

“Working Together is the Answer...Compassion Consciousness is the Goal.”

Sharing the Journey

Family Assistance Foundation

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The Official Newsletter of the Family Assistance Foundation

Fall 2012

The Family Assistance Foundation, Inc. is an independent non-profit corporation founded for the purpose of empowering people following tragedy. Our mission is to support and improve business and industry responses to emergencies and disasters.

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IHAS 2012...A SUCCESSFUL EVENT

IHAS 2012 was deemed our most successful symposium in the FAF's history. We brought together survivors and employee responders from the cruise, energy, manufacturing, retail, and transportation industries to learn from each other about best practices for response to tragedy. The 220 attendees included survivors, 59 companies, and 13 helping professionals; 15 countries represented.



Jeff Morgan, FAF; Celeste Gladstone, Intercruises;
Dr. Carolyn V. Coarsey, FAF; Alex Anderson, Intercruises

WESTJET AIRLINES WINS FOUNDATION 2012 HEART AWARD™

Ferio Pugliese accepted the 2012 Heart Award™ for WestJet Airlines at the awards presentation held prior to the semi-formal Gala Dinner. The Heart Award™ recognizes organizations that have risen to the extreme challenges caused by extraordinary events—such as an emergency, natural disaster or other crisis—and demonstrated outstanding leadership in responding to the public and serving families, employees and other survivors directly impacted by the event.

In 2010, the WestJet team responded to a natural gas explosion at the Grand Riviera Princess Resort in Playa del Carmen, Mexico where three WestJet Vacations guests along

with two Canadian citizens and two hotel employees died. The other company nominated for this prestigious award was ALAGASCO (Alabama Gas Company). The employees responded to one of the strongest, deadliest, and costliest tornados in US history during April 2011.



WestJet Team: Russ Sabo, Jade Blair, Lisanne Joyce, Todd McKay, Jonathan Encarnacion, Dale Gordon, Karen Blomquist, Richard Bartrem, Ferio Pugliese

IHAS 2012 - SURVIVOR AND SPEAKER PANELS

INTERNATIONAL TERRORISM AND HUMANITARIAN ASSISTANCE: THE LONG-TERM PERSPECTIVE



Panelists included: **George White, Anna Marie Miazga, Gary Bald, Cathie Ong-Herrera, Elizabeth Turner, Glenn Johnson**

Senior Vice President, Global Chief Security Officer, Royal Caribbean Cruise Lines, **Gary Bald** opens IHAS by stressing the importance of a company's responsibility in supporting guests, employees and families during crisis. Gary moderated the panel which featured family survivors of Pan American Flight 103 tragedy and the attacks on the US, September 11, 2001.

Flight 103 panelists included **Glenn Johnson, Jr.** whose daughter, Beth Ann, died in the tragedy, along with **Anna Marie Miazga**, mother of Suzanne Marie, who also died when a terrorist's bomb downed the flight. The families were joined by **George White**, a retired paramedic from Lockerbie, Scotland who responded to the tragedy and personally found Suzanne, Anna Marie's daughter.

Presenters for the 9/11 tragedy included **Cathie Ong-Herrera**, sister of Betty Ann Ong, a flight attendant on board American Flight 11, and **Elizabeth Turner**, whose husband Simon died while attending a meeting in the Windows on the World restaurant. Presenters discussed the impact of the tragedies on their lives and the necessity of organizational and government support during and following crises.

HUMANITARIAN ASSISTANCE WORLDWIDE

Foundation Support Team Member, and Crime Victim Advocate, **Barbara Skudlarick**, moderated the panel on International Humanitarian Assistance Worldwide. Speakers on this panel included **Kevin Smith**, Emergency Disaster Services Director, The Salvation Army, Florida Division; **Barbara Skudlarick**; **Phyllis Freeman**, Nation Domestic Disaster Director, World Vision; and **Debra Boudreaux**, CEO, The Buddhist Tzu Chi Foundation, USA.

