

Sharing the Journey

Family Assistance
Foundation

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

VOLUME 15 ISSUE 1

The Official Newsletter of the Family Assistance Foundation

January 2016

2016 MEMBER-PARTNER MEETING APRIL 27 - 28, 2016

The Foundation has always considered survivors to be the best teachers, and the true experts, on how best to assist those who share their journey. Decades of research and experience have only validated our belief that those who physically survive (primary survivors), those who respond, and the family members of all involved have the most to teach us about how to deliver a prompt and effective response.

We have also learned through the years that the first four hours following a tragedy are especially critical. The actions and behaviors of everyone from the ER team to the CEO will have a marked influence on the outcome of the response.

Finally, successfully managing today's media environment is a profound challenge that continues to evolve. Traditional media devours content at an insatiable rate while social media creates instant reporters out of everyone who carries a mobile phone.

These truths form the basis for our two-day program this year, which is designed to:

- Provide maximum exposure to survivors/teachers, whose lessons and wisdom – and courage in sharing them – have been the catalyst for enormous advances in post-crisis support and assistance;
- Define today's media challenges and provide strategies for meeting them;
- Help attendees develop a robust checklist for successfully managing the first four hours of a response.

As always, our goal is to make these two days a memorable and worthwhile experience for anyone in your organization whose role includes any aspect of emergency response.

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**La Fonda Hotel on the Plaza
Santa Fe, New Mexico**

AE3378/3379 MEMORIAL DEDICATION DATE SET

For over five years, Marie and Richie Anderson, their daughter, Lauren (AE3379 survivor) and members of the Foundation's leadership team have worked tirelessly to establish the Memorial for American Eagle Flight 3379. A little over a year ago, the team was joined by Captain "Dee" Sherrow and family members of the all-fatal AE Flight 3378, and now the Memorial approaches completion.

The Foundation is grateful to the Town of Cary, NC for their willingness to work with the memorial planning team, in order to have the memorial located in a newly developed park and in assisting with the dedication on May 14, 2016 at 10:00 am. American Airlines donated \$25,000 to help begin the fundraising, while the memorial planning team has raised the remaining funds for completing the project. Anyone who wishes to know more about the Memorial can visit the Facebook Page, website, fafonline.org, or contact Dede Young at 404-881-2895.



FEATURE ARTICLE FROM THE CHAIRMAN OF THE FOUNDATION, JEFF MORGAN

Going From Knowing What To Do to Doing What You Know



Dr. Burt Bradley was a psychologist at Emory University in Atlanta who conducted many adult education courses on topics like stopping smoking, fear of flying, etc. He coined a term that I've always liked and used: "We must go from knowing what to do to actually doing what we know." No mantra has ever been more appropriate to our work in emergency response and family assistance.

For those of us who come from an airline background, we have been talking extensively about this subject since the passage of the Aviation Disaster Family Assistance Act of 1996. For many others, including survivors, we've been in the midst of this much longer. Other industries that have evolved also have many years of looking at this subject now. The problem still remains that while we may know a lot more than we used to, the number of folks who can actually do what they know is far less.

One of our goals at the Family Assistance Foundation and Aviem is to improve an organization's ability to respond to any crisis and help those in crisis by not only knowing what to do, but also **HOW** to do it - and do it well. This is **DOING** what you know. So, how can you help your organization make the transition from knowing to doing? Here are some issues and tips for improving your organization's ability to respond.

1. Execution - This is the actual carrying out of the procedures you have created for your organization. An old employee improvement program I was involved in years ago had a simple evaluation question to help determine if employees had performance issues or training issues. To paraphrase, the question was, if someone's life depended on performing a given task, could they do it? If the answer was yes, they could perform the task, then you had a performance problem. If the employee was still unable to perform the task, it was a training issue. For most organizations, employees want to help, but they lack the necessary direction or training to carry out their assigned tasks. This leads to the need for #2.
2. Detailed Procedures (of the right kind) - One of our team members was impressed by the manuals he encountered in the military. Just about anybody could walk in the door and perform any necessary task after being handed the appropriate manual. Many organizations' manuals and checklists lack this crucial level of detail, offering only broad statements of direction. These items will not be accomplished or will slow down the process unless the responder has detailed knowledge of the procedure or familiarity with it through their day to day duties. Such knowledge requires training and in most cases the training is minimal or non-existent.
3. Confusion Between Procedures, Policy and Philosophy - We often review manuals that have a lot of excellent information, but it's not about what to do. It's about why things should be done a certain way or what the goals and objectives are. It's not that this is bad, it's just confusing and counterproductive when intermingled with the directions that responders need to complete their assigned task. As such, responders give up in frustration - "I don't have time to read a manual!" And they're right, because no one does in the midst of a crisis.

