

GETTING STARTED WITH IMPLEMENTATION IN OUTBREAK PREPAREDNESS AND RESPONSE

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CONTENTS



- **GETTING STARTED**
- **IMPLEMENTATION ACTIVITIES FOR OUTBREAKS**
 - Preparedness
 - Mitigation
 - Response
 - Recovery
- **IMPLEMENTATION TEAMS**
 - Functions
 - Roles, Positions, and Perspectives

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Getting Started with Implementation in Outbreak Preparedness and Response

- Social science has made clear that designing effective interventions is only the first step toward improving the health and well-being of populations. Translating recommendations into real world settings and sustaining them requires use of multi-faceted strategies.
- This worksheet is designed to help guide the user in initiating implementation efforts within the context of outbreak preparedness and response including: question prompts for practice/policy translation, potential implementation activities of the healthcare epidemiologist in outbreak preparedness and response, and an overview of implementation teams.

	Question	Response
Evidence-based practice	What practice do I want to translate?	
	Is it worth translating?	
Stakeholders	Who are the target stakeholders?	

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	Question	Response
	Who else is affected?	
	Who has the power to enact change?	
	Who is in a role that could drastically impede change?	
Engagement	My stakeholders':	
	Knowledge	

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	Question	Response
	Attitudes	
	Beliefs	
	Motivations	
	Behaviors	
	Norms	

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	Question	Response
Translation	How do my target stakeholders learn about what needs to be implemented?	
	How can I frame it so the value-added benefit is clear and persuasive?	
	Am I using my stakeholders' language or a language they understand?	
Barriers	What potential barriers can I address in planning?	
Facilitators	Who/what are potential facilitators?	

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Examples of Implementation Activities for Outbreak Preparedness and Response

This table expands on Table 3. of Banach et al, “Outbreak Response and Incident Management: SHEA Guidance and Resources for Healthcare Epidemiologists in United States Acute-Care Hospitals”.

Phase	Potential Activities of the Healthcare Epidemiologist	Example Implementation Activities	Notes	Contact(s) and/or Material(s) (e.g. file paths, URLs, and other resources)
Preparedness	<ul style="list-style-type: none">Identify strengths and/or gaps in emergency management plan and emergency operations, including potential vulnerabilities found in infection prevention assessmentsEstablish protocols as they relate to outbreak or emerging pathogen managementEnsure adequate surveillance and detection of threatsParticipate and provide input into education and training of HCPParticipate in HICS exercises and drillsProvide input into resource and staffing needs	Identify practices that could undergo change during a facility or emerging pathogen outbreak		
		Obtain contact information of key stakeholders		
		Identify/recruit leaders/administrators and champions		
		Create and convene implementation team		
		Decide on common language for dissemination and implementation goals		
		Obtain formal commitments for team members		
		Establish how implementation team will meet and interact		

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Phase	Potential Activities of the Healthcare Epidemiologist	Example Implementation Activities	Notes	Contact(s) and/or Material(s) (e.g. file paths, URLs, and other resources)
	<ul style="list-style-type: none">• Develop strategies for limited/constrained resources/surge capacity• Provide input into occupational health considerations• Provide input into policies for isolation and cohorting• Input into application of laws/regulations• Review State Crisis Standards of Care	Conduct KAP survey(s) for review by implementation team		
		Identify barriers to change and facilitators to change (e.g., language(s), how information accessed and accepted, stakeholders' knowledge, attitudes, and practices (KAP), findings of needs assessments)		
		Tailor interventions to adapt them to setting		
		Work with implementation team on fostering empowerment		
		Identify early adopters		
		Obtain formal commitments for early adopters		
		Identify approaches to dissemination (likely via HIMT and specifically PIO)		
		Identify when/how scale up will occur		

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Phase	Potential Activities of the Healthcare Epidemiologist	Example Implementation Activities	Notes	Contact(s) and/or Material(s) (e.g. file paths, URLs, and other resources)
		Identify needs for technical assistance		
		Identify needs for clinical supervision		
		Train stakeholders:		
		Consider applying “train the trainer” strategies		
		Develop and distribute educational materials		
		Conduct dynamic and ongoing		
		Simulate changes		
		Obtain formal commitments for stakeholders		
		Provide feedback to educational providers/ trainers and participants		
		Identify needs and methods for reminders/ training refreshers for stakeholders		

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Phase	Potential Activities of the Healthcare Epidemiologist	Example Implementation Activities	Notes	Contact(s) and/or Material(s) (e.g. file paths, URLs, and other resources)
		Identify which changes will be mandated and how they will be monitored		
		Develop resource sharing agreements		
		Identify revisions to professional roles and clinician teams (e.g. Job Action Sheets)		
		Conduct local consensus discussions		
		Identify/develop methods for patient/family/visitor education		
		Identify financial impacts, including potential contracts, enhancements, altered incentives/ disincentives, fees		
		Identify changes to infrastructure, including record systems, physical structure, equipment, service sites		
		Assess liability considerations		

