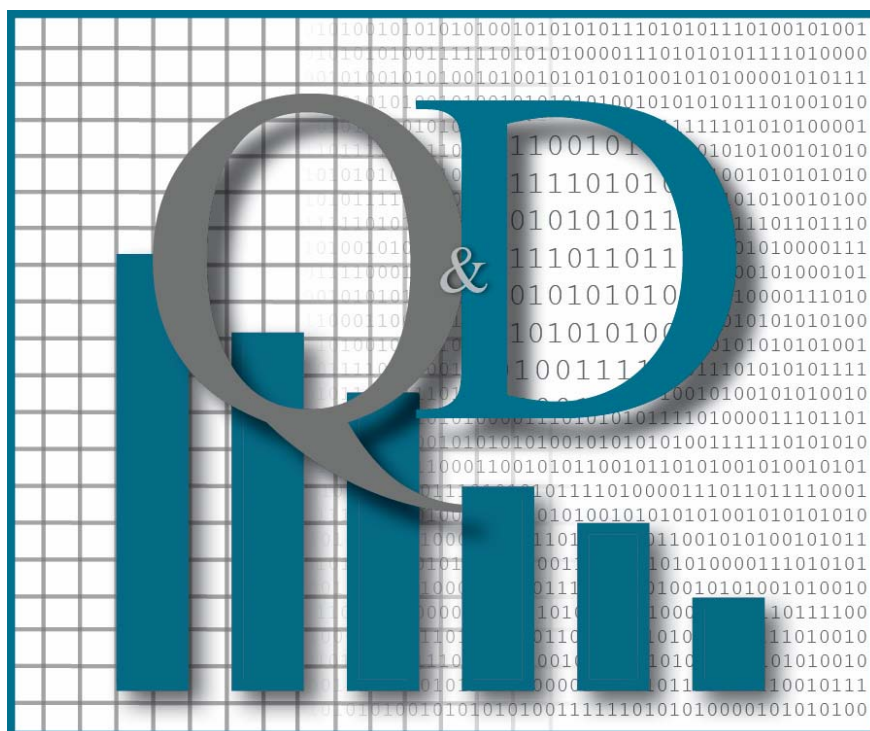




The West Virginia ALTO Project

Master Pre-Launch Checklist



A Product of the WVHA Quality Committee

February 2020 (5 months prior):

ALTO Project Leader

- Review the *2017 Colorado Opioid Safety Pilot Results Report*
- Read and understand *Colorado ACEP 2017 Prescribing & Treatment Guidelines*, focusing on the ALTO section
- Review the *Using Alternatives to Opioids (ALTOs) in Hospital Emergency Departments Pre-Launch Checklists*
- Work with executive team to clearly identify goals and expectations
- Present to hospital Board of Directors as requested
- Identify appropriate ALTO Project team members:
 - ED Medical Director
 - ED Nurse Director
 - Pharmacy Director
 - Quality Improvement Champion
 - Communications and Marketing Director
 - IT/Data Support

March 2020 (4 months prior):

ALTO Project Leader

- Work with team to identify scope of work and quality metrics based on executive team goals
- Set up performance improvement strategy with Quality Improvement Champion
 - o [Resource: Institute for Healthcare Improvement \(IHI\) Plan-Do-Study-Act \(PDSA\) model for change](#)
- If not already submitting data, review data capabilities with IT/Data Support
- Work with communications and marketing to develop internal and external communication plan

All

- Read and understand Colorado ACEP 2017 *Prescribing & Treatment Guidelines*, focusing on the ALTO section

ED Medical Director

- Work with other team members to coordinate roles and responsibilities
- Present implementation plan at Medical Executive Committee
- Develop ED clinician implementation plan
- Begin communication with the ED clinicians and building support for the ALTO Project

ED Provider

- Research, ask questions, discuss concerns
- Identify potential barriers to implementing the ALTO initiative and discuss with ED Medical Director

