

Sharing the Journey



Family Assistance Foundation

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

VOLUME 18 ISSUE 3

The Official Newsletter of the Family Assistance Foundation

Fall 2018

DALLAS/FORT WORTH INTERNATIONAL AIRPORT (DFW) FIRST AIRPORT TO CERTIFY HSR™ TRAINERS

by Carolyn V. Coarsey, Ph.D.

DFW is the first airport to have their own internal trainers certified by Aviem International and the Family Assistance Foundation. DFW's own trainers will train all of the employees to assist survivors in the event of any type of crisis at the airport. Earlier this year, DFW joined the Foundation and this past summer, Dr. Carolyn Coarsey certified the three trainers shown with her and Jeff Morgan, co-founders of the Foundation. The trainers were specifically selected because of their extensive backgrounds in customer service and experience in training and leading other members of the DFW team on a daily basis.

For DFW to become the first airport to embrace the HSR Train-the-Trainer model seems quite fitting, in that the original research that the HSR models are based on

began August 2, 1985, when Delta Air Lines Flight 191 crashed in a thunderstorm at DFW. While many transportation companies and other industries throughout the world utilize the HSR models in their training for care and special assistance teams, what few know is that the underlying psychological models for HSR primarily address crisis theory that suggests that those "on-the-spot" at the time of the crisis have the greatest impact on survivors long-term. Many airports today are using HSR in their training, but DFW is the first to have their own trainers certified, so that all of their employees can receive the training. The Foundation's Community Airport Model involves training all stakeholders to act as one large team, and DFW plans to do just that.

Read more about the DFW Airport HSR on page 8



Robert E. Hightower



Adrian N. Conder



Troy D. Snyder

UPCOMING EVENTS

QPR Suicide Prevention Training

QPR Gatekeeper - January 22, 2019

QPR Train-the-Trainer - January 25, 2019

Cathay Pacific Airways Headquarters, Hong Kong

Americas

Member-Partner Meeting

April 3-5, 2019

Burbank, CA

Caribbean

Member-Partner Meeting

Fall 2019, TBD

Jamaica

Watch our website and upcoming newsletters where QPR Suicide Prevention Gatekeeper, Train-the-Trainer programs, and upcoming HSR™ Workshops will be announced.

LATIN AMERICAN AVIATION & TRANSPORTATION EMERGENCY RESPONSE MEMBER-PARTNER MEETING & TRAINING HOSTED BY LATAM IN SANTIAGO, CHILE - SEPTEMBER 5 & 6, 2018



**Jeff Morgan, Carolyn Coarsey, Pablo Algeria
& Rosangela Maxwell**

Pablo Algeria shared about the loss of his sister Marcela Algeria in the Germanwings Flight 9525 tragedy, March 24, 2014. A total of 150 lives were lost in the tragic event.



**Waleska Fortini, Isabel Koeniger, Ariel Prado, Kitty Iglesias, Jeff Morgan,
Carolyn Coarsey & Rosangela Maxwell**

Ariel Prado (employee of LAPA at the time) and Cristina Iglesias (LAPA flight attendant working LAPA flight 3142) presented about their specific experiences in the aftermath of the LAPA crash, on August 31, 1999. A total of 63 people lost their lives and there were 37 survivors. Two people on the ground died and many on the ground were injured.



**Ariel Prado, Waleska Fortini, Isabel Koeniger, Jeff Morgan, Claudia Cereghino,
Carolyn Coarsey & Rosangela Maxwell**

Claudia Cereghino spoke about her survival of a train derailment in Macchu Pichu, April 9th, 1994. Claudia's company, Chile Interpreters also provided the interpretations for the Spanish/English speaking attendees.

LATIN AMERICAN AVIATION & TRANSPORTATION EMERGENCY RESPONSE MEMBER - PARTNER MEETING & TRAINING



Attendees and guest speakers at LATAM sponsored event.



