COMBAT CASUALTY MORTALITY: Survivability of Injury, Preventability of Death and Trauma Care Workshop of Death and the Page Vorkshop



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Br Warfighter^{cs}

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Disclosure / Disclaimer

Nothing to disclose

The opinions or assertions contained herein are the private views of the author and are not to be construed as official or as reflecting the views of the Department of the Army or the Department of Defense.

Background and Current Status

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National Trauma System Vision

A unified effort is needed to ensure the delivery of optimal trauma care to save the lives of Americans injured within the United States and on the *battlefield*.

NASEM 2016

FINDINGS & RECOMMENDATIONS

The Aim (Rec 1) **Role of Leadership** - National-Level Leadership (Rec 2) - Military Leadership (Rec 3) - Civilian Sector Leadership (Rec 4) Integrated Military–Civilian Framework for Learning to Advance Trauma Care Improving the Collection, Integration, and Use of Data (Recs 5 and 9) - Collaborative Research Infrastructure in a Supportive Regulatory **Environment (Recs 7 and 8)** Systems and Incentives for Improving **Prehospital Trauma Care** - Quality (Rec 10) Developing Expertise (Recs 6 and 11)

Fundamental Gap

Missing Dead: Trauma System Blind Spot

- 1. portion of a field that cannot be seen or inspected with available equipment
- 2. failure to exercise judgment or discrimination
- 3. lack of understanding or impartiality

If we do not recognize it, we will not develop strategies to remediate

Value of Mortality Analysis

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IOM Report 1966

"If this opportunity to ascertain the specific cause of death is to be grasped, complete autopsies must be performed routinely on those who have died as the result of injury. Furthermore, the findings in large numbers of autopsies must be critically analyzed in order to point the way to necessary changes in treatment."

ACCIDENTAL DEATH AND DISABILITY: THE NEGLECTED DISEASE OF MODERN SOCIETY

Prepared by the COMMITTEE ON TRAUMA AND COMMITTEE ON SHOCK DIVISION OF MEDICAL SCIENCES NATIONAL ACADEMY OF SCIENCES NATIONAL RESEARCH COUNCIL

NATIONAL ACADEMY OF SCIENCES Washington, D. C., September, 1966

NATIONAL RESEARCH COUNCIL

NASEM Findings Medical Examiner Systems 2003

"The current practices of medicolegal death investigation in this country are in substantial need of improvement.

> Need accurate data on the circumstances and causes of death

Valuable to public health which accrues to the benefit of the nation as a whole."

Value of a Functional Medical Examiner System

"On first glance, official identification of human remains and certification of the cause of death appear to be mundane endeavors that serve mainly private needs of families, insurers, and litigants. In truth, however, valid and reliable data on the circumstances and causes of deaths serve a variety of important public needs, including fair and accurate adjudication in criminal and civil cases, maintenance of accurate vital statistics, effective public health surveillance and response, advances in health and safety research, and improvement in quality of heath care."

MEDICOLEGAL DEATH INVESTIGATION SYSTEM: WORKSHOP SUMMARY



NASEM Zero Preventable Death

Specific Recommendations for Mortality Analysis and ME System Integration

Gap:

Linkages are incomplete or entirely missing among prehospital care; hospital-based acute care; rehabilitation; and medical examiner data.

"A critical but often neglected source of data particularly in civilian systems—is autopsy reports on trauma deaths, which could be used to determine the preventability of fatalities based on a common, accepted lexicon."

Recommendation 5:

The Secretary of Health and Human Services and the Secretary of Defense, together with their governmental, private, and academic partners, should work jointly to ensure that military and civilian trauma systems collect and share common data spanning the entire continuum of care

Understanding Combat Casualty Mortality: Developing Targets for Mitigation Strategies

- Advances in care in both trauma centers and trauma systems have substantially reduced death and disability associated with injury
- Substantial opportunity to further reduce deaths in pre-hospital setting.
 - Opportunities for trauma system improvement in pre-hospital environment must be identified and remediated in order to reduce the number of potentially preventable deaths.