ED Nurse Director

- Work with ED medical director to develop implementation plan
- Begin communication with the ED staff and building support for the ALTO Project

ED Nurse

- Research, ask questions, discuss concerns
- Identify potential barriers to implementing the ALTO initiative and discuss with ED Nurse Director

Pharmacy Director

- Facilitate product acquisition and availability to nursing staff – goal is to stock all medications in the order set in ED automated dispensing machines to facilitate quick delivery
 - Any medication that cannot be stocked in automated dispensing machines (i.e., must be made in IV room, lidocaine gtts) – treat as STAT orders and make and take immediately to ED
- Work with ED director, anesthesia, P&T committee, nursing, regulatory and all other key stakeholders to facilitate appropriate administration of medications
 - High risk medication administration policy should reflect that low-dose ketamine bolus/drips and IV lidocaine at the appropriate dose can be transferred to a non-ICU area
 - Procedural sedation policy should reflect dosing cutoffs for when ketamine administration requires a “timeout”

Quality Improvement Champion

- Work with project leader to understand organization goals for ALTO work and align with ongoing quality improvement work
- Identify model of improvement for integration of ALTO change initiative and set up performance improvement work, quality metrics design and tracking
- Identify and begin collection of baseline data
- Work with ALTO team members to ensure all high-risk medication policies meet regulatory compliance

Communications and Marketing Director

- Identify key stakeholders, message and key take-aways
- Develop internal, external and community communication plan

IT/Data Support

- Begin work on creating ALTO order set
- Work with project leader and quality champion to understand the scope of project and specific role and responsibilities
- Identify data report writing point contact (if person other than IT/Data Support)
- If not already submitting data, review data capabilities with ALTO Project Leader

April 2020 (3 months prior):

ALTO Project Leader

- Follow up with team action items as outlined below:
 - Ensure internal communication plan is launched
 - Progress toward goal report to executive team

ED Medical Director

- Review high-risk policies to ensure medications such as Ketamine and IV drip lidocaine can be given for pain in the ED; have policies approved one month prior to launch
- Assist in developing communication plan
- Cover specific education on trigger point injections/IV nerve blocks
- Work with the medical staff office to develop a strategy for house-wide and clinic provider education

ED Provider

- Attend in-person provider education
- Utilize online provider education resources
- Assist with communication and provider training as needed
- Talk with ED nursing staff to develop team processes and appropriate patient/family communication strategies

ED Nurse Director

- Work with ED providers and pharmacy and therapeutics committee (P&T) to change high-risk policies to meet the recommended ACEP ALTO guidelines
- Design nurse education and develop schedules (nurse training materials are available)
- Develop float pool nurse education process to ensure sustainment of ALTO guidelines with float pool or traveling nurses

ED Nurse

- Attend in-person nursing education
- Utilize online nurse education resources
- Assist with communication and nurse training
- Talk with ED providers to develop team processes and appropriate patient/family communication strategies

Pharmacy Director

- Collaborate with organization and/or system IT/Data Support to create order entries in the computerized physician order entry (CPOE) that will facilitate easy ordering of medications. This means clearly labeled individual order entries vs. creating an order set.

Quality Improvement Champion

- Train in performance improvement tools and techniques as needed
 - [Resource: IHI's Virtual Training – On Demand: An Introduction to the Model for Improvement](#)

Communications and Marketing Director

- Develop consistent messaging for clinical, non-clinical and community
- Develop key talking point fact sheets for distribution to managers, directors and staff
- Identify how to communicate with the community, patients and families

IT/Data Support

- Complete first draft ED ALTO order set
- If not already submitted, submit administration and count data to WVHA

May 2020 (2 months prior):

ALTO Project Leader

- Ongoing performance improvement readiness
- Ensure all team members are trained, ready for launch and there have been no key turnover issues for the team