Speakers on the panel educated the audience on resources that are available to attendees throughout the world, as well as how to access their services.



Panelists included: **Kevin Smith, Barbara Skudlarick, Phyllis Freeman, Debra Boudreaux**



Carolyn V. Coarsey, Ph.D.
President and
Co-Founder, Family
Assistance Foundation

From the Editor

IHAS 2012 and the Transformation of Consciousness in Business and Industry

In 1980, a groundbreaking book was released, ***The Aquarian Conspiracy***. In the book, author Marilyn Ferguson describes how in the "new age" (the millennium) we will see how our crises provide the impetus for transformations, innovations and evolution.

Those of us who attended IHAS in Miami observed firsthand how crises within the cruise line and airline industries, as well as tragedies in other business organizations have led to changes and improvements in the way that survivors are being supported today. Panelists at IHAS 2012 included parents who had lost children; siblings and spouses of deceased; and survivors who were able to escape tragic events. They educated the audience alongside employee responders and agency leadership personnel.

The Family Assistance Foundation and our co-sponsor Intercruises Port and Shoreside Services gratefully acknowledge the contributions of our speakers and panelists. We are particularly appreciative to the many organizations whose financial contributions helped make IHAS 2012 our most successful symposium yet. We are grateful to all of those who join with us in our efforts to "raise compassion consciousness," particularly in tragedies involving business and industry.

For more information about the transformation of consciousness as it relates to business and industry, as well as, individuals, see my website: www.higherresources.com.

CRUISE LINE INDUSTRY SURVIVOR PANEL

Sian Rees, Health & Safety Manager, Inter cruises Shoreside and Port Services, chaired the Cruise Line Survivor Panel. The presentations provided an excellent example of how far the industry has evolved in how passenger and family survivors are cared for during and following crisis. The first speaker was **Mark Brimble**, whose former wife, Dianne, died onboard a Carnival Australia cruise ship in 2002. Following Mark, the audience heard from **George and Doreen Brenzy**, whose son, George IV, died of natural causes on board a Carnival Cruise Lines' ship in 2008. Their son had been born with coronary heart disease. The third family who spoke was **George and Charlotte Vaughn**. While on a Celebrity Cruise ship, Charlotte was injured and not expected to live. Fortunately, Charlotte lived to tell her story, as did George. Both of them, like Doreen and George Brenzy, described the caring and truly amazing response by the cruise line employees.



Panelists included: **George Brenzy, Doreen Brenzy, Mark Brimble, Sian Rees, Charlotte Vaughn, George Vaughn**

FIRST CONTACT WITH FAMILIES VS. FORMAL DEATH NOTIFICATION

While formal notification of death will always come from police or other officials, research shows that great harm is done when organizations hesitate to speak with families where their loved ones are potentially involved in crisis. Speakers included **Scott Maurer**, whose daughter, Lorin, died in Continental/Colganair



Jeff Morgan moderates panel on First Contact with Families in Crisis.

Jeff Morgan, Chairman and Co-Founder of the Foundation, opened and moderated the panel on the crucial responsibility that an organization has in contacting families immediately when a crisis occurs.

Joining Jeff and Scott were police official, **Alejandro Rodriguez**, Mossos d'Esquadra of Barcelona, Spain, who detailed procedures re: notification and contact within his country, as well as **Mike Kavanagh** of Perth, Australia. Mike is an experienced responder and has worked with survivors and police officials in Australia and New Zealand. He serves as Regional Coordinator for the Family Assistance Foundation.



