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Healthcare

Transformation Services

Helping a community trauma center improve efficiency and achieve ACS verification

A community hospital with trauma services lost its verification status through ACS (American College of Surgeons) after 12 years with 3 highly-successful triennial surveys. Furthermore, while this hospital applied as a Level III Trauma Center, its patient population, volume, and services would be considered Level II in most communities. Geographic location and challenges in patient transportation due to weather and distance makes this a unique center. Trauma services are a strong financial contributor to this hospital's overall services revenue with a contribution margin of over \$15M annually. Philips Healthcare Transformation Services helped them regain ACS Level III verification within a short time frame of six months.

Assessment

To understand the challenges, issues, and opportunities for improvement, a team of two consultants performed a comprehensive assessment. This enabled them to gather further insights in regards to the ACS findings and uncover any potential deficiencies or weaknesses.

The methods of assessment included data analysis, onsite observations, staff and stakeholder interviews, and more. The assessment included a deep dive on each deficiency, weakness and recommendation and an action plan was developed to address each of those.

Program management

The facility had promoted an internal resource as the new trauma program manager. This person had significant clinical expertise but required extensive onboarding and training prior to taking on the full responsibilities to lead the program. Philips provided interim program management and guidance on program management processes and methodologies.



Solution

The next step was to focus on identifying and implementing performance improvement initiatives. One of our consultants with performance improvement expertise in trauma services retooled the existing performance improvement and patient safety program to improve efficiency. They also revised the injury prevention and education plans and rewrote the trauma services policy and procedure manual.

Another consultant with expertise in trauma services took on the responsibilities of patient rounding, primary review, and review of inter-rater reliability in the registrar functions.

A business case was developed, presented, and approved which supports the need for increased trauma resources and cross-training to sustain the new programs for years to come. Both consultants worked with the respective personnel to create a dynamic and supportive trauma team consisting of the trauma medical director, trauma program manager, and registrars.

They also revised the committee structure and peer review process to focus on the new and team-agreed processes and outcomes in a collegial manner. A new structured process was created to ensure the inclusion of key EMS personnel in the county to support field activation decisions and provide a method of timely feedback to the individuals involved in the activation. This feedback also fed into the internal peer review system.

Results

The hospital's new trauma program manager and medical director are working as an integrated team along with their supportive staffs. A new collaborative culture has emerged within the entire facility as they see the role trauma services plays within the service lines and operational lines of the facility, as well as in the community.

As agreed, the ACS surveyors made a return visit in 6 months and confirmed that all required (type 2) deficiencies (16) and weaknesses (8) had been addressed and were eliminated.

The hospital is once again a **Level III Trauma Center with ACS verification**.

Learn more

Through collaborative and patient-focused engagements, Philips Healthcare Transformation Services can help you unlock insights and opportunities to solve your most complex challenges of care delivery. We can help you achieve meaningful and sustainable improvements in clinical excellence, operational efficiency, care delivery, and financial performance to improve value to your patients. For more information, please visit www.philips.com/healthcareconsulting.

“The Philips Blue Jay Consulting team was instrumental in helping us to secure our Level III Trauma Services status. During our exit interview, the surveyor commented on the significant commitment by all the people that geared it up and did a really great job and how the consultants made our program really impressive.”

Assistant CNO and Director of Emergency and Trauma Services
US community hospital

