## Improving prone positioning for severe ARDS during the COVID-19 pandemic: An implementation mapping approach

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### **Online Data Supplement**

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# Figure E1: Intersection of CFIR domains with broad themes of perceived determinants of evidence-based prone positioning utilization.

	CFIR Domain					
		Intervention Characteristics	Outer Setting	Inner Setting	Characteristics of the Individual	Process
	Knowledge					
ne	Resources					
The	Team Culture					
	Patient Factors					
	Alternative Therapies					

# Table E1: Consolidated framework for implementation research(CFIR) domains and constructs\*

Domain	Constructs
Description	
I - Intervention characteristics	Intervention source
	Evidence strength and quality
Characteristics of the evidence-based	Relative advantage
intervention that may influence how it	Adaptability
can or should be translated into	Trialability
practice	Complexity
	Design quality and packaging
	Cost
II - Outer setting	Patient needs and resources
	Cosmopolitanism
Factors in the broader environment	Peer pressure
that may impact implementation	External policies and incentives
III - Inner setting	Structural characteristics
	Networks and communications
Factors in or characteristics of the site	Culture
of implementation that are relevant to	Implementation climate
implementation	Tension for change
	Compatibility
	Relative priority
	Organizational incentives and rewards
	Goals and feedback
	Learning climate
	Readiness for implementation
	Leadership engagement
	Available resources
	Access to knowledge and information
IV - Characteristics of the Individual	Knowledge and beliefs about the intervention
	Self-efficacy
Characteristics of the individuals (e.g.,	Individual stage of change
clinicians) who directly administer the	Individual identification with organization
evidence-based intervention	Other personal attributes
V - Process	Planning
	Engaging
Factors in or characteristics of the	Opinion leaders
actual process of translating the	Formally appointed internal implementation leaders
intervention into practice that may	Champions
influence implementation	External change agents
	Executing
	Reflecting and evaluating

\* Adapted from www.cfirguide.org

## Table E2: Determinants of evidence-based utilization of prone positioning

Representative quotations for each theme are provided and summarized as main points.

Theme	Quotations	Main points
Knowledge	I think it was just a lack of knowledge on the part of the team that – how long do you prone someone, how often do you have to prone them, and is there a window in terms of is it too late to prone someone or where are the benefits of proning someone who has ARDS for seven days, eight days, ten days now and now there is a new team member or the new faculty who started rounding with the team and if they suggest that we should prone them now, is there a window after which you should not consider someone to be proned or not? ( <i>Critical Care Attending</i> )	Knowledge about patient eligibility criteria, timing, and procedure of prone positioning is sometimes lacking or erroneous. New staff need training in prone positioning.
	I think the evidence would suggest if you have severe ARDS it doesn't have to be a rescue maneuver and, in fact, you should probably be doing it sooner rather than waiting until it's sort of too late or the patient's really not doing well, and we just didn't do it very frequently. ( <i>ICU Director</i> )	Experienced staff can facilitate education.
	But the nurses are familiar with doing it. And if there's any questions, usually the charge nurse is able to answer them, or someone is able to explain what should be done next. And so it helps that they know what they're doing. ( <i>Hospitalist</i> )	
	And once the decision was made, I think the clinical nurse educator took the lead in training all the staff and the team members, the physician team, was made aware about the next few steps from the intensivist who has a lot of experience in these patients' care. So he educated the physician team how to manage and what to expect, the possible complications and how to troubleshoot those. So once that decision was made, it was just to execute it, and the nurses came on board, and the respiratory therapists facilitated it. ( <i>Critical Care Hospitalist</i> )	
Resources	basically we just knew that there was evidence for it, and we wanted to have it available here. And at that point – up to that point – first, the manpower was an issue. But then when that problem was resolved, we said that this is something that we want to do, and talked with the people who were in charge. And showed them the evidence, and they said they were in agreement with it. And we got several different protocols together, and kind of made it coalesce into something that worked for us best. And that's how it came about. ( <i>Medical Director</i> )	Adequate number of staff is needed to safely turn a patient. Staffing and expertise are often inadequate at night. Clinical protocols to delineate procedures and roles may be helpful.
	And in fact, I can think of a recent, actually, situation whereby the decision was to prone and we knew we were going to need a lot of resources to complete the physical act of proning the patient. And just to be honest, that particular day we had a lot of high-acuity patients So, we actually contacted our lift team. And they are willing to engage. ( <i>Bedside Nurse</i> ) I think if we had clear set guidelines and indications for it, that clinicians would feel more comfortable making that decision on their own and doing it almost like a traditional therapy, like starting heparin for an MI. ( <i>Nurse Practitioner, Acute Care</i> )	Opinions regarding the need for specific equipment to facilitate proning are mixed, Ready availability of support supplie (eye shields, support pillows, etc.) is necessary.
	some units will use a bed or some equipment to help them. Other than that, sometimes it's just a lot of people, and very carefully rotating the patient, protecting their airway and their lines. ( <i>ICU Nurse Manager</i> )	
	You need to have everything that you need equipment wise there – because they also have to put an eye shield over the patient, the foam pillows, and they've got to make sure everything underneath the patient is proper, because there's going to be a lot of pressure on that patient for hours. And it's just making sure everyone is ready and prepared before we do anything with the patient, and we discuss it – we do discuss what the plan of action is before we actually do it. ( <i>Respiratory Therapist</i> )	

