



**World Health  
Organization**

**The core components of infection  
prevention and control programs:  
from guidelines to implementation  
in real life**

**Benedetta Allegranzi  
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# Why IPC is so important for patient outcomes

**>30%**  
Reduction

Effective IPC programmes lead to more than a 30% reduction in HAI rates

**25-57%**  
Reduction

Surveillance contributes to a 25-57% reduction in HAIs

**50%**  
Reduction

Improving hand hygiene practices may reduce pathogen transmission in health care by 50%

**13-50%**  
Reduction

Strong IPC plans, implemented across the USA between 2008 and 2014, reduced central line-associated bloodstream infections by 50%, surgical site infections (SSIs) by 17% and MRSA bacteraemia by 13%

**56%**  
Reduction

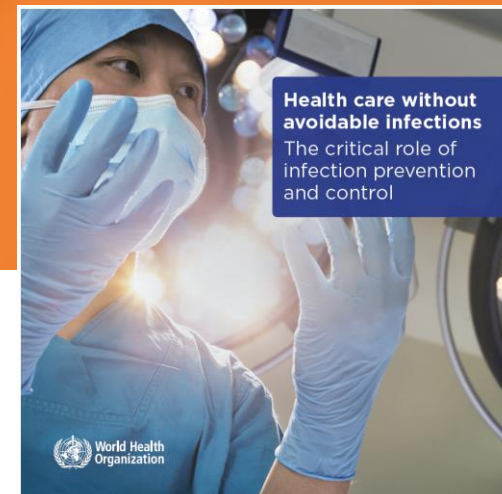
MRSA declined by 56% over a four-year period in England in line with a national target

**44%**  
Reduction

A safety culture and prevention programme reduced SSI risk in African hospitals by 44%

**80%**  
Compliance

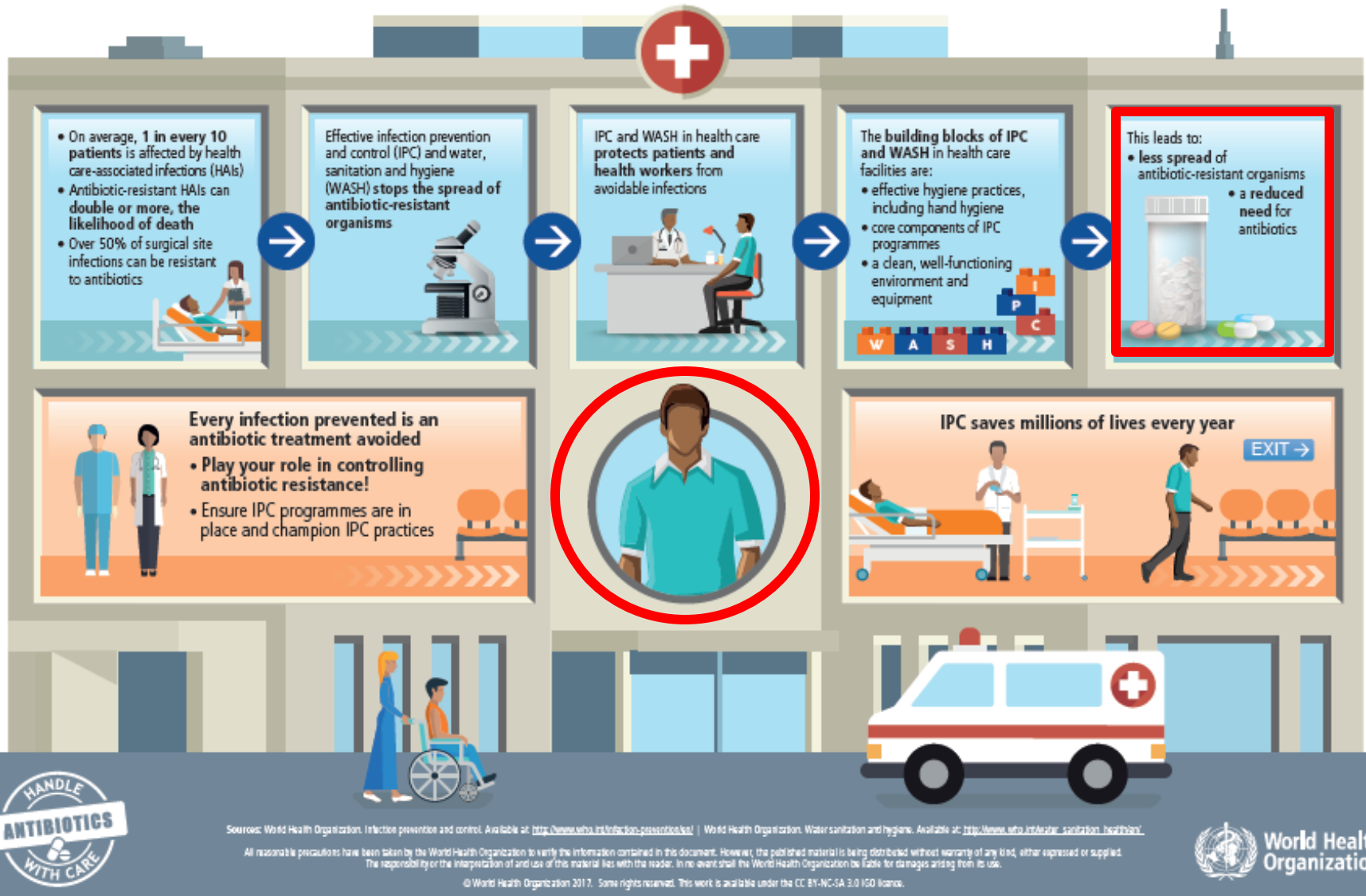
Between 2010 and 2015 Australia achieved and sustained 80% hand hygiene compliance in hospitals nationwide



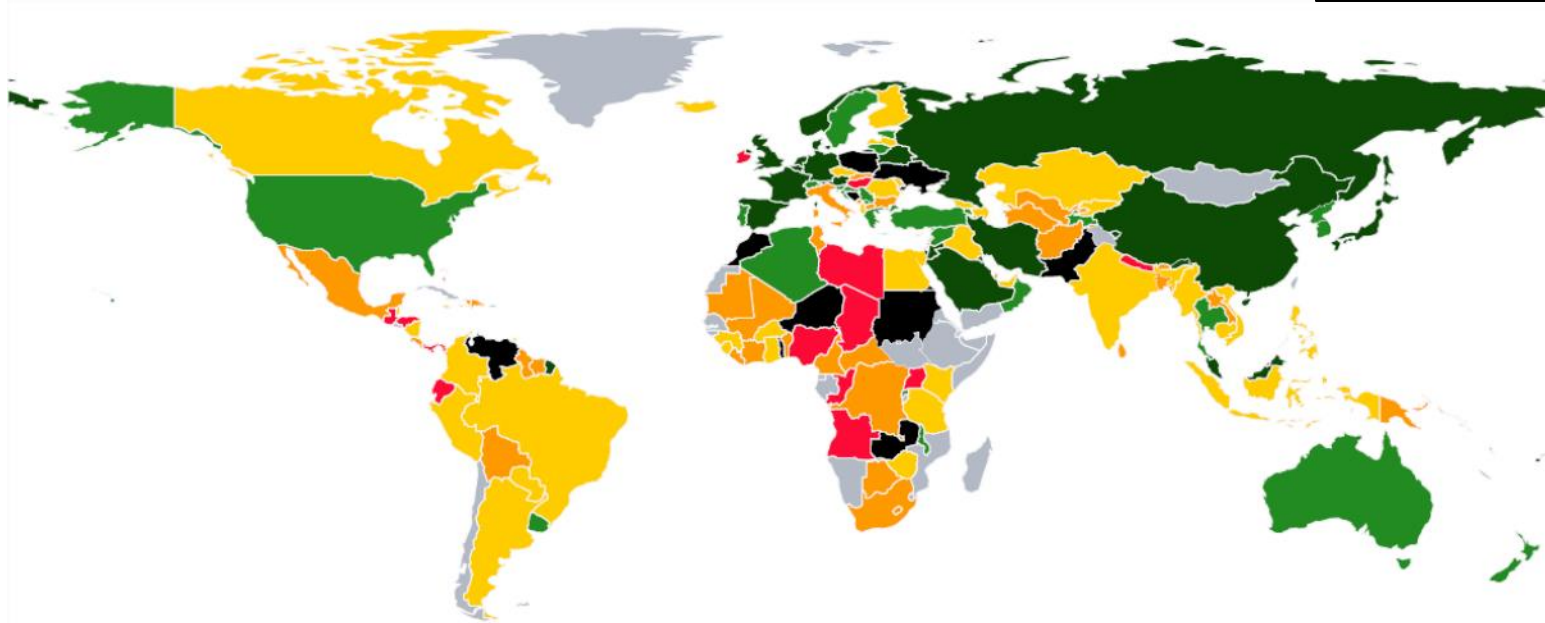
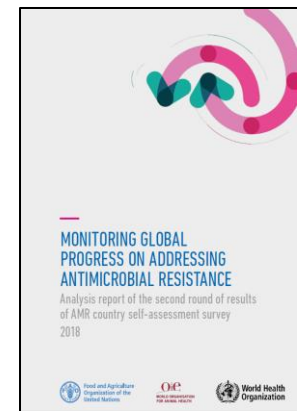
**Health care without avoidable infections**  
The critical role of infection prevention and control

<http://www.who.int/infection-prevention/en/>

# THE ROLE OF INFECTION PREVENTION AND CONTROL IN PREVENTING ANTIBIOTIC RESISTANCE IN HEALTH CARE



# AMR survey 2017

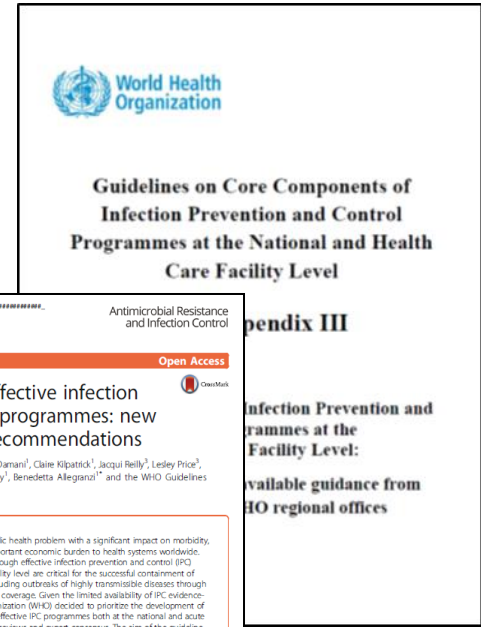
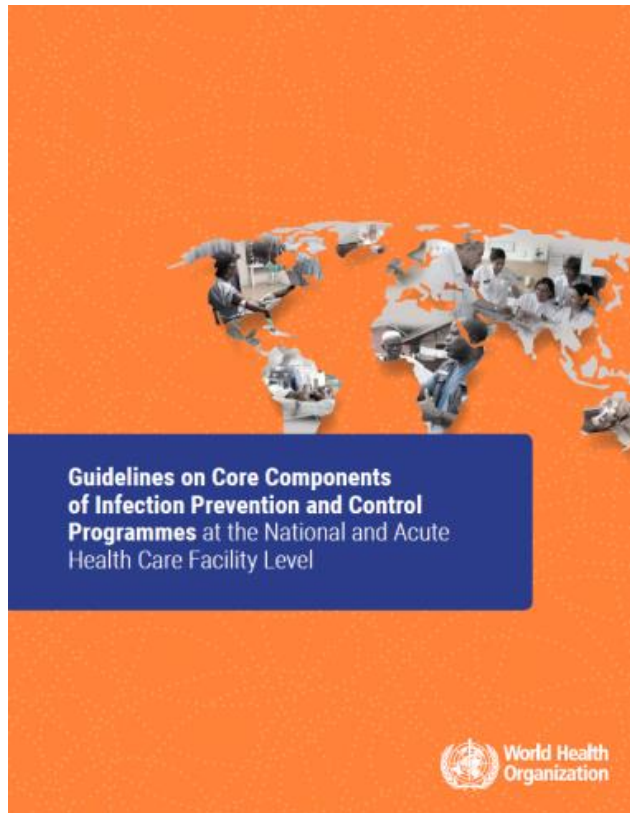


- **58.4%:** national IPC programme or operational plan and national IPC guidelines
- **14.9%:** compliance and effectiveness evaluated and reported

# WHO Guidelines on Core Components of IPC Programmes at the National and Acute Health Care Facility Level



Focus on  
preventing  
HAIs and  
combating  
AMR



Storr et al. *Antimicrobial Resistance and Infection Control*, 2017, 6:e001499

Antimicrobial Resistance and Infection Control

**GUIDELINES ARTICLE** Open Access

**Core components for effective infection prevention and control programmes: new WHO evidence-based recommendations**

Jule Storr<sup>1</sup>, Anthony Twyman<sup>1</sup>, Walter Zingg<sup>2</sup>, Nizam Darani<sup>1</sup>, Claire Kilpatrick<sup>1</sup>, Jacqui Reilly<sup>3</sup>, Lesley Price<sup>4</sup>, Matthias Egger<sup>1</sup>, M. Lindsay Grayson<sup>5</sup>, Edward Kelley<sup>6</sup>, Benedetta Allegroni<sup>7</sup> and the WHO Guidelines Development Group

**Abstract**  
Health care-associated infections (HAI) are a major public health problem with a significant impact on morbidity, mortality and quality of life. They represent also an important economic burden to health systems worldwide. However, a large proportion of HAI are preventable through effective infection prevention and control (IPC) measures. Improvements in IPC at the national and facility level are critical for the successful containment of antimicrobial resistance and the prevention of HAI, including outbreaks of highly transmissible diseases through high quality care within the context of universal health coverage. Given the limited availability of IPC evidence-based guidance and standards, the World Health Organization (WHO) decided to prioritize the development of global recommendations on the core components of effective IPC programmes both at the national and acute health care facility level, based on systematic literature reviews and expert consensus. The aim of the guideline development process was to identify the evidence and evaluate its quality, consider patient values and preferences, resource implications, and the feasibility and acceptability of the recommendations. As a result, 11 recommendations and three good practice statements are presented here, including a summary of the supporting evidence, and form the salient findings of the guideline.

**Keywords:** infection prevention and control (IPC) guideline, surveillance, IPC practices, Universal health coverage (UHC)

**Introduction**  
Infection prevention and control (IPC) is a relevant component of all health and safety of both patients and those who provide these services (HAI) are one of the most common events in care delivery and a major cause of morbidity and mortality. In a major 2011, the World Health Organization (WHO) reported that on average 7% of patients in low- and middle-income countries (LMIC) acquire a HAI during their hospital stay, with a mortality rate of 10% [1]. In high-income countries (HIC), the mortality rate is lower, around 5% [2].