LATAM Leadership, Foundation Leaders and Attendees at meeting in Santiago, Chile
Miguel Angel Silva, Solange Mauzer, Ariel Prado, Isabel Koeniger, Waleska Fortini, Carolyn Coarsey, Jeff Morgan & Rosangela Maxwell

RECEPTION CENTERS AND AIRPORTS

by Jeff Morgan



We have had the privilege of working with a number of airports this year and I have worked with airports for many years with plans, drills and exercises. The concept of reception centers at airports has been around for over 25 years, but in the past, it was on the airline experiencing a crisis, to establish these reception centers. However, airports are now taking a more leading role in planning for these facilities, realizing in the wake of such tragedies as the Brussels Airport bombing and the shooting at the Fort Lauderdale/Hollywood Airport, that the airport must have plans. These plans don't depend upon an airline, as these disasters that may affect everyone at an airport.

As we look across time, and as airports have stepped up their planning and preparedness with reception centers, common challenges and issues arise with all. Here are just a few, with some of our thoughts about how to address these challenges.

Family & Friends Reception Center (FFRC)

1. Reaching the Reception Center - Some plans call for using a facility for the FFRC that is off airport. This approach then requires that sufficient transportation is available to get family and friends to the FFRC. Keep in mind that in the case of a mass casualty incident, there could be gridlock around the airport, law enforcement may have limited or shut down access and normal routes between the airport terminals and the FFRC may not be available. Consider what private area may be available for families waiting to be taken to the FFRC.

2. Access Control - Consider when people arrive what sort of qualification process you will follow to allow people into the FFRC. While a strict vetting process may be counterproductive, simply allowing anyone in the center could be problematic. Ideally, having a manifest available would be best and workers would simply check to see if those entering provide a name of someone on the manifest. If there is no manifest, simply asking the person if they are looking for someone on a flight or involved in the incident can provide some qualification as opposed to having an open door.

3. Sign In versus Registration - One of the most frequent issues we come across has to do with getting and giving information. Family and friends are coming to the FFRC to get information about what has happened and about their loved ones. However, the first thing they are required to do in most cases is GIVE information; who they are, who they are looking for and other details. This sets the stage for conflict right away, and increases the stress on family and friends. So, we offer a different approach:

a. Use a sign in sheet or other means to register survivors

- Instead of trying to obtain all of the information at once, just get the person's name, who they are looking for and their relationship. Once you have this, provide them with a means of identification (wristbands, badges, lanyards, etc. - we like colored lanyards as they are more easily visible from any angle and less likely to be covered by sleeves, clothing, etc.). This gives you a much quicker count of who and how many are in the center.

b. Give informational updates

- Once a person or a family have signed in, have a team member explain what is going on in the FFRC and what is known at that point in time. Explain what actions are underway to get more information. Meet any other physical needs with food, liquids, restrooms, etc.

c. Obtain more information

- Once the initial steps are complete more detailed information can be obtained from the family and friends.

4. Everyone is a Human Service Responder

- I have observed various helpers standing around waiting to be needed, such as chaplains, mental health responders, or Red Cross volunteers. There is an assumption by some that they must stay within their discipline or skill set and wait until they are needed, or to just be available as needed. Every helper in the center should engage the family and friends, whether just sitting with them, or providing information or meeting basic needs such as food and drink. The information at this point in an incident response is very limited, but the actions being taken are predictable: responders are on the scene, hospitals are on alert and accepting the injured, walking wounded are being evacuated, etc. Talking points can be developed so that any responder can provide this information to family and friends whether they work for the airport, an airline, an NGO or other agency.

Reception centers & airports, continued

Survivor Reception Center (SRC)

This terminology has changed more recently to names such as Passenger Gathering Area, Impacted Persons Center, and other names, but the purpose of the center remains the same. All of the key points listed above for the FFRC apply here as well. In addition, other challenges are present in the SRC.

