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BALDWIN SAFETY MANAGEMENT SYSTEM

Safety Reporting

If I could encapsulate the essence of a safety management system into a simple phrase, it would be:

“Safety is not about having zero accidents or injuries it is about what you do to prevent having accidents or injuries.”

In my former job, my district manager, who was also a wise leader, once informed me that she would not help me solve all the problems at my job if I didn't share them with her in the first place. It was a promise she kept throughout my employment at that operation. It was also one that I still remember because it emphasizes a simple fact: You can't fix what you don't know, or you can't fix what you don't know is broken. This is one of the reasons I am pleased to highlight the Baldwin Safety & Compliance System. The system, which has no relation to me, allows all GMR employees the ability to report safety concerns with ease.

As we all know, small issues grow into large problems if left unattended. This is why safety reporting is so important. By sharing your concerns and insights, we can address issues when they are small, and hopefully, before they lead to injuries or losses.

So, how do you use the Baldwin Safety & Compliance System? Here's how it works:

- 1) Access Baldwin Safety via OKTA. The Baldwin Safety chiclet is accessible to all employees
- 2) See **FORMS** on the left-hand side.
- 3) Select “Safety Report”
- 4) Select “+Employee Safety Report: GMR” to create a new entry
- 5) Complete the Safety Report form
- 6) Then “Submit”

Also, while the form provides sections for your name and contact information, you can leave those sections blank and make your report anonymous if you so choose. However, if you submit an anonymous report, we cannot follow up with you because an anonymous report is truly anonymous. This leads to another valuable feature of

BALDWIN SAFETY MANAGEMENT SYSTEM

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the Baldwin system: It includes a process that ensures all persons who report an issue be notified on how that issue was ultimately addressed. So, if you report a concern with your name and contact information, be assured, you will know the outcome of that report; it will not go unaddressed or be forgotten.

In addition, all Safety Reports are received and reviewed by the Safety & Risk Team, which assigns each report a risk score based on Severity and Probability. This allows us to prioritize the handling of the reports based on their score of importance. The Baldwin System also creates a risk register allowing us to identify trends quickly.

So, why is Safety Reporting important?

- It is a force multiplier; it allows everyone to be involved and engaged in the Safety process
- It ensures that we do not forget to follow-up or address an issue
- It allows us to track and trend issues identifying system and training opportunities
- It allows us to address issues when they are small, and hopefully, before they lead to a loss or injury

In short, Safety Reporting helps keep our people, our patients, the public and our property safe. If you have any questions about how to use the Baldwin Safety System or Safety Reporting, please contact your leadership team or your Safety & Risk professionals. We are all here to help.

HIGH RELIABILITY TRAINING

(Just Culture)—Consistency, Fairness and Improvement

In 2012, AMR set out a plan to become a High Reliability Organization—an organization that operates in complex domains without catastrophic failures. The plan began with the selection of SG Collaborative as our partner and the adoption of a “Just Culture” process that focuses on shared accountability. Between 2013 and 2018, SG Collaborative trained over 1,400 Ground Operations’ Supervisors and Leaders on the basics of High Reliability and Just Culture. In 2018, SG certified the first group of GMR Ground Supervisors, Leaders and Clinical Educations as High Reliability Instructors. Since then, this group of instructors has trained several hundred more GMR air and ground personnel.

While there are many facets to the High Reliability process, the one overarching theme is: This is a journey, not a destination. We are constantly learning, evolving and growing into this process. The aviation industry, where the Just Culture concept originated, has been engaged in High Reliability for decades and will tell you the same: The industry is still learning, and the process is a journey, not a destination.

So, what is High Reliability?

High Reliability is about risk, not outcome. In a High Reliability Organization (HRO), everyone strives to see and understand risk the same way. There’s an acknowledgement that just because a situation did not have a bad outcome does not mean it was risk free (safe). There is no room for the “no harm, no foul” attitude in an HRO.

