Orientation to the Trauma Program Manager Role
in the Washington State Trauma System
Workshop Outline

1. Role Function of Trauma Program Manager

A. Entry into Role

B. Titles

    i. Trauma Nurse/Service Coordinator

    ii. Trauma Program Manager

    iii. Trauma Service Director

C. Minimum Qualifications in Washington State Administrative Code (WAC)

    i. RN

    ii. Special Competence in Care of the Injured

    iii. Education

D. Direct Report to Whom

    i. Unit Supervisor

    ii. Mid-Level Manager

    iii. Executive Level

    iv. Trauma Medical Director

E. Minimum Responsibilities in Washington State

    i. Maintenance of DOH Trauma Standards

    ii. Trauma Designation Application

    iii. Site Review Preparation Levels I-III

    iv. Final Report Requirements

    v. Quality Improvement

    vi. Clinical

    vii. Staff Education

viii. Injury Prevention Education in Levels I-II-III

ix. Registry Oversight

F. Article: Griffith, PM. The Trauma Program Manager Role: A Current Examination.

Functions: Administration, Clinical, Registry Oversight, QI, Education, Injury Prevention, Consultation/Liaison, System Development, Application/Site Review Management, Research

G. Article: Roling, J. Trauma Coordinator Top 10: What I Wish I Had Known

H. Resources

i. Course: American Trauma Society. Trauma Coordinator Core Course - www.amtrauma.org/courses/education_tcc.html

ii. TPM Handbook, ATS, STN, trauma websites, DOH, other TPM's

iii. ACS Committee on Trauma: Resources for Optimal Care of the Injured Patient 2006 -

https://web2.facs.org/timssnet464/acspub/frontpage.cfm?product_class=trauma

iv. Education: NFTC Trauma Designation Course - www.traumafoundation.org/public/education.php

v. State TPM Organizations

vi. Other TPM's

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2. Quality Improvement/Performance Improvement

A. Most Interesting, Most Complicated, Time Intensive

B. Facility, Regional, System Quality

C. Essential Components

i. Trauma QI Plan

- Approved Yearly by Multidisciplinary Trauma QI Committee

- Article: Hollingsworth-Fridlund, P. et al. A Trauma Performance Improvement Plan Template

ii. Registry – Basis of QI Data

iii. WAC Requirements

iv. Multidisciplinary Trauma QI Committee

- Authority

- Willingness to Review and Change

- Membership (Include Administration)

- Levels of Review

- Communication Pathways and Feedback

v. Structure, Process, Outcomes

- Form Examples

- Audit Filters (Indicators) Examples

  - Appropriateness of Trauma Team Activation (Required Filter)

  - Physician Arrival Time

  - Chart Documentation

  - ATLS Standards Used

  - ED Length of Stay

  - Appropriateness of Transfers Out, Transfers In

  - Protocol Compliance (e.g., spine clearance, backboard dwell time, DVT prophylaxis, anticoagulant reversal, tetanus prophylaxis, pain management, brief intervention, CPS notification)

  - Timeliness of Interventions

  - Delayed Diagnosis

  - Missed Injuries

  - Complications

  - Deaths

- Other Issues

D. Article: Rotert, M. Using and Analyzing Data for Your Trauma Designation (in WA TPM Handbook)

E. Dashboard Report Example (in WA TPM Handbook)

F. Steps

i. Identification of Issues, Assessment

    ii. Action <u>Planning</u> and <u>Implementation</u>

    iii. <u>Evaluation</u> Measurement

    iv. Documentation of <u>Loop Closure</u> at the Committee Level

G. Referral of Issues to Other Committees, Responses Back

H. Ongoing Monitoring, Retirement of Filters

I. Level III-IV-V Facilities: Low Volume Strategies

    i. 100% Chart Review

    ii. Outside Consultant Review

J. Resources

    i. American College of Surgeon Committee on Trauma: Trauma PI Handbook - www.facs.org/trauma/publications/manual.pdf

    ii. Article: Eastes, L. Quality Management Survival Strategies for the Trauma Coordinator. JEN (2000) 26:1. pages 82-84.

