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- Standardized Central Line Tubing Visual Aid
- Securement/Dressing
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   Form
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   and Huddle Tool
- Family CLABSI
   Education Tool
- Environmental Cleanliness Flyer for Families
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- Bedside Cleaning Routine Tool

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# III. General Principles of HAI Prevention

## Introduction

Published national guidelines are available to guide each NICU with central line insertion and maintenance practices. NICUs should use both published guidelines and findings from QI reports to establish evidence-based practice protocols that are associated with CLABSI reduction, and are applicable and practical within their specific NICU.

Each NICU should evaluate their current CLABSI and HAI rate over time, to determine if performance is improving, declining, or stagnant and compare to other like-NICUs as a method of benchmarking. Current unit-specific care practices and protocols should be evaluated against published guidelines to determine what next steps are needed to further reduce hospital-acquired bacteremia.

Detailed examination of the steps of care, such as central line tubing change, scrub the hub techniques, and environmental cleaning approaches are





encouraged as these efforts may further enhance the unit's current HAI prevention efforts. With HAI reduction work in the NICU, details matter.

#### POTENTIALLY BETTER PRACTICE

### Review and Utilize Published National Guidelines for Central Line Insertion, Care, and Maintenance Practices

#### Background, Rationale, and Goals

- Hospital acquired bacteremia leads to prolonged hospitalization and worse neurodevelopmental outcomes<sup>1</sup>
- CLABSIs remain the most frequent hospital acquired infection in the NICU, leading to substantial morbidity and mortality
- CLABSI prevention efforts over the past decade have shown significant reduction of CLABSI events, however these improvements have plateaued despite published care bundles
- Published national guidelines delineate recommended bundle elements for insertion and maintenance of central lines for all patients<sup>2</sup>, however NICU patients have specific and unique challenges that may not be addressed completely in published bundles. Additional safeguards and practices may need to be implemented to achieve zero HAI in the vulnerable NICU patient
- A bundled approach to central line care practices in the NICU is associated with reduced CLABSI rates; however, there are a variety of practices included within each of these published NICU bundles, making comparisons of each intervention and its effect on CLABSI prevention difficult<sup>3,4</sup>
- Although published studies do not identify one central line care bundled element as more effective than another, methods to reduce central line entry along with "closed" methods of line entry (via needleless connectors) have been a central component of the majority of published NICU quality improvement CLABSI prevention projects<sup>5</sup> and are a recommended practice in published national guidelines for CLABSI prevention (refer to CDC guidelines below)

#### **Recommended Guidelines and Algorithms**

CDC Recommendations for the Prevention and Control of Infections in Neonatal Intensive Care Unit Patients: Central Line-associated Blood Stream Infections

#### (February 2022)

- SHEA neonatal intensive care unit (NICU) white paper series: Practical approaches for the prevention of central line-associated blood stream infections (March 2022)
- Infusion Nurses Society
- Solutions for Patient Safety (SPS) Prevention Bundles
- 2022 NANN Guidelines on Peripherally Inserted Central Catheters (4th edition)

#### Guidance on Quality and Process Improvement

- Review unit performance using national measurement standards including standard infection ratio (SIR) which is a risk-adjusted metric generated by the CDC using NICU-specific surveillance data reported to the National Healthcare Safety Network (NHSN)
- Utilizing a multidisciplinary group of healthcare providers involved with insertion, maintenance, and care of central lines, review published national guidelines and perform a gap analysis to identify areas of central line practice that can be changed, streamlined, or improved
- Review and analyze available compliance audit data related to all facets of central line care such as insertion steps, accessing a central line for medication administration, dressing changes, and IV tubing changes. If not currently auditing, consider adding audits to identify lapses in practice. Audits of care practices also assist with the sustainability of CLABSI prevention efforts
- Standardize approach to care practices of all types of central lines in the NICU (umbilical, peripherally inserted, surgically placed) including securement, IV tubing configuration, medication administration, and blood sampling, to reduce variation
- CLABSI prevention is a continuous goal with care practices integrated and hardwired into all healthcare providers daily work, included in the onboarding of all new healthcare providers, and as part of yearly education efforts
- Although routine chlorhexidine (CHG) bathing is currently not recommended for all NICU patients with a central line, as safety concerns for systemic absorption have not been carefully evaluated, for select NICUs with CLABSI rates persistently above national thresholds, selected CHG bathing may be considered.<sup>6,32</sup> Detailed protocols should be developed, including a monitoring plan to track any local dermatitis or intolerance to CHG