Relationship Impacts Pillars of a Modern Trauma System

- Prevention
- Acute Care
 - Data integration
 - Communications systems
 - EMS
 - Trauma Centers
- Rehabilitation

Framework for Disaster Preparedness

Mortality Analysis Points of Impact

Joint Trauma System Learning Healthcare System

History of Battlefield Medical Innovation



Battlefield Mortality Mechanism and Causation

Died of Wounds

TIM

DOW Analysis

- Review died of wounds (DOW) deaths n=558
- Data sources
 - DoD Trauma Registry
 - Armed Forces Medical Examiner System (AFMES)
- Variables
 - Demographics
 - Mechanism and cause
 - Injury severity
- Expert panel trauma surgeons, emergency physician, neurosurgeon, and forensic pathologist graded deaths as non survivable or potentially survivable.
- Goal: Identify areas for improved training, medical care, material, research and development



Eastridge et al: Died of Wounds on the Battlefield. J Trauma 2011

DOW Cause

TEA.



Eastridge et al: Died of Wounds on the Battlefield. J Trauma 2011

DOW Survivability



Eastridge et al: Died of Wounds on the Battlefield. J Trauma 2011

Transitional Injury Mortality from Field to Hospital

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Conclusions

A 2009 mandate by Secretary of Defense Gates reduced the time between critical injury and definitive care for combat casualties in Afghanistan. Despite evidence of increased severity and complexity of wounds from explosive devices, the combination of reduced prehospital transport time and increased treatment capability are likely contributors of casualty survival.

Killed in Action

TLEH

Empiric Probability of Combat Death



Bellamy, J Trauma, 1984

How People Die In Ground Combat (From COL Ron Bellamy)



KIA Analysis

- Review battlefield deaths (n=4,596)
- Data sources
 - DoD Trauma Registry
 - Armed Forces Medical Examiner System (AFMES)
- Variables
 - Demographics
 - Mechanism and cause
 - Injury severity
- Expert panel trauma surgeons, emergency physician, neurosurgeon, and forensic pathologist graded deaths as non survivable or potentially survivable.
- Goal: Identify areas for improved training, medical care, material, research and development

KIA Analysis

- Nonsurvivable
 - Dismemberment
 - Traumatic brain injury
 - Cervical cord transection (above C3)
 - Airway transection within thorax
 - Cardiac injury (>1/2"), thoracic aorta injury, pulmonary artery
 - Hepatic avulsion
 - Junctional lower extremity amputations with open pelvis with soft tissue loss

Potentially Survivable
All other

Where Battlefield Casualties Die n=4,596



Putting it in Perspective



Distribution of Battlefield Death n=4,596



Battlefield Pre-Hospital Death Analysis n=4,016 (DOW excluded)



Potentially Survivable Pre-MTF Death Analysis (n=976)



Battlefield Pre-MTF Mortality Cause n=4,016



Battlefield NS Lethality

Cause of Death	Instantaneous	Acute		
	(n=1,619)	(n=1,421)		
Brain Injury	38.3% (620)	53.0% (753)		
High Spinal Cord Injury		9.2% (131)		
Dismemberment	31.6% (512)			
Heart/ Thoracic Injury	23.6% (383)	21.8% (310)		
Open Pelvic Injury		6.5% (93)		
Other	6.5% (104)	9.5% (134)		

Battlefield Acute Lethality Potentially Survivable n=976



Anatomic Locus of Hemorrhagic Death



Eastridge BJ, Mabry RL, Seguin PG, et al. Death on the battlefield (2001-2011): implications for the future of combat casualty care. Journal of Trauma, 2012. In press.





