



K A I T I A K I O R A  
TACTICAL MEDICINE NEW ZEALAND

# Strategic Plan

July 2021

Tactical Medicine New Zealand  
[www.tacticalmedicinenz.com](http://www.tacticalmedicinenz.com)

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## Approval

Approved by TMNZ Committee on 26 July 2021

## Thanks

Tactical Medicine New Zealand acknowledges and thanks the Australian Tactical Medicine Association for their assistance and guidance in the preparation of this policy.

## Review

This is a five-year strategic plan. A mid-point review is to occur in early 2023 and an update issued as required to ensure objectives are being met. A full review and drafting of the second strategic plan is to occur during 2025 for release in 2026.

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# FOREWORD

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Kia ora,

Kaitiaki Ora | Tactical Medicine New Zealand (TMNZ) has grown out of the need to improve our national collective capability to save lives in high-risk, life-threatening situations. Our founding committee has elected to establish TMNZ as a non-profit organisation in order to achieve our role as an advocate and community of choice to represent the needs of tactical medicine practitioners nationwide. This philosophy builds on the voluntary nature of those that make up our committee and the collective decades experience in Military, Police, Ambulance and Medical careers.

We present to you our strategic objectives and our plan to achieve them in order to standardise, advocate, share and build our national tactical medicine capability. Through breaking down organisational silo's, open knowledge sharing and setting national standards we will progressively increase our individual and collective ability to respond to dynamic, high-threat environments in all areas of Aotearoa New Zealand.

We invite you to be a part of this journey and join us as we improve capability to save lives.

**Alex McDonald**

President

Tactical Medicine New Zealand

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# INTRODUCTION

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1. This strategic plan sets the initial foundation for the growth and development of Kaitiaki Ora | Tactical Medicine New Zealand (TMNZ) for an initial five-year period. It builds on the work already completed by the establishing committee to launch TMNZ and build working relationships with key organisations in Aotearoa New Zealand and around the world.
2. New Zealand has been no stranger to significant mass casualty events. Ten years ago, a magnitude 6.3 earthquake devastated an already weakened Christchurch city resulting in 185 deaths and up to 7000 injured. A 2016, magnitude 7.8 earthquake in Kaikoura resulted in two deaths and isolated the Kaikoura community. The Christchurch mosque attack on 15 March 2019 saw a lone gunman massacre 51 people and wound 40 more. The volcanic eruption on Whakaari/ White Island in November that same year resulted in 22 deaths and a further 25 serious injuries. These significant events, combined with numerous bushfires and rising firearms violence<sup>1</sup> highlight the omnipresent threats that require a tactical medical response.
3. We are the independent advocate for tactical medicine in New Zealand, and we represent the community of tactical medicine practitioners who are striving to improve individual and collective preparedness for dynamic, high-risk events irrespective of scale.
4. The strategic objectives and performance targets enclosed will benchmark the achievement of our mission, support the development of a New Zealand specific tactical medicine capability, and enable our advocacy of a higher standard of care for all New Zealanders.

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<sup>1</sup> <https://www.rnz.co.nz/news/national/416881/rates-of-gun-crimes-and-killings-using-guns-at-highest-levels-in-a-decade>

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# WHO WE ARE

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## Our Organisation

5. Kaitiaki Ora | Tactical Medicine New Zealand (TMNZ) launched in October 2020 to meet the need of coordinating a national effort to improve the level of tactical medicine capability in Aotearoa New Zealand. We see our effort best spent in advocating for and supporting the growth of tactical medicine as a philosophy, capability and skill set by engaging with national organisations and government departments to unify the work already being done in different organisations around New Zealand. Through these efforts, we seek to improve our capability to save lives – both the victims of terror, mass violence and natural disasters, as well as the first responders and medical responders that willingly operate in dynamic, high risk environments to access, stabilise, evacuate, and resuscitate casualties.
6. Kaitiaki Ora | Tactical Medicine New Zealand grew from a small group of passionate, motivated individuals who attended the 2019 Australian Tactical Medicine Conference. Initially established with a small committee in April 2020, TMNZ is rapidly gaining support from individuals and organisations, and will continue to build a reputation as the independent advocate for this specialist community.
7. The international tactical medicine community is growing and adapting the lessons learned from decades of military operations to the domestic, civilian setting. The Committee on Tactical Evacuation Casualty Care (C-TECC) is leading the world in translating these lessons and is a key organisation that TMNZ will continue to engage with to bring these lessons, and those of other nations, to New Zealand.