**Review**

**Hospital organisation, management, and structure for prevention of health-care-associated infection: a systematic review and expert consensus**

Lesley Price, Jennifer MacDonald, Lynn Malone, Tracy Howe, Paul Flowers, Kay Currie, Eusebio Curran, Valeria Nesi, Debbie Whittall, Susana Moniz, Agnès Esteban, Clara Espinosa, Julia Sauer, Anthony Twyman, Benedetta Allegroni, Jacqui Reilly

**Effectiveness of national and subnational infection prevention and control interventions in high-income and upper-middle-income countries: a systematic review**

Lesley Price, Jennifer MacDonald, Lynn Malone, Tracy Howe, Paul Flowers, Kay Currie, Eusebio Curran, Valeria Nesi, Debbie Whittall, Susana Moniz, Agnès Esteban, Clara Espinosa, Julia Sauer, Anthony Twyman, Benedetta Allegroni, Jacqui Reilly

**Evidence-based guidance for national infection prevention and control (IPC) programmes is needed to support national and global capacity building to reduce health-care-associated infection and antimicrobial resistance. In this systematic review we investigate evidence on the effectiveness of IPC interventions implemented at national or subnational levels to inform the development of WHO guidelines on the core components of national IPC programmes. We searched CENTRAL, CINAHL, Embase, MEDLINE, and WHO IRIS databases for publications between 1 January 2000, and April 10, 2017. 29 studies that met the eligibility criteria for economic evaluations, cluster-randomised trials, non-randomised trials, controlled before-and-after studies, and interrupted time-series studies exploring the effective of these interventions) were categorised according to intervention type: multimodal, care bundles, policies, and surveillance, monitoring, and feedback. Evidence of effectiveness was found in all categories but the best quality evidence was on multimodal interventions and surveillance, monitoring, and feedback. We call for improvements in study design, reporting of research, and quality of evidence particularly from low-income countries, to strengthen the uptake and international relevance of IPC interventions.**

Appendix III  
Infection Prevention and Control Programmes at the National and Health Care Facility Level:  
Available guidance from WHO regional offices

**Review**

**Effectiveness of national and subnational infection prevention and control interventions in high-income and upper-middle-income countries: a systematic review**

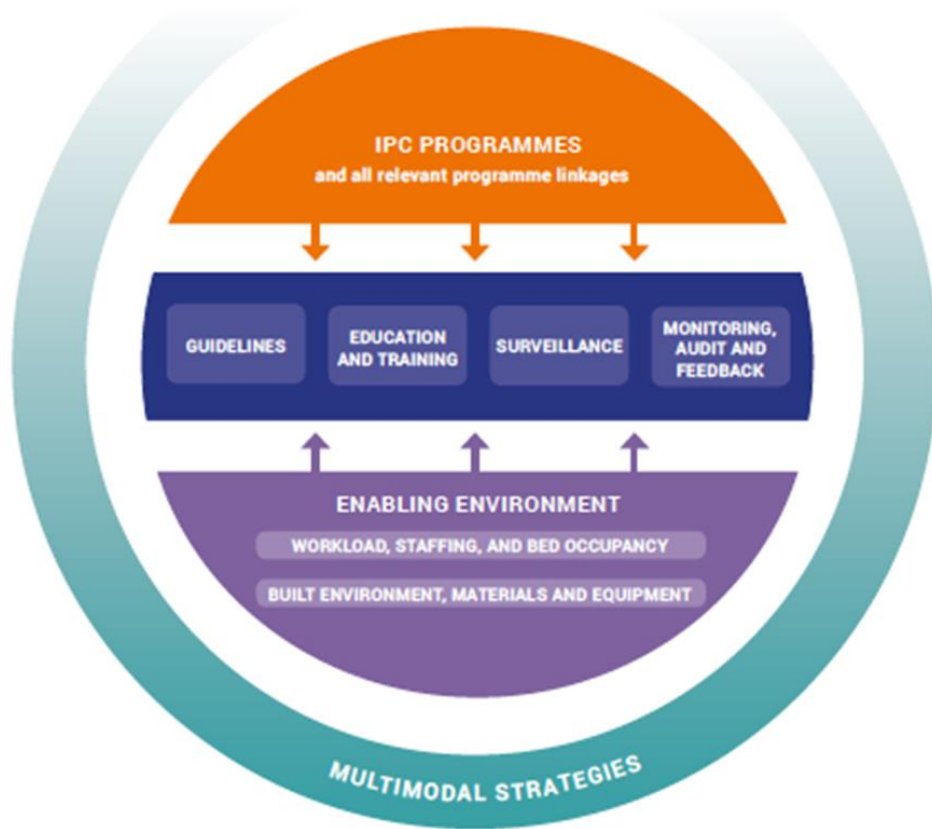
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- <http://www.who.int/infection-prevention/publications/ipc-components-guidelines/en/>
- Zingg W et al. *TLID 2015*
- Storr J et al. *ARIC 2017*
- Presley L et al. *TLID 2017*



# WHO core components for effective IPC programmes



- **8 Core components**

- 8 Facility level

- 6 National level

- **11 evidence\*-based recommendations**

- **3 good practice statements**

\* Evidence from LMICs:

- 7 high-quality studies
- 22 lower quality

R= recommendation; GPS: good practice statement

# Core component 1: IPC programmes

1

## IPC Programmes

R1a  
*Strong*

R1b  
*GPS*

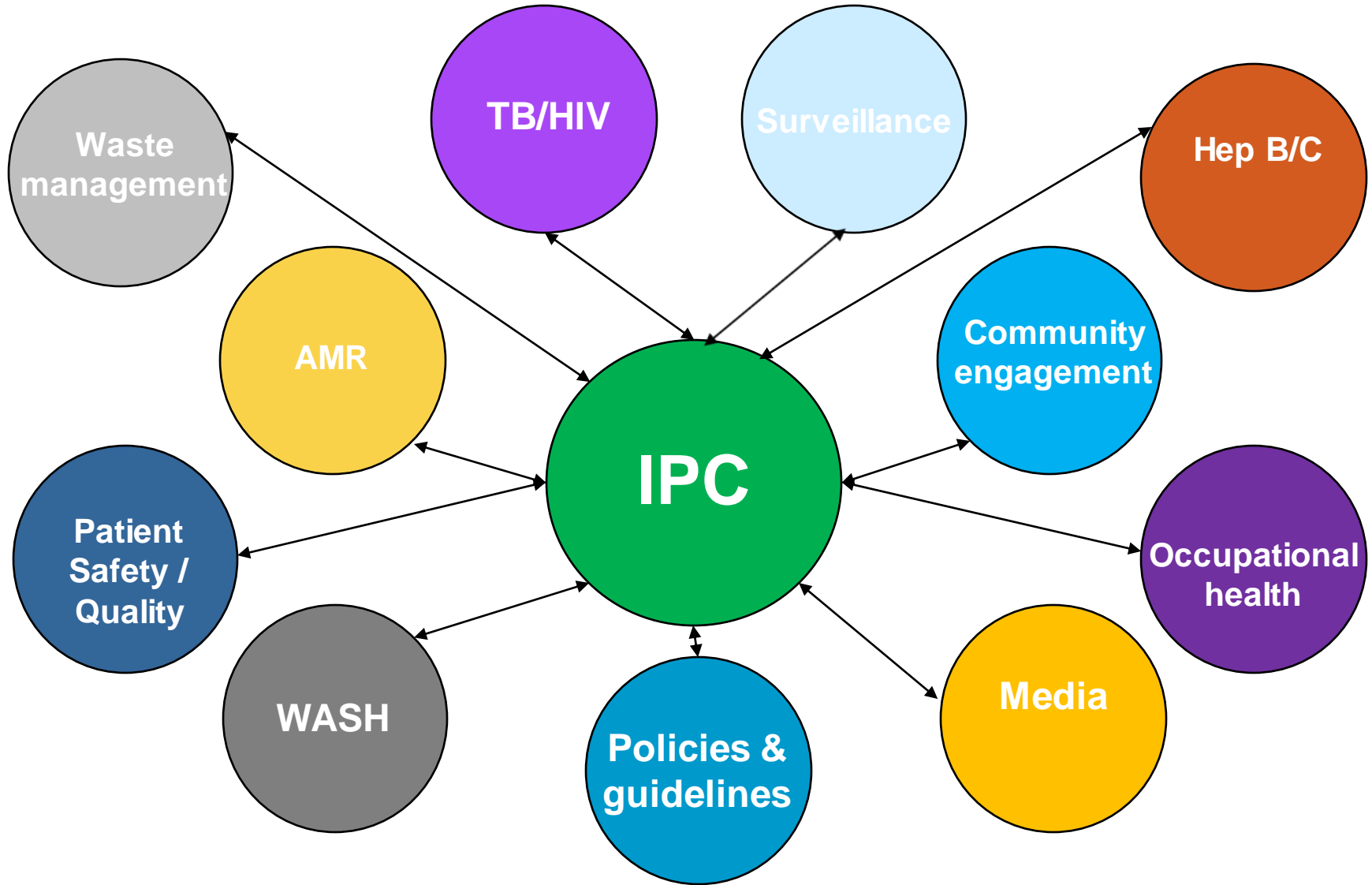
An IPC programme with a dedicated, trained team should be in place in each **acute health care facility** for the purpose of preventing HAI and combating AMR through IPC good practices.

Stand-alone, active **national** IPC programmes with clearly defined objectives, functions and activities for the purpose of preventing HAI and combating AMR through IPC good practices should be established. National IPC programmes should be linked to other relevant national programmes and professional organizations.

Evidence from 2 studies shows that IPC programmes including dedicated, trained professionals are effective in reducing HAIs in acute care facilities

- Clearly defined **objectives, functions and annual action plans**
- **Dedicated, trained IPC professionals (1 IPO/250 beds) & multidisciplinary team**
- **Budget & support from the senior management leadership**
- Good quality **microbiological laboratory**

# Critical linkages with other programmes





# Core component 2: IPC guidelines

2

**Evidence  
Based  
Guidelines**

**R2**  
*Strong*

Evidence-based guidelines should be developed and implemented for the purpose of reducing HAI and AMR. Education and training of relevant health care workers on guideline recommendations and monitoring of adherence with guideline recommendations should be undertaken to achieve successful implementation.

Evidence from 6 studies shows that guidelines on the most important IPC good practices and procedures implemented in combination with health care workers' education and training are effective to reduce HAI

- **Expertise** required
- **Local prioritization**
- Providing **resources for implementation**
- **HCWs education** on recommended practices
- **Monitoring** implementation

# Core Component 2: IPC Guidelines

## Key remarks

- The basic set of IPC guidelines should include the following:
  - **Standard precautions** (see core component 1)
  - **Transmission-based precautions**, including patient identification, placement and the use of personal protective equipment.
  - Aseptic technique for **invasive procedures** (including surgery) and **device management** for clinical procedures, according to the scope and type of care delivered at the facility level.
  - **Specific guidelines** to prevent the most prevalent HAIs (for example, catheter-associated urinary tract infection, SSI, central line-associated bloodstream infection, ventilator-associated pneumonia) depending on the context and complexity of care.

# Recent WHO IPC global guidelines

**WHO guideline on the use of safety-engineered syringes for intramuscular, intravenous, and subcutaneous injections in health care settings**

**GLOBAL GUIDELINES FOR THE PREVENTION OF SURGICAL SITE INFECTION**

**Decontamination and Reprocessing of Medical Devices for Health Care Facilities**

**Guidelines on Core Components of Infection Prevention and Control Programmes at the National and Acute Health Care Facility Level**

**Global guidelines for the prevention and control of carbapenem-resistant Enterobacteriaceae, *Acinetobacter baumannii* and *Pseudomonas aeruginosa* in health care facilities**

<http://www.who.int/infection-prevention/en/>

# Core component 3: IPC education & training

3

## Education & Training

R3a  
*Strong*

3b  
*GPS*

**At the facility level** IPC education should be in place for all health care workers by utilizing team- and task-based strategies that are participatory and include bedside and simulation training to reduce the risk of HAI and AMR.

The **national** IPC programme should support education and training of the health workforce as one of its core functions.

Evidence (15 studies at facility level) shows that IPC education that involves frontline health care workers in a practical, hands-on approach and incorporates individual experiences is associated with decreased HAI and increased hand hygiene compliance

- **Pre-graduate, post-graduate, in-service** training
- **Evaluations** of training impact
- **Collaboration** with local academic institutions and professional organizations

# WHO IPC Training Package

- **Leadership and IPC program management**
- Prevention of urinary tract infections
- Prevention of catheter-associated bloodstream infections
- Prevention of respiratory tract infections
- **Prevention of surgical site infections**
- Reprocessing of medical devices
- Outbreak management in healthcare settings
- IPC to control antibiotic resistance
- HAI surveillance
- **Injection safety**

- **Slides deck**
- **Trainer's manual**
- **Student's handbook**
- **Videos**
- **E-learning module**



# Core component 4: HAI surveillance

4

## Surveillance

R4a  
*Strong*

**Facility**-based HAI surveillance should be performed to guide IPC interventions and detect outbreaks, including AMR surveillance with timely feedback of results to health care workers and stakeholders and through national networks.

R4b  
*Strong*

**National** HAI surveillance programmes and networks that include mechanisms for timely data feedback and with the potential to be used for benchmarking purposes should be established to reduce HAI and AMR.

Evidence (13 studies at facility level, 1 at national level) shows that HAI surveillance leads to a decrease in HAI (including central line-associated bloodstream infections, ventilator-associated pneumonia, SSI, catheter-related urinary tract infections and catheter-related bloodstream infections), and that timely feedback of results is influential in the implementation of effective IPC actions

- **Budget, leadership support and linkages to other surveillances and health information systems needed**
- **Standardized definitions, appropriate methods, good quality laboratory support, quality control needed**

**Training and expertise needed**

**Timely reporting and use of data to plan IPC are crucial**



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# New protocol for surgical site infection surveillance based on SUSEP testing

Protocol for surgical site infection surveillance with a focus on settings with limited resources



**Surgical site infection surveillance peri-operative data collection form**

World Health Organization

1. Patient name, Age, Date of birth, Inpatient number, Date of admission, Sex, Primary diagnosis, Surveillance number

2. Surgical procedure, Operating theater, Lead surgeon name, Date of surgery, Grade

3. ASA class, Weight, Height, Surgical wound class

4. Start time (entry to skin), Urgency of operation, End time (skin closure), Duration

5. Pre- and post-operative process measures: Patient preparation, Surgical antibiotic prophylaxis, Postoperative antibiotics, Drain/implant, Other measure(s)

6. Date form completed, Database entry, Signature

**Surgical site infection surveillance post-operative data collection form**

World Health Organization

1. Patient name, Age, Date of birth, Inpatient number, Address (town/village), Telephone number 1, Telephone number 2, Whose telephone number, Checkoff

2. Admission date to hospital for primary operation, Hospital discharge date

No.	Date	Surgical procedure	Antib.	SSI symptoms and other notes	Health worker initials
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
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30					

3. At each patient interaction, first check the patient's identification. Then assess or ask about the SSI symptoms: Change of fluid from wound; gas; wound clear (pus); body; other; Pain; tenderness; Jaundice; normal for operation; Localized swelling or wound breakdown; Redness/heat of skin; Generally unwell, especially fever >38°C. If any SSI symptoms are noted in Box 2, proceed to Box 3 to determine the SSI case definition and consult with the operating surgeon.

4. Surgical Site Infection? (Yes/No), Patient re-admitted for Surgical Site Infection? (Yes/No), Date of re-admission for Surgical Site Infection, Discharge date

5. Superficial SSI (skin/subcutaneous), Deep SSI (fascia/muscle), Organ space SSI, Purulent drainage (pus) from superficial incision, Purulent drainage (pus) from deep incision, Organism identified (if culture done), Superficial incision debrided/implant opened by surgeon, Organism identified (if culture done), Infection symptoms, Surgical/attending physician diagnosis, Other surgical complications, Patient death, Cause of death, Microbiology culture results, Specimen taken, Organism(s) identified, Antibiotic resistance/sensitivity

6. Date form completed, Database entry, Signature

<http://www.who.int/infection-prevention/tools/surgical/SSI-surveillance-protocol.pdf?ua=1>



# Core component 5: Multimodal strategies

5

## Multimodal Strategies

NEW

R5a  
*Strong*

At the **facility** level IPC activities should be implemented using multimodal strategies to improve practices and reduce HAI and AMR.

R5b  
*Strong*

**National** IPC programmes should coordinate and facilitate the implementation of IPC activities through multimodal strategies on a nationwide or sub-national level.

Evidence (44 studies at facility, 14 at national level) shows that implementing IPC activities at facility level using multimodal strategies is effective to improve IPC practices and reduce HAI (particularly hand hygiene compliance, central line-associated bloodstream infections, ventilator-associated pneumonia, infections caused by MRSA and *C. difficile*)

A **multimodal strategy** comprises **several elements or components** (3 or more; usually 5) **implemented in an integrated way** with the aim of improving an outcome and changing behaviour. It includes tools, such as bundles and checklists, developed by multidisciplinary teams that **take into account local conditions**.



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# The key approach for IPC implementation

## The Five Components of the WHO multimodal hand hygiene improvement strategy

1a. System change – alcohol-based handrub at point of care



1b. System change – access to safe, continuous water supply, soap and towels



2. Training and education



3. Evaluation and feedback



4. Reminders in the workplace



5. Institutional safety climate

In other words, the WHO multimodal improvement strategy addresses these five areas:

### 1. Build it

(system change)



What infrastructures, equipment, supplies and other resources (including human) are required to implement the intervention?

Does the physical environment influence health worker behaviour? How can ergonomics and human factors approaches facilitate adoption of the intervention?

Are certain types of health workers needed to implement the intervention?

Practical example: when implementing hand hygiene interventions, ease of access to handrubs at the point of care and the availability of WASH infrastructures (including water and soap) are important considerations. Are these available, affordable and easily accessible in the workplace? If not, action is needed.

### 2. Teach it

(training & education)



Who needs to be trained? What type of training should be used to ensure that the intervention will be implemented in line with evidence-based policies and how frequently?

Does the facility have trainers, training aids, and the necessary equipment?

Practical example: when implementing injection safety interventions, timely training of those responsible for administering safe injections, including carers and community workers, are important considerations, as well as adequate disposal methods.

### 3. Check it

(monitoring & feedback)



How can you identify the gaps in IPC practices or other indicators in your setting to allow you to prioritize your intervention?

How can you be sure that the intervention is being implemented correctly and safely, including at the bedside? For example, are there methods in place to observe or track practices?

How and when will feedback be given to the target audience and managers? How can patients also be informed?

Practical example: when implementing surgical site infection interventions, the use of key tools are important considerations, such as surveillance data collection forms and the WHO checklist (adapted to local conditions).

### 4. Sell it

(reminders & communications)



How are you promoting an intervention to ensure that there are cues to action at the point of care and messages are reinforced to health workers and patients?

Do you have capacity/funding to develop promotional messages and materials?

Practical example: when implementing interventions to reduce catheter-associated bloodstream infection, the use of visual cues to action, promotional/reinforcing messages, and planning for periodic campaigns are important considerations.

