFICULT IS

Institute Public Health  
Navigator





# TO IMPROVE IS DIFFICULT

## Guidelines for the Management of Adults with Hospital-acquired, Ventilator-associated, and Healthcare-associated Pneumonia

THIS OFFICIAL STATEMENT OF THE AMERICAN THORACIC SOCIETY AND THE INFECTIOUS DISEASES SOCIETY OF AMERICA WAS APPROVED BY THE ATS BOARD OF DIRECTORS, DECEMBER 2004 AND THE IDSA GUIDELINE COMMITTEE, OCTOBER 2004

## Evidence-Based Clinical Practice Guideline for the Prevention of Ventilator-Associated Pneumonia

Peter Dodek, MD, MHS; Sean Keenan, MD, MSc(Epid); Deborah Cook, MD, MSc(Epid); Daren Heyland, MD, MSc(Epid); Michael Jacka, MD, MSc; Lori Hand, RRT; John Muscedere, MD; Debra Foster, RN; Nav Mehta, MD; Richard Hall, MD; and Christian Brun-Buisson, MD, for the Canadian Critical Care Trials Group and the Canadian Critical Care Society

Background: Ventilator-associated pneumonia (VAP) is an important patient safety issue in critically ill patients.

Purpose: To develop an evidence-based guideline for the prevention of VAP.

Data Sources: MEDLINE, EMBASE, and the Cochrane Database of Systematic Reviews.

Study Selection: The authors systematically searched for relevant randomized, controlled trials and systematic reviews that involved mechanically ventilated adults and were published before 1 April 2003.

Data Extraction: Physical, positional, and pharmacologic interventions that may influence the development of VAP were considered. Independently and in duplicate, the authors scored the validity of trials; the effect size and confidence intervals; the homogeneity of results; and safety, feasibility, and economic aspects.

Data Synthesis: **Recommended:** The orotracheal route of intubation, changes of ventilator circuits only for each patient, and if the circuits are soiled, use of closed endotracheal

systems that are changed for each new patient and as clinically indicated, heat and moisture exchangers in the absence of contraindications, weekly changes of heat and moisture exchangers, and semi-recumbent positioning in the absence of contraindications. Consider subglottic secretion drainage and kinetic beds. **Not recommended:** Sucralfate to prevent VAP in patients at high risk for gastrointestinal bleeding and topical antibiotics to prevent VAP. Because of insufficient or conflicting evidence, no recommendations were made about systematically searching for sinusitis, chest physiotherapy, the timing of tracheal suctioning, prone positioning, prophylactic intravenous antibiotics plus topical antibiotics.

A formal economic analysis was performed, and the results were not considered.

If implemented, this guideline may decrease the incidence, and costs of VAP in mechanically ventilated patients.

www.annats.org

2004

## Comprehensive evidence-based clinical practice guidelines for ventilator-associated pneumonia prevention

John Muscedere MD, MSc, Sean Keenan MD, MSc, Deborah Cook MD, MSc, Daren Heyland MD, MSc, Rob Fowler MD, MSc, Lori Hand RRT, Nav Mehta MD, Richard Hall MD, Christian Brun-Buisson MD, for the Canadian Critical Care Trials Group

Med Intensiva. 2014;38(4):226-236



medicina *intensiva*

www.elsevier.es/medintensiva



SPECIAL ARTICLE

## Guidelines for the prevention of ventilator-associated pneumonia and their implementation. The Spanish "Zero-VAP" bundle



F. Álvarez Lerma<sup>a</sup>, M. Sánchez García<sup>b</sup>, J. M. Gordó<sup>d</sup>, J. M. Añón<sup>e</sup>, J. Álvarez<sup>f</sup>, M. Palomar<sup>g</sup>, R. García<sup>h</sup>, J. M. Galatayud<sup>j</sup>, R. Jam<sup>k</sup>

2014

# TO IMPROVE IS DIFFICULT

**CODE: PN**

**Rx**  
 Optreden van een suggestief beeld van een pneumonie in 2 of meerdere opeenvolgende thorax radiografieën of CT-scans bij patiënten met onderliggende cardiale of pulmonaire aandoeningen.  
 Bij patiënten zonder onderliggende cardiale of pulmonaire aandoeningen volstaat één bevestigende thorax radiografie of CT-scan.

**Symptomen**  
 En tenminste één van de volgende:  
 • Koorts > 38 °C zonder ander oorzakelijk verband  
 • Leukopenie (<4000 WBC/mm<sup>3</sup>) of leukocytose (≥ 12 000 WBC/mm<sup>3</sup>)

En tenminste één van de volgende (of ten minste 2 bij 'slechts' een klinische pneumonie = PN 4 en 5)

• Optreden van etterig sputum of veranderingen in de karakteristieken van het sputum (kleur, geur, hoeveelheid, consistentie)  
 • Hoest of dyspnee of tachypnee  
 • Suggestieve auscultatie (crepitations of bronchiaal ademgeruis), ronchi, wheezing  
 • Verslechtering van de gasuitwisseling (bv. O<sub>2</sub>-desaturatie of toegenomen zuurstofbehoefte of toegenomen nood aan ventilatie)

en volgens de gebruikte diagnostische methode:

**a – Bacteriologische diagnose :**

**Positieve kwantitatieve cultuur van een minimaal gecontamineerd lage luchtwegen (LRT) specimen\* (PN 1)**

- Bronchio-alveolaire lavage (BAL) met een drempelwaarde van  $\geq 10^4$  kolonievormende eenheden (KVE)/ml of  $\geq 5\%$  van de BAL vrekgen cellen bevatten intracellulaire bacterien bij direct microscopisch onderzoek (geclassificeerd door de diagnostische categorie BAL).
- Protected brush (PB; Wimberley) met een drempelwaarde van  $\geq 10^3$  KVE/ml
- Distal protected aspirate (DPA) met een drempelwaarde van  $\geq 10^3$  KVE/ml

**Positieve kwantitatieve cultuur van een mogelijk gecontamineerd LRT specimen\* (PN 2)**

- Kwantitatieve cultuur van LRT specimen (bv. endotracheaal aspiraat) met een drempelwaarde van  $\geq 10^4$  KVE/ml

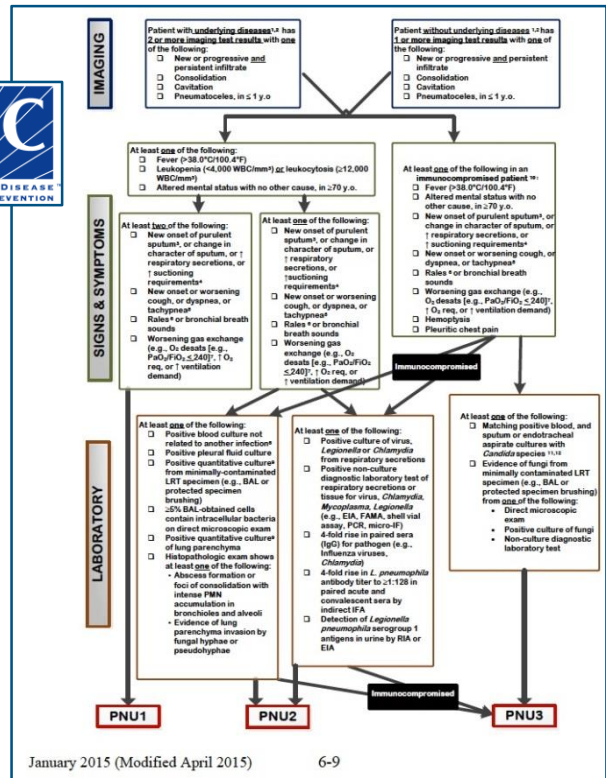
**b – Alternatieve microbiologische methoden : (PN 3)**

- Positieve hemocultuur niet gerelateerd aan een andere infectiebron
- Pleuraal vocht met positieve groei (in cultuur)
- Pleuraal of pulmonair absces met positieve kweek van het aspiraat
- Histologisch pulmonair onderzoek toont evidentie van een pneumonie
- Positief onderzoek voor pneumonie met virus of een specifiek micro-organisme (*Legionella*, *Aspergillus*, mycobacteria, mycoplasma, *Pneumocystis carinii*)
  - Viraal antigen of antistof aangetoond in respiratoire secreties (bv., EIA, FAMA, shell vial assay, PCR)
  - Positief direct onderzoek of positieve cultuur van bronchiaal sputum of weefsel
  - Seroconversie (bv. influenza virus, *Legionella*, *Chlamydia*)
  - Detectie van antigenen in urine (*Legionella*)

**c – Andere :**

- Positieve sputum cultuur of niet-quantitatieve LRT specimen cultuur (PN 4)
- Geen positieve microbiologie (PN 5)

\*Noter: deze criteria werden gevalideerd zonder voorafgaande antimicrobiële therapie



# NOTHING LASTS FOREVER...

## 9 QUALITY INDICATORS OF ESICM 2014

Intensive Care Med (2012) 38:598–605  
DOI 10.1007/s00134-011-2462-3

ORIGINAL

A. Rhodes  
R. P. Moreno  
E. Azoulay  
M. Capuzzo  
J. D. Chiche  
J. Eddleston  
R. Endacott  
P. Ferdinande  
H. Flaatten  
B. Guidet  
R. Kuhlen  
C. León-Gil  
M. C. Martín Delgado  
P. G. Metnitz  
M. Soares  
C. L. Sprung  
J. F. Timsit  
A. Valentin

**Prospectively defined indicators to improve  
the safety and quality of care for critically  
ill patients: a report from the Task Force  
on Safety and Quality of the European Society  
of Intensive Care Medicine**