#### Outcome, Balancing and Process Measures

- CLABSI rates
- Audit results
- Incidence of skin reactions to CHG, tracked by gestational age

#### POTENTIALLY BETTER PRACTICE

## Reaching Zero Hospital Acquired Bacteremia: Additional Interventions

### Background, Rationale, and Goals

# Promote the health of the gastrointestinal tract (GI) to reduce bacteremia acquired through bacterial translocation.<sup>8</sup> This includes:

- Adopting an exclusive human milk diet for all newborns in the NICU to reduce HAI.<sup>9</sup> Feeding preparation methods should follow established published national guidelines to reduce bacterial contamination during collection, storage and preparation.<sup>33</sup>
- The routine use of probiotics as a method to reduce late onset sepsis is currently not recommended <sup>34</sup>
- Although limited, published research identifies indwelling feeding tubes as a potential source of HAI through the development of a microbial biofilm along the feeding tube walls and end hole, creating potential gut microbiota disruption and colonization with drug resistant organisms.<sup>10-13</sup> Currently, there is a paucity of data in which to guide care of indwelling feeding tubes, including length of time in place and or flushing protocols that may reduce risk of HAI.
- Avoid use of an H2 blocker as they increase pH in the GI tract and may increase risk of bacterial translocation, late onset sepsis, and necrotizing enterocolitis (NEC).<sup>14-17</sup>

#### Implement families as partners for HAI prevention:

- Utilize families as active participants in HAI prevention practices, such as assisting with reminders for hand hygiene and counting the seconds of "scrub-the-hub" prior to line entry. Family participation has been included in CLABSI reduction bundles.<sup>3,18,19</sup>
- Partnering with families requires a culture shift within the NICU and must be carefully navigated to avoid undue stress for both families and healthcare providers <sup>20</sup>
- More research is needed on the impact of family empowerment and CLABSI reduction, especially as it relates to families with a preferred language other than English

## Focus on reducing the bioburden in the NICU environment to reduce HAI:

- Consider implementation of robust environmental cleaning protocols to reduce bioburden; common NICU high-touch surfaces may serve as reservoirs for pathogenic bacteria and cleaning significantly reduces the total microbial load.<sup>21,22</sup> Computer keyboards and common surfaces (e.g. work stations, carts) are examples of high-touch areas.
- Identify NICU "orphan" equipment (equipment that is used in the NICU but not sent to a centralized area for cleaning, such as opthalmascopes, point-of-care ultrasound, additional light sources, transilluminators) and implement standardized cleaning processes.
   Collaborate with all departments that may be involved with using and cleaning NICU-dedicated equipment to clearly delineate roles (i.e. who cleans which equipment).
- Consider use of fluorescent gel markers (markers are only visible with ultraviolet light) as a tool to assess efficacy of cleaning protocols, such as discharge room cleaning and initial on-shift high-touch wipe down.<sup>23,24</sup> Provide immediate feedback to staff and share cleaning audit results regularly.

#### NICU culture and processes:

- Identify infants at highest risk for HAI including infants exposed to broad-spectrum antibiotics, Total Parenteral Nutrition (TPN), those with a prolonged need for central line and invasive ventilator support, and prolonged NPO. Consider performing daily audits (e.g. central line care audits and environmental cleaning) on this select group of infants to prospectively identify practice breaks.
- Perform a root cause analysis for any positive blood culture, regardless of source (e.g. CLABSI, gut bacterial translocation, urinary tract infection) to identify potential lapses in practice and presence of modifiable and unmodifiable risk factors. Track the data for trends and patterns to inform future clinical practice changes, identify barriers to meeting expected clinical standards, and needed staff education.
- The quality of the NICU work environment (such as adequacy of nurse staffing, presence of support personnel, unit organization) has been linked to multiple improvements in NICU outcomes including reduced HAI, improved breastfeeding rates, and reduced intraventricular hemorrhage (IVH).<sup>25-29</sup> Missed nursing care (care that is omitted or significantly delayed due to high nurse workload) is associated with high nursing workload.<sup>30,31</sup> Evidenced-based standards for NICU staffing are lacking and more research is needed in this area. Although published studies vary in methodologies



used, outcomes measured, and study sites (international vs. USA), common themes are emerging that may guide NICU leadership on methods to improve the NICU work environment. These include conducting an assessment of quality of the NICU work environment (contextual factors), benchmarking with peer institutions using national measures (such as the SCORE Survey and the Magnet Recognition Program), and using data to advocate for needed resources.