Reliability is also important and applies to the following factors:

- Systems - What systems are in place to manage the risk (The Macro System as well as the individual sub-systems)
- Human Performance (Knowledge, Skills, Abilities)
- Human Behaviors (Choices and Errors)

As noted above, we used SG Collaborative and then, certified in-house instructors to conduct training classes for our leadership team. However, it soon became apparent that we couldn’t keep up with the demand and that by having some leaders trained and others not, we were facing a significant challenge. As a result, we developed and tested a

HIGH RELIABILITY TRAINING

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new training process in 2021, which combined the consistency of computer-guided online learning with the flexibility and personal interaction of a classroom.

All this said, the new training methodology proved to be a success. Not only did we train multiple leaders on the High Reliability process in Quarters 3 and 4 of this year, but all of the leaders also individually completed the online modules over the span of just two weeks. Then, on the third week, trainers held another virtual meeting with the newly trained leaders, discussing the materials that were covered in the modules and offering practice sessions where leaders could apply some of their newly acquired skills and knowledge in mock scenarios. The entire training effort, which took just over 16 weeks to complete, also included the release of a survey, requesting participants to share feedback on what went well and what could improve.

We are now taking the input from that survey and revising the program accordingly. We will begin the next phase of the training in the first quarter of 2022, which will involve Managers and Supervisors. Please be on the lookout for your invite to this training. We believe the best is yet to come!

DRIVECAM

Better Data, Better Results

The DriveCam program is designed to help us identify and correct risky driving behaviors before collisions occur. This ensures the safety of our people, our patients and the public. We have made several enhancements to the program to make the coaching process faster, easier and more effective. Some of these enhancements include the following items:

DRIVECAM DASHBOARD:

If you are you are listed as a Coach, Program Manager or Safety Director in the Lytx DriveCam system, you have been given access to our new DriveCam Dashboard. This dashboard houses all the DriveCam data that you would normally receive in an email on Fridays but is now combined into a seamless dashboard. It's also conveniently located in Microsoft Teams through Power BI for you to view at any time.

This dashboard is a critical tool in your operational toolkit. It provides you with easily accessible and actionable information as you implement strategies to reduce risk to your operation and to GMR as well.

As always, if you have questions, please feel free to reach out to Matt Quereau or Marisa Burmaster.

DRIVECAM USER DATABASE CLEANUP:

We are finding duplicative users in the DriveCam user database. If you are a Coach or Program Manager inside the DriveCam system, please download your user database for your assigned DriveCam Group(s) and confirm it is up to date.

- Remove duplicate accounts by consolidating them into one and then, delete the duplicate user accounts.
- Delete all user accounts assigned to people who are no longer employees of GMR.
- Ensure coaching permissions are only given to active coaches.
- Ensure every user (Driver, Coach, Program Manager) for your business unit has an employee ID input into their DriveCam account.

CLAIM REPORTING CHANGE

No More STARS

On December 1, 2021, GMR stopped using the STARS system for reporting claims and incidents. Now, workers' compensation, general liability and auto liability claims or incidents are reported to a call center. Professional liability claims or incidents are reported to Western Litigation through your Clinical Team.

As with any change of this magnitude, there were several compelling reasons behind this decision. The primary one: The STARS system was no longer meeting the growing needs of our organization. It was cumbersome, inflexible and underpowered. Under the new reporting process with Sedgwick, documentation is streamlined, and our people are receiving improved service, more care options and better communication.

Here's how you report a claim under the new process:

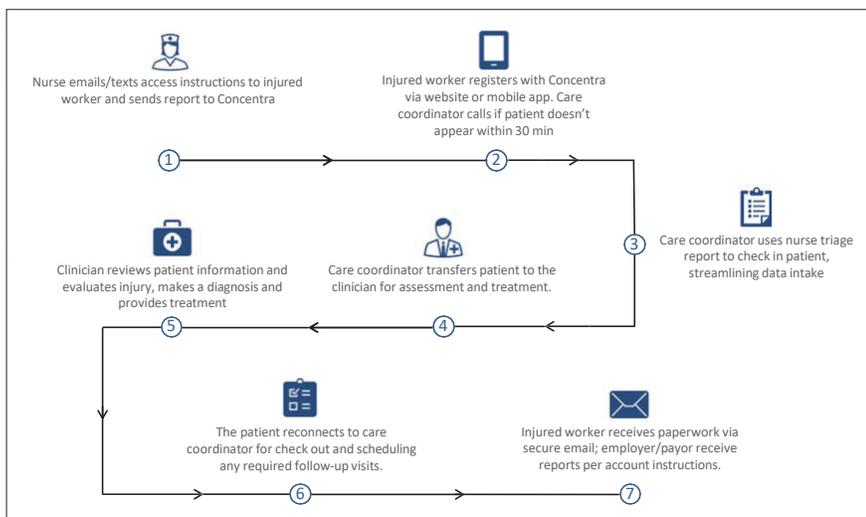
- Call **833.GMR.1860**. Choose option 1 for Nurse Triage (WC only) or option 2 to report a workers' compensation, auto liability or general liability incident.
- For auto liability claims, use the new **Auto Liability Packet** in the "FORMS" section of the Baldwin Safety System. This streamlined document allows us to collect the right information necessary to start a claim/incident report. The Baldwin Safety Management System is available on all mobile devices, so our Field Supervisory Team can complete the form at the scene, including taking and attaching photos directly to the report. This information can be relayed to Sedgwick during the initial call and then transmitted once the file is ready.
- For general liability, complete the existing GL/PL Packet (Excel workbook) and save it so it can be transmitted to Sedgwick once the file is ready. Please note we are working on creating a general liability form similar to the one developed for auto liability and will add it to the Baldwin Safety System once it is finalized.
- For workers' compensation, the main change is the use of clinical consultation for non-emergency workers' compensation-related issues. Rather than completing paperwork and determining what to do on our own, call **833.GMR.1860**; choose option 1 to talk with the Triage Nurse. The nurse will evaluate the situation and then determine the appropriate care, such as first aid, self-care, telemedicine or occupational medical appointments.

As part of the launch of this new process, a series of communications and training materials were deployed, including the following information:

- Introductory Message to Leaders and all GMR employees
- Supervisor Training in SuccessFactors
- Frequently Asked Questions (FAQ)
- Clinical Consultation Wallcard (Poster)
- Clinical Consultation PowerPoint for employees

The telemedicine workflow chart, clinical consultation poster and FAQ have helped leaders and all other staff understand the new reporting process.

TELEMEDICINE WORKFLOW



CLAIM REPORTING CHANGE

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CLINICAL CONSULTATION WALLCARD



Serious Medical Emergency

In the event of a serious medical emergency, do not wait to speak with a nurse. Call 911.

If treatment has already been sought, call the Sedgwick Claim Intake Center at **1.833.GMR.1860** and select **Option 1**, then, **Option 2** to report the claim.

Guiding You Through Your Workers' Compensation Injury

Sedgwick Clinical Consultation

24/7 Nurse Line for Workers' Compensation Injury Triage
1.833.GMR.1860 (1.833.467.1860).
Option 1, then, Option 1

The Claim Intake Representative will provide information on how to access details of your claim by downloading the **mySedgwick App**.




CLINICAL CONSULTATION FREQUENTLY ASKED QUESTIONS

GMR Employee Injury/Illness Clinical Consultation FAQ

Q. What is Clinical Consultation?

Clinical Consultation is a 24/7 Registered Nurse Triage Hotline, provided by Sedgwick, that you call when you have a work-related injury or illness.

Q. How does Clinical Consultation Work?

When you have a work-related injury or illness, you will report it to your Supervisor. Your Supervisor will provide you with the **1-833-GMR-1860 Clinical Consultation** number and make the initial call with you. Once connected, you will choose **Option #1**, then, **Option #1** again, to speak to a Nurse. The Nurse will triage your injury or illness and work with you to identify appropriate treatment recommendations, such as self-care, telemedicine or in-person care.