Summary

- Most battlefield casualties (87.3 %) die on the battlefield
- Majority of battlefield deaths (75.7%) are nonsurvivable
 - Mitigation strategy: prevention
- Hemorrhage is the major mechanism of death in (90.9 %) of PS combat injuries.
 - Mitigation strategy: hemorrhage control
 - Tourniquets
 - Junctional hemorrhage control
 - Intracorporeal hemostasis
 - Freeze dried plasma
 - TXA
 - Novel therapeutics
 - Extending the survival time window from POI to MTF

U.S. military potentially survivable injury: 24%

Ranger **Potentially preventable death incidence:** 3%

GINAL A	ARTICLE
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Death on the battlefield (2001-2011): Implications for the future of combat casualty care

OP

Brian J. Eastridge, MD, Robert L. Mabry, MD, Peter Seguin, MD, Joyce Cantrell, MD, Terrill Tops, MD, Paul Uribe, MD, Olga Mallett, Tamara Zubko, Lynne Oetjen-Gerdes, Todd E. Rasmussen, MD, Frank K. Butler, MD, Russell S. Kotwal, MD, John B. Holcomb, MD, Charles Wade, PhD, Howard Champion, MD, Mimi Lawnick, Leon Moores, MD, and Lorne H. Blackbourne, MD

BACKGROUND: Critical evaluation of all aspects of combat casually care, including mortality, with a special focus on the incidence and causes of potentially preventable deaths among US combat fatalities, is central to identifying gaps in knowledge, training, equipment, and ecution of battlefield trauma care. The impetus to produce this analysis was to develop a comprehensive perspect ve of battlefield

- Ecclineare extension of aduating data: Controlled and approximate and analysis that its eventy of complementers perspective or summaries duals, concentration of aduating the accurate in the pro-model transmost facility (pre-MTP) without the pro-The Armal Forces Medical Examiner Service Metality Surveillance Division was used to identify Operation Itagi Freedom and Operation Endotting Preedom combine cosmiles from Costoler 2010 to be define injury in the deployed environment. METHODS: The automy records, perimotem records, photographs on file, and Mortality Trauma Registry of the Armed Forces Medical Examine Service were used to compile mechanism of injury, cause of injury, medical intervention performed. Abbreviated Injury Scale (AIS) score, and Injury Severity Score (ISS) on all lethal injuries. All data were used by the expert panel for the conduct of the potential for injury survivability assessment of this study.
- RESULTS: For the study interval between October 2001 and June 2011, 4,596 battlefield fatalities were reviewed and analyzed. The stratificatio of mortality demonstrated that 87.3% of all injury mortality occurred in the pre-MTF environment. Of the pre-MTF deaths, 75.7% (n = 3,040) were classified as nonsurvivable, and 24.3% (n = 976) were deemed potentially survivable (PS). The injury/physiologic focus of PS acute mortality was largely associated with hemorrhage (90.9%). The site of lethal hemorrhage was truncal (67.3%), followed by junctional (19.2%) and periphenal-extremity (13.5%) hemorrhage.
- CONCLUSION: Most battlifted caualties did of facir injunts before ever reaching a surgeon. As most pre-MTF deaths are nonsurvisable, mitigation strategies to impact outcomes in this population need to be directed toward injury prevention. To significantly impact the concome of cornhat causalities with PS injury, attrategies must be developed to mitigate henorrhage and optimize airway management or reduce the time interval between the battlefield point of injury and surgical intervention. Understanding battlefield mortality is a vital component of the military trauma system. Exophasis on this analys trauma system optimization, evidence-based improvements in Tactical Combat Casualty Care guidelines, data-driven research, and levelopment to remediate gaps in care and relevant training and equipment enhancements that will increase the survivab ighting force. (J Trauma Acute Care Surg. 2012;73: S431–S437. Copyright © 2012 by Lippincott Williams & Wilkins) ents that will increase the survivability of the

KEY WORDS: Military; mortality; hemorrhage; prehospital; outcomes.

The vision of the Joint Trauma System is that every soldier, marine, sailor, or airman injured in the battlefield or in the heater of opentions has the optimal chance for survival and maximal potential for functional recovery. Implicit within this vision is the mission to improve trauma care delivery and pa-tient outcomes across the entire continuum from point of injury through rehabilitation using techniques for continuous

- From the US Army Institute of Surgical Research (BLE, R.I.M., TE.R., LH.B.), Forn Sam Houston, Fease, Armed Forces Medical Esuminer Service (PS, J.C., T.T., PU, O.M., T.Z., F.K.B., R.S.K., J.B.H., C.W., H.C., M.L., L.M.3, Mertality Surveillance Dision, Rody file, Maryland.