#### **Recommended Guidelines and Algorithms**

- High-touch cleaning protocol (see Tools section)
- Family "script" for active participation in HAI prevention

#### **Outcome, Balancing and Process Measures**

- Hospital acquired bacteremia, CLABSI incidence
- Rates of human milk at discharge from the NICU
- Results of all clinical practice audits (such as central line tubing change, equipment cleaning)

## **Resources and Tools**

#### Tools

The following tools are included in this section:

- 1. Central Line Care Practice Audit Tool
- 2. Standardized Central Line Tubing Visual Aid
- 3. Securement/Dressing Visual Aid
- 4. Catheter Entry Observations Tool
- 5. Blood Culture Review Form
- 6. CLABSI Notification and Huddle Tool
- 7. Family CLABSI Education Tool
- 8. Environmental Cleanliness Flyer for Families
- 9. Environmental Cleanliness Flyer for Staff
- 10. Bedside Cleaning Routine Tool



## CENTRAL LINE CARE PRACTICE AUDIT AND MONITORING TOOL

	Central Line Care Monitoring Tool									
	Step	Done	Not Done	Comments						
	Performs hand hygiene									
	Gathers equipment									
	Checks TPN bag constituents against order for accuracy; checks constituents for safe									
	dosing per KG									
	Washes work surface with disinfectant wipe									
<u>e</u>	Opens packages maintaining sterility									
et-1	Performs hand hygiene									
S	Dons clean gloves									
	Connects necessary tubing in a clean manner avoiding contamination									
	Alcohol scrub the access site on IV bag, then spikes bag keeping end of tubing clean									
	Purges fluid through tubing keeping end of tubing sterile									
	Places tubing in isolette with end of tubing protected. Discards nonsterile gloves									
	Opens sterile gloves and drops alcohol wipe onto sterile glove packaging									
	Performs hand hygiene									
	Dons clean gloves									
	Places sterile 4x4 (or other sterile surface) underneath central line connection. Does not let IV tubing touch sterile surface									
	Vigorously scrubs old connection site with alcohol wipe for 30 seconds									
ection	Places IV tubing down on sterile 4X4 (or other sterile surface) to provide protection of connection site from bed linens									
Dune	Performs hand hygiene									
nt Cc	Dons sterile gloves and disconnects old tubing; uses alcohol wipe to vigorously scrub									
atie										
ä	Attaches new IV tubing to central line									
	Places tubing into IV pump									
lar sps	Begins infusion at ordered rate									
μĘ 3	Tubing labeled with "change date" sticker									











SOURCE: University of California, Irvine (UCI) Health



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	Central Line Tubing Change Steps
	Checks TPN bag constituents against order for accuracy; checks
	constituents for safe dosing per KG
	Scan IV bag using KBMA system
	Performs hand hygiene 💢
	Gathers equipment
	Washes work surface with disinfectant wipe
s	Opens packages maintaining sterility
et-u	Performs hand hygiene 🖌
q	Dons clean gloves
	Connects necessary tubing in a clean manner avoiding contamination
	Alcohol scrub the access site on IV bag, then spikes bag keeping end of tubing clean
	Purges fluid through tubing keeping end of tubing sterile
	Places tubing in isolette with end of tubing protected. Discards nonsterile gloves
Pa	Opens sterile gloves and drops alcohol wipe onto sterile glove packaging
tien	Performs hand hygiene 🙀
Co	Dons clean gloves
nnectio	Places sterile 4x4 (or other sterile surface) underneath central line connection. Does not let IV tubing touch sterile surface
ä	Vigorously scrubs old connection site with alcohol wipe for 30 seconds
	Places IV tubing down on sterile 4X4 (or other sterile surface) to provide protection of connection site from bed linens
	Performs hand hygiene 🙀
	Dons sterile gloves and disconnects old tubing; uses alcohol wipe to vigorously scrub connection site for 30 seconds. Allows to dry
	Attaches new IV tubing to central line
Fin	Places tubing into IV pump
a	Begins infusion at ordered rate and chart fluids in EMR
- I	Tubing labeled with "change date" sticker

