

Sharing the Journey

Family Assistance
Foundation

"Working Together is the Answer...Compassion Consciousness is the Goal."

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The Official Newsletter of the Family Assistance Foundation

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Care Team Response Amidst a Pandemic



This edition of Sharing the Journey pays special tribute to all of those who are on the front lines of the Coronavirus Pandemic. We extend heartfelt sympathy to individuals and families throughout the world who have lost family members from the pandemic. We also send our sincerest best wishes to employees throughout the world who are still trying to get to their home countries and loved ones. We look forward to hearing that all crew members and travelers are finally back home.

In addition to acknowledging the losses associated with the pandemic, this quarter's newsletter will provide articles from our own team about how Aviem International and the Family Assistance Foundation have been able to be of service to our members despite travel bans and other limiting factors.



Our cover story features two of our very experienced responders, Sally Fleming and David Rothmeier, both retired from Delta Air Lines. Dave and Sally were able to drive to a small town in the Southeastern part of the US and support a family of a man who died in an accident in his workplace. Wearing masks and practicing social distancing, and verifying what the rules were at that time in the county, the Care Team provided practical support and represented the member-partner company and the FAF with the high standard people have come to expect of us.

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London Member-Partner Meeting December 4-5, 2019

Foundation Members from Europe and the UK attended a successful Member-Partner Meeting at Museum of London Docklands, thanks to 9/11 Family Survivor, Elizabeth Turner; Howard Way, Police Senior Manager-Coordinator, National Victim

Identification Unit; and Pete Sparks, Detective Superintendent posted from the London Metropolitan Police to the UK National Disaster Victim Identification Unit. The attendees also heard case studies presented by Foundation leadership and experienced member-responders of the Foundation and participated in discussions about various types of responses.



Left to Right: Jeff Morgan, Elizabeth Turner, Mike Kavanaugh, Jaume Adrover, Carolyn Coarsey, and Ana Maria Dumitru

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Pandemics - The Same, but Different

by Jeff Morgan

By Mid-March of this year we in the ER global community all got our chance to respond to a real worldwide pandemic with COVID-19. While many of us have planned for and responded to other outbreaks from the Swine flu, Ebola, Dengue Fever, and many others, COVID-19 is probably the most devastating disease outbreak since the Spanish Flu of 1918. However, my purpose here is not to look at the history of pandemics or epidemics but to briefly examine our response to this pandemic on behalf of our clients and provide some comparison to what we have seen in response to other types of disasters.

In writing this article it became apparent in looking at our call center operations, there were more similarities in a pandemic response than differences when compared to other types of responses. It's been our privilege to support two key clients with their daily operation during this unprecedented time.

1. Information - As in any response, to those most affected by disaster, or in this case, a pandemic, information is the most important thing we can provide. In this case, we have been assisting employees of the two organizations and the information we have been able to provide, has been crucial in assisting both the employees and their employers. In this case, the key information is divided between HR information, such as benefits, compensation and related topics, and health issues related directly to the virus, such as exposure and quarantine questions, symptoms, documentation requirements and public health issues. A third key area is compensation and benefits from government programs such as the FFCRA bill for both precautionary isolation, illness and support for childcare and school closures.
2. Empathy & Compassion - Our clients provide essential services and as such, employees must continue with their jobs despite any concerns over the virus and in most cases, having to

continue working in relatively confined spaces with continual interaction with the public. As you can imagine, employees were very concerned and had many questions about exposure and their own health. While our team could only give the information and answers to questions provided to us by our clients, they were able to use their Human Services Response™ training and skills to interact with employees with empathy and compassion. Some employees, in addition to their own stress, are dealing with the loss of close family members to COVID-19 and other family members in the hospital, clinging to life in some cases. Our team members have assisted employees dealing with the same level of trauma we see in other traumatic events.

3. Practical Support - Aviem's call center services have always operated in two distinct sections, our large volume inbound inquiry centers and our secondary Family Support Center (FSC). The FSC team provides significant support to families from First Contact to case management and travel logistics. Normally, there is the transition for most families from the FSC support to face to face Care Team support. In this response, face to face Care Team was not required, nor would be permitted in this situation. In this case, our team supported the employees with practical information on where to obtain medical testing, how to submit proper documentation and facilitated getting employees connected to the correct HR and medical services staff at their employer for additional help with other benefits such as family and medical leave, workers compensation and other issues, which is one area that our pandemic response has been unique.
4. Information/Case Management - As with all effective responses comprehensive information management is essential. In this situation, it required we make substantial changes to our Strategic Emergency Response Tracking System

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The FAF has telephonically supported numerous members involving single employee incidents from the beginning of the travel bans, effectively. We have coordinated with the member-company to provide food, shelter and assist the families successfully, despite the many challenges.