### 5. Live it

(culture change)



Is there demonstrable support for the intervention at every level of the health system? For example, do senior managers provide funding for equipment and other resources? Are they willing to be champions and role models for IPC improvement?

Are teams involved in co-developing or adapting the intervention? Are they empowered and do they feel ownership and the need for accountability?

Practical example: when implementing hand hygiene interventions, the way that a health facility approaches this as part of safety and quality improvement and the value placed on hand hygiene improvement as part of the clinical workflow are important considerations.

# WHO hand hygiene strategy impact

Articles

## Global implementation of WHO's multimodal strategy for improvement of hand hygiene: a quasi-experimental study

Background: Hand hygiene is a major driver to patient safety worldwide. Transmission is mainly due to health-care workers, but compliance with recommendations to wash hands effectively improves outcomes. We assessed the effect of WHO's strategy for improvement of hand hygiene in five countries.

**Methods:** We did a quasi-experimental study between December 2006 and December 2008 in six pilot sites (2 departments in hospitals in Costa Rica, India, Malawi, Pakistan, and South Africa), a group approach in four UK research phases used to implement WHO's strategy and we assessed the hand hygiene compliance of health-care workers and their knowledge. In implementation of multimodal interventions and hand hygiene strategy, we applied components of the programme: promotional opportunities for hand hygiene activities (ie, handwashing or hand rubbing). We assessed long-term sustainability of core strategy activities in April 2008.

**Results:** We used 2384 hand hygiene opportunities during 1023 sessions before the intervention and 2276 opportunities during 174 sessions after. Overall compliance increased from 55.9% before the intervention (95% CI 45.5-66.3) to 67.2% after (67.3-73.1). Compliance was independently associated with gross national income per head, with a greater effect of the intervention in low-income and middle-income countries (rate ratio [RR] 4.0 [95% CI 3.0-5.4] vs 4.9 [95% CI 3.0-8.0] in high-income countries [2.1-4.2-2.7] vs 2.0 [95% CI 1.0-4.0]). Implementation of WHO's strategy improved all sites with an increase in the average score from 1.1 to 1.6 (95% CI 1.0-1.8). Sustainability was assessed in all sites after adjustment for mean compliance (RR 1.1; 95% CI 1.0-1.2). We found a 10% increase in the number of hand hygiene activities in all sites.

**Conclusions:** Implementation of WHO's hand hygiene strategy is feasible and sustainable across a range of settings in different countries and leads to significant compliance and knowledge improvement in health-care workers, supporting recommendations for use worldwide.

**Keywords:** WHO; University of Geneva Hospital; the Swiss National Science Foundation; Swiss Society of Public Health Administration and Hospital Pharmacy.

**Introduction:** Hand hygiene is one of the most important measures of patient safety worldwide. Compliance with WHO's strategy. Hundreds of millions of patients are affected each year leading to substantial morbidity, mortality, and financial losses for health systems. On average, health-care-associated infections affect 10% of patients admitted to hospital in high-income countries and 20% of those in the resource-poor and middle-income countries. More than 8 million patients are affected each year in Europe, and 7000 deaths occur because of the infection. Hand hygiene is one of the most effective measures to prevent pathogen transmission during health-care delivery. Compliance of health-care workers with hand hygiene practices between settings and countries, but is usually low.

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## RESEARCH

### Effectiveness of interventions to promote hand hygiene: a systematic review and network meta-analysis

Maliwan Hongsuwan,<sup>1</sup> Direk Limmathurongsakul,<sup>1,3</sup> Yoel Lubell,<sup>1,4</sup> Barth,<sup>5</sup> Nicholas P J Day,<sup>1,4</sup> Nicholas Graves,<sup>2,7</sup> Ben S Cooper<sup>1,4</sup>

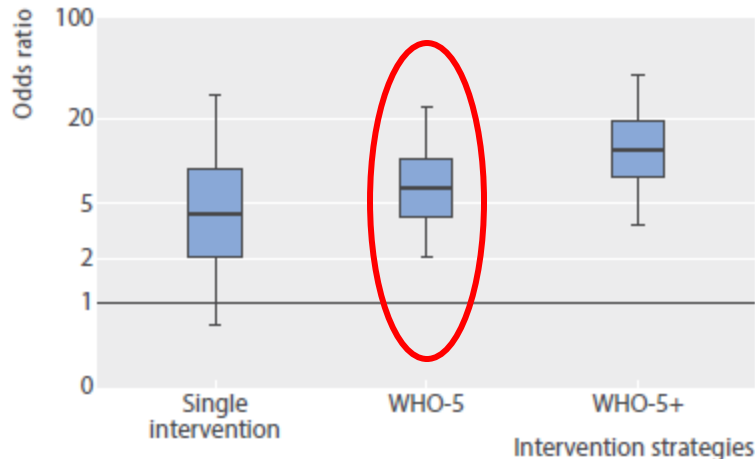
of the World Health Organization (WHO-5) and other hygiene among settings and to on on use of

meta-analysis.

Economic Evaluation and Dissemination, selected by the systematic reviews

## REVIEW METHODS

Included studies were randomised controlled trials, non-randomised trials, controlled before-after trials, and interrupted time series studies implementing an intervention to improve compliance with hand hygiene among health-care workers in hospital settings and measuring compliance or appropriate proxies that met predefined quality inclusion criteria. When studies had not used appropriate analytical methods, primary data were re-analysed. Random effects and network meta-analyses were performed on studies reporting directly observed compliance



- All intervention strategies indicated improvement in compliance with hand hygiene
- WHO-5 & WHO 5+ were more effective

- Allegranzi B et al, Lancet ID 2013
- Luangasanatp N et al, BMJ 2015



# Multimodal thinking



## Box 4. Multimodal thinking

### 1. What resources, infrastructures or supplies are required to facilitate practices?

This includes consideration of procurement and accessibility of supplies, water availability and quality and ergonomic factors including workflow. For example, the placement of a central venous catheter set and tray (system change/"build it").

### 2. Who needs to be trained and/or educated to address the identified gap – how will this happen and who will undertake the training/education?

This involves written information and/or oral instruction and/or e-learning and practical and interactive training sessions, including simulation and/or bedside training. For example, the training of doctors and nurses in charge of the placement and maintenance of central venous catheters on the prevention of bloodstream infection (BSI), including summarizing critical best practices in bundles (education and training/"teach it").

### 3. How have you become aware that practices need to be improved – how will you know that an improvement has taken place?

This usually involves monitoring compliance with process and practice indicators, as well as monitoring outcome indicators. For example, audits of catheter insertion and maintenance and the provision of timely and direct feedback of

results to doctors and nurses (monitoring and feedback/"check it").

### 4. How will you publicize action on specific measures and promote improvement and best practice in this area?

This may involve the use of reminders, posters or other advocacy/awareness-raising tools and cues-to-action to promote an intervention and methods/initiatives to improve team communication across units and disciplines. For example, discussion of the strategy for the prevention of BSI during clinical meetings and the use of promotional leaflets and posters to reinforce bundles of best practices (communications and reminders/"sell it").

### 5. How will you make and maintain this as a health care facility priority and engage senior leaders/managers/champions and opinion leaders over time?

This is concerned with ensuring that senior managers/leaders show tangible support and act as champions and role models, including making relevant decisions and promoting an adaptive approach and strengthening a culture that supports IPC, patient safety and quality. In addition, teams and individuals are empowered so that they perceive ownership of the intervention. For example, discussion of BSI rates at the executive level facility meetings (safety climate and culture of safety/"live it").

# Multimodal thinking...



## 1. Build it

(system change)



What infrastructures, equipment, supplies and other resources (including human) are required to implement the intervention?

Does the physical environment influence health worker behaviour? How can ergonomics and human factors approaches facilitate adoption of the intervention?

Are certain types of health workers needed to implement the intervention?

**Practical example:** when implementing hand hygiene interventions, ease of access to handrubs at the point of care and the availability of WASH infrastructures (including water and soap) are important considerations. Are these available, affordable and easily accessible in the workplace? If not, action is needed.

# Multimodal thinking...



## 2. Teach it

(training & education)



Who needs to be trained? What type of training should be used to ensure that the intervention will be implemented in line with evidence-based policies and how frequently?

Does the facility have trainers, training aids, and the necessary equipment?

**Practical example:** when implementing injection safety interventions, timely training of those responsible for administering safe injections, including carers and community workers, are important considerations, as well as adequate disposal methods.

# Multimodal thinking...



## 3. Check it

(monitoring & feedback)



How can you identify the gaps in IPC practices or other indicators in your setting to allow you to prioritize your intervention?

How can you be sure that the intervention is being implemented correctly and safely, including at the bedside? For example, are there methods in place to observe or track practices?

How and when will feedback be given to the target audience and managers? How can patients also be informed?

**Practical example:** when implementing surgical site infection interventions, the use of key tools are important considerations, such as surveillance data collection forms and the WHO checklist (adapted to local conditions).

# Multimodal thinking...



## 4. Sell it

(reminders & communications)



How are you promoting an intervention to ensure that there are cues to action at the point of care and messages are reinforced to health workers and patients?

Do you have capacity/funding to develop promotional messages and materials?

**Practical example:** when implementing interventions to reduce catheter-associated bloodstream infection, the use of visual cues to action, promotional/reinforcing messages, and planning for periodic campaigns are important considerations.

# Multimodal thinking...



## 5. Live it

(culture change)



Is there demonstrable support for the intervention at every level of the health system? For example, do senior managers provide funding for equipment and other resources? Are they willing to be champions and role models for IPC improvement?

Are teams involved in co-developing or adapting the intervention? Are they empowered and do they feel ownership and the need for accountability?

**Practical example:** when implementing hand hygiene interventions, the way that a health facility approaches this as part of safety and quality improvement and the value placed on hand hygiene improvement as part of the clinical workflow are important considerations.



# National & facility manuals for practical implementation support

## Core Component 5: Multimodal strategies

### WHO Guideline national recommendation

National IPC programmes should coordinate and facilitate the implementation of IPC activities through multimodal strategies on a nationwide or sub-national level.

#### ★ RAPID REMINDER

A two-page document on the multimodal strategies concept is in Annex 4.

A multimodal strategy comprises several elements or components (three or more, usually five) implemented in an integrated way with the aim of improving an outcome and changing behaviour. It includes tools developed by multidisciplinary teams that take into account local conditions, such as bundles and checklists. The five most common components include: (i) **system change** (availability of the appropriate infrastructure and supplies to enable IPC good practices); (ii) **education and training** of health care workers and key players (for example, managers); (iii) **monitoring** of infrastructures, practices, processes, outcomes and **providing data feedback**; (iv) **reminders in the workplace/communications**; and (v) **culture change** within the establishment or the strengthening of a safety climate. It is important to note the distinction between a multimodal strategy and a bundle. A bundle is an implementation tool aiming to improve the care process and patient outcomes in a structured manner.

In other words, the strategy involves **"building"** the right system, **"teaching"** the right things, **"checking"** the right things, **"selling"** the right messages, and ultimately **"living"** IPC throughout the entire health system (see Annex 4). Targeting only ONE area (that is, unimodal) at the expense of the others is highly likely to result in failure. All five areas should be considered and necessary action taken, based on the local context and situation informed by periodic assessments.

#### ★ WHY

- A national approach to support the implementation of multimodal strategies for IPC improvement is recognized as having key benefits compared to local efforts alone.
- The use of multimodal strategies in IPC has been shown to be the best evidence-based approach to achieve sustained behavioural change for the implementation of IPC interventions, with a large body of evidence related to hand hygiene improvement.
- A multimodal approach spans all aspects of IPC and underpins all of the guideline recommendations.
- A focus only on single strategies (for example, training and education) in isolation without paying attention to monitoring and feedback, infrastructures or organizational culture does not support long-term improvement.
- National facilitation and coordination in the context of wider quality improvement supports facility-level improvements, resulting in improved practices that help reduce the spread of HAIs and AMR.

## Core component 5. Multimodal strategies

### WHAT

- IPC activities using multimodal strategies and a multidisciplinary team approach (see Part I and Annex 2) should be implemented to improve practices and reduce HAI and AMR.

### WHY

- The use of multimodal strategies in IPC has been shown to be the best evidence-based approach to achieve sustained behavioural change for the implementation of IPC interventions, with a large body of evidence related to hand hygiene improvement.
- The use of multimodal strategies supports all aspects of IPC implementation and underpins all of the core component guideline recommendations.
- Multimodal thinking means that IPC practitioners do not focus only on single strategies to change practices (for example, training and education), but consider a range of strategies that target different influencers of human behaviour, for example, monitoring and feedback, infrastructures or organizational culture.

### WHEN

- The use of multimodal strategies should be considered right from the start to support implementation when establishing your IPC programme.
- Where an established IPC programme already exists, consider the extent to which multimodal strategies are already embedded.

### WHO

- The team (lead and members) with support from the IPC committee are responsible for using a multimodal approach for implementation.
- Successful multimodal strategies include the involvement of champions or role models.
- Collaboration with colleagues in quality improvement and patient safety to develop and promote multimodal strategies should be addressed.

### HOW

- Refer to the guiding questions listed in Box 4 and Annex 2.
- The use of bundles or checklists should be incorporated into multimodal strategies.
- Remember - use multimodal thinking and consult the multimodal strategy guiding questions (Box 4 and Annex 2) and refer to Part III for more practical information on the 'how' of implementation.



# Core component 6: Monitoring/audit of IPC practices & feedback

6

Monitoring,  
Audit &  
Feedback

R6a  
*Strong*

R6b  
*Strong*

Regular monitoring/audit and timely feedback of health care practices should be undertaken according to IPC standards to prevent and control HAIs and AMR at the health care **facility** level. Feedback should be provided to all audited persons and relevant staff.

A **national** IPC monitoring and evaluation programme should be established to assess the extent to which standards are being met and activities are being performed according to the programme's goals and objectives. Hand hygiene monitoring with feedback should be considered as a key performance indicator at the national level.

Evidence (6 studies at facility level, 1 at national level) showed that regular monitoring/auditing of IPC practices paired with regular feedback (individually and/or team/unit) is effective to increase adherence to care practices and to decrease overall HAI

- To achieve behaviour change or other improvements
- To document progress and impact
- Essential: timely feedback and data interpretation for action
- Integration/alignment with other monitoring systems needed

# Core Component 7: Workload, staffing & bed occupancy (facility level)

7

Workload,  
Staffing &  
Bed  
Occupancy

R7  
Strong

In order to reduce the risk of HAI and the spread of AMR the following should be addressed: (1) bed occupancy should not exceed the standard capacity of the facility; (2) health care worker staffing levels should be adequately assigned according to patient workload.

Evidence from 19 studies shows that bed occupancy exceeding the standard capacity of the facility is associated with increased risk of HAI in acute care facilities, in addition to inadequate health care worker staffing levels

- **Overcrowding** recognized as being a **public health issue** that can lead to disease transmission
- Standards for bed occupancy should be **one patient per bed with adequate spacing between beds** (at least 1 metre)
- **HCWs staffing** levels should be adequately assigned according to patient workload



# Core Component 8: Built environment, materials & equipment for IPC (facility level)

8

**Built Environment, materials & Equipment**

8a  
GPS

R8b  
Strong

At the **facility** level patient care activities should be undertaken in a clean and/or hygienic environment that facilitates practices related to the prevention and control of HAI, as well as AMR, including all elements around the WASH infrastructure and services and the availability of appropriate IPC materials and equipment.

At the **facility** level materials and equipment to perform appropriate hand hygiene should be readily available at the point of care.

Evidence from 11 studies shows that availability of equipment and products at the point of care leads to increased compliance with good practices and reduction of HAI.

*In 6/11 studies, the intervention consisted of the ready availability and optimal placement of hand hygiene materials and equipment in areas designated for patient care or where other health care procedures are performed and led to a significant increase of hand hygiene compliance.*

- Appropriate clean and hygienic environment, WASH services and materials and equipment for IPC, in particular for HH

# Core Component 8: Built environment, materials & equipment for IPC

## 8a. Key Remarks (1)

- An **appropriate environment, WASH services and materials and equipment for IPC** are a core component of effective IPC programmes at health care facilities.
- Ensuring an **adequate hygienic environment** is the responsibility of senior facility managers and local authorities.
- The **central government and national IPC and WASH programmes** also play an important role in developing standards and recommending their implementation regarding adequate WASH services in health care facilities, the hygienic environment, and the availability of IPC materials and equipment at the point of care.
- **WHO standards for drinking water quality, sanitation and environmental health** in health care facilities should be implemented.

# Core Component 8: Built environment, materials & equipment for IPC

## 8b. Key Remarks

- WHO standards\* for the adequate number and appropriate position of hand hygiene facilities should be implemented in all health care facilities.