DOI: 10.1097/TA.08013e3182755dat | Trauma Acute Care Surg Volume 73, Number 6, Supplement . performance improvement driven by evidence-based medicinacross the entire continuum. A preliminary study evaluated these issues in Special Operations forces early in the war.¹ Within the past decade, a tremendous amount of evidence has been amassed validating improvements in combat casualty care once a casualty has reached a military medical treatment care once a casuaty has reacted a miniary measura treatment facility (MTF). However, no studies have comprehensively evaluated the outcomes of wounded warriors who died of their injuries before reaching an MTF. This relative blind spot is exacerbated by several factors, including lack of prehospital data,² the incomplete understanding of the tactical circum-stances during which the injuries were sustained, and the integration of existing data sources into the Joint Theater

Trauma Registry. For the last decade of continuous war, the dominant mechanism of injury on the battlefield has been overwhelm mechanism of injury on the batteried has been overwheim-ingly penetrating in nature occurring in nearly 75% of casu-alties associated with explosive fragmentation and gunshor wounds. The survivability of those injured on the battlefield is an unprecedented historical level of 90%, compared with

All US Military Battlefield Deaths Rangers

RIGINAL ARTICLE **ONLINE FIRST**

Eliminating Preventable Death on the Battlefield

Russ S. Kotwal, MD, MPH; Harold R. Montgomery, NREMT; Bari M. Kotwal, MS; Howard R. Champion, FRCS; Frank K. Budler Jr, MD, Robert L. Mabry, MD; Jeffrey S. Cain, MD; Lorne H. Blackbourne, MD; Kathy K. Mcchier, MS, RR; John B. Holcomb, MD

Objective: To evaluate battlefield survival in a novel comnand-directed casualty response system that compre hensively integrates Tactical Combat Casualty Care guidelines and a prehospital trauma registry.

Design: Analysis of battle injury data collected during

Setting: Afghanistan and Iraq from October 1, 2001, through March 31, 2010.

Patients: Casualties from the 75th Ranger Regiment, US army Special Operations Command

Main Outcome Measures: Casualties were scrutinized for preventable adverse outcomes and opportuni-ties to improve care. Comparisons were made with De-partment of Defense casualty data for the military as a

Results: A total of 419 battle injury casualties were in curred during 7 years of continuous combat in Iraq and 8.5 years in Afghanistan. Despite higher casualty severity indicated by return-to-duty rates, the regiment's rates of

August 15, 2011. doi:10.1001/archsurg.2011.213 HE 75TH RANGER REGIMENT is the US Army's premier raid force. Comprising more than 3500 personnel, the regiment conducts joint speombat missions to include airborne, air assault, and other direct-action

taryland (Dr Champion); a US Army Institute of Surgica Research, Fort Sam Hous (Drs Butler, Mabry, Cain, and Blackbourne), Rural and amunity Health Insti Texas A&M Health Science Center, Bryan (Ms Mechler) and Center for Translational Injury Research, University Texas Health Science Center Houston (Dr Holcomb).

Author Affiliations: US Army

Special Operations Comma Fort Bragg, North Carolina (Dr R. S. Kotwal,

Mr Montgomery, and Ms B. M. Kotwal); Uniform Services University of the Health Sciences, Bethesda, and

Iethal implications of opposing forces. Thus, a tailored approach to prehospital trauma care must be used when conduct-ing combat operations. Combat casualty care in World War II, the Korean War, and the Vietnam War re-sulted in incremental and significant im provement of civilian trauma care and sysems.4 Conversely, assimilating civiliar tems.⁴ Conversely, assimilating civilian paradigms such as Advanced Trauma Life Support into the combat setting exposed deficiencies in military prehospital trauma care during conflicts in Iraq and Somalia in the early 1990s. Subsequent congres-

viders and equipment near the scene, and

10.7% killed in action and 1.7% who died of wounds were ower than the Department of Defense rates of 16.4% and