... with okay with national legislation

Intensivist 24/24 available

Multidisciplinary consultation

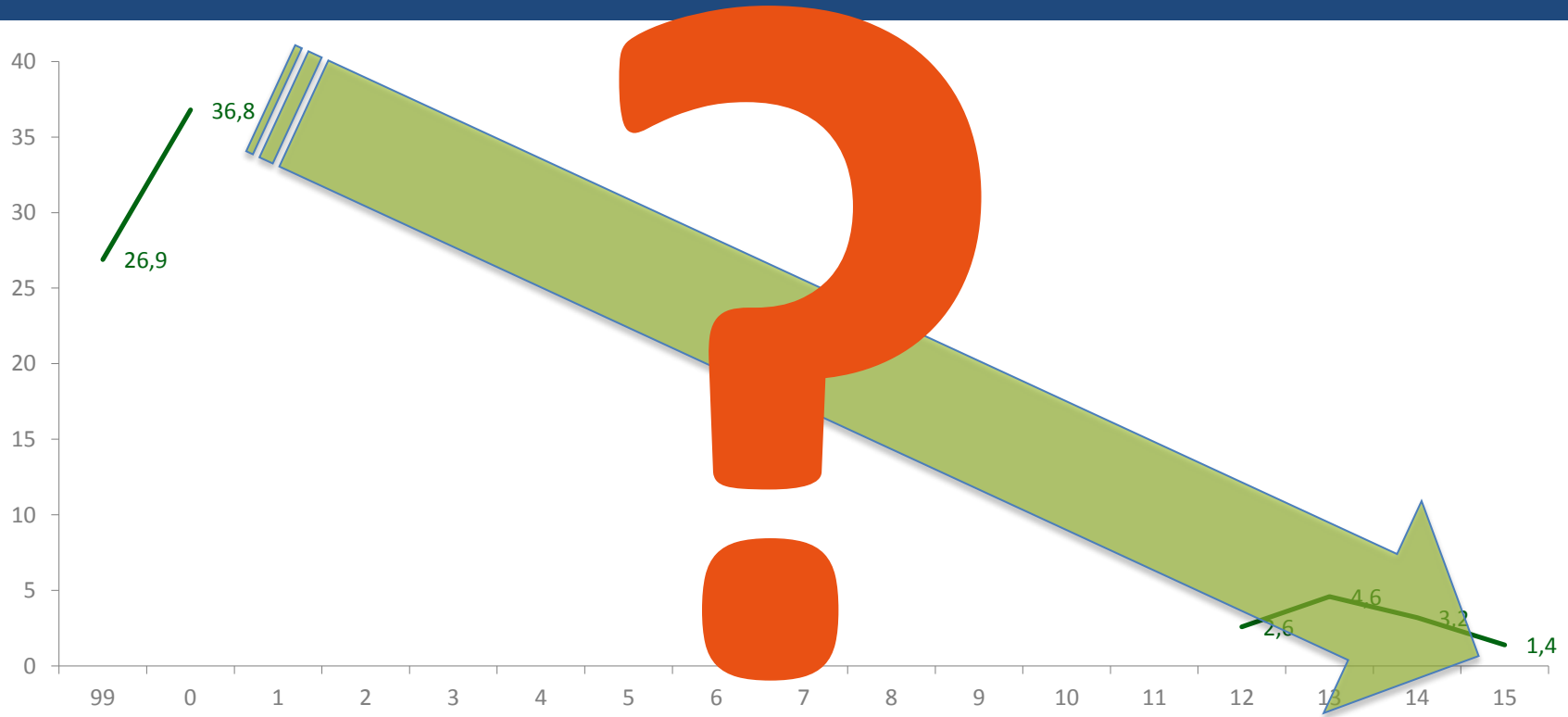
- Incident reporting
- Standardized hand over at discharge
- Standardized Mortality Ratio (SMR)
- Readmission < 48u after discharge
- Unplanned extubations
- Catheter associated blood stream infections



*The Intensive Connection*



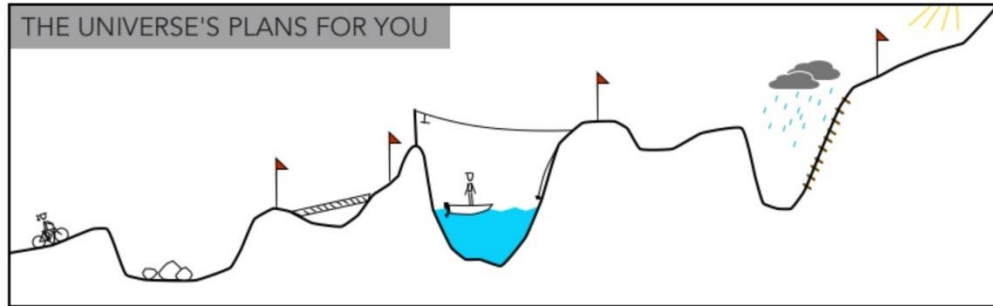
# FROM ZERO TO HERO



VAP > D2 / 1000 ventilatiedagen



# FROM ZERO TO HERO NOT THAT EASY !



DOGHOUSEDIARIES

# UNIFORM DEFINITIONS

$$\text{VAP incidence} = \frac{\text{VAP (n)} * 1000}{\text{ventilator days (n)}}$$

- Exclude patients with LOS < 48h
- Stop measuring 48h after extubation
- Count patients with duration of MV < 48h
- Measure continuously, or:
  - You lose the attention of your collaborators
  - You lose knowledge of registration & definitions



# USE UNIFORM DEFINITIONS

## Pneumonia (PN1-PN5)

Two or more serial chest X-rays or CT-scans with a suggestive image of pneumonia for patients with underlying cardiac or pulmonary disease. In patients without underlying cardiac or pulmonary disease one definitive chest X-ray or CT-scan is sufficient.

and at least one of the following

- Fever > 38 °C with no other cause
- Leukopenia (<4000 WBC/mm<sup>3</sup>) or leucocytosis (≥ 12 000 WBC/mm<sup>3</sup>)

and at least one of the following  
(or at least two if clinical pneumonia only = PN4 and PN5)

- New onset of purulent sputum, or change in character of sputum (color, odor, quantity, consistency)
- Cough or dyspnea or tachypnea
- Suggestive auscultation (rales or bronchial breath sounds), ronchi, wheezing
- Worsening gas exchange (e.g., O<sub>2</sub> desaturation or increased oxygen requirements or increased ventilation demand)

and according to the used diagnostic method

**a – Bacteriologic diagnostic performed by :**

*Positive quantitative culture from minimally contaminated LRT specimen (PN1)*

- Broncho-alveolar lavage (BAL) with a threshold of ≥ 10<sup>4</sup> colony forming units (CFU)/ml or ≥ 5 % of BAL obtained cells contain intracellular bacteria on direct microscopic exam (classified on the diagnostic category BAL).
- Protected brush (PB Wimberley) with a threshold of ≥10<sup>3</sup> CFU/ml
- Distal protected aspirate (DPA) with a threshold of ≥ 10<sup>3</sup> CFU/ml

*Positive quantitative culture from possibly contaminated LRT specimen (PN2)*

- Quantitative culture of LRT specimen (e.g. endotracheal aspirate) with a threshold of 10<sup>6</sup> CFU/ml

**b – Alternative microbiology methods (PN3)**

- Positive blood culture not related to another source of infection
- Positive growth in culture of pleural fluid
- Pleural or pulmonary abscess with positive needle aspiration
- Histologic pulmonary exam shows evidence of pneumonia
- Positive exams for pneumonia with virus or particular germs (*Legionella*, *Aspergillus*, mycobacteria, mycoplasma, *Pneumocystis carinii*)
  - Positive detection of viral antigen or antibody from respiratory secretions (e.g., EIA, FAMA, shell vial assay, PCR)
  - Positive direct exam or positive culture from bronchial secretions or tissue
  - Seroconversion (ex : Influenza viruses, *Legionella*, *Chlamydia*)
  - Detection of antigens in urine (*Legionella*)

**c – Others**  
Positive sputum culture or non-quantitative LRT specimen culture (PN4)

- **No positive microbiology (PN5)**

Note: PN1 and PN2 criteria were validated without previous antimicrobial therapy

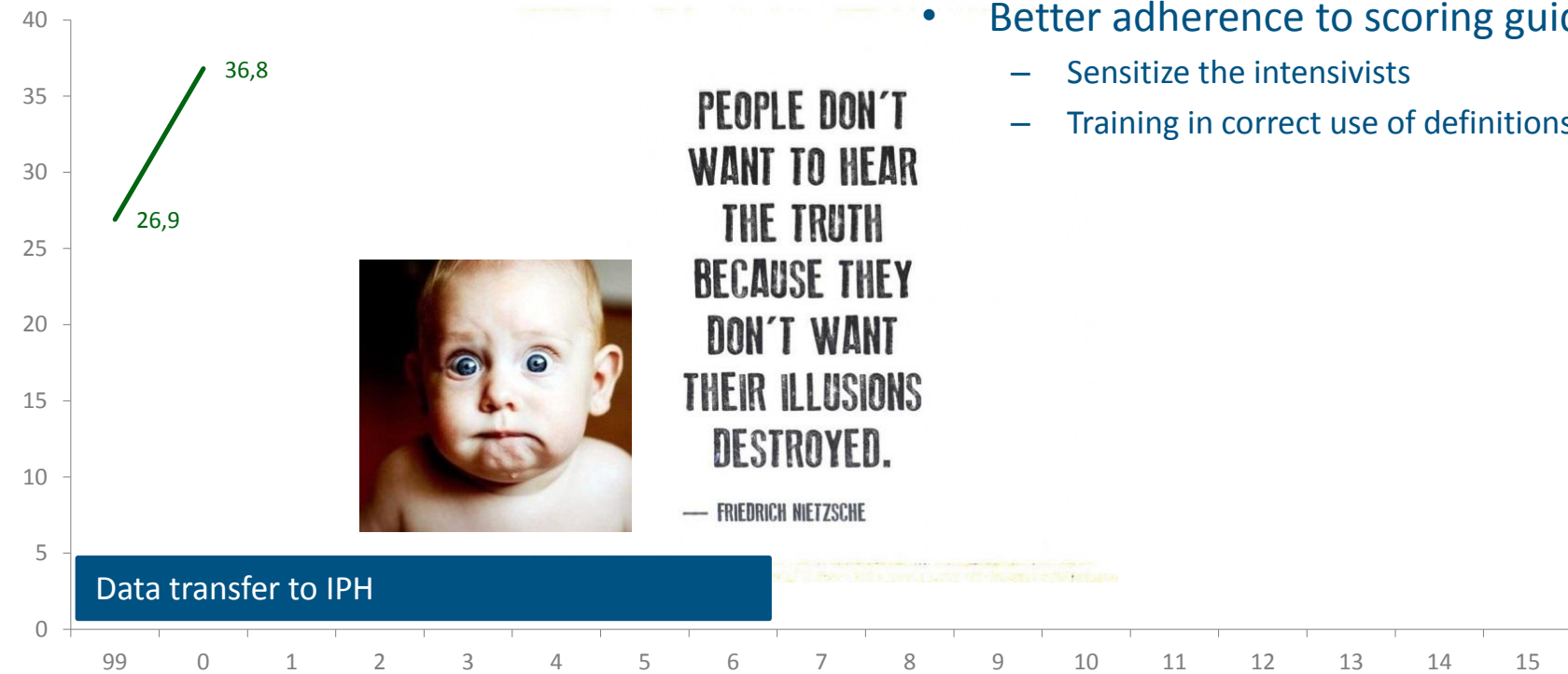
## Peer review of possible VAP's:

- Promote identification
- Data manager checks definitions
- 2 peers review data
- Majority wins



# EVOLUTION VAP ICU-azSB

## 2000: FIRST FEEDBACK

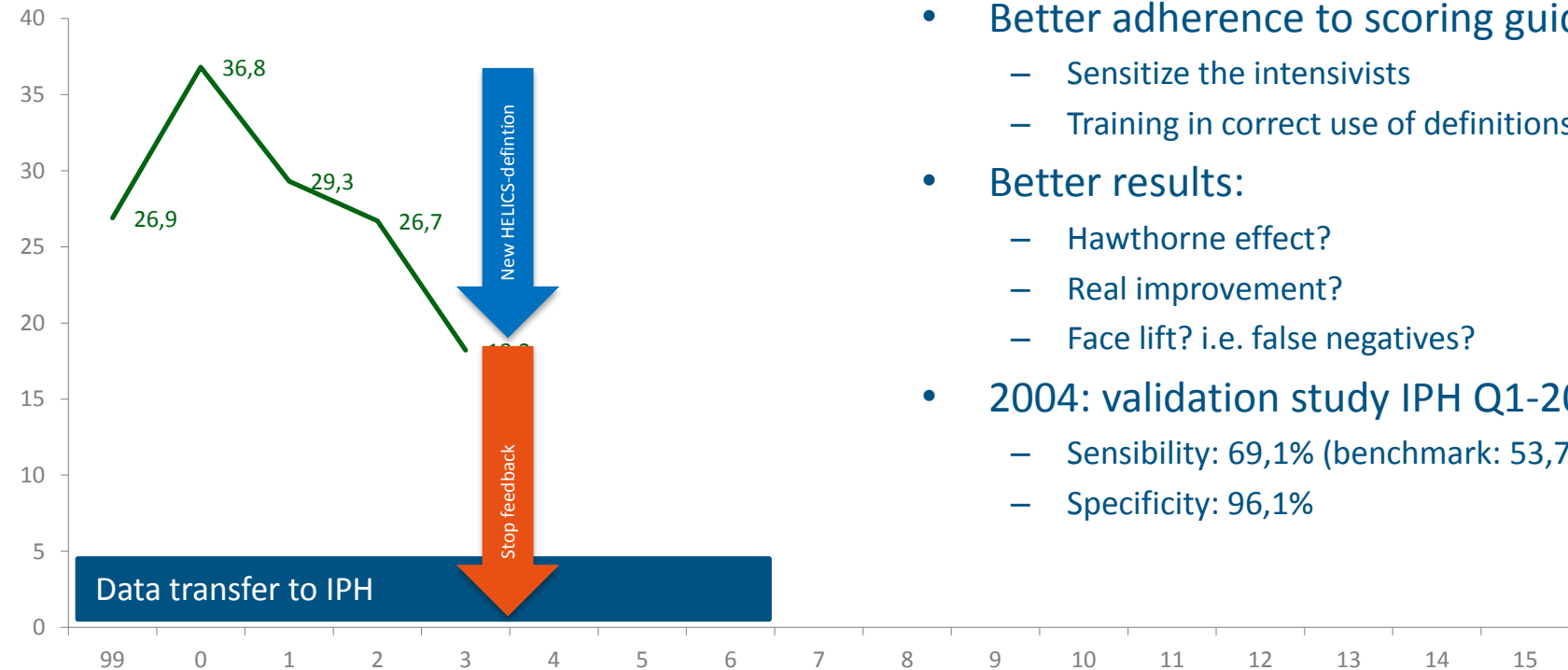


- Better adherence to scoring guidelines by:
  - Sensitize the intensivists
  - Training in correct use of definitions



# EVOLUTION VAP ICU-azSB

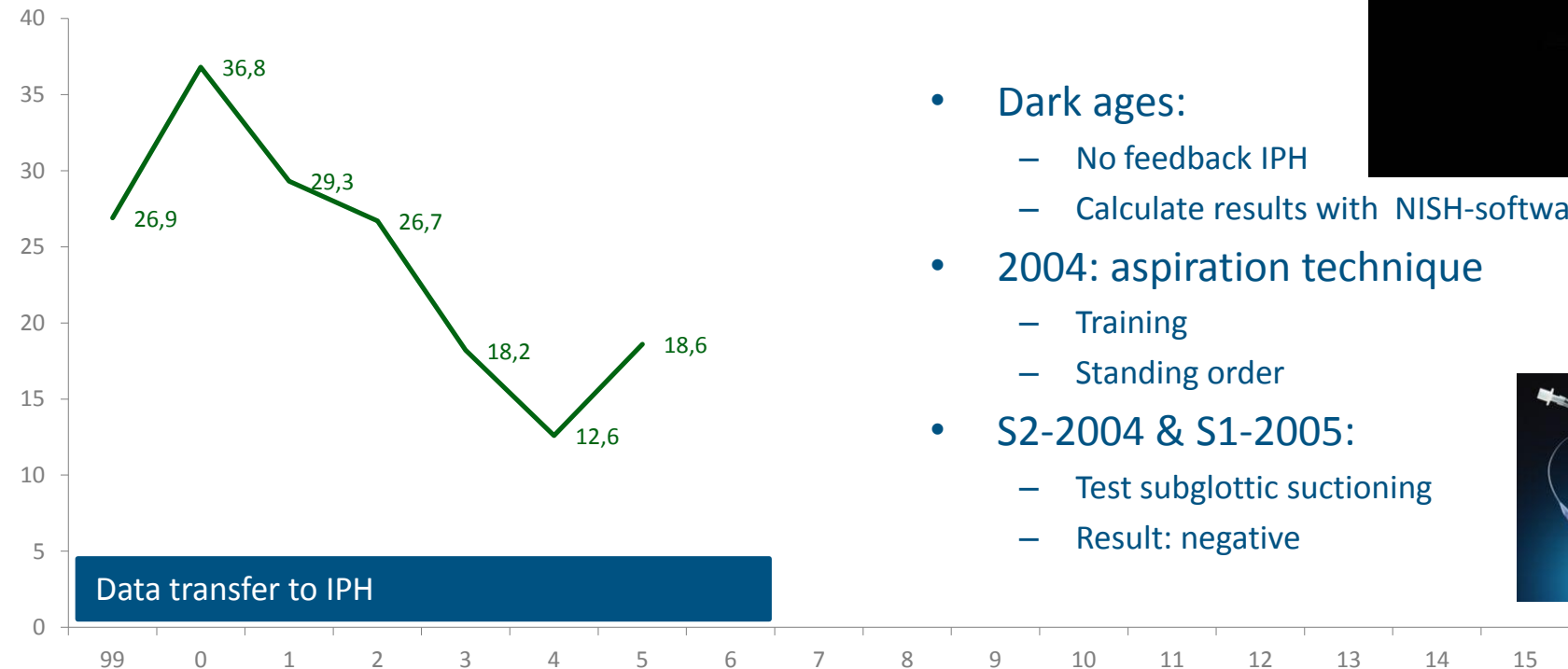
## 2001-2003



- Better adherence to scoring guidelines by:
  - Sensitize the intensivists
  - Training in correct use of definitions
- Better results:
  - Hawthorne effect?
  - Real improvement?
  - Face lift? i.e. false negatives?
- 2004: validation study IPH Q1-2001
  - Sensibility: 69,1% (benchmark: 53,7%)
  - Specificity: 96,1%

# EVOLUTION VAP ICU-azSB

## 2004-2005

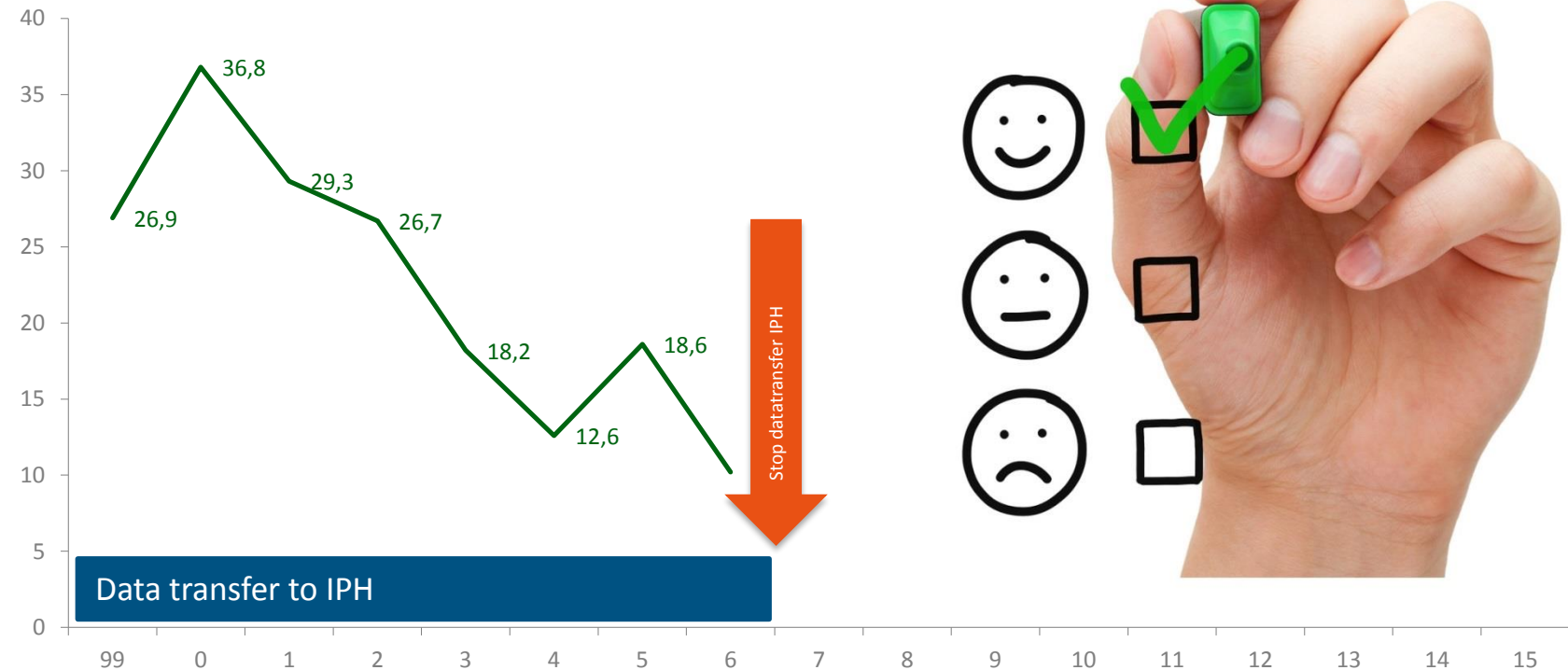


- Dark ages:
  - No feedback IPH
  - Calculate results with NISH-software
- 2004: aspiration technique
  - Training
  - Standing order
- S2-2004 & S1-2005:
  - Test subglottic suctioning
  - Result: negative