\* This requires that a hand hygiene product (for example, alcohol-based hand rub, if available) be easily accessible and as close as possible – within arm’s reach of where patient care or treatment is taking place. Point-of-care products should be accessible without having to leave the patient zone. The *WHO Guidelines on hand hygiene in health care* state: “minimum sink-to-bed ratio 1:10 and 1:1 in isolation rooms”

# Implementation of the IPC Core Components

- The WHO CC are a **road map** to indicate how IPC can effectively prevent harm due to HAI and AMR
- **Implementation, including effective leadership**, is key to translate guidelines into practices
  - *not always easy and takes time*
  - **multimodal**/multidisciplinary strategies
  - monitoring approaches
  - patient-centred
  - **integrated** within clinical procedures
  - innovative and **locally adapted**
  - **tailored** to specific cultures and resource level

# Main challenges to implement IPC in low- and middle-income countries

- HAIs and IPC not on the top of the national health agenda
- Gap between policy and actual implementation
- Lack of reliable data on HAIs (poor laboratory support and surveillance systems)
- Limited access to qualified and trained IPC professionals
- Limited human resources (understaffing)
- Inadequate budgets
- WASH and infrastructure gaps
- Supplies procurement challenges
- Need for adaptation or tailoring to the cultural setting and local context, and according to available resources

- *Allegranzi B et al. The Lancet 2011;377:228-41*
- *National and facility manuals supporting the implementation resources of the WHO IPC Core Components Guidelines*  
*(<http://www.who.int/infection-prevention/tools/core-components/en/>)*
- *M. Licker et al. J Hosp Infect 2017; 85e88*



# IPC implementation: implications for low- and middle-income countries

## **However:**

- Resources invested are worth the net gain, irrespective of the context and despite the costs incurred
- Not all solutions require additional resources
- Some solutions can likely be low cost and local production (e.g. alcohol-based hand rubs) should be encouraged
- Partnerships or partners' collaborations could assist in the achievement of the core components delivery and funding

# Making improvement with limited resources

- Damani highlights three approaches to improve IPC in settings with limited resources:
  - focus on improving **no-cost** practices
  - focus on improving **low-cost** practices
  - **stop wasteful and unnecessary** practices.
- These three approaches have the potential to save money, time and improve the quality and safety of health care.



<http://www.who.int/infection-prevention/tools/core-components/cc-implementation-guideline.pdf?ua=1>

*Damani N. Simple measures save lives: an approach to infection control in countries with limited resources. J Hosp Infect. 2007;65(Suppl. 2):151-154.*



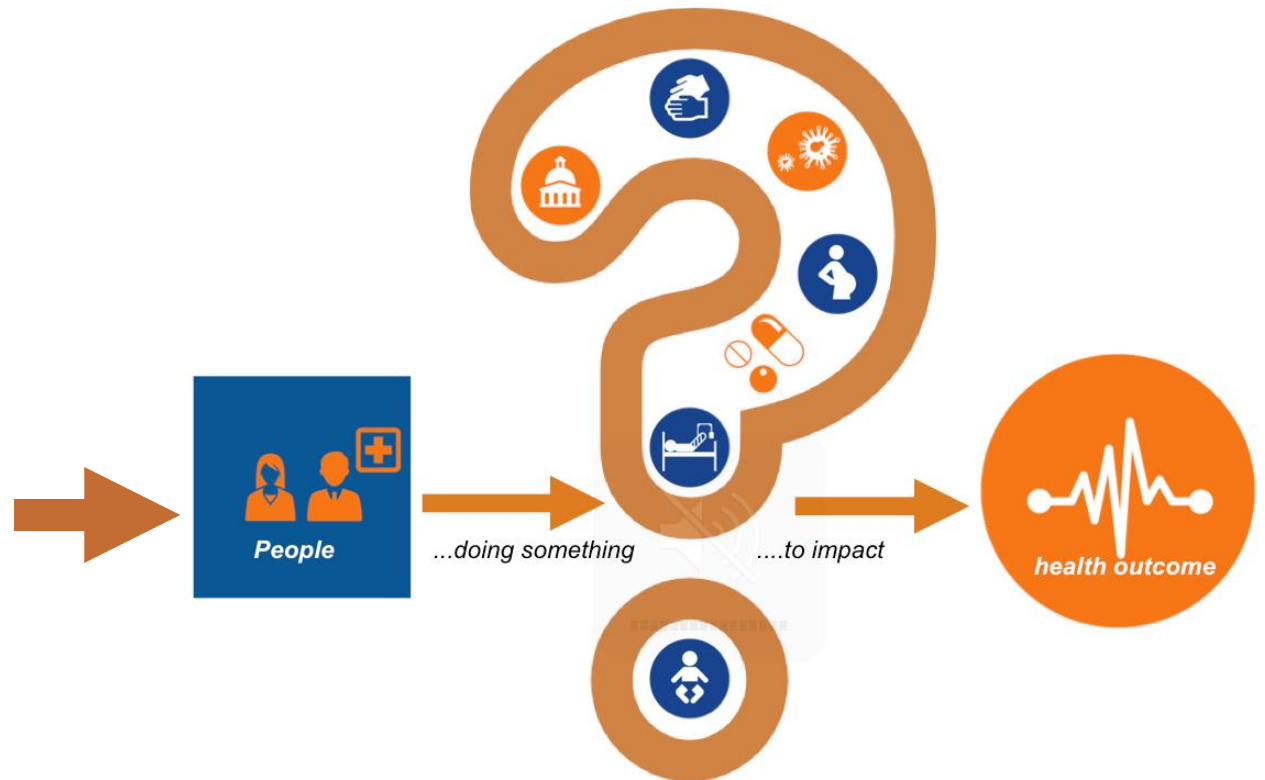
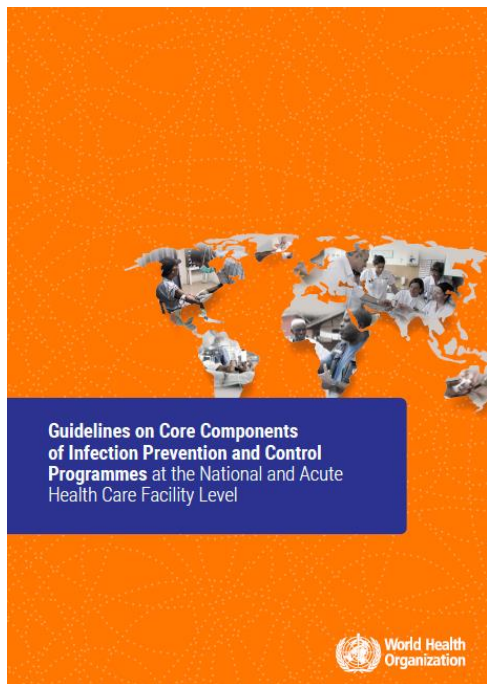
World Health  
Organization

# Reflections on IPC core components - Region of the Americas

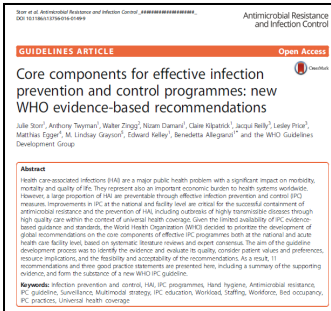
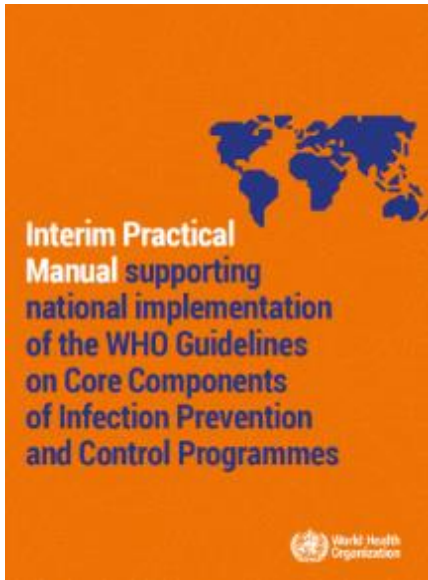
Major **challenges** in providing IPC support and making progress

Core Component	Comment
1 – IPC programmes	<ul style="list-style-type: none"> <li>• Political commitment for IPC in MoH</li> <li>• Organized and functional IPC program at the hospital level</li> <li>• Weak National IPC program</li> </ul>
2 – IPG guidelines	<ul style="list-style-type: none"> <li>• Implementation science and knowledge transfer</li> </ul>
3 – IPC education and training	
4 – Surveillance	<ul style="list-style-type: none"> <li>• Surveillance data – lack of standards and trendlines</li> <li>• Laboratory support                             <ul style="list-style-type: none"> <li>• readiness</li> <li>• “outbreaks of SCN” (data misinterpretation)</li> </ul> </li> <li>• The AMR Agenda and Pillar 3</li> </ul>
5 – Multimodal strategies	<ul style="list-style-type: none"> <li>• Not understood</li> </ul>
6 – Monitoring/ audit of IPC practices and feedback	<ul style="list-style-type: none"> <li>• M&amp;E of IPC Program</li> <li>• M&amp;E culture / environment</li> </ul>
7 – Workload, staffing and bed occupancy	<ul style="list-style-type: none"> <li>• Trained Human Resources – National and Hospital –</li> <li>• High turnover of HCW</li> </ul>
8 – Built environment, materials and equipment for IPC at the facility level	<ul style="list-style-type: none"> <li>• Funds not allocated</li> </ul>

# Translating guidelines to action



# Implementation resources for the WHO IPC Core Components Guidelines



Component	Recommendation	Checklist to support implementation	Reference
1. IPC programmes	Establish a clear, shared vision IPC programme for the purpose of preventing, managing and controlling AMR through IPC good practice.	<ul style="list-style-type: none"> <li>Programme objectives, functions, and activities clearly outlined</li> <li>Tactical team of trained infection preventionists in place</li> <li> Dedicated IPC budget allocated</li> <li>Evidence that IPC programme is linked with other relevant programmes and professional organisations</li> </ul>	<ul style="list-style-type: none"> <li>Practical</li> <li>Manual</li> <li>Chapter 1</li> </ul>
2. Infection control programmes	Develop evidence-based national IPC guidelines and related implementation strategies.	<ul style="list-style-type: none"> <li>Evidence IPC guidelines/ICM developed or adapted from international standards</li> <li>Necessary infrastructure in place to enable guideline implementation in place being addressed</li> <li>Measures to support and monitor health care worker education and training on the guideline/ICM in development</li> </ul>	<ul style="list-style-type: none"> <li>Practical</li> <li>Manual</li> <li>Chapter 2</li> </ul>
3. Education & training	Support education and training of health care workers.	<ul style="list-style-type: none"> <li>Curriculum target audience, learning objectives, competencies, and teaching strategy developed</li> <li>Pre-qualifying and ongoing IPC curricula (online)-development</li> <li>One employer or institution and curricular certificate training on IPC (online)-development</li> </ul>	<ul style="list-style-type: none"> <li>Practical</li> <li>Manual</li> <li>Chapter 3</li> </ul>
4. Surveillance	Establish HAI surveillance programmes and protocols that include surveillance for locally important and can be used for benchmarking purposes.	<ul style="list-style-type: none"> <li>Support and engagement by governments and authorities for IPC surveillance (national)</li> <li>Human and financial resources secured</li> <li>Microbiology and laboratory capacity (online)-development</li> <li>Surveillance strategy developed                             <ul style="list-style-type: none"> <li>Clear objectives</li> <li>Standardised case definitions</li> <li>Methods</li> <li>Process for data analysis, reporting, and evaluation of data quality</li> </ul> </li> <li>Specific training for data collectors established</li> </ul>	<ul style="list-style-type: none"> <li>Practical</li> <li>Manual</li> <li>Chapter 4</li> </ul>

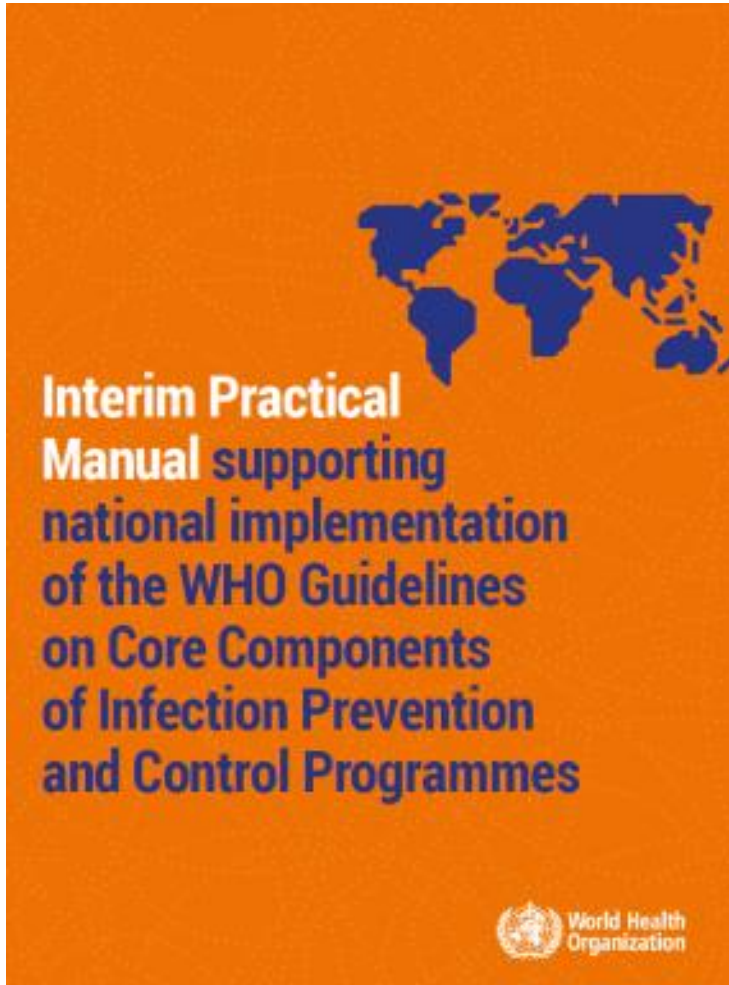


<http://www.who.int/infection-prevention/tools/core-components/en/>

# The implementation approach



# Implementation manual and assessment tool for the national level



**World Health Organization**

## Core components for infection prevention and control programmes

### National level assessment tool\*

For instruction on how to use this assessment tool, refer to the **Updated instructions for the national infection prevention and control assessment tool 2 (IPCAT2)**

Country: \_\_\_\_\_  
National health authority: \_\_\_\_\_

**Details of person responding to the questionnaire:**  
Name: \_\_\_\_\_  
Title/location: \_\_\_\_\_  
Institution: \_\_\_\_\_  
E-mail: \_\_\_\_\_

**Details of person completing the questionnaire (leave blank if self-assessment):**  
Name: \_\_\_\_\_  
Title/location: \_\_\_\_\_  
Institution: \_\_\_\_\_  
E-mail: \_\_\_\_\_

Date(s) of assessment (DDMMYY): \_\_\_\_\_  
Date(s) of previous assessment (DDMMYY): \_\_\_\_\_

Assessment mode: \_\_\_\_\_  
(Choose from dropdown list)

Self-assessment:  Interview

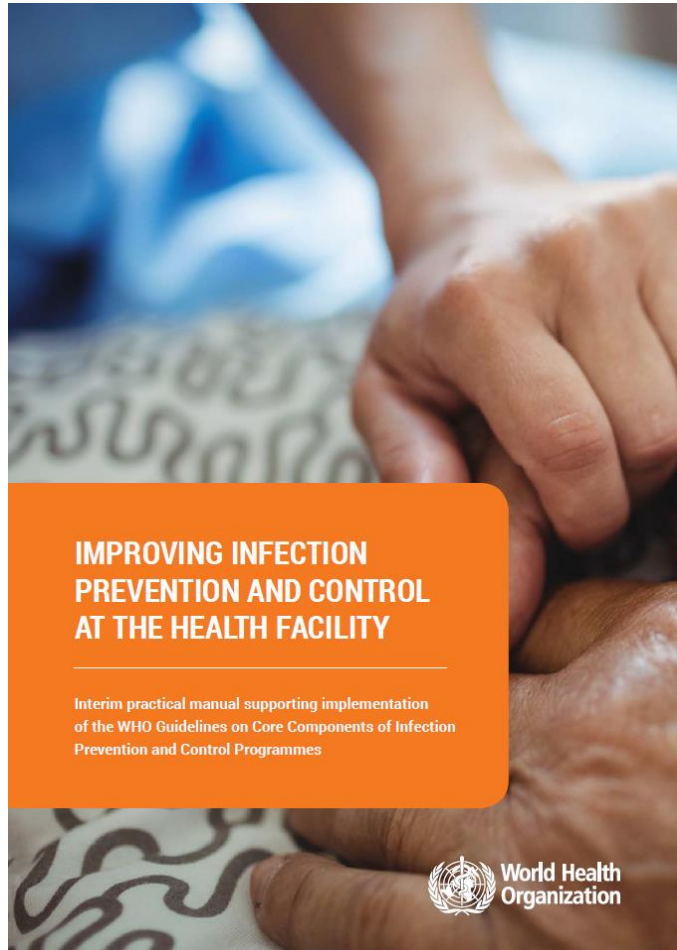
**NEIGH CARE WITHOUT AVOIDABLE INFECTIONS**

