

Sharing the Journey



Family Assistance
Foundation

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

VOLUME 21 ISSUE 1

The Official Newsletter of the Family Assistance Foundation

Spring 2021

Announcing FAERF Institute Advisory Board

April 2021 the Family Assistance Education & Research Foundation founded the FAERF Institute. The FAERF Institute will offer educational programs and support and participate in research on international humanitarian assistance. The Institute will provide courses over distance-learning in the competencies established from over 35 years of research with survivors of loss from workplace trauma. The teaching faculty will consist of academic and subject-matter experts including survivors and employee responders, in each of the competencies of crisis communications, logistics, incident management and psychology.

The goals and additional details about the Institute can be found on the FAERF Institute page by accessing fafonline.org. Page 2 of this newsletter features the Survivor and Business & Industry Advisory Boards who guide the Institute and more can be learned about the leaders from the Institute website page. The 2021 Member-Partner Meeting will feature the official dedication of the Institute.

2021 Member-Partner Meeting Boise, Idaho - September 29-30, 2021



The Foundation's 2021 Member-Partner Meeting will be held at the Kerry Hill Winery, owned by family survivor Mindy Mayer ([click here to read part of her story](#)) located near Boise, Idaho September 29-30. The presentation speakers confirmed at this point, include family and guest survivors, employee and other responders from numerous tragedies in the workplace.

Flight 3407 Families Achieve Final Milestone as Pilot Record Database is Finalized

Among the presentations about aviation tragedies, Scott and Terry Maurer will share the culmination of the twelve year journey they and other family survivors of Continental Flight 3407 (also referred to as Colgan Air), February 12, 2009, as they fought for improvements in flight safety. Scott and Terry's daughter, Lorin died in the crash with a total of 50, including all those onboard and one man in the home the aircraft struck on impact. Page 4 includes more details about the new legislation.

Presentations from cruise line guests who were trapped at sea when the pandemic first began will be featured, including two couples who were aboard Celebrity Cruise Line's Eclipse whose 14-day vacation was extended more than 60 days. Both couples praised the captain and crew members who did all they could to help them under circumstances that no one could have predicted. ([Click here to read part of their story](#))

Other speakers and presentations are being confirmed and will be announced in the next few weeks. Registration will open July 1, 2021. Watch the fafonline.org website for more details about the program.

Flight 3407 Families Achieve... continued on page 4

FAERF Institute Survivor Advisory Board

Click here to read more about the survivors on our website



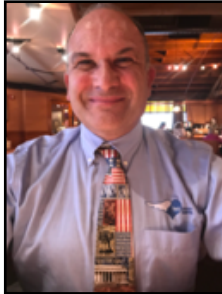
Marie and Rich Anderson

American Eagle 3379
December 13, 1994
Led development of Memorial for AE
Flights 3378 and 79
Daughter, Lauren survived



Scott and Terry Maurer

Colgan Continental 3407
Daughter Lorin, perished
February 12, 2009



Jeff Arnold

Survivor
American Airlines 1420
June 1, 1999



Mindy Mayer

Passenger and Family Survivor
Five Family Members Perished:
Husband David, Son Eric, Daughter-in-law
Christine, Grandchildren Trevor & Allison
Alaska Floatplane Accident,
Cruise Line Excursion
August 16, 2007



Glenn and Carole Johnson

Family Survivors
Pan Am Flight 103
Daughter Beth Ann, perished
December 21, 1988



Tina Siniscalco

Colgan Continental 3407
Sister Mary Abraham, perished
February 12, 2009



Kathy Johnston

Colgan Continental 3407
Husband Kevin, perished
February 12, 2009



Elizabeth Turner

Attacks on World Trade Center
Husband Simon, perished
September 11, 2001



Cyrano Latiff

Singapore Airlines 006
Survivor, Co-Pilot
October 31, 2000



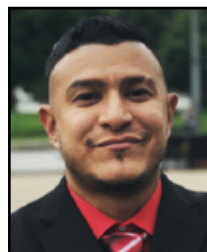
Tracy Wholean

Bus Accident, Cruise Line Excursion
Passenger Survivor
Best Friend, Mary Kettner, perished
December 6, 2015



