

ANC23FA008

OPERATIONAL FACTORS/HUMAN PERFORMANCE

Attachment 11

Guardian Standard Operating Procedures Manual [Excerpts]

November 11, 2023



STANDARD OPERATING PROCEDURES

ISSUED

July 11, 2022

GUARDIAN FLIGHT LLC

1 OPERATIONS

1.1 General

1.1.1 Flight Team Responsibilities

Purpose: To define the roles and responsibilities of each member of the Flight Team.

Policy: The Flight Team members are the front-line service representatives and are responsible for safely and efficiently affecting a transport request.

Procedure:

1. The standard Guardian Flight LLC Flight Team composition consists of a Pilot in Command (PIC) Second in Command (SIC if applicable) and two Medical Crew members.
2. The PIC is responsible for and in charge of the aircraft and the safe completion of all aspects of flight operations.
3. The Medical Crew consists of two clinically trained healthcare professionals.
 - a. The Primary Contact will be designated each duty day from the Medical Crew. The Primary Contact will typically be an independent status provider. The primary contact will:
 - i. Ensure smooth day to day operations of the base.
 - ii. Ensure safe and efficient completion of all transports.
 - iii. Be responsible to the Program Director for all decisions made by the Medical Crew (the Flight Team remains accountable as a team for all decisions made during a duty shift).
 - b. The Secondary Contact will work in support of the Primary Contact to ensure the operational expectations of the Flight Team are met.
4. Rotorcraft medical crew members will remain awake and alert during all phases of flight. At least one fixed-wing medical crew member will remain awake and alert during all phases of flight.

1.1.2 Administrators on Call

Purpose: To provide standard direction for the function and crew utilization of the Program Director (PD), Pilot Manager on Call (PMOC) and Maintenance Manager on Call (MMOC).

Policy: The on-call administrators will be available 24 hours every day as a collective resource. The PD, PMOC, and MMOC will help facilitate patient transport and daily operations as needed. They will be available via telephone to respond to all requests made by the Flight Team, Dispatch, customers, or Company management.

Procedure:

1. On-call administrators will be contacted to assist in problem-solving of any significant issue.
2. The use of the PD as the initial point of contact for all service delivery and non-flight related operational issues. The consultation of PMOC and MMOC as needed.
3. The use of the PMOC as the initial point of contact on all aviation or flight-related operational issues. The consultation of the on-call Maintenance Manager as needed. The PD will be consulted or briefed as needed.
4. The use of the MMOC as the initial point of contact for all maintenance related issues. The consultation of the PMOC as needed. The PD will be consulted or briefed as needed.

1.1.3 Staff Meetings

Purpose: To define the expectation for employee attendance at company meetings.

Policy: All employees will attend mandatory meetings unless on time out.

2. Jewelry: No dangling necklaces, earrings, bracelets, or rings with large or protruding stones or designs are to be worn.
3. Body piercings will not be visible while in public.
4. Offensive body art will not be visible while in public.
5. Facial hair protocols to comply in accordance with GMR Policy and OSHA Respiratory Protection Program, be well groomed, and professional in appearance and be able to pass N95 Fittest.
6. Hair color and style will be clean and professional in appearance.
7. Uniform items will be maintained to a professional standard at all times. A uniform item that is faded, torn or in disrepair will not be worn in public.
8. Nomex gloves are optional.

1.1.9.3 Identification

The Flight Team will abide by the following identification standards:

1. Program specific: Employees will have a company issued identification card on their person at all times while on duty, while on Guardian Flight LLC property or conducting Guardian Flight LLC business.
2. Employees will comply with all authorities and jurisdictions.
3. EMS: Employees will carry proof of their state/county medical licensure, certification or accreditation as defined by the local EMS authority.
4. AOA/TSA: Any employee issued an AOA/TSA issued badge will wear it by the TSA regulations.
5. Regional/locally issued: Any employee issued an identification card or badge by a third-party entity (e.g., hospital, county or state EMS agency or committee, Guardian Flight LLC partner) will wear the card/badge by the applicable policy
6. State: Flight Team members will carry a valid state driver's license with them at all times.
7. Replacement ID cards/badges: employees will contact their manager as needed.
8. At the termination of employment, employees will return all Guardian Flight LLC issued or employment-related identification cards/badges to their manager.

