



GEORGIA TRAUMA COMMISSION

STRATEGIC PLAN – FIVE YEAR

FY 2021 – FY 2024

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GEORGIA TRAUMA COMMISSION

AGENCY MISSION

The Georgia Trauma Commission is dedicated to improving the health of Injured Georgians by ensuring access to quality trauma care, coordinating key trauma system components and educating trauma care providers across the multidisciplinary continuum.

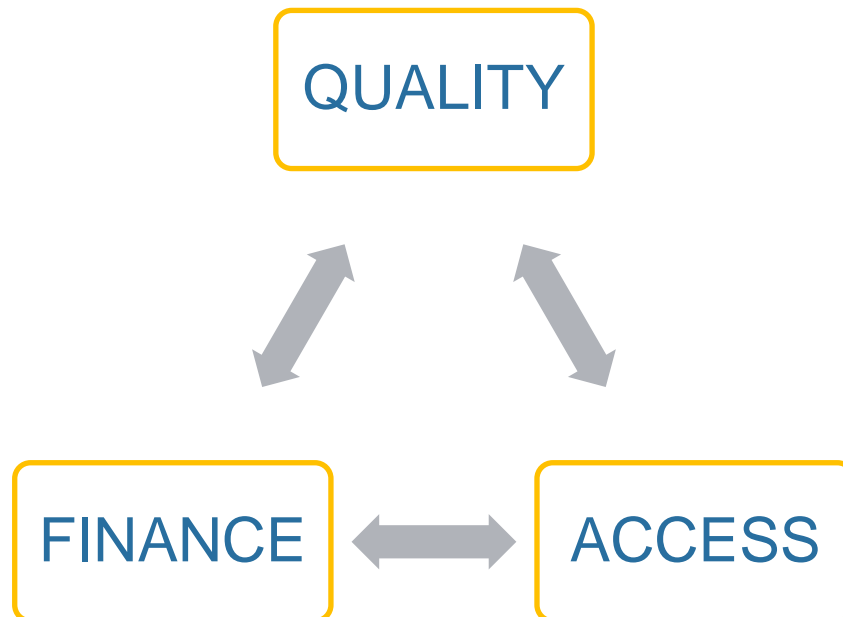
AGENCY VISION

The Georgia trauma system will become a top tier trauma system that provides the highest quality care and education through discovery and innovation.

AGENCY CORE VALUES

- Stewardship: Manage resources responsibly and bring value to patients and taxpayers
- Integrity: Demonstrated through accountability, ethical behavior, transparency, and reliability
- Inclusivity: Ensure teamwork, collaboration and inclusion of a diverse stakeholder group

CORE PILLARS



ENVIRONMENTAL SCAN

STRENGTHS

- The Georgia Trauma Commission works collaboratively with other entities and agencies across all 159 counties
- High level of trauma stakeholder engagement
- Strong partnership with Office of Emergency Medical Services & Trauma
- Highly skilled, experienced staff
- National recognition of Georgia's Stop the Bleed initiative focused on public school distribution of bleeding control kits and coordinated training efforts

WEAKNESSES

- Small staff for large number of institutions & agencies served
- Lack of specialized trauma care in every Emergency Medical Services region
- Impact of potential proliferation of trauma centers in areas with demonstrated access without increasing access in underserved areas
- Long standing legacy processes around operational processes (IT infrastructure) as well as contracting practices (fund requests, accountability for meeting deliverables)

OPPORTUNITIES

- Expand collaboration with other entities and agencies across Georgia
- Inclusion of rehabilitative services in stakeholder group
- Develop Georgia Trauma Commission's role within existing injury prevention infrastructure and maximize partnerships
- Transparency & accountability in financial reporting for all grant & contract funded entities

THREATS

- Lack of dedicated funding source – funds from super speeder and fireworks excise tax are allocated to the general fund
- High risk of trauma centers dropping out of the trauma system
- Budget reductions limit ability to provide training to improve clinical skills
- Managing the expectation gap about Georgia Trauma Commission's role within the trauma system
- Conflict around equitable rural vs. urban funding distribution limits the ability to remove barriers and stalls progress aimed at improving outcomes for all Georgians

GOAL ONE - QUALITY

Develop, maintain and expand partnerships to foster collaboration around outcomes for injured patients

MEASURABLE OBJECTIVE 1

Establish State Trauma Advisory Committee (STAC) and hold at least two meetings by December 31, 2021

- **STRATEGY 1**

Identify members for multidisciplinary advisory group, consisting of appropriate representation of stakeholder groups across the full spectrum of care to guide recommendations for trauma care delivery to optimize trauma care across the continuum

- **STRATEGY 2**

Detail purpose and scope of work for STAC to ensure focused and efficient meetings in order to achieve desired outcomes

- **ANTICIPATED BENEFIT(S)**

Provides platform for collaboration between Georgia's regional trauma advisory council and facilitates stakeholder input into system improvements

- **COST ESTIMATE**

No additional costs anticipated

MEASURABLE OBJECTIVE 2

Create dashboard to enable tracking and reporting of funded education efforts with associated geo mapping of coverage by June 30, 2021

- **STRATEGY 1**

Develop process for monthly reporting of the number of personnel trained through the grant process

- **STRATEGY 2**

Survey EMR and EMT dropouts to determine reasons for program non-completion (e.g. travel, secured alternative means of employment)