Panelists included: **Scott Maurer, Alejandro Rodriguez, Mike Kavanagh**

AVIATION INDUSTRY SURVIVOR PANEL



Panelists included: **Scott Maurer, Terry Maurer, Ken Jenkins, Kathy Johnston, Melissa Johnston**

Ken Jenkins, Vice President, Emergency Services, BMS Global, LLC, moderated the Aviation Disaster Survivor panel. Family members who joined Ken on the panel included **Scott and Terry Maurer**, whose daughter, Lorin, died in the Continental/Colganair Flight 3407 tragedy in February, 2009, and **Kathy Johnston**, whose husband, Kevin, perished in the same accident. Kathy's oldest daughter, **Melissa Johnston**, also participated on the panel. Both families described problems in the overall response by organizations who assisted them in the aftermath of the crash, as well as kindness shown by Care Team members and positive parts of the post-accident response.

FAMILY ASSISTANCE IN INDUSTRIAL, MANUFACTURING AND RETAIL ORGANIZATIONS

Leaders in family and survivor assistance from industrial, manufacturing and retail organizations presented about experiences with tragedies which impacted their employees, their company and, in some cases, the entire communities. **Dr. Carolyn V. Coarsey**, President and Co-Founder, moderated the panel which included **Angel May**, Community Affairs Manager, Mars Petcare, US; **Beth McKern**, Advertising Coordinator, Alabama Gas Company (ALAGASCO); and **Jonathan Henson**, Director of Health, Safety & Environment, Maersk Drilling, USA.



Panelists included: Jonathan Henson, Dr. Carolyn V. Coarsey, Angel May, Beth McKern

TRAUMATIC LOSS FROM THE EMPLOYEE'S PERSPECTIVE

Experienced employee responders from the aviation, cruise line and energy industries participated on a panel about employee stress. The primary focus of the panel had to do with the need for organizations to appreciate the stress which trauma places on employee responders and the need for organizations to offer assistance and support to all employees who often deny their own needs and those of their families in order to assist passengers and their families. Panelists included **Andrew Moris**, Manager of Reservations, Norwegian Cruise Line; **Vladimir Lindor**, Family Support Specialist, Carnival Cruise Lines; **Greg Klein**, General Manager, Tampa, American Airlines; **Tony Lefebvre**, Chief Operating Officer, Spirit Airlines; **Jonathan Henson**, Director of Health, Safety & Environment, Maersk Drilling, USA. The panel was moderated by **Tony Ciminero, Ph.D.**, a Florida-based psychologist who has offered support to numerous responders and survivors following traumatic events in the workplace.



Panelists included: Greg Klein, Dr. Tony Ciminero, Vladimir Lindor, Andrew Moris, Tony Lefebvre, Jonathan Henson

CRISIS COMMUNICATION: HOW TO SURVIVE THE OMG EVENT



Panelists included: Richard Bartrem, Jennifer de la Cruz, Jeff Braun

Jeff Braun, Vice President of Communications for the Foundation, moderated the panel on crisis communications which involved experienced communication executives: **Richard Bartrem**, Vice

President Communications and Community Relations at WestJet Airlines; and **Jennifer de la Cruz**, Senior Director, Public Relations, Carnival Cruise Lines. The panel involved discussions of recent incidents where both companies received major attention by the press, and their skills at managing interaction with the press and media were put to maximum test.

INDUSTRY SPECIFIC WORKSHOPS

Presentations from IHAS 2012 Industry Specific Workshops are now available. If you would like to obtain a copy of speaker notes and discussion from the breakout sessions, send a note to Dede Young at dede.young@fafonline.org and request a copy of the breakout session you are interested in, i.e., Cruise Line, Aviation, or the panel that dealt with Industrial, Manufacturing and Retail Organizations. Should you wish to quote or cite any of the speakers who presented during the breakouts, please send Dede a request, specifying which speaker and the exact information you wish to quote. The Foundation will obtain permission for you from the individual speaker. Thank you for respecting the copyrights on these documents.