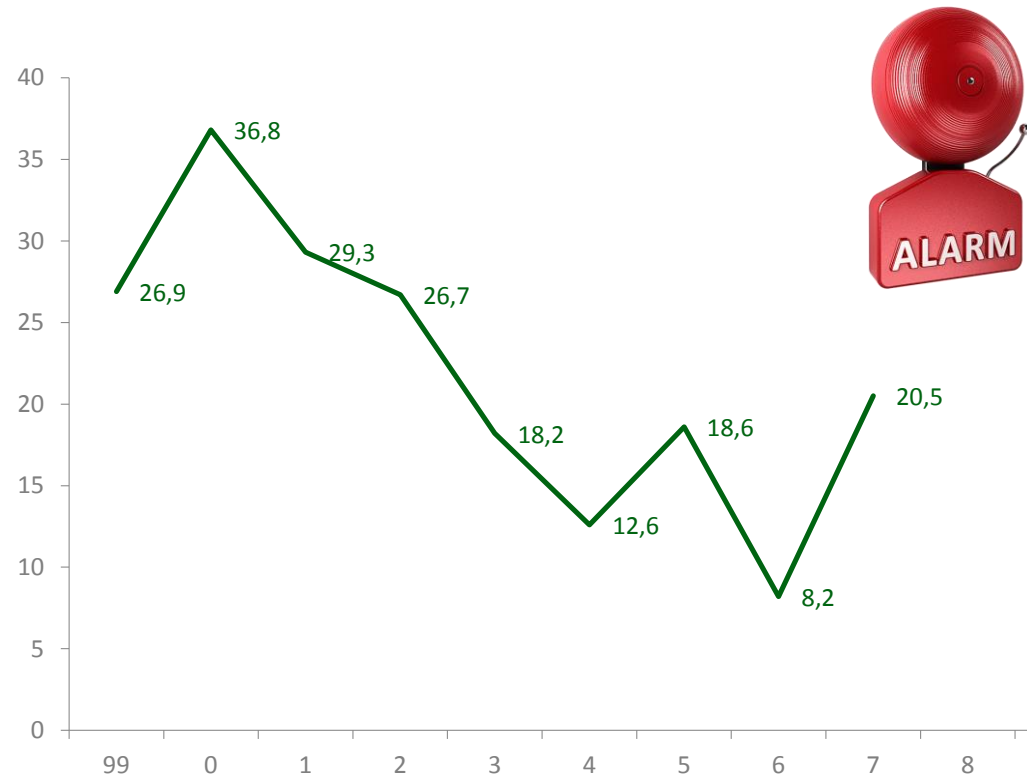
# EVOLUTION VAP ICU-azSB

## 2006



# EVOLUTION VAP ICU-azSB

## 2007



Institute for  
Healthcare  
Improvement

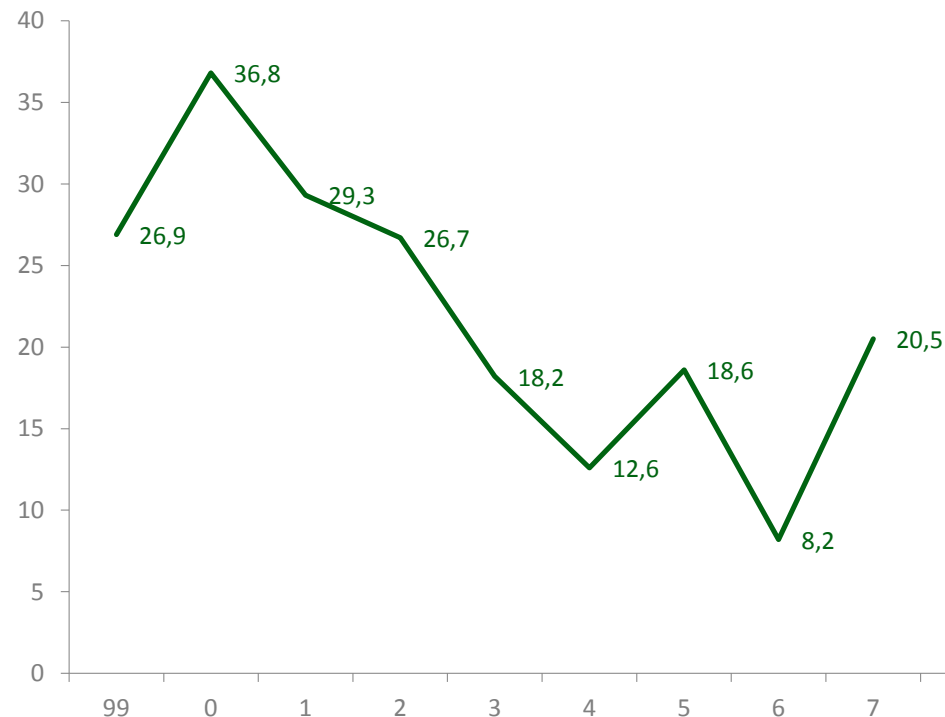


“ YOU CAN'T MANAGE  
WHAT YOU DON'T MEASURE.  
- W. Edward Deming



# EVOLUTION VAP ICU-azSB

## 2008



### Preventie van kolonisatie van de luchtweg

- Strikte handhygiëne voor én na elke manipulatie
- Gebruik handschoenen bij elke manipulatie
- Geen routinevervangng van beademingscircuits, tenzij zichtbaar vervuild
- Kunstneuzen /48u vervangen of indien zichtbaar vervuild
- Drainage van condensaat in het beademingscircuit

### Sucatieprotocol

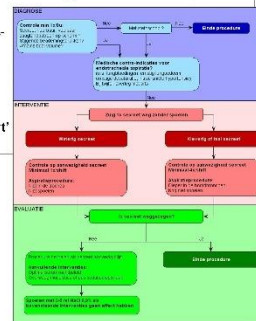
- Houd het beademingscircuit zoveel mogelijk gesloten
- Indicaties gesloten aspiratiesysteem:
  - $\geq 48u$  beademing voorzien
  - sowieso indien  $F_iO_2 \geq 0,6$  of PEEP  $\geq 10$  cmH<sub>2</sub>O
- Gesloten aspiratiesysteem /72u vervangen

### Aspireren:

- Pre-oxygenatie  $F_iO_2 = 1$
- Katheter oproeien tot in de trachea zonder vacuum te gebruiken
- Zogdru: constant
- Zogkracht: < 150 mmHg
- Frekwentie: zie algoritme
- Truk de catheter terug tot in de plastic sheath
- Spoelen met NaCl 0,9% (visie 16m)
- Gebruik de 'in line MDI-poort'



Sint-Blasius  
ALGEMEEN ZIEKENHUIS



### Preventie van aspiratie van gecontamineerde secreties

- Gebruik de Microcuff ETT
- Cuffdruk controleren/shift
- Zuig secret uit de mond/keelholte alvorens cuff te lossen of ETT te manipuleren
- Controleer de positie van de ETT
- Fixeer de ETT stevig, om ongeplande extubatie te voorkomen
- > 30° hoogstand van het hoofdeinde van het bed
- Controleer maagresidu, cf. staand order 'Sondevoeding'
- Verwijder maagsonde zodra mogelijk
- Staand order 'neus- en mondhygiëne': 3x/dag
- Ochtend:
  - tanden poetsen, tong afborstelen
  - mechanische reiniging mondholte met Dentaswab en Hextril
  - Spoelgen met water en aspireren
  - Bodyaal-witok op lippen
  - Bij stollingsaansamelingen niet poetsen, enkel mechanische reiniging
- Middag en avond: Dentaswab en Hextril
- Klincic bloedonderzoek in de mond aantippen met Gingigel
- Neus: zichtbare secreties en korsten verwijderen



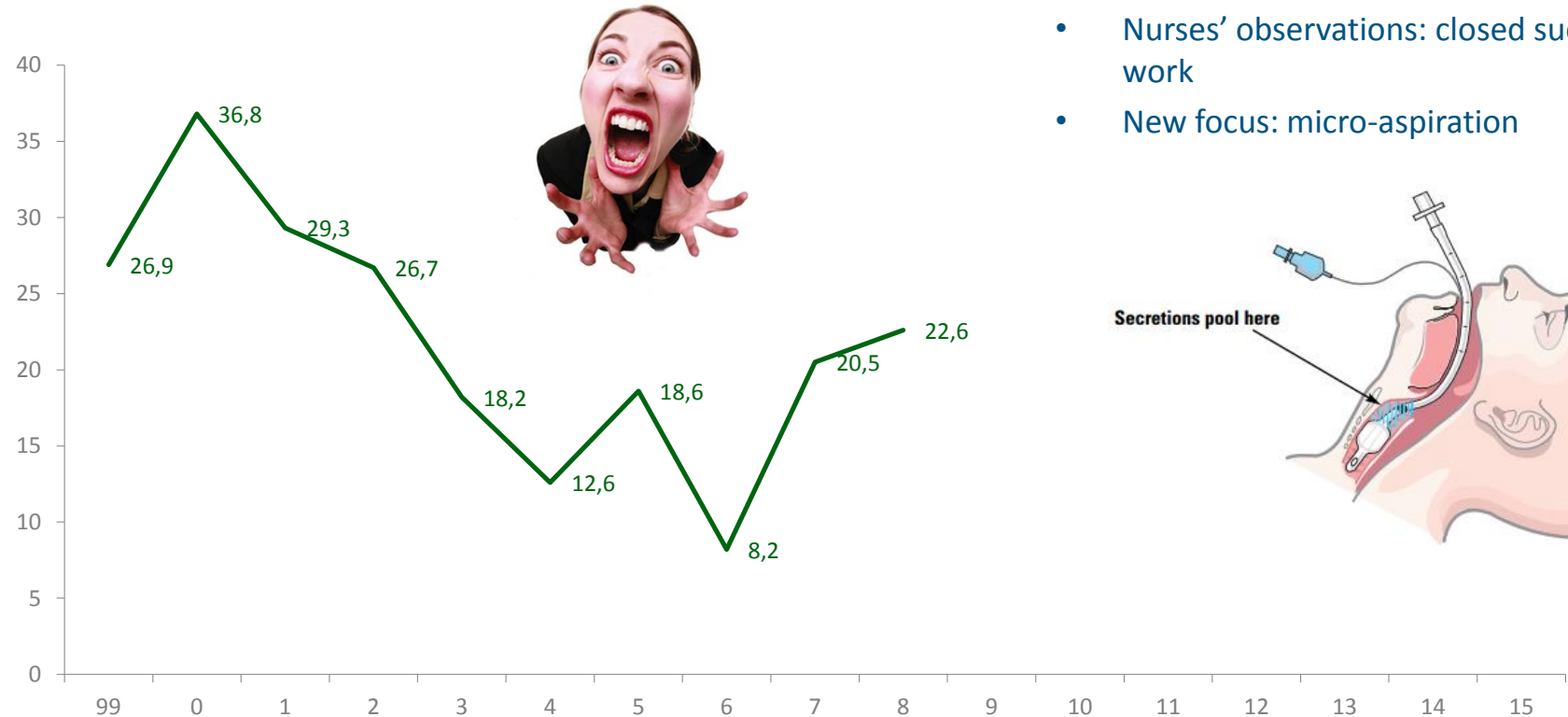
- New new stuff:
  - Closed airway suctioning
  - MDI-port
  - ETT with PU-cuff
  - Manual cuff pressure measurement
- Poster in every room