1. Meet Their Needs Before You Meet Yours - Once again, we see the issue of survivors almost immediately being asked to provide information about themselves. Just as with families, it's important to meet survivor needs first and these may be more urgent in a survivor/walking wounded, mass casualty situation. In almost all drills and exercises survivors brought to the SRC have little or no injuries. In real life, injuries may be more acute and visible with cuts, bruises and other injuries that may need treatment right away, but are well enough to let responders focus on the more serious injuries and get those people to the hospital. Consider that additional medical care may be needed right away, and plan on how you will have the needed resources as you are also dealing with a mass casualty event.

2. Even when survivors are unharmed or only have minor injuries, there are **needs that should take priority over filling out your forms**. Some of these needs include:

- a. **Restrooms;**
- b. **Dry or clean clothing** as theirs may be soiled or contaminated with substances such as jet fuel, hydraulic fluid, and sadly biohazards from other injured passengers.
- c. **Food or drink**. Now that survivors are physically safe, they may need water or hot drinks and some sort of food to give them energy as they may be physically drained from the trauma.
- d. **Information** - Survivors need to understand why they are in this facility and what will happen to them next, including how they will be reunited with their loved ones. Explain the purpose of the facility and how their needs may be met.

3. An Exit Strategy - While its common sense to know that survivors in a reception center are going to leave at some point, there seems to be less planning around this issue. Assume that almost everyone in the reception center will want to leave as soon as possible. It's important to have a good plan on how you will meet their needs in this case.

- a. If survivors have loved ones in the FFRC, they will want to get there quickly. If you don't have an effective plan for getting folks to the reunification location, you may cause additional harm and stress on survivors and families.
- b. Survivors who were traveling alone may simply want to get a hotel room, get cleaned up and get some rest. Taking it a step further, some survivors may just want to shower, get clean clothes and get back on a plane and go home.
- c. Some survivors may want to get home but will refuse to fly. They may want other forms of transportation, or even rent a car, so they can remain in control by driving themselves home.
- d. Some survivors may be separated from other loved ones and will want to get to them as soon as possible, not just in the FFRC but to the hospitals where their loved ones have been taken.
- e. Sadly, some family members may be unaccounted for and the worst has occurred. In those situations, survivors should be moved over to a Family Assistance Center, even if the FAC is not yet fully operational. Those persons would be more comfortable waiting in a hotel, rather than the reception center. However, staff should be available in the hotel to support those survivors with informational updates and other assistance.

These are just some of the issues and challenges that must be overcome to establish an effective and compassionate reception center. There are many more details and layers to this process and even though this discussion is focused on airports, other organizations and industries have the same issues to grapple with. If you would like to discuss how Aviem and the Foundation might be able to assist you, please let us know.



Rosangela Maxwell
General Manager,
Client Services - The
Americas

DAYTONA BEACH INTERNATIONAL AIRPORT TABLETOP EXERCISE

by Rosangela Maxwell

The Operations Department of Daytona Beach International Airport (DAB) invited Aviem to send a Lunch Guest Speaker to their November Table Top Exercise, and I had the honor to give over 100 attendees an overview of how we help Commercial Airports with Human Services Response™ and Best Practices. We put together a presentation on Human Services Response™ support for airports and included a few video clips from our extensive library to make the points on what we recommend. DAB is a county-owned airport, therefore the exercise took place at the Volusia County Emergency Operations Center.

This was my first big scale Table Top Exercise and I have to say I was impressed with how well organized it was. The scenario for this exercise was a precursor to the larger Full-Scale Exercise that will take place at the Daytona International Speedway in March 2019. They simulated an air carrier aircraft crashing in the infield of the Daytona International Speedway which sits right across DAB.

(Daytona International Speedway is a [race track](#) that has been the home of the **Daytona 500**, the most prestigious race in [NASCAR](#), since its opening, 1959. Also called "The Great American Race", it takes place in mid-to-late February and is associated with President's Day weekend. Every year it brings thousands of race fans to Daytona Beach.)