SOURCE: UCSF Benioff Children's Hospital San Francisco

## cpacc

## CVC DRESSING QUICK GUIDE



CREATED BY: CLABSI Prevention Committee CONTACT: Lisa Tsang, VAST, your unit CNS or CVC champion DATE: 10/8/2020



## CATHETER ENTRY OBSERVATION TOOL

**SOURCE:** Doctor's Medical Center Modesto

#### **Catheter Entry Observations**

#### **Observer:**

Observation #	Reason for entry: B-blood draw	D-Dicou uraw M=med administration T=Tubing change	2	Line Type	P=PICC H=rumbilical	U=umbilical Performed hand hygiene Scrubbed port for <u>10 times</u> using friction <u>or alcohol</u> port protector in place		Allowed disinfectant to dry <u>unless alcohol</u> <u>port protector in</u> <u>place</u>		Entered port without contaminating it		Performed hand hygiene (applies only if provider leaves patient)		All criteria met						
1	В	м	т	PI	Ρ	U	Y	N	Y	N	NA	Y	N	NA	Y	Ν	Y	N	NA	Y
2	в	м	т	PI	Ρ	U	Y	N	Y	N	NA	Y	N	NA	Y	N	Y	N	NA	Y
3	в	м	т	Ы	Р	U	Y	N	Y	N	NA	Y	N	NA	Y	N	Y	N	NA	Y
4	в	м	Т	PI	Ρ	U	Y	Ν	Y	N	NA	Y	N	NA	Y	N	Y	N	NA	Y
5	в	м	Т	PI	Р	U	Y	N	Y	N	NA	Y	N	NA	Y	N	Y	N	NA	Y
6	в	м	т	PI	Р	U	Y	N	Y	N	NA	Y	N	NA	Y	N	Y	N	NA	Y
7	в	м	т	PI	Р	U	Y	N	Y	N	NA	Y	N	NA	Y	N	Y	N	NA	Y
8	в	м	т	PI	Р	U	Y	N	Y	N	NA	Y	N	NA	Y	N	Y	N	NA	Y
9	в	м	Т	PI	Ρ	U	Y	N	Y	N	NA	Y	N	NA	Y	N	Y	N	NA	Y
10	в	м	Т	PI	Ρ	U	Y	N	Y	N	NA	Y	N	NA	Y	N	Y	N	NA	Y
Totals													8							
Report Total Of Total Next 3 Columns As Observation Denominator>>>>				Re	eport As O	Total Nume bserv	This C erator vations	Colum Of s >>>>	n	Total										



## **BLOOD CULTURE REVIEW FORM**

SOURCE: University of California, Irvine (UCI) Health

#### **Positive Blood Culture Review**

DOB: / / Birth WT: \_\_\_\_\_ (gm) GA: \_\_\_\_/7\_wk &days/7 Date 1st + blood culture drawn: \_\_\_/\_/