    iii. Course: Society of Trauma Nurses. Trauma Outcomes & Performance Improvement Course (TOPIC) - www.traumanurses.org/education

    iv. Courses: National Foundation for Trauma Care -

- Managing a Trauma Program using LEAN

- Getting to Closure

- Emphasis on Excellence

- www.traumafoundation.org/public/education.php

3. Trauma Finance

A. Washington State Trauma Care Fund - www.doh.wa.gov/hsqa/emstrauma/TRFund/trfund.htm#DOH_Trauma_Grants_-_Hospitals.

    i. Source and Amount of Revenue

    ii. Grants Process, Contracts

    iii. Article: WA Trauma Care Fund (in TPM Handbook)

    iv. Available Grants

- Trauma Participation Grants
  - Tracking
  - Reporting to DOH in Trauma Application
  - Appropriate Uses
- Trauma Care Grants
  - Tracking
  - Appropriate Use

v. Washington Trauma System Cost Study - www.washingtontraumacarestudy.com/

vi. Medicaid (DSHS) Enhanced Trauma Reimbursements, Eligibility, Process

vii. Hospital Payment Tracking - http://fortress.wa.gov/dshs/maa/HospitalPymt/

viii. Resources at DOH

- Trauma Fund Manager
- www.doh.wa.gov/hsqa/emstrauma/TRFund/trfund.htm#DOH_Trauma_Grants_-_Hospitals._

B. Establishing a Trauma Service Cost Center

i. Financial Structure of Organization

ii. Assessment of Need

iii. Advantages, Disadvantages

iv. Resources: Administration, CFO, TMD, Trauma Committee

C. Justification for Budget Resources

i. Course: Society of Trauma Nurses Business Aspects (intermittent)

- www.traumanurses.org/education

ii. Courses: National Foundation for Trauma Care (NFTC)

- www.traumafoundation.org/public/education.php
- Trauma Finance
- Managing a Trauma Program using LEAN
- Making the Most of Your Trauma Data

D. Billing for Trauma Team Activations

   i. Using UB 92 Charge Code For Trauma Programs

- Resource: National Uniform Billing Committee. National Uniform Billing Data Element Specifications (UB-92). American Hospital Assoc., Chicago. (2002), pg. 34.

   ii. Working with Patient Financial Services to Establish Charges

   iii. Course: National Foundation for Trauma Care. Trauma Physician Billing Course - www.traumafoundation.org/public/

   iv. Resource: Trauma Billing Codes Update. American Association for the Surgery of Trauma http://www.aast.org/Membership/dynamic.aspx?id=1350

   v. Resource: North Region EMS/Trauma Council - http://www.northregionems.com/trauma/UB92.htm

   vi. Minnesota Statewide Trauma System - http://www.health.state.mn.us/traumasystem/hospresources/billingcode/nftcfaq.html

   vii. Consultants

- National Foundation for Trauma Care

- Abaris Group

- Bishop & Associates

- Many Others

E. Trauma Service Budgets

   i. Trauma Committee Involvement

   ii. Setting Priorities

   iii. Justifications

   iv. FTE Needs

- Resource: American College of Surgeons Committee on Trauma. Resources for Optimal Care of the Injured Patient 2006, 1999.

- Article: Potter, CJ. Trauma Center Survival

- Article: Griffith, PM. The Trauma Program Manager Role: A Current Examination.

- Article: Auerbach, S. Trauma Registrar Training: Integrating Registry Functions into the Trauma Program

- Article: Alliance of Ohio Trauma Registrars. Workload and Salary Survey

4. Trauma Professional Education - Providers

A. Minimum Requirements: ACLS, TNCC, ATLS, Critical Care, PALS, ENPC, PER

  i. Currency vs. One-time Only in WAC

B. Physician, Nursing, Ancillary Staff - Dependent on Clinical Area

C. Courses: American College of Surgeons Committee on Trauma

  i. Advanced Trauma Life Support Course - www.facs.org/trauma/atls/index.html

  ii. Rural Trauma Team Development Course - www.facs.org/trauma/rttdc/index.html

  iii. Trauma Continuing Education - www.facs.org/trauma/cme/traumtgs.html

D. Trauma Conferences-Local, State, National, International

5. Trauma Professional Education – Leadership

A. Courses: American Trauma Society

  i. Trauma Coordinator Core Course - www.amtrauma.org/courses/education_tcc.html

  ii. Trauma Registry Course - www.amtrauma.org/courses/courses.html

  iii. Certification for Trauma Registrars - www.amtrauma.org/courses/exam_cert.html

B. Course: Association for the Advancement of Automotive Medicine

  i. Abbreviated Injury Scale 2005 (Injury Coding). www.carcrash.org/

C. Course: Society of Trauma Nurses

  i. Trauma Outcomes & Performance Improvement Course (TOPIC) - www.traumanurses.org/education

D. Courses: National Foundation for Trauma Care

  i. www.traumafoundation.org/public/education.php

    ii. Trauma Medical Director Course

    iii. Trauma Site Surveyor Course

    iv. Creating a Trauma Education Program

6. Marketing

A. Internal Marketing

    i. Within Facility

    ii. Staff, Physicians, Departments

    iii. Board

    iv. CEO, CFO, CNO, Marketing Staff

    v. Your Supervisor

    vi. Trauma Committee

    vii. Be Able to Answer, "What Do You Do?"

