Thoughts about Tools and Tips

Trauma Performance Improvement

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What is Performance Improvement?

measure
TQIP
TQIP
reports
performance
of quality
standardize
audits data care system
audits improvement
safety
monitor
patient

What is PI?

- Continuous systematic monitoring of the processes and outcomes of patient care
- Assures that care delivered is timely, appropriate, meets/exceeds quality standards
- Fosters an environment in which all care providers are competent and accountable

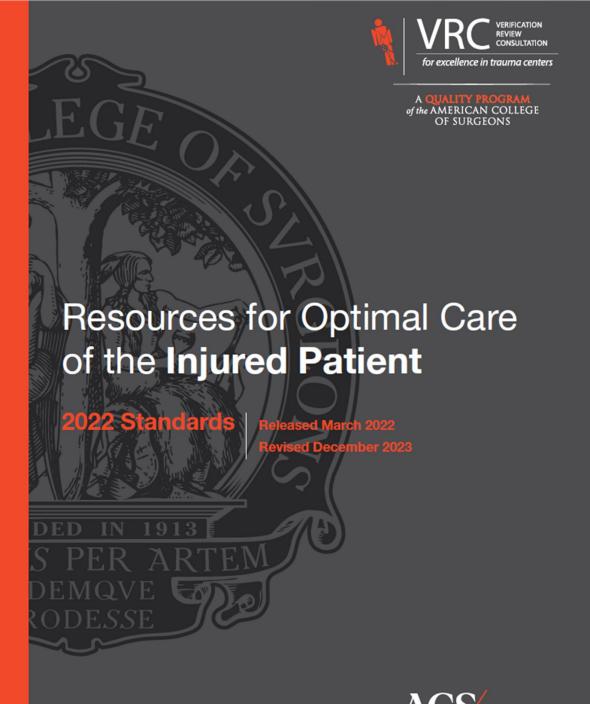
- Supports a culture of continuous learning, safety, and improvement across the entire continuum of care
- It is one of the most important elements of your program
- Most common reason centers are cited during verification reviews

The Evolution of Trauma Pl

- Over the rainbow of standards books, the ACS provided guidance on PI process, definitions and expectations
- The Grey Book simply states expectations



PI is a now an element of most of the 2022 ACS standards – highlighting the emphasis placed on the role of PI in your program



What Makes PI Challenging?

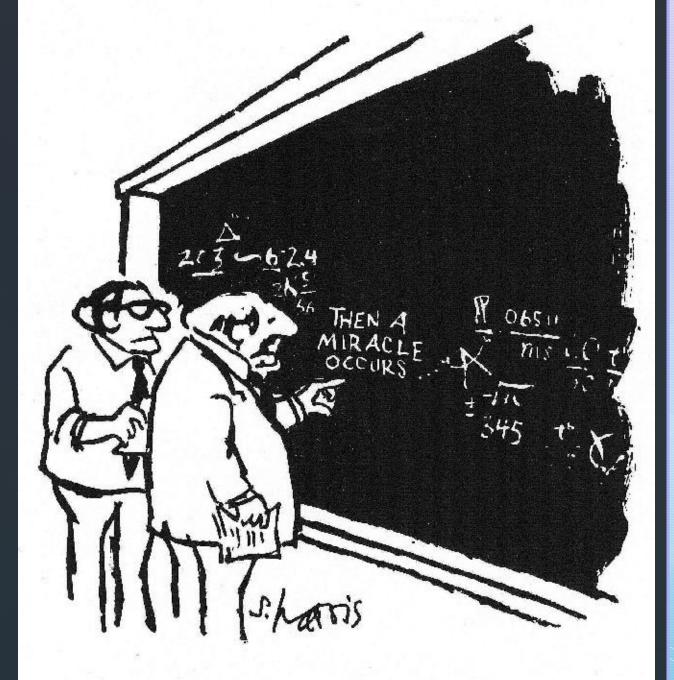
minutes boring documentation definitions charts detail-oriented Statistics change hard required

What Makes PI Challenging?

- Lack of a standardized systematic process and tools
- Knowledge deficits PI process, clinical care
- Lack of training on process and tools
- No clearly defined roles and accountability
- No consistency for loop closure
- Unrealistic or inefficient processes
- Lack of focus try to fix everything at once
- Inconsistent or absent attention to detail
- Ineffective physician and program leadership
- Insufficient stakeholder engagement
- Unwillingness to evolve it as your program grows







"I think you should be more explicit here in step two."



Do You Have Any of These Tools? Written Pl Plan

List of Audit Filters with definitions

Defined roles

Defined PI Committees

Review tools or forms

Process for reviewing compliance with CPGs

Standard work for the review process

Linkages with your Quality Department





Develop a Written PI Plan and Use It

- Structure and processes
- Event/issue identification
- Audit filters, event and report review
- Levels of review which cases, who reviews, close or further review
- Multidisciplinary PIPs committee
- Annual process for identifying priority areas

7.2 PIPS Plan—TYPE II

Applicable Levels

LI, LII, LIII, PTCI, PTCII

Definition and Requirements

All trauma centers must have a written PIPS plan that:

- Outlines the organizational structure of the trauma PIPS process, with a clearly defined relationship to the hospital PI program
- Specifies the processes for event identification. As an
 example, these events may be brought forth by a variety
 of sources, including but not limited to: individual
 personnel reporting, morning report or daily signouts, case abstraction, registry surveillance, use of
 clinical guideline variances, patient relations, or risk
 management. The scope for event review must extend
 from prehospital care to hospital discharge.
- Includes a list of audit filters, event review, and report review that must include, at minimum, those listed in the Resources section
- Defines levels of review (primary, secondary, tertiary, and/or quaternary), with a listing for each level that clarifies:
 - Which cases are to be reviewed
 - Who performs the review
 - When cases can be closed or must be advanced to the next level
- Specifies the members and responsibilities of the trauma multidisciplinary PIPS committee
- Outlines an annual process for identification of priority areas for PI, based on audit filters, event reviews, and benchmarking reports

Additional Information

None

Measures of Compliance

PIPS plan that meets criteria outlined in this standard

Resources

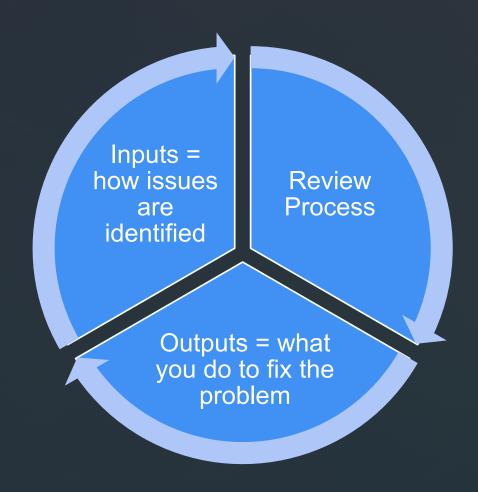
Audit filters, event or report reviews:

- · Surgeon arrival time for the highest level of activation
- Delay in response for urgent assessment by the neurosurgery and orthopaedic specialists
- · Delayed recognition of or missed injuries
- Compliance with prehospital triage criteria, as dictated by regional protocols
- Delays or adverse events associated with prehospital trauma care
- Compliance of trauma team activation, as dictated by program protocols
- · Accuracy of trauma team activation protocols
- Delays in care due to the unavailability of emergency department physician (Level III)
- · Unanticipated return to the OR
- · Unanticipated transfer to the ICU or intermediate care
- Transfers out of the facility for appropriateness and safety
- All nonsurgical admissions (refer to Standard 7.8)
- Radiology interpretation errors or discrepancies between the preliminary and final reports
- Delays in access to time-sensitive diagnostic or therapeutic interventions
- Compliance with policies related to timely access to the OR for urgent surgical intervention
- Delays in response to the ICU for patients with critical needs
- Lack of availability of essential equipment for resuscitation or monitoring
- · MTP activations
- · Significant complications and adverse events
- · Transfers to hospice
- All deaths: inpatient, died in emergency department (DIED), DOA
- · Inadequate or delayed blood product availability
- Patient referral and organ procurement rates
- Screening of patients for psychological sequelae (LI/LII/ PTCI/PTCII))
- · Delays in providing rehab services
- · Screening and intervention for alcohol misuse
- · Pediatric admissions to nonpediatric trauma centers
- Neurotrauma care at Level III trauma centers
- · Trauma and neurotrauma diversion
- · Benchmarking reports

References

None

Elements of the Performance Improvement Process



Elements of the Performance Improvement Process

- Issue Identification how you will identify issues?
- Issue evaluation/validation how will you investigate or validate that the issue is real?
- Recommendation what needs to happen next?
- Corrective action how is the issue to be addressed?
- Re-evaluation did the corrective action fix the issue?