Sandra Novak

Delta 191
August 2, 1985
Flight Attendant
Secondary Survivor



Jeff Xavier

Survivor
Pulse Nightclub Shooting
June 12, 2016

FAERF Institute Business & Industry Advisory Board



Carolyn V. Coarsey, Ph.D.
Executive Director, FAERF Institute
Delta 191
August 2, 1985
Fiancé Jeff Warner, perished



Bruce LaLonde
Facilities Director,
Visit Anchorage



Jeff Morgan
President & CEO, Aviem International
Board Chairman, FAERF Institute



Patrick Laverty
Senior Manager, Family Assistance
& Crisis Team Training
Global Crisis Management
The Walt Disney Company



Susan Ryan Bisig
UPS A300 Captain, Retired



Christopher Rausch
Airport Duty Manager/Emergency
Preparedness Liaison
Phoenix Sky Harbor International
Airport



Sharyn Cannon
Chief Culture Officer, Tauck



Katrina Raynsford
CARE and Incident Support Manager,
Carnival UK (P&O Cruises & Cunard)



Morgan Delashmutt
Quality Flight Services Director,
Jet Aviation Business Jets
(Hong Kong) Ltd.



Lisa G. Swartzwelder
Director, Shuttle Operations and
Flight Administration
L Brands, Inc.



Ray Gonzalez
CareTeam Manager, Global Security
Royal Caribbean Group



August E. "Gus" Whitcomb
Head of Group Business Resilience
Cathay Pacific Airways, Ltd.



Kelly Haney
Safety and Security Supervisor,
ConocoPhillips Aviation - Alaska

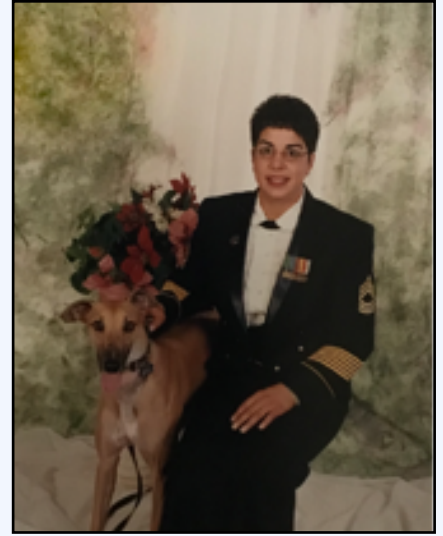
Flight 3407 Families Achieve... continued from page 1



Lorin Maurer



Kevin Johnston



Mary Abraham

Terry and Scott Maurer and families of those who died in Continental 3407, are grateful to the new administration who signed into law the pilot data base, the last part of their 12 year plight to make the skies safer after the loss of their daughter, Lorin. Other family members who work with the Foundation to improve response to survivors, who joined Terry and Scott with other families of the deceased include Kathy Johnson and Tina Siniscalco. Kathy's husband Kevin and Tina's sister Mary are shown above, with Lorin. To learn more about the new legislation, [click here](#).



Cheri Johnson
Executive Assistant

Awareness@Work

In February 2020, a new monthly article series was released from Carolyn and the Family Assistance Foundation. This series of articles is one that I feel will benefit readers from all backgrounds and vocations. It is one that each of us can learn from and apply to our lives, particularly in our professional environments.

The intention of this series is to shed light on how leaders within business organization's today are responding to those impacted by a crisis in the workplace. Whether one person, or a group of people experiencing trauma, many organizations are initiating change in how they respond. Over the last sixteen months, Carolyn has shared interviews she's had with leaders within organizations who are making these changes. They share what they are experiencing and some of the challenges they may be facing along the way.