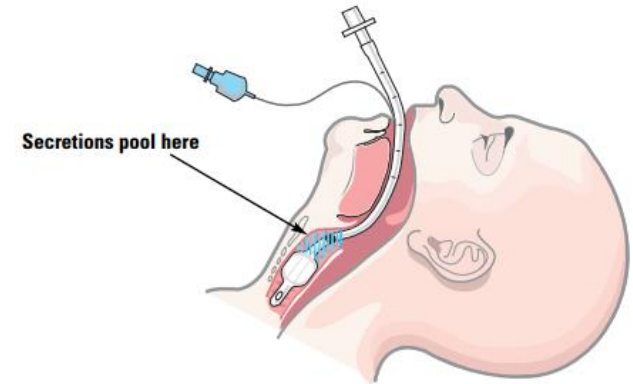


# EVOLUTION VAP ICU-azSB

## 2008



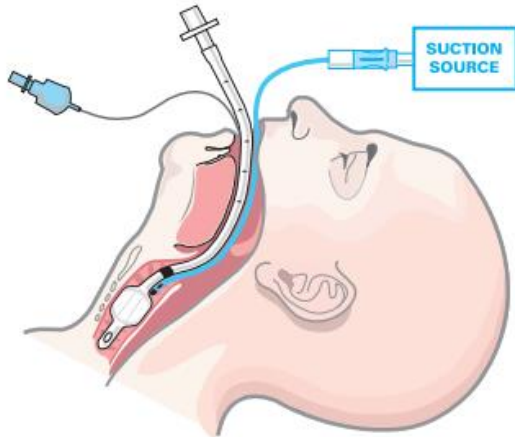
- Nurses' observations: closed suction doesn't work
- New focus: micro-aspiration



# HOW TO TACKLE MICRO ASPIRATION ?

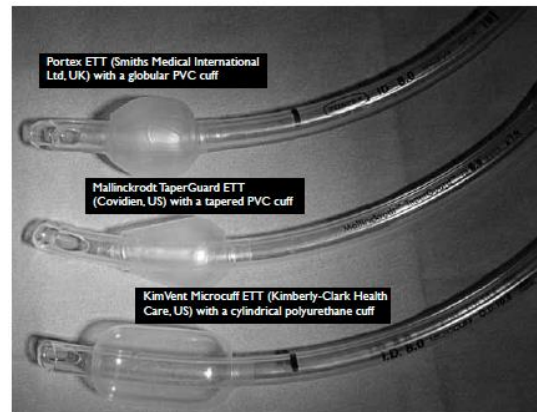
## Subglottic suctioning

- Evacuation of secretions above the cuff
- Manual vs. automatic

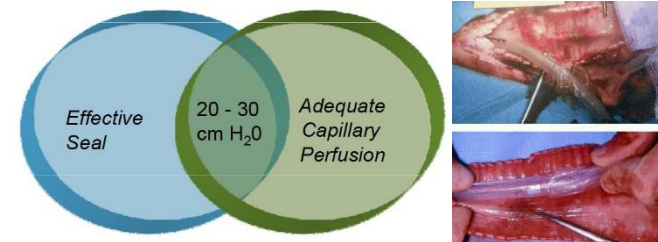


## Cuff

- Design: barrel vs. cylindrical vs. tapered
- Material: PVC vs. PU vs. silicone

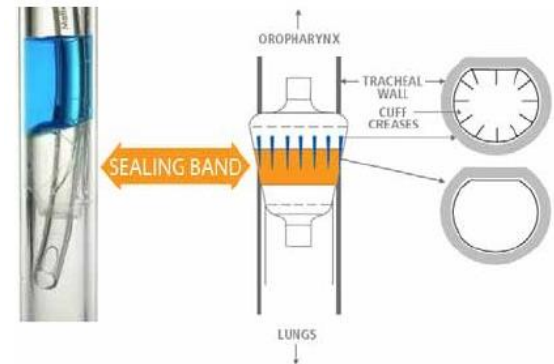
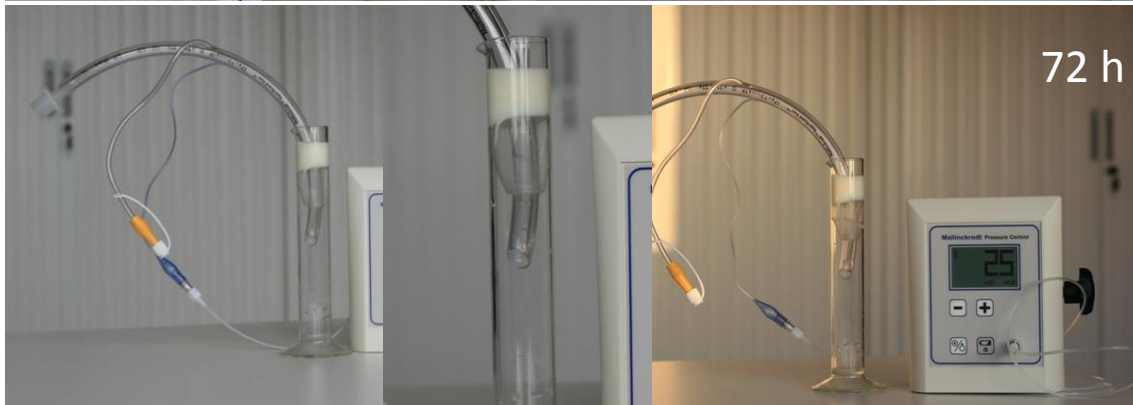
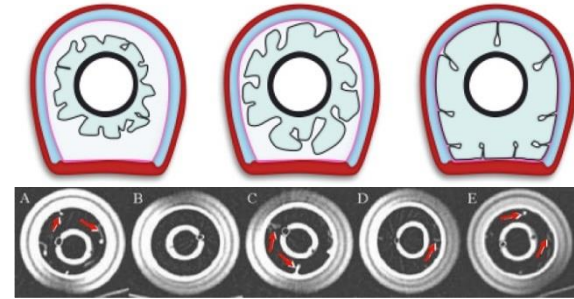


## Cuff pressure



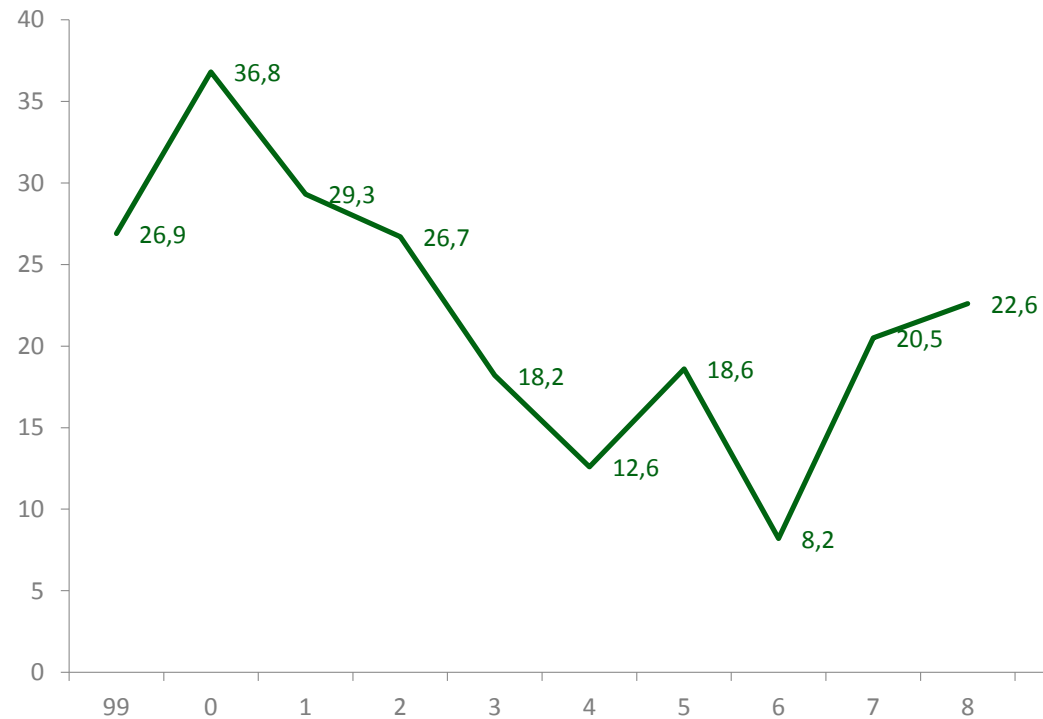
- Intermittent vs. continuous measurement
- Automatic vs. manual correction