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Phase	Potential Activities of the Healthcare Epidemiologist	Example Implementation Activities	Notes	Contact(s) and/or Material(s) (e.g. file paths, URLs, and other resources)
Mitigation	<ul style="list-style-type: none"> Reinforce roles for HIMT Evaluate and recommend alternative management strategies based on suspected mode of transmission 	Refine approaches based on preparedness activities and knowledge of specific outbreak/crisis		
		Remind stakeholders of roles and responsibilities		
	<ul style="list-style-type: none"> Advocate for resources Work with staff/HIMT to ensure adequate supplies, isolation rooms, RME, etc., and input into what may be needed from regional stockpile inventory 	Intervene with patients/family/visitors to enhance uptake and adherence		
		Inform stakeholders, including opinion leaders, media, public (likely via coordination with PIO)		
	<ul style="list-style-type: none"> Work with staff/HIMT in HCP training in PPE Manage HCP exposures 			
	<ul style="list-style-type: none"> Provide guidance for cleaning/disinfection of RME and environment 			
	<ul style="list-style-type: none"> Provide input into strategy for continuing activities 			

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Phase	Potential Activities of the Healthcare Epidemiologist	Example Implementation Activities	Notes	Contact(s) and/or Material(s) (e.g. file paths, URLs, and other resources)
Response	<ul style="list-style-type: none"> • Fill designated role in HIMT (likely Medical-Technical Specialist) 	Enact revised professional roles (JAS) and clinical teams		
	<ul style="list-style-type: none"> • Identify/draft clinical guidance 	Enact decided-on changes to infrastructure, staff, recordkeeping, finances, and site		
	<ul style="list-style-type: none"> • Adjust clinical support activities depending on mode of transmission 	Keep stakeholders, including mass media, informed (via PIO)		
	<ul style="list-style-type: none"> • Monitor incident for infection prevention implications 	Provide technical assistance (likely via HIMT)		
	<ul style="list-style-type: none"> • Post-exposure management 	Provide clinical supervision		
	<ul style="list-style-type: none"> • Input into adapting airflow for surge capacity 	Capture and share local knowledge (via HIMT and/or implementation team)		
	<ul style="list-style-type: none"> • Provide input into physical plant/waste management 	Facilitate relay of clinical data to providers (likely via HIMT)		
	<ul style="list-style-type: none"> • Provide input into post-mortem placement or storage 	Provide reminders for stakeholders, including patients/families/visitors (likely in coordination with HIMT and PIO)		
	<ul style="list-style-type: none"> • Collaboration with communications staff/ PIO in education of staff, public, media • Consultation with risk management, ethics specialists, local and national public health as needed 			

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Phase	Potential Activities of the Healthcare Epidemiologist	Example Implementation Activities	Notes	Contact(s) and/or Material(s) (e.g. file paths, URLs, and other resources)
Recovery	<ul style="list-style-type: none"> Identify infection prevention risks/ vulnerabilities 	Return to normal operations (roles, responsibilities, teams, infrastructure, site, etc.)		
	<ul style="list-style-type: none"> Provide input into collaborative strategies with regional partners for delivery of essential services, if needed 	Conduct audit of how changes were implemented and provide feedback		
	<ul style="list-style-type: none"> Provide input into recovery priorities and immediate operating needs 	Purposefully reexamine implementation plan		
	<ul style="list-style-type: none"> Input into revision of policies and procedures based on actions required during the response phase 	Obtain and use stakeholder feedback (empowerment evaluation)		
	<ul style="list-style-type: none"> Input into when to shut down HICS and return to normal operations 	Obtain and use feedback from patients/family/visitors		
	<ul style="list-style-type: none"> Collaboration with communications staff/PIO 	Keep stakeholders, including media, informed of recovery (via PIO)		
	<ul style="list-style-type: none"> Input into how laws/ regulations affected the response 	Assess ongoing monitoring needs		
		Assess potential research needs		
		Assess funding needs and opportunities		

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Implementation Teams: Potential Functions and Composition

Implementation teams commonly perform the following functions and are comprised of the below potential roles, positions, and/or perspectives.

Potential Functions	Notes
Identify, initiate, and lead implementation efforts	
Facilitate social exchange	
Engage in data-based decision making (e.g. analysis of KAP surveys)	
Increase buy-in	
Provide input into how to adapt interventions to the setting/stakeholder group	
Identify barriers and find solutions	
Identify facilitators	
Build linkages between internal and external groups	
Install and sustain infrastructure for implementation	
Problem-solve and promote sustainability	
Assess and report on key outcomes	

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Potential Roles, Positions, Perspectives (group or individual)	Notes
Administrator(s)	
Chair	
Champion(s)	
Communications officer	
Evaluation specialist	
Leader(s)	
Patient(s)	
Practice/intervention developer(s)	
Provider(s)	
Researcher(s)	
Stakeholder(s)	
Support staff member(s)	
Trainer(s)/coach(es)	