4. Bad Checklists - Most organizations have checklists of some form or fashion, either a master, or for certain departments or positions. However, the biggest problem with most checklists has to do with item #2 above - lack of sufficient detail. So, while at the least the checklist extracts important information from the manual, it still doesn't provide the responder with enough direction to allow them to carry out their tasks effectively.
5. Underestimating the Job - Organizations often underestimate the resources that will be necessary to mount a successful response, and sadly, this is usually most apparent in the area of humanitarian assistance. Rather than hoping or pretending that you'll be able to handle it, it's better to face reality so that you can create plans accordingly and know where the additional help will come from. To an even greater extent, organizations fail to realize how much leadership will be needed to support a humanitarian response team. Most company teams are not full-time and are comprised of volunteers, so they will need more leadership, not less. In emergency management, this is referred to as "Span of Control." Most experts agree that the span of control should be between 5 and 7; meaning you have one team leader or supervisor for every 5 to 7 team members. There are ways to optimize this that we can help you with, but you should closely examine how much leadership you are prepared to include as part of your response.
6. Less Than Optimal Exercises - In many cases, exercises are not designed to sufficiently test all aspects of an organization's ER procedures. Exercises typically do not drill down far enough in each area to uncover the lack of details in how various tasks will be executed. This is usually because most organizations don't conduct enough exercises and the need to exercise all areas at once does not provide sufficient time to get into more detail. More frequent exercises enable greater focus in specific areas and allow time to realistically test procedures. We recommend organizations exercise at least twice a year and preferably 4 times a year (once a quarter). One exercise is typically the "big one" while the others focus on selected areas of the ER organization.

So, what can you do to move to truly doing what you know? Here's the recap:

1. Examine your current manuals and procedures and relocate any philosophical, conceptual, or policy-related information to a separate section or another manual. Use it as supplemental material in training but do not co-mingle it with procedures.
2. Write procedures and checklists as if they will be carried out by a new-hire on their first day of work. For example, instead of "Set up phones in EOC," the checklist should say something like, "Go to the closet in Room 29 marked "EOC Equipment," retrieve the 10 red telephones stored there, place one at each position in the EOC, plug them in to the jacks under each desk, and ensure each one works. If any do not work, notify Tech Support at Extension 4133." Ensure that all aspects of your plan have this level of detail so *any* responder - not just the one it is assumed will be assigned - can quickly and efficiently accomplish the necessary tasks.

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Going From Knowing What To Do to Doing What You Know*continued from page 2*

3. Look at your teams and resources. Ensure that you have a sufficient amount of leadership to direct the teams that will be responding. If this part scares you, let us know and we can talk about how we can help you maximize your own resources.
4. Try to conduct more frequent exercises. I know this part may sound unachievable, but it can actually make things easier for

Member-Partner Meeting *continued from page 1***DAY ONE**

The Foundation's ongoing work provides the invaluable opportunity to continue learning from survivors and family members as they travel the path toward healing. We are honored in 2016 to have family member presentations about two tragedies that provided enormous learning opportunities for the airline industry, agency and governmental officials, first responders, and virtually all parties who are involved with mass casualty events.

ValuJet 592 - On May 11, 1996, ValuJet 592 from Miami to Atlanta crashed into the Everglades after a fire erupted in the cargo hold, taking the lives of all 110 passengers and crew.

TWA 800 - On July 17, 1996, TWA 800 from New York to Paris crashed shortly after takeoff when the center fuel tank exploded, taking the lives of all 230 passengers and crew.

Also planned are case studies featuring people involved in different kinds of events and responses, including their role and how the experience affected them personally. For example, Dr. Paul Quinnett, an internationally recognized expert on depression awareness and suicide prevention, and founder of the QPR Institute, will moderate a panel involving responders from an intentional crashing of an aircraft that resulted in the pilot's death.

We will wrap up Day One with a briefing on an exciting new Foundation initiative: the Airport Community Response (ACR) program. Family members and employees will join the Foundation's Russell Goutierrez to explain:

- Why ACR is needed;
- Who is working with us to develop it; and
- How it will help bridge the gap that exists in providing immediate assistance following an emergency or accident at or near an airport.