We hope that with this series, businesses can learn from one another as we all seek to learn and grow to become more people-focused and how we can better care for others who are going through difficult times.

"Never stop learning, because life never stops teaching." -Unknown

If you are not receiving these articles, but would like to, please email Cheri Johnson at cheri.johnson@aviem.com
All past articles can be found on [our website here](#).

Honoring the Fifth Year of the Dedication of American Eagle Flights 3378 and 3379 Memorial

May, 2021, the Wednesday Wisdom article featured quotes from employee and family survivors about the American Eagle Flights 3378 & 79 Memorial which was dedicated on May 14, 2016 in Cary North Carolina. Among those quoted were Linda Wiggs whose twelve-year-old son, Christopher Bage Wells died in the 3378 Flight. Bage was traveling alone and was among the 12 passengers and crew who died on impact, February 19, 1988. Several years before Care Teams existed, Linda had never met anyone from American Airlines until plans for the memorial started.

When Linda was asked what the memorial meant to her, with tear in her eyes, she responded:

"...it's an honor for them (passengers and crew) to be remembered... to know they did not die in vain. People will read about them and their circumstances. I now have a place to go to remember Bage, other than the cemetery or the airport. The Memorial provides a place where I can feel close to him. I can go there for comfort and feel stronger. It gives me peace."

Captain Warren "Dee" Sherrow, (retired from JetBlue), led the investigation for the airline, and was best friends with the Captain of Flight 3378. Dee played a lead role in helping to include the families of the passengers and crew, called the names from Flight 3378 as a bell rang out for each of them and families laid flowers on an empty seat for each of the deceased. Dee said the following about the Memorial:

"To have the Memorial become a reality brought a sense of closure for me. It was a lot of work and dedication to see it through. I can have peace of mind now, knowing that I did what I could to help keep the memory of friends and family in our hearts."

Lisa Maldonado, on duty at the airport, the night of the crash of American Eagle Flight 3379 felt especially connected to the survivors and families. Lisa, and other American CARE Team members placed flowers on the seats for deceased passengers where families could not travel to the Memorial. Below are Lisa's comments when asked to comment about how she felt about the Memorial:

"The Memorial brought a sense of closure and healing. It brought about a sense of calm after years of feeling anxiety of nowhere to go to reflect or mourn in a more relevant way. It was also a place to feel a sense of belonging with others who experienced the losses that night. A bond that is unspoken and often suppressed unless you have gone through similar loss or events."

Lauren Anderson, one of the five survivors from Flight 3379 read the names of the deceased passengers and crew from her flight. Lauren and Captain Dee [can be seen on the on the Foundation's website](#), along with other video clips from the memorial.

Amy Makintosh, PLA, Landscape Architect in the town of Cary, NC was essential in the success of the Memorial. She supported the project from the beginning and saw it through to the dedication in 2016. When she learned of the article we wrote about the 5th year anniversary of the Memorial, she sent current pictures and informed the Foundation that the Town of Cary had just finished installing pavers around the base of the memorial slabs. Amy's pictures are shown below. [Click here to read more about the Memorial](#)



Telephone Inquiry Centers - Myths & Misconceptions

by Jeff Morgan



Aviem and the Family Assistance Foundation enter into our twentieth year of call center operations supporting our clients and members around the world. During that time we have continued expanding our operations, both in terms of capacity but also in the types of incidents and traumatic

events that we can handle in our call center. Quality assurance is one of our top priorities and in 2019 we conducted 58 drills and exercises involving our call center operations. This included our monthly call center drills, but also 37 exercises with our clients.

Telephone Inquiry Centers (or Telephone Enquiry Centres for our non-U.S. friends) really became prominent in 1996 after the passage of the U.S. Aviation Disaster Family Assistance Act of 1996. While this law applies to commercial airlines, many parts of the U.S. became a defacto standard around the world and for other industries and types of companies.