Sources of PI Input

Sources of issue identification

Combines concurrent and retrospective methodologies



PI Levels of Review

Primary Review

- Issue identification
- Issue investigation and validation
- Selected issues may be closed at this level

Secondary Review

- Issue triage
- TMD and/or TPM review of issue
- May determine corrective action
- Close or refer issue

Tertiary Review

- Multidisciplinary review of issue
- May determine corrective action
- Close or refer issue

Quaternary Review

- Involves extraordinary cases
- May be reviewed by Hospital Peer Review Process or outside peer review

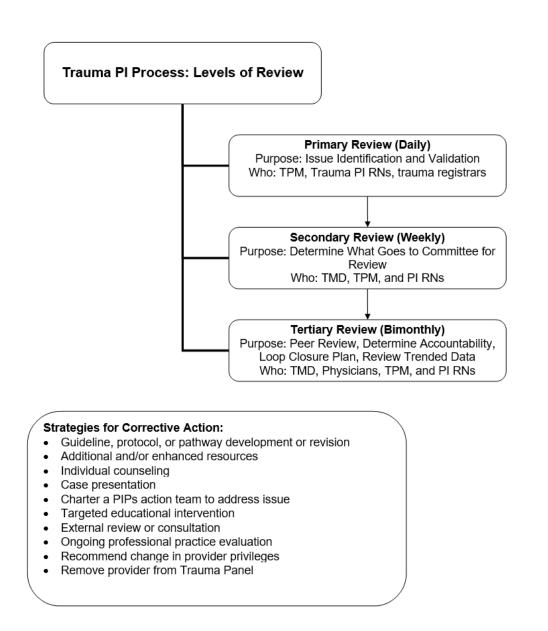
Levels of Review

Define roles

Purpose of the level of review

Frequency of review

What can be closed at each level?



Primary Review

- Determine if the issue needs further review
- Detailed documentation of the issue, its investigation, and resolution is essential
- Issues closed in primary review should be summarized and presented at your PI meeting to maintain transparency for the PI program
- Create a mechanism for tracking/trending



Define Your Audit Filters

Performance Improvement Audit Filter Tool – updated 10/2024										
PI Indicators, Definitions, Essential Elements for Case Discussion and Monitoring Parameters										
Indicator	Definition / Rationale for tracking	How to monitor and report / Elements to include for PI case discussion	Monitoring and Review	Origin of filter & NTDB complication	Primary / Secondary Closure guideline and associated documentation					
Activation level	<u>Definition:</u> Incorrectly activated or failure to activate based on the Trauma Activation Algorithm	T&T monitoring will establish if there is a pattern (Greater than 5-7/month). Information to be included: Triage information including original category, correct category with rationale Include specific reason the patient met the activation level or didn't meet the activation level and document in registry	Request radio call and MICN follow up from Prehospital Coordinator Monthly audit- send to Prehospital Coordinator for review	SRMC	Close in primary review. Attach radio call and all loop closure.					
Acute Renal Injury	NTDS Definition: Acute Kidney Injury, AKI (stage 3), is an abrupt decrease in kidney function. Onset of symptoms began after arrival to your ED/Hospital. KDIGO (Stage 3) Table: (SCr) 3 times baseline OR Increase in SCr to ≥ 4.0 mg/dl (≥ 353.6 μmol/l) OR Initiation of renal replacement therapy OR, in patients < 18 years, decrease in eGFR to <35 ml/min per 1.73 m² OR Urine output <0.3 ml/kg/h for ≥ 24 hours OR Anuria for ≥12 hours	Information to be included: Include renal dysfunction criteria of UO or GFR/Creatinine. Dialysis information includes hemodialysis and CVVH. Include medications that may contribute to AKI, Lovenox, Lasix, Ace inhibitors, Toradol, Abx, etc.		NTDB/TQIP Complication	Submit for secondary review					

Create a
Primary
Review Tool
that meets
your program
needs

Set expectations for how it is completed

Retain it with your PI paperwork or attach it to the registry record

Trauma Primary PI Review Admit / ISD Registry:

TQIP Complications Identified: None

PI Issues Identified: None

Name/Age/Ge	nder:					MRN:				dmit Date/Time:				
Mechanism:									Trans	ransport: POV / Ground / Air				
Full / Limited /	ED Traun	na / Cons	ult / Transfer / ED	only										
Urgent Consult	ts	TS Tir	mely Y/N	ED MD	Timely Y/N	NS Timely	mely Y / N ACO		ACOS	COS Y / N		Aı	nesthes	ia Timely Y/ N
Other Consults	5:													
ED Dispo: OR /	ICU / Wa	rd / Hom	e / Transfer / Deat	h Time:				n: Cardiac By						lar / Insurance / N / NA
Head	Head / Neck Face				Chest / TSpine		Abdomer	/ Pel	vis / LSpine	e	Extremities			
Unit	In	Out	ETOH: None / NT		GE-AID		_	nt Start				ent Stop		
ICU / ward			Urine Tox: None		/ LCSW / MD		Dat	e/Location	Tim	e	Da	ite		Time
ICU / ward					RT		_				_			
ICU / ward					/ LCSW / MD				<u> </u>					
ICU / ward				EN	to SW for Ward	Pts	Nut	rition starte	d – Tir	mely Y / N	Ro	ute: Ent	teral / (Oral / TPN
DC Date/Time														
TQIP Co-morbi	id conditio	ns 2020						(w/in 12 mo	onths)					
None						Current ch	emo							
AD limiting car	e / None					Dementia								
ADHD						DM (on m								
Alcohol Use Di						Dissemina								
Angina pectori								dent HS (feed,	/bathe/	dress/walk/ to	odet)			
Anticoagulant		irug:)				HTN (med		Danner-He.	line					
Bleeding disor						1		Personality of						
CVA/residual o	ieticits							rction (w/in	ь mos	of injury)				
Chronic renal f	Silves wit	h diaberie				Pregnancy		ial disease						
Cirrhosis	allure wit	ii ulaiysis	•					7						
Congenital and	maliae					Prematuri Steroid us								
CHF	mailes					Substance								
CIII	TBI Proto	col Revie	2447		VTE Protoco		abuse	MTP	Order:			Arriv	al Time	
Highest GCS -	E	V	M	If trauma	, per protocol? Y					Ratio Y	/ NI	_	/s Y / N	
CD after ED arrival	1.	1.	···	II cradina	, per protocon i	7.4				, mado i ,) Delay		
GCS assessmer	nt qualifie	r: Sedate	d/paralyzed /	Туре	Date	Time		Docur	nenta	tion Compl	lete Y	/ N		
Obstruction to	eye / Int	ubated /	Valid GCS											
Initial ED Pupil	s:			Lovenox						PRBC	FFP	•	Plts	Cryo
Both reactive /														
Midline shift:	> 5mm ML	S w/in 24	4 hours of injury	UF Hepar	in			Total	1st					
Yes / No								4 hrs	L					
			5 - Timely Y / N	Coumadi	n									
ICP monitor / I				Xarelto										
ICP managed p				Eliquis										
	Spleen Inj	ury Proto	col	ASA										
Blush on CT Y	/ N				Reversal Agents	s (Not TQIP)								
Management:	Non-op /	IR / Oper	rative	TXA						P w/in 1st h				
Timely – Y / N				Vit K	Vit K			for pt	for pts who get PRBC w/in					
Vaccines Giver	n: Y / N			PCC					1*	4 hrs		<u>L</u> .		
H Flu / Menin	gococcal /	Pneumo	coccal	FEIBA				1st 24						
	Open Fract		ocol	Praxbind				hrs (in						
Antibiotics give		Y/N			MTP Pro			units giv above)	/en					
Tetanus Updat	te	Y/N			e for hemorrhage									
Positive Cultur	es / Treat	ment - N	one		: Abdominal / Pelvic / Embo / Timely Y / N After 24 bdomen / Chest / Extremity / Timely Y / N hrs			24						
				Withdraw Care: Y / N Date/Time										
					ral Y / N	Donor	Y/N	N Blood	UTD:					
Corre Do Corre						20.101	- 7 .	2.230						
Case Review N	iotes:									Timeline				
										1				

PI Review

PI Issue	Description	Action Taken
EMS		
ED/MICN		
Imaging Reviewed	No issues / X-Ray Discrepancy	
OR/IR		
ICU/Ward		
System Issues		
Provider Issues		