Record below: Risk factors present at time blood c	ulture drawn & data about the positive blood culture
[Y/N] Compromised skin integrity [Y/N] Open body cavity [Y/N] Ostomy present [Y/N] Surgical site infection receiving Rx [Y/N] Other risk factors: (state)	[Y/N] NCPAP/Nasal cannula present [Y/N] Feeding tube present: [Y/N] Continuously indwelling; if so date last changed: _/_/ Enteral fluids:~ml/kg/d; Parenteral nutrition:~ml/kg/d during last full day prior to sepsis workup [Y/N] Major surgery within past week Specify most recent major op:
Catheter Information: Only relevant if line(s) present	(or discontinued) within 48 hours prior to first blood culture
<ul> <li>[] No deep line present</li> <li>[] PIV# days (if multiple sites, note only longest) Estimate # IV start attempts in last 72 hrs:</li> <li>[] UAC# days present prior to 1<sup>st</sup> blood culture</li> <li>[] UVC# days present prior to 1<sup>st</sup> blood culture</li> <li>[] PICC# days present prior to 1<sup>st</sup> blood culture</li> <li>Site:</li> <li>[] Other CENTRAL line# days present prior to 1<sup>st</sup> blood culture. Site:</li> <li>Estimate total # times all lines accessed during the last 72 hours (including all meds/blood draws/ tubing changes, etc)</li> <li>Last date tubing changed:/</li> <li>Last date dressing changed:/(applies only to umbilical &amp; central lines)</li> </ul>	[Y/N] Abnormal CL site appearance on day culture drawn         [Y/N] Line-related phlebitis         [Y/N] Compromised dressing         [Y/N] Vomiting onto line dressing         [Y/N] Stool/Urine onto line dressing         [Y/N] Line repaired/exchanged in past 48 hours         [Y/N] Line leaking events in past 48 hours         [Y/N] Care by temporary staff in past 48 hours         [Y/N] Care by non-NICU staff in past 48 hours         [Y/N] Staffing difficulties for the NICU over past 48 hours         [Y/N] Improper line set-up         [Y/N] Tubing/infusate NOT changed appropriately (method/time)         [Y/N] Any other unusual event: (specify):         [Y/N] Line discontinued ≤ 48 hrs prior to drawing blood culture
Infusates in Past 72 hours [ ] TPN [ ] Lipids [ ] Blo	ood products [ ] Steroids (3 x physiologic doses)
Additional comments	[] BSI – source unknown [] BSI – NEC [] BSI – VAP [] BSI – other source [] BSI – other source [] CLABSI suspected, but doesn't meet NHSN criteria [] CLABSI – pathogenic species [] CLABSI – cONS [] CLABSI – another common skin species other than CONS [] Contaminant
Findings from staff interviewed: [Y/N] Occlusion alarms [Y/N] Unexpected disconnections [Y/N] Leaking events: [Y/N] required exchange of tubing or connection [Y/N] Other:	
Comments and Lessons Learned:	

Adapted from 2008 CPQCC HAI Prevention Toolkit



## **CLABSI NOTIFICATION AND HUDDLE TOOL - PAGE 1**

**SOURCE:** UCSF Benioff Children's Hospital San Francisco



**BCH CLABSI Notification and Unit Huddle Notes** 

#### GOALS:

- a) To increase unit engagement including of front line staff in CLABSI reduction efforts
- b) To review possible CLABSI case and identify areas of improvement for CLABSI reduction

#### 1. Preliminary CLABSI Huddle Notification

Patient Name/MRN#	
Unit of Attribution	
Primary Service at time of event	
Secondary Service at time of event (if applicable)	
Date of admission	
Date of blood cultures	
Date of Initial Notification	
Date of Unit Huddle	
Attendees	

#### 2. Unit Huddle

OVERVIEW:		
Organism		
DTTP (positive, negative, not done)		

#### LINE INFORMATION:

Type of Line	
Location of Line	
When was the line placed? Dwell time?	
What was line used for?	
Was need for line discussed on daily rounds?	
What was discussed? (necessity, function, use, contamination)	
Was line removed as a result of infection?	
Does this patient need a CVC?	

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## **CLABSI NOTIFICATION AND HUDDLE TOOL - PAGE 2**

SOURCE: UCSF Benioff Children's Hospital San Francisco

Could it have been removed earlier?	
Any known line issues including function, patency/TPA, recent breaks, lines dislodgement, or contamination (stool, emesis, bodily substances)?	
Any known dressing/CVC site issues (integrity, timely changes, localized symptoms)?	
Were there opportunities to change formulation of medications or lab frequency to decrease access of the CVC?	
Are there opportunities to change formulation of medications or lab frequency to decrease access of the CVC now?	
Was line accessed within the last 3 days by non- unit staff?	
Any additional issues?	

#### HYGIENE/ENVIRONMENT:

Was patient receiving CHG bathing daily as per policy? Any contraindications?	
Was the patient receiving oral care per policy?	
Was the linen changed daily as per policy?	
Was the qshift environmental cleaning performed?	
Other?	

#### HOST:

Other host contributors to bacteremia?	
Immunosuppression, poor skin integrity, poor GI	
integrity, broad spectrum antibiotics, TPN, etc.	
Did the patient receive blood products in the 48	
hrs prior to the bacteremia?	
Other?	

#### OTHER:

Who will communicate with unit RNs? How will	
this information be communicated?	
Who will communicate with unit MDs? How will	
this information be communicated?	
Who will communicate with other important	
groups (consultants, procedural MD/RN, other?	