ED Medical Director

- Continue ALTO education, communication, and support
- Review baseline data
- Check order set progress
- Develop orientation and education process for locum tenens ED providers

ED Provider

- Work with ED medical director as directed to assist in provider communication
- Assist with developing locum tenens provider education process

ED Nurse Director

- Educate ED nursing staff on ALTO medications:
 - Administration
 - Side effects
- Review baseline data
- Listen to challenges and remove barriers
- Review and coach staff on patient satisfaction and communication skills
- Begin purposeful leadership rounds outside ED to educate hospital staff on intent of ED changes; work with unit directors and managers

ED Nurse

- Work with ED nursing director to assist in nurse and patient/family communication
- Assist with developing float pool/traveler education process

Pharmacy Director

- Secure medication approval and stock medications for use in the ED for the following medications:
 - Ketamine pain dose IV and drip – IV push may require less concentrated product (50mg/5 ml prefilled syringes)
 - Lidocaine IV and patches
 - Haldol
 - Toradol
 - Capsaicin topical
 - Gabapentin
- Update smart pump medication libraries to reflect offered medication therapies including standard drip concentration dosages and maximum dose limits
- Educate pharmacy staff on ALTO therapies

Quality Improvement Champion

- Continue launch prep
- Work with IT/Data Support to identify how quality metrics will be collected

Communications and Marketing Director

- Continue consistent and positive messages for all associates

IT/Data Support

- Obtain final approval for the ED ALTO order set
- Review baseline data and ensure all data collection fields populate correctly (e.g., dates, medications, doses, dosing units, etc.)

June 2020 (1 month prior):

ALTO Project Leader

- Ensure all necessary supplies and equipment are ready and available
- Work with organization and/or system IT/Data Support to finalize any changes to reports
- Ensure all training is complete

ED Medical Director

- Review and finalize ED high risk medication policies
- Ongoing provider training
 - Consider talking with colleagues outside the ED to check for understanding about ED-based ALTO work
- Test ALTO process; test locum tenens process

ED Provider

- Test process, tools, order sets – ensure all necessary supplies and equipment are ready and available

ED Nurse Director

- Test process, tools, order sets, patient rounding
- Review communication plan to ensure internal clinical and non-clinical staff have been educated on ED ALTO initiative
- Consider making leadership rounds outside the ED to check for house-wide understanding of ED ALTO initiative
- Ensure all necessary supplies and equipment are ready and available
- Collaborate with providers to ensure consistent messaging to patients and families

ED Nurse

- Test process, tools, order sets – ensure all necessary supplies and equipment are ready and available

Pharmacy Director

- Test process, tools and order sets
- Ensure all necessary supplies and equipment are ready and available
- Work with organization and/or system IT champion and data champion to test reports

Quality Improvement Champion

- Hold quality improvement pre-launch meeting
- Ensure all process and quality improvement tools are ready for launch
- Utilize quality improvement huddles

IT/Data Support

- Work with IT, ED Nurse Director, and ED Medical Director to finalize any changes to reports
- Attend data software report training session if applicable

June 2020 (2 weeks prior):

Pharmacy Director

- Ensure smart pumps are updated and working
- Ensure nurse education is complete
- Ensure provider questions are answered
- Ensure stocking is complete

Quality Improvement Champion

- Begin huddles
- Ensure metrics and dashboards are ready
- Double check data collection and reports

Communications and Marketing Director

- Intentional leadership rounding – all units, all floors – do people know about the initiative? What do they know?
- Create a “Top 10 Most Commonly Asked Questions Discovered on Rounding”

June 2020 (1 week prior):

ALTO Project Leader

- Hold final planning meeting
- Check for and remove remaining barriers
- Attend final quality improvement readiness meetings

ALL

- Attend final planning meeting
- Check for and remove remaining barriers
- Attend final quality improvement readiness meetings

Quality Improvement Champion

- Host final quality improvement readiness meetings