IHAS 2012 AWARD WINNERS

COMPASSION CONSCIOUSNESS AWARD™

Barbara Skudlarick has been a volunteer serving victims of crime in her community of Bellingham, WA, and around the nation since 1997. She has worked diligently to ensure those victims have a voice in our court system and often spends her own money providing resources and walking them through the entire process. She responds when paged by 911 dispatchers to provide immediate support to individuals that have lost a loved one suddenly and unexpectedly, and she offers follow-up care, referral services, and courtroom support as she maintains a close relationship with families in crisis. Barb is also a passenger survivor of an air disaster which occurred when she was a teenager and is a member of the Family Assistance Foundation's Care Team, responding on many occasions to emergency situations such as the Alaska crash in 2010 where Senator Ted Stevens was killed. Barb is a retired TWA Flight Attendant, retired nurse, and is also active with National Air Disaster Alliance (NADA).



Barbara Skudlarick,
Volunteer, Crime
Victims Advocate

SHARING THE JOURNEY AWARD™ - SURVIVOR WINNERS



Mike Low,
father of Sara Low
Batesville, Arkansas

Mike Low's daughter, Sara, was a flight attendant who died on American Flight 11, September 11, 2001. Mike refused to take a settlement from the US government. He knew his personal phone number had been used for calls between the flight and the ground. After nine years, due to his persistence, the government opened the files and shared with the world the details of the last 30 minutes of the flight. This was a comfort for the Low family and others whose loved ones died on the flight. Without Mike's perseverance, many facts would never have been known. He has testified at the trial of al Qaeda conspirators Zacarias Moussaoui and Mounir el-Motassadeq. He has spoken at numerous Family Assistance Foundation conferences, military presentations, victims of crime conferences and has given generously of his time and personal resources to promote the importance of survivor support.

Glenn Johnson, Jr. helped organize the Victims of Pan Am Flight 103, Inc. after he and wife, Carole, lost their daughter, Beth Ann, in the 1988 bombing/crash. He has served on the Board as Treasurer, Executive Vice-President and Chairman of the Board. Glenn pushed for aviation reform, improved treatment of victims and their families, and pressed for the truth behind the bombing.



Glenn Johnson, Jr.,
father of
Beth Ann Johnson
Greensburg, PA

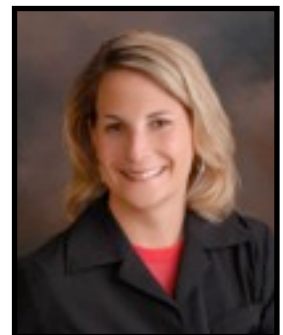
SHARING THE JOURNEY AWARD™ - EMPLOYEE WINNERS



Adriana Nuño
Royal Caribbean
Cruises, Ltd.

Adriana Nuño is a member of the Celebrity Cruises Care Team and had the opportunity to assist a family following a tour bus accident on the island of Dominica in 2009. The wife, Charlotte, was seriously injured and transported to Miami's Jackson Memorial Hospital where she was on life support and not expected to live. Adriana stayed with the family, arranging transportation, hotels and providing for the needs of the immediate family and close friends. She worked her day job whenever she could find the space and time, sometimes leaving the hospital late at night to return to her office. Finally, the family had to return to Texas and prepare to bring Charlotte home. Adriana visited Charlotte every day and, even though she was unresponsive, Adriana called the family on her cell phone to allow them to talk to her. She did not want her to feel alone or abandoned. Charlotte returned to Texas and survived. This family felt they could not have endured the consequences of that accident without the support and guidance of Adriana.

Lisa G. Swartzwelder is the Director of Shuttle Operations at Limited Brands, which is the parent to six retail brands. After an accident involving a child in one of their retail stores, she began investigating ways to enhance their response to tragedies, whether for a customer in a store, an employee death, or in an accident involving an aircraft. She worked with insurers, survivors, and commercial airlines in her effort to bring the Family Assistance Program to Limited Brands. Lisa has assisted survivors during activations, supported the Family Assistance Foundation and introduced Family Assistance to the world of business aviation. She is a role model for creating "compassion consciousness" in an industry that had not previously been aware of organized family assistance.