TQIP Complications 2020 (MUST MEET DICTIONARY DEFINITION)

Acute kidney injury

ARDS

Alcohol withdrawal Cardiac arrest with CPR Catheter related UTI (CAUTI)

Central line-associated blood stream infection (CLABSI)

Deep surgical site infection

Delirium

DVT – UE DVT / LE DVT (treated) Extremity Compartment syndrome

Myocardial Infarction

Organ/space surgical site infection

Osteomyelitis

Pressure ulcer (stage 2-4 or unstageable)

Pulmonary Embolism

Severe sepsis Stroke/CVA

Superficial surgical site infection

Unplanned admit to ICU Unplanned intubation Unplanned return to OR

Ventilator Associated Pneumonia (VAP)

PI Filters

Prehospital airway Prehospital care

Activation level (inappropriate) Met criteria, not activated

Acute transfer No trauma consult No specialist consult Delay (provider) Delay (system)

Delay in diagnosis/missed injury

Error in judgement Error in diagnosis Protocol not followed latrogenic injury

Loss of reduction/fixation Documentation deficiency

X-Ray discrepancy

Death

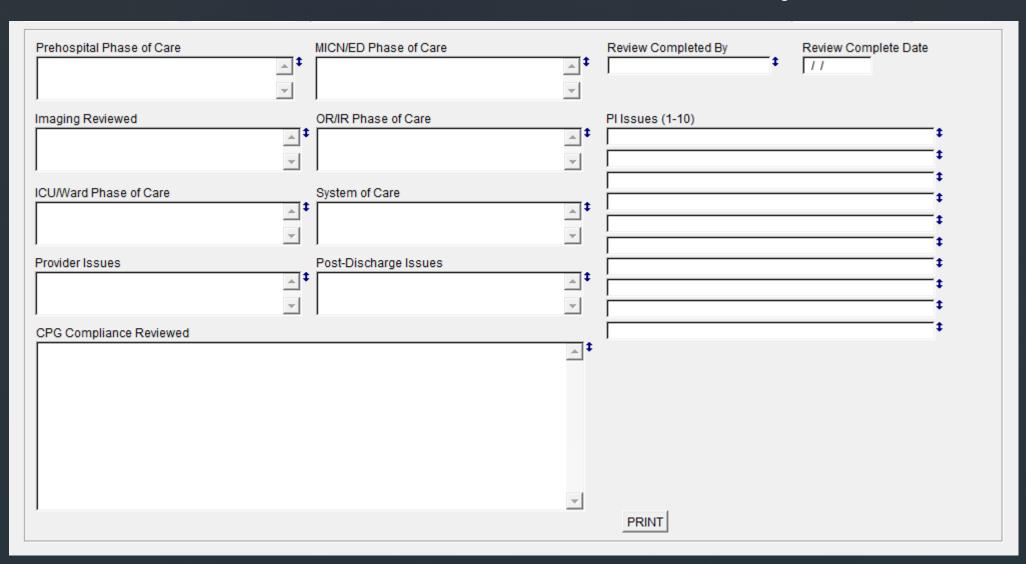
Unplanned readmission Other system issue

Other

Reviewer: Cheri White, RN

Review Complete:

Primary Review



Prehospital Phase of Care

MICN/ED Phase of Care

Imaging Reviewed OR/IR Phase of Care

ICU/Ward Phase of Care

No issues identified

Registrar notes: EMS was having difficulty with the insertion of the tube due to copious amounts of bld in pts airway.

No issues identified - 38 M. Hx smoker, poss substance abuse. BIBA s/p auto vs bike, full activation, GCS 4, arrive 2106, succinvicholine 100 mg, intubated 2110, OG 2114, FC attempt 2115, propofol started 2116, to CT 2119, W/U left clavicle fx, left SDH lg, right parenchymal hematoma, right temporal lobe hematoma, bilateral SAH, 11 mm MLS, subfalcine herniation, complex open skull fx: righth temporal bone, ext right frontal, parietal, temporal bone fxs, right parietal to left parietal fx, C1 lat mass fx. left C7 superior process fx into facet, left T1 lamina fx. right pterygoid plate fxs, right sphenoid sinus floor fx, left ethmoid bone fx, left orbit fx, post nasal septum fx, right sphenoid wing fx, bilateral sphenoid sinus fxs, right orbit floor fx, right lateral orbit wall fx, left frontal bone fx involving left frontal sinus fx, left scapula fx into base of coracoid process fx, mult right rib fxs: 3-7, aspiration, right pulm contusion, grade 3 upgraded to grade 4 spleen laceration, right ICA dissection with occlusion at the cavernous and supraclinoid segment, BAL neg/UTox amphetamines, cannabis, ectasy, back to ED 2135. 2nd FC attempt 2137, Zosyn 2148, mannitol 88.8 gms 2149, art line 2150, NS note 2151, urology at BS to place FC 2201, FC placed 2217, to OR 2222 No issues identified

No issues identified - 5/28/24: to OR 2222, 2235 cefazolin 2 gms, 2239 incision: left decompressive craniectomy, place left ICP, evacuate SDH, repair complex 25 cm scalp laceration, repair 10 cm facial laceration, place SD drain, significant cerebral edema and cerebral contusions, to TNICU post-op on

5/29/24: to OR for splenectomy, pericardial window (neg), 2 packs left, TAC, back to TNICU

No issues identified - to TNICU post-op on MV. 5/29 Levophed started by anesthesia for MAP support, TLC placed for IV access, FFP 1 0247 for INR 1.6, overbreathing the vent, RHCT shows left parafalcine SDH 11 mm ext along bilateral tentorium. right SDH 6 mm, SAH, bilat temporal lobe contusions, 1 CM MLS, loss of grey-white jcn r/t contusions or ischemia, hypotensive with drop in Hab on rounds, to OR for splenectomy, pericardial window (neg), 2 packs left, TAC, back to TNICU, creat bump from 1.44 to 2.44, fluids and treat hyperkalemia, ACOS c/s, both fxs appear non-op will eval pt when more stable, left TLC rewired for Cordis and PA catheter, fluid bolus, SDS following the patient, 5/30 Repeat CTH 5/30; new acute L PCA infarction, acute multifocal L MCA infarctions, grossly stable intracranial hemorrhages, transfuse, PA catheter removed, ICP

Concurrent Primary Review for ICU Admits

spikes, vecuronium 10 mg, fentanl and propofol orders modified for ICP titration. 5/31 RHCT interval hemorrhagic transformation of left frontal lobe hypodense contusion or area of ischemia, increasing cerebral edema, MLS 1.2 cm, severe TBI complicated by strokes from BCVI, no brainstem reflexes, EEG to r/o seizures, GOC discussion, NS feels no meaning recovery expected given numerous areas of infarct, family meeting 6/1 to discuss next steps, stop vasopressin and treat DI with DDAVP. 5/31 anticipate no meaningful recovery, cEEG, brain matter from right ear. 6/1 DNR, no escalation of care, family consented to donation, labs per SDS. 6/2 continue supportive care. 6/3 family plans to donate his organs, empiric Zosyn started. 6/4 bronchoscopy. 6/5 cont donation w/u, plan to donate 6/6. 6/6 transitioned to comfort care, extubated 1715, asystole at 2014, TOD 2015. Did not meet DCD donation timeframe, PCSO Coroner notified.

System of Care Provider Issues

PI entry created - unplanned visit to OR - required RT OR for

splenectomy

No issues identified

Post-Discharge Issues CPG Compliance Reviewed No issues identified - did not meet timeframe for DCD donation

VTE Prophylaxis - SCDs only

TBI management - aggressive initial surgical management,

non-survivable injury

SBIT - unable to complete due to severe TBI

Spleen injury management - required operative management,

did not receive vaccinations d/t non-survivable TBI

Blood given: 5/29: 0247 plasma 1, 0838 PRBC 1, 0922 PRBC 2.

5/30 1100 PRBC 3. 6/6 0200 PRBC 4.

