DESIGN FOR IMPLEMENTATION

THE FUTURE OF TRAUMA RESEARCH & CLINICAL GUIDANCE CONFERENCE SERIES

American College of Surgeons
Chicago, IL
February 21-22, 2024
The Design for Implementation Conference Series is managed by the Coalition for National Trauma Research (CNTR). CNTR is a research coordinating center and a 501(c)(3) non-profit organization uniting the trauma community across the continuum of care. Together we work to achieve federal research funding commensurate with the burden of disease and to enhance the national research infrastructure supporting high-impact, multidisciplinary clinical trials.
Thank you sincerely for making the time to join in this endeavor. We are truly honored by your presence and delighted to see you! You are here because you are an expert, with invaluable experience and wisdom to share. This is a space where we invite you to please, “See something, say something!” We are here to solve a problem together, and we need engaged input from each of you. If at any point we can do anything to improve your experience, please feel free to find Lacey (206-349-8249) or any member of the CNTR team. If it matters to you, it matters to us.

OUR PURPOSE

This conference series aims to redesign how we develop and disseminate trauma clinical guidance in the U.S., with a focus on a more effective and equitable system, leaning on “Agile” principles during consensus building:

- “Individuals and interactions” over processes and tools
- Working products or prototypes over comprehensive documentation
- End user collaboration over contract negotiation
- Responding to change over following a plan

That is, while the items on the right are worthwhile, we value the items on the left more.”

Thinking from an implementation science mindset, we are applying the principles of “Design for Dissemination and Sustainability,” with this first year focused on “Conception.” Meaning, this year, we will focus on understanding the problem and beginning to prioritize our areas for improvement.

We then move to the “Design” phase -- in the second and third years, we will collaborate to define and refine a solution. This three-year series will, in part, inform an additional grant application that will fund the third and fourth phases: “Dissemination” and “Impact.” In other words, the end goal is initial execution and testing of the solution we co-design here.

Lack of access to timely, relevant, usable clinical guidance is contributing to preventable suffering and death after injury.

Lacey LaGrone, MD, MPH, MA, FACS
Conference Principal Investigator
<table>
<thead>
<tr>
<th>Time</th>
<th>Title &amp; Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 AM - 8:05 AM</td>
<td>Welcome Welcome on Behalf of ACS. Why we're here. Eileen Bulger, MD, FACS</td>
</tr>
<tr>
<td>8:05 AM - 8:10 AM</td>
<td>Mission CPG Centrality to Providers' and Professional Societies' Mission. Who we are. Elliott R. Haut, MD, PhD, FACS</td>
</tr>
<tr>
<td>8:10 AM - 8:15 AM</td>
<td>Orientation What to Expect: Conference Structure, Dynamics, Output. How we're going to move towards solutions. Lacey N. LaGrone, MD, MPH, MA, FACS</td>
</tr>
<tr>
<td>8:20 AM - 8:35 AM</td>
<td>Keynote Patient Perspective: Impact of Fractured Care on Patient Experience and Outcome Arnold Wynn (Patient Advocacy Representative)</td>
</tr>
</tbody>
</table>

**Future Directions: Diversity, Equity and Inclusion (DEI) - Boardroom**

<table>
<thead>
<tr>
<th>Time</th>
<th>Title &amp; Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:40 AM - 8:45 AM</td>
<td>Orientation DEI Centrality to Successful Change-Making Vanessa Ho, MD, PhD, MPH, FACS (CNTR EDIC Chair)</td>
</tr>
<tr>
<td>8:45 AM - 8:50 AM</td>
<td>Orientation Who are our end-users? Michael A. Person, MD, MPH, FACS (ACS COT Rural Advisory Council [RAC] Liaison)</td>
</tr>
<tr>
<td>8:50 AM - 9:30 AM</td>
<td>Moderated Panel Clinical Guidance Access and Applicability: the Rural Provider’s Experience Michael A. Person, MD, MPH, FACS; Jennifer Chastek, DNAP, CRNA, ARNP; Alyssa Johnson, MSN, RN, TCRN, CEN; Matthew Shepherd, MD, MBA, FACS</td>
</tr>
</tbody>
</table>

**Lunch and User Stories - See Assignment**

<table>
<thead>
<tr>
<th>Time</th>
<th>Title &amp; Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:30 AM - 12:15 PM</td>
<td>Lunch Dining Room - User Stories Groups D, E, F eat Lunch Group A - 28W; Group B - Boardroom East End; Group C - Boardroom West End</td>
</tr>
<tr>
<td>12:20 PM - 1:05 PM</td>
<td>Lunch Dining Room - User Stories Groups A, B, C eat Lunch Group D - 28W; Group E - Boardroom East End; Group F - Boardroom West End</td>
</tr>
</tbody>
</table>