Lisa G. Swartzwelder
Limited Brands

INTRODUCING NEW STAFF AT THE FOUNDATION AND AVIEM INTERNATIONAL

DEDE YOUNG

Dede joined the Family Assistance Foundation as an Administrative Assistant last August. Dede is a graduate of the University of Georgia with a BFA in Graphic Design and minor in Art Education. She was previously a Children's Ministry Assistant at her church and was very involved in mission work with the youth and elementary aged children. She is married to her husband, Steve, and has two boys, Stephen and Garrett, ages 20 and 14.



Dede Young
Administrative Assistant
Family Assistance Foundation

MIKE KAVANAGH

Mike Kavanagh is a 39-year veteran of the airline industry in New Zealand and Australia. He was employed by Singapore Airlines from 1976 until his department was outsourced in 2007.

A passenger transport enthusiast, he actively participated in the company's growth into one of the industry's most admired carriers.

Following the in-flight destruction of a Boeing 737 of subsidiary airline SilkAir in 1997, and the crash of a Singapore Airlines Boeing 747 in 2000, Mike undertook training in the airline's family assistance programme. He had previously lost colleagues in the crash of Pan Am flight 816 in Tahiti and the Air New Zealand DC10 disaster in the Antarctic.

After leaving Singapore Airlines, Mike undertook further family assistance training at the NTSB Training Center in Ashburn, Virginia.

The motorcoach industry has been Mike's avocation since childhood. His research indicated that little had been done to prepare operators for the responsibilities of a major incident.

Mike has published a guide to assist Australian motorcoach operators in the preparation or update of their crisis management plan.

Mike is working to raise awareness of family assistance in Australia and New Zealand. He lives in Perth, Western Australia, with his Reading, Pennsylvania born wife.



Mike Kavanagh
Regional Coordinator,
Australia & New Zealand

ROSEMARY DREWERY

Rosemary joined the Family Assistance Foundation and Aviem International as Managing Director, Europe, Middle East and Africa, in September, 2012. Prior to joining the Foundation/Aviem, Rose worked for the Metropolitan Police in various positions, including work as a Police Family Liaison Officer (FLO) which she began in 1999, when the program was in its infancy. During her time as an FLO, Rose was part of the key team co-coordinating twelve mass disasters including the September 11, 2001, attacks on the US, involving many British citizens and families, and July 7th London bombings.



Rosemary Drewery
Managing Director, Europe,
Middle East and Africa

Also, while in the role of the Police FLO, Rose assisted Aviem and the Foundation in rail and aviation family assistance training classes throughout the UK, explaining the role of the family liaison officer working alongside care teams.

Rose is also a trustee for a charity, Escaping Victimhood, which is a charity that provides unique, supportive residential workshops for people whose lives have been disrupted by the trauma of serious crime. She is a trained civil funeral celebrant, and her services are offered under her business, A Hand to Guide You.

In her spare time, Rose enjoys renovating her stone cottage and its garden. Her leisure time also include spending time at her church and enjoying her longtime hobby as a campanologist.



Amy Cann, Elvis & Jenny Kinney
at the Georgia Business Aviation Association (GBAA)
Casino Night, November 10, 2012

INTRODUCING NEW STAFF AT THE FOUNDATION AND AVIEM INTERNATIONAL (CONTINUED)



James Yatras
Vice President,
Asia Pacific

JAMES YATRAS

James is the Vice President, Asia Pacific, of Aviem International, servicing clients throughout Asia, Australia, the Pacific and supporting Aviem International globally when his expertise is required.

Prior to his career in aviation, James worked in the finance industry as an IT Infrastructure Manager, where he developed business continuity and disaster recovery processes, designing fault tolerant systems architectures as well as managing service delivery and project management teams.