DAY TWO**Conquering the First Four Hours**

A traumatic crisis involving your organization is a shock and can be a devastating surprise, but responders cannot afford to panic. We will use an intensive group exercise to focus on how to work through the crucial early stages of an emergency in ways that will set the tone and lay the groundwork for a successful response. After participants break out into working groups, Aviem and Foundation leaders will facilitate discussion about how best to approach the first four hours of a response. The goal will be to clarify essential priorities by developing a checklist of critical "big picture" objectives.

When Zero Hour is Too Late

Communication is instantaneous when the unthinkable occurs. Are you prepared to effectively and immediately position your

you. Yes, do one big exercise a year, but then use the other opportunities to zero in on smaller areas. A bonus is that more focused exercises are much easier to design and conduct and allow you to focus on the little things you can never test in the big exercise.

Please remember that you can always call us for help and assistance. We're here to help you in any way that we can.

response efforts? From video drones to live smartphone broadcasts, the media is everywhere, asking questions and sharing information. Prepping everyone in your organization from the frontlines to executives is more crucial than ever before. In this session led by Jeff Braun, learn how to assess and evaluate your ability to respond. From sample statements and dark sites to pre-cleared Tweets, posts and videos, it takes a coordinated approach that goes well beyond just the PR or Communications Department. This session will help you enhance your crisis communications planning to ensure everyone on your team is ready to go at zero hour.

Dinner Meeting**American Eagle 3378/79 Memorial**

A long-sought Memorial commemorating two American Eagle accidents is nearing completion. Family, passenger and employee survivors who have led the effort to create and fund the Memorial will make a presentation about their personal connections to the tragedies, the long process of bringing the Memorial from dream to reality, and the plans for the upcoming dedication in Cary, NC, later this spring.

For information on how to register for this exciting event, please contact dede.young@fafonline.org. Or, call the Family Assistance Foundation at +1 404 881 2895.

We have just completed
our most recent survey of Family Assistance
Foundation trained members around the world.
Our survey reported a total of: **9160 team
members in 56 countries with
40 languages represented.**



Christmas Dinner with Key Employees from Aviem & the Foundation

TO HELP YOU WITH THE FAMILY ASSISTANCE EDUCATION AND TRAINING



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

In our efforts to provide helpful information to our readers, each newsletter will now feature articles about survivors who share their stories as well as teaching points that we believe will be helpful. Following are articles and books of interest written by various members of our leadership team at the Foundation.

Kinship of Sorrow

An important term used in the Foundation's Human Services Response™ Training pertains to relationships formed among survivors brought together in the aftermath of a tragedy—"Kinship of Sorrow." The following story is such a great example of the term and its relevance to long-term healing and recovery of survivors that we decided to include the it in this month's newsletter.

THE ACCIDENT

On August 7, 1997, Fine Air Flight 101 crashed on takeoff from Miami, FL killing a total of four onboard and one person on the ground. According to observers, as the plane became airborne it was flying at a nose up attitude. Flames were observed coming from No. 4 engine. The plane was almost righted for 3 seconds and then crashed tail first and burst into flames. The investigation did not reveal any actions by the pilots related to probable cause.

THE FAMILIES

Prior to the tragedy, the families of Captain, Patrick Thompson, and Co-pilot, Steven Petrosky, had never met. When UK Citizen, Deirdre "Penny" Thompson, mother of "Pat," was introduced to Audrey Ulozas, mother of Steven, they instantly bonded and a new family relationship began. Both mothers worked tirelessly to promote awareness of safety issues related to cargo flights for several years, and as their mutual interest and loss of their sons united them, the bonds of the relationship continued to grow.



Captain, Patrick Thompson



Penny Thompson and Audrey Ulozas

PENNY'S PASSING

Born March 21, 1924, in Calcutta, India, Captain Pat's mother lived most of her life in California and about 12 years in Bristol, England where she worked well into her nineties. At the Foundation's 2010 Meeting in London, we met Penny for the first time. She sat on the stage and talked about Pat and how important the investigation and so much support from others had meant to her. As she spoke, her obvious courage and dedication to her son touched all of our hearts.

This past fall Penny had been confined to a hospital for 3 months, when Audrey discovered that the only way she could be released was if a "family" member could participate in a discharge plan. Audrey flew over to London on September 22 and after three weeks was able to get Penny into a care home. Audrey remained with her for a total of 5 ½ weeks. Audrey felt an enormous loss when she learned that Penny died the day after she left, November 2, 2015.