    viii. Reports Using Data: Yearly, Quarterly Newsletters, Posters, Bulletin Boards

B. External Marketing

    i. Trauma Program's Value to Community

    ii. Community Education

    iii. Injury Prevention Public Education

    iv. EMS Community

    v. Media

    vi. Safety Days, Health Fairs

    vii. Trauma System Development, Committee Work, Membership

    viii. Trauma Program Manager Groups, Regional-State-National

    ix. Professional Organizations

    x. Serving as a Site Reviewer

    xi. Research

C. Resources

    i. National Foundation for Trauma Care

    ii. Abaris Group

    iii. Many Others

7. Washington State Trauma Facility Standards

A. Statute - http://www.doh.wa.gov/hsqa/emstrauma/rcwindex.htm

B. Rules (WAC) - http://www.doh.wa.gov/hsqa/emstrauma/wacindex.htm

C. Designation Process

    i. **Trauma Acute General, Pediatric, Rehabilitation**

- Schedule - http://www.doh.wa.gov/hsqa/emstrauma/download/desigappsched.pdf

- Application - http://www.doh.wa.gov/hsqa/emstrauma/download/samptraumaapp.pdf

- Site Reviews for Acute Levels I – II – III – Urban IV http://www.doh.wa.gov/hsqa/emstrauma/traumadesig.htm#Site_Review_

- Final Report

D. Trauma Education Requirements

    i. Resource: Trauma Education Requirements (in TPM Handbook)

    ii. Level of Designation

    iii. Staff Specialty

    iv. Resources

- Emergency Nurses Association

- American College of Surgeons

- American Heart Association

- Internet

- Journal Articles

- ATLS, ACLS, PALS, ENPC, TNCC, CATN, Board-Certification

E. Currency vs. One-Time

F. Resources

    i. DOH Trauma Designation Administrator

    ii. DOH Trauma Clinical Consultant

G. Clinical Guideline Development and Use

    i. www.doh.wa.gov/hsqa/emstrauma/traumaguidelines.htm

    ii. Eastern Association for the Surgery of Trauma - http://www.east.org/portal/

    iii. National Guideline Clearinghouse - http://www.guideline.gov/

    iv. Brain Trauma Foundation - www.braintrauma.org

    v. Many Others

H. Trauma Team Activation

    i. Criteria Guideline
    http://www.doh.wa.gov/hsqa/emstrauma/download/TraumaTeamAcviation.pdf

    ii. Article: Developing Trauma Team Activation Criteria (In TPM Handbook)

I. Injury Prevention Public Education in Levels I-III

    i. Resources:

       ▪ DOH Injury Prevention -
       www.doh.wa.gov/hsqa/emstrauma/injury/default.htm

       ▪ Regional EMS and Trauma Councils

       ▪ ATS - www.amtrauma.org

       ▪ ENA - www.ena.org/

       ▪ ACS Committee on Trauma - www.facs.org/trauma/injmenu.html

       ▪ DOH - www.doh.wa.gov/hsqa/emstrauma/tsdpg1.htm

       ▪ NFTC Course - Fulfilling Your Injury Prevention/Outreach Mission Course
         www.traumafoundation.org/public/education.php

       ▪ EMS for Children - http://bolivia.hrsa.gov/emsc/

       ▪ Center for Disease Control: http://www.cdc.gov/

       ▪ Community Partners

ii. Many Others

8. Trauma Registry Management

A. Requirements

i. Collector, Trauma Registry Software Provided by DOH

ii. Data Submission Schedule - www.doh.wa.gov/hsqa/emstrauma/traumareg.htm

iii. Inclusion Criteria - www.doh.wa.gov/hsqa/emstrauma/download/inclusion_criteria.pdf

iv. Minimum Data - www.doh.wa.gov/hsqa/emstrauma/download/hospabstract1.pdf

v. Data Dictionary - www.doh.wa.gov/hsqa/emstrauma/download/hospitaldictionary.pdf

B. Trauma Bands - Who, Why, Where - www.doh.wa.gov/hsqa/emstrauma/order.htm

C. Article: Auerbach, S. Trauma Registrar Training: Integrating Registry Functions into the Trauma Program

D. Location of Facility Computers with Collector

E. Levels of Administrative Rights, Assign, Document Passwords

F. Frequency of Routine, Complete Back-Up of all Collector Data (Networked?)

G. Currency of Submission

H. Coding

i. Hand Coding Using AISDictionary - www.carcrash.org/injuryscaling.html

ii. Collector Tri-Code and ICD9

iii. Course: Association for the Advancement of Automotive Medicine - Injury Scaling Course: Abbreviated Injury Scale 2005 www.carcrash.org/injuryscaling.html