Cheri White 06/06/2024

Unplanned visit to the OR (NEW 2020)

Death

Review Completed By

Primary Review Complete Date

PI Issues

Concurrent Primary Review for ICU Admits

Prehospital Phase of Care	Not applicable
MICN/ED Phase of Care	No issues identified - 68 F. Hx HTN, HLD, chronic pain, neuropathy. POV to ED, GLF while getting OOB, struck head on dresser, ED trauma, W/U scalp laceration (repaired), C1 ring fx (fx in 4 places), small prevertebral hematoma, traumatic occlusion right vertebral artery, alantoaxial ligamentous injury, ND S1 fx, BAL neg, trauma c/s, NS c/s -> Aspen collar, likely non-op fx, TNICU admit
Imaging Reviewed	No issues identified
OR/IR Phase of Care	No issues identified: 6/13 OR with NS: occiput to C2 fusion and instrumentation
ICU/Ward Phase of Care System of Care	No issues identified - TNICU admit, seen by NS who recs occipital to cervical fusion, pain issues. 6/13 CTA neck shows right VA injury, to OR with NS: occiput to C2 fusion and instrumentation. 6/14 stable exam, expected wound drainage per NS. FC DC, ASA started, needs tertiary exam. 6/15 NS cleared for DC, tertiary exam completed, DCP in evolution, home with HH vs SRI, addresing insurance barriers, pt/spouse uncomfortable with DC home, transferred to floor care, Lovenox DC. 6/16 stable, DC home with HH.
Provider Issues	No issues identified
Post-Discharge Issues	No issues identified
CPG Compliance Reviewed	VTE Prophylaxis - Lovnox started 6/12, started on ASA 324 mg for BCVI NSA/Nelson Score: Nelson 5, trauma admit with NS c/s
Review Completed By	Cheri White
Primary Review Complete Date	06/16/2024
PI Issues	None

Primary Review

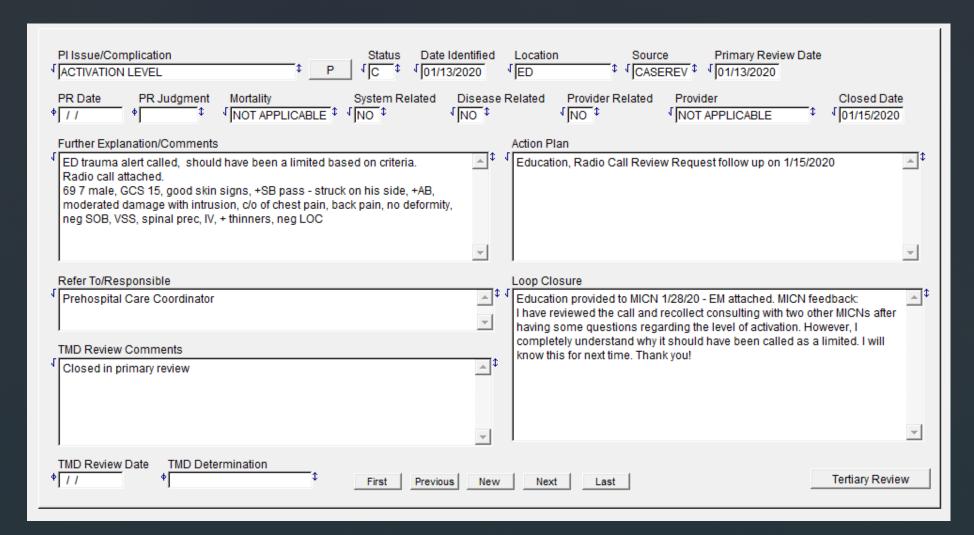
Examples of Issues that Might be Closed

- EMS care
- Level of activation
- ED nursing issues
- Staff documentation deficiencies
- System delays that do not negatively impact patient outcome
- Selected TQIP complications

Issues that Require Further Review

- All other TQIP complications
- All provider issues
- All system issues that negatively impact patient outcome
- Acute transfers
- All deaths

Closing a Primary Review Issue



Secondary Review

- Secondary Review = Issue Triage or Sorting
- Medical record review with written case narrative with event timeline and other relevant details is created
- Review by TMD and/or TPM
- Issues may be closed at this level, corrective action identified, or forwarded for additional review
- Issues closed in secondary review should be summarized and presented at your PI meeting to maintain transparency for the PI program: registry report on the consent agenda



Create a Secondary Review Tool that meets your program needs

- Set expectations for how it is completed (date for every issue)
- Style guide standard abbreviations, inclusion of all issues closed in primary review for transparency to the TMD
- Retain it with your PI
 paperwork or attach it to
 the registry record

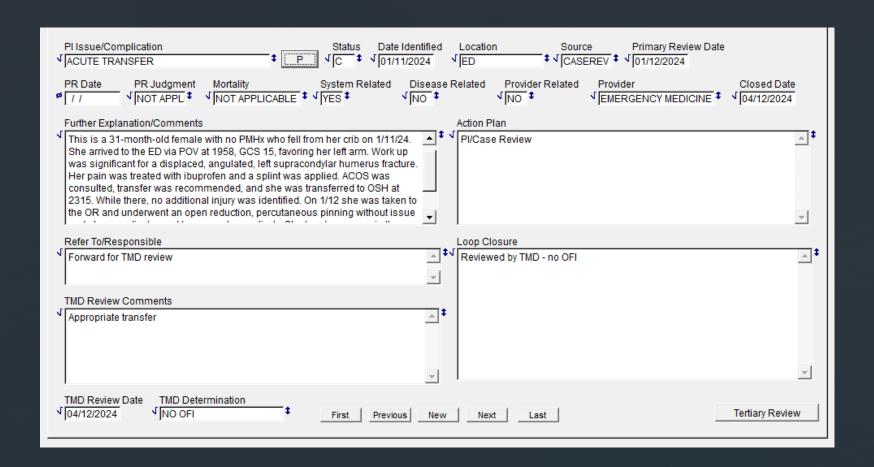
TRAUMA & ACUTE CARE SURGERY PERFORMANCE IMPROVEMENT SECONDARY REVIEW Registry: Case Type: MRN: Patient Name: Admit Date: DC Date: Age: Primary Review Completed: PI RN Reviewer: Issues for Secondary Review TMD Determination ■ No OFI/Closed ☐ Refer ☐ Tertiary Review ☐ Track/Trend (MDPR / Trauma ACS) ☐ Primary review ☐ Consent Agenda findings noted Comments ☐ No OFI/Closed ☐ Tertiary Review ☐ Refer ☐ Track/Trend (MDPR / Trauma ACS) ☐ Primary review ☐ Consent Agenda findings noted Comments ☐ Refer ☐ No OFI/Closed ☐ Tertiary Review ☐ Track/Trend (MDPR / Trauma ACS) ☐ Primary review ☐ Consent Agenda findings noted Comments ☐ No OFI/Closed ☐ Refer ☐ Tertiary Review ☐ Track/Trend (MDPR / Trauma ACS) ☐ Primary review ☐ Consent Agenda findings noted Comments ☐ No OFI/Closed ☐ Tertiary Review ☐ Refer (MDPR / Trauma ACS) ☐ Track/Trend ☐ Primary review ☐ Consent Agenda findings noted Comments TMD Signature: Review Date: □ Edited Timeline: Case Narrative: **Blood Totals** PRBC FFP PLTS Cryo 1st 4 hours 1st 24 hours Admission Waste

Action Taken/Loop Closure

Issues Reviewed and Closed in Primary Review

Issue with Description

Closing a Secondary Review Issue



Tertiary Review

- Tertiary Review = structured review by a group
- Review, evaluate and discuss the quality of care and systems issues
- Provide peer review
- Assess system vs provider OFIs
- Assess team performance
- Identify contributing factors
- Recommend corrective action
- Close the loop on the issue



Tertiary Review

- Examples of PI Committees
 - Trauma ACS Multidisciplinary Peer Review
 - Trauma ACS Peer Review
 - Resident M&M
 - Trauma Operational Process Improvement Committee
 - Hospital PIPs Committee
 - Regional & Systems PIPs Committees
 - Prehospital PIPs Committee

What Types of Issues Are Forwarded for Peer Review?