Penny had been treated with blood thinners for many years, and it was an embolism from one of her lungs that ultimately took her life. While Audrey was in London, she was able to clean out Penny's flat and mail her belongings to her grandchildren in California—one boy and one girl. An older sister who lived a few hours away also survived Penny, but due to her own advancing age, was not able to care for her as Audrey had done. This is a great example of "family" brought together following enormous tragedy that we decided to include it in this month's newsletter.



Co-Pilot, Steven Petrosky

Joan Pontante, another family survivor had become friends with both women and told the Foundation about Penny's death and how much Audrey had helped her in the last few months of her life.

Following is an email sent to us from Penny after she presented about her son and the accident at our 2010 Foundation Symposium in the UK.

Dear, Carolyn. How can I thank you for the privilege of attending the symposium. Your people took such great care of me. It has been a wonderful experience. One thing I learned (from other families who spoke), is that much more needs to be done to notify families after a crash. It would only take one or two responsible family members to let all family know and I think we could really help that way, don't you? Must not keep you as you are so busy, but many, many thanks to you and to the FAF from both sides of the "pond" for your wonderful help. Love Penny

To Help you with the Family Assistance Education and Training continued from page 4



Russell Goutierez
Vice President,
Operations and Member
Support

The Power of Choice and Presence

No time on earth is long enough to share with those we love or prepare our hearts for that last good-bye.
- Alarie Tennille

Having the chance to say good-bye to a loved one who has died can help people start down the long path toward healing. But death is not always kind to the human form, and the question of whether remains can be viewed, or should be, is sometimes a difficult one that can lead to disagreement, conflict, and inappropriate actions in the name of trying to “protect” the bereaved.

Whether or not to view remains is a highly personal decision that must rest with the family. A qualified professional should compassionately, but candidly, provide facts about what to expect so as to allow family members to make an informed choice. Depending on location, this may be a medical examiner, coroner, police official, medical staff, or funeral director.

It is also wise to consider that a viewing may not be necessary. We often assume that people want or need to actually see their loved one when the real need is simply to say a personal good-bye. In other words, just being in the loved one’s presence may be enough.

A touching example is described in the 2005 *Rocky Mountain News* feature “Final Salute” (available [online](#)). The article followed then-Major Steve Beck, a Casualty Assistance Officer tasked with helping bring fallen Marines home to their families. In the case of 2nd Lieutenant Jim Cathey, his injuries from an explosion were such that his remains were wrapped in a shroud and placed underneath a body pillow. The fallen officer’s dress uniform was then placed upon the pillow.

Major Beck, with input from military morticians, provided guidance to the families he served about whether it was advisable to view the remains; but as it should be, the decision was left to the family.

Lt. Cathey’s wife, Katherine, chose not to view her husband, laying her hand on his uniform instead. She also asked to say good-bye in another special way, and what followed, pictured on the right, is a remarkable lesson in how it is possible to make a profound difference by accommodating reasonable and appropriate requests.

Research and experience has repeatedly validated that the best approach when supporting survivors and families is to provide facts and information, then let the people involved make the choice. If it is possible for a grieving family to say good-bye, whether through a viewing or simply being in the presence of the deceased, the opportunity must not be missed.

Photographer Todd Heisler’s poignant and powerful image of Lt. Jim Cathey’s wife Katherine, who wanted the comfort of sleeping in her husband’s presence one last time before his burial.



Podcast Interview Offers Insight into our Work

Tom Wachowski of the Private Jet Podcast recently invited Russell Goutierez to discuss how organizations can make the right kind of difference if tragedy strikes. The interview is a great source of knowledge and insight about our work and we encourage sharing it with anyone you feel would be interested. The interview is available [on the web](#) or [in iTunes](#) (it’s Episode 36).

Joan Pontante recently made a generous donation to the Foundation in the memory of Penny, featured in the article on Kinship of Sorrow along with Carol Ann Wilkinson and Eleanor DeNaia.

Joan became an advocate for survivors of aviation disasters when her brother, Bill, Jr., his wife and three children died in the crash of Northwest 255, August 16, 1987, near Detroit, Michigan. The crash took the lives of 148 passengers and 6 crew members. One small girl survived the crash in which her parents were killed. Joan has made an invaluable contribution to helping organizations learn about how best to respond to those who need the greatest compassion during tragic times like the one in which her own family members died.