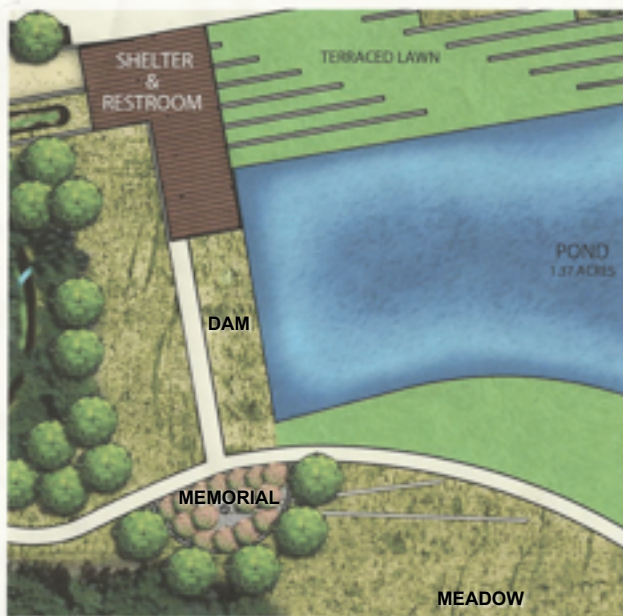
Over the last decade, James held a number of roles within Virgin Australia, and his achievements include the project management of its first international subsidiary (Pacific Blue) and its MRO (Virgin Tech). James developed the Virgin Australia enterprise wide risk management framework with an emphasis on the practical application of risk to improve safety and business outcomes and which formed the foundation for the airlines Safety Management System.

During his time at Virgin Australia, James worked relentlessly to establish the Virgin Australia emergency response program. James expanded this program to Africa, Middle East, Asia, Australia, New Zealand and the Pacific where he delivered training and used a risk based approach to ensure the capability of the program addressed the unique challenges in international locations as Virgin Australia expanded its operations. James was also instrumental in developing the highly successful Virgin Australia Special Assistance program.

James has responded to a variety of crisis events both domestically and internationally including Earthquakes, Floods, Tsunamis, Volcanic Ash, Mass Food Poisoning Events, Major IT Systems Failures in addition to a number of major aviation related responses for which he has received a letter of thanks from the Australian Minister of Aviation.

For the last 23 years James has been lovingly married to his wife, Tracey, and together they raised a family, with two sons, Kirk and Luke.

UPDATE ON AMERICAN EAGLE FLIGHT 3379 MEMORIAL



American Eagle Flight 3379 Memorial Proposed Site

On November 5, 2012, the Carpenter Neighborhood Park Master Plan was presented with recommendations to the Parks, Recreation and Cultural Resources Advisory Board. The park is to be located in Cary, NC, with the site being approximately $\frac{3}{4}$ of a mile from the scene of the American Airlines Flight 3379 crash. Plans are for a memorial honoring those people involved in the accident back on December 13, 1994, to be included as part of the Carpenter Park. The bond for this park was passed on Election Day, so funding from the Town of Cary will be going forward.

On December 20th a Planning and Development Committee was held and on January 10th a Town Council meeting was also held. Groundbreaking will begin in the summer of 2014.

Plans are underway for a one-day workshop to be held on October 25, 2013 in Cary with local authorities and first responders to promote our efforts to help others and raise funds for the memorial. The following day we will hold another event at David Ferrell's corn maze (he was the responder who found Lauren Anderson in the woods that evening), with more information about that to come. Anyone interested in joining members of the 3379 Memorial Committee should contact Rich or Marie Anderson at richard.anderson@fafonline.org or marie.anderson@fafonline.org.

REPORTING LIVE FROM THE SCENE: YOUR CUSTOMERS AS NEW MEDIA CORRESPONDENTS

How Social Media Has Changed Crisis Response

by Jeff Braun



One of the most important lessons learned during the special crisis communications panel held during the the 2012 International Humanitarian Assistance Symposium was how the wide use of social media has dramatically altered both the ways in which we respond and the time in which we have to respond to crises. Photos, video, opinions and speculations about an incident will appear online within moments of an incident and will be mined by traditional media outlets, driving and shaping the story until you ramp up your response. Having well-prepared executives, communications staff and front-line personnel ready to step in to manage and monitor what's being said has never been more crucial.