So many know, in general, or specifically that the law calls for the following (quoted from the U.S. law):

[AIRLINES MUST SUBMIT] *“A plan for publicizing a reliable, toll-free telephone number, and for providing staff, to handle calls from the families of the passengers.”*

What is less understand today seems to be the history and purpose of this requirement in the law. As families lobbied for better treatment following aviation disasters their complaint was that they were unable to get through to the airline in order to obtain information regarding their family members or friends. This was due to a lack of preparation in many cases and not enough telephone resources to handle the call volume.

What those of us in the industry back in the late eighties and early nineties also understood was that many people that called in to the airline were not connected to someone on the affected flight. These were concerned family members who only heard partial information about an accident and either knew or believed their family members were traveling, but was not sure about what airline, route or specific flight. Or, they had only heard partial information so called just to make sure it wasn't their family member's flight.

So, the call center had to be able to handle a larger volume of calls than just family members of those directly affected by the accident. As such, the U.S. Federal Family Assistance Plan for Aviation Disasters provided additional information under the Victim Support Tasks for Airlines (VST-2) addressing this issue.

So what exactly should an inbound telephone inquiry center do? And what should it NOT do?

What We Should Do

1. As covered in the Federal Family Assistance Plan mentioned above organizations should publish the toll free number for families and emphasize that the number is only for family and friends and not a general information line.
2. The call center should have an initial answering message that clearly states that this line is only for family members and should clarify what the line is for regarding a flight number, location or other details about the incident. This allows callers who missed certain details to eliminate themselves once they have accurate information and hang up to allow other callers who may be family members to get through.
3. The best option for organizations who can provide a manifest or list of passengers/persons involved it to provide that to the call center so they can determine if the person callers are asking about is on the list or not. This is the most effective way of reducing the volume of data collection required. Callers who do not have a name that is found on the list can be advised accordingly and the call can be ended quickly, allowing other callers to get through. Of course we'll always collect caller details from any caller if they feel sure their loved one is involved, even when the name does not appear on the list.
4. It is important to remember that the purpose of the telephone inquiry center is as much about filtering unnecessary calls out as it is about providing information to families. So, we do not recommend collecting a lot of information on this first phone call. By collecting less information initially most calls can be kept to five minutes or less. This means many more calls can be answered more quickly and ensuring those families who are related to those

involved can get through more quickly. We've heard reports of some calls taking thirty minutes or more. This is a clear sign of a flawed process.

5. At any time during a call, an agent should be able to provide information to the caller. This information may be minimal at first but we always let callers know we are working to obtain more confirmed information and are pushing that information out to the public as soon as it becomes available. In some cases such as aviation disasters in the U.S. airlines are required to tell family members what they know at this point. Usually, the information is provided in a manner such as "we do show that there is a name like the one you have provided on the passenger manifest." Other phraseology may be used, but it is important the caller understand what the information is that is confirmed at this point.
6. Finally, we always set the expectations for callers before the call ends. In most cases, callers are advised that if the name provided is confirmed to be on the list, a representative will be back in touch as soon as possible. Every person who provides their contact details will not be called back in most cases. So, letting callers know is important and when there is no manifest or list not getting a call back confirms what they already expect anyway.

What We Should Not Do

1. **An Inquiry Call is not a counseling session** - Some have suggested that only licensed counselors should take inquiry calls. The thinking is that these callers are in shock, grief and traumatized, therefore only a mental health professional can handle the call. This cannot be farther from the truth. People need to know what they are dealing with first, which is why they need information, not counseling during this phase of the trauma. In the hundreds of families that Dr. Carolyn Coarsey has interviewed over 35 years, most have said that even if they had detailed information that told them their loved one was involved, they held out hope that this was somehow not true and needed more information to confirm in their own minds that this is true. Until we have fully confirmed all of the information most family members are still in the information needs mode and have not fully processed the reality of the situation. For inquiry calls, most people, while certainly fearful and very stressed, are appreciative of any information, cooperative with agents and understanding that it will take more time to obtain

the information they seek; namely a confirmed status about their loved ones. Though it should be performed with care and compassion, the inquiry call is still a business transaction at this point in the process.