**Mission**

**Advocate and support the development of tactical medicine in Aotearoa New Zealand to improve national capability to access, treat and evacuate casualties in dynamic, high threat environments.**



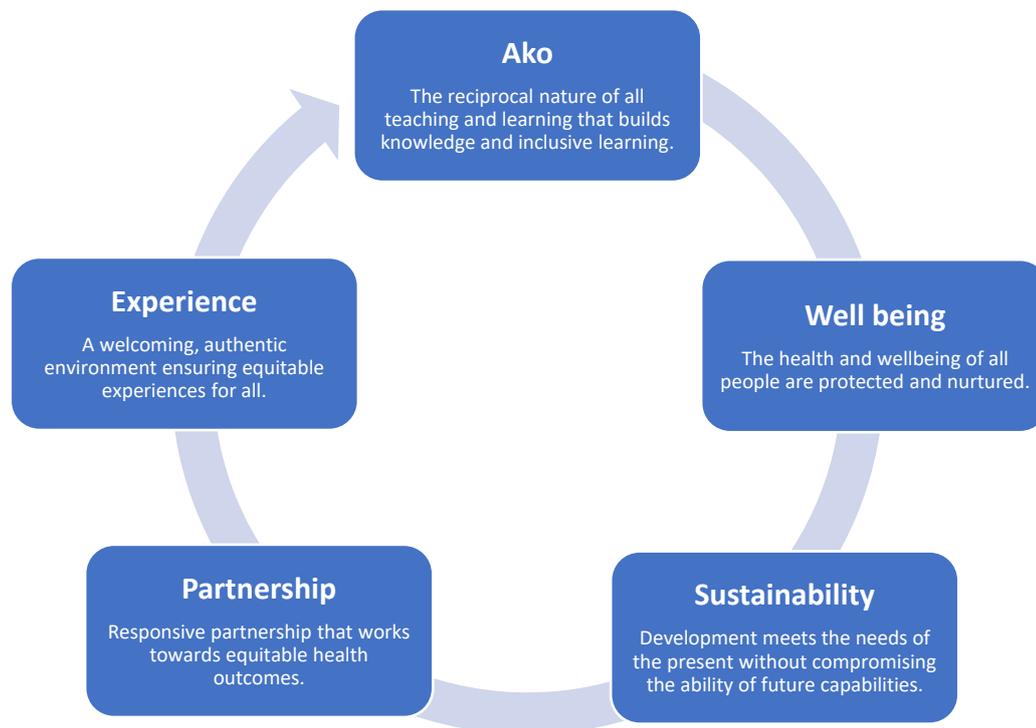
**KAITIAKI ORA**  
TACTICAL MEDICINE NEW ZEALAND



**Vision**

**A standardised tactical medical capability for Aotearoa New Zealand.**

## Ngā Uara | Our Values



## Rapunga Whakaaro | Philosophy

8. Achieving a greater casualty outcome is our priority. This will be achieved through developing and sustaining a robust, evidence-based learning environment.
9. We partner with like-minded organisations to promote and build agile tactical medical capability as well as developing reciprocal relationships between tactical medicine practitioners. We believe that open, free knowledge sharing is the foundation for improved capability.

## Te Kaupapa | Ethos

10. We believe in fostering an environment that:
  - a. Embraces an evidence-based framework for developing authentic, trusting, reciprocal relationships between affiliated organisations and ourselves.