Q. Once Self-Care, Telemedicine or In-person Care is determined how do I access that care?

- If **self-care** is recommended, you will be provided with first-aid instructions
- If **telemedicine** is agreed upon, the Nurse will provide access instructions to register with Concentra via website or mobile app. Once registered, a Care Coordinator uses the Nurse triage report to check you in and transfers you to the clinician for evaluation, diagnosis, and treatment recommendations
- If **in-person care** is the best or preferred option, the Nurse will place you on hold and contact the provider to assure they can treat the injury or illness in the necessary timeframe. The Nurse will schedule the appointment and provide the clinic with the triage report, referral form and first fill prescription card

Q. What are the Exceptions to the Clinical Consultation Program?

- **Employees will continue to contact GMR NNL for COVID Screening and Vivify enrollment.**
 - In the event of a COVID related claim GMR NNL will direct the employee to Sedgwick (**1-833-GMR-1860**) for claims management and care.
- **911 emergency situations** (i.e. chest pain, difficulty breathing, loss of consciousness, heavy bleeding, etc.)
- **Employee has already sought treatment**

Q. What happens if I have already sought treatment?

You still need to report your work-related injury or illness to your Supervisor. Additionally, you will contact **1-833-GMR-1860**, and then, choose **Option #1**, then, **Option #2** to speak to a **Claims Intake Representative**. This step is necessary to set up your workers' compensation claim to determine and provide appropriate benefits, such as paid medical bills, prescription costs, lost time pay (when required) etc. This step is necessary even if this is a report only and you are not currently seeking treatment.

And while this new reporting process has many benefits, such as flexibility, better and faster two-way communication and more care options, it isn't perfect. We are always looking for ways to improve it, such as incorporating aspects of it in the Baldwin Safety Management System. This said, we need your input on how we can keep refining and enhancing its usage so it can truly be an effective platform for all GMR employees. So, please don't be shy. Help us identify weaknesses, inefficiencies or other areas where the system could be improved. We want to hear from you.

GMR FAMILY OF COMPANIES



SAFETY TEAM NEWS

Promotions and Additions



BRIANA BRISCOE - SOUTHEAST REGION

Congratulations to Briana Briscoe, who has been promoted to the role of Southeast Regional Safety and Risk Manager. Briana, who brings 22 years of GMR experience, is enrolled in college to further her education in risk and safety. Among the many courses she's taking, she recently completed a safety management class with the American Society of Safety Professionals. Briana currently manages operations in Georgia and Western Tennessee. Under her new role, she is now also managing Central and South Florida markets as well.



JULANE BENTLEY - SAFETY & RISK SPECIALIST, SOUTH REGION

Please welcome Julane Bentley, GMR's new Safety & Risk Specialist for the South Region. Julane comes to us with 15 years of experience in both general industry and construction. She holds a master's degree in Occupational Safety and Health from Columbia Southern University. A retired Air Force Veteran, Julane has also worked for Bonded Lightning Protection/Advanced Lightning Technology as its Safety, Workers Compensation and DOT Fleet Coordinator, covering nine divisions in Texas, Oklahoma, Louisiana, Alabama and Georgia. She's also served as the Senior Safety Manager for JMEG Electrical Contractors, managing the safety efforts during the construction of Globe Life Field/Texas Rangers Ballpark in Arlington. Under her new role with GMR, she is managing the safety efforts for the South Region, in particular Texas and Oklahoma. Julane lives in North Texas with her family.



AMANDA DIEVENDORF - SAFETY & RISK ANALYST

Congratulations to Amanda Dievendorf, who recently accepted the position of Vehicle Risk and Safety Analyst for the Northeast and Southeast regions. Amanda began her career with GMR in 2016, when she worked as a Crew Scheduler and Special Events Coordinator at the AMR Western New York, Buffalo Operations. In 2019, she moved to Las Vegas, Nevada, where she has been working remotely for AMR. Amanda's extensive background in EMS goes back to 2000, when she began her career at Gold Coast Ambulance in Ventura County, California as an EMT. She's also held roles as a Dispatcher and Communications Supervisor in Las Vegas, Nevada.



SARAH-LORRAINE LLANES - SAFETY & RISK SPECIALIST, PACIFIC REGION

Please welcome Sarah-Lorraine Llanes, who has been with GMR since April 2021, serving as the AMR Safety & Risk Specialist for the Pacific Region. Sarah-Lorraine has a B.S. in Health Science: Occupational Health and Safety. Her professional background includes work as an Industrial Hygienist for two different consultation firms based out of the San Francisco Bay area as well as a Safety Intern with Pankow Builders, a general contractor based out of Oakland, California.

GMR FAMILY OF COMPANIES

