Expecting the Unexpected: Contingency Planning for Schedulers and Dispatchers

Thursday, January 16, 2014 | 10:00 a.m. – 11:15 a.m.

PRESENTED BY:
Denio Alvarado
Traveling in an Unpredictable World

- Natural Disasters
  - Opportunistic Crime
- Terrorism
- War
- Air Quality
- Security
  - Medical Illness
  - Typhoid Fever
- Imprisonment
  - Travel-related infections
  - Hepatitis
- Catastrophes
  - Language and cultural barriers
  - Dengue
  - Medical Illness
- Immigration & Visas
- Rural Isolation
- Travel
- Medical
Objectives

- Go/ No Go: Determining your organization’s risk threshold
- Incorporating IS-BAO medical and security recommendations
- Building an Aviation Travel Security Brief
- Protecting your assets (people and aircraft) at destination
Medical & Security Challenges

Jan & Nov 2011 – Regime change and unrest in Egypt

Feb 2011 – Civil War in Libya

Jan 2011 – Protests in Tunisia

Sep 2010 – Riots in Mozambique

Feb & Mar 2011 – Protests in Bahrain


2009 – Terrorists attack Jakarta, Indonesia

2008 – Terrorists attack Mumbai, India

2011 – Earthquake Christchurch, NZ

Jan 2013 – Algeria hostage situation

Sep 2010 – Riots in Mozambique

Jan 2011 – Unrest in Ivory Coast

2013 – Rise in kidnappings, Mexico

2013 - Middle East Respiratory Syndrome Coronavirus

Mar 2011 – Civil unrest / conflict in Syria

Jan 2012 – Coup in Mali

2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano


Radiation fears.