**CPG Current Best Practices - Boardroom**

<table>
<thead>
<tr>
<th>Time</th>
<th>Title &amp; Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:10 PM - 1:30 PM</td>
<td>Plenary The Brain Trauma Foundation TBI Guidelines: Past, Present and Future Halinder Mangat, MD, MSc</td>
</tr>
<tr>
<td>1:35 PM - 1:55 PM</td>
<td>Plenary UpToDate: Comprehensiveness, Timeliness, Opportunities and Barriers to Increased Accessibility Kathryn A. Collins, MD, PhD, FACS, FSVS</td>
</tr>
<tr>
<td>2:00 PM - 2:20 PM</td>
<td>Plenary National Guideline Development: the Military Experience Col Stacy Shackelford, MD, FACS</td>
</tr>
</tbody>
</table>

**Future Directions - Boardroom**

<table>
<thead>
<tr>
<th>Time</th>
<th>Title &amp; Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>3:40 PM - 4:00 PM</td>
<td>Plenary Centers for Disease Control's Adapting Clinical Guidelines for the Digital Age Initiative Maria Michaels, MBA, PMP</td>
</tr>
<tr>
<td>4:05 PM - 4:25 PM</td>
<td>Plenary Artificial Intelligence, Clinical Decision Support Tools and the Future of Trauma Guidance Christopher Tignanelli, MD, MS, FACS, FAMIA</td>
</tr>
<tr>
<td>4:30 PM - 4:45 PM</td>
<td>Clinical Interlude Resource Stratification Integration into CPG Development: BOOTStrap example Andres Rubiano, PhD, MSc (virtual)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Title &amp; Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>4:50 PM - 5:00 PM</td>
<td>Recap and What to Expect from Day 2 - Boardroom Lacey N. LaGrone, MD, MPH, MA, FACS</td>
</tr>
</tbody>
</table>
User Story Cohorts

“User stories” are a tool borrowed from marketing, wherein we begin to better understand what different user groups need from trauma clinical guidance. These groups are strategically assigned, intentionally placing participants who do represent the end-user group discussed, as well as individuals who do not. The groups are also an intentional mix of job type, region of practice, and other characteristics. This allows for both data acquisition--learning more about what everyone needs--and empathy-building--walking a mile (or 45 minutes) in the shoes of a trauma community member different from yourself. We recognize that it is ultimately the strength of this engaged team that will determine the success of this endeavor, and that empathy is foundational to change.

Group A
Global
Moderator: Amanda Nicol
Gabriela Zavala Wong
Halinder Mangat
Michael Person
David Spain
Warren Dorlac
John Kubasiak
Mark Buchner
Nate Jacobs
Susan Cronn
Chris Dodgion
Lacey LaGrone
Danielle Wilson

Group B
Rural/Non-level I
Moderator: Andrew Steiner
Alyssa Johnson
Matthew Shepherd
Eileen Bulger
Scott Sagraves
Ben Zarzaur
Brian Mittman
Christopher Tignanelli
Lisa Hollister
Pamela Bourg
Sabrina Vogler
Vanessa Ho
Lizette Villarreal

Group C
Emergency Medicine
Moderator: Kat Grider
Nicholas Cozzi
Jeffrey Goodloe
Morgan Krause
Todd Costantini
Lisa Kodakek
Bethany Kwan
Jeffrey Wells
Kathryn Collins
LJ Punch
Sheila Sprague
Susan Evans
Michelle Price

Group D
Patients
Moderator: Amanda Nicol
Alexis Hymen
Vonda Bates
Lena Napolitano
Elliott Haut
Pat Reilly
Christopher Kang
Colleen Trevino
Linda Reinhart
Mary Nix
M. Travis Maynard
Jaclyn Gellings
Ashley Moreno

Group E
Pediatrics
Moderator: Andrew Steiner
Meera Kotagal
Todd Nickoles
Kelly Lang
Jacob Ribbing
Deb Stein
Cherisse Berry
Jennifer Chastek
Maria Michaels
Neil Francoeur
Stacy Shackelford
Julia Coleman
Pam Bixby

Group F
High Resource Setting
Moderator: Kat Grider
Christopher Michetti
Erik Van Eaton
Tripp Winslow
Jeffrey Claridge
Arnold Wynn
Barbara Anderson
Jake Higgins
Jonathan Bousman
Nirav Patel
Susan Becker
Vicki Moran