5.8%, respectively, for the larger US military population (P=.04 and P=.02, respectively). Of 32 fatalities incurred by the regiment, none died of wounds from infection, none

were potentially survivable through additional prehos-

pital medical intervention, and 1 was potentially surviv-able in the hospital setting. Substantial prehospital care was

tem that trains all personnel in Tactical Combat Casualty

Care and receives continuous feedback from prehospita

Care performance improvements centered on clinical ou

comes that resulted in unprecedented reduction of killedin-action deaths, casualties who died of wounds, and pre-ventable combat death. This data-driven approach is the

model for improving prehospital trauma care and casu-alty outcomes on the battlefield and has considerable im-

Arch Surg. 2011:146(12):1350-1358. Published online

auma registry data facilitated Tactical Combat Casualty

Conclusions: A command-directed casualty resp

provided by nonmedical personnel

ications for civilian trauma systems

sional inquiries and after-action reports led to a better understanding of profound medical differences between civilian and military environments.54

Emerging from these reviews and from Vietnam War casualty data analysis was an article entitled "Tactical Combat Casualty Care in Special Operations," which pre-sented prehospital trauma care guidelines customized for the battlefield.⁶ These Tac-

ARCH SURG/VOL 146 (NO. 12), DEC 2011 WWW ARCHSURG.COM

Injury survivability



Injury death preventability

sualties during such mis-See Invited Critique at end of article by night operations, logistical and combatrelated delays in treatment and evacua-tion, lack of specialized medical care pro-

iids to seize key targets, destroy strategic facilities, and capture or kill enemy forces. Providing care to ions is a major challenge. Historically, approximately 90% of ombat-related deaths occur prior to a ca ualty reaching a medical treatment facil ity (MTF).2.3 The combat environment has many factors that affect prehospital care, including temperature and weather extremes, severe visual limitations imposed

DoD Lexicon

Combat Casualty Mortality Assessment Definitions

21



Defense Health Agency PROCEDURAL INSTRUCTION

NUMBER 6040.03 August 21, 2018 Assistant Director, Combat Support Agency (CSA)

SUBJECT: Joint Trauma Lexicon

References: See Enclosure 1

1. PURPOSE. This Defense Health Agency-Procedural Instruction (DHA-PI), based on the authority of References (a) and (b), and in accordance with the guidance of References (c) through (m), establishes the Defense Health Agency's (DHA) procedures to develop a universally accepted, standardized Joint Trauma Lexicon.

2. APPLICABILITY. This DHA-PI applies to OSD, the Military Departments (MILDEPs), the Office of the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the DoD, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this DHA-PI as the "DoD Components").

3. POLICY IMPLEMENTATION. It is DHA's instruction, pursuant to References (e) and (f), that the Joint Trauma Lexicon establishes and defines key common trauma terms used in support of trauma care, operational medical planning, performance improvement, and research across the full range of military operations. The DHA serves as the Military Health System's authoritative source for Joint Trauma Lexicon; therefore, this DHA-PI will be used to update DoD Issuances, Joint Publications (JPs), DHA Publications, and Service-level regulations. The DoD will use these terms where applicable and, if not used, the author of the alternative term and/or definition will disclose the reason

4. RESPONSIBILITIES. See Enclosure 2.

5. PROCEDURES. See Enclosure 3

12 non-survivable injury	An injury so severe the casualty would not have survived even if all required medical resources were available and appropriate medical care was optimally administered initially and throughout the continuum of care.		Х
13 potentially preventable death	A death that occurred from a survivable or potentially survivable injury when the tactical situation limited prompt and/or optimal medical care.		Х
14 potentially survivable injury	An injury that the casualty might have survived if all required medical resources were available and appropriate medical care was optimally administered initially and throughout the continuum of care.		Х
15 preventable death	A death that occurred from a survivable injury when the tactical situation did not limit prompt or optimal medical care.	Х	