- All deaths
- Complications/issues based upon clinical significance
- Unexpected outcomes
- Significant system issues
- Sentinel events
- CPG non-compliance
- Policy non-compliance

- Acute transfers
- Special populations
- Opportunities for provider or team education

Define the types of issues forwarded to Peer Review for your PI program

Include in your PI Plan

Create a Tertiary Review Tool that meets your program needs

- Set expectations for how it is completed
- Retain it with your PI
 paperwork or attach it to the
 registry record
- Summary sheet copy goes to Hospital Quality Department with meeting minutes
- Outcomes tracked for OPPE

TRAUMA & ACUTE CARE SURGERY PERFORMANCE IMPROVEMENT SUMMARY TERTIARY REVIEW

CONFIDENTIAL

Protected by 1156 & 1157 of the Evidence Code Trauma Multidisciplinary Peer Review Committee

Registry Case Number:	MRN:
Primary Review Date:	Patient Name:
Secondary Review Date:	Age:
Tertiary Review Date:	Admit Date:
	DC Date:

PI Description		MD	REC	OFI	CF
			J, L		
			J, L		
			J, L		
DEATH	rtality with OFI		☐ Mortality w	vithout OFI	

Recommendation(s)	Opportunity for Improvement	Contributing Factors
A = No action Needed	OFI MM = OFI Medical Management	A = Equipment
B = Letter to MD involved from Chief Service	OFI D = OFI Documentation	B = Provider
C = Discussion w/MD involved by Chief Svc	OFI P = OFI Process of Care	C = Management System
D = Discussion / Education	OFI B = OFI Behavior	D = Pt Factors
E = Focus Audit	OFI E - OFI Education	E = Other Factors
F = Change Policy / Procedure		F = Cannot Determine
G = Documentation Deficiency		G = Disease Specific
I = Forward to		
J = Trend		
K = Other		
L = For Committee Review		

Notes:

Case Summary – distributed in the meeting packet

Cut and paste your secondary review narrative and timeline into the form

Retain it with your PI paperwork or attach it to the registry record

CONFIDENTIAL

Protected by 1156 & 1157 of the Evidence Code

TRAUMA & ACUTE CARE SURGERY MULTIDISCIPLINARY PEER REVIEW TERTIARY REVIEW

MRN:

ISS:

PS:

Performance Im	provement issue						
Case Narrative:					Timeline:		
Blood Totals	PRBC	FFP		PLTS		Cryo	
1st 4 hours							
1st 24 hours							
Admission							
Waste							
Issues Reviewed	and Closed in Pri	mary Review					
ssue with Description			Action Taken/Loop Closure				

This case is being reviewed for the following issues:

Registry Case Number:

Tertiary Review Date:

Injuries:

Peer Review Judgement and Determination

- Each case reviewed by Trauma ACS Multidisciplinary Peer Review and Trauma ACS Peer Review has a peer review judgment regarding whether the care provided meets the standard of care
- If opportunities for improvement exist, they are identified,
 classified, and documented per Medical Staff guidelines
- Deaths are graded using the ACS guidelines: Mortality without OFI or Mortality with OFI

7.7 Trauma Mortality Review—TYPE II

Applicable Levels

LI, LII, LIII, PTCI, PTCII

References

None

Definition and Requirements

In all trauma centers, all cases of trauma-related mortality and transfer to hospice must be reviewed and classified for potential opportunities for improvement.

Deaths must be categorized as:

- · Mortality with opportunity for improvement
- · Mortality without opportunity for improvement

Additional Information

Mortalities include DOA, DIED, and patients who died after withdrawal of life-sustaining care.

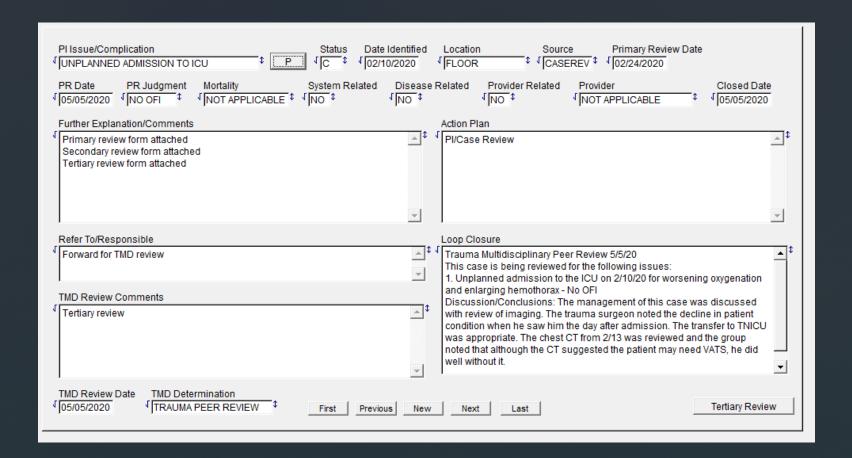
The goal of reviewing events is to identify potential opportunities for improvement.

A death should be designated as "mortality with opportunity for improvement" if any of the following criteria are met:

- Anatomic injury or combination of severe injuries but may have been survivable under optimal conditions
- Standard protocols were not followed, possibly resulting in unfavorable consequence
- · Provider care was suboptimal

Reviewing each mortality and transfer to hospice provides the greatest assurance that the trauma program will identify opportunities for improvement. Transfers to hospice require review to ensure there were no opportunities for improvement in care that might have significantly changed the clinical course that ultimately led to the decision for hospice care.

Closing a Tertiary Review Issue



Corrective Action

When an opportunity for improvement is identified, appropriate corrective actions to mitigate or prevent similar future adverse events must be developed, implemented, and clearly documented by the trauma PIPS program.

Options for Corrective Action

- Guideline, protocol, or pathway development or revision
- Additional and/or enhanced resources
- Individual counseling
- Peer review case presentation
- Charter a PIPs action team to address issue

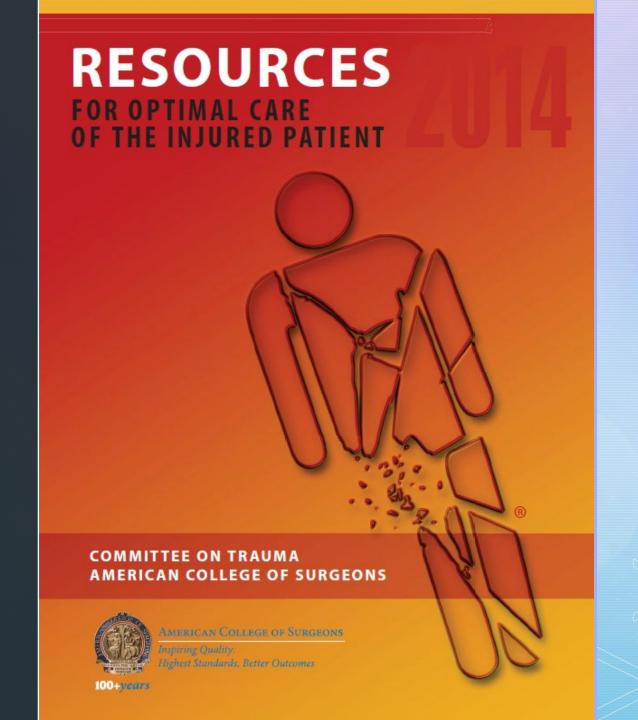
- Targeted education (rounds, conferences, journal clubs, case study)
- External review or consultation
- Ongoing professional practice evaluation (OPPE)
- Recommend change in provider privileges

Corrective Action

- Be specific and document it
- Targeted education what specifically will be taught or reviewed? How will you demonstrate that it occurred? How will you monitor for compliance?
- Focused review review all a specific provider's patient management in the ED or all the triage decisions
- Interventions such as reminding or speaking with are weak examples of loop closure...and probably not effective – if used, you still need documentation that it occurred for loop closure

Loop Closure

- Effective performance improvement demonstrates that a corrective action has had the desired effect as determined by continuous monitoring and evaluation.
- This process is referred to as closing the loop.



Loop Closure

An effective performance improvement program demonstrates through *clear documentation that identified opportunities for improvement lead to specific interventions that result in an alteration in conditions such that similar adverse events are less likely to occur.*

The effectiveness of these interventions should be continuously reevaluated to determine if these revisions improved the process or outcomes in care.

7.3 Documented Effectiveness of the PIPS Program—TYPE II

Applicable Levels

LI, LII, LIII, PTCI, PTCII

Definition and Requirements

All trauma centers must have documented evidence of event identification; effective use of audit filters; demonstrated loop closure; attempts at corrective actions; and strategies for sustained improvement measured over time.