Find Conference Attendee Bios at: bit.ly@DesignImplement3
<table>
<thead>
<tr>
<th>Time</th>
<th>Title &amp; Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 AM - 7:30 AM</td>
<td>Breakfast - Dining Room</td>
</tr>
<tr>
<td>7:35 AM - 7:40 AM</td>
<td>Introduction - Boardroom</td>
</tr>
<tr>
<td>Day One Recap; Day Two Focus on the How</td>
<td>Lacey N. LaGrone, MD, MPH, MA, FACS</td>
</tr>
<tr>
<td>7:45 AM - 8:10 AM</td>
<td>Keynote Pragmatic Trials: The Intersection of Quality Improvement, Learning Health Systems, and System Level Change</td>
</tr>
<tr>
<td>8:15 AM - 8:35 AM</td>
<td>Plenary Designing for Dissemination and Sustainability: Framework for DFI Conference Series</td>
</tr>
<tr>
<td>8:40 AM - 9:00 AM</td>
<td>Plenary Supercharging Implementation Science with Insights from Behavioral Economics</td>
</tr>
<tr>
<td>9:05 AM - 9:30 AM</td>
<td>Capstone Dissemination Science and Clinical Practice Guidelines: Opportunities and Challenges</td>
</tr>
<tr>
<td>9:45 AM - 10:15 AM</td>
<td>Break Check Your Email / Have a Coffee</td>
</tr>
<tr>
<td>9:50 AM - 11:10 AM</td>
<td>Yellow Group - Boardroom Blue Group - Dining Room</td>
</tr>
<tr>
<td>11:15 AM - 12:00 PM</td>
<td>Lunch - Dining Room</td>
</tr>
<tr>
<td>12:05 PM - 12:25 PM</td>
<td>Plenary Integrating Clinical Updates Into Certified Best-Practice: the Role of the VRC &amp; TQIP as Agents for Sustained Change</td>
</tr>
<tr>
<td>12:30 PM - 12:50 PM</td>
<td>Plenary Big Data and Clinical Guidance - Novel Options for Future Application</td>
</tr>
<tr>
<td>12:55 PM - 1:15 PM</td>
<td>Plenary Economic Options for Global Access to Medical Information</td>
</tr>
<tr>
<td>1:20 PM - 1:40 PM</td>
<td>Plenary Industry and Institutional Partnership Success Stories</td>
</tr>
<tr>
<td>1:45 PM - 2:15 PM</td>
<td>Read-Out Review Community Partner-Built Summative Positioning Statements</td>
</tr>
<tr>
<td>2:20 PM - 2:30 PM</td>
<td>Feedback Post-Conference Survey</td>
</tr>
<tr>
<td>2:35 PM - 2:45 PM</td>
<td>Closing Recap, What to Expect, and Asks for 2025</td>
</tr>
</tbody>
</table>
“Minimum viable product” (MVP) is a tool informed by “Agile” methodology, which is an approach originally developed by software engineers. In the MVP, you will be split into groups, and our facilitators will use the information gained from the user stories to present to you four elements of trauma clinical guidance:

- the key audience
- risks (e.g., barriers, vulnerabilities, hurdles)
- objectives
- key performance indicators (How we will know we made a dent in this problem!)

The facilitators will guide the groups in revising and improving these drafts collectively. The input from these separate MVP sessions will then be integrated, and in a summative statement “read back” to the meeting as a final validation step of the consensus-building process.

Yellow Group

Gabriela Zavala Wong  
Chris Dodgion  
Stacy Shackelford  
Pat Reilly  
Nate Jacobs  
Vonda Bates  
Scott Sagraves  
Brian Mittman  
Rinad Beidas

Lisa Hollister  
Sabrina Vogler  
Nicholas Cozzi  
Morgan Krause  
Lisa Kodadek  
Jeffrey Wells  
LJ Punch  
Susan Evans  
Alexis Hymen

Lena Napolitano  
Christopher Kang  
Linda Reinhart  
Matthew Shepherd  
Meera Kotagal  
Kelly Lang  
Elliott Haut  
Jennifer Chastek  
Neil Francoeur

Christopher Michetti  
Tripp Winslow  
Arnold Wynn  
Jake Higgins  
Nirav Patel  
Lacey LaGrone  
Ashley Moreno  
Pam Bixby  
Danielle Wilson

Blue Group

Halinder Mangat  
Warren Dorlac  
David Spain  
Michael Person  
John Kubasiak  
Mark Buchner  
Susan Cronn  
Alyssa Johnson  
Eileen Bulger

Ben Zarzaur  
Christopher Tignanelli  
Pamela Bourg  
Vanessa Ho  
Jeffrey Goodloe  
Todd Costantini  
Bethany Kwan  
Kathryn Collins  
Sheila Sprague

Deb Stein  
Colleen Trevino  
Mary Nix  
M. Travis Maynard  
Todd Nickoles  
Jacob Ribbing  
Cherisse Berry  
Maria Michaels  
Julia Coleman

Erik Van Eaton  
Jeffrey Claridge  
Barbara Anderson  
Susan Becker  
Vicki Moran  
Jonathan Bousman  
Lizette Villarreal  
Michelle Price  
Jaclyn Gellings
VONDA VADEN BATES
Vonda Bates is an alliance builder and leadership coach. She helps people move from potential to action, set and reach goals, manage engaged teams, and communicate with influence. Her collaborative approach has influenced major market shifts in television, retail, banking, technology, education and health care. In 2013, Vonda decided to contribute her skills on behalf of safety in health care after researching how her husband, Yogiraj Charles Bates, died from hospital-associated venous thromboembolism. Vonda brings a compassionate voice, strategic skills, and collaboration expertise to improve communication and safety in health care. She is the CEO of 10th Dot®, a company founded by her late husband, which coaches and trains individuals, teams and organizations to identify potential and bring ideas to life.