The articles about our response that are contained in this edition were based largely on our work with two organizations in the Northeastern US where thousand of employees were impacted. Our lead article is by Jeff Morgan, Chairman and Co-Founder of the Foundation, and head of Aviem International. Jeff discusses how Care Team's response must be modified to meet the unique challenges of the pandemic—but overall concepts and practices remain applicable.

Members of our internal leadership team's articles follow with information about how they contributed to the overall response, using their knowledge and skills to support the members. It is hoped that this information will be informative and useful to each of our members about the versatility and

applicability of Care and Special Assistance Team members and their skills.

**On behalf of the board of directors,
Aviem International and the Family
Assistance Foundation, we wish
everyone
the best and pray for all of the
crew members who are still away
from home to be with
family and friends again soon.
Love, Carolyn**

(SERTS) in order to meet the informational needs of managing a pandemic response. At least in this pandemic, the unique aspect that is unlike other responses is the length of the response. Our responses to hurricanes in the past have sometimes gone 30 days and more. But, as of this writing, we've been in operation for four months and it appears we will be in operation possibly through the end of the year, if not longer. This increases the amount of data being stored and managed and in this situation keeping the employee case data in sync with other company employee data and to ensure all of our client's needs are met with regard to reporting, analysis, metrics, and employee tracking.

5. Flexible/Agile Response - Perhaps more than other types of responses we've completed over the years, the pandemic has mostly required the need to be flexible and agile as the circumstances of the pandemic has evolved. The initial surge required significant staffing to manage a large volume of calls and primarily providing crucial health related information to employees. As time passed, conditions changed and employee needs changed, so our team had to continually update their knowledge base with additional training and an increasing list of frequently asked questions to refer to. Over time, the volume of calls decreased, but the complexity of cases increased as the pandemic has continued and the time our team spends with employees has also increased.

In summary, we have learned that if you stick to solid emergency management principals and provide your team with good, quality training you can use those processes and establish a plan to respond to any man-made or natural disaster, plague, or other crisis that may confront us in the future. We hope not to be so busy in the future, but as the old saying goes "failing to plan is planning to fail."



Ana-Maria Dumitru

General Manager,
Client Services -
Europe, Middle East
& Africa

The Universality & Adaptability of Support: A Bird's Eye View

by Ana-Maria Dumitru

As emergency response professionals, we are always ready to assist those who call on us for help. We have been involved in supporting clients in many different areas. While a pandemic was not on the list of crises we have responded to, we have talked to clients about different types of responses when they were exercising their emergency plans. We were certain we would be able to provide support in this or any type of situation.

When the COVID-19 pandemic began, we monitored the situation closely and how it might affect our extended client family. We knew that each industry would be affected one way or another, just as we knew that the uncertainty around it would test every organization's ability to respond.

We provided guidance to many members when they inquired about resources to help them, but some of our members needed hands on support, and different response models from our more typical ones.

One client needed our team to become an extension of their Human Resources and Medical Services departments. Thus, our level of involvement was, and continues to be great.

This client chose to use Aviem's Telephone Support Center with our Family Support Representatives trained through the Family Assistance Foundation. They are highly skilled and trained to adapt and learn in a fast paced environment. They do so with a most positive outlook and desire to help.

Working a pandemic is a great testimony of how an organization can react to the unknown. Decisions should be made fast, based on facts. Since a lot of the variables change during the response to the

pandemic, the ability to adapt has to be great. And reporting plays a very important role.