2. **An Inquiry Call is not a missing persons report process** - We have observed situations where inquiry centers have used forms or processes that appear to be like the police function of collecting missing persons information. In this case agents are asking questions such as hair color, eye color, tattoos or other physical marks, etc. While this is useful for law enforcement, it is not information that is required or useful for private companies such as airlines, cruise and rail companies. Law enforcement only uses trained officers for collecting this information and may consider information collected by private companies to be suspect. It really does not serve the needs of a private company and only causes inquiry calls to take much longer than necessary.
3. **An Inquiry Call is not part of the DVI Process** - As with missing persons processes, inquiry calls should not be considered ante-mortem interviews, though we've heard reports of this type of activity happening with previous disasters. Disaster Victim Identification (DVI) is now a well-defined process and should only be conducted by proper law enforcement or other government related agencies. It is not part of what companies should be doing and we've heard from families that they were on the phone with an agent for thirty minutes and still receive no information. Companies miss the point of the telephone inquiry process when they use a great deal of time gathering information from callers and providing little or no information.

In Summary

1. Telephone Inquiry Centers should be set up to handle calls quickly and efficiently. Normally, these calls should be in the 3-5 minute range in call length.
2. While agents should be well trained, they do not need to be mental health professionals. While someone who is trained as such could make a good agent, it is typically difficult to find that many professionals to fully staff an inquiry center and an inefficient use of their skills and credentials.

3. Organizations should remember that in order to allow family members to get through quickly, its necessary to eliminate the unnecessary or callers not connected to persons directly affected quickly.
4. We usually receive almost no questions and we hear very little discussion about the next part of the process and that's calling people back. At Aviem and FAF we refer to that as First Contact. We'll cover this in the next newsletter, but let us know if you want to know more about this process sooner.



Ana-Maria Dumitru
General Manager,
Client Services -
Europe, Middle East
& Africa

Drills - Important Aspects - Part III: Family Support Center

In the previous newsletters I talked about our activation drills with clients/members and also about our internal inbound call center drills. Equally important are the drills testing our processes in an area often overlooked by many: the area usually regarded as an outbound call center, but we prefer to call the Family Support Center (FSC). The FSC is where the support for loved ones of those affected by a crisis all begins.

I would like to explain how Aviem's Call Center process flows in this article. The inbound call center is activated at the request of the organization needing support for a crisis situation. Within an hour, 100 inbound call center agents start taking calls from family and friends of those affected by the crisis.

The inbound call center agents document the calls and record the contact details of family members calling in. (In some cases, a client may specify the need for fewer agents in the initial response).

This is where the Family Support Center comes in.

A team of Family Support Representatives (FSRs) will return calls to family members that inquired about their loved ones. They will provide confirmed information and practical support. In some cases where emergency contact is available for the persons affected, the FSR makes first contact calls to emergency contacts even if they have not called to inquire about their loved ones. This process is extremely important and provides the family members with the support much needed, until Care or Special Assistance Teams can do so in person, and beyond.

The team members assisting on the phone in an FSC are specially trained to be able to provide information and practical support to family members. They receive the Human Services Response™, training in a classroom environment and their support function is paramount. This is why we consistently work on fine-tuning our processes in this area and furthermore test our FSC emergency plans.

As Technology Advances, Aviem Keeps Up

In an effort to always keep up with technology, we worked on bringing a new application in, for our team members to utilize when responding as part of the FSC Team. The app has exciting features and some of our team members were part of the test phase until we were able to say the set up was completed.

The beauty of the app is that it is extremely user friendly, and the team members have provided positive feedback to this addition to our call center operation. We introduced many of our team members to this app over the course of last year when we successfully used it as part of our pandemic response operations.

FSC Team members supporting a certain family will be able to stay connected through the app, make outbound calls using the FSC caller ID, and receive calls at their extension and messages as needed.