The companies profiled in the article that follows had spokespeople who were well-versed in the role social media plays in crises and were well-trained in the importance of having Human Services Response™ principles guide them in their response. Both companies were able to not only weather the crises they faced, but each received tremendous customer and public appreciation for their response.

The following article on the IHAS Crisis Communications Panel presentation was written by Anne Kalosh and first appeared on *Seatrade Insider* daily cruise news at www.seatrade-insider.com. The article is contained in this newsletter with the kind permission of Seatrade Communications Ltd.

Case studies show how social media have upended crisis response

The dramatic way social media have impacted crisis communications was vividly illustrated by the Carnival Splendor engine room fire off the coast of Baja California and the deadly explosion at the Grand Riviera Princess Resort in Mexico's Playa del Carmen.

Both events, in November 2010, were international sensations—and Carnival Cruise Lines and WestJet Airlines had to nimbly respond in a host of new channels.

“Social media has changed everything. It can be a blessing and a curse,” said Carnival's Jennifer de la Cruz, Senior Director of Public Relations. She spoke at a crisis communications session that capped the International Humanitarian Assistance Symposium (IHAS) in Miami on Friday.

“A blessing in that it allows a company to communicate directly with the public and the media, and gives immediate feedback on what questions need to be addressed and what rumors may be bubbling up,” de la Cruz said.

Carnival has many very highly trafficked social media channels, including Facebook, Twitter, Funville (a site on www.carnival.com where Carnival enthusiasts connect), and Senior Cruise Director John Heald's blog.

As it happened, Heald was aboard Carnival Splendor during its stint adrift without power, electricity, air conditioning and, for a period, functioning toilets.

De la Cruz cited his excellent communication skills and humor as among key factors that helped the situation, as well as the crew's effectiveness at managing the crisis by quickly putting out the fire and their subsequent efforts to make passengers as comfortable as possible, the CareTeam “army on the ground” when the ship made landfall and the company's generous guest compensation.

During the crisis, Carnival harnessed a whole arsenal of communications tools, including issuing nine statements from the time of the fire on Nov. 8 until Nov. 12, the day after the ship arrived by tow to San Diego. A couple of news releases covered

key announcements including the expected financial impact, and two news conferences were held, the day prior to the ship's arrival—which gave Carnival a chance to tell its story, and when Carnival Splendor later resumed service. CEO Gerry Cahill and other senior officials were visible throughout.

The initial Facebook posts and tweets mirrored the company's statements, but, as things moved along, they gave Carnival the opportunity to “see what's on people's minds,” de la Cruz said, adding that there tends to be a lot of misunderstanding about the cruise industry—who regulates it and how ships operate—so Carnival was able to clarify via social media, for both the public and journalists.

“In hindsight, though, it probably would have been better to skip the clarification of one point—that SPAM airlifted in by the US Navy was never served to passengers—since that single tweet reignited the topic,” de la Cruz said.

The Grand Riviera Princess Resort incident initially illustrated the “curse” aspect of social media.

However, the crisis communications team was able to swiftly adapt.

Just as WestJet Airlines learned that the hotel where some of its passengers were staying had sustained an explosion and the company was preparing to issue a holding statement with details to come, an alarming clip of the scene at the damaged hotel was posted on YouTube.

“We decided not to send anything via traditional media and used only social media,” Richard Bartrem, VP Communications and Community Relations for WestJet, told the IHAS session. “Facebook was immediate. There was no waiting for information to be press-release-worthy,” he said. Facebook provided “a tremendous opportunity to just keep updating.”