Additional Information

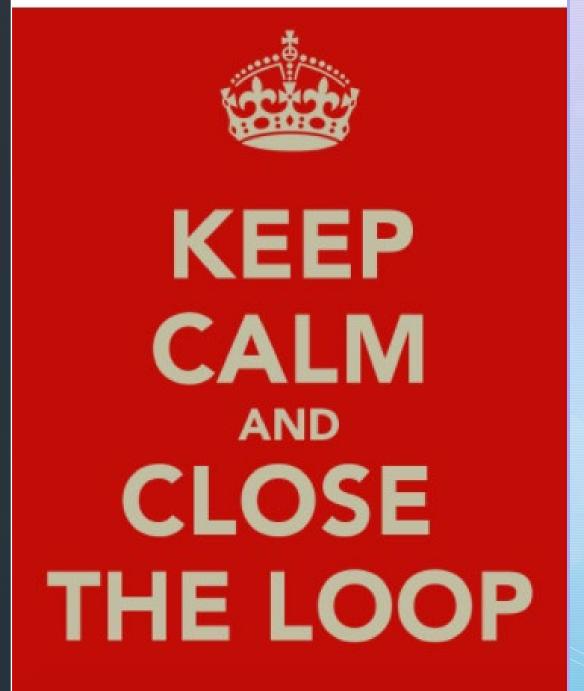
None

Measures of Compliance

PIPS documentation including peer review minutes, loop closure documentation, monitoring of event rates, OPPE, benchmarking reports, or other relevant data to inform and evaluate PI

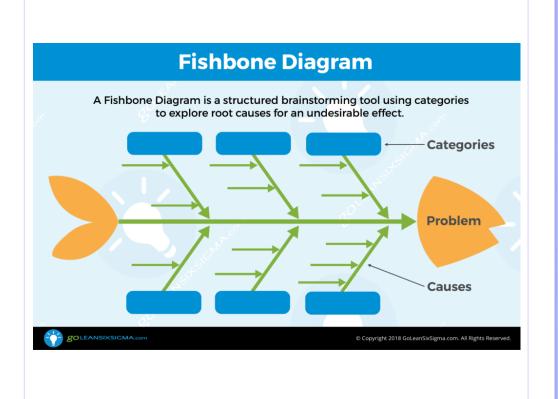
Loop Closure

- Identify the issue(s)
- Correction provide remediation
- Monitor repeat the data collection and analyze it – how long do you monitor for recurrence?
- Document the entire process to demonstrate the problem was solved

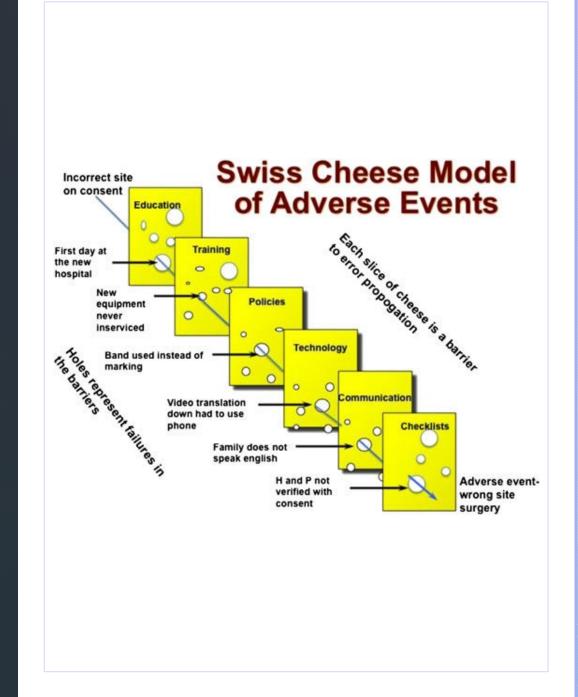


Pitfalls in PI

- Trauma PI often focuses on case reviews
- Focusing on an isolated event only changing a system based on 1 bad case can increase the risk of Type 1 error
 - Making a change when we think something is wrong when it really isn't
- Consider the single case within the context of the entire system
- Are there other contributing factors?



- Trauma PI events often result from a series of failures
- Each failure needs to be identified, investigated, and addressed



Pitfalls in PI

- Failure to look for patterns of problems
 - Dramatic increase in number of admits to non-surgical services
 - Delays in recognition of shock by a provider
 - Response delays by a particular specialist
 - Documentation errors by a particular nurse or group of nurses
- Develop an appropriate corrective action plan to address the issue – provider versus system intervention
- Monitor repeat data collection to see if the correction action worked
- Maintain an audit trail of the entire process

Create PIPs Reports in Your Registry

- Complication trends
- Provider response times
- Compliance with VS protocols
- Timeliness of interventions or diagnostics
- Timeliness to OR
- SBIT compliance
- Under-over triage
- Non-surgical admits

Run the reports on a regular basis and report the results – monitor the trends

Using TQIP for PI

ACS TQIP BENCHMARK REPORT:









AMERICAN COLLEGE OF SURGEONS Inspiring Quality: Highest Standards, Better Outcomes

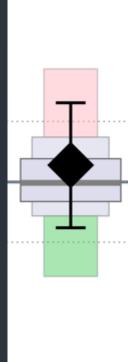


		Patients ¹	VTE Prophylaxis				Time to VTE Prophylaxis (days)	Missing Time to VTE Prophylaxis	
Cohort	Group	N	N	%	No Prophylaxis (%)	Status Unknown (%)	Median (IQR)	N	%
All Patients	All Hospitals	277,455	182,291	65.7	34.3	0.0	2 (1-3)	413	0.2
	Your Hospital	559	213	38.1	61.9	0.0	3 (2-5)	0	0.0
Blunt Multisystem	All Hospitals	39,544	31,382	79.4	20.6	0.0	3 (2-4)	47	0.1
	Your Hospital	114	77	67.5	32.5	0.0	4 (2-7)	0	0.0
Penetrating	All Hospitals	13,206	10,449	79.1	20.9	0.0	2 (1-3)	14	0.1
	Your Hospital	12	4	33.3	66.7	0.0	4 (2.5-10)	0	0.0
Shock	All Hospitals	9,940	7,861	79.1	20.9	0.1	2 (1-4)	9	0.1
	Your Hospital	19	15	78.9	21.1	0.0	4 (4-6)	0	0.0
Severe TBI	All Hospitals	8,820	5,139	58.3	41.7	0.0	3 (2-5)	8	0.2
	Your Hospital	14	3	21.4	78.6	0.0	7 (4-9)	0	0.0
Elderly	All Hospitals	97,905	59,190	60.5	39.5	0.0	2 (1-3)	134	0.2
	Your Hospital	180	53	29.4	70.6	0.0	2 (2-4)	0	0.0
Elderly Blunt Multisystem	All Hospitals	9,388	6,931	73.8	26.2	0.0	2 (2-4)	13	0.2
	Your Hospital	21	11	52.4	47.6	0.0	4 (3-5)	0	0.0
Isolated Hip Fracture	All Hospitals	34,991	29,890	85.4	14.6	0.0	2 (1-2)	66	0.2
_	Your Hospital	4	4	100.0	0.0	0.0	2 (1.5-2)	0	0.0
¹ Excluding deaths in the ED, dea	aths within the first 48 h	ours of arrival, and	deaths with u	nknown time t	e death				

Large percentage of patients with no VTE chemoprophylaxis and protracted start time for selected populations

5 PE in 559 patients in Fall 2018 report 3 PE in 642 patients in Spring 2020 report

What types of patients were getting thromboembolic complications?



Pulmonary Embolism in All Patients

Trauma ACS DVT Prophylaxis Guideline

High risk patients are those anticipated to be hospitalized for > 24 hours and have 1 or more of the following risk factors:

- Anticipated immobilization > 24 hours
- Multiple system trauma
- History of venous thromboembolism (DVT/PE)
- · History of hypercoagulable disease
- Traumatic brain injury with GCS <12
- Pelvic fracture
- Lower extremity long bone fracture
- Spinal fracture
- . Major vascular injury to neck, thorax, abdomen, or extremities
- History of/current diagnosis of cancer
- Obesity (BMI >30)
- Multiple rib fractures
- Tobacco use within 1 month

Relative contraindications to INITIAL chemical VTE prophylaxis include

- Ongoing blood loss
- Coagulopathy
- Non-operative management of liver, spleen, and renal injuries
- Traumatic brain injury
- History of heparin induced thrombocytopenia

Medication Selection and Dosing

All high-risk patients who do not have a contraindication should be started on enoxaparin (1st line) or heparin (2nd line):

Enoxa pari n	Standard dose	CrCl 30-80mL/ min	CrCl 10-29 mL/ min	CrCl <10 mL/ min (for dialy- sis refer to
	30 mg bld	No Change	30 mg q 24h	Lexicomp)
Prophylaxis	40 mg	q 24h	30 mg q 24h	Do Not Use
	BMI 40-50kg/m	is: 40mg Q1 2h	BMI 40-50kg/m2: 40mg Q24h	
	BMI >50kg/m ²	: 60mg Q12h	BMI >50kg/m²: 60mg Q24h	

Enoxa pari n		justed body weight* In g/m2. Check anti-Xa 4 dose).	_	
Standard Dose	CrCl 30-60m/min	CrCl 10-29ml/mln	CrCl <10 mL/min (for dialysis refer	
1 mg/kq q 12h		1 mg/kg q24h	to Lexicomp) Do Not Use	

IVC Filters

Filters will be placed within 24 hours of time of consult in patients who meet the following criteria:

- The patient cannot receive prophylactic doses of anticoagulation for at least five days due to a traumatic injury.
- The bleeding risks of prophylactic heparin or Lovenox administration outweighthe benefits.
- At least one of the following criteria are present
 - ⇒ The patient is on the ventilator and/or has a GCS <8</p>
 - ⇒ The patient has a spinal fracture
 - ⇒ The patient has a lower extremity fracture
 - ⇒ The patient has a pelvic fracture

Starting Chemical Prophylaxis and Filter Removal

When medically appropriate to start prophylactic doses of anticoagulation

- If there is no contraindication, perform a bilateral lower extremity venous duplex.
- If negative for DVT, schedule retrieval of the IVC filter during the same admission.