## Table E2: Determinants of evidence-based utilization of prone positioning (continued)

Theme	Quotations	Main noints
Team culture	I think the culture or concern is that we are new to this and the more we do the	Staff inexperience can be a barrier
	better we will get at it. So I think the idea is that the intensivist will have to take the lead in guiding the rest of the team. So it all depends on the team leader. If they want someone to be in prone position, it will happen because the staff is trained and ready now. It will have to be a push from the intensivist now. ( <i>Critical Care</i>	ICU leadership and promotion of prone positioning can be a strong facilitator.
	<ul> <li>Hospitalist)</li> <li>they didn't do it as much when I first started here in the MICU as opposed to the SICU, and so it was definitely a culture of seeing that it has been successful in other patients so your willingness to move forward and do it again. (<i>Clinical Nurse Specialist</i>)</li> <li>I think like a lot of things, when you start bringing in something new, there's a culture change, so people have to almost prove that it works before we start doing it. So we, as a – they had to see that it was actually beneficial, and then they bought into it changed culture is a kind of hard thing to get people to buy into.</li> </ul>	Prior experiences, both positive and negative, can influence practice.
		Experienced staff should mentor, guide, and educate.
		Positive team dynamics is a facilitator.
		Decision is usually made during interdisciplinary rounds.
	(Respiratory Therapist) Definitely, because I think there is an inertia and there's a fear of harm associated with proning. Because as I mentioned that when we lost airway as we were proning the patient, there was significant concern from the entire team. And that one bad experience at the beginning of any initiative can cause a lot of resistance for further guiding that therapy. ( <i>Critical Care Attending</i> )	Respect and consideration of all opinions is important.
	So as long as it's interdisciplinary: the nurses, the respiratory therapists, the providers are all engaged in part of the decision, then it goes pretty well, because you do have to increase resources in order to do it. ( <i>ICU Nurse Manager</i> )	
	I mean, obviously, nurses are able to voice their opinions if they have any concerns. If they disagree, they're able to voice those concerns. The same with respiratory therapy if they're worried about something they're also able to voice their concerns, so it's kind of like the whole team. The provider are the ones that kind of make the overall decision, but it's with input from everybody on the team. ( <i>Bedside</i> <i>Nurse</i> )	
Patient factors	for our sick patients, I just try to do everything that we can. And to my understanding, basically proning is gold standard for our ARDS patients. And if they're that sick, then I will want to try everything possible to help them in whichever way that I can. So, if they're eligible, if they meet the criteria, if they're – if I've tried medical management – in regards to medications, I've tried those things and they're not working, the patient's getting sicker, then I – in those cases, I definitely have recommended it. ( <i>Hospitalist</i> )	Hemodynamic instability and large body habitus are barriers. Certain comorbidities are perceived to be contraindications. Concerns about inability to manage clinical deterioration while proned
	I think – I think it's because – as far as the why, I think it's because of our patients. A lot of our patients are pulmonary patients so they – we frequently see patients that are in ARDS. So because of that, it's going to be used more frequently. ( <i>Bedside Nurse</i> )	are a barrier. Proning may not be easily understood by families.
	I would say that in certain patients that might be hemodynamically unstable and wouldn't be able to tolerate the actual physical turn. We would avoid it if they had certain lines, drains, incisions, wounds. I think those types of things would prohibit you from being able to turn. ( <i>ICU Nurse Manager</i> )	
	Body mass index, I think, or BMI is one of the driving factor for that; that if we have a patient who is morbidly obese, there is initial reluctance I believe that it will be very challenging to prone them. ( <i>Critical Care Attending</i> )	
	Educating families, I think, is a challenge. We developed an educational brochure And that was helpful, because we didn't have anything to use for other families, but it was hard for them to understand why we would prone their loved one. ( <i>ICU Nurse Manager</i> )	