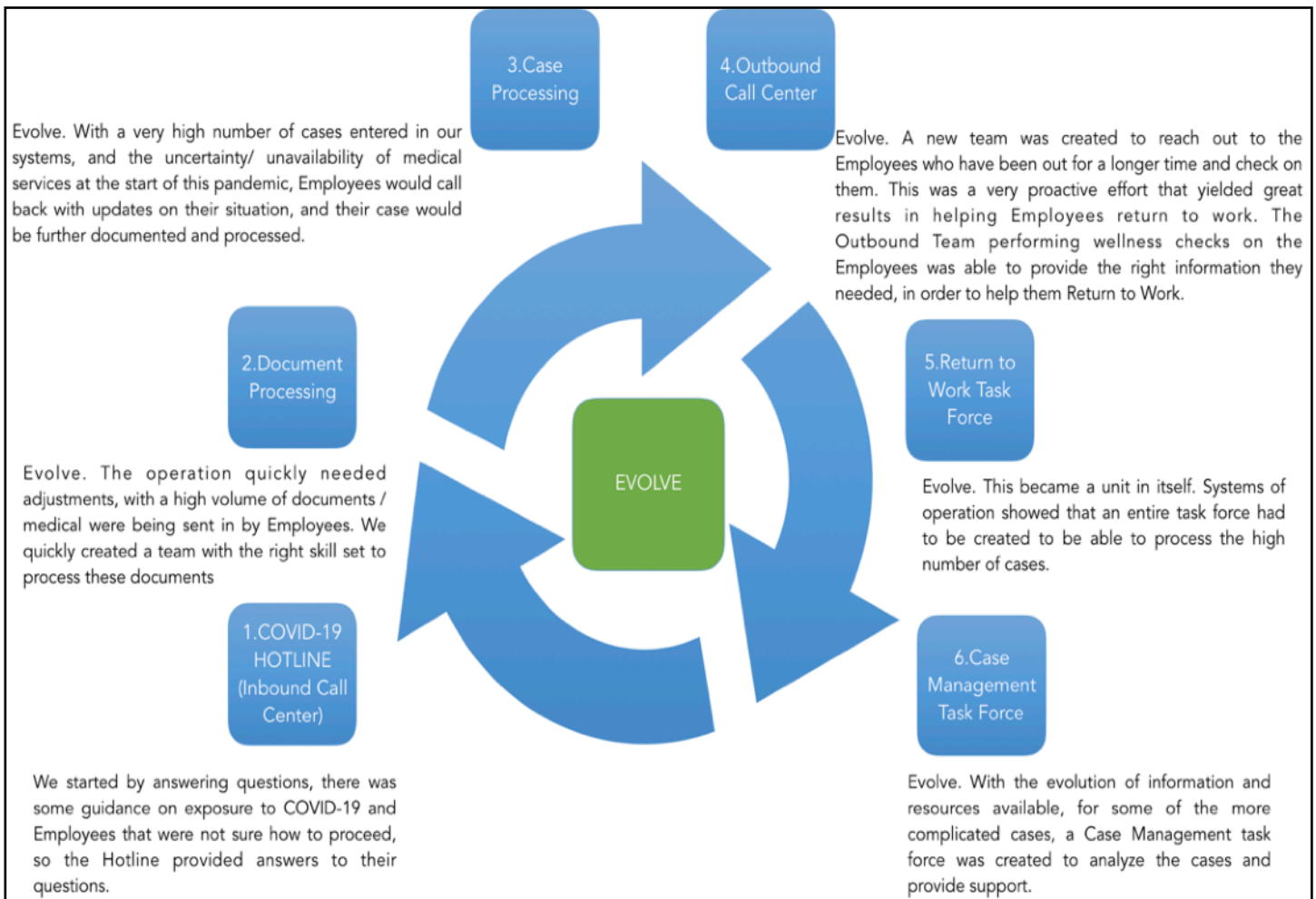
There are a few components that made our model work when partnering with our Client:

1. Research Based Training Human Services Response™ : an approach used by the team members who are trained Family Support Representatives. This also required the versatility to detail with many procedural and policy issues while still being empathetic and supportive of the employees we are supporting.
2. A highly adaptable database management system that we quickly reconfigured to support the informational needs of a pandemic versus the type of information we normally track in mass disasters or other types of tragedies. The systems we use for other types of data collection allowed us to provide the right support. We saw an evolution of the system in terms of data that was created or removed, in order to respond to the client's needs. Reporting on status of the employees was paramount. It provided our client with the ability to have a clear picture of the status and well-being of their employees, as well as how many of them were returning to work, and in what time frame. Senior Leadership was better equipped with information to make decisions as the situation evolved.
3. Long Term Adaptability - Though we've responded to large scale disasters that required extended responses, the pandemic response is much longer, with an ever-changing set of requirements as it continues on. This calls for an ever-changing set of policies and procedures to which our team must be continually adapting and communicating effectively to the employees we support.

A birds eye view of the operation in its entirety, with the attention to details/precision of an EAGLE.

- Engage
- Adapt
- Guide
- Leverage
- Evolve

No one knew what was going to happen initially, and now we know more. A lot is still uncertain, but what we truly know is that this pandemic tested our ability to support and adapt and we are proud of our team and how we were able to use both the head and the heart of our organization to support our Client in these unprecedented circumstances.





Rosangela Maxwell
General Manager,
Client Services - The
Americas

Another First... Working a Call Center for COVID-19

by Rosangela Maxwell

I recently celebrated three years at AVIEM and the Family Assistance Foundation. I have been involved in several activations and responses that made me feel very proud because I was helping people in need. I never imagined I would work a pandemic. I'm sure there were many 'firsts' everywhere in the world during this pandemic, and this is definitely the first time I have worked in my office for days without knowing what is going on at my own front door.