OR

If the patient is cleared for prophylactic doses for anticoagulation, but the doses are being held for frequent trips to the operating room, the IVC filter may be left in place.

 When the series of operations are complete, a bilateral lower extremity venous duplex should be performed.

Initiation of anticoagulation for at-risk patient populations Solid Organ Injury

In the non-operative management of liver, spleen and renal injuries, VTE prophylaxis may be initiated after

- 24 hours without ongoing blood loss for grade I/II injuries (stable Hct, no transfusions)
- 48 hours without ongoing blood loss for grade IIII/IV/V injuries

Traumatic Brain Injury

- Chemical VTE prophylaxis may be initiated 24 hours following stable head CT, and 48 hours after craniotomy.
- VTE prophylaxis does not need to be held for EVD/ICP monitor placement or removal.

Spinal fractures and Spinal Cord Injuries (SCI)

- Patients with spine fractures or SCI may be started on VTE prophylaxis once the spine surgeon has deemed that there is no emergent need for surgical decompression or stabilization
- If urgent surgery is planned, VTE prophylaxis will be held the night before operation, and resumed at 24 hours post-operatively.

Regional Anesthetic Catheter Placement for Pain Control

- Chemical VTE prophylaxis will be held for 12 hours prior to catheter placement.
- Chemical VTE prophylaxis may be started 4 hours after the catheter is placed.
- Chemical VTE prophylaxis will be held for 12 hours prior to catheter removal.
- Chemical VTE prophylaxis will be held for a minimum of 4 hours after removal.
- While the catheter is in place, the patient should be placed on either enoxaparin 40mg q24h or heparin 5000 units q8h depending on renal function – ideally, the dosing should start at night.

IX. Processes of Care: Venous Thromboembolism Prophylaxis

Table 24: Pharmacologic VTE Prophylaxis by Cohort

		Patients ¹		VTE Prophylaxis		Time to VTE Prophylaxis (days)	Unknown Time to VTE Prophylaxis
Cohort	Group	N	N (%)	No Prophylaxis (%)	Status Unknown (%)	Median (IQR)	N (%)
All Patients	All Hospitals	382,764	287,655 (75.2)	24.8	0.0	2 (2-3)	49 (0.0)
	Your Hospital	927	595 (64.2)	35.8	0.0	3 (2-3)	0 (0.0)
Blunt Multisystem	All Hospitals	54,373	46,693 (85.9)	14.1	0.1	3 (2-4)	6 (0.0)
	Your Hospital	109	88 (80.7)	19.3	0.0	3 (2.5-5)	0 (0.0)
Penetrating	All Hospitals	16,922	14,779 (87.4)	12.6	0.0	2 (2-3)	4 (0.0)
	Your Hospital	9	9 (100.0)	0.0	0.0	3 (2-4)	0 (0.0)
Shock	All Hospitals	13,944	11,775 (84.5)	15.5	0.0	3 (2-4)	2 (0.0)
	Your Hospital	16	14 (87.5)	12.5	0.0	3.5 (3-6)	0 (0.0)
Severe TBI	All Hospitals	21,190	15,200 (71.9)	28.1	0.2	4 (3-5)	2 (0.0)
	Your Hospital	38	31 (81.6)	18.4	0.0	4 (3-5)	0 (0.0)
Elderly	All Hospitals	160,050	116,010 (72.5)	27.5	0.0	2 (2-3)	19 (0.0)
	Your Hospital	513	294 (57.3)	42.7	0.0	3 (2-4)	0 (0.0)
Elderly Blunt Multisystem	All Hospitals	15,838	13,086 (82.7)	17.3	0.1	3 (2-4)	2 (0.0)
	Your Hospital	44	28 (63.6)	36.4	0.0	3 (2-4.5)	0 (0.0)
Isolated Hip Fracture	All Hospitals	63,858	57,210 (89.6)	10.4	0.0	2 (2-3)	14 (0.0)
	Your Hospital	299	273 (91.3)	8.7	0.0	3 (3-4)	0 (0.0)
¹ Excluding mortalities (1) in the	ED, (2) within the first 4	8 hours of arrival, and/	or (3) with unknown time to	mortality			

While we improved the overall use and timeliness of VTE chemoprophylaxis and saw improvement in the incidence of PE

		Odds Ratio									
Hospital Event	Cohort	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	Fall 2024
Pulmonary Embolism	All Patients	0.97	0.99	0.92	0.80	0.97	0.87	1.09	1.43	1.41	1.74

Case drill downs on 100% VTE events to look for other potential causative factors

- Holding of chemoprophylaxis in geriatric hip fracture patients with a Hgb drop
- Repeated starting and holding VTE chemoprophylaxis
- Delays in initiating or resuming VTE chemoprophylaxis
- Impact of TXA or PCC
- Orthopedic use of ASA instead of Lovenox or a DOAC
- Covid infection
- Primary pulmonary thrombosis

A MTP Performance Improvement Team was created to review and optimize the MTP Process to...

- Reduce care delays
- Assure patient safety practices are followed
- Improve communication
- Improve quality and ease of documentation for physicians and staff
- Minimize/eliminate product waste
- Assure balanced resuscitation is provided

PI to Address System Issues

Massive Transfusion Process



Performance Improvement Team

Issues identified and addressed by the PI project

Communication

BB notification to initiate MTP

Transitions of care

Ongoing continuation of MTP

BB notification to discontinue MTP

Product Management

Standard process for swapping/return of storage devices

Adherence to balanced resuscitation (1:1:1)

Transitions of care

Appropriate product management (temperature, storage device)

Documentation

Complete and accurate documentation on paper form and in Epic

Transitions of care



	ANSFUSION PROTO		PATIENT LABEL						
	Location: ED	PRODUCT TYPE		EEDSIDE RN VERIFIED BY 5					
	UNIT#	PRODUCT TYPE		me & Initials	Print N	ame & initials	TIM		
1.		RBC							
2.		PLASMA If jumbe/cross out next plasma							
3.		RBC							
4.		PLASMA If jumbe/cross out next plantsu							
5.		RBC							
6.		PLASMA If jumbe/eross out next plantsu							
r.		RBC							
8.		PLASMA If jumbs / gross out rest plants							
9.		RBC							
10.		PLASMA If jumbs / sroce out reet plasms							
11.		RBC							
12.		PLASMA							
13. (if ordered)		PLT / Cryo (Cirsie ose)							
14. (if ordered)		PLT / Cryo (Grale ose)			Last Ur	it End Time:			
TOTAL # OF UN	IITS AND STANDARD V	DLUME OF EACH TYPE							
# PRBC units: # Plasma units:	x 325 mL x 200 mL	mL PRBC mL Pleame		ranafesion rea igns/Symptom		ected? DYE8	□ N		
# Jumbo plasma	units: x 400 mL x 275 mL x 100 mL	mL Jumbo p	olasma	quirey inposit					
# PLI units:	x 275 mL	mL PLT							

Need Emergency Blood Products or MTP?