To my great surprise, this exercise was based on the 1985 Delta Flight 191 accident, which is the accident where Dr. Carolyn Coarsey's fiancé Jeff Warner was killed along with 136 other passengers.

That was a horrible accident, due to heavy rain and high winds. The aircraft encountered a [microburst](#) while on approach to land at DFW, struck the ground over a mile short of the runway, struck a car near the airport, and then collided with two water tanks and disintegrated.

Seeing a video simulation of that crash made me very emotional. And even more when I showed the attendees the video of the History of HSR™ and then a video clip of the Delta Accident.

It was just a coincidence, but this tabletop was based on the accident that gave birth to what later on, Carolyn created to honor her fiancé: Human Services Response™.

I had a great response from the attendees and I got another emotional surprise when Angela from DELTA approached me at the end of the exercise and told me that she knows all we do as she was trained by Dr. Coarsey 17 years ago at DELTA, Atlanta.

Volusia County EOC Director was very pleased with my presentation and gave me a tour of the Media Communication Room (where they give Press Releases-Hurricanes) and the Citizen Communication Center where they have around 30 phones to take calls in case of an Emergency (like hurricanes).

The exercise was very good and I learned a lot from the representatives of the agencies who participated. It was made very clear that when an emergency arises and there is a good plan in place, we will all come together as a family to help those involved and their loved ones.

And this is what we are here for.

When something Bad happens to a Good company, Aviem is there for you.



**Rosangela Maxwell with Delta
Representative, Angela Beres**

HSR™ PRESENTED IN KALTAG, ALASKA THROUGH UNIVERSITY OF ALASKA, FAIRBANKS



Annie Hopper, Carolyn Coarsey, Jeff Morgan

Aviem and Foundation Leadership Team, Jeff Morgan and Carolyn Coarsey, shown here with the village training team and Annie Hopper, LCSW, Interior Alaska Campus, Rural Human Services Statewide Manager.

Annie saw the HSR™ models presented by the Foundation at a training program sponsored by the Alaska Travel Industry Association (ATIA) and instantly saw a fit for community members in the rural Alaska villages. The program was co-sponsored by the university and the Tanana Chiefs Conference for Rural Communities. Attendees included Kaltag health aids, and the leadership team who made the training possible. The HSR models were adapted by the author to fit the needs of the community and the types of trauma that a rural village often experiences. Like with all HSR programs, the goal of the training is to empower people who are near the crisis when it occurs, minimizing unintentional harm that often happens in the aftermath when those on the spot are untrained. Plans to take the HSR model into additional villages are being made for 2019.



University of Alaska, Fairbanks



Annie Hopper



Jeff Morgan

FOUNDATION LEADERS PRESENT AT 2018 NATIONAL BUSINESS AVIATION ASSOCIATION/BUSINESS AVIATION CONVENTION & EXHIBITION

Jeff Morgan and Carolyn Coarsey are proud that Aviem International and the Family Assistance Foundation are approved providers of continuing education credits for the National Business Aviation Association. This past October, Jeff and Carolyn presented a course on the fundamentals of planning a family assistance program in the business aviation environment.



Dan Ramirez, XOJET's Director of Safety, stopped by to share about the effectiveness of their suicide prevention program, QPR. The foundation is proud to partner with XOJET on their emergency response program as well as QPR.

Dallas Fort Worth International Airport First Airport to Certify HSR Trainers continued

Training the DFW Trainers was an honor, in that all three men modeled the empathy and compassion necessary for the work with survivors and crucial to the personality of any HSR Trainer.