# MICRO ASPIRATION



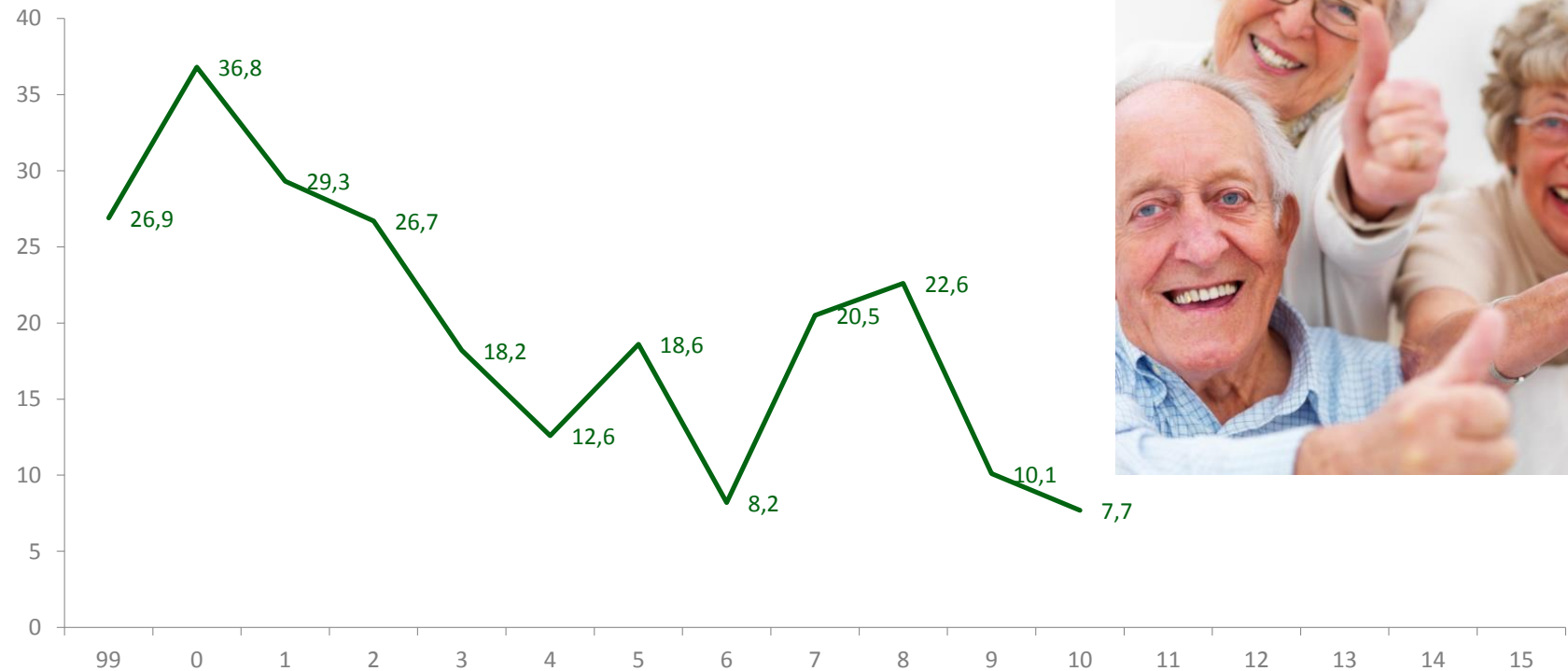
# EVOLUTION VAP ICU-azSB

## 2009



# EVOLUTION VAP ICU-azSB

## 2009-2010





# EVOLUTION VAP ICU-azSB

## 2009-2010

- New oral care materials:

- Chlorhexidine 0,2%
- Oral care system with social control



# EVOLUTION VAP ICU-azSB 2011

- Project Fed Dpt Health, cell Quality
- Development Belgian VAP-bundle

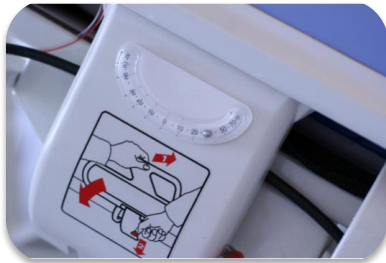


# BUNDLE

- Synergistic combination of 'best practices' that improve care (1+1=3).
- Evidence based & 'standard of care'.
- Very clear, measurable elements: yes / no answers.
- All the elements in the bundle must be carried out together: non-compliance with one element = non-compliance of the complete bundle.



# BELGIAN VAP-BUNDLE v2012



> 30° elevation



Sedation stop?



Cuff pressure control



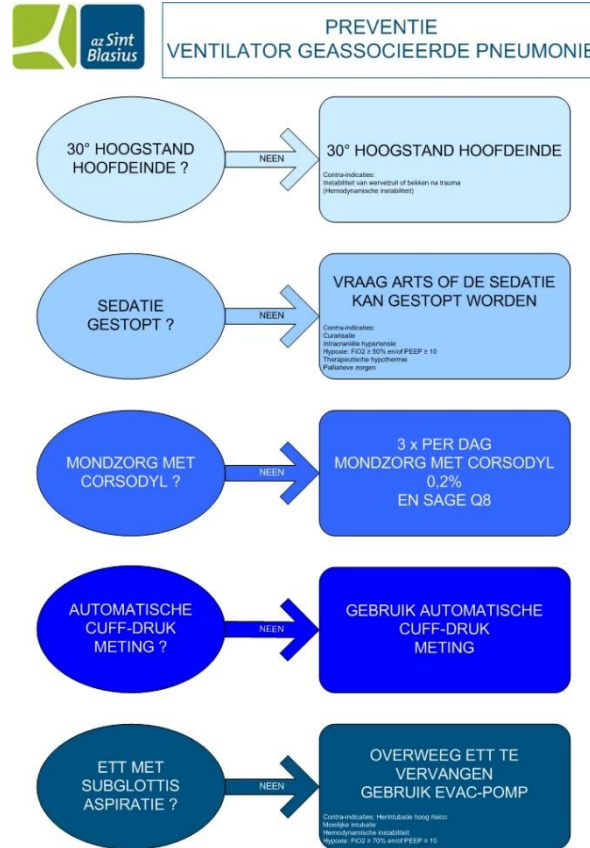
Oral Care  
Chlorhexidine



Optional: Subglottic  
suctioning

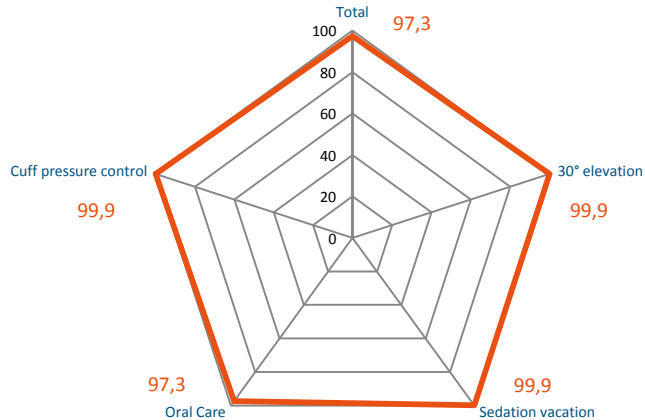
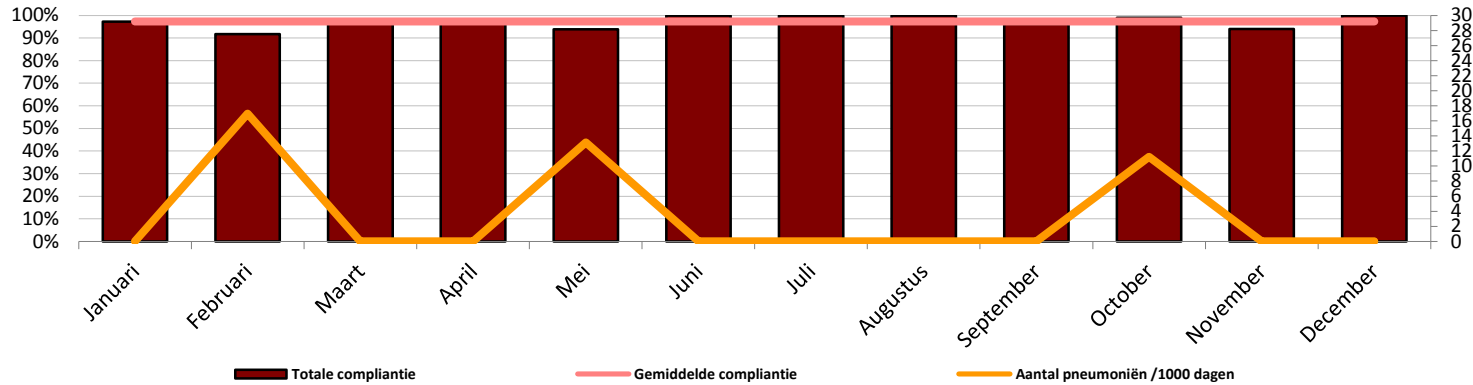


# azSB VAP-BUNDLE v2012



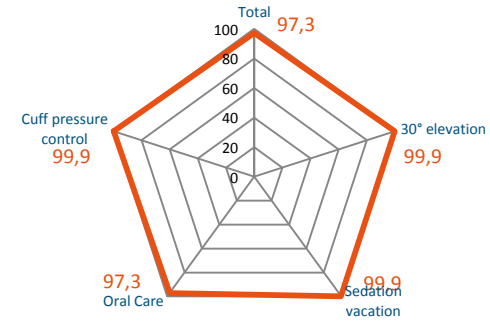
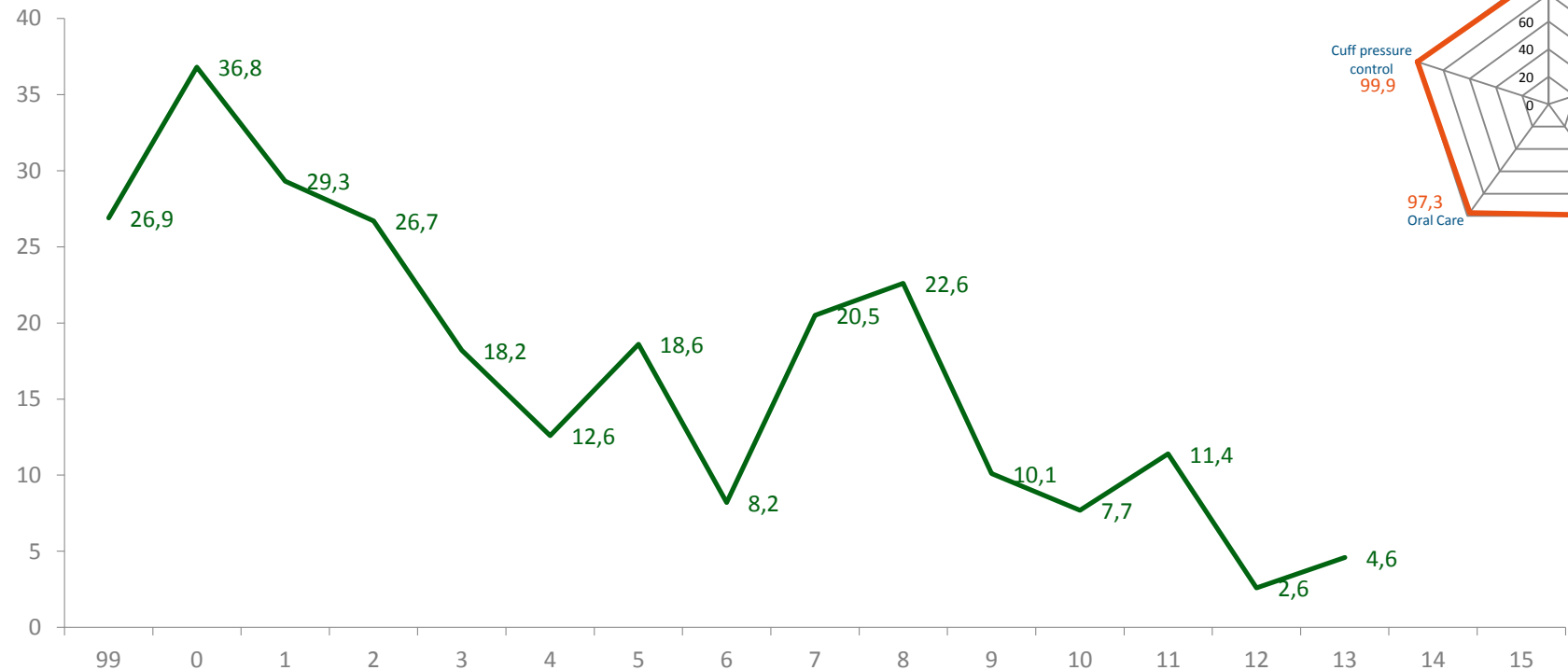