#### FAMILY DEBRIEF:

Draft 3 9/13/22



## **CLABSI NOTIFICATION AND HUDDLE TOOL - PAGE 3**

SOURCE: UCSF Benioff Children's Hospital San Francisco

Does the patient/family know about the bacteremia? Yes, no, do not know	
Is it appropriate to debrief about the CLABSI Huddle Discussion with them? Yes, no	
Will you debrief with the patient/family? Yes, no	

#### SUMMARY OF ACTION ITEMS:

Item	Owner

Draft 3 9/13/22



## FAMILY CLABSI EDUCATION TOOL

**SOURCE:** UCSF Benioff Children's Hospital San Francisco





## ENVIRONMENTAL CLEANLINESS FLYER FOR FAMILIES

**SOURCE:** UCSF Benioff Children's Hospital San Francisco



### A Message to Families from Families

# Maintaining a clean environment for your child!

Hospitality cleans patient rooms daily...but can't move your child and family's belongings to clean the surfaces and floor in your room.

## What can you do to help?

While Hospitality is cleaning your room...
 Consolidate personal items into bins, bags or a wagon.
 Store personal items in the drawers below the sleeper couch, tall cupboard and the locker cabinet.
 Return extra toys and craft supplies to the playroom.
 Remove items from surfaces while staff is cleaning.
 UCSF Benioff Children's Hospital wants to protect your child and a clean environment is key for preventing infections!

San Francisco

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## ENVIRONMENTAL CLEANLINESS FLYER FOR STAFF

**SOURCE:** UCSF Benioff Children's Hospital San Francisco



## Environmental Cleanliness

- A clean environment is important for preventing infections
- Daily room cleaning by Hospitality Services <u>excludes</u>:
  - Machines and cables attached to patients
  - Computer equipment
  - Moving patient/family belongings & medical equipment/supplies to clean the surfaces underneath
- <u>Every shift</u> use the hydrogen peroxide wipes to clean the following: (*it only takes about 4 minutesl*)
  - $\,\circ\,$  IV pumps and tubing
  - o Cardio-respiratory monitors and cables
  - Feeding pumps and tubing
  - o Computer keyboard, mouse, scanner, and surface
  - Crib rungs and side rails in an occupied bed/crib
  - Surfaces occupied with patient/family belongings & medical equipment/supplies
- Educate and encourage patients and families to consolidate items and take home items not being used











### **BEDSIDE CLEANING ROUTINE TOOL**

**SOURCE:** Doctor's Medical Center Modesto

	and the second second	No, NICU 1.04
DOCTORS	Document Owner: Director of Neonatal Services	
NICU Manual Protocol		Approved: 6/26/19 Page 1 of 1 Next Review Date: 6/26/20
TITLE:	NICU.1.04 NIC	🛛 Bedside Cleaning Routine
PURPOSE:	<ul> <li>fo outline the nursh</li> <li>for cleaning the neor</li> <li>the following:</li> <li>Cardiac Moniton</li> <li>IV pumps &amp; IV</li> <li>Medfusion pum</li> <li>Feeding pumps</li> <li>Bedside counte</li> <li>Bedside drawer</li> <li>Computer keyb</li> <li>Patient suction</li> <li>Stethoscope</li> <li>Mask and respirat</li> <li>Patient Respirat</li> <li>Any equipment</li> </ul>	a consistent practice nate's bedside. The patient's bedside is defined as poles poles ps r s oards/mouse ratory bag tory support equipment taken from one patient and used on another patient
PROCEDURE:		
1. The patie Saniwipe	nt bedside will be clea s) at the beginning of e	ned with hospital-approved germicidal wipes (i.e. every shift and as needed.
<ol> <li>Equipme each pati</li> </ol>	nt (i.e. swings, scales ent use and allow to d	) will be cleaned with germicidal wipes after ry per manufacturer's recommendation.
<ol><li>Place the</li></ol>	equipment in a clean	area.

- 4. Pulse oximeter probes will be cleansed with bleach wipes only.
- After the patient is discharged, perform a complete bedside cleaning including removal of linen from the patient drawer. Place the patients' dirty bed in the hallway, across from the charge nurse desk, to be cleaned by the environmental service staff.

 Initiated:
 8/10

 Reviewed:
 5/11, 2/19, 6/19

 Approved:
 NICU Medical Director; 9/ 10, 7 / 11, Neonatology 4/16/19, PEDS 4/16/19, IP&T

 5/16/19, Quality 5/28/19, MEC 5/31/19, BOG 6/26/19

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