This tool is based on the 2016 WHO Guidelines on core components for infection prevention and control programmes of the national and acute healthcare facility level (<http://www.who.int/infection-prevention/publications/pc-components-guidelines/>)

The tool supports steps two and four of the five implementation steps (baseline assessment and evaluation) contained within the interim practical manual supporting national implementation of the WHO guidelines on core components of infection prevention and control programmes ([http://www.who.int/infection-prevention/campaigns/learn-handbook-implementation-guidance.pdf?utm\\_source=handbook](http://www.who.int/infection-prevention/campaigns/learn-handbook-implementation-guidance.pdf?utm_source=handbook))

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
<b>2 IPC guidelines* (Interim practical manual, pages 23-33)</b>												<b>100%</b>		
<b>2.1 Components for assessment (and feedback on "N" response)</b>												<b>100%</b>		
2.1.1 The IPC programme has a mandate to provide guidance on prevention and control of infection														
2.1.2 The guidelines are evidence-based, including at least multi-centre data (public and private)														
2.1.3 The guidelines are reviewed at least every five years and updated to reflect the current evidence base														
2.1.4 The development of guidelines involved the use of evidence-based methods (evidence and non-evidence-based)														
2.1.5 The IPC programme has the necessary resources to monitor national guidelines														
2.1.6 The IPC programme or other evidence generation structures and coordination of other evidence generation structures and their implementation														
2.1.7 Evidence generation involves early engagement of key stakeholders, including involvement of programme country-level IPC case studies														
2.1.8 The IPC programme develops multi-stakeholder dialogues (e.g. evidence-based implementation support packages)														
2.1.9 The IPC programme has the capacity to ensure that the national level and support implementation to ensure to the national level implementation as a guideline														
2.1.10 A national centre and advice on training and evaluation is in place to ensure adherence to guideline recommendations, for example, at least annually														
<b>2.2 Education and training of relevant healthcare workers on IPC guidelines</b>												<b>100%</b>		
2.2.1 The IPC programme supports and facilitates a programme of health worker education addressing on guideline recommendations across all facilities														
2.2.2 The IPC programme supports and facilitates a programme of health worker education addressing on guideline recommendations at the programme level														
2.2.3 The IPC programme supports and facilitates a programme of health worker education addressing on guideline recommendations at the programme level														
<b>2.3 Monitoring of guideline adherence</b>												<b>100%</b>		
2.3.1 A national centre and advice on training and evaluation is in place to ensure adherence to guideline recommendations, for example, at least annually														
<b>2.4 Minimum set of national guidelines</b>												<b>100%</b>		
2.4.1 National guidelines are based on evidence, transparency of process and adherence to the principles, total score of 100														
2.4.2 Non-essential guidelines have been developed based on evidence for clinical practice														
2.4.3 Specific guidelines to prevent most prevalent infections (e.g. hand hygiene, surgical site infection, catheter-associated urinary tract infection) are available														
2.4.4 Specific guidelines to prevent most prevalent infections (e.g. hand hygiene, surgical site infection, catheter-associated urinary tract infection) are available														

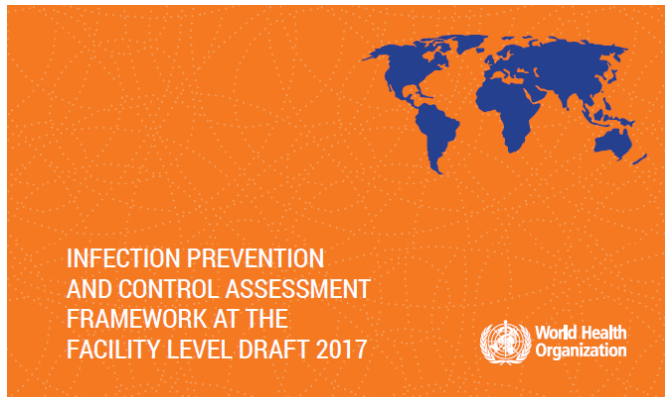
# Implementation manual and assessment framework for the **health facility level**



- Based on **qualitative analysis** of examples of IPC implementation in low-resource settings
- **29 interviews** with IPC professionals from low-resource settings analysed using a **qualitative inductive thematic approach**
- Identification of **common IPC implementation themes** (appearing  $\geq 4$  times) for IPC professionals to consider (according to the 8 WHO IPC core components) and **lessons learned**



# New IPC facility-level assessment tool



Core component 8: Built environment, materials and equipment for IPC at the facility level <sup>27</sup>		
Question	Answer	Score
<b>Water</b>		
1. Are water services available at all times and of sufficient quantity for all uses (for example, hand washing, drinking, personal hygiene, medical activities, sterilization, decontamination, cleaning and laundry)? Choose one answer	<input type="checkbox"/> No, available on average < 5 days per week	0
	<input type="checkbox"/> Yes, available on average ≥ 5 days per week but not of sufficient quantity	2.5
	<input type="checkbox"/> Yes, every day and of sufficient quantity	7.5
2. Is a reliable safe drinking water station present and accessible for staff, patients and families at all times and in all locations/wards? Choose one answer	<input type="checkbox"/> No, not available	0
	<input type="checkbox"/> Sometimes, or only in some places or not available for all users	2.5
	<input type="checkbox"/> Yes, accessible at all times and for all wards/groups	7.5
<b>Hand hygiene and sanitation facilities</b>		
3. Are functioning hand hygiene stations (that is, alcohol-based handrub solution or soap and water and clean single-use towels) available at all points of care? Choose one answer	<input type="checkbox"/> No, not present	0
	<input type="checkbox"/> Yes, stations present, but supplies are not reliably available	2.5
	<input type="checkbox"/> Yes, with reliably available supplies	7.5
4. In your facility, are ≥ 4 toilets or improved latrines <sup>28</sup> available for outpatient settings or ≥ 1 per 20 users for inpatient settings? Choose one answer	<input type="checkbox"/> Less than required number of toilets or latrines available and functioning	0
	<input type="checkbox"/> Sufficient number present but not all functioning	2.5
	<input type="checkbox"/> Sufficient number present and functioning	7.5

## Box 8. IPCAF scoring interpretation

Score		Interpretation
0-200	Inadequate	IPC core components' implementation is deficient. Significant improvement is required.
201-400	Basic	Some aspects of the IPC core components are in place, but not sufficiently implemented. Further improvement is required.
401-600	Intermediate	Most aspects of IPC core components are appropriately implemented. Continue to improve the scope and quality of implementation and focus on the development of long-term plans to sustain and further promote the existing IPC programme.
601-800	Advanced	The IPC core components are fully implemented according to the WHO recommendations and appropriate to the needs of your facility.

- **Structured, closed-formatted questionnaire** with an associated scoring system based on the HHSF approach; **81 indicators**
- **Self- or joint-assessments**
- Template for data interpretation, discussion and action planning
- Tested for usability, reliability and construct validity in a sample of **181 acute health care facilities in 46 countries** across the world

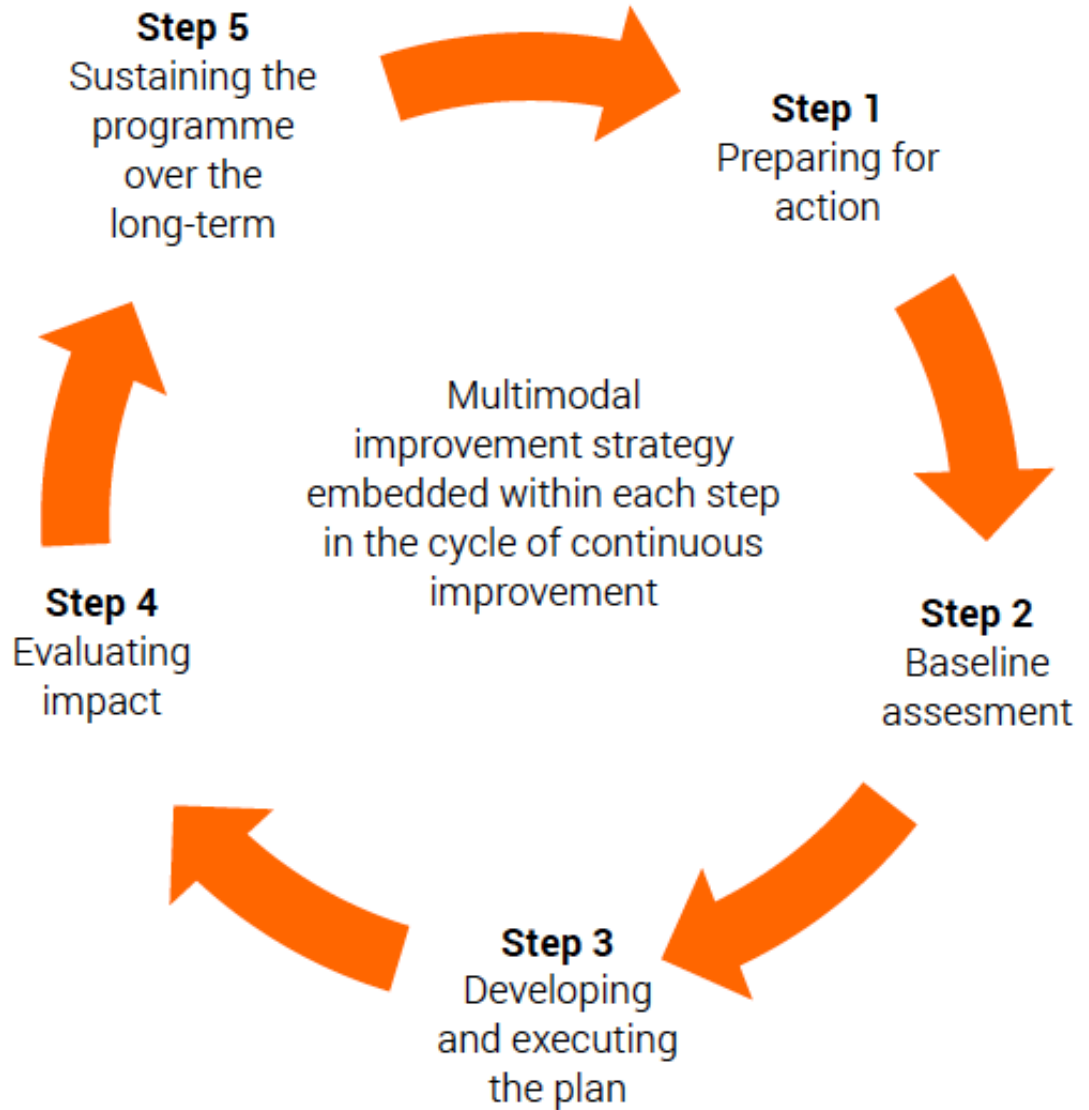


# Highlights from part III





# Stepwise approach



# The 5-Step approach to IPC improvement



**Step 1. Preparing for action:** This step ensures that all of the prerequisites that need to be in place for success are addressed, including the necessary resources (human and financial), infrastructures, planning and coordination of activities and the identification of roles and responsibilities (including key opinion leaders and champions). The facility senior managers/leaders play a critical role in this step.

**Step 2. Baseline assessment:** Conducting an exploratory baseline assessment of the current situation, including the identification of existing strengths and weaknesses, is critical for developing a tailor-made action plan that addresses the reality of a health care facility. A ready-to-use assessment tool based on the WHO IPC core components is available for step 2 (WHO IPC Assessment Framework [IPCAF]). Ideally, additional IPC assessment tools (for example, the Hand Hygiene Self-assessment Framework [HHSAF] and/or observation-based tools to evaluate IPC practices) could be used.

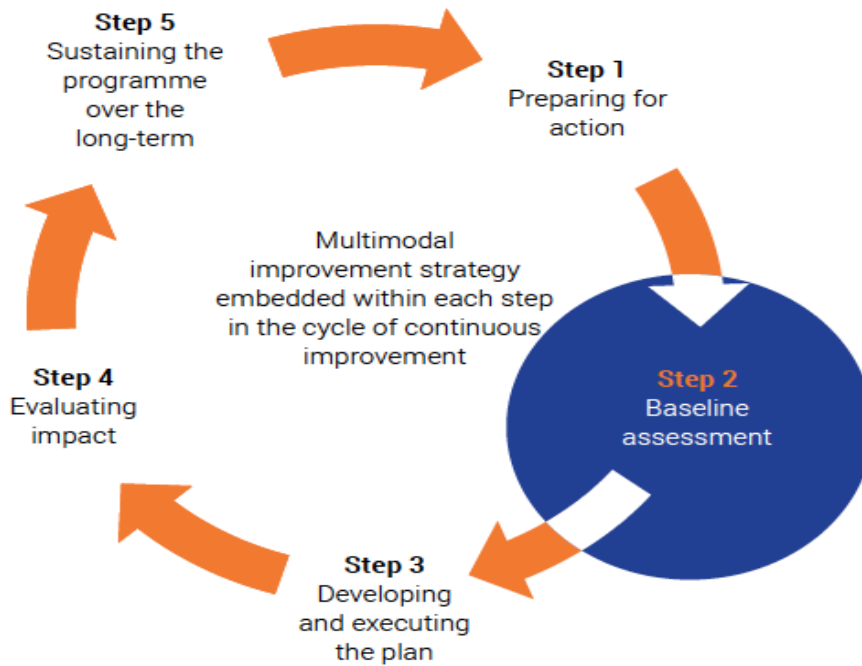
**Step 3. Developing and executing an action plan:** The results of the baseline assessment support the development and execution of an action plan based around a multimodal improvement strategy.

**Step 4. Assessing impact:** Conducting a follow-up assessment using the same tools as in step 2 is crucial to determine the effectiveness of the plan. The focus is on impact, acceptability and cost-effectiveness.

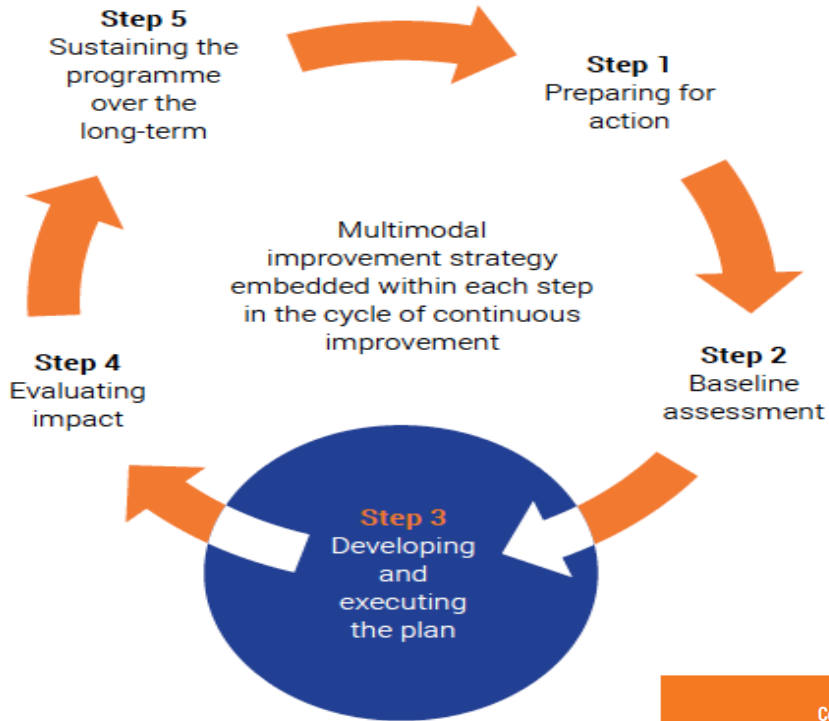
**Step 5. Sustaining the programme over the long term:** An important step in the cycle of improvement is to develop an ongoing action plan and review schedule to support the long-term impact and benefits of the IPC programme, thus contributing to its overall impact and sustainability.