An injury that the casualty should have survived if all required medical resources were available and appropriate medical care survivable injury was optimally administered initially and throughout the continuum of care. 1 1 1 C 1 0

DHA-PI 6040.03 August 21, 2018

Conclusion

- Understanding battlefield mortality is a vital component of the trauma system
 - Trauma system optimization
 - TCCC improvements
 - Data driven research and development focus
 - Command emphasis
 - Training & tactical perspective
 - Equipment and materiel

Multiinstitutional Multidisciplinary Injury Mortality Investigation in Civilian PreHospital Environment

Pls:Eastridge, Nolte, MacKenzie

Funded by USAMRMC (Department of Defense)

Purpose of this proposal is to develop a coordinated, multidisciplinary, multiinstitutional effort within the civilian clinical sector to identify and characterize the causes of premortality from trauma

ΛΙΜΙΟ

Identify potential high yield areas for research and development in prehospital medical care, injury prevention, and trauma systems. Multi-Disciplinary Multi-Institutional Mortality Investigation in the Civilian Prehospital Environment (MIMIC)

- Develop a framework for evaluating the causes and pathophysiology of prehospital deaths
- Network of experts identify the causes of 3,000 prehospital deaths due to trauma and estimate potential for survivability.
 - Trauma surgery
 - Neurosurgery
 - Orthopedic surgery
 - Forensic pathology
 - Emergency medicine
 - Emergency medical services



MIMIC



Other

Integrating Geospatial Modeling



Project Update

Data Abstraction

- 2,539 of 3,000 cases have been abstracted

Coding

- AIS/ICD 860 cases completed
- GIS 2,587 cases completed

Case Reviews

- Created 13 review team panels each consisting of 4 surgeons, 1 EM/EMS reviewer, and 1 Forensic Reviewer. All panels have a reviewer with past military experience, and a minimum of 1 female reviewer on each panel.
- Case reviews were launched to the first review team panel in January 2019.
- To date, 775 cases have been released to panels.
- 585 cases have been completed.

Preliminary Round 1 and Round 2 Data

 Q2: Assume the survival status of this patient is unknown, with immediate access to care at a level I trauma center, assess the survival potential of this patient.



Note: Using 414 cases that have reached consensus on survivability assessments

Preliminary Round 1 and Round 2 Data

 Q3: Assume the survival status of this patient is unknown, given the conditions of the actual scenario in which the injury occurred (i.e. discovery, EMS response, access to trauma center, weather etc.), assess the survival potential of this patient



Note: Using 414 cases that have reached consensus on survivability assessments



Preliminary Round 1 and Round 2 Data

 Q4: Which injury prevention programs/devices or interventions might have improved the chances of survival for this individual?

Prevention Program(s)	Frequency
Behavioral health	777
Alcohol / drug	469
Seat belt	149
Airbag	55
Helmet	34
Child Restraint	5
Protective Clothing	5
Personal Flotation Device	4

Note: Using records from all reviewers in Round 1 and Round 2.

Current State Gaps and Vulnerabilities Opportunities

Combat Casualty Death Review

Does the DoD have at present reliable methodology for reviewing all combat fatalities and identifying those deaths that might have been prevented if optimal care had been provided?

DoD CCC Mortality Analysis Current State

- Interval process based upon established DoD CCC mortality review process
- Ability of JTS subject matter experts to perform comprehensive reviews of battlefield deaths proximate to date of death
- Ability of Armed Forces Medical Examiner System (AFMES) to perform full autopsy analysis of combat casualty deaths supported by low operational tempo
- Limited prehospital Tactical Combat Casualty Care data
- Mortality review focuses determinations based upon most severe injuries

DoD CCC Mortality Analysis Gaps and Vulnerabilities

- Lack of prehospital data limits ability of JTS / AFMES review team to examine salient factors necessary to render decision
- Review and cataloging of combat mortality injury survivability data is not codified by "requirement"
- Sensitivity and operational security issues may limit open discussion and review of cases