Everything started in mid-March when we were all called to attend a Zoom meeting and told that one of our clients needed assistance in setting up and managing an employee hotline. I remember thinking, "Oh, that is easy, we will have agents answering phones and following a script." Two weeks later I was working in my home office 10-12 hours a day. I soon realized that it was not as easy as I thought it would be.

We started out by handling single cases of employees who needed to take time off as they had been exposed to COVID-19. The cases then evolved, the questions evolved, the script evolved, and we as a team evolved with all the changes. The amazing aspect of this intense response is the way our team adapted to all the changes, updates and procedures that have been thrown onto their plates since day one.

Our team members are actually trained Family Support Representatives, (FSRs) who have received in-class Human Services Response™ training and most have plenty of experience helping people. Our FSRs are very different than regular call center agents. When we talk to a caller, we do not have the pressure of feeling that we have to hang up or stick to a script. We are there to help the caller and have a conversation. We establish a relationship with the caller and let them know that we are here to help—we are here because we care.

It is not only about reading through documents and explaining policies—we are here to make the caller feel they called the right number. We want them to know they are being taken care of, and they trust us because they can definitely feel that we are here to help.

Whereas a typical response lasts for two or three weeks, we have been assisting employees for months. I have read many amazing comments. The long hours, the uncertain moments when nobody knew the answer to a specific question, the hundreds of emails needing attention are all paying off. We hear comments like "I feel you guys care about me", "I am so proud of my employer for putting this helpline together for us." This was the goal of this response—to feel useful to people who are going through this unprecedented, difficult time.

I know that this pandemic is not over, but we will be here until our help is no longer needed. We will be here because our client cares about their people. And we do too.

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and on [Facebook](#)

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Elizabeth Turner spoke about her survival and how she has turned the loss of husband, Simon into a career of helping others. Police leaders Howard Way and Pete Sparks updated the attendees on advancements in the Disaster Victims Identification program, using the recent crash of Ethiopian Airlines, Flight 302, March 10, 2019.

Jeff Morgan and Ana-Maria Dumitru worked with the attendees on key points for advance planning and response during the first eight hours of a crisis. Video footage of a family survivor of the Germanwings crash, March 24, 2015 provided the backdrop for their teaching points in the "Need for Speed", the title of the presentation.

Additional Case Studies were presented from two shootings in the US, involving survivors from the

Pulse Nightclub shooting, June, 12, 2016 and the Route 91 Harvest Music Festival shooting in Las Vegas, Nevada, October 1, 2017.

Foundation leader, Dr. Carolyn Coarsey and Royal Caribbean Cruise Line Care Team Leader, Ray Gonzalez presented discussions on Depression Awareness and suicide prevention using videos of two people who were considered high risk for suicide—but were living testaments to the power that friends and family had in keeping them alive at their most vulnerable times.

Feedback from those who attended gave high marks to presentations by the survivor and Police Leadership as well as the case studies presented by the Foundation team and experienced member responders.



Cheri Johnson
Executive Assistant

Scheduling for Pandemic Responses

After being with Aviem and the Family Assistance Foundation for 2 years now, I am getting my first big experience with the response we have been doing for the COVID-19 Pandemic. While my typical responsibilities have continued, I have also learned to jump in and adapt to new responsibilities with this response. It has been an incredible opportunity and I have learned SO much. One of my key roles has been the scheduling of up to 50 people doing various parts of the response; we have an inbound call team, an outbound call team and a medical inbox team. Each of these teams have their own set of needs; for example, the inbound and inbox team are scheduled in shifts covering 24 hours a day, but the outbound team can only work during regular daytime hours. We were able to utilize our Care Team members from across the country to make this schedule work without asking people to stay awake for the

entire night. With our client being on the East coast in the Eastern Time Zone, we have been able to use our Care Team members in the Mountain and Pacific Time Zones to do the overnight shifts where they are 2-3 hours behind our client.

In the beginning of this response there was a lot of hiring, onboarding, and adjusting of the schedule to find the best fit for each of our team members and also for our client and the call/email volume. It was a big challenge, but one I was happy to take on. The schedule, to me is like a big puzzle, moving things around until all the pieces fit neatly together for each of the various parts of the operation. As the call volume has decreased and the demands have slowed down to some extent, the scheduling has become less taxing and I have found it comes together a lot more quickly now. Many of our team members have been with us since the beginning of the response and most people's availability I actually have memorized now! We still take it a week at a time, because as most of us have seen with this pandemic, things can and often do change from week-to-week (and sometimes even day-to-day).

In this role, I enjoy how each day is different. I never know what might come up tomorrow and it may be different from what I'm doing today. This response has shown me that adapting to change, being flexible and doing it all with grace is key. Working with this team has shown me the true, exceptional character of the people I work with as they have all displayed these characteristics to the utmost. As always, I am proud to be a part of this team and proud to be a part of this important and impactful response.