# The step-wise approach



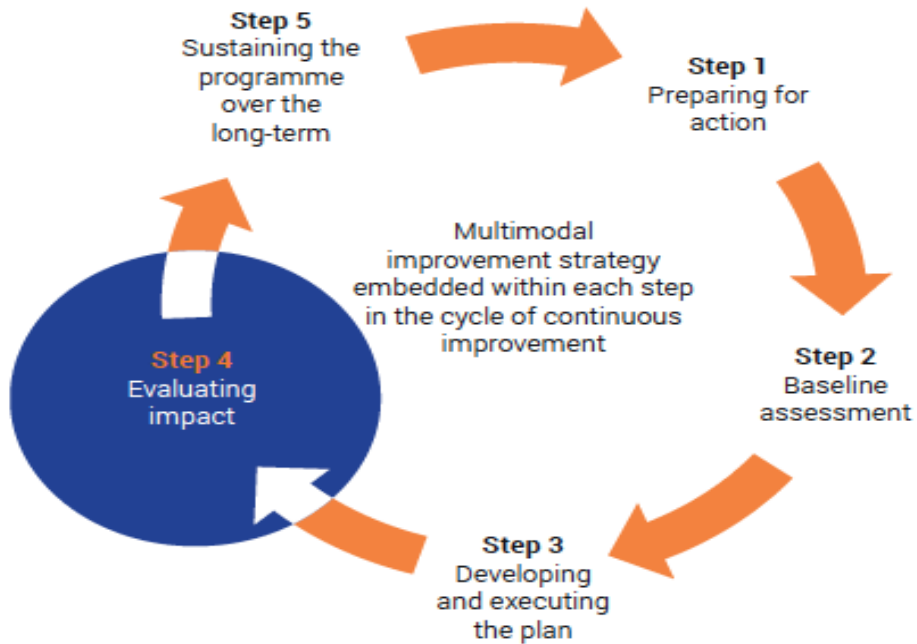


# STEP 2 BASELINE ASSESSMENT



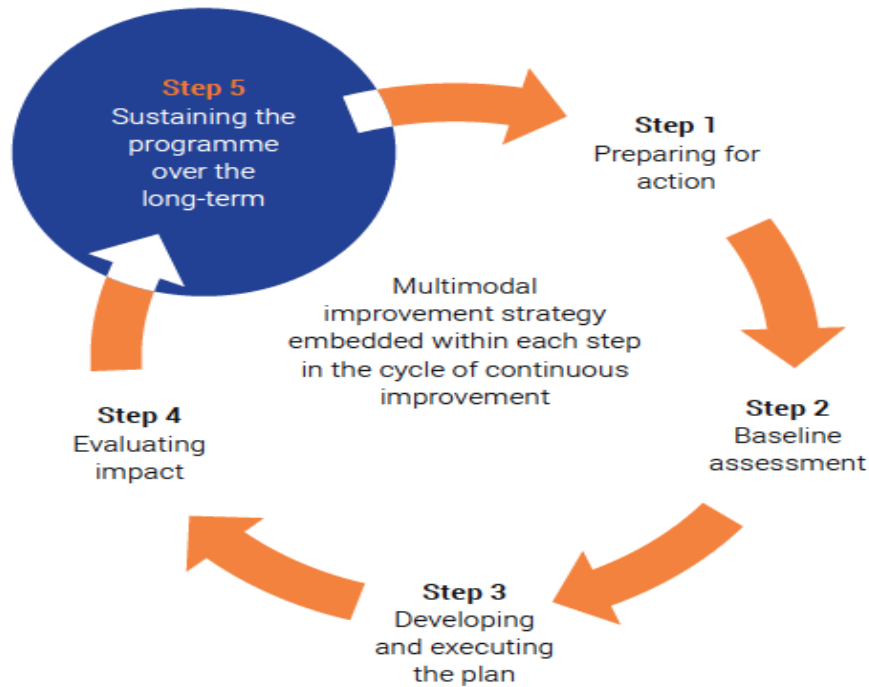
# STEP 3 DEVELOPING AND EXECUTING THE PLAN

	Rapid recap	Sample action plan	Potential barriers and solutions	Tools and resources
Core component 1: IPC programmes	Page 54	Page 55	Page 56	Page 59
Core component 2: IPC guidelines	Page 62	Page 63	Page 64	Page 67
Core component 3: IPC education and training	Page 68	Page 69	Page 70	Page 72
Core component 4: HAI surveillance	Page 73	Page 74	Page 77	Page 80
Core component 5: Multimodal strategies	Page 81	Page 82	Page 83	Page 85
Core component 6: IPC monitoring/audit of IPC practices and feedback	Page 86	Page 87	Page 89	Page 90
Core component 7: Workload, staffing and bed occupancy	Page 91	Page 92	Page 93	Page 94
Core component 8: Built environment, materials and equipment for IPC	Page 95	Page 96	Page 98	Page 99



**STEP 4**  
**ASSESSING**  
**IMPACT**





**STEP 5**  
**SUSTAINING**  
**THE PROGRAMME**  
**OVER THE**  
**LONG TERM**

# What help you can find

## PRACTICAL TIPS, KEY CONSIDERATIONS AND ACTIONS



## IMPLEMENTATION BARRIERS AND SOLUTIONS



## TOOLS AND RESOURCES



## CASE STUDY EXAMPLES

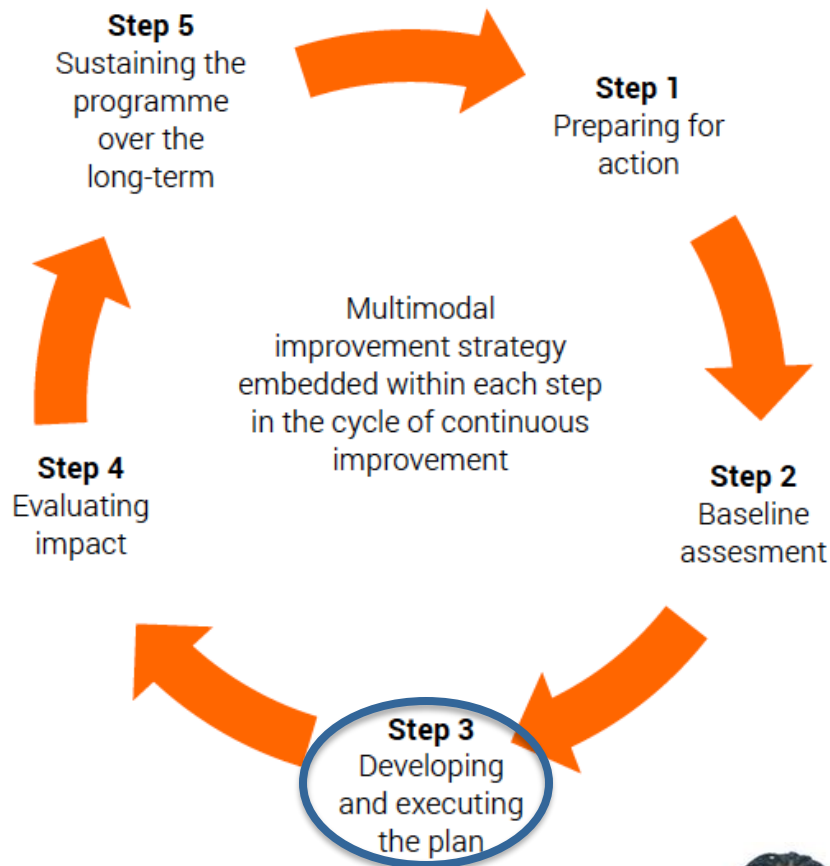
### STEP 1 CHECKLIST

At the end of step 1 you should have:



1. Familiarized yourself with the core component guideline recommendations
2. Prepared a "script" or key points to guide discussions with management and leadership (using Figures 2 and 3)
3. Made a list of the exact key stakeholders that will be engaged, based on the local context
4. Collected any previous assessments/reports and data that address IPC
5. Investigated any IPC integration possibilities with current activities at the health care facility, for example, with AMR, etc.
6. Listed any patient or civil society groups that exist and could support IPC advocacy
7. Held a series of advocacy meetings with leaders, key stakeholders and champions/opinion leaders using the sample script (Figure 3)
8. Secured verbal and written management and leadership support for IPC
9. Identified an IPC lead/focal person and team, supported by health care facility managers
10. Identified possible human and financial resources to support and sustain the work (where necessary)

# Liberia: core components prioritization



## Core components prioritization

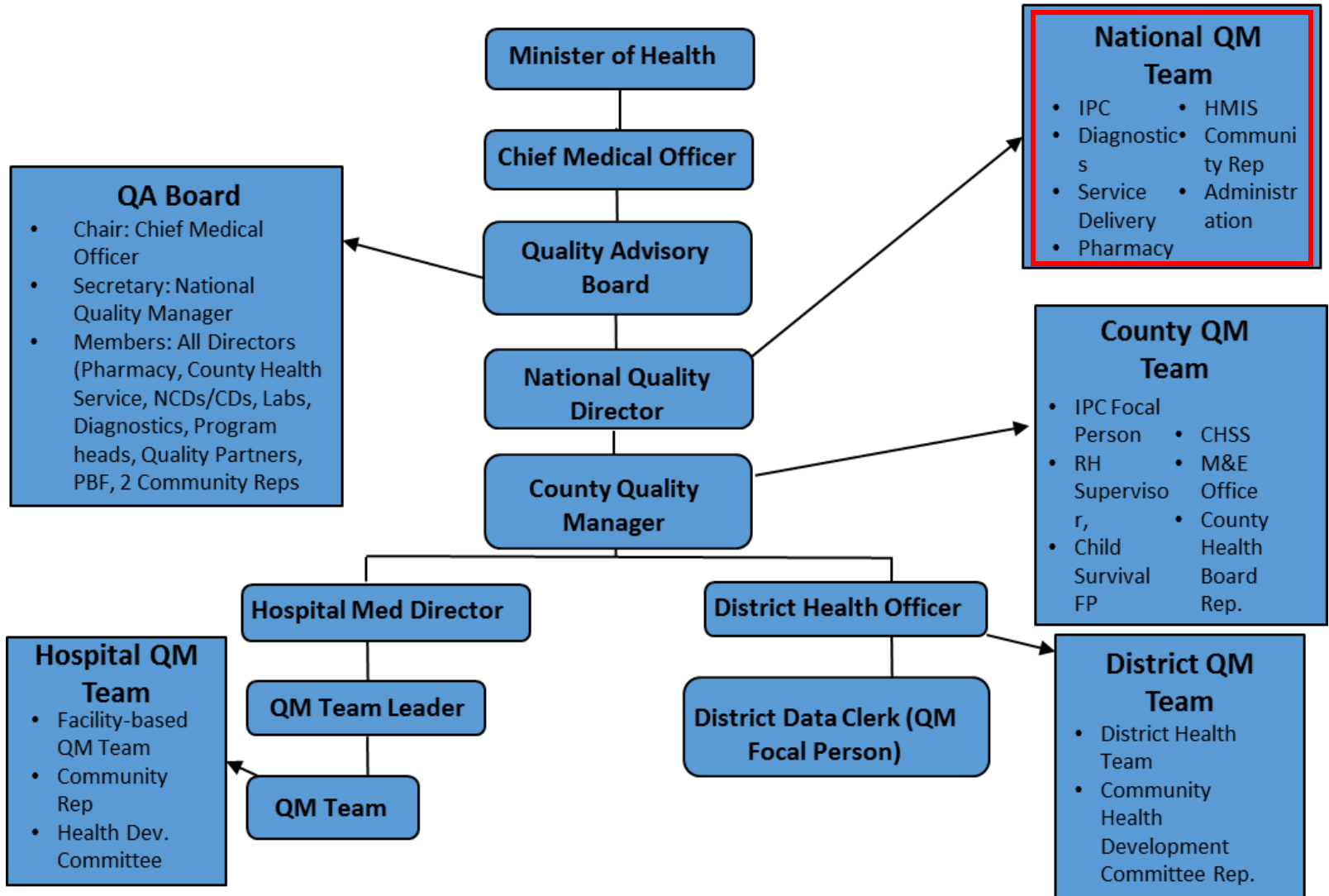
1. National IPC programme (2016)
2. Guidelines (2017-18)
3. Training (2015-)
4. HAI (SSI) surveillance (2018)
6. Monitoring (2015-)
8. Built environment (2016-)



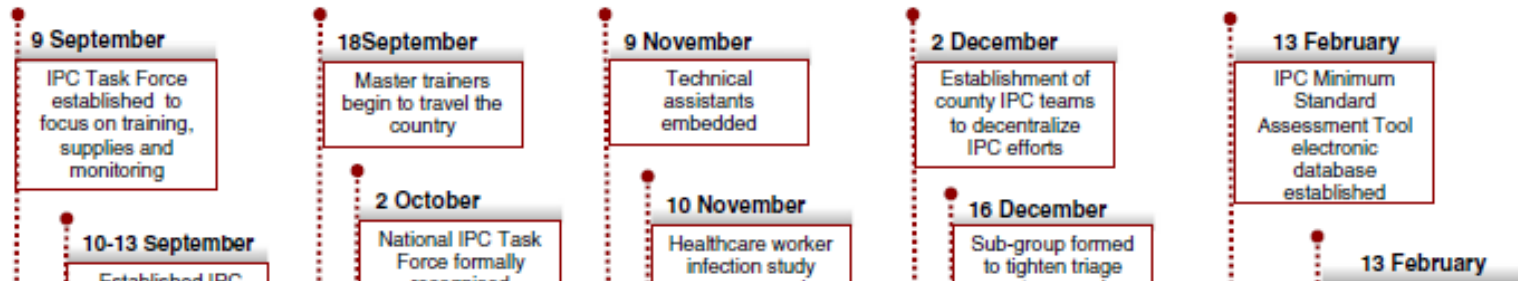
World Health  
Organization



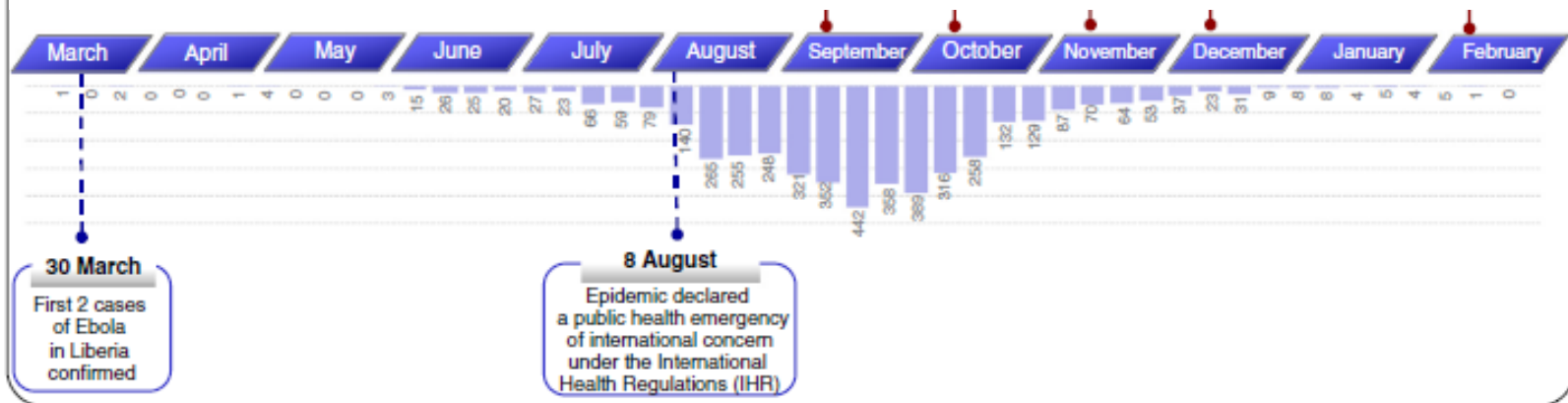
# NATIONAL QUALITY MANAGEMENT ORGANIZATION



# Liberia – all health care workers' IPC training (2015-16)



- **Keep Safe Keep Serving (KSKS) training:**  
40 master trainers, 2258 HCWs
- **Safe & Quality Services (SQS) training:**  
13000 HCWs