And now, testing the app's functionality and how our Team utilizes it, is part of our ongoing, robust quality assurance process.



Rosangela Maxwell

General Manager,
Client Services - The
Americas

Aviem's Call Center Agent of the Month Award

As mentioned in one of my previous articles, we run internal phone drills every month with our call center agents, as part of our quality assurance of our call center operation. We are proud to announce that we recently implemented the 'Agent of the Month' award, a sign of appreciation to our call center agents who participate to the monthly drills.

How it works

Each call that our role players place to the agents participating to the two-hour drill is recorded. For each call, our role players must submit a survey with 10 questions, and they can score each question 0-5. At the end of the drill, the Aviem Coordinator exports the data from the surveys to an 'Internal Drill Monthly Dashboard'. At this point we analyze the overall score per agent and

we identify the agents that obtained the highest score.

Once we choose the three agents with the highest scores, we listen to the recordings of the calls taken to make sure that the scores from our role players match our internal drill protocol. The participating agents should take at least four calls to qualify for the award, and with at least two different scenarios within these calls. (The agents have a different protocol to use according to the scenario of the call). After we listen to the recordings and we approve the scores provided by the role players, we send a gift card with a personal note to the agent that had the highest score and best results.

About the calls

The role players must place a specific amount of calls with specific scenarios.

We provide them with a sample manifest/ list of people that were involved in the incident used for the drill and they pick names on the manifest to make up their stories.

Role players are required to make at least 15 phone calls within two hours, and with at least the following scenarios:

- three group calls (calling for two or more people on the manifest that were traveling together)
- four calls with names on manifest (agents will search against a manifest and will confirm to callers that names provided are showing on the preliminary list of people believed to be onboard/involved in the accident)
- four calls with names not on manifest (callers think that their loved ones might have been involved but when the agents search the names, they do not appear as results to the search done against the manifest)
- two call backs (callers call back and agents are able to retrieve the callers information and provide additional information about the loved one or incident, if any available)
- two media calls (callers is pretending to be calling from the press)

This way the call center agents have an opportunity to practice all the protocols pertaining to inbound calls. Our agents know that the calls are recorded for training and quality purposes and their voices may betray any nervousness that is normal in those circumstances. When we realize that they are making a mistake during a call, at the end of the call we spend a few minutes to coach the agents on the correct protocol to follow. The agents appreciate that help on the spot as that will definitely help them get better scores for the drill.

We put a lot of energy and passion to the call center operation quality assurance and our agents take monthly training to be ready for any activation, which is why we thought that they deserve appreciation from leadership. If you have a question about drills/trainings and anything pertaining call center operations please email me on Rosangela.maxwell@aviem.com



Airport Integrated Operations & Emergency Management

by Christopher Gay

Originally Published 3/4/2020

Commercial Aviation has brought the world together and has enabled billions of people to see the sights, hear the sounds, and experience the cultures of hundreds of countries and their respective peoples. It has also enabled global businesses and trade that feed the economies of those very same countries and it has provided critical jobs to billions of people around the world. The Aviation Industry has played a critical role in making the global community what it is today. But, the unintended consequences of this global connectivity are that it has exposed the global community to risks that were not present in the not too distant past. These exposures are direct threats to the global supply chain, the global economy, and most importantly global public health. As we have seen over the last year, COVID-19, or the Coronavirus, has spread around the world.

We are all in this together... and for the Aviation Industry this is now One Mission, One Fight. This is truly a critical Public/Private Partnership.

Therefore, it is critical for Airlines to co-locate and integrate into the Airport Integrated Operations/Emergency Operations Center (IOC/EOC), especially at International Gateways. Putting everyone "at the table" on an Ops Floor and utilizing the Emergency Management Process and the airport's and airline's operations and emergency plans creates an environment of efficient and effective Communications, Coordination, and Collaboration that enables and supports Intelligence, Response, and Recovery Operations. Additionally, by utilizing the concept of Airport Support Functions (ASFs)/Emergency Support Functions (ESFs) strategically in the IOC/EOC, officials can provide for the functional alignment of not only the airport and airline capabilities, but for the integration of other local, state, and federal partner capabilities as well.