CARE Team in the Emergency Medical Service

by Christopher Gay

From the perspective of a career Firefighter/EMT, Emergency Manager, and Airport Duty Manager, COVID-19 has required the need and role of the CARE Team to evolve from that of its traditional role associated with transportation accidents and workplace trauma, to a gateway for services and compassionate care during a Pandemic. In our current project we have done this through the creation of what amounts to a Virtual FSC that utilizes Human Services Response™ (HSR™) trained staff that are equipped to provide a more wholistic Standard of Care to those who need it.

For those of us who are involved in the response, it is “simply” a variation of a theme and we have improvised, adapted, and overcome to accomplish the mission. While the mission will continue for some time, the early operational findings appear to indicate a very successful application of HSR™ in a virtual environment, however further scientific research must be conducted now and beyond the termination of the COVID-19 Response in order to factually determine the success of the response and the establishment of new best practices that supports those impacted by a Pandemic.

As the events around COVID have unfolded and I became more operationally involved, I began to see a greater opportunity in the application of CARE Team in a greater community environment. Evaluating the possibility of partnering with Fire, EMS, and Police agencies to provide more immediate support to those impacted by trauma from a house fire, significant medical emergency, or other situation may prove to be the next evolution for both CARE Team and community based services offered by those agencies.

If you have questions about your processes and procedures or would like help, please give me a call or send me an email at christopher.gay@aviem.com



Kelly McKelvey
Finance Manager

A Finance Manager's Role During an Epidemic: A Source of Pride

I have to say that it was kind of strange to be extra busy at work during a time of quarantine. Our COVID-19 response for our client was certainly something none of us had done before. When we started, the need for help was so great, that everyone jumped right in wherever they were needed. As the Finance Manager, I am accustomed to working with invoices, A/R, A/P, financial statements, payroll, etc., but I had to learn a whole new way of creating reports for invoicing the client, as well as creating and updating timesheets for each team member to review and sign each month. There has been a lot of trial and error (things do not always work the way you plan!), but I have learned so much. This has been a challenging time for all, but I am hopeful that we, as a company, have been able to provide people with help and hope. I have been so impressed with our team and so proud of the company's for which I work.



An Experienced Care Team Member's Perspective

by Sally Fleming

This was such an unusual deployment, and yet I was able to incorporate much of what I've learned over the years of Human Services Response (HSR)TM Training. One of my duties involved handling cases that were classified as "sensitive". A case could be classified as sensitive for a variety of reasons, i.e., the employee had been hospitalized, having difficulty recovering, or lost loved ones due to the virus, had financial issues, etc.

Our client decided at the beginning of the response to use Care Team members instead of Call Center Agents for inbound and outbound calls. In this instance, when the subject of the crises is pretty scary for a lot of folks, I think it was a wise decision.

I found that once I was able to speak with the employee, I interacted with them as I would with any person in a crisis. All that good Care Team training kicked in and I was able to build a rapport with the employee and form a relationship that allowed me to help them with their case. Our entire team has risen to the challenge of handling these employees with grace and compassion.

I was in the second Care Team class Delta taught after the Family Assistance Act was passed in 1996. That was March of 1997 and Carolyn Coarsey instructed part of that 3 day training. Following, are many of the responses that I have worked as a Care Team responder, and I am currently assisting with two companies in their response to employees impacted by COVID-19.

Delta Care Team:

- Swiss Air 101 – 9/1998
- Hurricane Katrina – 8/2005
- Comair 5191 – 8/2006

Aviem:

- Schlumberger Acid Leak – 7/2010 (phone response)
- GCI Plane Crash (Alaska, Sen Ted Stevens) – 8/2010
- Gas Explosion, Grand Riviera Hotel, Playa del Carmen, MX – 11/2010 (phone response)
- Caribbean Airlines 523 – 7/2011
- Malaysia 370 – 3/2014
- Statoil (Hurricane Harvey) 8/2017 (phone response)
- Aurora Shooting – 2/2019
- Bristow Helicopter Crash – 3/2019
- Accidental Death of a rig worker-8/2020



"The bus driver may have saved my life, but it was the Care Team that saved me."

A Cruise Line Survivor Describes How Care Team's Response Affected Her and Others in Her Life

by Tracy Wholean

The Humanitarian Effect

I am a survivor. Yes, I survived a crash that took my dearest friend. Yes, the bus driver managed to keep us from going over the edge of a cliff. Yes, my life was saved. My physical body was still intact, but it was the Foundation and the Care Team that saved me.