2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano

Sept 2013 – Sexual assault of tourist

2013 - Middle East Respiratory Syndrome Coronavirus

Jan 2013 – Algeria hostage situation

2013 - Middle East Respiratory Syndrome Coronavirus

Jan 2011 – Protests in Tunisia


2011 – Earthquake Christchurch, NZ

2009 – Terrorists attack Jakarta, Indonesia

2008 – Terrorists attack Mumbai, India

2011 – Earthquake Christchurch, NZ

2013 – Rise in kidnappings, Mexico

2013 - Middle East Respiratory Syndrome Coronavirus

Jan 2013 – Algeria hostage situation

2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano

Feb 2011 – Civil War in Libya

Jan 2011 – Protests in Tunisia

Sep 2010 – Riots in Mozambique

Feb & Mar 2011 – Protests in Bahrain

Mar 2011 – Civil unrest / conflict in Syria

Jan 2012 – Coup in Mali

2013 - Middle East Respiratory Syndrome Coronavirus


2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano

Feb 2011 – Civil War in Libya

Jan 2011 – Protests in Tunisia

Sep 2010 – Riots in Mozambique

Feb & Mar 2011 – Protests in Bahrain

Mar 2011 – Civil unrest / conflict in Syria

Jan 2012 – Coup in Mali

2013 - Middle East Respiratory Syndrome Coronavirus


2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano

Feb 2011 – Civil War in Libya

Jan 2011 – Protests in Tunisia

Sep 2010 – Riots in Mozambique

Feb & Mar 2011 – Protests in Bahrain

Mar 2011 – Civil unrest / conflict in Syria

Jan 2012 – Coup in Mali

2013 - Middle East Respiratory Syndrome Coronavirus


2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano

Feb 2011 – Civil War in Libya

Jan 2011 – Protests in Tunisia

Sep 2010 – Riots in Mozambique

Feb & Mar 2011 – Protests in Bahrain

Mar 2011 – Civil unrest / conflict in Syria

Jan 2012 – Coup in Mali

2013 - Middle East Respiratory Syndrome Coronavirus


2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano

Feb 2011 – Civil War in Libya

Jan 2011 – Protests in Tunisia

Sep 2010 – Riots in Mozambique

Feb & Mar 2011 – Protests in Bahrain

Mar 2011 – Civil unrest / conflict in Syria

Jan 2012 – Coup in Mali

2013 - Middle East Respiratory Syndrome Coronavirus


2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano

Feb 2011 – Civil War in Libya

Jan 2011 – Protests in Tunisia

Sep 2010 – Riots in Mozambique

Feb & Mar 2011 – Protests in Bahrain

Mar 2011 – Civil unrest / conflict in Syria

Jan 2012 – Coup in Mali

2013 - Middle East Respiratory Syndrome Coronavirus


2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano

Feb 2011 – Civil War in Libya

Jan 2011 – Protests in Tunisia

Sep 2010 – Riots in Mozambique

Feb & Mar 2011 – Protests in Bahrain

Mar 2011 – Civil unrest / conflict in Syria

Jan 2012 – Coup in Mali

2013 - Middle East Respiratory Syndrome Coronavirus


2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano

Feb 2011 – Civil War in Libya

Jan 2011 – Protests in Tunisia

Sep 2010 – Riots in Mozambique

Feb & Mar 2011 – Protests in Bahrain

Mar 2011 – Civil unrest / conflict in Syria

Jan 2012 – Coup in Mali

2013 - Middle East Respiratory Syndrome Coronavirus


2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano

Feb 2011 – Civil War in Libya

Jan 2011 – Protests in Tunisia

Sep 2010 – Riots in Mozambique

Feb & Mar 2011 – Protests in Bahrain

Mar 2011 – Civil unrest / conflict in Syria

Jan 2012 – Coup in Mali

2013 - Middle East Respiratory Syndrome Coronavirus


2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano

Feb 2011 – Civil War in Libya

Jan 2011 – Protests in Tunisia

Sep 2010 – Riots in Mozambique

Feb & Mar 2011 – Protests in Bahrain

Mar 2011 – Civil unrest / conflict in Syria

Jan 2012 – Coup in Mali

2013 - Middle East Respiratory Syndrome Coronavirus


2010 & 2011 – Ash cloud affecting all of Europe due to Icelandic volcano

Feb 2011 – Civil War in Libya

Jan 2011 – Protests in Tunisia

Sep 2010 – Riots in Mozambique

Feb & Mar 2011 – Protests in Bahrain

Mar 2011 – Civil unrest / conflict in Syria

Jan 2012 – Coup in Mali

2013 - Middle East Respiratory Syndrome Coronavirus

Pre-flight Planning: First Step in Mitigating Risk
International Standards

International Standard for Business Aircraft Operations

• A recommended code of best practices designed to help flight departments worldwide achieve high levels of safety and professionalism.

• An industry standard built for operators, by operators, and provides standards based on the ICAO Standards and Recommended Practices (SARPS).

• Developed by IBAC:
  – International Business Association Council
15.1 Security

“An operator shall establish, maintain and carry out a security program that is proportional to the threat against the operator, its personnel, aircraft and facilities and the associated vulnerabilities and that meets the requirements of the State of the operator.”
Research Destinations & Routes

Places

- Security and medical destination assessment
- Routes and non-friendly airspace
- Aircraft safety and security
- People safety and security
Safety & Security Concerns
## Risk Ratings & Risk Mitigation

<table>
<thead>
<tr>
<th>Travel Risk Rating</th>
<th>Restrictions</th>
<th>Mitigation Examples</th>
<th>Approval for Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Training</td>
<td>Information &amp; Advice</td>
</tr>
<tr>
<td>Insignificant</td>
<td>Unrestricted</td>
<td>Online security course</td>
<td>“Push” info online &amp; 24/7 assistance</td>
</tr>
<tr>
<td>Low</td>
<td>Unrestricted</td>
<td>Online security course; annually</td>
<td>“Push info online &amp; 24/7 assistance</td>
</tr>
<tr>
<td>Medium</td>
<td>Travel Controlled</td>
<td>Online security course, regional specific info</td>
<td>“Push” information &amp; alerts; read latest information pre-trip</td>
</tr>
<tr>
<td>High</td>
<td>Business Essential only</td>
<td>Online security course, regional specific info; bi-annual</td>
<td>“Push” information &amp; alerts; read latest information pre-trip; briefing; individual travel plan</td>
</tr>
<tr>
<td>Extreme</td>
<td>Only in exceptional circumstances</td>
<td>Online security course, regional specific info; review before each trip</td>
<td>“Push” information &amp; alerts; read latest information pre-trip; briefing; advanced detailed plan</td>
</tr>
</tbody>
</table>
15.2 Security

The security program shall include a process to assess threats and vulnerabilities, preventative measures designed to reduce the vulnerabilities and deter and prevent the commission of unlawful acts, responsive measures to be taken when an unlawful act has been committed against the operator and appropriate training and testing of personnel involved.
Aviation Travel Security Briefs

Information Sources:
- Internal knowledge
- Aviation websites
- Airport website
- FBO websites
- Imagery of airport and perimeter
- Analysis of travel from airport to destination
- City/country security considerations
- Lodging review
- Medical considerations/vaccinations
- Entry/exit requirements

Focus on: Risk Ratings
- Executive Summary Beijing – ZBAA
  - City risk rating LOW
  - Medical risk rating HIGH