- Call 11187 (No Vocera)
- State need:
 - ➤ MTP
 - Emergency blood products and # units needed
- Patient name
- MRN
- Gender
- Approximate age
- Ordering physician
- Patient location

Place Epic order for Emergency Blood Products or MTP





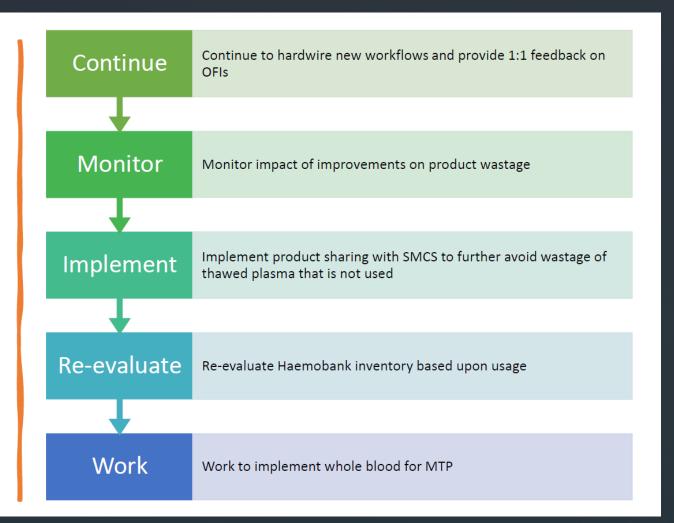
Additional Work Completed

Revision of standard work to reflect changes

Implementation of Haemobank in the Trauma Bay

MTP Nursing Policy revisions to reflect changes Creation of
Haemobank
Standard Work
and Training
Materials

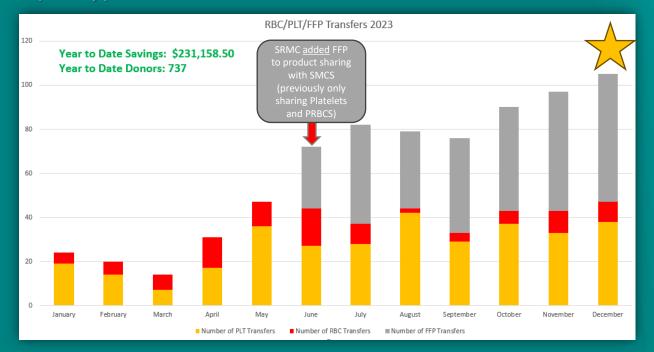
Next Steps



Sutter Health Blood Product Waste Reduction Project

In early 2023, SRMC identified that blood product wastage was increasing and exceeded the Sutter threshold. Additionally, in 2022, SRMC discarded 337 blood products, equating to 309 valuable donor contributions that did not reach the patient.

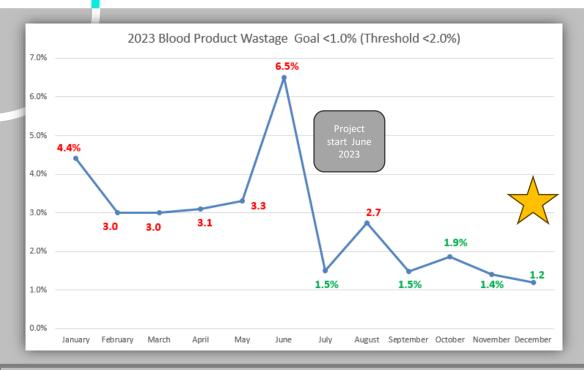
Methodology/Actions: The team analyzed blood product wastage by type, amount, financial impact and analyzed common themes for why products were wasted. Actions included adding FFP to the product sharing process with SMCS; focused on staff education to reduce preventable product waste; and increased physician engagement related to blood product ordering and specialty product use.



Project Owners:

Nadera Dashty, Christine Dutra – Transfusion Services Barbara Todd – Quality

Project Period – June 2023 – December 2023



Conclusion:

With RBC, platelet and FFP transfers to SMCS, SRMC saved 737 donations in 2023 which equated to a savings of \$231,158.50. Through education and process improvements, SRMC was able to decrease the average wastage of products from 3.9% to 1.7% in 2023.

Blood products are a finite resource that are dependent on the donations from members of our local community. It is imperative that we honor and commit to transfuse these resources carefully and responsibly.

New issues arose after implementing the Haemobank in the Trauma Bay

- Use of Patient Safety
 Report (PSR) data to
 identify areas for
 improvement in the MTP
 process (FMEA)
- ED and Transfusion ServicesCommunication
- Ordering issues by ED physicians: MTP versus
 Uncrossmatched Blood

MTP Process Map – Emergency Department Trauma/ Critical Patient Arrives Verbal from Trauma/ED MTP Need Provider Trauma Room Only: Access Haemo Bank to initiate 1:1 Transfusion. Use Haemobank until Cooler Arrives (Lab Alerted when Haemobank Opened) MRN M/F Phone Call to Inside Trauma Room: Use RED PHONE Age: > or < 50 **Blood Bank** Location Outside Trauma Room: Call x61187 (BB) Patient/Trauma Name **Escalation Process for Delay in Order Placement:** 1. At 15 min: BB to call to Trauma Room/Primary RN 2. At 30 min: BB to re-call to Trauma Room/Primary RN Entered by 3. At 1 Hour: BB to call ED Charge RN Trauma Scribe Order Placed 4. At 1 Hour 30 Min: BB to call Admin Sup and enter a PSR to RN or Physician 5. Beyond 1 hour 30 Min: BB to work with Admin Sup to determine barriers and assist with escalation Cooler Contents: 1st Round: Cooler Delivered from 1st Cooler Delivered by In Trauma Room 6:6:1 (Plt Pack) TS within 10 minutes Outside Trauma Room 6:6 (No Plts) 2nd Round: Always Includes Platelets Administered to Patient **MTP Continues:** Patient goes to OR: Patient Expires: Call when down to last Phone call ED RN to BB Phone call ED RN to BB

BB=Blood Bank

MTP=Massive Transfusion Protocol

ED=Emergency Department

2 units

hone Call from ED RN

to BB when MTP is

discontinued



MTP *or*Uncrossmatched Blood Requires....

1. Immediate Phone call to Blood Bank

- New Red Phone in the Trauma Room for DIRECT line between Blood Bank and the Trauma Room
- All ED rooms will have Blood Bank as a SPEED DIAL option

2. Order placed in EPIC

 ORDER MUST BE PLACED IN EPIC AS SOON AS POSSIBLE

MTP vs Uncrossmatched Blood

MTP (MASSIVE TRANSFUSION PROTOCOL)

- 6 RBC + 6 FFP + 1 PLT per round
- Rounds replenished until discontinued



UNCROSSMATCHED/EMERGENCY RELEASE

- A la carte, smaller volumes
 - Commonly 1-4 RBC and/or 1-4 FFP
 - Volume per MD discretion
- Not replenished automatically



Both MTP & uncrossmatched orders have the <u>same process & delivery time</u> of less than 10 minutes. The only difference between MTP & an order for uncrossmatched is the <u>volume</u> of products delivered.

The MTP being performed now directly affects the next MTP and the transfusions of other patients.

MTP Timeline Review

- 100% review of all MTP events for timeline
- Lack of adherence to standard work: notification call, Epic order
- Identification of any OFIs with real-time follow up and education



Closing thoughts.....

- Good PI takes work and persistence and a lot of documentation
- Create a PI plan, standard definitions for audit filters, and standard work for PI process and tools
- Define PI roles and include the registrar team
- Partner with your Quality Department
- It also requires skills: ability to objectively assess an issue and clinical acumen – a sense of knowing when something isn't right
- Know your data and create systems to assure it is valid
- Use your registry liberally
- Use the TQIP resources: benchmark report, online operational reports
- Implement an annual review process and actively engage your team

Other Resources

- American College of Surgeons
- https://www.facs.org/qualityprograms/trauma/quality/pips/
- Agency for Healthcare Quality & Research
- Institute for Healthcare Improvement
- Trauma Center Association of America
- The Trauma Pro
- The Joint Commission



Trauma Outcomes & Performance Improvement Course

Sponsored by the Society of Trauma Nurses



The Society of Trauma Nurses offers the *Trauma Outcomes and Performance Improvement Course* to provide education and a better understanding of the Performance Improvement process in trauma care.

The TOPIC course is taught to all members of the trauma system team who participate in the ongoing assessment, evaluation and improvement of trauma care. TOPIC focuses on the ongoing assessment of the continuum of trauma care with a structured review of process and trauma patient outcomes.

The TOPIC course is taught in a one day interactive Modular Format. The course offers practical application for all Levels of trauma centers, from entry level to mature phase of program development. The Modules are taught with a focus on didactic, operational definitions, sample tools, case study examples and take home points.

Course Modules

- Trauma Performance Improvement Structure -PI Plan
- PI Indicators, Audit Filters, Practice Management Guidelines (PMG)
- PI Issue Identification
- Levels of PI Review
- Trauma PI Team Roles
- Data Management for PI Trauma Registry/Trauma PI Databases
- PI Forums/Committee Structure
- Peer Review Judgment Determination
- PI Reports
- Action Plan
 Development/Implementation
- PI Documentation/Confidentiality
- PI Loop Closure
- Institutional/System Link to Trauma PI

For more information or to register for upcoming courses, visit the STN website.