This strategic and integrated approach enables and supports the strategic objectives of Life Safety and Incident Stabilization by identifying and caring for those in need and capturing and containing the ripples associated with the incident, which is most important. But it also enables and supports the strategic objectives of Property Conservation and Societal Restoration, which protects the greater community, and creates and enables a more resilient Aviation Industry, National Airspace, and Global Supply Chain.

The Aviation Industry, Emergency Management, and the Public Health Community must not let this slip away. It is in everyone's best interest to close these gaps and take steps to become more collaborative, efficient, and effective. Elected and Government Officials, regulatory and response agencies, industry groups, the airports and the airlines, must all come together to protect and save lives. The time is now... The need for greater cooperation is now.

To read this article in its entirety go to: <https://www.linkedin.com/pulse/airport-integrated-operations-emergency-management-gay-mba>

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

Follow us on Twitter @fafcares
and on [Facebook](#)



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

President & Co-Founder
Family Assistance
Foundation

Book Recommendation:

Lost Connections

Why You're Depressed and How to Find Hope

by Johann Hari

Reviewed by Carolyn V. Coarsey

"If you have been down, or felt lost, this amazing book will change your life." Elton John

After New York Times bestselling author, Johann Hari spent several years researching depression and anxiety, he was able to identify nine causes. He found cause one to be: **disconnection from meaningful work**. Because of our interest in helping organizations create an environment in the workplace that promotes wellness, this chapter about the power of meaningful work I feel to be an excellent read for our members and followers.

The Gallup Poll

Throughout the book, Hari reviews research that is relevant to his points in a non-academic voice. For example, he refers to a Gallup poll conducted between 2011 and 2012 which is reported to be the most detailed study ever carried out about how people feel about their work. They studied millions of workers across 142 countries. The results showed that 13% of the participants felt engaged in their jobs which means they are "enthusiastic, about and committed to their work and contribute to their organization in a positive manner.

Different from them, 63 % say they are "not engaged", which is defined as "sleepwalking" through their workday, putting time—but not energy or passion into their work." Additionally, 2.4% are "actively disengaged." They aren't just unhappy at work, they are busy acting out their unhappiness. Every day these workers undermine what their engaged co-workers accomplish... Actively disengaged employees are more or less out to damage their company.

The 8-5 Workday Disappeared

When Hari's book was published in 2018, he was citing research that indicated that many workers check their e-mails from early in the morning and late in the day. He cited one study of British workers which shows that the

average worker checks email as early as 6:30 AM, arrive work at 8:18 AM and leave work at 7:19PM. He points out that 87% of workers who do not enjoy their work is spreading. Now that more workers than ever are working at home due to the pandemic, it is easy to see why the problems of depression associated with work can be growing.

The Other Causes for Depression and Anxiety Found by Hari

While disconnection from meaningful work was the number one cause associated with depression and anxiety, the book discusses eight others with research and interviews with individuals with lived experience as well as professionals who have devoted much of their own work lives to studying depression and anxiety. The other causes are 1) Disconnection from other people; 2) Disconnection from meaningful values; 3) Disconnection from Childhood Trauma; 4) Disconnection from status and respect; 5) Disconnection from the natural world; 6) Disconnection from a hopeful or secure future.

Reconnection, or a Different Kind of Antidepressant

In addition to discussing causes for disconnection, Hari balances the book by discussing 7 ways of reconnection with interesting stories and examples in addition to research to support his discussion. While Hari, does not discourage or criticize anyone who prescribes or take antidepressants, his research clearly supports those who seek other ways of coping and managing challenges associated with depression and anxiety.

The book is a great read for anyone who is interested in learning how we can create an environment where we and others can become more engaged in our work, as well as understand other factors that influence mental well-being of ourselves and others.