- b. Encourages individuals to accept risks, challenges themselves and builds technical competence in an environment where their weaknesses are mitigated, and their strengths acknowledged.
  - c. Respects and accepts diverse opinions and multiple perspectives.
11. We aspire to the concept of manakitanga (care and hospitality) by creating a place where all are welcomed and valued. We believe this is fundamental for developing a respectful community of tactical medical practitioners who appreciate and respect each other.
  12. We recognise Māori as tangata whenua and acknowledge Te Tiriti o Waitangi through protection, participation, and partnership. We respectfully embrace Te Reo Māori and Tikanga Māori. We weave the concept of Turangawaewae throughout our activities to ensure the best outcomes for Māori to develop a strong sense of identity. Through this concept we also embrace other diverse cultures and individuality.
  13. We acknowledge our purpose as a not-for-profit based organisation and recognize the absolute need for all agencies to work collaboratively, establishing reciprocal relationships and partnerships with each other. Throughout our advocacy, community, and affiliations we weave the aspirations of our purpose.
  14. We are mindful of individual's own mana and at the same time empower them to develop whakamana (prestige) by challenging themselves, taking risks and building resilience.
  15. We treasure tuakana-teina relationship (older and younger learning together) and weave through our philosophy and practice the concept of 'Ako'. Ako recognises the reciprocal nature of all partnerships and enables leaders to build caring and inclusive communities where each person feels that their contribution is valued and that they can participate to their full potential.
  16. Our Te Kaupapa will be reviewed with each new strategic plan development to ensure that our values, strategic objectives, aspirations, and philosophies align to provide a unifying statement that achieves our mission.

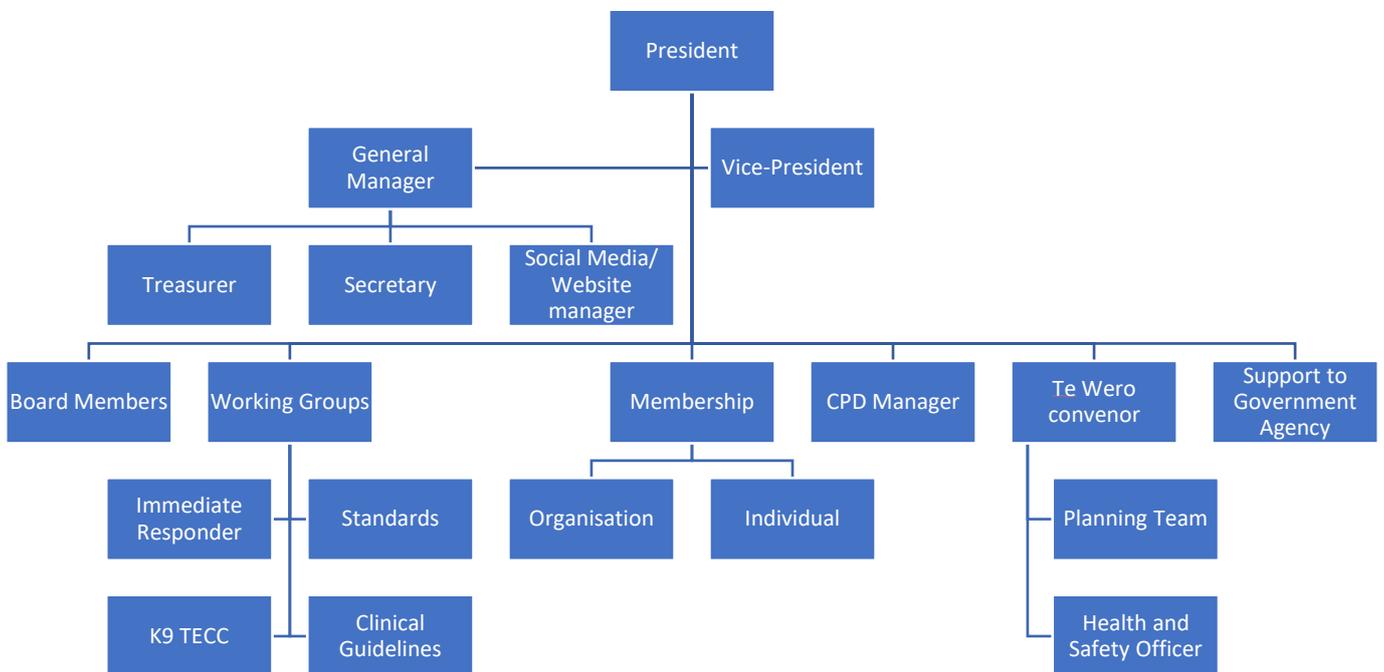
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# STRUCTURE