Incorporate:
Medical & Travel Information

Focus on: Airports
Pre-Travel Planning

- Gauge climate of destination
- Check country calendar for potential conflicts
- View medical & travel risk ratings
- Create a country overview report
- Research vaccination requirements & health concerns
- Sign up for medical & security email alerts
- Build Aviation Travel Security Brief (ATSB)
- View country entry & exit requirements
Before Crossing Borders

Mission Go/ No Go
Research restrictions

En Route
Monitor/ communicate

Pre-Flight Planning
Mission Execution
At Destination: Managing Risk
6.14.1 Travel Health Issues

“It is recommended that operators engaged in international operations develop procedures for assessment of public health risks at out of country destinations and a response plan should passengers and/or crew be exposed to serious infectious disease or significant health risks.”
Managing Risk at Destination

- Night clubs & dancing
- STD/ HIV/ Hepatitis B
- Evening strolls
- Homicide
- New restaurants
- Day trips
- Boat rentals
- Food poisoning/ Hepatitis A
- Dengue fever
- Drowning
- Traffic accident
- Sightseeing

Sightseeing

Boat rentals

Evening strolls

Homicide

New restaurants

Food poisoning/ Hepatitis A

Dengue fever

Day trips

 STD/ HIV/ Hepatitis B

Night clubs & dancing
Maybe Dr. Juma will be the solution
The Medical Evacuation
Consideration: Where to Go
Nearest Center of Medical Excellence

- Location and accessibility
  - Timeline, Timeline, Timeline
- Capability to competently and safely manage patient conditions: now and if deterioration or complications
- Medical resource availability: diagnostics, treatment, ongoing care
- Specialists: medical, nursing, paramedical
- Infection control
  - Hep B, C, HIV, TB, MRSA/VRSA
- Safety of blood and blood products
- Language services and cultural considerations
- Legal, Financial, Insurance considerations
Decision Making: Where to Go

Step 1: Assess patient's illness or injuries: real and potential
- Impact of altitude on the body and the patho-physiological processes
- Anticipate the most serious complication that could occur during the transport
Decision Making: Where to Go

Step 2: Evaluate patient’s medical and nursing care needs
- Where is the patient?
- What care is available at the local hospital?
- What care does the patient need prior to and/or during transport?
- Where is the nearest center of medical excellence?

Decision to move patient or not
Step 3: Is the transportation time critical?

- **If NO**: Determine availability of appropriate transport: ground transport, air transport, …
- **If YES**: Consider the following:
  - How long does it take for the medical team to arrive at the local facility? Response Time
  - When is patient expected to arrive at the destination facility? Estimated Time of Arrival
  - Total out-of-hospital time or Estimated Time En-route
Decision Making: Where to Go

Step 4:
Consider the logistics/admin of patient transport

• Suitable air ambulance resources
• Aircraft specifications
• Flight clearance and landing permit
• Weather conditions
• Accessibility of nearest airfield
• Airfield services: CIQ, lights, fuel,…
• NOTAMS
• Ground transport and traffic conditions
• Travel companion(s)
• Luggage and its content
• Passport and visa
• Guarantee of Payment
• Legal Issues in Air Medical Transportation
How to Get There: Personal Aircraft

- Oxygen requirements
  - Cylinders
  - POC
- Suitable medical equipment
  - EMI interference
- Stowage and securing medical equipment
- Dealing with biohazard waste
- Suitable medical staff
- Access to cabin/Bedridden passenger
- AOC includes patient transport or separate A024-1
  - Insurance coverage
- Operational certificate
## How to Get There: Commercial Carrier

<table>
<thead>
<tr>
<th>Reservation</th>
<th>Engineering</th>
<th>Medical</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Routing</td>
<td>• EMI</td>
<td>• Need for safety attendant</td>
</tr>
<tr>
<td>• Airline (Safety, Reliability)</td>
<td>• Fitting stretcher</td>
<td>• Role of cabin crew</td>
</tr>
<tr>
<td>• Ease to work with</td>
<td>• Providing oxygen</td>
<td>• Medical needs</td>
</tr>
<tr>
<td>• Aircraft on the selected route</td>
<td>• Cylinders: fixed flow</td>
<td>• Doctor or nurse?</td>
</tr>
<tr>
<td>• Seat pitch, Seat inclination</td>
<td>• Ring system</td>
<td>• Medical crew duty time</td>
</tr>
<tr>
<td>• Stretcher space</td>
<td>• POC</td>
<td></td>
</tr>
<tr>
<td>• Work space, privacy</td>
<td>• Oxygen &amp; batteries are “dangerous goods”</td>
<td></td>
</tr>
<tr>
<td>• Tarmac access</td>
<td>• Power supply</td>
<td></td>
</tr>
<tr>
<td>• Patient Transport Compartment</td>
<td>• Weight balance</td>
<td></td>
</tr>
<tr>
<td>• Major hubs only on select aircraft</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Air ambulance empty leg option</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Air ambulance empty leg option</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: Oxygen & batteries are considered "dangerous goods" due to their high flammability and potential for ignition.*
The Crisis
Evacuation
Crisis Characteristics