One of the DFW Trainers, Robert Hightower, worked with Delta at the time of the Delta Flight 191 crash, and assisted in the Friends and Relatives Reception Center. The (FRC), the area for families to await information and transportation to the hospital to learn more about those who survived was located in a group room near the gate where the passengers and crew were scheduled to arrive. Robert was later trained by Carolyn when the Delta Air Lines Special Assistance team was formed. The name of the Delta team was later changed to Delta Care Team. Robert was deployed to Swissair 111, which was a code share flight with Delta. Delta lost 53 passengers and one flight attendant in the total of 229 who perished when the MD-11 crashed into the Atlantic off the coast of Halifax, Nova Scotia. Robert left Delta and took a position in customer services at DFW in 2004, where he has been an active leader and role model for customer care since he began. His personal life experience along with years of customer service, and his experience with assisting survivors of crises makes Robert highly qualified for his new role.

Troy Snyder is in his seventeenth year at DFW, serving as Sr. Terminal Experience Manager. Troy has extensive experience in coaching, mentoring, facilitating and

developing employee teams. Troy is an experienced customer service leader and trainer, having started his career at Muse Air in Midland, TX in 1984. Once Muse Air became Southwest Airlines, Troy held many different leadership positions in the airline. His next job was at JetBlue where he was trained on their original Care Team and served on many emergency response teams. Troy is a natural for the role as an HSR Trainer as he models compassionate leadership in all that he does. I knew immediately when I observed Troy train, that he "gets HSR, naturally."

Adrian Conder joined the airport in September 2017, and currently serves as Customer Experience Project Manager, a position for overseeing high level interactions with the traveling public and leading a team of airport professionals in other customer service areas. Before his work at DFW, Adrian served as a program specialist at Texas Department of State Health Services (DSHS) where he was involved in data collection and training programs pertaining to trauma and EMS. As an experienced trainer, Adrian spearheaded the addition of suicide/suicide attempt collection criteria. Prior to his work with DSHS, Adrian held various leadership and training positions in the US Air Force. When I met Adrian, it was clear why he was selected to round out the HSR Training Team. His life experiences combined with his many years of service provides a basis for this training that goes beyond classroom preparation. Like Troy and Robert, Adrian models what he is teaching.

2018 ATLANTA ANNUAL SUPPORT TEAM TRAINING



Stephen Young
 Manager of
 Emergency
 Response
 Operations &
 Training

I had the wonderful opportunity of leading the Atlanta Annual HSR™ Training along side my colleague Rosangela Maxwell. This was my first time taking on such a huge teaching role with the Foundation, and I was pleasantly surprised how well it went. We had a large number of returning and new attendees who were excited to refresh and learn about HSR. Most of our attendees were from the Atlanta area, but we did have some that traveled from South Florida, Alaska and even as far as Perth, Australia. I think this is an amazing demonstration of how HSR is for everyone and for all cultures. At the end of Annual Training I had the opportunity to speak with almost everyone who was able to come and most everyone explained to me that this was not only useful in helping families after a loss, but this could be used in everyday life with friends and neighbors. If you haven't had the opportunity to attend an HSR class, we offer multiple throughout the year. Please contact Dede Young at dede.young@fafonline.org for more information on the upcoming trainings.



2018 ATLANTA ANNUAL SUPPORT TEAM TRAINING - CONTINUED



Kelly McKelvey
Finance Manager

Attending My First Support Team Training

Company trainings can sometimes be boring, but I could have listened to HSR™ training for several more days! Those in attendance whom had lost a loved one in a tragedy or who survived a tragedy, were full of passion and wisdom. It is difficult to fully grasp the aftermath of a tragedy until you actually live it, but the feeling of helplessness can be reduced by the care, concern, and support provided by another person. These events are truly life changing for the people involved and I learned that the compassion of another person can make such a difference. Carolyn is so knowledgeable about HSR and I truly enjoyed listening to her and learning from her. She is passing on her knowledge well, as Stephen Young and Rosangela Maxwell did an amazing job of conducting a lot of the training and running it smoothly. I am proud to be a part of a company who has a deep concern for the lives of others.