1.1.10 Duty Day

1.1.10.1 First hour

Purpose: To define the minimal procedural expectations and timeline for the first hour of a duty shift.

Policy: The Flight Team will complete the most essential and operationally significant daily duties within the first hour of their assigned shift.

Procedure

1. The on-coming Flight Team will present fit for duty at the start of the shift.
2. Controlled substance count/handoff for Medical Crew, Narcotics will be counted daily and count documented, if off going medical crew, a minimum of one oncoming and one off going medical crew member will count and document all controlled substances. (Please reference GMR Controlled Substances Unified Policy located in Policy Tech.).
3. The off-going Medical Crew will provide pass down to the on-coming Medical Crew, to include:
 - a. The hand-off of assigned phones and/or radios if applicable.
 - b. The off-going crew shall report any significant information from the prior duty shift that may have an immediate impact on operations for the on-coming Flight Team. This will include:
 - i. Oxygen status of both aircraft and portable supplies.

- ii. Known equipment or supply deficiencies, to include out-going broken equipment status.
 - iii. Any required follow-up from off-going duty-day events or flights.
 - iv. Any known customer relations events scheduled for the coming duty shift.
- 4. The off-going PIC will provide a (face to face report) pass down to the on-coming PIC to include any aircraft related operational issues and hand-off the assigned phone and/or radio.
- 5. Pass down will be completed within the first ten minutes of the shift.
- 6. The PIC will perform the required beginning of shift pre-flight duties (as defined by GOM).
- 7. The Flight Team and AMT (if applicable) will meet for the Duty Shift Briefing to include:
 - a. The Flight Team and AMT scheduled for shift.
 - b. The PIC or AMT (if applicable) should report on any aircraft maintenance issues, limitations (MEL), and scheduled/unscheduled OOS time to the Medical Flight Crew.
 - c. The PIC will perform a safety briefing to include:
 - i. Expected weather during the next 12 hours.
 - ii. Aircraft weight/performance limitations (RW only).
 - iii. Regional flight restrictions or known issues (e.g., TFRs, NOTAMs).
- 8. The PIC will make contact with the Communications Center via phone to communicate and confirm:
 - a. Aircraft manifest and designated Medical Flight Crew.
 - b. Unit service status (e.g., in service vs. out of service).
 - c. Any known operational limitations to the Flight Crew or aircraft.
- 9. The Medical Crew will perform an aircraft inspection to include:
 - a. Confirmation of adequate aircraft and portable oxygen supply levels.
 - b. Confirmation of aircraft medical supply inventory levels set to par.
 - c. Confirmation that all airframe specific inventory items are accounted for.
 - d. Completion of an aircraft decontamination/wipe-down as needed.
 - e. Confirmation that the primary CDE (clinical diagnostic equipment) is fully charged and operational to include:(clinical diagnostic equipment) is fully charged and operational to include:
 - i. Completion of a cardiac monitor defibrillator check and cycle of the battery.
 - ii. Powering on the ventilator and performing a system check.
 - iii. Powering on the medication pump and confirming all channels as operational.
 - f. Confirmation that all handheld radios/phones/iPad are fully charged and operational.
- 10. The Medical Crew will perform a primary bag check to include:
 - a. All airway management/medical equipment and supplies are present.
 - b. In order to be compliant with state mandated air ambulance minimum equipment/supply lists, the Medical Crew will be allotted no more than 30 minutes to verify that the essential medical equipment/supplies are present and functional.

1.1.10.2 Daily Responsibilities

Purpose: To define the general daily duties of the Flight Crew.

Policy: Duties should be completed during non-rest hours.

Procedure: The Flight Team will:

1. Review all company communications.
2. Complete tasks as assigned.

3. Complete the CQI of any outstanding PCR's.
4. Perform clinical and operational training and review as needed.
5. Completion of any required daily forms or checklists.
6. The Flight Team (RW only) will promptly affix the NVG's to their helmets no later than sundown.
7. The Medical Crew (RW only) will assist the PIC in any night-time related aircraft responsibilities (e.g., placement of rotor blade covers).
8. The Flight Team will complete an aircraft walk around to note stock, cleanliness and any other relevant issues with the aircraft and will ready a verbal report for the oncoming Flight Team.