RINAD S. BEIDAS, PhD
Rinad Beidas is Chair and Ralph Seal Paffenbarger Professor of Medical Social Sciences at the Feinberg School of Medicine at Northwestern University. Previously, Dr. Beidas served as founding Director of the University of Pennsylvania Implementation Science Center at the Leonard Davis Institute (PISCE@LDI). Dr. Beidas’s research leverages insights from implementation science and behavioral economics to make it easier for clinicians, leaders, and organizations to use best practices to improve the quality and equity of care and enhance health outcomes. As an international leader in implementation science, Dr. Beidas has published over 300 peer-reviewed publications in journals such as JAMA, NEJM Catalyst, and Implementation Science.

CHERISSE BERRY, MD, FACS
Cherisse Berry is Chief, Division of Acute Care Surgery at New York University Langone Health (NYULH). She is a Medical Director at NYULH and Associate Professor of Surgery at NYU. Dr. Berry completed her undergraduate degree in Neuroscience at the Johns Hopkins University, her Master’s Degree in Biology at Harvard University, Medical Degree at the USC Keck School of Medicine, and General Surgery Residency at Cedars Sinai Medical Center in Los Angeles. She has over 85 peer-reviewed publications and holds numerous leadership roles including as the American College of Surgeons Diversity Pillar Lead. Dr. Berry is a surgeon scientist committed to ending racial and ethnic health disparities and to closing the gap in achieving health equity. Dr. Berry is married to her husband Freddie and has two young sons, Jaden (6 years old) and Christian (3 years old).
MARK BUCHNER
Mark Buchner is the CEO of Tactuum with 30+ years of experience in technology, mostly in healthcare. Mark started his career as a software developer, moved into technical architecture, and finally became more focused on solution design, which is still his passion. Whilst a technologist, Mark is always concerned most about end-user need/value. Mark has worked in the UK, France, Belgium, the Middle East and the USA. In 2010, he sold his previous IT company and later founded Tactuum with Neil Francoeur in 2013. Tactuum has a wide engagement in digital health but is particularly focused on decision support, from knowledge-driven clinical guidelines to data-driven AI and ML. Mark lives in a very cold, wet and windy part of the world called Scotland.

EILEEN BULGER, MD, FACS
Eileen Bulger is Professor of Surgery and Chief of the Division of Trauma, Burns, and Critical Care at the University of Washington in Seattle, WA, and the Surgeon-in-Chief at Harborview Medical Center, a high-volume Level I trauma center serving both adults and children. She served as the Chair of the American College of Surgeons Committee on Trauma from 2018-2022 and is the current Medical Director for Trauma Programs at the American College of Surgeons. Dr. Bulger is passionate about developing strategies to eliminate preventable death and disability after injury through implementation of innovative approaches to injury prevention and improving trauma care across the continuum, from prehospital care to long term recovery.

JENNIFER CHASTEK, DNAP, CRNA, ARNP
Jennifer Chastek is a rural anesthesia professional: bringing anesthesia solutions to trauma systems thinking. She is a certified registered nurse anesthetist with 14 years of experience who represents the American Association of Nurse Anesthesiology on the Rural Advisory Council of the American College of Surgeons Committee on Trauma. She lives in rural northeastern Iowa and provides anesthesia services at multiple Level IV trauma centers in the region. In this capacity, she also offers care to patients in need of trauma services, utilizing her critical care and anesthesia skills inside and outside of the operating room to enhance the resources available at critical access hospitals. She is dedicated to bringing the highest level of care to her patients and has a passion for anesthesia, obstetrics, trauma care, evidence-based practice initiatives, and systems improvement.
KATHRYN A. COLLINS, MD, PHD, FACS, FSVS
Kathryn Collins is a surgeon with 15 years of experience with online content creation and editing. She is passionate and committed to expanding the reach of surgical understanding to a wide array of clinicians. Early in her residency at the Ohio State University, she recognized the potential for web-based surgical learning, and in 1993 created an internal website, the “Buckeye Blades” that included case studies and didactic modules. Subsequently, with clinical experiences in both private practice and academic surgery settings, she seized the opportunity to join Wolters Kluwer Health, UpToDate in 2008 to establish their program in Surgery, serving as Senior Physician Editor, Surgery.

ROCHELLE A. DICKER, MD, FACS
Rochelle Dicker is the Founding Director of the University of California San Francisco (UCSF) Center for Global Surgical Studies and San Francisco Wraparound Project. Dr. Dicker continues to provide oversight and mentorship for both of these programs and is actively involved with the Center's research efforts in Soroti, Uganda. She is currently Vice Chair for Critical Care, Chief of Surgical Critical Care, Associate Chief of Trauma and Emergency General Surgery, and Associate Chief of Trauma and Emergency General Surgery at the University of California Los Angeles.

ASHLEY FARLEY, MLIS
Ashley Farley is Program Officer, Knowledge & Research Services, at the Bill & Melinda Gates Foundation. In this pivotal role, Ashley spearheads the implementation of the foundation’s Open Access Policy and associated initiatives. At the forefront of innovation, she leads Gates Open Research, a groundbreaking transparent publishing platform. Ashley’s commitment to open access stems from a belief that freely accessible knowledge has the transformative power to improve and save lives.