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

EMERGENCY CALL CENTER SUPPORT FOR AIRPORT HUMAN SERVICES RESPONSE™ TEAMS

by Ana-Maria Dumitru

We are very excited to share that airports throughout the world are joining us and are being supported by the Aviem International Call Center and using our software systems for collecting survivor information during an emergency at their airport. Many airport leaders are realizing that whether it is an airline experiencing an

emergency at the respective airport or an incident affecting the airport itself, unrelated to a specific air carrier, the airport teams play a key role in restoring a sense of control for all impacted and are committed to being prepared for all aspects of a crisis involving their operation.

Airport executives are recognizing that their current call center system will quickly become inadequate for handling the large volume of calls a crisis at their airport will generate. Aviem's Human Services Response™ trained call center team is prepared to handle the high call volume on a platform that has great capabilities—a platform that is versatile and can be updated to fit the communication needs at any given time. In turn it communicates live with systems of operation that gather and record all the data from callers, thereby ensuring that calls from anxious family members will be handled promptly.

These same systems of operation are used to help reconcile data gathered at the Family Reception Centers and Passenger Reception Centers in an emergency. These systems hold information and data gathered at the time, and the actions taken during the emergency. This information is used to provide status reports and create dashboards which help the leadership team make informed decisions as the crisis evolves. Our systems therefore become an extension of the team on site and give our airport partners the support they need in an emergency.

We are very proud of our recent work within the airport community, of the training programs conducted and the support given to airport teams. We look forward to conducting more exercises with our airport partners! Let us know if you want more information about how we can help support you and your team during crisis times.



Congratulations to Ana-Maria Dumitru, her husband, Marius, and their son, Matei, on their new baby boy, Andrei, born on October 2nd.



Cheri Johnson
Executive Assistant

AVIEM AND THE FOUNDATION WELCOME CHERI JOHNSON

Cheri was born and raised in the Kansas City area where she lives with her husband of 15 years and their two children. She graduated from Missouri State with a Bachelor's degree in Psychology and has worked in various positions over the years. Most recently in Administrative & Executive Assistant roles after being a stay at home mom for nearly 10 years. Cheri enjoys spending her free time with her family, traveling and exploring their city, scrapbooking, reading and organizing.

She has enjoyed getting to know the Aviem & FAF team and all the many ways they serve their clients and members. She is honored to have the opportunity to be a part of the organization. Cheri is also a Kansas City Chiefs fan and delighted that they have the quarterback they now have! Her love of football causes her to be natural with the FAF/Aviem team!



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

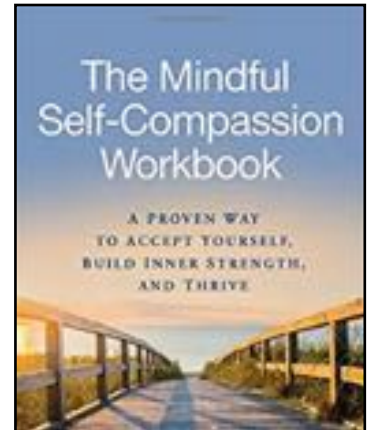
President & Co-Founder
Family Assistance
Foundation

BOOK RECOMMENDATION:

The Mindful Self-Compassion Workbook: A Proven Way to Accept Yourself, Build Inner Strength, and Thrive

By Kristin Neff, Ph.D. and Christopher Germer, Ph.D.

This past summer I received a notice that a new book by Kristin Neff, Ph.D. and Christopher Germer, Ph.D. was being released. I pre-ordered it immediately, and anxiously waited for it to be available. Trainers of Human Services Response™ as well as our many students know why. Psychologists Dr. Neff and Dr. Christopher Germer are quoted in trainings as invaluable resources to all practitioners of human services work.



Drs. Neff and Germer have led workshops for thousands of people on the subject of mindful self-compassion, and now with this workbook, all care givers have access to the valuable material that their courses include. The authors teach that *self-compassion* emerges from the heart of mindfulness when we meet suffering in our lives. *Mindfulness* invites us to open to suffering with loving, spacious awareness. Self-compassion adds, “be kind to yourself in the midst of suffering.” Together, mindfulness and self-compassion form a state of warmhearted, connected presences during difficult moments in our lives.