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## Our Structure

17. The purpose of our initial structure was to establish TMNZ and set the foundation for growth. The immediate and future needs of TMNZ require a new structure to maintain governance functions and to support the working groups to achieve the objectives set in this strategic plan. The below structure is indicative of how the organisation may grow over the lifetime of this strategic plan.



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# STRATEGIC PLAN

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18. Over the next five years, TMNZ will launch a number of initiatives to build an immediate responder capability, a learning response system and improve interoperability across the range of response organisations in New Zealand. Four strategic objectives have been designed to achieve this and are important because they set our priorities and ensure all areas of TMNZ are working towards the common goal of *improving capability to save lives*.



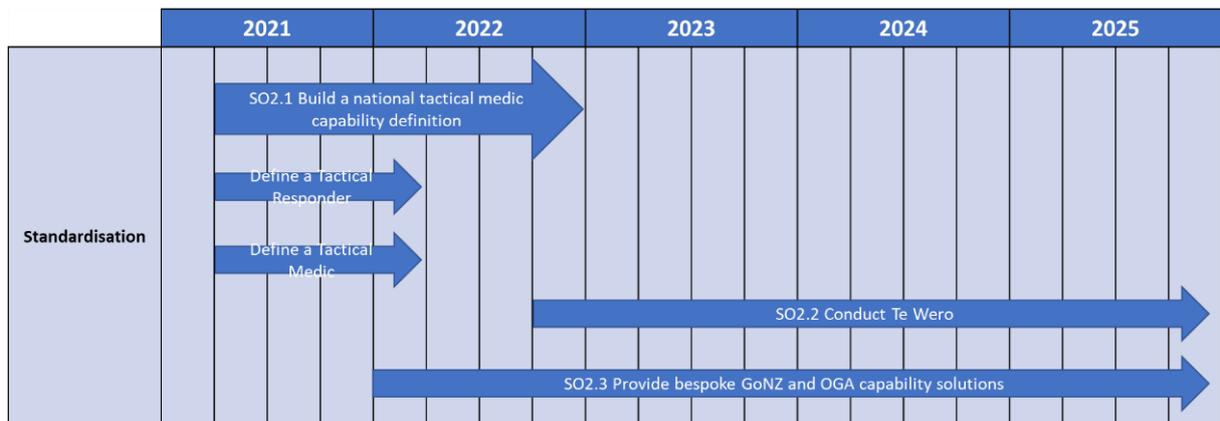
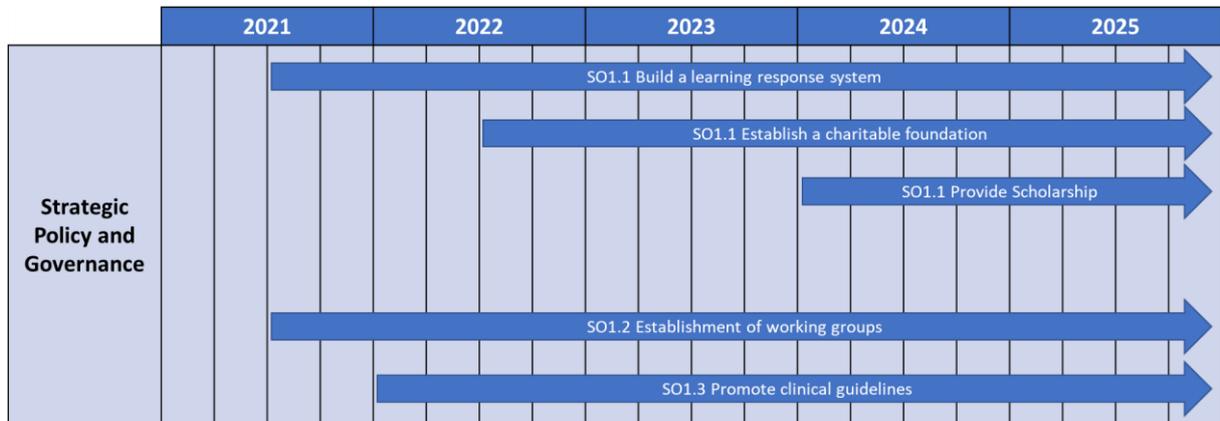
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# STRATEGIC OBJECTIVES