KAT GRIDER
Kat Grider has been in digital marketing and advertising for 15+ years and continues to nerd out on projects that allow her to work with the coders and creatives who build and imagine the experiences that make up the internet. Fortunate enough to work with brands from Audi to Xbox and non-profits of every sort, she currently helps ADT deliver on the promise that everyone deserves to feel safe. She is grateful for the opportunity to support friends and family as they pursue their callings – even when that puts her in Chicago in February.
NEIL FRANCOEUR, RN, MHA
Neil Francoeur is the co-founder of Tactuum and a seasoned healthcare clinician with over 30 years of experience in hospitals and healthcare organizations in the US and the Middle East. With a Masters in Healthcare Administration and a background as a Registered Nurse, Neil has substantial expertise in enhancing healthcare quality and safety protocols. His clinical insights are pivotal in shaping and refining Tactuum’s product offerings. Currently, he spearheads Tactuum’s operations in the USA, focusing on sales and marketing, leveraging his extensive knowledge to drive the company’s growth and ensure its solutions meet the evolving needs of healthcare professionals and patients alike. Neil lives just outside of Seattle, WA.

ELLIOTT RICHARD HAUT, MD, PHD, FACS
Elliott Haut is a trauma surgeon with more than 20 years of faculty experience. He serves as Professor of Surgery, The Johns Hopkins University School of Medicine, and Professor of Health Policy & Management, The Johns Hopkins Bloomberg School of Public Health. Dr. Haut is a clinical researcher and implementation scientist with funding from PCORI, AHRQ, and NIH and has authored over 350 peer-reviewed articles. Dr. Haut is past-President of the Eastern Association for the Surgery of Trauma (EAST) and chaired their Guidelines Committee. He was lead author of “Military Trauma Care’s Learning Health System: The Importance of Data Driven Decision Making”, an appendix of the NASEM Zero Preventable Deaths report. Dr. Haut is on the Coalition for National Trauma Research (CNTR) Board of Directors and is Editor in Chief of *Trauma Surgery & Acute Care Open* (TSACO).

VANESSA HO, MD, PHD, MPH, FACS
Vanessa Ho wants to empower trauma survivors to thrive by creating compelling narratives of recovery from data. She is an Acute Care Surgeon in the Department of Surgery at the MetroHealth System and Case Western Reserve University. Dr. Ho serves as the Director of Trauma Research and core faculty in the Center for Health Equity, Engagement, Education, and Research (CHEEER). With more than 100 publications, she researches person-centered outcomes and health equity in the aftermath of emergency surgical conditions. As the Chair of the Coalition for National Trauma Research’s Equity, Diversity, and Inclusion Committee, Dr. Ho planned the two-day *Summit for the Advancement of Focused Equity Research in Trauma* (SAFER-Trauma), held in August 2023.
ALEXIS HYMEN
Alexis is a marketing professional in Chicago who specializes driving ecommerce revenue for small businesses. She is an avid explorer, baker and triathlete - all of which she has fought to reclaim after experiencing a motor vehicle trauma in January 2023. She hopes to help others like herself as a panelist with the Injury Research Engagement Project (I-REP).

NATE JACOBS, PHD
Nate Jacobs is Executive Director of flashpub.io and Science Fund. Empowering all clinicians to participate in research, Nate is also a research technology program manager at the University of California Los Angeles and a former neuroscientist. With more than a decade of experience integrating technology and research, he brings a unique perspective to disrupting longstanding inequities in academic publishing and research communities. Nate is a passionate advocate for barrier-free knowledge dissemination.

ALYSSA B. JOHNSON MSN, RN, CEN, TCRN
Alyssa Johnson is the Trauma System Manager for the State of Montana, EMS & Trauma Systems Section of the Department of Public Health and Human Services. She is passionate about designating all sizes of trauma facilities and bridging the gap from bedside to system in rural communities. Alyssa was born in Montana and has worked in both urban and rural hospitals in several different states. She remains current by continuing trauma nursing in a Level II center. She supervises the state trauma registry, MT Violent Death Reporting System and the Statewide Injury Prevention Program. She currently serves as the immediate past-chair for the NASEMSO Trauma Manager Council and sits on the ACS COT Rural Advisory Council.

BETHANY KWAN, PHD, MSPH, FSBM
Bethany Kwan is an Associate Professor and Associate Vice Chair for Research in the Department of Emergency Medicine at the University of Colorado School of Medicine, Anschutz Medical Campus. She is a health services researcher and dissemination and implementation (D&I) scientist with the University of Colorado’s Adult & Child Center for Outcomes Research and Delivery Science (ACCORDS). She is the Director of the D&I research core for the Colorado Clinical & Translational Sciences Institute (CCTS). Her research addresses community and partner engagement and methods for designing for dissemination and pragmatic trials, chronic disease self-management, and enhancing quality of life for patients and care partners.
LACEY N. LAGRONE, MD, MPH, MA, FACS
Lacey LaGrone is a trauma surgeon with graduate training and eight years of research experience in dissemination and implementation science. Her mission is to limit human suffering attributable to providers not having adequate access to, or application of, evidence-based medicine. Lacey’s experience in global initiatives to understand and address barriers to clinical guidance access and adherence position her to connect across disciplines and contexts. Her 9-year old Cora, 6-year old Jack, and husband Gus are grateful to you for participating in this endeavor, which absorbs some of her overzealous eagerness to identify and fix problems.

