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](http://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 -

iv. Education: NFTC Trauma Designation Course -

v. State TPM Organizations

vi. Other TPM's

### 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 Planning and Implementation

iii. Evaluation Measurement

iv. Documentation of Loop Closure 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 -


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 -

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. Medicaid (DSHS) Enhanced Trauma Reimbursements, Eligibility, Process
vii. Hospital Payment Tracking - [http://fortress.wa.gov/dshs/maa/HospitalPymt/](http://fortress.wa.gov/dshs/maa/HospitalPymt/)
viii. Resources at DOH
  - Trauma Fund Manager

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](http://www.traumanurses.org/education)

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

ii. Working with Patient Financial Services to Establish Charges


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
   ▪ Article: Potter, CJ. Trauma Center Survival
   ▪ Article: Griffith, PM. The Trauma Program Manager Role: A Current Examination.
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](http://www.facs.org/trauma/atls/index.html)
   ii. Rural Trauma Team Development Course - [www.facs.org/trauma/rttdc/index.html](http://www.facs.org/trauma/rttdc/index.html)
   iii. Trauma Continuing Education - [www.facs.org/trauma/cme/traumtgs.html](http://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](http://www.amtrauma.org/courses/education_tcc.html)
   ii. Trauma Registry Course - [www.amtrauma.org/courses/courses.html](http://www.amtrauma.org/courses/courses.html)
   iii. Certification for Trauma Registrars - [www.amtrauma.org/courses/exam_cert.html](http://www.amtrauma.org/courses/exam_cert.html)

B. Course: Association for the Advancement of Automotive Medicine

C. Course: Society of Trauma Nurses
   i. Trauma Outcomes & Performance Improvement Course (TOPIC) - [www.traumanurses.org/education](http://www.traumanurses.org/education)

D. Courses: National Foundation for Trauma Care
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](http://www.doh.wa.gov/hsqa/emstrauma/rcwindex.htm)

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

   C. Designation Process
      i. Trauma Acute General, Pediatric, Rehabilitation
         ▪ 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/
   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/TraumaTeamActivation.pdf
   ii. Article: Developing Trauma Team Activation Criteria (In TPM Handbook)

I. Injury Prevention Public Education in Levels I-III
   i. Resources:
      ▪ 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
      ▪ Center for Disease Control: http://www.cdc.gov/
      ▪ Community Partners
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](http://www.doh.wa.gov/hsqa/emstrauma/traumareg.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](http://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](http://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

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=AD A444094

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](http://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

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

v. Washington State Designated Trauma Services
   ▪ Trauma Facility and Leaders Database-Plea to Keep Information Current


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
References & Resources


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

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

American College of Surgeons Committee on Trauma.  Trauma Consultation/Verification Programs  
www.facs.org/trauma/verificationhosp.html


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

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

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


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

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


EMS for Children http://bolivia.hrsa.gov/emsc/
Griffith, PM, et. al.  The Trauma Program Manager Role:  A Current Examination, JTN (2001) 8:3, pages 75-84.


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


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

Williams, M.  Seven High-Leverage Strategies for Improving Trauma Center Revenue,  
American Trauma Society Traumagram (Winter, 2005), page 6.

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