



Don't Squander Your Most Important Resource

6 Critical Fatigue Countermeasures to Take in this Crisis

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6 Critical Fatigue Countermeasures to Take in This Crisis



1. Act as if Fatigue Really Matters
2. Implement a Fatigue Management Policy
3. Provide Fatigue Countermeasures Education
4. Actively Manage Duty Times
5. Implement Fatigue Countermeasures
6. Accept & Track Your Costs



42 years as a professional pilot – 70% of my duty hours at night on the
“back side of the clock”

Caveats

You must play with the hand of cards you've been dealt...

24/7/365 patient care requirements

Staffing limitations

Cost Constraints

In a Crisis



1.

Act as if Fatigue Really Matters

Safe, high-quality, effective care in a crisis depends on your team performing well

Studies show fatigue causes:

- The judgment and reaction time of someone with a BAC of .10 with wakefulness of 24 hours
- 20% more errors & 14% longer to do clinical tasks
- A doubling in the risk of making errors
- A lapse in attention and vigilance
- A higher-than-average risk of contracting COVID-19
- Impaired decision-making and ability to assess risk and consequences





U.S. Department
of Transportation
Federal Aviation
Administration

Advisory Circular

Subject: Fatigue Risk Management Systems
for Aviation Safety

Date: 5/6/13

AC No: 120-103A

Initiated by: AFS-220

Change:

1. PURPOSE.

a. Contents. This advisory circular (AC):

(1) Describes the basic concepts of Fatigue Risk Management Systems (FRMS), as prescribed in Title 14 of the Code of Federal Regulations (14 CFR) part 117, § 117.7, and how they relate to aviation industry employees safely performing their duties.

(2) Provides information on the components of an FRMS as applied to aviation, and on how to implement an FRMS within an aviation operation.

(3) Defines an FRMS as an operator-specific process; therefore, while all FRMSs will have common elements, the specifics will be tailored to a certificate holder's particular conditions.

(4) Provides (in Appendix 2, Fatigue Risk Management System Development) the certificate holder with the necessary detailed guidance to prepare for the FRMS approval process, develop the required documentation, develop and apply fatigue risk management (FRM) and Safety Assurance (SA) processes, collect and analyze data, develop flightcrew FRMS operations procedures and a step-by-step process required for Federal Aviation Administration (FAA) evaluation and validation of the proposed FRMS application.

b. **Parts of an FRMS.** This AC describes the essential processes and elements for an effective FRMS.

2. Implement a Fatigue Management Policy

- All high-reliability organizations, including major military powers and U.S. airlines, have fatigue management policies that drive operations
- To legally operate in U.S. airspace, U.S.-based airlines must have a **Fatigue Countermeasures Policy** and a **Fatigue Risk Management System**
- Policies take a Systems Approach - both the organization and the employee have a responsibility to manage fatigue
 - Pilot Fitness for Duty Checklist: **IMSAFE**

3.

Provide Fatigue Countermeasures Education

Education in Fatigue Countermeasures is required in high reliability organizations

Topics should include:

- Sleep hygiene
- Fatigue and its science-based countermeasures
- Circadian Rhythm disruption and its countermeasures





4. Actively Manage Duty Times

If you have an adverse outcome it is 1.7 times more likely that the team will have been on duty 10 - 12 hours & 5.5 times more likely they will have been on duty 13 + hours

Science-based best practices include:

- No more than 60 hours on duty in any 7-day period
- No more the 3 straight night shift duty periods
- No more than 9 hours of direct patient care in the daytime (duty time minus lunch, breaks, huddles, meetings, etc.)
- No more than 8 hours of direct patient care during the night shift
- 9 hours of "protected" rest in any 24-hour period
- 30 hours duty-free in any 7-day period

5.

Implement Fatigue Countermeasures

- Reward those that admit their level of fatigue and ask for a "crosscheck" during team meetings/huddles
- Make caffeine immediately available – as close to the workplace as possible
- Make water immediately available and encourage drinking it
- Design menu and food choices (especially for the night shift) based on their "alertness factor"
- Provide hotel accommodations for caregivers with families that are self-quarantining
- Encourage napping (especially for the night shift) during breaks and make accommodations for it



Even a 2 to 5-minute nap is restorative

The FAA lengthens Duty hours based on the availability of naps

Napping



Sleep room at every airport



Recliner room at the Hub airport



Sleep rooms at the Hub airport

6.

Accept & Track Your Costs

- Protecting your “people” resources through fatigue countermeasures is not free
- Failing to protect them has costs as well – not all measurable
 - A study of caregivers in COVID-19 hotspots reveals symptoms of depression (50 percent), anxiety (45 percent), insomnia (34 percent), and psychological distress (71.5 percent)
- Fatigue increases cost because of errors, risk management expenses, turnover, sick usage, and lower productivity
- Carefully track your increased costs due to managing duty times and implementing countermeasures - you **MAY** be able to reimburse most of those costs with government stimulus funds





Questions from Participants


Question # 1

Steve mentioned that Memorial is making hotel rooms available for caregivers in some circumstances. Have you done anything like that, and if so what steps to ensure alertness have you taken?



Question
2

Are you using
travelers or agency
nurses to supplement
staffing to be able to
control time on duty?





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Other Questions About These Key Points?

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You are leading heroes. We will prevail. We are grateful.

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