# COMPLIANCE azSB 2013



# EVOLUTION VAP ICU-azSB

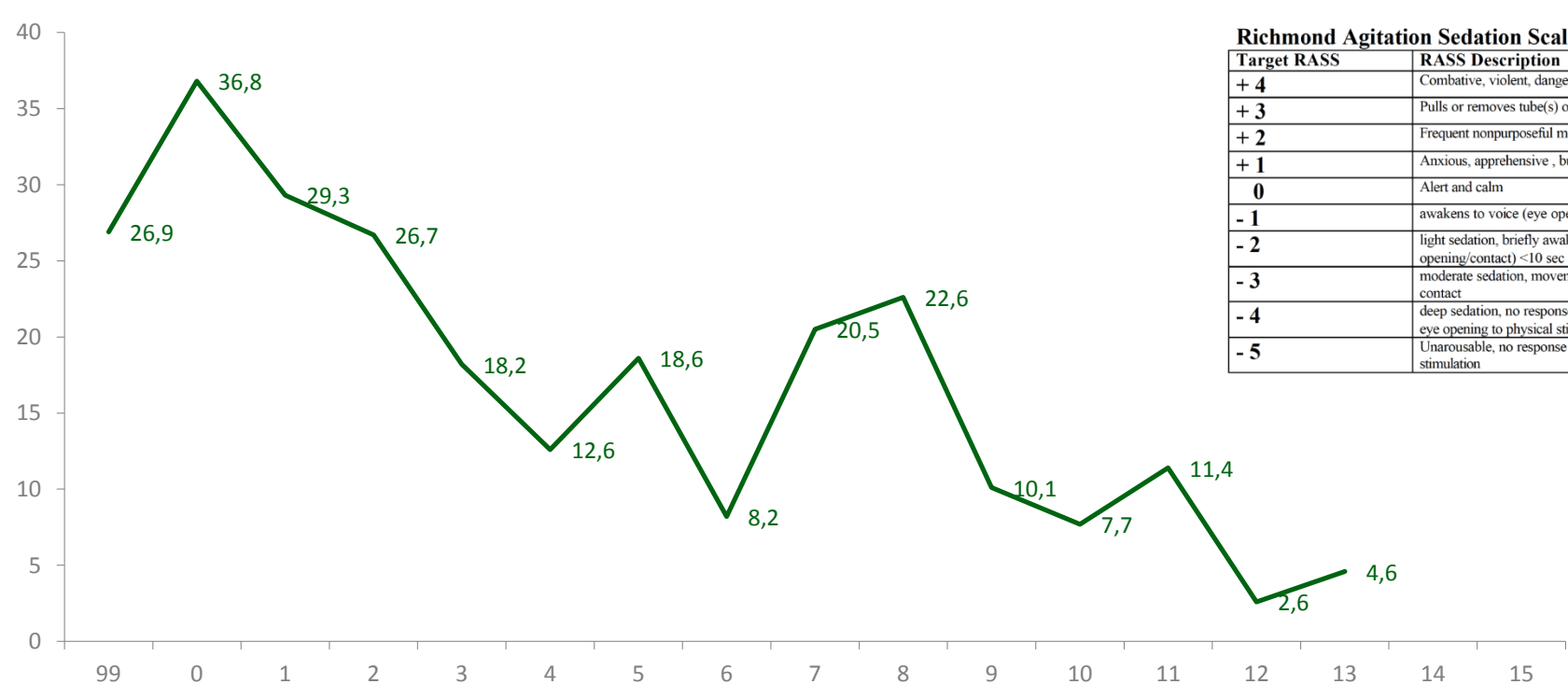
## 2012-2013



# EVOLUTION VAP ICU-azSB

## 2012-2013

- Sedation protocol with RASS



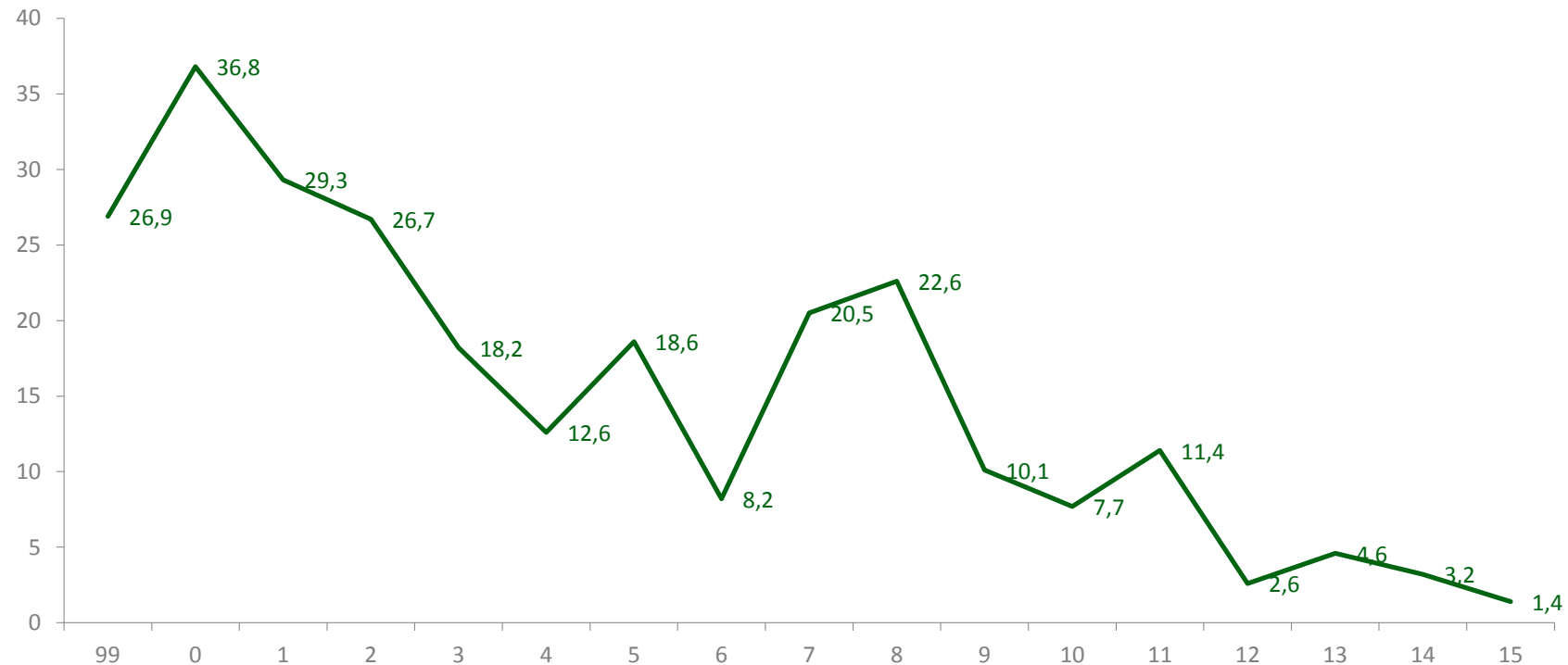
**Richmond Agitation Sedation Scale (RASS)**

Target RASS	RASS Description
+ 4	Combative, violent, danger to staff
+ 3	Pulls or removes tube(s) or catheters; aggressive
+ 2	Frequent nonpurposeful movement, fights ventilator
+ 1	Anxious, apprehensive, but not aggressive
0	Alert and calm
- 1	awakens to voice (eye opening/contact) >10 sec
- 2	light sedation, briefly awakens to voice (eye opening/contact) <10 sec
- 3	moderate sedation, movement or eye opening. No eye contact
- 4	deep sedation, no response to voice, but movement or eye opening to physical stimulation
- 5	Unarousable, no response to voice or physical stimulation