Joan Pontante
FAF Support Team Member



CRISIS COMMUNICATIONS TRAINING

Who Owns The Ignorance?

by Jeff Braun



In the course of a year, I lead many crisis training simulations and, while each has its own hits and misses, it is very common that there is at least one person who has suggested or even engaged in actions that, in real life, could have proven quite damaging to the organization. The most common cause for this, as we learn in the vital and valuable debrief, is that the person was simply not aware of good communication strategy for this instantaneously connected world. Far more surprising, they weren't even aware of their company's policies and procedures.

This lack of knowledge or "ignorance" is never intentional but it's a warning beacon that crisis preparedness is neither as deep nor as broad as it should be within the organization, thus the question: Who Owns the Ignorance? Is it the employee who does not know how to handle the situation and thus improvises, or the leaders who have failed to educate and empower folks to make the right decisions and say the right things? This is why it is vitally important to bring employees and contractors at all levels into the process to help them understand how a simple comment or photo, regardless of how well meaning, can create issues both reputational and legal. If people understand the sensitivities of managing a crisis and how important their role can be in interacting with customers, the press, social media, even concerned onlookers, ignorance is no longer an uncontrollable variable.

Because speed is essential, a broad knowledge base is your best defense. As Whole Foods CEO John Mackey said in a [recent interview](#), "It's kind of like when you are accused of something, it's very difficult to prove your innocence in the court of public opinion when people want to believe what they want to believe...Media is so 24/7, if you are couple days behind, then you might as well be a couple years behind."

Communication during a crisis must be swift, aligned and directed by a crack team that understands how to best manage the internal and external messages, especially during the initial or acute phase when it is likely that very little absolute information is available. Ensuring that everyone knows who is on the team and how to contact them 24/7 is vital. Then, everyone in the entire organization must have a basic knowledge of communication strategy and protocols because nowadays, everyone IS the media.

Preparedness, speed and understanding are the best defense again rumors, conjecture and innuendo. Ensuring that people understand, not just the "rules" but the reason for them allows everyone to make good choices because they then own the knowledge.

NEW EDUCATION FEATURE:

Wednesday Wisdom

Starting in mid-February 2016, twice a month the Foundation and Aviem International will release "lessons learned from our research and experience." This is part of our effort to provide education and training to all who wish to learn from our research-based training.

We have found that a totally integrated response to survivors of traumatic stress involves both compassion (heart) and thoughtful, leadership (head). If you are on the mailing list for our newsletters and other mailings, you can expect to receive the Wednesday Wisdom on alternating Wednesdays.



Wednesday Wisdom

Lessons from our Research & Experience



From the Heart

"The best and most beautiful things in the world cannot be seen or even touched, they must be felt with the heart." - Helen Keller

Compassion -- feeling for others, and treating them the way we would want to be treated -- is an important tenant in assisting survivors of traumatic loss. Inviting the people most deeply affected by a tragedy to speak in classes, or showing their stories on video, is one of the most effective ways to evoke compassion in trainees. It also goes a long way in helping family assistance responders remember that showing "heart" allows survivors to connect with them and the company, and positively influences long-term healing for both.



From the Head

"If passion drives you, let reason hold the reins." - Benjamin Franklin

Part of offering a compassionate response also means that an organization has the proper structure in place to support those who are serving the survivors. When we deploy well-trained Care Team members, there must also be a plan in place that ensures that they have proper leadership, information, guidance, and resources. This involves, in part, proper planning and practice via drills and exercises on an on-going basis.

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BOOK RECOMMENDATIONS

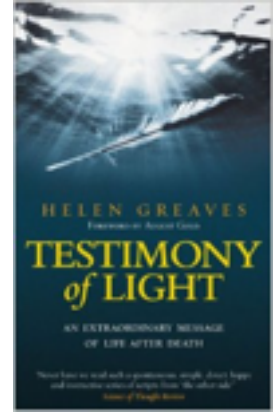
Testimony of Light

by Helen Greaves



Jennifer Kinney
Vice-President,
Corporate & Technical
Services

Shortly before I began working full-time for Aviem and the Family Assistance Foundation, I experienced a painful and unexpected loss. One of my cousins, Shari Dymock, died suddenly from a heart attack soon after arriving to work one morning. She was only 44 years old. Shari was amazing: smart, sensitive, and one of the wittiest people I've ever known. One evening, after a meeting in Santa Fe, I was talking to Carolyn about losing Shari; she suggested that I read a book by Helen Greaves called *Testimony of Light, An Extraordinary Message of Life After Death*, and lent me her copy. The book had been referred to Carolyn by a psychologist, who would later become a mentor, during a period of acute grief 30 years ago. It was unlike anything else she had read at the time and had helped her greatly. I opened the little paperback on the plane back to ATL from ABQ and was literally brought to tears as I read it.