# Table E2: Determinants of evidence-based utilization of prone positioning (continued)

Theme	Quotations	Main points
AlternativeI understand the data and I understand that it's – it could work for this patient, buttherapiesone, I haven't tried all the traditional therapies yet. So let me try paralyzing him,		Some clinicians perceive prone positioning to be a last resort.
	making sure that he's adequately sedated and make sure that that's all in line before I even think about – and adding Flolan before I think about proning him. ( <i>Nurse Practitioner</i> )	Several alternative therapies require less effort.
	I think availability of ECMO team is I guess an easier pathAnd the ECMO team is very invested and is always proactive about the calls. If we call them for an	Hospital culture in one site prioritizes consideration of ECMO first.
<ul> <li>evaluation, they are heavily invested in the care of their patient then. So – and if they feel the patient is an appropriate candidate for ECMO then that – it comes to path rather than let's prone this patient first. So I think ECMO availability in-house is a big factor. (<i>Critical Care Attending</i>)</li> <li>One – some of the – our attendings, really, are just, this is what was demonstrated, we wanna begin the first 48 hours. And others, not so much. They really look at that more as a – they still treat is as a salvage maneuverAnd that has influenced some of the nursing perspective around the utilization, as well. Because it's obviously very different outcomes and you see a different response when you begin it early versus so late in the course. (<i>Bedside Nurse and Clinical Nurse Educator</i>)</li> </ul>	Uncertainty exists about which therapy to implement first.	
	There is a tendency to default to familiar interventions.	
	One – some of the – our attendings, really, are just, this is what was demonstrated, we wanna begin the first 48 hours. And others, not so much. They really look at that more as a – they still treat is as a salvage maneuverAnd that has influenced some of the nursing perspective around the utilization, as well. Because it's obviously very different outcomes and you see a different response when you begin it early versus so late in the course. (Bedside Nurse and Clinical Nurse Educator)	Attending physicians are variable in practice.

# Table E3: Implementation mapping matrix of program objectives, CFIR constructs, and ERIC strategies

After refinement of the objectives of a program to improve evidence-based utilization of prone positioning, we provided the ICU leader taskforce with strategies adapted from the ERIC framework, mapped to CFIR constructs for each theme. We consolidated similar and closely related strategies for simplicity in our presentation to the taskforce.

Program objectives	CFIR domains* and constructs	ERIC strategies
KNOWLEDGE		
Improve clinicians' knowledge about prone positioning –	I – Evidence Strength & Quality	Develop and distribute educational materials
existing evidence, patient eligibility, timing, process	I – Adaptability	
Provide training for new and inexperienced clinicians in prone positioning processes	III – Culture	Conduct educational outreach visits
Leverage experienced providers' expertise to provide education	IV – Knowledge & Beliefs about the Intervention IV – Self-efficacy	Conduct ongoing training
and leadership		Capture and share local knowledge
		Create a learning collaborative
		Inform local opinion leaders
		discussions
		Identify and prepare champions; recruit, designate and train for leadership
RESOURCES		
Ensure adequate numbers of staff members	I – Complexity	Identify early adopters
Ensure availability of staff with expertise/experience	III – Structural characteristics	Conduct ongoing training
Ensure availability of necessary supplies	III – Implementation climate	Create a learning collaborative
	III – Readiness for implementation V – Planning	Identify and prepare champions; recruit, designate and train for leadership
		Conduct cyclical tests of change
		Develop a formal implementation blueprint
		Develop and implement tools for quality monitoring
TEAM CULTURE		
Facilitate and improve interdisciplinary communication	I – Evidence Strength & Quality	Conduct local needs assessment –
Empower experienced staff to lead and educate	III – Networks & Communications	local consensus, readiness for change barriers and facilitators
Engage and educate ICU leadership	III – Culture	Engage local leaders
	III – Implementation Climate - Goals & Feedback	Identify and prepare champions;
	III – Implementation Climate – Learning Climate	leadership
	III – Readiness for implementation -	Create a learning collaborative
Leadership Engagement		Develop an implementation
	IV – Self-efficacy	conduct cyclical tests of change
	V – Engaging – Opinion leaders	Use experts as a resource –
	V – Engaging – Champions	shadowing, training, consultation
	V – Executing	Provide feedback, develop and examine quality monitoring plan
	V – Reflecting & Evaluating	