KELLY LANG, VA
Kelly Lang is an educator, advocate, author, communications trainer, facilitator, and curriculum designer with over 20 years of experience. She specializes in brain injury and disability awareness and is dedicated to improving mental, physical, and social well-being in today’s challenging society. She works with educators, organizations’ boards of directors, emergency responders and other healthcare professionals, law firms, and students to advance the rights of disabled communities. Kelly lives in Northern Virginia, and her book, The Miracle Child: Traumatic Brain Injury and Me, can be found at speaking engagements across the country.

HALINDER MANGAT, MD, MSC
Halinder Mangat is a neurointensivist with a focus on neurotrauma, global health and clinical research with a goal of improving global TBI care by “frugal innovation.” He is the director of research for the Brain Trauma Foundation (BTF) and the leading PI for the first clinical trial by the BTF: ELASTIC, which will study the safety and feasibility of external lumbar drainage in select severe TBI patients. Dr. Mangat is also a liaison methodological/clinical expert on the steering committees for BTF guidelines. Outside of work, he tries to travel to a new country each year and learn a new language every five years.

MARIA MICHAELS, MBA, PMP
Maria Michaels is a Public Health Advisor at the Centers for Disease Control and Prevention (CDC). She has vast experience in health IT, meaningful use, and the use of technology to translate data into action for public health. She holds several leadership positions and participates in a variety of initiatives (e.g., Adapting Clinical Guidelines for the Digital Age, the FAST initiative, CDS Connect WG, Patient-Centered CDS Learning Network, eCQM Governance Group) that involve using standards at scale to apply evidence in practice more easily, quickly, accurately, and consistently as well as build better feedback loops.
BRIAN S. MITTMAN, PHD
Brian Mittman is a Senior Research Scientist at the Kaiser Permanente Southern California Department of Research and Evaluation and a Senior Scientist at the US Department of Veterans Affairs (VA) Center for Healthcare Innovation, Implementation and Policy in Los Angeles. Dr. Mittman convened the planning committee that launched the journal *Implementation Science* and served as co-editor in chief from 2005-2012. He was a founding member of the US Institute of Medicine Forum on the Science of Quality Improvement and Implementation and chaired the National Institutes of Health (NIH) Special Emphasis Panel on Dissemination and Implementation Research in Health in 2007 and 2010. He currently serves on the Methodology Committee for the Patient-Centered Outcomes Research Institute (PCORI) and the Association of American Medical Colleges’ Advisory Panel on Research, as well as advisory boards for several additional U.S. and international research programs in implementation science.

AMANDA NICOL
Amanda Nicol is a marketing professional with an emphasis on user-centric experience design across a range of channels and platforms. She is a trained facilitator with a range of experience helping stakeholders create and shape new solutions to entrenched challenges across a range of sectors. Currently, she leads brand and content development for the Bill & Melinda Gates Foundation, where she is responsible for crafting stories, content and experiences that help inspire people to engage and advocate for progress on global health and development challenges. She has a deeply held belief that people’s capacity for innovation and empathy will drive progress on even the most challenging of health issues.

MARY NIX, MS, PMP
Mary Nix is Acting Director, Division of Practice Improvement at the Center for Evidence and Practice Improvement, Agency for Healthcare Research and Quality (AHRQ). She is research division leader, public servant, and certified project manager with training and a graduate degree in clinical pathology. With more than 40 years’ experience in clinical laboratory and health services research focused on using data to inform clinical decisions, Mary spent over 20 years on AHRQ’s National Guideline Clearinghouse (NGC). More recent work with researchers in the field moving evidence into practice reveals guidelines are ripe with opportunities to better support implementation of the recommendations within. Now, more passionate about guideline implementation, Mary seeks changes that garner guidelines’ intrinsic and extrinsic factors toward swift and effective implementation.
MICHAEL A. PERSON, MD, MPH, FACS

Michael Person is an acute care trauma surgeon, surgical educator, and an advocate for rural trauma care. He is an Associate Professor and the Clerkship Director in the Department of Surgery at the University of South Dakota Sanford School of Medicine. He is the Chair of Trauma and Acute Care Surgery at Avera McKennan Hospital and University Health Center in Sioux Falls, SD and also the Clinical Vice President of the General Surgery Service Line for the Avera Health System. Dr. Person is the South Dakota Department of Health, State Trauma Medical Director. He is actively involved the American College of Surgeons Committee on Trauma with many leaderships roles including serving as the South Dakota State Chair, Rural Program Chair, and the Chair of the Rural Trauma Team Development Course (RTTDC). Dr. Person is passionate about enhancing education and systems development surrounding the care of the injured rural patient.