- Element of surprise
- Perceived or real loss of control
- No immediate obvious solutions
- Shortage of time
- Escalating flow of events
- Insufficient information
- Lack of resources
- Key players adopt ‘siege’ mentality
- Promote short-term management focus
- Events outpace responses (especially in early stages)
- Regular decision-making processes are disrupted
The First 10 Minutes

- **Facts:** What, Where, When, Who & Why
- **To Date:** What has been done to date
- **Contain:** Limit risks to people, assets, operations, reputation and environment.
- **Inform:** Inform leadership, country team, deployment teams, providers on standby

**Immediate assessment:**
- What is the immediate impact?
- What actions have been taken so far?
- What actions are planned?
- What support is required?
- Develop a Plan of Action
- Develop options and discuss
- Test the plan
- Escalation plan
Tiered response

Country Incident Management Plans (CIMP)
# First Response Protocol

<table>
<thead>
<tr>
<th>First Response Protocol</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Roles &amp; Responsibilities</strong></td>
<td>Confirm roles &amp; responsibilities for those assembled</td>
</tr>
<tr>
<td><strong>Facts</strong></td>
<td>What do you know?</td>
</tr>
<tr>
<td><strong>Assumptions</strong></td>
<td>What do you believe has occurred or contributed to the situation?</td>
</tr>
<tr>
<td><strong>Scenarios</strong></td>
<td>Worst case and most likely case (don’t discount anything)</td>
</tr>
<tr>
<td><strong>Priorities</strong></td>
<td>Establish priorities including information requirements and immediate tasking</td>
</tr>
<tr>
<td><strong>Response Options</strong></td>
<td>What needs to be done now and what can wait?</td>
</tr>
<tr>
<td><strong>Objectives</strong></td>
<td>What must we achieve to solve the problem?</td>
</tr>
<tr>
<td><strong>Stakeholders</strong></td>
<td>Identify stakeholders and the risk/interest/influence they have</td>
</tr>
<tr>
<td><strong>Key Messages</strong></td>
<td>Establish messages to convey to stakeholders</td>
</tr>
<tr>
<td><strong>Review</strong></td>
<td>Review and confirm next meeting time</td>
</tr>
</tbody>
</table>
Logistics

- Departing, transit and arrival requirements
- Available resources
- Ground transportation/ traffic
- Ground support
- Crisis Center
- IT & Communications
- Hotel rooms
- Rental vans/ taxis

Immediate boots on the ground & local contacts essential
A Robust Crisis Structure

- Crisis Oversight Group
- Crisis Command & Control Team
- Client Liaison Groups
- Regional Crisis Management Teams
- Country Crisis Management Teams
- Incident Management Teams
- Business Continuity Plan
- DR Plan
- Crisis Management Doctrine
- SOPs
- Emergency Response Plans
Evacuation: Key considerations

- Cash and/or guarantee of payment
- Timely and accurate situation assessments and information sources
- Reliable communications and reporting procedures
- Access to local support logistics
- Clearly defined decision-making authority and individual responsibilities
- Up-to-date records and contact details
- Pre-planned administrative actions and resources
- Liaisons: diplomatic, host nation, business partners
- Information security: destruction, recovery, or storage
Preparation & planning

- Maintain awareness of your exposure
- Ensure decision making structure is defined:
  - local, country, regional, corporate
- Identify key service providers and alternates
- Assess locations and major routes that may be used in an evacuation, identify alternates:
  - Airports
  - Ports
  - Overland Routes
- Secure assembly areas
- Safe havens en-route
- Reception on arrival at destination
Evacuation: Key considerations

- Safe Havens: internal and external locations to the affected country
  - must be secure, must be well known
- Assembly Areas: where personnel assemble immediately before evacuation
  - must be secure and large enough to accommodate all personnel
- Recognizable
- Embarkation Points: where staff board aircraft, ships or vehicles for evacuation from the area
- Transit routes:
  - Multiple routes surveyed for obstruction and ambush points
  - Route plans produced and proved
*Avoid the Traps*

- Failure to plan for contingencies
- Cumbersome, out-of-date plans
- Confusion; lack of clarity of ownership of the problem
- Rigid and closed-minded planning
- Lack of proactive decision-making
- Over-reliance on the authorities/embassies
- Lack of understanding over time and logistics required
- Evacuation is not always the safest option
- Lack of communications & cash
Thank you: Denio Alvarado

Travel Safe!