Just because I was able to walk away from that accident did not mean I was okay. The Care Team did that. During that time (aside from medical attention) I did not need a therapist to analyze what I was going through or watch me like a science project. I needed people. Just that. Real people to be there. The Care Team. Those people helped me process what happened in a way that allowed me to grieve and address what was happening to me mentally, emotionally, and spiritually while they guided me through the logistics. While I was numb and struggling with what my life was going to look like without my friend, they made sure I ate and had someone to talk to when I needed it. While I relived all the details during the multiple interviews we had to go through, they made sure we got to where we needed to be without us even having to think about it. While we waited for eight days before we could identify Mary's remains, the Care Team made sure we had a safe and comfortable place to stay and the unlimited ability to communicate with family back home. While the people around us on that island could see the physical injuries we sustained, staring at us anytime we stepped outside the hotel, the Care Team helped soothe the invisible wounds by walking together through a local shop, sharing meals, grabbing an ice cream, and by just being there so we knew we were not alone.

Even though my friend is gone, she is still with me. Today, I have peace and balance in my life. I am healthy. I am happy. I am blessed to be part of this amazing Foundation. I no longer charge forward with my head down. I look forward with my head held high taking in the sights and experiences around me with an open mind and heart of what the future may bring. And it all started with the Care Team.

The Ripple Effect

Because the Care Team was there so quickly and helped start the healing process at a critical time, my parents got their daughter back. I was power of attorney for both of my parents (my dad passed 2 yrs. ago). I was able to come back and not miss a beat caring for them or their legal/financial needs. They did not have to look to anyone else to fill that role and make changes at the banks, on other accounts, etc. I was able to keep focus on them, making sure their bills were paid, they had groceries, their laundry was done and I was able to spend time with them without a dark cloud over my head. My siblings got their sister back. Hopefully, even better because I was able to see how fragile life is and gained a new appreciation for family time. I came back a better friend. Not always putting work before all else. After losing one friend so tragically, I have learned to always try my best to make sure my other friends not just know, but experience, how much I care.

The Corporate Effect

Then I look at my experience from another perspective. How did the Care Team help my employer? My boss warned my team that when I came back to work, I would not be the same person I was before I left. He was right. But if not for the Care Team it could have gone an entirely different direction. Because of them I came back more balanced with the healing process already begun. I think my employer was lucky, in a way. If not for the Care Team, it could have cost them. I could have easily come back lost, angry, depressed, etc. I could have needed extensive therapy that would have caused their insurance rates to increase. I could have been so lost that I quit and did not come back at all and they would have needed to replace me with virtually no warning. I was managing a department of 21 people in two states. But that did not happen. (Eventually, I did leave the company, but that was ten months later and with appropriate notice.)

I think a company that truly cares about their employees should not think twice about investing in Care Team. What the Foundation does is beyond invaluable. If there is an emergency, Care Team can be deployed to assist in ways that go beyond anything an HR department could be prepared for. Having this assistance for employees during a crisis may help save money in the long run because it shows the employees the company is invested in them. In turn, that may influence turnover rates reducing time and money lost in training periods or loss of production. In my opinion, companies that have long-term employees and low turnover tend to be more credible. The more credible a company is the greater their growth potential. It is a small investment that can lead to great returns.



9/11 Memorial Honoring American Airlines Crew

Melanie Carlsen, an American Airlines retiree, and former CARE Team Training Instructor, currently with Dallas/Ft. Worth Airport, shared pictures from the American Airlines 9/11 Memorial Garden honoring the American Airlines employees & family who perished on AA11 & AA77. Each year a US flag and single rose are placed on each memorial marker. Shown

here is the memorial for Sara Low for whom the Foundation logo pin is named. Melanie shared that Sara's father, Mike Low, attended the ceremony for the 5th Anniversary and placed the Sara Low/Foundation Pin on her flag. Since then, each year, one of the Flight Administrators ensures that the flag with the Foundation Pin is placed at Sara's memorial, in honor of Sara and her family. The pin named for Sara is the Foundation's way of remembering and honoring each of those who died that day.





**Carolyn V. Coarsey,
Ph.D., CCHt**

President & Co-Founder
Family Assistance
Foundation

Book Recommendation: One on the Ground The Story of One Family Before, During, and After Continental Flight 3407 Crashed into Their Home

by Karen Wielinski

Primary survivor, family survivor, and co-owner of the home that was destroyed when the aircraft hit her home, and killed her husband.