1.1.11 Fatigue/Time-Out Policy

Purpose: To define the fatigue management system and provide standard direction to the Flight Team for the utilization of the fatigue stand-down/time out process.

Policy: In the event of physical exhaustion secondary to prolonged or continuous flight duty, the Flight Team will time out, and the unit's service status will be evaluated per the Risk Assessment for Medical Crew. The Program Director or designee will be contacted either by the Medical Crew or Dispatch to receive notification of the time out.

Procedure:

1.1.11.1 Mitigation

1. Flight Team members will report to their base rested and fully capable of standing duty for the duration of their assigned shift. The following pre-shift rest requirements will be observed:
 - a. Medical Crew will have at least ten hours of rest before standing duty on an assigned shift.
 - b. Pilots will have at least ten hours of rest, or in accordance with regulations before standing duty on an assigned shift.
 - c. Flight Team members working a secondary job will have at least ten hours off between the end of their non-Guardian Flight LLC work period and the beginning of an assigned duty shift.
2. To minimize the time it takes a Flight Team member to enter a beneficial sleep state, Guardian Flight LLC will provide a private crew rest area that is:
 - a. Quiet
 - b. Temperature controlled
 - c. Light controlled
 - d. Comfortable and conducive to sleep

1.1.11.2 Time Out

1. The team member who identifies that they are fatigued to the point of no longer being able to safely perform their assigned duties will immediately self-report to the other Flight Team member(s).
2. The Flight Team member(s) will make immediate contact with the Program Director (PD) and/or Communication Center (CC) to advise the unit service status has changed secondary to crew fatigue.
3. The fatigued Flight Team member(s) will immediately or if on a flight, at the completion of the flight, begin the duration of the allotted time out period. During this time out period, the fatigued Flight Team member(s) will not be disturbed except in the case of an emergency and is required to utilize this time for rest.
4. The Time Out Flight Team member(s) should rest in a location that can be free of interruptions for the duration of the Time Out.
5. CC will notify the PD/Clinical Manager that the unit's service status has changed to out of service secondary to a time out.
6. CC will automatically return the unit to in-service status at the end of the time out period.

7. During the Time Out period, Flight Team member(s) must remain at their designated rest area until the end of their shift. If the allocated rest period goes beyond the end of their shift, Flight Team member(s) are highly encouraged to remain at their designated rest area until they are fit to travel.
8. CC must be notified as soon as possible when a Flight Team member(s) is going to Time Out.
 - a. Flight Team member(s) MUST notify CC if they are going to Time Out PRIOR to departing the accepting facility/airport. This is to prevent being assigned another flight while on the return leg back to home base.

It is unacceptable to Time Out after being dispatched on a flight/mission unless the Flight Team member(s) has an emergency. Consultation with the PD or on-call Guardian Flight Executive in this case is MANDATORY.

1.1.11.3 Medical Crew Procedure During Pilot Timeout

Any Medical Crew that is attached to a set of pilots that have gone down on crew rest, must also specify their current status. When a set of pilots timeout for duty time in any location, the crew is assumed to be in service and flight ready unless they say otherwise. If the crew is also going to utilize the time in which the pilots are resting, the crew must initiate the standard Time-Out Process including notification of Guardian Flight, LLC. Communications Center regardless of pilot availability.

1.1.11.4 Tiered Status Rest Procedures

Medical Crews will monitor time spent assigned to transports (beginning with the Medical Crew's activation and ending with the completion of all post-flight duties). Guardian Flight, LLC Communications Center will monitor the time for back-up purposes. Based on the number of hours the crew has been assigned to transports the crew will be assigned to the crew color-coded status.