I. Confidentiality, Security, Encryption

J. Validity Checks

K. Query and Report Writing Skill Acquisition

L. Method of Abstracting

i. **Paper**

ii. **Abstract Form**
http://www.doh.wa.gov/hsqa/emstrauma/download/hospabstract1.pdf

iii. **Direct to Computer**

M. Method of Submission

 i. **Mailed Disk**

 ii. **Emailed (Preferred)**

 iii. **Web-based (Future)**

N. Data Quality and Completeness

 i. Collector Data Checks

 ii. Internal Validation Audits

O. Resources

 i. DOH Collector Classes

 ii. On-site Training

 iii. Digital Innovations Annual Users Conference

 iv. DOH Staff

 v. Other Trauma Registrars

 vi. Trauma Registry Listserv on Yahoo
http://oai.dtic.mil/oai/oai?verb=getRecord&metadataPrefix=html&identifier=ADA444094

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9. History of Washington Trauma System

A. Authorizing Statute 1990, Revised Code of Washington
www.doh.wa.gov/hsqa/emstrauma/rcwindex.htm

B. First Facility Designated 1993

C. Inclusive System

D. Levels I-V (Acute), Levels I-III (Acute Ped), Levels I-III (Rehab), Level I (Ped Rehab)

E. Office of EMS and Trauma System Website - www.doh.wa.gov/hsqa/emstrauma/

10. Washington Administrative Code 246-976, EMS & Trauma – Facility Standards

    A. Minimum Trauma Standards - www.doh.wa.gov/hsqa/emstrauma/wacindex.htm

    B. Process of Review and Change

    C. Based on American College of Surgeons Committee on Trauma: Resources for Optimal Care of the Injured Patient 2006, 1999 https://web2.facs.org/timssnet464/acspub/frontpage.cfm?product_class=trauma

11. System Development

    A. Regional

        i. Eight EMS/Trauma Care Regions in WA

        ii. Regional Councils

            ▪ Membership

            ▪ Appointment

            ▪ Meetings

        iii. Regional Trauma QI

            ▪ Membership

            ▪ Participation

            ▪ Meetings

    B. State Organizational Structure of the EMS and Trauma System

        i. **Governor's Steering Committee for EMS and Trauma-Overall Advisory Group**

            ▪ **Subcommittees-Technical Advisory Committees (TAC's):**

                • Hospital TAC

                • Pediatric TAC

                • Rehab TAC

                • Trauma Medical Director TAC

                • Cost/Reimbursement TAC

                • Outcomes TAC

- Injury Prevention TAC

- Trauma Nurse + Trauma Registrar Network

   ii. Meeting Schedules - www.doh.wa.gov/hsqa/emstrauma/announ2.htm

  iii. Regional Trauma QI Councils - www.doh.wa.gov/hsqa/emstrauma/

- Clinical, Outcome, System Issue Responsibilities

- Membership

- Governance

  iv. Regional EMS & Trauma Council - www.doh.wa.gov/hsqa/emstrauma/

- Policy, Structure, Process

- Membership

- Governance

- Responsibilities

  - Min-Max Numbers - www.doh.wa.gov/hsqa/emstrauma/download/tsdmin-max.pdf

  - Regional Trauma Plan

   v. Washington State Designated Trauma Services

- Map - www.doh.wa.gov/hsqa/emstrauma/download/desigmap.pdf

- List - www.doh.wa.gov/hsqa/emstrauma/download/designation_list.pdf

- Directory - www.doh.wa.gov/hsqa/emstrauma/download/atcf_directory.pdf

- Trauma Facility and Leaders Database-Plea to Keep Information Current

  vi. List of EMS Agencies - www.doh.wa.gov/hsqa/emstrauma/download/emslic.pdf

  vii. Article: Noll, BJ. Washington's EMS & Trauma Care System

C. Federal

   i. National EMS and Trauma Office (currently closed pending funding)

   ii. EMS for Children

  iii. Center for Disease Control

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American Heart Association. http://www.onlineaha.org/

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American Trauma Society. Trauma Registrar Courses. www.amtrauma.org/courses/courses.html

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http://www.health.state.mn.us/traumasystem/hospresources/billingcode/index.html

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http://oai.dtic.mil/oai/oai?verb=getRecord&metadataPrefix=html&identifier=ADA444094