While conducting post-doctoral research on self-esteem, Dr. Neff realized the difference between it and self-compassion. Dr. Neff realized that feeling good about oneself from the self-esteem perspective led to narcissism and constant comparisons with others, ego defensive anger, prejudice and other related characteristics. Self-esteem is often contingent as it is there when we are feeling successful, but not there when we need it the most. Dr. Neff discovered that self-compassion was the perfect alternative to self-esteem in that it offers a sense of self-worth that does not require being perfect. In the book Dr. Neff provides examples in her own life of being less than perfect and how being compassionate with herself as she was with others, could sustain her during difficult times in her own life.

Dr. Germer has been practicing meditation since the late 70's and after he earned his credentials as a clinical psychologist in the 80's, he joined a study group on mindfulness and psychotherapy. This dual passion eventually led to his publishing the journal, ***Mindfulness and Psychotherapy***. Recognized as an expert in the growing field, Dr. Germer was asked to make presentations and present papers on the subject. He was deathly afraid of public speaking, and it wasn't until he began to feel and practice compassion for himself and his fear, that he realized the value of the practice.

Of the many recommendations from other professionals, Sharon Salzberg, author of ***Lovingkindness and Real Love***, is one of my favorites. She says, “From their extensive insight and experience, Drs. Neff and Germer provide a friendly, easy-to-use workbook. Its powerful exercises will help you uncover your innate capacity to hold yourself—and the world around you—with compassion.”

I think that this book is a great holiday present to give yourself! As care and special assistance team members, you should give as much love and compassion to yourself as you give others!”

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and on [Facebook](#)

2018 ATLANTA ANNUAL SUPPORT TEAM TRAINING - CONTINUED



LATIN AMERICAN AVIATION & TRANSPORTATION EMERGENCY RESPONSE MEMBER-PARTNER MEETING & TRAINING-CONTINUED



LATIN AMERICAN AVIATION & TRANSPORTATION EMERGENCY RESPONSE MEMBER-PARTNER MEETING & TRAINING-CONTINUED



LATIN AMERICAN AVIATION & TRANSPORTATION EMERGENCY RESPONSE MEMBER-PARTNER MEETING & TRAINING-CONTINUED



UNIVERSITY OF ALASKA, FAIRBANKS KALTAG TRAINING - CONTINUED



MIAMI - CONSULAR OFFICERS MEET AND GREET

Family Assistance Foundation leader, Rosangela Maxwell, attended the first **Consular Officers Meet and Greet** hosted by Royal Caribbean. This was a great opportunity to create new relationships and share valuable information and best practices.



left to right: Rubyann Bradshaw (RCCL), Céline Bédard - Vice-Consul of Canada, Alexandra Consten - Consul of Germany, Willemijn (Mina) Kallenberg - Deputy Consul General and Economic Counselor of the Netherlands, Patricia Sweeney (RCCL), Priscilla Isaacs (RCCL), Ray Gonzales (RCCL), Shane McKendrick - Vice-Consul of British Consulate



Céline Bédard - Vice-Consul of Canada, Shane McKendrick - Vice-Consul of British Consulate, Rosangela Maxwell - Foundation Manager of Member Services, Alexandra Consten - Consul of Germany, Willemijn (Mina) Kallenberg - Deputy Consul General and Economic Counselor of the Netherlands

FAMILY ASSISTANCE FOUNDATION & FRIENDS



Sandra Novak, Foundation Care Team Leader, with Carolyn at a client meeting in South Florida.



Carolyn Coarsey and Jeff Morgan meet with Jet Aviation global leaders in Zurich, Switzerland



Aviem/Foundation Leadership team visiting with client in South Florida.



Family Support Representative, Adriana Hurtado, Ray Gonzalez, Royal Caribbean Cruise Lines Care Team Manager & Foundation leader, Rosangela Maxwell working together in South Florida.