Reviewed by Carolyn V. Coarsey

Survival is an amazing feeling. It is a second chance to share the essence of your life, to watch the growth of what you have to give,

maybe even see it affect the lives of others. That realization does bring happiness as well as guilt. How do I justify the joy writing brings? Writing has become a life saver for me. It keeps me afloat. The gift of being able to express myself was present before the crash of Flight 3407, but found a true voice when I chronicled the unbelievable tragedy and its aftermath. My survival has made me more aware of what I had, what I still have, and what I can still obtain in life, which brings me back to Isaiah. (see footnote)

Earlier this summer I had the opportunity to read Karen's book about her experiences from the night the commuter flight crashed into her home, killing Doug, her husband right through her lawsuit with the airline. Karen and one daughter miraculously escaped the impact. Fortunately, their other three daughters were not in the residence that evening.

Reading **One on the Ground** was a very emotional read for me as it would be for anyone, and particularly those of us who have witnessed the many improvements in the field of family assistance following aviation disasters. As many family survivors of the Continental crash have told me, many of the improvements brought about by earlier survivors of aviation disasters were not present in the response by the airline. Interviews with other 3407 families clearly showed defensive posturing by the airline from the very beginning which resulted in extended court cases, not the least of which was true in Karen's story.

In addition to recounting her own family's story, Karen writes about her fellow-family survivors which highlights the bonding and shared-sorrow of families associated with mass casualty events. Foundation members will recognize many of the names, including her references to Foundation Board Members Terry and Scott Maurer who she refers to as 'her adoptive family,' Karen touches many hearts when she admits to being envious of couple's like Scott and Terry who unlike her and Doug, are privileged to grow old together.

Karen Eckert, sister of Beverly Eckert who also died in the crash, endorsed the book as follows: 'As a member of the 'Families of Flight 3407, I am grateful to Karen for telling her unique story. It is a testament to the resiliency and strength we found in ourselves and each other.'

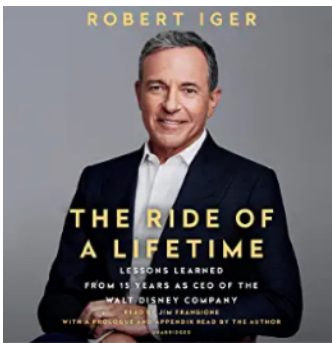
I close my review by continuing Karen's quote about the hope associated with being a survivor as presented earlier in her chapter on grief. I do consider her book as a gift to all survivors and all of us whose life's work is about assisting them.

Survivors are blessed with an opportunity to reap more from life. Survivors can strive to present their gifts from returning empty.

¹ On page 305, in the introduction to the chapter entitled, Guilt, Karen quotes Isaiah 55:10-11.

"As the rain and snow come down from heaven, and do not return to it without watering the earth and making it bud and flourish so that it yields seed for the sower and bread for the eater, so is my word that goes out from my mouth: It will not return to me empty, but will accomplish what I desire and achieve the purpose for which I sent it."





Book Recommendation, Continued: The Ride of a Lifetime: Lessons Learned from 15 Years as CEO of the Walt Disney Company

by Robert Iger

Reviewed by Carolyn V. Coarsey

Finding a book to recommend during a time when the entire world is coping with the unprecedented threat of the Coronavirus is a sensitive task. After reading the autobiography of Robert Iger, the CEO of the Walt Disney Company for 15 years, I decided that this is an appropriate choice.

The impact of lives lost amid his employee family

Ups and downs are part of every life—and career. Reading Mr. Iger's autobiography is a reminder of exactly that. Regardless of how successful a person appears to be, usually, only those closest to that person know about the special challenges, and personal losses that are part of their story. But in this book, right in the prologue, Mr. Iger shares the painful details of deaths and injuries of employees and vendors during the 2015 shootings in Paris, 2016 Pulse Nightclub and 2017 Las Vegas shootings.

The realization of the threat his employees and cast members faced was heightened when the investigation of the Pulse Night Club shooting revealed that the shooter's original intended target had been Disney World. Fortunately, security refused to allow him to enter when they saw guns in the baby stroller.

Despite the emotional impact of these traumatic events Mr. Iger was not deterred from completing his life-long dream of opening a park in Shanghai. But nothing prepared him for the news he received as he and his team completed details for the grand opening in Shanghai. While conducting a tour, a staff member told him that an alligator had attacked a small boy who was missing—later to be found dead. Mr. Iger shares the details of his tearful discussion with the two-year old's parents. He knew this was something that he had to do—neither physical distance nor fear of legal implications stopped him.

In addition to sharing these most recent experiences, throughout the book, Mr. Iger describes other disappointments as well as triumphs in his career at Disney. Of particular interest to many readers, are his ten principles of leadership, which in time of an

international crisis like COVID-19, resonate. The principles are abbreviated, but like the entire book are well worth reading in their entirety.