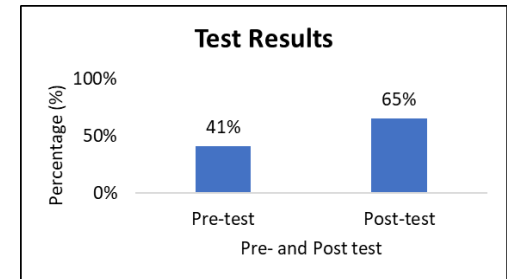


# WHO IPC Advanced Training (2017-18)

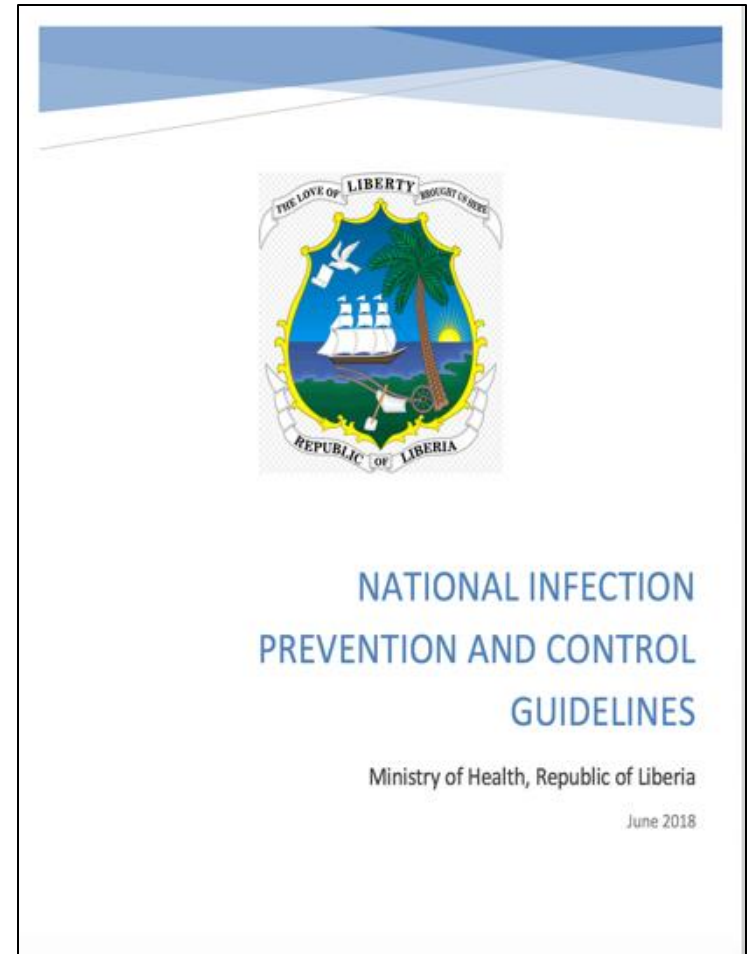
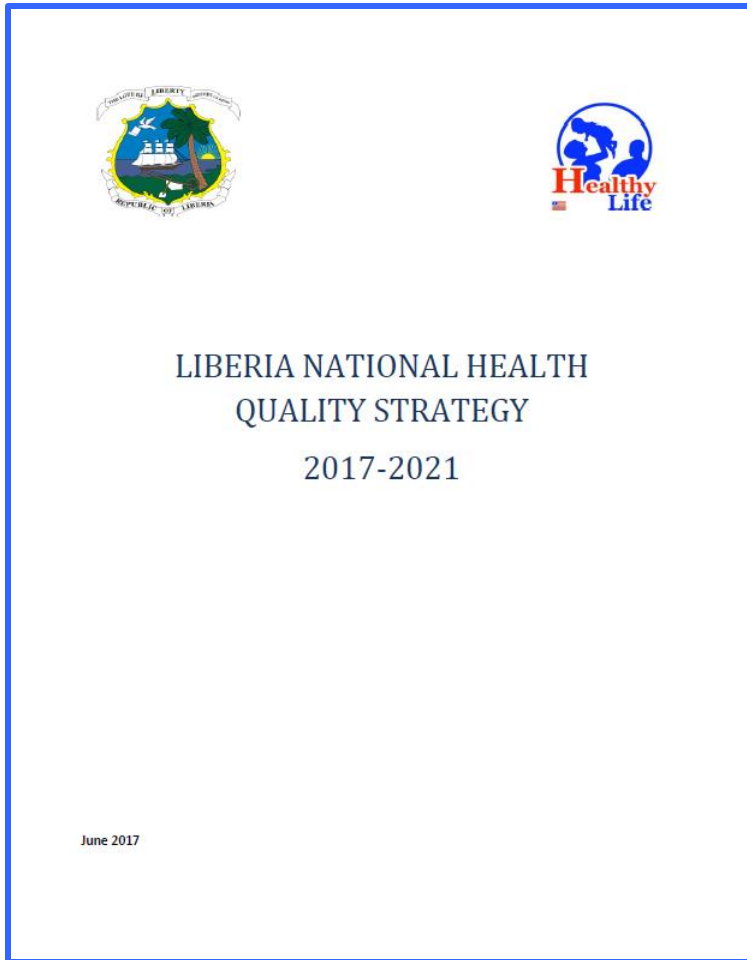
- Leadership and IPC program management
- Prevention of urinary tract infections
- Prevention of catheter-associated and bloodstream infections
- Prevention of respiratory infections
- Prevention of infections in intensive care
- Reprocessing of endoscopes
- Outbreak investigations in healthcare settings
- IPC to control antibiotic resistance
- HAI surveillance
- Injection safety

• Slides deck  
• Trainer's manual  
• Student's handbook  
• E-learning module

**Liberia:** 37 facility, county & national IPC focal persons



# National quality policy and IPC guidelines (2018)



# Liberia national IPC guidelines TOT





**A multimodal infection control and patient safety intervention to reduce surgical site infections in Africa: a multicentre, before-after, cohort study**

Benedetta Allegranzi, Alexander M Aiken, Nejla Zeynep Ku bilay, Peter Nthumbo, Jack Barasa, Gabriel Okumu, Robert Muguruma, Alexander Elobu, Josephat Jambwe, Mayaba Maimbo, Joseph Musowoya, Angèle Gayet-Ageron, Sean M Berensholz

**Summary**

**Background** Surgical site infections (SSIs) are the most frequent health-care-associated infections in developing countries. Specific prevention measures are highly effective, but are often poorly implemented. We aimed to establish the effect of a multimodal intervention on SSIs in Africa.

**Methods** We did a before-after cohort study, between July 1, 2013, and Dec 31, 2015, at five African hospitals. The multimodal intervention consisted of the implementation or strengthening of multiple SSI prevention measures, combined with an adaptive approach aimed at the improvement of teamwork and the safety climate. The primary outcome was the first occurrence of SSI, and the secondary outcome was death within 30 days post surgery. Data on adherence to SSI prevention measures were prospectively collected. The intervention effect on SSI risk and death within 30 days post surgery was assessed in a mixed-effects logistic regression model, after adjustment for key confounders.

**Findings** Four hospitals completed the baseline data for the sustainability period (891 in the sustainability period), SSI 8.0% (95% CI 6.8–9.5; n=129) to 3.8% period (3.9%, 2.8–5.4; n=35). A substantial observed in the follow-up and sustainability than pre-intervention (odds ratio [OR] significantly reduced (0.72, 0.42–1.24).

**Interpretation** Implementation of our intervention across all perioperative prevention practices heterogeneity between sites. Further studies improve the sustainability and long-term.

**Funding** US Agency for Healthcare Research and Quality.

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**Introduction**

Health-care-associated infections are common adverse events during care. Evidence exists on the morbidity, mortality, health-care-associated infections in low and middle-income countries, but WHO estimates that the overall prevalence in these countries is the average reported in high-income countries. According to WHO, surgical site infection is the most surveyed and most frequent health-care-associated infection in countries of low and middle income. It affects up to one-third of surgical patients. In countries of low and middle income, the risk of SSI in countries of low and middle income affects all types of procedures. SSI is also the second most frequent health-care-associated infection in Europe. Given the increasing recognition of the



Lancet Infect Dis 2018; 18: 507–15  
 Published Online: March 5, 2018  
[http://dx.doi.org/10.1016/S1473-3099\(18\)30107-5](http://dx.doi.org/10.1016/S1473-3099(18)30107-5)  
 See Comment page 476  
 Infection Prevention and Control Global Unit, World Health Organization, Geneva, Switzerland (B Allegranzi MD, PhD, N Zeynep Ku bilay MD, PhD, DR Congo, South Africa, Zambia, Zimbabwe)

**Supplementary appendix**

This appendix formed part of the original submission and has been peer reviewed. We post it as supplied by the authors.

**Contents**

**Table S1:** Detailed description of the surgical site infection preventive measures implemented consistently across all sites, available implementation support documents, and process indicators used.

**Figure S1:** Poster/leaflet designed by the surgical teams to remind staff of the surgical site infection prevention measures implemented during the study intervention period.

**Figure S2:** Trends of the cumulative incidence of surgical site infection per 100 surgical operations by month in the three study periods for each site.

**Figure S3:** Results of an interrupted time series analysis assessing the trends of the cumulative incidence of SSI on a monthly basis between the baseline and follow-up periods by site (four sites).

**Figure S4:** Results of an interrupted time series analysis assessing the trends of cumulative incidence of surgical site infection on a monthly basis between the follow-up and sustainability periods by site (three sites).

**Fact sheet S1:** Patient preparation: bathing and hair removal. <http://www.who.int/infection-prevention/countries/surgical/en/> (accessed Feb 19, 2018).

**Fact sheet S2:** Surgical site skin preparation and surgical hand preparation. <http://www.who.int/infection-prevention/countries/surgical/en/> (accessed Feb 19, 2018).

**Fact sheet S3:** Correct and safe surgical antibiotic prophylaxis. <http://www.who.int/infection-prevention/countries/surgical/en/> (accessed Feb 19, 2018).

www.thelancet.com/neurology Vol 17, May 2018

# Implementation example



Kenya



Uganda



Zimbabwe



Zambia



**5 Hospitals**



**Allegranzi B, et al. Lancet Infect Dis. 2018 Mar 5**



**World Health Organization**

# The surgical unit-based safety programme (SUSP)



## Patient safety culture improvement (CUSP):

- science of safety education
- staff safety assessment
- leadership
- learning from defects
- team work and communication



## Infection prevention best practices

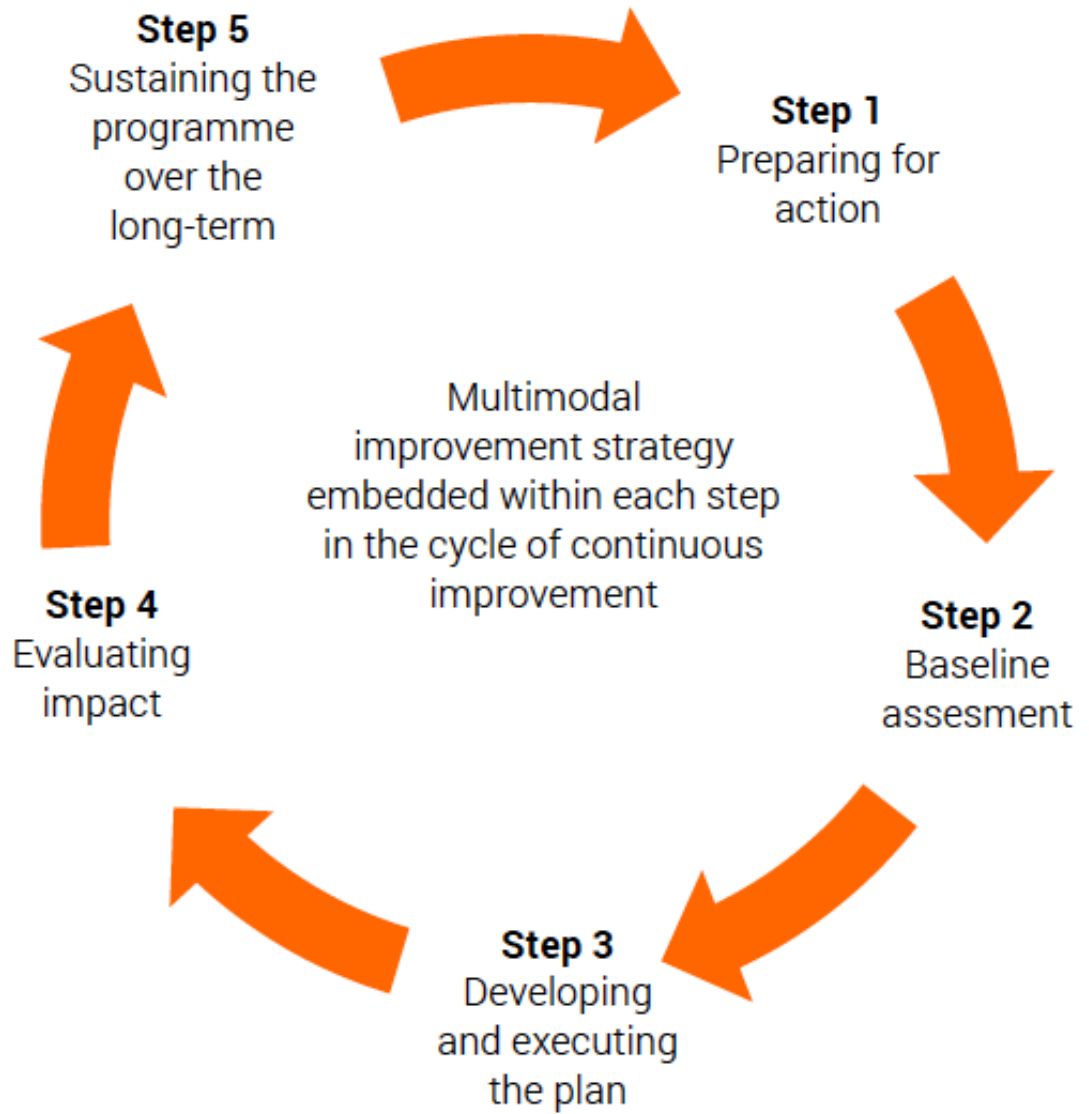
- evidence-based and identified according to local staff assessment

Improvement of the patient safety climate

Reduction of:

- SSIs
- surgical complications

# Stepwise approach



# Understand your current situation

What tools do you use?

Discuss the following questions from the *SUSP Perioperative Staff Safety Assessment Tool*:

1. Please briefly describe the most frequent ways (list maximum 3) in which patients may get a ***surgical site infection*** in your surgical services/facilities
2. Please describe what **you think** can be done to prevent this ***surgical site infection***

Source: <https://www.ahrq.gov/professionals/quality-patient-safety/hais/tools/surgery/guide-appcusp.html>

→ **Organizational culture change** →

Modified  
WHO  
checklist

Pre-op Bath

No Hair removal

Surgical hand  
preparation

Surgical site skin  
preparation

OR discipline

Antibiotic prophylaxis



# Multidisciplinary local teams

## LAUNCHING THE SUSP PROJECT



Kijabe SUSP Team with Benedeta



Benedeta Speech

The SUSP Team with the infection control committee held a launch ceremony of WHO Surgical Unit Safety Program (SUSP) Project on Tuesday April 8<sup>TH</sup> in the KH chapel. The ceremony was officiated by DR. Benedetta ALLEGRANZI WHO Technical Lead.

She made some presentations on patient safety and importance of the study.



Kijabe SUSP Team with Senior Management Team

# Tools to address the culture



## Core CUSP toolkit

Created for clinicians by clinicians, the CUSP toolkit is modular and modifiable to meet individual unit needs. Each module includes teaching tools and resources to support change at the unit level, presented through facilitator notes that take you step-by-step through the module, presentation slides, tools, videos.

## CUSP for Safe Surgery Perioperative Staff Safety Assessment

**Purpose of this form:** The purpose of this form is to tap into your experiences at the frontlines of patient care to find out what risks jeopardize patient safety in your clinical area.

**Who should complete this form:** All staff members.

**How to complete this form:** Provide as much detail as possible when answering the 4 questions. Drop off your completed safety assessment form in the location designated by the SUSP team.

**When to complete this form:** Any staff member can complete this form at any time.

## CUSP for Safe Surgery (SUSP)

### Safety Issues Worksheet for Senior Executive Partnership

**Date of Safety Rounds:**

**Unit:**

**Attendees:**

- |    |   |
|----|---|
| 1. | 5.  |
| 2. | 6.  |
| 3. | 7.  |
| 4. | (Please use back of form for additional attendees.) |

<https://www.ahrq.gov/professionals/education/curriculum-tools/cusptoolkit/modules/index.html>

<https://www.ahrq.gov/professionals/quality-patient-safety/hais/tools/surgery/guide-appcusp.html>

# Understanding and influencing the local culture: tools created by SUSP teams in African hospitals



Take 3 steps to make your surgical patient safe by preventing wound infections!

**1 Pre-operative**

**Patient bathing**  
Make sure the patient takes a shower or bath and washes with soap on the day of the operation or the evening before. This helps remove bacteria from the skin and reduces the risk of wound infection.

**Avoid hair removal**  
Avoid hair removal or use clippers and change or disinfect blades after each patient. Razors damage the skin, which can lead to infection.

**2 Peri-operative**

**Good surgical hand preparation**  
Follow all the steps of a good hand preparation technique before operating. Scrub with soap and water for 3-5 min or rub with an alcohol-based solution for 2-3 min.

**Appropriate antibiotic prophylaxis needs to be:**

- Right antibiotic for the operation
- Right dose
- Right time = a single dose within 60 min
- Appropriate discontinuation = stop after surgery.

**3 Intra-operative**

**Appropriate skin preparation**  
Clean incision site with soap and water and then use antiseptic preparation (chlorhexidine/alcohol or iodophor/alcohol). Leave to dry before incision.

**Discipline in the OR\***

1. Make sure that all the equipment needed is in the OR\* before starting.
2. Only essential staff should be in the OR\*.
3. Keep doors and windows closed during the operation.

\*Operating Room



World Health Organization

Take 3 steps to make your surgical patient SAFE by preventing wound infections!

Organizational culture change →

- Antibiotic prophylaxis
- OR discipline
- Surgical site skin preparation
- Surgical hand preparation
- No Hair removal
- Pre-op Bath

Modified WHO checklist



# System change - modified WHO formulations for surgical hand preparation



## *Formulation I*

Final concentrations: ethanol 80% wt/wt, glycerol 0.725% vol/vol, hydrogen peroxide 0.125% vol/vol.

### **Ingredients:**

1. ethanol (absolute), **800 g**
2. H<sub>2</sub>O<sub>2</sub> (3%), **4.17 ml**
3. glycerol (98%), **7.25 ml** (or 7.25 x 1.26 = 9.135 g)
4. top up to **1000 g** with distilled or boiled water

#### *Sources:*

Suchomel M KM, Kundi M, Pittet D, Rotter ML. Modified World Health Organization hand rub formulations comply with European efficacy requirements for preoperative surgical hand preparations. *Infect Control Hosp Epidemiol.* 2013; 34(3):245–250.