Testimony of Light is written in tandem by Helen Greaves and one of her best friends, an Anglican nun and principal of a college in South Africa, Frances Banks. The unexpected part of this collaboration is that Frances had actually died of cancer shortly before the story begins. Frances telepathically describes to

Helen her ascent into the heavenly realms and all that happens once someone transitions from life to the other side. The book accessibly explains many of the complex mysteries of the afterlife: being reacquainted with those that went before us, the impact of our actions on earth, and the hierarchies of heaven. If you have enjoyed or found peace from books like *Proof of Heaven* or *Heaven is for Real*, you may find the lesser-known *Testimony of Light* similarly uplifting. I now have my own little worn paperback, and have lent it out and suggested it to several of my friends. I am also recommending it to you, in hopes it may help as you heal from any painful losses.

My Stroke of Insight

by Jill Bolte Taylor, Ph.D.

Reviewed by Carolyn V. Coarsey

Why this book is relevant to Family Assistance Team Members

While conducting Human Services Response Training™ for family assistance teams and other programs about helping survivors, I am frequently asked to recommend a book where participants can read more about brain regression—i.e., extreme stress, as in traumatic events, causes people to function on a very basic level, like a very young child. Effectively supporting people in crisis involves understanding how best to communicate with people who are “pre-verbal”, as are most very young children.

About the book

One of my favorite books on brain function during trauma, which is available on Amazon and other booksellers where popular books can be found, is *My Stroke of Insight* by Jill Bolte Taylor, Ph.D. In 1996, Jill, a thirty-seven-year-old Harvard-trained brain scientist, experienced a massive stroke in the left hemisphere of her brain. She could not walk, talk, read, write, or recall any of her life. Within four hours of the onset of the stroke, Jill alternated between the feeling, intuitive, right side of her brain and the logical, sequential, left side.

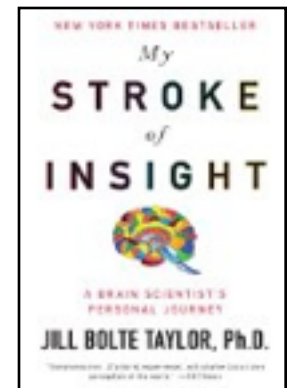
Jill was able to describe how interacting with some health care workers evoked a feeling of safety and validation, while

interacting with others caused her to feel that they were talking down to her, and left her feeling as if someone had drained all of her energy. Unable to speak, she could not explain her feelings and worse, she felt that the untrained helpers disempowered her further.

In interviews with survivors, I see a parallel when well-intentioned employees as well as company and agency officials lack the education necessary for helping people in crisis. Many second assaults (unintentional harms) occur due to this lack of understanding. Today, books like this one can go a long way in explaining crucial information about how the mind works in the initial stages of trauma.

What you will gain by reading the book

By reading the book you will gain a greater understanding of how the two sides of the human brain process information at all times, particularly in the survival mode, as victims of trauma and their families are. And perhaps most importantly, the reader will gain greater insight into the importance of non-verbal communication, i.e., how helpers and those receiving assistance, communicate, whether intentional or not.



FOUNDATION PRESENTS TO ALASKA TRAVEL PROFESSIONALS

Alaska is a state like no other - wild, rugged, and remote to the point that some communities depend on aircraft the way we in the lower 48 depend on trucks. The fun for visitors to the USA's majestic 49th state includes everything from dogsled rides to heli-skiing to luxury cruises and everything in between. All things considered, it's an uncommon place that presents uncommon challenges when it comes to accomplishing a prompt and effective emergency response.

Meeting those challenges was the focus when the Alaska Travel Industry Association (ATIA), a Foundation Member, invited us to their annual convention last October. Russell Goutierez traveled to Juneau to present what proved to be one of the more popular breakout sessions, which drew an overflow audience eager to learn more about how best to help people in a crisis.

"It's always rewarding to speak with people whose hearts are in the right place when it comes to making a difference," Russell said of the trip north, "and that was exactly who we had in the room. Several even shared touching personal stories and said the approach the Foundation uses would have helped them through the events they survived."