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Strategic Objectives	Key Initiatives
SO1: Strategic Policy and Governance	SO1.1 Develop a learning response system. SO1.2 Establishment of clinical and capability working groups. SO1.3 Supporting targeted clinical guidelines in New Zealand.
SO2: Standardisation	SO2.1 Build a national tactical medic capability definition. SO2.2 Increase interoperability through competition – Te Wero Tactical Medic Competition. SO2.3 Provide bespoke capability development solutions to GoNZ and NGO.
SO3: Building Capability	SO3.1 Build a national immediate responder capability. SO3.2 Responsibly use social media to promote TMNZ and education material. SO3.3 Conduct Continuing Professional Development activities.
SO4: Community	SO4.1 Become the tactical medicine community of choice in New Zealand. SO4.2 Enhance New Zealand’s reputation through strong, mutually beneficial international relationships. SO4.3 Maintain a strong, collaborative link with the Australian Tactical Medicine Association.

# STRATEGIC TIMELINE



		2021	2022	2023	2024	2025
<b>Community</b>	SO 4.1 Become the tactical medicine community of choice for New Zealand					
	SO4.2 Enhance New Zealand’s reputation through strong, mutually beneficial international relationships.					
	SO4.3 Maintain a strong, collaborative link with the Australian Tactical Medicine Association.					

# PERFORMANCE TARGETS

Outcome	Description	Measure	Target
SO1.1 Develop a learning response system.	Establish evidence based tactical medicine practice that learns from local and international experience and evidence through networking, original research, and analysis of scientific data.	Developing evidence-based practice included in social media updates, continuing professional development and capability/ standards reviews.  Evidence analysed to ensure best fit for the New Zealand context.	Establish working group mid-2021.  Establish then grow community discussion and involvement from Q1 2022.
SO1.2 Establishment of clinical and capability working groups.	Develop clinical governance and strategic standards for the development of a national tactical medicine framework in Aotearoa New Zealand.	Working groups established as membership growth allows in order to support the development of the underlying processes and frameworks required to build a national tactical medicine capability.	Membership base grows in time to establish the working groups in accordance with the indicative timelines established in this strategic plan.
SO1.3 Supporting targeted clinical guidelines in Aotearoa New Zealand.	Develop a set of tactical medicine guidelines for Aotearoa New Zealand that builds on existing clinical practice and first aid guidelines.	Tactical Medicine philosophies, skills and training integrated into the national ambulance sector clinical practice guidelines and first aid training framework.	National clinical guidelines include TMNZ sponsored tactical medicine considerations by 2024.