# Table E3: Implementation mapping matrix of program objectives, CFIR constructs, and ERIC strategies (continued)

Program objectives	CFIR domains* and constructs	ERIC strategies	
PATIENT FACTORS			
Educate providers on eligibility for (and contraindications to)	I – Complexity	Conduct local needs assessment – local consensus, readiness for change barriers and facilitators	
prone positioning.	I – Design Quality & Packaging		
Educate providers on addressing clinical deterioration during proning	II – Patient Needs & Resources III – Implementation Climate – Compatibility	Identify and prepare champions:	
Provide education to family members regarding prone		recruit, designate and train for leadership	
		Promote adaptability	
ALTERNATIVE THERAPIES			
Education on timing of prone positioning	I – Evidence Strength & Quality	Develop and distribute educational	
Education about evidence regarding alternative therapies	I – Relative Advantage	materials	
Standardize practices across providers	III – Culture	Conduct educational meetings	
Avoid improper use of prone positioning	III – Implementation Climate - Tension	Conduct ongoing training	
	for Change	Identify and prepare champions;	
	III – Implementation Climate - Compatibility	leadership	
	III – Implementation Climate - Relative Priority	Conduct local needs assessment – local consensus, readiness for change harriers and facilitators	
	IV – Knowledge & Beliefs about the Intervention	Develop clinical protocol or pathway	

\*CFIR domains: I, Intervention Characteristics; II, Outer Setting; III, Inner Setting; IV, Characteristics of the Individual; V, Process

Abbreviations: CFIR, Consolidated Framework for Implementation Research; ERIC, Expert Recommendations for Implementing change

### **INTERVIEW SCRIPT**

We are conducting interviews with up to 40 ICU clinicians to better understand practices for managing patients with acute respiratory distress syndrome, or ARDS, across the different ICUs of UPHS. We're specifically interested in understanding practices and beliefs regarding "prone positioning." We want your opinions because you are someone who cares for mechanically ventilated patients. This interview should last about 20-30 minutes.

We recently sent you an email explaining the research study, the funding body, how we will protect your privacy and confidentiality, your rights as a participant and who to call if you have concerns or complaints about the study. Please remember that your participation is completely voluntary, and you do not have to answer any questions that you don't want to. Lastly, today's interview will be recorded and professionally transcribed – with pseudonyms to replace your name and any other names that may come up—and the de-identified transcripts will be kept on a secure server here at Penn. Any research publications arising will report data in the aggregate. Did you have any questions? Can I have your verbal permission to turn on the tape recorder and start the interview?

[START RECORDING]

#### Part 1 – General understanding of prone positioning

[In this section, we are trying to understand if clinicians have accurate knowledge about the evidence for prone positioning – who is eligible, what are the contraindications, what it entails, what are the potential risks. I don't want it to feel too much like a quiz, though.]

To start, I'm interested in your understanding of what prone positioning is. This is not meant to be a quiz of any sort. I just want to make sure we're on the same page.

#### Can you tell me what prone positioning for ARDS is?

Probe questions if not discussed:

What types of patients should be proned? When might you avoid prone positioning? What is involved in proning a patient? What are the risks or downsides of proning?

#### Part 2 – Experience with prone positioning

[In this section, we want to understand whether the interviewee and their ICU has experience with prone positioning, and if so, what the general challenges are, specific to the patient and clinician. This may start to get at barriers and facilitators.]

#### Have you ever taken care of a patient who was proned?

If NO: Have you ever observed a patient in the ICU who was proned?