The Foundation and the ATIA will be working together to establish more resources for their members and we will share more about those plans in an upcoming article. We're also already looking forward to the ATIA's 2016 convention, scheduled for October 3-6 in Anchorage!



FAMILY ASSISTANCE FOUNDATION SUPPORT TEAM UPDATES



by Amy Cann
Vice President, Client
Services & Call Center
Operations

The Foundation hosted a great group of folks here in Atlanta on September 22-23, 2015, for Human Services Response™ (HSR) Training for our own team of responders. Attendees (pictured below) included our seasoned support team as well as new team members from around the US. In addition to our US responders, Mike Kavanagh, FAF Regional Director from Perth, Australia, joined us and shared about his experiences with MH370. Mike worked with Bristow Helicopters' Perth-based Care Team Member, Kylie Cardinal, as they assisted a family in

which the young husband and father of two boys went missing in the tragedy, March 8, 2014. And we were fortunate to have several survivors in attendance who graciously shared parts of their individual journeys through loss & healing. In addition to Initial HSR™ training, Dr. Carolyn Coarsey presented her latest research and case studies with the group. As we worked

through the case studies from the recent responses, we had the opportunity to hear firsthand from many FAF responders who shared about their deployments & lessons learned from 2015.

Over the next year, FAF has plans to expand our recurrent HSR™ training to include live training via the web from the Foundation's leadership team. We are adding this new training option as a way to allow more of our previously-trained team members around the world to attend refresher training on an annual basis. Initial HSR™ Training will continue to be done in person in the fall of each year near FAF's headquarters in Atlanta. Plans are already underway for 2016 training that will include a full-scale exercise involving our Aviem/FAF Family Support Center.

The Foundation is currently recruiting new support team members to attend our (invitation only) class this fall. Individual Membership is open to those who are not already part of an organization with a corporate FAF membership. For more information on joining our team, please visit our website at www.fafonline.org or contact Dede Young, FAF Administrator, at dede.young@fafonline.org.



FOUNDATION LEADERS AROUND THE GLOBE

Mike Kavanagh

Regional Coordinator, Australia & New Zealand



Mike's earliest memory of crisis is watching from shore as the New Zealand inter-island ferry *Wahine* foundered at the entrance to Wellington Harbour in 1968. Of the 735 souls on board, 53 died.

Mike 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.

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.

Reviewing his options after leaving Singapore Airlines, Mike undertook further family assistance training at the NTSB Training Center in Ashburn, Virginia. Learning of the Family Assistance Foundation he decided to become an individual member, still having no idea where this path would lead. In 2012, Mike was invited to join the Aviem/FAF team.

When Malaysia Airlines flight MH370 went missing, the airline requested the Foundation to provide Care Teams for the Australian families not wishing to travel to Kuala Lumpur. The family of passenger Paul Weeks resides in Perth, so Mike was well-placed to assist them. While the loss of MH370 was a game changer for the airline industry, it enabled Mike and his care team partner to extend the support that they were able to provide. Being activated for nine weeks, they were able to organize the family's friends and the wider community to undertake home improvements and car repair. These had been planned by the passenger on his return from overseas.

Mike is a volunteer 'children and vulnerable adults' Safeguarding Officer in the Catholic Church in Western Australia. He is a contact person for any victims of sexual abuse, or persons with a suspicion of abusive activity, and reports to an independent state authority. He also instructs parents on teaching their children age-appropriate sex education.

He and his Reading, Pennsylvania, born wife Jane recently celebrated 40 years of marriage. Jane is a high school teacher specialising in at-risk students.

Both are ardent members of the Fremantle Dockers (Australian Rules) Football Club. Tragically and ironically, MH Flight 17 victims Mo, Evie and Otis Maslin were junior members of the same club. MH Flight 17 is the Malaysia Airlines flight which was shot down on July 17, 2014, killing all 283 passengers and 15 crew on board.

FOUNDATION WELCOMES NEW PRODUCTION & MARKETING MANAGER

Stephen Young



Hello! My name is Stephen Young, and I am happy to say that I am one of the newest team members to join Aviem International Inc., the Family Assistance Foundation and Higher Resources Inc. I am a recent graduate of the University of Georgia, where I received a Bachelor of Arts in Communication with a minor in Spanish. In my spare time, I love going to sporting events with my friends, and I enjoy being outside and staying active.

