



Strategic Plan
2018-2020

Table of Contents

Introduction.....	3
Overview of the Planning Process.....	3
Mission Statement.....	4
Vision Statement.....	4
Values Statement.....	4
Value Proposition.....	4
Strategic Conclusions.....	5
Strategic Imperatives, Goals, and Objectives.....	5

Introduction

The Pennsylvania Trauma Systems Foundation (PTSF) is the accrediting body for trauma centers throughout the Commonwealth of Pennsylvania. PTSF was created by the combined efforts of the Pennsylvania Medical Society and The Hospital & Healthsystem Association of Pennsylvania along with the Pennsylvania State Nurses Association, the Pennsylvania Emergency Health Services Council and the Pennsylvania Department of Health. The Commonwealth of Pennsylvania first recognized PTSF in December 1984 when Act 209 was signed into law by Governor Thornburgh. Act 209 expired in June 1985 and a comprehensive Emergency Medical Service Act (Act 45) was signed into law in July 1985 again recognizing the PTSF as the accrediting body for the trauma centers in Pennsylvania.

A strategic plan was completed and adopted by the PTSF Board of Directors in December of 2014. Following a successful implementation of many of the objectives, the next iteration of the strategic plan was discussed in the Fall of 2017. To assist with the creation of the plan, staff leadership engaged CTY Consulting Group, LLC to facilitate the process. This document is the result of the efforts of the Board of Directors and staff leadership.

Overview of the Planning Process

The planning process began with a mini-retreat of staff leadership. The status of the prior strategic plan, current strategic issues and the logistics behind conducting a survey was discussed.

Two surveys were created and distributed electronically. One survey was geared towards Administrators with responsibility for Trauma programs. Recipients included members of the PTSF Board, trauma program administrators, trauma program CEOs, and PTSF organizational partners. A total of 13 responses were received with a response rate of 12.6%. Another survey focused on trauma program personnel. Included were trauma program managers, medical directors, and PI coordinators. A total of 48 responses were received with a response rate of 29%.

A retreat for PTSF staff and the Board of Directors was conducted September 28, 2017. During the retreat the participants discussed the mission statement, the vision statement, the values statement, and the value proposition. Strategic discussions focused on questions related to (1) trauma system development, (2) data collection and usage, and (3) trauma center value. Following the retreat, results were compiled, and several draft iterations of the plan were discussed with staff and Board, including a large group discussion at the December 1, 2017 Board of Directors meeting.

Mission Statement

Optimal outcomes for every injured patient.

Vision Statement

We are committed to Zero Preventable Deaths from injury in Pennsylvania.

Values Statement

- ***Excellence*** - *We promote and support quality results and optimal outcomes through continuous performance improvement, education and collaboration.*
- ***Innovation*** - *We seek and support research and best practices that standardize and shape the future of trauma care.*
- ***Integrity*** - *We are committed to honesty, fairness and transparency.*
- ***Teamwork*** - *We encourage respectful multidisciplinary collaboration to develop standards, solve problems and achieve common goals.*

Value Proposition

Through our unique:

- *Expert team of accreditation, performance improvement and trauma registry professionals;*
- *Advanced technology for the acquisition of trauma center data and performance improvement;*
- *Committees comprised of trauma center staff focusing on patient outcomes, trauma registry data, standards of accreditation and research;*
- *Relationships with state and national trauma organizations;*
- *Streamlined Trauma Center Accreditation process;*
- *Board of Directors comprised of administrators, legislators, nurses, and physicians who are leaders in their field;*

We will deliver value to the trauma centers and customers we serve by:

- *Providing quality education to hospitals;*
- *Educating the public and legislators on the value of trauma centers/systems;*
- *Providing data to support research and performance improvement;*
- *Participating in national trauma center/system forums to advance trauma care statewide and nationally; and*
- *Developing strategic plans to provide the highest caliber of trauma center care in the country.*

Strategic Conclusions

1. The PTSF has a favorable reputation among stakeholders around the Commonwealth.
2. The PTSF has a combined 'satisfied' to 'very satisfied' rating of 73% for those that responded to the survey.
3. 75% of trauma team respondents and 92% of administrators rated the overall value of PTSF between 'some value' and 'tremendous value'.
4. PTSF has a reputation for providing timely, helpful responses to inquiries.
5. PTSF education programs are well regarded.
6. Overall the PTSF accreditation process is viewed positively.
7. The cost of maintaining accreditation is a challenge for some hospitals.
8. Shortage of qualified trauma personnel is a concern across many parts of the state.
9. The proper placement of trauma centers is critical to optimizing the trauma system.
10. Significant trauma data has been collected and analyzed and should continue to be leveraged to improve care.

Strategic Imperatives, Goals, and Objectives

Strategic Imperative #1: Optimize Clinical Outcomes of Injured Patients in Pennsylvania

The PTSF partners with trauma centers across the Commonwealth to reduce the impact of traumatic events on patients. This partnership takes the form of education, advocacy, and accreditation. Being able to optimize the clinical outcomes for patients suffering from a traumatic injury requires having the right care in the right place at the right time, leveraging the vast amount of data that is collected to improve the care provided, and encouraging research to continually advance the care provided.

Goal #1: Optimize Trauma Center Placement in Pennsylvania

Objectives:

Objective #1

Formulate a proposal for optimal placement of trauma centers that avoids the over-proliferation of Level I/II trauma centers. 2018

Objective #2

Test and validate the proposal with external stakeholders and Board of Directors. 2018-2019

Objective #3

Pursue change of language in EMS act if warranted. 2019

Goal #2: Promote Appropriate Trauma Care Coverage in Geographically Underserved Areas

Objective #4

Create a proposal to encourage hospitals in underserved areas to elevate their level of trauma care through trauma center accreditation or other means. 2018

Goal #3: Optimize Analysis of Key Data Through TQIP and POPIMS Databases

Objective #5

Perform analysis of POPIMS Central Site database deaths showcasing one or more areas for improvement at PTSF annual conference. 2018, 2019, 2020

Objective #6

Use PA TQIP Collaborative Reports to create a plan for improving performance in all trauma centers. 2018, 2019, 2020

Goal #4: Create a Plan to Effectively Use TQIP Data as Part of the Site Survey Process

Objectives:

Objective #7

Create a formula for incorporating TQIP results, significant issues citations and other parameters to determine when a survey cycle should be extended. 2020

Objective #8

Create a plan for how the PTSF Board of Directors could potentially use TQIP as part of the decision-making process when citing significant issues and accreditation determinations. 2020

Goal #5: Promote Research Utilizing PTOS Statewide Trauma Registry

Objectives

Objective #9

Identify and implement strategies to further encourage researchers to use PTOS data. 2019

Objective #10

Finalize selection of RFP grant recipients examining post discharge trauma patient outcomes and care of trauma patients in non-trauma centers. 2018

Objective #11

Create student mentoring program involving use of PTOS data in collaboration with one or more interested Universities. 2018