If NO to BOTH of the above questions:

What have you heard about proning? Do you have any concerns about proning?

#### If YES to EITHER of the above (if NO, then skip to the next section): Think back for a minute to a recent time that you took care of someone who was proned.

#### What were the things that facilitated proning the patients?

Probes:

Was there anything about the patient that made it easy? Was there anything about the clinicians taking care of the patient? Was there anything about the room or the ICU? Was there anything about the ICU culture or leadership? Anything else?

#### What were the challenges of proning, if any?

Probes:

Was there anything about the patient that made it hard to prone him or her? Was there anything about the clinicians taking care of the patient? Was there anything about the room or the ICU? Was there anything about the ICU culture or leadership? Anything else?

#### Did you have any concerns about proning that patient (or any patients)?

#### How did the patient's family feel about it?

Probes:

Were there any specific negative or positive reactions from the family? What were the family's concerns about proning? What were their hopes?

#### Have you ever thought about proning a patient but then didn't?

If YES: Why didn't you prone that patient? What factors prevented proning?

#### Part 3 – Decision-making about prone positioning

[In this section, I want to understand the factors that influence the decision-making around prone-positioning – who are the stakeholders, what are the patient, clinician, and ICU factors.]

We are trying to understand how the decision is actually made to prone a patient in your ICU. If you work in more than one ICU, pick one where you spend the most time to answer the following questions.

Again, thinking back to the last patient or last few patients you cared for who were proned, can you walk me through the process of how the decision to prone the patient was made?

Probes:

What prompted the discussion in the first place? Who were involved in deciding about proning? Does the nurse have a say? The respiratory therapist? Anyone else?

Who do you think ULTIMATELY decides whether a patient will be proned? *Probe:* 

*Is it the person who enters the orders? A supervising clinician who tells the one entering orders what to do? The respiratory therapist? The nurse?* 

Overall, how do you feel about the way decisions about prone positioning are determined in your unit?

Do you work in more than one ICU? If YES: Are there any differences in the process of deciding on proning?

Do you have any other comments on the culture around prone positioning in your ICU?

#### Part 4 – Barriers and facilitators to prone positioning

[In this section, we want to explore barriers and facilitators a bit more.]

Would you say you individually prescribe prone-positioning in eligible patients frequently, sometimes, rarely, or never?

#### Why do you think that is?

OR ask more specifically related to their response above: Why do you think you have adopted proning when some clinicians have not? OR Why do you think you do not use prone positioning very often or at all? Do you think there is enough evidence to support proning? Have you had or heard of a bad experience with proning?

#### Would you say your ICU uses prone-positioning in eligible patients frequently, sometimes, rarely, or never?

#### Why do you think that is?

OR ask more specifically related to their response above: Why do you think your ICU has adopted proning when many other ICUs have not? Why do you think your ICU does not use prone positioning very often or at all?

#### General probes:

Does the medical director or unit leadership have any role? Is there something about the culture of the ICU that facilitates or prevents proning? Do you think all physicians prescribe proning equally? If not, why do they differ? Do you think all disciplines in your unit (docs, RNs RTs) feel similarly about proning? Can you explain further?

Probes if response is "frequently or sometimes":

Are there ICU factors that facilitate proning patients? Like protocols, policies, equipment, or anything else you can think of?

Probes if response is "rarely" or "never":

Has your ICU or Hospital had any bad experiences with proning in the past? Is your ICU limited by not having certain equipment you feel is needed to prone pt's? Do you feel that proning interferes with routine care in some way? Are there other patient factors that may play a role?

#### Do you have any other thoughts about factors that promote or impair utilization of prone positioning in your ICU?

#### Do you personally have any other concerns about prone positioning?

#### [END RECORDING]

### PennMedicine Prone Positioning Educational Infographic



### Figure E2: ICU Dashboard with Prone Positioning Alert

The screenshot below illustrates an example patient as displayed on the ICU Board, a dashboard that displays up-to-date and concise patient information relevant to several processes of care. The dashboard includes alerts to promote evidence-based practices, such as low tidal volume ventilation for patients with acute respiratory distress syndrome (ARDS). The **yellow arrow** indicates the alert that was added to the dashboard to identify patients eligible for prone positioning, prompting clinicians using the dashboard to consider prescribing this evidence-based practice.