DoD CCC Mortality Analysis Gaps and Vulnerabilities

- Complete autopsy, including imaging may be constrained / delayed by high operational tempo scenarios
- Review process based upon single system injury severity likely underestimates the complex interactions of multiple injuries

DoD CCC Mortality Analysis Opportunities for Improvement

- Develop requirement for mortality review process and support with commensurate policy (mandate) and resources (monies, manpower) (Near/Immediate)
- Codify mortality review construct (policy, mandate, enforcement) to ensure standardized care, documentation, and data collection practices are performed and transferred to the AFMES and JTS (Near/Immediate)
- Mandate prehospital care documentation (Near/Immediate)

DoD CCC Mortality Analysis Opportunities for Improvement

- Augmented ME workforce / contingency plan for mass casualty producing events (Peer / Near Peer / High Volume Casualty Producing Event)
- Consider specialty of Forensic Pathology critical wartime specialty (5 Year)
- Develop interactional review / assessment algorithms for injury mortality outcome determination (5 year)
 - Artificial intelligence solution based upon data (15 year)

Performance Improvement and Loop Closure

For all fatalities identified as preventable or potentially preventable, is there reliable methodology for determining what could have been done differently that might have prevented the casualty's death? Is there reliable methodology for ensuring that the needed improvements have been made?

PI / Loop Closure Current State

Operationalizing Mortality PI Process



PI / Loop Closure Current State

 JTS / TCCC integrate mortality review assessments into system performance improvement activities

 AFMES liaison to the JTS charged with review of battlefield deaths for system PI codified in DHA-AI 107.

PI / Loop Closure Gaps and Vulnerabilities

- Fundamental challenges related to the perception of performance improvement activities
 - Perception as punitive process limits stakeholder engagement
- Current military investigative processes
 - Perception of wrongdoing
 - UCMJ implication

PI / Loop Closure Opportunities

 Formal integration of performance improvement process in relevant doctrine

(5 year)

 Further develop "learning healthcare system" perspective of the JTS (Near/Immediate)

Informing End User(s)

Are these Opportunities for Improvement reliably and effectively communicated to the units and organization that could effect these changes?

Informing End User(s) Current State

- No process exists to effectively communicate mortality review lessons learned to the units and organizations
- No clear pathway exists to disseminate mortality review assessments to leadership
 - Medical
 - Line
- Leadership does not understand the implications and value of combat casuaty mortality review information

Informing End User(s) Gaps and Vulnerabilities

Unrealized Potential Value



Performance Improvement

Emerging injury hazards / threats

Training

Line

TCCC improvements

Operational risk assessment

Training

Informing End User(s) Opportunities

- Develop and implement a formal process to inform commanders about the care and outcomes of their troops (Near/Immediate)
 - Communication "pipeline" directly to commanders (medical and non-medical) for their visibility in order to inform decision-making and action
 - Medical
 - Operational (Near/Immediate)

Summary

- Battlefield death secondary to injury is a significant operational mission capability issue
 - Majority of deaths in occur pre-hospital environment
 - 24% combat casualty deaths potentially survivable of which most are hemorrhage related
 - Mortality review data informs
 - Training
 - Clincal care
 - Research
 - Operational considerations

Summary

- DoD must develop an organizational commitment to understanding combat casualty mortality and eliminating potentially preventable death.
- Insightful analysis of combat casulty deaths valuable for informing battlefield care, training, the combat casualty research and development agenda, as well as supporting operational risk assessment.

Summary Highest Value Opportunities

- Develop requirement for mortality review process and support with commensurate policy (mandate) and resources (monies, manpower) (Near/Immediate)
- Develop interactional review / assessment algorithms for injury mortality outcome determination (5 year)

Artificial intelligence solution based upon data (15 year)

 Communication "pipeline" directly to commanders (medical and non-medical) for their visibility in order to inform decision-making and action (Near/Immediate) "People are always the #1 priority and are our greatest strength and our most important weapon system."

> General James C. McConville 40th Chief of Staff, US Army 2019