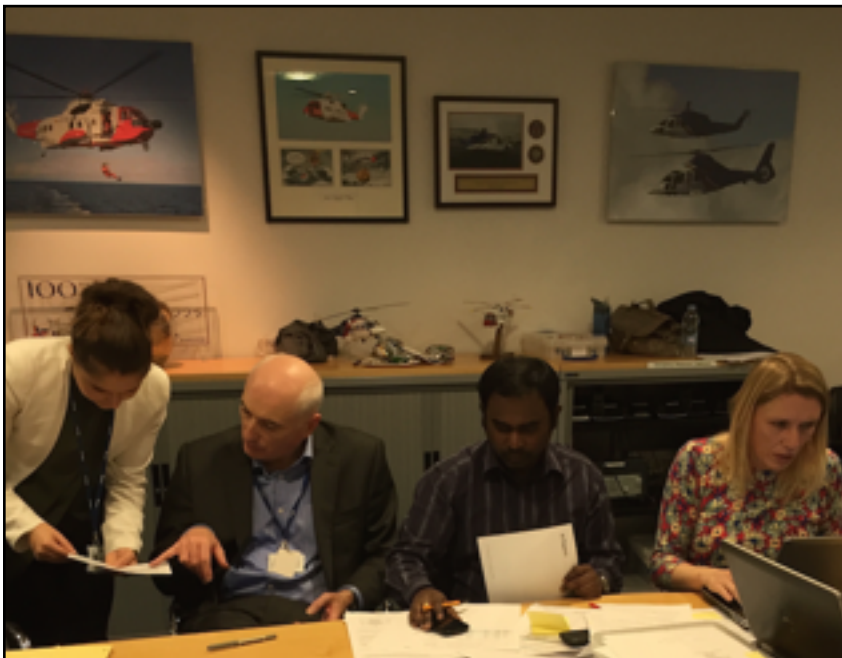
Shortly after graduation I began working for a church in Snellville, GA as an intern with high school students. I was searching for supplemental income when I came across the opportunity to work with families who have been affected by the sudden loss of loved ones. It seemed like a perfect fit with my personality, so I accepted a part-time position with Aviem, the Family Assistance Foundation and Higher Resources. My current title is Manager, Production and Marketing. My job can range from posting on social media all the way to translating documents from English to Spanish for our clients.

The ultimate reason why I decided to work with these three organizations, is because I love their mission. I have loved empowering and encouraging people to push through tough circumstances ever since I was in high school. A lot of times when people lose a loved one they can fall into depression and negative thinking. If I can have the ability to effect positively them in any way possible that would be a win, in my opinion.

TRAINING CLASSES



Statoil USA Annual Exercise and Training, Houston, Texas



Bristow Helicopters Exercise Training, Aberdeen, Scotland



Jeff Morgan celebrating his 60th

Great Western Railway UK Initial Human Services Response™ Training Swindon, England UK



Jet Aviation Initial/Refresher Human Services Response™ Training, Teterboro, New Jersey



Elizabeth Irizarry, who heads up Family Assistance at Jet Aviation, along with survivor & guest speaker, Kathy Johnston, Colgan 3407, on right



Cathay Pacific, Perth, Australia

INTERCRUISES SHORESIDE AND PORT SERVICES, BARCELONA HUMAN SERVICES RESPONSE™ TRAINING FOR NEW TRAINERS



AE3378/3379 MEMORIAL UNDERWAY IN CARY, NC



FAF ANNUAL TRAINING - ATLANTA, GA



REMEMBERING OTHER SURVIVORS



Penny Thompson, Charles Petrosky (Audrey's son),
Audrey Ulozas



Cindy Lampe, wife of Capt. Doug Lampe,
who died in UPS Flight 6, September 2010, praised the
Care Team for their support of her and her family
following the accident.



This past fall, while on their way to London, England, to work with some of the UK members and partners, as well as survivors, Foundation leaders Jeff Morgan and Carolyn Coarsey visited the 9/11 Memorial. This was the first time they both visited the Memorial and they were deeply moved by the entire experience. Seeing the names of the crew on the flights etched in marble and learning so much more about the many others whose lives were lost that day was a very emotional and memorable experience. While they both had heard the widely publicized recordings of American Flight Attendant Betty Ong communicating with Ground Control as the tragic hijacking became known to the world, hearing the recording in the context of the exhibit with the wreckage of the Tower, was far more realistic, albeit even more painful than hearing it on newscasts. If you have not been to the Memorial, we highly recommend that you plan a visit and pay your respects to true American heroes.





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