JONATHAN PURTLE, DRPH, MPH, MSC

Jonathan Purtle is Associate Professor of Public Health Policy & Management and Director of Policy Research at New York University’s Global Center for Implementation Science. Dr. Purtle is an implementation scientist whose research focuses on mental health policy. His work examines questions such as how research evidence can be most effectively communicated to policymakers and is used in policymaking processes, how social and political contexts affect policymaking and policy implementation, and how the implementation of policies “on the books” can be improved in practice. He is also interested in population-based approaches to mental health and how mental health can be integrated into mainstream public health practice.

ANDRÉS M. RUBIANO MD, PHD (C), IFAANS, TAPH (HC)

Andrés M. Rubiano is a Neurosurgeon Specialist from El Bosque University in Bogotá, Colombia and Neurotrauma and Critical Care Fellow from Virginia Commonwealth University, USA. He is Professor of Neurosciences and Neurosurgery at El Bosque University, Colombia and Co-Director of the Global Neurosurgery International Fellowship Program from Meditech Foundation, Colombia / Cambridge University, UK / Barrow Neurological Institute at Phoenix Children’s Hospital, USA. He is also Chair of the Neurological Surgery Service in Vallesalud Clinical Network in Cali, Colombia and Chair of the International Committee of the AANS/CNS Neurotrauma and Critical Care Joint Section.
SCOTT G. SAGRAVES, MD, FACS
Scott Sagraves is a trauma and acute care surgeon with over 20 years of experience in the caring for injured patients. He has served as an EMT-paramedic, a Trauma Medical Director, a Division Chief of Trauma and Surgical Critical Care and is Medical Director for Trauma Services for the Central Texas Division of Baylor Scott & White Health. As a past President of the Eastern Association for the Surgery of Trauma (EAST), he has advocated for trauma care nationally. Scott is a member of the Central Committee of the COT and will assume the Chair of the VRC in March, 2024. The VRC Program, which is part of the Quality Programs of the ACS, is responsible for helping trauma centers in North America become verified as a trauma center through a process of consultation, verification, and review of the Resources for Optimal Care of the Injured Patient. These standards were updated in 2022 with the first trauma centers undergoing assessments beginning in September of 2023 utilizing these new standards.

COL STACY SHACKELFORD, MD, FACS
Stacey Shackelford is Trauma Medical Director, Defense Health Agency, Colorado Springs Market, and Professor of Surgery at the Uniformed Services University of Health Sciences. She is responsible for coordinating military trauma skill sustainment rotations with the Colorado Springs Level 1 trauma center and advising readiness training for the region. She has served as Chief of the Joint Trauma System and was instrumental in standing up the Committees for Surgical and En Route Combat Casualty Care. She is also known for her contributions to prolonged field care and predeployment training. Col Shackelford deployed five times to CENTCOM, serving as the forward Joint Theater Trauma System director coordinating trauma care delivery throughout Afghanistan.

MATTHEW SHEPHERD, MD, MBA, FACS
Matthew Shepherd has been a surgeon serving rural America since 2006. Known as “The Flying Surgeon,” Dr. Shepherd started his career by providing surgical coverage for rural and critical access hospitals across the country. In 2009, he moved to Napa, California to serve as Trauma Medical Director at Queen of the Valley Medical Center. He established a Trauma and Acute Care Surgery service and helped the hospital achieve ACS verification as a Level III Trauma Center. He is motivated to represent the needs of the rural community patients, surgeons, and hospitals in local, state, and national trauma organizations.
DEBORAH M. STEIN, MD, MPH, FACS, FCCM
Deb Stein is the R Adams Cowley, MD Professor of Shock and Trauma at the University of Maryland School of Medicine, and Director of Adult Critical Care Services at the University of Maryland Medical Center. Dr. Stein is a prolific researcher, with over 280 peer-reviewed articles and numerous book chapters, and she has been continuously funded for the past 18 years. Her main interests are in patient-centered research as well as traumatic brain injury, hemorrhagic shock, geriatric injury, and functional outcomes following traumatic injury. She is also an avid educator and mentor to dozens of trainees and allied health professionals. Dr. Stein has been actively engaged in guideline development for a number of national trauma organizations but has limited experience with the implementation and dissemination of such works. As a result, she is particularly enthusiastic about this meeting to collaborate and learn from all of the expertise assembled in the room.

CHRISTOPHER TIGNANELLI, MD, MS, FACS, FAMIA
Christopher Tignanelli is a tenured Associate Professor of Surgery in the Division of Acute Care Surgery at the University of Minnesota. Within UMN, Dr. Tignanelli is also the Associate Dean for Data Science, co-Director for UMN’s Program for Clinical Artificial Intelligence, and co-Director for UMN’s Quality Outcomes, Discovery and Evaluation Core, which oversees the UMN’s clinical data repository. He has published more than 125 papers, and his research program focuses on the implementation and evaluation of AI-enabled and non-AI based clinical decision support systems into practice with the goal of improving the delivery of evidence-based care. His research program has received $29 million in direct funding by the Gates Foundation, NIH, AHRQ, and the Henry M Jackson Foundation for the Advancement of Military Medicine.

