



Strategic Plan
2015 - 2017

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Introduction

The Pennsylvania Trauma Systems Foundation (PTSF) is the accrediting body for trauma centers in 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 the Foundation in December 1984 when Act 209 was signed into law by Governor Thornburgh. The first trauma centers were accredited in October 1986. Over 700,000 injured patients have been served by Pennsylvania's current 33 trauma centers which include 11 Adult Level I, 13 Adult Level II, 3 Level I Pediatric, 1 combined Level I Adult/Level I Pediatric, 2 combined Level I Adult/ Level II Pediatric, 1 Level III and 2 Level IV trauma centers. PTSF is governed by a Board of Directors comprised of:

- Five (5) members representing the Hospital & HealthSystem Association of Pennsylvania
- Five (5) members representing the Pennsylvania Medical Society
- Two (2) members representing the Pennsylvania State Nurses Association
- One (1) member representing the Pennsylvania Trauma Nurse Advisory Council
- One (1) member representing the Pennsylvania Chapter of the American College of Emergency Physicians;
- One (1) member representing the Pennsylvania Emergency Health Services Council
- The Chairman and Minority Chairman of the House Health Committee
- The Chairman and Minority Chairman of the Senate Public Health and Welfare Committee
- The Secretary of the Department of Health, or designee.

The most recent three year strategic plan was created in 2012. CTY Consulting Group, LLC was engaged to facilitate the current 3 year strategic plan which is effective 2015-2017.

Overview of the Process

Prior to the official start of the planning process, strategic imperatives were identified by the staff and approved by the Board. Small workgroups were formed and led by a member of the Board of Directors (BOD) and staff. Each workgroup met via conference call to identify and discuss key topics under each imperative. The planning process officially began with a one day retreat of the Board and PTSF staff on September 18, 2014. The retreat featured discussions of the mission statement, the vision statement, and the values statement. Breakout groups considered questions under each imperative and reported results back to the larger group.

Following the retreat, all input was aggregated and themes were identified. Staff met to review the initial results and provide clarifying insight. The executive committee was updated on the progress of the plan in the following months. At its December 11th board meeting a draft report was presented. Additional comments and input were solicited and built into the final report as documented below. The approved plan was then put into an implementation format where objectives were laid out over the next 3 years in order by implementation date. It is recommended that the implementation plan be the vehicle by which the Board is updated on a quarterly basis of the progress of implementing the plan.

Mission Statement

In pursuit of optimal support for injured persons in Pennsylvania, the Pennsylvania Trauma Systems Foundation exists to promote the advancement of trauma services. We are committed to the reduction of death and disability caused by trauma and the provision of expeditious, evidence-based, quality health care.

Vision Statement

Optimal outcomes for every injured patient.

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 clinical and trauma system research;
- 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 Assumptions

- The PTSF has a solid reputation and is well-known and respected throughout the country for its streamlined quality trauma center accreditation process;
- Pennsylvania's trauma centers are recognized nationally for their research and leadership in national organizations;
- Hospitals are facing increasing financial hardships;
- Healthcare systems are increasing in size and complexity;
- Hospitals are being forced by insurance companies to measure patient care outcomes more intensely to avoid readmissions and complications;
- Trauma systems throughout the country do not have enough staff at the state level to support the educational needs of trauma centers;
- Hospitals continue to inquire with PTSF about Level IV trauma center accreditation;
- Pennsylvania's trauma system is a voluntary process with no geographic restrictions for Level I, II, and IV trauma centers;

Strategic Imperatives, Goals and Objectives

Strategic Imperative #1 – Trauma System Development and Enhancement

Pennsylvania has a large and diverse geography. Much of the state is rural in nature with limited access to trauma services. Conversely the major metropolitan areas have a significant concentration of trauma services that compete for patients. PTSF is dedicated to cultivating the trauma system throughout the Commonwealth. By improving access to trauma care in rural settings and improving the quality of care delivered by current trauma centers, the PTSF is uniquely positioned to have an impact on all people injured in Pennsylvania that require a higher level of care.

Goal #1 – Improve Access to Trauma Centers

Trauma center care is not available within 60 minutes from the time of injury for all citizens in Pennsylvania. While the population in many of these areas does not support the need for a Level I or Level II trauma center, understanding where the gaps exist and supporting the development of Level III and IV trauma centers in these regions will benefit those patients that require a higher level of care immediately following an injury.

Objective #1

Conduct an analysis of statewide trauma center coverage and identify gaps in access of > 60 minutes from the scene of an injury to a trauma center.

Objective #2

Utilizing the analysis of statewide coverage, develop recommendations to fill the gaps.

Objective #3

Seek grants to minimize PTSF fees to critical access hospitals pursuing trauma center accreditation.

Goal #2 – Enhance and Develop Standards of Care

PTSF sits in the unique position of being able to impact how trauma care is provided across the state and across the nation. Identifying enhancements to the way care is delivered and its efficacy provides PTSF with the opportunity to help accredited trauma centers become more effective and efficient.

Objective #4

Revise, publish and evaluate standards of accreditation based on *2014 Resources for Optimal Care of the Injured Patient* developed by the American College of Surgeons.

Objective #5

Enhance trauma center and trauma system PI with support of PTSF PI Specialist.

Objective #6

Educate Trauma Centers and hospitals on trauma center and system enhancement.

Strategic Imperative #2 – Using Data to Enhance Clinical Outcomes, PI and Research

The healthcare industry is using data more than ever to improve patient outcomes. Trauma Centers provide a rich source of data that is collected and submitted to the PTOS central data repository regarding every injured patient meeting PTOS inclusion criteria. When aggregated across the state, this data is a powerful tool to drive change through process improvement and research initiatives. Non trauma centers also collect data on trauma patients they treat which is stored in a variety of databases and could provide a way to better understand the quality of care delivery in these hospitals.