Ten Principles of Leadership

Optimism - A pragmatic enthusiasm for what can be achieved. A good leader does not yield to pessimism. People are not motivated or energized by pessimists.

Courage - The foundation of risk-taking is courage, and in ever-changing, disrupted businesses, risk-taking is essential; innovation is vital and true innovation occurs only when people have courage. Fear of failure destroys creativity.

Focus - Allocating time, energy, and resources to the strategies, problems, and projects that are of highest importance and value is crucial, and it's imperative to communicate your priorities clearly and often.

Decisiveness - All decisions, no matter how difficult, can and should be made in a timely way. Chronic indecision is not only inefficient and counterproductive, but it is deeply corrosive to morale.

Curiosity - A deep and abiding curiosity enables the discovery of new people, places, and ideas, as well as an awareness and an understanding of the marketplace and its changing dynamics. The path to innovation begins with curiosity.

Fairness - Strong leadership embodies the fair and decent treatment of people. Empathy and accessibility are essential. People who make honest mistakes deserve to be forgiven and given second chances. Judging people too harshly generates fear and anxiety, which discourages communication and innovation. Nothing is worse to an organization than a culture of fear.

Thoughtfulness - The process of gaining knowledge, so an opinion rendered, or decision made is more credible and more likely to be correct. It's simply about taking the time to develop opinions.

Authenticity - Be genuine. Be honest. Don't fake anything. Truth and authenticity breed respect and trust.

Haverfield Aviation



Jessie is shown (above & below), with her team members during their first Care Team training.



Jessie Boog receives her certification as a trainer for Human Services Response™ Training for Care Teams.



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The Relentless Pursuit of Perfection - If you are in the business of making things, be in the business of making things great.

Integrity - Nothing is more important than the quality and integrity of an organization's people and its product. The way you do anything is the way you do everything.

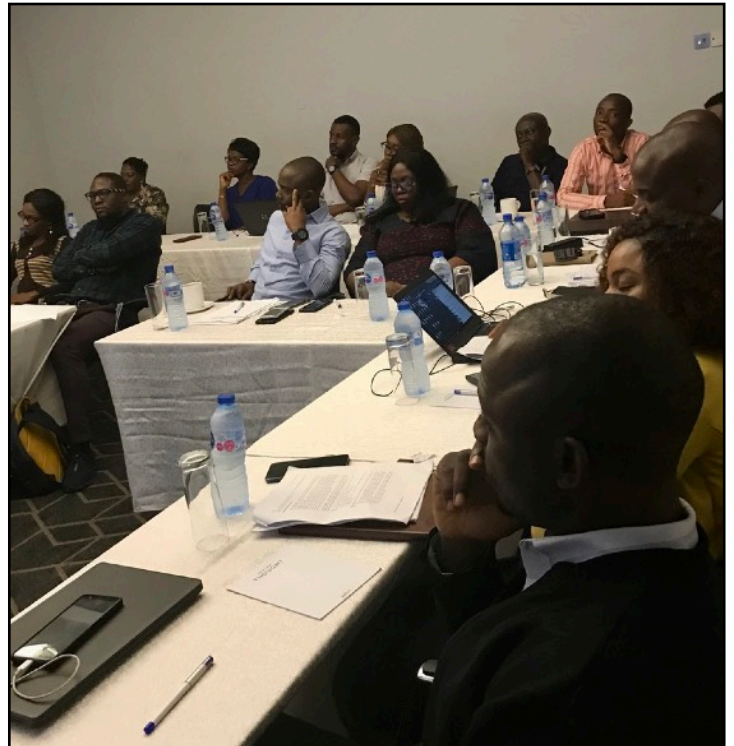
The Ride of a Lifetime is a great read anytime, but especially during these uncertain times. Reading about the ups and downs of a leader so greatly admired, will remind you why optimism and hope are always essential, and especially now.

Loganair Limited December 2019

Foundation Leaders, Dr. Carolyn Coarsey and Jeff Morgan trained Loganair Care Team on December 2-3, 2019 at their head offices in Glasgow, Scotland. Care Team members are shown below with leader, Jennifer Ross (second from the Left on the first row)



Bristow - Lagos January 2020



Norwegian Cruise Line December, 2019 and February, 2020



Members of the Norwegian Cruise Line Leadership Team
(left to right): Lauren Vieira, Joelle Brito, Trasi Albright,
Allie Wegel, Katty Byrd



Allie Wegel (Left) and Trasi Albright (Right) receive their certification as a trainers for Human Services Response™ Training for Care Teams.





Pacific Drilling February 2020



Equinor February 2020



London Member-Partner Meeting December 4-5, 2019



Carolyn Coarsey presents more on the human energy levels involved in crises.

Survivor and counselor, Elizabeth Turner shares about her journey.