- **STRATEGY 3**

Survey hospital based clinical staff to determine barriers to participating in grant funded educational offerings

- **ANTICIPATED BENEFIT(S)**

Identifies gaps in educational offerings & aids in targeting areas for future program offerings

- **COST ESTIMATE**

No additional costs anticipated

GOAL TWO - TRAUMA CARE ACCESS & DATA

Provide data, research & evaluation of the Georgia Trauma System to inform strategic decision making & resource allocation

MEASURABLE OBJECTIVE 1

Implement data platform for statewide risk adjusted benchmarking by June 30, 2024

- **STRATEGY 1**
Create a study committee to evaluate existing data platforms and make a recommendation with budget and timeline for implementation
- **STRATEGY 2**
Develop targeted research agenda to address high priority system needs identified by STAC
- **ANTICIPATED BENEFIT(S)**
Enables more contemporary risk adjusted outcomes reporting to trauma centers; facilitates quicker improvements in care delivery
- **COST ESTIMATE**
Implementation and three year subscription costs are \$1,354,840 and are inclusive of the data platform, statistical modeling, reporting and project management of deliverables.

MEASURABLE OBJECTIVE 2

Complete ACS Trauma System Consultative Visit by June 30, 2023

- **STRATEGY 1**
Complete trauma system gap analysis
- **STRATEGY 2**
Convene a multidisciplinary working group to compile and complete the documents necessary for the system consultative visit
- **STRATEGY 3**
Survey hospital based clinical staff to determine barriers to participating in grant funded educational offerings
- **STRATEGY 4**
Use system consultative visit report to drive revisions to trauma system state plan
- **ANTICIPATED BENEFIT(S)**
Critical analysis of the current system status including its challenges and opportunities and provides recommendations for system improvement and enhancement
- **COST ESTIMATE**
\$65,000, included in FY 2022 budget

GOAL TWO – TRAUMA CARE ACCESS & DATA

Provide data, research & evaluation of the Georgia Trauma System to inform strategic decision making & resource allocation

MEASURABLE OBJECTIVE 3

Replicate the 2013 statewide trauma center access analysis to identify areas of need stratified by region, vulnerable populations and injury severity by September 30, 2021

- **STRATEGY 1**
Engage and define roles for internal and external partners that will be key to project success
- **STRATEGY 2**
Re-establish the Data Subcommittee of the Georgia Trauma Commission with quarterly meetings and objectives linked to system access
- **STRATEGY 3**
Formalize a trauma center start-up grant application & distribution process for candidate trauma centers that aids in recruitment of new centers into the Georgia Trauma System
- **ANTICIPATED BENEFIT(S)**
Provides a data-driven mechanism to identify facilities to explore feasibility of participating in the Georgia Trauma System as either a designated center or non-designated, participating center
- **COST ESTIMATE**
The cost to perform the data analysis is estimated at \$25,000

GOAL THREE – FINANCE

Create a transparent, concurrent financial reporting process to include business intelligence tools that support real time decision making and support stakeholder financial accountability

MEASURABLE OBJECTIVE 1

Reduce contract delivery time by 50% from thirty days after the start of the fiscal year in FY 2021 to fifteen days after the start of the fiscal year in FY 2022

- **STRATEGY 1**
Re-establish quarterly (at a minimum) budget subcommittee meetings to establish and evaluate funding priorities
- **STRATEGY 2**
Develop budget submission template for use with all GTC contracted entities
- **STRATEGY 3**
Expand performance-based pay criteria reporting that is inclusive for all programs and stakeholders that receive funding
- **STRATEGY 4**
Set cadence for performance-based pay criteria development and approval to include key deliverables summary, score card and associated support tools by June 30, 2020
- **ANTICIPATED BENEFIT(S)**
Improves customer service for stakeholders, supports compliance with contract deliverables & facilitates timely invoicing for funds
- **COST ESTIMATE**
No additional costs anticipated

MEASURABLE OBJECTIVE 2

Reduce the number of prior fiscal year open purchase orders by 10% from FY 2019 to FY 2022

- **STRATEGY 1**
Develop transparent concurrent financial reporting process for all stakeholder distributions to include open purchase orders, encumbered and unencumbered funds
- **STRATEGY 2**
Collaborate with Georgia Department of Public Health Finance team to optimize procurement process
- **ANTICIPATED BENEFIT(S)**
Ensures timely payment for programs/services & optimizes use of available funds
- **COST ESTIMATE**
No additional costs anticipated

GOAL THREE - FINANCE

Create a transparent, concurrent financial reporting process to include business intelligence tools that support real time decision making and support stakeholder financial accountability

MEASURABLE OBJECTIVE 3

Assess current trauma funding scheme and implement revised trauma center funding scheme for the FY2023 contract cycle

- **STRATEGY 1**

Establish meeting frequency for GTC budget subcommittee to enable more facile business decision making

- **STRATEGY 2**

Conduct trauma center readiness costs survey to assess current level of readiness funding support

- **ANTICIPATED BENEFIT(S)**

Safeguards fair and equitable distribution of funds


- **COST ESTIMATE**

No costs associated with the project itself; increasing the number of funded trauma centers is expected to cost an additional \$750,000-\$1M annually to include registry support, readiness funds and uncompensated care



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Executive Director, Georgia Trauma Care Network Commission



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Chairman, Georgia Trauma Care Network Commission

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