1. Green Status-All operations normal, medical crew has not overflown any limits and are available for transport duty.
2. Yellow Status- Medical Crew has been assigned to transports for more than 12 hours in the preceding 16 hours and needs to be provided rest time. During this time the medical crew remains available for transports, but completion of one more transport will likely put them into 'Red' Status. The crew will require four (4) hours of uninterrupted rest to return to 'Green' status.
3. Red Status-Medical crew has been assigned to transports for more than 16 hours in the last 24 and needs to be provided rest time. During this time the Medical Crew will not be available for any duties. The crew will require 10 hours of uninterrupted rest to return to 'Green' status.
 - a. **Rest Time Parameters:**
 - i. Flying for 16 hours or active duty time: Mandatory 10 hours of rest.
 - ii. Flying for 10-16 hours or active duty time: 6-8 hours of rest.
 - iii. Flying less than 10 hours or active duty time: 4-6 hours of rest.
 - iv. Bag Checks and Hourly Training: Counts for (2) hours of duty time per day, should be completed between 8 am-10 am daily unless flying or in time out, in which the checks need to be accomplished as soon as available.
 - v. PR Events and Company Wide Trainings: Counts for (4) hours of duty time unless otherwise approved by PD/Clinical Manager (Limit to 4 hours).
 - vi. **All time resets to zero if you have (4) hours of down time.**

1.1.11.5 Diverted Flights

IF a crew is in "yellow" status and will be entering Red Status, CC will not accept a flight until contacting Medical Crew.

1.1.11.6 Rest Procedures

The Medical Crew will adhere to this policy for initiating the crew rest and time-out procedure.

The Medical Crew will evaluate their status at the end of each flight to determine if they're within the safety standards of this policy or not. Guardian Flight LLC. continues to collect data to better establish policy to be updated in the future.

1. After each flight, the Medical Crew will complete the Medical Crew Debrief Form on Ninth Brain.

2. Any change in schedule that would extend beyond the original scheduled shift period must be approved by Guardian Flight LLC Program Director.

1.1.11.7 Rest on long/international transports.

Transports exceeding eight (8) hours. On transports where the planned patient contact time will exceed eight (8) hours, during periods where the attention of both crewmembers is not required crewmembers will alternate taking care of the patient so that the second crewmember may rest.

Transports exceeding 16 hours. On transports where the planned patient contact time will exceed 16 hours, during periods where the attention of both crewmembers is not required crewmembers will alternate taking care of the patient so that the second crewmember may rest.

Guardian Flight LLC may make arrangements to provide a relief medical crew near the midpoint of the transport.

Multiday Transports. On transports where the medical crew is required overnight away from their home base due to pilot duty day restrictions, it is expected that the Medical Crew will also rest during the pilots' rest period.

1.1.11.8 Disaster Exceptions

During times of declared natural disaster (or when a disaster declaration is reasonably anticipated), national security emergencies, acts of war or terrorism, pandemic infections, civil insurrection, meteor strikes, or other circumstances which place extraordinary demand on Guardian Flight LLC operation, the COO may authorize the alteration of these procedures in the sole interest of supporting health, life, and safety of the public. When such alteration is authorized, the Operational Directors, in conjunction with the Program Directors will develop a plan for staffing and will be diligent in rotating staff to provide as much rest as possible and monitoring for fatigue.

1.1.11.9 Monitoring and Review

The Program Director will be notified of each use of the Time-out procedure and the Crew Rest and Time-out Form on Ninth Brain must be completed. The Program Director must be made aware of and approve any shift extensions. Shifts longer than each base's maximum and use of the Time-Out procedure will be reported and reviewed as part of Guardian Flight LLC QM process.

It is considered inappropriate to use the time-out policy after being assigned a flight that results in a decline. This policy and its application is predicated on accumulated fatigue and not predictive fatigue. The use of the flight risk analysis program is the appropriate location for such risk elements.

1.1.12 Food Away From the Base

Purpose: To define the roles and responsibilities of each member of the Flight Team.

Policy: The Flight Team members are the front-line service representatives and are responsible for safely and efficiently affecting a transport request.

Procedure:

1. The Flight Team is encouraged to remain hydrated and nourished when they are away from their base.
2. The Flight Team may acquire food in the field only after transport is completed. Food establishment should be located on route back to airport (food should be carried out to eat at the FBO, with no sit down dine in restaurant establishments).
3. The Flight Team will never refuse a transport request secondary to acquiring food.
4. At no time will the flight team significantly delay returning to base secondary to obtaining food.
5. At no time will a receiving facility helipad be occupied solely because the Flight Team is acquiring food.
6. Food will not be consumed during patient transport or stored in the patient compartment of the aircraft.

1.1.13 Ground/Specialty Care Transports

Purpose: To guide the Medical Crew in assessing the appropriateness of a ground/specialty care transport request.