ERIK G. VAN EATON, MD, FACS
Erik G. Van Eaton, MD, FACS, is a surgeon informaticist, collaborating with health systems throughout the world to bring high-performance clinical information management to bedside decisions. The recipient of a National Institutes of Health Ruth L. Kirschstein National Research Service Award for research in biomedical health informatics, Dr. Van Eaton studies how Electronic Health Record (EHR)-embedded software can support core clinical workflows. Research avenues include observational studies of EHR use in physician handoffs, subjective evaluations of EHR-related burnout and stress, and impact of EHR-embedded software and mobile apps on quality metrics. This work led to a spin-out healthcare information technology company from the University of Washington in 2011 called TransformativeMed Inc.
SABRINA VOGLER, CPC, CEC, CGSS
Sabrina Vogler is a certified professional coach, executive coach, and grief counselor who specializes in empowering calm, courageous compassion. A globally recognized expert in her field, Sabrina was the first to train under industry founders and translate mindful self-compassion teachings into the coaching space. Her career began in the 1990s as a licensed master social worker in critical care and hospice settings. Sabrina supports diverse clientele, from c-suite executives to soccer moms, and offers empirically studied mind-body practices with a unique blend of neuroscience-based badassery. Sabrina resides in Rochester, NY, with her twin teenage sons, who still call her “Mama.”

JEFFREY L. WELLS, AA
Jeff Wells is a trauma survivor. Jeff’s journey in ten words: Trauma, Infection, Gangrene, Surgery, Hyperbaric, Stroke, Coma, Rehabilitation, Hopeless, Grateful. World-class treatment after trauma was a distant topic, which became reality. The R Adams Cowley Shock Trauma Center saved his life. The help and hope given from this experience also gave Jeff purpose in helping other patients going through similar challenges. At discharge from rehab, he could not walk, talk, swallow or remember sequences longer than three items. Jeff has had an incredible recovery, and is now focused on supporting others who are staring at the ceiling through tears.

ARNOLD WYNN
Arnold Wynn is a certified cybersecurity professional (Sith-to-Jedi) with 30+ years of Information Technology experience. He has supported multiple Federal entities and currently supports NASA. A trauma advocate, he volunteers for survivor programs, lobbying efforts, and various non-profit organizations. A low speed, low impact motorcycle accident in 2021 altered the trajectory of Arnold’s life. He was paralyzed from his neck to his feet and had no feeling in his body. With the quick actions of the responding EMT, surgery, acute and outpatient physical therapy, Arnold regained most of his mobility. Through hard work and staying rooted in his faith, he continues on the road to positive recovery. Arnold mentors trauma survivors and participates in trauma support groups.
The DFI Planning Committee and CNTR gratefully acknowledge the following organizations that provided travel funds for representatives to attend this meeting.

**American Association for the Surgery of Trauma**
Eileen Bulger, MD, FACS; Patrick Reilly, MD, FACS & Elliott Haut, MD, PhD, FACS (*Trauma Surgery & Acute Care Open*)

**American Burn Association**
Sue Becker, MBA, BSN, RN-BC & John Kubasiak, MD

**American College of Emergency Physicians**
Jeffrey Goodloe, MD, FACEP & Nicholas Cozzi, MD, MBA, FACEP

**American Trauma Society**
Chris Michetti, MD, FACS

**Eastern Association for the Surgery of Trauma**
Lisa Kodadek, MD, FACS & Deb Stein, MD, MPH, FACS

**National Association of State EMS Officials**
Tripp Winslow, MD

**Orthopaedic Trauma Association**
Sheila Sprague, PhD

**Society of Critical Care Medicine**
Susan Evans, MD, MBA, FCCM

**Society of Trauma Nurses**
Alyssa Johnson, MSN, RN, TCRN, CEN; Todd Nickoles, MBA, BSN, RN & Colleen Trevino, PhD, NP

**Trauma Center Association of America**
Lisa Hollister, DNP, MSN, RN, LSSBB

The DFI Planning Committee is also grateful for the financial and in-kind support of the following entities, which made this conference possible:

---

Funding for this conference was made possible [in part] by grant number 1R13HS028940-01A1 from the Agency for Healthcare Research and Quality (AHRQ). The views expressed in written conference materials or publications and by speakers and moderators do not necessarily reflect the official policies of the Department of Health and Human Services; nor does mention of trade names, commercial practices, or organizations imply endorsement by the U.S. Government.
Visit the Design for Implementation Conference webpage at the QR code below to see attendee bios and sign up for the CNTR newsletter to receive information about conference outcomes and DFI 2025.

CNTR Services Throughout the Research Lifecycle

CNTR
COALITION FOR NATIONAL TRAUMA RESEARCH

NatTrauma.org