Outcome	Description	Measure	Target
SO2.1 Build a national tactical medic capability definition.	A national tactical medic capability framework that allows first responder organisations to benchmark the delivery of their tactical capability against evidence-based standards.	First responder agencies benchmark their capability against an evidence based, nationally supported framework to ensure standardised care nationwide.	Draft framework published in an academic journal by Dec 2022 for feedback and discussion with the under community.  Framework integrated into first responder organisation's by Q4 2025.

SO2.2 Increase interoperability through competition	TMNZ will host an annual tactical medicine workshop and competition.	Host Aotearoa New Zealand's premier annual tactical medicine event.  Conduct Te Wero, a national tactical medic competition to increase interoperability through competition.	Q4 2022 deliver the inaugural event, with subsequent annual events.  10% growth in attendance each year.
SO2.3 Provide bespoke capability development solutions to GoNZ and NGO.	Provide advice and support to government and non-government organisations in Aotearoa New Zealand as they build their tactical medicine capabilities.	Engage with the Ministry of Health, air and land ambulance providers, Police, Corrections, and other interested organisations to support them to understand the need and process of developing a tactical medicine capability.	From Q1 2022, TMNZ executive builds and sustains links with key organisations that deliver a tactical medicine effect to promote the national tactical medic framework and support their organizational change processes to integrate tactical medicine capabilities.

Outcome	Description	Measure	Target
SO3.1 Build a national immediate responder capability.	A national immediate responder framework that supports the delivery of direct threat and indirect threat care by immediate responders.	Members of the public provided with access to evidence-based training as a result of inclusion of tactical medicine skills and philosophies into existing national first aid frameworks.	Commencing Q1 2023, this line of work will be responsive to the evolving NZQA framework and first aid standards. As such, no firm deadline can yet be drafted.
SO3.2 Responsibly use social media to promote TMNZ and education material.	Continued social media engagement that includes publication of educational material	Developing trends, evidence analysis and international updates promulgated to members via social media.	Updates and information analysed and presented for the New Zealand community by TMNZ on occurrence.
SO3.3 Conduct Continuing Professional Development activities.	Develop the intellectual edge needed for members to be successful in tactical medicine scenarios through professional development sessions.	Present evidence based, focussed professional development activities for our members and the first responder community aimed at improving individual and collective capability.	2021: Develop CPD plan. 2022: Deliver a minimum of two CPD events. 2023: Deliver a minimum of three CPD events. 2024: Deliver a minimum of four CPD events.

Outcome	Description	Measure	Target
SO4.1 Become the tactical medicine community of choice in Aotearoa New Zealand.	Engage with the first aid, first responder, military, and wider health communities to grow TMNZ's membership base and support the members in the development of individual and collective tactical medicine capability.	Regarded by members, national agencies, and commercial companies as the independent advocate for tactical medicine in Aotearoa New Zealand.	Open for membership in Q4 2021. Grow membership base by 10% each year from 2022.
SO4.2 Enhance Aotearoa New Zealand's reputation through strong, mutually beneficial international relationships.	Develop and sustain strong relationships with internationally recognised tactical medicine organisations with Kaitiaki Ora   Tactical Medicine New Zealand regarded as the national representative for tactical medicine in Aotearoa New Zealand.	Strong international engagement, speaking opportunities and reciprocal committee meeting attendance	TMNZ executive to build and sustain strong working relationships with:  Committee on Tactical Emergency Casualty Care (USA), Committee on Tactical Combat Casualty Care (USA), Tactical Rescue and Emergency Management Association (Germany), and Special Operations Medic Coalition (USA)
SO4.3 Maintain a strong, collaborative link with the Australian Tactical Medicine Association.	Working alongside the Australian Tactical Medicine Association to build comparative, interoperable capability in Australasia and support emerging tactical medicine communities in the Southwest Pacific Region.	A dedicated liaison person and reciprocal committee meeting attendance.  Reciprocal support and speaking opportunities at national events.	TMNZ executive to build and sustain a strong working relationship with ATMA.  TMNZ to fund representation at the Australian Tactical Medicine Conference annually.



KAITIAKI ORA

**TMNZ**

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