Allegranzi B, Aiken AM, Zeynep Kubilay N, Nthumba P, Barasa J, Okumu G et al. A multimodal infection control and patient safety intervention to reduce surgical site infections in Africa: a multicentre, before–after, cohort study. *Lancet Infect Dis.* 2018; 18(5):507–515.

## *Formulation II*

Final concentrations: isopropanol 75% wt/wt, glycerol 0.725% vol/vol, hydrogen peroxide 0.125% vol/vol.

### **Ingredients:**

1. isopropanol (absolute), **750 g**
2. H<sub>2</sub>O<sub>2</sub> (30%), **4.17 ml**
3. glycerol (98%), **7.25 ml** (or 7.25 x 1.26 = 9.135 g)
4. top up to **1000 g** with distilled water

# System change - surgical skin preparation



## Local preparation of 2% chlorhexidine isopropanol solution

1. Isopropanol: 62.7 % g/g
2. chlorhexidine 12.1% g/g taken from a 18.8% g/g chlorhexidine digluconate water solution
3. Top up with distilled water up to 100%

*Source:* Allegranzi B, Aiken AM, Zeynep Kubilay N, Nthumba P, Barasa J, Okumu G et al. A multimodal infection control and patient safety intervention to reduce surgical site infections in Africa: a multicentre, before–after, cohort study. *Lancet Infect Dis.* 2018; 18(5):507–515.



# Tools for monitoring impact

Surgical Unit-based Safety Program  
Protocol for SSI Surveillance in African sites



## Purpose of this document

Conducting high-quality Surgical Site Infection (SSI) surveillance is challenging in any setting, but it is especially difficult to perform in routine practice in settings where resources are limited and hence, is rarely undertaken. Methods described for SSI surveillance in high-income countries (such as those of the Centers for Disease Control [CDC]) are not entirely appropriate in low-income countries (LICs) due to financial and other constraints, and hence there is a need for a practical, reproducible and low-cost SSI surveillance methodology for health professionals in these settings.

This protocol describes the intended format for SSI surveillance in the SUSP project being undertaken across five African Hospitals in 2013/14 under the coordination of the WHO Patient Safety Programme and in collaboration with Johns Hopkins University. This protocol is strongly based on the CDC method and definitions for SSI surveillance and is accompanied by data collection forms, training materials, information sheets and Epi-Info database that are meant to practically facilitate surveillance in the context of a LIC. These methods may need further adaptation according to local circumstances.

## Principles of SSI surveillance

Surveillance can be described as "The systematic collection, analysis and interpretation of health data, closely integrated with the timely dissemination of these data to those who need to know." In surgical care, the collection of SSI surveillance information can serve to motivate and guide surgical teams on how to improve their services to minimize the risk of SSI in their patients. Most surgeons are very interested to know the results of SSI surveillance on their own patients, as long as they have confidence in the methods being used – so it is important that surgeons understand the key principles of the surveillance process.

## Peri-operative form

1	Pt name	Age	IP no.
ID	Primary Diagnosis	Sex	Surveillance no.
	Type of surgery	Theatre Room # [ ]	
1	Surgical Procedure	Surgeon	
	Date of surgery	Grade	

PROCESS MEASURES - ENHANCED DATA COLLECTION OPERATIONS ONLY	
2	Patient skin preparation Pre-op bath/shower [ Y/N ] Antiseptic soap used [ Y/N ] Hair removal: Razor [ ] Clippers [ ] Not done [ ] Where was hair removal done? Ward [ ] Theatre [ ] Patient skin scrub chlorhex-alc [ ] iodine+alc [ ] chlorhex-aq [ ] iodine-aq [ ] Allowed to dry fully? [ Y/N ]
2	Surgeon's hand preparation Alcohol-handrub [ ] Plain soap+water [ ] antimicrobial Time spent on handwash [ ] mins [ ] secs Scoring of handwash technique: low [ ] medium [ ] Headcount at start of op _____ People entering theatre _____ Door openings during op _____
3	Urgency of operation Start time (knife to skin) [ : ] 24hr clock [ ] Emergency – must be done immediately to save life (eg. major trauma) End time [ : ] 24hr clock [ ] Urgent – must be done within 24-48hrs (eg. repair of hernia) Duration = ____ hrs ____ mins [ ] Semi-elective – must be done within days-weeks (eg. tumour resection) [ ] Elective – no time constraints (eg. cosmetic surgery)
4	ASA class = [ ] 1. Normal healthy person. 2. Mild systemic disease. (eg hypertension, well controlled diabetes) 3. Severe systemic disease, not incapacitating (eg. moderate COPD/diabetes/ malignancy) 4. Incapacitating systemic disease that is a constant threat to life (eg. pre-eclampsia, very advanced HIV, heavy bradycardia) 5. Moribund patient, not expected to survive 24hrs with or without operation (eg. major trauma)



## Post-operative form

Pt name	Age	IP no.	Address (village/area)
Phone number 1	Whose number	Checked?	
Phone number 2	Whose number	Checked?	

Day	Date	Events (Box 1)	Notes (if wound complication describe in Box 3)	Int%
1		OPERATION	Procedure=	
2				
3				
4-5		Review or phone call 1	ID [ ] Pain Y/N Breakdown Y/N Pus Y/N Bleeding Y/N Other:	
6-7				
8-9		OP+7		
10-11				
12-14		Review or phone call 2	ID [ ] Pain Y/N Breakdown Y/N Pus Y/N Bleeding Y/N Other:	
15-17		OP+14		
18-21				
22-25		Review or phone call 3	ID [ ] Pain Y/N Breakdown Y/N Pus Y/N Bleeding Y/N Other:	
26-29				
Day 30			End of SSI surveillance	

<b>Box 1: Relevant post-op events should include</b> • All patient reviews (IP / OP / telephone) • Discharge from hospital • Prescription of antibiotics • Readmission to hospital +/- return to theatre • Reported attendance/treatment elsewhere • Patient death (describe cause)	<b>Box 2: Important symptoms for SSI</b> > Drainage of fluid from wound > Pus v clear (serous) / bloody / other > Pain / tenderness beyond normal for operation > Swelling / redness / heat of skin > Wound breakdown > Generally unwell, esp. fever >38°C
<b>Box 3: Wound complications</b> Wound dehiscence [ ] OR Non-infectious complications [ ] Allergic reaction to dressing [ ] Bleeding / Haemorrhage [ ] Other [ ] specify _____ Notes _____ Surgeon's opinion _____ Microbiology results* _____	Superficial SSI [ ] (skin/sub-cut) eg. cellulitis Pus from superficial incision OR bacterial growth from aseptic sample* Deep SSI [ ] (fascia/muscle) eg. deep abscess Pus / bacterial growth* from deep incision Deep incision dehiscence AND infection symptoms* Deep infection/abscess found on imaging/examination Surgeon's opinion _____ Organism(s) isolated _____ antibiotic resistance _____

\* Note that most surgical wounds and drains will rapidly become colonized with local bacteria. Therefore, bacterial growth from a wound/drain is only significant when sample is collected aseptically from a site that would be expected to be sterile and there is clinical evidence of infection (see box 2).



**World Health Organization**  
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**SAVE LIVES**  
Clean Your Hands

## Instructions for data-entry and data-analysis using Epi Info™

After collecting data using the forms in the SUSP AFRICA Toolkit data can be entered and analysed using Epi Info™ database files developed specifically for these forms. These database files can be downloaded from your dropbox folders on the computer you have chosen from the shared link. To use these files, the main Epi Info™ software also needs to be downloaded.

### Using Epi Info™ in 5 steps

94% of patients had ≥2 follow-up interactions (inpatient reviews, outpatient clinic, telephone interviews); 80% had ≥3 interactions during their 30-day surveillance period



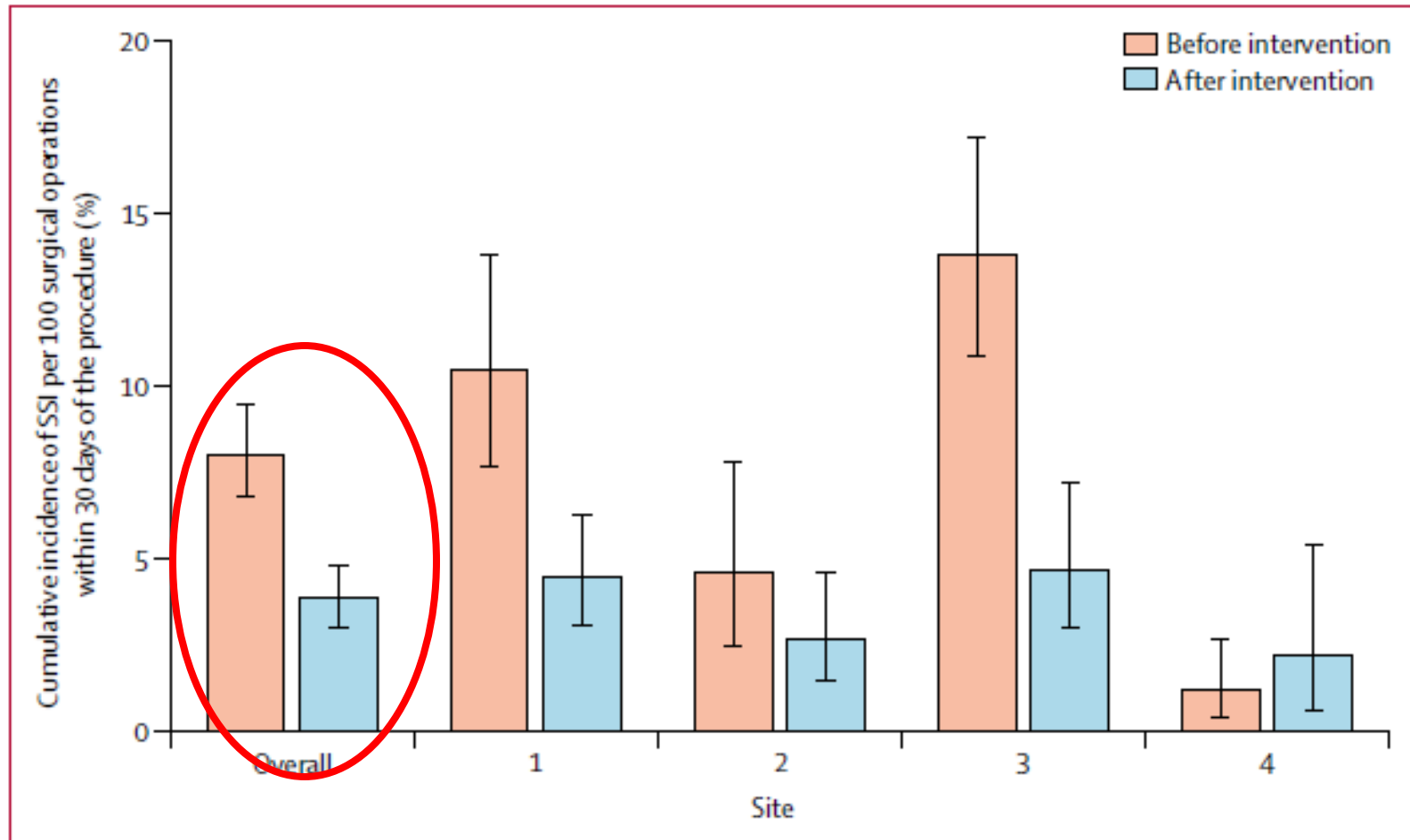
# Impact on preventive measures

	Baseline (n=1604)	Follow-up (n=1827)	p value	Sustainability period (n=891)
Preoperative patient bathing (n=4321, 0.02%)	1238 (77.2)	1544 (84.5)	<0.0001	799 (89.7)
Appropriate hair removal (n=4310, 0.3%)	1169 (73.1)	1702 (93.5)	<0.0001	880 (98.8)
Appropriate skin preparation (n=4307, 0.3%)	330 (20.7)	1644 (90.2)	<0.0001	845 (94.8)
Quality of surgical hand preparation (n=4223, 2.3%)	1213 (78.7)	1694 (94.4)	<0.0001	865 (97.4)
Appropriate use of antibiotic prophylaxis (n=4322, 0%)	205 (12.8)	714 (39.1)	<0.0001	635 (71.3)
<b>Theatre discipline</b>				
Theatre door openings per hour of operation time (n=4031, 6.7%)	14.8 (17.8)	14.2 (16.1)	0.3771	19.0 (21.6)
Number of individuals present at the start of the operation (n=4313, 0.2%)	8.3 (3.4)	7.7 (2.5)	<0.0001	7.4 (2.5)
Number of entries during the operation (n=4236, 2.0%)	5.0 (4.1)	4.8 (4.9)	0.1758	4.2 (2.7)

Data are mean (SD). Data per variable and percentage missing data are also given. SSI=surgical site infection.

**Table 2: Process indicators for SSI prevention intervention measures across study periods in four (baseline and follow-up) and three (sustainability period) hospitals**

# Impact on SSI



**Figure 2: Unadjusted SSI cumulative incidence overall and by site at baseline and follow-up in four sites**  
Error bars show 95% CIs. SSI=surgical site infection.

# Summary of success factors

- **Use of multimodal strategies (this does not mean checklists and bundles)**
- Having a step-wise action plan
- Mapping recommendations according to the surgical patient journey
- Empowering teams and involving front-line staff
- Engaging leadership
- Letting teams take the lead on adaptation
- Catalysing collective and individual ownership
- Using data to create awareness
- Awarding teams and work demonstrating a safety culture spirit

# New WHO SSI Prevention Implementation Package



PREVENTING SURGICAL SITE INFECTIONS:  
IMPLEMENTATION APPROACHES  
FOR EVIDENCE-BASED RECOMMENDATIONS



**Protocol for surgical site infection surveillance with a focus on settings with limited resources**

[http://www.who.int/infection-prevention/tools/surgical/evaluation\\_feedback/en/](http://www.who.int/infection-prevention/tools/surgical/evaluation_feedback/en/)

**WHO SSI Prevention Hospital Implementation Guide**

**WHO Adaptive Tools to Support SSI Prevention Implementation**

**SURGICAL SITE INFECTION PREVENTION**  
Key facts on decolonization of nasal carriers of *Staphylococcus aureus*

**THINGS YOU SHOULD KNOW**  
What does the World Health Organization (WHO) recommend?

The 2016 WHO Global guidelines for the prevention of surgical site infections recommend that patients with known nasal carriage of *Staphylococcus aureus* undergoing:

- cardiothoracic and orthopaedic surgery** should be decolonized using intranasal applications of mupirocin 2% ointment with or without a combination of chlorhexidine gluconate (CHG) body wash (strong recommendation);
- other types of surgery** – treatment with intranasal applications of mupirocin 2% ointment with or without a combination of CHG body wash may be considered (conditional recommendation).

This recommendation applies to facilities where screening for *S. aureus* is feasible and may not apply to settings with a high prevalence of mupirocin resistance. Based on the lack of evidence, this recommendation is **not** applicable to paediatric patients.



**Fact sheets on SSI recommendations**

**NEW IMPLEMENTATION PLATFORM**  
*Launching Soon!*

Support access to necessary products – provision to patients may be required or desirable in some countries: – nasal mupirocin 2% ointment – 5.7, 4.4, 5.4 v. 10.9 mg/ml

For other types of surgery, involve a careful local evaluation about whether and how to apply this recommendation. In particular, resistance for either of carrier is not so high as reported in the global surveillance of *S. aureus* carriage in health care workers (HCAWs) and patients in hospitals (HAP) and community-acquired MRSA, and

Support the local screening policy of patients to detect *S. aureus* carriage – consider the local rates of *S. aureus* and mupirocin-resistant *S. aureus* (MRSA) in the community and in the hospital. Consider the known carrier status or community-acquired MRSA, and

Monitor mupirocin resistance, if

# SAVE LIVES: Clean Your Hands - 5 May 2019

## Monitoring IPC & Hand Hygiene – WHO Global Survey 2019

- **Tools:** IPC Assessment Framework (IPCAF)\* & Hand Hygiene Self-assessment Framework (HHSAF)\*\*
- **Timeline:**
  - Preparations: September-December 2018
  - Survey conduct: January-March 2019
  - Survey analysis: April-June 2019
- **Sample:**
  - Open voluntary participation by health care facilities around the world
  - Randomised weighted sub-sample
- **Planning:**
  - Month 1: preparations
  - Month 2: IPCAF
  - Month 3: HHSAF
  - I. Tools completion on paper at HCF level ➡ II. Submission online or by email
- **Report:** to be issued by WHO by 2019

\*<http://www.who.int/infection-prevention/tools/core-components/IPCAF-facility.PDF?ua=1>

\*\*[http://www.who.int/gpsc/country\\_work/hhsa\\_framework\\_October\\_2010.pdf?ua=1](http://www.who.int/gpsc/country_work/hhsa_framework_October_2010.pdf?ua=1)





# THANK YOU!!!

## WHO Infection Prevention and Control Global Unit



Learn more at:

<http://www.who.int/infection-prevention/en/>



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Organization