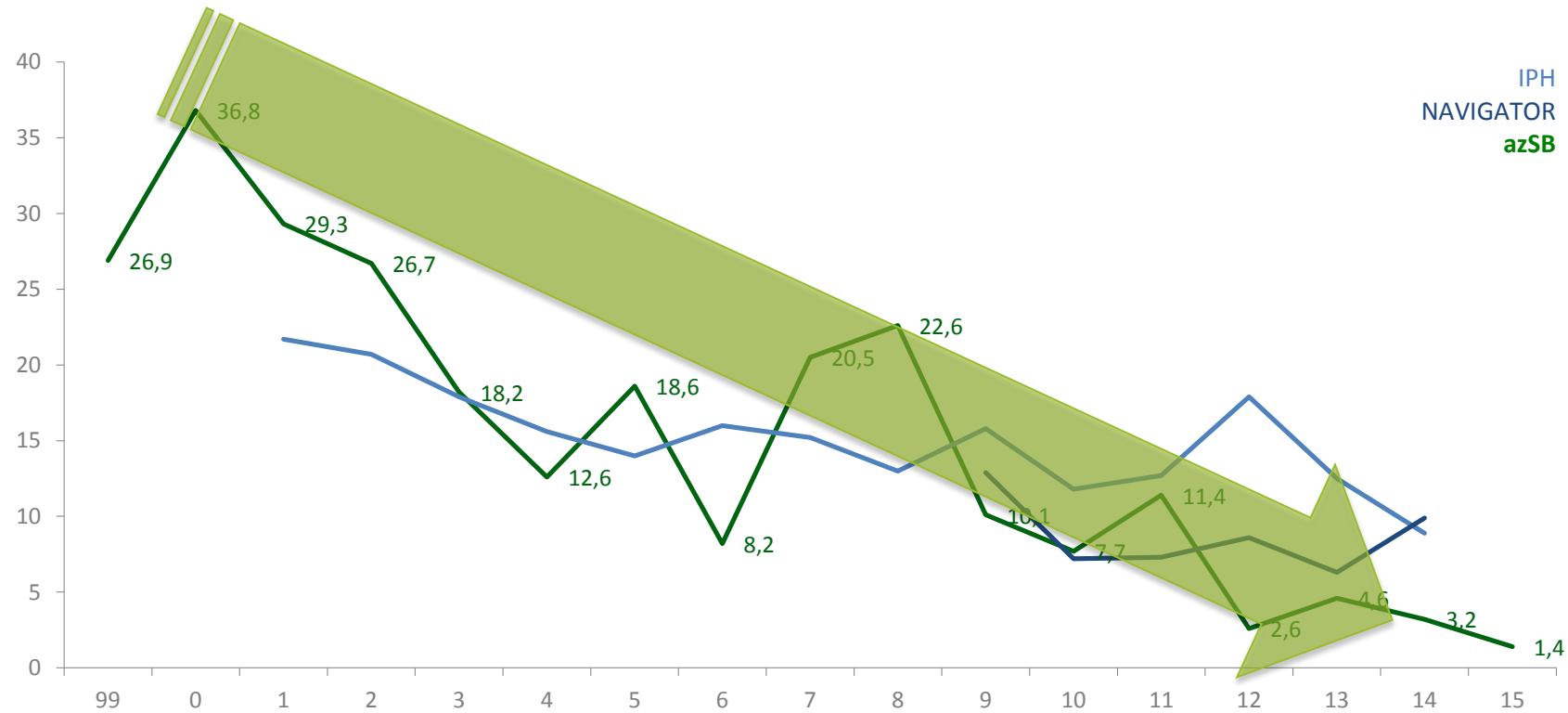
# EVOLUTION VAP ICU-azSB

## 2014-2015



# EVOLUTION VAP IZ-azSB

## 1999-2015





# CRITICISM



# COSTS OF INNOVATION



# COST-EFFECTIVE ?

## COST

### For the hospital

- ETT: 200x
  - € 20 vs. € 2
- Cuff controller: 12x
  - € 1.440 vs. € 141
- Suction pumps: 12x
  - € 650
  - Reservoirs 200mL: € 3
  - Reservoirs 1L: € 1

Total: € 28.080

Additional expenses: € 21.080

## BENEFIT

### For society



3 VAP's = € 30.000 benefit = cost neutral

# COST-EFFECTIVE ?

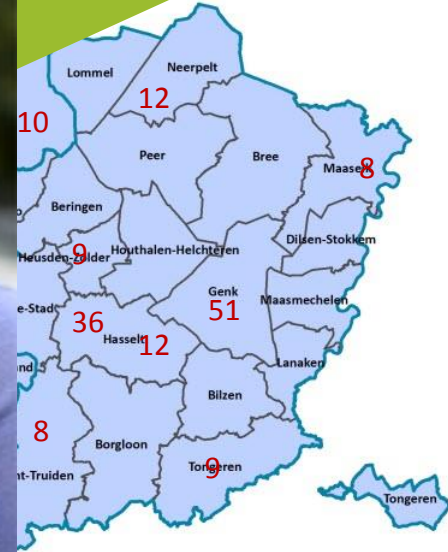
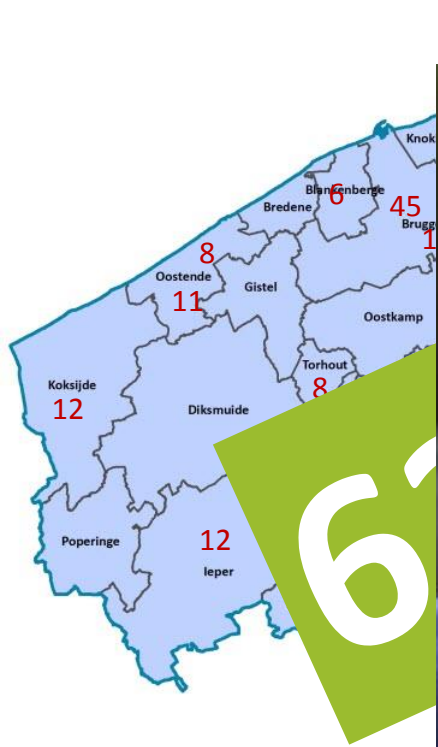


A dream you dream alone  
is only a dream.

A dream you dream together  
is reality.

John Lennon

# IMAGINE...



67 accredited ICU's, 1152 beds

# REPRODUCIBILITY ?

## azSB

- ETT: Covidien Taperguard EVAC
- Intermittent subglottic suctioning pump
- Continuous cuff pressure measurement
- > 30° elevation head end bed
- Oral care with hexetidine
- No sedation goals

## Prevention of Ventilator-Associated Pneumonia and Ventilator-Associated Conditions: A Randomized Controlled Trial With Subglottic Secretion Suctioning\*

Pierre Damas, MD, PhD<sup>1</sup>; Frédéric Fripiat, MD, PhD<sup>2</sup>; Arnaud Ancion, MD<sup>2</sup>; Jean-Luc Canivet, MD, PhD<sup>1</sup>; Bernard Lambermont, MD, PhD<sup>2</sup>; Nathalie Layios, MD<sup>1</sup>; Paul Massion, MD, PhD<sup>1</sup>; Philippe Morimont, MD, PhD<sup>2</sup>; Monique Nys, PhD<sup>1</sup>; Sonia Piret, MD<sup>1</sup>; Patrizio Lancellotti, MD, PhD<sup>2</sup>; Patricia Wiesen, MD<sup>1</sup>; Vincent D'orio, MD, PhD<sup>3</sup>; Nicolas Samalea<sup>1</sup>; Didier Ledoux, MD, PhD<sup>1</sup>

- ETT: Teleflex Isis
- Subglottic suctioning, no data about technique
- Non-continuous cuff pressure measurement
- > 30° elevation head end bed
- Oral care with chlorhexidine
- Daily reassessment of sedation goals

Crit Care Med 2015; 43(1):22-31

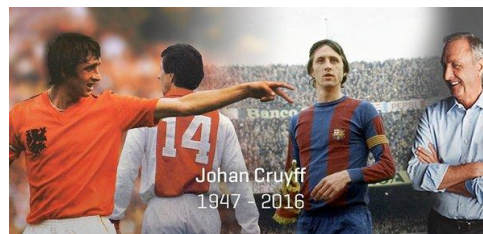
22,6 → 7,7  
VAP/1000 VD

20 → 9,8  
VAP/1000 VD



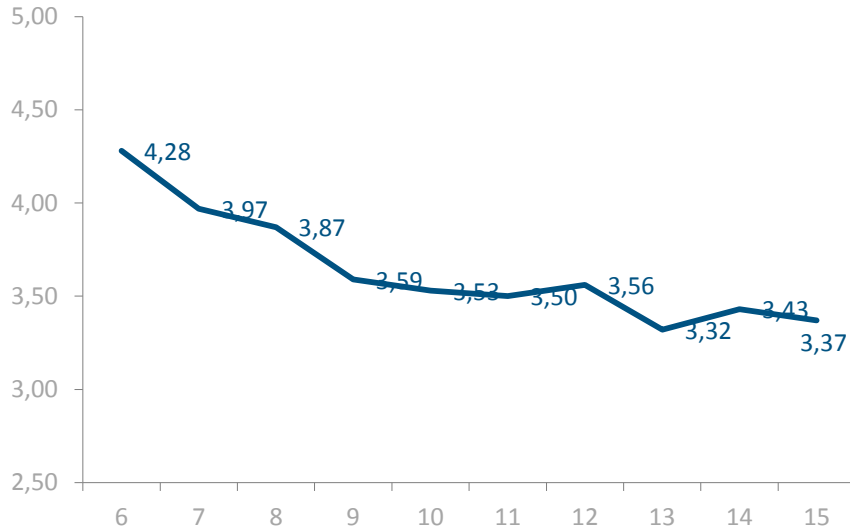
# EVERY ADVANTAGE HAS ITS DISADVANTAGE

Johan Cruyff, reversed



# DISADVANTAGES

## MEAN LENGTH OF STAY



## BED OCCUPANCY 2015

Calendar day based

3961 d

90,4 %

Exact  
(minute based)

2763,63 d

63,1 %

# CONSEQUENCES

## STAFF REDUCTION



## INCOME DROP



# BUT, IF YOU ASK ME ...

You invested...

TIME

EFFORTS

MONEY

Was it  
Worth  
it?



## PATIENTS FIRST: OUR VALUE EQUATION

Everyone has an idea for how to improve health care, and they all have merit. There are no one-size-fits-all solutions. There's one common thread, however, woven throughout all of them: Creating more value for patients. This is how we define value.

$$\begin{array}{c} \text{V} \\ \text{VALUE} \end{array} = \frac{\begin{array}{c} \uparrow \text{Q} \\ \text{QUALITY} \end{array} + \begin{array}{c} \uparrow \text{S} \\ \text{SERVICE} \end{array}}{\begin{array}{c} \downarrow \text{\$} \\ \text{COST} \end{array}}$$

# Credits to...

Dr. Koch  
Chloé  
Pascal  
Paul  
Vicky  
Marc  
Sofie  
Aafke  
Mira  
David  
Maria  
Karen  
Stefaan  
Annelies

Dr. Temmerman Leen  
Gudrun Dr. Mignolet  
KathleenThijs Cindy  
Dr. Pannier Helena  
Marijke  
Astrid  
Evelien  
Guido  
Mieke  
Marlies  
Serge Kelly Sonja  
Marijke V Mariaken  
Dr. Sarens Rita Chris  
Hendrik Dr. Swinnen





**KEEP  
CALM  
Because  
IT'S THE  
END**