Goal #3 – Optimize the Collection of Key Data

Collecting available data will be critical for the success of future process improvement and research initiatives. In order to fully understand the quality of trauma care and patient outcomes, trauma centers will need to report data beyond the routine PTOS registry requirements and include performance improvement reviews and analysis submitted to the PTSF PI Repository (POPIMS). The additional collection of long term patient outcomes after hospital discharge will provide the best tool for measuring the success of trauma center care delivery.

Objective #7

Encourage trauma center submission of POPIMS data to the POPIMS Central Site.

Objective #8

Explore the pros and cons of collecting post discharge outcome data.

Objective #9

Identify non-trauma center sources of data that could be used to measure the quality of trauma care delivery in trauma patients not transferred to trauma centers. Develop a proposal for utilizing this data to measure quality.

Objective #10

Develop a proposal to study quality of care delivery of non-trauma centers prior to admission to trauma centers utilizing the PTOS database.

Goal #4 – Efficiently and Effectively Analyze and Report Data

Gathering statewide trauma data is the start of the process. The value PTSF brings to the table is the ability to analyze and report the results. Being able to provide this service in the most efficient and effective way helps to drive focus to the important observations and conclusions, from an independent, credible source. Ideally, the findings are translated into fundamental changes or confirmation of the way care is currently delivered.

Objective #11

Create additional risk adjusted data sets that provide deeper insight into key areas of interest.

Objective #12

Integrate POPIMS into Collector© database.

Objective #13

Use risk adjusted data to create trauma center benchmarking reports similar to TQIP.

Objective #14

Create POPIMS reports to showcase best practices at educational venues to statewide and national audiences.

Objective #15

Create a public dashboard of trauma data to raise awareness of the prevalence of trauma injury, provide a basis for advocacy efforts and educate the public on the value of trauma centers.

Objective #16

Explore the development of a PTSF Recognition Program.

Goal #5 – Promote Trauma Research

Advancements in clinical protocols often happen through rigorous research. Providing a platform for research and encouraging a continual review of outcomes to determine best practices is an opportunity for PTSF to substantially advance trauma care in Pennsylvania and across the nation.

Objective #17 - Establish annual PTSF research priorities.

Objective #18

Explore funding opportunities to fund research priorities.

Objective #19

Support publication and presentation of trauma center and system research.

Objective #20

Create a research tab on the PTSF website to house published research utilizing PTOS data from accredited trauma centers in Pennsylvania.

Strategic Imperative #3 – Quantifying the Value of a Trauma Center

Establishing and maintaining a trauma center is a significant commitment of financial and human resources. Questioning the value of such a large investment is common and appropriate for both internal and external stakeholders of hospitals and health systems that operate trauma centers in Pennsylvania. PTSF is uniquely positioned to help trauma centers articulate their Value Proposition to stakeholders.

Goal #6 – Develop a Trauma Center Value Proposition for Internal Stakeholders

The healthcare environment is forcing administrators to make tough financial decisions. As the financial pressures continue to mount, every program is scrutinized and the return on investment becomes a critical talking point where significant resources are allocated. The successful quantification and messaging of the Value Proposition to internal stakeholders will be critical for the future funding of trauma centers and ultimately PTSF.

Objective #21 - Finalize the messaging of the internal Value Proposition.

Objective #22 - Test the internal Value Proposition with a few tenured Trauma Centers.

Objective #23 - Determine if an ROI calculation would be beneficial as part of the discussion.

Goal #7 – Develop a Trauma Center Value Proposition for External Stakeholders

To the general public, having an accredited trauma center in their community is not something that is thought about until it is needed. Providing a proactive message for a trauma center to use when conveying information to their community will help to raise the awareness of the benefits of a trauma center. Ideally, the communication will result in an increased public support of the centers that will be conveyed to internal stakeholders.

Objective #24 - Finalize the messaging of the external Value Proposition.

Objective #25 - Test the external Value Proposition with a few tenured Trauma Centers.

Objective #26 - Determine what, if any, marketing collateral needs to be developed and placed in a kit for accredited centers to utilize.

Objective #27 - Enhance the PTSF annual report by becoming more trauma center/trauma system data focused.

Strategic Imperative #4 – Optimizing the Use of Technology

The continuous advancement of technological capabilities provides PTSF with opportunities to offer alternative ways to provide education across the state and the nation and to streamline communication channels. By optimizing the use of technology, PTSF will be able to solidify its position as a national leader in trauma education and advocacy.

Goal #8 – Optimize Technology to Enhance Training and Education Offerings

As financial pressures continue to strain training budgets, an opportunity to leverage technology and deliver trauma training electronically for a lower total cost to the participant exists. In some cases this will be an easy transition, in other cases this will be a significant paradigm change and may take longer to successfully implement.

Objective #28

Explore a way for CEU/CME certificates to be generated from PTSF web based educational offerings.

Objective #29

Stream conferences/training sessions through the PTSF website.

Goal #9 – Optimize Technology to Enhance Communication and Operations

Many opportunities exist to leverage technology to improve PTSF communication and operations. Internal stakeholders, including Board members and current and future staff, hail from all parts of the State. Additionally, staff spends significant time in the field at hospitals across the Commonwealth. In order to create a virtual organization, a focus will need to be placed on the use of technology to enhance the day-to-day communication with all stakeholders.

Objective #30

Explore social media use.

Objective #31

Develop a member communication strategy.

Objective #32

Increase the number of virtual registry audits.

Objective #33

Explore the effective use of SharePoint.

Objective #34

Enhance the PTSF website to support operational needs.