



THE COMMITTEE FOR TACTICAL EMERGENCY CASUALTY CARE OPERATING PRINCIPLES

Introduction

The Committee for Tactical Emergency Casualty Care Operating Principles shall serve as the foundation for all actions and decisions made by the organization. This doctrine will serve as the framework of how others will view us and as a mirror of how we view ourselves. It will represent the organizational purpose, philosophy, and commitment plan of C-TECC. This communication shall depict our mission, vision, and values and their influence on our organizational goals, objectives and strategic plan.

Mission

We exist as an organization to create evidenced-based, consensus and best practiced-based operational medical guidelines for the care of the injured in response to high threat incidents where there is ongoing risk to both providers and patients.

Vision

We are a responsive and progressive organization. We commit to excellent leadership and professional accountability. We will achieve this through our commitment to maintain the principles of a High Reliability Organization:

- **Preoccupation with failure:** C-TECC will not ignore any failure, no matter how small, because any deviation from the expected result can snowball into tragedy. It is necessary, therefore for C-TECC to address any level of technical, human or process failure wholly and immediately. In fact, in C-TECC, even potential process breakdowns are identified and addressed. C-TECC members must be somewhat fixated on how things could fail, even if they have not.
- **Reluctance to simplify:** Complex problems get complex solutions. The work to create integrated medical guidelines across all public safety disciplines and for operational high threat medical response is complex by definition, and that complexity is accepted and embraced. It is easy to accept what exists, even if it does not meet the exact mission and needs of high threat civilian response. Instead, members in C-TECC must be willing to challenge long-held beliefs. They continuously research data benchmarks and other performance metrics. To prevent simplification, which is tempting when success is not achieved, C-TECC constantly seeks information that challenges current beliefs as to why problems exist.

- **Sensitivity to Operations:** In C-TECC, every voice matters, and all are invited to participate. C-TECC understands that the best picture of the current situation, especially an unexpected one, comes from the front lines. Front line operational personnel are immersed in the operations affected by the TECC guidelines; thus, they are positioned to recognize the potential failure and identify opportunities for improvement. There are no assumptions in C-TECC. A consistent concentration on processes leads to observations that inform decision-making and new operational initiatives.
- **Commitment to resilience:** Resilience in C-TECC means the ability to anticipate trouble spots and improvise when the unexpected occurs; it means that members will not shy away from controversy, instead will meet problems and difficult decisions head on. C-TECC must identify errors that require correction while at the same time innovating solutions within a dynamic environment. To foster resilience, C-TECC emphasize the importance of working together in multidisciplinary teams and remove barriers to cross-functional collaboration. We encourage operational flexibility to accommodate changes in conditions or resources.
- **Deference to expertise:** Expertise, rather than authority, takes precedence in C-TECC. When conditions are high-risk, and circumstances change rapidly, on-the-ground subject matter experts are essential for urgent situational assessment and response. In order to defer to expertise, C-TECC actively recruits those who have specialized knowledge.

Organizational Core Values

Organizational Core Values determine our image. The image of the C-TECC is determined by our professionalism, our process, our guidelines and by the actions of each individual member. Our collective professionalism is the integrity of our organization. *Membership* in any of C-TECC's Boards/Committees means that each person must value the personal needs and aspirations of others and commit to the following:

1. End-user Focus

C-TECC members start with the end-user and ensure that the end-user's needs are met. They work vigorously to earn and keep the trust of those utilizing the guidelines. As such, members must focus over the message to the end-user, keeping it objective, concise, and evidenced-or best practiced-based.

2. Ownership

C-TECC members take ownership in the Guidelines. They act on behalf of the entire Committee encompassing all sectors, including those beyond their own specialty or interest.

3. Research and Inventive Implementation

TECC end-users expect and require diligence and research in the development of the guidelines as well as operational innovation from Committee members. As such, C-TECC

members must be externally aware of the implications and implementation of the Guidelines beyond their specific personal use. Members must be willing to seek out new ideas regardless of where they come from, and should not bridle willingness to embrace improvement or ideas from any source. C-TECC members understand that because we may introduce novel concepts, we may be confronted with uncertainty or doubt for long periods of time. Best available evidence or consensus best practice should drive our guidelines development.

4. Learn and Investigate

C-TECC members understand that medicine is constantly evolving; thus, members are complacent and always seek to improve the Guidelines. They maintain curiosity about new possibilities and never discount novel initiatives because it differs from the status quo. Instead, C-TECC members must strive to embrace new ideas, act to explore them without prejudice, and look to implement change to benefit the end-user and the Committee.

5. Improve through Membership and Relationships

C-TECC should raise the bar with every new member or relationship that is presented to the Committee, striving to recognize and nominate individuals and groups with exceptional knowledge and dedication. C-TECC membership should be considered because an individual or group brings new ideas and energy to the effort rather than cronyism, personal gain or agenda.

6. Focused Empiricism

C-TECC members work on the idea of focused empiricism and are not paralyzed by the search for overwhelming evidence. Instead, members adopt the key principle that using the best data available in combination with experience will develop medical guidelines that will continue to be refined through an iterative process. This will drive generation of high-quality data to further inform clinical practice and standards of care.

7. Bias for Timely Action

High threats continue to occur and the injured continue to die in their wake. Thus, C-TECC members must work and act in a timely fashion, focusing on the key inputs for the Guidelines and developing guidance with the best available evidence. Members must follow-through on their work plans and complete projects as promised in the timeline assigned by the Committee.

8. Earn Respect

C-TECC members listen attentively, speak candidly, and treat others respectfully. No C-TECC member should hold themselves above others; instead, they understand that there are other opinions, varied experiences, and different ideas, all of which bring value to the C-TECC.

9. Holistic Understanding

Although C-TECC members frequently operate in the same manner and/or with the same scope of practice with some of our end users, they must appreciate and support all levels of providers and all operational models of TECC implementation. No one implementation of the Guidelines is more important than another; no one training

course or educational entity is emphasized other another. As such, members must seek to understand all of the links and implementation strategies other than their own.

10. Both Evidenced-Based and Product-Neutral

C-TECC members understand the complexity of the different applications of the Guidelines and the difficulties our end users face in implementation. As such, members should remain neutral on product selection, insisting that no one solution, no specific implementation, and no one product can be held out as superior without overwhelming evidence to do so. Instead, members promote Principles over Practice and encourage end users to adopt the Guidelines as local need dictates.

11. Disagree, then Commit

C-TECC members are obligated to respectfully challenge decisions when they disagree, even when doing so may be uncomfortable or exhausting. We must not compromise for the sake of social cohesion as our success depends on a constant and transparent focus on serving the end-user. However, once a decision is determined, all members must commit and support the Guidelines wholly even if that decision is in contradiction to their belief.