WestJet's emergency response plan was created for an aircraft incident and “we had nothing in our plans regarding social media,” Bartrem said. It was quickly decided to dispatch a plane to Mexico to bring back WestJet passengers and any others who

(continued on page 9)

CLIENT/PARTNER MEETING SCHEDULED IN THE US

On January 22-23, 2012, clients and partners are invited to join us for a meeting in Santa Fe, NM at the historic La Posada Resort & Spa.

The meeting will give you the opportunity to:

- Meet and get to know key Aviem and Foundation staff members.
- Meet our key Proven Partners™, who work closely with us in providing your fully integrated support services.
- Get hands-on information on exactly how Aviem and the Foundation activate and operate to provide you support in an emergency response.
- Updates and demos on the Aviem Call Center Support System (CS2) - This will include live demos of how we activate the system, importing your manifests when appropriate and new features in Version 2.0.
- Updates and presentations from Proven Partners™ such as BMS, SendWordNow and others.
- Updates and best practice discussions and demo of the Aviem SERTS (Survivor Emergency Response Tracking System) and how it supports your overall response efforts.
- Latest information on Human Services Response™ including updates on training programs, videos and other job aids.
- The most up-to-date strategies for dealing with the media and social networks - Facebook, Twitter, the blogosphere, etc.
- Network and exchange ideas with other Aviem clients and Foundation members.



La Posada is considered the Art Hotel of Santa Fe and the resort is nestled on six beautifully landscaped acres, in the heart of Santa Fe. The meetings will be held in the meeting spaces at La Posada and start at 9:00 AM on January 22, running until 5:00 PM. On Wednesday, January 23, the meeting will start at 8:30 AM and end at noon. Aviem and the Foundation will be providing break refreshments on Tuesday and Wednesday morning. Lunch and dinner will also be provided on Tuesday, January 22.

We have negotiated a special rate of \$109/night at the La Posada Resort, but have a limited number of rooms available at that rate. Please contact Dr. Carolyn V. Coarsey, at carolyn@higherresources.com to reserve your room. We encourage you to visit the La Posada website for more information and pictures of this beautiful property. (<http://www.laposadasantafe.com>)

RSVP - To confirm your attendance, please send an email to Dede Young in our Atlanta offices. Dede's email address is: dede.young@fafonline.org. You may also call the office at +1 404 881 2895.

(continued from page 8)

needed transportation, while also getting a team to the site to provide assistance to the victims and direct the response, since the family-owned hotel was not prepared for crisis management.

"The communications team had to improvise, then update, learn and grow from the crisis," Bartrem said.

He added that traditional media are on social media "and will expect us to be." He advised developing employee protocols in an emergency situation (since many staff communicate on social media), gaining control of the company's social media presence (with accounts on channels like Twitter and Google+) and monitoring keywords to keep track of issues where the company is mentioned. Also, tell the truth and "update constantly."

Social media have radically affected control in crisis communications, and it can be challenging to adapt, noted session moderator Jeff Braun, president of Crucial Communications Group and Vice President of Communications for the Family Assistance Foundation.

"The interesting point in both case studies is that the whole approach to crisis communications has changed with the advent of social media," said IHAS attendee Buck Banks, Executive Vice President of Miami-based NewmanPR.

"The process of developing the message and disseminating the message are completely altered. It's Facebook and Twitter, no more PR Newswire," he told Seatrade Insider.

Plus, as a result of social media, companies no longer have the time to go through the traditional corporate approval process when issuing statements. "There have to be people lower than the CEO who can make this kind of decision almost instantly," Banks said.

The preceding article first appeared on *Seatrade Insider* daily cruise news at www.seatrade-insider.com. Printed with the kind permission of Seatrade Communications Ltd.

The IHAS team is grateful to Barb Webster of Spirit Airlines for her help with photos of panelists and speakers, as well as others, who attended IHAS 2012. Please visit the Foundation website home page, at www.fafonline.org to view and download your favorite pictures from IHAS 2012.

IHAS 2012 PICTORIAL REVIEW





